



TERMS OF REFERENCE

Evaluation of the DRC Leadership training initiative

Initiative:	Initiative du leadership et de la consolidation du cohérence de l'Etat (ILCCE) / Collaborative Initiative For Leadership And State Cohesion dans le cadre du projet "Appui aux institutions de la Transition" (AIT)
Position:	2 International and 1 national expert to carry out an external evaluation
Type of evaluation:	External
Length of mission:	25 may – 14 of June
Place:	Goma & Kinshasa, Rép. Dém. Du Congo (RDC)

After one and a half years of execution of the DRC Leadership training initiative, UNDP jointly with the Woodrow Wilson International Centre for Scholars (WWICS) is organising a results and impact evaluation.

The evaluation will be the basis of a potential recommendation of UNDP to participating donors to extend the initiative for another 2 years and, based on available funding, of an extension of the contract binding WWICS and UNDP.

I. CONTEXT AND DESCRIPTION OF INITIATIVE

I.1 Context

Within UNDP's Governance Programme, the political governance cluster has the dual objectives of promoting democratic governance and strengthening institutions that will prevent violent conflict. Achieving these objectives requires work at many different levels in society. The WWICS/IRENE Democratic Republic of the Congo (DRC) Leadership Training Programme plays a crucial role at a high political level by helping develop leadership and conflict resolution skills of key actors.



The WWICS/IRENE DRC leadership training initiative has its origins in the diplomatic community's concern about the fragility of the Congolese political transition, and its interest in finding some means of beginning (a) to build a modicum of trust and collaborative capacity among the country's badly fragmented leadership, and (b) to transform the zero-sum, winner-take-all mentality that had come to characterize the Congolese political culture. Following the success of a Woodrow Wilson International Centre for Scholars led leadership training initiative in neighboring war-torn Burundi, its Africa Programme Director, Ambassador Wolpe, who had served for several years as US Special Envoy to Africa's Great Lakes region, was invited to test the receptivity of Congolese leaders to undertaking the same kind of leadership training programme. Following consultations with a broad cross-section of Congolese leaders, a decision was made to launch what was initially conceived as a two-year training initiative but which, because of the programme's impact and growing momentum, has now been significantly expanded and extended. The actual training commenced in January 2006, with the programme now proposed to run through 2009.

I.2 Initiative Objectives

The principal goal of the DRC Leadership Training Programme is supporting a peaceful democratic transition process in the DRC by reducing the immediate sense of crisis and building cohesion and collaborative capacity amongst a carefully selected group of key Congolese leaders who are managing and leading it. The programme has carefully selected its participants from government, politics, civil society, the military and other relevant sectors. To achieve this goal, the Programme has identified four specific objectives essential for the building of a sustainable peace:

1. Transforming the zero-sum, winner-take-all mentality that accompanies all conflicts to a new awareness of inter-dependence and of the value of collaboration in the pursuit of one's self-interest;
2. Building or re-building trust and relationships among key leaders;
3. Re-building a consensus on the "rules of the game," i.e., on how power is shared and decisions are made;
4. And strengthening communications and negotiations skills to encourage cooperative rather than confrontational modes of discourse.

I.3 Management Of The Initiative

The programme management is structured as a three-way partnership, involving the Washington-based Woodrow Wilson International Institute for Scholars (WWICS), the Paris-based Institute on Research and Education in Negotiations in Europe (IRENE-ESSEC), and the Kinshasa-based Initiative for Collaborative Leadership and State Cohesion (ILCCE). The WWICS provides the over-all strategic design and management,



under the leadership of Ambassador Howard Wolpe, Director of the Center's Africa Programme and Project on Leadership and Building State Capacity. IRENE Director Alain Lempereur serves as the principal trainer and oversees all trainer recruitment and activity. Michel Kassa, former OCHA Africa Deputy Director with more than 8 years of DR Congo experience, leads the ILCCE team on the ground.

I.4 Funding Of The Initiative

The programme has been funded by an international consortium consisting of the European Community, the UK, USA, Norway, Canada and Sweden. To date approximately US \$1.8 million have been contributed, and several donors have indicated an intention to expand their commitments in support of a multi-year extension of the original programme. All but the American contributions are channelled through a trust fund administered by the UNDP.

I.5 Initiative Methodology and Activities

The WWICS has based its approach of the DRC Programme on its experiences learnt from a similar initiative it conducted in Burundi. It ran, for groups of Congolese leaders, five day leadership development retreats and periodic two day follow up workshops to reinforce skills and to strengthen personal relationships. These retreats use a workshop approach to strengthen the collaborative decision-making skills of Congolese leaders. These skills are broken down into three sub-sets: conflict-analysis, communication, and negotiation skills. The workshop develops conflict-analysis skills through the SIMSOC simulation exercise. Communication skills include active listening and active speaking amongst others. Negotiation skills include negotiation preparation, relationship mapping, and identification of interest exercises. Additional skills such as mediation, facilitation, and strategic planning are developed in the follow-on workshops.

The Programme has held workshops with national leaders, leaders from key conflict zones (Ituri, North Kivu, South Kivu and Ituri), National Assembly members and Provincial Assembly and government members (see attached list).

I.6 Role of UNDP

UNDP has been entrusted by the international community to assist with the implementation of the proposed programme based on its widely recognized neutrality, its longstanding experience in the DRC, and its recently strengthened capacities in terms of project management support services (Service Center). The specific roles of UNDP are to:



- a. Provide a common funding platform for donors, and assist in additional funds mobilisation;
- b. Discuss general and strategic issues and offer guidance, where appropriate;
- c. Encourage synergies between the initiative and the rest of the governance programme (eg projects supporting parliament and political parties);
- d. Ensure general project implementation oversight according to its NGO execution procedures;

II. EVALUATION

II.1 Objectives of the evaluation:

The evaluation has three main objectives:

- 1) Evaluate the overall performance of the initiative against its stated goals, objectives and criteria;
- 2) Identify potential synergies with and complementary activities in the UNDP Governance programme that will help to reinforce both the work of this initiative as well as the UNDP Governance Programme;
- 3) Propose improvements or new ideas to strengthen the work of the initiative.

II.2 Evaluation Criteria

The following criteria should be considered by the evaluators:

→ Impact:

- i) What impact has the initiative had on supporting a peaceful democratic transition process in the DRC by:
 - a) Reducing the immediate sense of crisis among key leaders and
 - b) Building cohesion and collaborative capacity among them.
- ii) What has been the impact in the four objective areas:
 - a) Transforming the zero-sum mentality;
 - b) Building trust and relationships;
 - c) Re-building a consensus on how power is shared and decisions are made;
 - d) And strengthening communications and negotiations skills.
- iii) Look at the grouping of the impact at the following levels:
 - Individual
 - Relationship



- Conflict
- Institutional

→ Execution of the project: To what extent have the programmed activities been accomplished, and what practical lessons have been learned in the course of the implementation of these activities? What percentage of targeted leaders attended and how did this change over time?

→ Relevance and Adaptability: What was the relevance of project activities, products, results and indicators to the initial programme objective of helping to rebuild state cohesion and collaborative capacity? Was this adapted to changing circumstances?

→ Efficiency: To what extent human, material and financial resources put at the disposal of the project managers have been appropriately and efficiently used in relationship to the programme's original goals?

→ Sustainable Partnership: How effective was the project's framework and method of partnership with Congolese leaders, donors and the diplomatic community? Will it sustain itself?

II.3 Expected result

The expected result of the evaluation is a detailed evaluation report composed of the above elements.

- The Evaluation Team will jointly produce a report analysing performance against evaluation criteria, proposing synergies and complementary activities with the UNDP Governance Programme, and suggesting potential improvements.
- The Team will submit the report within one week after the end of the mission and will discuss it with UNDP and its partners.

II.4 Methodology

In evaluating the initiative, the experts should use the following overall methodology:

a) Sources: To conduct its evaluation, the Team will inter-alia:

- Examine written workshop-based evaluations
- Review of all project reports to donors
- Examine the budget and expenditure report of WWICS
- Read the evaluation of North and South Kivu workshop impacts
- Conduct interviews and focus group sessions with



- management and training team members
- sample groups of participants
- selected diplomats and independent observers
- UNDP governance staff

b) Type of Analysis: The analysis should have be both qualitative and quantitative (eg simple graphical analysis of the survey and financial data by workshop), show the trend over time and distinguish between the assessments by type of respondent (which workshop and whether a participant or a donor, etc.). It should both evaluate the achievement of expected results and qualitatively analyse its impact. In addition, the financial data should be compared similar data of the WWICS Burundi training initiative in order to confirm to the extent possible the “best value for money” principle.

c) Collaboration: The experts will work jointly and produce a report reflecting the common position of the evaluation team. The team will conduct the evaluation in close collaboration with the UNDP Governance Unit, the DRC Leadership Training Programme team, workshop participants, donors, MONUC and other partners.

III. MISSION

III.1 Team:

A tri-partite evaluation team will comprise of:

- A UN evaluator drawn from the Bureau of Crisis Prevention and Recovery, who will be the team leader;
- A professional independent evaluator financed by the WWICS;
- A Congolese national who has participated in the programme or who has direct knowledge of the programme.

The independent evaluator and the UN evaluator will be selected on the basis of their expertise in the field of conflict transformation, their experience in conducting evaluations of field projects, and their knowledge of the political environment of African countries emerging from war and of the DRC in particular.

All evaluators must have:

- An advanced university degree in social studies, law or economics;
- More than 5 years of international professional experience;
- A good knowledge of the political environment of African post-conflict countries and the DRC in particular
- Good knowledge of spoken and written French.



**DRC (ILCCE) TRAINING PROGRAM -- LIST OF WORKSHOPS and
CALENDAR PROJECTION THROUGH JULY 2008**

AS OF 3 MAY 2007

	Type	Dates	Place	Participants	N° of partici- pants	N° of days
1.	B.	Jan 06	Kinshasa	Nganda I: Key National Leaders I	36	6
2.	B.	Feb 06	Kinshasa	Nganda II: Key National Leaders + Ituri Key Leaders	27	6
3.	F.	Feb 06	Kinshasa	Nganda I – II : Follow On – Kinshasa		2
4.	B.	Mar 06	Goma	North Kivu Key Leaders	45	5
5.	F.	May 06	Goma	Goma Follow-On	all	2
6.	B.	May 06	Bukavu	South Kivu Key Leaders	49	5
7.	S.	June 06	Kinshasa	Presidential Candidate Campaign Managers	8	1
8.	S.	July 06	Butembo	North Kivu Key Leaders + Beni- Butembo people	16 new, 27 total	2
9.	S.	July 06	Uvira	South Kivu Key Leaders Follow-On + Uvira/Fizi/High Plateau	41 new, 49 total	2
10.	S.	July 06	Minemb we	High Plateau Key Leaders, Several Communities	51 new, 53 total	2
11.	F.	Aug 06	Kinshasa	Reps. of Nganda I and II, Goma and Bukavu	Former partic.	4
12.	F.	Oct 06	Goma	Mixed South and North Kivu Leaders	3 new, 18 total	2
13.	S.	Nov 06	Kinshasa	Media Training	23	3
14.	B.	Mar 07	Goma	North Kivu Provincial Assembly + Key Leaders I	48	5
15.	B.	Apr 07	Bukavu	South Kivu Workshop	44 new, 46 total	5
16.	B.	Apr 07	Kinshasa	National Assembly Workshop	38	5

Total No. of Participants in ILCCE Program (as of May 2007) = 429

**8 BASIC 5-DAY WORKSHOPS
5 SHORT WORKSHOPS
4 FOLLOW-UP WORKSHOPS**



LIST OF ALL MODULES – DRC TRAINING INITIATIVE

Jan 06 through July 07

Nganda I	Retreat + 3 Follow-up
Nganda II	Retreat + 2 Follow-up
North Kivu	Retreat + 3 Follow-up
South Kivu	Retreat + 2 Follow-up
Minembwe	2-day mini-retreat
Uvira	2-day mini-retreat
Butembo	2-day mini-retreat
Presidential Candidates	1-day training
Media	3-day training
North Kivu Govt + Key Leaders I	Retreat + One Follow-up
North Kivu Govt + Key Leaders II	Retreat
National Assembly	Retreat
South Kivu Govt + Key Leaders I	Retreat

August 07 through July 08 (Projected)

Media	1-day SMSOC simulation
North Kivu Govt + Key Leaders I	2 nd follow-up
North Kivu Govt + Key Leaders II	1 st and 2 nd follow-up
South Kivu Govt + Key Leaders I	1 st and 2 nd follow-ups
South Kivu Govt + Key Leaders II	1 st and 2 nd follow-ups
National Assembly	1 st and 2 nd follow-ups
Ituri	Retreat + 1 st and 2 nd follow-ups
Mixed Group of Key Leaders	Retreat + 1 st and 2 nd follow-ups