



Outcome Evaluation UNDP Country Programme

Democratic Republic of the Congo 2008-2012

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1 Background and Objectives

This evaluation of UNDP's progress towards achieving programme outcomes for 2008-2012 focuses on the eight outcomes that constitute and structure UNDP's programme as defined in the 2008-2012 Country Programme Document (CPD)¹ for the Democratic Republic of the Congo (DRC). The main focus that was central to the evaluation was to determine to what extent the intended outcomes have been attained, and if they have not been realized, to define the corrective measures that could be taken to achieve them in the near future (2011-2012) or in the longer term (2013-2017). This approach allows project and programme managers to benefit from strategic recommendations to be used when applicable. It also opens up an enriching dialogue on experiences and lessons learned between the various stakeholders, including donors, government, civil society, national institutions, and other relevant actors.

The eight outcomes that are being evaluated are divided into two groups of four outcomes each, respectively focused on poverty reduction and governance. Both areas have guided the development of the overall process covering the selected methodology, the constitution of the evaluation team and the conduct of the research itself.

The four outcomes associated with poverty reduction are laid out opposite:

Outcome P1

National capacities for the framing of policies promoting attainment of the Millennium Development Goals (MDGs) are strengthened.

Outcome P2

The communities are pacified and local economies are revived.

Outcome P3

Response to HIV/AIDS is harmonized and national programme management capacities are strengthened.

Outcome P4

Capacities of national institutions are strengthened to manage the environment and expand energy services, especially to the poor.

¹ Executive Board of the United Nations Development Programme and of the United Nations Population Fund, *Country programme document for the Democratic Republic of the Congo (2008-2012)*, DP/DCP/COD/1, 2007, p. 4-5.

The four outcomes associated with good governance are detailed hereafter:

Outcome G5

Citizen participation in the exercise of power is increased and access to public services is improved.

Outcome G6

The national, provincial and local levels of government have improved their capacities to provide public services.

Outcome G7

The public administration is more efficient and reliable and offers services to citizens effectively, equitably and with transparency.

Outcome G8

Armed violence is significantly reduced and the protection of the citizens is effectively secured by the services of the State.

The evaluation team comprised six members, out of which three international consultants and three national consultants were paired together to form three research teams, each focusing on one of the following main issues: poverty pillar outcomes, governance pillar outcomes and bolstering the focus on gender as a cross-cutting issue. Two teams – poverty and governance – worked relatively independently so that they could concentrate on understanding the nuances of their respective pillars within the Country Office programme. For the field work section, one member of the gender team joined the poverty team and another joined the governance team so that gender-responsiveness could be addressed in the context of both pillars. The gender team members worked closely with the poverty and governance teams in conducting the analysis and drafting the report.

Field work programmes were arranged separately for both teams. The poverty pillar team accompanied by one member from the gender team undertook missions to Ituri District, and to North Kivu and South Kivu Provinces. Similarly the governance team, accompanied by another member of the gender team undertook missions to Ituri District and to North Kivu, South Kivu and Equateur Provinces. In each location, meetings were held with UNDP staff, government officials, civil society members, project staff and project beneficiaries, elected officials, international observers, UN mission and agency personnel, and bilateral and other multilateral agency staff. In some instances, meetings were also arranged with members of the military and the police, and with private entrepreneurs and journalists.

The objective in each of these meetings was to ascertain the extent to which the outcomes for the period 2008-2012 were realized. Pertinent and reliable data were rarely available. The teams relied therefore on primary and secondary source information. Primary information was typically in the form of project planning

and reporting documents, strategic papers and correspondence. Most of the primary documentation, including in-house monitoring and evaluation exercises, was limited, with rare exceptions, to confirming or reiterating the positive realization of outcomes. Very few documents and interviewees approached UNDP

performance analytically. In order to obtain a nuanced understanding of the programmes, the teams relied on structured and semi-structured interviews that followed strategically structured lines of questioning designed to elicit whether objectives had or had not been met and what were the critical factors.

2 Overview

This outcome evaluation has sought, sometimes with difficulty, to give an overall perspective on the performance of UNDP with respect to the realization of its objectives. The difficulty is in part a consequence of the exercise itself, divided as it is into eight separate outcomes. It is also in part reflective of UNDP's fragmented and widely dispersed programme. Despite UNDP's overall comprehensive Country Programme Document (CPD), this has not translated into a coherent, unified programme.

The UNDP in the DRC is pulled in different directions and has to respond to different demands at the same time. It is obliged to appeal to donors and has increasingly done so over this programme cycle, implementing programmes at the behest of donors which it might not otherwise undertake. It struggles also to appeal at the same time to its government partners, which results in an approach that differs considerably in commitment and objectives. UNDP must straddle a number of different fences. In addition, the evolving political context to which the UNDP has tried to respond during the course of the programme has dispersed the programme even further.

The UNDP has sought to hold together a diversified programme by introducing a structure with two major pillars: poverty and governance. This structure was supposed to facilitate the organisation of the various programme elements and yet, it has not kept a strong focus. The present programme structure,

with its two separate pillars, has perhaps created a further, administrative divide, separating governance programmes from poverty programmes, which in some cases, inhibits the UNDP from benefitting from a potential synergy between components. For example, the programme in support of planning and budgeting for poverty outcomes at the national and provincial levels could have benefited from the programme's governance section to promote decentralization. Because of the administrative divide, both components have operated in parallel, independently from one another.

However, there are still many commendable elements within the programme, which have been successful in bringing about significant results, despite the difficult circumstances under which they have been achieved. These are often under-appreciated, associated as they often are with a diversity of elements that are far less appreciated within a scattered programme. This fragmented and dispersed programme easily detracts from those efforts that have been fruitful. UNDP would benefit from building on those elements that are the most effective, isolate them and reconstruct a more focused programme around them. In the poverty programme, these would include the planning and budgeting tools inspired by MDGs, the social cohesion efforts in the eastern provinces and the potential for microfinance. In the governance programme, these would include the support to the Cour des Comptes (Court of Auditors) in publishing

annual reports submitted to the parliament, which has successfully assisted parliamentarians in understanding government finance.

The overall recommendation of the outcome evaluation is to make the programme more cohesive, diminish its

involvement in efforts which are not fruitful and focus on those which have had positive results. In doing so, consideration should be given to UNDP's particular strengths within the Paris Declaration Objectives. To accomplish this, the UNDP must be even more responsive to the needs of government and civil society.

3 Key Evaluation Questions

To lay the foundation for an approach that would be common to all three inquiries, the poverty, governance and gender international and national consultants collaborated in the preparation of evaluation matrices prior to beginning the evaluation, using the same format that included principal questions, principal indicators and sources of data. The matrices served two purposes: 1) to identify the core issues of concern, how they would be addressed and how the relevant information would be obtained; and 2) to ensure a comparable methodology among the three inquiries with the same rigorous approach to identifying indicators.

The matrices were designed to address the five following central evaluation questions:

1. **Has progress been made in achieving the results expressed in the outcomes for each of the components? Why and how have the outcomes been achieved, not achieved or partly achieved? What are the major achievements and challenges in each outcome? What exogenous factors have contributed to the realization or non-realization of the outcome?**
2. **To what extent has UNDP contributed to the promotion of gender equality and women's empowerment at the outcome level? How can the**

programme be made more effective in 2011-2012 as well as in the next programme cycle 2013-2017?

3. **Is the outcome relevant to current national priorities and to the UNDP Country Programme Document? Is the UNDP strategy for each outcome appropriate to the problem(s) the outcome addresses?**
4. **How effectively and efficiently are the key UNDP projects currently being implemented? Are there any areas that should be modified or that need significant improvement in 2011-2012? In 2013-2017?**
5. **Is the progress toward realizing the outcomes sustainable? Has ownership by national and provincial authorities been a central consideration in outcome implementation?**

Each of the eight outcomes has been assessed with reference to whether these five criteria (key questions) have been fulfilled: i) Fully, ii) Mostly, iii) Partially or iv) Not at all.

Overall, most of the assessments indicate that progress in realizing the objectives, specifically in achieving results, has been **partial**. Progress has been **mostly** realized in the support to planning and budgeting processes with

a specific focus on the preparation of the Growth and Poverty Reduction Strategy Paper (GPRSP 2). Progress in

other outcomes has been judged to be **partial**. This leaves room for improvement.

4 Key Findings and Recommendations

UNDP has pursued these outcomes in partnership with government and civil society under challenging circumstances. The programming cycle began only five years after the Global and All-Inclusive Agreement of 2003 put an end to two wars and seven years of conflict. In 2008, at the beginning of this programming cycle, the country's economic, physical and social infrastructure was in a state of advanced deterioration that inhibited growth and private sector development. Tensions ran high from the first elections held in 2006. In the course of the programming cycle, armed groups renewed their hostilities with grave humanitarian consequences and with the result that development assistance programmes were largely at a standstill in areas affected by conflict. A global financial crisis reduced exports and public revenues, compromising even further the capacity of the state and

its officials to meet the multitude of expectations. In the wake of the financial crisis, UNDP has been increasingly constrained by the lack of guaranteed core funding for development with the consequence that, in order not to reduce significantly its level of involvement in the country, UNDP has assumed the management of programmes which may or may not contribute to its core agenda.

Key findings and recommendations² are divided in two sections, a first treating programme-focused findings with recommendations applicable to all outcomes and a second, relevant to specific outcomes.

2 The report does not specify who should assume responsibility for the recommendations and instead leaves this to the discretion of UNDP.



Photo credit: Robin Rompey

4.1 Programme Focused Key Findings and Recommendations

Key Finding 1

Programme Coherence

The elements of the country programme in each of the two pillars do not add up to a clear and coherent strategy, and in some cases, the components fit awkwardly into the pillar to which they belong. Programme activities under the governance rubric operate in parallel with programme activities under the poverty pillar, without taking advantage of the inherent synergy between them.

Recommendations for the current programme

- Revise the structure of the country programme to ensure that the components are sensibly prioritized, that all the anticipated outcomes are of clear strategic value, and that components sharing a strategic domain reinforce each other so that progress toward outcomes can benefit from a more coherent programme.

Recommendations for planning the next programme cycle

- Ensure the descriptions of outcomes are less grandiose, more feasible and more likely to serve as concrete objectives against which staff, donors and evaluators are able to measure their attainment.
- Reduce the number of outcomes.

Key Finding 2

Results-based Programme Management

UNDP's efforts to promote 'Managing for Development Results' (MfDR) and the programme approach have not given rise to an effective monitoring and evaluation strategy. Monitoring and evaluation practices and the data in the system of UNDP, such as Atlas and the Enhanced Results-based Management (ERBM) Platform of UNDP Intranet, do not provide information which focus on the realization of outcomes or on how improvements might be made. Indicators, baselines and annual targets of each outcome in ERBM Platform as well as the results framework in the original CPAP 2008-2012 document are not effectively used by UNDP and national partners for the monitoring and reporting of the outcomes. Some outcome definitions and/or indicators are not specific and realistic enough to be used for the actual monitoring, reporting and evaluation. There is not a sufficient understanding of the outcomes among UNDP staff, and this has resulted in a significant delay in the implementation of the original evaluation plan 2008-2012. Outcome monitoring and evaluation have not been harmonized across all the programme units. The information available lacks reliable monitoring data and assessments of progress toward outcomes are not available.

Recommendations for the current programme

- Revise the outcome indicators to ensure indicators assess and report on outcomes and monitor each outcome systematically, at least once a year, based on a harmonized monitoring mechanism across all the programme units.
- Ensure that at least one indicator per outcome is gender specific.

Recommendations for planning the next programme cycle

- Develop a monitoring and evaluation mechanism that is sensitive to gender for the new results framework of the country programme, based on an approach that is capable of being simply applied by all programme staff and partners in order to promote the realization of outcomes up to the end of the cycle.
- Ensure the integration of gender in the definition of outcomes and outputs as well as in the indicators of outcomes and outputs in the new results framework.

“UNDP has pursued these outcomes in partnership with government and civil society under challenging circumstances.”

Key Finding 3

Capacity Development

The majority of activities incorporate a capacity building component which is often a combination of material support such as office equipment, including computers and other IT material, training and workshops to discuss approaches, methods, transfer knowledge, and share experiences. In addition, study tours and participation in subject specific conferences or workshops have been offered. At the start of the programme, addressing many of these material basic needs were important in providing a reasonable working environment for staff. In many cases, material support and basic building blocks are in place, but training and other means of transferring knowledge show limited results. Capacity building efforts are a significant part of programme budgets and the impact of capacity building should be made more explicit and visible.

Recommendations for the current programme

- Plan for and include a post capacity building evaluation tool which assesses, for example, how the participant has benefitted from the training offered, how the training has been used in view of the person's tasks and whether the training has improved the performance of the participant or team.

Recommendations for planning the next programme cycle

- Develop a detailed diagnostic tool that assesses capacity building needs across the programme, which includes timely evaluations of the results and impact of capacity building efforts and includes additional support, such as coaching and on the job training.

4.2 Outcome and Gender Specific Key Findings and Recommendations

Key Finding 4

Outcome P1: National capacities for the framing of policies promoting attainment of the Millennium Development Goals (MDGs) are strengthened.

Tools introduced to enhance the focus on poverty alleviation in the planning and budgeting process are a first step in rationalizing the allocation of national resources. The GPRSP 2 is one of these tools. The challenge is now to entrench these practices within the Ministries of Planning and Finance. The weakest link in this initiative are the provincial government partners whose Priority Action Plans (PAPs), Medium-term Expenditure Frameworks (MTEFs) and other budgeting exercises guide implementation of the national strategy. The initiative requires greater planning and monitoring skills than are presently available.

Recommendations for the current programme

- Strengthen the capacity of provincial bodies implementing the GPRSP 2 to implement and monitor the programmes proposed.
- Oversee an effort to partner private sector firms with provincial planning bodies under the scrutiny of UNDP to sharpen the accounting and planning skills of provincial functionaries.

Recommendations for planning the next programme cycle

- Initiate a nationwide poverty analysis, with a strong gender equality component, in collaboration with national and local staff in the Ministry of Planning to substantiate and correct the assumptions made in the GPRSP 2.

Key Finding 5

Outcome P2: The communities are pacified and local economies are revived.

The strategies devised to dismantle non-state armed groups, especially in the North Kivu, South Kivu and Maniema Provinces, have done little to realize their desired outcomes.

Recommendations for the current programme

- Support efforts at regulating the trade in natural resource: expand the pilot trade centres (centres de négoce) project as a tactic for excluding the participation of non-state armed groups; this is not meant to replace the reinsertion programme for ex-combatants, but rather to complement it.
- Build upon pockets of success within economic recovery and social initiatives in the district of Ituri and adapt them to the context of North and South Kivu; improve the targeting and support the full implementation of the Project for Security, Empowerment and Reintegration of Women in North and South Kivu (PSAR), while also ensuring that the project functions in synergy with the UNDP's Access to Justice Project.

Recommendations for planning the next programme cycle

- Build a collaborative partnership with private operators in order to impose limits on the commercial activities of armed groups by regulating their commerce in natural resources; UNDP should here initiate partnerships with the private sector in this objective.

“Tools introduced to enhance the focus on poverty alleviation in the planning and budgeting process are a first step in rationalizing the allocation of national resources.”

Key Finding 6

Outcome P2: The communities are pacified and local economies are revived.

One of the key elements limiting progress in poverty reduction in Ituri and South Kivu has been the lack of access to capital, or microcredit. Microcredit is available in the marketplace but poor and vulnerable households do not qualify to benefit from it due to a lack of collateral. The positive experience of providing microcredit in Beni has demonstrated the feasibility of UNDP successfully offering microcredit to poor and vulnerable households.

Recommendations for the current programme

- Urge the current UNDP Microfinance Support Programme PASMIF (Programme d'appui au secteur de la microfinance) to devise ways of providing microcredit access to vulnerable and poor households and to support business development.

Recommendations for planning the next programme cycle

- Introduce microcredit as an integral part of the Community-based recovery programme (Programme de relèvement communautaire), notably in the eastern provinces to support economic growth by making capital available to households at all income levels.



Photo credit: Bertrand Ginet

Key Finding 7

Outcome P4: Capacities of national institutions are strengthened to manage the environment and expand energy services, especially to the poor.

UNDP's concern to focus principally on preparing a strategic national plan to be eligible for international funding diverts attention from making sure that practical applications are pursued in order to ground the projects in concrete realities.

Recommendations for the current programme

- Following discussions with the Ministry of Environment, settle on an approach to national execution that will resolve the present cessation of work on the PANA project (Programme d'action national d'adaptation aux changements climatiques).
- Take measures to perform a gender analysis and to target men and women in the strategy and capacity-building efforts associated with the PANA project. As well, use the existing REDD (Reducing Emissions from Deforestation and Forest Degradation in Developing Countries) Gender Thematic group to integrate gender in the REDD National Strategy.

Recommendations for planning the next programme cycle

- Embark on a selection of field level initiatives to support the environment programme's theoretical initiatives with practical demonstrations; those initiatives do not need to be extensive, but there must be some indication that the programme is prepared to implement its claims with concrete initiatives.
- Consider the possibility of establishing the environment programme as a separate pillar.

Key Finding 8

Outcome G5: Citizen participation in the exercise of power is increased and access to public services is improved.

Support to the electoral cycle, including the management of the basket fund to back up the Electoral Cycle Support Project (PACE), has promoted citizen participation in the electoral cycle. Financing the project via a basket fund has allowed UNDP to manage its contribution to the electoral process through an integrated approach, coordinating donor contributions and drawing on, as needed, international advice. Management of the basket fund has been laborious and slow, which has occasionally undermined the convenience and the appropriateness of using the fund for financing the electoral cycle.

Recommendations for the current programme

- Identify obstacles inhibiting the improvement of UNDP's procurement procedures in order to respond to the needs of those managing the electoral cycle in a more timely fashion; provide better support to NGOs to play an effective role in the electoral cycle.

Recommendations for planning the next programme cycle

- Continue building capacity in the Independent National Electoral Commission (CENI) to ensure the organizations effectiveness in managing the process.
- Integrate the support to political parties into the support to the Parliament and the Provincial Assemblies and ensure that all parties elected can benefit from UNDP's support.
- Within the PACE project, develop a long-term sub-project focused on the political participation of women and young girls, including the provision of strategic support for the capacity-building of civil society organizations and for a culture of female leadership at the national level and targeted provincial and local levels.

Key Finding 9

Outcome G6: The national, provincial and local levels of government have improved their capacities to provide public services.

The advantages of decentralization are clear and UNDP has played an important facilitation role for the Technical Unit for Support of the Decentralization Process (CTAD). Development plans have been elaborated in a participatory manner and these have been an important tool for provincial authorities to provide public services. There are no resources, however, to put them into effect and consequently no impact on beneficiaries.

Recommendations for the current programme

- Organize a Forum II to follow up on Forum I of 2007 and play a facilitation role in identifying those obstacles which are impeding progress on decentralization.
- Build upon and scale-up instances of success in the programme to ensure that the priorities of men and women are enumerated consistently and scaled up to the local and provincial level.

Recommendations for planning the next programme cycle

- Identify synergies between the administrative and economic governance components and integrate these with the decentralization component if opportune and ensure that essential reforms with regard to public financial management and public administration are congruent with the decentralization process.

Key Finding 10

Outcome G7: The public administration is more efficient and reliable and offers services to citizens effectively, equitably and with transparency.

The administrative and economic governance programme is here treated separately from decentralization, and yet, their functions are closely linked. The economic governance programme, as it presently stands, lacks coherence and in spite of different outputs, because of insufficient resources, has had little impact.

Recommendations for the current programme

- Continue support to the Cour des Comptes and analyze the factors that contribute to achieving the outcome; consider using this approach in other governance components.
- Operationalize the Aid and Investment Management Platform (PGAI) and encourage the government to provide a single aid coordination mechanism.
- Accelerate support to ensure that the legal framework with regard to public administration and public finance reforms are concluded.
- Increase UNDP's support to government to encourage improvements in the quality and availability of sex-disaggregated data used by policy makers and planners.

Recommendations for planning the next programme cycle

- Take advantage of synergies between the administrative and economic governance programme and the decentralization programme in order to advance fundamental reforms in the proposed reforms in public finance and public administration.



Photo credit: Bertrand Ginot

Key Finding 11

Outcome G8: Armed violence is significantly reduced and the protection of the citizens is effectively secured by the services of the State.

UNDP's Access to Justice Project and other similar projects operating in Eastern Congo have measurably increased access to justice for survivors of sexual violence. It has improved the whole penal chain for survivors of sexual violence and also created positive externalities for the whole security and justice system.

Recommendations for the current programme

- Continue the access to justice programme and expand the approach to address the access to justice needs of women and girls and the economic needs after trial, and expand measures to re-integrate them into communities.

Recommendations for planning the next programme cycle

- Partner with UN Women's initiatives on reparations by taking on an increased role in Women's Access to Justice at the national policy level.

Key Finding 12

Outcome G8: Armed violence is significantly reduced and the protection of the citizens is effectively secured by the services of the State.

UNDP has been assisting the government with reforms in the justice sector, including: reconstruction of training centres for the police, training police officers, training new judges and access to free justice programmes. In addition, UNDP has introduced an access to justice programme to support victims of sexual violence. Reforms to justice are on-going and some results are substantial, notably in the area of improved police training. The access to justice programme is showing initial results.

Recommendations for the current programme

- Make an inventory of activities undertaken by other donors in justice reform sector in order to ensure complementarity.

Recommendations for planning the next programme cycle

- Continue with police training and if possible expand the programme taking into consideration the proximity police approach.
- Expand access to justice programme in numbers of participants and in extent of area served.

Key Finding 13

Outcome G8: Armed violence is significantly reduced and the protection of the citizens is effectively secured by the services of the State.

Post-brassage and disarmament, demobilization and reintegration (DDR) activities have been successful but have not resolved the conflict. In order to make these efforts more sustainable and have a greater impact on conflict prevention, there is a need for the development of medium term poverty alleviation programmes in which the ongoing activities under the current reduction of Small Arms and Light Weapons (SALW) initiative could be integrated.

Recommendations for the current programme

- Include the reduction of SALW initiatives within forthcoming poverty alleviation programmes to support DDR activities.

Recommendations for planning the next programme cycle

- Transfer all security programmes from the governance pillar to the poverty and conflict reduction programmes.

Key Finding 14

Gender

Progress toward gender equality and women’s empowerment is either partial or non-existent. There is largely limited progress, or ‘pockets of success’ at the project or micro-project level within outcomes P1 (support for MDG achievement), P2 and P3 (community revitalisation and HIV/AIDS), G6 (local governance and decentralisation), and G8 (security and judicial governance). The weak overall progress is attributable to several determining factors: i) Weak operationalization of the UNDP Gender Strategy and the inability to incorporate gender analysis and strategies in the project development phase; ii) Weak identification of outcome indicators, outputs, and output indicators focused on gender equality and women’s empowerment; iii) Insufficient technical expertise to embed gender equality and women’s empowerment in key UNDP programmes and projects.

Recommendations for the current programme

- Ensure a consensus on key gender equality priorities, update and operationalize the UNDP Gender Strategy, in consultation with UNDP senior leadership, and in partnership with UN-Women and the United Nations

Recommendations for planning the next programme cycle

- Operationalize a long-term UNDP gender strategy in synergy with and to support the development of the new UNDP 2012-2014 Country Office Gender Strategy. The strategy should be developed in close

Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO); as well, prepare a technical plan to assist UNDP programmatic and cross-cutting units to implement the strategy.

- Build upon and scale-up instances of success in key areas such as gender-responsive budgeting and planning (including the possible secondment of personnel to the Ministry of Planning) (P1), economic revitalisation and social cohesion (P2), HIV/AIDS (P3), decentralisation (G5), and security and judicial governance (P8).
- Develop synergies and common approaches for addressing sexual violence in outcomes P1 (support for the MDGs), P2 (community rehabilitation), P3 (HIV/AIDS), G6 (local governance and decentralisation), G7 (administrative governance) and G8 (post-brassage).
- Ensure that the resources from the PACE Project basket fund are available to the MONUSCO Gender and Elections Team to ensure immediate implementation of planned activities.

collaboration with UN Women, with a focus on key strategic domains of intervention for UNDP: gender-responsive budgeting and planning, local governance and decentralisation, economic revitalisation and social cohesion, and access to justice.

- Improve considerably the quality and quantity of gender equality expertise in the Country Office as a whole, and limit the functions of the Gender Unit to quality assurance with respect to gender equality in CO programming.



Photo credit: Robin Pompey

Key Finding 15

Gender

In addition to the two existing projects focused on providing services to survivors of sexual and gender-based violence, UNDP should also take a larger leadership role to address sexual violence priorities identified in existing UNDP programmes, with the Ministry of Justice and the Mixed Justice Committee (Thematic Group).

Recommendations for the current programme

- Assume an active role in national-level politics with respect to access to justice for survivors of sexual violence. In particular, increase the capacity of the Ministry of Justice to coordinate initiatives on sexual violence, within the context of existing UNDP support to the Ministry.

Recommendations for planning the next programme cycle

- In collaboration with MONUSCO and UN-Women, develop and disseminate a standardized methodology for integrating sexual violence prevention and response in all UNDP programmes.

“Build upon and scale-up instances of success in key areas such as gender-responsive budgeting and planning...”

Key Finding 16

Gender

There is a significant lack of gender balance and respect for women staff members at all levels of the UNDP Country Office in the DRC. Progress in this area is greatly needed so that UNDP can model the changes it aims to inspire with respect to gender equality in its programming.

Recommendations for planning the next programme cycle

- Take immediate measures at the institutional level to address the lack of gender balance and respect for women staff members in the Country Office.



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