



DRC Food Production, Processing & Marketing Project (FPPM)

Project Year 1 Work Plan

Submitted by:

DAI

In association with:

IFDC
Making Cents

Submitted to:

USAID Kinshasa

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ACRONYMS

AFRIKI	Association des Femmes Riziculteurs de Kingabwa
AIDAR	Agency for International Development Acquisition Regulations
APTM	Association des Producteurs et Transformateurs de Manioc
BENI Food	Bas-Congo-Based NGO
BDD-Matadi	Bureau Diocésain pour le Développement - Matadi
BDS	Business Development Services
BIAC	Banque Internationale pour l'Afrique au Congo
BMP	Best Management Practice
BOQ	Bill of Quantities
CARPE	Programme Régional de l'Afrique Centrale pour l'Environnement
CDS-Kisantu	Caritas Développement Santé – Diocèse de Kisantu
CFR	Code of Federal Regulations
CIAT	International Centre for Tropical Agriculture
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
DRC	Democratic Republic of the Congo
EU	European Union
EVI	Extremely Vulnerable Individual
FIDA	Fonds International de Développement Agricole
FPPM	Food Production, Processing & Marketing Project
FaaB	Farming as a Business
FAR	Federal Acquisition Regulations
GODRC	Government of the Democratic Republic of Congo
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
IR	Intermediate Results
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
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
PBG	Projet de Bonne Gouvernance
PMP	Performance Monitoring Plan
RESPOND	Emerging Pandemic Threats Program
RFA	Request for Application
SENASEM	Service National de Semences
SME	Small & Medium Enterprise
SO	Strategic Objective
ToT	Training of Trainers
TSBF-CIAT	Tropical Soil Biology and Fertility Institute of CIAT
UMEMS	Uganda Monitoring & Evaluation Management Services (USAID)
USAID	United States Agency for International Development
USG	United States Government

0.0 The FPPM Approach

As outlined in this initial work plan for Project Year 1, the DRC Food Production, Processing & Marketing project (FPPM) has begun working in the Kinshasa watershed to implement a strategy of linking farmers to input and output markets through value chain actors and a range of private and public sector organizations, associations, and partnerships, both local and international. The strategy embraces cooperation with other donor programs that are re-opening road and river links to areas of concentrated agricultural production, supporting GDRC policy reorientation and decentralization in agricultural development, and strengthening supporting institutions and services.

Aligned with the USG Feed the Future Initiative, FPPM comprises three components: 1) Increasing Agricultural Productivity - increasing the productivity of tens of thousands of smallholders in Bandundu, Bas Congo, and Kinshasa Provinces; 2) Making Markets Work for the Poor - improving the efficiency of aggregators, traders, processors, transporters, and market operators who supply the urban populations; and, 3) Building the Future – improving the capacity of community-based organizations, associations, cooperatives, and small and medium enterprises up and down the value chains to respond to market opportunities.

In order to address the nutritional balance of the populations within the project area, FPPM is focusing on the cultivation of improved varieties of popular food crops, particularly cassava and maize, while actively promoting the production of especially nutritious beans and leguminous grains such as niébé, soy, and peanuts. The project will work through local associations, such as Mam’SANGOL in Idiofa or CBO, a women’s association in Lusekele, or GROPUR MAMANS BONGISA of Kinshasa, to educate rural and urban households in the proper preparation of meals based on the processed grains. FPPM will work to expand both the quantity of staple food available to households as well the quality of food from a nutritional standpoint. In simple terms, FPPM aims to reduce the number of people going to bed hungry, and in particular aims to improve diets of young children, their mothers, and pregnant women.

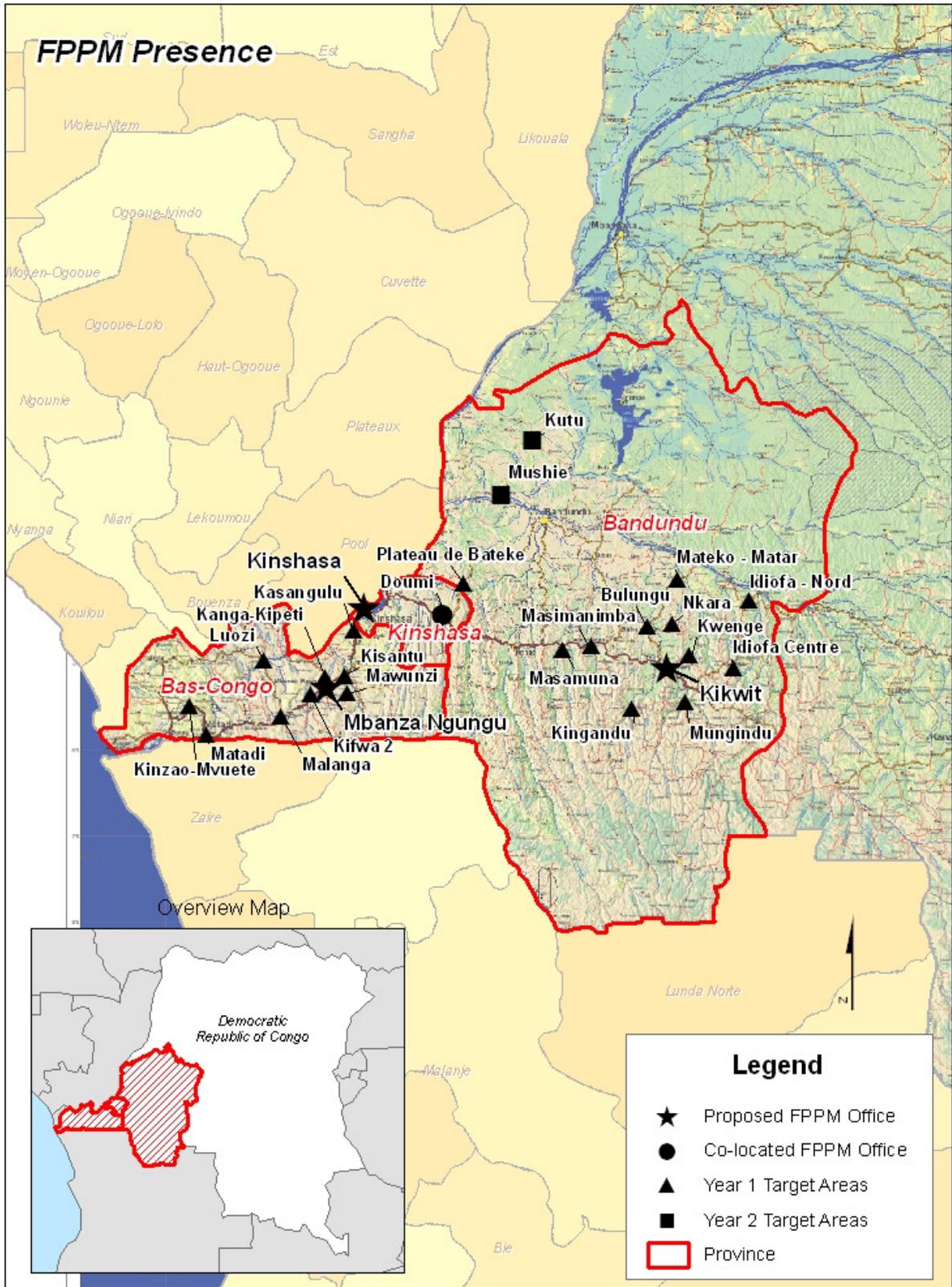
Transportation shortcomings and the lack of distribution systems for inputs in the value chain underscore the need for decentralized approaches to basic input supply, especially for disease-free planting materials, fertility management and plant protection materials, and tools and equipment. FPPM has already begun partnering with INERA research stations and SENASEM for procurement and certification of foundation planting material, as well as with local organizations for the multiplication of seeds and cuttings. FPPM will address quantitative and qualitative losses in postharvest and processing through cooperation with IITA-led initiatives on cassava, lowland maize, and leguminous grains.

Working with producer organizations, Centre Advisory and Review Groups (CARGs), public and private partnerships, and other donors, FPPM will facilitate the access of smallholder groups to inputs, services, and markets, enabling smallholder farms to become income-generating businesses. As the male and female managers of these businesses learn how to supply rural and urban markets, they will increase opportunities for on-farm and off-farm employment, enhancing household food security and economic resilience.

FPPM will address quantitative and qualitative losses in postharvest and processing through cooperation with IITA-led initiatives on cassava processing and utilization; lowland maize cultivation, postharvest handling and storage; and grain legume varietal improvement, postharvest handling, processing, and utilization.

Scaling-up project successes will require using resources to leverage strong partnerships with rural faith-based and secular organizations and SMEs that survived the social upheavals of the last decade and have evolved into well-established operating centers with relatively transparent management structures and track records of delivering economic results in rural and peri-urban Congo.

Although FPPM is not designed to take an active role in the rehabilitation of feeder roads, project management will collaborate with organizations, such as the Belgian Cooperation, that are undertaking road rehabilitation in the project area, in order to foster cooperation and exploit synergies among the development programs.



1.0 Fast-Tracked Activities

Fast-Tracked activities are intended:

- A.** To ensure that the project team has updated information on the performance and changes that have occurred in the three priority value chains – cassava, maize, and grain legumes – to inform the development of PMP targets and indicators and the preparation of detailed *territoire*-level strategies for efficient execution of the full LOP work plan;
- B.** To initiate the time-sensitive process of securing foundation seed and planting materials, validating the capacity of seed multiplication stations to produce quality seed for certification, and promoting primary bulking activities;
- C.** To initiate work with those SME's that stood out during proposal preparation as the best early bets to undertake improved and inclusive supply, processing, and marketing activities of improved nutritional foods;
- D.** To start building links to local value chain operators, regulators, and service providers that will permit FPPM to broaden impact by identifying and highlighting the systemic changes needed to address constraints and leverage growth opportunities;

Each of these activities supports subsequent work across FPPM's three primary components and incorporates the cross-cutting issues of gender integration and women's empowerment in agriculture, environmental management and mitigation especially in relation to global climate change, and implementation of the FPPM Technology Innovation and Partnership Fund (TIP).

Initial performance has been encouraging. The rapid value chain assessments for cassava, maize, and leguminous grains got off to a good start. The three commodity value chain workshops have been held and the final reports are in preparation. FPPM staff are currently crisscrossing the project area to secure supplies of certified seeds and planting materials in order to distribute them, ahead of the rains, to the groups contracted for multiplication. This has been a well-planned, well-executed exercise.

Major Tasks	Month (month 1 = June 2011)											
	J	J	A	S	O	N	D	J	F	M	A	M
I. Fast-Tracked Activities												
1. Conduct Initial Rapid Value Chain Assessments.	■	■										
2. Implement Seed Multiplication.												
A. Procure Foundation Plant Material and Seeds from INERA and CIAT.			■				■	■				
B. Support multiplication of primary plant material and seeds.			■	■	■	■	■	■	■	■		
3. Sign Agreements and initiate pre-identified projects with SMEs.												
A. Agreement with MATCHEM to set up a network of micro-chip processors with POs on R.N.1- Bandundu-Ville axis.			■	■	■	■	■	■				
B. Agreement with PIVALI to initiate a production and processing training program in support of PIVALI's network of micro-chip centers in Bas Fleuve.					■	■	■	■	■	■		
C. Agreement with BENIFOOD to facilitate market trials and tests of an enhanced protein manioc/soy dietary supplement.			■	■	■	■	■	■				
D. Agreement with GROUPEDI to facilitate market trials and test of unfermented flour products in Matadi market.					■	■	■	■	■	■		
4. Identify new PPP projects.		■	■	■	■	■	■	■	■	■	■	■
5. Hold Commodity Value Chain Workshops.		■										

1.0 Component One: Increased Agricultural Productivity

In the first year, FPPM is focusing on three commodity groups - cassava, maize, and grain legumes. Cassava is a long-cycle crop of 12-18 months that can be extended up to 2 years or more, meaning that, while the initial availability of starchy food and cash flow can take a long time to develop, with the exception of green leaves for *pondu*, it provides a measure of longer-term food security. Maize is a seasonal crop with varieties that have 90 to 140 day cycles, meaning that food of a higher nutritional value and cash returns to farmers is available more quickly. Grain legumes have varieties that can yield a crop in 75 to 120 days, suiting them to the shorter Season B, and providing high protein content and even quicker cash returns than can be obtained with maize.

1.1 Identification of the Project Area

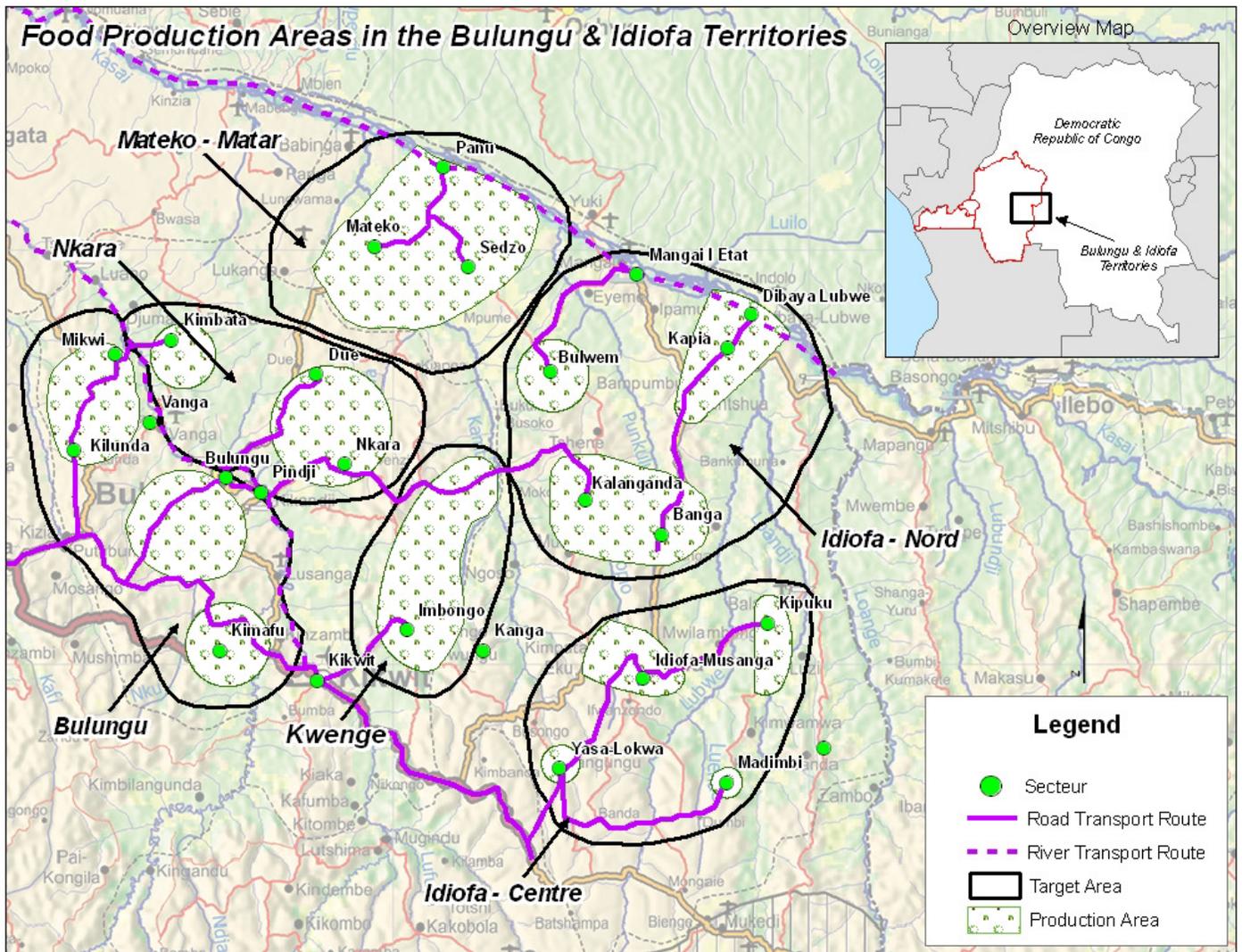
FPPM staff tentatively identified the Districts and Territoires where the project will confine its field activities in Year I.

Focal Area of Agricultural Production: FPPM Year One

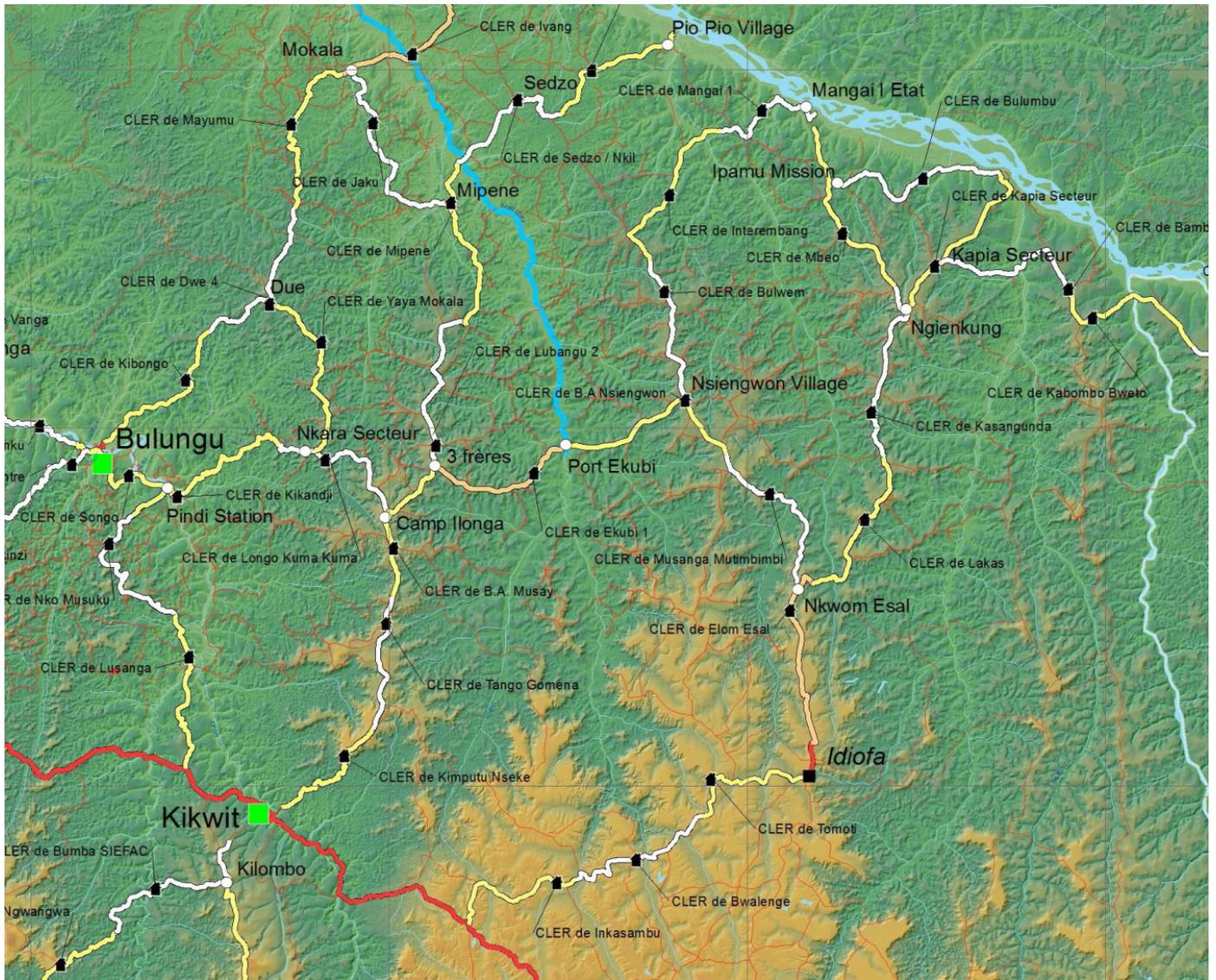
Province	District	Territoire
Bandundu	Kwilu	Bulungu
		Idiofa
		Masi-Manimba
Bas-Congo	Lukaya	Madimba
	Cataractes	Mbanza-Ngungu
		Luozi
		Songololo
	Bas-Fleuve	Seke-banza
Kinshasa	Tshangu	Maluku

FPPM will seek synergies with other development activities in the same areas. For example, although FPPM is not working in feeder road rehabilitation, good roads are important in relieving transport constraints on agricultural value chains. In Bandundu, FPPM is working in two *territoires*, Bulungu and Idiofa, where *Coopération Technique Belge* (CTB), the Belgian development organization, is carrying out road work. The Production Manager for FPPM has already met with his Belgian counterparts to discuss the overlap of the project areas and how both projects can collaborate more closely.

The map below illustrates the Bulungu and Idiofa *territoires* down to the sector levels where FPPM plans to work.



The CBT map below shows the road network undergoing rehabilitation. Paved roads are marked in red; improved dirt roads are marked in yellow. The Kamtsha River, marked in deep blue, is being dredged from its confluence with the Kasai River south to Port Ekubi. This work will also enhance the transport of agricultural commodities from the FPPM project area. Note the close overlap of the two project areas.



CBT 2011

In Bas-Congo Province, FPPM technical staff members are meeting with local authorities to identify ongoing infrastructure work in that region to permit similar collaborative strategies. The GODRC, for example, is currently undertaking road work in the *Bas-Fleuve Territoire*.

2.2 Implementation of Agricultural Activities

Working within the context of the decentralization of services offered by the Ministry of Agriculture, Fisheries, and Livestock, FPPM is consulting proactively at the *Territoire* and *Secteur* levels with the *Conseils Agricoles et de Gestion* (CARG). Project activities will be implemented when possible in conjunction with the different development plans of the *Territoires* and *Province*.

It is the same with the activities conducted with financing from different donor agencies such as the CTB, the African Development Bank, UNOPS, the World Bank, etc. The goal will be to create maximum synergy with harmonious collaboration.

Production component activities envisaged for the first year of FPPM comprise the following priorities:

- A. Acquiring foundation planting material for primary food crops, i.e. maize, peanuts, beans, soybeans, cowpeas, etc. and cuttings of improved cassava varieties, resistant to the mosaic virus and other diseases, from research institutions such as INERA -Mvuazi, INERA-Kiyaka, IITA, CIAT-CIALCA.
- B. Contracting for multiplication of these improved planting materials by FPPM partners for the eventual wider distribution and production of plant material in R1.
- C. Strengthening the technical capacity of partner organizations and farmer associations that will implement the Farmer Field School approach.
- D. Strengthening production capacities by facilitating access to inputs, improved storage systems and practices, mechanization of field work, the introduction of animal traction on a pilot basis, and the promotion of conservation agriculture.

2.3 Biofortification to Address Nutritional Deficiencies

FPPM will address the nutritional deficiencies of the population of the Kinshasa marketshed, principally by promoting the production of leguminous grains, namely soybeans and peanuts, as well as leguminous cowpeas, beans, *niébé*, etc., their processing, and their incorporation in family meals.

FPPM will also work with other organizations, such as IITA, on a pilot program of multiplication and distribution of planting materials for special biofortification crops. Many countries in Africa have started fortifying food, or are in the process of developing food fortification systems; there are models and expertise available.

HarvestPlus, for example, is an initiative of the CGIAR system to breed strains of conventional crops that have higher micronutrient values when harvested. IITA has, notably, produced a variety of cassava that is biofortified with vitamin A. The research leading to the development of this variety was done in DRC, as well as Nigeria, by IITA and CIAT. IITA says they will release vitamin A-enriched cassava varieties this year. IITA estimates that the biofortification contribution could be as high as 50% of the mean daily vitamin A requirement if the cassava is eaten daily. HarvestPlus is also developing iron-rich beans that are due to be released in the DRC in 2012.

The food consumption survey to be undertaken in Year One by Component II will be designed to provide the background data that could be used to discuss an eventual food fortification system. FPPM will find out what people in the marketshed eat and be able to disaggregate the poorer households in the designated pilot areas who appear to be most at risk of malnutrition including vitamin and mineral deficiencies.

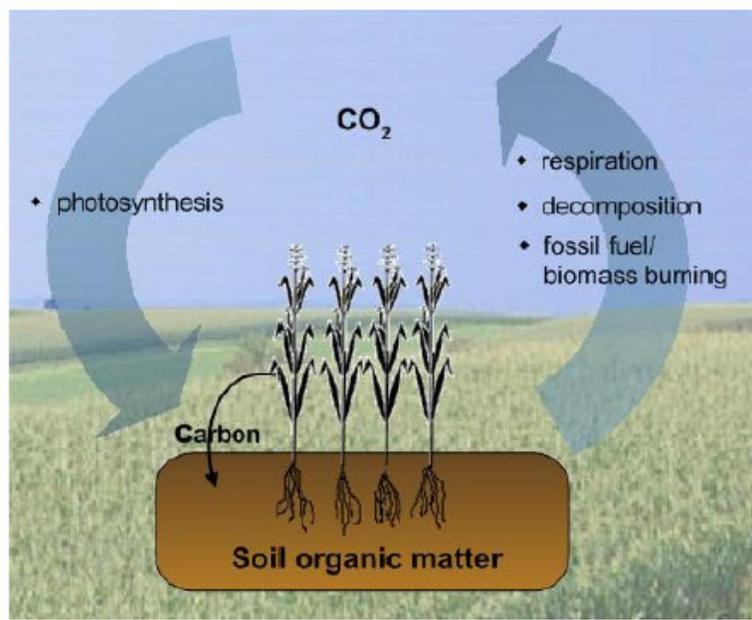
FPPM will promote the consumption of these nutrient-rich, but non-traditional foods, through public relations activities. FPPM will then chart how much and how well the biofortification foods sell. The project will pay special attention to the benefits to malnourished women and children under the age of five.

2.4 Issues Related to Global Climate Change

Issues related to Global Climate Change are discussed in Feed the Future policy documents. Although USAID/Kinshasa does not require the FPPM Project to undertake activities related to mitigating the effects of climate change, the project is obliged to consider the environmental effects of its activities within the project area. Farming alone has a dramatic effect on the amount of carbon released into the atmosphere.

Agriculture can play an important role in carbon sequestration by :

- Putting plants in the ground or using no-till methods to keep carbon in the soil;
- Planting trees or grasses crops that remain in production and are carbon sinks;
- Make use of existing tree crops that are then considered as “avoided deforestation.”



Source: Stathacos and Manidakos, SRI Intl

Of greatest concern to FPPM is that the success of the project might encourage farmers to encroach on natural forest in order to open more land for cultivation. If FPPM introduced agroforestry techniques to enrich soils in farm fields and also encouraged farmer groups and associations to plant of trees as “carbon sinks” in order to qualify for a carbon credits program, such a strategy could earn income for farmers and integrate well with the project’s overall strategy.

There has been one successful carbon credit program in the project area that can serve as a model. Olivier Mushiete, a Congolese businessman, has become the first private investor in Africa to win approval to sell carbon credits on the Kyoto Protocol’s carbon market. Mr. Mushiete’s carbon-sink project, backed by the World Bank, involves planting two varieties of fast-growing acacia trees, *Acacia auriculiformis* and *A. mangium*, on more than 4,200 hectares of degraded land on the Batéké Plateau. According to the World Bank, the project is expected to absorb an estimated 2.4 million tons of carbon dioxide (CO₂) over the next 30 years and provide work for around 400 people. The World Bank’s BioCarbon Fund has already agreed to buy 500,000 of the carbon credits it generates. Other customers include the French food industry giant Danone and emissions trader Orbeo, a French joint venture between banking group Société Générale and chemical conglomerate Rhodia.

FPPM staff members have held preliminary discussions with technicians from CIAT and ICRAF over the possibility of collaborating on an agroforestry/carbon sequestration activity within the project area in Year One.

2.4 International Fertilizer Development Centre (IFDC)

Mineral fertilizer use in DRC has declined over the past two decades from an already low base, and yet research has shown that field crop productivity is severely constrained by poor soil fertility. All mineral fertilizers with the exception of lime, that is locally mined and processed, are imported. The fertilizer market is liberalized and is comprised of a handful of importers and an unknown number of agro dealers. Although lack of purchasing power must be a key-contributing factor, the limited fertilizer use is also due to the weak system for the procurement and distribution of fertilizers.

IFDC will undertake a comprehensive assessment of the functioning and performance of the fertilizer value chain to better understand the factors that contribute to the high cost of fertilizers in DRC relative to other countries in the Common Market for Eastern and Southern Africa (COMESA), the Southern African Development Community (SADC), and the Economic Community for Central African States (ECCAS). The results of this study will be used to identify costs that are inconsistent with the resolutions adopted by AU Heads of State and Government in 2006 that are embodied in the Abuja Declaration on Fertilizers for an African Green Revolution and subsequently endorsed by the New Partnership for Africa's Development (NEPAD) Comprehensive Program for Africa's Development (CAADP). The study will recommend policy and other related measures to improve the performance of the fertilizer value chain and hence reduce the costs of fertilizer supply and distribution in DRC.

Throughout sub-Saharan Africa governments are committed to greater private-sector involvement in procurement, distribution and marketing of agricultural inputs. Agro dealers and their agents play a crucial role in making inputs available to farmers, and increasingly providing extension advice on their safe and effective use. Already in DR Congo there is a cadre of agro dealers and associated agents that are retailing inputs to smallholder farmers, especially those growing vegetables in peri-urban areas. IFDC will identify, profile, and map agro dealers in the project area, and based upon the results of the profiling exercise modify an existing business and technical training curriculum that is being used in eight landlocked COMESA countries.

IFDC is strongly committed to developing the capacity of local business service providers to provide business and technical training to agro dealers. We will identify a cadre of interested local business service providers and conduct a training of trainers' workshop. Trainers who successfully complete the course and demonstrate their competence will be accredited by the project.

As part of the input sector assessment and profiling exercises described above, we will identify and develop a directory of importers and distributors of seeds, fertilizer and crop protection products. The accredited trainers will then be introduced to this group so that they can start facilitating business linkages between these various groups.

II. Component One: Production												
	J	J	A	S	O	N	D	J	F	M	A	M
1. Collect, evaluate, customize, and test agricultural extension training materials at the provincial levels (CIAT, IITA, CIMMYT, MINAGRIPE...)		■	■	■	■	■						
2. Seed Multiplication												
A. Support Certified Plant Material and Seed Multiplication			■	■	■	■	■	■	■	■	■	■
B. Support producer Group/FFS Planting Material and Seed Multiplication			■	■	■	■	■	■	■	■	■	■
C. Provide Training of Seed Multiplication to IPs and certified seed multipliers			■		■		■				■	
3. Establish Farmer Field Schools												
A. Organize FFSs			■		■		■				■	
B. Train FFS member on the bulking and storage of certified and commercial grade planting material and seed			■		■		■				■	
4. Distribute improved seed (grain legumes, maize)								■	■			
5. Distribute improved cuttings (manioc)								■	■	■		
6. Conduct crop management practice demonstrations								■	■	■		
7. Facilitate integrated Soil Fertility Management Demonstrations								■	■			
8. Demonstrate Farm Mechanization: End rainy season plowing and dry season sub-soiling demonstrations, harvest season PTO or motor driven postharvest equipment			■							■		
9. Promote Postharvest Demonstrations							■	■				
10. Identify the organizations involved in the processing of beans, soy, and niébé.							■	■	■	■	■	■
11. Reinforce the capacity of NGOs such as MAM’SANGOL at Idiofa and MAMA BONGISA at Lusekele to promote leguminous grains such as soy, niébé, and beans.							■	■	■	■	■	■
12. Build on contacts with projects funded by other agencies such as the CTB, EU, African Development Bank, World Bank, UNDP, etc.							■	■	■	■	■	■
13. Link FFS to downstream buyers to source raw product							■	■				

Food Production, Processing & Marketing Project (FPPM)

	J	J	A	S	O	N	D	J	F	M	A	M
14. Increase rates of technology diffusion and adoption												
A. Produce training /demonstration materials for Crop Management of tier one crops									■			
B. Promote Integrated Soil Fertility Management: Produce training/demonstration materials									■			
C. Promote farm mechanization: Establish protocols with machinery and tractor suppliers.									■			
D. Improve on-farm storage: Drying, narrow cribs, fumigation demo preparation								■				
E. Promote conservation farming: Assessment season B with demo material development								■	■			
15. Develop and implement, in collaboration with IITA, biofortification pilot.								■	■	■	■	■
16. Develop, in collaboration with CIAT/ICRAF, a pilot program for agroforestry/carbon sequestration.								■	■	■	■	■
17. Improve Access to Fertilizer												
A. 1. Conduct detailed assessment								■	■			
B. 2. Identification, profiling and mapping of agro dealers								■	■	■		

3.0 Component Two: Improving Market Efficiency

Interventions under Component Two focus on downstream value chain functions: from post-harvest handling and aggregation, to processing, to sales in markets with all the intervening transport linkages. The FPPM strategy for improving market efficiency will use technical assistance, grants, and training to test, introduce, and diffuse new technologies and procedures that will add value to staple foods by quality improvement and processing, and increase market efficiencies by linking producers with markets. Reducing post-harvest losses all along the value chain and improving transportation arrangements will lead to more income for all stakeholders.

A significant obstacle to the adoption of many new technologies is the basic lack of sufficient production to warrant investment. Simple productivity-enhancing innovations comprise such elements as good quality storage, post-harvest treatment, on-farm, or near-farm, processing, and dedicated good quality transport. As the ramp-up in planned production in targeted areas occurs as a result of Component One activities, FPPM will take advantage of the higher volumes coming on-stream to introduce new technologies at the critical points in the manioc, maize, and grain-legume value chains. Our strategy includes carrying out participatory value chain assessments that will flow-down to the local level to help FPPM regional staff to build a deep network of contacts with local players such as local traders, truck owners, port operators, commercial farmers, seed multipliers, ONGDs, etc.

3.1 Support to Aggregation Centers

Efficiency in marketing and processing requires the formation and operation of aggregation centers that will allow for the improved bulking and handling of staple foods. These aggregation centers will be operated by traders, depot owners, port owners and/or producer organizations that are at a strategic location for facilitating assembly and evacuation.

A. Identify/Organize/Establish Aggregation Centers

The component 2 team will immediately begin to identify sites where FPPM will establish aggregation centers.

B. Upgrading of Aggregation Center Infrastructure

Once sites are identified, FPPM will begin planning and implementing a program for upgrading existing facilities and, where nothing exists, constructing new facilities.

C. Test low-cost post-harvest conservation/sorting technologies

The component 2 team will first document technologies appropriate for aggregation centers and begin testing appropriate technologies new to the project zone, some of which are already successfully used in DRC or even outside of DRC.

D. Test new appropriate technologies for farm-aggregation center transport.

Once aggregation centers are identified, the Component Two team will identify and begin testing appropriate transport technologies, such as animal traction.

3.2 Improve Long and Medium Distance Transport Services

- A. Develop pilot pre-contracted long distance transport schemes with commissionaires in Kinshasa truck parks and aggregation centers**
- B. In-depth assessment of organization of Kinshasa truck**
- C. Testing of storage infrastructure improvements in Kinshasa truck parks/ports linked to FPPM aggregation centers**

FPPM will implement a program on staple foods marketing following the value chain approach, from producers to semi-wholesalers, retailers and consumers in Kinshasa. FPPM interventions will lead to reduced marketing costs, added value of staple foods, technical and institutional innovations, greater specialization and economies of scale, and enhanced competition. FPPM will specifically work on reducing transport costs on the roads and rivers; introducing weights and measures as an objective basis for transactions (introducing scales); promoting grading and quality classification, and reducing post-harvest losses.

One way FPPM will help on the transport cost aspect is to link aggregation centers with key groups of *commissionaires* in Kinshasa truck parks (who in many cases are also truck owners) and introducing the use of formal service contracts with scheduled routes. This program, in conjunction with post-harvest planning and aggregation will be in the interest of transporters since it will: (a) guarantee volumes at specific places and times—without the significant market discovery costs usually paid by the commissionaires; (b) reduce the risks of market loss due to poor quality product; and most critically (c) shorten both field assembly and market-clearing time (due to the faster sales times of superior quality product)

3.3 Improve Processing Activities linked to Farmer Field Schools

- A. Implement good on-farm cassava processing modules**
- B. Organize/Establish micro-chip processing units with FFS**
- C. Implement technical training modules for micro-chip processing units**

The Farmer Field Schools (FFS) will be conducting training on production, as well as post-harvest conditioning, storage and processing. As a result, the same trainers who implement the production FFS will also prepare and carry out the post-harvest and on farm processing modules. The FFS trainers are typically agronomists with expertise in both production agriculture and agro-processing.

FPPM will transfer technology on post-harvest techniques (storage, sorting and bagging) and processing to producers through the Farmer Field Schools, focusing on the production of cassettes (especially micro-cassettes) and *kimpuka*. The training modules on farm household-level processing will be developed in the first quarter of FPPM activities and a program for curriculum will build on what was already developed under an earlier USAID cassava activity and FPPM. FPPM will begin to establish micro cassette processing units in the 2nd half of the project and will conduct micro-cossette processing training in the 2nd half of the first year.

3.4 Implementation of PPPs with Private Sector SME Partners

The implementation of PPPs is critical to driving demand for staple foods for processing into flour and fortified foods, and in the process contributing to improved nutritional outcomes. FPPM will immediately begin to work on two PPPs, one with Matchem and the other with Beni Foods.

- A. **Matchem.** The Matchem PPP is designed to set up a network of micro-cossette processors with POs on R.N.1- Bandundu-Ville axis
- B. **Beni Food Congo.** Market trials and test of enhanced protein cassava/soy dietary supplement
Raw material costs of trial -Technical assistance for trial methodology
- C. **PIVALI.** This PPP will initiate production and training program in support of PIVALI investments in micro cossette centers in Bas Fleuve. Training will be conducted for producers and Pivali Center operators.
- D. **GROUPEDI.** This PPP entails market trials and testing of unfermented flour products in Matadi market.
- E. **SOYA-PRO.** innovative company that has developed soy milk product; needs help with management; PPP will focus on assisting SOYA-PRO to develop rational organizational structure.
- F. **New PPP's.** In the 2nd half of the first year, FPPM will identify new PPPs.

3.5 New Technology Trials

- A. Test new processing technologies for manioc such as power supplies, drying, cassava paste sterilization, packaging, and different products, e.g. *gari*, *limpouka*, *amidon*, *farine panifiable*, etc.
- B. Other technology tests, as identified during implementation

3.6 Consumer Market and Market Linkage Activities

A. Consumer Market Demand/Nutrition Survey

Conduct a survey to assess household food consumption and household food security, including a subsample of mothers and children under two years of age to assess individual dietary intakes. Follow-up subsamples will be taken throughout the year to factor-in seasonality

- B. **Support for Consumer Awareness/Promotion of higher value added products with an emphasis on improved nutritional products such as composite flours.**

III. Component Two: Processing & Marketing													
	J	J	A	S	O	N	D	J	F	M	A	M	
1. Support Aggregation Centers													
A. Identify/organize/establish aggregation centers.													
B. Upgrading of aggregation center infrastructure.													
C. 3. Test low-cost post-harvest conservation/sorting technologies.													
D. 4. Test new appropriate technologies for farm-aggregation center transport.													
2. Improve long and medium distance transport services													
A. Develop pilot, pre-contracted, long distance transport schemes with agents in Kinshasa truck parks and aggregation centers.													
B. In-depth assessment of organization of Kinshasa trucking.													
C. Testing of storage infrastructure improvements in Kinshasa truck parks/ports linked to FPPM aggregation centers.													
3. Improve processing activities linked to Farmer Field Schools													
A. Implement good on-farm cassava processing modules.													
B. Organize/Establish micro-chip processing units with FFS.													
C. Implement technical training modules for micro-chip processing units.													
4. Implementation of PPPs with local private sector SME Partners													
A. Implantation of manioc micro-chip processing network in Plateau de Bateke with MATCHEM.													
B. Implementation of fortified flour Market Trial test with BENIFOOD.													
C. Implementation of unfermented manioc flour product tests in Matadi/Kinshasa with GROUPEDI.													
D. Implantation of manioc micro-chip processing and production program with PIVALI.													
E. Implementation of new PPP marketing plan with SOYAPRO.													
F. Implementation of new PPPs to be identified during the first year.													

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	J	J	A	S	O	N	D	J	F	M	A	M
5. New technology trials												
A. Test new processing technologies for manioc, e.g. power supplies, drying, cassava paste sterilization, packaging, new varieties - <i>gari, limpouka, feuilles, amidon, farine panifiable</i> , etc.												
B. Other technology tests, as identified during implementation												
6. Consumer Market Activities												
A. Carry out Consumer Market Demand Survey												
B. Support Consumer Awareness/Promotion of higher value-added products												

4.0 Component Three: Increased Capacity to Respond to Market Opportunity

The huge demand from the Kinshasa food market has been sustained historically by the private sector. The FPPM strategy to build the capacity of the private sector to exploit market opportunities is animated by the search for efficiencies, quality improvements, and risk reduction. The strategy will improve the efficiency of the food supply chain to deliver greater quantities of food at prices that improve access and use by the undernourished, food insecure inhabitants of the marketshed, i.e. about 5.4 million in Kinshasa, 2.4 million in Bandundu, and 1.6 million in Bas Congo. Implementation of such a strategy requires FPPM to find, screen, and select partners who can leverage change from the demand side back up the supply chains and from the supply side to strengthen the development and linkage of primary producer groups to points of aggregation, transport, processing, and marketing.

4.1 Making Cents

Making Cents, subcontractor on the FPPM contract, will provide training experts to introduce field-tested methodology on business skills. The Making Cents input is planned around four phases:

Phase 1: Work planning and Assessment : A comprehensive, in-country assessment of the training needs of the targeted audience of agribusinesses and producers—and of the training capacities of local institutions and NGOs—in order to develop and adapt relevant curricula and ascertain those local institutions best qualified to deliver the training, once developed.

Phase 2: Curriculum Development and Adaptation: Development of training and ToT curricula focused on sharpening business and entrepreneurial skills to meet market demands and opportunities. The training curricula will comprise a business skills module—and a Simulation Game based on agricultural cycles—to help trainees make business decisions based on market conditions. This work will entail testing the materials once adapted. The ToT course will cover facilitation skills, as well as an understanding of how business skills are developed in general and what FPPM's course entails specifically.

Phase 3: Training Roll-Out: Provision of ToT training to groups of 20, calibrated to the needs of FPPM, and to facilitating the training of master trainers, certified to train other trainers. Master Trainers are to be developed and trained through the implementation of the core TOTs.

Phase 4: Follow-up and M&E: Follow-up evaluations after Phase 3 to ensure proper roll out, scale up, and replication of the training by trained local trainers and Master Trainers.

4.2 IFDC

4.2.1 Agro-Input Market Information Systems

There is no agro-input MIS in DRC and little accurate information available on current levels of production, importation, and consumption of agro inputs such as seeds and planting materials, fertilizers, and crop protection products. The lack of government enforcement of the proposed regulatory framework on pesticides (see the 2005 presidential decree) means that there is no publicly known directory of authorized pesticides, and importers, wholesalers, and retailers. Similarly, the limited availability of pesticides and fertilizers in small packages that would fit the needs of small farmers translates into uncontrolled repacking of these inputs, making it very difficult to guarantee the quality and origins of these inputs, thereby increasing the risk of misuse by farmers, fraud, resistance to pesticides, environmental risks, and poor economic benefits for farmers.

AMITSA, a regional agro input market information system (www.amitsa.org), will be deployed in DRC. Initiated in 2009 by IFDC and supported by COMESA, AMITSA currently covers eight countries in Eastern and Southern Africa. Methodologies, i.e. inputs and agro dealer selection processes; institutional relationships with regional and local partners; training curricula and materials, etc., tools such as web and mobile based reporting and dissemination tools, and products, e.g. on-line and SMS-based price information services; web pages; directories; catalogues, etc., are now well established. The project will use the directory of agro dealers (see Component Two) to disseminate agro input prices, technical and marketing information.

4.2.2 Agricultural Market Information Systems

Existing market information systems on agricultural commodities are limited in scope and coverage. At best, MIS are providing price information for some commodities, e.g. FAO urgency programs reporting monthly consumer prices for selected food crops; Agrisud MIS for vegetables on selected markets in eastern provinces, etc. These MIS cannot provide commercial information that can support FFPM value chain stakeholders to make informed decisions. Under the SECID project, a dedicated MIS was deployed from 2006-2008 in 6 provinces, but ended when the project ended.

While a similar approach and structure can be deployed in the three provinces covered by the project, we will recommend alternate strategies to make FFPM MIS sustainable, scalable and more business oriented. The model used in Malawi by the USAID-funded East Africa Market Linkage Initiative (MLI) project is among the most promising options. Since January of 2011, MLI has been collecting prices for staple commodities from 13 markets across Malawi and sending them through SMS to farmers and traders via the Esoko Network platform (www.esoko.com). Run by a local private franchisee in charge of setup, trainings and technical support to local clients, this web and mobile tool can also be used to share in real time offers to buy or sell, send customized technical and marketing messages, and conduct polls to any individuals and companies profiled in the system.

IFDC will work with the FFPM marketing team to assess if such a strategy and technical option is viable in the DRC context, identifying potential franchisees, and verifying that the tool can be customized to the local needs of the project and its beneficiaries. IFDC will profile and map key stakeholders of the project who will receive and share information through the system. This includes individuals and companies in wholesale markets and ports, aggregation centers, parking areas, as well as in partnering SMEs, media, and public and institutional organizations.

IV. Component Three: Capacity Building												
	J	J	A	S	O	N	D	J	F	M	A	M
1. Build business skills of producer organizations and SMEs												
A. Assessment				■	■							
B. Curriculum materials development and testing					■	■	■					
C. ToT sessions									■			■
D. Implementation of course modules by IPs										■	■	■
2. Strengthen IPs and SMEs for the sustainable delivery of extension services												
A. IP IQC competition and task order negotiation		■	■									
B. TOT/materials testing			■	■		■	■				■	■
C. Assessment of extension/field service provision by IPs and SMEs						■			■			
D. Scoping of Institutional Strengthening Grant requirements											■	
3. Develop leadership skills within business associations												
A. Support the development of medium-term strategic plan with APTM										■	■	■
4. Match value chain participants to financial services												
A. Establish contacts between FPPM and managers of SME lending for banks and MFIs	■	■	■									
B. Explore coordination approaches to link FPPM clients at appropriate levels of the farm-to-market chain with financial service providers.				■	■	■	■	■	■	■	■	■
5. Promote the expansion of village savings and loan (VSLA) groups												
A. Assessment mission to explore IP capacities and approach									■			
B. ToT curriculum development										■	■	
C. ToT sessions											■	■

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	J	J	A	S	O	N	D	J	F	M	A	M
6. Establish Agro-Input Market Information Systems												
A. Agro input stakeholders round table												
B. IT country and products configurations												
C. Training of selected agro dealers												
D. Start collecting and disseminating monthly information												
7. Establish Agricultural Market Information Systems												
A. Validation of strategic approach and technical options; program design												
B. Identification, profiling and mapping of FPPM key stakeholders												
C. IT country and products configurations												
D. Training of enumerators and MIS managers												
E. Start collecting and disseminating weekly information												

5.0 Cross-Cutting Activities

The most important FPPM cross-cutting activities include gender considerations, environmental mitigation and management, and monitoring and evaluation.

5.1 Gender

Women are the base of agricultural production in the DRC, yet men tend to dominate the governance of rural organizations. FPPM will address this mismatch of functions through a holistic approach to gender inclusion that pulls women into both project activities and project benefits. The goal will be to build the outlook, skills, and interest of women so that they can retain their share of the improvements in farm-to-market chains that result from FPPM activities.

FPPM staff will develop a final gender strategy in the first year of the project, subsequent to completion of the gender assessment in the ninth month. Even prior to the assessment, however, FPPM will remain sensitive to gender. The Project will consult with women in activity design and organize events at times and in ways that are equally accessible to men and women. The Project will investigate the gender practices of potential IPs, helping to turn around those that do not act appropriately. FPPM will also address the root cause of uneven gender access to working capital and other resources by offering foundation training in business skills development. The Project will couple this with sustainable agricultural support systems where women prove themselves the equals of men in making their payments. Most importantly, FPPM will help women help one another through networks, women-only VSLAs, and the promotion of NGOs that target women.

5.2 Environment

FPPM will take a proactive approach to ensure that all project activities comply with Code of Federal Regulations Chapter 22, Part 216, any pertinent DRC regulations, and accepted best management practices (BMPs). Central to the project's environmental compliance strategy will be an environmental management system (EMS) that includes screening checklists, mitigation measures, and monitoring plans. The purpose of the EMS will be to both provide both USAID and the FPPM team with an easy-to-use system that makes environmental compliance as integrated and effective as possible, taking as much guesswork out of the task as possible and building in sufficient documentation to hold up to post-activity performance audits.

At the request of USAID, FPPM will also prepare a Pesticide Evaluation Report and Safer Use Action Plan (PERSUAP) to cover project activities.

5.3 Performance Monitoring

FPPM's three thematic areas—agricultural productivity, market efficiency, and private sector capacity building—result in a corresponding number of activity sets. Each set will generate outputs and impacts to increase food security and reduced poverty in the Kinshasa marketshed through broad-based agricultural growth. Tracing causality under FPPM will be demanding, requiring a robust and reliable M&E system that both captures and explains project results and impacts to a diverse audience of stakeholders, counterparts, and beneficiaries. DAI proposes to match USAID's commitment to high-quality M&E with adequate staff, strong analytical processes, and customized tools.

FPPM's PMP, submitted to USAID at the beginning of August, includes "F," Global Food Security Response, and other indicators that cover the results continuum from outputs to impacts. The proposed indicators can be rolled up to track progress toward FPPM's overarching goals. To improve traceability, a number of indicators focus on change from the perspective of the rural producer/household, for example, improved production, access to inputs, and income at the household level. This set of indicators will be amended and finalized in discussions with USAID, informed by joint review of survey efforts and data sets held by counterparts and other donors such as the World Bank, sponsor of the recently completed *Enquête 1-2-3* for household income, and the Ministry of Agriculture for agricultural production and marketing statistics.

V. Crosscutting Activities												
	J	J	A	S	O	N	D	J	F	M	A	M
1. Develop gender strategy												
A. Undertake gender assessment.												
B. Develop guidelines for women’s agricultural empowerment.												
2. Conduct environmental review and assessments												
A. Undertake initial environmental assessment.												
B. Customize TAMIS Environmental Management Module.												
C. Finalize environmental handbook, guidelines, and training materials.												
D. Undertake FPPM PERSUAP												
E. Train project staff and grantees.												
3. Set up Monitoring & Evaluation Systems												
A. Conduct Monitoring & Evaluation Assessment.												
B. Draft and Submit PMP.												
C. Revise PMP with USAID.												
D. Carry out Baseline Survey.												
E. Finalize M&E handbook, templates, guidelines, verification documents, etc.												
F. Customize M&E training materials for program staff and partner use.												
G. Train staff and partners.												
H. Verify data validity.												
4. Technology Innovation and Partnership Grants Fund (TIP)												
A. Develop Technology Innovation and Partnership Fund Manual.												
B. Fund Publicity.												
C. Train applicants.												
D. Establish application review schedule.												

6.0 Life of Project Activities

The Life of Project plan is an extension of the work plan for FPPM Project Year One. Any project as complex as FPPM will undergo redesign and rescheduling as implementation proceeds. In fact, FPPM planning is based on flexibility to permit the project to adjust to changed circumstances, to address unexpected obstacles, or to exploit opportunities.

The following table is a general schedule for project implementation. Almost all procurement will be undertaken in Year One. Most STTA assignments will take place in the first two years of implementation. All grants and sub-contracting will have to be wound up by the end of Year Four to permit the orderly close-out of contractual and grant agreements.

Sustainable activities will continue long after the end of FPPM, of course.

LIFE OF PROJECT WORKPLAN (PY2011 – 2016)	Year 1				Year 2				Year 3				Year 4				Year 5			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Component One: Increased Agricultural Productivity																				
1. Establish Farmer Field Schools (FFS).			■	■	■	■					■	■	■	■						
2. Build smallholder seed multiplication through FFS.					■	■	■	■	■	■	■	■	■	■	■					
3. Develop Biofortification pilot program.			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
4. Improve access to fertilizer supply.			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
5. Train farmers in crop management.			■	■	■	■	■	■	■	■	■	■	■	■	■					
6. Promote farm mechanization.					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
7. Improve on-farm storage.							■	■	■	■	■	■	■	■	■	■	■	■	■	■
8. Develop livestock/fish raising activities.					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
9. Promote conservation farming.					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Component Two: Improved Market Efficiency																				
1. Improve farm-to-aggregation center transport links.					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
2. Improve aggregation center-to-end-market links.					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
3. Improve post-harvest storage and treatment.							■	■	■	■	■	■	■	■	■	■	■	■	■	■
4. Develop opportunities for on-farm household processing.					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
5. Expand rural SME processing units.					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
6. Provide funding and technical support for market analysis and market entry.	■	■	■	■							■	■	■	■	■	■	■	■	■	■
Component Three: Increased Capacity to Respond to Market Opportunity																				
1. Develop business skills of producer organizations and SMEs.			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
2. Strengthen NGOs for sustainable delivery of extension services.			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
3. Develop value chain leadership skills within business associations.			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
4. Match value chain participants to formal financial services.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
5. Promote expansion of village savings and loan (VSLA) groups.			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

6. Establish Market Information Systems.		Year 1				Year 2				Year 3				Year 4				Year 5			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
		Project Administration																			
1.	Work Plans																				
	A. Develop Preliminary Work Plan for Year 1 (30 days after contract signature).	█																			
	B. Finalize Work Plan for Year 1 & General Work Plan for LOP (90 days after start date).	█																			
	C. Develop Work Plan for Years 2,3,4,5 (due one month before expiry of previous year's plan).			█				█				█				█				█	
2.	Quarterly and Annual Progress Reports																				
	A. Submit Quarterly Progress Reports (Quarters 1-3) 10 days after the quarter.	█	█	█		█	█	█		█	█	█		█	█	█		█	█	█	
	B. Submit Annual Progress Report (Quarters 4) 10 days after the quarter.			█				█				█				█				█	
3.	Quarterly Financial Reports			█				█				█				█				█	