

TRIDE

Annual Plan 2024

AGRI TERRA FOR COOPERATIVES

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ZOA from relief to recovery

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1. Introduction

1.1 Context analysis

The security, political and humanitarian situation in the east of the Democratic Republic of Congo is deteriorating due to frequent clashes between the rebel group Mouvement du 23 Mars 2023 (M23) and the Forces Armées de la République Démocratique du Congo (FARDC) and other self-defence forces. Since the end of 2022, the M23 group has stepped up its attacks on various positions held by government forces in North Kivu province, and has subsequently taken control of several towns and villages. These advances exacerbated tensions in several territories of North Kivu, as well as in other regions of eastern DRC. At the same time, various self-defence groups are engaged in conflicts for control of localities, leading to outbreaks of violence and insecurity. International, regional and bilateral initiatives have been launched to try to put an end to the crisis, which is tending to worsen as a result of persistent insecurity. The current situation at the time of writing is characterized by an upsurge in armed violence in the Masisi and Rutshuru territories. Since October 2023, the coalition of local armed self-defence groups has stepped up attacks on the positions of the M23 armed group, and these clashes intensified simultaneously in the Masisi and Rutshuru territories, during which the self-defence groups took over the villages of Busumba, Kibarizo, Kirumbu, Kitshanga, Kilolirwe, Burungu and Kabalekasha in the Mweso health zone in the Masisi territory. This situation of extreme violence has claimed many victims, particularly women and children, who have been exposed to crossfire from combatants and were forced to flee their homes. These successive clashes have led to prolonged displacements, intermittent and pendular movements that increase the vulnerability of the affected populations and limit access to immediate assistance and basic services generated by this unpredictable conflict situation.

In view of this uncertain security situation in the TRIDE project areas, there is less hope that TRIDE will return to a maximum implementation scenario, as everyone had hoped, for the year 2024. It is therefore predicted that the minimum scenario remains conceivable, but regular updates will be made in relation to the context of North and South Kivu. Given the security context that prevailed in the original intervention areas, TRIDE was obliged to shift partly to areas with a more positive intervention advice (relatively stable security). It was decided to extend activities to new villages and territories, including Idjwi, Kamuronza, Kalungu and Matanda.

1.2 Brief overview on the progress made in 2023

Despite challenges, like the crisis, the impossibility of covering intervention areas due to security issues bad geophysical conditions, activity implementation continued in the second half 2023 and TRIDE was able to achieve tangible results.

TRIDE successfully convened the inaugural steering committee meeting (COPIL), uniting key stakeholders at national, provincial, and local levels to bolster project acceptance amid security actors' waning confidence. Key recommendations were formulated for enhanced efficiency. A pivotal letter of agreement was signed with provincial governments, delineating roles and responsibilities. Accountability mechanisms, including complaints management committees and suggestion boxes, were established project-wide. The TRIDE 2023 annual review, conducted with an external consultant for objectivity, provided crucial insights for future improvement.

Concerning **outcome 1**, the progress toward formulating the Provincial Land Tenure Intervention Strategy (SPIF), a comprehensive document in its final desired state, is actively underway. Presently, we are in the process of operationalizing the Provincial Coordination of Land Tenure Reform (CONAREF), a phase already in motion across the two provinces.

In this stage, notable accomplishments include:

- Provincial Order n°23/153/GP/SK of 02/02/2023 on the practical operating procedures of the provincial coordination of CONAREF in South Kivu (CP-CONAREF/SK).
- Provincial Order n°23/252/GP/SK of 15/09/2023 appointing the permanent secretary and technical staff of the technical secretariat of the CP-CONAREF/SK in the province of South Kivu.
- Provincial Order n°01/171/CAB/GP-NK of 30/05/2022 on the practical arrangements for the organisation and operation of the provincial coordination of CONAREF in North Kivu (CP-CONAREF/NK).
- Provincial Order n°01/220/CAB/GP-NK of 14/07/2022 appointing the permanent secretary of the CP-CONAREF/NK secretariat in the province of North Kivu.
- The contracts with two Local Implementing Associations (LEAs) and TRIDE to draw up the SPIF have already been signed.
- The agricultural land registry is now operational in South Kivu. Three agricultural land registry offices will soon be up and running in 3 territories (Uvira, Idjwi, Kalehe) and a provincial office in Bukavu.

Regarding on-the-ground outcomes for direct beneficiaries, it is noteworthy that, at this juncture, an expanse of 1,959 hectares of land has been allocated to small-scale farmers through rental contracts. Additionally, 255 hectares have been secured through social armistices, achieved through negotiations. The project has successfully enabled 2,353 households of small-scale farmers to access the land through rental contracts, with a total of 1,026 long-term tenant farming contracts facilitated.

In relation to **outcome 2**, main achievements include the following:

- Presently, the project provides support to 3,853 households through the PIP approach.
- Collaboratively, 36 villages have formulated their visions with project assistance through the PIP approach.
- 92 monitors have been identified and trained in the PIP approach, contributing to the initiative's success.
- A total of 2,883 innovative farmers (PIs) have been identified and trained through the PIP approach, with 1,595 in South Kivu and 1,183 in North Kivu.
- Employing the IWRM approach, 212,957 individuals benefit from enhanced river basin and delta management. Additionally, 1,527 households adopt a minimum of two agroecological practices, including 422 PIs in North Kivu and 1,105 in South Kivu, actively implementing integrated practices in their integrated plot plans. Notably, nine sub-watersheds are undergoing restoration.
- An operational plan for IWRM covers 176,322.56 hectares of basins, corresponding to the combined surface area of five basins with established watershed management committees drafting management plans. The eight catchment areas span a total surface area of 2,671.85 square kilometres or 267,185 hectares.
- A significant 687.7 hectares of farmland, designated as G20, undergoes a minimum of two conservation practices outside the concession. This is achieved through the G20 model farmer approach, implemented in demonstration and learning fields and supervised by project-backed coffee, potato, rice, and maize producers' cooperatives.

In relation to **outcome 3**, main achievements include the following:

- In terms of facilitating access to quality inputs, two major suppliers were identified and put in contact with rice growers in the intervention zone.

- In terms of facilitating market access, efforts to establish contacts with buyers in local, urban, and regional markets are continuing. The volume of agricultural products sold up amounted to 935,000 kg of rice for 8 contracts, 350.5 tons of coffee for 7 contracts, 60 tons of potatoes for 3 contracts and 30 tons of maize for 1 contract, giving a total volume sold of 1,375.5 tons for 19 contracts.
- The project supported the creation of 176 jobs for young people through cooperatives supported by the TRIDE.
- In order to have capacities of value chain actors improved and have better access to finance through formal institutions, the project continued to support cooperatives working in the value chains identified by the project. We note that, at present, 11 of the 45 cooperatives supported by the project are well managed, with an inclusive and functional governance structure. These cooperatives have been able to access the equivalent of US$1,100,000 in credit.

1.3 Main challenges foreseen for 2024

In the year 2024, TRIDE aims to consolidate the progress and accomplishments attained thus far. Anticipating the influence of the December 2023 elections on existing focal points within TRIDE-related authorities, proactive efforts are essential. The consortium must diligently cultivate relationships with incoming officials to apprise them of TRIDE's objectives and secure their endorsement. This imperative extends beyond individuals overseeing specific facets like the 'cadastre agricole' to encompass all components integral to the TRIDE initiative.

Based on the security context, activities will be concentrated in areas that are secure and offer growth potential for the different TRIDE stakeholders. The resurgence of insecurity could hinder the progress of activities. In regard to the value chains for example, once the decree establishing the register of cooperatives has been signed in October 2023, various challenges will arise. Old cooperatives that have been registered with the GUCE (guichet unique de création des entreprises - one-stop shop for business creation), by being given trade register and national identification numbers, will have to cancel these numbers before proceeding with regularisation with SNCOOP. At the same time, new cooperatives will have to hurry to register with the cooperatives department, which does not yet have all the tools needed to keep the register. There is a risk that co-operatives will be registered but that the documents will not be officially recognised by the services that work with co-operatives (e.g. Banks, Ministry of Trade, etc.). To mitigate the risk, TRIDE will continue to actively support the implementation of the cooperative register.

Regarding the existing budget, the upcoming budget revision post the mid-term review in 2024 holds significant importance. Presently, specific budget lines entail funds that are non-transferable due to the absence of a budget revision. This circumstance adversely impacts and impedes the expansion of tangible outcomes in other areas.

2. Lessons learned

2.1 The crisis

The first half of 2023 was marked by the detention of TRIDE staff and the subsequent suspension of TRIDE's activities.

2.1.1 Brief outline

Alarming messages circulated on WhatsApp, posing significant security threats to TRIDE project staff. In response, TRIDE initiated a series of actions in collaboration with relevant authorities, including provincial governments and security services. The focus was on seeking clarification, demanding denials from the message authors and their superiors. Regrettably, amidst ongoing negotiations, multiple project employees were summoned by the Goma office of the Agence Nationale de Renseignement (ANR) in early January.

Subsequently, from mid-January onward, TRIDE faced the necessity of suspending all field activities to prioritize actions aimed at securing the release of the colleagues and clarifying the situation. A dedicated 'crisis committee,' comprising representatives from the three consortium organizations, was established at both their respective headquarters and national offices. With the support of EKN and the Embassy of the Kingdom of the Netherlands in Kinshasa, concerted efforts were made at various levels (local, provincial, and national) involving multiple stakeholders to secure the release and clarify the facts.

The release occurred on June 1, 2023, after a five-month period.

The following main learnings were identified:

- TRIDE should improve communication about the project and involve local authorities and all stakeholders more closely. Better involvement of the national authorities and active communication could contribute to a better understanding of the project. Better communication with stakeholders and beneficiaries in the field could help reduce the impact of rumours and manipulation on the project;
- Conflict sensitivity should play an even more prominent role within TRIDE's implementation;
- Heightened focus on accountability mechanisms, such as the Community Complaint and Feedback Management Committee, and implementation of suggestion boxes. While currently established, these mechanisms are slated to achieve full functionality and operational efficiency by the year 2024.
- TRIDE is poised to enhance its visibility regarding project outcomes. Concurrently, the consortium has undertaken a refinement of its communication strategy, proposing the enlistment of a communication expert (who will further strengthen and follow up this strategy). The expert will play a pivotal role in disseminating project-related messages, tailoring them to suit diverse stakeholders and the general public.
- The steering committee meetings and technical and field coordination sessions will have to consequently take place to make local, provincial and national authorities aware of, engaged in, and committed to TRIDE's work and achievements.

2.1.2 How does this influence TRIDE's design and implementation for 2024

The suspension of TRIDE between January and June 2023 caused a significant delay in carrying out activities in the field. This is noticeable both in terms of implementation of activities and subsequently, the achievement of indicators.

For 2024 and beyond even more focus will be put on frequent and good communication and involvement of the community, state and government departments and the participation of community leaders in the whole process from the outset.

This will facilitate ownership of TRIDE's interventions in the field and mitigate rumours and possible conflicts that may arise as a result of misunderstandings in the implementation of activities.

The Communications Officer will play a very important role in the dissemination of information about the project to the community and to the local and (inter)national press. Additionally we learned that it is crucial to have someone in place who directly liases with the government; authorities on provincial and national level.

It is imperative to enhance communication regarding the TRIDE project across local, provincial, and national levels through the operationalization of provincial monitoring committees. This framework serves a dual purpose: consolidating trust among TRIDE consortium partners, authorities, and primary beneficiaries (innovative farmers and cooperative members), while fostering ownership of the project's accomplishments. This approach emphasizes accountability and transparency.

In response to the conflict sensitivity aspect leading to the discontinuation of security governance activities, TRIDE (VNGi) is redirecting efforts and funds towards initiatives supporting inclusive local governance. This includes aiding the implementation of Local Development Plans and enhancing the capacity of support structures for community development actions, such as local development and stabilization committees. Sub-activities dedicated to improving governance of the tax system are also involved, given their direct impact on the experiences of innovative farmers and cooperative members.

All matters pertaining to land are inherently delicate, necessitating a nuanced approach. It has been discerned that the execution of these activities should be orchestrated through existing local systems. TRIDE assumes a supportive role in these actions, prioritizing the fortification of local bodies rather than taking a leading role in the implementation of such activities.

2.2 Integration of conflict sensitivity

During 2023, rapid analyses of the various sectors (so called ‘volets’) were carried out to provide a general overview of what these sectors entail in the TRIDE project in relation to conflict sensitivity. Conflict dynamics were analysed by organising an carrying out a conflict scan in South Kivu. In South Kivu, project staff (including those of implementing partners) were trained on conflict sensitivity and on carrying out a conflict scan, to help them minimise negative impacts and maximise positive impacts during the implementation of project interventions. A workshop on conflict sensitivity was held in Bujumbura to enable members of the TRIDE consortium to further reflect on how activities should be relaunched after the release of colleagues, to continue the work from a conflict-sensitive perspective. Over the course of 2024, regular in-depth analyses of the context with a focus on conflict, gender and social inclusion will be organised accompanied by capacity-building and concrete actions to ensure effectiveness in the TRIDE project. Sessions to draw up plans for gender mainstreaming and social inclusion will be organised, as well as actions to raise awareness and redefine activities to ensure greater sensitivity to conflict, gender and social inclusion in the implementation of the project.

In the implementation of the cooperative approach and the development of value chains, some small cooperatives seemed to be marginalised by selection criteria that often-excluded starting cooperatives. Innovations and flexibility measures have been incorporated into the approach in order to include all categories of cooperatives: small, medium-sized and large cooperatives. In addition, when selecting sectors, particular attention was paid to the milk sector in the Ruzizi plain. Integrating the milk sector into the project's activities will make it possible to be inclusive in terms of the communities involved in the project and thus avoid potential conflicts arising from claims of community exclusion. During 2024, rapid analyses of conflicts across the value chains will be carried out in order to address them and reduce damage to the local economy.

To facilitate access to land for small-scale farmers, participatory targeting is favoured, taking into account all communities and the involvement of both provincial and local authorities. This approach avoids rumours, given the sensitivity of the land issue in the east of the DRC.

2.3 Annual Review 2023

An annual review was carried out between 21 September and 13 October 2023 by an independent consultant, in order to obtain recommendations that can guide future planning, particularly for 2024.

2.3.1 Introduction

In the TRIDE project plan, the initially scheduled mid-term review for 2023 has been reconsidered by the project management team. Instead, a qualitative annual review has been recommended for the following reasons:

Data Collection Challenges: Originally intended to assess changes resulting from the project's interventions, data collection from project-benefiting households, particularly through the PIP approach, faced disruptions and significant delays in implementation. Insufficient significant changes among beneficiaries were observed by the projected mid-term period.

Efficiency Concerns: Given the expansive project intervention zone, a traditional mid-term review would incur substantial financial, time, and human resource costs. Moreover, the project is actively accelerating activities to compensate for previous delays. Opting for an annual review, however, poses a potential slowdown in implementation speed, as field staff would be engaged in supervising data collection, liaising with leaders, organizing logistics, and guiding interviewers in the field.

2.3.2 Outcomes

As mentioned above, this review used an essentially qualitative methodological approach, based on interviews with key project stakeholders, visits to certain project sites and the use of multiple design documents, studies and reports produced by the project. The key findings of the review are as follows:

- Despite the implementation context marked by persistent insecurity in some of the project's intervention zones, particularly in North Kivu, and the disruptions and delays this is causing in project implementation, community leaders and structures, local authorities and the majority of beneficiaries are keen to continue the project in view of its value in providing a range of solutions to the vital concerns of survival and development in their environments. Wherever the project's activities are taking place, community commitment and a sense of ownership are taking shape.
- Capacity building for cooperatives, support in adopting agricultural techniques, facilitating access to markets and credit, and initiatives to facilitate the acquisition of agricultural inputs (seeds and fertilisers, in particular) are among the major strengths appreciated by cooperatives and their members in terms of the support provided by TRIDE. However, there are challenges to be met, including the need to connect the cooperatives supported by TRIDE with part of the project's target group (small-scale farmers identified as "Innovative Farmers" in the PIP process).
- The PIP approach that the project is promoting for more resilient and productive agriculture and for integrated household, village and community development is being positively adopted in the target communities and is a tool for strengthening the spirit of self-help and combating the wait-and-see attitude. It is worth pursuing the implementation of the planned PIP stages and the extension of its application, including the possibility of integrating it into the mode of intervention of local organisations and agricultural services for greater ownership and sustainability.

- IWRM work in the TRIDE project is behind schedule. It is important to work on more formalisation and institutionalisation of the Watershed Management Committees to give them a chance to act effectively. There is also a great need to respond to the need for hydro-agricultural irrigation infrastructure in terms of construction or rehabilitation to support agricultural production and the availability of water in certain catchment areas. It should be noted, however, that the hotspots of degradation identified in the village visions, are currently being restored TRIDE through ZOA's local implementing partners.
- The decision taken by the project to engage directly in dialogue and negotiation between concessionaires and small farmers without waiting for the agricultural register to be set up, although it is already operational in South Kivu, has enabled significant breakthroughs. However, the long-term sharecropping contracts signed up to now are either for five years, renewable in South Kivu, or for one year, renewable for five years in North Kivu. It should be noted that the security situation in North Kivu did not allow the concessionaires to commit themselves directly to a renewable 5-year term, but rather to a one-year term which is renewable five times.
- The experience of working with the state authorities and the support provided in structuring and strengthening the capacities of the Development Committees at village, groupement and chefferie level means that we have structured local contacts who are committed to taking ownership of the TRIDE's interventions and, more broadly, of local development action. Work on governance is considered important within the TRIDE project.
- Collaboration with local partners and community structures is effective throughout the project area and is much appreciated. However, there is a desire for more timely communication and better harmonisation of agendas with the structures supported.
- Collaboration with state authorities and services in the field is much appreciated, especially in terms of prior information, involvement in training workshops and in certain decision-making processes. The involvement of state services and authorities is important in this project because it is a basis for the sustainability and institutional anchoring of certain aspects such as IWRM, land tenure and the improvement of services.
- Conflict sensitivity, gender awareness and inclusion are generally taken into account by most of the project's stakeholders, including grassroots community structures. At all levels, there is a concern not to fuel conflict as a result of the project's work, and a wish for ethnic inclusion, inclusion of women and young people and their empowerment.
- The consortium is proving to be a framework for combining expertise and strategic analyses, which led to the collaborative design of the TRIDE project. There have been shortcomings in the harmonisation of approaches and coordination in the implementation of the project, but there have been significant improvements over the course of 2023. The new adaptive management plan has enabled consortium members to reflect on possible synergies between approaches and activities.
- Delays in implementation, due to the challenges of the context and organisational constraints, mean that it will be difficult to achieve the targets initially set for many of the project's monitoring and evaluation indicators by the end of the project in 2025.

2.3.3 How do the outcomes influence TRIDE's design and implementation for 2024

The results of this review will influence the implementation and planning of TRIDE for 2024. Between 11 and 15 October 2023, a workshop was held with key staff from the three consortium partners to draw up the base of the 2024 annual plan. The results of the annual review, particularly the recommendations, were the subject of discussion sessions in order to identify concrete actions and to accommodate this in the TRIDE Annual Plan for 2024. In summary, the following strategies will be adopted:

- Overall, the approaches and strategies used will be even better streamlined in order to comply with TRIDEs acceleration plan. In 2024, TRIDE will retain the flexibility and adaptations of approaches and activities that the context requires, in order to try to make up or the delay in achieving results and targets. However, within the framework of the current budget.
- In relation to the operation of the consortium and the complementarities between the project's components and between consortium members in the field, TRIDE will continue to improve the coordination of project implementation, internal and external project communication and the materialisation of complementarities and synergies between the project's different components and between the consortium's member organisations.
- In the area of collaboration with state authorities and services, the project will harmonise the practical and financial arrangements for the funding of state authorities and services associated with participants in TRIDE project activities amongst the consortium partners. This will avoid unequal treatment within the same project as well as frustrations. This harmonised funding policy will remain valid throughout 2024 and the remainder of the project period.
- In connection with the collaboration with local partners and community structures, TRIDE will increase timely communication and consultation with local partners and community structures to ensure greater harmonisation in the programming of activities in order to reduce improvisation and conflicting agendas. Project partners will keep reinforcing the collaboration between local actors, which is carried out by the local authorities, as this is part of the agreements made. TRIDE will do the follow up of this.
- In relation to Security and Conflict Sensitivity, TRIDE will continue regular and ongoing analysis, awareness-raising and training on the issues of security, conflict sensitivity, gender and inclusion to maintain and build on the current momentum.
- In regard to institutionalising the PIP approach for greater sustainability, the project will initiate exchanges with territorial and chefferie agricultural and rural development services, with local PIP implementation organisations and with chefferie Local Development Committees, as part of the implementation of Local Development Plans (LDPs), on the adoption and integration of the PIP approach into their ordinary practices of supporting local populations and implementing their local development plans.
- With regard to greater sustainability, the project will be institutionalising the Watershed Management Committees and work with the various departments and stakeholders involved in the watersheds to make commitments and share responsibilities that will facilitate the restoration and protection of the watersheds and ensure that the results of these actions are sustainable.
- With regard to land tenure, while awaiting the installation and effective operation of the agricultural land registry in the territories, TRIDE will continue to support negotiation efforts between concessionaires and small-scale farmers to obtain the signature of sharecropping contracts for a longer period of up to 5 years. This will provide more stable access to land, paving the way for more sustainable agricultural investment by smallholders.
- With regard to support for agricultural cooperatives, the project will have to focus particularly on these aspects: (1) the presence of cooperations was not amongst the selection criteria when the PIP villages selection took place. TRIDE thus wants to make sure that PI farmers are able to join cooperations in case there are non-present, or join existing ones in the respective villages. and (2) Accelerating and strengthening the materialisation of plans and provisions for facilitating group purchases of agricultural inputs, especially seeds and fertilisers, through groups of 20 and their cooperatives.

3. Scenario

3.1 Introduction

It should be noted that during the preparation of this annual plan, the security situation in North Kivu has not changed for the better. On the contrary; it is getting even worse. Most of the Masisi, Nyiragongo and Rutshuru territories are under M23 control and considered to be battlefields at the moment of writing. Even if the former TRIDE project areas are reopened in terms of security and if humanitarian access is assured, TRIDE will not return immediately. The TRIDE project team will begin by assessing the security situation in the area, followed by an analysis of the context of the area and then an analysis of the dynamics of the conflict. All these analyses will provide TRIDE with the necessary information to enable a gradual uptake of activities in these areas, and will then propose which activities will be implemented during the return. Expected is that the urgent needs in those areas will then be more humanitarian in nature. It is for this reason that we will only work out the minimal scenario for 2024 in this annual plan. The TRIDE consortium will remain flexible, as was shown over the course of 2023, in case returning to a normal scenario is deemed possible.

3.2 Minimal scenario for 2024

3.2.1 What changes are foreseen and why

The only areas that remain accessible are those proposed in the minimum scenario for 2023. For 2024, the project will still focus on a limited area in North Kivu, in the chefferie of Bahunde only, in the Muvunyi/Karuba, Muvunyi/Shanga and Kamuronza groups (around SAKE), in NYIRAGONGO, the project will be implemented in the village of BUHAMA and throughout South Kivu in general. It should be noted that the project will resume in the Bunyakiri area in 2024.

A contingency plan has been drawn up for the elections, which will begin in November 2023 and continue into 2024 with the local elections scheduled for March 2024. The Goma office remains operational and the staff remain in place to coordinate activities in accessible areas where TRIDE is operational and to interact with the provincial government of North Kivu.

3.2.2 Workplan narrative

The budgeted workplan (Annex C) accounts for all the activities planned for in 2024 and the activities are self-explanatory. Below some brief additional notes regarding the planned implementation in 2024.

OUTCOME 1: Access and security of land tenure by smallholders is improved to reduce land-related conflicts

Activities will be implemented as planned. However, under this outcome, there is no budget remaining for pre-dialogues and dialogues between concessionaires and landless populations, neither mediation of land disputes around concessions to facilitate access to land. This is however crucial for ensuring access to land for landless people. This means a budget revision for allocating a certain amount to these sub-lines (as the amount allocated to these activities were under-estimated when designing the project budget) is needed.

OUTCOME 2: Integrated Water Resources Management is strengthened to promote resilient agricultural systems in North and South Kivu

Activities will be implemented as planned. Formal sensitisation sessions regarding nutrition will be carried out. Till now that was not done.

Activities related to G50 approach won't take place any more as decided, a re-adjustment of this budget is thus needed during the budget revision.

OUTCOME 3: Local economy is revitalized through inclusive development and profitable value chains and the market system (MSD)

Implementation is well underway and activities will be implemented as planned.

Crosscutting; Security-Governance
Activities related to security will be discontinued as mentioned earlier in this Annual Plan.

Cross-Cutting; Gender and Social Inclusion

- Organise a workshop to draw up a gender mainstreaming and social inclusion plan for the TRIDE project. At the beginning of 2024, a workshop will be organised with 20 experts and managers from all three TRIDE consortium partners.
- Subsequently, workshop organised to reflect on, and monitoring, the plans for gender and social inclusion in the TRIDE project
- Training PIP and IWRM staff on gender and social inclusion: 2 training sessions will be organised for 45 project staff and staff from implementing partner organisations.
- Organise refresher sessions for project and partner staff on conflict sensitivity: 2 refresher sessions will be organised for 45 project and implementing partner staff.
- Organise awareness-raising sessions for members of the PICS & IWRM committees on gender, social inclusion and conflict sensitivity: These sessions are ongoing and we plan to organise 72 in 2024.
- Coaching committee members (PICs & IWRM) on how to lead discussions on issues related to conflict, gender and social inclusion within their structures. These coaching sessions are ongoing and we plan to organise 24 in 2024.

4. Complementarity

4.1 Programmatic

PIP-Governance
Focus on the involvement of the authorities in regard to their ownership and contribution to the implementation and scaling up of the PIP approach and the village vision. Concrete actions to ensure complementarity between the PIP and the governance component will therefore focus on:

- VNGi builds the capacity of local authorities to mobilise support for community development initiatives.
- VNGi strengthens the capacity of the CPDG and NPD/VDC to play their role in local development and village visions.
- Training for government departments (provincial level, chefferies, groups, villages) on the PIP approach as a bottom-up local development approach, so that it can be integrated into provincial development policy.
- Integration of village visions into the chefferie's local development plan (LDP) and the chefferie's participatory budget.

PIP-PIC-COOPERATIVES

- Innovative Farmers (PIs) integrate the G20; As part of the approach to disseminating good farming practices, PIP households can join the G20, groups set up through agricultural cooperatives. These households will be identified in the areas covered by the cooperatives (list of PIP households) and will be put in touch with the G20s of nearby cooperatives.
- Training for PIs in regenerative agriculture: This training will be organised by Agriterra. This will enable IPs to disseminate these practices to PIP households in their area.

- Sharing training modules: Agriterra will be able to share its training modules on good agricultural practices, specifically in regard to priority crops, with ZOA.
- Group purchase of inputs and market connection through cooperatives: PIP households identified as being close to cooperatives will join the cooperatives in organising group purchases of inputs and group sales of production. This means that PIP households identified in this way will be buying rather than donating seeds.
- Marais (wetland) de Luhonga (in Masisi): Establishment of PIP and PIC (ZOA) and cooperative structuring and support for the professionalisation of the new cooperative, if the model is chosen by the members. The agricultural input needs of households benefiting from access to land in the Luhonga marshes, will also be directed by Agriterra to input suppliers who will offer them their products.
- Cross-sectoral collaboration PICs-COOPs-other value chain actors: AGRITERRA will facilitate linkages between actors from different sectors to encourage them to collaborate. This involves setting up PICs, identifying specific collaboration needs and establishing links.

FONCIER-COOPERATIVES

- Identifying the land needs of cooperative members: Some members of cooperatives have difficulty accessing land. Their land needs will be identified by AGRITERRA. These needs will be shared with ZOA, whO will negotiate land with concessionaires in areas where needs have been identified.

COOPERATIVES-VDC-GOVERNANCE

- Advocacy Register of cooperatives: Following the signing of the decree on the register of cooperatives by the DRC's Minister for Rural Development, AGRITERRA and VNGi will continue to take steps to implement the register in the TRIDE project area. This will involve setting up the cooperative registration desk, disseminating the ministerial decree, etc. In addition, the limitations of this decree need to be taken into account, in particular the fate of cooperatives that had previously subscribed to the RCCM system.
- Advocacy on taxation and red tape: Agriterra, together with the cooperatives, will continue to identify taxes and related red tape. Steps to remove them will be taken by VNGi in collaboration with Agriterra, involving the cooperatives and other value chain players affected in the process.
- Roles of government departments in the context of intersectoral collaboration between PICs, COOPs, government departments and authorities: VNGi will play a leading role in strengthening intersectoral collaboration between stakeholders. It will ensure that government departments, in this case, are made aware of how to play their roles and meet their responsibilities as defined in the regulatory framework of their institution for the benefit of PICs and agricultural cooperatives.

Conflict sensitivity, gender and social inclusion

To ensure good complementarity, for the conflict sensitivity, gender and social inclusion component:

- Sharing databases / mapping target groups
- Sharing reports on analyses and results of activities relating to conflict dynamics and involving ourselves in these analyses in the near future (VNGi)
- Availability of experts and field staff to draw up the gender and social inclusion mainstreaming plan,
- Availability of experts and field staff to draw up action plans and monitor social and gender inclusion;
- Participation in capacity-building sessions and conflict scans;
- Supporting local structures (cooperatives for Agriterra, for example) in drawing up their policies for social and gender inclusion;

- Capacity-building for members of grassroots structures on local governance and the participation of young people, women and other marginalised groups in decision-making (VNGi);
- Supporting LDPs in drawing up gender-sensitive participatory budgets and social inclusion (VNGi).

4.2 Coordination

At the beginning of TRIDE, coordination was difficult and the lack of a common understanding of TRIDE's philosophy seemed to be the basis. Today, with improved collaboration mechanisms and the action deriving from the new adaptive management plan, there is improved room for discussion between consortium members, starting on the sub-coordination level, which welcomes exchanges on synergies in the implementation of activities between the three consortium members. The sub-coordination also decides on joint planning, joint field visits (concretely planned for in 2024) and the involvement of local authorities, where appropriate, in field workshops. The TRIDE Management Team enables TRIDE to have strategic discussions on reports, the budget, and certain harmonisations in terms of policy and overall direction in line with TRIDE's philosophy. This new TRIDE management structure has started to produce results, however for the year 2024 TRIDE intends to further improve this system for greater efficiency in the technical and management coordination of its implementation.

5. Communication

In response to the events of 2023, TRIDE is set to reinvigorate its communication efforts in 2024. Commencing in January 2024, the appointment of a Communication Expert will mark the initiative's commitment to bolstering its outreach strategies. Following the project's reactivation in 2023, several pivotal activities garnered noteworthy media coverage, including the TRIDE relaunch, COPIL meeting, and support for CONAREF/Cadastre Agricole. Furthermore, the creation of concise video content has been undertaken to spotlight specific components of TRIDE. In 2024 they will be further improved and professionalized.

5.1 Strategy

Communication will aim to improve understanding, increase knowledge, ownership and acceptance of the project among different external audiences such as communities, local authorities, the general public in DR Congo and the Netherlands and other stakeholders.

Communication with the community aims to facilitate the implementation of a number of campaigns to promote self-help for vulnerable households through community ownership of the PIP approach, good management of water resources, access to land by vulnerable households and small-scale farmers, cooperatives to improve household incomes, agricultural value chains, governance, conflict sensitivity, gender and social inclusion, while respecting the social norms relating to each of these components.

It will consist of disseminating the activities and results of the TRIDE programme to internal and external stakeholders, sharing success stories and beneficiary households, and giving significant visibility to the Kingdom of the Netherlands' commitment to making a significant contribution to stability in this part of the east of the DRC and to regional integration in the Grand-Lakes region, particularly in terms of access to water resources and livelihoods in a more equitable manner.

It will also ensure good internal collaboration between the multiple stakeholders, reinforcing the complementarity of actions in the coordinated and coherent implementation of activities, and will attach particular importance to information management as a means of supporting and maintaining good coordination between the consortium's member organisations.

TRIDE's communication will pursue the following objectives:

- External communication on the approaches and results of the TRIDE project that is sensitive to conflict, gender and social inclusion.
- Disseminate the objectives, activities and results of the TRIDE programme and project actions in a coherent and systematic manner, highlighting the perspective of beneficiary households;
- Raise public awareness of the TRIDE project so that the public can take ownership of the transition process, which must involve the PIP approach to agricultural production and approaches such as strengthening cooperatives and networking to achieve the sustainable development objectives of the target communities;
- To communicate and disseminate a real and positive image of the TRIDE project and its funder to the outside world, while at the same time contributing to the visibility of its activities and ensuring that it becomes better known.
- Contribute to national and international recognition by guaranteeing TRIDE's visual identity and organising slots on television and radio stations;
- To ensure the transparency of all activities carried out, and to disseminate, publicise and archive them, while ensuring the very high quality of the product and its contribution to stability actions;
- To contribute to the positioning of the project and cooperation for sustainable development in the DRC in the areas of land tenure, secure access to land, IWRM water resource management, agricultural production infrastructure and inclusive value chains, as well as in the area of improving governance around the management of these resources.

Expected results are:

- Raising awareness among target audiences in 5 territories of the Province of North Kivu and South Kivu in Eastern DRC, and among Dutch taxpayers in the Netherlands, about the results of the TRIDE programme and their impact on beneficiaries;
- Understanding of the contribution of the project's central approach, the PIP, to the sustainable achievement of the TRIDE project's expected objectives is strengthened. PIP as a desire for change and a break with the past;
- Exchanges of information between the key players in the TRIDE programme, particularly the member organisations of the consortium, to ensure the coordinated and effective implementation of the actions to be carried out;
- Reinvigorating the image of the Kingdom of the Netherlands and EKN as partners of the DRC government, populations and institutions to help increase access to water resources and means of subsistence in a more equitable manner; as well as improving governance around the management of these resources.

5.1.1 With regard to mass communication

- Raise awareness and inform communities in the areas concerned about good practice and the desired changes in each component of the TRIDE project;
- Mobilise communities, leaders, authorities and administrations in the project areas through commitments that encourage synergies and greater interactivity and ownership of the project components;

- Develop and deliver clear and consistent key messages at all levels.
    a. Promoting self-help among vulnerable households through community ownership of the PIP approach;
    b. Good management of water resources;
    c. Access to land by vulnerable households and small-scale farmers ;
    d. Cooperatives to improve household incomes;
    e. Agricultural value chains;
    f. Governance;
    g. Conflict sensitivity, gender and social inclusion.

5.1.2 With regard to the visibility of the project

Building trust and goodwill: This is particularly important for projects in sensitive areas. At this level, communication helps to build a strong image for the consortium, enabling it to position itself as a credible partner in the areas where it operates and with the target audience. Communication activities will largely be carried out in partnership with the Benevolencjia. Messages to be disseminated by the Benevolencjia will be shared and discussed on a quarterly basis.

6. Budget

6.1 Budget

See Annex A.

6.2 Budget narrative

Output	*Budget*	*Narrative*
Outcome 1: Access to land by small-scale producers is increased, security of tenure for small-scale producers is improved and land-related conflicts are reduced		
Output 1.1 Provincial land intervention strategies are developed and adopted by the provincial governments of North and South Kivu	950,948 €	With this amount, TRIDE will continue with current actions which will lead to have two provincial land strategies available in North and South Kivu. Two studies highlighting the major land issues and the diagnosis of the land will be carried on. The budget seems to be insufficient to allow TRIDE covering enough zones in order to extent results to the entire province, which will be a challenge to reach the end of the process of having SPIF in place. If a budget revision is approved, this line should also need a certain increase.
Output 1.2 Farmers who rent land on a short-term basis in concessions have medium/long-term (5 years minimum) access to the land.	117,000 €	This budget will allow TRIDE to make 10,000 hectares of land available to landless farmers and covered by 5,000 long-term sharecropping contracts of 3 to 5 years, renewable; 5,000 hectares of land will be made available to small farmers in concessions through mediation and negotiations, while 3,000 hectares of agricultural land are subject to at least two conservation practices inside and outside the concession. In this output (line), no budget remains for pre-dialogues and dialogues between concessionaires and landless populations, neither mediation of land disputes around concessions to facilitate access to land. But we

		are aware that these are crucial for ensuring access to land for landless people. This will need a budget revision for allocating a certain amount on these sub-lines. The amount allocated to these activities were under-estimated at the project beginning. In addition, an additional amount for mediation actions related will be necessary to ensure existing conflicts in some concessions are solved before any other activities related to negotiation, which was not planned at the beginning.
Output 1.3 Agricultural and pastoral lands are identified and mapped in the target territories and agricultural cadastres are recognised and operational in both provinces	209,294 €	With this budget, 4 agricultural land registry offices will be operational and equipped in 4 territories (Kalehe, Uvira, Idjwi, Masisi), and 2 offices for the provincial agricultural land registry divisions will be operational and equipped in the province's main towns, in Bukavu and Goma. The amount allocated to the activity of "Locating the land used for agricultural or pastoral purposes and determine its size" is too low to cover the minimum needed, which means a need of increase in case of budget revision. The same is valid for ensuring operationalization of the land cadastres at territory level
Output 1.4 Appropriate solution mechanisms to address problems related to inter-community conflicts are implemented with the involvement of local, provincial and national authorities.	300,756 €	Keys actions in this result includes those related to conflict scans and setting up a mechanism to monitor conflict dynamics and their impact on the local economy, collaboration with Benevolencija in the organization of awareness-raising and information campaigns on conflict dynamics in the intervention zone, support the implementation of the social armistices.
Outcome 2: Integrated Water Resources Management is strengthened to promote resilient agricultural systems in North and South Kivu		
Output 2.1 Good land stewardship and resilient farming systems are scaled up and promoted through the PIP approach	1,343,785 €	Resilient systems and land stewardship will be reinforced through support the creation and the implementation of integrated farm plans at household level together with experimentation by targeted farmers of integrated best practices in their farm plots to increase the plot productivity. In order to enhance collaboration and reach more impact at village level the villages will be supported to elaborate and implement their village vision (50 village visions). Note: the budget was not well estimated at the beginning and will need a revision and increase to ensure the PIP scaling up of the approach in the TRIDE targeted villages to reach the project target.
Output 2.2 PIP households improve their knowledge of wise use of food	152,704 €	This budget will allow nutrition awareness to 50 000 farmers who integrate nutritious food production in their PIP
Output 2.3 PIP farmers are structured around the G50	542,000 €	These activities will probably not be carried out due to the non-existence of a partner in charge of their

approach for more access to services, finances and markets		implementation on the ground. In case a revision budget is approved, this amount could strengthen certain underestimated or undervalued lines of this outcome.
Output 2.4 Local and provincial land use and sustainable watershed management plans are developed	48,461 €	Key activities for this line are about organisation of capacity building activities for local authorities on the processes and techniques for the elaboration of local spatial land use and watershed plans (about 25,000 €) and drawing up and validate land use plans and management agreements for each of the main watersheds identified
Output 2.5 Soil degradation in the intervention area is reduced and land restoration is being undertaken at a growing scale through collective actions.	769,630 €	Key activities for this line are about facilitating the restoration of three degradation hotspots per village by PIP farmers based on the village vision (about 480,000 €) and Supporting land restoration in the 20 sub-watersheds through IWRM practices that reduce erosion and flooding (about 274,000 €)
Output 2.6 Relevant IWRM infrastructures (irrigation schemes and others) are rehabilitated and built by the community with the support of the project.	410,953 €	Key activities for this line are about conducting a participatory diagnosis and analysis of IWRM (irrigation) needs with PIP farmers and local communities, based on the village vision (about 100,000 €) and Supporting communities in rehabilitating/building irrigation or drinking water supply infrastructures (about 200,000 €). Some expenses will be about conducting feasibility studies and social environmental assessments if needed before (about 60,000 €), and also about creating or revitalising associations of irrigation and drinking water users (about 50,000 €)
Output 2.7 Involvement of local, provincial and national authorities in IWRM and promotion of resilient agricultural systems is increased	151,560 €	Here, key activities for this line are about increasing involvement by stakeholders at local and provincial levels in the PIP-related actions at community level, creating more ownership and participation (about 93,000 €). Some of other activities include also conducting L&A actions at both provincial and local levels for promulgation of IWRM and resilient agriculture policies. (About 32,000 €)
Outcome 3: Local economy is revitalized through the development inclusive and profitable value chains and the market system (MSD)		
Output 3.1 Security and patrimonial governance problems (corruption, harassment and barriers) hampering the development of value chains in the villages of intervention are addressed through a multi-stakeholder partnership approach	7,562 €	This budget will allow TRIDE to conduct 2 advocacy actions at provincial level (1 in North and 1 in South Kivu in the form of a Dialogue to evaluate the authorities' commitments); 1 advocacy action organized at national level on the cooperative registration process (process evaluation) with an objective of clarifying the nomenclature of taxes affecting the value chains of the value chains identified by the project.

Output 3.2 Value chain actors improved their capacities and have better access to finance through formal institutions	354,888 €	The biggest action here is the setting up of a guarantee fund for access to loans in the selected financial institutions (with 250,000 €). Some other actions are about supporting and organizing capacity building of value chain actors to improve their eligibility to credits (bank loans), Organizing advocacy towards financial institutions for the granting of investment finance (about 30,000 €) and promoting finance inclusion (22,500 €).
Output 3.3 Farmers (women, men and youth from different ethnic groups) have improved their production per hectare and income for the targeted value chains	153,840 €	Keys activities in this output are about accompanying farmers in the application of good agricultural practices (75,000 €) and supporting access to quality agricultural inputs (55,000 €)
Output 3.4 Organised groups of entrepreneurs (women, men and young people) are promoted in all PIP villages on the basis of the integrated collective plan (PIC)	830,812 €	Keys activities in this output are about developing the business plan for each PIC and decide with the PIC groups in each initial PIC village how to manage the financial support (about 300,000 €), training PIC trainers and extend PIC experience to other villages (about 220,000 €), organizing awareness raising meetings on the PIC and select ten promising initiatives per village (about 160,000 €), assessing the performance and success of PIC groups and link them with cooperatives as well as other structures (about 90,000 €), and supporting the newly formed cooperatives to grow as cooperatives (about 70,000 €).
Output 3.5 Governance and functioning of cooperatives and support institutions for agro-pastoral value chains are improved	426,092 €	Keys activities in this output include providing smart grants to co-finance personalised cooperative action plans (about 150,000 €), promoting and supporting job creation through cooperatives and other structures in order to strengthen the management and sustainability of enterprises (about 90,000 €), and organizing training sessions on financial management, governance, supervisory board, record keeping, marketing and other relevant topics.
Output 3.6 Home-based or larger-scale processing facilities and innovative post-harvest activities are introduced and enhanced	192,900 €	Keys activities in this output include supporting or strengthening innovative/relevant and sustainable (added value, post-harvest, processing) activities of actors through matching grants (about 60,000 €), organizing trainings for potential actors (PIC groups, cooperatives, private) on post-harvest activities, added value and quality standards for the target value chains (about 60,000 €), and organizing local, national and international study visits in the areas of production, management, technology and value addition (about 35,000 €).
3.7 Output Farmers have better access to local,	67,428 €	These costs include two main key actions including organizing guided Visits of representatives of cooperatives, entrepreneurial groups at national and

urban and regional markets		international level to fairs, potential (input) buyers and suppliers (about 20,000 €), (2) identifying and supporting rural market development based on the specific context and environment (about 20,000 €)
Output 3.8 State actors and support institutions have improved their services for a value chain-friendly business environment	511,044 €	These costs include key actions including setting up a multi-stakeholder platform (MSP) and feedback mechanisms from beneficiaries, partners and authorities for an enabling environment (about 100,000 €), supporting the ETDs in the elaboration of the participatory budgets (about 90,000€), supporting the establishment of services to support the development of value chains at ETD level (about 75,000 €), and strengthening inter-sectoral collaboration between farmers, PIC groups and cooperatives on the one hand, and local authorities and state services (about 60,000 €).
Consortium Management and coordination	998,607 €	These costs include all expenses linked to cross-functional employees dedicated to direct coordination actions on the one hand, but also cross-cutting activities such as those related to planning, monitoring, evaluation, accountability, learning, reporting; capacity building for project staff and partners on cross-cutting themes, etc.

6.3 Security Risk Analysis and Mitigation

See Annex B.

6.4 Budgeted Workplan

See Annex C.