



**Food and Agriculture Organization  
of the United Nations**

**PROJECT DOCUMENT**

At the request of the Government of the Democratic Republic of Congo (DRC), represented by the Ministry of Agriculture, the Food and Agriculture Organization of the United Nations (FAO) will provide technical assistance for the following project:

<b>Project Title:</b>	Resilience and Nutrition in the Great Lakes Region (RENUGL) – Technical Assistance
<b>Project Code:</b>	<b>GCP /DRC/088/GAF (705362)</b>

Upon signature of this project document by duly authorized representatives of both parties, the project will be implemented in accordance with the provisions of the 2019-2023 Country Programming Framework, signed between the Government of the Democratic Republic of Congo (DRC) and the FAO on 21/12/2019 and the UNDAF/UNDSCF legal annex signed between the Government of the DRC and the United Nations on 30/12/2019, and in accordance with the description of the project and the management methods described in this document.

For the Government of the Democratic Republic of Congo	For the Food and Agriculture Organization of the United Nations
Last name:	Last name:
Title:	Title:
Date:	Date:

## FAO STANDARD PROJECT MODEL

<b>Project Title:</b>	Resilience and Nutrition in the Great Lakes Region (RENUGL)
<b>Project Code:</b>	GCP/DRC/088/GAF
<b>Beneficiary country(ies):</b>	Democratic Republic of Congo (DRC)
<b>Government / other counterpart(s):</b>	The Minister of Agriculture
<b>Expected EOD (Start Date):</b>	February, 2023
<b>Planned NTE (Completion Date):</b>	January 2028
<b>Contribution to the FAO Strategic Framework: (Please indicate the appropriate case)<sup>1</sup></b>	<ul style="list-style-type: none"> <li>• Priority Program Areas (PPAs):</li> <li>BN2 - Nutrition for the benefit of the most vulnerable</li> <li>BP1 - Innovation at the service of sustainable agricultural production</li> <li>BL4 - Agricultural and food emergencies</li> <li>BL 5 - Resilience of agrifood systems and livelihoods</li> <li>• The goals of the SDGs:</li> <li>2.1 - Eliminate hunger</li> <li>2.2 - End all forms of malnutrition</li> <li>2.3 - Double the agricultural productivity and incomes of small-scale food producers, especially women, indigenous people, family farmers, pastoralists and fishers, including by ensuring equal access to land, other productive resources and inputs, knowledge, financial services, markets, and off-farm employment and value addition opportunities</li> <li>2.4 - Viability of food production systems and resilient agricultural practices. and ensure that everyone, in particular the poor and people in vulnerable situations, including children under 5 years, have access to safe, nutritious and sufficient food all year round</li> <li><b>2.a.</b> Increase, including through enhanced international cooperation, investment in rural infrastructure, agricultural research and extension services, and the development of technologies and</li> </ul>

<sup>1</sup> [Excel list of PPD and SDG targets used in the FPMIS module](#)

	<p>gene banks for plants and livestock, in order to strengthen the agricultural productive capacities of developing countries, in particular the least developed countries</p> <p><b>1.5</b> Strengthen the resilience of the poor and people in vulnerable situations and reduce their exposure to extreme climatic events and other economic, social or environmental shocks and disasters and their vulnerability</p> <ul style="list-style-type: none"> <li>• National Priority:</li> <li>• National strategic development plan</li> <li>• Pillar 3: Consolidation of economic growth, diversification and transformation of the economy <ul style="list-style-type: none"> <li>National Food and Nutrition Security Policy</li> <li>Improving the food security of the Congolese population</li> <li>Improvement of the nutritional situation of populations</li> </ul> </li> <li>• Result of the Country Programming Framework: <ul style="list-style-type: none"> <li>Priority area 2: Develop/promote sectors and value chains (plant, animal, fisheries)</li> <li>Priority area 4: Strengthen the resilience of people's livelihoods to food and nutrition insecurity</li> </ul> </li> <li>• Regional Initiative/Priority Area:</li> </ul>
<b>Classification of environmental and social risks</b>	Low risk <input type="checkbox"/> Moderate <input checked="" type="checkbox"/> risk High risk <input type="checkbox"/>
<b>Equality men and women</b>	GM 0 <input type="checkbox"/> GM 1 <input checked="" type="checkbox"/> GM 2 <input type="checkbox"/>
<b>Total budget:</b>	<b>USD 6 million</b>
<p><b>Abstract</b></p> <p>In December 2019, the <b>Global Fund for Agriculture and Food Security (GAFSP)</b> allocated an amount of US\$15 million to finance the Resilience and Nutrition in the Great Lakes Region (RENUGL) project. This allocation was made on the basis of a project proposal submitted by the Government with the assistance of the FAO. The Government has chosen two supervising entities for this project: the World Bank for the RENUGL investment components (for a budget of US\$9 million) and the FAO for the technical assistance (TA) components (amount of US\$6 million). This project document corresponds to the TA activities under the responsibility of FAO. It takes into account the comments made by the Technical Advisory Committee (TAC) of GAFSP during the approval process of the project proposal in</p>	

December 2019. Although FAO quickly initiated the preparation of the project in February / March 2020, the process has de facto slowed down for almost 2 years, largely due to the difficulties of institutional anchoring of RENUGL's investment components in an ongoing project financed by the World Bank.

The **RENUGL** aims to **sustainably improve the nutrition and resilience of the most vulnerable populations in the South Kivu – Tanganyika corridor**, considerably affected by conflicts and insecurity, making the population of these two provinces particularly fragile and afflicted by malnutrition. The objective will be achieved by improving social cohesion and the autonomy of the population groups, developing nutrition-sensitive agriculture activities and strengthening livelihoods and entrepreneurship. RENUGL-TA (technical assistance) is designed as a capacity building project to improve resilience to conflicts and other shocks, as well as to improve nutrition, especially for women and children. Planned for a period of 4 and a half years, its goal is to invest in the medium and long term in social, human, productive and entrepreneurial capital based on the FAO approach of **Caisse de Resilience (CdR)** whose three elements form the basis of the three components of the project aimed at:

- 1 **Better social cohesion** at the community level through improved community dialogue, empowerment of women and local resolution of certain conflicts affecting communities. This would be done by setting up 400 Dimitra listeners' clubs and developing complementary local radio stations. This would make it possible to strengthen resilience to chronic conflicts and to develop awareness-raising activities relating to nutrition, particularly in relation to food taboos;
- 2 **A more diversified agricultural production sensitive to nutrition and climate smart**, thanks to the development in the communities of 400 farmer field school (FFS) which will be the vehicle for the identification and dissemination of agricultural technologies sensitive to nutrition (nutrition-sensitive agriculture) and climate smart (Climate Smart Agriculture) and in particular resilient to climate change;
- 3 **Strengthened livelihoods and improved local economy and rural incomes** through the development of rural finance mechanisms (based on village savings and loans associations (VSLAs), of which the project will support the development of 400) and the development of nutrition-sensitive rural small businesses. This would also build the resilience and empowerment of community members, especially young people.

The project is **aligned** with the new strategic framework of the FAO, participating in four priority areas of the programme which are Better Nutrition (BN)2 " nutrition for the benefit of the most vulnerable", Better Production (BP)1 (innovation in the service of sustainable agricultural production), AV4 (Agricultural and food emergencies) and Better Life (BL) 5 aimed at the resilience of agrifood systems and livelihoods. It thus contributes to the first two sustainable development goals (SDG), SDG1 and SDG2. The project is also aligned with FAO's Country Programming Framework (CPF) in the DRC. Finally, its results framework (in Annex 1) is aligned with the GAFSP monitoring and evaluation plan (M&E plan). The project is also aligned with the country's National Agricultural Investment Plan (NAIP) as well as the CPF, to which it contributes to priority area 2 (developing/promoting sectors and value chains (plant, animal, fisheries) and 4 (strengthening the resilience of livelihoods faced with food and nutritional insecurity)

As the Government supervising entity of GAFSP, FAO has been given the mandate by GAFSP to implement this project according to its own procedures. The fact that FAO has been developing and implementing the CdR for many years in the country, and given its operational capacities in the country and the two targeted provinces, it is in a strong position to act. The project will rely on this operational capacity in Kinshasa (FAO program team, Dimitra Club (DC), FFS , VSLA () and nutrition

thematic experts) as well as in South Kivu and Tanganyika to **implement** the three components, for which intervention methodologies have already been developed, which will be adapted to this project that aims to strengthen long-term resilience and nutrition . A small coordination team will also be dedicated to the project. The project will also benefit from the support of the Lead Technical Officer (LTO), who is the nutrition specialist of the sub-regional office as well as, through her, other specific expertise available, depending on the case, at the sub-regional, regional office and at FAO headquarters, including the Investment Centre (CFI). Finally, the project will be guided and supervised by the GAFSP team within CFI .

In terms **of implementation** and agreement with current practices, FAO will also call on implementation partners, selected according to criteria of expertise and experience, who will be trained and guided by various FAO experts. Finally, for sustainability purposes, the capacity of relevant government services will be strengthened in specific areas of the project's interventions so that these services can take over the support to communities after project closure.

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**ACRONYMS**

BH	Budget Holder
CAADP	Comprehensive African Agricultural Development Programme
CBN	Community Based Nutrition
CdR	Caisse de Résilience
CFI	Investment Centre
DC	Dimitra Club
DRC	Democratic Republic of Congo
ESCP	Environmental and Social Commitment Plan (ESCP)
FEC	Federation of Companies of Congo
FFS	Farmer Field School
FIES	Food Insecurity Experience Scale – (scale for measuring food insecurity experienced)
FSN	Food Security and Nutrition
GAFFSP	Global Agriculture and Food Security Program – World Agriculture and Food Security Program
IDP	Internally Displaced Persons
IPC	Integrated Food Security and Humanitarian Phase Classification
LTO	Lead Technical Officer
LoA	Letter of Agreement
MDD-W	Minimum Dietary Diversity for Women
MNHP	Multisectoral Nutrition and Health Project
MoU	Memorandum of Understanding
NAIP	National Agricultural Investment Plan
NGO	Non-Governmental Organization
NNP	National Nutrition Policy
NPFNSA	National Program for Food and Nutritional Security through Agriculture



NSDP	National Strategic Development Plan
OED	Office of Evaluation
PCU	Project Coordination Unit
PO	Producer Organization
PPA	Program Priority Area
PRONANUT	National Nutrition Programme
RENUGL	Resilience and Nutrition in the Great Lakes Region
RES	Regional Evaluation Specialist
SDGs	Sustainable Development Goal
SE	Supervising Entity
SSADR	Sector Strategy for Agriculture and Rural Development
TA	Technical assistance
TAC	Technical Advisory Committee
TWG	Technical Working Group
UNSDCF	United Nations Sustainable Development Cooperation Framework
VSLA	Village Savings and Credit Association
WFP	World Food Program

## SECTION 1 – RELEVANCE

### 1.1 Alignment and strategic adjustment

#### *1.1.1 Alignment with the Democratic Republic of Congo (DRC) Strategic Framework*

The project will be aligned with the policies and strategies that the DRC has developed at four levels.

First, in order to respond to its many challenges, the DRC has developed a unifying multi-sectoral plan integrating the national prospective study, the national sectoral strategies and policies as well as the national and international commitments made by the DRC, making it possible to comply with the Sustainable Development Goals (SDGs). It is composed of a Book 1 of the DRC's vision for 2050, a Book 2 including global and sectoral strategies and a Book 3 presenting the National Strategic Development Plan (NSDP) 2019-2023 (Pillar 2 – Consolidation of economic growth, diversification and transformation of the economy) as well as provincial extensions “PQ 2018-2022” with four main objectives: (i) stabilize/reconstruct conflict-affected areas; (ii) consolidate and maintain strong economic growth; (iii) support and create decent jobs; and (iv) improve the level of human development .<sup>2</sup> The latter includes malnutrition and resilience issues covered by this project.

Secondly, with regard to the agricultural sector, within the framework of the guidelines of the Comprehensive African Agricultural Development Programme (CAADP), the Government has drawn up and validated the following elements: i) the Sector Strategy for Agriculture and Rural Development (SSADR) in 2010; ii) the associated National Agricultural Investment Plan (NAIP) 2013-2020 - even if the NAIP formally ended in 2020, it remains the reference document because a new version is not yet in force; and iii) National Strategic Development Plan (NSDP).

The project is fully aligned with the Sector Strategy for Agriculture and Rural Development (SSADR)<sup>3</sup> by organizing the rural world through self-managed structures (AS5), by strengthening the capacities of local actors (AS4) in the sector of agricultural production (AS1), processing and marketing (AS1). These activities form the core of the Resilience and Nutrition in the Great Lakes Region- Technical Assistance (RENUGL-TA) project. The project is also aligned with the NAIP, the objective of which is to stimulate sustained annual growth in the agricultural sector of more than 6percent, to reduce poverty by half, ensure food and nutritional security for the Congolese population and generate jobs and decent incomes. The project will contribute to the five major priorities of the NAIP: i) sustainably promote agricultural value chains, foremost among which are food crop value chains, and develop agribusiness in order to improve the incomes of farmers and other operators in the sector; ii) improve the management of the food and nutritional security of the population and constitute strategic reserves; iii) develop and disseminate research products to users and improve the level of professional competencies of the various actors; iv) improve agricultural governance, promote gender mainstreaming and build human and institutional capacity; and (v) reduce the vulnerability of the agricultural sector to climate change.

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<sup>2</sup><https://zoom-eco.net/developpement/rdc-elaboration-du-plan-national-strategique-de-developpement-2018-2022/>

<sup>3</sup> Ministry of Agriculture and Rural Development – 2010 – Sector Strategy for Agriculture and Rural Development SSADR

More specifically, the project will work on a cross-cutting and systematic element of the NAIP, which is the fight against malnutrition (NAIP 2.2). To do this, it will reduce the social and climatic vulnerabilities of communities by mobilizing them in groups (NAIP 5.1) and involving women as the main actors in this mobilization (NAIP 4.5). The fight against malnutrition involves improving productive agricultural capital and developing vegetable-based value chains (NAIP 1.1), and improving market gardening and rainfed crop productivity.

More recently, the project also draws on the food systems profile which was jointly developed by the Government, FAO and the European Union and published in 2022<sup>4</sup> and in particular the identification of the eastern growth pole as a priority zone, although marked by insecurity and conflicts, land tenure imbalances, overexploitation of resources and malnutrition. The project is aligned with the first five of the eight development levers identified in the document: improving security (lever 1) and land security (lever 2) to which the first component would contribute through the Dimitra Clubs (DC); support for family farming and farmer structuring (lever 3) which is the object of the second component through farmer field schools (FFS) ; support for agricultural entrepreneurship among young people and women (lever 4) and the development of value chains (lever 5) through the third component of the project.

Finally, the project is also aligned with two strategic documents relating to nutrition and food security as well as the major programmes that resulted from them: ( i) the National Food and Nutrition Security Policy ( NFNSP) 2018- 2030 as well as its operationalization through the creation of the national food and nutrition security programme through agriculture (NPFNSA); (ii) the National Nutrition Policy (NNP) of 2000 and updated in 2013 and materialized by the National Nutrition Programme (PRONANUT) since 2010. PRONANUT is active in the two provinces and will provide the project with valuable information and analysis in order to target its activities with the aim of influencing the causes of different types of malnutrition. The second programme resulting from the NNP is the Multisectoral Nutrition and Health Project (MNHP) with which the project will work closely (see below) to facilitate access by the most vulnerable households while increasing access to markets and promoting non-agricultural income-generating activities.

The project is also aligned with the local development programme of 145 territories (PDL-145T) which aims to overcome poverty and inequalities and whose activities are implemented under four components: (i) development of basic socio-economic infrastructure; (ii) revitalization of local and rural economies; (iii) strengthening of local governance; and (iv) development of a geo-referenced information system for monitoring the PDL-145T and other programmes in the country.

The project will also contribute to the country's efforts for a sustainable and inclusive transformation of food systems whose improved performance will guarantee: i) food security, nutrition and health for all; ii) decent livelihoods and jobs; iii) the preservation of ecosystems and natural resources; and iv) the improvement of a balance and equity among territories .

### ***1.1.2 Alignment with FAO Strategic Framework and SDGs***

The project will contribute critically to **three of FAO's four fundamental Betters**: primarily Better Nutrition (BN) but also Better Production (BP) and Better Life (BL) and, through them to some targets of SDG2 (end hunger, achieve food security, improve nutrition and promote sustainable agriculture) and SDG1 (end poverty in all its forms everywhere).

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<sup>4</sup> <https://www.fao.org/3/cb8157en/cb8157en.pdf>

With regard to BN (eradicate hunger, achieve food security and improve nutrition in all its forms, including by promoting nutritious foods and increasing access to healthy diets), the project will contribute to the priority area of the BN2 programme (**nutrition for the benefit of the most vulnerable**), the objective of which is to give priority to localizing and eliminating food insecurity and nutrition for the most vulnerable, whatever the context, in policies, strategies and target programmes developed and implemented by countries.

By this means, the project aims to contribute to **four SDG2 targets** which are: 2.1 (elimination of hunger measured in part with Food Insecurity Experience Scale (FIES)); 2.2 (ending all forms of malnutrition); 2.3 (double agricultural productivity and incomes of small-scale food producers, especially women, indigenous people, family farmers, pastoralists and fishers, including by ensuring equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for non-farm value addition and employment); as well as 2.4, concerning the sustainability of food production systems and resilient agricultural practices.

With regard to BP (establishing sustainable consumption and production patterns through efficient and inclusive supply chains in the food and agriculture sectors at local, regional and global levels, ensuring the resilience and sustainability of agrifood systems in the context of climate and environmental change), the project will mainly contribute to **BP1 (innovation in the service of sustainable agricultural production)** in particular through the development of FFS. This will contribute to two targets of SDG2 already mentioned above, namely 2.3 and 2.4.

Finally, with regard to BL (promote inclusive economic growth by reducing inequalities (between urban and rural areas, rich countries and poor countries, men and women), the project will contribute to the two priority areas of the programme which are **BL4 ( agricultural and food emergencies)** for specific aspects relating to support for livelihoods and nutrition and the interface between humanitarian aid and development and the contribution that it can make to peace, and the needed capacities to better overcome and manage future shocks and risks . Through this, the project will contribute to target 2.4 of SDG2 already mentioned, as well as 1.5, which aims to strengthen the resilience of the poor and persons in vulnerable situations, reducing their exposure and vulnerability to extreme weather events and other economic, social or environmental shocks and disasters. The project will also contribute to BL 5 with the aim of **resilience of agrifood systems and livelihoods** in the face of socio-economic and environmental shocks, which will be strengthened through a better understanding of multiple risks and the establishment of effective governance mechanisms for the implementation of vulnerability reduction measures..

### ***1.1.3 Alignment with the Country Programming Framework (CPF)***

The project will contribute to Regional Initiatives 1 and 2 namely: (i) Africa's commitment to eradicate hunger by 2025; and (ii) Sustainable intensification of production and development of value chains in Africa.

It is consistent with the FAO DRC Country Programming Framework (CPF), to which it will contribute to two priority areas:

- Priority area 2: Develop/Promote sectors and value chains (crops, animal, fisheries);
- Priority area 4: Strengthen the resilience of livelihoods of people faced with food and nutrition insecurity

These FAO priorities are in line with the United Nations Sustainable Development Cooperation Framework (UNSDCF) (2020-2024) in the DRC and in particular its second axis: inclusive economic

growth, agricultural development, capturing the demographic dividend, social protection and sustainable management of natural resources.

#### **1.1.3.1 Contribution to Country Outcome**

FAO is co-lead with the World Food Programme (WFP) of axis 2 of the UNSDCF entitled “Inclusive economic growth, agricultural development, capture of the demographic dividend, social protection and sustainable management of natural resources”. One of the targeted effects is that by 2024, the Congolese populations will enjoy sustainable inclusive economic growth driven by agricultural transformation, economic diversification open to innovations and the promotion of entrepreneurship among young people and women. This is in line with the NSDP. Furthermore, within the framework of PDL-145T, this project will contribute to component 2 relating to the promotion of the development of local economies and local value chains.

#### **1.1.3.2 Contribution to CPF Output(s)**

The project will contribute to the development of food systems in the two provinces by building on the achievements of past and ongoing projects, in particular in synergy with the resilience and nutrition projects funded respectively by Germany and Switzerland. It will help boost the adoption of good agricultural and nutritional practices through FFS and other demonstrations.

#### **1.1.4 Expected results**

This project (RENUGL-TA) is part of a larger project constituted by the RENUGL project as a whole (for a total amount of 15 million US dollars) of which the part implemented by the Government (RENUGL investment components) is itself integrated into a larger programme, the Multi-sector nutrition and health programme (MNHP). It is therefore all of these interventions that will contribute to the impacts and results (outcome) below. In other words, the contribution of this project to the impacts and the achievement of high-level results (outcomes) require complementary interventions within the framework of RENUGL-INV and the MNHP.

However, the outputs below are directly attributable to the specific activities of this project.

As provided in the GAFSP rules, the logical framework reflecting the results chain (Annex I) is aligned with the GAFSP monitoring and evaluation plan (M&E plan) in its latest version of May 2022.

##### **1.1.4.1 Impact**

The development objective of the project is to contribute to the sustainable improvement of food and nutrition security (FNS) as well as the resilience of the most vulnerable populations in the South Kivu – Tanganyika corridor. This objective will be achieved by improving social cohesion and the autonomy of populations, developing nutrition-sensitive agriculture activities and strengthening livelihoods and entrepreneurship, which are the three main results targeted by the project.

In order to assess the contribution of the project (together with the RENUGL-investment and the other MNHP activities in the area) to FNS, two GAFSP indicators (Tier 1) will be measured by: (i) the Food Insecurity Experience Scale (FIES) – scale for measuring experienced food insecurity, which is also an indicator for SDG 2 (end hunger, achieve food security, improve nutrition and promote sustainable agriculture; (ii) and Minimum Dietary Diversity for Women (MDD-W).

The project will also contribute to FAO's main priorities: improving nutrition and in particular BN1 (healthy food for all) and BN2 (nutrition for the benefit of the most vulnerable). It will also contribute

to two other priority areas of the programme which are BP 4 (equitable access to resources for small producers) and BL 5 (Resilient agrifood systems).

#### *1.1.4.2 Results (outcomes)*

The three main expected results largely correspond to the three components of the project and are as follows:

- 4 **Better social cohesion** at the community level through improved community dialogue, empowerment of women and local resolution of specific conflicts affecting communities. This would be done by setting up Dimitra listeners' clubs and developing complementary local radio stations. This would make it possible to strengthen resilience to chronic conflicts and to develop awareness-raising activities concerning nutrition, particularly in relation to food taboos;
- 5 **More diversified nutrition-sensitive and climate-smart agricultural production** through development of (FFS in communities, which will be the vehicle for identifying and disseminating nutrition-sensitive and climate-smart farming technologies (Climate Smart Agriculture), in particular resilient to climate change;
- 6 **Strengthened livelihoods and improved local economy and rural incomes** through the development of rural finance mechanisms (based on village savings and credit associations (VSLAs) and the development of nutrition-sensitive small rural enterprises. This would also build the resilience and empowerment of community members, especially young people.

#### *1.1.4.3 Products*

Three products would achieve **the first result** above:

1. **400 Dimitra listeners' clubs** in the communities of South Kivu and Tanganyika will have been set up, supported and will have strengthened social cohesion in the concerned communities. Dimitra Clubs (DC) are formed of groups of 15 to 30 people at the community level aimed at opening and expanding community voice, improving people's empowerment, community mobilization, conflict resolution and gender equality. In particular, this environment is conducive to the emergence of community nutritional awareness and work on consumption habits. It should be noted that this product is complementary to other products within the framework of the MNHP such as the establishment of 600 other DCs and the development of community-based nutrition activities ;
2. A **network of community radios** supporting the DCs will have been developed, intended to develop exchanges of community experiences, disseminate the testimonies of individuals and disseminate information and knowledge deemed relevant to community development in the project area;

3. The **capacities of the technical services** of the provincial governments (South Kivu and Tanganyika) will have been strengthened in community support for the development of listening clubs and community radios in order to sustain this support after the closure of the project.

Two products will achieve **the second result**:

1. **400 FFS** at community level in South Kivu and Tanganyika will have been set up, supported and will have strengthened the technical capacity of communities to develop agriculture that is resilient to climate change and sensitive to nutrition. As for the first result, it is by combining this product with the complementary products of the MNHP that the expected result will be obtained. In particular, the MNHP will support the training of 600 other FFS as well as provide production kits that can be used by the FFS to implement certain productive activities.
2. The **capacities of the technical services** of the provincial governments (South Kivu and Tanganyika) will have been strengthened in community support for the development of FFS in order to sustain this support after the closure of the project.

Three outputs will achieve **the third outcome** :

1. **400 VSLAs** in the communities of South Kivu and Tanganyika will have been set up and supported by a revolving fund allowing for community activities;
2. **200 production and processing units** will have been set up resulting from support for business plans. Their financing will be provided by the VSLAs in addition to other resources financed by the MNHP;
3. The **capacities of the technical services** of the provincial governments (South Kivu and Tanganyika) will have been strengthened in community support for the development of VSLAs and support for business plans of small rural enterprises in order to sustain this support after the closure of the project.

#### *1.1.4.4 Activities*

For more than ten years, the FAO has developed in the DRC an approach and methodology for the implementation of Caisse de Resilience (CdR) with its three components, making up the community mechanisms of the three results. The project will build on this experience by integrating the intention for long-term impact through structural activities in each of the components and sustainability of the approach by strengthening institutional capacities of the competent services in the two provinces.

Activities related to the **three products of the first result are centered on the development of DCs**, which are groups of women, men or young people – mixed or not – who decide to organize themselves to act together on their own environment. They meet regularly to discuss the problems they face in their daily lives, to make decisions and to take action to solve them. These clubs contribute to social cohesion efforts in communities by facilitating dialogue. These activities will be:

- The mobilization of the FAO team supporting the DCs in the country who will take charge of the management of these activities;

- Identification and selection of implementing partners through an open process and based on the assessment of past activities of some of them in the project area and/or their past experiences with FAO ;
- The preparation of terms of reference leading to the signing of letters of agreement (LoA) with these partners for the implementation of interventions;
- The use and revitalization of the existing DC network in the two provinces (South Kivu has some 170 DCs while Tanganyika has 260) in order to sensitize the target communities, their leaders and their members (men, women, young , indigenous populations, internally displaced persons (IDPs), refugees, etc.) to the benefit of DCs;
- The training by the FAO team of the staff of the implementing partners on the DC approach adopted by the project;
- Support for the training of DCs (400 are planned under this project plus 600 under the MNHP) by the partners according to the terms of the mandate, under the direction and supervision of the FAO;
- The identification and development by FAO, and the implementation by partners of specific training concerning various social aspects of communities such as the empowerment of women, conflict resolution, social cohesion, nutrition, and certain aspects of health, hygiene and sanitation, etc.;
- Particular emphasis will be placed on aspects related to nutrition for which DCs (and FFS-see below) will be preferred channels: healthy and diversified diets, consumption habits and taboos, diversification of production, cooking demonstrations, nutritional education;
- The identification, selection and signing of a memorandum of understanding (MoU) with a partner for the selection and establishment of a network of community radios intended for the exchange of experience and knowledge between the different communities and their DCs;
- Purchase and distribution of equipment necessary for the operation of community radios: solar radios, reporting kits, memory cards, videos and radios;
- Involvement of the relevant technical services (agriculture, social affairs, health) in the formation of the DCs and the dissemination of messages and information through the DCs;
- Training on the job (on the job training) of provincial technical services in close linkage with the work of partners in support of DCs;
- Training by the FAO and the partners of the personnel of their technical services and provision of certain basic equipment so that they continue the support after the closure of the project.

Activities related to the **two products of the second result focus on FFS development**. FFSs constitute an extension approach developed by the FAO in Asia and Africa (Burkina Faso, Kenya, etc...) to strengthen agricultural capacities based on a participatory diagnosis and experiments in farmer conditions of technical itineraries adapted to local conditions. As for DCs, the approach in the DRC is in place and will be followed with the aim of setting up longer-term support in connection with the national extension plan currently being validated. The activities envisaged are as follows:

- The mobilization of the FAO team supporting the FFS in the country who will take charge of the management of these activities;



- The identification and selection of implementing partners through an open process and based on the assessment of past activities of some of them in the project area and/or their past experiences with the FAO;
- The preparation of terms of reference leading to the signing of LoAs with these partners for the implementation of interventions;
- Baseline study to know the major constraints to production and identify learning themes that will be the subject of farmer experiments adapted to the socio-economic context of the project area;
- Training of facilitators in the FFS approach, adult pedagogy, identification of appropriate technologies, etc.
- Support for the training of FFSs (400 are planned under this project) by the partners according to the terms of the mandate, under the direction and supervision of the FAO. The experiments will be repeated over several production cycles to ensure the sustainability of the technologies introduced;
- Close coordination with the MNHP in order to ensure consistency in approaches (the MNHP supporting 600 FFSs) and take advantage of the supply of additional inputs and production kits financed by the MNHP;
- Organization of exchange days between the FFSs and promotion of local knowledge which is developed , adapted to the socio-economic conditions of the area;
- Identification and production of nutrition-sensitive and climate-resilient modules and technical itineraries within the framework of FFSs;
- Implementation of complementary activities aimed at making FFS more climate-smart and nutrition-sensitive: taking into account the quality of diets, emphasizing local products as well as the production of high-value nutritious foods, such as legumes, animal and fish-based proteins (eggs, meat, fish) and vegetables; nutrition education as part of FFS to help households understand how they could use increased food production and income to improve diets and prevent malnutrition;
- Involvement of the relevant technical services (agriculture, livestock, PRONANUT, NPFNSA) in the training of the FFSs and the dissemination of messages and information through the FFSs;
- On-the-job training of provincial technical services in close connection with the work of partners in support of the FFSs;
- Training by FAO and partners of the staff of their technical services and provision of certain basic equipment so that they continue the support after the closure of the project.

Activities related to the **products of the third result are centered on the development of VSLAs and support for rural entrepreneurship, particularly for young people and women.**

The area of intervention of the RENUGL project is full of enormous potential not only in terms of natural resources but also and above all in terms of business opportunities, income-generating activities and entrepreneurship. The inability to take advantage of these opportunities constitutes a considerable shortfall and is one of the causes of the fragility of the communities in the project area. However, the area is constantly supplied by neighboring countries, in this case Rwanda and Burundi, with processed food products, while the materials used come from the DRC. This is the case of cassava flour processed in these neighboring countries while the roots are produced in the DRC. There is then a need to promote post-harvest activities and added value to local productions. This is all the more true in the period of covid-19 during which barrier measures reduced cross-border trade, thus contributing to a surge in the prices of foodstuffs that came from the other side of the borders. This situation is an additional opportunity to strengthen the capacity of communities in the project area to

process agricultural products on site and supply the local market. There is a need to adopt and promote a market-oriented approach that places the private sector at the center of actions to offer more opportunities to the different actors in the value chains.

The activities of this component will be carried out in synergy with the activities of components 1 and 2 and will be based on the VSLAs. The business opportunities that will be identified along the various value chains will serve as a base for the actors who will be supported by the project to position themselves. Particular attention should also be paid to the principles of profitability of activities and sustainability of interventions.

It should be noted on the other hand that the majority of small agricultural actors in the DRC and in particular women do not have access to the necessary resources such as financial services to develop their activities. Financial institutions often do little or nothing to serve small producers and rural communities due to high transaction costs and high risks. Village Savings and Loans Associations (VSLAs) are therefore an alternative to this situation and aim to respond to the unmet needs of the rural poor. The project will build on the experience of FAO which, in collaboration with its partners, has set up more than 2000 VSLAs over the past five years in the DRC in order to empower communities to build social capital, technical and financial support for increased resilience in the face of the multifaceted challenges they confront. FAO TA will help to develop and/or consolidate existing VSLAs in the 2 provinces through technical and organizational support, assistance in their legal recognition, and strengthening the financial base through existing technologies including mobile money thanks to the IDEA platform for example. This mechanism will contribute to improving the financing of small family and collective enterprises.

The main activities or groups of activities envisaged are as follows:

- The mobilization of the FAO team supporting the VSLAs in the country who will take charge of the management of these activities;
- The identification and selection of implementing partners during an open process and based on the evaluation of capitalized experiences and their previous performance;
- Establishing linkages among players with microfinance institutions or banks, in particular through the establishment of guarantee funds;
- The preparation of terms of reference leading to the award/signature of LoAs or service contracts with these partners for the implementation of interventions;
- Baseline study to know major constraints related to VSLAs and to access to credit on the basis of lessons learned in the DRC and elsewhere;
- Training of facilitators and other implementing partners in the VSLA approach and other technical training, including in entrepreneurship/agribusiness;
- Support for the training/set up, development and support of VSLAs (400 are planned under this project) by the partners according to the terms of mandate, under the direction and supervision of the FAO;
- Collaboration with the federation of enterprises of Congo (FEC) and other service providers for the coaching and development of business plans as well as business opportunities;
- Support for the establishment of lines of credit to support VSLAs in connection with the RENUGL-INV component;

- Implementation of a baseline study to identify existing business opportunities in order to better guide and support income-generating activities and rural entrepreneurship, particularly for young people and women;
- Capacity building of actors (young people and women in particular) for the development of their entrepreneurial initiatives. The following areas will be taken into account, among others: agrifood processing, marketing, commercialization, norms, food quality and safety standards, improved animal and plant production technologies, logistics, development of business plans, etc.
- Incorporation of nutritional aspects in the development of business plans so that they contribute to food diversification and better nutrition in the two provinces;
- Capacity building of provincial technical services in close connection with the work of partners in support of VSLAs and rural entrepreneurship;
- Implementation of market promotion activities and economic partnerships;
- Training by FAO and partners of the staff of their technical services and provision to them of certain basic equipment so that they continue the support after the closure of the project

## **1.2 Comparative Advantages**

### **1.2.1 *Mandate to act***

As the specialized organization of the United Nations for food and agriculture, FAO provides support to the member countries in order to build a world free from hunger. One of the most important means (among others) is the technical assistance it provides to countries in the development and implementation of their policies, programmes and legal framework in the sectors of agriculture and rural development contributing to food and nutrition security. FAO has had a permanent presence in the DRC since 1978. It supports the Congolese Government in the design of policies, programmes and legal frameworks that promote food security and nutrition. In addition, FAO is the leader of the food security cluster (with other United Nations agencies such as WFP) and, in this context, developed in 2007 an essential framework for analyzing the food situation in the country, the Integrated Food Security and Humanitarian Phase Classification (IPC).

Through its objective, which is to sustainably improve the nutrition and resilience of the most vulnerable populations in the South Kivu – Tanganyika corridor, this project is at the heart of FAO's mission and activities, particularly in the DRC.

As mentioned above, FAO has recently developed its new strategic framework (2022-2031) around four major “betters” and 20 priority program areas (PPA). This project is designed as a series of activities falling under three of these PPAs which are BN2 (nutrition for the benefit of the most vulnerable), BP1 (innovation for sustainable agricultural production) and BL4 (agricultural and food emergencies). Through this, FAO, through this project, will contribute to several targets of SDG1 and SDG2: 1.5 (which aims to strengthen the resilience of the poor and people in vulnerable situations and reduce their exposure and vulnerability to extreme climatic events and other economic, social or environmental shocks and disasters); 2.1 (elimination of hunger measured in part with FIES); 2.2 (ending all forms of malnutrition); 2.3 (double agricultural productivity and incomes of small-scale food producers, especially women, indigenous people, family farmers, pastoralists and fishers, including by ensuring equal access to land, other productive resources and inputs, knowledge, financial services, markets, and off-farm employment and value addition opportunities); and 2.4 (on the viability of food production systems and resilient agricultural practices).

### **1.2.2 Operational Capacity**

Since 1998, FAO interventions in emergency, agricultural rehabilitation and resilience building started in the country, given the socio-political situation and its recurring humanitarian consequences. Since then, FAO has executed about 240 projects in the fields of agricultural development and emergencies representing a financial volume of about 352 million US dollars. With its expertise and experience, FAO is well placed to support the DRC in achieving the objectives of this project.

The FAO has a national office but also a very large representation throughout the Congolese territory, including in South Kivu and Tanganyika covered by this project. Indeed, the FAO has six local offices in the area of intervention of the GAFSP project for a total of 32 staff. The ongoing actions in South Kivu of the FAO in the Joint Program for the Fight against Malnutrition in South Kivu, make it possible to have technical teams in the field who have information on the local context, on the potential priority interventions, and expertise on barriers and opportunities for community behavior change and implementation of GAFSP activities. The South Kivu province office has in particular a head of office, project managers and experts.

In addition to this presence in the project area, FAO has national focal points and thematic experts on the various approaches and technologies identified, such as: DC, FFS, VSLA, seeds, livestock; as well as cross-functional experts on nutrition, nutrition-sensitive agriculture, environment and climate change. These aspects constitute the bulk of the technical assistance needs for the RENUGL project. They will be fully mobilized to support all the FAO experts posted at the local level. In addition to this diversity of experts at the national level, the project will also benefit from the expertise and support of the FAO sub-regional and regional offices based respectively in Gabon and Ghana. Technical contributions in the implementation of project activities will also come from FAO headquarters through the FAO CFI and the various technical divisions working on the above-mentioned themes, including entrepreneurship. As part of the reorganization and strengthening of FAO's program support services in the DRC, the country office's capacities have been strengthened in the area of operations and administration/procurement to support the effective implementation of activities.

Finally, for more than 10 years FAO has forged strong partnerships with civil society, state services, local authorities, NGOs and the private sector. While the skills of public institutions were limited in terms of the community approach, FAO has gradually supported these structures to understand the DC, FFS and VSLA approaches, making it possible today to have resources already operational in South Kivu.

### **1.2.3 Position to act**

In its submission to GAFSP of its RENUGL proposal, the government of DRC chose the World Bank as Supervising Entity (SE) for investments and FAO as SE for TA because of their comparative advantages. FAO is a key partner of the GAFSP which funds this project and has acquired the experience of supporting the implementation of a dozen other GAFSP projects around the world. In the DRC, and at the request of the Government, the FAO largely supported the formulation of the initial proposal for this project which, in December, obtained funding of US\$ 15 million which will finance this project. This choice by Government of the FAO as SE for TA gives FAO the mandate to act. This choice was motivated by the fact that the approaches considered for this project have been implemented and/or tested by the FAO and more particularly in the DRC with success recognized by the various partners

(FFS approaches, VSLAs, DC, etc.). While the skills of public institutions were limited in terms of community approaches, FAO has gradually supported these structures to understand these community approaches, making it possible today to have resources already operational in South Kivu and Tanganyika.

FAO will build on the implementation, in collaboration with national and international partners (such as WFP and UNICEF) over the past ten years of projects in the country: i) Food Security Actions Project, Information, Nutrition and Environment in Sankuru – SAINES; ii) Project Support to value chains and the livelihoods of small agricultural producers to promote peace and stabilization in the provinces of North and South Kivu; iii) Aid and food production project and improvement of the resilience of displaced/returned households, families of malnourished children and host families victims of armed and inter-community conflicts in Greater Kasai; iv) Integrated approach to combat chronic malnutrition in South Kivu, Bunyakiri Health Zone; (v) Integrated Great Lakes Growth Project; and vi) Strengthening the socio-economic resilience of small producers and vulnerable populations in the DRC.

Finally, the FAO recently signed an agreement with the World Bank (RENUGL investment SE) for the implementation of certain activities complementary to those proposed in this project within the framework of the MNHP, which was chosen by the World Bank and the Government as a vehicle for the investment side of RENUGL. This gives an additional mandate to the FAO, which will thus be able to better coordinate these different types of interventions more effectively.

## 1.2 Context Analysis

The DRC has a population of 78.7 million, of which more than 60 percent live in rural areas. It also has a very significant potential for economic development with 80 million hectares of arable land, 125 million hectares of forests, more than 1,100 types of minerals and precious materials identified, availability of surface and underground water, and its favorable climate for crops<sup>5</sup>.

Recurrent violence and insecurity linked to internal conflicts have torn the social fabric of the country. More than 3.5 million people have lost their lives since the war began in 1998, almost half of them children under the age of five<sup>6</sup>. In January 2018, the DRC was hosting 540,000 refugees and had 4.5 million displaced people, exacerbating tensions with local communities in terms of access to fields, especially for women<sup>7</sup>. Since the 1990s, extreme violence against women has been used as a tool of terror. The media coverage of these practices<sup>8</sup>, by the 2018 Nobel Peace Prize, has resulted in political decisions to invest nearly 100 million USD for the "Gender Based Violence Prevention and Response Project".<sup>9</sup>

An estimated 27 million people in the DRC are highly food insecure, including around 20.5 million at Crisis levels (Integrated Food Security Phase Classification (IPC) Phase 3 and 5.4 million at emergency

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<sup>5</sup><http://www.banquemoniale.org/fr/country/drc/overview>

<sup>6</sup>World Bank – 2018 - systematic country diagnostic DRC march 2018

<sup>7</sup><http://www.banquemoniale.org/fr/country/drc/overview>

<sup>8</sup> <https://fr.unesco.org/courier/supplement-numerique/interview-prix-nobel-peace-2018-denis-mukwege-vie-dediee-aux-femmes>

<sup>9</sup>People in Need – 2019 – Needs Assessment report, Lemera health Zone, Uvira Territory, South Kivu, Democratic Republic of the Congo.

levels (IPC Phase 4) In addition, 48 million people are moderately food insecure (IPC Phase 2) and at risk of reverting to Phase 3 or worse. As per the data, 857,000 children and 468,000 women suffer from acute malnutrition 10South Kivu and Tanganyika are among the most affected provinces with prevalence of severe chronic malnutrition of 48 percent and 41percent respectively (level 4 of the IPC classification). This dark description seems contradictory in view of the immense potential available to these two territories, particularly in livestock farming, agriculture and fishing with the presence of Lake Tanganyika, one of the most rich in fish resources in the world.

The prevalence of chronic malnutrition among children under five remains alarmingly high, which has a significant impact on child survival and human capital development. About 42 percent or 6.3 (DRC Multiple Indicators Cluster Survey (MICS) 2018), which is the third largest population of stunted children in sub-Saharan Africa (after Nigeria and Ethiopia). While the prevalence of stunting has declined on the African continent over the past decades, in the DRC it has remained almost stagnant over the past twenty years. South Kivu has one of the highest child stunting rates in the world (53percent of children under five).

Insufficient availability and access to nutritious foods remains a key barrier to improving nutrition, especially in food insecure areas. Nationally, only 8percent of children 6-23 months consume a diet of adequate quality and quantity. This is partly due to poor knowledge of nutritious diets for children, but another key driver of child malnutrition is insufficient availability and access to nutritious foods. In the project areas, this is due to low agricultural productivity and low rural incomes resulting from the limited use of agricultural practices and technologies (e.g. improved seeds - including biofortified seeds, fertilizers, climate smart agriculture). Low agricultural productivity and diversity is a major challenge for rural households in food insecure areas where the parent project is active, this is where most of the food consumed is produced locally and where many households are subsistence farmers.<sup>11</sup>

The provinces of South Kivu and Tanganyika are among the seven provinces with the highest numbers of people in acute food insecurity. The main driver of this increase remains insecurity exacerbated by the impact of Covid-19 and associated factors such as lockdowns, rising food prices, reduced market access, reduced number of small traders crossing borders and increased trade costs, coupled with the depreciation of the Congolese franc, which exacerbated the situation. Despite the gradual lifting of restrictive measures and the reopening of borders in early August 2020, the measures related to Covid-19 have had heavy impacts on the economy and livelihoods, affecting all sectors and in particular the informal trade sector. The combination of public health measures and inflation meant that reporting households were unable to carry out their income-generating activities or access necessities.<sup>1213</sup>

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<sup>10</sup>Integrated Food Security Classification of the DRC 20th cycle , September 2021.

<sup>11</sup> Demographic and Health Survey, 2014

<sup>12</sup>World Bank Blog February 2021 - <https://blogs.worldbank.org/african/small-scale-trade-great-lakes-region-eight-emerging-effects-covid-19-pandemic>

<sup>13</sup>There has been a decline in the value of goods traded through the basic trade infrastructure. In 2018, the value of goods traded by petty traders between DRC and Uganda was estimated at \$218.10 million. By December 2018, it had risen to around \$279.47 million, reaching around \$355.28 million at the start of 2020. However, with the border restrictions due to the pandemic, there has been a striking reduction in the value of goods traded through core infrastructure by more than 50%, bringing the total to \$146.49 million as of October 2020.

### **1.2.1 Stakeholder engagement**

Stakeholder engagement will be done in accordance with the FAO guidelines provided for this purpose ([FAO's Operational Guidelines on Stakeholder Engagement](#)).

#### **1.2.1.1 Stakeholder Engagement**

The Government has set up a technical working group (TWG) responsible for steering the process of preparing the proposal for the RENUGL project, including the project stakeholders: Ministry of Agriculture, the three national federations of agricultural producer organizations (POs) (COPACO, UNAGRICO, CONAPAC), the technical and financial partners involved (WB, WFP, UNICEF, FAO), the MNHP project and its partners. The TWG meets to make important decisions relating to the project.

In order to prepare the proposal which was submitted to the GAFSP in 2019, FAO had initiated bilateral meetings with each of the stakeholders in Kinshasa and in the project area with two meetings of the TWG and involving the services of the Ministry of Agriculture, the three umbrella organizations of POs, non-government organizations (NGOs), other representatives of civil society (“Acting for Food Security and Sovereignty”), the FEC and key colleagues from the FAO, World Bank and WFP. This resulted in a consensus on the outline of the project validated by the TWG.

A joint mission composed of 3 members of the Ministry of Agriculture, 2 members of agricultural research institutes (National Institute for Agronomic Studies and Research (INERA) and the International Institute for Tropical Agriculture (IITA) and a member of the FAO, then moved in July 2019 to the provinces of Tanganyika and South Kivu to meet provincial stakeholders and organize three provincial workshops to exchange and share information and experiences. The FAO provincial offices together with the provincial inspector of agriculture, fisheries and livestock organized the three workshops and mobilized the various stakeholders: provincial authorities in charge of agriculture, fisheries and livestock; POs, NGOs active in the region (national and international), local authorities (agriculture, rural development, health/PRONANUT), members of universities, research institutes (national and international), FEC and development projects.

During the **second phase of preparation for this project, which took place in 2020** :

- In February/March 2020, FAO undertook a detailed project preparation mission to South Kivu and Kinshasa. This resulted in an aide-memoire (June 12, 2020) detailing the project area, the specific content of the activities of the three components, the implementation modalities and the Government's roadmap. The pending points however were the impact of the pandemic, which was just beginning, and the institutional anchoring of the investment part of the RENUGL project supervised by the World Bank, which considerably delayed the preparation of the project;
- From 13-17 July 2020, FAO also undertook a series of virtual consultations with stakeholders in Tanganyika where they were unable to visit in March. A summary note dated August 13, 2020 resulted, providing elements specific to Tanganyika, in particular relating to investment in value chains with nutritional value, the nutritional situation in the province, the targeting of activities and recommendations for the implementation.

**All the most important elements of the project were discussed with the stakeholders during these preparation phases.** However, from the second half of 2020, the preparation of the project was put

on hold - beyond the control of FAO, pending the resolution of the institutional anchoring of the investment part of RENUGL which intervened only at the end of 2021 when the World Bank and the Government agreed on a new anchoring of the project at the MNHP.

Thus, a **final stage of consultations** with stakeholders was carried out between February and May 2022 in order to finalize the design and incorporate the implications of the new institutional anchoring of RENUGL-INV and finalize the project. They included: (i) two meetings of the TWG under the leadership of the Ministry of Agriculture; (ii) bilateral meetings with the World Bank; (iii) virtual consultations with the two provinces of Tanganyika and South Kivu, in particular involving PRONANUT in order to refine the definition of the project areas on the basis of criteria relating to the problems of malnutrition in the respective provinces.

**During implementation**, stakeholder engagement will be ongoing. Until the project becomes operational, the TWG will continue to meet when necessary to bring together the various stakeholders. When the project is operational, a steering committee will be established bringing together the main stakeholders: central and provincial authorities, representatives of civil society (POs and the private sector), the World Bank and FAO.

**The CdR approach is by nature participatory and inclusive of all groups** making up communities such as marginalized and vulnerable populations, women, children, the elderly, young people, people living with disabilities, indigenous communities, etc. It is designed to involve them in all aspects of the project in order to: identify and respond effectively and transparently to the real needs of affected populations through the alignment of project objectives and activities with these needs; increase the participation of beneficiary communities in decision-making; allow them to take ownership of the project; avoid conflicts; transparently share information with beneficiary communities; increase social cohesion; receive their feedback and complaints and respond to them in a timely manner; consider social, cultural and political realities throughout the project cycle such as identification.

#### 1.2.1.2 Dispute resolution mechanism

The table below summarizes complaints mechanisms that FAO will use:

in	Operation and Benefits	Limits
Green Line (telephone)	<p>The organization uses the United Nations freephone number dedicated to complaints 49 15 15 (no charge for beneficiaries). On a monthly basis, a summary by category of complaints will be produced; very sensitive complaints are shared confidentially with the FAO Representative who transmits to whom it may concern.</p> <p>Approach that ensures confidentiality and anonymity of the complainant vis-à-vis other beneficiaries.</p>	<p>This approach requires beneficiaries to have telephones and may be less effective if the majority of beneficiaries do not.</p>
Help Desk Committee /Complaints Table	<p>The table of complaints is established during the distribution or during the course of certain interventions. Non-sensitive feedback is given on the spot.</p>	<p>Only deals with simple complaints. It disappears with the end of the distribution operation. It is punctual.</p>
Monitoring and post-evaluation;	<p>During field monitoring and evaluation activities, the organization's agents collect complaints along with other project data.</p>	



in	Operation and Benefits	Limits
distribution monitoring		
Farmer field schools (FFS)	Farmer field schools provide a framework for exchange with the beneficiary populations. During these activities, service providers receive comments, questions, suggestions, recommendations and complaints from beneficiaries. It presents a permanent framework for public/face-to-face exchanges for participants to provide their feedback and complaints to FAO staff and its FFS facilitating partners.	For fear of stopping the assistance, the participants may not provide all the complaints, in this case those related to the behavior of the facilitating agents. There should be a complementary mechanism available to the beneficiaries of these activities.
Dimitra-Clubs (DC)	The Dimitra Clubs provide a framework for exchange with the beneficiary populations. During these activities, service providers receive comments, questions, suggestions, recommendations and complaints from beneficiaries. It presents a permanent framework for public/face-to-face exchanges for participants to provide their feedback and complaints to FAO staff and its DC facilitator partners.	For fear of stopping the assistance, the participants may not provide all the complaints, in this case those related to the behavior of the facilitating agents. There should be a complementary mechanism available to the beneficiaries of these activities.

### **1.2.1.3 Disclosure\_**

The category of social and environmental risks is considered low to moderate, so the project does not provide for any particular disclosure mechanism. However, the CdR approach provides for the open dissemination of information at the level of eligible communities and open communication to as many people as possible in order to ensure the transparency of interventions and their access to as many people as possible.

### **1.2.2 Problem to solve (challenges to consider)**

The conflict situation and malnutrition in the provinces of intervention affect all ethnic groups. The approach of the project is to propose inclusive actions involving the different actors and different groups in order to strengthen social cohesion and in some cases to resolve certain conflicts between these groups and/or ethnic groups.

This part of the DRC is the most affected by conflicts and insecurity, which makes its population particularly fragile and affected by malnutrition. The objective of the project, which is to sustainably improve the nutrition and resilience of these populations, will be achieved by working on social cohesion and the autonomy of the populations, by developing nutrition-sensitive agricultural activities

and by strengthening livelihoods and entrepreneurship through activities that aim to strengthen participation in value chains identified as appropriate for the target populations.

The project aims to reach about 40,000 people in the two provinces, the majority of whom are women (about 60percent, the proportion varying according to the activities). These are the most vulnerable populations suffering from the consequences of past or current conflicts, food insecurity, malnutrition, difficulties in accessing land, technologies and agricultural inputs and populations unable to access agricultural finance because of their economic vulnerability. The concentration of activities according to the CdR approach of the FAO will enable all beneficiaries to benefit from a complementarity of activities aimed at improving social cohesion, conflict resolution and the empowerment of women (DC), their technical and productive skills, particularly in the face of climate change (FFS), and their income and work opportunities (VSLA and support for small rural enterprises).

Particular emphasis will be placed on the DCs as a tool to respond to specific roots of local conflicts and to the many problems faced by women as a result of the conflict. The DC approach will help increase the share of women who actively participate in local decision-making processes, improve consumption habits and reduce food taboos against women, contribute to gender equality women through concrete actions (applied gender) and to change behavior in the fight against gender-based violence. Today, it is estimated that 60percent of existing DCs have entrusted the animation of the club to a woman, which has given rise to women leaders. The DCs also allow for collective discussion and questioning of discriminatory social habits and norms against women/girls, with a positive impact for them. These include workload, co-management of income between men and women, sharing of household and rural chores, number of children per woman, family planning, marriage and early pregnancy, violence including rape, schooling for girls, and the fight against malnutrition and food insecurity.

The DCs also participate in the prevention and resolution of conflicts by promoting dialogue between different actors and communities. They thus contribute to social cohesion and the emergence of a climate of serenity between communities. The development of community solidarity funds within DCs also makes it possible to deal with family and community shocks by limiting the negative impacts on the community.

The project will also respond to a major concern of producers (and their POs) consulted during the preparation of this project in the areas relating to the fragility of production systems and their vulnerability to conflicts and climate change and the need to diversify food production to improve diets. This will be done within the framework of FFS which will be sensitive to nutrition, climate change and gender, and activities related to FFS such as market gardening and vegetable gardens and home gardens, small livestock and attention to nutritional problems that will mostly target women.

In response to the challenges of access to markets and the lack of rural financing to stimulate the local economy and the economic activity of young people and women, the activation of VSLAs will mainly consist of financing economic activities and the creation of enterprises, with important results of increased incomes, poverty reduction and improved nutrition. The share of women is more than 60percent in the existing activities of VSLAs, making them priority targets for additional support in terms of local economic initiatives.

### **1.2.3 Partnerships**

The project will develop **three types of partnerships** during its implementation in order to ensure the effectiveness of the implementation as well as strong ownership by the stakeholders:

- With the **public authorities** partly at the provincial level in charge of agriculture and health who will be involved in the implementation of the activities (see section 2.1.2 below for more details);
- With **representatives of civil society** that FAO has already associated with the preparation of this project, in particular: (i) POs active in the two provinces and their representatives, in particular during the implementation of FFS, therefore the interventions are made within the framework of the work of POs in the region; (ii) Local and international NGOs operating in the area, some of whom work in the agricultural sector, and are grouped together in the collective of 17 NGOs Alliance Agir Congo, such as SOS Faim Belgique, RIKOLTO, OXFAM or VSF Belgique. Given their work in support of existing structures such as POs and cooperatives, it is important to involve them in the project in order to contribute to sustaining the achievements; (iii) FEC, which brings together entrepreneurs in all sectors, with one of its mandates as the supervision and capacity building of its members in order to create "strong business leaders." It includes an agriculture and food production branch made up of companies in the sector of distribution and processing of agricultural products and who was consulted by the project formulation team and who will be associated with the project, in particular for the implementation of the third component of the project.
- With project **implementing partners** (see section 2.1.3 below for details)

### **1.2.4 Knowledge management and communication**

#### **1.2.4.1 Knowledge sharing**

For better sharing of knowledge and lessons learned from the project, a strategy accompanied by an action plan will be put in place by the project management unit in collaboration with the various stakeholders, including grassroots actors. This sharing of knowledge will take place at several levels. First at the grassroots level: the project will promote, encourage and support the sharing of knowledge and experiences between project beneficiary actors on the different project implementation approaches, lessons learned and the results and impacts obtained. Then at the institutional level, knowledge sharing will take place throughout the implementation of the project with the aim of strengthening collaboration between the project implementation partners on the one hand and on the other, between the stakeholders of the RENUGL project and other active projects in the areas of intervention to ensure synergy, complementarity for more impacts. This knowledge sharing will be done through several tools and channels: sharing workshops, the media, exchange visits, etc. The results and achievements of other FAO projects will also be used within the framework of this project.

#### ***1.2.4.2 Lessons learned***

The RENUGL project has benefited enormously from the lessons learned from previous interventions, not only from the areas of intervention of the project but from the whole country and even beyond. This approach has been adopted since the beginning of the formulation of the proposal submitted to the GAFSP. The lessons learned were leveraged through documentary analysis, consultations with the various stakeholders and field visits during the various missions. This is how the lessons learned from the different approaches proposed for the project's interventions were optimized. These include, among others, the VSLA, FFS, DCs, etc. approaches. These approaches will be applied, but adjustments will be made as needed based on the realities on the ground and the specificities of certain areas. For example, with regard to VSLAs, the project will make adjustments in order to take into account the modesty of the funds saved by the members of the funds which, in the current situation, present limits for the investment needs of the actors and for the financing of their economic activities. Also, a link will be established between these VSLA activities and other interventions, namely support for youth and women's entrepreneurship. Lessons learned from MNHP, PICAGL, FAO DRC resilience projects are used. These lessons learned concern both the positive aspects for strengthening and scaling up and the negative ones to help avoid the mistakes of the past.

#### ***1.2.4.3 Communication***

Communication is an essential aspect to be implemented throughout the duration of the project to inform all those who are interested (beneficiaries, civil society, public and private partners) on the objectives and progress of the project, as well as on the possibility of developing synergies and technical and economic collaborations. These communication actions will be both internal (between the actors and stakeholders of the project) and external (between the project stakeholders and the circle outside the project including the donor). Information and communication programmes will be organized for women, young people and producers in general on the opportunities offered by the project in terms of creating and/or strengthening entrepreneurial ideas or activities. Initiatives will also be directed towards the public and private sectors to promote the creation of partnerships with producers. The main means of communication will include: (i) the organization of workshops, both at national and local level; (ii) open field days and special forums; (iii) radios, especially rural/community radios and television; (iv) press communications, communications on FAO websites, and on social media (Tweeter and Instagram, etc.). The FAO Representation in the DRC will support the coordination of the project and its partners in the implementation of communication activities both through the development of appropriate communication tools, and also in the mobilization of its media networks.

## **SECTION 2 – FEASIBILITY**

### **2.1 Implementation arrangements**

#### ***2.1.1 Institutional Framework and Coordination***

The implementation of the project will be the responsibility of FAO as the SE of this project for GAFSP. It will do so according to its rules and procedures and will put a small team of FAO staff to this effect. However, even if this team will report to FAO management and be accountable to GAFSP, it will operate within an institutional framework and with a certain number of partners with whom it will have to coordinate the planning and implementation of its activities.

In accordance with the project proposal submitted to GAFSP, FAO's main counterpart for this project will be the Ministry of Agriculture, and in particular: at the central level, the Department of Studies and Planning; at the level of the two provinces (Provincial Inspectorates of Agriculture, Fisheries and Livestock (IPAPÉL) and at the level of the territories (Territorial Inspectorates of Agriculture, Fisheries and Livestock (ITAPÉL)). In addition, the project will also have to coordinate with the Ministry which is the prime contractor for the MNHP to which the investment components of the RENUGL project are attached.

As mentioned in section 1.3.3 above, the project will also work by involving strategic partners such as those representing civil society: farmers' organizations and representatives of the private sector (FEC). Finally, the project will also call on implementing partners who are local or international NGOs.

The involvement of the partners will be done according to the following modalities:

- Before the operationalization of the project, through the TWG chaired by the Ministry of Agriculture and including the main stakeholders (POs, World Bank);
- Within the framework of the project steering committee which will be the framework for discussions and strategic decisions of the project (main orientations, approval of work plans and annual budgets, etc.);
- Day to day by the project coordinator with local actors and partners in the implementation of interventions;
- Through MoUs with implementing partners (see below)
- On a regular and periodic basis, notably during the preparation of the semi-annual reports for the GAFSP, between the FAO and the World Bank as SEs for the GAFSP.

#### ***2.1.2 Government contributions***

No financial participation from the Government is envisaged. Government contributions will be institutional:

- At the central level ( Department of Studies and Planning of the Ministry of Agriculture), convening of the TWG until the project is operational, then participation in the steering committee, institutional coordination and alignment of the project with national policies and programs and regional;

- The most important roles will be played by the MNHP Project Management Unit (PMU): (i) participation in the project COPIL; (ii) close collaboration in the preparation of the annual work programs and budget; (iii) day-to-day coordination of the respective interventions; (iv) direct contributions from MNHP and RENUGL-INV to certain community-level activities requiring complementary interventions from both parties: FFS and production kits (component 2); business plans and financing of productive investments (component 3);
- At the provincial and lower levels, the provincial and territorial departments of agriculture will actively contribute to the following activities: (i) technical inputs and support to the community mechanisms implemented by the project, particularly in the areas of agricultural extension and nutrition sensitization; (ii) capacity building for these technical services (on-the-job training, etc.) to ensure the sustainability of interventions after project closure;
- Involvement of specialized services such as the INERA and the National Seed Service (SENASA), who will support the FFSs within the framework of their involvement in the RENUGL-INV / MNHP;
- PRONANUT, having been widely consulted during the formulation of the project, will continue to play an essential role in providing nutritional knowledge (situational analysis, diagnostics) intended to inform the targeting of interventions at different levels: geographic, populations, adaptation of interventions to specific nutritional needs.

### **2.1.3 Contributions from Funding Partners**

The project is entirely financed by the GAFSP whose procedures are aligned with those of the FAO. The GAFSP grant will be used to fund the following:

- A national project coordinator who will also manage operations in one of the two provinces, plus a national operations manager in the second province;
- Part-time funding (from 2 to 4 months per year) of FAO staff in Kinshasa, South Kivu and Tanganyika, mobilized to undertake cross-cutting tasks (i.e. common to the FAO program in the DRC ) which include monitoring and evaluation, financial management, procurement, technical support in the areas selected for the project: DC, FFS, VSLA, small rural businesses, gender aspects, resilience;
- The MoUs with the various implementing partners for each of the 3 components and each of the 2 provinces. This modus operandi consists of identifying and selecting local or international organizations that have demonstrated their knowledge of local communities, their experience in community work (on occasion with DCs, FFSs or VSLAs) and have demonstrated that they have the capacity to intervene effectively, after training by the FAO;
- Procurement of equipment and inputs needed to support and operate DCs, FFSs and VSLAs (solar radios, agricultural inputs for demonstrations, cash boxes, office equipment, etc.);
- The financing of certain infrastructures, equipment or inputs (production kits) in support of community structures will also be covered by the GAFSP but provided within the framework of the RENUGL-INV anchored in the MNHP;
- Training activities organized by FAO mainly in the project area of the various project stakeholders (Government services, staff of partner NGOs, certain members of POs, etc.);
- Some equipment for regional services whose capacities will be strengthened by the project and who will be responsible for monitoring activities after project closure;
- 2 vehicles (one per province) as well as their operating costs for the duration of the project;
- Rental of two premises (together with ongoing projects to save money), one in each province, and their running costs for the duration of the project.

The following table summarizes the use of the US\$6 million grant allocated by GAFSP. A detailed results-based budget is provided in Annex III

Description/Heading	Account	Original budget	% total
professional	5011	416,008	6.9%
GS Salaries	5012	198,342	3.3%
Consulting	5013	621,568	10.4%
Contracts	5014	2,382,800	39.7%
Travel	5021	204,000	3.4%
Training	5023	740,000	12.3%
Expendable procurement	5024	268,959	4.5%
Non-expandable procurement	5025	304,000	5.1%
TSS	5027	60,000	1.0%
Evaluation and Reporting Costs		51,800	0.9%
General Operating Expenses	5028	360,000	6.0%
Subtotal		5,607,477	93.5%
Indirect Support Cost	5929	392,523	6.5%
<b>TOTAL</b>		<b>6,000,000</b>	100.0%

#### 2.1.4 Strategy/Methodology

As mentioned above, the intervention strategy is based on the CdR approach developed by FAO in several countries in the area, including the DRC. Each of the three elements of the resilience funds (DC, FFS and VSLA) brings together around 25 to 30 people (of whom, from experience, a majority of women – around 70percent) who meet once a week to undertake their activities and make joint decisions in accordance with the approaches' procedures. The project will ensure, through the implementing partners, the facilitation of meetings, the training of certain members of the community to continue activities beyond the project and the provision of small equipment and inputs necessary for the functioning of these mechanisms.

Given that this project is planned for 5 years, it will be important to integrate the following elements into the intervention strategy:

- (i) Ensure consistency between the three types of support which are often entrusted to 3 separate partners with different skills. This will be the role of the two operations officers in the two provinces. It will be important to harmonize and simplify the support and to ensure good coordination and synergy in order to identify in a holistic way the needs and constraints of the beneficiaries in order to provide coordinated solutions with efficiency;
- (ii) Contrary to what is sometimes done in the context of emergency projects, it will be appropriate to plan and execute the approaches over several cycles/years in order to lay the foundation for sustainability even after the project. A longer-term approach will allow for the development of more sustainable social and economic activities, such as those supported by component 3 (small rural entrepreneurship), which require longer-term loans that are not possible with a short-term approach;

- (iii) In accordance with the recommendations of the GAFSP Technical Advisory Committee (TAC), the approach should be institutionalized on the basis of existing institutions. This will be done at two levels: create permanent links with the POs in the area responsible for contributing to the support of the FFSs and VSLAs in particular and the associated village chiefs from the initial phase, in particular for the development of DCs; (ii) association of Government technical services at the provincial level and building of their capacities so that they take ownership of the approaches and ensure the sustainability of the support beyond the project.

### **2.1.5 Technical supervision and support mechanisms**

The FAO (TA- SE proposed for this project) will make its implementation capacities available to the project. Technical support for the project will focus on: (i) support for the establishment of the project implementation manual; (ii) capacity building of actors and project implementation partners, including the management team, on the different approaches and tools used; (iii) regular project supervision missions; and (iv) the project's mid-term review and final evaluation. The first level of technical support for the project will come from the office of the FAO Representation in the DRC and the sub-offices located in the regions (South Kivu and Tanganyika). This expertise available at the national level will be reinforced by the technical support of the sub-regional office for Central Africa based in Gabon, the regional office for Africa based in Ghana and the technical divisions in Rome, including the CFI. The various expertise to be mobilized for this technical support for the project will concern areas relating to community approaches (DC, FFS, VSLA ), as well as in other/cross-cutting areas such as nutrition, natural resource management, agricultural/rural entrepreneurship, gender and women's empowerment.

## **2.2 Management and operational support arrangements**

Three levels must be distinguished. Firstly, the project will benefit from the entire operational structure already in place at FAO both in Kinshasa (FAO representation) and in the two provinces. The staff in place will devote part of their time to the operational support of the project, time which will be charged to the project in proportion to the time dedicated to the project and in accordance with the cost recovery policy of the organization:

- The FAO Representative (international staff) will be the guarantor of expenses (budget holder (BH));
- He will delegate operational supervision to the International Operations Manager who will be responsible for monitoring the implementation of activities and the overall consistency between the various components of the project;
- A programme manager will ensure alignment and consistency of support with national priorities and compliance with technical standards in relation to the organization's mandate;.
- An international specialist in M&E responsible for the M&E system intended to document the progress of implementation and results achieved as well as the collection of the information necessary for the preparation of the semi-annual reports intended for the GAFSP;
- An administration and finance officer to ensure that the funds made available under the project are managed transparently and in accordance with FAO rules;
- An international procurement specialist to ensure that orders and procurement (including the signing of MoUs with implementing partners) are within the scope of the project and according



to FAO standards;

- At least four thematic specialists (DC, FFS, VSLA and nutrition) currently posted in Kinshasa providing support for the implementation of the three components of the project and who will be responsible for the methodological management of interventions and regular support for their implementation especially during the initial phase when they will be responsible for training implementing partners;
- The two FAO operations officers currently posted in South Kivu and Tanganyika.

Secondly, the project will have to recruit on a competitive basis the following staff working full time for the project:

- A coordinator (national expert) who will also be in charge of implementing the project in one of the two provinces plus an implementation manager (national expert) in the other province. They will be responsible for permanently assisting and monitoring the implementing partners and coordinating their interventions in their province;
- An administrative and financial assistant working under the direction of the project coordinator;
- Two drivers attached to the two vehicles stationed in the two provinces.

Third, the project will benefit from the support and supervision of the sub-regional and regional offices as well as FAO headquarters, which will be largely financed outside the project budget by GAFSP administrative costs:

- Coordination of technical support for the project and the mobilization of the technical skills of the sub-regional, regional and headquarter FAO offices by the LTO based in the sub-regional offices;
- Oversight by CFI responsible for regular monitoring of the various stages, alignment of certain aspects with GAFSP rules (e.g. on M&E), reporting on progress to GAFSP at the occasion of the half-yearly reports, significant support at certain key phases such as the final preparation, the project launch phase, the mid-term review and the preparation of the final report.

In terms of *modus operandi*, in accordance with GAFSP guidelines, the project will follow FAO's modalities and rules of execution, in particular with regard to the recruitment and management of staff, procurement, financial management, FAO policy on cost recovery and use of Administrative and Operational Support (AOS).

## **2.2 Operational Modalities**

Project interventions will be implemented in accordance with FAO procedures and standards. The procurement/procurement of goods and services as well as the contracting process will be conducted according to a competitive process according to the processes in force (publications of calls for tenders, if necessary, on United Nations Global Marketplace (UNGM) in accordance with the procedures in force. Contracting with non-profit structures will be done according to section of the FAO manual 502. Project partners and beneficiaries will always be consulted when necessary to ensure that the actions undertaken meet their needs in order to contribute to better ownership of project actions and for the sustainability of results. A better organization of administrative, purchasing and operational services has taken place in recent years at the level of FAO Representations to improve the effectiveness of interventions in the countries. A procurement plan for goods and services will be prepared and approved by the project management team at the beginning of each year in order to avoid delays in project implementation.

Responsibility for budget management is placed under the authority of the FAO Representative, also known as the Budget Holder' (BH), while relations with the financial partner in terms of appeal for funds and management of the partnership will be ensured by the Funding Liaison Officer(FLO). The LTO will work in collaboration with the BH for the effective management of the project. The M&E mechanism that will be put in place will make it possible to manage this planning and the monitoring of actions.

Coordination with FAO on GAFSP funded activities. The project coordination unit (PCU) will organize monthly meetings to ensure coordination with FAO (implementation of the US\$6 million GAFSP grant and technical assistance under the MNHP), the Department of Studies and MinAgri planning, the two aforementioned technical assistants in each province and PRONANUT. Annual work plans for GAFSP-funded activities will be coordinated

### **2.3 Statistics**

Through its M&E activities, the project will collect data relating to communities and their members, the progress of the implementation of project activities and the achievement of certain intermediate and impact results (such as the FIES by example). A significant amount of this data will be disaggregated by gender. The collection of this data will be undertaken by national consultants who will report to the FAO DRC M&E specialist assigned to this project.

The project will not be involved in capacity building activities related to statistics or institutional strengthening in this area as this is beyond its mandate.

### **2.4 Information technology**

Drawing on its experience in Somalia, Mozambique and other countries, FAO will support the establishment of a beneficiary management information system with their biometric registration via the Kobo platform. This system will have five major functions, namely: (i) registration and verification of beneficiaries; (ii) monitoring the delivery of their goods and services; (iii) monitoring, evaluation and reporting; (iv) beneficiary feedback management; and (v) third-party monitoring (TPM). Thus, this system will promote the limitation of duplicates, the strengthening of M&E and the development of e-voucher solutions in connection with the other components of the program, in particular access to agricultural inputs and access to credit.

### **2.5 Risk management**

#### ***2.5.1 Potential risks for the project***

A comprehensive risk assessment exercise for FAO operations in the DRC was carried out, during which risks were systematically described and mitigation measures identified. In addition, an Implementing Partner Due Diligence Tool is used to assess partner capacity. Although in general these measures are put in place to avoid a major impact of risks on the planned activities of FAO, the worst case scenario is described below:

Risks	Mitigation Measures
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The security situation, political, social and economic stability in the targeted territories and the country are deteriorating	FAO has a policy of stay and deliver taking into account the safety of staff, partners and beneficiaries.
Low effectiveness and sustainability of the implementation of activities	Long-term support project over 5 years. Capacity building and skills transfer to partners Bonuses for all public service agents involved
Lack of clarity regarding decentralization	Provincial and territorial entities will be involved in the planning, implementation and monitoring of the Programme
Business climate, corruption and fraud	Community awareness and involvement of civil society Implementation of fraud risk management plans
Poor quality of inputs and equipment and low impact on production	Internal and external control mechanisms before distribution or validation
Access to territories is difficult	The development of socio-economic infrastructure, in particular agricultural service roads, will contribute to facilitating access
Key field managers/staff of partner agencies and NGOs do not actively participate in activities designed	FAO will build partner capacity and ensure performance-related payment

### **2.5.2 Project environmental and social risks**

At the concept note stage, the environmental and social risks were rated as low to moderate. The FAO will engage in the management of the environmental and social risks of the project, in accordance with the environmental and social requirements of the FAO <sup>14</sup>, and by referring to the Environmental and Social Commitment Plan (ESCP), drawn up by the government in accordance with the relevant national laws and regulations, in particular in cooperation with the Congolese environment agency. The ESCP defines the material measures and activities to be put in place to manage environmental and social risks and impacts, as well as the instruments for studying environmental and social issues to be developed, and an implementation schedule. The ESCP defines the institutional arrangement to ensure the appropriate implementation, supervision and monitoring of the environmental and social mitigation measures, as well as the governance requirements for the management of the environmental and social risks associated with the activities to be implemented in under FAO technical assistance. Within this framework, FAO is responsible for the preparation and implementation of the environmental and social provisions of the project and for sending half-yearly reports to the Government.

FAO, in cooperation and coordination with the PCU, will be responsible for the formulation of filtration sheets and environmental and social studies as well as the implementation of mitigation measures in

<sup>14</sup>See [FAO's Environmental and Social Management Guidelines](#)

the contract of service providers. FAO has recruited an expert in charge of the implementation of environmental and social aspects who will be responsible for environmental and social studies and monitoring of management measures. To this end, FAO will play a particularly important role in the implementation of the following management instruments: the Pesticides Management Plan (PMP); the Worker Management Plan (WMP); the Action Plan against Sexual Abuse and Exploitation and Sexual Harassment; as well as the project's Stakeholder Engagement Plan (SEP) and Grievance Redress Mechanism. These instruments, which describe the proposed mitigation measures for project risk management, including the risks associated with the spread of the COVID-19 virus during the implementation of activities, as well as the Code of Conduct to respect prohibiting sexual harassment and sexual abuse and exploitation in the workplace, will be taken into account by FAO in accordance with its environmental and social policies and procedures.

## **2.6 Monitoring, evaluation and reports (reporting)**

### ***2.6.1 Tracking provision***

The project will set up an M&E system in accordance with GAFSP requirements and aligned with its M&E plan updated at the last meeting of its steering committee in April 2022. It will allow the collection and the processing of data and the production of reports on activities and the achievement of intermediate results. GAFSP attaches great importance to the establishment of an M&E system to report on progress in terms of outputs, results and impact. This system will be developed in order to monitor the indicators of a results framework (in the appendix) at two levels according to the GAFSP nomenclature: Level 1 (Tier 1) relating to the impact on FNS and income to which the project will contribute; level 2 (Tier 2) relating to the direct results attributable to the project.

The monitoring system will be designed to collect the information needed to monitor level 2 indicators as well as data on the physical implementation of project activities relating to these level 2 indicators. An M&E mechanism will be put in place by the specialist international in charge of M&E based in Kinshasa, who, in charge of several projects, is already in place. This expert will be advised by the FAO GAFSP Portfolio M&E Officer based at the CFI. Together, they will be responsible for developing an M&E manual that defines the modalities and responsibilities for collecting and aggregating information and for supporting the implementation of this mechanism during the life of the project. This implementation will be under the responsibility in the two provinces of the project coordinator (based in one province) and the implementation officer (based in the other province). These two people will be responsible for assisting and monitoring the implementing partners on a permanent basis and providing the regular information needed to monitor the achievements and expected results. Indeed, the implementing partners will play the primary role of collecting the data necessary for monitoring under the supervision of these two people. If necessary, they will also be able to temporarily recruit agents for collecting information on the results achieved in order to have independent data when necessary. Finally, these monitoring tools will pay specific attention to the monitoring of risks through well-established resolution mechanisms in the implementation of projects by FAO DRC, in particular with regard to environmental and social safeguards.

### ***2.6.2 Performance evaluation and results***

The M&E system will be participatory and will regularly provide relevant information on performance and outcome indicators (disaggregated by gender) and the status of implementation of planned

activities. Project implementation performance will be assessed based on achievements against annual work plans. The opinion of the various stakeholders (communities, local governments) will also be collected in order to take the necessary measures for certain corrections. The program team of the FAO Kinshasa office as well as the LTO will have a key role in the performance evaluation.

A mid-term review will be undertaken during the third year of the project involving the FAO Kinshasa programme team, the LTO as well as CFI (in charge of supervision) in order to assess, at mid-term, the state of the progress of the interventions, the preliminary results obtained, the performance of the implementation of the project, in order to formulate recommendations relating to the second half of the project and draw certain lessons. The budget required for the mid-term review will be covered by the administrative costs of GAFSP managed by CFI .

More specifically, this mid-term review will be responsible to:

- ✓ Review the achievements and results to date against the initial results framework;
- ✓ Assess the overall strategy for implementing the project;
- ✓ Analyze the difficulties and challenges encountered in the implementation of the project;
- ✓ Evaluate performance in technical and financial management and efficiency in the application of administrative and financial procedures (including project procurement);
- ✓ Evaluate the implementation partnerships as well as their performance and difficulties encountered;
- ✓ Propose adjustments/recommendations to improve project performance to achieve expected results; and
- ✓ Rework and clarify the roles and responsibilities of project stakeholders during the second half.

### ***2.6.3 Periodic reports (Reporting)***

The GAFSP has developed a biannual reporting system based on a precise outline provided by the GAFSP and to whom the project will submit. The request by the GAFSP occurs in June and December of each year and the reports are due in mid-July and mid-December. With support from CFI's GAFSP Portfolio M&E Manager, the Implementation Team will collate the data needed to prepare these reports and prepare a draft report for review by the LTO. CFI M&E Officer will be responsible for finalizing these reports and submitting them to the GAFSP Coordination Unit in a timely manner.

## **2.7 Provision for Evaluation**

Given the project of 6 million Euros, the project will be subject to an independent external evaluation. The BH will be responsible for contacting the regional evaluation specialist (RES) within six months prior to the not to exceed (NTE) completion date of the project. The RES will manage the decentralized independent terminal evaluation under the direction and support of the Office of Evaluation (OED) and will be responsible for quality assurance. The independent external evaluators will conduct the final project evaluation with regard to the "Evaluation Manuel of OED pour final project evaluations and Annexes." OED will provide technical assistance throughout the evaluation process, by means of the OED decentralized evaluation support team – in specific, the team will also provide comments regarding quality assurance on: the selection of external evaluators, the evaluation mandate, the draft and final report. OED will be responsible for the quality of the terminal evaluation report. Once the terminal report is completed, the BH will be responsible to prepare the response to the direction of the evaluation within the delay of 4 weeks, and share this with the national OED partners.

This evaluation will aim to identify project outcomes, their sustainability and impacts, physical/concrete and potential. It also has the aim to indicate future actions necessary to ensure the continuation of the processes developed within the project framework. It will be conducted therefore in close collaboration with the World Bank, who is the investment SE. In fact, the evaluation should capture the project impact on GAFSP indicators of level 1 (FIES, poverty, MDD-W), these being the results of the combination of components of the investment and TA projects, and should therefore should be evaluated as a project whole.

## **SECTION 3 – SUSTAINABILITY**

### **3.1 Capacity Development**

The role of FAO as a provider of TA to the RENUGL project is essentially a role of capacity building for local actors and provincial institutions through the development of CdR. Capacity building activities will concern producers, civil society actors, local authorities and technical services, thus making it possible to guarantee the presence of skills at the local level after the end of the project. The project approach will be to gradually transfer responsibility for community support and nutrition-sensitive agriculture activities to provincial and local institutions. This will be done on the basis of an assessment of existing capacities, capacity building needs and a capacity building programme including training of trainers and mentoring and coaching of partners and beneficiaries.

The expected effect of these capacity building activities is a return to social cohesion and a return to stability in communities through community dialogue allowing the development of collective and individual actions for nutrition, resilience and productive investments. Community mobilization, nutrition-sensitive agriculture as well as support to the local economy for the emergence of entrepreneurship should lead to the reduction of vulnerability, and to longer-term resilience.

Finally, the private sector will also be strengthened in the development of certain value chains supported by the third component intended to bring out small community and individual businesses. It is important to build on the commercial relations that agricultural product distribution and processing companies have with POs. The project will work in partnership with the FEC in order to benefit from two of its main functions, which are: (i) the supervision and capacity building of its members in order to create "strong entrepreneurs"; (ii) the promotion of members and their activities at fairs or exhibitions.

### **3.2 Decent Rural Employment**

The project will, under its component 3, contribute to the promotion and creation of decent jobs for the populations in the project intervention areas, in particular for young people and women. Promotion and support in the creation of businesses and jobs will be done through agricultural product production and processing units, income-generating activities in connection with VSLAs, economic/income-generating activities for beneficiaries of the project throughout the value chains that will be supported by the project. The project will pay particular attention to the initiatives of young women in the areas of product development, marketing, storage, processing, logistics, and mechanization throughout the value chains.

In the area of social protection, the project will intervene through various community approaches such as community-based nutrition, DCs and various production support such as quality seed supply

mechanisms in collaboration with the different partners. Specifically, the project will contribute to governance and social dialogue through literacy and the activities of DCs, the discussion topics of which will be chosen in a participatory manner according to the problems in local the environment and the specific needs of the actors. The project will implement interventions that will support the various entrepreneurial initiatives and economic activities through studies and analyses, capacity building, technical support and coaching, financial support according to mechanisms to be defined, etc. The project will, under its component 3, contribute to the promotion and creation of decent jobs for the populations in the project intervention areas, in particular for young people and women.

### **3.3 Environmental Sustainability**

The project is considered to have a positive impact on environmental sustainability mainly at three levels.

First, as explained in more detail in section 3.5 below, working at the community level to involve indigenous peoples in discussions regarding access to and management of natural resources will have a positive impact on potential conflict reduction linked to natural resources and therefore to potential unsustainable practices. The project is part of the Reducing Emissions from Deforestation and Forest Degradation (REDD+) strategy and interventions ) which has developed knowledge and approaches in this part of the country. These interventions will contribute to a more efficient use of natural resources and to the protection of certain potentially fragile ecosystems. These discussions relating to conflict management mechanisms and the development of sustainable practices can take place within the framework of DCs.

Secondly, through the FFSs, the project will strive to promote environmentally friendly practices such as good agricultural practices (GAP), climate-smart agriculture technologies or referring to agro-ecology or agro-forestry. These approaches will contribute to an increase in soil fertility, its structures and water retention capacities, as well as to the reduction of different types of pollution. The themes of environmental risks related to slash and burn clearance and clear cutting of forests will also be addressed within these community mechanisms.

Finally, the opportunities for economic activities and rural jobs created by the third component will offer alternatives to the exploitation of natural resources, especially for young people and will thus reduce human pressure on the environment.

### **3.4 Gender Equality**

The imbalance in relations between men and women in the DRC is deeply rooted in local customs and mores in all social spheres. The phenomenon of women's submission in many areas seems more pronounced in rural areas than in urban areas. Relations within the community, the family and the couple are marked by stereotypes conveying negative images, against which it is appropriate to propose a communication strategy to be carried out by civil society organizations for the change of behavior at the base.

In the DRC, 64percent of women are literate (88percent for men) (EDS II 2013-2014). Illiteracy is one of the factors that determine women's poverty: 50percent of women are illiterate in rural areas.2 Maternal and infant mortality rates are still very high in rural areas: 10percent of women give birth in outside medical facilities. The issue of family planning must be strengthened to meet the potential

demand of women to space births. Emphasis should be placed on greater participation of women and men in listening to messages on planning.

81.9percent of agricultural households are headed by men and 18.1percent of households are headed by women. The rural woman as unpaid family labor is active in agriculture, livestock rearing and fishing to help her family survive. With regard to access to land, women are strongly disadvantaged due to the role played by tradition and the system of inheritance in force, thus influencing their productivity.

The project will attach particular importance to the gender aspect and the roles of women. It is estimated that at least 60percent of project participants will be women. This objective will probably be largely achieved in view of the experience of other similar projects which shows that the proportion of women varies as follows, according to the interventions proposed by this project: 60percent for nutrition-related interventions; 90percent for literacy; 60percent in DCs; 100percent for market gardens, 40percent for FFSs linked to rainfed agriculture but a higher proportion in the horticultural and small livestock sectors promoted by the project; and 60percent for credit savings banks (VSLAs).

The identification of value chains and activities related to processing and other income-generating activities (IGAs) will consider the value chains of importance for women to ensure food and nutrition security objectives and to increase incomes.

The approach of the DCs makes it possible to increase the proportion of women who actively participate in local decision-making processes, to improve consumption habits and to reduce food taboos against women, to contribute to gender equality women through concrete actions (applied gender) and to change behavior in the fight against gender-based violence. It is a powerful means for empowering women (women's empowerment). The same applies to VSLAs, which are formed by a majority of women, thus enabling them to access financial resources for their social and economic needs.

### **3.5 Indigenous Peoples**

The DRC has communities of indigenous peoples groups; this is particularly the case in the two provinces of South Kivu and Tanganyika in which RENUGL-AT will be implemented. These are mainly Twa populations, who live mainly from small livestock and gathering and who may be in conflict with the majority Bantu populations, who mainly live from sedentary agriculture. The problems encountered in the project area are related to access to natural resources. Access to land resources is sometimes denied to indigenous populations by landowners without taking into account certain customary rights. The problem is particularly acute with respect to access to forest resources where concessions have been granted to large investors. The exploitation of these concessions does not respect the traditional territories. In some places, these tensions result in thefts from one group to another or the development of organized banditry activities. The indigenous populations thus feel marginalized in their forestry and agricultural activities, but also in terms of access to basic social services.

Over the years, FAO DRC has put in place mechanisms to integrate indigenous populations into its projects and developed means of action to meet their specificities and needs. RENUGL-TA will build on this experience and skills. The project's interventions will be carried out in accordance with the conventions and founding texts and directives of the FAO which provide the means to respect their rights, choice in their use of their territories, languages and cultural values and means of combating



exclusion, marginalization and discrimination <sup>15</sup>. In addition, the project will further ensure that [Free, Prior and Informed Consent \(FPIC\) is](#) effectively implemented in accordance with the manual Download the [manual](#) FAO has developed for this purpose.

The consideration of indigenous populations in the project will be largely integrated into the approach of the CdR and will take the following forms:

- Environmental and social impact studies have already been carried out by FAO in the two provinces involving the different population groups. They led to the identification of 23 risks and proposals to mitigate them within the framework of FAO projects <sup>16</sup>;
- Community support implementation approaches (DC, FFS, VSLA) will draw lessons from recent projects in the region. FAO in cooperation with WFP was able to carry out community activities including the Twa and Bantu populations in Kabalo and Nyunzu. The project will build on this knowledge and local specificities while taking advantage of the peace clubs set up which will be strengthened through the DCs;
- When possible, use DCs to negotiate and try to resolve conflicts related to access to natural resources, securing the community forest, etc.;
- Within the framework of the FFSs, for example, certain activities of particular interest to the indigenous populations, some of which have already been identified during previous interventions, such as small livestock, honey production, medicinal plants, cassava cultivation, exploitation of the caterpillar tree, the development of improved stoves, etc.;
- At the institutional level, involve the indigenous populations in the project steering committee as well as in the interactions that the project will have with the provincial authorities (for example within the framework of the simple land development plans, in order to safeguard the rights of indigenous peoples that are recognized by the law of the land;
- Complaints and redress mechanisms have already been put in place and will be used during project implementation.

To do this, the project will rely on the existing skills of FAO in the DRC by mobilizing them as needed, including an expert dedicated to indigenous populations as well as thematic (DC, FFS, VSLA) and regional colleagues (South Kivu) and Tanganyika) who have been made aware of working with indigenous populations.

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<sup>15</sup> These are: Convention No 169 relating to Indigenous and Tribal Peoples (1989) ([https://www.ilo.org/dyn/normlex/fr/f?p=NORMLEXPUB:12100:0::NO::P12100\\_ILO\\_CODE:C169](https://www.ilo.org/dyn/normlex/fr/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C169)), the UN Declaration on the Rights of Indigenous Peoples (2007), UNDG Guidelines on Indigenous Peoples' Issues, the UN Permanent Forum on Indigenous Issues and the Inter-Agency Support Group on Indigenous Issues . FAO has also developed its own policy: policy on Indigenous and tribal Peoples

<sup>16</sup>Indicate the source.

## Annex I: Logical Framework Matrix

GAFSP Alignment Indicator	Indicators				Assumptions
	Indicators	Baseline	Target	Means of verification	
<b>IMPACT</b> - Sustainable improvement of food and nutrition security (FNS) as well as the resilience of the most vulnerable populations in the South Kivu – Tanganyika corridor					
Tier 1	FIES (Food Insecurity Experience Scale) (GAFSP Tier 1 Indicator)	To be determined during the baseline study	20percent improvement	3 specific surveys: baselines at the start of year 1, mid-term and at the end of the project)	The impact indicators are to be measured at the scale of the whole of RENUGL, by integrating the TA and investment activities supervised by the World Bank.
Tier 1	Minimum Dietary Diversity for Women (MDD - W)	To be determined during the baseline study	20percent improvement	3 specific surveys: baselines at the start of year 1, mid-term and at the end of the project)	
<b>Transversal results (resulting from the combination of the three components) measuring the achievement of intermediate objectives contributing to certain GAFSP indicators</b>					
Tier 2, No 1	Number of beneficiaries disaggregated by gender (GAFSP Tier 2)	0	40,000 Including at least 60percent (24,000) women	Project monitoring system to include names of beneficiaries to avoid duplication	This figure includes members and beneficiaries of DCs, FFSs and VSLAs, creators and beneficiaries of rural businesses as well as local government staff benefiting from capacity building.
Tier 2, No 4	Number of rural organizations receiving project support (DC, FFS and VSLA)	0	1200	DC implementing partners supervised by implementers	This figure corresponds to the sum of the number of DCs, FFSs and VSLAs supported by the project (first result of each of the 3 components)

Tier 2, No 10	Number of people whose capacities have been strengthened	0	90 (including 30percent women)	Activity monitoring system (participation notebooks for capacity building events).	This figure corresponds to the beneficiaries of provincial services benefiting from the capacity building activities of the three components as well as the beneficiaries of support for the formulation of business plans (component 3)
Tier 2, No 12	Number of people who received nutrition-related services or products	0	30000	Implementing partners of the 3 components under the supervision of the 2 FAO implementers ( training, support or service records maintained by implementing partners )	This indicator will measure the number of DC, FFS and VSLA members who have received nutrition-related support, training or service (eg on food taboos, diet diversity, nutrition-sensitive FFSs, etc.)
<b>Results of Component 1 - Better social cohesion at the community level through improved community dialogue, empowerment of women and local resolution of certain conflicts affecting communities.</b>					
Contributes to Tier 2, No 4 (above)	Number of DCs established, functional and equipped with solar and other radios	0	400	DC database collected by DC implementing partners supervised by implementers. Monitoring is permanent and counts the three elements of this indicator: DCs established, functional and equipped with radios	Members of targeted communities have been made aware of the benefits of DCs
	Each DC has a full moderator plus an assistant. One of the two must be a woman.	0	400 full or assistant women	DC database collected by DC implementing partners supervised by implementers.	At least one female leader in each DC
Contributes to Tier 2, No1 (this top)	Number of DC members disaggregated by gender	0	10,000 (including 70percent women)	DC database collected by DC implementing partners supervised by implementers.	Assumption: 25 members per DC

	Number of rural radio programs (radio broadcasts, production of spots according to themes and reports) developed and broadcast	0	20	DC database collected by DC implementing partners supervised by implementers.	Collaboration with local radio stations is made possible.
Contributes to Tier 2, No 10 (Above)	Number of local authority staff (territorial administrators, customary chiefs, local/village chiefs, group chiefs or sector chiefs) having benefited from capacity building in the area of DCs	0	30	Activity tracking system.	The hypothesis is to see these local authorities committed and involved in supporting the community activities of the DCs initiated by the project or by the DCs
Contributes to Tier 2, No 12 (above)	Number of DC members having received support in the area of nutrition (food taboos, empowerment of women, etc.)	0	10000	DC database collected by DC implementing partners supervised by implementers.	The assumption is that all DCs will receive this type of support and have an average of 25 members
Contributes to Tier 2, No 12 (above)	Number of community activities developed by DCs related to nutrition	0	400	DC database collected by DC implementing partners supervised by implementers.	The assumption is that each DC of 25 members develops at least one community activity to contribute to good nutrition. Once DCs have received nutrition support, they are able to develop community side activities that contribute to the nutrition of their communities
Contributes to Tier 2, No 12 (above)	Number of conflicts identified and their percentage resolved by DCs (related to access to agricultural land, water and forest, peaceful cohabitation between ethnic groups, land conflict over plots)	0	400	DC database collected by DC implementing partners supervised by implementers.	The assumption is that each DC of 25 members contributes to the peaceful resolution of at least one conflict in the community
<b>Component 2 Results - More Diversified Nutrition-Sensitive and Climate-Smart Agricultural Production</b>					

Contributes to Tier 2, No 4 (above)	Number of FFSs established, functional and experimenting with new approaches responding to the needs identified by members	0	400	Database maintained by FFS implementing partners supervised by implementers	Members of targeted communities have been made aware of the benefits of FFSs
Contributes to Tier 2, No1 (this top)	Number of FFS members disaggregated by gender	0	10,000 (including 50percent women)	Database maintained by FFS implementing partners supervised by implementers	Assumption: 25 members per FFS
Contributes to Tier 2, No 10 (Above)	Number of provincial authority staff having benefited from capacity building in the area of FFSs	0	30	Activity monitoring system (training and capacity building monitoring book)	
Contributes to Tier 2, No 12 (above)	Number of FFS members who received nutrition support (diets, production diversification), disaggregated by gender	0	8000 including 50percent women	Database maintained by FFS implementing partners supervised by implementers	The assumption is 80percent of FFSs will receive this type of support and have an average of 25 members
Tier 2, No 15	Number of FFSs having received services (advice, experimentation) strengthening resilience to climate change or relating to sustainable agricultural practices	0	240	Database maintained by FFS implementing partners supervised by implementers	The assumption is that 60percent of FFS supported by the project will receive this type of support or service
Tier 2 No13	Number of farmers who are members of FFSs having received services (advice, experiments) strengthening resilience to climate change or relating to sustainable agricultural practices, disaggregated by gender	0	6000 including 50percent women	Database maintained by FFS implementing partners supervised by implementers	The assumption is that 60percent of FFS supported by the project will receive this type of support or service
<b>Outcomes of Component 3 - Livelihoods strengthened and local economy and rural incomes improved</b>					

Contributes to Tier 2, No 4 (above)	Number of VSLAs established, functional and equipped	0	400	Database maintained by VSLA implementing partners supervised by implementers	Members of targeted communities have been made aware of the benefits of VSLAs
Contributes to Tier 2, No1 (this top)	Number of VSLA members, disaggregated by gender	0	10,000 (including 60percent women)	Database maintained by VSLA implementing partners supervised by implementers	Hypothesis: 25 members per VSLA
Tier 2, No8	Number of people who are members of VSLAs and rural enterprises having benefited from market access support , disaggregated by gender	0	1000	Implementing partner for rural entrepreneurship support activities supervised by implementers	
Contributes to Tier 2, No 10 (Above)	Number of provincial authority staff having benefited from capacity building in the field of VSLAs	0	30	Activity tracking system.	
Contributes to Tier 2, No 12 (above)	Number of VSLA members having received support in the field of nutrition (dietary regimes, diversification of production), disaggregated by gender	0	5000 including 60percent women	Database maintained by VSLA implementing partners supervised by implementers	The assumption is 50percent of VSLAs will receive this type of support and have an average of 25 members
Tier 2, No 15	Number of rural businesses supported by the project having received services (advice, experimentation) that strengthen resilience to climate change or relating to sustainable agricultural practices	0	40	Implementing partner for rural entrepreneurship support activities supervised by implementers	

## Annex II: Stakeholder Engagement Matrix

### 1) Stakeholder consultation (Benoist)

Name of stakeholders	Type of stakeholders	Stakeholder Profile	Methodology of Consultation	Results of the Consultation	Deadlines required (for stakeholder engagement plans only)	Comments
The Minister of Agriculture	<b>Direct Beneficiary</b>	<i>National Government Institution body</i>	Regular exchanges throughout the preparation process either bilaterally through the FAO country office or within the Technical Working Group (TWG) chaired by the ministries	Consideration of Government policies and definition of all the main characteristics of the project: project area, components, implementation methods, links with RENUGL investment		
<b>Village communities in the project area</b>	<i>Direct beneficiary</i>	<i>Local community</i>	Field visits in the province of South Kivu, of communities implementing the resilience funds and virtual meetings with representatives of POs for the province of Tanganyika	Confirmation of the validity and robustness of the CdR approach; refinement of the approach; identification of certain risks; development of longer-term and sustainable approaches to ToRs; identification of resilience and nutrition issues		
<b>Provincial authorities (South Kivu and Tanganyika)</b>	<i>Direct beneficiary</i>	<i>Regional institutions</i>	Direct exchanges during the preparation mission in South Kivu, virtual consultations with Tanganyika	Priorities of the two provinces in terms of interventions and identification of potential areas of intervention.		
<b>Value chain stakeholders</b>	<i>Direct beneficiaries</i>	<i>Other</i>	Direct exchanges during the preparation mission in South Kivu, virtual consultations with Tanganyika	Challenges to be resolved for the development of value chains in the two provinces; development opportunities		
<b>Federation of Congo Enterprises (FEC)</b>	<i>Indirect beneficiary</i>	<i>Other</i>	Virtual exchanges during consultations with Tanganyika	constraints faced by entrepreneurs; identification of business opportunities and investment needs		

<b>Potential implementing partners</b>	<i>Partner</i>	<i>Other</i>	Direct exchanges during the preparation mission in South Kivu, virtual consultations with Tanganyika with INERA, IITA, Harvest Plus, VSF Belgium, CENACEM, etc.	Links between the activities of these implementing partners under PICAGL and MNHP and the activities of this project.		
<b>PICAGL and MNHP projects</b>	<i>Partner</i>	<i>Other</i>	Mix of direct exchanges during the preparation mission and virtual exchanges	Institutional anchoring of PICAGL in PICAGL then in PMNS. Implications for the project / complementarity of interventions		
<b>PRONANUT</b>	<i>Partner</i>	<i>Other</i>	Direct exchanges during the preparation mission in South Kivu, virtual consultations with Tanganyika	Nutrition situation in the two provinces; geographical targeting of interventions according to nutritional needs.		
<b>World Bank</b>	<i>Partner</i>	<i>Resource partner / donor</i>	Regular exchanges with the RENUGL investment project managers at the World Bank in Kinshasa and Washington	Coordination of the RENUGL investment and technical assistance components between the two supervising entities of the GAFSP-funded project		
<b>GAFSP</b>	<i>Partner</i>	<i>Resource partner / donor</i>	Receipt of TAC comments on the project proposal, Semi-annual preparation progress reports, informal sharing of the results framework for comments; formal sharing of near-final project document for non-objection by GAFSP	Incorporation of TAC comments as well as TAC comments into the project document; Finalization of the project document and non-objection of the GAFSP for the first tranche of funding.		

## 2) Complaints mechanism<sup>17</sup>

<sup>17</sup> FAO has a Zero Tolerance Policy on Sexual Exploitation and Abuse (SEA), promulgated in a Director General's Bulletin (DGB) 2012/70 ([https://intranet.fao.org/fileadmin/user\\_upload/FAO\\_Communications/dgb/1\\_dgb12\\_70.pdf](https://intranet.fao.org/fileadmin/user_upload/FAO_Communications/dgb/1_dgb12_70.pdf)) and subsequently reinforced by Administrative Circulars (AC) 2013/27 ([https://intranet.fao.org/fileadmin/user\\_upload/FAO\\_Communications/ac/AC13\\_27.pdf](https://intranet.fao.org/fileadmin/user_upload/FAO_Communications/ac/AC13_27.pdf)) and 2018/02 ([https://intranet.fao.org/fileadmin/user\\_upload/FAO\\_Communications/ac/AC18\\_02\\_21\\_Feb\\_2018.pdf](https://intranet.fao.org/fileadmin/user_upload/FAO_Communications/ac/AC18_02_21_Feb_2018.pdf)) which outlines the guiding principles, responsibilities, scope and processes for handling SEA



Focal Point Information	Aristide Ongone Obame, FAO representative in the DRC
Detailed contact	<a href="mailto:Aristide.ongone@fao.org">Aristide.ongone@fao.org</a> ; tel: 00243813330149
Explain how the grievance mechanism was communicated to stakeholders	The information on the green line will be inserted in the memorandums of understanding. In addition, the authorities and beneficiaries will be informed during information and awareness sessions.

### 3) Disclosure (For moderate risk projects only)

Means of Disclosure	United Nations Green Line 49 15 15; email to focal point	
Disclosure of Information / Shared Document	Electronically	
Disclosure dates	Of9/1/2022	HAS:12/31/2026
Venue	On the national territory	
Languages)	French and local language	
Other information		

### Annex III: Work plan<sup>18</sup>

The expected duration of implementation is 4 and a half years, including 6 months of preparatory activities including the recruitment of the project team, the start-up of the regional offices (office rental, purchase of equipment and vehicles), identification of implementing partners, etc. The

cases. Most recently (AC) 21/04 required EAS assessment of all FAO staff to promote safe recruitment ( [https://intranet.fao.org/fileadmin/user\\_upload/FAO\\_Communications/ac/AC\\_2021-04.pdf](https://intranet.fao.org/fileadmin/user_upload/FAO_Communications/ac/AC_2021-04.pdf) # ).

SEA assessment of all implementing partners is mandatory under the UN Protocol on Implementing Partners (2018) and in 2021 SEA will be part of FAO's national risk registers, obliging UN programs to FAO to carry out SEA risk analyzes and develop SEA mitigation strategies at the national level. This process should include a categorization of interventions and implementation modalities by level of risk significance. FAORs and program and project managers are required to integrate SEA considerations into the design of needs assessments and new project proposals, including the identification of activity-specific SEA risks and associated SEA mitigation measures.

SEA prevention activities, including engagement and communication with beneficiaries, partners, and providers, are mandatory. Regular reviews of ongoing projects to ensure that activity-specific SEA risks are considered and related SEA mitigation measures are developed and implemented, are necessary to ensure that Designed SEA mitigation measures are put into practice during project implementation. FAORs and program and project managers from all sectors are required to regularly monitor and review the effectiveness of designed SEA mitigation measures and report any challenges encountered in implementation.

<sup>18</sup>Even if the project starts in the middle of the year, it is always advisable to prepare the work plan by calendar years (which correspond to FAO's financial years) rather than by "project years".

implementation of the three components will start after 6 months and will last 4 years. It should also be noted that the pace of implementation will also be conditioned by the speed of implementation of the investment components of RENUGL by the Government supervised by the World Bank.

No.	Designation	2022		2023				2024				2025				2026				2027		
		T3	T4	T1	T2	T3	T4	T1	T2	T3	T4	T1	T2	T3	T4	T1	T2	T3	T4	T1	T2	
1	Approval																					
2	Signing of Grant Agreement for technical assistance																					
3	Mobilization of the country program team and thematic experts (DC, FFS, VSLA)																					
4	Recruitment of the FAO implementation team																					
4	Purchase of equipment and vehicles, identification and development of implementation premises in the two provinces																					
6	Getting Technical Support Started																					
7	Full-scale work of the FAO project implementation team																					
8	Periodic missions of international experts (development of tools and implementation approaches)																					
9	Identification, selection and contracting of implementation partners																					
10	Training of trainers																					
11	Implementation of the three components by implementing partners supervised by FAO																					
12	Capacity building of provincial and local implementing agencies																					

13	Preparation and approval of annual work plans																			
14	Mid-term review																			
15	Knowledge management and communication																			
16	<b>Closing of the technical assistance and final report</b>																			
17	<b>Final assessment</b>																			

**Annex IV : Budget**

<b>Description/Heading</b>	<b>Account</b>	<b>Original budget</b>	<b>% total</b>
<b>professional</b>	5011	416,008	6.9%
<b>GS Salaries</b>	5012	198,342	3.3%
<b>Consulting</b>	5013	621,568	10.4%
<b>Contracts</b>	5014	2,382,800	39.7%
<b>Travel</b>	5021	204,000	3.4%
<b>Training</b>	5023	740,000	12.3%
<b>Expendable procurement</b>	5024	268,959	4.5%
<b>Non-expandable procurement</b>	5025	304,000	5.1%
<b>TSS</b>	5027	60,000	1.0%
<b>Evaluation and Reporting Costs</b>	?	51,800	0.9%
<b>General Operating Expenses</b>	5028	360,000	6.0%
<b>Subtotal</b>		5,607,477	93.5%
<b>Indirect Support Cost</b>	5929	392,523	6.5%
<b>TOTAL</b>		<b>6,000,000</b>	100.0%

## Appendix V : Risk Management

### Section A: Project Risks

Description of the risk	High consequence for the project	Degree of risk		Mitigation measure	Responsible
		Impact	Probability		
The situation of insecurity, political, social and economic instability in the targeted territories and the country are deteriorating	Threat to activities; risk of slowing down, preventing and suspending the implementation and progress of the project as planned	Strong	Medium	Apply the stay and deliver policy taking into account the safety of staff, partners and beneficiaries; keep open/regular communication with the authorities	G-DRC; FAO; PCU
Weak technical capacity, ownership, and effectiveness of the implementation of project activities and achievements	Lack of/or weak application of project approaches; sustainability of project assets limited due to minimal understanding and little practice of beneficiaries	Strong	Medium	Capacity building and skills transfer to partners; bonuses or incentives for the public service agents involved; adequate support project duration to assimilate and apply the approaches	FAO-PCU
Key field managers/staff - from partner agencies and NGOs do not actively /timely participate in designed activities	Delay in progress of activities ; a decline in quality and performance of implementation	Strong	Medium	Strengthen the capacities of partners; establish regular communication with partners, including to	FAO-PCU

				assess quality and progress etc.; secure performance-related payments;	
Lack of clarity regarding decentralization	Provincial and territorial entities are not well informed or involved in the project: planning, implementation and monitoring of the project - resulting in lack of ownership, lack of follow-up, weak partnership, risking sustainability of efforts	Strong	Medium	Involvement and consultation on a regular basis/and as needed with the provincial and territorial entities involved in all phases of the project	FAO-PCU
Business climate, corruption and fraud	Loss of project resources; misaligned and inappropriate decisions (eg selection of service providers etc.); motivation, trust decreases among project stakeholders (PMUs, service providers, government partners/departments, beneficiaries etc.)	Medium	Medium	Raising community awareness and involving civil society; implementation of fraud risk management plans	FAO-PCU
Poor quality of inputs and equipment	Low/suboptimal impact on production	Medium	Medium	Internal and external control mechanisms before distribution or validation	FAO-PCU
Access to territories is difficult	Activities are slowed down or suspended; target results are not achieved	Medium	Medium	The development or rehabilitation of infrastructure, in particular agricultural service roads, will contribute to facilitating access; if necessary, examine alternative access or activity rentals	G-RCD ; PCU-FAO
Spread of the COVID-19 pandemic and its impacts	Delay, suspension, or revisions to project activities	Medium-Low	Medium-Low	Consider developing a COVID mitigation plan, including adjusting activities as needed	PCU

## Section B: Project Environmental and Social Risks

Identified Risks	Risk Classification	Description of the risk in the project	Reduction measures	Indicators	Progress on mitigation measures
<b>Management of natural resources in relation to land</b>	Weak	The area is subject to certain local conflicts related to the management of natural resources and access to land. DCs aim to improve social cohesion and FFS aim to improve the sustainability and resilience of production systems. DCs and FFSs are therefore intended to reduce this type of conflict, but this must be done in such a way as to avoid exacerbating existing tensions (“do no harm”).	<p>Guidelines for Responsible Land Governance will be applied – 'The Voluntary Guidelines on Land Tenure' <a href="https://www.fao.org/tenure/voluntary-guidelines/en/">https://www.fao.org/tenure/voluntary-guidelines/en/</a></p> <p>Compliance with local development plans</p> <p>Promotion of participatory and inclusive approaches and use of Dimitra clubs as a driver of social cohesion</p> <p>Promotion /discussion of the principles of negotiated participatory territorial diagnosis and territorial social pact - within DC activities in particular</p>	Reduction / limitation of conflicts related to land	<p>- Report of implementing partners on land disputes;</p> <p>- Reports of environmental and social monitoring missions.</p>

<b>Pressure on local ecosystems and biodiversity</b>	N / A	The project area is outside the national parks of South Kivu	The project will not be implemented in protected areas	-	
<b>Threat to genetic resources</b>	Weak	Improved seeds, more resistant to climate change or biofortified, can also present invasive characteristics, given their ability to adapt to various types of soil, water and light, for example.	The varieties introduced will come from the national catalog and will be adapted to local habits/practices.  IPCC phytosanitary protocols will be applied	Species, variety and quantity of improved seeds introduced  Certification by the national seed service (SENASEM) of the DRC	Beneficiary satisfaction rate  SENASEM reports
<b>Impact on animals</b>	N / A	The project has no livestock or aquaculture component.			
<b>Pest and pesticide management</b>	N / A	The purpose of the project is not to manage pests and pesticides. The FFSs will ensure			



		<p>the promotion of technologies that respect the environment (integrated management of production and pests. Agro-ecological technologies - good agricultural practices will be integrated into the FFS to improve the protection of the soil and plants in this sense</p>			
<b>Involuntary displacement of populations</b>	N / A	<p>There are no direct activities such as accommodations that may result in displacement.</p>			
<b>Decent work impact</b>	N / A	<p>The project is expected to improve and increase the creation of decent jobs especially for young men and women – for example within component 3</p>			

		generating entrepreneurial activities			
<b>Gender impact</b>	Moderate	Risks of unequal access, discrimination or even GBV (EAS/HS) resulting from the implementation of VSLA activities	Strengthening the role of women and other marginalized groups in decision-making bodies  By means of community DCs and radios, sensitization and wide promotion including community dialogues on this subject, including women's empowerment, gender equity - sharing of responsibilities etc. youth (men and women)	Number of cases of GBV, HS and PSEA identified	<ul style="list-style-type: none"> <li>- Number of campaigns/awareness-raising activities/discussions on GBV/SEA/SH,</li> <li>- Complaint boxes</li> <li>- Green line</li> <li>- Partner reports</li> <li>- Environmental and social monitoring mission reports</li> </ul>
<b>Impact on Indigenous Peoples (IPs).</b>	Moderate	The project may impact access to natural resources for indigenous populations, particularly the Twa in Tanganyika.	Participation and inclusion of IPs throughout the project cycle.  This exercise will allow the indigenous populations to decide whether or not to join in the implementation of project activities. As a result, the project and key project stakeholders may consider how to integrate and adopt their proposals and recommendations.  In accordance with FAO's new environmental and social framework, public consultations will be based on the Free, Prior and Informed Consent (FPIC) approach.	Number of complaints from Indigenous Peoples.  Number of adaptations/actions to address complaints	<ul style="list-style-type: none"> <li>- Number of complaints received and processed,</li> <li>- Number of IP camps identified,</li> <li>- Number of IP households benefiting from the project.</li> </ul>

			Finally, the project will build on its experience of implementing ToRs (especially DCs) in areas rich in indigenous populations.		
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