



Investing in rural people

Confédération Paysanne du Congo – Principal regroupement paysan (COPACO-PRP)

**Support Project for the Promotion of Agricultural
Entrepreneurship and Food Security for Local Producers'
Organizations in the DRC (PAPESA-OPL)**

Grant Design Document

Grant Design Document

Part 1 Project Summary

1. Grant window GAFSP-PO LED window	2. Grant Sponsoring Division PMI	3. Co-sponsoring Division(s) PMD
4. Name of Technical Grant Manager: Alice Van der Elstraeten, PMI, IFAD		
5. Selected Strategic Priority¹: N/A		
6. Participating Country(ies) : Democratic Republic of the Congo (DRC)		
7. Project Title (and GRIPS Number): Support for the Promotion of Agricultural Entrepreneurship and Food Security of Local Producers' Organizations in the Democratic Republic of Congo/ Project Code: RDC-COPA		
8. Full legal name of Recipient: Confédération Paysanne du Congo - Principal regroupement Paysan (COPACO-PRP)		
9. Contact details of the recipient (address, fax, e-mail): 23, Avenue Sukambundu, Quartier 3, Commune de Masina, Kinshasa-RDC – copacopr.pdc@gmail.com		
10. Recipient selection : ▪ Direct selection		
11. Name and title of the authorized person who will sign the grant agreement on behalf of Recipient: Nathanaël BUKA MUPUNGU, National President of COPACO-PRP		
12. Legal status of the Recipient² : CIVIL SOCIETY ORGANIZATION		
13. List any previous IFAD grants received by the Recipient: (Grant number, amount of grant and date of approval) Closed grants: The SFOAP project, with a total cost of US\$ 207,338.03, under EU/IFAD funding, which was implemented in the period 2013-2018 Open grants: FO4ACP: IFAD Grant No. 005/19/FO4ACP/PROPAC/SE of November 12, 2019, with a COPACO-PRP cost of 354,895 EUROS, under ACP/EU/IFAD funding, over the period 2019-2023		
14. Amount of IFAD grant (GAFSP PO LED Window): (in US\$) 1.650.000	15. Co-financing: 140,930 - In cash (in US\$): 33,480 - In kind (in US\$): 107,450	
16. Special provisions		
17. Implementation period: (in months): 48 MONTHS		
18. Date of finalization of the grant design document October 2022		

¹ The indication of a priority area applies only to global/regional grants. Priority areas are indicated in the IFAD strategic guidance note for grants (see <https://xdesk.ifad.org/sites/qag/corpgrantsec/SitePages/Home.aspx>).

² Please select from the following options: Developing Member States, Intergovernmental Organization, Civil Society Organization, Academic Institution or Private Sector.

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Acronyms

ACAP	Peasant Academy (Académie Paysanne)
NSA	Nutrition Smart Agriculture
AVENIR	Empowerment through Nutrition Sensitive, Inclusive and Resilient Agricultural and Rural Entrepreneurship Project
CAP	Farmers' credit unions (Caisses agricoles paysannes)
CAPUIDC	Support Unit for the Integrated Emergency Community Development Program
CLER	Local Maintenance and Rehabilitation Committees (Comités Locaux d'Entretien et de Réhabilitation)
COPACO-PRP	Confédération Paysanne du Congo – Principal regroupement paysan
ESOP	Service company for POs
DTE	Decentralized Territorial Entities
FAO	Food and Agriculture Organization of the United Nations
IFAD	International Fund for Agricultural Development
FMAQ	Financial Management Self-Assessment Questionnaire
FO4ACP	Farmers' Organizations for Africa, Caribbean and Pacific
GAFSP	Global Agriculture and Food Security Program
IPC	Integrated Food Security and Phase Classification
MFI	Microfinance Institutions
INERA	National Institute of Agronomic Studies and Research
SDG	Sustainable Development Goals
OCHA	Office for the Coordination of Humanitarian Affairs
PO	Producers' Organization/ Peasant Organization
LPO	Local producer organizations
CSO	Civil Society Organizations
OVDA	Department of Agricultural Feeder Roads/Office des Voies de Desserte Agricole
WFP	World Food Programme
PAPESA-OPL	Project to support the promotion of agricultural entrepreneurship and food security of local producer organizations in the DRC
SFOAP	Support for Farmers' Organizations in Africa Program
PROPAC.	Central African Farmers' Organizations Platform
NIPA	National Agricultural Investment Plan of the DRC (2013-2020)
PUIDC	Integrated Emergency Community Development Program
PRONANUT	National Nutrition Program
AWPB	Annually Work Plan and Budget
TFP	Technical and Financial Partners
DRC	Democratic Republic of Congo
SENASAEM	National Seed Service
SNCOOP	National Service for Cooperatives and Farmers' Organizations
MIS	Market Information System
ICT	Information and communication technologies,

Part 2: Grant Rationale

1. Rationale for supporting the proposed activities with IFAD grant funding (GAFSP-PO LED WINDOW)

1. In its mission to promote the economic development of its members, the Confédération Paysanne du Congo (COPACO-PRP), is highly concerned about small-scale producers' escalating levels of poverty and food insecurity, particularly in the light of the Covid-19 pandemic. This deteriorating situation is resulting in poor access to inputs (seeds, fertilizers) and factors of production (land, financing), high post-harvest losses due to low conservation and processing capacity and poor access to markets. In addition, low climate resilience leads to low family farm productivity. A decline in production quantity and quality constitutes a real threat to the food and nutritional security of local populations. COPACO-PRP members must urgently find solutions to the difficulties and constraints they face and would significantly benefit from the support of the GAFSP.
2. The intervention strategy advocated through the project is to develop the value chains of the targeted commodities (cassava and maize) while at the same time integrating legumes as intercrops, while respecting barrier measures against Covid-19, in six targeted agricultural production basins (Plateau de Batéké in Kinshasa, Kasongo-Lunda and Kenge in Kwango, Bulungu and Masi-Manimba in Kwilu, and Muanda in Kongo-Central).
3. The production of cassava, one of the main crops in the DRC, is estimated at about 15 million tons per year, and cassava leaves rank first among all vegetables consumed in the DRC³. The Congolese population consumes an average of 353 kg of cassava per year per capita and this consumption is the highest in the world⁴. Cassava requires little water and is highly resistant to climate change, so it can compete with crops such as potatoes, sweet potatoes and yams.
4. Maize is a product consumed by most of the Congolese population, but its current production remains insufficient to meet consumer needs, hence the presence on the market of imported maize to satisfy the high demand of the population. With the exception of its protein content, maize has important nutritional values and can replace or complement cereals such as wheat, sorghum, millet or rice.
5. Legumes will strengthen cassava and maize crops, as they are well endowed with nutrients compared to other types of starchy crops (cereals, tubers); they contribute to improved health, nutrition, and food security and are beneficial in the way that they adapt to climate change and contribute to mitigating its effects.
6. The fluctuations recorded on the crops targeted by the project show that there are no major agro-ecological constraints to their geographic spread because they are drought resistant, tolerant of poor soils and adapted to traditional cropping systems. To this end, they are capable of supplementing food crops such as millet, sorghum, rice and potatoes, sweet potato and yam.
7. To ensure optimal nutritional value, the project will promote the enrichment of cassava and maize crops through traditional processes that consist of mixing cassava and maize flour to obtain the traditional "foufou", consumed by the vast majority of the Congolese population, as an accompaniment to soups or stews. The project will also consider enriching the porridge with corn, soy and peanuts, which is very nourishing and often serving as a relay for infants and effective in perfecting the weaning of the newborn. Indeed, many Congolese parents vary the meals of their infants by giving them porridge instead of breast milk. These processes will be supported with the collaboration of PRONANUT, partner of the initiative on the nutritional component.
8. The main criteria for choosing those crops are: i) the crops are adapted to the climatic conditions of the area; ii) the nutritional value of cassava, maize and legumes for the population of the DRC and their importance in the fight against hunger and food security in the country; iii) the potential for inclusion of women, young people, indigenous peoples and people living with disabilities; iv) the high level of poverty and malnutrition rates.

³ Marie Claire Yandju D.L., *Situation de la filière Manioc en République démocratique du Congo : Analyse et perspective*, (on www.gcp21.org, University of Kinshasa).

⁴ Sara Mbago-Bhunu and Gérard Lofombe Boleme, *Democratic Republic of Congo, Improving cassava production and supply system*, SNV Netherland Development Organization, ([Minutes.dot \(wikiwix.com\)](#)).

9. The economic impact of these crops is also great from a commercial point of view as the DRC is one of the world's largest consumers of cassava, corn and vegetables and their production is spread over all 26 provinces and they represent a real health benefit.
10. The six production basins were chosen by COPACO-PRP in collaboration with its Provincial Coordination Units, according to accessibility, a climate favourable to crop production, anticipated annual production volumes⁵⁶, and the presence of active local producers' organizations (LPOs). The provinces in which they are situated are the primary suppliers of agricultural products for the city of Kinshasa, specifically for cassava and maize. In these areas, the project will aim to strengthen agricultural production and processing units and develop a partnership with agricultural research institutions, financing institutions, and market sector actors, among others. .
11. The project will work with LPOs located in the target areas already benefitting from previous support from the "Strengthening farmers' organizations in Africa program (SFOAP) and through the "City-Countryside supply Center Project". The project also relies on five cooperatives in the Batéké Plateau from the 'Manioc 21" project financed by the Technical Centre for Agricultural and Rural Cooperation (CTA) and two cooperatives in the territory of Kenge which have benefitted from the support of the "People of the earth knowledge program" (LSGT) funded by Union des Producteurs Agricoles – Développement International (UPA DI, Canada).
12. IFAD's strategy aims at inclusive and sustainable rural transformation that will lead to a world where extreme poverty is eliminated and where every rural family can live a dignified life. To achieve this vision, IFAD works with its member states and other stakeholders to improve the livelihoods and resilience of all rural people, small-scale farmers, landless and land-poor farmers, women and youth, marginalized ethnic groups, and victims of disasters and conflict, without weakening their natural resource base. The COPACO-PRP proposal aligns with this strategy of reducing poverty and hunger (SDGs 1&2) by improving agricultural productivity and strengthening the technical, managerial and business capacities of small-scale agricultural producers.
13. Both IFAD and COPACO-PRP aim at addressing the root causes of gender inequality to ensure that rural women have equitable access to productive goods and services, as well as to employment and market opportunities (SDGs 5&10). To contribute to the achievement of SDG 8, both IFAD and COPACO-PRP are working to foster inclusive, diversified and productive rural economies that create opportunities for decent work and higher incomes. By building the capacity of POs in agro-ecological practices, COPACO-PRP also contributes to improving the resilience of agricultural systems to climate change (SDGs 13 & 15).

2. Recipient selection

14. Created on February 28, 1998, COPACO-PRP is an umbrella organization that represents 1,608,000 individual farmers (57 per cent men and 43 per cent women), grouped in 2,452 LPOs across the DRC territory. The 2,452 LPOs are networked into 18 operational provincial coordination bodies and 5 Professional Farmers' Federations (Agriculture, Livestock, Small-scale Fishing, Basic social services (Education, Health) and Fair Trade). The umbrella organization has three main functions: political representation, representation of the interests of small-scale agricultural producers in the DRC (advocacy) and building farmers' power.
15. So far satisfactory results were achieved by COPACO-PRP's actions within the framework of the various agreements signed with the technical and financial partners (TFP), namely IFAD (through the regional OP PROPAC), UPA DI, VSF-JAM, CTA and LVC. The IFAD/PROPAC partnership within the framework of the SFOAP program also enabled COPACO-PRP to capitalize on the experience of the ASA-CADEVIM Consortium on urban-rural supply.
16. Within the framework of its mission relating to the promotion of LPOs, COPACO- PRP has supported LPOs and cassava cooperatives in the development of economic services such as the facilitation of the evacuation and grouped marketing of agricultural products, the supply of farmers with basic necessities, the supply of materials and inputs for small-scale fishing, support to the transformation of manioc, the implementation of collective fields of cowpeas, groundnuts and cassava, the support of producers in development funds, etc...
17. COPACO-PRP long-term objective is to build a responsible, credible, national peasant movement that promotes the sustainable socio-economic promotion of family farms. COPACO-PRP aims in particular

⁵ Report of the joint mission MINAGRI, EC, FAO, CAID, WFP & USAID, Food security, level of agricultural and animal production, Evaluation of the 2017- 2018 Agricultural Season and Country Food Balance Sheet, August 2018

⁶ For cassava, the average production statistics as reported in the 2018 agricultural season report is estimated at 755716.4733 tons for Kwango, 29212.5133 tons for Kwilu and 297736.2233 tons for Kongo-Central. The mission estimated 137905.4 tons of maize for Kongo Central, 212733.9 tons for Kwango and 107228.5 tons for Kwilu.

to eradicate poverty and hunger in rural areas, transform the demographic importance of smallholder farmers into economic strength, improve living conditions for all smallholders and rural areas, ensure the recognition of smallholder agriculture as a secure and respected profession, guarantee the rational exploitation of natural resources for the sustainability of production systems and biodiversity and the preservation and safeguard of genetic heritage.

18. COPACO-PRP is administered by elected farmers who represent the Provincial Farmers' Coordinating Bodies of member LPOs. Its administrative bodies include the General Assembly, the Board of Directors and the National Secretariat. These bodies guide and control the activities of COPACO-PRP. To ensure the permanent functioning of COPACO-PRP, a specialized Technical Support Committee is set up. This committee works on the basis of the rules set out in a Procedures Manual. Three working committees are active on the following themes: (i) food sovereignty, agricultural policies and international issues; (ii) alliances, partnership, lobbying and advocacy; (iii) information campaigns and the media.
19. COPACO-PRP is an organization that is still in the process of institutional strengthening. In terms of resources⁷, the working committees are mainly based on subsidies (85%), membership fees (5.5%) and income from COPACO-PRP activities, including the Caisse Agricole Paysanne (which contributes 3% to the organization's resources through interest on loans), the Fonds Panier du Paysan (3.4%) and other remuneration received for provided services (2.8%). The annual fees are paid by the Provincial Farmers' Coordination Bodies and not by the individual members, which explains in part the current financial dependence on the TFPs. The volume of loans granted is very low and the repayment rate adopted has been adapted to the one used by MFIs in the DRC (3.5 to 4%/year). Nevertheless, COPACO-PRP has a solid development strategy and ownership, gradually building on experiences, internal instruments (Agricultural Fund for Farmers - AFF) and lessons learned. Within the framework of the 2030 Agenda, COPACO-PRP would like to gradually reverse the pyramid of dependence from TFPs by supporting LPOs in the development of economic services. This support will help strengthen the LPOs, enabling them to generate more significant revenues and participate more in the operation and implementation of COPACO-PRP's activities/services. Despite COPACO-PRP's limited resources to carry out its field activities, this process will allow the Central Project Management Unit (CPMU) to gradually integrate the management of the umbrella organization's services.
20. The Local and national POs have a clear division of roles and responsibilities (application of the principle of subsidiarity), and involves women and youth, local civil society organizations, the public sector and the private sector. Here, the responsibility for each action carried out, lies with the competent entity closest to those who are directly concerned by the specific action. To this end, COPACO-PRP involves the LPOs and other actors operating in the project intervention area in order to achieve the expected results together, and the National Secretariat of COPACO-PRP only carries out those tasks that cannot be carried out at the local level by the beneficiary POs
21. COPACO-PRP has previously benefited from IFAD support under the SFOAP project (2009-2018) and the Farmers' Organizations for Africa, Caribbean and Pacific (FO4ACP) project (2019-2023). The PO has experience in managing funds from IFAD as well as other funding partners. COPACO-PRP's contract management experience is not limited to grant agreements. Beneficiaries (LPOs) participate fully in collective actions, progressive participatory development of local agribusiness and alliances with financial institutions and private market operators.
22. Of the 2,452 LPOs in COPACO-PRP, the 20 beneficiary LPOs⁸ were selected using a participatory self-targeting approach. The profiling was carried out in two main steps:
 - **The collection of general information on the POs** (contact details, context and date of creation, legal status, ratio of women to men, institutional functioning, mission, main activities, sources of financing, geographical coverage, etc.);
 - **The collection of specific and detailed information** (governance, planning and communication, administrative and financial management, member participation, economic services, representation and partnerships with project stakeholders).
23. These steps were concluded with a **maturity assessment of the PO** based on criteria such as: i) good organizational development; ii) promoting effective participation of women in the decision-making process; iii) diversifying activities; iv) good use of resources and funds; v) having the will to make sustainable the economic services offered to members; vi) promoting equal access to activities for women and youth; vii) being active in the cassava or maize sector for at least three years; viii) have experience in the management of joint projects or activities; ix) accounting of its financial

⁷ Information from the 2019 review

⁸ The list of selected OPLs is available in Annex 6 of the DCP

operations; x) hold regular statutory meetings and meetings of its governance and management bodies; xi) not have any disputes; xii) be in good standing regarding the contributions to COPACO-PRP and ensure that its members contribute at least 15% of the project to be implemented

24. Specifically, the project targets small-scale agricultural producers in the cassava, corn, and legume sectors with a monthly income of less than \$44, or \$530 per capita per year. The average per capita income in Congo-Kinshasa converted to US dollars is calculated using the World Bank's "Atlas" method.⁹
25. However, it should be noted that the income of agricultural households in the DRC is subject to strong variations over time. They depend on multiple factors such as climatic hazards, current year's investments, variations in subsidies or even the price of raw materials and fluctuating prices of agricultural inputs. In recent years, the income of small farmers has been strongly affected by the negative effects of the Covid-19 pandemic and more recently the Ukrainian crisis. The two consecutive crises have severely reduced the income of the beneficiaries and defined the most vulnerable groups to be targeted for the current project. The producers identified are members of POs and rarely benefit from any support due to their socio-economic exclusion and marginalization. Specifically, women, youth, indigenous peoples, disabled people and people in fragile situations are targeted. The targeting criteria related to the development of a LPO's business plan are as follows:
 - Have a clear vision of the economic initiative to be developed;
 - Foster horizontal governance within the LPO, where common interests are placed at the center and decisions are made by the members;
 - Have previous experience on the initiative to be developed;
 - Clearly define the innovations to be made in relation to the initiative;
 - Availability of some of the resources (human, material and financial) to be deployed in the initiative;
 - Ability to make a local contribution, to assess project risks, to pay for any guarantee and to assess project profitability;
 - Accept the technical support of COPACO-PRP;

Part 3: Project Description

1. Executive Summary

26. The Confédération Paysanne du Congo-Principal Regroupement Paysan (COPACO-PRP), in its mission to promote the development of economic initiatives of its members, is very concerned about the situation of poverty and food insecurity of small producers, a situation that is worsening due to the adverse effects of the Covid-19 pandemic and subsequent crises.
27. These difficulties are reflected, among other things, in poor access to inputs (seeds, fertilizers) and production factors (land, financing), high post-harvest losses due to poor product conservation and processing capacity, and difficult access to markets. Low resilience to the effects of climate change also leads to low productivity on family farms. And the decline in production (quantity and quality) is a real threat to the food security of the population.
28. The support project for the promotion of agricultural entrepreneurship and food security of local producers' organizations in the DRC (PAPESA-OPL), financed by GAFSP, under the supervision of IFAD, aims to contribute to addressing the following challenges of the agricultural and rural sector: (i) covering the increasing food and nutritional needs of the population, (ii) increasing agricultural productivity and improving competitiveness (iii) improving the production environment through accompanying measures; iv) adapting the agricultural production system to climate change which threatens food security and puts pressure on agricultural ecosystems.
29. The overall objective is to sustainably improve the income and food security of family farmers affected by the Covid-19 and the climate change crisis. The specific objective is to strengthen the capacity of targeted producers' organizations and help their members develop viable and sustainable value chains, which have been severely affected by the Covid-19 pandemic. The project primarily targets 20 local producers' organizations that are members of COPACO-PRP. Through the 20 LPOs, it will directly reach 4,544 individual farmers who are themselves members of the LPOs, 36% of whom are youth and 60% of whom are women. The project targets approximately 1,500

⁹ [Average salary in Congo-Kinshasa \(journaledunet.com\)](https://www.journaledunet.com), See Evolution of per capita income in Congo-Kinshasa (Source: World Bank, 2019)

farming households, with a total of 9,000 final beneficiaries, for an average of 6 members per household (9,000/1,500), 3 of whom are active (4,544/1,500).

30. Priority will be given to LPOs composed mainly of women and young rural entrepreneurs. Individual beneficiaries within POs will be selected according to established criteria: low income level, farm size, educational level, experience in the sector, membership in a PO, involvement in the Collective Marketing System, participation in meetings and management of the PO.
31. The project is sub-divided into three components:
 - Component 1: Capacity building of POs, awareness raising, advocacy and public policy engagement;
 - Component 2: Support for PO entrepreneurship in the development of cassava and maize agricultural value chains, with the introduction of legumes as intercrops, to improve food security, reduce the need for fertilizer, promote animal nutrition and increase resilience to climate change;
 - Component 3: Project coordination and monitoring and evaluation.

The implementation of these components is based on 17 activities, 9 of which are part of component 1, 6 under component 2 and 2 under component 3.

32. The intervention strategy advocated through the project is to develop the value chains of the targeted commodities (cassava and maize) while at the same time integrating legumes as intercrops, while respecting barrier measures against Covid-19, in six targeted agricultural production basins (Plateau de Batéké in Kinshasa, Kasongo-Lunda and Kenge in Kwango, Bulungu and Masi-Manimba in Kwilu, and Muanda in Kongo-Central). These basins are selected by COPACO-PRP in collaboration with the Provincial Farmers Coordinating Bodies, based on a climate favourable to crops, the forecasted volume of production achieved annually, their accessibility and the presence of active local producers' organizations. These provinces are the source of supply of agricultural products for the city of Kinshasa. The aim is to strengthen agricultural production and processing units in these intervention zones, to develop partnerships with agricultural research institutions, financing institutions, markets, etc.
33. **The project will be implemented over a period of 4 years, for a total cost of 1,790,930 USD, of which 1,650,000 (92%) is a grant from GAFSP through IFAD and 140,930 (8%) is a contribution from COPACO-PRP and its members.**

2. Background and rationale

a. Background

34. With a rural population of over 70 per cent, agriculture contributes to 45.7 per cent of national GDP and plays the second most prominent role in the Congolese economy after mining. Agriculture employs around 80 per cent of the national workforce. The national agricultural production system is of the extensive type: this system is characterized by low productivity and based on subsistence agriculture practiced on small family farms, with an average area of 1 to 2 hectares in rain fed cultivation, and 0.5 to 1 hectare in irrigated cultivation.¹⁰
35. The main characteristics of the Congolese agricultural sector, based in particular on vulnerable family farms that are poorly equipped and confronted with the consequences of the opening of the national market, require a transformation that will strengthen and modernize family farming, to enable the sector to meet the challenge of feeding the Congolese population and at the same time providing sufficient and sustainable income to rural workers and preserving natural resources.
36. **Food and nutrition insecurity:** According to the UN General Secretariat for Humanitarian Affairs (OCHA), the DRC is the African country most affected by population movements with more than 4.5 million internally displaced people, including 1.7 million in 2017 alone. Chronic malnutrition and stunting continue to affect 43 per cent of children under five years old (compared to a global average of only eight per cent)¹¹. The Integrated Food Security and Phase Classification Framework (IPC), (Acute Malnutrition September 2021 - August 2022) reports that nearly 26% of children under five are affected by severe acute malnutrition (SAM) and 74% of moderate malnutrition. This is equivalent to 900,000 children under five and more than 400,000 pregnant and lactating women, likely to suffer from acute malnutrition (August 2022) for the 70 health zones analysed out of a total of 519 health zones.¹² According to UNICEF, global acute malnutrition affects 8% of children under the age of five; with significant disparities from one territory to another. The World Bank estimates that the DRC's human capital index is 0.37, below the average for sub-Saharan Africa, which is 0.40.¹³
37. The food consumption of approximately two out of three households have a food is not sufficiently diversified and remains limited to three food groups: tubers (or cereals), vegetables (cassava leaves, sweet potato) and palm oil. Food and nutritional insecurity remains a major challenge for family farmers, whose inadequate protein-energy and micronutrient intake pose significant health risks. The project will therefore include nutrition as a transversal topic across its action. The focus on nutrition will involve: i) awareness raising and capacity development of the members of the POs; ii) enhancing the quality and diversity of food, while promoting the processing of products and guaranteeing a better diet for households.
38. Specifically, the project plans to support households to opt for more variety in their diet, with the aim of ensuring the full nutritional intake necessary for the proper functioning of the body. This will involve adapting the caloric intake of households to their specific needs, leading them to consume sufficient, safe and nutritious foods to which they have easy access (cassava, corn, legumes). This sustainable improvement in food and nutritional security will be achieved in collaboration with PRONANUT, the National Programme For Nutrition in DRC, through support to the LPOs.
39. Currently the cereal deficit in the DRC is estimated at nearly 11 million tons a year, or nearly three times the current national cereal production. The overall coverage rate for cereals is 13% and cereal production remains in deficit for household consumption needs throughout the country. In terms of self-sufficiency (the ability of farm households to cover their consumption needs from their own production), only 5% of cereal consumption needs are covered by the farm households' own production. This low level of self-sufficiency in covering food needs reflects the high dependence of agricultural households on the import market, which makes them highly vulnerability to price shocks.
40. **Impacts and disruptions caused by Covid-19:** The first confirmed case of Covid-19 in the DRC was observed on March 10, 2020. A state of health emergency was declared on March 24, 2020. The Covid-19 pandemic occurred in a context of an already existing humanitarian crisis, exacerbated by the recurrence of armed conflicts in the East of the country, which aggravated the pre-existing food crisis in DRC. Fluctuating food prices and disruptions in the supply chain for food crops have caused further decline purchasing power of the local households.

¹⁰ DRC: Food Security, Agricultural and Animal Production Levels, 2017- 2018 Agricultural Season Assessment and Country Food Balance Report, <https://reliefweb.int/sites/reliefweb.int/files/resources/WFP-0000098937.pdf>

¹¹ DRC: Food Security, Agricultural and Animal Production Levels, 2017- 2018 Agricultural Season Assessment and Country Food Balance Report, <https://reliefweb.int/sites/reliefweb.int/files/resources/WFP-0000098937.pdf>

¹² Integrated Food Security Classification Framework (IPC), DRC: Nutrition Overview | Sept 2021 - Aug 2022.

¹³ [Democratic Republic of Congo - Overview \(banquemondiale.org\)](https://www.banquemondiale.org/fr/country/rdc)

41. According to the Integrated Phase Classification (IPC), food insecurity increased by 40 percent between July and December 2020 compared to the same period in 2019. The preventive measures taken by the government in response to the pandemic disrupted business operations and reduced incomes for the population¹⁴, including family farmers, who have no safety net in terms of social protection or unemployment insurance¹⁵. Many small-scale farmers have found it difficult to sell their products during the pandemic, and the availability and accessibility of agricultural inputs and equipment was also significantly reduced during this period.
42. The DRC has already recorded four successive waves of COVID-19 resurgence, and from March 10, 2020 to March 10, 2022, the DRC government reported a total of 86,462 COVID-19 cases in 314 health zones in all 26 provinces of the country, including 1,335 deaths (case fatality 1.5%), as well as 64,656 cured persons. A total of 816,524 people were vaccinated with over 14,637,900 doses of vaccine delivered to the country, both through the COVAX mechanism and bilateral donations¹⁶. The vaccination rate throughout the country remained extremely low.
43. **Current impacts of the Ukraine crisis:** Without peace, stable food systems and sustainable development are unattainable goals. The war in Ukraine has not only caused a humanitarian crisis, but has also driven up the price of food, agricultural inputs, and fuel, which consequently also impacts the most vulnerable populations in other parts of the world.
44. This crisis has greatly affected the DRC's national economy through its impact on the economies of its main trading partners. The Central Bank of the Congo notes that the rise in oil prices combined with internal factors, notably the incessant rise in market prices, as well as the impact of the increase in the oil bill on the State budget is very likely to result in a negative impact on the country's economy.¹⁷
45. Ukraine and Russia being key players in the international wheat and corn market, the current crisis has caused a drop in the level of their availability on the Congolese markets and increased volatility in various sectors. As a result, products made from wheat, particularly bread, doughnuts, croissants and other pastries, have significantly increased in price since the beginning of the crisis.
46. In response to this critical situation, the Congolese government has, for example, initiated a project to structure and model the cassava sector through the promotion of "bread-making flour" (farine panifiable) through the "Cellule d'appui au programme d'urgence intégré de développement communautaire" (CAPUIDC)¹⁸. The project requires, among other things, the development of measures to implement the Congolese standard for bread and pastries (bread with 20% cassava flour and pizzas, waffles and cakes with 100% cassava flour).
47. The present project will have to take advantage of this opportunity to enable the POs, member of COPACO-PRP, to develop the cassava sector, producing cassava flour for bread-making. Some of the POs are already working on improved cassava flour and have mastered the technology.
48. To this end, the project activities will compensate in to some extent the current shortage of wheat flour, linked to the Ukrainian war. In addition this activity will create jobs the market opportunities for the local cassava producers will be guaranteed, as bakeries and other processing units are looking for potential suppliers.
49. The integrated emergency community development program (CAPUIDC) is also supported by targeted government measures such as the granting of tax exemptions to local private sector actors in the cassava value chains around the PUIDC platform.
50. The increase in cassava production can reduce wheat imports, which cost the DRC nearly US\$ 87 million annually.¹⁹ Given the volume of wheat imports, the Congolese government is also encouraging local initiatives that invest in this sector to meet the growing demand and needs of its population.
51. Responses to the Ukrainian crisis will include building the resilience of rural communities by addressing urgent needs while taking advantage of new market opportunities for small-scale

¹⁴ Democratic Republic of Congo: IMMAP/DFS COVID-19 Situation Analysis, January 2021 Period

¹⁵ Study on the impact of covid-19 on family farming in Central Africa, PROPAC 2020

¹⁶ Report of two (02) years of WHO support to the Government of the DRC in the response to COVID-19, from March 10, 2020 to March 10, 2022

¹⁷ [DRC: the Russian-Ukrainian crisis could affect the national economy through its impact on the economies of our main trading partners \(BCC\) | Actualite.cd](#)

¹⁸ CAPUIDC is a Specialized Service created and established by the President of the Democratic Republic of Congo, Head of State, His Excellency Felix Antoine TSHISEKEDI TSHILOMBO through his Order No. 19/068 of July 25, 2019. CAPUIDC's main mission is to federate all the urgent actions of the Head of State aimed at rapidly improving the living conditions of the Congolese population, particularly through the creation of massive decent jobs and sustainable socio-professional integration opportunities especially for the youth.

¹⁹ [DRC: Cassava replaces wheat in the manufacture of bakery and pastry products | Le360 Africa](#)

producers. In this sense, the PAPESA-OPL project will promote tailored interventions to prevent growing hunger and food insecurity while promoting sustainable food systems.

b. Contribution to IFAD corporate priorities

52. The project is in line with IFAD's Strategic Framework 2016-2025, which describes the Fund's decisive role in the inclusive and sustainable transformation of rural areas, placing agriculture at the centre of the SDGs and contributing to the issue of food security. In particular, it is consistent with IFAD's three strategic objectives: i) to increase poor rural people's productive capacities; ii) to increase poor rural people's benefits from market participation; and iii) to strengthen the environmental sustainability and climate resilience of poor rural people's economic activities.
53. The project takes will prioritize women and youth empowerment through the development of agricultural and rural entrepreneurship, sensitive to nutrition and resilient to climate change in the intervention areas. Indeed, 60% of the activities target women only. In particular, they will receive support to improve their competitiveness in the markets. Support to young rural entrepreneurs will also stimulate employment in agri-food activities and services in and around markets as 36% of activities will target youth. A financing mechanism for investments by POs and rural youth will promote the economic inclusion of young people in order to achieve SDG 2²⁰ and 12²¹. Nutritional education will be included in the implementation of the project, and will be linked to the agricultural diversification and the increase of small farmers' income. The availability, access and consumption of products from various food groups will be improved through the development of the cassava and maize sectors, while promoting inter-cropping with legumes, as recommended by the National Nutrition Program (PRONANUT), a partner in the implementation of the project. PRONANUT's objective is to ensure quality nutritional care for the entire population, in particular for children and women, including people living with specific diseases²².
54. Aiming at food and nutritional security, the PAPESA-OPL project will integrate the legume sector to meet the principle of crop rotation and soil enrichment through nitrogen fixation for a good yield. Also, legumes will contribute provide foods richer in proteins (corn-soy association, etc.).
55. Strengthening climate resilience in the targeted regions will be one of the main activities of the project and will be achieved through support to LPOs in the adoption of agro-ecological practices. The strategic plan for entrepreneurship development will include aspects related to climate risks and adaptation. The project will contribute to the improvement of the resilience of agricultural systems to climate change preserving and restoring terrestrial ecosystems.
56. The value chain approach and the facilitation of exchanges between rural and urban areas will also be taken into account according to IFAD priorities
57. The project will contribute to the achievement of the Sustainable Development Goals (SDGs) related to poverty (SDG 1), hunger (SDG 2), gender equality (SDG 5), decent work and economic growth (SDG 8), equity (SDG 10) and climate change (SDG 13).

c. Linkages with investment projects, country programmes and rural development initiatives funded by IFAD

58. The objectives of the project (PAPESA-OPL) are aligned with the National Agricultural Investment Plan of the DRC (PNIA 2013-2020) focusing on (i) the sustainable promotion of agricultural sectors, with food sectors in the forefront, and the development of agribusiness in order to improve the incomes of farmers and other operators in the sector; (ii) the improvement of food and nutritional security of the population and the constitution of strategic reserves; (iii) the improvement of agricultural governance, the promotion of the integration of the gender approach and the strengthening of human and institutional capacities.
59. The (PAPESA-OPL) also responds to the strategic objectives of the COSOP 2019-2024 namely: (i) increased production of staple foods, (ii) strong involvement of women in the marketing of nutritionally fortified food products with proteins and vitamins, and (iii) education on nutrition quality at the household level in order to achieve a more balanced diet for children.

²⁰ Eradicate hunger, ensure food security, improve nutrition and promote sustainable agriculture

²¹ Establish sustainable consumption and production patterns

²² Democratic Republic of Congo, Ministry of Health, *PRONANUT Activity Report Second Quarter April-May-June 2020*, July 2020, P. 5.

60. The project's interventions will be oriented in a logic of complementarity and synergy with other initiatives related to nutrition and food security and it will capitalize on the achievements of other IFAD-funded projects in the project area.
61. The initiative will also benefit from the infrastructure (roads and warehouses) built during the IFAD-funded PAPAKIN project. It will take into account the achievements of the ongoing PASA-NK project and the "City-Countryside Supply Centre" which are developing similar interventions on facilitating access of small producers to markets as well as the availability of cassava seeds and cuttings produced by the LPOs supported under the PAPAKIN project. PAPAKIN supported POs through INADES-trainings, a fund for the marketing of agricultural products and the seed fund for the sustainability of the seed sector. This initiative also supported cassava processing units, for which additional support is needed to ensure their sustainability. The LPOs benefiting from the PAPERSA-OPL project will not be the same as the unions created by PAPAKIN, but the project implementation will build on the lessons learned from the project.
62. One of IFAD's future initiatives in the DRC (currently in the design phase): The project, "Empowerment through Nutrition-sensitive, Inclusive and Resilient Agricultural and Rural Entrepreneurship (AVENIR)" will be implemented around three components: i) transformation of family farming adapted to climate change; ii) inclusive agricultural and rural entrepreneurship; iii) opening up of territorial markets. There will be an overlap in the choice of the productive basins of both projects. Synergy with the AVENIR project will be ensured to perpetuate an agricultural, inclusive and rural entrepreneurship more conducive to family farming. This synergy could be applied to the exchange of experiences and lessons learned, the use of agricultural tools, warehouses and processing equipment in the same area.

3. Project description

a. Target country(ies), direct and indirect target group and estimated number of beneficiaries

63. The project will be implemented in four provinces of the DRC: Kinshasa, Kwango, Kwilu and Central Kongo. These provinces have been selected for their relatively stable security situation (no conflicts or natural disasters), their easy access to the province of Kinshasa, their significant production capacities and relevant sector potential, the strong potential for inclusion of women, youth, indigenous peoples and marginalized people, the high level of poverty and malnutrition among the population and by the need to consolidate actions undertaken within the framework of the Strengthening Farmers' Organizations in Africa Program (SFOAP, 2013-2017) and the Farmers' Organizations for Africa Caribbean and the Pacific Program (FO4ACP 2019-2023). The activities under the two projects only support the distribution and marketing of agricultural products as a whole, and have not considered the development of the cassava and the maize sectors. Their actions have been concentrated in the commune of Maluku (Kinshasa) and in Kingulu (province of Kwango). As such, other areas selected by this project have not yet benefited from interventions.
64. According to the Food and Agriculture Organization of the United Nations (FAO) and the World Food Programme (WFP), nearly 27.3 million people in the DRC are facing a situation of acute food insecurity²³. Despite improvements made by various actors in the area of food security, many indicators remain worrying. To this end, the report, produced in August 2018 by the Ministry of Agriculture in collaboration with the FAO and WFP points out in particular that the situation of chronic malnutrition in the DRC has stagnated in the last 15 years. Indeed, the prevalence has changed from 38% in children under 7 years in 2001 to 47% in 2007 and 43% in 2013-2014.²⁴
65. The results of the study on the cost of hunger, produced in the same report reveal that the total losses associated with undernutrition are estimated at USD\$ 1,771 million for the year 2014. These losses correspond to 4.56% of GDP for the same year. The most important element in these costs is the loss of potential productivity due to mortality associated with undernutrition.
66. In addition to the problem of poverty limiting access to food, there are the eating habits and health level of the population. The results of the DRC Poverty Assessment Report presented by the World Bank in May 2019 in Kinshasa, show that the poverty rate in the DRC has decreased by 5.3

²³ Integrated Framework for Food Security Classification, 2021. [DRC: 27.3 million people acutely food insecure, the world's largest food crisis | Actualite.cd](https://www.ifa.org/en/2021/08/drc-27.3-million-people-acute-food-insecure-worlds-largest-food-crisis-actualite.cd)

²⁴ DRC, Ministry of Agriculture, Food Security, Agricultural and Animal Production Levels, Evaluation of the 2017- 2018 Agricultural Season and Country Food Balance Sheet, P. 66, August 2018

percentage points (from 69.3% to 64%) while the number of poor people has increased by about 7 million (from 38 million to 45 million). This report highlights the poverty issues in the project areas where the poverty rate varies between 30-50% in Central Kongo, 50-60% in the City of Kinshasa, 60-70% in Kwango and 70-95% in Kwilu.²⁵ The PAPESA-OPL project will therefore take into account these concerns in the framework of the activities planned on sensitization and training of the members of the PO on food and nutritional aspects.

67. **Target group and targeting strategy:** The project primarily targets 20 local producers' organizations²⁶ that are members of COPACO-PRP. Through these 20 LPOs, the project will reach 4,544 individual agricultural producers, themselves members of the LPOs, of which 36 per cent are youth and 60 per cent are women. These producers represent approximately 1,500 family farm households, equivalent to approximately 9,000 final beneficiaries. The targeting strategy adopted is in line with the level of vulnerability and socio-economic conditions of the beneficiaries and the intervention areas. It also takes into account the potential to guarantee gender and youth access to employment.

68. Priority will be given to LPOs composed mainly of women and young rural entrepreneurs.

b. Goal and objectives

69. The project aims to contribute to meeting the following challenges of the agricultural and rural sector: (i) meeting the food and nutritional needs of the population, (ii) increasing agricultural productivity and improving competitiveness, (iii) improving the production environment through accompanying measures, and (iv) adapting the agricultural production system to climate change, which threatens food security and puts pressure on agricultural ecosystems.

70. **The overall objective of the project is to sustainably improve the income and food security of family farmers affected by the Covid-19 and climate change crisis.**

71. **The specific objective is to strengthen the capacity of targeted producers' organizations and help their members develop viable and sustainable value chains, which have been severely affected by the Covid-19 pandemic.**

c. Components and key activities by component

72. The project is sub-divided into three components:

- **Component 1:** Capacity building of POs, awareness raising and advocacy and public policy engagement ;
- **Component 2:** Support for PO entrepreneurship in the development of cassava and maize agricultural value chains, with the introduction of legumes as intercrops, to improve food security, reduce the need for fertilizer, promote animal nutrition and increase resilience to climate change;
- **Component 3:** Project coordination and monitoring and evaluation.

73. The activities are distributed among the different components as summarized in the table below:

Components	Activities

²⁵ Fédération des Entreprises du Congo, Evaluation de la pauvreté en RDC Note d'information/01/DEP.ETUDES & DOC./FEC/2019

²⁶ The list of the 20 selected LPOs can be found in Appendix 6 of the document.

**COMPONENT 1:
Capacity building
of FOs, awareness
raising, advocacy
and public policy
engagement**

Subcomponent 1.A: Institutional strengthening of POs

Activity 1.1: Training of PO leaders on governance and management.

Activity 1.2: Strengthening the institutional and administrative capacities of COPACO-PRP

Activity 1.3: Organization of a national workshop on knowledge management and capitalization of experiences of LPOs

Subcomponent 1.B: Awareness, advocacy and public policy engagement

Activity 1.4: Raising awareness among producers and actors in the value chains about hygiene measures and an integrated approach to health that will help prevent new pandemics

Activity 1.5: Awareness raising and training of LPOs on aspects related to agricultural production in the context of climate change

Activity 1.6: Awareness raising and training of PO members on nutritional aspects

Activity 1.7: Advocacy actions on farmers' access to land, land security and market access

Activity 1.8: Citizen control over the implementation of the government program of the "Office des Voies de Desserte Agricole" (OVDA)

**COMPONENT 2:
Support for PO the
entrepreneurship in
the development of
cassava and maize
agricultural value
chains, with the
introduction of
legumes as
intercrops**

Activity 2.1: Development and adoption of a strategic plan for large-scale entrepreneurship development

Activity 2.2: Support to LPOs in the development and implementation of business plans

Activity 2.3: Strengthening the managerial and commercial capacities of the LPOs

Activity 2.4: Strengthening of a financing mechanism for investments by POs and rural youth

Activity 2.5: Establishment of consultation frameworks

Activity 2.6: Rehabilitation of input storage facilities and seed banks

**COMPONENT 3:
Project
Coordination and
Monitoring and
Evaluation**

Activity 3.1: Project coordination and management

Activity 3.2: Monitoring, evaluation and reporting

Component 1: Capacity building of POs, advocacy and public policy engagement

74. This component aims to strengthen the management, coordination and representation capacities of LPOs and COPACO-PRP, at the level of the Provincial Coordination, in the country and internationally. This is to ensure that the leaders of COPACO-PRP and member LPOs have strong capacities to for analysis and monitoring of agricultural policies to better defend the farming interests. The outcome of this component is to strengthen the institutional capacities of POs in general and to improve the participation of POs in the formulation and implementation of public policies and in the monitoring of sectoral policies, with a view to improving the business climate of smallholder producers. The structures concerned are the National Secretariat of COPACO-PRP, the 20 LPOs, as well as the Provincial Coordination Units in Kinshasa, Central Kongo, Kwilu and Kwango. The component includes 9 activities grouped into two sub-components.

Subcomponent 1.A: Institutional strengthening of POs

Activity 1.1: Training of PO leaders on governance and management.

75. A total of 120 LPO leaders (including 6 participating members per LPO (based on 20 LPOs) with at least 2 women leaders and 2 youth leaders) will be trained in groups of 30 people per training. The project will organize eight three-day training sessions, with each leader participating in two training sessions. The training sessions will be conducted using the participatory approaches used in COPACO-PRP's "ACAP" Farmers Academy.
76. L'Académie Paysanne/Peasant Academy (ACAP) is a permanent mobile capacity building center whose objective is to train Congolese farmers and POs in their own context. It uses an adult education approach, simple and adapted to the level of education of the farmers, using practical training in the field through agricultural demonstrations, videos, cartoons, etc.
77. ACAP's training sessions include modules based on: i) farmer leadership and human resource management; ii) project management; iii) advocacy and lobbying techniques. So far, the academy has trained 7560 agricultural producers, including 1211 youth, 3600 women and 2749 men between 2009 and 2022. A training guide was developed to support the systematization of the sessions.
78. ACAP benefits from the expertise of international trainers from the Union des Producteurs Agricoles pour le Développement International (UPA DI) of Canada within the framework of its program called: "Les Savoirs des Gens de la Terre" (LSGT) and it is also supported by the Plateforme Régionale des Organisations Paysannes d'Afrique Centrale (PROPAC) within the framework of the SFOAP and FO4ACP programs, both financed by the European Union and the IFAD. It is also supported by the Spanish NGO VSF JAM (Veterinarians without Borders - World Food Justice).
79. Through the training of their leaders, the LPOs will strengthen their governance and management by separating the roles of administration, management and control, which will contribute to building strong and viable organizations. Each training is organized for several POs to facilitate exchanges among them that will also contribute to peer support to address specific problems and to share good practices.

Activity 1.2: Strengthening the institutional and administrative capacities of COPACO-PRP

80. The initiative foresees the need to support the institutional and administrative capacity building of the project team and the administrators of the 5 Provincial Coordination Units of COPACO-PRP through a training that will gather a total of 25 participants. This training will contribute to a better implementation of the project and a better follow-up of its activities by the Provincial Coordination Units. It will also allow the gradual integration of the PMU into the existing services of COPACO-PRP and reduce costs accordingly.
81. The focus will be on strengthening the human capital aspects of project management, those that are relevant to the outcomes and success of the initiative (fiduciary management, procurement, administration, knowledge management, and monitoring and evaluation). Attention will be given to developing strategies and skills to optimize the prospects for project implementation, enabling the trained team to participate more effectively in achieving the project's objectives.
82. The capacity building will also be adapted to the needs of the POs and logistical support for the monitoring and evaluation of the project will be provided. The project team will consist of five people (two of whom will be responsible for technical aspects and three for coordination, management and monitoring and evaluation) at the level of the COPACO-PRP National Secretariat. This staff will work full time for the duration of the project and will be supported by the 20 administrators of the 5 Provincial Coordination Units of COPACO-PRP who will have participated in the training.
83. To facilitate the deployment of the project team in the field and to meet the requirements of safety, efficiency and reliability for technical support visits, the monitoring and the supervision of activities in the production basins, COPACO-PRP intends to acquire six all-terrain motorcycles (one motorcycle per basin) and a 4X4 all-terrain vehicle. The maintenance and upkeep of the motorcycles and the vehicle will be provided by COPACO's co-financing, and beyond the project, with COPACO-PRP's internal resources.

Activity 1.3: Organization of a national workshop on knowledge management and capitalization of experiences of LPOs

84. Knowledge management is a multidisciplinary approach that brings together all the initiatives, methods and techniques that enable us to perceive, identify, analyse, organize, memorize and share the knowledge acquired throughout the implementation of the project.
85. As part of the PAPESA-OLP knowledge management plan, throughout its implementation, the project team, LPOs and other partners will ensure that systematic efforts are made to document and capitalize on key results, successes and lessons learned, in order to use them to develop knowledge products, particularly on issues of entrepreneurship, climate resilience, nutrition, etc.
86. A national workshop will be organized during the first year to capitalize on the lessons learned from the support that the LPOs have received within the framework of the PAPA KIN project. During the fourth and final year of the project, a second national workshop will be organized to capitalize on the experiences from the LPOs involved in the project. This workshop will allow to draw lessons from the experiences of the different POs and actors involved in order to take them into account in future interventions. The workshop will also allow an exchange between peers to discuss strategies to ensure the sustainability of the activities to be strengthened during the last year of project implementation. The results will be shared in the different networks of POs, local media (press, radio, and television) and broader social networks.

Subcomponent 1.B: Awareness, advocacy and public policy engagement

Activity 1.4: Raising awareness among producers and actors in the value chains about hygiene measures and an integrated approach to health that will help prevent new pandemics

87. Awareness-raising activities for family farmers will be carried out on barrier measures against Covid-19 and on strategies to adopt to prevent the spread of the disease, as well as on more general hygiene standards to adopt. The project will prioritize the use of the communication channels that are accessible to all farmers and their households. Simple information and communication materials audience will be produced and disseminated through local media, during assemblies and other meetings at the PO level, during outreach campaigns and during fairs. 3000 health kits will be assembled and distributed. A health kit is mainly composed of hydro-alcoholic gel, masks, soap and a bucket with a tap. The assembly of these kits (masks, hydro-alcoholic gels) will be done with the contribution of the artisans members of COPACO-PRP. Beyond the prevention of Covid-19, personal hygiene measures as well as hygiene measures in the processing of products, will contribute to the prevention of diseases in general.²⁷
88. This awareness raising activity will also encourage to look at the linkages with livestock and environment sectors and stakeholders whose activities may have an impact on health. It will take into account the "One Health" approach²⁸ with a focus on farmers and POs who border forest ecosystems, raise livestock and interact with densely populated areas. The awareness raising campaign will draw their attention and that of the general public to the health of the ecosystems in which animals and people live together. At the core of this approach is the idea that human and animal health are interdependent and linked to the health of the ecosystems in which they coexist. The "One Health" approach allows people to understand better the causes of pandemics and help to prevent future ones.
89. The rapid spread of Covid-19 has revealed existing long-standing global health inequities. It has shown that those who are already vulnerable bear the brunt of the negative impact of this type of epidemic that affects large numbers of people. The One Health approach could therefore be fundamental in addressing health inequities and emerging diseases, as it would reduce the risk of animal-borne human infectious diseases, as well as emerging wildlife-associated diseases.
90. COPACO-PRP has already put in place appropriate mechanisms to contribute to the implementation of this approach, known as the Peasant Health Clinic. Also, the scaling up of the veterinary pharmacy project supported by IFAD under FO4ACP and the partnership with the Ministry of Health will facilitate the implementation of the "One Health" approach envisaged by the project.
91. The project will ensure that people working in production units, processing units and other relevant steps of food processing, work in compliance with barrier and hygiene measures. These measures will also be integrated into the implementation of all activities. The Ministry of Health will accompany

²⁷ This activity has been adapted since the submission of the concept note, to not only work on the prevention of Covid-19 but on a more holistic approach to health.

²⁸ One Health is a collaborative, multi-sectoral and transdisciplinary approach created in the early 2000s, promoting an interdependent, unified and interconnected approach between people, animals, plants and their environment at all scales

the project in carrying out this activity through its health zones in the targeted zones. The awareness raising actions aim to reach the 4544 agricultural producers directly and indirectly the households operating in the project area.

Activity 1.5: Awareness raising and training of LPOs on aspects related to agricultural production in the context of climate change

92. Given the already visible consequences of climate change on agriculture, the Government of the DRC has proposed and defined several urgent adaptation measures to secure food production. Awareness-raising aims to properly inform producers about the consequences of climate change and the impact on the agricultural sector today, in the near future and in the long term. The training aims to strengthen the capacities of small producers on production techniques in compliance with environmental standards and the application of agro-ecological practices, introducing plants resilient to climate change.
93. In collaboration with **the National Institute of Agronomic Studies and Research (INERA)** and the **National Seed Service (SENASA)**, the project will: i) contribute to the dissemination of maize and cassava varieties that are more resistant to climate change and ii) organize the training of family farmers on cultivation practices and soil, water and crop management techniques that take climate change into account. The 10 training sessions of three days (five theoretical and five practical trainings) will be organized during the first two years of the project, with 05 theoretical sessions and 5 practical trainings (i.e. 60 people in the first year and 90 in the second), for a total of 150 members of the LPOs (an average of 7 members per LPO) of which at least 1/3 are women and 1/3 are youth.
94. The project will use climate-resilient cassava and maize varieties that have been introduced by specialized government services, NGOs and agricultural multipliers in the country.
95. To reduce the vulnerability of beneficiaries' livelihoods to climate shocks, the project will support the introduction of resilient good agricultural practices, with the aim of: i) limiting CO₂ emissions and thus reducing climate risks in the future; ii) anticipating the impacts of climate change, limiting their possible damage and taking advantage of potential opportunities. This will include the integration of legumes (soybeans, peanuts, beans, cowpeas and groundnuts) into the agricultural production of the main crops targeted by the project (cassava and maize).
96. The inclusion of legumes is important for several reasons: i) legumes can fix atmospheric nitrogen and supply it to the soil, thus reducing the need for synthetic nitrogen fertilizers and contributing to the reduction of greenhouse gas emissions. According to the FAO 85 million ha of legumes have contributed globally to fix 3-6 million tons of nitrogen in soils²⁹; ii) the high genetic diversity of legumes is an important quality to develop even more climate resilient varieties; iii) legume-based cropping systems promote crop rotation and exploit symbiotic microbes to fix nitrogen, partially transferring it to successive crops and thus increasing yields; (iv) the integration of legumes with other crops can be jointly promoted with the development of the agro-forestry system and improves the food security of farmers, thus helping them to diversify their nutrition and sources of income; (v) legume-derived products improve animal feed.
97. The legumes identified are widely consumed and appreciated by the majority of the Congolese population and are readily available in the country.
98. **Soy is** a legume with a well-balanced protein composition since all the essential amino acids are present. In terms of nutrition, 100 g of raw soybeans contain 375 calories, 33 g of protein, 18 g of carbohydrates, 14 g of fiber, 20 g of a fat called lecithin which helps lower cholesterol. Soy is also rich in magnesium, iron (9 mg), calcium (250 mg) and especially potassium (1,675 mg). These components make it a very mineralizing food rich in vitamins B, E and folic acid, which has multiple functions for the human body and participates in the production of DNA or red blood cells. As a very versatile nutritious food, soy can be used to prepare yogurt, sausages, hamburgers, cakes and many other nutritious foods.
99. **The peanut** is an annual plant of the legume family whose protein content promotes the development and repair of muscles. The fats it contains are considered "good fats" that have no harmful effects on health. They also help lower cholesterol and combat cardiovascular disease. For 100 g of peanut, the nutritional values are as follows: calories (567 kcal), lipids (49 g including 7 g of saturated fatty acids, 16 g of polyunsaturated fatty acids and 24 g of mono-saturated fatty acids); carbohydrates (16 g),

²⁹ [Infographic: Legumes and climate change \(fao.org\)](https://www.fao.org/infographic/legumes-and-climate-change)

proteins (26 g). The peanut is also rich in potassium (705 mg), sodium (18 mg), calcium (92 mg), iron (4.6 mg), magnesium (168 mg); and 100 g of **peanut** contains 0.3 mg of vitamin B6. It is used commonly in several Congolese dishes combined with fish, fumbwa, rice, sweet potato, plantain, chicken, etc.

100. **Beans** are a legume that is very rich in iron and folate (vitamin B9). They are recommended during the growth phase and are a source of silicon, which plays an important role in bone formation. It is very nutritious and contains a large number of nutrients: water, carbohydrates, lipids and proteins. A 200 g portion of cooked white beans contains barely 250 calories, for almost 20 g of proteins. The bean also contains interesting quantities of polyphenols which have anti-oxidant properties allowing the prevention of degenerative diseases such as colorectal cancer or metabolic syndromes. It is rich in fiber and protects against heart disease and regulates blood sugar levels by slightly lowering them. Consumed steamed or boiled, the bean is a source of magnesium and vitamin B2. It is widely consumed in the DRC, mainly in the eastern provinces of North and South Kivu.
101. **Cowpea**, also known as black-eyed pea, is common in the Congolese culinary tradition, and its nutritional quality makes it an ingredient of choice in the fight against malnutrition, and in the development of livestock. Like groundnuts, cowpea seeds are rich in protein: between 17 and 28% of dry matter. It has many health benefits as it can: improve digestive health, help protect the heart, help detoxify, solve sleep problems, and help manage diabetes, help with weight loss, improve circulatory health and help with skin care.
102. **The voandzou**, also called ground pea or groundnut, has a great importance in the human diet. It is especially used in children's food and replaces efficiently animal protein sources without fat contribution. Voandzou adapts easily to difficult climatic conditions and has no specific soil requirements. Like other legumes targeted by the project, voandzou contributes effectively to soil fertilization through its symbiotic nitrogen fixation. It is a real source of protein (16 to 21%) and carbohydrates (50 to 60%). In addition to being rich in protein, it contains vitamins A and B, magnesium, calcium, zinc and selenium.
103. For the sustainable supply of seeds, the project will rely on its partnership with the **Ministry of Agriculture through the SENASEM** (Service National des Semences) and **INERA** (Scientific Research) which are respectively the state services in charge of the certification and production of seeds. The sustainability of seed supply will be guaranteed by the production of quality planting material from COPACO-PRP agri-multipliers already trained by SENASEM in several of the project areas (Kwango, Kwilu and Kinshasa). The training program for agri-multipliers in seed technology will be extended to Central Kongo according to the program agreed with SENASEM.
104. The seeds produced by the agri-multipliers in the intervention areas will be conserved in the existing seed banks in Kwilu and Kwango financed by Vétérinaires Sans Frontières - Justice Alimentaire Mondiale (VSF-JAM). In the other zones, the project will rehabilitate or rent warehouses for seed conservation.
105. The seeds distributed to the project's POs during the agricultural campaigns will be recovered at harvest time to be used for the next season, to ensure the planting cycle can continue. These activities will be carried out under the supervision of the Provincial Coordination Units of SENASEM which have seed laboratories at the local level. Training will be organized in the Provincial Coordination Units and will involve contributions from ACAP's trainers. Improved seeds resilient to climate change will be acquired as part of the implementation of business plans (component 2), with the collaboration of INERA and SENASEM, with whom COPACO-PRP will establish a formal renewable collaboration framework for a period of 05 years.
106. The project will contribute to the improvement the dissemination of agro-meteorological data among the farmers. The aim is to provide reliable and understandable information to agricultural producers in a timely manner. The National Meteorological and Hydrological Service of the DRC, METTELSAT, is in charge of meteorological and remote sensing networks. METTELSAT's disseminates agro-meteorological data and information (via radio and television broadcasts) which will contribute to the improvement of agricultural production conditions for POs and small family farmers.
107. The current communication system, based on high frequency radio signals, e-mail and regular postal delivery is not intended to be delivered in real time. METTELSAT currently has 22 manual and 27 automatic weather stations (AWS). One of METTELSAT's projects is the collection of data and information that can contribute to the reduction of greenhouse gas (GHG) emissions in the agriculture, energy, industry and waste sectors.
108. The project's collaboration with INERA's meteorological services will also improve access to information for farmers. Agro-meteorological bulletins will be disseminated through radio, WhatsApp, SMS, flyers, targeted awareness campaigns and interpersonal exchanges. The information received

will enable farmers to establish agricultural calendars that will facilitate the planning and implementation of their activities, taking into account the dynamics of climate variability. These calendars will also indicate the expected start and end dates of the rainy season, thus helping farmers to better manage the planting periods of different crops.

109. Agro-meteorological bulletins produced by INERA will be disseminated by the COPACO-PRP's Farmers' Communication Unit (UCP) through the above-mentioned information channels. The communication system will be strengthened at the level of the COPACO-PRP National Secretariat with simplified communication tools. These actions will aim at strengthening the capacity of POs to design and implement strategies that take into account climate risk.

Activity 1.6: Awareness raising and training of PO members on nutritional aspects

110. In order to address the issue of food security and nutrition, the project will use the methods advocated by "Intelligent Agriculture for Nutrition (AIN)" applied by the National Nutrition Program (PRONANUT). AIN technologies and practices offer opportunities to contribute to a dual objective: improving the nutrition of the local population, while increasing the productivity or income of family farmers.
111. The project will carry out awareness-raising activities among producers and their households, to inform them about the importance of nutrition, a fundamental public health issue and an important element for children's growth and disease prevention.
112. The commodities mainly targeted by the project (maize and cassava) and the activities of COPACO-PRP members in other commodities (cereals, legumes, etc.) will ensure these provisions. Capacity building of COPACO-PRP and the LPOs concerned will be sought and pilot actions related to the targeted commodities are planned in the 6 production basins (Bulungu, Masi manimba, Kasongo Lunda, Kenge, Muanda and Plateau de Batéké). 10 training sessions (5 theoretical and 5 practical) for 30 people each will be organized over 3 days for 150 LPO members.
113. These trainings will also aim at enabling the LPOs and their members to manage local supervision systems at the level of the pilot actions to be carried out in the production basins. Each organization will ensure the participation of at least one woman and one youth. These trainings will be organized in the different Provincial Coordination Units of the project and ACAP's trainers will be involved.
114. Synergies will be sought with ongoing and planned interventions that link agriculture to nutrition such as IFAD's AVENIR programme³⁰, the Youth Entrepreneurship in Agriculture and Agribusiness Project (PEJAB) (2017-2023); the Multi-sectoral Nutrition and Child Health Project (2019-2025); the Integrated Support Project for the Development of the Rural Economy (PROADER) (2020-2025).. The project will continue and scale up the awareness campaigns for family farmers on food hygiene and nutrition already started by COPACO-PRP in Kinshasa with the experts of the National Nutrition Program (PRONANUT) in the framework of the FO4ACP project. Workshops to capitalize on the achievements of the different projects and programs on nutrition will be organized in the project area.

Activity 1.7: Advocacy for farmers' access to land, land security and market access

115. Smallholder access to land and land security are considered essential pre-conditions for agricultural development and access to food security. The project will develop specific advocacy actions on access to land, land security and market access. Communication and advocacy actions will be organized in collaboration with other partners, notably on the fight against food insecurity, the promotion of family farming, the promotion of local peasant seeds, agro-ecology and climate justice. These themes emerge from the real needs of smallholder farmers expressed during the conferences and workshops organized with PO leaders during the design stage of the project.
116. Four advocacy activities will be conducted, monitored, and evaluated under this project. Each advocacy action includes the following steps: (1) Institutional analysis, (2) Meetings of the advocacy team, (3) Information workshop, (4) Preparation of audio-visual communication materials (banners, digital posters, photo report, video, etc.), (5) Media coverage (television, radio, written press), (6) Editing, dissemination and publication of proceedings.

³⁰ The AVENIR project will be implemented over a period of 6 years, from 2023 to 2028, and its overall objective is to contribute to the reduction of rural poverty and the improvement of the nutrition of rural populations.

Activity 1.8: Citizen control over the implementation of the government program of the “Office des Voies de Desserte Agricole”/Department of Agricultural Feeder Roads (OVDA).

117. In the DRC, accessibility to rural and peri-urban areas is estimated to be less than 30% and therefore it is necessary to improve access to rural and peri-urban markets and infrastructure, as well as the production and marketing capacities of rural and peri-urban population by improving transport infrastructure. New rural roads allow better exchanges between rural areas, production centers, and consumption centers. They also concern the routes that link the production centers to the peri-urban centers.
118. For this reason, the Government of the DRC created on the 1st of April 2020, a public establishment of a technical nature with legal personality and financial and management autonomy, called the "Office des Voies de Desserte Agricole" of the Democratic Republic of Congo (OVDA)³¹. The OVDA's mission is to: i) build, rehabilitate and maintain roads of local interest; ii) develop and maintain waterways of local interest intended to ensure exchanges between agricultural production centers and consumption centers; 3) promote a partnership between the public authority, owner of the infrastructure, the donors providing financial support and development operators, the main users and beneficiaries of the agricultural service roads; iv) to form, install and federate at the grassroots level the Local Maintenance and Rehabilitation Committees (LMCs, CLER in French) as management structures for road and river assets enjoying legal recognition; v) promote good practices in the use of the road network.
119. To improve the activities of its members, COPACO-PRP will set up a monitoring and citizen control system for the implementation of the OVDA program. This mechanism will concern: CLER's recruitment policies, the financing of CLER's activities, CLER's payment modalities and the involvement of POs in the CLER. The approach will focus on an analysis of the situation (quarterly), the organization of field missions of the monitoring committee, and communication and advocacy activities. In addition to highlighting the relevance of associating the apex POs in the piloting of citizen control for activities related to rural development, this approach will also allow the LPOs to learn more about the operating mechanisms of the OVDA, and to carry out their advocacy for the development and/or rehabilitation of the feeder roads of their production basins, in order to facilitate the flow of agricultural products to the targeted markets.
120. Cassava production in the DRC is estimated at about 15 million tons per year³²; and organic cassava fortified with vitamin A (yellow cassava) is another variety introduced in the four provinces of Kinshasa, Bas-Congo, Orientale and Kivu to ensure food security and improve farmers' income. It was also planned to expand its cultivation to 750,000 farming communities in 2018³³.
121. Maize, one of the main cereals grown in the DRC, is consumed in many of the country's provinces; the value chain tends to find its feet and new small producers are emerging while processing and marketing activities are developing and links in the value chain are gradually being put in place, particularly in the provision of inputs and services. It would also be important to promote the consolidation of this value chain.

Component 2: Support to POs' entrepreneurship in the development of cassava and maize agricultural value chains with the introduction of legumes as intercrops.

122. Component 2 aims to strengthen the entrepreneurship of POs in the development of value chains of targeted agricultural commodities (maize and cassava) in six production basins. The targeted results are: (i) improved production and marketing capacities of family farmers, (ii) improved productivity and production of the targeted commodities, and (iii) increased incomes of family farmers. The component will also contribute to the strengthening of food security for vulnerable groups.
123. The challenge is to develop the value chains of the targeted sectors (cassava and maize with the inclusion of legumes) through economic initiatives led by the LPOs. The choice of these crops is

³¹ Decree No. 20/008 of April 1, 2020 on the creation, organization and operation of the Office des Voies de Desserte Agricole (OVDA).

³² Marie Claire Yandju D.L., "*Situation de la filière Manioc en république démocratique du Congo : analyse et perspectives*" [archive], at www.gcp21.org, University of Kinshasa (accessed 10 July 2019)

³³ Sylvain Bidiaka, "*Delivery of Vitamin A Cassava in Democratic Republic of Congo (DRC)*" [archive] [PDF], Biofortification: The Second Global Conference - IFPRI INFO (accessed 31 March 2015).

justified by the place they occupy in the agricultural activities of the POs and by their demand on the market and also their contribution to food and nutritional security, as well as on the increase in income and job creation. The links in the value chain concerned are production, processing, conservation and marketing.

124. In addition to these two priority sectors, and in view of the recommendations made by the National Nutrition Program (PRONANUT) during the project development, the importance of integrating the legumes to meet the nutritional needs of the population was noted. Legumes will allow, among other things, to meet the principle of crop rotation, and links to these integrated crops can be established with animal nutrition. The POs will be encouraged and supported in the development of diversified activities to meet these nutritional needs.

125. Component 2 is carried out through 6 activities.

Activity 2.1: Development and adoption of a strategic plan for largescale entrepreneurship development

The intervention strategy advocated through this project is that of **collective agricultural entrepreneurship**. Collective entrepreneurship is an approach that aims to achieve economic initiatives in a given environment by associating the various actors (small agricultural producers, traders, transporters) involved in the agricultural value chain, in order to respond to a previously identified common need. The strategic plan will take into account aspects related to nutrition and climate change resilience mechanisms. It will promote diversification in the main value chain activities of the maize, cassava and legume sectors and extend its actions to integrated agriculture where by-products could be used as feed for animal production and as organic inputs for small farmers.

126. In each zone, the different actors in the agricultural value chain face specific challenges related to the development of their activities and the socio-economic development of their environment. Women and youth also have specific needs such as access to land, financing, inputs, production and post-harvest equipment, conservation solutions, market access, etc. Through a strategic plan that will be developed at the beginning of the project, the experiences of the six agricultural basins included in the project intervention area will be capitalized and analyzed with a view to scaling up the identified good agricultural practices.

127. The strategic plan will be developed in a participatory manner, with the support of consultants (an agronomist and a marketing expert (agribusiness)), which will allow, starting from a SWOT analysis (strengths, weaknesses, opportunities and threats), to define the objectives and to identify the priority axes of development with concrete actions to be taken. The analysis will look at the different links of the value chains and agricultural entrepreneurship: access to seeds and other inputs, access to equipment, access to the market, as well as opportunities to valorize cassava and corn products for animal feed. The aim is to present an approach to promote the development of collective entrepreneurship, while positioning the POs on the markets.

128. The strategic plan will also take into account aspects related to climate change. Climate change is already affecting rainfall patterns and temperatures, increasing the vulnerability and insecurity of small-scale farmers who are totally, or largely, dependent on rain-fed agriculture. It will also explore options to promote the adoption of agricultural insurance mechanisms and risk mitigation opportunities in rural finance. The major challenge for agricultural insurance is the ability to extend coverage to those small-scale farmers, that are considered as high risk.

129. The study will have a localized approach, to ensure that the specificities of the six basins are identified and included. The strategic plan will be developed and validated by the different stakeholders (COPACO-PRP, teams of technicians, LPOs and other stakeholders such as the Ministry of Rural Development which will collaborate through SNCOOP, Ministry of Health, MEC-IDECE, SENASEM, AFAD, ACAP, AIDHEN, PRONANUT, INERA and CAP), and implemented in the first year of the project. Although the activities of this project are already defined in the project document, the project team will ensure that they are adapted where necessary and that they can be integrated into the framework of the strategic plan. This plan will include a component on the implementation of a sustainable input supply system, supported by SENASEM for the seed provision. The strategic plan will also include possible co-financing options. Other financial partners such as Equity BCDC, Afriland Bank, Rawbank, Ecobank as well as some MEC-IDECE microfinance institutions will be contacted in this process as they have previously shown interest to be involved. Similarly, some private financial

institutions operating in the project intervention zones, such as MEC-IDECE, CAPs, savings and credit cooperatives, have expressed their willingness to contribute to the financing of this project by providing credit for investments by the beneficiaries. The various technical and financial partnerships and the modalities for financing the activities will be detailed in the related documents and in the implementation manual. The plan will also incorporate a sustainable and scalable market access strategy for small-scale producers, as well as the vast potential of rural finance to improve the livelihoods of the rural population. The implementation steps of the activity will include: (1) recruitment of consultants based on terms of reference, (2) completion of the diagnostic (3) proposal of the strategic plan, (4) validation of the strategic plan by stakeholders (5) finalization, dissemination and implementation of the strategic plan.

130. The monitoring and evaluation indicators of the strategy will be evaluated annually by COPACO-PRP. Three annual workshops to evaluate the implementation of the strategic plan will be organized.

Activity 2.2: Support to LPOs in the development and implementation of business plans

131. In order to ensure the sustainability of its interventions, COPACO-PRP has opted to accompany selected LPOs in the preparation, implementation and monitoring-evaluation of business plans. The **business plan** (BP) is an official document that contains all the information necessary to understand the development projections of an enterprise and the financing to carry out the proposed activities. It defines the objectives to be achieved as well as the methods and timeframes necessary to achieve them. It also describes the nature of the business, provides basic information on the organization of the company, its financial projections and the strategies it intends to implement. In short, this document serves as a roadmap for the business activities of a company/organization.

132. The business plan includes an analysis of the market in which the company/organization wishes to operate. It outlines realistic financial projections and provides an understanding of how the company/organization intends to make a profit and how it will position itself vis-à-vis the competition. In addition, it details the infrastructure, equipment and personnel requirements and describes how the company intends to organize itself to carry out its project and promote its goods and services.

133. The business plan also serves to demonstrate the professionalism of the entrepreneurial approach to investors and lenders. It clearly reveals the financing needs and explains how the business will generate profits.

134. To this end, the project will look into the promotion of existing ICT tools that can facilitate the development of business plans. More specifically, tools tested and validated by FAO and IFAD such as **Ruralinvest** will be reviewed as an option. Ruralinvest is a software for all types of small or medium investment projects in rural development.

135. The main features of Ruralinvest are: (i) a participatory and interactive approach involving all stakeholders; (ii) free manuals explaining to users how to proceed at all stages of the project life cycle; (iii) user-friendly software with detailed help functions; (iv) automation of technical and financial calculations; and (v) analytical tools for quality control of project proposals.

136. The Ruralinvest toolkit can be used by groups, organizations or individuals wishing to prepare an investment proposal or mobilize resources. It is a comprehensive methodology, the current version of which incorporates many practical experiences of its use from projects carried out over the years in Latin America, Asia and Africa.

137. The proposed business plans will be in line with the strategic vision for the development of the value chains developed above. They will be structured to promote the development of collective entrepreneurship and will take into account the volatility of food prices of agricultural products as well as the perils of climate change and the financial crises facing rural populations in the DRC. They will help understand and manage the risks that beneficiary POs may face and will aim to make inclusive rural finance a key driver for rural transformation. They will contribute to the creation of employment and added value through the conservation and/or processing of agricultural products and their marketing.

138. Business plans allow the LPOs to carefully plan every detail of their activities and to anticipate problems before they arise; facilitating the achievement of the objectives that the LPO has set. The

implementation of these business plans, which will cover the POs strategy, will allow them to improve their existing sales and processes through contracts.

139. This activity focuses on supporting 20 LPOs, each of which will receive support in structuring their business plans, coaching during implementation, as well as technical and financial support in operationalizing and monitoring the plan. The average cost of a BP is estimated at USD\$ 25,000. The exact amount will depend on the specific business plan as well as the profile of the LPO, the profitability of the project and the capacity to mobilize the contribution from the beneficiaries. Each beneficiary PO will contribute at least 15% in kind.
140. The list of identified LPOs is included in Annex 6. At the start of the project, the selection will be reviewed and confirmed with the project stakeholders. Initially, 30 LPOs will benefit from participatory diagnoses to assess their strengths, weaknesses, opportunities and constraints. The results of the diagnoses will lead to the final selection of 20 POs that best meet the criteria. The final 20 POs that are selected (according to the criteria defined above in paragraphs 20 to 25 of the DCP), will be accompanied in the formulation of their business plans. The process includes :
- Organization of 30 diagnoses and identification or confirmation of the project idea;
 - Market research on the selected project idea and development or update of the business plan
 - Validation of business plans
 - Resource mobilization (POs, COPACO-PRP, IFAD, donors)
 - Implementation of the business plan
 - Monitoring and evaluation of the business plan.
141. The final selection of business plans to be supported under this project will be based on criteria of relevance and profitability, ensuring the prioritization of projects led by the most vulnerable groups (including women and youth). A total of 20 business plans will be supported by the project. Of the business plans supported, at least 36% will be led by youth and 60% by women, members of the beneficiary POs.
142. **Technical support for the implementation of business plans.** The activity also includes the provision of technical support for the implementation of the business plans by a Technical Assistant and a Marketing Expert. These two human resources will be recruited and mobilized throughout the implementation of the project. Also, quarterly M&E missions for the business plans will be organized.

Activity 2.3: Strengthen the managerial and commercial capacities of the LPOs

143. This activity will contribute to supporting the POs in the management of their organizations, in the organization of farmers' agricultural fairs, as well as in the creation of commercial links with other actors. It will also include training sessions of 3 days for 30 participants (30 members among the 20 beneficiary LPOs) on entrepreneurship, market negotiation techniques, marketing, processing, conservation, good hygiene practices, etc. A total of 10 training sessions are planned during the first two years of the project, with an average of 5 sessions per year, (i.e. 150 people trained). Among the participants in the training sessions, 2/3 will be women and 1/3 will be young people.
144. **Support activities for the commercialization and marketing of products. Organization of agricultural fairs.** COPACO-PRP will organize annual trade fairs, during which several LPOs will be gathered with their products, in a festive atmosphere. These fairs will allow the LPOs to make their products known, to establish relationships with buyers and to establish purchase/supply contracts. A total of 4 trade fairs will be organized over the duration of the project.
145. **Strengthening the COPACO-PRP Market Information System (MIS).** MIS are information systems that aim, on the one hand, to improve the marketing of agricultural products and, on the other hand, to strengthen the relevance of agricultural, food and trade policies by better taking into account the situation and dynamics of markets. Within the framework of the FO4ACP project, COPACO-PRP is currently working on a MIS on agricultural products. This MIS is not yet fully operational and it will be further strengthened under the present project, with an emphasis on information related to the targeted commodities. The project will also work with rural radio stations, community listeners' clubs, SMS, WhatsApp, Twitter and electronic money (MPESA) applications. At the beginning of the project, a diagnosis of the existing system will allow to take stock of the results obtained so far and to define the actions to be taken in order to improve the existing system.

146. **Study on the organization and management of territorial markets.** A study on the management of territorial markets will be carried out with the support of a consultant, through field surveys and focus groups. It will allow to obtain more precise information on the purchasing behaviour and the aspirations of the consumers. The objective of the study is to show that there is a market potential at the territorial level, and that the beneficiary LPOs can position themselves commercially, by developing a marketing plan that integrates the following 4 pillars: i) product policy; ii) pricing policy; iii) distribution policy; iv) communication policy.. The study will look into the products of cassava, maize and their derivatives delivered to local markets in order to put in place competitive mechanisms to obtain a large share of the market. It is within this framework that sales contracts can be signed with wholesalers and institutions. The results of the study will be shared with stakeholders and the report will be disseminated. The report will also serve as a basis for advocacy on market access for small-scale producers.

Activity 2.4: Strengthening of a financing mechanism for investments by producers' organizations and rural youth

147. Access to financing by farmers appears today to be the *sine qua non* condition for sustainable development because good ideas and projects cannot be implemented without a minimum of financing. Decentralized financing systems are mainly installed in urban areas and have important limitations that do not allow them to serve the farmers in landlocked areas. Also, despite the existence of a significant capacity of Microfinance Institutions (MFIs), farmers still have relative low access to those institutions. This has a negative impact on rural development and limits the income of the farmers. In addition, the conditions required by commercial banks for loans (high repayment rate, pledge or mortgage) do not allow farmers to access them.

148. To respond to financing needs, COPACO PRP has set up the **Caisses Agricoles Paysannes (CAP)** to support local initiatives to contribute to the creation of the necessary conditions to improve the financial autonomy of the rural world.

149. COPACO-PRP tries to facilitate access to financing for its members by opening local farmers' credit unions, setting up bank guarantee funds, raising awareness, mobilizing savings, developing capacities of farmers on financial autonomy, coordinating the opening of individual or collective accounts.

150. Today, COPACO PRP has 7 local Caisses Agricoles Paysannes in 5 Provincial Coordination Units. Currently, the Caisse Agricole Paysanne has 351 subscribers and has mobilized approximately 42 million CFA francs, or US\$ 21,000. The average volume of individual or group loans granted by the CAP is between US\$ 500 and US\$1,000 and the repayment rate used is the same one generally applied by MFIs in the DRC (3.5 to 4%/year).

151. This project will work with banking institutions to establish a US\$140,000 revolving fund that could be used to leverage productive credit to LPOs and producers. It is also a question of mobilizing new financial resources, to distribute credit once again to applicants for financing related to rural development. These funds will be used to finance at least 28 LPOs per generation, at an average of US\$ 5,000, with a 16-month credit cycle. This would allow to finance 3 generations within the project duration, with a leverage effect that would make it possible to support a total of 84 micro-projects of POs.

152. This financing mechanism proposed by the project is in line with the CAP instruments, which are not only involved in mobilizing local savings but also in promoting inclusive financial education and providing micro-credit. This mechanism will be supported by ICTs, where applicable, which are effective instruments for facilitating access to financial services.

153. In addition to voluntary savings, CAP has developed several mechanisms to mobilize funds: i) the Peasant Basket/Le Panier du Paysan; ii) the Local Financial Empowerment Movement (MAFILO); iii) the Thursday Fund for the Development of Peasant Women (ALIS); iv) the Local Savings Mobilization Program (PROMEL). These mechanisms, which promote the socio-economic interests of farmers also help to strengthen the financing of investments by POs and rural youth.

154. Activity 2.4 will rely on existing instruments, in particular the Caisses Agricoles Paysannes (CAPs) set up by COPACO-PRP³⁴, with a minimum required contribution of 10% (in kind and financial) from the beneficiaries. The Caisses Agricoles Paysannes are operational in the Provincial Coordination Units of Kinshasa and Kwango. They will be extended to other Provincial Coordination Units targeted by the project.

³⁴ See attached document, Presentation of the Caisse Agricole Paysanne (CAP).

Activity 2.5: Establishment of consultation frameworks

155. Actors intervening directly or indirectly in the value chains - producers, processors, seed growers, traders, NGOs, microfinance, etc. - are confronted with difficulties such as access to credit/inputs, processing and especially marketing, post-harvest losses, limited access to information, etc. As there are intrinsic links between all the actors, a problem arising at the level of one actor in the sector has repercussions at several levels along the value chain.
156. In order to make the value chains more dynamic, autonomous and to allow the actors to be fully involved in the search for solutions to the problems they face, it is necessary to put in place a mechanism to allow them to investigate and face the challenges themselves. Hence the interest in setting up a consultation framework around the targeted sectors. Consultation frameworks between producers in the same sector, technical services, financial actors, etc. will be set up in each production basin.
157. This framework will include actors at the base, namely seed growers, producers, processors and traders. Other actors such as the decentralized services of the government and other private actors (apex organizations), financial institutions and programs for facilitating access to credits, local NGOs, enterprises providing services to POs and the media, will also be represented.
158. The approach will focus on the identification of all potential actors to be integrated by production basin (seed producers, processors, wholesale traders, NGOs and MFIs, public authorities (town halls, prefectures, etc.), technical support services). All actors will be invited to take part in an assembly of the framework's stakeholders; the definition of objectives following a diagnosis; the implementation of objectives; the setting up of a steering committee; the organization of periodic meetings of the committee; the elaboration of the charter that should govern the functioning of the framework, the definition of a strategy to make the framework functional and the implementation of the strategy.
159. These consultation frameworks will focus on the promotion of collective marketing systems and will facilitate access to finance for the LPOs, through advocacy with MFIs. They will also allow for the structuring of partnerships with other value chain actors, with a view to providing support to the operational functions of the POs in the activities of supply, production, processing, administrative management, etc. They will specifically aim to facilitate access to inputs for producers, and will allow for exchanges and agreements on the various local taxes related to the main value chains. Strengthening the partnership between the different actors at the local level, harmonizing and sharing local information on the value chains of the commodity chains (cassava, maize, legumes, etc.) will also be among the priorities of the frameworks.

Activity 2.6 Rehabilitation of input storage facilities and seed banks

160. Transportation infrastructure in the DRC is among the least dense in the world³⁵. From many parts of the country, travel to the capital by road is impossible and most provincial capitals are not linked to Kinshasa. Despite having one of the largest river systems in the world, river transport is often hampered by high levels of siltation and long waiting times at ports due to inadequate infrastructure.
161. To support the implementation of business plans and ensure the timely availability of seeds and related inputs, a storage facility for agricultural inputs and a seed bank will be rehabilitated or rented in each zone. In the agricultural economic zones of Kinshasa and Kongo-Central the project will look for infrastructure to be rehabilitated. In the agricultural economic zones of Masi-Manimba, Bulungu and Kasongo-Lunda, the project will use the existing infrastructure supported by Vétérinaires sans Frontières in the framework of the "Right to Food" project. This approach aims to guarantee a sustainable supply system for seeds and other inputs. With this, the projects aim to ensure the three dimensions related to the profitability of the use of inputs by producers: the physical availability of inputs, in acceptable quantity, quality and cost, which depends on the presence of operators involved in the various tasks at each link of the commodity chain, as well as the availability of capital at the various links of the commodity chain to finance the operations.
162. This activity will include feasibility studies, site identification and selection, and leasing or rehabilitation of storage facilities.

³⁵ World Bank: Transport, Economic Growth, and Deforestation in the Democratic Republic of Congo A Spatial Analysis: <https://documents1.worldbank.org/curated/en/366421468197071923/pdf/103695-WP-FRENCH-P145907-PUBLIC-Transport-Economic-Growth-and-Deforestation-in-the-Democratic-Republic-of-Congo-1-13-16-FRENCH.pdf>

163. A set of equipments, consisting of pallets, scales, packaging equipment will be acquired for each storage facility.
164. The POs will be trained and accompanied to better organize themselves for collective purchases of seeds and inputs. These purchases will be made in advance, in accordance with crop calendars. The practice of collective purchases is a validated and recommended good practice. However, good management of storage space and grouped purchases require targeted interventions from a practical and organizational point of view. Storage management has a technical dimension as well as a management and governance aspect.
165. Communication will be key to support the facilitation of collective purchases of inputs to link the POs with suppliers, companies, etc. to ensure timely and advantageous solutions can be found to the needs of the producers.
166. The various actors will be linked by an application installed by VODACOM-CONGO, with whom a partnership related to the Market Information System developed under the FO4ACP project is currently being established with COPACO-PRP. The digital platform to be developed will facilitate the flow of information on agricultural inputs, the availability and prices of agricultural products, the location of markets, evacuation possibilities, etc. In view of the quantities ordered, the bargaining power could be used to obtain the best prices on the market.

Component 3: Project coordination and monitoring and evaluation

167. The coordination and management of the project is integrated into the management system of the Executive Secretariat (National Coordination) of COPACO-PRP, with the designation of a team dedicated to the monitoring of the action and resource management.

Activity 3.1: Project coordination and management

168. The small Coordination unit will consist of a Coordinator (also in charge of reporting and monitoring and evaluation), an Accountant and an Administrative and Financial Assistant.
169. The Coordination Unit will be responsible for the day-to-day management of the project, implementation, partnerships, monitoring and evaluation of the annual work plan and budget (AWPB), and the procurement plan. The unit will also be responsible for the preparation of supervision missions, annual external audits and report writing. The unit will work in collaboration with the technical team supporting components 1 and 2. The Coordination Unit will take into account the activities carried out by COPACO-PRP, particularly the daily tasks, and will gradually integrate them in order to ensure that the processes are functioning properly to fully achieve the objectives of the project.
170. Communication and visibility activities, knowledge management, as well as documentation and dissemination of experiences will be co-financed by COPACO-PRP. Staff and operating expenses will be co-financed during the first two years, and financed by COPACO-PRP from the third year.
171. The project funds will cover part of the rent, salaries of the project staff, as well as the operating expenses of the offices (water, electricity, internet, supplies and small office equipment, etc.).

Activity 3.2: Monitoring, evaluation and reporting

172. Under the M&E of the programme, the indicators form the logical framework (aligned with the GAFSP indicators) will be collected and the project implementation will be monitored in a systematic and objective way, using the collected data and information to be able to make strategic decisions, which will allow for continuously improving the project implementation. It will monitor each of the activities and progressively evaluate the level of achievement of the project in order to be aware of possible blockages and make, if necessary, adjustments and/or modifications, with the aim of moving the project forward towards the objectives and the goals.
173. COPACO-PRP has M&E mechanisms in place that have proven effective in previous projects (funded by IFAD, the EU and other donors). Although limited in their use of ICT, these mechanisms provide reliable and accurate information. COPACO-PRP is planning to move to a digitalized M&E system during the course of the project, to make the data collection more efficient.

174. The new M&E system will not only improve planning and better inform and define relevant M&E indicators, but will also focus on improving project performance and achieving results. The M&E component also includes the start-up of the project, technical and fiduciary monitoring, and the preparation of biannual and annual reports, mid-term review and project completion reports.
175. From the start of the project, particular attention will be given to the identification and monitoring of innovative approaches, to measure results and impact, and analyse success factors. The project's logframe is based primarily on the April 2022 GAFSP guidelines and includes 1^{er}, 2^e and 3^e level indicators summarized in the project's logical framework and will be filled in periodically. Information and communication technologies (ICTs), including software or hardware for processing and transmitting information: digital cameras, cell phones, computers, applications will be useful for creating digital surveys and will allow users to upload data in real time and facilitate remote M&E. The operationalization of COPACO-PRP's Market Information System (MIS) will also be an important tool in the M&E implementation of the project. At the start of the project, the baseline values of the indicators will be filled in and the target values planned.
176. The bi-annual reviews and reports will provide information on the level of progress of the project. The reporting system includes the production of semi-annual technical and financial reports; a mid-term report and evaluation and a project completion report.
177. Harmonization of reporting with the GAFSP reporting format will be ensured to allow the supervising organization (IFAD) to submit the required reports to GAFSP on a bi-annual basis.

d. Expected outputs and outcomes, utility for the target

178. The project aims to achieve nine (9) main results:
1. 120 political leaders and members of LPOs are trained at the technical, managerial and commercial level to be able to manage and ensure the sustainability of the project's income-generating activities;
 2. 20 LPOs and 150 of their members supported in the area of climate-smart agriculture;
 3. 20 business plans of LPOs developed, approved and funded;
 4. 20 economic initiatives of LPOs are set up and operational, 90% of which are viable and profitable after 24 months;
 5. A stakeholder consultation framework is organized in each of the agricultural basins (6), which will be able to facilitate effective and permanent dialogue between LPOs and the private sector and other actors of the sector, around issues of common interest, with the aim of promoting the creation of sustainable partnerships;
 6. The members of the LPOs benefit from working capital/development funds and their LPOs ensure the collective storage and marketing of their agricultural products under the project;
 7. The experiences of the LPOs are shared in the framework of knowledge management activities;
 8. The small agricultural producers of the project area are supported in securing their land and participate in the management of territorial markets;
 9. Project activities are capitalized and information is disseminated.

e. Innovations promoted

179. The project aims to sustainably improve the income and food security of family farmers in the targeted areas of the DRC following the negative effects of crises, Covid-19 and climate change. Through its implementation, several innovations will be developed and capitalized. These innovations will be documented and analysed and good practices will be shared for learning and uptake.

180. The project itself is innovative in that it is developed by and for POs, and carried and implemented by the beneficiaries themselves. It is an inclusive approach, with the involvement of various actors, the strengthening of the farmers' power. More than 1500 households will be reached.
181. The intervention allows COPACO-PRP and the LPOs to offer new services to their members, expand or consolidate their markets, while building new platforms. The project will be structured to offer a range of innovative options in the cassava and maize value chains to overcome the specific obstacles faced by LPOs (access to improved variety seed, access to inputs, capacity building on technical production itineraries, access to financing, access to chews, etc.).
182. For example, the project intends to transform cassava into products such as flour for bread,³⁶ to meet the need for flour at a time where the stocks of wheat flour are low, or when the price of the latter becomes too high. It is an innovation that allows to valorize cassava and at the same time to counter the soaring prices of some food products daily used by the Congolese population.
183. It will establish new forms of partnerships with training and research institutes (INERA, PRONANUT, SENASEM), public authorities, local communities and rural organizations, the private sector and other development partners. The notoriety and experience acquired by the project's PO (COPACO-PRP) is an important asset for the implementation and the achievement of the targeted objectives.

f. Risks and Mitigation measures

184. **Three categories of risk were identified:** risks linked to the design; risks linked to the institutional capacity of implementation; and technical, safety, and environmental implementation risks.
185. **Regarding the risk related to the design of the project,** the experience of COPACO-PRP allowed to anticipate these programming risks and to make the project realistic and feasible. The comments received from GAFSP on the concept note and IFAD's support throughout the design process allowed to adjust the intervention in order to make it feasible with the resources allocated and within the duration of the project. The project formulation phase and the formulation support mission also made it possible to clearly specify the implementation modalities for each of the selected activities, based on consultations with all actors and partners involved.
186. **Institutional capacity for implementation** (risk of insufficient capacity to implement the project), with the consequence that the targeted objectives will not be achieved and that the project's resources will not be well absorbed. The mitigation measures for this risk include: the inclusion of a team of five people (two of whom will be responsible for technical aspects and three for coordination, management and monitoring-evaluation) in charge of managing the project at the COPACO-PRP National Secretariat. The qualified staff that will be assigned to the project will have sound experience in the management of previous projects as well as a good knowledge of IFAD guidelines and procedures. An important asset is also the ownership of the project by the LPOs that were involved in the consultations and the design. To this end, the pre-selection of LPOs has been anticipated. IFAD's supervision of the project will also contribute to address any possible institutional capacity issues that might arise during implementation.
187. **For technical, security and environmental risks in the implementation,** the selection of the project's intervention areas already allows to limit the risks related to security and armed conflicts. The risks in production could be caused by climate change and attacks on crops (mainly maize) by for example caterpillars, resulting in low productivity and reduced production. The project has foreseen collaboration with research centres to address these constraints as specified in Activity 1.2.

³⁶ At the 49th Council of Ministers held on April 15, 2022, chaired by the President of the Republic Félix Tshisekedi, the Minister of Industry, Julien Paluku, presented the project of "structuring and modeling of the cassava sector through the promotion of **bread flour**" in the DRC.

188. In terms of health (in relation to the Covid-19 pandemic), the compliance with the barrier measures will be at all-time respected as specified in Activity 1.1.
189. **Regarding the negative externalities** identified, we note:
190. **Accumulation and mismanagement of waste** (e.g. from product processing units). A solution will be the promotion of partnerships for the processing of residues (compost, biogas, charcoal, livestock feed, etc.). Business plans focussing on processing will incorporate integrated waste management plans.
191. **Water and soil pollution** due to the improper use of fertilizers and pesticides. These effects will be limited through efficient management of fertilizers (optimization of the use of fertilizers, valorization of animal manure, management of the use pesticides, integrated pest management, reduced use of pesticides, etc.). The partnership with the Ministry of Agriculture will ensure capacity building through a system of support and advice during agricultural campaigns.
192. **Soil health** (erosion, deterioration of soil structure, organic matter depletion, crop rotation). Measures include improved tillage techniques.
193. **Noise pollution** due to the operation of the transformation units. Particular attention in the choice of equipment will be ensured as well as looking into the possibility of locating the units away from residential areas.
194. **Destruction of biodiversity** (degradation of habitats and natural environments, decline of pollinating insects, etc.) mitigation measures will focus on the prioritization of bio-pesticides and bio-fertilizers.

4. Implementation and supervision arrangements

a) Implementation procedures and project management, including implementing partners and implementation agreements³⁷

195. COPACO-PRP will be fully responsible for the coordination and implementation of the project. As the national platform regrouping the professional POs in Provincial Coordination Units in the DRC, COPACO-PRP will carry the project and will be the recipient of the grant.
196. The management structure of the project by COPACO-PRP is as follows:
- a. At the national level: a Supervisory Committee monitors the implementation of the project in the field. This Committee meets once every quarter, funded by COPACO-PRP's own resources.
 - b. The Project Coordination Unit is in charge of the daily management of the project. The coordination unit is composed of a Project Coordinator, an Administrative and Financial Assistant and an Accountant.
 - c. For the technical level, two technical assistants are dedicated to supporting the implementation of technical activities (particularly component 2; one technical assistant and one marketing expert).
 - d. At the provincial level: at the level of the production basins, the LPOs will set up consultation frameworks to strengthen the implementation.

³⁷ If sub-recipients are expected to implement grant activities and directly manage grant funds, the grant design document must: (i) Provide a clear justification for the use of sub-recipients, including clarifying the rationale for incurring two (or more) sets of management fees. In all cases, total overhead costs cannot exceed a threshold of 8% of direct project costs; (ii) Define the amount of grant funds that will be directly managed by the sub-recipient(s) - it is advisable to provide a specific budget in section 4.1; and (iii) Describe how the proposed grantee will ensure that grant resources are used in accordance with the provisions of the funding agreement and fully accounted for. This description should include an overview of the grantee's process for evaluating and monitoring subrecipients, how financial reporting will include transactions, and confirm that the grantee's independent auditors will have access to the subrecipient's project-related accounts and documentation - details on financial reporting and auditing of subrecipients should be provided in the section on fiduciary aspects in Part 4.2 (b) and (c). See also AFM [Exhibit K-2 "Guidance on Grants Sub-recipients"](#).

197. COPACO-PRP will strengthen and structure new agreements and technical and financial partnerships (TFP) for the implementation of the project. To this end, COPACO-PRP will work with the various Ministries involved in the project in order to facilitate the obtaining of administrative documents needed for the activities (opening and establishment authorization for processing units, operating permits, insurance, transport authorization, vignette, seed certification, etc.).
198. Based on pre-established collaboration agreements and through the National Service for Cooperatives and Producers' Organizations (SNCOOP), the Ministry of Rural Development will contribute to the strengthening of the organizational capacities of the LPOs, and accompany the LPOs by sharing with them the necessary information on the OHADA act on cooperative societies.
199. The Ministry of Health, through the National Nutrition Program (PRONANUT), will support the project in the improvement of dietary and nutritional habit and it will accompany COPACO-PRP in the awareness raising campaigns related to the national nutrition plan.
200. The National Seed Service (SENASA) will accompany the project for the seed component and will ensure, under the supervision of the Ministry of Agriculture, the supervision of LPOs and agri-multipliers in seed production.
201. The National Institute of Agronomic Studies and Research (INERA) will collaborate through its research on the agricultural crops targeted by the project. It will also provide advice on the choice of quality seeds that are resilient to climate change.
202. Agreements and partnerships will also be signed with entities that will benefit from part of the budget dedicated to the project (ACAP, the NGOs AIDHEN and AFAD), in order to accompany and strengthen the capacities of the LPOs in the framework of training, animation and the realization of their activities.
203. Collaboration agreements will also be signed with financing structures (La Mutuelle d'Epargne et de Crédit-IDECE, Caisse Agricole Paysanne), with the aim of facilitating and strengthening the implementation of financing mechanisms for the LPOs.
204. The ministries, government departments, technical and financial partners and civil society organizations (CSOs) will participate in the project's launch and closing workshops. They will also participate in project evaluations and provide the necessary expertise in specific areas related to project activities (training, advocacy, consultations, etc.).
205. The ministries and state departments will provide letters of support for the project, validate the project team's mission orders, and provide security for the management team, equipment, and project activities.
206. The project partners will be involved in working in synergy to capitalize on field experiences, participate in advocacy actions, and provide local expertise in the implementation of project activities. Private companies will bid on tenders, provide advice and quality equipment as well as additional services for the transport of agricultural products in case of insufficient vehicles.
207. The LPOs are the direct beneficiaries of the project. They will play the role of participating in the implementation of the project, ensuring the monitoring of activities through the Management Committee, participating in meetings, training, evaluations, advocacy and capitalizing on experiences. The LPOs will also participate with a contribution to the project (in kind, work or cash), and as a stakeholder in the consultation frameworks.
208. IFAD will sign a grant agreement with COPACO-PRP specifying the scheme and conditions for disbursement of funds. COPACO-PRP will use its financial, administrative, and accounting management system and procedures manual to manage and report on the use of funds.

209. Part of the project's financial resources for field actions will be transferred to the partners on the basis of an agreement signed between COPACO-PRP and these entities.
210. The annual work plan and budget (AWPB) approved by the monitoring committee and IFAD, as the supervising entity, will serve as a reference for disbursements. Each entity will submit an activity report and a financial report every six months. COPACO-PRP will not make a new transfer to the entity until it has verified, through its administrative and financial department, the expenditures and their consistency with the activities carried out and the planned budget.
211. Each year, at the end of the fiscal year and no later than the end of the first quarter of the year, COPACO-PRP will conduct an external audit of the financial, administrative and accounting management of project funds. The terms of reference of this audit will be approved by IFAD and the external auditor's report will be submitted to the Monitoring Committee and to IFAD. This audit report and the approved annual work program and budget will be used by IFAD for the subsequent transfer of funds to COPACO-PRP.
212. It will benefit from the support of the IFAD country team and will work in concertation with other projects implemented in the country as well as with the programs of other partners in the region.

b) Implementation period and work plan

213. The project will be implemented over a period of four years (48 months), starting from the date of signature of the funding agreement.
214. Implementation will be based on the annual work plan and budget (AWPB) in accordance with the following project implementation schedule

Components and activities	Products		Chronogram (year)			
	Indicator	Target	1	2	3	4
COMPONENT 1: Capacity building of POs, awareness raising, advocacy and public policy engagement						
Sub-component 1.A Institutional Strengthening of POs						

Components and activities	Products	Chronogram (year)				
Activity 1.1: Training of PO leaders on governance and management.						
Training sessions (30 people for 3 days)	Training sessions held	8	4	4		
	Trained Leaders	200	100	100		
Activity 1.2: Strengthening the institutional and administrative capacities of COPACO-PRP						
Support for monitoring and supervision of activities by COPACO-PRP (technical capacity building)	Training Sessions	4	4			
Strengthening of logistical capacities: acquisition of rolling stock (1 Land cruiser 4*4 jeep and 6 Yamaha 125 motorcycles)	Vehicle acquired	1	1			
	Motorcycles purchased	6	6			
Maintenance and operation of rolling stock	Maintenance (year)	3		1	1	1
Fuel	FF/year	3		1	1	1
Activity 1.3: Organization of a national workshop on knowledge management and capitalization of experiences of LPOs						
Workshop	Organized workshop	1				1
Subcomponent 1.B Awareness, advocacy and public policy engagement						
Activity 1.4: Raising awareness among producers and actors in the value chains about hygiene measures and an integrated approach to health that will help prevent new pandemics						
Awareness raising activity	LPOs	20	20			
Distribution of the Covid-19 kit (pack of mask + hydroalcolic gel)	Covid kit	3000	3000			
Activity 1.5: Awareness raising and training of LPOs on aspects related to agricultural production in a context of climate change						
Theoretical training sessions (30 people for 3 days)	Training session held	5	2	3		
Practical training sessions (30 people for 3 days)	Training session held	5	2	3		
	Trained people	150	60	90		
Dissemination of agrometeorologica bulletins						
Production of simplified versions of the agrometeorological bulletins	Simplified newsletter	4	1	1	1	1
Edition and dissemination of simplified communication materials on climate change risks	Diffuse bulletin (batch)	2000	500	500	500	500
Activity 1.6: Awareness raising and training of PO members on nutritional aspects						
Theoretical training sessions (30 people for 3 days)	sessions	5	2	3		
Practical training sessions (30 people for 3 days)	sessions	5	2	3		
	Trained people	150	60	90		
Pilot activities in the field of nutrition (to be defined in the field)	Microprojects carried out	1	1	1	1	1
Activity 1.7: Advocacy actions on farmers' access to land, land security and market access						
Advocacy actions	Completed advocacy actions	4	1	2	1	
Activity 1.8: Citizen control over the implementation of the government program of the Office des voies de desserte agricole (OVDA)						
Situation analysis (quarterly).	Analysis/rap performed	10		2	4	4
Organization of the field missions of the monitoring committee	Follow-up missions carried out	10		2	4	4
	Communication realized (audio-visual support or press publication)	12				
Conduct of communication and lobbying actions				4	4	4

COMPONENT 2: Support for POs' entrepreneurship for the development of cassava and maize agricultural value chains with the introduction of legumes as intercrops

Activity 2.1: Development and adoption of a strategic plan for large-scale entrepreneurship development						
Study / Development of the strategy	Diagnostic study carried out (report)	1	1			
	Strategic plan developed, validated and finalized	1	1			
Restitution and validation workshop	Validation workshop	1	1			
Annual monitoring and evaluation of implementation	Annual monitoring and evaluation workshops	3		1	1	1
Activity 2.2: Support to LPOs in the development and implementation of business plans						
Participatory diagnosis	PD completed/ report	30	30			
Market research on the selected project idea	Market research conducted/report	20	20			
Development of the BP	Business plan	20	20			

Components and activities	Products	Chronogram (year)				
Business Plan Selection Committee	<i>Committee held / Minutes</i>	2	2			
Funding for BOs/POs	<i>PA fiancé</i>	20		10	10	
Technical support to companies	<i>Support (H/Month) / Activity Reports</i>	48	12	12	12	12
Quarterly missions to monitor and evaluate business plans	<i>Follow-up mission carried out/rap</i>	16	4	4	4	4
Activity 2.3: Strengthening the managerial and commercial capacities of the LPOs						
Training sessions (30 people for 3 days)	Training sessions conducted	10	5	5		
	Trained persons (representatives of the PPOs)	300	150	150		
Organization of fairs	Organized fairs	4	1	1	1	1
Strengthening the COPACO Market Information System (MIS)	Enhanced SIM	1	1	1	1	1
Study on the organization and management of territorial markets	Study carried out	1	1			
Activity 2.4: Strengthening of a financing mechanism for investments by POs and rural youth						
Revolving fund for OPLs and young agricultural entrepreneurs	Funds set up	1	1			
	Women and youth projects funded	84		28	28	28
Activity 2.5. Establishment of consultation frameworks						
Institutional study/analysis and identification of actors	Study/report	1	1			
Consultations/meetings/meetings/workshops	Meetings (PV)	20		5	10	5
Communication	Communication realized (audio-visual support or press publication)	1				1
Formalization	Legalized frames (official text)	1				1
Activity 2.6: Rehabilitation of input storage facilities and seed banks						
Rental of warehouse and seed bank Kinshasa	Warehouse rented for storage (months)	36		12	12	12
Warehouse and seed bank rental Muanda	Warehouse rented for storage (months)	36		12	12	12
	Rehabilitated stores	2		2		
Equipment warehouse and seed bank Kinshasa	Batch of equipment acquired	1		1		
Equipment warehouse and seed bank Muanda	Batch of equipment acquired	1		1		
Taking charge of the management team of the stores and seed banks (1 person * 2 sites)	H/ month	72		24	24	24
COMPONENT 3: Project Coordination and Monitoring and Evaluation						
Activity 3.1: Project coordination and management						
Rent	Month	48	12	12	12	12
Coordination team salaries (Coordinator, Accountant, AAF)	Month	48	12	12	12	12
Operating (water, electricity, internet and small office equipment)	Month	48	12	12	12	12
Annual audits	Audits performed (reports)	4	1	1	1	1
Activity 3.2: Monitoring, evaluation and reporting						
Launch of the project	Project launch (report)	1	1			
Fiduciary follow-up (TOM2PRO)	Fiduciary follow-up	1	1	x	x	x
Technical monitoring (monitoring and evaluation software)	Technical follow-up (OS software)	1	1	x	x	x
Studies (annual and effect evaluations)	Annual evaluations (reports)	3		1	1	1
Organization of supervision missions	Supervision missions carried out (memory aids)	3		1	1	1
Annual reports	Annual reports	4	1	1	1	1
Mid-Term Review	RMP / report	1		1		
Completion Report	Completion Report	1				1
Completion mission	Mission completed (report finalized)	1				1

c) Supervision arrangements

215. As recipient of the grant for this project, COPACO-PRP must comply with the procurement procedure applied by IFAD, on which COPACO-PRP has some experience after managing projects through PROPAC. This procedure applies to purchases and goods necessary for the implementation of project activities. It ensures that these activities are carried out in a sound, transparent and efficient manner, and that the funding provided by GAFSP through IFAD to the beneficiary is used for the

purposes intended. The effectiveness of procurement oversight is closely linked to the timely and effective implementation of projects and the achievement of their objectives.

216. COPACO-PRP will ensure the prevention of fraud and corruption in all stages of project implementation by using only the funds earmarked for project activities and taking into account considerations of economy, efficiency and social justice. It will have to comply with IFAD's management policy and also with its administrative, accounting and financial management procedures manual.

d) Monitoring, evaluation and reporting

217. The project will put in place mechanisms for close monitoring (by the Provincial Coordination Units and the National Secretariat) referring to the selected indicators and data collection in the selected intervention areas. The monitoring will make it possible to document the results, processes and experiences by providing the data necessary for decision-making and the learning process. The data collected through monitoring will contribute to the evaluation.
218. Participatory evaluation missions (COPACO-PRP - Beneficiaries - IFAD) of the project will be organized in order to carry out a control as systematic and objective as possible.
219. Monitoring missions aim to understand experiences to improve practices in the future, have internal and external accountability for resources used and results achieved, make informed decisions for future project development, and promote beneficiary empowerment.
220. The mid-term and final evaluations of the project will provide information and strategic decisions for possible improvements. The evaluation will draw conclusions on strategic aspects of the project related to relevance, effectiveness, efficiency, impact and sustainability.
221. Project monitoring and evaluation will be guided by the principles defined in the IFAD and GAFSP Evaluation Policy. Periodic reports (by activities, quarterly, semi-annual and annual) produced and certified by COPACO-PRP will be transmitted to IFAD.

e) Communication and visibility plan

222. The communication component of the project is under the responsibility of COPACO-PRP's Communication Unit, which will prepare an appropriate and adapted communication framework on the project and its targets. This project communication plan will be integrated into COPACO-PRP's overall communication plan.
223. The communication and visibility plan will aim at: (i) providing interested actors with accurate and relevant information on the project; (ii) ensuring the acceptance of the project at the community level, by putting all the actors in a network of information sharing; (iii) bringing the actors, at the community level and the Decentralized Territorial Entities (DTEs) together, to have a common vision and shared objectives of the actions undertaken by the project; (iv) involving local populations in the identification of needs, monitoring of activities and their evaluation with citizen control, information sharing, participation and social effectiveness. (v) collecting opinions and considerations on proposed solutions and establishing a dialogue, and (vi) establishing the basis for concerted and sustainable implementation of the actions planned by the project. The plan aims at having a continuous flow of information to and from the various relevant stakeholders and to share it in real time for the success of the project.
224. Social and behavioural communication will help strengthen reflection and awareness among the beneficiaries. More specifically, it will aim at dialogue, consultation and participation.

5. Knowledge management, scaling/adoption and sustainability

a. Knowledge management and learning (including knowledge products to be developed and disseminated)

225. IFAD, in its Knowledge Management Strategy (May 2019) defines knowledge management as a set of processes, tools, and behaviours that connect people and engage them in generating, using, and sharing good practices, learning, and skills to improve the Fund's efficiency, credibility, and development effectiveness.
226. The theory of change for IFAD's knowledge management is based on five main outcomes: (i) Improved quality of project and country programme results; (ii) Increased replication of development results; (iii) Improved use of evidence-based and experiential knowledge; (iv) Increased visibility, credibility and influence; and (v) Enhanced learning culture. The Project embraces the above definition and the effects of the theory of change.
227. COPACO-PRP, in order to fully realize its potential and its objective of improving the income and food security of family farmers in the DRC in a sustainable manner, must be able to transform its natural and financial resources and the knowledge it possesses into tangible results in the achievement of its development objectives. The production of knowledge will thus contribute to increase the visibility and credibility of the organization, through its practical experience for a probable capitalization and scaling up with the support of the Government of the DRC and technical and financial partners.
228. The objective of knowledge management is to transform what exists in an organization in terms of information, data, etc. into knowledge, which then becomes exploitable capital. Indeed, in the implementation of their activities, organizations adapt to the environments/contexts in which they evolve and create different approaches to achieve their objectives. These approaches, methodologies, techniques, etc. can be replicated in similar situations by these POs themselves, by other organizations operating in the same sector or by any actor involved in the issues in question. It is explicit and/or implicit knowledge that translates into know-how, know-how to be, know-how to think, hence the use of the plural term: knowledge management.
229. Within the framework of knowledge management, the project will prioritize knowledge development, learning and innovation on themes related to the project's objectives and main activities through the following non-exhaustive aspects
- The development of profitable economic activities in the Covid-19 context
 - Production techniques in agriculture sensitive to climate change (on the cassava and maize sectors)
 - Access to quality inputs
 - Nutrition-sensitive agriculture
 - The development of sustainable and profitable economic activities
 - Cooperative entrepreneurship
 - Collective marketing systems for agricultural products,
 - Product processing techniques
 - Agricultural waste management,
 - Market negotiation and access to finance, agricultural taxation, etc.
 - Good governance and management of POs/cooperatives
 - The conduct of advocacy actions by POs
 - Consultation frameworks.
 - Public/private partnerships
230. Special attention will also be given to the cross-cutting priorities of IFAD and GAFSP, namely: nutrition, climate change, gender, youth, employment.
231. In order to better understand this knowledge sharing management, there is a conceptual framework to distinguish three levels of sharing: transfer, translation and transformation. At the start

of the project, the knowledge management plan (in annex 2 of this PCD) will be updated. The plan will be taken into account during the preparation and validation of the AWPB, as well as the activity reports. In the absence of specific resources, the project will ensure that specific knowledge management actions are taken into account in the direct implementation of activities. The follow-up of the implementation will be done in connection with the activities of monitoring-evaluation and communication.

232. Simplified tools (manuals) for knowledge management will be produced and disseminated. At the end of the project, a knowledge management and capitalization workshop is planned. During the knowledge sharing meetings, it would be important that all documents distributed be translated into local languages used in the product area. The use of information and communication technologies will be necessary, with the use of slides, picture boxes, scenes, videos produced in local languages. This will allow to better illustrate the experiences of the farmers to be capitalized and will constitute important sources of information for the rural populations.

b. Scale-up/use and sustainability of grant results

233. In line with the priorities defined together with the Congolese Government, the project will scale up the achievements of previous initiatives and reflect a common will to transform family farming, driven by agricultural and rural entrepreneurship, in a sustainable and climate change resilient manner around the opening up of territorial markets, by linking the supply of agricultural products to the growing urban demand.

234. The scaling up process helps to strengthen and multiply the impact of initiatives that have proven successful on a small scale. We can consider the PAPESA-OPL project as a contribution to the scaling up of two previous projects and initiatives from which COPACO-PRP has benefited, namely the SFOAP and FO4ACP projects which have contributed to the support of economic initiatives of LPOs in some of the chosen production basins.

235. The lessons learned from the SFOAP and FO4ACP projects will allow COPACO-PRP to scale up the good practices based on experience. Indeed, the achievements at the end of these projects, require further strengthening for ensuring sustainability. The absence of an exit strategy defining from the outset the approaches, roles and responsibilities of each type of stakeholder does not facilitate the good planning of the activities, or an effective accountability of the latter in the post-project phase.

236. To avoid these pitfalls, COPACO-PRP will organize interventions focused on: i) the establishment of tools for the implementation of the project, including a first part of training; ii) the realization of all investments (from year 2 to 3) including the second part of training; iii) the consolidation of achievements and disengagement during years 3 and 4, so as to ensure a good ownership of the investments by the actors and a long-term support.

237. The sustainability of investments will be taken into account from the beginning of the project and will be based on interventions identified in a participatory manner by private sector stakeholders including the target LPOs, and the regional technical services of the Ministries of Health and Rural Development (SNCOOP, PRONANUT and INERA).

238. The empowerment of young farmers, women and LPOs will be achieved through the development of agricultural and rural entrepreneurship based on business plans, with the deployment of appropriate management tools within LPOs and agricultural entrepreneur networks, and cost-sharing financing with financial institutions.

239. The strengthening of market integration will consolidate and stabilize the key position of the production basins in agricultural trade. Through the permanent monitoring of COPACO and the involvement of platforms of POs as well as women's and young entrepreneurs' networks in the national policy dialogue, the project will ensure the institutional sustainability of its action. It will specifically aim to :

- Providing direct support to 20 LPOs where each LPO belongs to a consortium (comprising on average 2 to 5 other LPOs, with a spillover effect at the consortium level for about 10 to 15 LPOs);
- Establish a credit fund in the Caisses Paysannes, a revolving fund, by borrowing money from MFIs (MEC-IDECE) and or commercial banks (Ecobank, Equity Bank);
- Set up revolving fund through a credit account, in which the beneficiary LPO can defer its interest payment on the balance;
- Adopt a value chain approach where indirect actors will also be included in the action; this creates an aggregating effect;
- Strengthen ACAP and enhance the value of training according to the ACAP approach; provide institutional support to COPACO-PRP with the aim of structuring a self-reinforcement mechanism that will be widely disseminated among COPACO's member LPOs.

240. The aim is to improve the management of COPACO-PRP in order to strengthen its autonomy, addressing key points such as: increasing self-financing; negotiating new forms of external aid and support; succeeding in financing institutional costs, creating reserves and capital to ensure greater security of financing in the medium and long term.

241. More explicitly, COPACO-PRP will set up a mechanism to deduct 20% of the net operating profit of the economic units of the POs concerned by the project and the young agricultural entrepreneurs. This levy will allow for the sustainable mobilization of revenues in order to partially support the operating and remuneration costs of its staff. This levy will be facilitated by the application of the Collective Marketing System of the members' products. After the collective sale, the Management Committee of the Marketing Center will identify the profits made by each PO and will distribute them according to the pre-established key (e.g.: 20% would go to COPACO, 20% would constitute a provision for the PO and 60% could be distributed according to the policy defined by each PO).

242. The sustainability of the project will also be ensured by a co-financing mechanism made up of local contributions from the LPOs benefiting from the business plans, revenues from the fund mobilization mechanisms put in place (Farmers' Basket Fund, Farmers' Agricultural Fund, Appeals for Funds, etc.), members' contributions, services provided, etc.

243. From the mid-term (capitalizing on the first results of the project), with the assistance of IFAD, GAFSP and other partners, COPACO-PRP will work for the scaling up/use and sustainability of the results of the grant. This will be done through internal initiatives, in partnership with public and private services, and also through the preparation of funding applications. The objective is to reach new production basins for much greater impact.

6. Costs, financing and fiduciary aspects

1. Costs and financing ³⁸

a) Brief description of proposed project costs by component and expense category

244. The costs and expenses authorized by the project will be made in accordance with the terms, categories and amounts allocated in the funding agreement and within the percentage of eligibility applicable to each such category, unless otherwise agreed.

Table 1: Cost by component and expense category

³⁸ See AFM [Appendix K-3 - Guidelines for Eligible Expenses under Grant Funding and Other Aspects of Costing](#).

	I (Rural engineering)	II (Equipment and materials)	III (training and workshops)	IV (Operating costs)	V (funds)	TOTAL	
COMPONENT 1: Capacity building of FOs, advocacy and participation in public affairs	0	160 000	236 890	33 000	0	429 890	24%
COMPONENT 2: Support to POs' entrepreneurship for the development of agricultural value chains	5000	6000	434800	28800	64000 0	1 114 600	62%
COMPONENT 3: Project Coordination and Monitoring and Evaluation	0	22000	51640	172800	0	246 440	14%
TOTAL	5 000	188 000	723 330	234 600	640 000	1 790 930	100%
	0,28%	10%	40%	13%	36%	100%	

- b) Brief description of project financing, including any co-financing to be provided by the recipient and/or any other party to the project or co-financier, specifying whether it is cash or in-kind funding (cost tables to show project costs by financiers)

Table 2: Costs by component and by financier

Component	IFAD /GAFSP	COPACO	COPACO NATURE	TOTAL	
COMPONENT 3: Project Coordination and Monitoring and Evaluation	410 290	6 600	13 000	429 890	24%
COMPONENT 3: Project Coordination and Monitoring and Evaluation	1023750	0	90850	1114600	62%
COMPONENT 3: Project Coordination and Monitoring and Evaluation	215960	26880	3600	246440	14%
TOTAL	1 650 000	33 480	107 450	1 790 930	100%
			140 930		
	92%		8%		

Table 3: Costs by expenditure category and funder

	FIDA		COPACO		TOTAL	
	Amount	%	Amount	%	Amount	%
I (Rural engineering)	5 000	100%	0		5 000	
II (Equipment and materials)	178 000	95%	10 000	5%	188 000	
III (training and workshops)	704 480	97%	18 850	3%	723 330	
IV (Operating costs)	197 520	84%	37 080	16%	234 600	
V (funds)	565 000	88%	75 000	12%	640 000	
TOTAL	1 650 000		140 930		1 790 930	

2. Fiduciary aspects

a) **Procurement procedures for goods, services and human resources**

245. The initiative plans to award contracts and procure services, goods and human resources for the implementation of project activities. The procurement rules will follow the guidelines contained in the COPACO-PRP procedures manual, which is aligned with IFAD's procurement rules and procedures. Contracts for the acquisition of goods will be subject to three main modalities: i) international tenders; ii) local tenders; iii) national consultations of suppliers. For engineering works contracts, the procedures provide for: i) local bidding; ii) consultations with suppliers at the national level; iii) consultancy services. All these methods will be carried out in compliance with the rules and procedures of the donors in matters of procurement. In terms of human resources management, the recruitment of the project's management and support staff will also be carried out as provided for in COPACO-PRP's procedures manual, in strict compliance with GAFSP and IFAD rules and procedures.

246. A Procurement Plan (PP) will be attached to the AWPB. The PP will specify, among other things, the procurement method for each contract.

b) **Financial management and accounting arrangements**

247. **Budgeting:** Within the framework of financial management and accounting provisions, COPACO-PRP works with an annual work plan and budget, with a view to controlling them by comparing them with achievements. The PO applies these principles for its own activities as well as for the projects entrusted to it by the donors. To this end, COPACO-PRP structures its budget management around three phases: forecasting, budgeting and control. Monitoring is necessary to ensure that achievements are in line with the action program; it also allows for better forecasting.

248. **Accounting software** configured to allow for resource and budget management will be acquired at the start of the project. The software will be configured to allow the issuance of periodic financial forms and reports (monthly, interim, annual, etc.)

249. **The proposed accounting and financial staff** assigned to this project by COPACO are qualified; they have experience in managing previous projects, with a good knowledge of IFAD guidelines and procedures. These staff have successfully completed IFAD's e-learning training.

250. **Internal control**, system principles, accounting procedures and reporting: the financial manual details all the control procedures and activities necessary to achieve the internal control objectives. The project accounts will be kept on an accrual basis using SYSCOHADA and international standards.

c) **Audit arrangements**

251. Each year, at the end of the fiscal year and no later than the end of the first quarter of the year, COPACO-PRP will conduct an audit of the financial, administrative and accounting management of project funds. The terms of reference of this mission will be approved by IFAD and the auditor's report will be submitted to the Monitoring Committee and to IFAD. This audit report, the work program and the approved annual budget will be used by IFAD for the subsequent transfer of funds to COPACO-PRP. The audit will be conducted according to the modalities described in the COPACO-PRP procedures manual. Under the authority of the Secretary General, the Internal Auditor will be responsible for: i) administering the internal audit activities; ii) making a comprehensive and practical program of audit applications; iii) ensuring compliance with the standards governing the practice of internal auditing.

d) **Disbursement arrangements**

252. COPACO-PRP's disbursement requirements are carried out in accordance with the rules and procedures described in the procedures manual. The first disbursement will be an advance based on a percentage of the expenditures in the first approved annual work plan and budget (AWPB). For the second and subsequent disbursements, in addition to the approved annual work plan and budget, the Recipient is required to submit a Declaration of Intent covering the use of at least 75% of the last preceding tranche (and 100% of the other preceding tranches, if applicable).

Appendix 1: Results-based Logical Framework

Hierarchy of results	Indicators	Basic data	MTR	Final objective
General objective / Development objective: To sustainably improve the income and food security of family farmers (farmers, herders, fishermen, fish farmers), following the negative effects of COVID 19 and the climate crises.	Food Insecurity Experience Scale (GAFSP Tier 1/3)	TBD	10%	20%
	# of households reporting improved income (GAFSP Tier 1/2)	TBD	400	1200
	Increased crop yields (GAFSP Tier 1/3)	TBD	10%	20%
	# Number of people receiving direct benefits (Tier 2 – Ind 1)	0	2000	4544
Outcome Component 1: POs influence policy and business environments for the transformation of family farming and the development of sustainable and inclusive economic initiatives and farmer-led enterprises.	SO.1: # of political processes influenced by COPACO-PRP and POs	0	4	6
Output 1.1. The institutional capacities of POs are strengthened	# Number of producer-based organizations supported (Tier 2 - Ind 4)	0	20	20
Activity 1.1.1. Training of PO leaders on governance and management	# Number of persons (M/F/Y) receiving capacity development support (management and good governance) (Tier 2 - Ind 10)	0	80	120
Activity 1.1.2. Strengthening of the institutional and administrative capacities of COPACO-PRP	# Number of persons (M/F/Y) receiving capacity development support (Tier 2 - Ind 10)	0	25	25
Activity 1.1.3. Organization of a national workshop on knowledge management and capitalization of experiences of LPOs	# Number of knowledge management workshops conducted	0	0	1
Outcome 1.2: Increased participation in creating a supportive business environment for smallholder farmers.	# Number of policy products completed with project support related to agriculture, natural	0	5	9

Hierarchy of results	Indicators	Basic data	MTR	Final objective
	resource management and food/nutrition security (Tier 2 - Ind 11)			
Activity 1.2.4. Raising awareness among producers and actors of the value chain actors on hygiene measures and an integrated approach to health that will help prevent new pandemic	# Number of producers sensitized on hygiene and Covid-19 measures	0	2 000	3 000
Activity 1.2.5. Awareness raising and training of PO members on aspects related to agricultural production in the context of climate change	# Number of farmers (M/W/Y) receiving inputs or services on climate resilient or sustainable agriculture practices (Tier 2 - Ind 13)	0	100	150
Activity 1.2.6. Awareness raising and training of PO members on nutritional aspects	# Number of people (M/W/Y) receiving improved nutrition services and products (Tier 2 - Ind 12)	0	100	150
Activity 1.2.7. Advocacy actions on access to land, land security and market access.	# Number of policy products completed with project support related to agriculture, natural resource management and food/nutrition security (Tier 2 - Ind 11)	0	4	8
Activity 1.2.8: Citizen control over the implementation of the government program of the OVDA	# Number of monitoring missions organized and reports produced	0	2	4
Result Component 2: The production and marketing capacities of family farmers in six COPACO-PRP agricultural economic zones (or production basins) are strengthened.	SO2: Increase in crop yields (maize and cassava) in the project area (Tier 1 - Indicator 3)	TBD	10%	20%
Outcome 2.1: Entrepreneurship of POs in agricultural value chains is strengthened.	# Number of viable business plans	0	10	20
Activity 2.1.1: Development and adoption of a strategic plan for large-scale entrepreneurship development	# Number of strategic plans adopted	0	1	1
Activity 2.1.2: Support to POs in the development and implementation of business plans	# Number of business plans implemented	0	15	20

Hierarchy of results	Indicators	Basic data	MTR	Final objective
Activity 2.1.3: Strengthening of the managerial and commercial capacities of the LPOs	# Number of farmers (M/W/Y) trained in negotiation and marketing	0	40	60
Outcome 2.2: Access to finance for smallholder farmers is increased	# Number of persons (M/W/Y) supported by the project in rural areas accessing financial services (Tier 2 - Ind 5)	0	2 000	4 544
Activity 2.2.4: Strengthening the financing mechanism for POs and rural youth	Amount in USD of credit obtained by farmers	0	30 000	64 000
Activity 2.2.4.1. Rural women and youth projects are financed	# of projects funded for women and youth	0	28	84
Outcome 2.3: Market access and marketing capacities of smallholder farmers are strengthened.	# of farmers (M/W/Y) that are supported in accessing improved marketing opportunities (Tier 2 - Ind 8)	0	200	300
Activity 2.3.5: Establishment of consultation frameworks	# Number of operational consultation frameworks in place	0	3	6
Activity 2.3.6: Rehabilitation of input storage facilities and seed banks	# Number of processing, storage, and market facilities constructed and/or rehabilitated (Tier 2 - Ind 7)	0	3	7
Activity 2.3.7: Trade fairs are organized with partners	# Number of fairs organized with partners	0	2	4
Activity 2.3.8: COPACO's market information system is operational.	# Number of MIS users	0	2 000	3 408
Activity 2.3.9. Study on the organization and management of local markets	# Number of policy products completed with project support related to agriculture, natural resource management and food/nutrition security (Tier 2 - Ind 11)	0	1	1
Outcome Component 3: The project is appropriately managed and has a functional monitoring and evaluation system.	# of completed semi-annual reports submitted to GAFSP.	0	4	8
Activity 3.1. Project coordination and management				
Activity 3.1.2. Annual audits	# Number of annual audits	0	2	4
Activity 3.2: Monitoring, evaluation and reporting				
Activity 3.2.1: Financial monitoring (TOM2PRO)	TOM2PRO operational	0	1	1

Hierarchy of results	Indicators	Basic data	MTR	Final objective
Activity 3.2.2: Technical monitoring	Operational M&E software	0	1	1
Activity 3.2.3: Impact studies	# Number of impact studies	0	1	3
Activity 3.2.4: Organization of supervision missions	# Number of supervision missions	0	1	3
Activity 3.2.5: Annual reports	# Number of annual reports	0	2	4
Activity 3.2.5: Mid-term review	MTR realized	0	1	1
Activity 3.2.7: Final report	# Number of of final reports	0	0	1
Activity 3.2.8: Completion mission	Completion mission carried out	0	0	1

Appendix 2: Knowledge Management Plan

Objectives of the project	Specific objectives for knowledge management and communication	Activities	Target audience and dissemination plan	Indicators	Budget
<p>The project will contribute to meeting the challenges of the agricultural and rural sector, which are (i) meeting the food and nutritional needs of the population, (ii) increasing agricultural productivity and improving competitiveness, and (iii) improving the production environment through accompanying measures. The overall objective of the project is to improve the income and food security of family farmers in a sustainable manner following the negative effects of the crises, COVID 19 and climate change.</p> <p>The specific objective is to strengthen the capacity of targeted farmer organizations and help their members develop viable and sustainable value chains, which have been severely affected by the Covid-19 pandemic.</p>	<ul style="list-style-type: none"> • To improve the business climate for small-scale agricultural producers and strengthen the production and marketing capacities of family farmers in the six targeted agricultural economic zones. • Transforming what exists in terms of information, data, etc. into knowledge (explicit and/or implicit knowledge that translates into a know-how, an ability to be, an ability to think), which then becomes an exploitable and transferable capital. • Improve the quality of project results; • Scaling up development results; • Improve the use of evidence-based and experiential knowledge • Enhance Visibility, Credibility and Influence; 	<p>The following topics may be subject to knowledge management:</p> <ul style="list-style-type: none"> • Development of profitable economic activities in the COVID-19 context • Production techniques in agriculture sensitive to climate change (on the cassava and maize sectors) • Access to quality inputs • Nutrition-sensitive agriculture • The development of sustainable and profitable economic activities • Cooperative entrepreneurship • Collective marketing system for agricultural products, • Product processing techniques • Management/processing of agricultural waste, • Market negotiation and access to finance techniques, agricultural taxation, etc. • Good governance and management of POs/cooperatives • The conduct of advocacy actions by POs • Consultation frameworks. 	<p>Target audiences: family farmers and LPO members of COPACO-PRP (women, youth, local civil society, public and private sector)</p> <p>Dissemination plan:</p> <p>Through simplified tools (manuals and information and communication supports) of knowledge management will be produced and disseminated.</p> <p>Accessible formats (local media, assemblies and other meetings at the PO level, outreach campaigns and fairs)</p> <p>During knowledge-sharing meetings, it is important that all handouts be translated into local languages.</p> <p>The use of slides, image boxes, and scenarios will allow us to better illustrate the experiences of the farmers to be capitalized.</p> <p>Organization of a national workshop on knowledge management and capitalization of experiences of LPOs (Activity 2.7).</p>	<p>At least 10 simplified (manual) knowledge management tools produced At least 2000 copies distributed</p> <p>At least 5 video productions At least 10 audio recordings produced and broadcast.</p> <p>A national workshop on knowledge management and capitalization of experiences of LPOs organized</p> <p>A compendium of capitalization supports produced</p> <p>The follow-up of the implementation will be done in connection with the monitoring-evaluation and communication activities.</p>	<p>The costs are transversal and are integrated in the direct implementation of most activities (reports, communication, etc.) and their budget as well as the activity reports</p> <p>Outside the total capitalization workshop USD 24500</p>

Objectives of the project	Specific objectives for knowledge management and communication	Activities	Target audience and dissemination plan	Indicators	Budget
	<ul style="list-style-type: none"> Develop and strengthen a culture of Learning. 	<ul style="list-style-type: none"> Public/private partnerships Particular attention will also be paid to cross-cutting aspects: nutrition, climate change, gender, youth, employment <p>The activities will focus on capitalization of experiences for continuous learning throughout the project components and during the entire duration of the project. Capitalization of experiences of previous projects will be included at the start-up of the programme. Knowledge sharing events will be organized to share the good practices.</p>			

Appendix 3: Detailed budget by activity

	DETAILED BUDGET									
Description	Budget expenditure category	Location		Items (cost in USD)				Sources of funding in USD		
Budget item by component, subcomponent and activity		Implementing entity	Country/site	UNIT	CU	QTTE	TC	GAFSP/IFAD	COPACO PRP	
									CASH	In kind
Component 1: Capacity building of POs, awareness raising advocacy and public policy engagement										
Activity 1.1: Training of PO leaders on governance and management.	III	COPACO	RDC							
Training sessions (30 people for 3 days)				sessions	5150	8	41200	41200		
<i>Room</i>	III			<i>FF/day</i>	<i>100</i>	<i>3</i>	<i>300</i>			
<i>Transportation of the participants leaders (30 shares)</i>	III			<i>Pers</i>	<i>10</i>	<i>30</i>	<i>300</i>			
<i>Accommodation for participants</i>	III			<i>Night</i>	<i>20</i>	<i>90</i>	<i>1800</i>			
<i>Coffee break</i>	III			<i>Pers</i>	<i>5</i>	<i>90</i>	<i>450</i>			
<i>Meals</i>	III			<i>Pers</i>	<i>10</i>	<i>90</i>	<i>900</i>			
<i>Supplies (teaching materials)</i>	III			<i>Lot</i>	<i>100</i>	<i>1</i>	<i>100</i>			
<i>Participant kit (documents and training materials)</i>	III			<i>Kit</i>	<i>10</i>	<i>30</i>	<i>300</i>			
<i>Trainer's fee</i>	III			<i>Pers</i>	<i>250</i>	<i>4</i>	<i>1000</i>			
Total per training session							5150			
Subtotal act. 1.1.							41200	41200	0	0
Activity 1.2: Strengthening the institutional and administrative capacities of COPACO-PRP		COPACO	RDC							
Capacity building of COPACO's Executive Secretariat (financial management, procurement, administration and monitoring and evaluation)	III			Lot	20000	1	20000	20000	0	0
Acquisition of rolling stock (\$65,000 for 1 Land cruiser 4*4 jeep and \$45,000 for 6 Yamaha 125 motorcycles)	II			Lot	110000	1	110000	110000	0	0
Maintenance and operation of rolling stock	IV			FF/year	4000	3	12000	9600	2400	
Fuel	IV			FF/year	7000	3	21000	16800	4200	
Subtotal act. 1.2.							163000	156400	6600	0

Activity 1.3: Organization of a national workshop on knowledge management and capitalization of experiences of LPOs	III	COPACO	RDC							
Consultant contract	III			FF	5000	1	3500			
Room and exhibition space	III			FF/day	250	2	500			
Transportation of participants	III			Pers	50	50	2500			
Accommodation for participants (50)	III			Nights	50	100	5000			
Coffee break	III			Pers	5	100	500			
Meals	III			Pers	10	100	1000			
Participants' kit (Capitalization document)	III			Kit	15	50	750			
Gadgets (banners, Tshirts, rol up, etc.)	III			FF	10000	1	10000			
Communication	III			FF	750	1	750			
Subtotal act. 1.3							24500	24500	0	0
Activity 1.4: Awareness raising of producers and actors in the value chain about hygiene measures and an integrated approach to health to prevent new pandemics										
Covid kit (mask pack + hydroalcolic gel)	II	COPACO	RDC	kit	10	3000	30000	20000	0	10000
Subtotal act. 1.4.							30000	20000	0	10000
Activity 1.5: Awareness raising and training of LPOs on aspects related to agricultural production in the context of climate change										
Theoretical training sessions (30 people for 3 days)	III	COPACO	RDC	sessions	4000	5	20000	20000		
Room	III			FF/day	100	3	300			
Transport participants (30)	III			Pers	10	90	900			
Coffee break	III			Pers	5	90	450			
Meals	III			Pers	10	90	900			
Supplies	III			Lot	200	1	200			
Trainer's fee	III			Pers	250	5	1250			
Total per training session							4000			
Practical training sessions (30 people for 3 days)	III			sessions	2750	5	13750	13750		
Transport participants (30)	III			Pers	10	90	900			
Meals	III			Pers	10	90	900			
Supplies / Small equipment	III			Lot	200	1	200			
Trainer's fee	III			Pers	250	3	750			

Total per training session							2750			
Dissemination of grometeorological bulletins	III						6400	6400		
Production of simplified versions of agrometeorological bulletins	III			Newsletter/year	600	4	2400			
Editing and dissemination of simplified communication materials on climate change risks	III			Bulletin	2	2000	4000			
Subtotal act. 1.5.							40150	40150	0	0
Activity 1.6: Awareness raising and training of PO members on nutritional aspects	III	COPACO	RDC							
Theoretical training sessions (30 people for 3 days)	III			sessions	4000	5	20000	20000		
<i>Room</i>	III			<i>FF/day</i>	<i>100</i>	<i>3</i>	<i>300</i>			
<i>Transport participants (30 participants)</i>	III			<i>Pers</i>	<i>10</i>	<i>90</i>	<i>900</i>			
<i>Coffee break</i>	III			<i>Pers</i>	<i>5</i>	<i>90</i>	<i>450</i>			
<i>Meals</i>	III			<i>Pers</i>	<i>10</i>	<i>90</i>	<i>900</i>			
<i>Supplies</i>	III			<i>Lot</i>	<i>200</i>	<i>1</i>	<i>200</i>			
<i>Trainer's fee</i>	III			<i>Pers</i>	<i>250</i>	<i>5</i>	<i>1250</i>			
Total per training session	III						4000			
Practical training sessions (30 people for 3 days)	III			sessions	3050	5	15250	15250		
<i>Transport participants (30 participants)</i>	III			<i>Pers</i>	<i>10</i>	<i>90</i>	<i>900</i>			
<i>Meals</i>	III			<i>Pers</i>	<i>10</i>	<i>90</i>	<i>900</i>			
<i>Supplies / Small equipment</i>	III			<i>Lot</i>	<i>500</i>	<i>1</i>	<i>500</i>			
<i>Trainer's fee</i>	III			<i>Pers</i>	<i>250</i>	<i>3</i>	<i>750</i>			
Total per training session	III						3050			
Pilot activities in the field of nutrition	III			FF	15000	1	15000	12000		3000
Subtotal act. 1.6.							50250	47250	0	3000
Activity 1.7: Advocacy actions on farmers' access to land, land security and market access	III	COPACO	RDC							
Total amount for 4 Advocacy Shares (in USD)				Advocacy	12 275	4	49 100	49 100		
Institutional analysis				Analysis	1 000	1	1 000			
Advocacy Team Meetings				Meeting	1 000	3	3 000			
Information workshop				Workshop	3 500	1	3 500			
Making banners				Pce	100	2	200			
Creation of digital posters				Pce	750	2	1 500			
Photo report				Pce	3	50	125			
Production of a video				Video	750	1	750			

Television coverage				Channel	350	2	700			
Radio broadcasting				Broadcast	100	5	500			
Editing, distribution and publication				Edition	1 000	1	1 000			
Total for one advocacy activity							12 275			
Subtotal activity 1.7							49 100	49 100	0	0
Activity 1.8: Citizen control over the implementation of the government's Office de voies de desserte agricole (OVDA) program	III	COPACO	RDC							
Analysis of the situation (quarterly),				UNIT	0	10	0	0		
Organization of the field missions of the monitoring committee				UNIT	1 500	10	15 000	15 000		
Conduct of communication and lobbying actions				UNIT	350	12	4 200	4 200		
Subtotal activity 1.8							19 200	19 200	0	0
Total Component 1							417 400	397 800	6 600	13 000
COMPONENT 2: Support to POs' entrepreneurship for the development of agricultural value chains, with the introduction of legumes as intercrops										
Activity 2.1: Development and adoption of a strategic plan for large-scale entrepreneurship development	III	COPACO	RDC							
Diagnostic study on the development of agricultural entrepreneurship including sustainable input systems and market access							15700	15700		
Honorary consultants (2) agronomist and economist (agri-business)				hj	300	40	12000			
perdiem				Overnight stay	100	30	3000			
Focus groups and other meetings				FF	500	1	500			
Communication and reporting				FF	200	1	200			
Development of the strategy							9400	9400		
Honorary consultants (2) (including 3 days workshop)				hj	300	26	7800			
perdiem				Overnight stay	100	10	1000			
Focus groups and other meetings				FF	300	1	300			
Communication and reporting				FF	300	1	300			
Restitution and validation workshop							9900	9900		
Room				FF/dr	150	3	450			
Transportation of participants (50 shares)				Pers	60	50	3000			

Accommodation for participants (50 part X 2 nights)				<i>nights</i>	50	50	2500			
Coffee break				<i>Pers</i>	5	150	750			
Meals				<i>Pers</i>	10	150	1500			
Supplies (teaching materials)				<i>Lot</i>	200	1	200			
Participant Kit (Copies of reports)				<i>Kit</i>	15	50	750			
Communication				<i>ff</i>	750	1	750			
Total feedback workshop							9900			
Annual strategy monitoring and evaluation workshops (2 days)					4700	3	14100	14100		
Room				<i>FF/dr</i>	150	2	300			
Transportation of participants (25 shares)				<i>Pers</i>	60	25	1500			
Accommodation for participants (50 part X 1 night)				<i>nights</i>	50	25	1250			
Coffee break				<i>Pers</i>	5	50	250			
Meals				<i>Pers</i>	10	50	500			
Supplies (teaching materials)				<i>Lot</i>	150	1	150			
Participant Kit (Copies of reports)				<i>Kit</i>	10	25	250			
Communication and dissemination of results				<i>ff</i>	500	1	500			
Total feedback workshop							4700			
Subtotal act. 2.1.							49100	49100	0	0
Activity 2.2: Support to LPOs in the development and implementation of business plans		COPACO	RDC							
Participatory diagnosis	III			<i>DIP</i>	1000	30	30000	30000		
Market research on the selected project idea	III				1500	20	30000	30000		
PA Improvement (BP)	III				1000	20	20000	20000		
Business Plan Selection Committee	III				3000	2	6000	6000		
Funding for APs/POs	V			<i>PA</i>	25000	20	500000	425000	0	75000
Technical support for the implementation of the business plan (Technical Assistant and Marketing Expert)	III			<i>H/Month</i>	1650	48	79200	79200		
Quarterly missions to monitor and evaluate business plans	III			<i>mission</i>	3000	16	48000	38400		9600
Subtotal act. 2.2							713200	628600	0	84600
Activity 2.3: Strengthening the managerial and commercial capacities of LPOs	III	COPACO	RDC							
2.3.1 Training sessions (30 people for 3 days)				sessions	5400	10	54000	54000		
Room				<i>FF/dr</i>	100	3	300			
Transportation of the participants leaders (30 shares)				<i>Pers</i>	10	30	300			
Accommodation for participants				<i>Night</i>	20	90	1800			
Coffee break				<i>Pers</i>	5	90	450			

Meals				Pers	10	90	900			
Supplies (teaching materials)				Lot	100	1	100			
Participant kit (documents and training materials)				Kit	10	30	300			
Trainer's fee				Pers	250	5	1250			
Total per training session							5400			
2.3.2 Strengthening of COPACO's MIS				FF	27000	1	27000	27000		
2.3.3 Organizing fairs				annual fairs	4000	4	16000	16000		
2.3.4 : Study on the organization and management of territorial markets	III	COPACO	RDC				12490	12490		
Study							8990	8990		
Honoraire consultant				hj	300	20	6000			
perdiem				Overnight stay	100	15	1500			
Focus group/field surveys				FF	1000	1	1000			
Communication and reporting				FF	490	1	490			
Restitution workshop							2500	2500		
Room				FF/dr	200	1	200			
Transportation of the participants leaders (30 shares)				Pers	10	50	500			
Coffee break				Pers	5	50	250			
Meals				Pers	10	50	500			
Supplies (teaching materials)				Lot	100	1	100			
Participant Kit (Copies of reports)				Kit	15	30	450			
Communication				ff	500	1	500			
Total feedback workshop							2500			
Edition and distribution of the report				FF	1000	1	1000	1000		
Subtotal act. 2.3.							109490	109490	0	0
Activity 2.4: Strengthening of a financing mechanism for investments by POs and rural youth	V	COPACO	RDC							
Revolving fund for farmers and young entrepreneurs				FF	140000	1	140000	140000		
Subtotal act. 2.4							140000	140000	0	0
Activity 2.5. Establishment of consultation frameworks	III	COPACO	RDC							
Institutional study/analysis and identification of actors				FF	5000	1	5000	5000		
Consultations/meetings/workshops/support to provincial coordination units				U	2500	25	62500	56250		6250
Communication				FF	3000	1	3000	3000		
Formalization				FF	5000	1	5000	5000		
Subtotal act. 2.5							75500	69250	0	6250

Activity 2.6: Rehabilitation of input storage facilities and seed banks	I	COPACO	RDC							
Rental of warehouse and seed bank Kinshasa	IV			Month	300	36	10800	10800		
Warehouse and seed bank rental Muanda	IV			Month	300	36	10800	10800		
Rehabilitation of warehouses	I			FF	5000	1	5000	5000		
Equipment warehouse and seed bank Kinshasa	II			Batch of equipment	3000	1	3000	3000		
Equipment warehouse and seed bank Muanda	II			Batch of equipment	3000	1	3000	3000		
Taking charge of the management team of the stores and seed banks (1 person * 2 sites)	IV			Pers	100	72	7200	7200		
Subtotal act. 2.6.							39800	39800	0	0
Total component 2							1127090	1036240	0	90850
Component 3: Project coordination and M&E										
Activity 3.1: Project coordination and management	IV	COPACO	RDC							
Rent	IV			Month	300	48	14400	10800	0	3600
Administrative staff salaries (Coordinator, AAF, Accountant)	IV				2800	48	134400	107520	26880	
Operating (water, electricity, internet and small office equipment)	IV			Month	250	48	12000	12000	0	
Annual audits	IV			FF	3000	4	12000	12000		
Subtotal act. 3.1: Project coordination and management							172800	142320	26880	3600
Activity 3.2: Monitoring, evaluation and reporting		COPACO	RDC							
Launch of the project	III			FF	10000	1	10000	10000		
Fiduciary follow-up (TOM2PRO)	II			U	10000	1	10000	10000		
Technical monitoring (monitoring and evaluation software)	II			U	12000	1	12000	12000		
Studies (annual and effect evaluations)	III			FF	14000	1	14000	14000		
Organization of supervision missions	III			U	1000	3	3000	3000		
Annual reports	IV			U	0	4	0	0		
Mid-Term Review	III			U	10000	1	10000	10000		
Completion Report	III			U	4640	1	4640	4640		
Completion mission	III			U	10000	1	10000	10000		
Subtotal act. 3.2: Monitoring, evaluation and reporting							73640	73640	0	0
Total component 3							246440	215960	26880	3600

Totals (C1+C2+C3)					0			1 650 000	33 480	107 450
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Appendix 4: Financial Management Self-Assessment Questionnaire (FMAQ)

To be completed using the [Financial Management Self-Assessment Questionnaire \(FMAQ\) template](#) and sent to FMD.

Titre de la proposition : Projet d'appui à la promotion de l'entreprenariat agricole et de la sécurité alimentaire des organisations locales de producteurs en RDC	Période de l'exercice financier du bénéficiaire : Septembre 2022 à aout 2026
Auto-évaluation complétée par (nom et poste) NATHANAEL BUKA MUPUNGU PRESIDENT-NATIONAL	Date d'auto-évaluation : 28 Avril 2022

Element	Réponse
1. Organisation et personnel	

Element	Réponse
<p>1.1. Expérience avec les opérations du FIDA et/ou d'autres donateurs.</p> <p><i>Décrivez les opérations antérieures financées par le FIDA ou d'autres donateurs, y compris le nom du donateur, le titre du projet, le montant du financement, la date de début et la date d'achèvement.</i></p>	<p>La COPACO PRP a précédemment bénéficié de deux subventions du FIDA dont une clôturé et une en cours.</p> <p>Subventions fermées : Le projet PAOPA, d'un cout global de 207338,03 USD, sous financement UE/FIDA, qui s'est mis en œuvre pendant la période 2009-2018</p> <p>Subventions ouvertes : FO4ACP : Don du FIDA n° 005/19/FO4ACP/PROPAC/SE du 12 novembre 2019 de 354895 EUROS, sous financement ACP/UE/FIDA, sur la période 2019-2021</p> <ul style="list-style-type: none"> - Projet Manioc 21, financé par ACP du 01/08/2018 au 31/03/2020 pour 500000 € - Projet SAFE 2020, financé par FIDA du 01/01/2021 au 30/06/2022 pour 54 838,00 \$ - Projet "Les savoirs des Gens de la Terre", financé par Affaires Mondiales Canada, du 01/03/2018 au 31/03/2021 pour 366 194,00 \$ - Projet RDC 12, RDC 13, RDC 15, RDC 19, financé par Gouvernement Basque, Baléare, Antalousia, Aragon, Coopération Basque au développement, de Mai-12 à Dec-21 pour 521 000,00 € - Projet d'appui aux organisations paysannes pour un développement durable de l'agriculture en RDC financé par Union européenne du 29-déc-12 au 28/12/2015 pour 1200000,00 €, - Programme d'appui aux organisations paysannes d'Afrique (PAOPA) financé par Union européenne/FIDA/AFD/CONFEDERATION SUISSE, Union européenne/FIDA/AFD du 06/07/09 au 31/12/18 pour 350 000,00 \$.

Element	Réponse
<p>1.2. Sous-réceptaires - évaluation et suivi. <i>Y a-t-il des sous-bénéficiaires pour l'opération ? Dans l'affirmative, décrivez les noms des entités, leurs bases de fonctionnement, l'estimation de l'affectation du produit des subventions, les composantes/activités à couvrir, l'évaluation de leurs capacités de gestion financière et les modalités de suivi des sous-réceptaires. Indiquez si les sous-bénéficiaires sont des groupes communautaires, des organisations paysannes ou des ONG locales.</i></p>	<p>Structures d'accompagnement : AFAD : ONG Base de fonctionnement : Kinshasa et Kongo-Central Estimation affectation du produit de subvention : Activités à couvrir : Act. 1.1. et 1.2.</p> <p>AIDHEN : ONG Base de fonctionnement : Kongo-Central, Kwango, Kwilu Estimation affectation du produit de subvention : Activités à couvrir : Act. 1.1. et 1.2.</p> <p>ACAP : Pilier programmatique de la COPACO-PRP sur la formation Base de fonctionnement : Kinshasa, Kwango, Kwilu et Kongo-Central Estimation affectation du produit de subvention : Activités à couvrir : Act. 1.1. et 1.2.</p> <p>Toutes ces structures seront chargées de la formation selon leurs spécialités et s'imprèneront de l'approche de l'académie paysanne (ACAP).</p> <p>Ces structures disposent d'une expérience en matière de gestion financière et d'une capacité de gestion des financements externes supérieurs à 25.000 USD. Elles répondent aussi aux normes et procédures établies par le FIDA en matière rapport à la planification, budgétisation, comptabilité, information financière, contrôle externe, audit, et décaissement. Les modalités de suivi des sous-réceptaires : les modalités de suivi seront déterminées dans le cahier de charge établi par la COPACO en lien avec les procédures du FIDA.</p>
<p>1.3. Bureaux secondaires. <i>Existe-t-il des bureaux secondaires pour l'opération ? Dans l'affirmative, décrivez l'emplacement des bureaux secondaires, les activités à couvrir, la dotation en personnel et les modalités de suivi de ces bureaux secondaires.</i></p>	<p>Les coordinations provinciales de la COPACO représentent les bureaux secondaires dans le cadre de ce projet. Elles sont logées au niveau de chaque zone économique paysanne (bassins de production). Au niveau des bassins de production, les OPL mettrons en place des cadres de concertation (voir activité 2.4). Elles sont chargées de suivre le fonctionnement des cadres de concertation ainsi que le suivi de proximité des activités des OPL en relation avec la coordination nationale de la COPACO-PRP. Les bureaux secondaires sont animés par des conseillers paysans et un secrétaire formé dans le cadre de l'Académie Paysanne de la COPACO-PRP et recrutés sur base de leurs compétences. Ces bureaux assurent le suivi de proximité des activités selon le calendrier établi et les outils appropriés.</p>

Element	Réponse
<p>1.4. Structure et dimension totale du bénéficiaire. D'après les derniers états financiers vérifiés de l'institution, décrivez le total de l'actif, le total des revenus, le bénéfice net ou la perte nette et le nombre total d'employés à temps plein.</p>	<ul style="list-style-type: none"> ✓ Total de l'actif : 259862,24 \$US ✓ Total des revenus : 727132,83 \$US ✓ Le bénéfice net ou la perte nette : La COPACO-PRP entant une ASBL ne réalise pas les activités économiques pour dégager les bénéfices ou des pertes. ✓ Le nombre total d'employés à temps plein : 07
<p>1.5. Le personnel en comptabilité et en finances. La fonction comptable est-elle dotée d'un personnel qualifié et avec une expérience suffisante ? Décrivez le personnel financier proposé affecté à ce projet, y compris les noms, les titres de poste, les études et les années d'expérience pertinente.</p>	<p>La COPACO-PRP a un expert-comptable et un Directeur administrative et financier.</p> <p>Toutes ces structures seront chargées de la formation selon leurs spécialités et s'imprèneront de l'approche de l'académie paysanne (ACAP).</p> <p>Adelard BASUKIKA Kamosi : Comptable, BAC+3 en Comptabilité et Gestion Financière, Expérience de plus de 5 ans dans la gestion des projets.</p> <p>Hubert NDOLO Kapindu : Directeur Administratif et Financier, BAC+5 Agronomie, Expérience de plus de 5 ans dans la gestion des projets.</p> <p>C'est un personnel financier affecté à ce projet. Il s'agit d'un personnel qualifié, ayant acquis une expérience dans la gestion des précédents projets, avec une bonne connaissance des directives et procédures du FIDA. Ce personnel a suivi avec succès la formation e-learning du FIDA et dispose des certificats de participation.</p>
<p>2. Planification et budget</p>	

Element	Réponse
<p>2.1. Plan de travail et budget. <i>Décrire les politiques et procédures en place pour planifier les activités du projet et préparer les budgets correspondants et pour recueillir des informations auprès des unités responsables des différentes composantes.</i></p>	<p>Le plan de travail et budget annuel approuvé par le comité de suivi et le FIDA, en tant qu'entité de supervision, servira de référence pour les décaissements, qui seront effectués sur une base semestrielle. Chaque entité remettra un rapport d'activité et un rapport financier pour les six derniers mois. La COPACO-PRP n'effectuera de nouveau virement à l'entité qu'après avoir vérifié au préalable, par l'intermédiaire de son service administratif et financier, les dépenses et leur cohérence avec les activités réalisées et le budget prévu.</p> <p>Chaque année, à la fin de l'exercice comptable et au plus tard à la fin du premier trimestre de l'année, la COPACO-PRP procédera à un audit de la gestion financière, administrative et comptable des fonds du projet. Les termes de référence de cette mission seront approuvés par le FIDA et le rapport de l'auditeur sera soumis au comité de suivi et au FIDA. Ce rapport d'audit et le programme de travail et budget annuel approuvé seront utilisés par le FIDA pour le transfert ultérieur de fonds au COPACO-PRP.</p> <p>Les décaissements pour les subventions sont normalement basés sur un mécanisme de fonds renouvelable, qui sera défini dans la convention de subvention, soit dans les dispositions générales, soit comme une disposition spéciale. Le premier décaissement consistera en une avance basée sur un pourcentage des dépenses prévues dans le premier plan de travail et budget annuel approuvé (PTAA). Pour le deuxième décaissement et les suivants, outre le plan de travail et budget annuel approuvé, le bénéficiaire est tenu de soumettre une déclaration d'intention couvrant l'utilisation d'au moins 75 % de la tranche immédiatement précédente (et 100 % des tranches précédentes, le cas échéant).</p>

Element	Réponse
<p>2.2 Suivi budgétaire.</p> <p><i>Décrire les politiques et les procédures en place pour surveiller le budget, y compris les outils utilisés (automatisés ou manuels) et si l'approbation des variations par rapport au budget est requise à l'avance.</i></p>	<p><u>Les politiques et procédures de surveillance budgétaire consiste en la/le :</u></p> <ul style="list-style-type: none"> - Préparation du budget avec l'implication de toutes les directions de la COPACO-PRP : la première étape consiste à établir le budget prévisionnel des dépenses sur feuille Excel par service ou par équipe en vue de faciliter le contrôle budgétaire. - Présentation et validation du budget par le Conseil d'Administration qui se réunit autant de fois que nécessaire pour donner les avis sur les aspects de la gestion courante, formuler les recommandations pour améliorer les procédures, examiner les documents ayant un impact important et recommande les propositions de notes de service. - Suivi de chaque paiement en temps réel et rapprochement du budget par la direction en charge des finances. - Surveillance de l'avancée des dépenses au regard du budget prévisionnel : l'équipe finance dispose d'un outil pour tracer rapidement le total dépensé comparé au total budgété. Toutes les factures notes de frais et justificatifs divers s'archivent en temps réel sur la plateforme. - Prise des décisions d'ajustement pour une bonne gestion afin d'anticiper les dérapages éventuels des budgets et décider d'une révision du prévisionnel en cas d'impossibilité de se tenir au budget initial. <p>Ces politiques sont contrevérifiées par la Commission de Suivi budgétaire dont les membres sont élus par l'Assemblée Générale.</p>
3. Flux de fonds	
<p>3.1. Compte bancaire.</p> <p><i>Dans quelle banque le compte de don sera-t-il ouvert ? S'agit-il d'un compte désigné pour la subvention ? Si ce n'est pas le cas, décrivez comment les fonds provenant de différentes sources font l'objet d'un suivi et d'un contrôle.</i></p>	<p>Un compte spécifique dédié au projet est en cours d'ouverture dans une des banques de la place en USD. La COPACO-PRP mettra à la disposition du FIDA les éléments nécessaires à ce compte dans un bref délai.</p>
<p>3.2. Expérience en matière de décaissement du FIDA.</p> <p><i>Le bénéficiaire a-t-il une expérience antérieure des procédures de décaissement du FIDA ?</i></p>	<p>Oui, dans le cadre des projets précédents énoncés au point 1.1. La COPACO-PRP a bénéficié de l'appui du FIDA à travers son réseau régional d'OP PROPAC, dans le cadre des programmes SFOAP (2009-2018) et FO4ACP (2019-2021). Par conséquent, elle détient l'expérience acquise pour le décaissement selon les directives du FIDA.</p>

Element	Réponse
<p>3.3. Transfert aux sous-bénéficiaires et/ou bénéficiaires. <i>Décrire les modalités de transfert du don du Bénéficiaire à chacun des sous-bénéficiaires qui mettent en œuvre le projet.</i></p>	<p>Les sous-bénéficiaires présenteront une DRF à la Coordonnatrice Nationale de programme. Après vérification et validation de celle-ci, cette dernière leur délivrera un chèque.</p> <ul style="list-style-type: none"> - Le sous-bénéficiaire formule la demande adressée à l'approbation d'abord de la Coordonnatrice Nationale et enfin le Président National ; - Dès que la dépense est autorisée, le service financier émet le chèque au profit du sous-bénéficiaire pour le retrait de fonds à la banque ; - Dès que les fonds sont retirés, le sous-bénéficiaire procède à l'utilisation de ces fonds et soumet le rapport de l'activité munis des pièces justificatives dans un délai de 48 heures. - Pour les montants de dépenses dépassant 500 \$US, le sous-bénéficiaire doit présenter les factures pro formas de trois maisons différentes à la Commission de Passation des Marchés en ce qui concerne les équipements et les fournitures ; - Pour les salaires, le sous-bénéficiaire doit faire signer les contrats de travail aux concernés.
<p>3.4. Cofinancement. <i>Dans le cas d'une contribution en cash, décrire les sources de financement (bénéficiaire, autres donateurs ou bénéficiaires). Dans le cas d'une contribution en nature, décrire les sources de financement et la formule pour consigner et évaluer la contribution.</i></p>	<p>Oui, la COPACO-PRP contribuera financièrement à hauteur de 142 180 USD dans le cadre de la mise en œuvre des activités (co-financement des business plans) et pour couvrir une partie des frais de coordination et de gestion du projet.</p> <p>La contribution en cash évaluée à 33 480 USD sera placée progressivement dans le compte du projet. Tandis que l'apport en nature sera donné en termes contribution en matériel, biens, services ou temps auxquels une valeur monétaire sera attribuée en référence au budget.</p>
<p>3.5. Les taux de change. <i>Décrire brièvement les politiques et procédures applicables pour la conversion de la monnaie étrangère dans la monnaie de présentation du bénéficiaire.</i></p>	<p>Le service financier de la COPACO devra retirer à chaque opération les taux de change officiel à la banque.</p>
<p>4. Contrôles internes</p>	

Element	Réponse
<p>4.1. Approbation et autorisation. <i>Les contrôles d'approbation et d'autorisation sont-ils en place et bien documentés ?</i></p>	<p>Le manuel des procédures administratives et financières décrit clairement les modalités de contrôle d'approbation et d'autorisation.</p> <ul style="list-style-type: none"> - Les liquidités sont conservées dans un coffre-fort gardé par un Caissier ; - Les fonds reçus issus des partenaires sont virés dans un compte bancaire ; - Tous les chèques sont signés par au moins deux signataires mandatés ; - Les chèques sont signés uniquement quand toutes les informations sur les liquidités à la banque sont confirmées afin d'éviter les chèques en blanc ou l'annulation ; - Les réconciliations bancaires sont vérifiées par le DAF ; - Les paiements en liquide sont autorisés par le (la) Coordonnateur (trice) National (e) et contresigné par le PCA ; - Les différentes étapes du processus d'achat (par ex. les commandes, réceptions et paiements) sont partagées entre des personnes différentes ; - Les remboursements des acomptes sur les salaires du personnel sont autorisés et vérifiés mensuellement par le DAF en collaboration avec le (la) Coordonnateur (trice) National (e) ; - Les déductions légales (IPR, INPP, ONEM, CNSS) sont traitées correctement et payées selon les échéances fixées ; - Tous les biens corporels (par ex. les véhicules, ordinateurs, équipements) possédés par l'OPN sont assurés et contrôlés en utilisant un registre de biens ; - Des lignes de conduites approuvées et un manuel de procédures sont mises en place et connu du personnel ; - Le Comité National de Surveillance (CNS) réalise annuellement les contrôles internes ; - Un Cabinet d'audit externe dûment agréé est annuellement sélectionné par les administrateurs pour les contrôles internes

Element	Réponse
<p>4.2. Rapprochements bancaires et de trésorerie. <i>Les rapprochements bancaires et les rapprochements de caisse sont-ils préparés par quelqu'un d'autre que ceux qui traitent ou approuvent les paiements ? Sont-ils exécutés régulièrement ? Quand ? Sont-ils examinés et approuvés par un fonctionnaire responsable ?</i></p>	<p>Les rapprochements bancaires et les rapprochements de trésorerie sont préparés par le Comptable. Celui-ci ne participe pas nécessairement à l'approbation des paiements. Ils sont régulièrement exécutés. Ce rapprochement se fait quotidiennement. Un tableau synthèse dudit rapprochement est établi à la fin de chaque mois et de chaque trimestre par l'Administrateur Financier ou le Comptable Logisticien et l'Assistant Administratif et Financier. Ils sont examinés et approuvés par la Coordinatrice Nationale des Programmes.</p>
<p>4.3 Actif immobilisé <i>Le bénéficiaire tient-il un registre des immobilisations ? Les registres des immobilisations sont-ils tenus à jour et rapprochés des comptes de contrôle ? Les actifs sont-ils suffisamment couverts par les polices d'assurance ? Existe-t-il un rapprochement physique périodique des immobilisations et des stocks ?</i></p>	<p>Oui, le bénéficiaire tient régulièrement un registre de l'actif immobilier. Le bénéficiaire ne dispose pas d'une police d'assurance. Il n'existe pas un rapprochement physique périodique des immobilisations et des stocks.</p>
<p>4.4. Moyens de signalement des fraudes et de la corruption. <i>Décrire le mécanisme de déclaration à l'intention des employés, des sous-bénéficiaires et des bénéficiaires à qui signaler s'ils ont le soupçon de fraude, de gaspillage ou de mauvaise utilisation des ressources ou des biens liés au projet ?</i></p>	<p>En cas de fraude ou de corruption, les employés, les sous-bénéficiaires et les bénéficiaires doivent signaler toute affaire ayant trait à une fraude potentielle/suspectée ou à une affaire de corruption au PCA de l'OPL qui en informera le Secrétariat National de la COPACO-PRP puis le Conseil d'Administration en cas de blocage. Une descente sur terrain va être effectuée pour établir les responsabilités et proposer les solutions. En cas de force majeure, signaler des informations apparentées à une fraude ou à une affaire de corruption à la branche anti-corruption des services de police locale (ou à leur équivalent) et de coopérer entièrement à toute enquête qui serait menée par eux.</p>
<p>4.5. Audit interne. <i>Le bénéficiaire a-t-il une fonction de vérification interne ? Dans le cas affirmatif, la fonction de vérification interne est-elle efficace - des mesures sont-elles prises pour donner suite aux constatations de la vérification ? L'activité de projet ou l'unité d'exécution fait-elle l'objet d'un audit interne ?</i></p>	<p>Sous l'autorité du Président National, l'Auditeur Interne est chargé : d'administrer les activités d'audit interne sur demande du Comité Local de suivi, de faire un programme complet et pratique des applications de l'audit, d'assurer une conformité aux normes régissant la pratique de l'audit interne. Cependant, il n'est pas efficace et mérite un renforcement pour être appliqué dans le projet.</p>
<p>5. Comptabilité</p>	

Element	Réponse
<p>5.1 Norme comptable. <i>Quelles sont les normes comptables suivies ?</i></p>	<p>Le bénéficiaire utilise une comptabilité à système minimal de trésorerie basée sur les normes d’OHADA.</p> <p>. Le système de tenue d'enregistrement des comptes et la documentation doivent respecter les principes et normes nationales et internationales de comptabilité.</p> <ul style="list-style-type: none"> - Pour chaque opération, il faudra une pièce justificative valide à archiver en toute sécurité pendant la durée du projet et post-projet. Les reçus, factures et autres documents de comptabilité doivent être stockés dans un endroit sûr pour une période minimum de six ans après approbation du rapport final du projet. - Disposer d'un livre de caisse pour chaque compte en banque et le réconcilier mensuellement. Les livres comptables du projet doivent être tenus manuellement avec un tableur comme Excel ou avec un logiciel dédié de manière à ce que les écritures comptables et les explications concernant les différents types de subventions puissent être facilement examinées et vérifiées. - Un budget énumérant les coûts et les revenus anticipés pour toutes les opérations. - Une délégation du pouvoir du Conseil d'Administration à la Coordination Nationale ; - La séparation des responsabilités : partage des responsabilités financières entre au moins deux personnes (Coordonnatrice Nationale, DAF, Comptable) ; - Présentation du bilan comptable annuel ; - Choix de préférence d'un auditeur externe pour la certification des comptes.
<p>5.2 Politiques et procédures comptables écrites. <i>Existe-t-il des politiques et des procédures écrites couvrant toutes les activités comptables et administratives courantes ?</i></p>	<p>Le manuel des procédures administratives et financières renseigne clairement toutes les activités comptables et administratives. Le dernier Conseil d'Administration a déjà envisagé sa révision dont la réalisation dépend la mobilisation des ressources pour engager un Consultant. Si FIDA a des propositions d'amendements à faire, elles seraient les bienvenues.</p>

Element	Réponse
<p>5.3. Système de comptabilité. <i>Quel système comptable est utilisé ? S'agit-il d'un système informatisé ? Si ce n'est pas le cas, décrivez si les systèmes manuels sont adéquats pour rendre compte des activités du projet en temps opportun.</i> <i>Le système est-il capable de générer automatiquement des rapports financiers et des listes de transactions détaillées sur demande ? Si ce n'est pas le cas, expliquez s'il peut être</i></p>	<p>La COPACO-PRP utilise une comptabilité à système minimal de trésorerie sur un fichier Excel limité en termes de rapidité et la réalisation de certaines opérations. Après chaque activité, le Comptable établit le rapport financier muni des pièces justificatives et le transmet à la hiérarchie pour vérification. Pour le rapport financier, le Comptable regroupe les pièces justificatives par activités afin de s'assurer de leur conformité, les classe dans un classeur manuel, les codifie selon les procédures du partenaire.</p>
<p>5.4. Le plan de comptes. <i>Le plan comptable est-il adéquat pour rendre compte correctement de la source des fonds, des composantes, des catégories de déboursement et des activités du projet et pour en faire rapport ?</i></p>	<p>Il n'existe pas un plan comptable spécifique, mais la COPACO recourt en cas de besoin à l'acte uniforme relatif au droit comptable et à l'information financière. Actuellement, la COPACO utilise le modèle du rapport financier du partenaire en attendant d'obtenir un logiciel comptable.</p>
<p>5.5. Comptabilité des sous-bénéficiaires. <i>Indiquer comment les dépenses engagées par les sous-bénéficiaires sont consignées dans le système comptable du bénéficiaire et où les preuves comptables des dépenses sont conservées.</i></p>	<p>Le sous-bénéficiaire établit une DRF selon le chronogramme de ses activités et le soumet au bénéficiaire (COPACO) pour approbation. Ce dernier établit l'autorisation de décaissement puis émet un chèque. Après retrait de fonds, le sous-bénéficiaire dépose au bénéficiaire une copie du bordereau de retrait pour enregistrement dans le système comptable. Le sous-bénéficiaire tient aussi une comptabilité de son organisation et dépose au bénéficiaire les copies de ses pièces pour la certification.</p>
<p>5.6. Conservation des dossiers. <i>Quelles sont les politiques de conservation des documents financiers et opérationnels ? Combien d'années ?</i></p>	<p>Les documents financiers et opérationnels sont conservés dans les classeurs manuels dédiés à chaque projet. Le classement de ces pièces revêt une importance capitale. Chaque pièce est numérotée en ordre ascendant et successif et classée suivant son numéro. Les pièces sont conservées pendant 6-10 ans suivant les procédures du FIDA.</p>
6. Rapports financiers	
<p>6.1. États financiers. <i>Décrire les types et la fréquence de préparation des états financiers institutionnels.</i></p>	<p>En principe, la COPACO ne prépare pas les états financiers institutionnels. Elle présente annuellement le compte des résultats (ressources et emplois, charges et produits) et des annexes. A chaque DRF, la COPACO présente ses états financiers pour les projets avec le FIDA.</p>
<p>6.2. Budget versus Dépenses réelles. <i>Les rapports financiers comparent-ils les dépenses réelles avec les allocations budgétisées et</i></p>	<p>Oui</p>

Element	Réponse
6.3. États des dépenses. <i>Le système de rapports du bénéficiaire doit-il être adapté pour rendre compte des dépenses par élément de projet ou par catégorie de dépenses ? Le bénéficiaire a-t-il de l'expérience dans la préparation des états des dépenses (EDD) de projet ?</i>	La COPACO-PRP n'effectuera de nouveau virement à l'entité qu'après avoir vérifié au préalable, par l'intermédiaire de son service administratif et financier, les dépenses et leur cohérence avec les activités réalisées et le budget prévu. Le renforcement des capacités en gestion administrative, financière et comptable est aussi important.
7. Audit externe	
7.1. Cabinet d'audit <i>Indiquer le nom du vérificateur externe du bénéficiaire pour les deux derniers exercices financiers et l'exercice en cours.</i>	- Département d'audit de l'Institut National de Préparation Professionnelle (INPP) : Audit 2019; - CEFAO : Conseil, Etude, Fiscalité, Audit et Organisation. (Audit 2020)
7.2. Calendrier <i>Y a-t-il des retards dans la préparation des états financiers audités du bénéficiaire ? Indiquez les dates auxquelles les deux derniers rapports de vérification ont été publiés.</i>	Les retards sont dus à la lenteur administrative de la PROPAC pour transférer les fonds alloués à l'audit. - 15 janvier 2020 ; - 05 juillet 2021.
7.3. Standard d'audit <i>Le bénéficiaire fait-il l'objet d'un audit selon les normes internationales d'audit (ISA) ? Si ce n'est pas le cas, précisez quelles normes sont suivies.</i>	- CEFAO : ISA 800/805 - INPP : ISA 800/805
7.4. Constatations des audits. <i>Le rapport d'audit des deux dernières années faisait-il état de problèmes importants en matière de reddition de comptes ? Quel est l'état d'avancement du suivi ?</i>	Aucune constatation des auditeurs externes en matière de reddition des comptes sur les rapports de deux dernières années.

Liste de vérification des documents à l'appui de la FMAQ
Les documents suivants doivent être soumis au FIDA en même temps que la FMAQ

No.	Documents	Oui ou non
1	États financiers vérifiés des deux exercices précédents	Oui
2.	Lettre à la direction de la vérification des deux derniers exercices financiers décrivant les constatations de la vérification, les recommandations et la réponse de la direction.	Oui
3.	Termes de référence de l'audit externe	Oui
4.	Dernier organigramme	Oui
5.	Les dernières politiques et procédures pertinentes, notamment en matière de finances, d'administration, de suivi des sous-récepteurs, etc.	
6.	Charte des comptes	
7.	Termes de référence et curriculum vitae du personnel financier et comptable clé	Oui

Annex 5: List of selected local farmers' organizations (reviewed and confirmed at project start-up)

N°	Nom OPL	Effectif total	H	F	J	PRODUCTION	TRANSFORMATION	COMMERCIALISATION
I. ZONE ECONOMIQUE AGRICOLE DE KINSHASA								
1	ASA-CADECVIM coops	462	185	277	166	X	X	X
2	GFPPA	215	92	123	47	x	X	X
3	CACODASE	99	45	54	28	X	X	X
4	FECCO/caco	312	150	162	81	X	X	X
5	CAFP	192	15	177	67	X	X	X
6	RENOFEF	126	51	75	45	X	X	X
7	COOPAEMUS	266	130	136	61	X	X	X
8	APJEA	175	70	105	177	X	X	X
	TOTAL	1847	738	1109	672			
II. ZONE ECONOMIQUE AGRICOLE DU KWANGO								
1	SOCAM	512	164	348	195	X	X	X
2	ADEVOP/FPP	111	40	71	30	X	X	X
3	COPALO	541	103	438	173	X	X	X
4	GIE	71	48	23	12	X		X
	TOTAL	1235	355	880	410			
III. ZONE ECONOMIQUE AGRICOLE DU KWILU								
1	ASA	561	168	393	213	X	X	X
2	Association NGABAMPENGE	18	6	12	5	X	X	X
3	IPEC	212	51	161	68	X	X	X
4	GPM	186	71	115	33	X	X	X
5	R.KWAKIKIKI	84	15	69	27	X	X	X
	TOTAL	1061	311	750	346			
IV. ZONE ECONOMIQUE AGRICOLE DU KONGO CENTRAL								
1	CCPN	25	9	17	8	X		X
2	CAPM	301	120	181	54	X	X	X
3	AMAFEM	75	13	61	24	X	X	X
	TOTAL	401	142	259	86			
		4544	1546	2998	1514	20	18	20