

GREAT LAKES PROGRAMME
EMBASSY OF THE KINGDOM OF THE NETHERLANDS IN KIGALI

TRIDE

TRANSITION FOR INCLUSIVE DEVELOPMENT IN EASTERN CONGO (TRIDE)

ANNUAL PLAN 2023

[Consortium lead: ZOA / partners: VNGI & Agriterra]

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1 INTRODUCTION

At the end of 2022, the TRIDE project has completed the start-up phase and is now firmly in full implementation. All project components are being implemented and the team is prepared to accelerate the pace and intensity implementation to deliver tangible results.

With the local organizations recruited to implement the IWRM-IPP, SPIF and the new CBST component, the project will multiply the rate of activities spread over many villages in North and South Kivu. Since access to land is a prerequisite for the other components some activities under the land component, initially planned for 2024 will be forwarded and implemented in 2023. Local institutions and authorities will be mobilized to resolve concrete obstacles that prevent farmer groups from accessing markets for their products. Similarly, the project will undertake the restoration of degradation hotspots and start investing in resolving infrastructural barriers.

This is the time to optimize complementarity and integration between project components and between implementing partners. It is also the moment to build knowledge and widely communicate on approaches and results. It is time to showcase the project "Transition for Inclusive Development in Eastern DR Congo" to improve the lives of farming families, to measure success in terms of the number of hectares that are managed sustainably. Local governance and accountability will be put at the centre to institutionalize and sustain the project.

The context of insecurity and protracted conflicts in some parts of the project areas is likely to continue in the near future however, without stopping project implementation.. Solidarity with the population specifically under difficult circumstances underpins our mission. The people appreciate it that despite the challenges, we stay committed to moving forward with the empowerment and livelihoods of smallholders farmers. The effects of the war in Ukraine are felt at the local level. The increased prices of energy, consumer goods and shortage of fertilizers are adding to new challenges. The project budget has also lost considerable purchasing power through devaluation and inflation making food security and resilience even more important. Through adaptive management and with a conflict-sensitive approach, TRIDE will continue to create local development opportunities. .

2 GENERAL REFLECTION

BRIEF OVERVIEW OF PROGRESS MADE DURING 2022

The inception phase report was was approved in September. Despite the interruptions in the implementation of TRIDE in some areas due to clashes between M23 rebels and government armed forces (since May-June), the achievements in 2022 can be summarised as follows

1. The recruitment of ten national organisations involved in the implementation of actions related to the 'integrated farmer plan' approach and integrated water resources management (8

organisations). Two organisations focus on supporting two provincial governments in the development of provincial land strategies (SPIF).

2. Two draft decrees establishing the organisation and functioning of the **agricultural cadastres**, a provincial public service in charge of managing agricultural concessions, have been drawn up and discussed with delegates from two provincial governments. They are on the table of the provincial authorities for signature.
3. Improved access to land over an area of 235 hectares for 339 small farmers through rental contracts.
4. Facilitating access to land for 930 households over an area of 200 ha through the signing of compromises (social armistices) between concessionaires and landless households who had been forcibly evicted from these concessions in 2018.
5. 4 PIP villages have developed their village vision and 28 villages are in the process of developing their visions with a focus on integral rural development and integrated water resources management.
6. 2538 innovative farmer households are developing their household visions with realistic action plans (PIPs) in the two TRIDE target provinces.
7. Eight catchments were selected based on their socio-economic importance, the degree of natural resource degradation and the capacity to contribute to local economic development. Local stakeholders and leaders are developing priority IWRM actions in six of the eight catchments selected under the TRIDE project.
8. 268 households apply good soil conservation practices on an area of 177 ha (more than two soil conservation practices are applied).
9. Twenty-one agricultural cooperatives (27,568 members) working in the rice (8 cooperatives), potato (5 cooperatives), coffee (4 cooperatives), maize (1 cooperative) and milk (1 cooperative) value chains are supported by the TRIDE project. Similarly, two savings and credit cooperatives are also part of the structures supervised by the project.
10. The agricultural cooperatives supported by the project obtained credit of USD 142,000 from formal banks as working capital for rice purchasing and delivery.
11. Eight new commercial contractual agreements were negotiated and signed between TRIDE-supported cooperatives and market players at different stages of the target value chains concerning rice aggregation, maize, and Irish potato seeds deliveries.
12. Two decisions have been taken by state actors to improve the business climate in the project area. These are respectively the Prime Minister's decree exempting certain agricultural products promulgated in May 2022 and the South Kivu governor's order exempting young entrepreneurs from certain taxes (**Arrêté Provincial N°22/133/GP/SK du 19/07/2022**). The project's advocacy contributed to the materialisation of these decisions.
13. Twelve (12) local security plans have been developed and are being operationalised in the groupements of Lemera, Luvungi, Runingu, Kigoma, Sange, Kiliba, Mbinga South, Mupfunyi Shanga, Mupfunyi Karuba, Kibati and Kibumba.
14. Twelve (12) local development committees operational at the groupement level have been revitalised with the help of the project in the TRIDE intervention area.
15. At the chefferie level, the project has supported the revitalisation of local development committees in the chefferies of Bwisha, Bashali, Bahunde, Buhavu and Bukumu. Similarly, a socio-economic study is being conducted in the chefferies of Bafuliiru and Buloho to serve as a benchmark for the development of local development plans in these chefferies.
16. Two Multiple Stakeholder Platforms have been established to address issues related to coffee and Irish potato value chains in North Kivu.
17. Two consultation frameworks between cooperative actors and state authorities have been created as a result of the fiscal dialogues between these actors to improve the business environment.

MAIN CHALLENGES FORESEEN FOR 2023

The main challenges that could impede the implementation of TRIDE project activities during the year 2023 could be summarized as follows:

1. Armed clashes between M23 rebels and the Congolese army in North Kivu that are currently preventing project staff from accessing the territories of Rutshuru and Nyiragongo.
2. The inaccessibility of certain areas because of the advanced degradation of road infrastructure, landslides, flooding, erosion, and land movements in the territories of Kalehe, Masisi and Rutshuru. The road linking Bukavu to Goma is no longer practicable because of the torrential rains which have led to the destruction of bridges and roads.
3. The institutional crisis between the provincial government and the provincial assembly in South Kivu
4. The presence of many (I)NGOs in the littoral and weak coordination of actors in the area will remain a challenge as it creates duplication of activities and the wait and see attitude among the communities/beneficiaries.
5. Local conflicts continue to affect the project area. For example, the situation in the Ruzizi Plain Chiefdom has remained static, with the Barundi and Bafuliiru communities remaining polarised. As for the Buzi Groupement, the conflict remains perceptible between the Chief of the Chefferie and the Chief of the Groupement a.i., and the nominations of village chiefs and the administration of the Groupement are in conflict between the two entities. In the context of the war between the FARDC and the M23, the Chef de Chefferie of Bwisha in Rutshuru, his entire administration and the chefs of the Groupements were forced to flee their entities.
6. On the economic front, commodity prices have fluctuated because of fuel prices and the war in Ukraine. The general increase in the price of commodities because of the war in Ukraine has had a negative impact on agricultural production and marketing activities. For example, fertiliser prices have risen on the market, including the price of agricultural products such as rice and maize. Transport prices have risen significantly because of the lack of fuel on the market, with repercussions on all services using fuel.
7. Among the challenges identified in 2022 in the land component are
    - The administrative lethargy of the provincial authorities in signing provincial decrees for the establishment of provincial services, notably the agricultural cadastre and the CP. CONAREF.
    - In the absence of the concession owners in the area, the project will meet with them in their hometowns to facilitate direct negotiation with the stakeholders so that sharecropping contracts can be signed with the landless farmers and the concessionaire.
8. While the implementation of a village vision requires a committee to take the lead, some villages do not have a village development committee to drive the village vision. In 2023, the project will support the establishment of development committees in villages where such committees do not yet exist.
9. For a good implementation of IWRM activities and especially for the sustainability of the actions, also to serve as a model for other basins, it is necessary to improve the framework for the implementation of activities. This framework can be summarised in terms of three elements that contribute to this implementation. These are (1) the legal and regulatory framework, (2) the institutional framework and (3) the management instruments.
10. Political authorities should be considered as a special target group, which should benefit from several actions ranging from advocacy to capacity building sessions, including field visits and exchange of experience. All these actions will aim to raise their interest in IWRM and make them ambassadors of the approach both at local level and at the level of state institutions.
11. The PIP-IWRM supervisors are more overwhelmed by PIP activities than by IWRM activities. Therefore, it is important to have an IWRM focal point for North Kivu province to relieve the various PIP-IWRM supervisors. Therefore, the component needs a North Kivu IWRM Manager to coordinate, in collaboration with the IWRM Expert, the activities of the partners in North Kivu.
12. As the year 2023 is an election year, it is likely that the political campaign activities will disrupt some of the project actions on the ground. Similarly, some of the project's actions may be co-opted by politicians seeking to position themselves.

3 ANNUAL PLAN 2023

Please note that the planning figures below relate to the achievement of outputs. Annex B depicts the expected progress on indicator achievement. The figures in annex B are tentative only, as indicator progress (to be measured annually through a sample survey) is usually not a linear process.

Outcome 1 - Access and security of land tenure by smallholders is improved to reduce land-related conflicts						
1.	**Reflection on (expected) progress (on outcome level) during 2022:** During the year 2022, the TRIDE project focused on workshops and meetings with land tenure stakeholders in the two provinces. Negotiations with the concessionaires have made it possible to improve access to land for 339 households over an area of approximately 235 ha under 5-year sharecropping contracts. The project is to finalise the contracting of national partners with whom we will work to support the provincial governments of South Kivu and North Kivu in the development of provincial land intervention strategies. In the course of this year 2022, the project has achieved positive results in relation to improving access to land, although these would be expected in 2023 (according to the planning shared in March 2022).					
	Outputs	Expect Result end 2022 **(number + %)**	target end 2023 **(number +%)**	target year 2024 **(number + %)**	Target year 2025 **(number + %)**	Final target **(number + %)**
1.1	Provincial land intervention strategies are developed and adopted by the provincial governments of North and South Kivu *Ind: # of Provincial land intervention strategy (SPIF) developed*	-	1 (50%)	1 (50%)	-	2 (100%)
1.2	Farmers who rent land on a short-term basis in concessions have medium/long-term (5 years minimum) access to the land. *Ind: # of smallholder farmers benefiting from land facilitated by the project through lease contracts (desegregated by sex)*	0 (expected) 339 (achieved)	2500 (25%)	3500 (35%)	4000 (40%)	10000
1.3	Agricultural and pastoral lands are identified and mapped in the target territories and agricultural cadastres are recognised and operational in both provinces *Ind: # of agricultural cadastre offices established and operational*	-	3 (60%)	2 (40%)	-	5 (100%)
1.4	Appropriate solution mechanisms to address problems related to inter-community conflicts are implemented with the involvement of local, provincial, and national authorities	0 (expected) 2 compromises signed	3 (43%)	4 (57%)	-	7 (100%)

	Ind: # of social armistices on intercommunity conflicts negotiated by the authorities, concluded and signed and respected by the parties					

Deviations related to output 1.1: Up to now, there is no deviation recorded for output 1.1. For 2023, we plan accompany the provincial actors to set up elaborate one SPIF out of the two targeted.

Deviations related to output 1.2: A positive deviation is observed in relation to output 1.2. According to the initial planning, in 2022, the project did not foresee facilitating access to land for smallholders. However, 339 households have gained access to land (235 ha) in concessions as a result of the project intervention.

Deviations related to output 1.3: So far, no deviations have been observed. According to the initial plan, a total of 5 agricultural cadastral offices (one office in each target territory) are to be set up and supported by the project to deal with agricultural concessions. The first three offices will be installed in 2023 and the last two in 2024.

Deviations related to output 1.4: The deviation to be reported under this output is positive. Two compromises were signed between the concessionaires and the landless farmers who had been evicted by a court decision. Negotiations facilitated by the project led the conflicting parties to reach an agreement. 930 households were resettled on about 200 ha voluntarily ceded by the concessionaires in the name of social peace.

Outcome 2 - Integrated Water Resources Management is strengthened to promote resilient agricultural systems in North and South Kivu accountability.

2. **Reflection on (expected) progress (on outcome level) during 2022:**

During 2022, the project strengthened the resilience of the farming systems of farmers in the two provinces, even achieving results beyond the expectations of the year 2022. According to the planning shared at the time of the submission of the inception phase report (March 2022), the project was expecting the first results in 2023. However, the table shows that about 2538 households have been mentored and are developing their PIP visions. Similarly, 177 ha of land have been developed with at least two soil conservation practices during this year 2022.

	Outputs	Expect Result end 2022 **(number + %)**	target end 2023 **(number +%)**	target year 2024 **(number + %)**	Target year 2025 **(number + %)**	Final target **(number + %)**
2.1	Good land stewardship and resilient farming systems are scaled up and promoted through the PIP approach *Ind.: Number of hectares of farmland under >2 conservation practices*	0 (expected) 177 (achieved)	5,000 (20%)	10,000 (40%)	10,000 (40%)	25,000 (100%)
2.2	PIP households improve their knowledge of wise use of food *Ind: # households that have developed their PIPs*	1,000 2538 (achieved)	36,000 (5%)	63.000(45%)	-	100,000(100%)
2.3	PIP farmers are structured around the G50 approach for more access to services, finances and markets	-	2,500 (50%)	2,500 (50%)	-	5,000 (100%)

	Ind: Volume of credits obtained by the household accompanied in the project through the G50 approach					
2.4	Local and provincial land use and sustainable watershed management plans are developed *Ind: Households using at least 2 agro-ecological practices in their fields*	(18%) 18,000	(25%) (=18%+7%) 25000	(35%) (=25%+10%) 35,000	(50%) (=35%+15) 50,000	(50%) 50,000
2.5	Soil degradation in the intervention area is reduced and land restoration is being undertaken at a growing scale through collective actions. *Ind: Number of sub-watersheds restored*	-	10 (50%)	10 (50%)	-	20 (100%)
2.6	Relevant IWRM infrastructures (irrigation schemes and others) are rehabilitated and built by the community with the support of the project. *Ind: Area of basins with an operation plan for integrated water resources management (ha)*	-	10,000 (50%)	10,000 (50%)	-	20,000 (100%)
2.7	Involvement of local, provincial, and national authorities in IWRM and promotion of resilient agricultural systems is increased *Ind: Area supplied by irrigation schemes rehabilitated or built (ha)*	-	200 (40%)	300 (60%)	-	500 (100%)

Deviations related to output 2.1: A positive deviation is observed for output 2.1. The project has developed 177 Ha whereas the initial planning was to achieve a first result in 2023 by developing 2000 Ha.

Deviations related to output 2.2:
The deviation is also positive for this output.

Deviations related to output 2.3:
No deviations have been observed so far for this output. Initial results are expected in 2023. It is important to stress here that the talks with the AUXFIN organisation for the implementation of the G50 approach were put on hold due to the increased level of sensibilities in the region. Due to difficulties to continue around the AUXFIN initiative IT based innovation for smallholders will be explored via different channels. Actions related to the community-based social therapy approach will be included in this outcome 2 to strengthen social cohesion, collaboration and healing of trauma experienced by communities in the intervention area.

Deviations related to output 2.4:
No deviations have been observed so far for this output. Initial results are expected in 2023.

Deviations related to output 2.5:
No deviations have been observed so far for this output. Initial results are expected in 2023.

Deviations related to output 2.6:
No deviations have been observed so far for this output. Initial results are expected in 2023.

Deviations related to output 2.7:
No deviations have been observed so far for this output. Initial results are expected in 2023.

Outcome 3- **Local economy is revitalized through inclusive development and profitable value chains and the market system (MSD)**						
	Reflection on (expected) progress (on outcome level) during 2022: During the year 2022, the TRIDE project contributed to the improvement of the business environment for the development of the local economy. As patrimonial governance and security constraints are among the scourges that plague the socio-economic development of the peasantry in the two target provinces, the project focused on the development of local security plans and their implementation. Similarly, the project supported and strengthened agricultural cooperatives as actors in the project's target value chains. Advocacy by the project contributed to two decisions by the Governor and the Prime Minister that improve the business climate in the intervention area. To promote collaboration among actors and address the main issues related to value chains, two Multi Stakeholder Platforms have been established within the coffee and Irish Potato value chains regrouping representatives from public and private sectors.					
	Outputs	Expect Result end 2022 **(number + %)**	target end 2023 **(number +%)**	target year 2024 **(number + %)**	Target year 2025 **(number + %)**	Final target **(number + %)**
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 *Ind.: # of operational security plans (PAS) implemented at Groupement level*	12 (48%)	13 (52%)	-	-	25 (100%)
3.2	Value chain actors improved their capacities and have better access to finance through formal institutions *Ind.: % smallholders who accessed formal loans from a formal financial service in the last 12 months*	9%	15% (9%+6%)	30% (=15%+15%)	-	30%
3.3	Farmers (women, men and youth from different ethnic groups) have improved their production per hectare and income for the targeted value chains *Ind.: # Farmers who have improved their production per hectare and income*	-	10% 10,000	30% (=10%+20%) 30,000 (=10,000+ **20,000)**	-	30% of 100,000 30,000
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) *Ind.: # organized groups of entrepreneurs*	-	28	-	-	28

3.5	Governance and functioning of cooperatives and support institutions for agro-pastoral value chains are improved *Ind.: # PICs, Coops and support institutions with improved governance and functioning*	5 0 PIC+2 coops + 3 institutions	308 300 PICs +8 coops	936 920 PICs+16 cops	1920 1920 PICs + 0 coop	3167
3.6	Home-based or larger-scale processing facilities and innovative post-harvest activities are introduced and enhanced	-	4	6	-	10
3.7	Farmers have better access to local, urban and regional markets *Ind: % of cooperatives well managed with an inclusive and functioning governance structure*	5%	20% (5%+15%)	40% (=20%+20%)		40%
3.8	State actors and support institutions have improved their services for a value chain-friendly business environment *Ind. : # of decisions made by state actors to improve the business climate in the project areas*	We already have 2 (positive deviance +2)	1	1	-	2
Deviations related to output 3.1: No deviation for this output. 12 Safety Action Plans developed and implemented in 2022 as planned.						
Deviations related to output 3.2: No deviations have been observed so far for this output. Initial results are expected in 2023.						
Deviations related to output 3.3: No deviations have been observed so far for this output. Initial results are expected in 2023.						
Deviations related to output 3.4: No deviations have been observed so far for this output. Initial results are expected in 2023.						
Deviations related to output 3.5: No deviations have been observed so far for this output. Initial results are expected in 2023.						
Deviations related to output 3.6: No deviations have been observed so far for this output. Initial results are expected in 2023.						
Deviations related to output 3.7: No deviations have been observed so far for this output. Initial results are expected in 2023.						
Deviations related to output 3.8: A positive deviation is observed for this output 3.8. A governor's decree exempts young entrepreneurs from certain taxes, 2) A prime ministerial decree exempting certain agricultural products was issued						

4 WORK PLAN 2023

The *(revised) work plan* 2023 and M&E results framework are attached a separate annexes A and B.

5 BUDGET 2023

Received funds from EKN (start of the programme until November 2022)	5,600,000€
(expected) Expenditure since start of the program *until* 31-12- 2022	4,106,358€
(expected) (Cash) Balance 31-12-2022	1,493,642€
Funds required for 2023	14,856,035€
Funds already requested for beginning of 2023	**7,000,000€**

The budgeted workplan in Excel-format is attached as AnneA

We focus in this section on those outcomes or budget lines where the requested budget exceeds the available budget for the period under consideration.

In the land component, under 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.", the analyses and lessons learned from the implementation lead us to request an additional amount of 120,000 Euros. We propose to use the flexible fund to fill the gap. This amount will be used for activity (or sub-line) 1.2.9 for mediation in access and to solve land disputes around concessions.

Similarly, under output 1.3: "Agricultural and pastoral lands are identified and mapped in the target territories and agricultural cadasters are recognized and operational in both provinces". TRIDE wishes to concentrate a lot of effort and maximize during this year 2023, and for that, we request implementing some activities with budget planned for 2024.

In the PIP, our analyses and lessons learned lead us to request an amount of 359,100 Euros in the unallocated budget envelope for the strengthening of the village development committees in order to ensure the sustainability of the actions and institutionalization of the approach (see above).

Furthermore, based on the same analysis and lessons learned, in the output (line 2.6) " Relevant IWRM infrastructures (irrigation schemes and others) are rehabilitated and built by the community with the support of the project", we request an amount of 229,140 Euros for the introduction of activities related to the CBST approach.

Within the IWRM component, output (line 2.7) "The involvement of local, provincial and national authorities in IWRM and the promotion of resilient agricultural systems is increased and, in the output, (line 3.4) which

specifically concerns activities related to youth entrepreneurship (act 3. 4.4 Identify and accompany groups of young entrepreneurs to be integrated into the PIP-IWRM-Land and agricultural value chains approach, with 80,000 euros), we are requesting to advance some activities planned for 2024

6 COMPLEMENTARITY

During 2023, the project will organise training and/or refresher workshops for project staff (staff of consortium NGOs and local implementing partner organisations) on the main topics and approaches: conflict sensitivity, gender and social inclusion, G50 approach, security, PIP approach and other relevant topics identified.

In addition, the following other cross-cutting, coordinating or MEAL activities will be organised

- Organise a workshop with key consortium staff (ZOA, AGRITERRA and VNGI experts and managers) to develop the gender and social inclusion plan for the TRIDE project;
- Organise quarterly workshops to develop action and monitoring plans for gender and social inclusion in the TRIDE project
- Coaching committee members (PICs and IWRM) on how to conduct discussions around conflict, gender and social inclusion issues.
- These three activities will be carried out under the responsibility of the Gender, Conflict Sensitivity and Social Inclusion expert;

Within the framework of coordination, the important activities planned for 2023 to be addressed are:

- Organise coordination meetings with the TRIDE Management Team;
- Organisation of meetings of the steering committee and monitoring committees in each province;
- Organise follow-up visits by the Government;
- Organise peer review visits / other consortia funded by the same donor in the Grand Lake programme (including donor visits)

Within the framework of the MEAL, there are two main activities for 2023:

- Organisation of a mid-term review (MTR);
- Organise learning workshops with stakeholders (staff, beneficiaries, other partners) to capitalize on project achievements.

Mainstreaming conflict sensitivity

For the cross-cutting component "Conflict Sensitivity, Social and Gender Inclusion and Community Based Social Therapy in Watersheds", the year 2022 consisted of rapid analyses of these components to get an overview of what these components represent in the TRIDE project. Conflict sensitivity training was conducted to help staff and implementing partners minimize negative impacts and maximize positive impacts during the implementation of project interventions.

During 2023, regular and in-depth conflict scans, gender and social inclusion analyses of the context with a focus on conflicts affecting local economies, gender and social inclusion will be organized through accompanied by capacity building and concrete actions for their effectiveness in the TRIDE project.

A gender and social inclusion strategy will be finalized and sessions to develop gender and social inclusion mainstreaming plans will be organized, as well as actions to raise awareness and redefine activities to be more conflict, gender and inclusion sensitive.
In view of the highly conflictive context in the intervention zones and the consequences of conflicts on the social life of community members, including trauma, it is essential that Community Based Socio Therapy sessions be introduced in 2023 for the benefit of watershed management committees. CBST will help to

restore trust between committee members, encourage dialogue between them and stimulate the participation of all in decision making.

ACTIVITIES FOR COMPLEMENTARITY BETWEEN PIP AND THE OTHER COMPONENTS

With the Land component

- Identification of PIP farmers with land needs

With the IWRM component

- Support the identification of degradation hotspots for which IWRM will support restoration, through village visions

With the Cooperative and Value Chain Component

- Identify innovative farmers who are also members of the cooperatives, who will serve as a base for the dissemination of the IPP approach through the cooperative

With Governance component

- Provide reports on the development of the PIP approach to guide advocacy for the institutionalisation of the PIP approach

Role of Village Development Committees in the implementation of the IWRM-PIP

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Village Development Committees (VDCs) have been identified as the local structure that will play a pivotal role in implementing the village vision developed under the PIP approach. However, in some villages selected by the project, this structure does not exist. VNGI will need to establish them. Where VDCs have been established, their mission and role are unclear. Quite often they are limited to mobilising the population for community work or to disseminating public health messages. The TRIDE project plans to rely on them for a solid local anchorage and for its sustainability and dissemination.

If it is true that the vocation of the VDCs goes beyond the results targeted by the project, it is equally true that they have not received adequate supervision to fulfil their mission. Moreover, they are the object of several requests from various stakeholders who operate according to diverse and varied approaches, more often humanitarian or public health approaches.

In order for the VDCs to effectively play their role in the implementation of the IPP and IWRM approaches, prior preparation is required; this will be carried out by ZOA and will include basic training on IPP and IWRM. Similarly, roles will be redefined, and responsibilities reallocated within the VDCs at the request of VNGI to incorporate the spirit and approaches of the TRIDE project. Operational guides for capacity building of DSF members and specific thematic folders related to TRIDE will be made available to DSFs jointly by ZOA and VNGI. These will require training by the two consortium organisations.

The villages with VDCs are also the institutional level that ultimately absorb the displaced people, play a crucial role in the reintegration of ex combatants and can be a bridge with the landless people. The PIP groups will link through the VDCs with these vulnerable groups to include them in the vulgarization and empowerment activities.

In addition, the mobilisation of the resources needed to realise the village vision will involve linking the VDCs with other local governance bodies and structuring the PIP farmers into a working group within the VDCs.

VNGI's support to these processes will be required to enable the VDCs to play three fundamental functions, namely:

- Built political commitment of local authorities and community members to the project.
- Mobilising communities at the grassroots level to participate in issues that affect them;
- Effective leadership, and prevention- and resolution of local conflicts.

Thus, the Village is a strategic place where the different intervention logics will be operationalised in a harmonious way in order to stimulate the appropriation and sustainability of the actions for a self-centred and self-managed development.

ACTIVITIES FOR THE COMPLEMENTARITY BETWEEN LAND AND GOVERNANCE

- Establishment of the Steering and Monitoring Committee of the SPIF;
- Context analysis and identification of major land issues in the province;
- Land diagnosis and inventory of concessions;
- Formulation of the vision and strategic directions;
- Support the governmental technical services at the territorial level in the elaboration of land use plans and specific development plans for the project intervention areas;
- Prepare a draft decree/edit or regulatory act defining the regime of exploitation contracts for unused or under-utilised concessions;
- Organise information sessions (usefulness, mission, and organisation of the agricultural cadastre), awareness-raising and mobilisation of stakeholders;
- Organise capacity-building workshops for community structures on land tenure techniques and inter-ethnic conflict transformation;
- Support the definition of operational strategies for conflict transformation by local and other actors;
- Support the implementation of social armistices.

ACTIVITY FOR THE COMPLEMENTARITY BETWEEN LAND AND VALUE CHAINS

- Establish a mechanism to monitor the dynamics of conflicts and their impact on the local economy

ACTIVITIES FOR COMPLEMENTARITY BETWEEN VALUE CHAIN, PIP AND IWRM APPROACHES

- Organise a conflict dynamics analysis and make it available to Agriterra;
- Support seed multipliers in acquiring quality seed (potato, rice and maize);
- Ensure the connection of input suppliers to international input production firms (vegetable seeds, fertilisers, pesticides, etc.) to identified local agro-dealers;
- Support the Agro-dealers in the installation of demonstration fields for the new seeds (e.g. market gardeners);
- Support the learning of good farming practices around the fields of model farmers (G20);
- Monitor the implementation of the cooperatives' production plans including compliance with quality standards: certification standards;
- Share information on water needs with the IWRM component for possible support or development including the rehabilitation of irrigation canals.

VALUE CHAIN AND MARKET ACTIVITIES

- Spot innovative ideas in value chains (post-harvest and processing). Identify PIC[1]s opportunities eligible for support in post-harvest activities
- Organise training on post-harvest activities, value addition and quality standards for coffee, potatoes, vegetables, milk, maize, soybeans.
- Support the agricultural market information system for market actors (cooperative producers, PIC groups, entrepreneurs, etc.) as needed (weather, markets, etc.).
- Provide advisory support and training to service providers and state actors.
- Organise exchange and accountability sessions with project stakeholders and beneficiaries.

BUSINESS ENVIRONMENT AND GOVERNANCE ACTIVITIES

- Continue the process of identifying bottlenecks that hinder the outreach of value chains.
- Support the implementation process of provincial agricultural financing in North and South Kivu provinces.

7 COMMUNICATION AND VISIBILITY TRIDE

Despite the good relations within the project team and with all levels of administration and the field, there are challenges regarding the knowledge and image of TRIDE. Efforts need to be made to :

- Strengthen TRIDE's image (branding) both at the political and administrative level and in the general public space through the actions and results of the work;
- Disseminate a simple and honest narrative of TRIDE ;
- Highlight the complementarity between TRIDE and ESPER and other development efforts in the region.

To make TRIDE's brand more trustworthy (branding) and social marketing around TRIDE's mission, the message should focus on:

a. Solidarity with people in conflict zones; Staying together under harsh conditions
b. Tangible results in food security through productive economic development ;
c. The integrated and interdisciplinary nature of TRIDE ;
d. The plurality of approaches and actors involved in the implementation of the project;
e. Consultation and coordination with the authorities

To promote a healthy image of the TRIDE project, which claims to be primarily the work of Congolese stakeholders, the following actions are planned:

- Invite local press/radio in major activities of all components;
- Put the project logo in the foreground on all visibility products (banners, presentations, documentation) and give less visibility to the consortium organisations and the donor;
- Ensure the active participation of the project experts and management in the networks of the sector organisations;
- Maintain formal/informal contact with supportive provincial political actors and other key figures who could contribute to the success of the project;
- Develop or update a summary with a simple narrative of the project;
- Activate the partnership with Radio Benevolencija ;
- Activate accountability mechanisms (Letter of Understanding and partnership frameworks) that strengthen ownership and information flow around project implementation among local populations.

It is important that all staff and organisations involved in the implementation of TRIDE speak the same language when talking about the project. The following guidelines received from the embassy will be observed in terms of communication:

[1] PIC : Plan Intégré Collectif

- The Kingdom of the Netherlands is funding a development cooperation programme in the Great Lakes Region with the aim of contributing to peace and stability in the region;
- The Netherlands believes that stability in the region will allow the Congolese to benefit from their wealth;
- At the invitation and under the guidance of national, provincial and local authorities, the Dutch programme in the Great Lakes Region finances and provides technical assistance to activities carried out by the authorities and communities;
- These activities include support for the development of local governance, the development of agricultural sectors, the development of the minerals sector, basic services, mental health services, and support for the Congolese authorities in security governance.
- The activities funded by the Kingdom of the Netherlands in the DRC are also monitored by its embassy in Kinshasa and in particular its liaison office in Goma. The regional programme involves the Kingdom's embassies in all countries of the Great Lakes region, including the embassies in Kinshasa, Bujumbura, Kigali, and Kampala.

Radio Benevolencija

Radio Benevolencija is an implementation partner for the communication around TRIDE. They produce creative media products and organize emissions via an extense network of local radio stations
The objective of the partnership with RB is to support and strengthen the mission of TRIDE with creative audio products. The core message to be broadcasted via the local radio stations is that productive economic development of the rural households will contribute to stability and security in the region. RD is also important for the visibility and image of TRIDE as a homegrown project that is implemented in close coordination with local leadership.
TRIDE started communicating with Radio Benevolencija in 2022. RB has presented its way of work and explained its unique media products for behavior change during the annual planning session. RB has ample experience with the subject of access to land and security. They have a bit of experience with agricultural development, but RB has confirmed that they can orient their messages to the working areas of TRIDE. A draft list of messages has been shared and will be refined. A first contract is planned to be signed early 2023.

8 LESSONS LEARNED

During the implementation of this project in 2022, several lessons were learned and there is a need to take concrete actions to ensure that there is a further improvement.

1. Starting with the village vision in the PIP approach, we learned that this sets the stage for the household PIPs. Some of the actions in the household PIPs are reflected in the village visions. Thus, village visions can serve as the foundation and support for the creation, implementation, consolidation and extension phase of household PIPs.
2. Connecting the activities of the different project pillars has many advantages. For example, PIP farmers who participate in cooperatives can benefit from the advantages of being part of this structure, such as better market access, access to inputs, access to credit, etc.
3. On the other hand, cooperative members who adhere to the PIP approach benefit from the habit of visioning, holistic and integrated development planning through the PIP training they receive. The same is true for the different components of governance, IWRM and PIP.
4. Among the challenges faced in 2022, we note that in the project area, most of the humanitarian interventions are in the form of donations, contrary to the PIP approach, which wants the community to be aware of its problems in order to be motivated to change its own situation. Awareness raising activities will be our main focus in all planned activities in order to contribute to changing the mindset of the communities for their empowerment.
5. The existence of projects with different approaches is another challenge that undermines the strategy used by the PIP approach. To help address this challenge, stakeholders operating in the

same environment will be invited to participate in project activities to understand the benefits of the PIP approach. We will also strengthen consultation to enhance complementarity and avoid overlap or contradiction.

6. The preparatory activities create a good climate and framework for the implementation of physical activities in the catchment areas, by putting local people not in the position of beneficiaries but rather as the main actors of activities related to Integrated Water Resources Management. This is facilitated by the awareness of the central position they occupy both as the cause and the victim of poor resource management, but even more so of the consequences of climate change which accelerate the degradation of resources initially caused by bad practices.
7. For a good implementation of IWRM activities and especially for the sustainability of the actions, also to serve as a model for other basins, it is necessary to improve the framework for the implementation of activities. This framework can be summarised in terms of three elements that contribute to this implementation. These are (1) the legal and regulatory framework, (2) the institutional framework and (3) the management instruments.
8. The continuous involvement of local authorities at all levels not only in the implementation of project activities but also in the search for solutions such as the identification of youth groups to be integrated into the PIP-GIRE-Foncier approach and agricultural value chains in all project intervention areas are all results of the integration of youth within the TRIDE programme.

LIST OF ANNEXES

ANNEX A: BUDGETED WORKPLAN 2023

ANNEX B: MONITORING AND EVALUATION RESULTS FRAMEWORK

ANNEX C: SECURITY RISK ANALYSIS AND MITIGATION