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FOOD PRODUCTION, PROCESSING & MARKETING PROJECT (FPPM)

FY 2014 WORKPLAN

1 OCTOBER 2013 – 30 SEPTEMBER 2014

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FOOD PRODUCTION, PROCESSING & MARKETING PROJECT

ANNUAL WORKPLAN

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Table of Contents

| | Page |
|--|------|
| Acronyms and Abbreviations | Iv |
| Introduction | 1 |
| Key Elements of the Workplan | 2 |
| Component 1- Increasing productivity | 4 |
| Introduction | 4 |
| Key Activities this FY | 4 |
| Focus Area 1-Improving farmer access to improved planting materials and other key on farm inputs | 5 |
| Focus Area 2-Use of FFS & demonstration plots as tools to catalyze adoption of technologies and farming best practices | 8 |
| Focus Area 3-Participative consultations evaluating agricultural campaigns and prioritizing agricultural research | 9 |
| Constraints, Activities and Expected Results | 10 |
| Chronogramme of Activities | 13 |
| Component 2-Improving Market Efficiencies | 16 |
| Introduction | 16 |
| Context | 16 |
| Principal Focus Areas for FY 14 | 19 |
| Focus Area 1- Conditioning, processing and value addition | 19 |
| Focus Area 2- Market information and financial intermediation | 21 |
| Focus Area 3- Improving market infrastructures | 24 |
| Constraints, Activities and Expected Results | 26 |
| Chronogramme of Activities | 30 |
| Component 3-Capacity to Respond to market Opportunities Reinforced | 37 |
| Introduction | 37 |
| Key Activities this FY | 37 |
| Constraints, Activities and Expected Results | 41 |
| Chronogramme of Activities | 43 |
| Environmental Compliance | 44 |
| Introduction | 44 |
| Goal for FY 14 | 44 |
| Approaches | 45 |
| Constraints, Activities and Expected Results | 46 |
| Chronogramme of Activities | 48 |
| Monitoring and Evaluation | 49 |
| Introduction | 49 |
| Key Interventions | 49 |
| Constraints, Activities and Expected Results | 49 |
| Chronogramme of Activities | 51 |
| | 54 |

| | |
|--|----|
| Program Management | 56 |
| Introduction | 56 |
| Staffing | 56 |
| Grants | 57 |
| Quarterly Technical Reviews/Annual Meeting | 58 |

ACRONYMS and ABBREVIATIONS

| | |
|---------------|--|
| ACDI-Lusekele | Actions Communautaires pour un Développement Intégré |
| AFRIKI | Association des Femmes Riziculteurs de Kingabwa |
| AIDAR | Agency for International Development Acquisition Regulations |
| AIPD | Appui aux Initiatives Paysannes pour le Développement |
| AP | FPPM Proximity Field Agent |
| APROCEC | Association pour la Promotion des Coopératives de l'Épargne et du Crédit |
| APTM | Association des Producteurs et Transformateurs de Manioc |
| ASCOVI | Association des Consommateurs des Produits Vivriers |
| BC | Bas-Congo Province |
| BENI Food | Bas-Congo-Based NGO |
| BDD | Bandundu Province |
| BDD-Matadi | Bureau Diocésain pour le Développement - Matadi |
| BDS | Business Development Services |
| BIAC | Banque Internationale pour l'Afrique au Congo |
| BUCOPAK | Bureau de Coordination des Coopératives, Parkings et Agences Agricoles du Congo |
| C-1 | FPPM Component 1 : Increasing Productivity |
| C-2 | FPPM Component 2 : Improving Market Efficiencies |
| C-3 | FPPM Component 3: Capacity to Respond to Market Opportunities Reinforced |
| CADIM | Centre d'Appui au Développement Integral/Mbankana |
| CAPEX | Capital Expenditure |
| CARPE | Programme Régional de l'Afrique Centrale pour l'Environnement |
| CARG | Conseil Agricole Rural de Gestion (Rural Management Council for Agriculture) |
| CDS-Kisantu | Caritas Développement Santé – Diocèse de Kisantu |
| CIAT | International Centre for Tropical Agriculture |
| COPAC | La Coordination des Producteurs Agricoles de Batéké a Local Umbrella Structure |
| COOPEC | Coopérative de l'Épargne et du Crédit |
| COOPI | Italian NGO, intervening on the Plateau of Batéké |
| COP | Chief of Party |
| CORIDEK | Collectif des Organisations pour le Développement Intégré de la Rive Droite de Kwilu |
| COR | Contract Officer's Representative |

| | |
|-------|--|
| COTR | Contracting Officer's Technical Representative |
| CTB | Cooperation Technique Belge |
| DCA | Development Credit Authority |
| DRC | Democratic Republic of the Congo |
| EBS | Equipe Beto Sadisana, a local NGO based in Idiofa |
| EMF | Environmental Management Form |
| EMMP | Environmental Mitigation, Management and Monitoring Plan |
| ERF | Environmental Review Form |
| ERR | Environmental Review Report |
| EU | European Union |
| EVI | Extremely Vulnerable Individual |
| FAO | Food and Agricultural Organization of the United Nations |
| FI | Financial Institutions |
| FIDA | Fonds International de Développement Agricole |
| FIKIN | Foire Internationale de Kinshasa (Trade Fair) |
| FPPM | Food Production, Processing & Marketing Project |
| FAR | Federal Acquisition Regulations |
| FFD | Farmer Field Days |
| FFS | Farmer Field School |
| FY | US Government Fiscal Year (1Oct 201x to 30 Sept 201x+1) |
| GAP | Good Agronomic Practices |
| GIS | Geographical Information System |
| GODRC | Government of the Democratic Republic of Congo |
| GPS | Global Positioning System |
| ICRAF | World Agroforestry Centre |
| IFDC | International Fertilizer Development Center |
| IGA | Income Generating Activity |
| IITA | International Institute of Tropical Agriculture |
| INERA | Institut National pour l'Etude et la Recherche Agronomique |
| IP | Implementing Partner |
| IPM | Integrated Pest Management |
| IR | Intermediate Results |
| ISFM | Integrated Soil Fertility Management |

| | |
|---------|---|
| LM | Linear meters |
| Matchem | Kinshasa-Based SME (involved in processing/marketing of cassava) |
| M&E | Monitoring and Evaluation |
| MFI | Micro-Finance Institution |
| MIS | Market Information System |
| MEO | Mission Environmental Officer |
| MOU | Memorandum of Understanding |
| mT | Metric Tons |
| NGO | Non-Governmental/Non-Profit Organization |
| ONGD | Non-Governmental Development Organization |
| OSFAC | Observatoire Satellite des Fôrets de l'Afrique Centrale |
| PAARSA | Projet d'Appui à la Réhabilitation et la Relance du Secteur Agricole |
| PEDM | Projet d'Encadrement des Enfants Malnutries a local NGO based in Idiofa |
| PERSUAP | Pesticide Evaluation Report and Safer Use Action Plan |
| PMP | Performance Monitoring Plan |
| PO | Producer Organization |
| PPP | Public/Private Partnership |
| PY | FPPM Project Year (May-April) |
| QPM | Quality Protein Maize |
| R1 | First generation seed multiplied from Foundation Seed |
| R2 | Second generation seed multiplied from R1 |
| R3 | Third generation seed (three generations removed from foundation seed) multiplied from R2 |
| RFA | Request for Application |
| RFQ | Request for Quotation |
| SAC | Sécurité Alimentaire des Cataracts (a local NGO) |
| SAPEF | Salon Agricole: Pêche, Eaux et Forêts (Annual Congolese Agricultural Fair) |
| SENASEM | Service National de Semences |
| SME | Small & Medium Enterprise |
| SMS | Short Messaging Service |
| SNV | Service Neerlandais des Volontaires (Dutch Volunteer Service) |
| STTA | Short Term Technical Assistance |
| TAMIS | DAI proprietary Project Management Software Database |
| TIFIE | Teaching Individuals and Families Independence through Enterprise |

| | |
|-----------|---|
| TMB | Trust Merchant Bank |
| ToR | Terms of Reference |
| ToT | Training of Trainers |
| TSBF-CIAT | Tropical Soil Biology and Fertility Institute of CIAT |
| UDK | Union pour le Développement de Kapia |
| UPAK | Unité de Production Alimentaire de Kinshasa |
| UPEK | Unité pour la Production et la Pérennité des Efforts et Capacités des Communautés à la Base |
| USAID | United States Agency for International Development |
| USG | United States Government |
| VSLA | Village Savings and Loan Associations |

Introduction

Kinshasa city is known to possess only a two day supply of food at any one time. The city's population is increasing and food supply is having trouble keeping pace. With an estimated population of 14 million and an average per capita daily consumption of the staple crop, cassava of 250 gr/person, Kinshasa needs an assured supply of 350 ten mT trucks each and every day of the year to maintain the status quo. This precarity has not resolved itself over the past two years. All foodstuff finds a market in Kinshasa from the highest quality to the lowest. Prices are high and the number of unemployed and homeless youth creates a potential tinderbox for the government. Political security and economic security go hand in hand with better nutrition, better opportunities and increased optimism that the future will be better than the present.

FPPM is designed to increase the supply of quality foodstuffs to the Kinshasa Marketshed at affordable prices while adding value at the farmgate level, increasing revenues, reducing rural poverty while creating increased employment opportunities, and bettering people's lives. The Program is working at both ends of the value chain to increase productivity, reduce transaction costs and alleviate constraints and inefficiencies in order to assure reliable and timely delivery of product from targeted value chains. If, over the life of the project, FPPM is able to increase the volume of food flowing into Kinshasa by 1750 mT/day we will have increased food security in Kinshasa by 50%.

FPPM operates in the breadbasket for Kinshasa- Bandundu and Bas Congo Provinces as well as on the Plateau of Batéké. When FPPM began in May 2011, it was an election year. There was much turmoil and instability which impacted fluid project start up. Still, in A-2011 the project procured foundation seed from the research centers (IITA and INERA) and provided this seed, under contract, to nine institutions, four in Bandundu¹, three in Bas-Congo² and two on the Plateau de Batéké³ for primary multiplication to R1(first generation after foundation seed). This effort concerned seeds for maize, groundnuts, soy beans, cowpea and cassava cuttings.

In 2012 injunctions received from our then COR pushed the project to focus the lion's share of its activities on multiplication of improved variety planting material. This effort mobilized persons and resources far beyond those that had been planned for, as staff nonaffiliated with the multiplication activities were enlisted to assist in quickly ramping up this declared priority concentration and other planned activities were thus temporarily put on hold. This shift in focus was one of the contributing factors behind staff non-appropriation of project strategies, and led, as well, to a lack of understanding among targeted beneficiaries of the project's key objectives and the strategy defined to obtain them. Multiplication and production fields were hastily established throughout the project zone with a heavy accent placed on cassava.

During B-2012 and A-2012 a number of initiatives to introduce improved planting material were undertaken for short cycle crop varieties, especially those that were bio-fortified : maize (QPM-Mudishi1), dry beans (HM 21-7 and K-131) and cassava (94/0330 and 01/1229). These varietal

¹ ACIDI-Lusekele, CORIDEK, UDK, and Mere de Sauveur

² CDS-Kisantu, UPEC, BDD-Matadi

³ CADIM, TIFIE Humanitarian

introductions were, however, not followed through with the full package of improved best practices and technologies due to constraints in logistics and a lack of adequate personnel for proximity field monitoring. Further, the Project's implementing partners (IP), chosen initially using imperfect, very general selection criteria proved unable, unwilling or unmotivated to provide either technical assistance or monitoring and report their findings to FPPM.

It was only in November 2012 that the project procured vehicles were able to be registered. Prior to this the project necessarily reverted to renting vehicles for requisite mobility for the limited FPPM technical staff to which was another huge and unanticipated cost sink.

It was only during PY2 (May 2012-April 2013) that the project hired its Farmer Field School Master Trainers. The activity of this Component, destined to increase the capacity of our clients truly only began at the end of the first quarter of the 2013 calendar year.

During FY 2013 (Oct 2012-Sept 2013) the project underwent a strategic and management transformation. This process revealed that the project had neither the requisite traceability on its multiplication activities to date, nor sufficient quantities of short cycle seed that meet minimum certified seed standards in Congo.

Further experience has revealed that many of our IP, rather than respecting the contractually agreed upon multiplication strategy pushing improved seed down to client/beneficiaries, members of producer organizations (PO's) that the IP claimed to be assisting, actually were involved in side-selling of the harvest from their multiplication fields for their own benefit. In other cases the IP, claiming to assist numerous producer organizations continued to multiply the seed on their own lands in order to "bulk up" the volume of seed available prior to distribution to their Producer Organization partners. This resulted in less seed of an inferior generation reaching the client/beneficiaries than was planned for.

With the greatly expanded emphasis on production, the necessary complementary emphasis on marketing was not brought into play. In FY 2013, Component 2, "Increasing Market Efficiencies", focused its effort on identifying 21 sites and clients based on selection criteria and a vetting process for upstream value added processing, purchased the necessary equipment for these 21 sites, established three pilot processing activities-one in Bandundu and two in Bas Congo, and established a viable Market Information System using community radio networks and other venues available throughout the project zone in disseminating market information.

Key Elements in the FY 2014 workplan

- FPPM will work only with credible IP with proven track records for delivering on their services. Those who have proven themselves to be unreliable or dishonest are in the process of being culled from our implementing partner matrix. Those who are high performing implementers will receive more of our business with longer, more robust partnering agreements that encompass the diversity of our activities and the needed articulation between activities to be undertaken. New partners will be brought on board only after proper due diligence has been performed and we are sure that there is harmonic synergy in our goals, objectives, strategies and approaches.

IP must bring “skin to the game.” They must be of a developmental stage where a program of targeted, jointly agreed upon interventions and technical assistance can qualify them within the remaining lifespan of the project to receive direct donor assistance upon withdrawal of the FPPM intermediary.

- FPPM interventions in 2014 are driven by the Value Chain Approach focused on short cycle crops (maize, peanuts, beans) but continuing on-going efforts to improve productivity of and capitalize upon increased harvestable volumes of cassava. Knowing the market, knowing the actors serving the market, linking markets to high production zones with farmers who are organized, capable, and interested in producing the quality demanded by the market but who are also poised to integrate vertically and take advantage of proximity value added processing. We will focus our efforts on mitigating inefficiencies and resolving constraints faced by actors of targeted value chains putting emphasis on those constraints that will have wider flow down effect.
- We are downsizing our investment in seed multiplication, investing instead in holistic best agronomic and soil management best practices and an integrated technology package, rather than concentrating on only one input element as has been the case to date. Our cross-cutting efforts, embracing fully the Farmer Field School Approach, are concentrated at the farmer/association/community level upstream in the value chain and on actors at key linkage points further downstream.
- FPPM is moving downstream. Our efforts in FY 2014 concentrate on conditioning, value addition, market development and promotion and efficiently exploiting the Kinshasa market network. We will put increased volumes of quality product in the right markets at the right times at attractive price points.

This year, our goal is to do development right in order to get true return on investment, create sustainable impact and bring activities begun on a pilot basis to scale using lessons learned.

It should be noted that this document was developed by the combined technical staff of FPPM with guidance from the M&E team and mentoring provided by the COP. In this way we have made every effort to ensure that the document, its contents, activities and objectives “belong to” and are the emanation of our collective wisdom and efforts.

We thus take this opportunity to thank USAID/Congo, the Economic Growth team, our COR and A/COR for their indulgence in allowing us to undertake this very important learning experience, while continuing the day to day implementation of program activities.

Component 1-Increasing Productivity

Introduction

The 2014 Fiscal year bridges project years 2 and 3. In spite of Project efforts in the first two years to multiply improved planting material for dissemination to client/beneficiaries in the principle territories of the three provinces where the project is active, insufficient attention was paid to traceability of planting material. This resulted in a dilution of the potential impact of FPPM efforts. Further, the limited number of project technical personnel in the field, lack of improved technological packets and the heavy reliance on poorly vetted local IP of dubious motivation, resulted in an inappropriate choice of sites for multiplication activities and subsequently lower than expected yields of improved planting material. This Fiscal Year, the Project will take full advantage of our newly placed proximity field agents to resolve these constraints and fully support our efforts in improving productivity by our client/beneficiaries.

Important challenges remain that must be met head on this year. These include:

- weak organizational and governance structure of producer associations,
- divergent vision between FPPM and its IP
- continued use of traditional farming practices with little attention paid to improved soil fertility and erosion control practices
- use of planting material that has degenerated or is susceptible to diseases
- non-mechanization of on-farm activities and
- Non-utilization of seed treatments, fertilizers or pesticides

We do note that harvest yields of project promoted varieties are trending upwards; that farmers who have witnessed the harvest of improved varieties of cassava from year one fields are impressed by the size of the harvest, the length of the tubers and the quality of the cassava itself; and that farmers who have respected project advice to master the agricultural calendar and plant on time have reduced their risk of non-production by producing when the rains are, rather than when they are not.

In previous years, the Project focused much of its attention on cassava to the detriment of other shorter cycle cereals and grain legumes. Going forward our focus will be on increased productivity with an emphasis on targeted shorter cycle value chains and new productivity enhancing technologies coupled with best practices for each stage in the cropping cycle.

Key Activities this Fiscal Year

This year Component 1 will:

- a) Improve farmer access to improved planting material and other key farm inputs
- b) Use of Farmer Field Schools and Demonstration plots as tools to catalyze adoption of technologies and farming best practices.

- c) Participative Consultations evaluating the agricultural campaigns and prioritizing operational research

Focus Area 1-Improving farmer access to improved planting material and other key on-farm inputs

Primary and Secondary Multiplication

Previously FPPM contracted with IP for the primary and secondary multiplication of seed that we sourced from INERA. Unfortunately, the execution of these multiplication contracts has proven problematic for a multitude of reasons including:

- Partner/Staff unfamiliarity with contracts
- Poor due diligence of proposed IP by FPPM
- Misunderstanding the roles and responsibilities consigned in the contracts
- Non-respect of best procurement practices by FPPM
- Partner's lacked the necessary land area for the execution of the contracts and were forced to rent land that was often marginally suitable for the seed multiplication activity
- Lack of respect of the agricultural calendar resulting in late planting and mitigated results
- Partners did not use agronomic best practices for seed multiplication
- Partners did not have their fields certified by SENASEM
- Partners side sold their production rather than remitting it to FPPM or to their Producer Organization "clientele"
- IP remitted less than the amount of seed contractually agreed upon
- IP remitted seed of a quality (and generation) other than that which had been contracted
- Lack of appropriate guidance and oversight by FPPM in implementation.

As a result of this yields were low, information on the production practices used and results obtained was scanty and late, recommended planting densities were not respected and there was elite capture of the production. Going forward, FPPM will contract directly for the production of R1 seed with INERA. Further to avoid complicity occurring at the local level these contracts will be negotiated through INERA's Central Directorate. Instead of placing R2 seed at the IP level for secondary multiplication, FPPM intends on by-passing this step, going directly to the PO and Community Multiplication Field stage when necessary to re-establish agronomic vigor and traceability.

This year FPPM will need to order 1200 Kg of R1 maize seed from INERA. This will be split between three varieties Mudisha 1, Samaru and Kasai 1.

Community based multiplication activities using certified seed stock

Using certified seed already in our warehouses from previous seasons, FPPM staff under the aegis of the provincial agronomists and with assistance from proximity field agents will offer technical assistance to PO wishing to establish community multiplication fields. Different than in past years however, organizations interested in receiving improved seed stock must contribute materially. They may travel to the warehouse to take possession of the seed. They may participate in coppicing activities, harvesting

the cassava seed stock, then transporting it to their fields. They must use their own land, their own tools and accept to provide both access to their fields and written updates of progress being made as well as weighing the harvest and measuring the true land area.

Producer Organizations wishing to partake in this activity must be well structured with a previous history of successfully managing income generating activities of interest and providing service for their membership. They must also be actively receiving technical assistance from a credible FPPM IP. Implementing partners must share the vision and approach of FPPM, have sufficient inventory and personnel to provide proximity field services and a proven track record of meeting quantifiable objectives in a timely manner. Producer Organizations and IP must have been previously involved in productivity activities or be current Farmer Field School managers or participants.

FPPM will publish manifestation of interest and will sign MOUs with IPs meeting the criteria above so that they may assist the POs in setting up community multiplication plots. It is expected that throughout the agricultural cycle the IP will provide regular monitoring visits and provide technical advice at each stage. FPPM will provide logistical support to these IPs based on a mutually agreed upon schedule of monitoring visits and reporting. It is the responsibility of the Provincial Agronomists to oversee this activity and to provide timely technical assistance and capacity reinforcement to the IP agents tasked with the monitoring. In addition our Provincial agronomists will mentor FPPM Proximity Field Agents, so that they garner sufficient knowledge of agronomic best practices for each targeted crop to be able to provide proximity oversight on IP. FPPM agronomic staff will develop and disseminate technical extension sheets of best practices developed in the appropriate local language with pictures and diagrams to facilitate understanding.

The harvest derived from the Community Multiplication Activities is destined 100% for the members of participating Producer Organizations. They will use this seed in succeeding seasons on their own land to increase the productive potential of their households. The members will be advised to store enough seed for re-planting and to process or market the rest. R2 seed, if stored under appropriate conditions can retain its vigor for four successive cropping seasons before its agronomic vigor degrades to the point where it needs to be replaced. R3 seed can be replanted in three successive production seasons before replacement should be necessary.

Improved Productivity

Improving productivity at the household level is critical if FPPM is to achieve its objectives. First, land area under cultivation by farming household is small and split between parcels in the forest galleries and those in the Savannah. Second, household farm sizes are limited due to a lack of available family labor to clear, plant and weed the land, as well as a lack of resources to hire labor to complement that of the family. Further many families work isolated from others and on land that they rent for relatively short periods of time (1 to 3 years). Third, renting land acts as a disincentive to investment on that land. To resolve the labor constraint many producer organizations institute work groups that intervene on each member's land in a rotating fashion.

It is difficult to visualize how rural farmers will be able to improve their yields without using fertilizers and phyto-sanitary treatments, to nourish, protect and conserve their crops. Further improved productivity will require farmers to pay attention to maintaining their soil fertility, conserving topsoil and preventing the deleterious effects of erosion. We note too that some farmers in our zone use retrograde farming practices including cropping associations that are conflictual rather than complementary, improper seed densities, do not thin supplemental plants, do not replant areas with poor germination, wait to weed until the weeds outcompete the crops, do not use compost or green manuring, and choose sites that are un-adapted to the crops they are trying to produce.

Currently the use of fertilizer and phytosanitary products (seed treatments, pesticides, herbicides, etc) is extremely low in our project zone, especially for food crops. Worse, there is an active on-going dis-information campaign designed to disinterest farmer's use of these key agricultural inputs.

Our objective this year is to attain the following average yields across the project zone for targeted value chains. Our proximity field agents (AP) are responsible for measuring client/beneficiary land area under improved production using handheld GPS. Plant densities will be measured and reported on for these fields and we will rely on reports submitted by IP and OP, verified by our AP, provincial production specialists and M&E team concerning actual production per plot of land. Since FPPM is supplying scales and measuring equipment to IP providing technical oversight of community multiplication activities, these will be used to spot check recorded production data.

| Crop | Yield (kg/ha) |
|-----------|---------------|
| Cassava | 9261 |
| Maize | 2083.7 |
| Peanuts | 1041.86 |
| Cowpea | 520.9 |
| Dry Beans | 578.8 |
| Soybeans | 636.7 |

To do this we propose to:

- Inventory all input suppliers in the project zone to identify the services and goods that are regularly part of their stock, to geo-locate their establishments, to assess the quality and turnover of their stock.
- Evaluate their interest in participating in an agricultural inputs vouchering program.
- Hold a workshop with interested, established input suppliers to detail the vouchering program and sign MOU.
- Establish a pilot input vouchering program that distributes vouchers to farming household members of client producer associations. Vouchers will be established for 75% of the negotiated purchase price of inputs so that interested farmers must ante up the remaining 25%. The vendors will then submit the valid vouchers to FPPM for payment at the negotiated prices.

This activity will bring farmers in contact with input suppliers; assist farmers in procuring improved inputs and demonstrate that proper use of inputs increases yields. The initial crop targeted for fertilizer

under this effort will be maize, while cowpea, dry beans and soybeans will be the targeted crop for pesticide application. Seed inoculation and treatment against fungi will be promoted with peanuts.

In addition to instituting a digressive vouchering system the project will focus on Producer Organization bulking of input needs and on the implementation of 40 demonstration plots (15 in Bandundu, 15 in Bas Congo and 10 on the Plateau of Batéké) to exhibit the benefits of proper fertilization and pesticide applications. Each demonstration plot will also highlight organic composting preparation and application as well as ensuring that a demonstration of mixed fertilizer/compost also exists in the demonstration fields.

FPPM proposes to use seed in its stock that has not been certified, or is not certifiable by, SENASEM in the demonstration plots as analogous to traditional, farmer stored seed on the replication of traditional farming practices.

Focus Area 2- Use of farmer field schools and demonstration plots as tools to catalyze adoption of technologies and farming best practices.

In conjunction with Component 3, Component 1 will assist in providing content to best agronomic and soil management practices curriculum for cassava, maize and peanuts. In total 160 FFS for Cassava, 50 for peanuts and 45 for maize will be opened and operational throughout the project zone. With an average of 20 participants per FFS this will result in 5100 farmer participants. Each of these participants is expected to be a “lead farmer” returning to their community to a) practice what they have learned and b) train others in a stepwise cascading fashion with the practices and technologies they have adopted.

Component 1’s contribution will be to collaborate on defining best practices for each crop, develop curriculum and technical extension sheets for distribution as training materials to farmers and facilitators, validate the modules to be used, assist in the setting up of practice fields and protocols; and participate actively in the training and mentoring of the facilitators while also monitoring the execution of the curriculum at the field sites of each farmer field school.

Modules that are planned for this year include:

- Best Agronomic Practices for maize, peanuts and cassava
- Plant diseases and predators
- Gender
- Integrated Soil Fertility Management (ISFM)
- Composting
- Respect of the agricultural calendar, planting density and seeding on line
- Producer Organizations, structure, operations and management
- Farmer Field Days and Exchange visits and
- Timely weeding and harvesting

Producer Organizations participating in Farmer Field Schools will benefit from having both demonstration plots and community seed multiplication fields installed that will permit their members to benefit from the knowledge imparted but also to receive seed for out-planting to their own production fields at harvest.

Demonstration field establishment on the Plateau of Batéké will require FPPM to procure R1 improved seed. Anticipated needs based on the anticipated size and number of demonstration plots are: 120 kg of peanuts (JL-24), 40 kg of Soybeans (Afya) , 80 kg of Dry beans (K-131 and Green Pigeon), 30 kg of cowpeas (Diamant and Vita 7).

Focus Area 3- Participative consultations evaluating the agricultural campaigns and prioritizing operational research

The objectives of activities under this focus area are twofold. First, it's necessary to engage the farmers and their associations in a frank discussion of what happened and why in order to determine key constraints to productivity. Second, these priorities that are agronomic in nature need to be communicated to the researchers looking for solutions to problems that impact our targeted value chains. In this way a feedback loop is established between research and the farmers with the project playing the role of extension intermediary. Evaluation of each agricultural campaign will also permit the project to better document production, yields, percent of produce marketed, and increases in farmer revenues. We will be able to determine the spread of technologies and the type of workshops to reinforce the need for better record keeping among farmers and PO representatives in order to evaluate and document results of best practices used. Meetings, by province, will be organized at the end of each agricultural season and will help set the stage for future initiatives.

| Constraints | Activities and personnel | Expected Results | | | Link to Project Indicators |
|---|--|---|--|--|--|
| Focus Area 1-Improving Farmer Access to Improved Planting Material and other Key on-farm inputs | | | | | |
| Farmers lack access to improved planting material and traditionally stocked seed has lost agronomic vigor | Community multiplication Fields will be established using certified R2 improved seed stock buy Producer Organizations under the supervision of Provincial Agronomists with monitoring to be provided by IP and AP. PO that are selected must contribute to the activity and have at least one member of their organization that has undergone capacity reinforcement training in conjunction with FPPM sponsored Farmer Field Schools. PO must be linked to credible IP (Prov. Ag, AP) | Province | | | A1, A3, A4, A5, 1.1, 1.6., 1.7, 1.8. 1.9.1.10 |
| | BDD -Cassava: 65ha or 812500ml -Soybeans: 1ha or 600kg -Peanuts : 18ha or 12600kg and 11200kg of seed -Cowpea : 32ha or 16000kg or 11200kg of seed | BC A2013 -Cassava: 28.3ha or 353750ml -Soybeans :19.3ha or 8106kg of seed -Peanut : 17.8ha or 6230kg of seed Cowpea : 5.8ha or 2030kg of seed C2014 Dry beans:3ha or 840kg of seed | Kin -Cassava : 25ha or 312500ml -Soybeans : 1.5ha or 900kg of seed -Cowpea : Vita7 : 1.8 ha or 900kg of seed | Traceability is established, GIS incorporates data into M&E System | |
| | Establish Full Traceability on Seed Provenance and Destination in order to track adoption of improved seed technology, farmer appropriation of the technology and mitigate potential conflict (Prov Ag, AP, IP) | QPM (Mudishi 1)- 70 kg Samaru- 350 Kg Kasai 1- 350 kg | 420 kg | | |
| Farming households have limited land area available for production and lack sufficient labor to expand their production | Household members of Producer Organizations receive seed from the harvest of Community Multiplication Fields to outplant to their individual farms (Prov Ag, AP, IP, PO) | -Maize:105ha with production of 73.500kg | -Cassava : 430.9ha with anticipated production of 3576.4T of roots -Soybeans : 31.2ha resulting in a production of 18,72mT -Peanuts: 46.7ha for a production of 23,35mT -Maize: 26.2ha for a production of 18,34mT -Dry Beans : 6ha producing a total of 2400kg -Cowpea : 11.6ha w/ an expected production of 5800kg -Soybeans 2 nd production : 38.6ha yielding 23,16 mT | -Cassava : 75ha producing 622,of fresh roots | A1, A4, A5, 1.1, 1..2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 1.9, 1.10, 1.11 |

| Constraints | Activities and personnel | Expected Results | Link to Project Indicators |
|--|---|---|---------------------------------------|
| Input use is low throughout the project zone | Inventory input suppliers in the project zone (Prov Ag and AP) | At least 24 input suppliers throughout the project zone accept to participate in FPPM vouchering scheme. At least 900 farmers participate and procure improved inputs through FPPM sponsored vouchering | 1.4, 1.5, 1.6, 1.11 |
| | Hold 3 provincial workshops to detail input vouchering system (Prov Coord,, Prov Ag) | | |
| | Establish an input vouchering system that includes farmer contributions (C-1 Lead) | | |
| | Assist client Producer Organizations in developing strategies for bulked purchase of needed inputs (AP and IP) | At Least 30 Producer Organizations (2 per AP) | A4, A5, 1.2,1.5, 1.6 |
| Establish demonstration plots to exhibit the impact proper fertilization and pesticide application have on production (Prov Ag, AP, IP) | 40- 15 in Bandundu, 15 in Bas Congo and 10 on the Plateau of Batéké | A4, A5, 3.2 and 3.3, 1.10 | |
| Focus Area 2- Use of Farmer Field Schools and Demonstration plots as tools to catalyze adoption of technologies and farming best practices. | | | |
| Productive potential of targeted value chain crops is limited by farmer's use of outmoded cultural practices | Define best production practices per targeted value chain (C-1 Lead, Prov Ag) | 160 FFS for Cassava x 20 pp/FFS =3200 50 FFS for Peanuts x 20 pp/FFS=1000 45 FFS for Maize x 20 pp/FFS=900 | A1, A3, 1.3, 1.7, 1.8, 1.10, 3.2, 3.3 |
| | Develop and disseminate extension technical sheets in French and Local Languages for each new practice, technique or technology being promoted (C-1 Lead, Prov Ag, FFS) | At least 5 technical extension bulletins per thematic FFS are developed in local language and French. 5000 copies are printed and disseminated for each extension bulletin | |
| | Assist in setting up FFS experimental protocols and practice fields (C-1 Lead, Prov Ag) | | |
| | Participate in training and mentoring of facilitators (Prov Ag) | | |
| | Monitor the execution of FFS curriculum implementation by facilitators at field sites (Prov Ag, FFS) | One monitoring visit to different FFS activities will be organized per province per month | |
| | Composting Demonstrations are established at each FFS site (Prov Ag, FFS) | 255 compost pits are established in proximity with demonstration/practice fields at FFS sites | |

| Constraints | Activities and personnel | Expected Results | Link to Project Indicators |
|---|--|---|----------------------------|
| Focus Area 3- Participative Consultations evaluating the agricultural campaigns and prioritizing operational research | | | |
| Feedback loops on the effect of productivity enhancing technology adoption and constraints to increasing agricultural productivity do not exist | Each province will hold at least 2 workshops with farmer representatives from client PO and partner IP to discuss outcomes of the agricultural campaign to identify constraints needing to be addressed and to develop an action plan for the next season (C-1 Lead, Prov Coord, Prov Agr) | 6 Consultative workshops are held | A2,A4, 1.4, 1.6, 1.10, |
| | 1 Consultative meeting per province with MINAGRIE and INERA will be held each to discuss research results and priorities for the next 12 months. These meetings will include Farmer, PO, and IP representatives (C-1 Lead, Prov Coord, Prov Ag) | 3 Consultative meetings are facilitated | 1.4, 1.6, 1.7, 1.11, |

| CHRONOGRAMME COMPOSANTE 1 (2013-2014) | | | | | | | | | | | | |
|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Province of Bandundu | | | | | | | | | | | | |
| Work plan activities | Q1 | | | Q2 | | | Q3 | | | Q4 | | |
| | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep |
| Focus Area 1-Improving Farmer Access to Improved Planting Material and other Key on-farm inputs | | | | | | | | | | | | |
| Negotiate w/ INERA for procurement of R1 Seed available in stock for use during B-2014/ A-2014 | | | | | | | | | | | | |
| Purchase seeds from INERA | | | | | | | | | | | | |
| Manifestations of Interest from PO for installation of Community Multiplication Fields published and adjudicated | | | | | | | | | | | | |
| Community Multiplication Fields established w/ PO for B-2014 | | | | | | | | | | | | |
| Monitoring B-2013 Fields | | | | | | | | | | | | |
| Monitoring A-2013 Fields | | | | | | | | | | | | |
| Harvest and Conditioning of A-2013 Fields | | | | | | | | | | | | |
| Manifestation of interest for partnering A-2014 | | | | | | | | | | | | |
| Selection of IP and OP for A-2014 | | | | | | | | | | | | |
| Signature of Protocols/MOU for A-2014 | | | | | | | | | | | | |
| A-2014 Planting season TA begins | | | | | | | | | | | | |
| Input Suppliers Inventoried | | | | | | | | | | | | |
| Provincial Workshop to explain Vouchering | | | | | | | | | | | | |
| PO mobilization of resources | | | | | | | | | | | | |
| MOU with Inout Suppliers established | | | | | | | | | | | | |
| PO strategy for bulking of input procurement established | | | | | | | | | | | | |
| Input Vouchering Program kickoff | | | | | | | | | | | | |
| Demonstration plots established for short cycle crops | | | | | | | | | | | | |
| Focus Area 2- Use of Farmer Field Schools and Demonstration plots as tools to catalyze adoption of technologies and farming best practices. | | | | | | | | | | | | |
| Define best production practices per targeted value chain | | | | | | | | | | | | |
| Conceptualization of Extension Bulletins | | | | | | | | | | | | |
| Diffusion of Extension Bulletins | | | | | | | | | | | | |
| Assistance in setting up FFS experimental protocols for practice fields | | | | | | | | | | | | |
| Assistance in setting up practice/demonstration fields | | | | | | | | | | | | |
| Participate in training and mentoring of FFS Facilitators | * | * | * | * | * | * | * | * | * | * | * | * |
| Monitor execution of FFS curriculum | * | * | * | * | * | * | * | * | * | * | * | * |
| Composting Demonstrations established at FFS sites | | | | | | | | | | | | |
| Focus Area 3- Participative Consultations evaluating the agricultural campaigns and prioritizing operational research | | | | | | | | | | | | |
| Consultative workshops are held | | | | | | | | | | | | |

| CHRONOGRAMME COMPOSANTE 1 (2013-2014) | | | | | | | | | | | | |
|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Province of Bas Congo | | | | | | | | | | | | |
| Work plan activities | Q1 | | | Q2 | | | Q3 | | | Q4 | | |
| | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep |
| Focus Area 1-Improving Farmer Access to Improved Planting Material and other Key on-farm inputs | | | | | | | | | | | | |
| Negotiate w/ INERA for procurement of R1 Seed available in stock for use during B-2014/ A-2014 | | | | | | | | | | | | |
| Purchase seeds from INERA | | | | | | | | | | | | |
| Manifestations of Interest from PO for installation of Community Multiplication Fields published and adjudicated | | | | | | | | | | | | |
| Community Multiplication Fields established w/ PO for B-2014 | | | | | | | | | | | | |
| Manifestation of Interest for C-2014 conceived and published | | | | | | | | | | | | |
| Selection of PO for CMC during C-2014 | | | | | | | | | | | | |
| Monitoring of C-2014 multiplication/production activities | | | | | | | | | | | | |
| Monitoring of B-2013 multiplication/production activities Cassava | | | | | | | | | | | | |
| Monitoring of A-2013 multiplication/production activites Cassava | | | | | | | | | | | | |
| Monitoring of A-2013 multiplication/production activites Short Cycle Crops | | | | | | | | | | | | |
| Manifestation of interest for partnering A-2014 | | | | | | | | | | | | |
| Selection of IP and OP for A-2014 | | | | | | | | | | | | |
| Signature of Protocols/MOU for A-2014 | | | | | | | | | | | | |
| A-2014 Planting season TA begins | | | | | | | | | | | | |
| Input Suppliers Inventoried | | | | | | | | | | | | |
| Provincial Workshop to explain Vouchering | | | | | | | | | | | | |
| PO mobilization of resources | | | | | | | | | | | | |
| MOU with Inout Suppliers established | | | | | | | | | | | | |
| PO strategy for bulking of input procurement established | | | | | | | | | | | | |
| Input Vouchering Program kickoff | | | | | | | | | | | | |
| Demonstration plots established for short cycle crops | | | | | | | | | | | | |
| Focus Area 2- Use of Farmer Field Schools and Demonstration plots as tools to catalyze adoption of technologies and farming best practices. | | | | | | | | | | | | |
| Define best production practices per targeted value chain | | | | | | | | | | | | |
| Conceptualization of Extension Bulletins | | | | | | | | | | | | |
| Diffusion of Extension Bulletins | | | | | | | | | | | | |
| Assistance in setting up FFS experimental protocols for practice fields | | | | | | | | | | | | |
| Assistance in setting up practice/demonstration fields | | | | | | | | | | | | |
| Participate in training and mentoring of FFS Facilitators | * | * | * | * | * | * | * | * | * | * | * | * |
| Monitor execution of FFS curriculum | * | * | * | * | * | * | * | * | * | * | * | * |
| Composting Demonstrations established at FFS sites | | | | | | | | | | | | |
| Focus Area 3- Participative Consultations evaluating the agricultural campaigns and prioritizing operational research | | | | | | | | | | | | |
| Consultative workshops are held | | | | | | | | | | | | |

| CHRONOGRAMME COMPOSANTE 1 (2013-2014) | | | | | | | | | | | | |
|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Province of Bas Congo | | | | | | | | | | | | |
| Work plan activities | Q1 | | | Q2 | | | Q3 | | | Q4 | | |
| | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep |
| Focus Area 1-Improving Farmer Access to Improved Planting Material and other Key on-farm inputs | | | | | | | | | | | | |
| Monitoring of B-2013 multiplication/production activities Cassava | | | | | | | | | | | | |
| Monitoring of A-2013 multiplication/production activites Cassava | | | | | | | | | | | | |
| Monitoring of A-2013 multiplication/production activites Short Cycle Crops | | | | | | | | | | | | |
| Manifestations of Interest from PO for installation of Community Multiplication Fields published and adjudicated | | | | | | | | | | | | |
| Community Multiplication Fields established w/ PO for B-2014 | | | | | | | | | | | | |
| Monitoring of B-2014 Short Cycle Crop Community Multiplication Activities | | | | | | | | | | | | |
| Input Suppliers Inventoried | | | | | | | | | | | | |
| Provincial Workshop to explain Vouchering | | | | | | | | | | | | |
| PO mobilization of resources | | | | | | | | | | | | |
| MOU with Inout Suppliers established | | | | | | | | | | | | |
| PO strategy for bulking of input procurement established | | | | | | | | | | | | |
| Input Vouchering Program kickoff | | | | | | | | | | | | |
| Demonstration plots established for short cycle crops | | | | | | | | | | | | |
| Focus Area 2- Use of Farmer Field Schools and Demonstration plots as tools to catalyze adoption of technologies and farming best practices. | | | | | | | | | | | | |
| Define best production practices per targeted value chain | | | | | | | | | | | | |
| Conceptualization of Extension Bulletins | | | | | | | | | | | | |
| Diffusion of Extension Bulletins | | | | | | | | | | | | |
| Assistance in setting up FFS experimental protocols for practice fields | | | | | | | | | | | | |
| Assistance in setting up practice/demonstration fields | | | | | | | | | | | | |
| Participate in training and mentoring of FFS Facilitators | * | * | * | * | * | * | * | * | * | * | * | * |
| Monitor execution of FFS curriculum | * | * | * | * | * | * | * | * | * | * | * | * |
| Composting Demonstrations established at FFS sites | | | | | | | | | | | | |
| Focus Area 3- Participative Consultations evaluating the agricultural campaigns and prioritizing operational research | | | | | | | | | | | | |
| Consultative workshops are held | | | | | | | | | | | | |

Component 2- Improving Market Efficiencies

Introduction

In the past, we recognize that Component 2 activities have been scattered and weakly aligned within the component and poorly articulated with other components of the project. A bit like a group of hunters firing their shotguns across the horizon to flush out pheasants, the C-2 team, over the past two years, appears to have intervened where partners made the loudest noise or presented themselves as targets of opportunity, rather than in an aligned, well-articulated fashion.

The present C-2 work plan has two key objectives: a) complete essential activities that were incorporated in but unrealized during the previous 17 months and b) to accelerate the downstream activities related to post-harvest conditioning, processing, transport and marketing in the context of FPPM's newly refocused strategy.

This year, the market will truly drive FPPM initiatives in our targeted value chains. The project will work both at the end market destination and the production basin levels and begin the process of bridging the gap between the two. Our goal is that by the end of the period we are working with better informed demand driven value chain actors, operating more efficiently, providing increased volumes of quality product to the market in a timely, cost effective manner thus liberating increased revenues for actors through the value chain while leveraging positive horizontal and vertical synergies.

This year's work plan incorporates four major focus areas for component 2. These are

- a) Conditioning, Processing and Value Addition
- b) Market Information Systems and linking between financial service providers with credible clients
- c) Improved Market Infrastructures and
- d) The Creation of Commercial Linkages

Context

This work plan follows 17 months of disruption, turmoil, unclear visioning and numerous false starts. It incorporates innovation through new ideas, new activities, new approaches and re-centers our efforts on core issues of improving market efficiencies as initially defined. The new work plan also takes advantage of better articulation between the different Components of the program and links the initiatives of individual members of C-2. Results and impact of this Component will be capitalized through a joint effort of the value chain actors who are our clients, seconded by FPPM proximity field agents, the provincial marketing specialists working in conjunction with our M&E team. Assistance with impact modeling and quantitative case study documentation will be provided by the C-2 Kinshasa technical specialists, particularly the Deputy Marketing Manager.

Over the course of the past 17 months the Component assisted two organizations EBS and PEDM in the negotiation of a lease agreement for cassava processing equipment, assisted two organizations PEDM and FENAGRIS to improve the quality of their processed cassava macro-cosettes and established an operational market information system throughout the project zone. Additionally, 21 sites were selected based on selection criteria and a vetting process for the installation of farm gate processing facilities and the equipment needed to render these sites operational has been purchased.

Site selection, client definition and appropriation as well as the procedures for the procurement of processing equipment, took more time than expected. The mastery of concepts by participants in the Rural Enterprise field schools has been underwhelming. Tools needed to render the concepts operational have not been developed meaning that, for many participants, refresher training in-situ will be necessary if they are obtain the necessary skill set to manage their processing enterprises transparently and sustainably.

With FPPM assistance, a pilot processing center for cassava micro-cosettes was developed in Ladzum in the Territory of Idiofa, Province of Bandundu. Using processing equipment leased from a partner organization having excess capacity PEDM (The Project for Support to Vulnerable and Malnourished Children) 15.14 mT of micro-cosettes were profitably produced and marketed in Kinshasa. From this experience the project learned three major lessons. First, the technology for fabricating micro-cosettes is simple to assimilate and master and results in a high quality product even when practiced by novices with little to no formal education. Second, to succeed, an activity of this nature needs a well-structured enterprise with defined roles, responsibilities, checks and balances and distribution/delegation of authority in situ in order to be efficient and effectively capitalize on the presence of the equipment. Third weak management and the absence of regular use of management tools and proper record keeping means the activity is opaque to the participating members, generating questions of whether financial transparency is assured and further rendering it difficult to determine the profitability and cost structure of the activity through quantitative economic analysis.

During the second half of FY 13, the Project initiated its Market Information Service using a combination of market surveyors, blackboards at key market collection centers in the production basins, community radio and coordination of emissions and programming through three focal points- one per province. Key themes covered during the weekly radio broadcasts include price trending and variations by market, volume and market demand, quality norms and standards, price determinants by market, transport availability, cost, terms and conditions, etc..

This activity resulted in positive press for the Program as actors of our targeted value chains found the information pertinent and timely to the extent that participants in rural enterprise farmer field schools were using the information to plan their production and marketing campaigns and to inform their decisions on where to sell and for how much. Further, market wholesalers and transporters sought access to information before it was broadcast, requesting real time updates by SMS and e-mail.

The challenge going forward now that we've proved that information is a valued quantity and expedited information is valued even more is to a) begin development of a cost recovery system to assist in

sustaining the service and b) to develop a strategy to assess the size of the consistent active listening audience and capture true impact devolving from the service.

A number of contacts were made with Financial Service Providers in an effort to match providers and products with value chain actor needs and capacity. Most financial institutions seek a donor supported guarantee fund to reduce their perceived risk and catalyze agricultural sector lending. Given that FPPM has no disposable funds to invest in this type of activity, the project has two complementary action paths it can undertake. First, is to prepare our clients with the organization and information they need to submit viable, well targeted professional loan requests to financial institutions that adequately address the banker's concerns and are targeted to specific offerings currently available in the marketplace; and second, to leverage the USAID Development Credit Authority (DCA) loan guarantees placed with financial institutions (BIAC and ProCredit) that are destined to improve lending to the Congolese agribusiness sector.

In the area of market infrastructure, FPPM, over the course of last year developed partnerships with APTM (The Association of Cassava Producers and Processors) and COPAC (the Coordination of Agricultural Producers on the Plateau of Batéké) as well as with BUCOPAC (The Office for the Coordination of Farmers of Kengé). The goal of these partnerships is to improve the physical conditions and administration of warehouse space managed by these structures in order to maintain the intrinsic quality of food products from targeted value chains destined for sale in Kinshasa.

A census of warehouse space in Kinshasa managed by these three structures shows APTM managing five warehouse facilities in the Communes of Matété and Kasavubu totaling 156 m³, COPAC with a warehouse facility of 361 m³ housed in the concession of the Catholic Parish of Saint Therese in quartier 7 of the Njili Commune and managed jointly with the Italian Volunteer Service (COOPI), and BUCOPAC managing a warehouse facility of 750m³ at the Liberty Market in Massina. These warehouses are in differing states of repair and can all use technical assistance in managing their space in order to convert what are currently cost centers into profit centers while maintaining product quality and assuring a secure location for goods to be stored under improved warehouse conditions- clear floors, non-leaking roofs, pallets, insect and rat control, etc..

During the last year FPPM has facilitated two workshops for Value Chain actors. The first covered what is a value chain, who are the stakeholders (actors) and how should value chains function. The second was specific to issues related to transport constraints within the project zone. By the end of the workshops participants recognized that their efforts would bear more fruit if there were win-win relationships throughout the value chain rather than win-lose relationships where the most well-endowed or best informed actor absconds with the lion's share of all profits at the expense of other actors resulting in market inefficiencies that penalize everyone.. A potential Public Private Partnership (PPP) is under negotiation between APTM/FPPM and UPAC, however all parties have yet to agree on the terms and conditions of the proposed agreement to produce a variety of cassava flour baked goods for a test market experience to see if the idea will take hold with consumers.

The principal lesson learned from the previous period is if progress is to be made and results are to be achieved, good leadership must be provided with mentoring, detailed planning offered in a stepwise, but continuous fashion, coupled with oversight and accountability.

Principal Focus Areas for FY 14

Focus Area 1- Conditioning, processing and value addition

New sites

Conditioning and value added processing are important links in our targeted value chains as we seek to improve not only the quantity but also the quality of selected foodstuffs available to populations within the Kinshasa Market shed. The purpose of this rollout is to diversify quality cassava product offerings in the Kinshasa market shed, reduce the women's labor time spent on cassava processing and increase the profitability of the cassava value chain yielding more disposable income for investment priorities in the rural production zones.

This year, using our grants facility, we plan to create 16 new private sector agro-processing centers for cassava (8 in Bas Congo, 4 each on the Plateau of Batéké and in the province of Bandundu), assist in the equipping, renovation and management of 20 maize de hullers (12 in Bandundu, four in Bas Congo and four on the Plateau of Batéké), 20 peanut de hullers (12 in Bandundu and 8 in Bas Congo) and 20 gravimetric grain separators (12 in Bandundu, 6 in Bas Congo and 2 for the Plateau of Batéké).

Further FPPM plans to pilot a locally fabricated mechanical cassava peeler and at least two different prototypes of mechanical dryers.

Installation of these centers has been divided into two phases- a pilot, learning phase and a rollout/replication phase. In the first phase PO (2 per province) will receive in-kind grants to begin operations. Pilot PO will be selected in consultation with field teams from each province based on their a) previous positive experience as FPPM clients assisted by credible IP, b) their dynamism, governance and institutional viability, c) proximity to water, d) accessibility to road heads, and e) the availability of sufficient volume of raw production throughout the year to support operations. To be eligible, POs must not only meet selection criteria but must contribute in kind or in cash 25% of the cost of establishing their processing enterprise.

This phase will: a) increase the volume of improved cassava product to the Kinshasa market, b) will permit the development of appropriate management tools and procedures, c) will assist in furnishing necessary economic analyses on production and marketing costs, and d) will test hypotheses concerning bulking, transport aggregation and constraints along the value chain. FPPM will build on lessons learned from earlier experiences in order to ensure that this activity leads to longer term sustainable development for participating communities.

Rollout/Replication will occur in two steps. First there will be a solicited manifestation of interest by POs within the Project Zone who wish to collaborate with FPPM in the development of value added

processing in the production basins of the project zone. Review panels will assess the concept notes/grant requests in order to find those meeting minimum threshold criteria for product, placement, organization, internal governance and community resource mobilization. In this way we plan to create 10 new agro-processing centers for cassava (6 in Bas Congo, 2 each on the Plateau of Batéké and in the province of Bandundu).

Every PO anticipating receiving a grant needs to bring “skin to the game”. They need to contribute financially and materially to the project being funded by the grant and they need to accept capacity reinforcement and agree to participate actively.

Spending time up front performing due diligence, in depth analysis of potential sites, partners, existing competitors in the landscape, defining institutional relationships, refining technology options and marrying them to site needs is determinant for long term success and sustainability. It is equally important to get stakeholders involved early on to ensure ownership of the process from the initial stages. Holding informational meetings, discussing roles and responsibilities, gauging community interest and getting true community “buy-in”-excitement, willingness to innovate coupled with true commitment and dynamic leadership is key to engendering true appropriation by the targeted communities.

Readiness is about aligning. Aligning people, resources, technical competence, materials and policy from the early stages. Readiness is about anticipating problems and identifying potential log jams and bottlenecks before they become problematic for implementation. It’s about preparedness and taking the necessary steps in a timely and proactive fashion to avoid conflicts, misunderstandings or implementation delays.

Readiness is about planning and communication. Clear explanations of each project will be furnished at contact meetings to be held with community members and stakeholders at each site and the roles and responsibilities of each party will be discussed and debated. The decision to participate, or not, will be left up to the community.

Where stakeholders are favorably disposed to participating in, and contributing to, the project, MOU will be drawn up. A site specific rollout calendar with precise milestones and timing will be developed and the necessary oversight will be in place to ensure technical specifications and timeliness are being met.

Exchange visits will be facilitated to enable community leaders to see and feel real systems already in operation, to ask questions on successes, challenges and lessons learned.

Capacity reinforcement begins to strengthen institutions and organizations, in order to prepare them for managing the enterprise. It is during the readiness phase that the community begins to mobilize its cost share, be it labor, materials or a financial contribution.

Capacity reinforcement is offered in a stepwise fashion, in proximity to the implementation site will be performed by agents of FPPM IP, contracted and trained for the facilitation roles they will be

performing. The IP will be offered proximity technical assistance and mentoring by FPPM field agents who will also control the quality of the services being provided and collect necessary monitoring data.

Our mantra will be “Every time we do something, somebody learns, and the community benefits.”

Renovation and upgrading of pre-existing sites

Concurrently with the establishment of new sites, FPPM plans the renovation of 15 additional sites (6 in Bas Congo, 5 on the Batéké Plateau and 4 in Bandundu) with improved management capacity and upgraded equipment. These are sites that have received equipment and/or technical assistance in the past but that are not currently operating with maximum efficiency due to constraints linked to governance, management and/or lack of foresight in CAPEX investment and maintenance.

Adjacent to these processing sites is the anticipated construction/renovation of 800 m³ of warehouse space to be developed in conjunction with the processing site owner/managers.

Cassava drying and peeling

During this year as well, FPPM will pilot labor saving technologies for improved peeling of cassava roots and drying of macro and micro-cosettes using locally available but relatively unknown equipment. It is expected that the mechanical peeling will not only result in time savings for women, but also in a better conversion ratio of tubers to skinned roots, resulting in less waste and higher productivity. Mechanical dryers are efficient for larger operations because less continual labor is necessary to turn the cosettes. They do, however, require energy to run the blowers so there is some cost offset. Mechanical drying can speed the process but it results in a much different product than air-dried. If done properly there will be less possibility for fungal or bacterial contamination resulting in a healthier product.

Conditioning of short cycle crops

Post-harvest conditioning of cereals and grain legumes is difficult and time consuming. Improperly performed can result in a loss of quality and value and it can lead to rotting, aflatoxin contamination, or, potentially, cross contamination during storage. This year FPPM will focus its efforts on three areas of post-harvest conditioning for short cycle crops. First we will focus on drying, sorting and grading. Second we will focus on mechanization of maize and peanut shelling. Third we will work on improved warehouse storage. We anticipate placing 20 maize shellers and 20 peanut de-hullers in the field (12 in Bandundu, 6 in Bas Congo and 2 on the Plateau of Batéké). We are placing 20 gravimetric seed sorters as well. Producer Organizations interested in post-harvest conditioning are invited to submit grant requests for in-kind assistance for equipment and consumables. Proximity Field Agents will work with staff of IP and facilitators of farmer field schools training them in the proper procedures and techniques so that they may pass this information and skills along to lead farmers from the communities in the project zone.

Focus Area 2- Market information and financial intermediation

Market information

FPPM’s Market Information System (MIS) is designed to inform value chain actors of what the markets want, when they want it as well as how markets work. It enables merchants and transporters to identify

production hot spots for particular qualities of products within our targeted value chains. MIS is conceived to inform value chain actors of the qualities of product in demand at any one time in a given market as well as price dynamics, price trending and consumer preferences for product quality. Prior to the institution of MIS in the project zone, the markets were opaque. A few well informed market operators with sufficient war chests engaged in speculation to the detriment of the vast majority of producers, grass roots processors, market retailers and end user consumers. The goal of our efforts is to render the markets transparent for actors operating within our targeted value chains, to provide the tools to even the playing field and to permit actors in both the production and market zones to make reasoned decisions on what to sell where and at what time in order to make a profit.

FPPM is collecting market information in 15 markets and five ports in Kinshasa and an additional 43 markets throughout the project zone: 27 in Bandundu, 10 in Bas Congo and 6 markets on the Plateau of Batéké. In total therefore we are collecting weekly market data from 58 markets and five ports throughout the project zone. Information collected is funneled to three focal points for Community Radio Networks (one per province) who are networked with a total of 25 local radio stations for the development of weekly radio programming (half hour shows that are repeated twice). In the markets we've posted 14 blackboards (8 in Bandundu, 4 in Bas Congo and 2 on the Plateau of Batéké) that are updated daily with price, market and volume data for reference by market women, producers and transporters.

Our goal this year is to reach at least 15,000 listeners who are actors in our targeted value chains and to have at least 10,000 households (68%) who change their operating procedures because of our MIS broadcasts.

In order to facilitate data capture and to assure that the constraints of last year's emissions are resolved we propose holding a re-focusing workshop for MIS Focal points, Market Enumerators and select value chain actors in each of our provinces to discuss MIS, how to best capture MIS utilization, and how to make MIS more relevant for the different value chain actors. Further we will be discussing strategies for the sustainability of the activity post project, including cost recovery schemes, subscription services, and advertising revenue generation.

Second we wish to pilot listening clubs, facilitated discussion, focus groups, coordinated by our proximity field agents in their zones to discuss the information presented and to develop strategies for incorporating the information in the production/processing and marketing decision making matrix of our clients.

Activities to be undertaken in addition to radio emissions include:

- Developing and disseminating a brochure explaining quality standards desired by consumers in the Kinshasa Markets for each of our targeted value chain and value chain products.
- Developing technical sheets presenting and interpreting historical trending of price data by quality for each value chain product at different sales points throughout the project zone

- Determination of most profitable markets for targeted value chain products and dissemination of this information to actors in our project zone

FPPM believes that the more often different value chain actors get together to discuss their perspectives on issues of mutual interest, the better understanding actors will have of their value chains. The interdependencies of its actors and the common constraints all need to resolve in order to increase their revenues and overall profitability. The creation of one or more networks (trade associations/lobbying platforms) of value chain operators to defend their interests and lobby for policy changes favorable to their businesses is anticipated. The creation of independent networks of value chain operators will positively impact overall sector governance and create new confidence bridges horizontally and vertically through the value chain breaking the historic dependency on retaining family pipelines from the production zone through to the market and opening the door for more professional commercial relationships.

Credit intermediation

FPPM clients need to leverage financing in addition to what they are capable of mobilizing as cash reserves through cost savings, increased profits and set aside reserves. Commercial operations require financing to leverage activities to scale whether these are production related, in the area of value added processing, for transport/storage or marketing operations. The running of any business requires liquidity and positive cash flow. Start-ups require seed capital until reserves can be built up to auto-finance operations and capital investment expenditures for machinery or new technology or infrastructure. These are long term sunk cost that should be amortized over the medium or long term to assure sufficient retained earnings for operating expenses.

In FPPM's project zone there is a dearth of proximity financial service providers. There is disinformation and mis-information about financial products and services, including naivety as to how a financial institution works and the terms and conditions for becoming a business client. Banks, for their part, perceive lending to the agricultural sector to be risky business. They lack appropriate training in agribusiness operations and have limited ability to undertake and assess potential upside profitability from non-traditional activity areas. Often the financial products are in-adapted to the agribusiness clients and their businesses. The banks are more accustomed to short term products, quick turn around and classic bricks and mortar guarantees. Similarly, our clients are largely unfamiliar with the banking sector, they are undercapitalized and have non-traditional needs that require creative/innovative products with flexible terms and conditions and out of the box thinking on guarantees.

Our goal is not to focus a large number of resources on putting together a full blown credit program. Our approach is to facilitate banking relations by bringing together willing clients with interested financial institutions, introducing them and getting them to talk about their businesses. We will act as a mediator to the discussion and work on training our clients through the Farmer Field Schools to regard banks as "money stores", enterprises whose business is money- savings and loans. We will assist our clients in developing bankable dossiers, in mobilizing funds to open accounts and in managing both their expectations and cash flow. Clients need to be prepared to talk with bankers, just as bankers need to learn a new vocabulary to "relate" to these clients. We will work with the banks to streamline the

paperwork burden of opening an account and to rationalize the amounts needed to open an account as well as their loan thresholds. It costs the banks as much to manage an account with \$80 in it as it does one with \$8000. It costs as much in paperwork and staff time to loan 1 million francs as it does to loan \$200,000. This paradigm needs to change. FPPM is already piloting three Village Saving and Loan facilities within the project zone

Our objective during this year is to get half of the agro-processing enterprises supported by the project networked with a financial institution. We are targeting having at least three Financial and Micro-Finance Institutions looking to broaden their client base while diversifying their portfolio to offer a choice of products, services, terms and conditions to our client/beneficiaries.

Focus Area 3- Improving market infrastructures

FPPM defines market infrastructures in the context of this work plan as improvements made to warehouse space and truck loading/unloading zones both in the production centers of the project zone as well as the principal wholesale markets of Kinshasa. These infrastructures are important because their absence leads to degradation in product quality and inefficiencies in collection and in delivery of product resulting in additional costs that are eventually passed on to the consumer.

Reducing transport costs requires two things: backhaul opportunities and sufficient quantities of “quality” product, available consistently, in easily accessible, well managed, loading sites.

During PY 1 and 2, FPPM inventoried storage facilities in the Provinces of Bandundu and Bas Congo. This project year we aim to renovate and upgrade existing infrastructure in conjunction with our clients and partners in order to increase usable rural storage capacity by almost 1750 m³. These depots will serve not only as collection points for raw product, but also as storage facilities for products produced by the agro-processing enterprises being installed or renovated with project assistance.

In Kinshasa we anticipate renovating 1250 m³ of storage space. This includes one depot in the Marche Liberté, five depots managed by APTM and one depot currently managed by the Paroisse St Therese in conjunction with the Italian Volunteer Service COOPI.

These renovations will entail some repairs and replacing of equipment, but will also focus on capacity reinforcement for the warehouse managers to improve the overall profitability and sustainability of their enterprises. FPPM anticipates leveraging its small grants mechanism for the renovations, contributing in kind materials while our clients and partners contribute skilled labor.

Improving commercial market relations

In order to sell greater volumes of higher quality foodstuffs from targeted value chains in the Kinshasa Market shed it is necessary to expand market demand for these products. Currently micro-cosettes serve a niche market of middle class and upper middle class Congolese, but demand for this product in volume has not pushed down to the general consumer and market sales points are limited to 8 of Kinshasa’s 24 communes.

This year, in addition to creating linkages between producers organizations like ASCOVI with processing associations like APTM we will assist each in calculating their break-even point (prices per volume of product at different quality levels), in the determination of their profit margins and in the creation of an observatory to track market fluctuations of diversified value added product in the Kinshasa marketplace in order to establish a statistical database of sources, volumes, prices, consumer preferences, month on month supply, consumer demand and the elasticity of product pricing in the market.

Creation of new market opportunities will require promotion of new products through participation in organized local trade fairs and by making better use of more classical advertising venues- radio, billboards and the press.

By the end of this fiscal year at least 5000 rural households will have benefitted from the sale of improved quality products and value addition due to processing, storage or transport efficiencies as a result of FPPM interventions and their revenues will have increased on average by 5%.

| Constraints | Activities and personnel | Expected Results | Link to Project Indicators |
|---|---|---|----------------------------|
| Conditioning, Processing and Value Addition | | | |
| Manual processing limits the productive potential of cassava as the cassava is of lower quality, thus selling for a lower, discounted, price, and it takes more time to process therefore less quantity can be pushed through | 16 POs establish in-kind grant agreements and receive equipment to begin farm gate value added agro-processing activities (C-2 Lead, C-2 Processing Spec, FIT, Prov. Mktg Adv, AP) | 4 in Bandundu 8 in Bas Congo 4 Plateau de Batéké | 2.5 |
| | Monitoring of processing activities to ensure proper calibration has occurred in order to avoid losses due to inefficient operations (C-2 Lead, C-2 Processing Spec, Prov Mktg Adv, AP) | Reduce loss factor by 5% | 2.1, 2.2 |
| | Construction/renovation of warehouse space in proximity to agro-processing units (C-2 Lead, C-2 Processing Spec, Coord Prov, Prov Mktg Spec, AP) | 800 m ³ of improved warehouse space is available to store and protect product at the agro-processing centers | 2.3 |
| | Pilot activities in mechanical skinning of cassava roots (C-2 Lead, C-2 Processing Spec, Prov Mktg Spec) | 1 mechanical cassava peeler is built and piloted | 2.5 |
| Drying of cassava, post processing is one of the principal constraints to throughput. Improper drying during periods of rainfall and fog can lead to fungal growth and eventually to human health hazards. Delays drying on the tables means agro-entrepreneurs either need to invest in more drying tables or reduce the quantity of product entering the processing plant | At least 2 different models of locally fabricated mechanical dryers will be field tested for cost and drying efficiencies of roots (C-2 Lead, C-2 Processing Spec, Prov Mktg Spec) | 2 models will be built and tested at 3 agro-processing centers- 1 per province | 2.5 |
| There are many farm-gate and commercial processing sites operating sub-optimally in the project zone | Renovate at least 15 centers. Efforts to resolve this constraint may include aspects of business planning, enterprise governance, and improved record keeping as well as in-kind grants to assist in the refurbishment/replacement of amortized inventory activities (C-2 Lead, C-2 Processing Spec, FIT, Prov. Mktg Adv, AP) | 4 Centers in BDD 6 Centers in BC 5 Centers on the Plateau of Batéké | 2.5 |
| Poor post-harvest conditioning results in crop loss up to 30% and results in lower quality product with poor sales potential. Manual shelling is a time sink and often results in a high percentage of broken kernels | Collaborating with PO who have manifested an interest in receiving this type of labor saving technology develop in-kind grants in concentration zones of peanut and maize production | 20 maize deshellers 20 peanut dehullers and 20 graviometric sorters will be operational in BDD and BC | 2.5 |

| Constraints | Activities and personnel | Expected Results | Link to Project Indicators |
|---|---|---|----------------------------|
| Market Information and Financial Intermediation | | | |
| Producers lack knowledge on price determinants of their products in the urban markets | Quality norms for each targeted value chain will be disseminated | 15.000 value chain actors have increased access to pertinent market information for use in their decision making process, rendering markets more transparent to upstream VC actors | 2.1, 2.4, 2.5, 2.7 |
| | Market trends will be disseminated | | |
| | Seasonal price variations for targeted value chains will be graphed and interpreted | | |
| | Choice of "best markets" by quality and targeted product is known and disseminated | | |
| | Brochures documenting overall market trends in Kinshasa for targeted value chains will be produced and disseminated | | |
| Community Radio does not appreciate the value of Market Information to their listening audience | New orientations on how to use and interpret MIS are discussed and adopted | 15.000 VC actors listen regularly to Project supported MIS 10.000 of them change their marketing behavior as a result of MIS | 2.1, 2.4, 2.5 |
| | Updated information is available on blackboards in the key markets. This information is capitalized and interpreted | | |
| | MIS information is incorporated into FPPM M&E | | |
| | MIS Radio Emissions are "baptized" in local language | | |
| | The methodology for the dissemination of MIS data and the reporting on different technical thematics is defined | | |
| Value Chain Actors have yet to capitalize upon available MIS data and are thus missing opportunities to perfect their business models and to integrate vertically while creating positive horizontal and vertical relations with other like- minded VC actors | Training on the use of MIS and its importance and value | 1 Training session per province will be organized 60 Radio Listening Clubs for MIS will be active in the Project Zone At least 6 Community Radio Stations pilot cost recovery systems for MIS | 2.1, 2.4, 2.5 |
| | Sensitization on the need to systematically collect and capitalize upon collected information | | |
| | Conceptualization of at least 12 technical themes to accompany the diffusion of current market information | | |
| | Development of Community Radio Listening Clubs of different VC actors, facilitated by Project AP | | |
| | Strategies for the continuation of MIS post FPPM will be discussed and piloted | | |
| Lack of Proximity Financial Services limits VC actor's ability to invest in their businesses and to expand and diversify their product lines | Contact FI and MFI to explore their products, services, terms and conditions as well as the requirements for engaging with agri-businesses | At least 3 Financial Institutions accept to engage in lending to agribusinesses operating in FPPM targeted value chains At least 20 FPPM agri-business partners and/or clients, engage in at least one discussion on financing opportunities for their businesses with FI or MFI | 2.1, 2.2, 2.6, 2.7 |
| | Assist agribusinesses in targeted value chains with the development of necessary financial analyses assist with the preparation of business plans and prepare them to engage with the banks and MFI expressing an interest in financing agri-business | | |
| | Promote Financial Resource Mobilization by FPPM client/beneficiaries | | |

| Constraints | Activities and personnel | Expected Results | Link to Project Indicators |
|---|--|---|----------------------------|
| Improving Transport and Market Infrastructures | | | |
| Poor Road Conditions increase costs of moving product from the production zone to the market and resultant delays in transit negatively impact quality of product | <p>Assist client PO to understand the prejudice poor roads play in their commercial activities and in the identification of potential solutions (AP)</p> <p>Assist in the organization of Local Road Maintenance Committees (LRMC)- (AP, Prov Mktg Spec)</p> <p>Support LRMC in road maintenance activities through in-kind grants for equipment and training in the development of cost recovery systems (AP, Prov Mktg Spec, FIT)</p> | At Least 5000 HH are able to attain intermediary or terminus markets more efficiently and at a lower cost than previously | 2.7 |
| Product quality is degraded because of the poor condition of storage facilities presented in the production zones and at key market points | <p>Inventory existing warehouses and identify key improvement areas (Prov Mktg Spec, AP)</p> <p>Promote cost share with warehouse owners and/or the communities where the warehouses are located (Prov, Mktg Spec)</p> <p>Offer capacity reinforcement to warehouse managers to better organize, manage and secure their warehouse facilities. Themes include importance of warehouse hygiene and security and their links to product quality, cost recovery in warehouse management, record keeping for warehouses, managing cash flow for capex investments (C-2 Mktg Dir, Prov Mktg Spec, AP)</p> <p>Develop in-kind grants to improve warehouse infrastructure, monitor renovations, offer stepwise TA in the management of newly renovated space including scheduling of pickups and drop-offs (AP, Prov Mktg Spec, FIT, C-2 Kinshasa Team)</p> | <p>BDD- 5 warehouses to renovate (1306 m³ or 400mT)</p> <p>Kwenge-462 m³</p> <p>Mutti (Bulungu)- 150 m³</p> <p>Kigandu- 210 m³</p> <p>Idiofa- 220 m³</p> <p>Nkata-Busongo 264m³</p> <p>BC-10 warehouses to renovate</p> <p>Kisantu- 2</p> <p>Mbanza-Ngungu-1</p> <p>Kimpese-3</p> <p>Kisonga 1</p> <p>Matadi, Lukula, Moanda – 1 warehouse each</p> <p>Total 3000 m³</p> | 2.3, 2.7 |
| Consumers in key markets are unaware of where to find the quality of product they seek | <p>Organize sample presentations of new products in quarters where sales points do not exist, provide samples of product made with new products (C-2 Kin Staff, Mkt enumerators)</p> <p>Publicize the price points and volumes of product available on radio reaching target audiences in key markets</p> <p>Prepare marketing materials for new product lines and disseminate them in communities and markets where they are currently not available (C-2 Kin Staff, Graphic Artist Intern)</p> | At least 5000 consumers are aware of where they may find quality product derived from targeted value chains | 2.1, 2.7 |
| Conditions in the Kinshasa Markets and Ports are inappropriate for hygienic loading and unloading of product resulting in discounted pricing because quality has been compromised | <p>Pilot improvement to a truck unloading area in the Liberty Market in Massina in collaboration with BUCOPAK (C-2 Mktg Director, FIT, Market Enumerators)</p> <p>Develop, submit and approve an in-kind grant with participant cost share</p> <p>Mobilize resources, execute project</p> <p>Offer capacity reinforcement to transporters and market women in the importance of hygiene, and maintaining hygiene during unloading,</p> | Reception Center for Agricultural Products in Liberty Market and its adjacent warehouse space are improved (750 m ³ of warehouse space, at least 2000 Market Women benefit | 2.2, 2.3, 2.7 |

| Constraints | Activities and personnel | Expected Results | Link to Project Indicators |
|--|---|---|----------------------------|
| | Assist BUCOPAK to improve the management of the unloading zone and adjacent warehouse to ensure norms for hygiene, security and profitability are respected | | |
| Market wholesalers and retailers business skills are rudimentary | Develop w/C-3 curriculum specific to the needs of market wholesalers and retailers including basic accounting, cash flow management, budgeting and balance sheets, provisional operating expenses, fixed vs variable cost determination, differentiating revenue and profit etc.. | Increases sales revenues by an average of 5% for women market wholesalers and retailers who participate in the training | A1, 2.1 |
| | Plan training sessions in the project zone | Increase HH annual revenues of participants to \$439 | |
| | Facilitate training specific to market sellers | 200 market women participate in the training | |

CHRONOGRAMME COMPOSANTE 2 (2013-2014)

Improving Market Efficiencies

| Work plan activities | Q1 | | | Q2 | | | Q3 | | | Q4 | | |
|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep |
| Focus Area 1-Conditioning, Processing & Value Addition | | | | | | | | | | | | |
| Phase 1- Detailed Execution Plan for Processing Enterprises | | | | | | | | | | | | |
| Roll out plan conceived | | | | | | | | | | | | |
| Plans are evaluated | | | | | | | | | | | | |
| Results are communicated to IP and OP | | | | | | | | | | | | |
| Legal documentation is conceived and notarized for OP | | | | | | | | | | | | |
| A detailed implementation plan per site is established | | | | | | | | | | | | |
| Village mobilization, construction of drying tables and processing shed | | | | | | | | | | | | |
| Discussions on need for in-situ warehouse space | | | | | | | | | | | | |
| Construction of the warehouse | | | | | | | | | | | | |
| Exchange visit with operating centers | | | | | | | | | | | | |
| Review the operations plan for the processing site | | | | | | | | | | | | |
| Discussion of need for Environmental mitigation plan | | | | | | | | | | | | |
| Plan is developed and submitted for review | | | | | | | | | | | | |
| Grant Agreements signed with OP/MOU signed with IP for services | | | | | | | | | | | | |
| Logistics moving equipment to the processing sites | | | | | | | | | | | | |
| M&E Plan established | | | | | | | | | | | | |
| Training of Provincial Teams | | | | | | | | | | | | |
| Data Collection and monitoring of processing activities | | | | | | | | | | | | |

| Work plan activities | Q1 | | | Q2 | | | Q3 | | | Q4 | | |
|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep |
| Training and Capacity Reinforcement | | | | | | | | | | | | |
| Organization and Management of a Center | | | | | | | | | | | | |
| Simplified Accounting | | | | | | | | | | | | |
| Equipment operations and maintenance | | | | | | | | | | | | |
| Commercial Value Chains | | | | | | | | | | | | |
| Conditioning and Storing Food Crops | | | | | | | | | | | | |
| Legal Structure and Operations of an OP (Roles and Responsibilities) | | | | | | | | | | | | |
| Monitoring and Evaluation | | | | | | | | | | | | |
| Entrepreneurship | | | | | | | | | | | | |
| Development of Training Materials | | | | | | | | | | | | |
| Equipment operations and maintenance | | | | | | | | | | | | |
| Warehousing | | | | | | | | | | | | |
| Simplified Accounting | | | | | | | | | | | | |
| Organization and Management of an Agro-Processing Center | | | | | | | | | | | | |
| Plan d'attaque phase 2 | | | | | | | | | | | | |
| Manifestation of Interest published for solicitation of grant proposals from PO wishing to undertake agro-processing activities | | | | | | | | | | | | |
| Decision on PO submissions | | | | | | | | | | | | |
| Implementation plan undertaken by the PO assisted by IP and AP | | | | | | | | | | | | |
| Implementation plans submitted and evaluated | | | | | | | | | | | | |
| Results are communicated to PO | | | | | | | | | | | | |
| Legal documentation is conceived and notarized for OP | | | | | | | | | | | | |
| A detailed implementation plan per site is established | | | | | | | | | | | | |
| Village mobilization, construction of drying tables and processing shed | | | | | | | | | | | | |
| Discussions on need for in-situ warehouse space | | | | | | | | | | | | |
| Construction of the warehouse | | | | | | | | | | | | |
| Exchange visit with operating centers | | | | | | | | | | | | |
| Review the operations plan for the processing site | | | | | | | | | | | | |
| Discussion of need for Environmental mitigation plan | | | | | | | | | | | | |
| Plan is developed and submitted for review | | | | | | | | | | | | |

| Work plan activities | Q1 | | | Q2 | | | Q3 | | | Q4 | | |
|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep |
| Grant Agreements signed with OP/MOU signed with IP for services | | | | | | | | | | | | |
| Logistics moving equipment to the processing sites | | | | | | | | | | | | |
| M&E Plan established | | | | | | | | | | | | |
| Training of Provincial Teams | | | | | | | | | | | | |
| Data Collection and monitoring of processing activities | | | | | | | | | | | | |
| Training and Capacity Reinforcement | | | | | | | | | | | | |
| Organization and Management of a Center | | | | | | | | | | | | |
| Simplified Accounting | | | | | | | | | | | | |
| Equipment operations and maintenance | | | | | | | | | | | | |
| Commercial Value Chains | | | | | | | | | | | | |
| Conditioning and Storing Food Crops | | | | | | | | | | | | |
| Legal Structure and Operations of an OP (Roles and Responsibilities) | | | | | | | | | | | | |
| Monitoring and Evaluation | | | | | | | | | | | | |
| Entrepreneurship | | | | | | | | | | | | |
| Renovation of Existing Cassava Processing Centers | | | | | | | | | | | | |
| Manifestation of Interest published for solicitation of grant proposals from PO/PME wishing to undertake renovations of existing agro-processing infrastructures | | | | | | | | | | | | |
| Decision on PO submissions | | | | | | | | | | | | |
| Review and Negotiate Activities to be undertaken, budget and cost share | | | | | | | | | | | | |
| Signature of Accords | | | | | | | | | | | | |
| Mobilization of local cost share | | | | | | | | | | | | |
| Logistics for moving and installing equipment defined | | | | | | | | | | | | |
| Transfer of equipment to sites completed | | | | | | | | | | | | |
| Monitoring and Evaluation | | | | | | | | | | | | |
| Training and Capacity Reinforcement | | | | | | | | | | | | |
| Organization and Management of a Center | | | | | | | | | | | | |
| Simplified Accounting | | | | | | | | | | | | |
| Equipment operations and maintenance | | | | | | | | | | | | |
| Commercial Value Chains | | | | | | | | | | | | |
| Conditioning and Storing Food Crops | | | | | | | | | | | | |
| Legal Structure and Operations of an OP (Roles and Responsibilities) | | | | | | | | | | | | |
| Monitoring and Evaluation | | | | | | | | | | | | |
| Entrepreneurship | | | | | | | | | | | | |

| | Q1 | | | Q2 | | | Q3 | | | Q4 | | |
|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Work plan activities | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep |
| Pilot activities with mechanical skinners and dryers | | | | | | | | | | | | |
| RFQ published | | | | | | | | | | | | |
| Evaluation of offers | | | | | | | | | | | | |
| Construction of prototypes | | | | | | | | | | | | |
| Manifestation of Interest by Processing sites to host pilot activities | | | | | | | | | | | | |
| Evaluation of offers | | | | | | | | | | | | |
| Signature of MOU | | | | | | | | | | | | |
| Testing of Prototypes | | | | | | | | | | | | |
| Monitoring and Evaluation of Pilot Activities | | | | | | | | | | | | |
| Post Harvest Processing Equipment | | | | | | | | | | | | |
| Detail specifications for material and equipment | | | | | | | | | | | | |
| RFQ published | | | | | | | | | | | | |
| Evaluation of Offers, Signature of Purchase Order | | | | | | | | | | | | |
| Construction of equipment | | | | | | | | | | | | |
| Manifestation of Interest by PO client/beneficiaries who produce maize and peanuts | | | | | | | | | | | | |
| Evaluation of Submissions | | | | | | | | | | | | |
| Signature of In-Kind Grant Agreements | | | | | | | | | | | | |
| Transfert of Equipment | | | | | | | | | | | | |
| Implementation of Activity | | | | | | | | | | | | |
| Monitoring & Evaluation | | | | | | | | | | | | |

| Work plan activities | Q1 | | | Q2 | | | Q3 | | | Q4 | | |
|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep |
| Focus Area 2-Market Information and Financial Intermediation | | | | | | | | | | | | |
| Market Information | | | | | | | | | | | | |
| Budgeting of MIS Activities | | | | | | | | | | | | |
| Contract Renewal for Kinshasa Market enumerators | | | | | | | | | | | | |
| Collecte market information | | | | | | | | | | | | |
| Analysis of Market information | | | | | | | | | | | | |
| Establish monthly average price charts | | | | | | | | | | | | |
| Establish quarterly trending analysis of prices, quantities, sources of product | | | | | | | | | | | | |
| Inventory wholesalers and retailers from each province in the different Kinshasa Markets | | | | | | | | | | | | |
| Promotion of micro-cosettes | | | | | | | | | | | | |
| Renewal of focal point contracts for provincial community radio broadcasts | | | | | | | | | | | | |
| Lessons learned session from Phase 1 MIS with enumerators and Community Radio Stations | | | | | | | | | | | | |
| In -Service training- Focal Points, Community Radio, and Enumerators | | | | | | | | | | | | |
| Monitoring and Evaluation of MIS (Visits to Community Radio Stations and Markets, Focus Group discussions with enumerators and market actors | | | | | | | | | | | | |
| Documentation of MIS Impact | | | | | | | | | | | | |
| Implementation of Radio Listening Clubs | | | | | | | | | | | | |
| Financial Intermediation | | | | | | | | | | | | |
| Contacts with Organizations having credit guarantees | | | | | | | | | | | | |
| Contact with FI and MFI concerning their interest in financing agribusiness activities | | | | | | | | | | | | |
| Identify the financing needs of value chain actors (PO, SME) | | | | | | | | | | | | |
| Technical assistance to PO/SME VC Actors in developing Operational Financing Plans and Cash Flow Analysis | | | | | | | | | | | | |
| Linking PO/SME with credit needs to Financial Institutions willing to partner | | | | | | | | | | | | |
| Technical Assistance in developing bankable dossiers | | | | | | | | | | | | |
| Submission of dossiers to banks and MFI | | | | | | | | | | | | |
| Credit Decision made | | | | | | | | | | | | |
| Monitoring of Intermediation activities | | | | | | | | | | | | |
| Documentation of Results | | | | | | | | | | | | |

| | Q1 | | | Q2 | | | Q3 | | | Q4 | | |
|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Work plan activities | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep |
| Focus Area 3- Transport, Market Infrastructure and Market Relations | | | | | | | | | | | | |
| Transport | | | | | | | | | | | | |
| Discussion with Communities concerning the importance of improved roads | | | | | | | | | | | | |
| Discussion concerning strategies to improve the volume of transport to these communities | | | | | | | | | | | | |
| Discussion concerning techniques to achieve defined strategies | | | | | | | | | | | | |
| Manifestation of Interest published inviting communities to submit grant request proposals to improve maintenance of their roads | | | | | | | | | | | | |
| Facilitation in the setting up of Community Road Works Committees | | | | | | | | | | | | |
| Concept Notes submitted by communities for in-kind support to Rural Road Work Committees | | | | | | | | | | | | |
| Evaluation of Concept Notes, Decision, Signature of Grant Agreements | | | | | | | | | | | | |
| Procurement and distribution of Road Work Committee Equipment | | | | | | | | | | | | |
| Monitoring of Road Repairs undertaken | | | | | | | | | | | | |
| Improving Market Infrastructure | | | | | | | | | | | | |
| Improvement of Storage infrastructure in the production zones | | | | | | | | | | | | |
| Inventory and Expertise of Existing Warehouses in the Production Zone | | | | | | | | | | | | |
| Explanation of the importance of warehouses in maintaining product quality | | | | | | | | | | | | |
| Discussion of Cost Share and mobilization strategies | | | | | | | | | | | | |
| Manifestation of Interest published soliciting grant requests from PO/SME for the renovation and improvement of existing warehouse infrastructure | | | | | | | | | | | | |
| Evaluation of Concept Notes, Decision, Signature of Grant Agreements | | | | | | | | | | | | |
| Procurement and Distribution of materials to grantees | | | | | | | | | | | | |
| Begin Renovation activities | | | | | | | | | | | | |
| Monitor Renovations | | | | | | | | | | | | |
| Discussion of warehouse management strategies for hygiene, security and cost recovery/Documentation | | | | | | | | | | | | |
| Capacity Reinforcement in Warehouse management | | | | | | | | | | | | |
| Capacity Reinforcement in Warehouse hygiene | | | | | | | | | | | | |
| Documentation of Renovations and Capacity Reinforcement activities | | | | | | | | | | | | |

| | Q1 | | | Q2 | | | Q3 | | | Q4 | | |
|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Work plan activities | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep |
| Improvement of the Truck Unloading Area and Warehouse Facilities in Kinshasa | | | | | | | | | | | | |
| Proposals and Concept Notes submission for in-kind assistance received | | | | | | | | | | | | |
| Evaluation of Concept Note, Decision, Signature of in kind Grant Agreements | | | | | | | | | | | | |
| Mobilization of Cost Share and Expertise | | | | | | | | | | | | |
| Commence Renovation activities of truck unloading area and warehouses | | | | | | | | | | | | |
| Monitor Renovations | | | | | | | | | | | | |
| Discussion of warehouse management strategies for hygiene, security and cost recovery/Documentation | | | | | | | | | | | | |
| Capacity Reinforcement in Warehouse management | | | | | | | | | | | | |
| Capacity Reinforcement in Warehouse hygiene | | | | | | | | | | | | |
| Documentation of Renovations and Capacity Reinforcement activities | | | | | | | | | | | | |
| Improving Market Relations | | | | | | | | | | | | |
| Document Consumer Preferences for product of targeted value chains | | | | | | | | | | | | |
| Identify potential production zones for consumer preferred varieties and qualities | | | | | | | | | | | | |
| Hold demonstration days for micro-cosettes in markets of underserved quarters to elicit consumer interest | | | | | | | | | | | | |
| Organize Radio Programming to highlight quality characteristics and consumer preferences | | | | | | | | | | | | |
| Develop brochures in local language that explain the Kinshasa market, its trends, consumer preferences and quality parameters | | | | | | | | | | | | |
| Develop business skills curriculum appropriate for Kinshasa market wholesalers and retailers to assist them in improving the profitability of their enterprises | | | | | | | | | | | | |
| Offer curriculum using a FFS approach but tailored to market women | | | | | | | | | | | | |
| Document Impact of Market Relation Activities | | | | | | | | | | | | |

Component 3-Capacity to Respond to Market Opportunities Reinforced

Introduction

FPPM's third component is cross-cutting and foundational. It is designed to increase the capacity of actors in targeted value chains using a Farmer Field School Approach. Instituted in August 2012, Component 3 didn't find its sea legs until the Spring of 2013. To date, two different types of curriculum have been developed, one for rural enterprises and entrepreneurs and the second for the cassava value chain.

The FFS approach is a group-based experiential, participative learning process that incorporates theory with simple experiments, regular field observations and group analysis throughout. It is field oriented; learner centered and follows an entire cropping or activity cycle. During the previous FY 106 facilitators from 96 implementing partners opened Cassava FFS while 108 facilitators from 92 implementing partners facilitated rural enterprise FFS. Cassava FFS average 13 participants per school while the rural enterprise FFS average 23.

A number of constraints were registered during FY 13, including delays in executing the training calendar, delays in the submission of deliverables, extended time between training sessions, facilitators wearing too many hats to be effective, and a need for close monitoring of training sessions and mentoring of facilitators. Lessons learned during the first training campaign include:

- Most IP are incapable of pre-financing the execution of activities. Delays snowball causing retention issues among participants
- The Rural Enterprise curriculum is well appreciated, demand for this training is high and participants are willing to attend sessions without the need for sitting fees
- Regular monitoring of participants and facilitators leads to increased application of concepts and assists in the consolidation of core competencies.
- There is a growing demand for training services among the actors in our targeted value chains

Key Activities this Fiscal Year

This year FPPM has planned the expansion of its FFS curriculum to two more value chains: maize and peanuts, but will continue with the FFS for cassava and rural enterprises. In addition to opening two new product lines our focus will be on training of trainers, monitoring the appropriation and impact of the training and demonstrations, and, finally on the promotion of farmer field days and exchange visits.

In Rural Enterprise Development it is anticipated that 130 centers will be opened serving 2600 entrepreneurs at least 32% of whom are women. Sessions this year will focus on market wholesalers and retailers, agro-processors transporters and SME managers. At least 25 SME will be assisted. The first

phase of entrepreneurship training extends from October 2013- January 2014. The second phase extends from July-September 2014.

Farmer Field Schools for cassava, maize and peanuts will require the training of 255 new facilitators of whom 20% will be women, each in charge of one field school. Our target is to facilitate training in 160 cassava FFS, 45 maize FFS (20 in Bandundu, 15 in Bas Congo and 10 on the Plateau of Batéké) and 50 peanut FFS (20 in Bandundu and 15 each in Bas Congo and on the Plateau of Batéké). In total 5100 farmers, of whom 33% are women, will participate in these field schools which will focus on agricultural best practices, improved soil fertility management, field operations, post-harvest conditioning and value added processing, transport and marketing.

Training will occur at two different levels. First, will be the training of facilitators by provincial master trainers overseen by the FFS/Component-3 lead, Jean Tsimba. A total of 18 training sessions per province (six for cassava, and six each for maize and peanuts) will be offered to facilitators during the period of October 2013-June 2014.

The anticipated themes of these training sessions are:

| Cassava FFS | Maize and Peanut FFS |
|--|---|
| Diseases and Pests (FDF 3) | Training methodology workshops |
| Integrated Soil Fertility Management (FDF 4) | Crop Stages in the agricultural Calendar |
| Gender (FDF 5) | Agricultural Statistics |
| Agro-forestry (FDF 6) | Integrated Soil Fertility Management |
| Organization, governance and management of a producer organization (FDF 7) | Crop Diseases and Integrated Pest Management |
| Hygiene and Community Health (FDF 8) | Harvest, Conditioning, Processing and Marketing |

As is the case for the cassava Farmer Field Schools the curriculum for the maize and peanut FFS will be developed by our component leads. Component 1 will have responsibility for crop stages, the agricultural calendar, soil management and fertilization; monitoring and evaluation will assist in developing the agricultural statistics, environmental compliance will treat the questions of crop diseases and integrated pest management, while Component 2 will handle the development of the curriculum for post-harvest handling, processing and marketing.

Further, component leads will be asked to offer the training in their curriculum to the facilitators, preparing in their particular areas of expertise the necessary tools, presentations, technical guides etc. that are necessary for the facilitators to replicate their training with the participants at their particular Farmer Field Schools.

Second, the facilitators will train the FFS participants in the different theme(s). These participants are expected to return to their organizations and communities, to apply what they've learned about best practices and in so doing, inspire their neighbors to emulate their "successes". The training sessions are aligned with the agricultural calendar but also with the physiological maturation stages of the specific crop.

Demonstration fields will be set up by participants at the different Farmer Field Schools in their communities. With technical assistance offered by Component 1 in the development of the extension protocols, these fields will serve to highlight agronomic best practices taught at the Field Schools with the expectation of catalyzing emulation and thus wider adoption of new technologies than otherwise would be possible.

Monthly monitoring of training sessions organized by the facilitators is planned to track the evolution of the training, to monitor the quality and integrity of the message being presented by the facilitator and to judge the level of appropriation by the participants of the curriculum being presented. In the past it was rare to have FPPM's Provincial Production Specialists associated with these monitoring visits, but experience shows that a team approach to monitoring results in better technical mentoring and consistency in messaging.

This year FPPM is proposing exchange visits, both intra and inter-province, as well as Farmer Field Days to facilitate sharing of experiences and lessons learned, and to catalyze interest in the adoption of Best Agronomic practices being promoted through the Farmer Field Schools.

For the establishment of the maize and peanut Farmer Field Schools, the communities will donate land for the practice/demonstration fields and the participants will provide the labor. FPPM will supply select seed, and traditional seed varieties for the fields, fertilizer, if necessary and pedagogical materials and tools as necessary.

Implementing partners wishing to participate as facilitators for the maize and peanut FFS will need to meet the following minimum requirements:

- Be a visible, legally recognized development organization with a governance structure that exhibits proper fiscal control, including a computerized accounting system, schedule of authorities and differentiation in roles and responsibilities. The organization must have an active bank account.
- The IP will need to be credible in its environment with the verified ability to offer rural animation and extension services to a minimum of 20 different Producer Organizations (PO)
- Is already a partner with FPPM and with prior experience operating farmer field schools for rural enterprise development or cassava
- The IP must have an unblemished record in respecting the terms and conditions of its contracts with FPPM
- The IP must have sufficient rural extension staff with the ability to train others and have the ability to reach the PO without relying on FPPM for financial or logistical support
- The IP must have the financial capacity to cover 2 months of operating costs

Facilitators who are proposed by implementing partners for training of trainers must respond to the following criteria:

- Be a dedicated development agent interested in providing capacity reinforcement to value chain actors

- Be a good communicator and an active listener
- Be available to train
- Be experienced in either maize or peanut production and processing
- Be resident in the community where the FFS will be established
- Be fluent in the local language and conversant in French

| Constraints | Activities and personnel | Expected Results | Link to Project Indicators |
|---|---|---|----------------------------|
| Focus Area 1- Training of Facilitators | | | |
| Cassava Productivity is low. Many factors contribute to this including site selection, soils, agronomic vigor of traditional varieties, planting densities, low level of input use, respect of the agricultural calendar, etc | Training of Cassava FFS Facilitators (C-1, C-3 and Env Compliance) | 160 facilitators from 96 different implementing partners receive 8 discrete training modules and are capable of training participants in Best Agronomic Practices for Cassava | 1.10, 3.2, 3.3 |
| Maize and Peanut productivity is low. Contributing to this are low level of input use, poor quality seed, poor site choice, non-respect of the agricultural calendar etc.. | Training of Maize and Peanut FFS facilitators C-1, C-3 and Env Compliance) | 50 facilitators of peanut FFS and 45 for Maize FFS are trained in 5 discrete training modules and are capable of training participants in Best Agronomic Practices for these crops | 1.1, 3.2, 3.3 |
| Focus Area 2-Training of Actors in Targeted Value Chains for the Creation and Management of a Small Enterprise | | | |
| Small and Rural Business Enterprises lack fundamental knowledge in business concepts and practices | Identify credible IP intervening in FPPM activity hot spots for C-1 CMC and C-2 Agro-processing and marketing activities (Prov Coord, M&E, Provincial FFS Spec, and AP) | Phase 1- ends 31/1/2014 2600 entrepreneurs at least 20% of whom are women @ 130 FFS will have completed the 16 module coursework and will be applying lessons learned to their enterprises | 3.2 |
| | Hold informational sessions with interested parties explaining the terms and conditions of participation, PO should self- select participants based on criteria set and defined during these meetings (AP, Prov FFS Spec) | Phase 2- ends 30/9/2014 2100 entrepreneurs at least 30% of whom are women@70 FFS will have completed 16 module coursework and will be applying lessons learned to their enterprises. At least 200 of these participants will be market wholesalers and transporters | |
| | Monitor the execution of the FFS EA curriculum, mentor facilitators, and impact of training on participants (AP, Prov FFS Spec, M&E) | | |
| Farm-gate agro-processing units often fail because of poor record keeping, lack of business acumen and non-transparent behavior of the community leaders responsible for the management of the activity | Develop appropriate curriculum with simple pedagogical tools in local language(s) for village level training of PO members designated to manage the agro-processing Income Generating Activity (IGA) (C-3 Leader, C-2 team, Provincial FFS Master Trainers and marketing Specialists) | At least 320 members of cassava processing IGA and PO leaders are trained in basic accounting and management skills | A4, 2.5, 3.1,3.2, 3.4 |
| | PO identify at least 10 members, including at least 5 IGA managers to participate actively in the training. (AP, PO) | At least 600 members of peanut and maize growing PO are trained in basic accounting and management skills | |
| | Management tools are developed during the training (Facilitators and Participants, TA provided by Provincial FFS Spec. and AP) | | |
| | Mentoring occurs by facilitators and AP | | |

| Constraints | Activities and personnel | Expected Results | Link to Project Indicators |
|--|---|---|----------------------------|
| Focus Area 3- Training of Producers in Targeted Value Chains (Cassava, Maize and Peanuts) in Cropping Best Practices | | | |
| Farm productivity is low because of continued application of traditional production methods, old technology and lack of quality inputs | PO in cassava production zones are identified and sensitized to the FFS approach and training opportunity. PO must agree to contribute land and labor as well as seed stock from their traditional varieties and to participate actively and consistently in FFS sessions and demonstrations (AP, Coord Prov, FFS Master Trainers, M&E) | 3200 producers of whom 75% are women participate in training sessions in Best practices for cassava at 160 FFS distributed through the project zone | A5,1.10, 3.2 |
| | PO identify participants to attend training sessions. These participants should be cassava farmers with available land who are known to be innovators, who possess basic animation skills and are willing to both apply new techniques and technologies and to demonstrate these to others (AP, Provincial FFS Master Trainers) | 1000 producers of whom 70% are women participate in training sessions of best practices for peanuts in 50 FFS distributed through the project zone, principally in BDD and BC | |
| | IP contracted facilitators offer stepwise experiential training (AP, FFS Provincial Master Trainers) | 900 producers of whom 70% are women participate in FFS best practices curriculum for maize production in 45 FFS distributed within the project zone, principally in BDD and BC | |
| | Facilitators offer mentoring to lead farmer participants, monitor adoption of technologies and report out (AP, Provincial FFS Master Trainers, M&E) | | |
| Exchange Visits and Farmer Field Days | | | |
| Farmer exposure to the challenges of others practicing similar varieties and best practices is limited at best | Intra and inter –regional exchange visits for farmers and facilitators of Farmer Field Schools | 3 Intra-zone visits and 2 inter-zone visits will be organized | 3.2 |
| | Farmer Field Days | Each FFS will organize at least 1 Farmer Field Day bringing together farmers who were unable to participate in the FFS to demonstrate the results obtained using improved best practices when compared with traditional varieties and practices. Media coverage by community radio in local language will occur and representatives of MINAGRIE will be invited to attend | 3,2 |

| CHRONOGRAMME COMPOSANTE 3 (2013-2014) | | | | | | | | | | | | |
|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Capacity to Respond to Market Opportunities Reinforced | | | | | | | | | | | | |
| | Q1 | | | Q2 | | | Q3 | | | Q4 | | |
| Work plan activities | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep |
| Focus Area 1- Training of Facilitators | | | | | | | | | | | | |
| Select IP and PO for FFS in Maize and Peanuts | | | | | | | | | | | | |
| Establish contracts | | | | | | | | | | | | |
| Land Selection and geo-referencing of FFS for Maize & Peanuts | | | | | | | | | | | | |
| Training of Trainers in FFS Maize and Peanuts | | | | | | * | * | * | * | | | |
| Training of Trainers in FFS Cassava | * | * | * | * | * | * | * | | | | | |
| Focus Area 2- Training of Actors in Targeted Value Chains for the Creation and Management of Small Enterprises | | | | | | | | | | | | |
| Phase 1 Training at FFS for Rural Enterprises | | | | | | | | | | | | |
| Phase 2 Training at FFS for Rural enterprises | | | | | | | | | | | | |
| Assure training of PO beneficiaries of cassava agro-processing units in basic accounting and business management skills | | | | | | | | | | | | |
| Assure training of PO beneficiaries of peanut and maize post harvest processing units in basic accounting and business management skills | | | | | | | | | | | | |
| Assure training of market women and transporters in basic business skills and concepts, including accounting and record keeping | | | | | | | | | | | | |
| Focus Area 3-Training of Producers in Targeted Value Chains in Best Agronomic Practices | | | | | | | | | | | | |
| Monitoring of Cassava FFS Training | | | | | | | | | | | | |
| Monitoring training of FFS in Peanuts and Maize | | | | | | | | | | | | |
| Organization of Farmer Field Days for Cassava | | | | | | | * | * | * | | | |
| Organization of Farmer Field Days for Peanuts and Maize | | | | | | | | | * | * | | |
| Exchange Visits and Reporting | | | | | | | | | | | | |
| Intra-zone exchange visits between FFS in territories of the same province | | | | | | | | | | | | |
| Inter-zone exchange visits of farmer representatives between provinces | | | | | | | | | | | | |
| Quarterly Reporting | | | | | | | | | | | | |
| Annual Workplanning | | | | | | | | | | | | |

Environmental Compliance

Introduction

There are three principal objectives for sustainable development with implications for this cross cutting component of FPPM. These are:

1. Protect the basic natural resources that serve as a foundation for any sustained economic growth (soil, air and water)
2. Protect the essential integrity of key ecosystem components (flora and fauna, including man); and
3. Mitigate and, where possible, prevent environmental degradation and risks to human health.

FPPM has developed a cross cutting, proactive approach to ensuring that all of our planned project activities are compliant with USG and International standards for environmental protection and best practices, as well as with Congolese Law. Consequently our environmental compliance and management systems require that each activity or grant must complete a three tier compliance evaluation before getting underway.

First, the Institution- partner or client beneficiary must undergo an initial environmental assessment or screening for each activity to be undertaken. This assessment looks at planned activities, anticipated results and makes recommendations on mitigation that must be undertaken. Activities will be classified as low, medium or high risk. This assessment must be certified by the FPPM Environmental Compliance Manager, accepted by the partner or beneficiary and approved by the Chief of Party.

Second, an Environmental Review Report (ERR) needs to be completed annually for every activity determined to be of moderate or high risk. These ERR are reviewed at four different levels, by the COR, the Mission Environmental Officer (MEO), the Regional Environmental Officer and, finally, by the Bureau Environmental Officer. Each of these officers has the right to authorize or to refuse the implementation of an activity.

Third, for any activity judged to present a moderate to severe risk, an authorization (concurrence) to proceed with the activity must be obtained before proceeding with the purchase, procurement or activity under consideration.

Goal for FY14

FPPM's goal in FY 2014 is to render our environmental compliance system operational.

Translated, this means that we will conceive and implement a series of easy to use tools that will facilitate integration of environmental sensitivity and mitigation efforts into our approach while permitting Mission and Project oversight of compliance. Further, updates on environmental compliance and mitigation actions will be furnished both in our regular quarterly reporting, but also through a series of special reports, as warranted.

Further, in the coming period we will focus on development of a series of bulletins and technical extension sheets outlining principal mitigation measures and down side effects of environmental degradation.

Finally, information on our environmental compliance activities will be stockpiled in TAMIS (DAI's proprietary Technical and Administrative Management Information System) so it is readily available to compliance officers and auditors.

In sum, our environmental compliance system includes development of simple tools and checklists, conception of an operations manual including technical guidelines for best management and mitigation practices, a database for stockpiling of information, training of staff, partners and client/beneficiaries and proximity monitoring to ensure understanding and compliance.

Approach

A majority of the activities under the umbrella of FPPM fall in the category of activities classified as “Negative Determination with Conditions” as they are related to production and agro-processing activities, particularly for cassava. Because of this, FPPM must undertake an assessment to determine the amplitude of the risk presented and develop a mitigation plan that must be rigorously implemented. Attenuation measures will be included in the curriculum of farmer field schools and demonstrations of best practices will be implemented at select sites throughout the project zone. All activities receiving the aforementioned determination must be approved by the Mission prior to beginning execution and will be monitored regularly throughout their lifespan.

For activities receiving a “positive determination” a specialized environmental assessment must be performed and specific authorization granted, especially if the activity requires use of items on USAID’s restricted procurement list.

Activities that receive a negative determination, will be required to undergo a summary review, but will not be subject to an environmental evaluation. Examples of activities falling under this rubric are Training of trainers, farmer field schools related to rural enterprises, and our market information system.

FPPM Environmental Compliance Workplan 2014

| Constraints | Key Activities and Personnel | Expected Results | Link to FPPM Indicators |
|---|---|--|--|
| Focus Area 1- Monitoring, Evaluation and Capacity Reinforcement related to PERSUAP and EMMP | | | |
| <p>Constraint : 1.1</p> <p>Lack of awareness and respect for existing environmental regulatory documents</p> | <p>-Synthesis and diffusion to staff and implementing partners, the regulatory texts governing the evaluation and protection of the environment (Environmental Compliance Mgr.)</p> <p>-Publication of technical bulletins and other reference documents detailing how to remain environmentally compliant while implementing FPPM activities (Environmental Compliance Mgr.)</p> <p>-Capacity Reinforcement of FPPM staff, implementing partners and client beneficiaries of information pertaining to laws, regulations and decrees concerning the protection of natural resources, including biodiversity. (Environmental Compliance Mgr.)</p> | <p>-Working knowledge by participants of legal documentation governing environmental compliance under USAID funding in the DRC</p> <p>-A document synthesizing the relevant texts in 22.CFR.216 is developed and disseminated</p> <p>-A document outlining other Environmental legislation in the US is conceived, published and disseminated</p> <p>-A synthesis document of the Congolese law 011/99 governing the protection of the environment is conceived, published and disseminated</p> <p>-A document synthesizing other pertinent information on environmental protection of natural resources and their management in DRC is published and disseminated</p> | <p><u>Indicators 5.1 and 5.2</u></p> |
| <p>Constraint 1.2 :</p> <p>There are fraudulent and outdated products for sale in the local market</p> | <p>-Sampling of agricultural inputs, pesticides and herbicides used in Integrated Pest Management (Environmental Compliance Mgr with services contracted from CRENK or OCC)</p> <p>-Amending FPPM’s PERSUAP as necessary to remove or add pesticides accepted for use under FPPM</p> | <p>-Partners receive high quality agricultural inputs to assist in improving their productivity</p> <p>1) Number of samples- TBD based on expressed demand from beneficiaries adopting technologies proposed under Component 1 or 2</p> <p>2) Number of ingredients revised based on searches performed on chosen products</p> | <p><u>Indicator 5.6</u></p> |
| <p>Constraint 1.3</p> <p>Information on environmental issues is not readily available</p> <p>Information systems are weak</p> | <p>-Creation of a simplified database to track activities that are determined to be “moderate to high risk” as well as the number of ERF and the information contained therein</p> <p>-A simplified sampling form is developed and disseminated</p> <p>-TAMIS is populated with baseline environmental data</p> <p>-Participate in Baseline environmental assessments for micro-hydro sites, processing sites, etc..</p> <p>. (Environmental Compliance Mgr. With assistance from provincial field teams)</p> | <p>-The environmental database for FPPM is operational</p> <p>-Number of simplified environmental review forms disseminated</p> <p>All relevant IP data are encoded in TAMIS</p> <p>-Number of baseline assessments performed</p> | <p>Indicator A.4,....</p> |
| Key Activity 2- Capacity Reinforcement for FPPM and Implementing Partner Technical Staff to increase productivity w/o endangering the environment | | | |
| <p>Constraint 2.1</p> <p>Traditional Agronomic practices do not result in sustainable agricultural production or the conservation of the environment</p> | <p>-Training materials, manuals and bulletins in GAP and ISFM must be conceived, published, and disseminated in French and Local Languages (Environmental Compliance Mgr)</p> <p>-Training of Farmer Field School trainers for Integrated Pest Management and proper application procedures for pesticide application (Environmental Compliance Mgr and Provincial</p> | <p>A better understanding of best management practices for sustainable agricultural production is achieved.</p> <p>-3 documents for IPM and FIFRA are developed: Good Agronomic Practices for Cassava, Maize and Seed Legumes</p> <p>- documents diffused in French and local language</p> <p>-6 Training sessions held in ISFM and ISFM for 120 participants at Farmer Field Schools</p> | <p><u>Indicators</u> 1.1. 1.2, 1.5, 1.6 1.10 2.1, 3.2, 3.3, 3.4, 5.3, 5.4, 5.5</p> |

| | | | |
|---|---|---|---|
| <p>Reference materials in GAP and ISFM adapted for Congo's field implementers is lacking</p> | <p>Farmer Field School Staff)</p> <ul style="list-style-type: none"> -Training of Farmer Field School Trainers in ISFM and improved methods of soil erosion control application (Environmental Compliance Mgr and Provincial Farmer Field School Staff) -Development of training supports for the identification, purchase and application of agro-chemical inputs in accordance with guidelines set forth in the Federal Insecticide, Fungicide and Rodenticide Act (FIFRA) (Environmental Compliance Mgr) - Training of targeted value chain actors in FIFRA guidelines as applicable to products and practices found in the project zone (Environmental Compliance Mgr) | <p>-1 Document conceived, published and disseminated describing pesticides approved for use under the PERSUAP</p> | |
| <p>Constraint 2.2</p> <p>Post harvest loss due to insect attack, disease, moisture and improper storage conditions result in a loss of quality and translate to reduced revenues for farmers in the project zone</p> | <ul style="list-style-type: none"> -Development and diffusion of training supports for best post-harvest conditioning and storage conditions -Training of Facilitators and participants in improved conditioning and best practices for reducing post-harvest loss occur at Farmer Field Schools (Environmental Compliance Mgr, Provincial Farmer Field School Staff, and resource personnel from Components 1 and 2) | <p>80 % harvest production is conditioned, treated and stored under improved conditions</p> <p>Marketing of improved quality production results in 5% increase in farmer revenues</p> | <p>Indicators :5.3, 5.4, 5.5</p> |
| <p>Key Activity 3-Monitoring and Evaluation of Activities in the Environmental Management System</p> | | | |
| <p>Constraint 3.1</p> <p>Value Chain actors are not aware that certain actions, attitudes and practices degrade the natural resource base and are detrimental to human health</p> | <ul style="list-style-type: none"> -Regular monitoring visits to 42 agro-processing sites (Environmental Compliance Mgr and Component 2 staff) -ERF are completed with the active participation of implementing partners (Environmental Compliance Mgr and Component 1 and 2 staff) -Monitoring visits in support of Environmental Management and Mitigation Plans occur throughout the project zone (Environmental Compliance Mgr) -Baseline environmental assessments for agro-processing, and potential sites for micro-hydro are undertaken (Environmental Compliance Mgr and Component 4 staff) | <ul style="list-style-type: none"> -21 Monitoring visits to agro-processing sites are completed. Recommendations are promulgated and progress on implementation of recommendations is documented - 42 ERF are completed | <p>Indicators :1.7, 2.2, 2.6 and 4.2</p> |

| CHRONOGRAMME Environmental Compliance (2013-2014) | | | | | | | | | | | | |
|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Work plan activities | Q1 | | | Q2 | | | Q3 | | | Q4 | | |
| | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep |
| Focus Area 1- Monitoring, Evaluation and Capacity Reinforcement linked to PERSUAP and EMMP | | | | | | | | | | | | |
| Synthesis and diffusion to staff and partners of legislation governing environmental protection under USAID Projects | | | | | | | | | | | | |
| Publication of documents and bulletins concerning environmental compliance of FPPM activities | | | | | | | | | | | | |
| Capacity reinforcement for staff, IP and client/beneficiaries on legislation governing natural resource protection and biodiversity | | | | | | | | | | | | |
| Analysis of chemical products to be purchased and used in Integrated Pest Management | | | | | | | | | | | | |
| Creation of a simplified system for the discovery, monitoring of "high risk" project activities and the development of necessary ERF | | | | | | | | | | | | |
| Diffusion of the simplified ERF | | | | | | | | | | | | |
| Entry of Baeline Environmental data into TAMIS | | | | | | | | | | | | |
| Focus Area 2-Capacity Reinforcement for Staff and IP in Best practices for Improved Productivity and Respect for the Environment | | | | | | | | | | | | |
| Creation of training materials for environmental protection (Bulletins, Brochures, Manuals, etc..) | | | | | | | | | | | | |
| Training of Trainers for IPM, risk free use of pesticides | | | | | | | | | | | | |
| Training of Trainers in Integrated Soil Fertility Management | | | | | | | | | | | | |
| Development of training materials for FIFRA (The Federal Insecticides, Fungicides, Rodenticides Act) | | | | | | | | | | | | |
| Training in FIFRA | | | | | | | | | | | | |
| Post harvest pest control- elaboration of pedagogical material for training in best practices | | | | | | | | | | | | |
| Training in best practices for post-harvest pest control | | | | | | | | | | | | |
| Focus Area 3-Monitoring, Evaluation and Attenuation of Potential Negative Impacts of Project Activities | | | | | | | | | | | | |
| Field visites to agro-processing sites | | | | | | | | | | | | |
| Field visits to assist with EMMP and ERF | | | | | | | | | | | | |
| Census of pricipale pesticide dealers in Kinshasa, Bas Congo and Bandundu | | | | | | | | | | | | |
| Quarterly Reporting | | | | | | | | | | | | |
| Annual Workplanning | | | | | | | | | | | | |

Monitoring and Evaluation

Introduction

FPPM's Performance Monitoring Plan serves as our roadmap for planning, management monitoring and the documentation of results. It assists staff and partners as well as our client USAID in finding the appropriate information needed for quantitative, evidence based decision making while assuring that information is collected, analyzed, interpreted and disseminated in a standard fashion to the system's multiple users.

FPPM's Monitoring and Evaluation Team has suffered from a number of constraints: Institutional Instability among our personnel, a non-completed and flawed baseline study, a lack of understanding of project indicators and their definitions, differential understanding of key project terms, non-adoption of data collection tools by project technical staff, non-capitalization of activities and impact contained within the deliverables supplied by our local implementing partners who often furnish their documents with delays of up to eight months, and finally non-capitalization of existent data resources.

In order to confront these head on, we have hired and trained complementary M&E staff, offered internships to recent college graduates to work as interns to assist with data collection, re-defined, realigned and hierarchized our indicators, translating them and their targets into French for greater accessibility, and returned responsibility for mining data from the deliverables to the technicians at the provincial level. Further, FPPM has re-worked our data collection tools, and tightened up on contractual compliance by implementing partners.

Our priorities for this Fiscal Year are to:

- Finalize our baseline data collection, analyze the results, insert updated information into the formulas and reset the PMP indicator targets based upon the new information gathered
- Finish our backlogged data capture, analyze, interpret and report out on the results
- Integrate M&E data into our GIS system to produce new graphical interpretations of project results and impacts
- Geo-locate the actual sites of on-going project activities
- Perform regular monitoring missions and site visits to activities to verify the information provided by proximity agents and field technicians in their monthly/quarterly reports and
- Assure that the necessary data archives and supporting documentation for FPPM indicators, results and impact exists, is organized and remains accessible

Key Interventions

1. Capitalization of backlogged information and information contained in current technical deliverables
2. Integration of GIS with Monitoring and Evaluation

3. Data verification and monitoring of activities in the field and
4. Statistical analysis of information captured in our database.

| Constraints | Activities and personnel | Expected Results | Link to Project Indicators |
|---|--|--|--|
| Focus Area 1 -Capitalization of backlogged information and information contained in current technical deliverables | | | |
| From project inception the importance of organizing and exploiting data was minimized | <p>Identify existent data and data gaps</p> <p>M&E collaborates with AP and Field Technicians to modify and tailor data collection tools. Tools are field tested, validated, explained and disseminated</p> <p>Guidance is given to IP to systematize collection and transmission of pertinent data</p> <p>Correct data gaps</p> <p>Organize data</p> <p>Enter data into TAMIS</p> <p>Validate data entered is correct</p> <p>Analyze, Interpret and Report out on Data</p> | The project data backlog is captured in an accessible, easily analyzed fashion. Archives are organized for hard data, e-files are completed in TAMIS. Current data collection occurs fluidly and analysis of quarterly results is facilitated. | A3, A5, 1.1, 1.3, 1.6, 1.7, 1.10 (ALL) |
| Information in Project deliverables is not being mined | <p>Establish with Provincial technicians that the responsibility for the information contained within deliverables is their responsibility</p> <p>Hard copies of technical deliverables are made. The copy remains with the provincial field technician and is archived by partner within each Territory and District before payment on the deliverable is given technical clearance and the dossier leaves the custody of the technician</p> <p>Technicians report data in their quarterly reports; Reported data is validated by M&E</p> <p>The data is then synthesized by the Provincial Coordinator for transmission to Kinshasa and incorporated into quarterly/annual reporting</p> | Traceability is established . Provincial technicians are empowered, data is flowing and verified information is available in a timely manner for quantitative analysis and reporting purposes | A.4, A.5, 1.6, 1.8, 1.10, 1.11,2.3 2.6, 2.7 3.1, 3.2, 3.3, 3.4, 3.5, |

| Constraints | Activities and personnel | Expected Results | Link to Project Indicators |
|---|---|---|----------------------------|
| Focus Area 2 -Integration of GIS with Monitoring and Evaluation | | | |
| Data is inaccessible and boring to a majority of FPPM's development partners | Quantifiable indicators are captured within our GIS database | Indicators are mapped | ALL |
| | Traceability of C-1 activities by cultural season, value chain and variety are mapped | Spread of project impact is visually documented | 1.1, 1.8, 1.9 |
| | MIS information is captured by market, product, volume and month | Price and volume trending for different products are graphed with intensity of volumes by quality demonstrated over time. Production zones feeding each market are identified | 2.4, 2.5, 2.7, 2,8 |
| | Data from AP site socio-economic studies are inserted into the GIS database | GIS data is up to date, pertinent, similarities and differences between sites are quantified. Map descriptors are robust as information is capitalized | ALL |
| | FFS data is entered into the system for each type of FFS, by gender | Intensity of FFS activities is clearly defined by geographic district and territory, gender distribution intensity of participants and facilitators is visible. Comparisons and trending over time between provinces are accessible | 3.1, 3.2, 3.3, 3.4, 3.5 |
| | Agro-transformation, storage sites are geo-localized, intensity of commercial activity is exhibited | value chain maps by product, volume, and quality are superimposed on the project zone. Costs are mapped | 2.3, 2.5, 2.6, 2.7 |
| Focus Area 3- Data verification and monitoring of activities in the field | | | |
| Lack of Proximity in the past and lack of data verification as communicated by staff and partners led FPPM to overstate accomplishments | Visits to Community Multiplication Sites | Land Areas are verified; production by variety is weighed and measured. | 1.1, 1.6, 1.7 |
| | Verification of declared FFS activities, participation in TOT and participant training sessions. Visits to demonstration fields | FFS sites and demonstration fields are geo-localized and validated. Demonstrations are known . | 1.10, 3.2, 3.3, 3.4 |
| | Participate in harvest or coppicing activities. Weigh and/or measure plant material | Traceability of C-1 data is assured | 1.1, 1.6, 1.7 |
| | Evaluation of FFS activities | Impact of activities is documented Appreciation of curriculum and its applicability is documented Early adopters and adopters are known | A.4 |
| | Monitoring of C-2 activities | Impact of the activity is known, quantified and documented | 1.5, 2.2, 2.3, 2.6 |

| Constraints | Activities and personnel | Expected Results | Link to Project Indicators |
|--|---|---|----------------------------|
| Focus Area 4- Statistical analysis of information captured in our database | | | |
| Quantifiable analysis and timely interpretation of data have been lacking and this has impeded the ability to strategically re-focus project initiatives | Data from socio-economic monographs is captured | Verified data has been extracted from survey instruments and uploaded to an electronic database | |
| | The statistical capacity of FPPM's M&E team is reinforced through training in databases, statistical programming and setting up of logical statements to query existing databases | The M&E team increases their professional capacity | |
| | Data uploaded to Epidata is exported to SPSS for analysis | Data migrate correctly and are analyzed in a timely fashion | |
| | Interpretation of statistical analysis of trending is performed and documented | The data are integrated into the project baseline study, permitting the resetting of the baseline and the proper targeting of objectives to be achieved. | |
| Other Project Activities | | | |
| There has been little to no sharing of lessons learned across provinces in the project | Quarterly technical reviews | All technical staff will gather in the first half of the month following the end of each quarter to share results, lessons learned, and recommendations. Constraints to implementation will be identified and solutions proposed. This meeting will serve to fix activities priorities for the next reporting cycle | |
| | Annual General Assembly | In October of each year administrative and technical staff will gather to discuss the year's results, lessons, challenges and impact. Operational procedures will be reviewed and revised as necessary | |
| There has historically been skepticism expressed as to the results FPPM is communicating to USAID | Conduct an internal DQA to assure that the supporting documentation exists on results being capitalized for project indicators | Provincial M&E staff under the direction of the Kinshasa M&E cadres will validate supporting documentation on data and results being reported by provincial and central technicians | |

| CHRONOGRAMME Monitoring and Evaluation (2013-2014) | | | | | | | | | | | | |
|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Work plan activities | Q1 | | | Q2 | | | Q3 | | | Q4 | | |
| | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep |
| Focus Area 1- Capitalization of backlogged information contained in current technical deliverables | | | | | | | | | | | | |
| Identify existent data and data gaps | | | | | | | | | | | | |
| Correct data gaps | | | | | | | | | | | | |
| Organize Data | | | | | | | | | | | | |
| Enter data into TAMIS | | | | | | | | | | | | |
| Validate that data entered is correct | | | | | | | | | | | | |
| Analyze, Interpret and Report out on Data | | | | | | | | | | | | |
| Establish with provincial technicians that the responsibility for mining data contained in deliverables is theirs | | | | | | | | | | | | |
| Hard Copies of technical deliverables are made. A copy is retained in the provincial office archives | | | | | | | | | | | | |
| Provincial technicians report data in their quarterly reports | | | | | | | | | | | | |
| Data is validated by M&E | | | | | | | | | | | | |
| Data is synthesized by the Provincial Coordinator and included in quarterly reports to COP | | | | | | | | | | | | |
| Focus Area 2- Integration of GIS with Monitoring and Evaluation | | | | | | | | | | | | |
| Quantifiable indicators are captured in our GIS database | | | | | | | | | | | | |
| Traceability of C-1 activities by cultural season, value chain, and variety are mapped | | | | | | | | | | | | |
| MIS information is captured by market, product, volume, month, and provenance | | | | | | | | | | | | |
| Data from AP socio-economic studies are entered into the GIS database | | | | | | | | | | | | |
| FFS data is entered into the system by type of FFS, location, and gender | | | | | | | | | | | | |
| Agro-processing and storage/aggregation sites are geolocalized, intensity of activity is captured by speculation | | | | | | | | | | | | |
| Focus Area 3- Data Verification and Monitoring of Activities in the Field | | | | | | | | | | | | |
| Visits to Community multiplication sites | | | | | | | | | | | | |
| Verification of declared FFS activity, visits to demonstration fields | | | | | | | | | | | | |
| Participate in harvesting and/or coppicing activities. Weigh and measure plant material | | | | | | | | | | | | |
| Evaluation of FFS activities | | | | | | | | | | | | |
| Monitoring of C-2 activities | | | | | | | | | | | | |

| | Q1 | | | Q2 | | | Q3 | | | Q4 | | |
|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Work plan activities | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep |
| Focus Area 3-Statstical Analysis of information captured in our database (TAMIS) | | | | | | | | | | | | |
| Data from socio-economic monographs is captured | | | | | | | | | | | | |
| The statistical capacity of FPPM's M&E team is reinforced through training in databases, statistical programming and setting up of logical statements to query existing databases | | | | | | | | | | | | |
| Data is uploaded to SPSS for analysis | | | | | | | | | | | | |
| Interpretation of statistical analysis of trending is performed and documented | | | | | | | | | | | | |
| Other Program Activities | | | | | | | | | | | | |
| Quarterly Technical Reviews | | | | | | | | | | | | |
| Annual Review with both technical and administrative staff | | | | | | | | | | | | |
| Conducting DQA on FPPM data | | | | | | | | | | | | |
| Mid-Term Evaluation | | | | | | | | | | | | |
| Quarterly Reporting | | | | | | | | | | | | |
| Annual Workplanning | | | | | | | | | | | | |
| Finalize baseline study document | | | | | | | | | | | | |
| Finalization of revised PMP with indicators and targets | | | | | | | | | | | | |
| Finalization of internal indicators and collection methodology | | | | | | | | | | | | |
| Data collection for internal indicators | | | | | | | | | | | | |
| Analysis and interpretation of data collected on internal indicators | | | | | | | | | | | | |

Program Management

Introduction

FY14 will see a substantial increase in project activities and these activities will be fundamentally targeted to the needs and priorities of our client/beneficiaries in order to produce tangible results and impact. We need to do more, faster, more efficiently and with greater focus and articulation than has been the case in the past.

The fielding of our proximity field agents during Q1 will give us better outreach, ability to mentor the value chain actor client/beneficiaries, members of PO in the production zones and monitor as well as to independently verify the services being performed by our IP. The AP will increase our data collection efforts, but will also increase our visibility and our ability to adjust quickly to changing circumstances in the field.

In addition to producing tangible results and impact for actors through our targeted value chains, our second priority this year is data capture, data validation, and data integrity. We need to be prepared for a mid-term evaluation. We need to have our performance indicators properly defined, aligned and hierarchized. We need to have the supporting documentation organized, archived and accessible. We need to have iron clad confidence that the data we present and the analyses/interpretations made of this data are fully backed up and verifiable. Further we need to integrate our M&E with our GIS capability.

This will require continued reinforcement of our M&E team both in terms of skills, mindset and personnel. FPPM remains committed to its young professional's internship program, bringing in young college graduates for six months at a time to give them real life work experience in both our technical and administrative/finance components.

A third priority this year is improving the integrity of our systems, procedures, protocols and controls. DAI is committed to managing a clean, ethical, transparent, fully compliant program. For this to occur, we must continue to train our staff in DAI and USAID rules, regulations and operational procedures. We must ensure that control measures are in place; that these are understood, mastered and are being rigorously pursued. However, we must ensure our administrative and financial systems are efficient, even while maintaining effective controls, checks and balances. In addition we need to fully revise our technical MOU/ IP SOW and ingrain the need to detail both our technical and physical requirements in procurement RFQ and to further define the selection criteria to be used.

Staffing

LT TA in FY 14

DAI is actively recruiting a new DCOP and C-2 Team Leader. In the interim Operations Manager Leticia Isambo has stepped up as acting DCOP. We promoted our Senior Accountant Francine Mujinga to Finance Manager, promoted our cashier Valerie Nd oloviti to Accountant and hired a new

cashier Tresor Asumani. The Deputy Marketing Advisor Albert Dimandja has been acting C-2 component lead, while he has been backstopped in the interim by Rick Wesch as an STTA. We are currently interviewing candidates for both positions. Rick has accepted to perform recurrent STTA once a quarter for three weeks to assist with assessing achievement towards objectives, prioritizing actions for the coming quarter and report writing. It is our intention to have both of these key slots filled with qualified, motivated, energetic people before the end of April 2014.

Changes in CCN staffing

During this FY, DAI will be reconfiguring its field teams to increase performance. Certain staff will be reassigned to other field offices. There is a need to increase our technical capacity on the Plateau of Batéké and to this end we foresee hiring a technical resource person with an agronomic background, but with experience in running or supporting in a management capacity farmgate, value added processing enterprises. Additionally we are seeking a provincial coordinator, a provincial master trainer with FFS experience and another provincial M&E specialist. In Q2 DAI will be splitting the post of M&E/FIT in our provincial offices, separating the conflicting roles of procurement/grants specialist and monitoring/evaluation and quality control. With the resignation of our provincial agronomist in Bas Congo and our C-1 lead, these positions too must be filled as soon as possible-prior to the end of Q2.

DAI HQ Support

We anticipate two management visits by our Director of inclusive Economic Growth during this year, at least one visit by our Home Office Project Manager, Anahit Gevorgyan and two visits by our Project coordinator Addie Ryan. Duke and Anahit's visits will be combined management and technical STTA, while Addie's visits will be in support of our administrative and finance team.

Anticipated Technical STTA

Additionally, DAI anticipates the need for two Monitoring and Evaluation STTA, one mid-year in support of preparations for our mid-term evaluation and a second in September to assist with end of the year reporting and internal DQA.

DAI anticipates curtailing our sub-contract with IFDC given their very absent field presence in the project zone to date. However, we anticipate needs the services of a STTA to assist the program in the design and startup of the proposed input vouchering program detailed in C-1's workplan. Further, we need to leverage STTA expertise in FFS curriculum development, coupled with the need to support technical protocol/extension bulletin development for farming best practices and demonstration fields.

Grants

In previous years FPPM has made only limited use of its Technology Innovation Fund (FIT). Going forward we are shifting gears to using our small grants facility as the cornerstone of our technical implementation. This year we will place at least 75 small to medium sized grants, primarily for activities with PO under Component's 1 and 2 for productivity enhancing and farmgate agro-processing activities.

Quarterly Technical Meetings/ Annual Meeting

As mentioned in the M&E chronogram, FPPM plans quarterly technical review meetings as of this FY. These meetings which will occur in the first 15 days of the month following the end of a quarterly reporting period will serve a) to capitalize upon results, lessons learned and impact of the reporting period; b) allow us to share successes across the project zone and discuss the resolution of constraints together; c) permit the technical team to identify and focus on the priority action items for the next reporting period; d) serve as a team building workshop ensuring our Mission is understood, our language is harmonized and our activities are well articulated. These meetings will be held on a rotating basis in different provinces to permit technical staff to appreciate both the similarities and the agro-ecological/cultural differences existent across the project zone. To be an efficient, well- articulated, high performing project we must be a true team.

Once a year, the Project will gather all of its personnel together- technical, administrative, financial and support to review progress that has been made, to share lessons learned, constraints encountered and to formulate recommendations for the next period. Further, this meeting offers an opportunity to review our operational procedures, corporate and program values and to reinforce the need for ethical behavior at all levels. The success of the project depends on unicity of message and the capacity of all staff to “walk the talk”.