



# FEED THE FUTURE

The U.S. Government's Global Hunger & Food Security Initiative



## MID-TERM PERFORMANCE EVALUATION OF THE STRENGTHENING VALUE CHAINS (SVC) ACTIVITY IN THE DEMOCRATIC REPUBLIC OF THE CONGO

January 15, 2021



**USAID**  
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**Photo Credit:** Woman's hands holding beans (left). Woman sorting coffee beans (right). Photo by Lucy O'Bryan Photography. Images used with the permission of Tetra Tech.

**DISCLAIMER**

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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# ABSTRACT

The USAID/Democratic Republic of Congo (DRC) Strengthen Value Chain Activity (SVC) activity aims to increase agricultural production and incomes of small farmers in the dried bean, soybean, and coffee value chains (VCs) in the DRC's South Kivu province. The SVC mid-term performance evaluation sought to identify achievements, performance issues, and constraints, focusing on SVC's collaboration with Food for Peace (FFP) and, from this, to identify a set of actionable recommendations to achieve activity goals and objectives for the short, medium, and long-term.

Activity interventions contributed to the increased adoption of improved production and post-harvest practices and increased production, quality, and sales, and to a lesser extent increased market linkages, in the dried bean and coffee VCs. SVC's gender activities further contributed to the increased adoption of gender practices and gender outcomes by small farmers and their POs. However, numerous challenges remain in the targeted VCs, chief among them the lack of access to quality inputs and finance, lack of horizontal and vertical market linkages, and weak capacity of farmer producer organizations (POs).

SVC has struggled to achieve an integrated "one-team" approach with the FFP Development Food Security Activities (DFSAs) owing to, among other things, different intervention priorities, contractual restrictions, weak intra-project communication, and poor synchronization of implementation timelines.

The evaluation offers nine primary recommendations and 25 sub-recommendations for USAID/DRC related to staffing and management, capacity building, access to inputs, access to finance, market diversification, strengthening the enabling environment, inter-project coordination, gender, youth, and social engagement, and strengthening VC best practices.

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# LIST OF ACRONYMS

<b>ACRONYM</b>	<b>DESCRIPTION</b>
A2F	Access to Finance
ACT	Association of Small Cross-Border Traders
AMELP	Activity Monitoring, Evaluation, and Learning Plan
AMSA	<i>Association des Multiplicateurs de Semences Améliorées</i>
AOR	Agreement Officer's Representative
ASOP	<i>Action Sociale et d'Organisation Paysanne</i>
AVEC	<i>Associations Villageoises d'Épargne et de Crédits</i>
B2B	Business to Business
CARG	Rural Agricultural Management Council
CATI	Computer-Assisted Telephone Interview
CBG	Community-Based Group
CCIR	Cross-Cutting Intermediate Result
CCKa	Kalehe Coffee Cooperative
CDCS	Country Development Cooperation Strategy
CDO	Community Development Officer
CFC	Coffee Farmer College
CLD	<i>Communauté Locale de Développement</i>
CMC	Community Marketing Center
COP	Chief of Party
COR	Contracting Officer's Representative
COVID-19	Coronavirus Disease 2019
CPCK	<i>La Coopérative des Producteurs du Café de Kabamba</i>
CPEs	Concessionaires and Private Enterprises
CPR	<i>Centre de Promotion Rurale/ Idjwi</i>
CSP	Coffee Service Provider
CTAs	Collaborators and Technical Assistance Providers
DCA	Development Credit Authority
DFSA	Development Food Security Activity
DRC	Democratic Republic of the Congo
DTS	Deconcentrated Government Services
EG	Economic Growth
EQ	Evaluation Question
ET	Evaluation Team
ETD	<i>Entité Territoriale Décentralisée</i>
FBG	Farmer Business Group
FEC	Federation of Businesses of the Congo
FFP	Food for Peace
FFS	Farmer Field School
FGD	Focus Group Discussion
FH	Food for the Hungry
FI	Financial Institution
FODDR	<i>Fondation Djuma Dominique Rwesi</i>
FSP	Food Security Project
FTF	Feed the Future
FY	Fiscal Year
GALS	Gender Action Learning System
GAP/K	<i>Groupe Agricole Pastorale/Kivu</i>



<b>ACRONYM</b>	<b>DESCRIPTION</b>
GDRC	Government of the Democratic Republic of the Congo
GYSI	Gender, Youth, and Social Inclusion
ha	Hectare
HQ	Headquarters
IA	Inter-Association
IGA	Integrated Governance Activity
IHP	Integrated Health Project
INERA	National Agricultural Study and Research Institute
IP	Implementing Partner
IR	Intermediate Result
IYDA	Integrated Youth Development Activity
KACCO	Kalehe Arabica Coffee Cooperative
kg	Kilogram
KII	Key Informant Interview
km	Kilometer
LC	Listening Club
LOA	Life of Activity
M&E	Monitoring and Evaluation
MC	Mercy Corps
ME&A	ME&A, Inc.
MECC	Monitoring, Evaluation, Coordination, Contract
MFI	Microfinance Institution
MIS	Market Information System
MOU	Memorandum of Understanding
MSMEs	Micro, Small, and Medium-Sized Enterprises
MT	Metric Ton
OFTT	On-Farm Technical Trial
ONAPAC	<i>Office Nationale des Produits Agricoles</i>
PACE	Participatory Agricultural Cascade
PAV	<i>Programme d'Appui aux Vulnérables</i>
PEEL	Program Evaluation for Effectiveness and Learning
PHH	Post-Harvest Handling
PITT	Performance Indicator Tracking Table
PO	Producer Organization
POSA	Producer Organization Sustainability Assessment Tool
PPP	Public-Private Partnership
RCPCA	<i>Réseau des Coopératives des Producteurs de Café Cacao en RDC</i>
RFS	Bureau for Resilience and Food Security
RISD	Research Initiative for Social Development
SBCC	Social and Behavior Change Communication
SCPNC	<i>Société Coopérative des Producteurs Novateurs du Café au Kivu</i>
SFCG	Search for Common Ground
SIL	Soy Innovation Lab
Sub-IR	Sub-Intermediate Result
SVC	Strengthening Value Chains Activity
TA	Technical Assistance
TIP	Trafficking in Persons
TO	Transition Objective
TOT	Training of Trainers
UCB	Catholic University of Bukavu

**ACRONYM**

UCOAKA

UO

USAID

USG

VC

VSLA

WCR

WV

ZOI

**DESCRIPTION***Union des Coopératives Agricoles de Kalehe*

Umbrella Organization

United States Agency for International Development

United States Government

Value Chain

Village Savings and Loan Association

World Coffee Research

World Vision

Zone of Influence

# EXECUTIVE SUMMARY

## INTRODUCTION

This Executive Summary presents an overview of the findings, conclusions, and recommendations from the midterm performance evaluation of the Feed the Future, Democratic Republic of the Congo, Strengthening Value Chains (SVC) Activity. The evaluation’s purpose is to identify achievements, performance issues, and constraints related to activity implementation and effectiveness, with a focus on SVC’s collaboration with Food for Peace (FFP) in the same geographical zone, and, from this, to identify a set of actionable recommendations to achieve activity goals and objectives for three time horizons—short-term (one to two years); medium-term (three to four years); and long-term (greater than five years).

## ACTIVITY BACKGROUND

In 2013, the United States Agency for International Development Democratic Republic of the Congo (USAID/DRC) Country Development Cooperative Strategy (CDCS) committed USAID to support a new model of integrated regional transition planning for Eastern Congo designed to shift assistance focus away from humanitarian relief toward a market-led development as articulated in CDCS Transition Objective (TO) 3. To achieve TO 3, USAID developed a regional strategy in which USAID-funded activities in South Kivu would collaborate with one another to achieve the three principle objectives of the Kivu Agriculture and Nutrition Shared Results Framework. SVC was originally conceptualized as one of three categories of USAID-funded activities to achieve the Kivu Agricultural and Nutrition Shared Objective, “*Reduce extreme poverty and malnutrition in target populations.*” The two other categories of programming included the two FFP projects known as Development Food Security Activities (DFSAs) and other USAID-funded projects that were active in the area. SVC’s stated purpose is to “*increase household incomes and access to nutrient-rich crops by linking smallholder farmers to strengthened and inclusive value chains and supportive market chain services.*”

Tetra Tech implements SVC in collaboration with five implementing partners (IPs): Banyan Global, J.E. Austin Associates, Inc., Search for Common Ground (SFCG), TechnoServe, and World Coffee Research (WCR). Together they work to build the capacity of vertical and horizontal actors working within the dried bean, soybean, and coffee value chains (VCs) in the South Kivu territories of Kabare, Kalehe, and Walungu. Contractually, SVC’s assistance to the dried bean and soybean VCs is limited to post-harvest to market activities, while its assistance to the coffee VC covers the entire VC.

SVC is organized around six components: 1) build capacity of vertical and horizontal actors in targeted VCs; 2) enhance coffee production; 3) develop and implement public-private partnerships (PPPs); 4) enhance access to finance; 5) gender, youth, and social inclusion (GYSI); and 6) social and behavior change communication (SBCC) and resilience. The component teams were expected to work with the DFSAs and other USAID projects to benefit diverse actors, including the provincial, territorial, and local governments, producer organizations (POs), cooperatives, agro-dealers, concessionaires (large landholders), collection centers, warehouses, wet mills, buyers, financial institutions (FIs), and smallholder farmers. By June 2020, SVC was working with 45,291 direct beneficiaries, 50 percent more than its contractual target of 30,000, and 61,000-92,000 indirect beneficiaries.

## EVALUATION DESIGN AND LIMITATIONS

The evaluation sought to answer five primary evaluation questions (EQs) using a mixed-methods evaluation design consisting of a document review; a review of SVC’s performance monitoring data; 133 key informant interviews (KIs) and focus group discussions (FGDs) with 292 participants across six primary stakeholder groups; an online survey with 183 respondents across the same six stakeholder groups; and a computer-assisted telephone interview (CATI) survey with 800 smallholder farmers benefiting from activity production and post-harvest handling (PHH) support in the dried beans and coffee

VCS and 203 farmers participating in SVC's Gender Action Learning System (GALS) trainings. Because of government bans on travel outside of Bukavu, the evaluation team (ET), consisting of two international consultants and three local consultants, conducted only 23 of their KIIs/FGDs in person and the rest using remote interviewing methods, including telephone, Skype, Google Meet, and Zoom.

The SVC evaluation design included a number of methodological limitations. The principal limitation was, due to the coronavirus disease 2019 (COVID-19) pandemic, the two international consultants were not able to conduct field visits. The ET sought to minimize the impact of this limitation by taking additional time to develop and refine the KII/FGD protocols and train the team in their use and adopting a participatory process for decentralized management under the leadership of a qualified field coordinator.

Other limitations included the challenges involved in identifying and selecting participants in the KIIs and FGDs and the two surveys both to minimize bias and ensure the independence of the evaluation. To address these challenges, the ET collaborated closely with SVC to generate comprehensive lists (or sampling frames) of stakeholders and then to either purposively (KIIs, FGDs, and online survey) or randomly (CATI survey) select key informants to participate in the evaluation. The ET employed a variety of processes to ensure that the selection process (responses) was as representative as possible. Notwithstanding, the degree of female representation on the CATI survey fell below targets owing to lower ownership/control of mobile phones by females compared to males.

## FINDINGS AND CONCLUSIONS

### EQ 1: To what extent is the SVC meeting intended goals and objectives?

#### Findings

**How can Tetra Tech improve its implementation and management approach to better achieve results toward objectives?** Key informants praised Tetra Tech's flexible management approach, which enabled it to make progress towards its objectives in the face of several major challenges. Implementation challenges that SVC has faced are as follows:

- ⊘ Difficulty developing a "one team" approach with the IPs because of SVC's requirement to create and report on IP component teams, which encouraged the teams to develop their own work plans in silos before consolidation in a master work plan for execution and reporting by component teams.
- ⊘ The common perception among activity stakeholders that SVC failed to incorporate local actors and local concerns in activity planning and interventions, notwithstanding SVC's efforts to involve local partners in its annual planning and implementation activities.
- ⊘ Misaligned provisions in the SVC contract and the DFSA cooperative agreements, which meant that the DFSAs focused on different VCs than SVC, limited SVC to working on half the VC in the dried bean and soybean VCs while providing full support for the specialty coffee VC, and adversely affected SVC's ability to backstop the DFSAs in developing the private sector seed supply needed to sustain higher production levels.
- ⊘ Lack of field staff, which affected SVC's ability to provide the level of service required. This, together with the above contractual requirement, made it difficult for SVC to support some emerging community and DFSA initiatives and kept it tied to the soybean VC.
- ⊘ Project contracts that did not include guidance on monitoring and reporting on joint activities.
- ⊘ Most support for intra-project coordination with the DFSAs and other USAID projects in South Kivu stopped after the security situation worsened in Fiscal Year (FY) 2018.

## **What are the notable areas of progress the activity has achieved in support of activity objectives?**

**Coffee Value Chain:** Senior staff at USAID, SVC, the DFSAs, and other USAID projects cited the successful scale-up of the SVC coffee model as SVC's biggest success story. Notable areas of progress in the coffee VC include:

Intermediate Result (IR) 1: Improved agricultural livelihoods among targeted households: Eighty-seven percent of coffee farmer college (CFC) participants in the CATI survey reported their coffee production increased by a large or very large extent, and 67 percent increased their coffee sales to a large or very large extent. FGD participants agreed that SVC is very effective in improving coffee production through the CFC, while 94 percent of online survey respondents agreed that the quality of their coffee cherry had improved after participating in the CFC. KII and FGD participants noted improvements in outcomes related to production, quality, sales, and income.

Sub-Intermediate Result (Sub-IR) 1.1: Increased use of improved agricultural practices and inputs: Ninety-two percent of CATI survey CFC participants said they implemented what they learned from the training either to a large extent or very large extent. More than 90 percent of online survey farmer trainers and focal farmers agreed that coffee farmers had adopted improved weeding, pest management, rejuvenation, and pruning practices and increased the quality of their coffee production because of CFC.

IR 2: Expanded markets and trade: SVC helped POs, concessionaires, and private enterprises to access credit and training to develop washing station infrastructure and quality control measures needed to be competitive in international markets; attracted roasters to the *Saveur du Kivu* trade show and improved the cupper training; targeted and monitored PO capacity building for managing washing stations; facilitated the creation of the Network of Cocoa Coffee Producers Cooperatives in the DRC (RCPCA), the principal national platform for coffee producers in the country; and encouraged a better enabling environment.

Sub-IR 2.1: Improved market linkages and information systems: Activity internal tracking shows more revenue per kilogram of exportable green and an upward trend in initial and second payments in the percentage of the final price accruing to farmers. Tracking also shows an increase in the number of containers of specialty coffee exported per year from South Kivu in the number of specialty coffee buyers.

Sub-IR 2.2: Improved post-harvest storage and processing: Ninety percent of online survey respondents reported increased adoption of improved post-harvest practices. According to stakeholder interviews, SVC was successful in relation to post-harvest practices and infrastructure.

Sub-IR 2.3: Improved access to finance: SVC surpassed its targets for increasing private sector investment in the specialty coffee VC. SVC has provided basic training, retraining, and coaching that have increased the FIs' willingness and ability to make loans. To facilitate concessionaires' co-investment in the target VCs, SVC has provided SVC technical staff advice on improved agricultural practices and inputs and helped develop the business plans they need to get credit.

Sub-IR 2.4: Increased capacity of agricultural-related producer groups, organizations, and enterprises: SVC scaled up support to cooperatives and private enterprises managing the coffee washing stations from nine in FY 2018 to 19 in FY 2020 managed by 15 operators, seven cooperatives and eight private enterprises. Five cooperatives have reached the minimum level of capacity that they need to operate effectively, and five cooperatives are managing the washing station satisfy SVC's criteria for sustainability.

Sub-IR 2.5: Improved government service regulations and taxation for agricultural inputs and trade: Four stakeholder interviews commended SVC for improving the global enabling environment for specialty coffee production.

Sub-IR 3.2: Increased awareness of and commitment to essential nutrition promoting practices/Sub-IR 3.4: Improved access to diverse and nutritious foods: SVC contributed to increasing the awareness of and access to diverse and nutritious foods in the areas where it supports the specialty coffee VC by

broadcasting SBCC radio spots promoting the consumption of dried beans and soybean products on seven rural radio stations that were monitored by 19 community-based listening groups.

Cross-Cutting Intermediate Result (CCIR): Gender, youth, and social inclusion: SVC integrated messages on gender and youth inclusion in all its PO and CFC trainings, developed a GALS course for CFCs, and incorporated a gender module in the core training for 13,089 CFC participants. Sixty-four percent of CFC online survey respondents agreed that SVC contributed to improving gender equity and women's socio-economic empowerment.

Addressing community development needs: SVC held training for 160 coffee farmers on GALS, increasing their access to knowledge, inputs, and financing for washing stations needed to diversify into specialty coffee production and making available more land for bean production.

**Dried Bean Value Chain:** In January 2020, SVC signed capacity building memoranda of understanding (MOUs) with 10 platform/apex organizations working in the VC, including apex groups working with the bean and soybean POs, principal apex organizations working with the bean and soybean sellers, and Association of Small Cross-Border Traders (ACT). Notable areas of progress include:

IR 1: Improved agriculture livelihoods among targeted households: Thirty-nine percent of CATI survey bean farmers reported that they received some production training, 91 percent of whom reported that this production training had a positive impact on sales. Prices have increased since 2018 because of higher product quality, the market linkages facilitated by SVC, and aggregation at the point of sale. Seventy-eight percent of bean farmers reported receiving higher bean prices than the previous year. Twenty-five stakeholder interviews cited instances in which activity assistance had contributed to improved dried bean production, quality, sales, and income.

Sub-IR 1.1: Increased use of improved agriculture practices and inputs: An internal study found yields of 350 to 450 kilograms per hectare (kg/ha) on activity beneficiaries' plots versus 1,025 kg/ha or higher on demonstration plots, a result of weak access to improved seed and inputs, low adoption of improved production practices, and limited application of fertilizers required due to low soil fertility. Only 48.3 percent of online respondents agreed or strongly agreed that farmers had increased their access to quality inputs. The lack of access to inputs was cited as a persistent challenge across multiple KIIs/FGDs and stakeholder groups. More positively, 86 percent of dried bean farmers in the CATI survey are implementing their DFSA-supported production training in their fields, 96 percent have improved their bean production, and 99 percent want to increase their bean production. In the online survey, 74.1 percent of respondents agreed or strongly agreed that farmers had increased their product quality.

Sub-IR 2.1: Improved market linkages and information systems: Fifty-five percent of online survey respondents reported that farmers had increased their number of commercial linkages or their access to market information. Thirty stakeholder interviews cited forming new market linkages. More concessionaires are facilitating leveraged sales for the beans grown adjacent to their concessions.

Sub-IR 2.2: Improved post-harvest storage and processing: Twenty-eight percent of CATI bean farmers received formal post-harvest training, of which 86 percent reported implementing the training, 84 percent said the training positively affected their production, and 82 percent said the training positively affected their dried bean sales. Nearly 60 percent of online survey respondents reported that farmers had adopted improved post-harvest practices. One-third of trained POs between 2018 and 2020 produced 27 percent more beans for market.

Sub-IR 2.3: Improved access to finance: SVC helped leverage \$3,169,630 in loans for SVC clients in the coffee sector from FY 2017 through June FY 2020, principally to washing stations. The number of loans from FIs with Development Credit Authority (DCA) loan guarantees increased from six in FY 2017 to 35 through June of FY 2020, albeit with the majority going to large agribusinesses. As of June 2020, 12 SVC-supported concessionaires are working to receive (or have already received) loans for large infrastructure investments, such as washing stations.

Sub-IR 2.4: Increased capacity of agriculture-related producer groups, organizations, and enterprises: Fifty-two percent of POs included in SVC's internal PO Sustainability Assessment Tool (POSA) survey had attained the target of 61 percent of the basic capacity needed to organize group sales and member services.

Sub-IR 3.2: Increased awareness of and commitment to essential nutrition promoting practices: Ninety-four percent of CATI survey respondents answering the question said that SVC's SBCC messages were incorporated into the PHH training and had increased their awareness of the nutritional benefits of consuming biofortified beans. Further, 18 community-based stakeholder interviews stated that SVC SBCC messaging on the radios had made them more aware of the health benefits of soybeans and dried beans.

Sub-IR 3.4: Improved access to diverse and nutritious foods: Twenty-one percent of CATI survey bean farmers said they grew beans for household consumption, while 63 percent grew beans for both household consumption and for sale. Bean farmers reserved 50.6 percent of their bean crop for home consumption. SVC facilitated access to biofortified seeds for 6,800 of the most vulnerable households.

CCIR: Gender, youth, and social inclusion: Sixty percent of online survey respondents agreed that gender equity and women's socio-economic empowerment had improved in the agricultural and agribusiness sectors, while 50.9 percent agreed that social inclusion had improved.

**Soybean Value Chain:** Since 2018, SVC has used the half VC strategy for the soybean VC to support smallholders' production of and access to soybeans. Soybean activities have included the following:

Sub-IR 1.1: Increased use of improved agricultural practices and inputs: SVC launched a public awareness campaign to generate demand for improved bean and soybean seed; undertook missions to identify POs interested in soy production; produced a cost of product study; and developed a handout of recommended timing for agricultural inputs.

IR 2: Expanded markets and trade: SVC has conducted special studies of storage practices; explored and facilitated institutional market opportunities to develop market linkages with SVC-supported POs and concessionaires; facilitated linkages between local producers to supply local processors and buyers; supported training in post-harvest processing and marketing; developed a fact sheet on soybean production for banks and microfinance institutions (MFIs); and organized business to business (B2B) events to promote soybean seed sales.

IR 3: Improved uptake of essential nutrition behaviors and services: SVC has promoted the nutritional value of producing and consuming soybean products and supported SBCC radio spots. Ninety-three percent of community-based producer groups who responded to the mini-survey on SBCC messaging said that SVC's investment in promoting soy had increased their interest in growing and consuming it.

## **Conclusions**

SVC's contract restrictions and budget adversely affected its ability to support the collaboration with other projects needed to scale up initiatives. Promoting more or more effective coordination will require better mechanisms for joint planning, execution, and co-reporting and reinstating some of the original coordination mechanisms that USAID proposed.

SVC's coffee strategy is increasing community-based stakeholders' access to more diversified sources of income by linking them to the specialty coffee VC. These activities are strengthening social inclusion by facilitating women's and youth's access to CFC training and facilitating farmers' access to nutritious foods.

SVC's capacity building efforts are encouraging bean farmers in POs to consider additional investment in yield-increasing production practices and strengthening smallholders' access to dried beans for home consumption.

Despite SVC's efforts to promote soybean production, the scale-up and impact of these efforts has been limited due to many of the same issues constraining dried bean sales, including low crop productivity and



limited access to higher-yielding seeds. Nonetheless, there is emerging interest in promoting soybean production and processing in community-based bean producer groups because of SVC's promotion.

**EQ 2: In what ways is SVC's collaboration with other United States Government (USG) activities effectively contributing to the Sub-IRs in the shared results framework and the shared contract target?**

## **Findings**

**What are some of the difficulties the activity has faced coordinating activities?** Collaboration between USG-funded activities in the three locations for the achievement of the 13 Sub-IRs in the shared results framework has been difficult because of 1) the lack of USAID backstopping for expected TO 3 collaboration; 2) the delayed and difficult start-up of other USAID-funded projects; 3) the lack of synchronization with the DFSAs who were expected to be SVC's principal partner in the dried bean and soybean VCs; and 4) SVC's lack of territory-level offices or territory-based staff.

**For which Sub-IRs has the collaboration been most effective?** There has been effective formal collaboration and informal areas of overlap between SVC and the two DFSAs, most notably in the dried bean VC where SVC is providing assistance contributing to IR 1 and Sub-IRs 1.1, 2.1, 2.2, and 2.4, including training the Food Security Project DFSA bean/soybean POs in post-harvest processing and collaboration on GALS training. Successful formal collaboration includes training of DFSA staff on building PO capacity on market principles and warehouse management, technical assistance (TA) for DFSA activities, GALS training of DFSA staff and DFSA-supported village savings and loan association (VSLA) community agents, and training for DFSA staff on helping POs access finance from MFIs and banks. Informal areas of overlap include PO members attached to SVC-supported apex organizations that also work with the DFSAs, geographical overlap between SVC and the DFSAs, CFC participants who also participate in DFSA activities, overlapping participation in SVC POs and trainings between DFSA members and former Development Food Assistance Program (DFAP)-supported VSLAs, and women beneficiaries of SVC who are members of a DFSA VSLA, PO, or youth group.

**Are the results different between sites where collaboration has occurred vs. sites where SVC has been working independently?** The DFSAs' decision not to support soybean weakened the impact of SVC's efforts to link the most active concessionaires and cooperatives that wanted to develop their soybean production to reliable national and international markets. While this overlap and collaboration between SVC and the DFSAs helped in some cases, it was less effective in areas that graduated from humanitarian aid and are no longer chronically food insecure.

**How can the collaboration and identified gaps be improved?** Stakeholder recommendations for improving collaboration gaps, included better communication with the DFSAs, formal protocols for collaboration with the DFSAs, a shared beneficiary database, grants for initiatives that strengthen VC activities to encourage local banks to take an interest in POs and apex organizations, permission for SVC to provide more support to dried bean and soybean production and other VCs, and new mechanisms to ensure coordination between Feed the Future and FFP Contracting Officer's Representatives/Agreement Officer's Representatives (COR/AORs) and DRC Mission staff.

## **Conclusions**

SVC has not built the formal collaboration with the DFSAs envisioned in SVC's original contract, but their collaboration can complement the DFSAs' investment to contribute to the achievement of the higher-level goals in the shared results framework.

Many DFSA beneficiaries are becoming less food insecure, allowing them to invest in VC activities that overlap with SVC post-harvest training and market linkages activities, which has linked smallholder farmers to stronger VC activities and supportive market services. A primary challenge will be to make this overlap more formal and strategic.

### **EQ 3: To what extent did SVC address the issue of increased gender equality and increased women's socio-economic empowerment in target communities?**

#### **Findings**

**What approaches have been most effective?** SVC has nearly reached its 50 percent target for training participants who are women and has exceeded its 30 percent target for women in leadership positions at targeted POs, cooperatives, and businesses. The online survey, CATI survey, and stakeholder interviews revealed that most stakeholders in all stakeholder categories agreed that SVC has had a positive impact on gender equity and women's socio-economic empowerment.

Eighty percent of female farmer trainers responding to the online survey said the CFC training increased their coffee production, 55 percent said it increased their sales and income, and 70 percent said it improved gender equity and women's socio-economic empowerment, while most women who responded to the CATI survey reported increased coffee production and sales as a result of the CFC. Eighty percent of 174 GALS participants responding to the CATI survey said the training increased sharing in household decision-making, while 95 percent said they met with community members to help them better understand gender relationships. SVC's internal GALS assessment, which included interviews with 389 GALS graduates, found that 49 percent of women surveyed reported increased access to productive assets to participate in targeted VCs, and 43 percent said the training helped them start small businesses. Interviewees reported women having greater say over how agricultural land is used, women's increased leadership in household and agricultural decision-making, a decrease in spousal domestic violence, greater transparency around income and savings, and more active participation of youth in VCs. In KIIs and FGDs, stakeholders ranked SVC's record on gender integration as one of its top achievements. The evaluation also found that GALS' approach helped create 562 new micro, small, and medium-sized enterprises (MSMEs), including 357 new livestock enterprises (38.4 percent woman-owned) and 205 sole-owner market activities (47.3 percent woman-owned); 54 percent of the MSMEs were created by youth.

Stakeholders attributed SVC's strong gender performance to 1) success in retaining women for activity staff positions; 2) strict adherence to gender and youth training targets; 3) piloting and adjusting the GALS methodology to DRC's post-conflict context and scaling it up through trainings of trainers (TOTs); and 4) commitment to retraining. As of June 2020, SVC had provided GALS training to 103 senior government officials, concessionaires, and USAID-funded project staff and 353 people in six territorial-level workshops.

**How can SVC more effectively integrate cross-cutting sectors and gender considerations into interventions?** Reported in stakeholder interviews, constraints to SVC integrating cross-cutting sectors and gender into activity interventions are limited access to finance to scale up action plans, lack of follow-up from SVC, a limited number of persons trained, and high levels of illiteracy among women. The biggest challenges are inadequate staffing and co-support from the DFSAs, failure to mainstream GALS trainees at the DFSAs, and inadequate tracking of TOT and cascading training to other PO members and CFC groups. Frequent recommendations from SVC and DFSA staff were additional training and incentives for GALS champions, scaling up GALS training for POs, and increasing PO support for integrating youth into existing POs.

#### **Conclusions**

There is evidence that the SVC GALS model 1) is an effective approach for empowering women; 2) is well adapted to post-conflict transition economies; and 3) provides a scalable mechanism, through GALS champions, for monitoring training and providing follow-up.

SVC's ability to fully scale up and pilot test the GALS model has been hampered by a shortage in GYSI staff, a lack of territorial-based field officers, and weak coordination with the DFSAs (see EQ 2).

Sustaining GALS achievements is not guaranteed since it will require a concerted effort to link GALS champions and trainees to women members and leadership of POs and cooperatives.

**EQ 1 C: What are some of the challenges faced in meeting the intended goals, objectives, and results? How effectively has the implementer dealt with those challenges? What can be changed to better meet goals and objectives?**

**EQ 4: What are the internal and external threats to sustainability beyond the life of the activity for the principal components of the SVC?**

## **Findings**

**Primary Challenges and Threats to Coffee and Agriculture/Agribusiness Sectors:** Only 58.1 percent of online respondents felt the conditions for ensuring sustainability of SVC's results were fully assured, due to several external and internal challenges. The online survey rated low prices and low sales for farm products, access to finance, access to agricultural inputs, access to market information, lack of price differentiation, limited opportunities to form commercial linkages, and lack of private investment in agriculture as the greatest challenges in the coffee sector and access to finance, government policies that inhibit markets, and opportunities to form commercial linkages as the greatest challenges in the agricultural and agribusiness sectors. Coffee and dried bean farmers in the CATI survey rated lack of access to finance and to tools and equipment as the biggest challenges.

**Predictable and Unpredictable Challenges and Threats:** The predictable external threat to sustainability most frequently cited in stakeholder interviews was the humanitarian mindset of community-based stakeholders and local governments more focused on meeting the immediate needs of vulnerable farmer households than developing and expanding markets. Other predictable external threats frequently mentioned are the different philosophical approaches taken by SVC and DFSAs, logistical challenges, and conflict and insecurity. The most frequently cited unpredictable threats were natural causes (COVID-19, Ebola, and climate change) and shifts in donor policies, *i.e.*, trafficking in persons (TIP) sanctions.

**Component 1: Build Capacity of Vertical and Horizontal Actors in Targeted VCs:** The biggest challenges and threats to sustainability in Component 1 are lack of access to quality agricultural inputs, including tools and equipment for bean production; lack of access and willingness to buy quality seed; government policies inhibiting markets; limited adoption of post-harvest practices; limited opportunities to store or warehouse crops; weak organizational capacity of dried bean and soybean POs; limited opportunities to form commercial linkages; lack of market linkages and markets to sell products; limited private sector investment by concessionaires and private enterprises; lack of access to land use; limited adoption of improved production practices; low productivity; and high production costs.

**Component 2: Enhance Coffee Production:** Principal challenges to sustainability of Component 2 are the weak capacity of POs, cooperatives, and RCPCA to facilitate services SVC provides community-based coffee groups; limited adoption of recommended coffee practices to produce high-quality coffee; lack of tools, equipment, and agricultural inputs; limited access to market information and opportunities to form commercial linkages; monopolistic practices of cooperatives that manage washing stations; limited access to finance for more washing stations; weak cupping capacity of washing stations; dependence of the coffee sector on international roasters; and fluctuating prices.

**Component 3: Develop and Implement PPPs:** Component 3 sustainability challenges include facilitating dialogue between private sector enterprises in targeted VCs and government; low capacity of private sector organizations to engage in PPP dialogue with government officials; low government responsiveness and involvement; lack of awareness and understanding of the PPP concept and approach; lack of private investment in agriculture; and lack of SVC staff in Kinshasa to support policy initiatives and develop the PPPs stakeholders have identified as best practices.

**Component 4: Access to Finance:** Key challenges to the sustainability of Component 4 activities are the risk that FIs that benefited from DCA-guaranteed loans will not continue supporting larger VC agribusinesses; USAID-funded loan guarantees mitigate but do not resolve the impact of external and

internal constraints; the lack of financial offerings that are adopted to rural-based POs and cooperatives; and the weak financial literacy of cooperatives and POs.

**CCIR: Gender, Youth, and Social Inclusion:** The most pressing challenges to CCIR activity sustainability are the need to intensify gender training and messaging, insufficient field staff and monitoring and oversight of activities, low literacy levels among women, integration of gender messaging into VC training and assistance activities, and limited youth engagement.

**Staff and Partner Capacity:** Examples of how SVC is succeeding in building the capacity of the activity staff and local partners include capacity building on quality coffee production; improved post-harvest practices; improved coffee farming practice; increased agriculture and agribusiness loans; training in entrepreneurial management, strategic planning, and financial management; exchange visits with non-SVC institutions and programs; and training on improved advocacy at different levels of government. Gaps in sustainable capacity development include the lack of follow-up and mentorship on GALS training; an inadequate training plan for community trainers; lack of central database to track capacity building; lack of a tracking system for SVC TA; and weak capacity of SVC to track cross-cutting capacity building envisioned in the shared results framework.

## Conclusions

Stakeholders and SVC staff identified a number of external and internal challenges and threats and cross-cutting and component-specific challenges and threats for SVC to address.

Two cross-cutting challenges are outside the SVC mandate: the limited productivity and production support for the dried bean VC and limited access to finance for the larger infrastructure investments that SVC needs to support the scale up of the specialty coffee and dried bean VCs.

While SVC can make significant progress to address component-specific challenges and threats and strengthen its connections to the DFSAs to increase crop productivity, it is unlikely all of the conditions needed to sustain many activities will be in place by SVC's end date.

**EQ 5: What considerations should USAID/DRC consider in the future design of agriculture/economic growth (EG) activities, particularly in regard to the IRs in the shared results framework and ways to improve collaboration/coordination between USG activities?**

## Findings

Below are 11 considerations for future USAID/DRC agriculture/EG programming, presented by IR.

### IR 1: Improved Agricultural Livelihoods

1. Support full VCs (not half VCs).
2. Strengthen farmers' access to quality inputs.
3. Encourage VC diversification and support.
4. Promote inclusive agri-business models.

### IR 2: Expanded Markets and Trade

5. Promote TOT training to build POs' capacity for post-harvest processing, warehouse management, and market linkages for dried beans.
6. Anticipate the need for specialized investments to ensure the quality standards needed to access the international specialty coffee market.
7. Facilitate increased access to finance.
8. Support an improved enabling environment for VC activities.

### IR 3: Improved Uptake of Essential Nutrition Behaviors and Services

9. Promote increased awareness of and access to nutritious food.

## **CCIR: Gender Equality and Social Empowerment (SBCC and Conflict Mitigation)**

10. Strengthen future programs' support for gender equality and empowerment in South Kivu.

### **Improved Collaboration with Other USAID-Funded Projects**

11. Improve intra-USAID coordination.

### **Conclusions**

Senior stakeholders agree on the validity of the ongoing CDCS TO 3 strategy to help South Kivu transition out of dependency on humanitarian aid and that the envisioned layering and sequencing of support by USAID projects is the best mechanism to achieve the results outlined in the 2013 Kivu Agriculture and Nutrition Shared Results Framework.

Poor roads, underfunded local governments, competing militias causing civil unrest, and poor government agricultural policy remain in South Kivu, but this evaluation confirmed that 1) despite long odds, a growing number of FFP and non-FFP SVC beneficiaries are taking steps toward the market, and 2) DFSA and SVC activities helped facilitate this process.

The ET identified nine summary considerations to guide USAID/DRC's future programming in South Kivu and nine examples of best practices to consider in future program design in the region.

### **RECOMMENDATIONS**

**Recommendation 1: Staffing and Management:** Strengthen SVC's ability to backstop targeted VCs.

**Recommendation 2: Capacity Building:** Strengthen SVC's capacity to build technical and cross-cutting capacities of stakeholder groups.

**Recommendation 3: Inputs:** Increase the direct beneficiaries of SVC and DFSAs and strengthen their understanding of and access to the quality inputs to scale up and sustain VC activities.

**Recommendation 4: Finance:** Strengthen stakeholders' access to finance for working capital and investments and critical equipment and infrastructure.

**Recommendation 5: Market Diversification (Specialty Coffee):** Continue to scale up SVC's efforts to collaborate with RCPCA in promoting market diversification and quality control.

**Recommendation 6: Enabling Environment:** Continue to support and scale up SVC's support for promising Government of the Democratic Republic of the Congo-led initiatives to improve the enabling environment.

**Recommendation 7: Coordination:** Strengthen SVC's internal capacity to support improved coordination with the DFSAs.

**Recommendation 8: Gender, Youth, and Social Integration:** Continue to scale up SVC's support for youth and gender entrepreneurship in collaboration with the DFSAs.

**Recommendation 9: Annotated Bibliography/Case Studies of SVC Best Practice:** Facilitate development of an annotated bibliography of existing data and technical reports on SVC best practices.

# 1.0 EVALUATION OVERVIEW

## 1.1 EVALUATION PURPOSE AND AUDIENCE

The purpose of the Strengthening Value Chains Activity (SVC) mid-term performance evaluation is to provide an independent examination of the activity's progress and accomplishments. The evaluation assessed the achievements, performance, and constraints related to activity implementation and effectiveness, with a focus on the effectiveness of the collaboration with Food For Peace (FFP) in the same geographical areas of focus. From this, the evaluation has identified results and lessons learned and a set of actionable recommendations to ensure the achievement of activity objectives for three time horizons: short-term (one to two years), medium-term (three to four years), and long-term (greater than five years).

The primary evaluation audience is the United States Agency for International Development/Democratic Republic of the Congo (USAID/DRC), the Bureau for Resilience and Food Security (RFS), and activity implementing partners (IPs). The evaluation will also be used by the Government of the Democratic Republic of the Congo (GDRC), and FFP and other donor-funded projects in the DRC.

## 1.2 EVALUATION QUESTIONS

The evaluation focused on answering the five primary evaluation questions (EQs) found below. (See Annex I for the full list of EQs and sub-EQs.)

1. To what extent is SVC meeting overall intended goals and objectives?
2. In what ways is SVC's collaboration with other United States Government (USG) activities effectively contributing to the Sub-Intermediate Results (Sub-IRs) in the shared results frameworks and the shared contract target?
3. To what extent did SVC address the issue of increased gender equality and increased women's socio-economic empowerment in target communities?
4. What are the internal and external threats to sustainability beyond the life of the activity for the components of SVC? What are the biggest challenges that need to be addressed? What opportunities are there for the Mission to better ensure sustainability?
5. What considerations should USAID/DRC consider in the future design of agriculture/Economic Growth (EG) activities, particularly in regard to the Intermediate Results (IRs) of the shared results framework?

# 2.0 ACTIVITY BACKGROUND

## 2.1 MECHANISM DESCRIPTION

### 2.1.1 Context

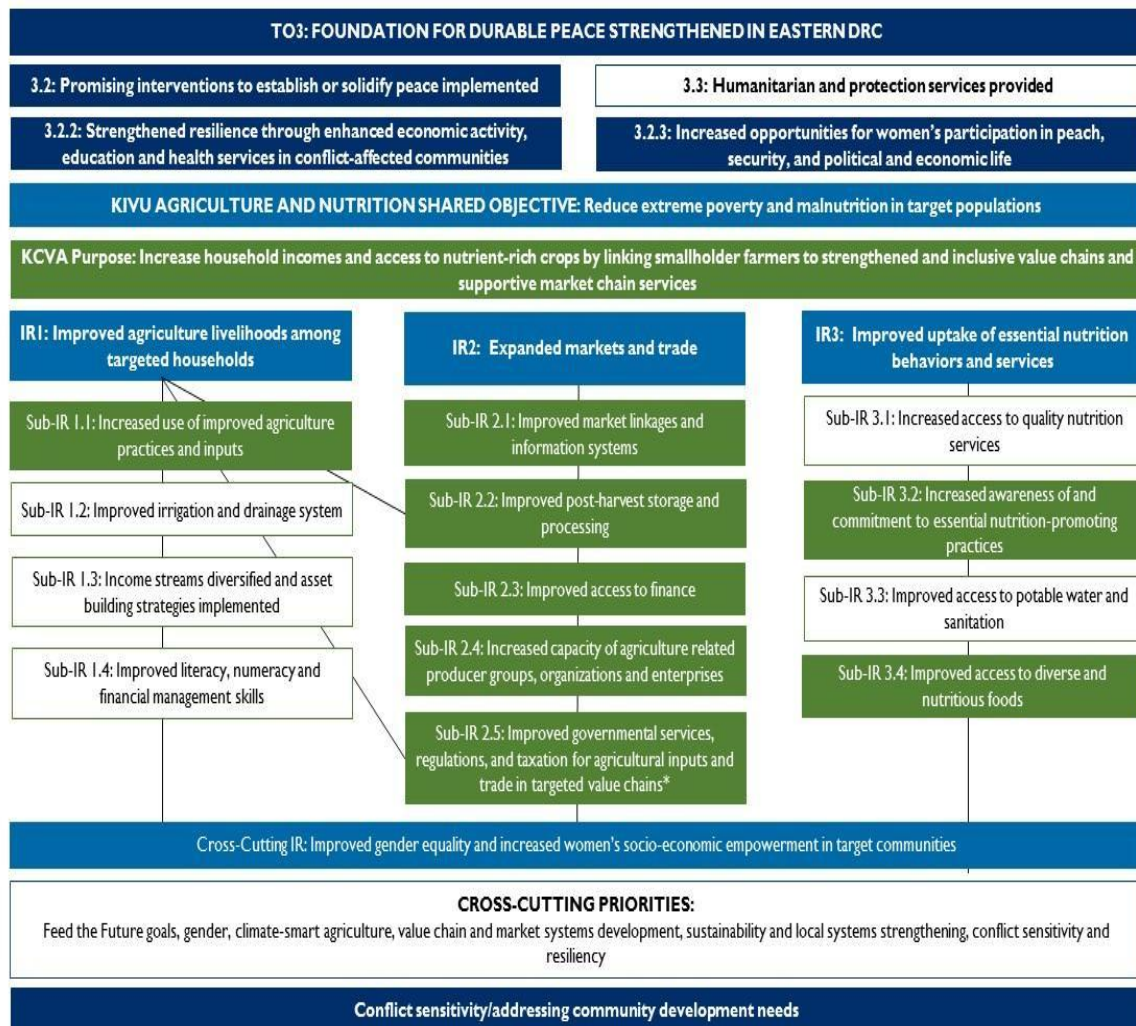
In 2013, the USAID/DRC Country Development Cooperative Strategy (CDCS) committed USAID to support a new model of integrated regional transition planning for Eastern Congo designed to shift assistance focus away from humanitarian relief toward a market-led development as articulated in CDCS Transition Objective (TO) 3. To achieve TO 3, USAID developed a regional strategy in which USAID-funded activities in South Kivu would collaborate with one another to achieve the three principle objectives of the Kivu Agriculture and Nutrition Shared Results Framework (Figure 1).

SVC was originally conceptualized as one of three categories of USAID-funded activities to achieve the Kivu Agricultural and Nutrition Shared Objective, "Reduce extreme poverty and malnutrition in target populations." The two other categories of programming included the two FFP projects known as



Development Food Security Activities (DFSAs) and other USAID-funded projects<sup>1</sup> that were active in the area. SVC's stated purpose is to "increase household incomes and access to nutrient-rich crops by linking smallholder farmers to strengthened and inclusive value chains and supportive market chain services."

**Figure 1: Kivu Agriculture and Nutrition Shared Results Framework (2013)**



Source: USAID/DRC. (2013). CDCS (Fiscal Year [FY] 2014-FY 2019), Kinshasa: USAID.

### 2.1.2 Target Populations and Areas

SVC seeks to contribute to USAID/DRC's goal of a significant reduction in extreme poverty and malnutrition in the Eastern Congo areas being targeted by the CDC TO 3 through building the capacity of the vertical and horizontal actors working within the coffee, dried bean, and soybean value chains (VCs) in the South Kivu territories of Kabare, Kalehe, and Walungu. Tetra Tech implements SVC in collaboration with five IPs: Banyan Global, J.E. Austin Associates, Inc., Search for Common Ground (SFCG), TechnoServe, and World Coffee Research (WCR). Contractually, SVC's assistance to the dried bean and soybean VCs is limited to post-harvest to market activities, while its assistance to the coffee VC covers the entire VC.

<sup>1</sup> Other USAID-funded programs include the Integrated Youth Development Activity (IYDA), Integrated Health Project (IHP), Integrated Governance Activity (IGA), and the USAID-funded Development Credit Authority (DCA).



In Fiscal Year (FY) 2020, the activity started supporting light touch operations in the territory of Idjwi. The three territories vary significantly in terms of the degree to which the crops targeted by SVC are cultivated as well as other context issues (e.g., prevalence of mining, degree of donor dependence, and level of insecurity and cross-border trade) that are likely to affect both the rollout and results of the SVC interventions.

SVC is organized around five components: 1) build capacity of vertical and horizontal actors in targeted VCs (Tetra Tech); 2) enhance coffee production (Technoserve and WCR); 3) develop and implement public-private partnerships (PPPs) (J.E. Austin); 4) enhance access to finance (Banyan Global); 5) cross-cutting initiatives, including 5a) gender, youth, and social inclusion (GYSI) (Banyan Global) and 5b) conflict mitigation, resilience, and social and behavior change communication (SBCC) (SFCG). Components 3-4 are cross-cutting components and Components 5-6 are cross-cutting priorities. The component teams were expected to work with the DFSAs and other USAID and non-USAID projects to benefit diverse actors, including the provincial, territorial, and local governments, producer organizations (POs), cooperatives, agro-dealers, *cessionnaires* (large landholders), collection centers, warehouses, wet mills, buyers, financial institutions (FIs), and smallholder farmers not attached to POs or cooperatives. By June 2020, SVC was working with 45,291 direct beneficiaries, 50 percent more than its contractual target of 30,000, and 61,000-92,000 indirect beneficiaries.

The actors that need capacity building are the national and local GDRC officials, POs, cooperatives, agro-dealers, *cessionnaires*, collection centers, warehouses, wet mills, buyers, FIs, and smallholder farmers. Given the critical role of women in farming, trade, and the construction and maintenance of a more durable peace, the issue of building women's leadership capacity was a critical cross-cutting priority in all of the capacity building activities.

### 2.1.3 Activity Implementation Plan

SVC interventions vary by VC and territory (see Figure 2). In the coffee VC, SVC has contractual responsibility to develop the entire coffee VC in Kabare and Kalehe, and now in Idjwi, including working to improve the management of small-scale coffee farms.<sup>2</sup> In the dried bean and soybean VCs, SVC is strengthening horizontal and vertical linkages from post-harvest to market, while the FFP-funded DFSAs are improving dried bean and soybean production and productivity in Kabare and Kalehe territories.

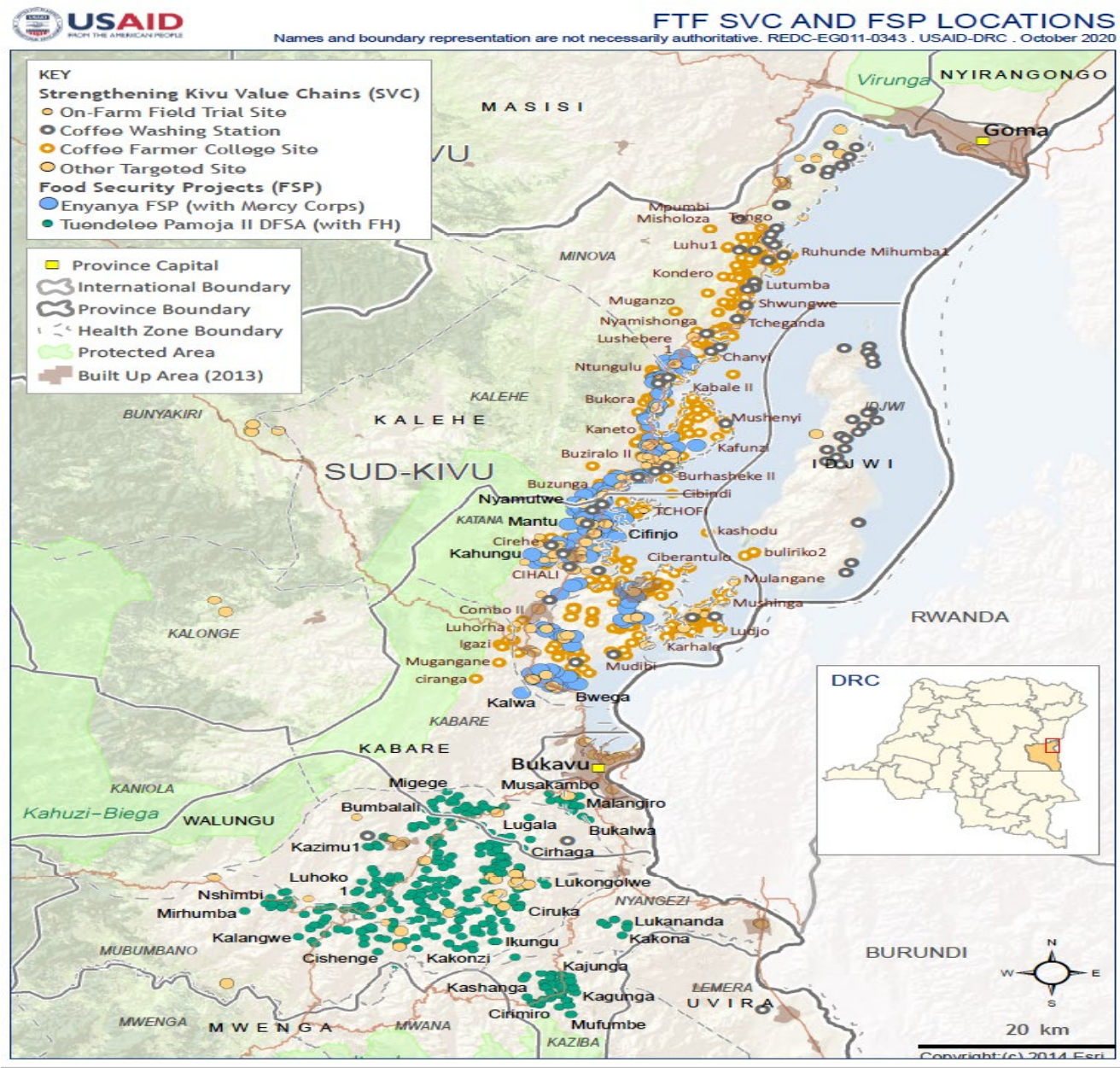
The two FFP-funded DFSAs vary in the type of support they provide. The Food Security Project (FSP) DFSA, implemented by Mercy Corps (MC) in Kabare and its sub-contractor World Vision (WV) in South Kalehe, works to strengthen production of bio-fortified beans but does not work in the soybean or non-fortified dried bean VCs. The TUENDELEE PAMOJA Project DFSA, implemented by Food for the Hungry (FH) in Walungu, targets the fortified bean and soybean VCs on the production side with a special focus on supporting applied research on productive varieties.

SVC's geographical areas overlap with the two DFSAs and with seven economic poles, defined as rural aggregator markets SVC identified as dynamic with maximal capacity to benefit from its interventions and services in its FY 2019 annual work plan.

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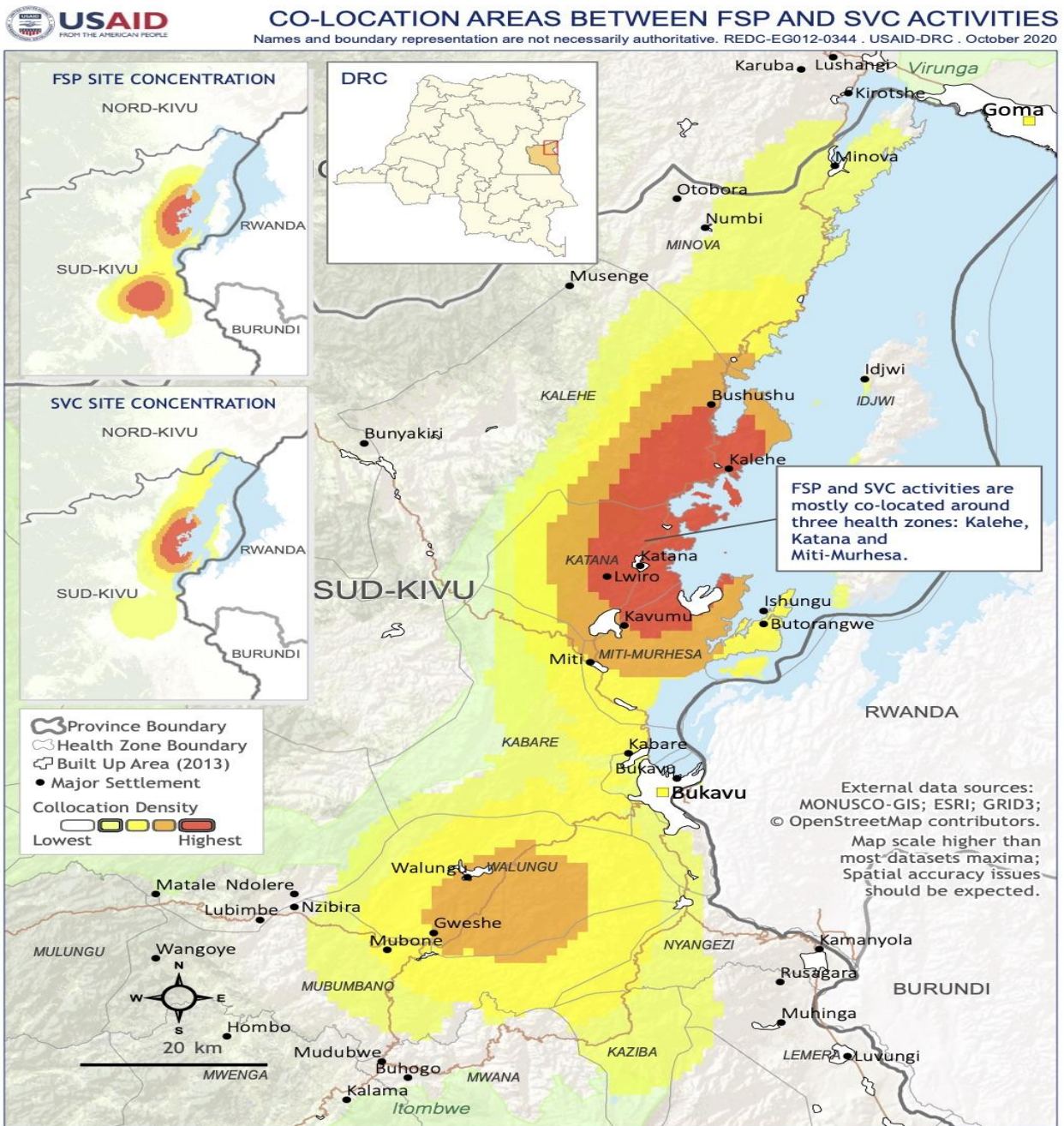
<sup>2</sup> The initial TechnoServe assessment indicated that the coffee VC was more developed in Kabare and Kalehe and by focusing there, the target of 15,000 households could be reached. Idjwi was originally considered for inclusion but was removed by the GRDC for political reasons. Requests for interventions resulted in Idjwi being reintegrated into SVC's activities in FY 2020.

Figure 2: FTF SVC and FSP Locations





**Figure 3: Co-Location Areas Between FSP and SVC Activities**



## 3.0 EVALUATION METHODS AND LIMITATIONS

The evaluation team (ET) adopted a mixed-methods approach to answer the EQs consisting of key informant interviews (KIIs), focus group discussions (FGDs), online surveys, a computer-assisted telephone interview (CATI) survey, and mini-surveys. Since these methods covered similar questions, this enabled the ET to triangulate the evaluation findings from multiple qualitative and quantitative data sources.

### 3.1 DATA COLLECTION METHODS

**Document Review:** The ET received a list of documents from SVC and then worked closely with SVC to update the list. A complete list of documents reviewed can be in Annex 13.

**KIIs/FGDs:** The revised evaluation plan included eight KII and FGD guides for seven categories of stakeholders in the DRC, Europe, and the United States. Given the importance of protecting the health of the national consultants and stakeholders being interviewed, the plan anticipated how the KII and FGD methodology could be adjusted to three different coronavirus disease 2019 (COVID-19) scenarios.

The ET used a two-step process to select interviewees, starting by co-developing a database with SVC ranking each stakeholder group by level of engagement. From this database, the ET selected interviewees based on their level of engagement and its informed judgment about who would be able to answer the EQs. While this selection was not random, the ET considered this purposive sample reasonably representative since these are the chief persons familiar with SVC within their organizations. This color-coded database provided the basis for the ET to choose a reasoned sample of groups to interview that included 1) a representative sample of groups from different stakeholder categories in each region and 2) the ET's actual or physical access to the group based on security bans and/or COVID-19 concerns.

Overall, the ET interviewed 292 people in Bukavu, Kinshasa, Europe, and the United States, including 33 in KIIs and 259 in FGDs ranging from 2-13 people, with most between 2-4 persons due to the COVID safety guidelines (see Annex 12). KII and FGD notes were analyzed using Atlas.ti to produce a frequency analysis of key themes. Because of GDRC bans on travel outside of Bukavu, only 23 (29 percent) of the 96 interviews were in person, the remaining were done by telephone, Skype, Google Meet, or Zoom.

**CATI Survey:** SVC's beneficiary smallholder farmers number in the thousands, thus only a fraction of them can be accessed using KIIs and FGDs. To address this issue, ME&A's subcontractor GeoPoll conducted a CATI survey of beneficiary smallholder farmers. The survey sampling frame was the full list of 2,589 smallholder farmers who participated in the field trainings and 417 who participated in the Gender Action Learning System (GALS) workshop. GeoPoll randomly selected and surveyed 1,003 persons from this call list consisting of 800 coffee, dried bean, and soybean farmers and 203 GALS participants.

**Online Survey:** The ET created versions of the online survey for six stakeholder groups not included in the CATI survey including a set of standardized and customized Yes/No, categorical, Likert-scale, and open-ended questions. To increase the survey response rate and control the problem of invalid email addresses, the ET distributed an initial emailed letter of invitation to each targeted stakeholder. The English letter of invitation for stakeholder categories I, III, and IV was co-signed by the SVC Contracting Officer's Representatives (CORs) and the USAID/DRC FFP manager; the French cover letter of invitation was from the SVC Chief of Party (COP), since he was the person that stakeholders would know. A total of 277 stakeholders with listed Internet addresses were sent invitations to take the survey; 251 (91 percent) accepted the invitation, and 183 (73 percent) of those who confirmed the invitation completed the survey.

**Mini Surveys:** The KII and FGD guides incorporated mini-surveys consisting of Yes/No or Likert-scale questions targeted to different stakeholder groups on topics such as capacity building, on-farm production, SBCC, and gender/GALS.

**Performance Indicator Tracking Table (PITT):** To assist the ET in understanding SVC's performance, Tetra Tech developed a consolidated PITT which can be found in Annex 6.

### 3.2 METHODOLOGICAL LIMITATIONS

One methodological limitation was that the two international consultants were unable to conduct field visits due to COVID-19. The ET mitigated this limitation by forming a team with extensive experience in francophone Africa and Feed the Future (FTF) evaluations and in online teaching and interviewing. It also worked closely with its local subcontractor Research Initiative for Social Development (RISD) to conduct an initial ten-day refinement and field testing of the KII and FGD guides and intake forms. A second

limitation was the COVID-19 pandemic. To manage this limitation, the evaluation plan anticipated the need to support the research under three security scenarios. Developing these scenarios ahead of time proved useful once GDRC decrees on June 13 necessitated remote interviews. Related to this, the remote data collection limited the kinds of interpersonal interactions that make face-to-face interviewing and group discussions more dynamic, such as the ability to read and react to body language and facial cues and the back-and-forth exchanges among group participants that lend richness to FGDs.

Another limitation is the qualified generalizability of the CATI survey results. Although the survey was completed by 33.4 percent of farmers in the client datafile, women were only 16.7 percent of the sample (9.2 percent for coffee, 14.8 percent for dried bean, and 34.5 percent for GALS). Although women listed phone numbers in the client datafile, many did not control the phone listed and/or had difficulty buying the units needed to operate it. Also, mobile phone access is lower among the poorer clients, thus the CATI survey results may not adequately reflect the views and experiences of this population sub-group.

Yet another limitation was the ET's reliance on SVC staff to select key informants for KIIs and FGDs. The ET sought to minimize the impact of this limitation by conducting independent audits through key contact persons to verify that the lists were complete and included all relevant staff and their classifications and then made a semi-random/reasoned choice of those to interview. A final limitation was the difficulty attributing outcomes to SVC since it is only one of the food security initiatives working in South Kivu. For this reason, each KII and FGD asked if and how respondents had interacted with other earlier and current donor-funded activities. This question revealed that many POs working with SVC were also working with other USAID-funded projects, like the DFSAs.

## 4.0 FINDINGS & CONCLUSIONS

### 4.1 EQ 1: TO WHAT EXTENT IS SVC MEETING OVERALL INTENDED GOALS AND OBJECTIVES?

#### 4.1.1 How Can Tetra Tech Improve its Implementation and Management Approach to Better Achieve Results Toward Objectives?<sup>3</sup>

Key informants widely lauded Tetra Tech's flexible management approach, which enabled it to respond creatively and make progress despite major challenges that included 1) trafficking in persons (TIP) sanctions,<sup>4</sup> 2) poor roads and rural infrastructure;<sup>5</sup> 3) the COVID-19 pandemic and Ebola outbreaks;<sup>6</sup> 4) routine insecurity and violence around elections and high-profile court cases;<sup>7</sup> and 5) a contract that anticipated a level of collaboration with the DFSAs that was not realistic given the constraints they faced. Of particular note, participants in 16 of the 23 KIIs/FGDs with 71 leaders of umbrella organizations (UOs) cited the activity's support (e.g., training, capacity building, contracts, strategic planning) in improving their

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<sup>3</sup> In presenting the findings from the KIIs and FGDs, this report indicates in the main text and in footnotes the number of KIIs/FGDs in which a particular topic or theme was mentioned. The number of mentions are organized by the stakeholder groups shown in Annex 6, as follows: Group 1-SVC implementing consortium staff in the DRC, home office, or elsewhere (20 KIIs/FGDs), Group 2A-UOs (23 KIIs/FGDs), Groups 2B and 2C-community-based groups (CBGs) (18 KIIs/FGDs) and listening clubs (LCs) (6 KIIs/FGDs); Group 2D-concessionaires and private enterprises (CPEs) (7 KIIs/FGDs); Group 2E-Coffee Farmer Colleges (CFCs) (12 KIIs/FGDs); Groups 3A and 3B-IPs consisting of DFSAs and other USAID projects (10 KIIs/FGDs); Groups 4 and 5-collaborators and technical assistance providers (CTAs) (7 KIIs/FGDs); Group 6-deconcentrated government services (DTS) (5 KIIs/FGDs); and Group 7-USAID (6 KIIs/FGDs). In counting the number of mentions, it is important to note that the ET used different KII/FGD guides covering different topics for different stakeholder groups. In addition, certain topics in these guides were more relevant to some groups and less relevant to others, and some key informants had more information about topics or were more qualified to discuss them than others. Finally, given the dynamics of the interview process, certain topics received more emphasis with some stakeholders and in some interviews/discussions than in others.

<sup>4</sup> 1/20 SVC, 1/5 DTS, 2/6 USAID; 4/31 total.

<sup>5</sup> 1/20 SVC, 3/23 UOs, 3/18 CBGs, 4/10 IPs; 11/61 total.

<sup>6</sup> 6/20 SVC, 7/23 UOs, 9/18 CBGs, 1/7 CPEs, 4/12 CFCs, 4/10 IPs, 2/7 CTAs; 33/87 total.

<sup>7</sup> 2/20 SVC, 4/10 IPs, 2/7 CTAs; 8/37 total.

organizational capacity, functioning, and expansion. All senior USAID staff interviewed gave the activity high marks on its quarterly and annual reports and for its commitment to biweekly detailed briefings with the COR. Nonetheless, they noted that, given the activity's complexity and the large number of IPs, SVC should consider supplementing the biweekly briefings with a planning matrix to help the COR track activities by VC and upcoming collaborations with the GDRC and other USAID-funded projects.

On the negative side, key informants uniformly rated collaboration between SVC and the DFSAs as poor. They attributed this to a variety of factors, two in particular. The first was that SVC and the DFSAs took fundamentally different programming approaches with the DFSAs being primarily focused (especially in the first three years) on local markets and ensuring farmers met their basic nutritional needs and SVC being primarily concerned with expanding markets and linking small farmers and producers with larger and higher value-added market actors.<sup>8</sup> The second factor was poor coordination/synchronization between the SVC, DFSAs, and other USAID projects in areas like joint strategy planning and execution, and inter-project communication about each project's activities and major stakeholder groups.<sup>9</sup>

When asked how well SVC was addressing the challenges facing the coffee and agricultural/agribusiness sectors, 70.6 percent of 183 online survey respondents said that the activity had done either a good (49.4 percent) or very good (21.2 percent) job. Another 74.4 percent said that SVC's approach for managing the challenges in each sector were either appropriate (52.4 percent) or very appropriate (21.8 percent). Respondents, however, expressed lower levels of overall satisfaction with SVC; 27.6 percent were satisfied or very satisfied, 22.9 percent were neutral, and 49.5 percent were either unsatisfied (24.6 percent) or very unsatisfied (24.9 percent). Notwithstanding, three-quarters of respondents received either a good (41.2 percent) or great benefit (33.0 percent) from the activity.

## Implementation Challenges

**Developing a “one team” approach with the IPs:** SVC's contract required it to create and report on five components and each component's contribution to the three priority VCs. An unintended consequence of this structure—and the contractual obligations that each IP was responsible for a semi-autonomous work plan and PITT targets—was to make it difficult for Tetra Tech to create a one team management approach. The consensus among SVC staff was that this structure encouraged the development of component silos in which each of component team developed and reported on its own work plan. Three of seven KIIs/FGDs with DFSA staff noted that SVC's emphasis on component reporting made it hard for private sector partners and other USAID projects to understand 1) the full package of activities and collaboration that SVC was providing to different VCs, 2) which were the most critical geographical gaps, and 3) what points of entry might exist for the SVC to support its other VC activities.

To develop a more cohesive one team approach, Tetra Tech facilitated an annual planning process between 2018 and 2010 with IPs and local partners. SVC technical assistance (TA) plans incorporated studies and assessments undertaken by the activity and other actors, problems/constraints identified during capacity building and training activities, findings from monitoring visits, and recommendations by activity clients and technical partners. Also, SVC's relationship with territorial Rural Agricultural Management Councils (CARGs) and Provincial Agriculture Coordinating Councils, which are mixed GRDC and civil society decentralized structures, incorporated monitoring activities, feedback, and sounding board recommendations into the activity's operational execution of activities. A number of SVC and IP backup staff and private sector (e.g., the Network of Cocoa Coffee Producers Cooperatives in the DRC, or RCPCA) and GDRC stakeholders identified the FY 2019 participatory planning process as an example of best practice that improved their understanding of SVC and their roles in it.

**Perceived weak involvement of stakeholders in joint planning:** Notwithstanding the participatory planning process described above, multiple stakeholders asserted that SVC failed to incorporate local

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<sup>8</sup> 6/20 SVC, 5/10 IPs, 2/6 USAID; 13/36 total.

<sup>9</sup> 5/20 SVC, 2/12 CFCs, 4/10 IPs, 4/6 USAID; 15/48 total.



actors and local concerns in its planning and implementation.<sup>10</sup> The following quote from a local government official exemplifies this sentiment: “*The project was designed elsewhere rather than working with local stakeholders to identify the real problems of increasing production and improving quality to help producers improve their incomes. Instead of initially working together, SVC came to impose ideas conceived elsewhere, which are not necessarily in harmony with local needs.*”

**Contractual restrictions:** A second major challenge identified by a majority of interviewed SVC, DFSA, and USAID staff was a set of contractual restrictions that constrained how and where SVC could operate and made collaboration with the DFSAs more difficult. These restrictions are described below.

*Contractual restrictions on VC support:* SVC’s contractual language restricted it to working on the post-harvest to market end of the dried bean and soybean VCs, while the DFSAs supported VC activities up to and including harvesting. These restrictions had implications for activity design, staffing, and responsibility that adversely affected its ability to respond to emerging constraints and opportunities. For example, 12 of 22 KIIs/FGDs with SVC and IPs cited SVC’s lack of field staff (i.e., “boots on the ground”) as an important challenge affecting its ability to provide the required level of service, both initial and follow-up. Most importantly, the SVC contract was approved with no budget line for field staff in the dried bean and soybean VCs because it was expected that these services would be provided by the DFSAs. The activity’s lean staffing structure in turn had three downstream impacts by making it dependent on DFSA staff in the bean and soybean VCs, who were already committed to an approved work plan. To manage this situation, SVC hired a number of qualified business development services providers to support their dried bean VC activities and relied on training of trainers (TOT) models to reach the POs.<sup>11</sup>

*Contractual restrictions that limited flexibility:* The same contractual restriction and lack of field-based staff to support the dried bean VC made it difficult for SVC to support some emerging community and DFSA-specific initiatives, like horticultural production (vegetables, onions, etc.) and kept it tied to the soybean VC even after the MC/WV DFSA withdrew its production support for that VC.<sup>12</sup>

*Contract restrictions on activity management:* Because SVC was considered innovative, USAID/DRC decided to execute the activity as a contract, not as a cooperative agreement. The unintended consequence of this was that it 1) required high levels of USAID oversight and concurrence for even small budget expenditures and hiring decisions, 2) placed restrictions on recruiting and promoting qualified staff that made it difficult to attract and retain qualified market systems experts in a local market where their services are in high demand, and 3) did not include a “conflict modifier” like the DFSAs have that made it difficult to make the kind of day-to-day adaptations required to keep training and TA going through the rapid contextual shifts that have characterized business in South Kivu. A majority of USAID and SVC senior staff interviewed agreed that Tetra Tech’s ability to manage these challenges was negatively affected by the rapid turnover of the CORs (three CORs in three years). Mitigating this negative impact were the stability of the alternate COR who had extensive experience in earlier VC activities in South Kivu and the fact that the two Tetra Tech COPs had extensive experience in USAID contract management.

*Contractual issues affecting DFSA collaboration:* These contractual restrictions negatively affected SVC’s ability to backstop the DFSAs in developing the private sector seed supply needed to sustain higher production levels and to help anticipate post-harvesting storage and marketing issues. Key areas negatively affected included building the capacity of POs to produce products compliant with local, provincial, and international quality standards; negotiating contracts; using the new market information systems (MIS) that SVC developed to improve understanding of market requirements and prices; and managing warehouse transport and stocking needed to time their group sales to when prices are higher.

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<sup>10</sup> 3/7 CPEs, 4/12 CFCs, 2/10 IPs, 5/7 CTAs, 3/5 DTS; 17/41 total.

<sup>11</sup> 6/20 SVC, 1/23 UOs, 2/10 IPs, 3/6 USAID; 12/59 total.

<sup>12</sup> This contractual issue was identified as a constraint and or lessons learned/recommendation for future projects in 29 KIIs/FGDs.



**Missing intra-USAID/DRC coordination:** Although the SVC contract required it to collaborate with the two DFSAs and other USAID-funded projects in South Kivu and identified a list of mechanisms intended to support this coordination, most support for intra-project coordination stopped after the security situation worsened in FY 2018. USAID, DFSA, and SVC staff noted that the initial support USAID provided to organizing quarterly meetings helped improve communication between projects in South Kivu; however, the quarterly meetings were discontinued after FY 2018.<sup>13</sup> The same USAID and SVC staff noted that a promising opportunity to improve the Mission’s coordinated backstopping of the USAID projects in South Kivu was its creation of a “resilience coordinator” position in 2019 to oversee Mission activities to achieve TO 3 of the Mission CDCS. This type of higher-level management coordination is critical to ensure that contract language and targets support the common objective of layering and sequencing.

A final problem identified by the SVC and DFSA COPs was that USAID never developed clear guidelines on how proposed collaborations between SVC and the DFSAs should be presented in work plans or co-reported in the quarterly and/or annual report that they are contractually obligated to produce.

#### **4.1.2 What Are the Notable Areas of Progress the Activity Has Achieved in Support of Activity Objectives?**

To build the synergies between USAID investments envisioned in the CDCS, USAID developed a regional strategy in which USAID activities in South Kivu would collaborate to achieve the three principle objectives of the Kivu Agriculture and Nutrition Shared Results Framework. The two DFSAs were tasked with facilitating the transition of chronically food insecure populations toward sustainable food security. SVC was expected to collaborate with the DFSAs and other USAID-funded projects in the Development Focus Area to implement VC activities by “*linking smallholder farmers [both those targeted by the DFSAs as well as others]*” to “*strengthen inclusive value chains and supportive market chain services.*” The activity was expected to address some of the “*key constraints or opportunities to support greater efficiencies and market access*” for three VCs (specialty coffee, dried beans, and soybeans). It was also expected that “*by the end of the activity, improvements in the value chains and market systems should be self-sustaining and key market actors should have the capacity to continue self-improvement with minimal further support.*”

When SVC was designed, it adopted a work plan organized into five component teams to achieve eight of the 13 sub-IRs in the Kivu Agricultural and Nutrition Shared Results Framework for the coffee, dried beans, and soybean VCs. Although SVC was responsible for the full specialty coffee VC, it was contractually restricted to post-harvest activities (*i.e.*, half VC support) for dried beans and soybean VCs. This contractual requirement incorrectly assumed that the two USAID-funded DFSAs would support the other USAID projects to achieve certain aspects of the results framework, like increased productivity, quality of production, and improved health and nutrition that are critical to the achievement of the activity’s purpose.

#### **Coffee Value Chain**

Compared to SVC’s original target of 30,000 direct beneficiary households, Tetra Tech estimates that by June 2020, the SVC coffee strategy had 38,309 direct beneficiaries and that it would eventually count the 51,482 members of 23 South Kivu cooperatives belonging to the RCPCA. Senior USAID, SVC, DFSA, and USAID project staff cited the scale-up of the SVC coffee model as its most notable success story.

**IR 1: Improved agricultural livelihoods among targeted households:** Eighty-seven percent of the 517 Coffee Farmer College (CFC) participants in the CATI survey reported their coffee production increased by a large or very large extent, and 67 percent increased their coffee sales to a large or very large extent. These findings are corroborated by the online survey where 92 percent of the 54 respondents said they had increased their coffee production, 72 percent said they had increased their coffee sales, and 72 percent said they had increased their profits earned from coffee production.

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<sup>13</sup> 9/10 IPs, 3/6 USAID; 12/16 total.

This evidence of successful progress is also reflected in the FGD responses and in SVC's PITT, tracking data, and reports. In the first case, respondents in 12 of 12 of FGDs with CFC participants agreed with the statement that "SVC is very effective in improving coffee production through the CFC." In the second case, SVC's internal tracking data reports that the average yields received by a representative sample of the CFC farmers for specialty coffee cherry increased from 1.1 kilograms (kg)/tree to 1.8 kg/tree and to as high as 3.2 kg/tree if they used the recommended full package of innovations, and the number of additional seasonal worker positions created in the specialty coffee VC increased from 190 in FY 2018 to 2,110 in FY 2019 (422 percent of target) and to 2,469 in FY 2020 (320 percent of target).

Ninety-four percent of 54 online survey respondents agreed or strongly agreed that coffee cherry quality had improved after participating in the CFC. Key informants across multiple KIIs/FGDs also noted improvements in coffee cherry among CFC participants.<sup>14</sup> Whereas 99 percent of 610 coffee farmers in the CATI survey expressed a desire to expand their coffee production, only 53 percent of 457 CFC participants said it was now easier to sell coffee, and only 30 percent were receiving better prices.

Despite the persistent problems that some farmers have in marketing their crops and receiving higher prices, the KIIs/FGDs offer additional corroboration of the activity's positive results in the specialty coffee VC. Several KII/FGD participants across multiple stakeholder groups noted improvements in farming outcomes for coffee farmers related to coffee production, quality, sales, and income.<sup>15</sup> Although far from universal among small coffee farmers, the evidence indicates that activity interventions in the specialty coffee VC were generating positive results related to each of the higher-level objectives in the shared results framework as well as the eight sub-IRs that the SVC was designed to support.

**Sub-IR 1.1: Increased use of improved agricultural practices and inputs:** The coffee sector increased its adoption of improved agricultural practices through the rapid scale-up of CFCs to 13,089 trainees in Kabare and Kalehe. Ninety-two percent of the 517 CFC participants in the CATI survey implemented what they learned from the training either to a large or very large extent. These CATI results are corroborated by the approximately three-quarters or more of 54 CFC trainers/focal farmers in the online survey who reported adopting improved soil erosion, sustainable farm management, composting, shade management, mulching, and planting practices. One innovative feature of SVC's coffee strategy that has helped coffee farmers adapt better bean production practices was its support (through WCR) of on-farm technical trials (OFTTs) with smallholders and concessionaires in 30 communities in Kabare and Kalehe. To date, however, this has not been scaled up widely.<sup>16</sup>

As seen in Table 1, more than 90 percent of 54 CFC farmer trainers and focal farmers in the online survey agreed or strongly agreed that coffee farmers had adopted improved weeding, pest management, rejuvenation, and pruning practices and increased the quality of their coffee production as a result of their participation in the CFC. Approximately three-quarters or more agreed or strongly agreed that they had adopted improved soil erosion, sustainable farm management, composting, shade management, mulching, and planting practices. Finally, fewer than 50 percent agreed that they had diversified into different types of coffee trees or adopted improved marketing or management and business practices. KIIs and FGDs with multiple key informants across multiple stakeholder groups provided a third source of evidence supporting the finding that CFC participants increased their adoption of a range of improved practices.<sup>17</sup>

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<sup>14</sup> 5/20 SVC, 3/23 UOs, 2/7 CPEs, 5/12 CFCs; 15/62 total. Note that among the 23 UOs interviewed, 7 work in coffee only; 3 work in coffee, dried beans, and soybeans; 1 works in coffee and dried beans; 8 work in dried beans and soybeans; 1 works in dried beans only; and 3 have no particular VC focus. Among the 17 CBGs, 7 work in coffee and dried beans, 9 work in dried beans and soybeans, and 1 has no particular VC focus. None of the 6 LCs interviewed have a particular VC focus.

<sup>15</sup> 11/20 SVC, 10/23 UOs, 2/7 CPEs, 5/12 CFCs; 28/62 total.

<sup>16</sup> 5/12 CFCs.

<sup>17</sup> 5/20 SVC, 11/23 UOs, 7/18 CBGs, 3/7 CPEs, 4/12 CFCs; 30/80 total.

**Table 1: Adoption of Improved Agricultural Practices in the Coffee VC (N=54)**

Improved Practices Adopted	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
Weeding	0.0%	0.0%	1.9%	36.5%	61.5%	0.0%
Pest management	1.9%	1.9%	1.9%	64.2%	30.2%	0.0%
Rejuvenation	7.5%	0.0%	1.9%	54.7%	35.8%	0.0%
Pruning	5.8%	0.0%	3.8%	50.0%	40.4%	0.0%
Product quality	0.0%	1.9%	1.9%	59.6%	34.6%	1.9%
Soil erosion	1.9%	1.9%	7.5%	39.6%	49.1%	0.0%
Farm management	7.7%	0.0%	3.8%	61.5%	26.9%	0.0%
Composting practices	9.4%	0.0%	7.5%	47.2%	35.8%	0.0%
Shade management	9.4%	0.0%	7.5%	52.8%	30.2%	0.0%
Mulching	10.2%	0.0%	8.2%	57.1%	24.5%	0.0%
Coffee planting	3.8%	3.8%	9.4%	43.4%	30.2%	9.4%
Marketing	7.7%	26.9%	15.4%	38.5%	1.9%	9.6%
Diversification of coffee trees	4.1%	26.5%	14.3%	34.7%	14.3%	6.1%

Source: Online survey with farmer trainers and focal farmers.

In contrast to high adoption rates of improved practices among CFC participants, the use of production inputs showed much less improvement (Table 2). While 80 percent of 54 online survey respondents said coffee farmers had increased their use of fertilizer, less than one-half said farmers had increased their use of agricultural inputs overall (49.1 percent), quality seeds (37.7 percent), chemicals (30 percent), and machinery and equipment (17.3 percent). Access to production inputs and improved seeds were routinely cited by stakeholders in KIIs and FGDs as primary challenges facing the coffee sector.<sup>18</sup> An identical 38.5 percent either strongly disagreed or disagreed or agreed or strongly agreed that small coffee farmers had increased investment in their coffee farms. Thus, despite evidence of increased coffee production, sales, and income, this has yet to translate into increased investment in their small farming enterprises.

**Table 2: Increased Use of Agricultural Production Inputs in the Coffee VC (N=54)**

Production Inputs	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
Fertilizer	3.8%	5.8%	7.7%	59.6%	21.2%	1.9%
Access to agricultural inputs	20.8%	20.8%	9.4%	43.4%	5.7%	0.0%
Quality seeds	26.4%	28.3%	3.8%	24.5%	13.2%	3.8%
Chemicals	22.5%	42.5%	5.0%	27.5%	2.5%	0.0%
Machinery and equipment	34.6%	30.8%	9.6%	11.5%	5.8%	7.7%

Source: Online survey with farmer trainers and focal farmers.

Ninety-two percent of CFC participants in the CATI survey rated their CFC instructors as good or very good, 91 percent rated the relevance of the CFC topics as good or very good, and 89 percent rated the overall quality of the CFC as good or very good. These results tracked closely with the online survey where 88.5 percent of farmer trainers rated the CFC training as appropriate or very appropriate, 79.2 percent said the CFC training had a good or great impact, 88.8 percent said they derived good or great benefit from the CFC training, and 81.4 percent said they were satisfied or very satisfied with the training.

**IR 2: Expanded markets and trade:** SVC contributed to expanding markets and trade for the specialty coffee VC by 1) helping qualified POs, concessionaires, and private enterprises access credit and training to develop washing station infrastructure and quality control measures; 2) using Technoserve's and Tetra Tech's international connections to attract and retain a wider audience of roasters to the annual *Saveur*

<sup>18</sup> 5/20 SVC, 6/23 UOs, 3/7 CPEs, 6/12 CFCs; 20/62 total.

du Kivu trade show and improving the quality of the trade show and the cupper training leading up to it;<sup>19</sup> 3) using the Producer Organization Sustainability Assessment Tool (POSA) to target and monitor the impact of PO capacity building for managing washing stations; 4) facilitating the creation of RCPCA; and 5) facilitating the South Kivu provincial government to develop the DRC’s first provincial-level coffee strategy for coffee; and 6) forming an anti-fraud, harassment, and corruption committee linking the police with private sector coffee actors through the RCPCA to reduce criminal activity in the coffee sector. The committee is a working group whose members include representatives from the Ministries of Interior, Agriculture, and Commerce, Federations of Businesses of the Congo, and RCPCA. The committee meets quarterly to review complaints and to determine corrective actions.

**Sub-IR 2.1: Improved market linkages and information systems:** One-quarter of 54 online survey respondents said that participation in the CFC had increased farmers’ access to market information, while only 20.8 percent said it had helped farmers create new market linkages. Among CATI respondents, 59 percent of coffee farmers continue to sell at the farm gate or in local markets, and only 10 percent sell to a wet mill, although 61 percent also sell to an association (possibly part of bulk sales transactions).<sup>20</sup>

In contrast, SVC’s internal tracking results show a steady increase in the average revenue per kilogram of exportable green from \$0.37/kg in 2018 to \$0.71 in 2020 and a gradual upward trend from 2018 to 2020 in the percentage of the final price accruing to farmers. Internal tracking data also show a substantial increase in the number of containers of specialty coffee exported per year from South Kivu<sup>21</sup> from 15 in FY 2017 to 37 in FY 2018 and 49 in FY 2019. Another positive indicator of success has been the steady increase in the number and diversity of specialty coffee buyers.<sup>22</sup> Several KII and FGD participants cited examples in which the activity helped them forge new market linkages,<sup>23</sup> as reflected in the following quote by an activity collaborator illustrates, “SVC has played the role of the catalyst for collaboration with all coffee players, ONAPAC [Office Nationale des Produits Agricoles], WCR [World Coffee Research], coffee farmers’ cooperatives, coffee farmers, etc. In the absence of SVC, it would have been difficult to interact with all the players.”

**Sub-IR 2.2: Improved post-harvest storage and processing:** Approximately 90 percent of 54 online survey respondents reported increased adoption of improved post-harvest practices, and just over 50 percent reported increased adoption of new value-added activities (Table 3). Specific examples of the activity’s success related to post-harvest practices, promoting coffee washing stations and offering TA to those interested in constructing them, and the *Saveur du Kivu* trade show and cupper training were mentioned 19 times across the 17 KIIs/FGDs with SVC staff and 22 KIIs/FGDs with apex organization staff. In contrast, only 32.7 percent of farmer trainers reported increased bulking of products and 11.7 percent reported increased storage and warehousing.<sup>24</sup>

**Table 3: Adoption of Post-Harvest Practices in the Coffee VC (N=54)**

Improved Practices Adopted	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don’t Know
Post-harvest practices	1.9%	1.9%	1.9%	44.2%	46.2%	3.8%
New value-added activities	11.5%	21.2%	3.8%	38.5%	13.5%	11.5%
Bulking	11.5%	34.6%	17.3%	23.1%	9.6%	3.8%

<sup>19</sup> One of WCR’s strengths is its strong international and national connections with the coffee industry, roasters, and importers. These connections were critical in helping SVC to predict emerging trends in the specialty coffee VC and incorporating them into the research trials.

<sup>20</sup> The total exceeds 100 percent as farmers can sell to more than one buyer.

<sup>21</sup> Not all from SVC-assisted wet mills.

<sup>22</sup> The current list of international roasters that have bought from SVC client wet mills since the start of the activity are Café Maango, EFICO, Might Peace Coffee, Tropicore, Worldwide Coffee, Sucafina, Nespresso, Starbucks, Ethiquable via Maison P. Job, Humberg Coffee, Lemark, and This Side Up (Source: SVC).

<sup>23</sup> 6/20 SVC, 9/23 UOs, 2/18 CBGs, 5/7 CPEs, 3/12 CFCs, 3/10 IPs, 1/7 CTAs, 1/5 DTS; 30/103 total.

<sup>24</sup> The CFC does not have post-harvest bulking or storage as part of their curriculum. This is left to business advisors assisting the coffee washing stations and SVC’s post-harvest handling (PHH) specialist.

Improved Practices Adopted	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
Storage and warehousing	13.7%	43.1%	21.6%	7.8%	3.9%	9.8%

Source: Online survey with farmer trainers and focal farmers.

**Sub-IR 2.3: Improved access to finance:** Coffee farmers are not able to access credit, whether from formal lenders (*i.e.*, banks or micro-finance institutions [MFIs]) or from their POs. Only 11.3 percent of 54 online survey respondents said coffee farmers had increased access to finance compared to 5 percent of coffee farmers in the CATI survey who have never received credit from a bank or MFI.

Nonetheless, washing stations are accessing credit and buying more coffee cherry from farmers. Most credit to the coffee sector is used for coffee washing station operations. SVC's internal tracking data show that the activity surpassed its original investment targets. Since FY 2017, this amount has grown from \$99,000 to \$5,908,280 in June FY 2020, \$3,169,630 (54 percent) of which has been allocated as loans to SVC clients and \$2,738,650 (46 percent) as loans to non-SVC clients. SVC has further provided basic training and retraining and coaching to more than 268 people as of June 2020—55.5 percent of them at banking institutions, 19 percent at the DFSAs and other USAID projects, 13 percent at POs and farmer business groups (FBGs), and 12.5 percent in private enterprises—which has increased the Fls' willingness and ability to make agricultural loans and VC actors to get these loans.

Activity records show a steady increase in the number of loans from the two South Kivu institutions that received Development Credit Authority (DCA) loan guarantees (FINCA and Equity Bank) from six in FY 2017 to 27 in FY 2018, 34 in FY 2019, and 35 in the first half (through June) of FY 2020. The majority of this bank support was (with a few notable exceptions<sup>25</sup>) given to large agri-businesses with the smaller loans to POs coming mostly from the social investment organizations and VC companies like Caffe Lac, Nespresso/Virunga, Sucafina, and TWIN. Bank officers responding to the online survey and in the KIs attributed this to management's and the board's reluctance to lend to rural producers and POs, their failure to develop appropriate lending policies and products, and the lack of branch banks outside major urban centers. On the positive side, all eight bank officers that responded to the online survey stated that the repayment rate on SVC-facilitated loans was the same as other loans made by their institution.

In the post-conflict economic environment of South Kivu, concessionaires are among the most important private sector actors who have cash for major infrastructure investment (*e.g.*, warehouses, washing stations, transportation equipment, winnowing machines) and who have established commercial networks in South Kivu and internationally for dried beans, soybeans, and coffee. To facilitate their co-investment in the target VCs, SVC has provided technical advice on improved agricultural practices and inputs and help to develop the business plans they need to get credit. As of June 2020, 12 are working to receive (or have already received) loans for large infrastructure investments such as washing stations.

**Sub-IR 2.4: Increased capacity of agricultural-related producer groups, organizations, and enterprises:** A major activity achievement has been its scale-up of support to the cooperatives and private enterprises managing the coffee washing stations from nine in FY 2018, to 12 in FY 2019, and to 19 in FY 2020 managed by 15 operators—seven cooperatives and eight private enterprises.<sup>26</sup> As of September 2020, five of the seven cooperatives had already reached the target POSA score of 61, which is the level that the SVC considers to be the minimum level of capacity that they need to operate effectively. Five of the seven cooperatives managing the washing stations satisfy the activity's criteria for sustainability (*i.e.*, offering the minimum level of quality member services that make it likely that members would continue to support the cooperative through membership fees and other contributions).

<sup>25</sup> One association, Kalehe Arabica Coffee Cooperative (KACCO), received a credit of \$300,000 from Equity Bank with a DCA grantee over three years from 2018 to 2020.

<sup>26</sup> Seven of these have been assisted since 2019, and eight have been assisted since 2020.

Evidence from the CATI survey, however, suggests that improvements in PO capacity may not necessarily be translating into improved member services. Although 75 percent of the 610 farmers in the CATI survey and 42 percent of the CFC farmer trainers and focal farmers who responded to the online survey belong to a PO, only 39 percent of the 457 CATI PO members said their PO is providing more services than before SVC, and 78 percent of the CFC lead trainers and focal farmers said that the limited managerial or governance capacity of the PO was a challenge (67 percent said it was a big challenge) for the next phase.

**Sub-IR 2.5: Improved government service regulations, and taxation for agricultural inputs and trade:** Four KIIs/FGDs—two with SVC staff and two RCPCA staff, the principal national platform for coffee producers in the country—commended SVC for its efforts to improve the global enabling environment for specialty coffee production and identified many instances in which these efforts have already had an important impact.<sup>27</sup> However these same stakeholders emphasized that many of the most critical activities, like the South Kivu government’s provincial coffee strategy, are just getting adopted and need additional support to be properly scaled up. This attitude was echoed by 74 percent of the 54 community-based CFC lead trainers and focal farmers in the online survey who said that government policies that inhibit markets remain a challenge or serious challenge for the specialty coffee VC.

**Sub-IR 3.2: Increased awareness of and commitment to essential nutrition promoting practices/Sub-IR 3.4: Improved access to diverse and nutritious foods:** SVC contributed to increasing awareness of and access to diverse and nutritious foods by broadcasting SBCC radio spots promoting the consumption of dried beans and soybean products on seven rural radio stations that were monitored by 19 “listening clubs” (LCs) for content relevance. Although SVC never developed an internal system for tracking the impact of these groups (beyond the 19 listening groups), 26 of the 28 community-based groups (CBGs) who responded to the ET’s mini survey said that the messaging was useful.

**Cross-Cutting IR: Gender, youth, and social inclusion:** SVC integrated messages on gender and youth inclusion in all its coffee PO and CFC trainings and aimed to ensure that 50 percent of all the CFC trainees were women. It further developed a special course on GALS to train 160 CFC trainees and incorporated a gender module in the core training for 13,089 CFC participants in Kabare and Kalehe.

Sixty-four percent of the 54 CFC online survey respondents agreed or strongly agreed that SVC contributed to improved gender equity and women’s socio-economic empowerment. Similarly, seven of the 12 FGDs with CFC participants reported that the CFC had increased their appreciation of gender issues. Despite the SVC’s commitment to 50 percent youth participation in the CFC, the share of youth participants in the CFC was lower than expected. SVC staff attributed this to the fact that the coffee VC activities were not the type of “fast money” activities attractive to underemployed or unemployed youth, which enable the youth to earn money throughout the year (e.g., irrigated gardening, trade, or transport services).

**Conflict sensitivity/addressing community development needs:** SVC contributed to reducing conflict by 1) training 160 coffee farmers on GALS, which emphasizes conflict management in addition to gender and youth empowerment;<sup>28</sup> 2) increasing farmers’ access to knowledge, inputs, and financing for washing stations; and 3) making available more land for bean production (as an intercrop on the concessions) through the facilitation of 1,700 land leases on large concessions growing coffee. Participants in 10 of 12 FGDs with CFC trainees said their participation in the CFC made them and their families more

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<sup>27</sup> Several cooperatives and platform leaders said that the RCPCA-led working group on crime in the coffee VC was already reducing crime and illegal taxation of coffee in some areas. Others highlighted various ways that the development of the South Kivu Coffee Strategy had increased the effectiveness of the private sector leaders’ willingness and ability to lobby for the government executing some of the key policy reforms they needed that had been formally adopted but never executed.

<sup>28</sup> This included 150 persons from four of the 22 large cooperatives that belong to the RCPCA (*La Coopérative des Producteurs du Café de Kabamba* [CPCK], *Société Coopérative des Producteurs Novateurs du café au Kivu* [SCPNCK], COCAL, and ALPHA NEW with 5,486 members), ten focal points in one large cooperative (*Solidarité pour la paix et le développement* [SOPADE] with 1,323 members), and four smaller cooperatives that belong to the larger cooperatives (COCASCA, AMKA, AMANI, and CAPECKI).

resilient. In nine of the same 12 FGDs, participants agreed that the CFC had increased their ability and opportunity to express their opinions in a public or professional setting.

### **Dried Bean Value Chain**

It was initially expected that SVC's principal local partners would be its direct beneficiaries. Since the DFSAs were focused on rebuilding basic food security (not production for the market), SVC shifted the focus of its outreach to the POs and businesses producing and marketing dried beans, including the Association of Small Cross-Border Traders (ACT). While this approach was effective in linking POs to new buyers, it was not scalable. To increase potential for scale-up, and plant the seeds for the long-term sustainability, SVC shifted its capacity building from individual market actors to UOs to provide market systems support to their members. In January 2020, SVC signed capacity building memoranda of understanding (MOUs) with ten of the most important platform/apex organizations working in the VC. This included nine apex groups working with the bean and soybean POs, the principal apex organizations (or platforms) working with the bean and soybean sellers, and ACT.

Early evidence of progress in the dried bean sector by IR and sub-IR is summarized below, including results from the KIIs/FGDs, CATI survey, and online survey of 120 key informants at SVC implementers, DFSAs, other USAID projects, concessionaires and private enterprises, deconcentrated government services (DTS) officials, and USAID.<sup>29</sup>

**IR 1: Improved agriculture livelihoods among targeted households:** Thirty-nine percent of the 491 CATI bean farmers reported receiving production training.<sup>30</sup> Of these, 91 percent said this production training (from the different sources) had a positive impact on their sales. Online survey respondents similarly agreed or strongly agreed that sales had increased, albeit only 53.5 percent of 120 respondents.

Evidence of the impact of SVC's nested/apex strategy is the progressive increase in the price received for dried beans at the nine platforms/apex organizations with MOUs (Annex 4). The SVC data show that, although the profit margins were not large (especially for products sold immediately after harvest), prices have been stable and have increased slightly since 2018. SVC's second quarter report in 2020 attributed these higher prices to three factors: 1) higher product quality due to the adoption of proper drying, cleaning, winnowing, and calibration prior to storage in clean sacks on raised pallets with an offset distance from the warehouse walls and rafters; 2) market linkages facilitated by SVC, which enabled buyers to understand and take into account production costs; and 3) aggregation at the point of sale, which increased producers' bargaining power by allowing buyers to purchase in bulk, thereby reducing their transport costs, and eliminating of the need for market intermediaries.

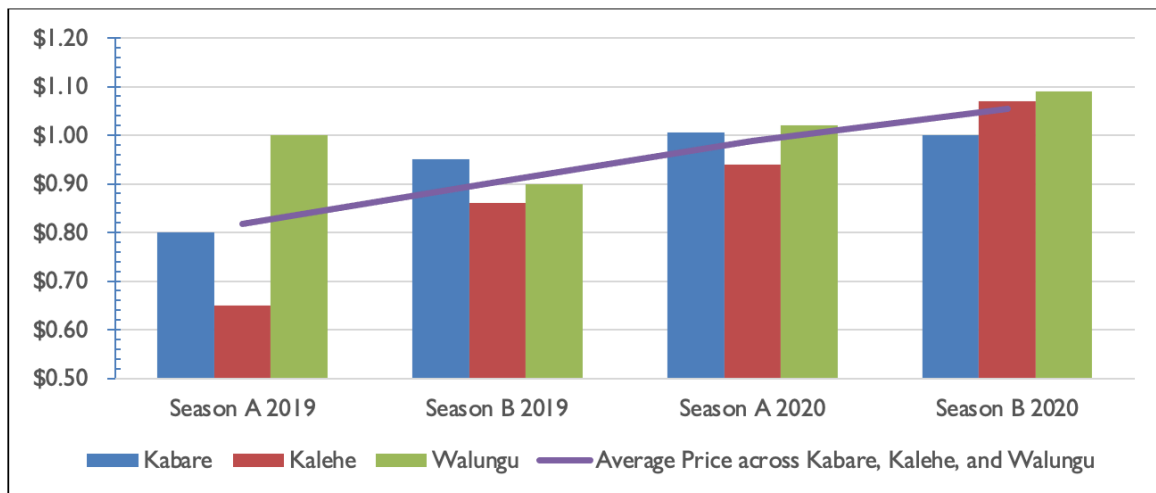
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<sup>29</sup> The 120 online survey respondents do not include FIs or agro-dealers, who were asked a different battery of questions than other stakeholder groups. The questions specifically asked about, among other things, challenges and outcomes in the agricultural and agribusiness sectors. As the large majority of these 120 respondents were working in the dried bean VC, in addition to some who were also working in the coffee and soybean VCs, their responses are considered an adequate proxy for perceptions about the dried bean VC.

<sup>30</sup> It is unclear how much of this training was provided by the DFSA, other projects, or CFC focal farmers and farmer trainers since improved practices for intercropping with beans were an integral part of the CFC curriculum.



**Figure 4: Trajectory of Dried Bean Sales Prices by Season and Territory (\$US per Kilogram)**



Source: SVC.

The above findings were corroborated by the 491 bean farmers responding to the CATI Survey, 78 percent of whom reported receiving higher bean prices than the previous year. CATI survey findings also indicate that activity support—combined with other USAID and non-USAID-funded initiatives that are promoting dried bean production—is encouraging bean farmers to consider investing in yield increasing production practices (predominantly through village savings and loan associations [VSLAs] and bank credit) and strengthening their access to dried beans for home consumption. In contrast, only 28.8 percent of 120 online survey respondents agreed or strongly agreed that prices in the sector had increased.

Participants in 25 KIIs/FGDs cited a number of instances in which they claimed activity assistance had contributed to improved performance at the farm level in terms of dried bean production, quality, sales, and income. These instances were not universal across KII/FGD participants but occurred with sufficient frequency to suggest that some traction was being achieved under IR 1 by the evaluation mid-term.<sup>31</sup>

**Sub-IR 1.1: Increased use of improved agriculture practices and inputs:** A recent SVC internal study estimated the average SVC beneficiary’s yields at 350 to 450 kg/ha versus more intensive demonstration plots with yields of 1,025 kg/hectare (ha) or higher on some of the National Agricultural Study and Research Institute (INERA) field trials. DFSA and SVC staff attributed this result to farmers’ weak access to improved seed, inputs (including land, equipment, tools, seeds, and chemicals), and improved production practices and the limited application of appropriate fertilizers (either chemical or organic), which are required due to degraded soil fertility. Since bean production is a DFSA responsibility, SVC is not required to track bean yields. SVC staff, however, report that yields average 350 to 450 kg/ha with local varieties. Since most dried bean production in South Kivu is intercropped, these values would likely be higher. Staff report that the best producing bean variety, RWR 1668, registered an average yield of 1,336 kg/ha in demonstration trials. In demo plots, HM21-7 yields averaged just over 1 metric ton (MT)/ha (1,025 kg/ha), while the same variety in farmer’s fields averages only 400 kg/ha, which staff attribute to an issue with seed.

Among CATI survey respondents, 86 percent of 491 dried bean farmers who received production training reported that they were implementing this training, 96 percent reported that the training has improved their bean production, and 99 percent indicated an interest in increasing their bean production. In the online survey, 74.1 percent of 120 respondents agreed or strongly agreed that farmers had increased their product quality. Less positively, only 48.3 percent of 120 online respondents agreed or strongly agreed

<sup>31</sup> 11/20 SVC, 12/23 UOs, 2/7 CPEs; 25/50 total.



that farmers had increased their access to quality inputs. Evidence that inputs access and usage in the VC was increasing in the KIIs/FGDs was limited to seven KIIs/FGDs,<sup>32</sup> rather lack of access to inputs was cited as a persistent challenge across multiple KIIs/FGDs and stakeholder groups.

**Sub-IR 2.1: Improved market linkages and information systems:** Fifty-five percent of 120 online survey respondents reported that farmers had increased their number of commercial linkages or their access to market information (Table 4). Thirty-eight percent reported that farmers had increased the number or diversity of markets where they were selling or were being rewarded for higher quality with higher prices. In the same vein, the majority of the 491 CATI survey respondents continue to sell to low value-added buyers, including 29 percent to traders at the farm gate and 65 percent in local markets. Only 24 percent sold their beans via bulk managed sales through an association and 2 percent to a processor.

**Table 4: Market Linkage Outcomes in the Agriculture and Agribusiness VCs (N=120)**

Improved Market Linkage Outcomes	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
Commercial linkages	5.0%	10.9%	21.0%	37.8%	17.6%	7.6%
Access to market information	4.2%	16.0%	24.4%	34.5%	10.9%	10.1%
Number/diversity of markets	4.2%	20.3%	27.1%	34.7%	3.4%	10.2%
Prices for higher quality	7.6%	16.1%	24.6%	32.2%	5.9%	13.6%

Source: Online survey with SVC, IPs, USAID, collaborators, and clients receiving TA.

Participants in 30 KIIs/FGDs did indicate a number of instances in which they were able to form new market linkages indicating that the activity has made at least limited inroads in this area (although the lack of commercial linkages was a persistently cited challenge among KII/FGD respondents).<sup>33</sup> The crop records that SVC has used to monitor the facilitated sales and crop storage activities of its cooperatives and concessionaires with signed MOUs show that there are a growing number of concessionaires that are facilitating leveraged sales for the beans grown adjacent to their concessions.

**Sub-IR 2.2: Improved post-harvest storage and processing:** Twenty-eight percent of 491 CATI bean farmers reported receiving formal post-harvest training.<sup>34</sup> Of these, 86 percent reported implementing the training, 84 percent said training positively affected their production, and 82 percent said the training positively affected their dried bean sales. Sixty percent of 120 online survey respondents said farmers had adopted improved post-harvest practices compared to 36.5 percent who said that farmers had increased storage and warehousing or the bulking of products for sale (Table 5).

Evidence about the short-term impact (3-5 years) of SVC model of cascade training (i.e., one individual from a group is trained and then cascades this training to other members of his or her PO) comes from SVC's monitoring of post-harvest training and retraining of focal persons working with the FSP DFSA. Data on 20 POs trained and retrained between 2018 and 2020 showed that one-third of the trained POs produced 27 percent more beans for market, a 250 percent increase (on average) for the POs.

<sup>32</sup> 2/20 SVC, 4/23 UOs, 1/7 CPEs; 7/50 total.

<sup>33</sup> 5/20 SVC, 13/23 UOs, 2/18 CBGs, 5/7 CPEs, 3/10 IPs, 1/7 CTAs, 1/5 DTS; 30/90 total.

<sup>34</sup> Some of the PHH training farmers reported receiving was the training provided by the CFC; 97 of the 136 farmers who received PHH training also reported participating in the CFC. It is also possible that farmers' participation in the CFC has built their understanding of market systems in a way that is cross-benefiting other VC activities (like dried beans) in the farming system.

**Table 5: Post-Harvest Outcomes in the Agriculture and Agribusiness VCs (N=120)**

Improved Post-Harvest Practices Adopted	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
Post-harvest practices overall	1.7%	12.0%	16.2%	47.0%	12.8%	10.3%
Storage and warehousing	7.6%	13.6%	31.4%	31.4%	5.1%	11.0%
Bulking	7.6%	18.6%	23.7%	33.1%	3.4%	13.6%

Source: Online survey with SVC, IPs, USAID, collaborators, and clients receiving TA.

**Sub-IR 2.3: Improved access to finance:** Seventeen percent of 120 online survey respondents agreed or strongly agreed that farmers had increased their access to finance, while only 5 percent of 491 CATI respondents have received a loan from a bank or MFI. More positively, SVC assisted 19 concessionaires with which it has an MOU to develop business plans for large infrastructure investments in the dried bean sector. One concessionaire with a reportedly good chance of being funded in FY 2021 has the potential to sell to the growing urban semi-processed bean market in the DRC, the first from South Kivu to do so.

To date, only one non-coffee client, *Programme d'Appui aux Vulnérables* (PAV), has received a loan of \$11,000 from Equity Bank through the DCA guarantee. SVC has assisted one concessionaire to prepare a plan for a large industrial bean processing plant that has a good chance of being funded, which SVC is optimistic will—if fully operationalized—open a new range of value-added processing options (and higher prices) for its current dried bean clients. FINCA's preferred clients are market women, transporters, and value-added processors within a 30 to 50 kilometer (km) radius of their nearest branch offices

**Sub-IR 2.4: Increased capacity of agriculture-related producer groups, organizations, and enterprises:** Of the 457 coffee farmers who belong to a PO, their PO is providing more services than before the CFC in 39 percent of cases, fewer services in 49 percent of cases, and the same amount of services in 10 percent of cases. At the same time, 45.5 percent of online survey respondents agreed or strongly agreed that management and governance of the VC has improved, while one-third of respondents agreed or strongly agreed that investment within the VC had increased.

There is, however, evidence that PO capacity is developing in certain cases. Out of 49 POs that were included in the recent (September 2009) POSA survey, 52 percent had already attained the activity target of 61 percent of the basic capacity needed to organize group sales and services for their members and an additional 30 percent were approaching that goal. In contrast, only four of the 22 (18 percent) POs with a POSA score of 61 or over had 75 percent or more of their members contributing to the financial operation of the group, which is the SVC's threshold to ensuring long-term organizational sustainability.

**Sub-IR 3.2: Increased awareness of and commitment to essential nutrition-promoting practices:** Ninety-four percent of the 136 CATI survey respondents answering the question said that SVC's SBCC messages were incorporated into the post-harvest handling (PHH) training and had increased their awareness of the nutritional benefits of consuming biofortified beans. Further, participants in 18 of the 22 community-based FGDs stated that SVC SBCC messaging on the radios had made them more aware of the health benefits of consuming soybeans and dried beans.

**Sub-IR 3.4: Improved access to diverse and nutritious foods:** Twenty percent of the 491 bean farmers in the CATI survey grow beans for household consumption, while 63 percent grow for household consumption and sale. On average, the bean farmers reserve 50.6 percent of their bean crop for home consumption. SVC facilitated access to biofortified seeds for 6,800 of the territory's most vulnerable households, including three-year land leases that appear to be increasing the sharecroppers access to food and income from SVC-facilitated sales.<sup>35</sup>

<sup>35</sup> Since the ET was unable to interview any sharecroppers directly, this statement is based on typed excerpts from the logbooks the concessionaire managers are keeping and interviews with the SVC and Federation of Businesses of the Congo (FEC) staff who had face-to-face contact with the sharecroppers they were training and assisting.

**Cross-Cutting IR: Gender, youth, and social inclusion:** Sixty percent of 129 online survey respondents agreed or strongly agreed that gender equity and women’s socio-economic had improved in the agricultural and agribusiness sector related to dried bean production, while just over one-half (50.9 percent) agreed or strongly agreed that social inclusion had improved in the sector.

### **Soybean Value Chain**

Since 2018, SVC has used the same half VC strategy (focused on post-harvest support) for the soybean VC to support smallholders’ production of and access to soybeans, the second nutritious food that SVC was contractually obligated to support. USAID’s interest in including soybeans in the three targeted VCs was motivated by its nutritional potential and evidence for successful scale-up in adjacent countries. Soybean activities included mapping the key soybean actors (*i.e.*, producers, processors, national and international sellers) in the three territories in addition to the following.

**IR 1.1:** 1) Debriefing research findings with input suppliers on deficits in agricultural inputs (*e.g.*, fertilizer and seed); 2) launching a public awareness campaign with MC, PAV, and COOPANYA to generate demand for improved bean and soybean seed; 3) identifying POs interested in developing soybean production; 4) producing a cost of production study showing that unit costs in the DRC were high and uncompetitive in regional markets; and 5) developing a handout recommending timing for agricultural inputs.

**IR 2:** 1) Conducting studies of storage practices and other key constraints and opportunities; 2) exploring institutional market opportunities with the World Food Programme (WFP), Food and Agriculture Organization (FAO), United Nations Children’s Fund (UNICEF), large mining companies, and the army as a basis for developing market linkages with SVC-supported POs and concessionaires,<sup>36</sup> 3) organizing studies to explore opportunities in the poultry industry and facilitation of sales contracts with poultry producers; 4) facilitating linkages between local producers to supply local processors and buyers (including a trade fair); 5) supporting POs and cooperative training in post-harvest processing and marketing, including warehouse management; 6) developing a fact sheet on dried bean and soybean production for banks and MFIs; and 7) organizing business to business (B2B) events to promote soybean seed sales.

**IR 3:** 1) Promoting the nutritional value of producing and consuming dried bean and soybean products in trainings and B2B events; and 2) supporting SBCC radio spots to promote the nutritional value of producing and consuming dried bean and soybean products, monitored by 19 LCs.

As of the second quarter of FY 2020, 18 market actors (concessionaires, POs, and cooperatives) produced 41,209 kg of soybeans and sold 30,780 kg; 86 percent of these sales were from one apex organization, *Communauté Locale de Développement* (CLD) Birava. Over the same period, these 18 actors produced 76.4 MT of dried beans, 57 percent of which were sold, and 30 percent of which were stored for later sale.

Despite this limited scale-up in soybean production and sales, 93 percent of 28 community-based producer groups who responded to the “mini-survey” on SBCC messaging stated that SVC’s promotion of soybeans in PHH trainings and SBCC radio spots had increased their interest in growing and consuming soybeans.

### **4.1.3 Conclusions**

Although SVC’s organization into components has helped it to pilot and scale up a number of promising initiatives in the face of major external challenges, the same structure is less adapted to developing the types of rapid scale-up and stakeholder collaboration that will be needed during the activity’s next phase. That SVC’s contract restrictions and budget were inadequate to support all of the field activities they were expected to perform, because it was expected that these services would co-supported by the DFSA and other USAID-funded projects, was perhaps the most important cross-cutting factor that adversely

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<sup>36</sup> This led in FY 2018 Q3 to the development of a PPP that contacted private companies and public institutions to develop bean and soybean partnerships.

affected its effective collaboration with other USG-funded projects. Promoting more effective coordination and collaboration with other USAID-funded projects will require hiring additional field staff as well as developing better mechanisms for joint planning, executing, and co-reporting and reinstating some of the original mechanisms that USAID had proposed to facilitate interproject coordination and collaboration.

SVC's coffee strategy is increasing community-based stakeholders' access to more diversified sources of income by linking them to the specialty coffee VC, which has higher, more stable prices than conventional coffee production in the DRC. These activities strengthen social inclusion in the VC by facilitating women's and youth's access to the CFC training. They further facilitate farmers' access to nutritious foods via improved biofortified seed for use in intercropping. SVC is promoting biofortified seed as a critical element of its proposed package of intensive organic production practices and is reinforcing through SBCC messaging (via radio and trainings about the nutritional benefits of consuming beans and soy products).

SVC's support for building bean farmers' capacity for post-harvest processing and marketing—combined with other USG-funded projects that are promoting dried bean production—is encouraging bean farmers in SVC-supported POs to consider additional investment in yield increasing production practices (through VSLAs and bank credit) and strengthening smallholders' access to dried beans for home consumption.

Despite SVC's efforts to promote the soybean VC in parallel to the dried bean VC, the scale-up and impact of these efforts on smallholder income and livelihoods have been limited due many of the same issues that constrain dried bean sales, including low crop productivity and limited access to higher yielding seeds. Other soybean-specific constraints include the fact that, unlike dried beans, soybeans are almost exclusively grown for sale, there is very little access to the types of processing equipment that smallholders would need to access the domestic market in DRC, and soybean production issues are not currently a priority of the DFSA or any other donor-funded project in the Eastern Congo. Nonetheless, there appears to be emerging interest in promoting soybean production and processing in some of the community-based bean producer groups because of SVC's active promotion of the nutritional returns to farmers growing and consuming soybean products during all SVC training workshops and SBCC radio spots.

## **4.2 EQ 2: IN WHAT WAYS HAS SVC'S COLLABORATION WITH OTHER USAID ACTIVITIES EFFECTIVELY CONTRIBUTED TO THE SUB-IRS IN THE SHARED RESULTS FRAMEWORK AND THE SHARED CONTRACT TARGET?**

The USAID/DRC TO 3 strategy for South Kivu anticipated that all USAID-funded activities would be co-located in Kabare, Kalehe, and Walungu and would collaborate for the achievement of the 13 Sub-IRs in the shared results framework. Collaboration among the various parties, however, has not unfolded as envisioned. In the online survey, 62.5 percent of 76 respondents representing activity IPs, DFSAs, other USAID projects, and USAID agreed or strongly agreed that SVC was collaborating with the DFSAs, although fewer (56.9 percent) felt that this collaboration was contributing to activity objectives. Respondents were more pessimistic about the extent and usefulness of collaboration between SVC and other USAID projects, with 44.5 percent agreeing or strongly agreeing that they were collaborating and 46.5 percent agreeing or strongly agreeing that this collaboration was contributing to activity objectives. (About 20-25 percent were neutral.) KII and FGD participants from the same stakeholder groups also characterized SVC/DFSAs collaboration as poor, attributing it to different programming approaches at SVC and the DFSAs and to poor communication/synchronization between them, in addition to other factors.

### **4.2.1 What Are Some of the Difficulties the Activity Has Faced Coordinating Activities?**

**Lack of USAID TO 3 coordination:** USAID/DRC did not establish an internal mechanism to coordinate activities across its TO 3 portfolio.<sup>37</sup> It anticipated establishing a TO 3 coordination unit to facilitate joint programming, coordination, and monitoring and opening a sub-office in the Eastern DRC

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<sup>37</sup> 2/20 SVC, 3/6 USAID; 5/26 total.

staffed with provincial coordinators. This sub-office was expected to act as USAID's relationship manager with provincial governments, civil society, and faith-based and private-sector leaders and coordinate interactions between provincial authorities, TO 3 IP working groups, and TO 3-level field monitoring and evaluation (M&E) staff. USAID anticipated backstopping this TO 3 collaboration by 1) hosting quarterly bi-annual IP meetings by province, including GDRC representatives, and periodic thematic meetings for IPs implementing activities in the same or similar technical sectors; 2) sharing French translations of all IP quarterly and annual reports and work plan summaries with the GDRC during IP bi-annual meetings; 3) coordinating IP data collection; and 4) conducting joint monitoring trips in the field with representatives of different operating units.

The TO 3 team, however, was never formalized. The satellite office was never opened, and provincial representatives were never recruited. Security protocols limited Mission personnel travel to Goma. Responsibility for monitoring and coordinating activities reverted to the Monitoring, Evaluation, Coordination, Contract (MECC) contractor in South Kivu, until it closed its operations there in 2018 and reverted to remote third-party monitoring from Kinshasa. Early in the activity, USAID did facilitate meetings with IPs, but did not do so regularly with provincial governments and deconcentrated technical services as it expected IPs to host these meetings. Multiple attempts were made by SVC and the DFSAs to organize these meetings, but they never gained traction. The lack of central coordination made it difficult to facilitate the envisioned coordination between SVC and the DFSAs.

**Delayed and difficult project start-ups and TIP sanctions:**<sup>38</sup> The lack of coordination was exacerbated by two factors. First, the Integrated Youth Development Activity (IYDA), Integrated Governance Activity (IGA), and Integrated Health Project (IHP) each had delayed and difficult start-ups. Second, the USG's sudden imposition of TIP sanctions in early FY 2019 forced IGA and IHP (SVC's key partners for Sub-IRs 2.5, 3.1, and 3.3) to shut down for four to six months, temporarily suspending collaboration with key provincial technical services, while they recentered their activities from providing direct support to the GDRC. This created unanticipated challenges for SVC's relationship with the provincial government since the USG never sent an official communication on the sanctions nor explained why certain projects (like the DFSAs) were exempted but SVC was not.<sup>39</sup>

**Lack of synchronization with the DFSAs:**<sup>40</sup> In the original SVC contract, the two DFSAs were expected to be SVC's closest partners and the principal agencies responsible for activity interventions in the dried bean and soybean VCs. This collaboration was made difficult by several factors:

- € The DFSAs' initial focus was on building household food security for vulnerable populations, not on increasing the households' commercial production and market engagement. This was very different from the initial focus and activity targets that USAID/DRC set for the SVC contract.
- € Neither DFSA included a market systems expert. This made it difficult for them to anticipate the types of support and collaboration needed during the early activity phases to expand beneficiaries' access to VC support once the stakeholders had attained a certain level of basic food security.
- € The DFSAs started one year before SVC and, during that time, made decisions about which VCs they would support, which were out of sync with the three targeted VCs in the SVC contract.

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<sup>38</sup> 2/20 SVC, 1/10 IPs, 1/5 DTS, 2/6 USAID; 6/41 total.

<sup>39</sup> Although the TIP sanctions were imposed in November 2018, the projects did not feel their effects until March 2019. A waiver was issued in FY 2020 for Eastern DRC, principally due to the Ebola Outbreak. DRC was reclassified from Tier 3 to Tier 2 for TIP in July 2020 (Source: Personal communication SVC Staff). Three of the six FGDs with local, regional, and provincial DTS felt (in large part because of the TIPS sanctions) that they were insufficiently involved in the SVC strategy, planning, and on-the-ground activities in their areas.

<sup>40</sup> 5/20 SVC, 2/12 CFCs, 3/10 IPs, 4/6 USAID; 14/48 total.

- ⊘ The SVC contract was never amended to reflect the shifts in DFSA priorities in terms of targeted VCs. The DFSAs' decision not to support soybeans weakened the impact SVC's post-harvest support for soybeans since no other project was addressing the low productivity of the VC.
- ⊘ The SVC contract was approved with no budget line for field staff in the dried bean and soybean VCs because it was expected that these services would be provided by the DFSAs. Since the SVC's targets, priorities and annual work plan targets were very different from the DFSAs', the DFSAs were not always willing to accommodate this support.
- ⊘ Neither partner had clear guidance in its contract about how this partnership would be managed nor the processes that would be used to co-report or receive credit for this collaboration.
- ⊘ The implementation areas for SVC and the DFSAs only partially overlapped (see Figure 3), which shows the geographical overlap between the five groups of "nested" apex organizations collaborating with SVC on market systems development and the DFSAs).<sup>41</sup>

**Lack of territory-based field staff and offices:**<sup>42</sup> Another factor impeding collaboration was that SVC did not have territory-level offices or staff, except the 20 coffee development officers (CDOs) supporting the coffee VC in South Kalehe and Kabare. The DFSAs' administrative and training staff agreed that this made it difficult for SVC to follow up on its trainings and made field coordination more difficult. Despite the difficulties involving collaboration, the ET found evidence for both formal collaboration and informal areas of overlap between SVC and the two DFSAs that are likely to *"increase household incomes and access to nutrient rich crops by linking smallholder farms to strengthened and supportive market chains services."*

### Formal Collaboration

**Linkages between SVC and DFSA through TA and Training:** Since FY 2018, SVC has 1) supported the training and retraining of 50 staff from other USAID-funded projects to help them work more effectively with FIs (Annex 10); 2) supported basic training of 47 FSP DFSA staff associated and two FH DFSA staff on post-harvest processing and market linkages; and 3) supported the training and retraining of 31 FSP DFSA staff in GALS between FY 2018 and June 2020 (Annex 11). Although SVC staff facilitated other PO trainings, most of these were not co-tracked by the DFSAs and SVC, the exception being the training and retraining of 54 POs with the FSP DFSA that included 1,865 direct beneficiaries. SVC has since experimented four times since with MC and/or WV on sharing funds to train POs in Kabare and Kalehe.

**Linkages between the SVC GALS training and the DFSAs:** Since SVC expected to work with the DFSAs on gender, a number of the first generation GALS trainees included DFSA staff and community agents from the DFSA-supported VSLAs.

**Linkages between the SVC's financial training for MFIs and banks and capacity building for DFSA POs:** Since FY 2018, SVC has organized training workshops for 50 DFSA staff and other USAID projects on helping the POs they support to access loans from the two banks covered by the USAID-funded DCA. To date, however, few of these groups have benefited from improved access.

### Informal Areas of Overlap

**DFSA beneficiaries associated with SVC supported bean/soybean apex groups:** A recent SVC internal study estimated that 20 percent of the 208 POs attached to the nine SVC-supported apex organizations have members who are also working with a DFSA. There exists geographical overlap between SVC and the DFSAs in the six market poles (or aggregator markets) that have been the focus of

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<sup>41</sup> Although SVC's decision to push its coffee support into North Kalehe made sense because this is one of the most developed areas in South Kivu for coffee, this is an area where there is no DFSA. This decision left the Walungu territory (which had a DFSA but a less developed coffee sector) with no direct SVC support for coffee. Two-thirds of the FH DFSA is in the territory of Tanganyika where SVC was not slated to work.

<sup>42</sup> 4/20 SVC, 3/10 IPs, 2/6 USAID; 9/36 total.



SVC's technical support (see Figure 3). Specifically, five of seven trader associations belonging to ACT and working with SVC overlap with the two DFSAs; seven of nine SVC-supported cooperatives with signed MOUs overlap with the DFSAs; and eight of 15 cooperatives belonging to RCPCA overlap with a DFSA. All 20 of these groups (and their member POs) are close to and/or based in the six market poles.

**DFSA beneficiaries are associated with the SVC CFCs:** A second SVC internal study found that 40.6 percent of CFCs in Kabare have members participating in DFSA activities. Twenty-four percent of CFC participants are DFSA clients and 4.4 percent have participated in a DFSA farmer field school (FFS). In South Kalehe, 82.7 percent of CFCs have members participating in DFSA activities; 83 percent of CFC participants are DFSA clients, 25.2 percent have participated in a DFSA FFS, and 26 percent belong to a DFSA-supported cooperative or PO.

**DFSA members and former Development Food Assistance Program (DFAP)-supported VSLAs are participating in the SVC POs and trainings:** Both the CATI and online surveys found evidence of overlapping participation and synergies between the DFSA VSLAs and the 1) SVC-supported CFC activities and 2) SVC-supported dried bean VC activities. Eighty-seven percent of the CFC farmer trainers and focal farmers reported belonging to VSLAs, while 61 percent of the 491 bean farmers in the CATI survey also belong a VSLA of whom 81 percent use VSLA funds to support their VC activities.

**Linkages between the DFSAs and the SVC gender strategy:** The January 2020 SVC internal assessment found that 85 percent of 389 women interviewed were members of a DFSA VSLA, PO, or youth group, and 54 percent of 112 active and 200+ trained but inactive GALS champions were living in the DFSA implementation areas.

#### 4.2.2 For Which Sub-IRs Has the Collaboration Been Most Effective?

Evidence for effective informal layering and sequencing can be found in the dried bean VC where SVC is providing assistance contributing to IR 1 and Sub-IRs 1.1, 2.1, 2.2, and 2.4 (see Annex 4).

**Formal Collaboration:** Two examples of effective formal collaboration in the dried bean VC include 1) SVC's training and retraining 54 FSP DFSA bean/soybean POs in post-harvest processing and marketing; and 2) collaboration on GALS training. In the first case, the DFSA team cascaded the training to the other PO members and supported SVC's efforts to link these groups to better markets. SVC and the DFSA remained in close contact after the initial training, which enabled SVC to backstop the POs in post-harvest washing, storage and transportation, and market strategies. The impact has been a 47 percent increase in beans per sale from 2019 to 2020. Since FY 2018, SVC has continued to train GALS champions that also work with the DFSAs, although the two DFSAs never developed formal protocols to structure or track the short-term impacts of the training on entrepreneurship or women's empowerment.

**Informal Overlap:** Based on seven FGDs with SVC-supported POs with DFSA members, the primary motivation to participate in the activity is to fetch higher bean prices. The motivation to participate in the SVC concessionaire strategy for landless sharecroppers benefiting from a DFSA is to increase their access to land by getting one of the SVC-facilitated land leases, access improved bean seed, receive more intensive crop extension support, and increase market access. The primary motivation for VSLA membership is to diversify income sources and use VSLA proceeds to invest in VC activities to increase and diversify income. Finally, the SVC SBCC messaging via radio spots and other activity training promoted the nutritional value of consuming beans and soy products, which was complementary to the themes being promoted by the DFSA SBCC messaging in the areas where the two programs overlapped.

#### 4.2.3 Are the results different between sites where collaboration has occurred versus sites where SVC has been working independently?

**Soybean VC:** The DFSAs' decision not to support the soybean VC weakened SVC's efforts to link the more active concessionaires and POs growing soybeans with national and international markets.

**North Kalehe vs. South Kalehe:** While this type of DFSA-SVC overlap is critical in some areas, like South Kalehe, it is less critical in other areas, like North Kalehe, which, relative to South Kalehe, benefited from a series of earlier food security projects, possesses superior agricultural potential, enjoy better access to a major market in Goma, and did not qualify for FFP assistance. In North Kalehe, SVC supported all three VCs but did not support a CFC or collaborate with a DFSA. In South Kalehe it supported the full package of SVC activities and collaborated with the MC/WV DFSA.

Not surprisingly, a disaggregated analysis of the CATI survey found that outcomes among dried bean farmers were, for the most part, the same or higher in North Kalehe than in South Kalehe, where many of the beneficiaries were also working with a DFSA (Table 6). The two exceptions where South Kalehe performed better were the percentage of farmers selling greater than 50 percent of their bean production and selling to an association, which can be attributed to the extensive collaboration between the FSP DFSA and SVC on post-harvest processing and marketing.

**Table 6: Comparison of Outcomes for Dried Bean Farmers in North Kalehe and South Kalehe (N=432)<sup>43</sup>**

Outcome	South Kalehe	North Kalehe
Participate in a VSLA	32%	45% <sup>44</sup>
VSLA is sufficient to sustain or expand production	27%	39%
Interested in biofortified beans	12%	19% <sup>45</sup>
Member of PO	22%	34%
Participated in post-harvest training	11%	21%
Implemented post-harvest training	11%	14%
Post-harvest training increased production	10%	13%
PHH training increased sales to a great or very great extent	10%	9%
Sold 50% or more of their dried bean production	74%	65%
Sold to an association	31%	8%
Sold to a trader at farm gate or the local market	58%	60%

#### 4.2.4 How Can the Collaboration and Identified Gaps Be Improved?

Frequently cited recommendations for improving the current gaps in collaboration are found below.

- Develop better communication channels between SVC and the DFSAs.
- Create signed protocols between SVC and the DFSAs that clarify modes of collaboration, who pays for what, and how the collaboration is tracked and reported to USAID/DRC.
- Give SVC permission to provide more complementary, full support for dried bean and soybean production and other VCs (e.g., vegetables and livestock) the DFSAs consider to be important.
- Add an SVC grant component to complement the small grants program (maximum \$500) for qualified DFSA and non-DFSA initiatives with potential to strengthen VC activities to encourage local banks to take more of an interest in the emerging producer groups and apex organizations.
- Require SVC and the two DFSAs to share their beneficiary databases as was expected in the original SVC contract.
- Ask USAID to reinstate mechanisms for facilitating collaboration by ensuring high levels of coordination between the FTF and FFP CORs and Agreement Officer’s Representatives (AORs)

<sup>43</sup> Unfortunately, the CATI survey results made it difficult to find an area where the DFSAs did not overlap with SVC as a basis of comparison. The best proxy found to distinguish the two groups was Kalehe households that received production training (probably from a DFSA) with those that did not.

<sup>44</sup> These VSLAs were supported under previous USAID and non-USAID projects, not one of the current DFSAs.

<sup>45</sup> The CFC in Kalehe promoted trainees using biofortified beans for coffee intercropping.

and other USAID Kinshasa-based offices that oversee other USAID projects, which are increasingly reengaged in the territories (i.e., the IHP, IGA, IYDI, and USAID loan guarantees).

#### 4.2.5 Conclusions

To date, SVC has not been successful in building the types of formal collaboration with the DFSAs that were envisioned in SVC's original contract. There is evidence, however, from areas where SVC successfully developed this type of structured joint programming (with the FSP DFSA for post-harvest training and GALS training) that this type of collaboration can complement the DFSA's investment in ways that can contribute to the achievement of the higher-level goals in the shared results framework. Where these income diversification activities have overlapped with SVC training in post-harvest processing and market linkage training, this has contributed to the activities objectives by linking smallholder farmers to stronger and more inclusive VC activities and supportive market services. One of the primary challenges of the next phase will be to accelerate and potentially scale up this type of overlap by making it more formal and strategic as originally envisioned in the USAID/DRC CDCS and the SVC contract.

### 4.3 EQ 3: TO WHAT EXTENT DID SVC ADDRESS THE ISSUE OF INCREASED GENDER EQUALITY AND INCREASED WOMEN'S ECONOMIC EMPOWERMENT IN TARGET COMMUNITIES?

#### 4.3.1 What Approaches Have Been Most Effective?

SVC's original goal was to double the number of women in leadership positions in supported organizations through trainings, awareness raising, focused advocacy, and targeted mentoring activities. Consequently, SVC targeted organizations open to women in leadership positions and helped them build women's leadership capacity with organizational capacity support, which it reports on quarterly and annually.

Following examples of best practice in other countries, the SVC model used a two-workshop process for training community-based leaders, or GALS champions. During each workshop, SVC's GYSI team engages trainees in participatory exercises to identify the root causes of inequalities. Participants identify social norms related to women's and men's roles, responsibilities, rights to resources, and abilities to make strategic decisions as key limiting factors. Through a visioning exercise, men and women identify pathways to challenge norms about gender roles, responsibilities, and unequal access to and control of resources. In FY 2018 and FY 2019, the first two workshops were offered one year apart with monitoring/mentoring at the six-month mark. Starting in FY 2020, SVC compressed the timeline to six-month intervals with monitoring/mentoring at the three-month mark.

As of June 2020, SVC's Component 5 team had provided GALS training to 103 senior government officials, concessionaires, and USAID-funded project staff, including 39 SVC staff and 31 staff from the FSP MC DFSA. In the coffee sector, farmer trainers received gender sensitivity training as part of CFC training for Cohort 1 (Kabare) and Cohort 2 (Kalehe), while GALS training was offered to members of the following coffee cooperatives: *La Coopérative des Producteurs du Café de Kabamba* (CPCK), *Société Coopérative des Producteurs Novateurs du café au Kivu* (SCPNCK), Rebuild Women's Hope Cooperative (RWH), COCAII, Kalehe Arabica Coffee Cooperative (KACCO), Kalehe Coffee Cooperative (CCKa), Muungano, Bosco-Mkwidja Women's Coffee, *Regroupement des Agriculteurs et Eleveurs de Kabare* (RAEK), TCC, RUJECAF, Umoja, MABI coffee, and Alpha New.

SVC also trained 353 people in six territorial-level workshops, with 112 of these trainees becoming GALS champions. The GALS champions in turn trained another 1,669 people (65 percent women). SVC has relied on this network of 112 GALS champions (and another 200+ GALS champions trained but not working as TOT trainers) to stay in touch with former trainees to facilitate their integration into SVC activities and to track their progress implementing the action plans developed during the GALS training.

With regards to SVC's gender objectives more generally, the activity has reached or exceeded its life of activity (LOA) targets for the following two gender indicators:

- € *Indicator 28:* As of June 2020, 49 percent of the 15,403 people who participated in the SVC-sponsored trainings were women (98 percent of the LOA target of 50 percent).
- € *Indicator 29:* As of September 2020, the percentage of women in leadership positions in targeted POs, cooperatives, and businesses was 35 percent (117 percent of the LOA target of 30 percent). The recently completed POSA of 51 POs and cooperatives found that 183 of 522 leaders (35 percent) were women, and of these, 113 (62 percent) held top five key posts in their organization.

**Online survey:** Sixty-four percent of 189 online survey respondents—including 68 percent of 76 survey respondents affiliated with SVC, other USAID projects, and USAID—agreed or strongly agreed that the activity has positively impacted gender equity and socio-economic empowerment, which ranked as the fourth (out of 20) in the list of impacts identified by online survey respondents who agreed or strongly agreed that the activity had improved gender equity.

Of the 20 female farmer trainers responding to the online survey, 80 percent said that the CFC training had increased their coffee production (compared to 88 percent of men), 55 percent said the training had increased their sales (compared to 74 percent of men), 55 percent said the training had increased their income from coffee production (compared to 74 percent of men), and 70 percent said the training had improved gender equity and women’s socio-economic empowerment (compared to 65 percent of men).

**CATI survey:** The CATI survey asked 174 GALS participants to rank the short to medium-term impacts of the GALS training. Their responses are summarized below.

*Effect of GALS Training on Intra-Household and Community Empowerment*

- € Eighty percent said the training increased sharing in household decision-making.
- € Sixty-four percent said the training increased sharing of domestic and agricultural tasks.
- € Sixty-one percent said the training changed how the household interacts with the community.
- € One hundred percent said the workshops had helped them to better understand how they and their families could personally benefit from the SVC project.

*Effect of GALS Training on the Community*

- € Seventy-four percent said the training increased shared financial decision-making in farming families.
- € Sixty-five percent said the training had increased labor equity within farming families.
- € Sixty-eight percent said women are no longer noticeably absent and removed from the produce sales that sustain their families, despite their performing a majority of the home and farm labor.

*Sharing Gender Messages*

- € Ninety-five percent met with other community members to help them understand gender relationships, approximately 25 percent with 1-10 people, 30 percent with 11-30 people, and 40 percent with more than 30 people.<sup>46</sup>
- € Twenty-seven percent of those who met with other people to discuss gender relationships did so during workshops they organized, 50 percent did so through face-to-face discussions, and 72 percent did so at community meetings.<sup>47</sup>

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<sup>46</sup> Percentages omit approximately 5 percent of respondents who answered, “don’t know.”

<sup>47</sup> Percentages include people who used two more methods to share gender messages.

## Farming and Other Outcomes

- € A majority of women (and, in most cases, well in excess of a majority) increased coffee production and sales as a result of their participation in the CFC and bean production and post-harvest training. Overall, women in the CATI survey did neither better nor worse than the men. In some cases, the women underperformed the men (i.e., coffee sales and bean production and sales after production training), and in some cases they outperformed the men (i.e., coffee production and bean sales after post-harvest training). Other results of interest include the low PO membership among both sexes in the bean VC, relatively low female VSLA membership in the bean VC, and women's relatively high use of VSLA funds to invest in their coffee production.

**Internal SVC GALS assessment:** In January 2020, SVC conducted an internal assessment of its GALS training for which it interviewed 389 GALS graduates at 12 sites, including 104 in Kabare, 147 in Kalehe, and 138 in Walungu.<sup>48</sup> Sex-aggregated FGDs were used to compare men's, women's, youth's, and adults' perspectives on whether gender roles and relations had shifted and their perception about those changes. One-half of 286 women surveyed reported increased access to productive assets (e.g., land and inputs) to participate in targeted VCs. Text Box 1 summarizes the principal findings in five key domains.

### **Text Box 1: Key Findings of the SVC Internal GALS Assessment**

*Women's access to and control of productive resources to participate in VCs:* Twelve of 117 women interviewed purchased land to build a home. Women reported having greater say over how agricultural land is used. In Walungu, one-quarter of the 104 women have greater input about which crops to plant, including more permanent crops like bananas. Women in the other two target territories, reported similar decision-making patterns regarding decisions about which crops—including dried beans and soybeans—to keep, sell, or donate.

*Women's leadership and ability to make and act on strategic decisions previously denied to them:* Both men and women emphasized the significance of women's increased leadership in household and agricultural decision-making. Over one-third of women across the territories said their husbands were now amenable to making joint decisions about purchasing plots of land, joining VSLAs, and selling or donating food. The same proportion of women said they can now make decisions about starting a commercial activity, joining a VSLA, and paying school fees.

*More women generate, access, control, and manage income:* More than half of men and 61 percent of women reported greater transparency around income and savings, which enabled them to work together towards mutual goals. More than half of GALS participants now invest in agricultural activities that strengthen their resilience, and 43 percent of women started small businesses to generate income. Nearly all women and most men started raising small ruminants and poultry. In Kalehe, women have greater access to income to purchase food and clothing.

*Greater sense of dignity among women:* Sixteen percent of the 286 women surveyed reported a decrease in spousal domestic violence and public humiliation. This change gave them a greater sense of dignity and self-confidence.

*More active participation of youth in VCs:* After participating in GALS, youth are overcoming constraints to access productive assets to participate in SVC VCs. Nearly one-third of 185 youth, including 33 women and 25 men, began commercial agriculture endeavors. To this end, youth negotiated with parents to access land to grow beans, fruits, and other vegetables to sell in local markets. Additionally, 18 members of the youth business group AJP established relationships with Equity Bank to open savings accounts to invest in their agricultural business. GALS participants, with other members of their groups, opened 35 individual accounts and one organizational account.

**KIIs/FGDs:** SVC's gender achievements were tied for fourth place (with the joint SVC-DFSA trainings of the FSP DFSA) as the most frequently cited success story across the KIIs/FGDs with SVC, other USAID projects, and USAID staff.<sup>49</sup> The activity's record on gender integration was ranked as one of its top

<sup>48</sup> Caitlin Nordehn and Bertain Bisimwa Kabomboro. 2020. Technical Brief: Transforming Gender and Social Norms to Increase Economic Growth in South Kivu. Bukavu: SVC for USAID. August 2020.

<sup>49</sup> The most frequently cited were the FSP DFSA market training and the coffee VC support for local organizational capacity building.

achievements in 13 KIIs/FGDs with UOs, 15 KIIs/FGDs with CBGs and LCs, and all five of provincial, territorial, and local government officials who were interviewed.

Twenty-nine KIIs/FGDs with UOs and CBGs completed a mini-survey asking participants whether GALS was effective in promoting different gender outcomes. Their responses, shown in Table 7, track closely with the results of SVC’s internal GALS assessment and the CATI survey discussed above. Note that the responses in the table reflect the consensus of the group, not individual responses.

**Table 7: Effectiveness of GALS in Promoting Gender Outcomes**

Gender Outcome	Yes	No	Don’t Know
Providing a participatory learning system	20	0	9
Strengthening the facilitation, monitoring, and planning capabilities of GALS champions	18	1	10
Introduction of GALS for targeted players in the VC	18	0	11
Supporting VC players to achieve individual, household, and group visions	19	1	9
Integration of gender and social inclusion in coffee-washing station activities through POs	22	1	6
Strengthening women’s leadership and ability to make business and household decisions	24	1	4
Strengthen women’s ability to generate, access, and control income	24	1	4
Significant change in women’s strategic decision-making and empowerment	23	2	4

Source: Mini-surveys with UOs and CBGs.

**New enterprise development:** SVC internal records indicate that, as of April 2020, SVC’s GALS participants created 562 new micro, small, and medium-sized enterprises (MSMEs), including 357 new livestock enterprises and 205 sole-owner commercial activities. Livestock enterprises started small with guinea pigs, rabbits, ducks, and poultry and progressed to pigs, goats, and cows.

**Employment creation for women:** Of the 357 new livestock enterprises and 205 MSME commercial activities, 38.4 percent and 47.3 percent, respectively, are women owned. Commercial activities are mostly food related, with the selling of beignets, bread, fish (both fresh and salted), cassava flour, beans, and soybeans as the top activities. In Walungu, commercial activities are centered on horticultural crops. Women along trafficked roads also began selling fuel products, such as gasoline and diesel fuel.

**Employment creation for youth aged 34 or younger (male and female):** Of the 562 new MSMEs created, 54 percent were created by youth, including 169 new livestock enterprises,<sup>50</sup> 94 new commercial activities,<sup>51</sup> and 10 new farming enterprises (land purchases).<sup>52</sup>

**Access to finance:** The above achievements are notable in that none of the start-up capital for these MSMEs was provided by SVC. Some youth and women started their activities with money from a DFSA-funded VSLA, some used the cash they received as a per diem for the training sessions, and some used savings generated by lifestyle changes. This start-up capital was usually small (less than \$50 per person) that participants invested and then compounded over time by reinvesting monies earned in one economic activity into the expansion of that activity or diversification into other income-generating opportunities.

**Savings:** GALS training also impacted saving behavior. According to SVC’s internal tracking, the training encouraged 80 youth to join a VSLAs, including 29 (25 percent) of 117 youth interviewed in Walungu,

<sup>50</sup> Guinea pigs, rabbits, ducks, pigs, and goats, 53 in Kabare, 64 in Kalehe, and 52 in Walungu.

<sup>51</sup> Trade in milk, beans, donuts, bread, dried and grilled fish, drinks, cassava flour, soybeans, vegetables, and fruits, 28 in Kabare, 40 in Kalehe, and 26 in Walungu.

<sup>52</sup> Two in Kabare, six in Kalehe, and two in Walungu.



35 (24 percent) of 146 youth interviewed in Kabare, and 26 (18 percent) of 147 youth interviewed in Kalehe.<sup>53</sup>

**Women’s empowerment:** Out of the 171 CATI survey respondents who participated in the GALS training, 80 percent said the training reduced conflict within their household by promoting increased sharing in household financial and decision-making. Another 65 percent said the training has increased labor equity within farming families; and 68 percent said women are no longer noticeably absent from the produce sales, which sustain their families despite performing a majority of the home and farm labor.

KII/FGD respondents attributed SVC’s strong gender performance to two factors. First was the activity’s successful record in recruiting and retaining women for both its Bukavu and non-Bukavu-based staffed positions. Thirty-three percent of activity staff, 40 percent of its technical positions, 32 percent of its field positions, and 50 percent of its senior administrative positions (for national staff) are held by women. Second was the activity’s strict adherence (and monitoring) of gender targets and, when possible, youth targets for its trainings.

### 4.3.2 How Can SVC More Effectively Integrate Cross-Cutting Sectors and Gender Considerations into Interventions?

Based on KII and FGD responses and the results of SVC’s assessment of the GALS training, the ET identified five cross-cutting challenges to integrating gender considerations into the SVC activities.

**Challenge 1: Inadequate staffing and co-support from the DFSAs:** There was a lack of back up of GALS champions and trainees due to inadequate core staffing for gender and inadequate coordination with DFSA gender experts. When the activity started, there was only one gender expert given the expectation that this individual would coordinate with gender experts at the two DFSAs. SVC’s response was to rely heavily on the TOT model offering GALS basic training and results monitoring, identify outstanding trainees to be champions, and offer them training to become TOT trainers themselves.

**Challenge 2: Failure to mainstream GALS trainees at the DFSAs:** Since the DFSA gender experts were struggling to design and execute their gender strategies in FY 2018, they accepted SVC’s offer to provide GALS training for their emerging leaders. Nonetheless, they did not mainstream these leaders into their gender strategies nor communicate or coordinate with SVC after FY 2018, despite SVC’s ongoing efforts to scale up its collaboration with the DFSAs on gender.

**Challenge 3: Inadequate tracking of TOT and cascading training to other PO members and CFC groups:** SVC’s M&E system focused on tracking contractually required indicators. A training database exists and is retained by the SVC M&E team. However, tracking the cascading training by GALS champions has suffered from data validation issues meaning that the depth and breadth of the gender outreach is underreported. This made it difficult for the 20 field agents backstopping the CFCs and senior staff backstopping apex training programs in dried beans and soybeans to determine whether SVC’s TOTs in gender were being cascaded. It also made it difficult to document how the GALS training was overlapping with other USAID projects. The problem was further complicated because the DFSAs did not share their beneficiary group information with SVC as mandated in SVC’s contract. (It is unclear, however, how this information would have been managed and used for strategic planning until the two DFSAs and SVC developed a shared database system with linked global positioning system [GPS] coordinates.)

**Challenge 4: Inadequate PO leadership’s support for youth’s visions:** Many youth (both male and female) were frustrated by the lack of PO leadership’s support for youth’s visions and limited support for women and youth to advance within their POs.

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<sup>53</sup>Bertain Bisimwa Kabomboro and Lyliane Bahati. 2020. *Rapport des Rencontres de suivi (follow up) des anciennes formations Gender Action Learning System (GALS) organisées en territoires de Walungu, Kalehe et Kabare (dès 2018-2019)*. Bukavu: SVC for USAID/DRC, p. 10.

### **Challenge 5: Disproportionately high levels of illiteracy among women PO members:**

Women's relatively high illiteracy levels are another cross-cutting factor limiting their ability to assume senior positions in POs. Unfortunately, none of the tools (including the POSA) used to track group capacity assess literacy levels, as this was not a core area where SVC was expected to intervene.

Senior SVC staff and DFSA staff knowledgeable about GALS made the following four recommendations:<sup>54</sup>

1. Invest in GALS champions' capacities to sustain the gains made through GALS via additional training and incentivizing the champions to continue their voluntary work.
2. Strengthen the enabling environment for women and youth to achieve their visions by scaling up GALS training for POs and developing better systems for monitoring their progress toward gender equality and social inclusion.
3. Increase PO leadership support for youth to facilitate their integration into the existing POs, which is a more feasible way for youth to access resources than creating their own POs, which typically have less capital, smaller social networks, and fewer skills than existing POs.
4. Pilot test new ways that POs and cooperatives can offer literacy training to their members.

#### **4.3.3 Conclusions**

The evidence summarized above indicates that SVC's GALS methodology is an effective approach for empowering women and youth in areas such as access to and control of productive resources; leadership and ability to make and act on strategic decisions; generating, accessing, controlling, and managing income; promoting participation in agricultural VCs; and creating a greater sense of personal dignity. SVC's GALS methodology is well adapted to the DRC's post-conflict transition context because it helps facilitate women and youth and their communities to reimagine gender roles and opportunities, and because it provides a scalable mechanism through the creation of an emerging network of GALS champions for monitoring the effectiveness of the training and providing follow-up mentoring.

SVC's ability to scale up and pilot its GALS methodology has been hampered by 1) a shortage in GYSI staff (only two positions), 2) the lack of territorial-based field officers, and 3) the weak model for coordinating with the DFSAs. The conditions for sustaining achievements by GALS are not guaranteed since they will require a concerted effort to link GALS champions and trainees to women members and leadership of POs and cooperatives and the gender sub-groups of these organizations in cases where they exist.

#### **4.4 EQ 1-C: WHAT ARE SOME OF THE CHALLENGES FACED IN MEETING THE INTENDED GOALS, OBJECTIVES, AND RESULTS? HOW EFFECTIVELY HAS THE IMPLEMENTER DEALT WITH THOSE CHALLENGES? WHAT CAN BE CHANGED TO BETTER MEET GOALS AND OBJECTIVES? / EQ 4: WHAT ARE THE INTERNAL AND EXTERNAL THREATS TO SUSTAINABILITY BEYOND THE LIFE OF THE ACTIVITY FOR THE FOLLOWING COMPONENTS OF SVC? WHAT ARE THE BIGGEST CHALLENGES THAT NEED TO BE ADDRESSED? WHAT OPPORTUNITIES ARE THERE FOR THE MISSION TO BETTER ENSURE SUSTAINABILITY?**

##### **4.4.1 Primary Challenges and Threats to Coffee and Agriculture/Agribusiness Sectors**

Although 74.2 percent of 183 online survey respondents said they were receiving a good or great benefit from working with SVC, and another 74 percent said that SVC's approach to addressing identified challenges was appropriate, only 58.1 percent of respondents felt the conditions for ensuring the

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<sup>54</sup> Many of these recommendations were also made in the SVC final assessment of its GALS training. See Bertain Bisimwa Kabomboro and Lyliane Bahati. 2020. Rapport des Rencontres de suivi (follow up) des anciennes formations Gender Action Learning System (GALS) organisées en territoires de Walungu, Kalehe et Kabare (dès 2018-2019). Bukavu: SVC for USAID/DRC. See also Caitin Nordehn and Bertain Bismwa Kabomboro. 2020. Technical Brief: Transforming Gender and Social Norms to Increase Economic Growth in South Kivu. Bukavu: SVC for USAID. August 2020).

sustainability of the SVC’s results beyond the life of activity were assured (Table 8) due to a number of external and internal challenges that pose threats to the sustainability of activity interventions and results.

**Table 8: Perceived Sustainability of SVC Impacts – Online Survey Respondents (N=183)**

Not Long Lasting	Not Much Long Lasting	Somewhat Long Lasting	More Long Lasting	Very Long Lasting	Don’t Know
4.7%	11.0%	20.3%	30.2%	27.9%	5.8%

Tables 9 and 10 summarize the primary challenges and threats to sustainability identified by both CATI and online respondents. A notable finding in the tables is the broad similarity of responses both between groups for each survey methodology and across the two survey methodologies. Running a Pearson correlation test on the values in Columns 3 and 5 of Table 9 yielded a correlation value of .59 with a statistical significance of .01, indicating a moderately large and statistically significant positive correlation between how farmer trainers and focal farmers ranked the challenges in the coffee sector and how all other stakeholders ranked the challenges in the agricultural and agribusiness sectors more generally.

**Table 9: Primary Challenges and Threats – CATI Survey Respondents**

Challenge/Threat	Percentage Coffee (N=602)	Percentage Dried Beans (N=491)
Lack of access to finance	78%	80%
Lack of access to tools and equipment	69%	60%
Lack of access to land	22%	32%
Lack of agricultural training	30%	18%
Lack of credit facilities (soft loans)	9%	8%

Running additional Pearson correlation tests on the percentage of respondents rating a challenge as big or very big and the percentage agreeing or strongly agreeing that SVC has successfully addressed the challenge yielded correlation values of -.75 with a statistical significance of .001 among CFC participants and -.70 with a statistical significance of .001 for stakeholders in the agricultural/agribusiness sector. In other words, the more serious a challenge is perceived to be, the less respondents agreed that SVC successfully addressed it. An in-depth discussion of the challenges and threats facing the coffee and agricultural/agribusiness (dried bean and soybean) sectors, together with qualitative evidence from the KIIs and FGDs, is presented below.

**Table 10: Primary Challenges and Threats – Online Survey Respondents**

Challenge	IR/Sub-IR	Importance	Ranking	Importance	Ranking
		Coffee (N=54)		Ag & Ag-business (N=120)	
Low prices for farm products	IR 1	96.1%	1	64.1%	6
Limited access to agricultural finance	Sub-IR 2.3	88.7%	2	92.1%	1
Lack of access to quality agricultural inputs	Sub IR 1.1	85.2%	3	69.0%	5
Lack of access to market information	Sub-IR 2.1	85.2%	4	73.9%	2
Low sales of farm products	IR 1	83.3%	5	43.2%	12
Lack of price differentiation	Sub-IR 2.1	83.3%	6	61.0%	9
Limited opportunities to form commercial linkages	Sub-IR 2.1	77.8%	7	76.3%	3
Lack of private investment in agriculture	Sub-IR 2.4	76.5%	8	70.1%	7
Lack of capacity or opportunity to bulk crops	Sub-IR 2.2	74.1%	9	65.8%	8
Limited opportunities to store or warehouse crops	Sub-IR 2.2	68.5%	10	66.9%	10
Limited managerial or governance capacity	Sub-IR 2.4	66.7%	11	66.7%	11
Government policies that inhibit markets	Sub-IR 2.5	59.3%	12	81.9%	4
Lack social inclusion	CCIR	54.7%	13	56.0%	13
Low on-farm productivity	IR 1	51.9%	14	56.1%	14
Lack of gender equity/socio-economic empowerment	CCIR	45.3%	15	56.0%	15
Limited adoption of improved production practices	Sub-IR 1.1	30.8%	16	41.1%	16
Limited adoption of improved post-harvest practices	Sub-IR 2.2	24.1%	17	43.3%	17

#### 4.4.2 Predictable and Unpredictable Challenges and Threats

The most frequently cited predictable external threat to sustainability was the humanitarian mindset of community-based stakeholders and local governments who are more focused on meeting the immediate needs of vulnerable farmer households than developing and expanding markets.<sup>55</sup> This entails the implied expectation that inputs will be provided free of charge by humanitarian aid agencies, which disincentivizes sustainable market development and entrepreneurship. According to one IP, *“It is difficult to establish market strategies in a community that continues to benefit from humanitarian aid. The POs supervised by SVC are partly supervised at the same time by DFSA partners that provide humanitarian aid. This does not facilitate the process of directing the same beneficiaries in the field of sustainability.”*

In a similar vein, 14 KIIs<sup>56</sup> reported the different philosophical approaches taken by SVC and DFSAs to be a significant sustainability challenge; SVC is more focused on expanding markets and linking with larger and higher value-added market actors, while the DFSAs are more focused on local markets and ensuring farmers are meeting their basic nutritional needs. Other frequently mentioned predictable external threats were logistical challenges related to inadequate transportation infrastructure, such as problems getting products to market (11 interviews<sup>57</sup>), and conflict and insecurity (9 interviews<sup>58</sup>).

<sup>55</sup> 9/20 SVC, 3/10 IPs, 1/7 CTAs, 2/6 USAID; 15/43 total.

<sup>56</sup> 6/20 SVC, 1/23 UOs, 5/10 IPs, 2/6 USAID; 14/59 total.

<sup>57</sup> 1/20 SVC, 3/23 UOs, 3/18 CBGs, and 4/10 IPs; 11/71 total.

<sup>58</sup> 2/20 SVC, 3/23 UOs, and 4/10 IPs; 9/53 total.

The most frequently cited unpredictable threats were natural causes, including COVID-19, Ebola, and climate change (33 interviews<sup>59</sup>) and shifts in donor policies like TIP sanctions (4 interviews<sup>60</sup>), which adversely affected activity implementation and coordination with other USG-funded projects in South Kivu, in part by imposing a delay in start-up of IGA and IHP.

#### 4.4.3 Component I: Build Capacity of Vertical and Horizontal Actors in Targeted VCs

Three-quarters of 183 online survey respondents said the lack of access to quality agricultural inputs, such as equipment and seeds, is a big or very big challenge, including 16 of 21 clients (76.2 percent) who received TA from SVC, while 39 stakeholder interviews<sup>61</sup> reported access to inputs as a constraint. In addition, 59.6 percent of 488 CATI survey respondents said the lack of tools and equipment is a constraint to bean production. Separately, 20 stakeholder interviews<sup>62</sup> reported the lack of access to quality (i.e., certified) seeds to be a challenge, in part owing to 20 years of free seed and tool distributions by humanitarian aid organizations. According to these same key informants, the long-standing practice of free seed and tool distribution means that farmers are at the margin less willing to invest their own money in improved seeds. Another constraint is that the biofortified bean variety that both the DFSAs and SVC are promoting is neither a high-yielding variety nor in demand in the domestic and international dried bean markets.

Furthermore, 127 online survey respondents (74.7 percent) reported that government policies or the lack of policies (e.g., GDRC's failure to operationalize the 2011 agricultural law reforming the private-seed sector in DRC) are big or very big challenges, including 17 of 21 clients (81 percent) receiving activity TA. Twelve KIIs/FGDs<sup>63</sup> cited the low capacity for government engagement and advocacy as a threat, as government buy-in of VC activities is critical to sustaining them once activity funding ends.

Sixty-eight percent of 115 online survey respondents reported that the limited adoption of post-harvest practices and limited opportunities to store or warehouse crops are big or very big challenges, including 18 of 21 clients (85.7 percent) who received activity TA, while 44 KIIs/FGDs<sup>64</sup> reported that promoting improved post-harvest practices and infrastructure pose sustainability challenges. Reasons include 1) the limited number of POs trained in post-harvest processing due to a lack of activity staff to conduct these trainings or follow-up on the TOT trainings and 2) the limited warehouse infrastructure in many communities; the issue of inadequate training in warehouse management was discussed in six stakeholder interviews. Sixty-eight percent of online survey respondents said that the lack of capacity or opportunity to bulk crops was still a big or very big challenge. The weak capacity of the POs to organize bulk sales was further identified as a constraint by 84 percent of the online survey respondents.

Although 41 percent of the stakeholder interviews identified SVC's impact on capacity building as one of its principal achievements, evidence from the recent SVC POSA assessment (September 2020) indicates that the core capacity of community-based POs is still insufficient to provide the extension, training, and marketing support that the POs will require once SVC and DFA funding ends.<sup>65</sup> Thirteen stakeholder interviews<sup>66</sup> reported weak organizational capacity and transparency of dried bean and soybean POs to be a threat to sustainability. In addition, ten KIIs<sup>67</sup> reported challenges related to business capacity necessary for organizations to function, build, and expand, such as inventory management, documentation/record keeping and accounting, computer skills, and strategic business planning.

<sup>59</sup> 6/20 SVC, 7/23 UOs, 9/18 CBGs, 1/7 CPEs, 4/12 CFCs, 4/10 IPs, 2/7 CTAs; 33/97 total.

<sup>60</sup> 1/20 SVC, 1/5 DTS, 2/6 USAID; 4/31 total.

<sup>61</sup> 7/20 SVC, 5/23 UOs, 11/18 CBGs, 1/7 CPEs, 10/12 CFCs, 3/10 IPs, 2/7 CTAs; 39/97 total.

<sup>62</sup> 3/20 SVC, 2/23 UOs, 7/18 CBGs, 1/7 CPEs, 5/12 CFCs, 1/10 IPs, 1/7 CTAs; 20/97 total.

<sup>63</sup> 3/20 SVC, 1/7 CPE, 4/10 IPs, 2/7 CTAs, 1/5 DTS, 1/6 USAID; 12/55 total.

<sup>64</sup> 6/20 SVC, 15/23 UOs, 12/18 CBGs, 3/7 CPEs, 4/12 CFCs, 1/10 IPs, 1/7 CTAs; 44/97 total.

<sup>65</sup> The SVC POSA determined that, as of September 2020, only 10 of the 51 POs and cooperatives that it was monitoring are able to provide a level of services to their members that would justify the members contributing to the financial support of the organization.

<sup>66</sup> 6/20 SVC, 4/23 UOs, 1/18 CBGs, 1/12 CFCs, 1/10 IPs; 13/83 total.

<sup>67</sup> 2/20 SVC, 5/23 UOs, 3/18 CBGs; 10/61 total.

Thirty percent of 261 bean PO members in the CATI survey said their PO is providing fewer services than before SVC compared to 39 percent who said it is providing more.

Ninety-one percent of 156 online survey respondents, including all 21 clients who received TA, reported limited opportunities to form commercial linkages as a significant challenge, and 94 respondents (55.3 percent), including 18 clients who received assistance, reported a lack of markets to sell farm products. Meanwhile, 37 stakeholder KIIs<sup>68</sup> reported the challenge of linking farmers to markets and market actors. Despite extensive investment of SVC in B2B events to link bean and soybean farmers to sellers linked with ACT and to reliable institutional partners (e.g., the military, mining companies, hospitals, schools) and bean/soybean aggregators in SVC's seven major economic poles or aggregator markets, most producer groups cited weak capacity to identify, negotiate, and deliver on managed bulk sales and negotiated contracts. This issue emerged in seven of 12 FGDs with community-based producer groups working in the dried bean and soybean VCs. Only 22 of the 491 bean farmers in the CATI survey (4.5 percent) sell through an association or cooperative, compared to 281 of 457 (61.5 percent) coffee farmers, although in the latter case, only 45 (10 percent) of coffee farmers are selling to a wet mill.

Evidence from the activity reports and KIIs with senior SVC staff and concessionaire managers indicates that SVC's concessionaire strategy is has two major impacts. First, the strategy is facilitating investment in critical infrastructure like washing stations, bean processing plants, warehouses, and group sales of dried beans that benefit their companies, sharecroppers, and even nearby villagers. Second, the conditionalities of SVC's assistance to the concessionaires—which include their support to strengthen the food security and livelihoods of their sharecroppers by improving their access to improved seed, land leases, and extension advice—is increasing the sharecroppers' income and access to food, as well as the productivity of the concession.

Nonetheless, interviews with the same senior SVC staff and concessionaire managers indicate that investment levels in the targeted VCs remain low. Many of the “win-win” agreements with the concessionaires described above are just starting and the conditions for sustaining them through the Federation of Businesses of the Congo (FEC) have not been fully developed, in large part because of the same staff shortages that have hampered SVC's capacity to adequately backstop the DFSAs. Seventy-two percent of the 183 stakeholders who responded to the online survey identified the current and projected lack of private sector investment in the targeted VCs as a big or very big challenge to sustainability.

Twelve stakeholder interviews<sup>69</sup> reported that lack of access to land use for agricultural livelihood activities, due to land prices or the difficulty of entering into contracts with landowners/dealers, poses a sustainability threat. This includes the challenge of advocating for improved land access for small producers and awareness raising regarding land access and land rights issues, such as discrimination against women.

A cross-cutting challenge that affects the sustainability of all Component I technical areas is farmers' limited adoption of improved production practices, which contributes to low productivity and high production costs. Stakeholders attributed this to two reasons. First is the SVC contract, which precludes SVC interventions in bean production. Second, the two FSP DFSAs did not start scaling-up support for dried bean production through the FFS and Participatory Agricultural Cascade (PACE) trainings until FY 2019. The primary factors limiting production reported by 488 CATI bean farmers were the lack of access to finance (80 percent), lack of access to seeds and tools (60 percent), and lack of training in improved technologies (30 percent). Sixteen stakeholder interviews<sup>70</sup> stressed that boosting the productivity, sales, and income of farmers and cooperatives/POs is important for ensuring sustainability.

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<sup>68</sup> 6/20 SVC, 13/23 UOs, 7/18 CBGs, 3/7 CPEs, 3/12 CFCs, 2/10 IPs, 3/7 CTAs, 1/5 DTS; 39/97 total.

<sup>69</sup> 3/23 UOs, 2/18 CBGs, 2/12 CFCs, 5/10 IPs; 12/63 total.

<sup>70</sup> 2/20 SVC, 9/23 UOs, 4/18 CBGs, 1/10 IPs; 12/71 total.



#### 4.4.4 Component 2: Enhance Coffee Production

A challenge to sustaining enhanced coffee production is that POs, cooperatives, and the RCPCA have weak capacity to implement activity training in improved coffee practices, improved inputs, market linkages, advocacy efforts, and strategic planning. It will thus be difficult for small coffee producers to grow and sell the quality of coffee demanded by the international market. Among CATI respondents belonging to a coffee PO, association, or cooperative, 269 of 457 (58.9 percent) reported that it provides about the same as (10.1 percent) or fewer services than (48.8 percent) before SVC indicating that SVC's provision of services to these organizations does not necessarily translate to increased member services.

Given this capacity challenge, it is not surprising that 35 of 54 CFC respondents (63.6 percent), reported that the limited adoption of recommended coffee practices to produce the quality of specialty coffee demanded by international markets is a challenge. Highlighting this constraint is smallholder and larger-scale commercial producers' limited knowledge about improved seedling varieties and cropping strategies being developed by SVC's applied research with INERA. Only 13 percent of the 602 farmers who responded to the CATI survey were aware of the new coffee varieties.

Of 610 CATI respondents, 418 respondents (69.4 percent) reported that a lack of tools and equipment is a limiting factor to increased coffee production, while 46 of 54 online survey CFC respondents (85.2 percent) rated lack of access to quality agricultural inputs as a challenge or very big challenge. Of 54 CFC participants in the online survey, 46 (85.2 percent) reported the limited access to market information as a big or very big challenge, while 42 (77.8 percent) reported limited opportunities to form commercial linkages as a big or very big challenge.

The monopolistic practices of the cooperatives that manage the washing stations (with which the international coffee service providers [CSPs] and roasters have agreements) was a challenge widely cited by SVC staff working in the coffee sector as a major factor limiting smallholders' access to better prices.

CFC online survey respondents reported the following as primary challenges: limited access to finance for the creation of more washing stations and micro-washing stations, especially in underserved areas like Kabare, critical to the creation of a more competitive market environment; the weak cupping capacity of washing stations' cooperatives, which inhibits their ability to do quality control; the sector's heavy dependence on a small number of international roasters; and fluctuating coffee prices (coffee prices are set internationally and exchange rates can be volatile). The latter issue was raised as a constraint in 13 stakeholder interviews<sup>71</sup> and identified by 60 percent of the 457 CFC participants in the CATI survey.

#### 4.4.5 Component 3: Develop and Implement Public Private Partnerships

Thirteen stakeholder interviews<sup>72</sup> cited the challenge of facilitating dialogue between private sector enterprises and the government to advocate for policy reforms to improve the business enabling environment. One such policy reform, PPP advocacy for more favorable tax structures, was cited as a specific challenge in seven stakeholder interviews. The dialogue challenge is augmented by the low capacity of private sector organizations to engage in PPP dialogue with government officials and low responsiveness and involvement of the GDRC, including the provincial and local governments.

Because PPP is new in DRC, the lack of awareness and understanding of the PPP concept and approach among both private and public sector actors pose a challenge to sustainability. Contributing to this challenge is that SVC is a regional activity and does not have staff in Kinshasa to support policy initiatives, which is why SVC seeks to strengthen its relationship with the IGA Project in FY 2021.

Another challenge is the development of PPPs that stakeholders have identified as examples of best practices, for example 1) helping the RCPCA become a registered platform to strengthen policy dialogue

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<sup>71</sup> 1/20 SVC, 5/23 UOs, 1/12 CFC, 2/10 IPs, 3/7 CTAs; 12/73 total.

<sup>72</sup> 6/20 SVC, 3/23 UOs, 1/18 CBG, 1/7 CPE, 2/10 IPs; 13/78 total.

with the government; 2) facilitating the provincial government to hold policy meetings to discuss crime and how to reduce it (for the coffee sector); 3) developing the coffee strategy for south Kivu, (yet to be rolled out); and 4) helping the ACT anti-crime monitoring activities for dried beans and soybeans.

#### 4.4.6 Component 4: Access to Finance (A2F)

The online survey responses from eight bank employees and three banks that have worked closely with SVC illuminated two challenges to sustaining the results of SVC's support for A2F. One sustainability challenge is the risk that the two FIs that benefited from the DCA-guaranteed loans will be unable (or unwilling) to continue supporting the larger VC agribusinesses if the loan guarantees are removed. A second challenge is that the USAID-funded loan guarantees have helped mitigate, but not resolve, the impact of some of the external (e.g., constrictive banking laws) and internal (e.g., reticent board members, limited understanding of agribusiness, lack of branch offices) constraints and the lack of appropriate financial offerings that are adopted to rural-based POs and cooperatives.

A third sustainability challenge is the weak financial literacy of the cooperatives and POs about how to apply for and manage bank credit and the weak capacity of the apex groups to provide this type of financial literacy training for their members. The issue of building the capacity of the apex organizations for this type of service provision was identified in four FGDs (3 with SVC staff and 1 UO). The issue of building the capacity of POs and cooperatives to offer this and other services was addressed in 13 FGDs.<sup>73</sup>

#### 4.4.7 Cross-Cutting Intermediate Result (CCIR): Gender, Youth, and Social Inclusion

Forty-four stakeholder interviews<sup>74</sup> reported that the failures to follow up on gender training and scale up gender activities to more individuals and sites pose challenges to the sustainability of SVC's training and TA. As a DTS interviewee noted,

*“SVC trained only 50 to 60 people in GALS out of a population of 310,000 instead of, for example, training 100 people in all 83 villages. If we train 100 people in each village and identify enough people who could train the rest of the population, this could help sustainability. Also, when SVC trains, they return three to four months later and many people have forgotten what they learned. Some people who were trained before do not even return.”*

Contributing to this challenge is SVC's lack of field staff (discussed above) for strengthening capacity building, including gender training. In addition, nine interviews<sup>75</sup> emphasized the lack of monitoring and oversight of activities.

Low literacy emerged in seven stakeholder interviews<sup>76</sup> as a major constraint to women's ability to capitalize on capacity building/training and translate the training into leadership positions in the POs and cooperatives, especially the washing station cooperatives where the ability to read and write is essential to carrying out management and financial duties. Women are often completely excluded from roles within these organizations based on literacy.

Nine KIIs/FGDs cited the weak integration of gender messaging and training into the main technical trainings under Components 1 and 2 as a challenge, with GALS training noted as a more standalone gender activity, absent a gender mainstreaming approach in collaboration with other SVC technical leads. Five stakeholder interviews further reported limited youth engagement<sup>77</sup> as a challenge, as only 17 percent of participants in SVC activities in FY 2019 and 19 percent of participants in FY 2020 (up to June 2020) were youth. A challenge to engaging youth is that SVC's contract precludes its supporting the VC activities

<sup>73</sup> 1/20 SVC, 3/23 UOs, 1/18 CBG, 1/12 CFCs, 3/10 IPs, 3/7 CTAs; 13/90 total.

<sup>74</sup> 3/20 SVC, 10/23 UOs, 16/18 CBGs, 2/7 CPEs, 5/12 CFCs, 1/10 IPs, 3/7 CTAs, 1/5 DTS, 3/6 USAID; 44/108 total.

<sup>75</sup> 5/20 SVC, 1/18 CBG, 1/10 IPs, 2/7 CTAs; 9/55 total.

<sup>76</sup> 3/20 SVC, 2/23 UOs, 2/10 IPs; 7/53 total.

<sup>77</sup> 2/20 SVC, 1/23 UO, 1/18 CBGs, 1/5 DTS; 5/66 total.

where youth are active (e.g., irrigated gardening and livestock) and does not allow a budget line for “grants” that might use to support the types of businesses that are attractive to youth.

#### 4.4.8 Capacity Building Assistance

Evidence indicates that SVC is having success building the capacity of activity staff and local partners, a key component of SVC’s transition/sustainability plan. Following are examples of how SVC is succeeding.

**Perceived usefulness of SVC capacity building assistance for activity partners:** In the online survey, 26 of 76 (34.2 percent) SVC partners (i.e., SVC, DFSA, USAID project, and USAID staff) reported receiving capacity building assistance from SVC. Of these, 25 (96.2 percent) said that the capacity building assistance was useful, and 17 (65.4 percent) agreed or strongly agreed that it had increased their organization’s capacity. Respondents ranked mentorship as the most useful type of assistance followed by in-class training, site/exchange visits, and support to attend trainings by activity partners (Table 11).

**Table 11: Perceived Usefulness of SVC Capacity Building Assistance (N=26)**

Type of SVC Capacity Building Assistance	Not at all Useful	Not Useful	Neutral	Useful	Very Useful	Don’t Know
Overall	0.0%	0.0%	3.8%	42.3%	53.8%	0.0%
Mentorship	0.0%	0.0%	11.5%	30.8%	46.2%	11.5%
In-class training	0.0%	0.0%	19.2%	30.8%	38.5%	11.5%
Site/exchange visits	0.0%	0.0%	23.1%	19.2%	46.2%	11.5%
Support to attend trainings	0.0%	3.8%	15.4%	30.8%	30.8%	19.2%

Source: Online survey with SVC, DFSAs, other USAID-funded projects, and USAID.

**Perceived usefulness of SVC capacity building assistance for activity beneficiaries:** SVC’s capacity building achievements were corroborated in stakeholder interviews, including 14 of 23 interviews with UOs and 18 of 24 interviews with CBGs. SVC implementing consortium staff and cooperatives/farmer groups cited the particular success of capacity building on quality coffee production and certification,<sup>78</sup> improved post-harvest practices, including warehouse management and washing stations,<sup>79</sup> and improved coffee farming practices.<sup>80</sup>

Stakeholders at cooperatives and UOs cited SVC’s training for contributing to improved government advocacy (4 interviews), including support for implementating the national agricultural law and agricultural development fund, implementating the South Kivu coffee strategy through the Provincial Advisory Council of Agriculture, and strengthening the advocacy capacity of the CARGs and chiefdoms. Cooperatives/farmer groups and business advisors noted the helpfulness of SVC’s organizational capacity building, including entrepreneurial management and governance,<sup>81</sup> strategic planning,<sup>82</sup> financing,<sup>83</sup> and financial management.<sup>84</sup>

Seven stakeholder interviews<sup>85</sup> found exchange visits with non-SVC institutions and programs particularly noteworthy, for example trips to countries in the region where specialty coffee processing is practiced. One IP said: “In 2019, business advisors had visited washing stations and coffee dry mills in Burundi to understand how the processing chain works, which has helped improve things. The same goes for the exchange visit to Ethiopia on the processing of specialty coffee and other visits to Uganda, etc., in order to strengthen staff capacity.”

<sup>78</sup> 2/20 SVC, 3/23 UOs, 2/18 CBGs; 7/61 total.

<sup>79</sup> 2/20 SVC, 2/23 UOs, 2/18 CBGs; 6/61 total.

<sup>80</sup> 1/20 SVC, 2/23 UOs, 1/18 CBGs; 4/61 total.

<sup>81</sup> 3/20 SVC, 4/23 UOs, 2/18 CBGs; 9/61 total.

<sup>82</sup> 3/20 SVC, 2/23 UOs, 1/18 CBGs; 6/61 total.

<sup>83</sup> 2/20 SVC, 1/23 UOs, 3/18 CBGs; 6/61 total.

<sup>84</sup> 1/20 SVC, 1/23 UOs, 3/18 CBGs; 5/61 total.

<sup>85</sup> 3/20 SVC, 4/23 UOs; 7/43 total.

**Perceived usefulness of SVC capacity building assistance for financial institutions:** Four of the eight bank and MFI staff who responded to the online survey said that SVC training helped them increase the number and value of agriculture and agribusinesses loans, while four of the six institutions participating in the DCA loan guarantee program said it helped increase their agriculture/agribusiness lending a good or great deal. Two key areas where respondents requested more assistance were developing policies and products specific to agricultural credit and increasing customer demand. FIs also appreciated training designed to better understand VCs and their actors, which was reported in three interviews.

**Perceived gaps in SVC capacity building assistance:** There are capacity building assistance gaps cited by stakeholders, which partners and USAID should address to support sustainable capacity development.

- € A principal criticism was the lack of structured follow-up and mentorship in the GALS training,<sup>86</sup> which SVC implementing consortium staff attributed to staff shortages. Implementing consortium staff also reported that the GALS training lacks trainers and does not reach enough groups in gender activities beyond women, including community leaders, youth, men, and couples.<sup>87</sup>
- € Two interviews with SVC implementing consortium staff reported that SVC does not provide a training plan for community trainers to ensure the sustainability of training in communities, suggesting that it was a product of SVC not emphasizing follow-up support to communities after training is completed.
- € There is weak capacity at SVC to track the cross-cutting capacity building envisioned under Sub-IR 2.4 in the shared results framework because there is 1) no dedicated SVC staff member backstopping the activity's capacity building activities for its two technical and four cross-cutting components, and 2) little co-reporting on the joint capacity building with the two DFSAs or exchange of information about beneficiary groups that might benefit from joint training.

#### 4.4.9 Conclusions

Although SVC has achieved or surpassed almost all of its original targets for VC development, stakeholders and SVC staff identified a number of predictable challenges/threats (e.g., bad roads, insecurity, petty government harassment) and unpredictable challenges/threats (e.g., COVID-19, Ebola outbreaks, election unrest) and cross-cutting and component-specific challenges that SVC faces over its remaining LOA.

Two of the biggest cross-cutting challenges and threats lie outside of SVC's mandate. These include 1) the limited productivity and production support for the dried bean VC, and 2) limited access to finance for market infrastructure investments that SVC needs to support some of the large infrastructure investments needed to scale up the specialty coffee and dried bean VCs.

While it is likely that the activity can make significant progress toward addressing the component-specific challenges and threats and strengthening its connections to the DFSAs in ways to increase crop productivity, it is unlikely that the full set of conditions needed to sustain these activities will be in place by the current activity end date since certain key activities (like the concessionaire activity) are relatively new. It is therefore critical for USAID/DRC to 1) consider ways it can strengthen SVC's effectiveness by adding addressing the key challenges negatively affecting its impact (like staff shortages at the field level), and/or 2) anticipate what types of layering and sequencing of support will be needed to ensure appropriate follow-up after the activity ends.

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<sup>86</sup> 1/20 SVC staff, 2/6 USAID; 3/26 total.

<sup>87</sup> 2/20 SVC staff, 2/23 UOs, 1/18 CBGs; 5/61 total.

## 4.5 EQ 5: WHAT CONSIDERATIONS SHOULD USAID/DRC CONSIDER IN THE FUTURE DESIGN OF AGRICULTURE/EG ACTIVITIES, PARTICULARLY IN REGARD TO THE IRS OF THE SHARED RESULTS FRAMEWORK?

This section presents 11 considerations for the future design of USAID/DRC agriculture/EG activities together with nine of the most frequently cited examples of “best practices” in agriculture/EG programming (indicated by an \*x).

### 4.5.1 IR 1: Improved Agricultural Livelihoods

#### 1. Support full VCs (not half VCs).<sup>88</sup>

- ⊘ Empower future VC activities to support the POs and cooperatives to improve farming techniques (e.g., agronomic practices, soil management, seed selection, land preparation, and crop calendars) and post-harvest processing, storage, and marketing.
- ⊘ SVC’s coffee strategy illustrates the contribution a flexibly managed full VC initiative can make to strengthen a commercial VC that has been damaged by successive years of conflict. (\*1)

#### 2. Strengthen farmers’ access to quality inputs.<sup>89</sup>

- ⊘ Encourage USG-funded projects (e.g., DFSAs) to avoid free seed or input distributions that can inadvertently create high levels of beneficiary dependence and weaken private sector agro-dealers and the seed/input sectors in ways that are hard to revitalize in transition and development programs.
  - Facilitate access to high yielding seed varieties demanded by the market by 1) developing joint agreements with national and international agricultural research institutions to conduct adaptive on-farm trials of new varieties before promoting them, and 2) anticipating the need for guiding private sector agro-dealers and seed companies to engage in sustainable outreach to farmers and engage other sector actors instead of relying on a traditional farmer extension approach to communicate the potential benefits of the new varieties being developed.
  - Anticipate which private sector distribution systems will be needed to ensure that farmers interested in getting the new seed varieties can access them.
- ⊘ Identify ways that field programs in South Kivu can collaborate with USAID policy programs to facilitate governments addressing policy constraints to redeveloping the private seed sector.
- ⊘ Examples of best practice that were identified in the interviews include the following:
  - The SVC seed distribution program by which concessionaires facilitated B2B activities, procured improved seed, and then on-lent to their sharecroppers, recovering 1.5 kg of seed at harvest for every kilogram of seed distributed, thus acting as an intermediate market for the sharecropper production. Through this activity, the 19 concessionaries with MOUs distributed bio-fortified seed to 6,800 sharecroppers in South Kivu (\*2).<sup>90</sup>

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<sup>88</sup> The issue of needing to invest in improved farming techniques, related to agronomy, soil management, seed selection, land preparation, and crop calendars, as well as post-harvest processing and marketing was recommended in six of the FGDS in the context of the dried bean VCs. The issue of amending the SVC contract to allow it to support the full bean VC and highlight the importance of doing this in future projects was identified in two KIIs/FGDs. The issue of strengthening farmers’ understanding of the importance of producing products that respond to the quality standards (and varietal standards) of the market was recommended in eight KIIs/FGDs in response to the observation (made in 10 KIIs/FGDs) that SVC’s positive impact on the quality of products being produced by the trained POs and cooperatives was one of the major SVC achievements.

<sup>89</sup> 2/20 SVC, 1/18 CBGs, 2/7 CPEs, 8/12 CFCs; 14/57 total.

<sup>90</sup> The SVC facilitated the concessionaires making bulk purchases of improved seed from Harvest Plus that were distributed to their sharecroppers who then reimbursed the concessionaire manager with an equivalent amount of improved grain after harvesting.

- SVC’s contract with INERA, which supports a pilot program in two communities using demonstration trials to promote higher yielding dried bean varieties found in INERA’s seed catalogue (\*4). This helped facilitate the rollout of the higher yielding dried bean varieties most in demand by domestic and international markets that could be more easily scaled up.
- SVC’s joint agreements (through WCR) with INERA and Catholic University of Bukavu (UCB) to conduct demonstration trials for new seedling varieties demanded by international coffee buyers and test new varieties through the OFTTs and multi-location agronomy trials (MLATs) (\*3). The quality of the trials and the partnership arrangement with two key local institutions and WCR has strong international and national connections with the coffee industry, roasters, and importers. The chief constraint to this model, which will hopefully be addressed in the next phase, is the inadequate communication of the results of the trials to local beneficiaries.

### 3. Encourage VC diversification and support.<sup>91</sup>

- ⊘ Avoid predetermining which value chains a VC activity can support as this can 1) tie the activity to a VC (e.g., soybean) with little short-term market potential, 2) make it difficult for the activity to support the evolving VC interventions of the other USAID projects, and 3) make it difficult for the activity to support youth in “quick money” VCs (e.g., irrigated gardening and livestock).<sup>92</sup>

### 4. Promote inclusive agri-business models, which facilitate private sector investment in the development of more inclusive VCs.<sup>93</sup>

- ⊘ Since 2018, the SVC concessionaire strategy has negotiated 22 win-win agreements with concessionaires that are in the early stages of 1) increasing private sector investment in VC infrastructure and on-farm income, which in turn benefits the entire VC, and 2) improving the living standards of at least 6,800 sharecroppers that have benefited from SVC assistance (approved by the landowner as one of the conditions of the MOU) in increasing their dried bean production through a seed distribution program, land leases, and extension training (\*2).<sup>94</sup> The concessionaire strategy needs to be consolidated and scaled up to a larger percentage of the concessionaires, and it needs a viable sustainability plan. There is also a critical need for additional research to determine the short and longer-term impacts of the concessionaire strategy on the sharecroppers and the surrounding areas before USAID/DRC recommends a more broad-based scale-up.

#### 4.5.2 IR 2: Expanded Markets and Trade

##### I. Promote TOT training to build POs’ capacity for post-harvest processing, warehouse management, and market linkages for dried beans.<sup>95</sup>

- ⊘ Scale up TOTs to ensure that the POs adopt post-harvest quality standards for cleaning and transport that they need to get better prices.

<sup>91</sup> 4/20 SVC, 3/7 CPEs, 5/12 CFC, 1/10 IPs, 1/7 CTAs, 4/6 USAID; 18/62 total.

<sup>92</sup> This recommendation was made in three KIIs/FGDs.

<sup>93</sup> 6/20 SVC, 6/7 CPEs; 13/27 total. Despite evidence that the model is working, SVC has not had the means to study the field-level impact of the concessionaire model to a great extent. The issue of facilitating land leases was recommended in six KIIs/FGDs to respond to the chronic issue of insufficient access to land for smallholders which was identified in 22 of the KIIs/FGDs.

<sup>94</sup> The bio-fortified seed buy-back program mentioned discussed under Recommendation 1 was pilot tested under the SVC concessionaire strategy, see Recommendation 2.

<sup>95</sup> The recommendation for scaling up post-harvest training in transportation and processing was a top priority recommendation in 12 KIIs/FGDs with 23 UOs groups and 15 KIIs/FGDs with 18 CBGs. The more specific recommendation of linking this training to warehouse development—including the DFSAs’ interest in building Community Marketing Center (CMC) warehouses in the areas where they work—were mentioned in 2 KIIs/FGDs. The recommendation for ensuring that all TOT processing and warehouse training include “training intensification” (i.e., follow up) by appropriate project staff was identified in 10/23 KIIs/FGDs with UOs, 6/18 KIIs/FGDs with CBGs, and 2/12 KIIs/FGDs with CFCs.



- ⊘ Ensure that each TOT is “intensified” with appropriate follow-up by the DFSA/activity staff to ensure that the TOT trainer is cascading the skills that s/he learned to the other PO members and that the activity provides POs with the TA needed to identify and deliver on contracts with a reliable set of pre-vetted buyers.
- ⊘ Support POs (and their associated apex organizations) to develop simple stakeholder databases to track training targeting and outcomes. SVC staff noted that it was not always easy to determine which groups had received training or whether the training had been cascaded. Common complaints were 1) only one person had been trained, 2) this person did not share the training with others, and 3) SVC did not follow up on the training (through staff visits) to reinforce it.<sup>96</sup>
- ⊘ The dramatic increase in marketed production that resulted from SVC’s co-training of 54 POs (with 1,865 members) linked to the FSP DFSA shows the value added of combining TOTs in post-harvest management and warehouse management with 1) conducting follow-up by DFSA or activity staff to ensure that the training is cascaded to other PO members, and 2) assisting the POs to deliver on contracts (\*5).

**2. Anticipate the need for certain specialized investments to ensure the quality standards needed to access the international specialty coffee market (\*1)** by facilitating initiatives started under SVC that are unlikely to be fully scaled up or sustainable by the end of the activity.

- ⊘ Create or rehabilitate washing station infrastructure to increase farmers’ access to these facilities and prevent a small number of washing stations from dominating the market, thereby increasing competition between the washing stations and reducing the risk of monopoly.<sup>97</sup>
- ⊘ Work with the private sector to plan, sponsor, and facilitate the *Saveur du Kivu* trade show, which is a critical B2B event linking washing station representatives to the international and regional market for their products. This should be in collaboration with ONAPAC and with light touch sponsorship/support from the provincial government.
- ⊘ Train cupping experts at the washing stations to ensure that the washing stations are able to deliver a product consistent with the one that they presented at the *Saveur du Kivu* trade show.
- ⊘ Continue to scale up RCPCA’s promotion of coffee consumption in the DRC so that producers have a viable domestic alternative to international markets.<sup>98</sup>

**3. Facilitate increased access to finance.** Strengthen access to finance and private sector investment in market systems activities through the following four-pronged approach.

- ⊘ Increase FIs’ willingness and ability to support market systems activities via the following:
  - *Loan Guarantees:* Facilitate close collaboration with the USAID-funded loan guarantee program that is helping the banks and MFIs to expand their agricultural lending.
  - *Other External and Internal Constraints:* Partner with USAID and non-USAID initiatives to address the impact of external (e.g., constrictive banking laws) and internal (e.g., reticent bank members, limited understanding of agribusiness, or lack of branch offices) constraints and support the development of financial offerings adapted to rural-based POs and cooperatives.

<sup>96</sup> This recommendation for strengthening monitoring, oversight, and supervision was made in 15 KIIs/FGDs.

<sup>97</sup> The recommendation about anticipating the need to facilitate private sector (e.g., concessionaire) and bank financing of washing station infrastructure was mentioned in 11 KIIs/FGDs. These same discussions identified the need for other supports like 1) certifying more washing station staff in cupping, 2) increasing GRDC support for the trade show, e.g., in facilitating visas for the foreign cuppers (which was a major issue in 2019), and 3) creating a sustainable business model for the trade show.

<sup>98</sup> The recommendation that future projects continue to scale up the RCPCA and other organizations’ efforts to promote domestic coffee consumption was made in two KIIs/FGDs. This issue was often an unstated sub-theme in KII/FGD participants’ concern with price volatility, which was mentioned as a key constraint in 13 KIIs/FGDs.

- *Grant Activities:* Provide grant opportunities of up to \$10,000 to local organizations to leverage additional funding from banks for standalone investments in basic infrastructure (e.g., washing stations, warehouses, or transportation) or other types of businesses (e.g., processing and cleaning) that are critical to creating stronger VCs. Currently the DFSAs are only able to fund small grants of up to \$500. Grants are also seen by many stakeholders as a way to develop the organizational capacity of women and youth and facilitated their inclusion in targeted VCs.
- ⊘ Strengthen the RCPCA's ability to serve as a liaison between the SVC-supported cooperatives and the CSPs (e.g., Café Lac, NESPRESSO/Virunga, Sucafina, and TWIN) for working capital and credit for larger infrastructure investments for the specialty coffee VC.
- ⊘ Facilitate private sector investment by large businesses and concessionaires through leveraged finance from banks that benefit the entire VC considering the lessons learned from the SVC pilot concessionaire strategy (see Recommendation 4 in Section 4.5.1 above).
- ⊘ Strengthen the emerging networks of VSLAs in South Kivu by providing technical and financial literacy training to strengthen their ability to access bank or MFI financial services.

Examples of best practice that future activities should consider include SVC: 1) collaborating with the USAID DCA program and its provision of training and support to FINCA and Equity Bank, which attracted \$5,908,000 of funding for agri-businesses (as of June 2020) (\*6); 2) leveraging preexisting contracts of Tetra Tech and Technoserve to attract \$1,190,630 of support for working capital and infrastructure (as of June 2020) (\*7); and 3) supporting 19 concessionaires with signed MOUs to access bank loans and use their personal wealth to invest in infrastructure and facilitate group sales that are benefiting a wide range of VC actors (as of June 2020) (\*2).

#### 4. Support an improved enabling environment for VC activities.<sup>99</sup>

- ⊘ Continue to support SVC's ongoing initiatives and GDRC/DTS stakeholders' participation in them as a tool for building this support (\*8).
- ⊘ Strengthen GRDC/DTS partners' understanding of VC activities through short-term internships and exchange visits.
- ⊘ Collaborate with other USAID/DRC-funded initiatives that are working on policy reform in Kinshasa to address the bigger policy issues that constrain VC activities.
- ⊘ Support actions (e.g., the provincial government's new coffee strategy, ACT's WhatsApp group to control illegal taxes in the bean trade, and the RCPCA-facilitated crime working group) that help improve the business climate (\*8).

#### 4.5.3 IR 3: Improved Uptake of Essential Nutrition Behaviors and Services

##### I. Promote increased awareness of and access to nutritious food (Sub-IR 3.2 and Sub-IR 3.3).

- ⊘ Improve harmonization of USAID-funded initiatives to support a smaller set of key messages that are compatible with the Ministry of Health's Scaling Up Nutrition Initiative rather than having each program support its own SBCC activities.<sup>100</sup>
- ⊘ Improve integration of nutritional themes into mainstream VC training rather than implementing the SBCC activities (e.g., radio spots, LCs, and theater) as a semi-autonomous cross-cutting

<sup>99</sup> This recommendation was made in six KIIs/FGDs. In another 11 KIIs/FGDs, respondents stated that the weak buy-in of the local government officials for improving the business enabling environment (including tax structures, tariffs, and harassment by authorities) was a major constraint and recommended that future USAID projects.

<sup>100</sup> This recommendation (not always with the specific cross-reference to the Ministry of Health) was made in 11 KIIs/FGDs.

component. This recommendation was made in 13 KIIs/FGDs. Thirty-seven of 41 KIIs/FGDs discussing SBCC reported that the SVC's SBCC messaging had increased their understanding of the nutritional benefits of soybean and beans, 39 appreciated the radio show, 36 were aware of the public interest ads, and 35 thought the SVC-supported theater productions were useful SBCC tools. It was clear, however, from the KIIs/FGDs that most CBGs could not distinguish between the SBCC messages they were getting from different groups.

#### 4.5.4 CCIR: Gender Equality and Social Empowerment (SBCC and Conflict Mitigation)

##### I. Strengthen future programs' support for gender equality and empowerment in South Kivu.

- ∅ Scale up TOTs in the GALS methodology as part of future programs' gender strategies, both in terms of the number of overall number of people trained and the number of people trained within individual organizations, POs, cooperatives, etc. (\*9).<sup>101</sup>
- ∅ Complement the GALS scale-up with intensive monitoring by activity staff (not solely GALS champions) to reinforce the GALS action plans elaborated by individuals and their POs.
- ∅ Consider ways that the GALS training methodology and other types of gender messaging and training (including those developed by TechnoServe for coffee) can be better integrated into VC production and post-harvest training and assistance.<sup>102</sup>
- ∅ Consider ways that future projects can improve the integration of income generating activities and VSLAs together with technical and financial literacy training to strengthen vulnerable households' A2F in Components 1 and 2.<sup>103</sup>
- ∅ Facilitate GALS and other gender training for a wider range of actors, including PO and cooperative leadership,<sup>104</sup> couples, and youth.<sup>105</sup>

#### 4.5.5 Improved Collaboration with Other USAID-Funded Projects

##### I. Improve intra-USAID coordination.

- ∅ Consider which types of intra-USAID coordination, guidance, tracking, and reporting are needed to backstop coordination between USAID-funded projects, including coordination meetings and a clear set of guidance on the Mission's expectations for how collaboration will be planned in the annual activity work plans and reported on in the quarterly and annual reports to USAID/DRC.<sup>106</sup>
- ∅ Anticipate that the different approaches and priorities of the DFSAs may limit their willingness and ability to collaborate with more market-oriented activities<sup>107</sup> and adjust the scale and types of expected collaboration accordingly. Table 12 conceptualizes these different approaches and makes recommendations for how collaboration between the DFSAs and market systems activities might be structured, based on feedback from the KIIs and FGDs.

<sup>101</sup> This recommendation was made in 42 KIIs/FGDs. The recommendation is based on the general assessment from personal experience and the literature (in the case of staff) that the SVC GALS training had been an effective mechanism for helping stakeholders to think creatively about how they could break out of their humanitarian mindset. One of the chief criticisms of the training by the CBGs was that, in many cases, only one person per group got the training and the SVC did not have enough staff to ensure appropriate follow up.

<sup>102</sup> This recommendation was made in 42 KIIs/FGDs. The recommendation based on the assessment that this would facilitate a more rapid scale-up than continuing to conduct the GALS trainings separately.

<sup>103</sup> This recommendation was made in 67 KIIs/FGDs. The point was also made in another six KIIs/FGDs in the context of VSLAs being an important development asset.

<sup>104</sup> This issue of training cooperative leaders was also made in the January 2020 gender assessment.

<sup>105</sup> This recommendation was made in 17 KIIs/FGDs.

<sup>106</sup> This recommendation was made in 11 KIIs/FGDs.

<sup>107</sup> This recommendation was made in two KIIs/FGDs.

**Table 12: Evolution of DFSA VC Priorities Over the Life Cycle of a Five-Year Activity and Opportunities for Market Systems Engagement in Three Predictable Time Frames**

Planning Framework	DFSA VC Priorities During This Time Frame	Opportunities for Market System Engagement During This Time Frame
Framework 1: Start-up (Years 1-2)	<ul style="list-style-type: none"> <li>Principal focus is on rebuilding basic food security</li> </ul>	<ul style="list-style-type: none"> <li>Light co-training with DFSA staff working with CBGs in basic market principles</li> <li>Initial VC mapping exercises to choose appropriate VC activities to support</li> <li>Identification of key vertical and horizontal actors</li> <li>Initial trust-building exercises with key vertical and horizontal actors</li> <li>Initial co-training with DFSA market systems specialist in GALS and basic market systems principles</li> </ul>
Framework 2: Initial Transition (Year 3)	<ul style="list-style-type: none"> <li>First group of more food secure households start expressing desire to increase production and sales of commercial crops with DFSA support and incremental support from a market systems activity like SVC</li> <li>Some of the VSLAs become interested in investing their money in VC activities</li> <li>Initial development of vertical and horizontal linkages with market systems actors facilitated by the market systems activity</li> </ul>	<ul style="list-style-type: none"> <li>Joint working groups become operational</li> <li>Joint indicators identified to monitor the collaboration and collective progress toward the achievement of IRs and sub-IRs in the shared results framework</li> <li>Collaboration and TA for DFSA production activities and market systems support</li> <li>Use of a modified version of the POSA to co-identify (with the DFSA) the first cohort of DFSA POs ready to start capacity building for a more diversified set of income earning activities</li> </ul>
Framework 3: Scale-up and Consolidation (Years 4-5)	<ul style="list-style-type: none"> <li>Additional groups request market systems scale-up assistance</li> <li>Strengthen market systems linkages between DFSA groups/apex groups they are developing and wider market systems</li> </ul>	<ul style="list-style-type: none"> <li>Joint working group with DFSA expanded to include non-project actors</li> <li>Progressive scale-up of market systems support for a second and third cohort of POs identified as market ready using a modified version of the POSA</li> <li>Final assessment (using a standard tool like the POSA) to inform the design of follow-on USAID market systems programming as a basis for generating the data that need to be incorporated into the contract for any future follow-on activity</li> </ul>

#### 4.5.6 Conclusions

Senior USAID officials and senior managers at SVC and other USAID-funded projects uniformly agreed on two points. First, the CDCS TO 3 strategy to help South Kivu transition out of 20 years of dependency on humanitarian aid has proven to be valid. Second, the envisioned layering and sequencing of support by USAID-funded projects remains the best mechanism to achieve the results outlined in the 2013 Kivu Agriculture and Nutrition Shared Results Framework.

The core issues identified in the TO 3 strategy—poor roads, underfunded local governments, competing militias causing civil unrest, poor government agricultural policy—remain part of the economic landscape in South Kivu. The key difference is hope. This mid-term performance evaluation confirmed some of the most important findings of the two recent mid-term DFSA evaluations, which found that 1) despite long odds, a growing number of FFP and non-FFP SVC beneficiaries are taking tentative steps toward the market, and 2) the collective activities of the two DFSA projects and SVC helped facilitate this process by providing the layered and sequenced support originally envisioned in the shared results framework.

## 5.0 RECOMMENDATIONS

The ET has identified a list of nine summary recommendations, with a corresponding set of sub-recommendations, for the remainder of the SVC activity (see Annex 2 for more details).

**Recommendation 1: Staffing and Management:** Strengthen SVC's ability to backstop its three targeted VCs and any new VCs (e.g., livestock and horticulture) identified as priorities.

- € **1.1: Full VC Support for Dried Beans/Soybeans:** Clarify interpretation of SVC's contract to allow it to support the entire dried bean and soybean VC any future VCs.
- € **1.2: Territorial-Based Offices:** Create mini-field offices to increase SVC's presence in the field and facilitate better coordination with the other USAID-funded projects, including the DFSAs.
- € **1.3: New CDOs:** Add 12 field positions to backstop the three categories of apex organizations<sup>108</sup> that SVC is supporting for dried beans and soybeans.
- € **1.4: Reporting:** Provide a monthly written update on progress made on quarterly priorities and create a dashboard to generate simple visual comparisons of targets vs. achievements for activity interventions and joint interventions with other USAID-funded projects.

**Recommendation 2: Capacity Building:** Strengthen SVC's capacity to build the core technical and cross-cutting capacities of activity-supported POs, cooperatives, and apex organizations.

- € **2.1: CDO Training in Rural Education Techniques:** Strengthen the capacity of CDOs in the needed adult rural education techniques to improve PO support in the design, execution, and monitoring of a wider portfolio of production and post-harvest training and better mainstreaming of the cross-cutting modules that they are not used to backstopping (e.g., the GALS, conflict management, and SBCC sub-modules being proposed under 2.2 below).
- € **2.2: Mainstream Cross-Cutting Themes into Core Training Modules:** Mainstream the cross-cutting training modules for GALS conflict management and SBCC into two integrated modules for community-based trainings (one for coffee and one for dried beans/soybeans)<sup>109</sup> to make it easier for TOT trainers and supervisors to follow up on TOT trainings.
- € **2.3: Literacy Training:** Pilot-test new methods for linking literacy training to the two core training modules that target women's POs, cooperatives, and apex group members.
- € **2.4: Self-Assessment-Based Action Plans:** Support stakeholders to develop a simplified self-assessment tool similar to the POSA and help them track their capacity in the same areas tracked by the POSA.<sup>110</sup> Use the results to develop action plans and targets for building the group's core organizational capacity. Given the importance of literacy in determining members' participation, add a component that tracks literacy skills, both to the new tool and the two POSA indices. Consider adding a component on using MIS information for negotiation and market diversification.

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<sup>108</sup> The three categories of apex organizations include 1) nine dried bean/soybean apex organizations, 2) ACT, and 3) the apex organizations being created to manage the CMCs.

<sup>109</sup> If other VCs are added, then the same approach would be used for training modules.

<sup>110</sup> The most recent SVC POSA (September 2020) tracks five core capacities for specialty coffee POs: 1) financial health; 2) engagement with the market and external actors; 3) PO leadership, management effectiveness, and transparency; 4) member loyalty/financial contributions; and 5) operational effectiveness. The most recent SVC POSA (September 2020) tracks six capacities for dried bean/soybean POs: 1) financial health; 2) engagement with the market and external actors; 3) PO leadership, management effectiveness, and transparency; 4) access to inputs and services; 5) relationship with the external environment; and 6) member loyalty/financial contributions.

- € **2.5: Monitoring Plan:** Support stakeholders to develop a simple database to monitor capacity improvements in key areas targeted for improvement in their action plans, which group members received which SVC trainings, and if and how this training has been cascaded.
- € **2.6: Intensify SVC Senior and Junior Staffing:** Create a staff position to focus on backstopping SVC's capacity building and training activities, including Sub-Recommendations 2.1-2.5.

**Recommendation 3: Inputs:** Strengthen farmers' understanding of and access to quality inputs (especially seed for dried beans and the new seedling varieties) to scale up and sustain VC activities.

- € **3.1: Specialty Coffee:** Develop briefing sheets with information on new varieties to distribute to CFC farmer trainers and focal farmers. Explain SVC's strategy (and that of its local partners INERA and UCB) to disseminate new varieties and what support is needed to execute this strategy. Consider scaling up WCR's OFTT (30 in two territories) with smallholders and concessionaries in collaboration with RCPCA to promote adoption of improved production practices.
- € **3.2: Nutritious Crops:** Develop a module to promote certified seed use in DFSA and SVC training programs. Scale up INERA seed demonstration trials and support community-based seed production enterprises to produce and distribute certified seed varieties.
- € **3.3: Soybean Innovation Lab (SIL):** Accelerate USAID/DRC's support for the SIL and use the information to make recommendations for new seed varieties or technologies during the current activity or for the next generation of USAID/DRC funding in South Kivu.
- € **3.3: Concessionaire Strategy:** Scale up and strengthen the monitoring of concessionaire support for increasing sharecroppers' access to land leases, quality seed, and crop production and marketing support in conjunction with developing a sustainability plan for these activities.

**Recommendation 4: Finance:** Strengthen stakeholders' access to finance for working and physical capital investment needed to scale up and sustain more inclusive VC activities.

- € **4.1: Small Grants Sub-Strategy:** Add a small grants component to support entrepreneurial investments that address key technology gaps in targeted and any new VCs.
- € **4.2: FI Sub-Strategy:** Intensify the training, site visits, and communication with FIs that has increased their capacity to utilize the USAID loan guarantee program and utilize grants to buy-down the risk of piloting financial products better adapted to smallholder farmers.
- € **4.3: Concessionaire Sub-Strategy:** Intensify SVC support for cooperatives to access bank financing enabling them to invest in infrastructure improvements (e.g., washing stations, micro-washing stations, bean cleaning, and processing plants).
- € **4.4: VSLA Sub-Strategy:** Increase technical and financial literacy training of VSLAs to strengthen the members' VC activities and the VSLAs' ability to access financial services at MFIs and banks.

**Recommendation 5: Market Diversification (Specialty Coffee):** Scale up SVC's collaboration with the RCPCA to promote market diversification and quality improvement for the specialty coffee VC.

- € **5.1: International Buyers:** Build the RCPCA's capacity to support their members to engage with the international specialty CSPs and roasters.
- € **5.2: Trade Shows:** Scale up SVC's support to provincial governments to develop a sustainable model for financing, organizing, and obtaining government support (including visas for international buyers) for the annual *Saveur du Kivu* trade show. Identify how government and cooperative platforms can promote Congolese participation in international trade shows.



- € **5.3: Quality Control:** Support the professionalization of cuppers and build the capacity of washing stations/cooperatives to operate cupping rooms and expedite samples to international buyers and roasters.
- € **5.4: Domestic Coffee Consumption:** Support RCPCA's efforts to promote domestic consumption and sales by linking eligible youth (currently targeted by these training programs) to micro-grants (see 4.1. above).<sup>111</sup>

**Recommendation 6: Enabling Environment:** Scale up SVC's support for the South Kivu Coffee strategy and other promising GDRC-led initiatives to improve the provincial, territorial, and local-level enabling environment in order to ensure the sustainability of these efforts once activity funding ends.

**Recommendation 7: Coordination:** Strengthen SVC's internal capacity to support improved coordination with the DFSAs and USAID/DRC's capacity to support it.

- € **7.1: DFSA/SVC Joint Working Groups:** USAID/FTF and FFP should co-facilitate two inter-project working groups, one on managing SVC/DFSA collaboration in Kabare and South Kalehe (where the FSP MC/WV DFSA works) and one on managing DFSA/SVC collaboration in Walungu (where the FH DFSA works), for the purpose of developing joint protocols for inter-project collaboration.
- € **7.2: Demand-Driven TA and Training (for DFSAs):** Provide technical back-up up to FFS (FSP DFSA) and PACE community-based trainings (FH DFSA) if requested under the DFSA-SVC collaboration protocols being produced by the joint working groups (see 7.1).
- € **7.3: Data Analysis:** Build the capacity of FFS and PACE training participants and other SVC-supported POs to collect and analyze the data needed to manage a farming enterprise. This includes calculating land area under production, seed/seedling quantities, warehouse storage needs, and data related to service and financing contracts.
- € **7.4: USAID/DRC Support:** Strengthen USAID's support for inter-project collaboration to achieve the types of layering and sequencing envisioned in the shared results framework. This includes developing clear written guidelines about how 1) collaborative/joint activities will be proposed and budgeted in work plans, 2) projects can jointly take credit for co-executed activities, and 3) progress toward achievement of collaborative activities will be documented.

**Recommendation 8: Gender, Youth, and Social Integration:** Scale up SVC's support for youth and gender entrepreneurship in collaboration with the DFSAs.

- € **8.1: GALS Training:** Shift the focus of GALS training from training individuals to building the capacity of apex organizations and DFSAs to complement their existing initiatives promoting ethnic, gender, and youth inclusion. Encourage couples' training and ensure that GALS training and support are integrated into all of the core modules for Components 1 and 2 (see 2.2 above).
- € **8.2: GALS Champions:** Strengthen the connections between GALS champions and SVC-supported apex organizations and contemplate ways GALS champions can be compensated (in-kind or in cash) for their community-based training once SVC and DFSA funding ends.
- € **8.3: Grants:** Strengthen SVC's follow-up assistance to GALS trainees and their POs in implementing the action plans developed during the GALS visioning exercises, and link successful first-generation GALS entrepreneurs to small grants to help them scale up (see 4.1 above).<sup>112</sup>

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<sup>111</sup> Youth opportunities exist as baristas and cuppers as well as in providing support services like transport.

<sup>112</sup> These first-generation GALS entrepreneurs were almost completely self-financed.

- € **8.4: Staff Follow-Up by CDOs:** Intensify follow-up support for the promising new VC activities (e.g., livestock and horticultural production) GALS graduates and youth entrepreneur grant recipients are developing (as individuals or groups) (links with 1.3 and 2.1 above).<sup>113</sup>

**Recommendation 9: Annotated Bibliography/Case Studies of SVC Best Practice:** Facilitate the development of an annotated bibliography of existing data and summary technical reports on the nine examples of SVC practice identified during this mid-term performance evaluation to determine if the existing documentation is adequate to inform USAID/DRC's new EG designs.

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<sup>113</sup> This recommendation is contingent upon SVC getting clarification on its ability to support a wider range of VCs (see 1.1). The recent GALS participatory assessment (2020) confirmed the point raised by many of the community-based stakeholders in the FGDs and online survey that there is a growing interest in recapitalizing livestock throughout the DFSA and SVC ZOIs. As it starts to gain momentum, there will be a demand for corollary and support services like veterinary supplies, community-based vaccination agents, private-sector veterinarians (which oversee licensed veterinary assistants), building suitable stables and feeders, herd/flock improvement, egg transporting, milk collection, and chilling.

# 6.0 ANNEXES

## ANNEX I: EVALUATION QUESTIONS

1. To what extent is SVC meeting overall intended goals and objectives?
  - ⊘ How can Tetra Tech improve its implementation and management approach to better achieve results toward objectives?
  - ⊘ What are the notable areas of progress the activity has achieved in support of activity objectives and goals?
  - ⊘ What are some of the challenges faced in meeting the intended goals, objectives, and results? How effectively has the implementer dealt with those challenges? What can be changed to better meet goals and objectives?
2. In what ways is SVC's collaboration with other United States Government (USG) activities effectively contributing to the Sub-Intermediate Results (Sub-IRs) in the shared results frameworks and the shared contract target?
  - ⊘ For which Sub-IRs has the collaboration been most effective?
  - ⊘ What are some of the difficulties the activity has faced coordinating activities?
  - ⊘ How can the collaboration and identified gaps be improved?
  - ⊘ Are the results different between sites where collaboration has occurred versus sites where SVC has been working independently?
3. To what extent did SVC address the issue of increased gender equality and increased women's socio-economic empowerment in target communities?
  - Which approaches have been most effective?
  - How can SVC more effectively integrate cross-cutting sectors and gender considerations into interventions?
4. What are the internal and external threats to sustainability beyond the life of the activity for the following components of SVC? What are the biggest challenges that need to be addressed? What opportunities are there for the Mission to better ensure sustainability?
  - a. Component 1 (implemented by Tetra Tech): Build Capacity of Vertical and Horizontal Actors in Targeted Value Chains (VCs) (Create and reinforce linkages and relationships between actors within target VCs to increase the capacity of those VC actors to participate effectively in networks and associations. Activities are designed to strengthen individual enterprises and groups of actors in market systems, including farmers' associations, traders, processors, agro-entrepreneurs, and their service providers through targeted technical assistance [TA] and capacity building.)
  - b. Component 2 (implemented by TechnoServe and WCR): Enhance Coffee Production (Enhanced coffee production, coupled with improved agronomic practices leading to increased productivity, increased processing efficiency, improved coffee quality, improved access to diversified markets, and research and development to identify the most productive coffee cropping systems and dissemination of new coffee production techniques.)
  - c. Component 3 (implemented by J.E. Austin): Develop and Implement Public-Private Partnerships (PPPs) (Improved private sector investment in the coffee, dried bean, and soybean VCs, and an improved business enabling environment at the regional level, which includes cross-border trade with Uganda, Rwanda, and Burundi.)

- d. Component 4 (implemented by Banyan Global): Access to Finance (A2F) (Improved access to commercial finance in target VCs, enabling VC actors to invest in their activities to increase their productivity and profitability.)
  - e. Cross-Cutting Component (implemented by Banyan Global): Gender, Youth, and Social Inclusion (GYSI) (Increased leadership of women and youth across the VCs through enhanced decision-making and control over income.)
  - f. Additionally, capacity building of local staff and local partners is a key component of SVC's transition/sustainability plan. To what extent is SVC achieving this goal and where are the gaps that partners and USAID need to address to support sustainable capacity development?
5. What considerations should USAID/DRC consider in the future design of agriculture/EG activities, particularly in regard to the Intermediate Results (IRs) of the shared results framework:
- € Improved agricultural livelihoods
  - € Expanded markets and trade
  - € Improved uptake of essential nutritional behaviors and services
  - € Improved gender equity and socioeconomic empowerment in target communities and ways to improve collaboration/coordination between USG activities.

**ANNEX 2: SUMMARY RECOMMENDATIONS FOR THE CURRENT LIFE OF ACTIVITY AND ANY COSTED EXTENSION (\*INDICATES ACTIVITIES THAT WILL REQUIRE A COSTED EXTENSION)**

No.	Recommendation
1.0	<b>Staffing and Management:</b> Strengthen SVC’s ability to backstop its three targeted VCs and any new VC’s (e.g., livestock and horticulture) that either the DFSAs or SVC has identified as priorities for their general stakeholders or special stakeholder groups like youth.
1.1	<b>Full VC Support for Dried Beans/Soybeans:</b> Clarify interpretation of SVC’s contract to allow it to work on full VCs for dried beans and soybeans and any new VC it may be supporting.
1.2	<b>Territorial-Based Offices:</b> Add a small number of fully operational mini-field offices which are critical to intensifying the proximity and visibility of SVC’s presence in the territories as more effective coordination with the other USAID-funded projects, including the DFSAs.
1.3	<b>New Community Development Officers (CDOS):</b> Add 12 new field positions to backstop the three categories of Apex Organizations <sup>114</sup> that the SVC is supporting for dried beans and soybeans.
1.4	<b>Reporting Dashboard: Develop:</b> 1) a simple dashboard to provide simple visual comparisons of targets vs. achievements in the execution of project activities that can be updated on a quarterly basis and shared with USAID/DRC and key partners (when relevant). 2) Use this system to track progress toward the joint activities with other USAID-funded projects. 3) Provide a monthly written update on progress made on quarterly priorities.
1.5*	<p><b>*Strengthen SVC’s Participatory Work Planning With Key Partners and USAID/DRC:</b> Continue to scale up the same model of participatory work plan development (that involved all the USAID-funded projects as well as critical private-sector partners) SVC used in 2019, but:</p> <ul style="list-style-type: none"> <li>• <b>Work Plan Development:</b> Keep the participatory work plan development process focused on the VCs and how the different components (including the cross-cutting gender and PPP components) and partner projects (DFSAs, IYDA, IGA, and any new financial platforms that USAID might develop in South Kivu) will work with SVC and vice versa; and</li> <li>• <b>Co-Presentations:</b> Create opportunities for SVC staff to co-present with key USAID partners and private partners (like the two major cooperative platforms) the results of collaborative programs, draft collaboration plans for the coming year, and how these activities relate to each of the partner project’s global objectives and contribute to the realization of the integrated framework’s overall goals in South Kivu; and</li> <li>• <b>USAID/DRC Oversight:</b> Ensure all USAID CORs and AORs managing partner projects attend sessions focusing on joint activities being executed with SVC and see the presentations (and draft plans for this collaboration) well before the work plan meeting.</li> </ul>
2.0	<b>Capacity Building:</b> Strengthen the SVC’s capacity to build the core technical and cross-cutting capacities of the stakeholder groups that the project is working with.
2.1	<b>CDO Training in Rural Education Techniques:</b> Strengthen the capacity of CDOs (for the coffee VC as well as beans/soybeans ) in the adult rural education techniques that they need to better support POs in the design, execution and monitoring of a wider portfolio of production and post-harvest training as well as better mainstreaming of the cross-cutting modules that they are not used to backstopping (i.e., the GALs, conflict management, and SBCC sub-modules being proposed under 2.2 above).
2.2	<b>Mainstream Cross-cutting Themes into Core Training Module Packages:</b> Mainstream the cross-cutting training modules that SVC has developed for GALs conflict management and SBCC into two integrated “packages” for community-based trainings (one for coffee and one for dried beans/soybean <sup>115</sup> ) to make it easier for the TOT trainers and supervisors to “intensify” (i.e. follow-up on ) the TOT trainings.
2.3	<b>Literacy Training:</b> Pilot-test new methods of linking literacy training to the two core training modules (see 2.2 above) that target women PO, cooperative and apex group members.

<sup>114</sup> The three categories of apex organizations include: 1) the nine dried bean/soybean apex organizations that the SVC has signed MOUs with; 2) the ACT; and 3) the new apex organizations being created to manage the Community Management Center (CMCs).

<sup>115</sup> If other VCs are added then the same approach would be used for training modules.



No.	Recommendation
2.4	<b>Self-assessment Based Action Plans:</b> 1) Facilitate the development of a simplified self-assessment tool (inspired by the existing Community-based POSA that SVC is already using to track capacity building for three of its contractual indicator in its PITT). 2) Facilitate the cooperatives, POs and the apex organization/platforms that the SVC supports (either directly or through the DFSA) using this simplified POSA tool to track their capacity in the same key areas being tracked by the POSA. <sup>116</sup> 3) Use the results generated by the simplified POSA tools to develop action plans that focus on setting targets for building the group's core organizational capacity as well as their linkages to key market partners (e.g. washing stations for the coffee VC POs and ACT or other aggregators for the dried bean/soybean VC). 4) Given the critical role of literacy in determining members' ability to participate actively, add an additional component that tracks literacy skills to the two POSA indices that the SVC is currently using as well as the simplified one they are considering using. 5) Given the critical importance of the dried bean/soybean POs and cooperative being able to use the information generated by the MIS for management/decision making in seeking to negotiate and diversify their markets, consider adding that as an additional component to "track" for the dried bean/soybean VC actors.
2.5	<b>Community-Based AMELP:</b> Facilitate each group that the SVC collaborates with developing a simple data base that they can use to monitor: 1) their progress toward improving their capacity in some of the key areas being tracked by the POSA (and targeted for improvement under the action plans); as well as b2) which members in their group received which SVC trainings and if and how it has been cascaded.
2.6	<b>Intensify SVC Senior and Junior Staffing:</b> Redefine some of the senior staff positions and add or reconfigure one position to focus entirely on backstopping all the SVC's capacity building and training activities (including the 12 new CDOs [1.3 above) and the enhance community-based AMELP [2.5 above]).
2.7*	*Supply-Driven FFSs for Nine Bean Apex Organizations (with 208 members) in the Three-Territory ZOI: Build the capacity of non-DFSA-related apex groups SVC has signed MOUs with to design and execute training programs for their members to promote new higher-yielding technologies for dried beans and improved marketing and storage practices.
3.0	<b>Inputs and Production:</b> Strengthen SVC and DFSA direct beneficiaries' understanding of and access to quality inputs (especially seed for dried beans and the new seedling varieties) to scale-up appropriate crop production practices
3.1	<b>Specialty Coffee:</b> 1) Develop briefing sheets that summarize the information on the new varieties that can be distributed to the CFC Lead Trainers and Focal farmers. 2) Explain the strategy that the SVC (and its local partners, INERA and CUB) are planning to use to disseminate the new varieties and what if any support might be needed from the other component teams to execute this strategy. 3) Given the critical importance increasing the rate of adoption of improved production practices by the specialty coffee farmers consider scaling up and scaling out WCR's current OFTT (30 in two territories) with smallholders and concessionaries in collaboration with RCPCA.
3.2	<b>Nutritious Crops (dried beans, soybean and other VC's of interest):</b> 1) Develop (with the DFSAs if they are interested) a joint module on seed that can be used to promote the use of improved(certified seed) in both DFSA and SVC training programs. 2) Scale up SVC's existing joint agreements with INERA seed demonstration trials and promoting community based seed production enterprises to produce and distribute the varieties of improved seed for beans (and soybean if in demand) as well as other types of seed that the DFSA beneficiaries may need.
3.3	<b>Soybean Innovation Lab (SIL):</b> Encourage USAID/DRC to accelerate the funding of its proposed collaboration with the SIL in order to use the information to make recommendations for any promising new seed varieties or technologies could be: 1) pilot tested during the LOA of the current project; or 2) used to inform the design of the next generation of USAID/DRC funding in South Kivu.
3.4	<b>Concessionaire Strategy (land leases, seed and extension for sharecroppers):</b> Scale up and strengthen the monitoring of the SVC concessionaire strategy's support for strengthening sharecroppers' access to land leases, quality seed and crop production and marketing support.
3.5*	*CFC North Kalehe: Scale up SVC CFC training focusing on existing client POs and washing stations to facilitate long-term sustainability.

<sup>116</sup> The most recent SVC POSA (September 2020) tracks five core capacities for the specialty coffee POs: 1) financial health; 2) engagement with the market and external actors; 3) leadership, management effectiveness and transparency of the PO; 4) member loyalty/financial contribution to the organization; and (5) operational effectiveness. The most recent SVC POSA (September 2020) tracks six capacities for the for dried bean/soybean POs: 1) financial health; 2) engagement with the market and external actors; 3) leadership, management effectiveness and transparency of the PO; 4) Access to inputs and services (for beans and soybean); 5) relationship with the external environment; and 5) member loyalty/financial contribution to the organization.

No.	Recommendation
3.6*	*INERA: Scale up SVC's existing contract with INERA (a DRC National Agriculture Research Institute [NARI]) to work on fostering sustainable linkages with the apex producer groups and current round of concessions SVC supports directly and through its sub-contract with FEC. <sup>117</sup>
3.7*	*Private Seed Producers: Consider ways SVC might develop a PSP linkage (like the one SVC brokered for specialty coffee) between some of the larger East African commercial seed companies (like Pioneer) that could facilitate the apex organizations' access to the higher yielding seed varieties being produced by these companies
3.8*	*Grants: Use grants to encourage qualified businesses and POs to purchase new production and processing technologies (such as threshers, transportation equipment, and cleaners) that strengthen VC activities.
3.9*	*Youth Technology Study Tours: Support (or co-support with other USAID-funded initiatives) study tours and/or internships to help youth trained in mechanics develop the skills to set up small businesses that repair and operate the new processing and production technologies and transport vehicles and containers.
3.10*	*Soybean VC Technology Grants: Facilitate qualified individuals with links to the three categories of apex groups getting access to new technologies identified by SIL review and the appropriate technical skills and spare parts to sustain them. <sup>118</sup>
3.11*	*Soybean Youth Study Tours: Explore way some youth trained as mechanics under IYDA could be trained to create small businesses focused on the repair and installation of these machines.
3.12*	*FFS for Soybean: <sup>119</sup> Support a FFS for soybean to address both production issues with the concessionaires and POs (including those related to a DFSA) that have shown interest in soybean to fully test the full VC-nested BAB approach SVC is scaling up, which is complementary to many of the producer groups growing dried beans.
3.13*	*Additional Funding Sources: Explore seeking additional funding for this activity from another special fund from USAID/DRC or an earmark given the semi-exploratory nature of this FFS and its potential impact on nutrition and income-generating activities (IGAs) for youth and women in post-conflict areas.

<sup>117</sup> This includes scaling up the successful initial pilot seed production INERA is conducting with SVC support by: 1) adding at least six to seven additional INERA-managed demonstration sites to ensure that each targeted apex organization has at least one of these initiatives to provide certified seed for the varieties most in demand from traders and end markets; 2) holding regular research priority meeting with farmers' groups' representatives at least once a year to talk about ongoing research and how to bring the research findings to scale it up; 3) asking INERA to open up its catalog to allow more high-yielding varieties to be tested; and 4) co-developing (with SVC) a module on improved seed that SVC and DFSA can use to progressively wean the less vulnerable households off their dependence of free seed distribution.

<sup>118</sup>\*Livestock Development Supports: If an 18-month extension is awarded, consider adding a series of grant-based supports to scale up private sector support for livestock and monitoring this closely in order to identify lessons learned for the next phase of USAID-funded programming in South Kivu. The recent GALS participatory assessment (2020) confirmed the point raised by many of the community-based stakeholders in the FGDs and online survey that there is a growing interest in "recapitalizing" livestock throughout the DFSA and SVC ZOIs. As it starts to gain momentum, there will be a demand for corollary and support services like veterinary supplies, community based vaccination agents, private sector veterinarians (which oversee licensed veterinary assistants), building suitable stables and feeders, herd/flock improvement, egg transporting, milk chilling and bulking.

<sup>119</sup> This extension is critical to scaling up a real pilot of soybean production in Eastern Congo because SIL will assess, test, and field test before recommending the best adapted varieties and technologies for scaling up. Because SIL has access to a wide range of off-the-shelf varieties and rhizobium and tested best practices suitable to Eastern Congo's micro-climatic conditions, it will be possible to gear up quickly.

No.	Recommendation
4.0	<b>Finance:</b> Strengthen stakeholders' access to finance for working capital and investments and some of the critical processing, cleaning and transportation equipment and infrastructure that is needed to scale up and sustain more inclusive VC activities.
4.1	<b>Small Grants Sub-Strategy:</b> Add a small grants component to support entrepreneurial POs cooperatives and individuals investing in activities that address some of the key technology gaps in the targeted VCs or new VCs that the SVC might be authorized to support and/or market system.
4.2	<b>Financial Institution (FI) Sub-Strategy:</b> Intensify the training, site visits and communication with the FIs that has increased these institutions willingness and ability to take advantage of the loan guarantee program; and a) identify ways that the new SVC grants support might make it easier and less risky for the FIs to consider pilot testing new financial products that are better adapted to smallholder VC POs and cooperatives.
4.3	<b>Concessionaire Sub-Strategy:</b> Continue to intensify the SVC support for the cooperatives it has signed MOUs with getting bank finance that will enable them to invest in large infrastructure investments (like washing stations, micro- washing statins, bean cleaning and processing plants)
4.4	<b>VSLA Sub-Strategy:</b> Increase the technical and financial literacy training of VSLAs in ways that can strengthen the members VC activities as well as the VSLAs ability to access working capital and other services (like mobile banking and savings account at MFIs and banks.
5.0	<b>Market Diversification (Specialty Coffee):</b> Continue to scale up SVC's existing efforts to collaborate with RCPCA in promoting market diversification and quality improvement/quality control for the specialty coffee VC.
5.1	<b>International Buyers:</b> Continue to strengthen the capacity of RCPCA to engage productivity with the international specialty CSPs and roasters.
5.2	<b>Trade Shows:</b> 1) Continue to support the provincial government in its efforts to develop a sustainable model for financing, organizing, and obtaining the necessary government support (including visas for international buyers) for the annual <i>Saveur du Kivu</i> trade show and 2) identify ways government and cooperative platforms can promote Congolese attending participating in and having stands in international trade shows hosted for specialty coffee.
5.3	<b>Quality Control:</b> Develop a process for the professionalization of cuppers; and 2) facilitate washing stations/cooperative investing in on-site cupping rooms, staffing these, and expediting samples to potential international buyers and roasters.
5.4	<b>Domestic Coffee Consumption:</b> Continue to support the RCPCA's efforts to promote domestic consumption and sales by linking eligible youth (currently targeted by these training programs) to micro-grants (c link to 4.1. above). <sup>120</sup>
6.0	<b>Enabling Environment:</b> Continue to support and scale up SVC's existing support for the South Kivu Coffee strategy and other promising government led initiatives to improve the provincial, territorial and local level enabling environment
6.1	<i>*Explore Options for University-Based Technical Capacity Building:</i> USAID should consider supporting one or more of the USAID-funded innovation labs conducting an initial needs assessment mission to the two principal agricultural universities in South Kivu to explore if and how they could collaborate on building the universities' technical capacity to support VC activities.
6.2	<i>*Explore Options for University-Based Research to Support the Enabling Environment:</i> USAID should consider supporting one of the existing university-based food policy innovation labs working in East Africa supporting an initial needs assessment mission to identify how they could support the professors at the two leading universities in South Kivu doing research on some of the key enabling environment issues related to the targeted VCs (coffee, dried beans, soybeans).
7.0	<b>Coordination:</b> Strengthen the SVC's internal. capacity to support improved coordination with the DFSAs and USAID/DRC's capacity to support it.
7.1	<b>DFSA/SVC Joint Working Groups:</b> USAID/FTF and FFP should co-facilitate the development of two inter-project working groups—one focused on managing the SVC/DFSA collaboration in Kabare and South Kalehe (where the FSP MC/WV DFSA works) and one focused on managing the DFSA/SVC collaboration in Walungu (where the FH DFSA works). The creation of these groups is expected to flow a series of steps, to be highly participatory and to contribute to the development of joint protocols that will better define the collaboration through the SVC LOA.

<sup>120</sup> Youth opportunities exist as baristas, cuppers and in providing support services like transport.

No.	Recommendation
7.2	<b>Demand-Driven TA and Training (for DFSAs):</b> Provide technical back-up up to farmer field schools (for the FSP DFSA) and the PACE community-based trainings (for the FH DFSA) if requested under the DFSA-SVC collaboration protocols being produced by the joint working groups (see 7.1).
7.3	<b>Community-Based AMELP:</b> Build the capacity of the farmer field school and PACE training participants as well as any other producer group that the SVC supports to collect and analyze the basic agricultural statistics needed to manage a farming enterprise. This includes the ability to calculate the land areas they have under production, the quantities of seed/seedlings they will need their warehouse storage needs and contracts for services and financing.
7.4	<b>USAID/DRC Support:</b> Strengthen USAID’s support for intra project collaboration between USAID-funded projects in order to achieve the types of layering and sequencing that were envisioned in the shared results framework. This includes developing clear written guidelines about USAID/DRC’s expectations about: 1) how collaborative/joint activities will be proposed and budgeted for in work plans; 2) how projects can jointly take credit for certain co-executed activities; and 3) how the progress toward the achievement of collaborative activities will be documented in quarterly and annual reports.
7.5*	*Update Maps: Update two categories of maps: <ul style="list-style-type: none"> <li>• <u>Category 1:</u> Create a new set of territory<sup>121</sup> maps (based on existing data sets) that highlight the zones in the USAID-funded project ZOI where different VC crops are grown.</li> <li>• <u>Category 2:</u> Map the structural dynamics of targeted VCs, including the interactions among and between actors within each VC as well as the role/place of regulatory and support agencies and their effects on the functioning of the VC.</li> </ul>
7.6*	*Develop VC Action Plans: Develop territory-specific tailored upgrading plans for targeted VCs that can be supported by different USAID-funded projects with SVC backup. <sup>122</sup>
8.0	<b>Gender, Youth and Social Integration:</b> Continue to scale up SVC’s existing support for youth and gender entrepreneurship in collaboration with the DFSA’s existing support for these issues.
8.1	<b>GALS Training:</b> 1) Shift the focus of GALS training from specific individuals to building the capacity of the major apex organizations and DFSAs to consider ways the GALS training could complement these organizations’ existing initiatives to promote ethic, gender, and youth inclusion; 2) encourage couples training; and 3) ensure that GALS training and support are integrated into all of the core modules for Components 1 and 2 (see 2.2 above).
8.2	<b>GALS Champions:</b> Strengthen the connections between GALS champions and the three categories of apex organizations SVC is supporting (including the new DFSA CMC apex groups) and contemplate ways the GALS champions can be compensated (in kind or in cash) for their community-based training once SVC and DFSA funding ends.
8.3	<b>Grants:</b> Strengthen SVC’s follow-up assistance to GALS trainees and their producer groups in executing the action plans developed during the GALS visioning exercises, and link some of the most successful first-generation GALS entrepreneurs to small grants to help them scale up ( see 4.1 above). <sup>123</sup>
8.4	<b>Staff Follow-Up by CDOs:</b> Intensify follow-up VC support for promising new VC activities (like livestock and horticultural production) GALS graduates and youth entrepreneur grant recipients are developing (as individuals or groups) (links with 1.3 and 2.1 above). <sup>124</sup>

<sup>121</sup> For the four territories where SVC intervenes (Kabare, Kalehe, Idjwi, and Walungu).

<sup>122</sup> This would result in one upgrading plan per VC per year with separate chapters by territory per year.

<sup>123</sup> These first-generation GALS entrepreneurs were almost completely self-financed.

<sup>124</sup> This recommendation is contingent upon SVC getting clarification on its ability to support a wider range of VCs (see 1.1). The recent GALS participatory assessment (2020) confirmed the point raised by many of the community-based stakeholders in the FGDs and online survey that there is a growing interest in recapitalizing livestock throughout the DFSA and SVC ZOIs. As it starts to gain momentum, there will be a demand for corollary and support services like veterinary supplies, community-based vaccination agents, private-sector veterinarians (which oversee licensed veterinary assistants), building suitable stables and feeders, herd/flock improvement, egg transporting, milk collection, and chilling.

No.	Recommendation
9.0	<b>Annotated Bibliography/Case Studies of SVC Best Practice:</b> Facilitate the development of an annotated bibliography of what data and summary technical reports exist on the nine examples of SVC practice that were identified during the Mid-Term Performance Review in order to determine if the existing documentation is adequate to inform USAID/DRC's new EG designs.
9.1*	* <i>Conduct Economic Impact Studies:</i> USAID/DRC should consider hiring consultants to conduct in-depth studies on the wider economic impact of four critical areas of best practice for post-conflict emerging economy transition planning, including: 1) SVC's GALS strategy; 2) SVC's support to the <i>Saveur du Kivu</i> trade show model, including an economic analysis of the wider spread effects of this event on the province's economy; 3) the wider economic and social impacts of SVC's pioneer collaboration with 22 concessionaires; and 4) the USAID/DRC credit guarantees and international CSP services (including financial investment) on the on the banks and coffee sector.
9.2*	* <i>Conduct Resilience Impact Study:</i> <sup>125</sup> USAID/DRC should consider asking the Resilience Center in Washington, DC to finance a study on the effects of the TO 3 strategy on improved community resilience in the three targeted territories where SVC has worked consistently (Kabare, Kalehe, and Walungu). <sup>126</sup>

<sup>125</sup> This study—focused on building resilience in an environment of endemic rather than punctual conflict—would be a contribution to the resilience literature in general to the next phase of follow-on USAID planning in DRC.

<sup>126</sup> When Technical Assistance to NGOs (TANGO) did the baseline, they did it by DFSA. SVC, on its own, did a disaggregated analysis using TANGO's data for the territories.

### ANNEX 3: COMPONENTS AND PARTNERS BY TERRITORY

SVC Components and Partners	Kabare 1,960 km <sup>2</sup> , 2 ETDs, <sup>127</sup> 17 Groupements <sup>128</sup> Pop: 780,616	Kalehe 5,707 km <sup>2</sup> , 2 ETDs, 15 Groupements Pop: 815,326	Walungu 1,800 km <sup>2</sup> , 2 ETDs, 31 Groupements Pop: 720,780	Idjwi Territory (2020-2022) 310 km <sup>2</sup> , 2 ETDs, Pop: 300,000 <sup>129</sup>
Component 1				
Dried Beans	X	X	X	X –
Soybeans	X	X <sup>130</sup>		X – I
Component 2			0 <sup>131</sup>	
Component 3 <sup>132</sup>				
Component 4				
Component 5				
Component 6	X	X	X	
Light touch activities				
Non-USAID-funded SVC partner projects	-Action Sociale et d'Organisation Paysanne (ASOP) -Conseil Agricole Rurale de Gestion (CARG) -MC -Inter-association (IA) Zukj <sup>133</sup> -Communauté Locale de Développement (CLD) Birava -La Coopérative des Producteurs du Café de Kabamba (CPCK) -Association des Multiplicateurs de Semences Améliorées (AMSA)	-CARG -WV -Union des Coopératives Agricoles de Kalehe (UCOAKA) -Fondation Djuma Dominique Rwesi (FODDR) -BISHWEKA	-CARG -FH -Groupe Agricole Pastorale/Kivu (GAP/K) -IA Nkegederou -Nyalugana	-ETD -Union des Femmes Insulaires (UNAFIN) -Centre de Promotion Rurale/ Idjwi (CPR) -Société Coopérative des Producteurs Novateurs du café au Kivu (SCPNCK) -Programme Laïc pour la Santé (PROLASA)
USAID partner programs	X	X	X	
FSP DFSA (MC WV)	X	X		
DFSA (FH)			X	
Integrated Governance Activity (IGA)	X		X	
Integrated Health Project (IHP)	X	X	X	
Integrated Youth Development Activity (IYDA)	X	X	X	

<sup>127</sup> Entité Territoriale Décentralisée (ETD or, in English, Decentralized Territorial Administration).

<sup>128</sup> Groupements are official groupings of localities.

<sup>129</sup> SVC's support to the specialty coffee was expanded to Idjwi in FY 2020 and is slated to scale up to the dried bean and soybean VCs in FY 2021.

<sup>130</sup> Grown only in a small area near Minova.

<sup>131</sup> To date, SVC's support for coffee in Walungu has been limited. Concessionaires have planted coffee, but it is only starting to produce, and there are no washing stations (Source: SVC COP, May 24, 2020, personal communication).

<sup>132</sup> The color coding indicates level of engagement both here and in for stakeholder list is as follows: 1) light green for fairly consistent activity support—either by component (undiversified touch) or medium number of sessions in a year (greater than one, less than five) and 2) dark green for those structures receiving heavier and more diversified touch activity support.

<sup>133</sup> IAs are second or third tier village-level organizational structures instituted by the Catholic Church through CARITAS.



## ANNEX 4: NESTED MARKET NETWORKS COLLABORATING WITH SVC

N°	Apex Organization	Producer Groups	Territory	Site Proximity to Aggregator Markets	Overlaps with the SVC and DFSA Programming				Members			Evidence That Members Are Also Associated With a DFSA ? (y/y)
					Overlap with one of the SVC 7 Economic « pôles » (Y/N)	Overlap DFAS ZOI(Y/N)	Overlap Coffee SVC Support (Y/N/A <sup>134</sup> )	Overlap SVC Dried Bean/Soy Support (Y/N)				
<b>Soy and Bean Market Women's Associations associated with ACT South KIVU</b>												
I	ACT HQ			HQ Bukavu	Y				64	461	525	
1.1.		ASSOCIATION CIKALA	Kabare (3)	(MUDAKA)	Y	Y	A	A	18	140	158	
1.2.		ASSOCIATION UMOJA		(KATANA)	Y	Y	A	A	15	45	60	
1.3.		ASSOCIATION RHUHEKE KUGUMA		(KAVUMU)	Y	Y	Y	Y	14	39	53	
1.4.		ASSOCIATION TUSAIDIANE	Kalehe (2)	(IHUSI)	Y	Y	A	A		68	68	
1.5.		ASSOCIATION LIMA FAIDIKA		(MINOVA)	Y	N	A	A	2	51	53	
1.6.		ASSOCIATION MAMA MBEGU	Walungu (2)	(KAMANYOLA)	Y	N	N	A		82	82	
1.7.		ASSOCIATION RHUGWASANYE		(WALUNGU CENTRE/MUGOGO )	Y	Y	N	A	15	36	51	
	<b>Sub-total</b>	<b>7</b>										
<b>Soy and Bean Apex Organizations that the SVC has signed MOUs with</b>												
1.	AMSA	12	Kabare	Katana	Y	Y	Y	Y	636	1,912	2,548	Y
2.	PAV	4		Mudaka/Katana	Y	Y	Y	Y	263	632	895	Y
3.	CLD Birava	46		Katana/Mudaka	Y	Y	Y	Y	625	642	1,267	Y
4.	IA Zuki	18		Katana	Y	Y	Y	Y	150	478	628	Y
5.	SOLFAP	37	Kalehe	Minova	Y	N	Y	Y	250	507	757	
	UCOAKA/Nord	8		Minova	Y	N	Y	Y	93	192	285	
6.	UCOKA/Sud	12		Ihusi	Y	Y	Y	Y	355	436	791	Y
7.	IA Nkegero	9	Walungu	Walungu/Mugogo	Y	TBD	N	Y	350	213	563	
8.	CLD Mushinga	37		Walungu/Mugogo	Y	TBD	N	Y	192	478	670	
9.	DUBR	33		Kamanyola	Y	N	N	A	405	1,078	1,483	N
	<b>Sub-total</b>	<b>216</b>							<b>3,226</b>	<b>6,376</b>	<b>9,602</b>	

<sup>134</sup> A: general area

N°	Apex Organization	Producer Groups	Territory	Site Proximity to Aggregator Markets	Overlaps with the SVC and DFSA Programming				Members			Evidence That Members Are Also Associated With a DFSA ? (y/y)
					Overlap with one of the SVC 7 Economic « pôles » (Y/N)	Overlap DFAS ZOI(Y/N)	Overlap Coffee SVC Support (Y/N/A <sup>134</sup> )	Overlap SVC Dried Bean/Soy Support (Y/N)				
<b>Apex organizations working with SVC that have not yet signed MOU</b>												
1.	Nylugana Swamp Drainage Scheme (FH DFSA)	29	Walungu	Mugogo	Y	Y	N	Y				Y
<b>RCPCA (in Territories where SVC is working)</b>												
1	<b>RCPCA</b>			Bukavu (HQ)								
1.1		RAEK	Kabare (5)	Katana	Y	Y	A	A	TBD <sup>135</sup>	TBD	2,103	
1.2		CCKK		Katana	Y	Y	Y	A			2,261	Y
1.3		ProCafe Bio		Katana	Y	Y	A	A			800	
1.3		Kivu Coffee		Katana	Y	Y	Y	Y			2,600	
1.4		Tumaini Coffee Cooperative (TCC)		Mudaka	Y	Y	A	A			1,444	Y
1.5		KACCO	Kalehe (11)	Ihusi	Y	Y	A	A			3,731	Y
1.6		SOPACDI		Minova	Y	N	Y	A			12,000	N
1.7		Cooperative Agricole Muungano		Minova	Y	N	A	A			4,200	N
1.8		CCKA		Ihusi	Y	Y	A	A			1,353	Y
1.9		Cooperative TUFADIKE		Minova	Y	N	A	A			456	
1.8		Cooperative Amka Mulimaji Wa Kahawa		Minova	Y	N	Y	A			2,099	N
1.9		COOCA-Kivu (Cooperative Café du Kivu)		Minova	Y	N	N	N			592	
1.10		SOPADE	Minova	Y	N	Y	A			1,323	N	
1.11		FODDR (Concessionnaire)	Minova	Y	N	Y	Y			1,800	N	

<sup>135</sup> To date, the RCPCA does not have gender disaggregated data on its members.

N°	Apex Organization	Producer Groups	Territory	Site Proximity to Aggregator Markets	Overlaps with the SVC and DFSA Programming				Members			Evidence That Members Are Also Associated With a DFSA ? (y/y)
					Overlap with one of the SVC 7 Economic « pôles » (Y/N)	Overlap DFAS ZOI(Y/N)	Overlap Coffee SVC Support (Y/N/A <sup>134</sup> )	Overlap SVC Dried Bean/Soy Support (Y/N)				
									Men	Women	Total	
1.12		Alpha New (Entreprise)		Minova	Y	N	Y	A			117	N
1.13		IHUSI Agro (Concessionnaire)		Minova	Y	N	Y	Y			250	N
1.14		Heshima Coffee Cooperative	Walngu (2)	Walungu	Y	N	N	N			450	
1.15		COOPAEMI		Walungu	Y	Y	N	N			1,323	N
1.16		SCPNCK	Idjwi (4)	TBD	TBD	N	Y	Y			2,388	N
1.17		COCAI		TBD	TBD	N	N	Y			720	N
1.18		Rebuild Women's Hope (RWH)		TBD	TBD	N	Y	Y			3,057	N
1.19		Cooperative Olame		TBD	TBD	N	N	A			933	N
<b>Sub-total</b>											46,000	
<b>Concessions with signed MOU with SVC<sup>136</sup></b>												
1	<b>FEC</b>			HQ Bukavu (?)	Y							
1	ETS Bishweka (Ihusi Agro)	Kayandja	Kabare	Katana	Y	Y	Y	Y	50	70	120	Y
2	Cifende	Kivu Coffee		Katana	Y	Y	Y	Y	120	280	400	A
3	CANGUHE (CHANGWE)	Bushushu	Kalehe	IHUSI	Y	Y	Y	A			N/A	A
4	ETS Bishweka (Ihusi Agro)	Nyangoma (Vahe)		Minova	Y	N	Y	Y			45	N
5	FODDR	Kishinji 1 (Buzi)		Minova	Y	N	Y	Y			425 (18.5% women)	N
		Kishinji 2 (Buzi)			Y	N	Y	Y	N			
		Kalunga	Y		N	Y	Y	N				
		Minova	Y	N	Y	Y				N		
6	Lwaboshi	Kazo (FEC)		Minova	Y	N	Y	N			N/A	N
7	Plantation Justin Karai			Minova	Y	N	Y	A			N/A	N
8	Nicolas Bwema	Bulenga (Buzi)		Minova	Y	N	Y	Y			35	N

N°	Apex Organization	Producer Groups	Territory	Site Proximity to Aggregator Markets	Overlaps with the SVC and DFSA Programming				Members			Evidence That Members Are Also Associated With a DFSA ? (y/y)
					Overlap with one of the SVC 7 Economic « pôles » (Y/N)	Overlap DFAS ZOI(Y/N)	Overlap Coffee SVC Support (Y/N/A <sup>134</sup> )	Overlap SVC Dried Bean/Soy Support (Y/N)				
9	Ste. Olive	Lwangoma/Lwandjovu (FEC)		Ihusi	Y	Y	A	A			500	N
10	GAP/Kivu	Bitesi	Walungu	Mugogo	Y	Y	N	Y			408	Y
		Cishi		Mugogo	Y	Y	N	Y			140	Y
		Kakono		Mugogo	Y	Y	N	Y			199	Y
	Mugogo	Y		Y	N	Y			120	Y		
11	Ste Olive	Ibanda										
13	Plantation Cisebeyi	Kaniola		Walungu/Mugogo	Y	A	N	Y				A
<b>Concessionnaires – members of FEC benefiting from Land Use Contract Negotiations</b>												
1	BISENGIMANA	Mwirunga/Luhihi	Kabare	Katana	Y	A	A	A				A
2	MUSEGE	Mushuva		Mudaka	Y	A	A	A				
3	BUSHANGYA	Fundiko		Katana	Y	A		A				
4	CIFENDE	Kabushwa/Lushesha		Katana	Y	A	Y	Y				A
5	LUKWEBO	Irambo II	Kalehe	Kabamba/Katana	Y	A	A	A				
6	SHANYUNGU	Kasheke		Iusi	Y	A	A	A				A
7	BIKORO	Nduba	Walungu	Mugogo	Y			A				
8	ZABAGE LUSHULI	Nyandja		Mugogo	Y			A				
9	Marcelin MIHIGO	Mulwa		Mugogo	Y			A				
10	Sylvain MAPATANO	Kakono		Mugogo	Y	A		A				

## ANNEX 5: QUALITATIVE AND QUANTITATIVE DATA SOURCES FOR THE SEVEN CATEGORIES OF SVC STAKEHOLDERS

Stakeholder Groups	FGDs/KIIs		Online Survey	CATI
	# Interviews	# People		
<b>Group 1. SVC Activity</b>				
1.A. Home Offices	6	12		
<b>1B. SVC Staff</b>				
1.B.1. COP/Deputy COP (DCOP) and senior administrators	2	2		
1.B.2. Bukavu-based technical staff	12	16		
1.B.3. Non-Bukavu-based technical staff		5		
<b>Group 2. Community-Based Groups and Apex Organizations</b>				
<b>2.A. Higher-Level Umbrella Organizations</b>				
2.A.1. Cooperatives and farmer business groups	10	33		
2.A.2. Unions of associations/inter-associations (IA) /platforms	9	29		
2.A.3. Platforms: ACT and RCPA	4	9		
<b>2.B. Community-Based Organizations</b>				
2.B.1. Credit groups	3	13		
2.B.2. Youth groups	5	18		
2.B.3. Producer and processing organizations	1	3		
2.B.4. ASBL	8	35		
2.B.5. Farmers who participated in the SVC trainings				800
2.B.6. Farmers who participated in the GALS trainings				203
<b>2.C. SBCC Organizations</b>				
2.C.1. Listening Clubs	6	21		
<b>2.D. Concessionaires and Private Enterprises</b>				
2.D.1. Concessionaires	4	4		
2.D.2. Private enterprises	3	5		
<b>2.E. Coffee Farm Colleges (CFCs)</b>				
2.E.1. Farmer trainers	4	7		
2.E.2. Local farmers	8	26		
<b>Group 3: Implementing Partners</b>				
<b>3.A. DFSAs</b>				
3.A.1. DFSA I FSP	4	8		
3.A.2. DFSA FH	3	6		
<b>3.B. Other USAID Projects</b>				
3.B.1. IGA (national with a provincial coordinator)	1	2		
3.B.2. IHP (national with a provincial coordinator)		1		
3.B.3. IYDA	2	5		
<b>Group 4. Collaborators</b>				
4.A. Local sub-contractors	2	2		
4.B.&C. BDS providers (incl. two universities as BDS providers)		5		
4.D. Radio Subcontractors	0			
<b>Group 5. Technical Service Providers</b>				
5.A. Financial institutions	3	6		
5.B. Agro-dealers	2	2		
<b>Group 6. DTS (Deconcentrated Government Services)</b>				
6.A. Regional (no interviews with national level [5.1])	3	6		
6.B. Territories	2	3		
<b>Group 7. USAID/W and DRC</b>	6	7		
<b>Total</b>	<b>113</b>	<b>291</b>	<b>183</b>	<b>1,003</b>

## ANNEX 6: PERFORMANCE INDICATOR TRACKING TABLE

No	Performance Indicator	Baseline Values	FY 2018			FY 2019			Target 2020	TOTAL FY 2020		Target 2021	Target 2022	LOP Target
			Targets	Achieved	% Achieved	Targets	Total Achieved	% Achieved	Target	Total Achieved	% Achieved	Target	Target	
<b>PURPOSE LEVEL: Increase household incomes and access to nutrient rich crops by linking smallholder farmers to strengthened and inclusive value chains and supportive market services.</b>														
3	Number households with a sustained increase of at least \$125 in annual income from agricultural export commodities <b>(Contractual) (Annually – FY 2020, FY 2021, FY 2022)</b>	0	NA			NA			5,000	N/A	N/A	10,000	15,000	15,000
4	Number of individuals participating in USG food security programs [IM-level (GFSS # 49)] <b>(Quarterly)</b>	0	5,000	10,762	215%	10,000	13,549	135%	20,000	27,440	137%	40,000	60,000	60,000
	<b>Sex category of individuals</b>													
	Male			5,340			7,452			14,020	51.09			
	Female			5,422			6,097			13,420	48.91			
	<b>Age category of individuals</b>													
	Child									25	0.09			
	Youth						2,303			5,459	19.89			
	Adult						9,620			20,314	74.03			
	Age not given						1,626			1,642	5.98			
<b>IR 1: Improved agriculture livelihoods among targeted households</b>														
5	At least 2,000 additional seasonal worker positions created compared to the baseline year) <b>(Contractual) (Seasonal)</b>	0		190	NA	500	2,110	422%	750	2,469	329%	1,500	2,000	2,000
	<b>New</b>						1,921		250	1,080		750	500	
	Male									545				
	Female									535				
	<b>Continuing</b>						189		500	1,389		750	1,500	
	Male									687				
	Female									702				



No	Performance Indicator	Baseline Values	FY 2018			FY 2019			Target 2020	TOTAL FY 2020		Target 2021	Target 2022	LOP Target
6	Number of farmers with an estimated 30% increase in agricultural productivity of export crops <b>(Contractual/modified) (Annually – FY 2020, FY 2021, FY 2022)</b>	0			NA				5,000	N/A		7,500	15,000	15,000
<b>Sub-IR 1.1: Increased use of improved agriculture practices and inputs</b>														
7	Number of individuals who have received USG-supported short-term agricultural sector productivity or food security training <b>(EG 3.2.1) (*) (Quarterly)</b>	0	5,000	6,134	123%	5,000	13,419	268%	11,000	13,803	125%	11,000	5,000	17,000
	<b>Sex category of individuals</b>													
	Female						5,882			6,977	50.55			
	Male						5,882			6,826	49.45			
	<b>Age category of individuals</b>													
	Child									13	0.09			
	Youth									2,578	18.68			
	Adult									10,690	77.45			
	Age not given									522	3.78			
8a	Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance <b>[IM-level] (GFSS #11) (Annually- FY 2020, FY 2021, FY 2022)</b>	0	5,000	2,570	51%	5,000	3,305	66%	10,000	N/A	N/A	10,000	15,000	15,000
8b	Number of farmers or other value chain actors implementing climate-smart practices (EG.11-1) (Already integrated into Indicator 9. Will be disaggregated) <b>(Annually)</b>	0	5,000	0	0%	5,000	2,699	54%	10,000	N/A	N/A	10,000	15,000	15,000

No	Performance Indicator	Baseline Values	FY 2018			FY 2019			Target 2020	TOTAL FY 2020		Target 2021	Target 2022	LOP Target
9	Number of hectares under improved management practices or technologies with USG assistance [IM-level] (GFSS 22) (*) (Annually)	0	0	0	N/A	1,250	1,027	82%	2,500	N/A	N/A	3,000	3,750	3,750

No	Performance Indicator	Baseline Values	FY 2018		FY 2019			Target 2020	TOTAL FY 2020		Target 2021	Target 2022	LOP Target	
<b>IR 2: Expanded markets and trade</b>														
10	Number of containers of specialty coffee exported per year (Contractual) (Seasonal)	15	20	37 (6 SVC Wet Mills)	185%	25	49 (9 SVC Wet Mills)	196%	35	20.3	58%	45	50	50
	SVC supported wet mills			6			9		17.5	20.3	116%			
	None-SVC			31			40		17.5	0	0%			
11	Value of annual sales of farms and firms receiving USG assistance [IM-level] (GFSS #15)(USD) (Seasonal)	\$1,350,000	\$1,800,000	\$3,694,080	205%	\$2,250,000	\$942,029	42%	\$1,300,000	\$2,189,140	168%	\$2,100,000	\$2,790,000	\$8,000,000 (cumulative)
	Coffee			\$899,870			\$906,307			\$1,879,484				
	Soybean			\$2,794,210			\$17,502			\$71,916				
	Bean			(\$1,894,340)			\$18,220.0			\$237,740				
<b>Sub-IR 2.1: Improved market linkages and information systems</b>														
12	Number of for-profit private enterprises, producer organizations, water user associations, women's groups, trade and business associations, and community-based organizations receiving USG food security-related organizational development assistance (EG.3.2-4); FFPI2*(Quarterly)	0	60	58	97%	120	126	105%	180	173	96%	200	225	225
	New								24	98		50	25	
	Continuing									75				
13	Number of MIS in place in South Kivu covering the three target value chains (Custom)	0	0		N/A	0			1	1	100%	1	1	1
<b>Sub-IR 2.2: Improved post-harvest storage and processing</b>														

No	Performance Indicator	Baseline Values	FY 2018			FY 2019			Target 2020	TOTAL FY 2020		Target 2021	Target 2022	LOP Target
14	Volume of targeted crops processed by food processors and wet mills (Custom) <b>(Seasonal)</b>		453	411	91%	866	189.31	22%	1,286	639	50%	1,806	2,118	6,529 (cumulative)
	Coffee									639				
	Soybean									0				
	Bean									0				
15	Volume of targeted crops treated or stored at aggregation centers (sorting, grading, drying, bagging, storage); % increase over baseline (Custom) <b>(Seasonal)</b>	Soybean 108.54 MT Dry Beans 1,436.44 MT	0		N/A	5% (1622,2)	205.4	13%	10% (1699)	371.8	22%	15% (1776)	20% (1854)	20%
	Soybean	108.54				113.97	86.7	76%	119.39	113.3	94%	124.82	130.25	
	Bean	1436.44				1508.26	118.7	8%	1580.08	258.6	16%	1651.91	1723.73	
16	Number of Agricultural Borrowers receiving credit as a result of USG assistance (Custom) <b>(Quarterly)</b>	0	10	26	260%	35	17	49%	25	46	184%	120	180	180
	SVC-Client (Direct support)									11				
	None-SVC (Indirect support)									35				
17	Total agriculture-related financing accessed as a result of USG assistance [IM-level] (GFSS 12)(USD) <b>(Quarterly)</b>	0	\$ 300,000	\$ 1,725,600	575%	\$ 600,000	\$ 939,000	157%	\$ 1,100,000	\$ 2,815,400	256%	\$ 1,300,000	\$ 2,200,000	\$ 4,200,000
	SVC-Client (direct support)									\$ 1,213,000				
	None-SVC (Indirect support)									\$ 1,602,400				
18	Number of public-private partnerships formed as a result of USG assistance (EG.3.2-5). <b>(Quarterly)</b>	0	0	5	500%	5	2	40%	5	3	60%	10	10	10
<b>Sub-IR 2.4: Increased capacity of agriculture related producer groups, organizations and enterprise</b>														

No	Performance Indicator	Baseline Values	FY 2018				FY 2019			Target 2020	TOTAL FY 2020		Target 2021	Target 2022	LOP Target
19	Number of farmer cooperatives that operate on a sustainable basis and are perceived by at least 75% of their members as providing valued benefits (Custom, contractual)( <b>Annually</b> )	0	0	0	0	2	4	200%	4	10	250%	8	10	10	
20	Number of farmer or value chain associations or organizations practicing successful conflict resolution practices, including functioning systems of internal recourse and linkages to existing community Peace Committees (Contractual) ( <b>Bi-annual</b> )	0	0	0	N/A	5	16	320%	10	24	240%	20	20	20	
21	Percent of USG-assisted organizations with improved performance [IM-level] (GFSS CBLD -9) ( <b>Annually</b> )	0	0	0	N/A	5	55%	N/A	60%	56%	94%	70%	80%	80%	
	<i>Numerator: organizations with positive variation of performance</i>						26			18					
	<i>Denominator: organizations assessed in previous and current FY</i>						47			32					
<b>Sub-IR 2.5: Improved governmental services, regulations, and taxation for agricultural inputs and trade in targeted value chains</b>															
22	Number of civil society organizations receiving USG assistance engaged in advocacy interventions (DR.4.2-2) ( <b>Quarterly</b> )	0	10	16	160%	20	16	80%	30	24	80%	40	40	40	
<b>Sub-IR 3.2: Increased awareness of and commitment to essential nutrition-promoting practices</b>															

No	Performance Indicator	Baseline Values	FY 2018			FY 2019			Target 2020	TOTAL FY 2020		Target 2021	Target 2022	LOP Target
25	Number of farmer or value chain associations, organizations, and/or businesses that implement gender and nutrition behavior change communication interventions (Custom; contractual) <b>(Quarterly)</b>	0	0	0		5	0	0%	10	33	330%	15	20	20
26	Number of communities reached with nutrition messages disseminated (FH/DFSA) (*) (contractual indicator is 15,000 households reached with messaging on nutrition, gender equality, and women's empowerment.) <b>(Quarterly)</b>	0	0	0	0	30	20	67%	60	28	47%	90	150	150
<b>Sub-IR 3.4: Improved access to diverse and nutritious foods</b>														
27	Number of actors including farmers, farmer associations, organizations, cooperatives, and businesses engaged in the production and/or marketing of nutritional products [6] (Custom) <b>(Quarterly)</b>	2	5	4	80%	10	60	600%	15	25	167%	30	60	60
	New									7				
	Continuing									18				
<b>Cross Cutting IR: Increased gender equality and increased women's socio-economic empowerment in target communities</b>														
28	Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources [IM-level] (GFSS #44) <b>(Quarterly)</b>	0	10%	39.61%	396.10 %	15%	88%	587%	50%	54%	109%	50%	50%	50%
	<i>Numerator: Number of female program participants ( Ind #5, #16)</i>									1,344				



No	Performance Indicator	Baseline Values	FY 2018			FY 2019			Target 2020	TOTAL FY 2020		Target 2021	Target 2022	LOP Target
	<i>Denominator: Total number of male and female participants (Ind #5 and #16)</i>									2,469				
29	Percentage of women in leadership positions within targeted producer associations, cooperatives, and businesses (Contractual) <b>(Annually)</b>	-	10%	50%	500%	15%	41%	273%	20%	35%	175%	25%	30%	30%
	<i>Numerator: number of women in elected or non-elected leadership positions</i>						119			183				
	<i>Denominator: Total number of leaders in elected and non-elected leadership positions.</i>						289			522				
<b>Cross-Cutting IR: Conflict Prevention and Mitigation</b>														
30	Number of participatory conflict analyses conducted. (custom) <b>(Quarterly)</b>	0	3	3	100%	3		0	3	3	100%	3	3	15

## ANNEX 7: APEX GROUPS AND PRODUCER ORGANIZATIONS IN SOUTH KIVU

### Nine Bean and Soybean Apex Groups with Signed MOUs with SVC

Apex Organization	Producer Groups	Members		
		Men	Women	Total
PAV	4	263	632	895
CLD Birava	46	625	642	1,267
IA Zuki	18	150	478	628
SLFAP	37	250	507	757
UCOKA/Sud	12	355	436	791
IA Nkegero	9	350	213	563
CLD Mishinga	37	192	478	670
DUBR	33	405	1078	1,483
<b>Total</b>	<b>208</b>	<b>3,226</b>	<b>6,376</b>	<b>9,602</b>

Source: SVC data sources.

### Seven Soybean and Bean Market Women's Associations Associated With ACT South Kivu

Producer Groups	Territory	Site (Markets Covered)	Members		
			Men	Women	Total
Association Cikala	Kabare	(Mudaka)	18	140	158
Association Umoja		(Katana)	15	45	60
Association Rhuheke Kuguma		(Kavumu)	14	39	53
Association Tusaidiane	Kalehe	(Ihusi)	-	68	68
Association Lima Faidika		(Minova)	2	51	53
Association Mama Mbegu	Walungu	(Kamanyola)	-	82	82
Association Rhugwasanye		(Walungu Centre/Mugogo)	15	36	51

Source: SVC. August 2020.

### RC Cafe Cocoa Producers Cooperative Network (GIE RCPCA-RDC)-Member Organizations within SVC Target Territories, FY 2020

Territory	Cooperative	Members
Kabare (5)	RAEK	2,103
	CPCCK	2,261
	ProCafe Bio	800
	Kivu Coffee	2,600
	Tumaini Coffee Cooperative (TCC)	1,444
Kalehe (11)	KACCO	3,731
	SOPACDI	12,000
	Cooperative Agricole Muungano	4,200
	CCKA	1,353
	Cooperative TUFAIDIKE	456
	Cooperative Amka Mulimaji Wa Kahawa	2,099
	COOCA-Kivu (Cooperative Café du Kivu)	592
	SOPADE	1,323
	FODDR	1,800
	Alpha New	117
	IHUSI Agro	250
Walungu (2)	Heshima Coffee Cooperative	450
	COOPAEMI	1,323
<b>Sub-total</b>		<b>38,902</b>

Territory	Cooperative	Members
Idjwi (4)	SCPCK	2,388
	COCAI	720
	Rebuild Women's Hope (RWH)	3,057
	Cooperative Olame	933
<b>Total (22)</b>		<b>46,000</b>

Source: RCPCA. July 2020.

## ANNEX 8: CONCESSIONAIRE PARTNERS OF SVC

N°	Concessionaires	Sites	Hectares	Number Members	Territory	Crops	Year Formed
1	Kivu Coffee	Katana/ Lugushwa/ Lushesha	270	400	Kabare	Coffee, bean	2018
2	Ets. BISHWEKA	Kayandja	50	120	Kabare	Coffee, beans, corn and soybeans	2018
		Nyangoma	14	45	Kalehe	Coffee, bean	
3	FODDR	Minova	17	2,000	Kalehe	Coffee, beans and soybeans	2018
4	Nicolas Bwema	Minova	40	35	Kalehe	Coffee, bean	2020
5	Sté. Olive	Lwangoma/ Lwandjovu	430	350	Kalehe	Coffee, beans, corn, soybeans, cassava, sugar cane, sorghum	2018
		Ibanda	90	500	Walungu	Coffee, tea, quiquina, beans, cassava	2018
6	GAP-Kivu	Bitesi	300	408	Walungu	Bean, cassava, corn, sweet potato	2018
		Kakono	135	199	Walungu	Bean, cassava, corn, sweet potato	
		Cishi	100	140	Walungu	Bean, cassava, corn, sweet potato	

Source: SVC M&E. July 2020.

**ANNEX 9: APEX GROUPS AND CONCESSIONARIES WORKING ON SOYBEANS POSSIBLY TARGETED FOR SUPPORT IN FY 2021 AND FY 2022**

**Apex Groups**

Name of Group	Territory	Proximity to One of Six Economic Poles That SVC Market Access Support Is Focusing on for Dried Beans	Current Focus/Scale Program	History of Collaboration with SVC to Date (Including FY)
<b>Apex Groups</b>				
1. CLD Birava	Kabare	Mudaka/Katana	Member POs: 46 Membership: 1,267	FY 2019
2. IA Zuki	Kabare	Katana	Member POs: 18 Membership: 628	FY 2019
3. AMSA	Kabare	Katana	Member POs: 12 Membership: 2,548	FY 2019
4. PAV	Kabare	Mudaka	Member POs: 4 Membership: 895	FY 2019
5. DUBR	Walungu	Kamanyola	Member POs: 33; Membership: 1,483	FY 2019
6. IA Nkegero	Walungu	Mugogo	Member POs: 9 Membership: 563	FY 2019
7. CLD Mushinga	Walungu	Mugogo	Member POs: 37 Membership: 670	FY 2019

Source: SVC Project Data from the SVC COP. August 5, 2020.

## Concessionaries

Name of Group	Territory		Proximity to One of Six Economic Poles that SVC Market Access Support is Focusing on for Dried Beans	Current Focus/Scale Program	History of Collaboration with SVC to Date (Including Fiscal Year)
<b>Concessions</b>					
1. Fondation Dominique Djuma Rwesi (FODDR)	Kalehe	Kishinji	Minova/Goma	17 ha TBD sharecroppers, coffee, beans, soybeans	MOU FY 2020, partnering since 2018
		Kalungu	Minova/Goma		
2. ETS Bishweka	Kabare	Kayanja	Katana	60 ha, 120 sharecroppers +5 staff beans, soybeans, coffee	MOU FY 2018, renewed FY 2020
	Kalehe	Kitembo	Minova	45 ha, 25 sharecroppers + 4 staff	
	Kalehe	Nyangoma	Minova/Goma	70 ha, 45 sharecroppers, 12 staff; Beans, Coffee	FY 2019
3. GAP/Kivu	Walungu	Bitesi	Mugogo	300 ha, 408 sharecroppers	MOU signed FY 2020, collaborating since FY 2018
		Kakono		135 ha, 199 sharecroppers	
		Tshishi (Cishi)		100 ha, 140 sharecroppers	
4. Ste. Olive	Kalehe	Lwangoma	Ihusi	430 ha , 350 sharecroppers	MOU signed FY18, renewed FY20
	Walungu	Ibanda	Mugogo	90 hectares 500 sharecroppers,	

Source: SVC Mid-Term Evaluation based on SVC Project Records and familiarity with these groups from previous joint activities. August 1, 2020.

Note: FODDR and Nicolas Bwema - Concessionaires in North Kalehe, UCOAKA/N, SOLFAP Kalehe, CLD Birava, IA Zuki & AMSA as well as PAV and Kivu Coffee & Ets Bishweka/Kayanja in Kabare, In Walungu Concessionaires GAP/K, OLive, Platforms-DUBR, IA Nkengero, CLD Mushinga IA/CLD are less active.



## ANNEX 10: EVOLUTION OF SVC SUPPORT FOR DIFFERENT TYPES OF FINANCE (THROUGH JUNE 30, 2020)

SVC Finance Activities	FY 2017	FY 2018	FY 2019	FY 2020 (June 30)
<b>Service Provider Credit Leveraged</b>				
<b>Social Investment organizations</b>	\$ -	\$575,000.00	\$75,000.00	\$ -
1. Root Capital	\$ -	\$215,000.00	\$75,000.00	\$ -
2. OXFAM	\$ -	\$60,000.00		\$ -
3. EFFISOL	\$ -	\$300,000.00		\$ -
<b>Value chain companies</b>	\$ -	\$108,630.00	\$ -	\$127,000.00
1. Coffee Lac	\$ -	\$58,630.00		\$ -
2. NESPRESSO/Virunga	\$ -			\$95,000.00
3. Sucafina	\$ -			\$32,000.00
4. TWIN	\$ -	\$50,000.00	\$ -	\$ -
<b>MFIs</b>	\$ -	\$105,000.00	\$ -	\$200,000.00
1. SMICO	\$ -	\$105,000.00	\$ -	\$200,000.00
<b>Total (Total dollar figure)</b>		<b>\$788,630.00</b>	<b>\$75,000.00</b>	<b>\$327,000.00</b>
<b>Credits from banks</b>				
<b>Equity Bank</b>				
--Loan applications and concept paper				
--Number of Loans received (number)	4	16	28	31
--Total dollar figure (\$)	\$94,000	\$1,011,500	\$1,285,050	\$2,166,000
<b>FINCA</b>				
--Loan applications and concept paper				
--Number of Loans received (number)	2	11	6	4
--Total dollar figure (\$)	\$5,000	\$80,100	\$40,100	\$35,900
	<b>\$99,000</b>	<b>\$1,880,230.00</b>	<b>\$1,400,150.00</b>	<b>\$2,528,900.00</b>

Source: SVC. August 2020.

Notes: 1) Total all SVC organization received credit: 25. 2) Total all Non-SVC: 88.

3) Total amount disbursed to SVC Client: \$3,169,630. 4) Total amount disbursed to Non-SVC client: \$2,738,650.

5) A total of \$5,908,280 was disbursed, including \$2,740,100 under the DCA guarantee. (46.3%).

6) \$2,171,200 was borrowed in South Kivu (Bukavu, Kabare, Kalehe Idjwi, and Walungu) under DCA guarantee. This represents 79% of the amount lent under the DCA guarantee (\$2,724,100) and 37% of the total amount lent. (\$5,663,280).

7) Per type of loan recipient, for the total of 113 organizations received credit, they are 2 producers, 20 local traders/assemblers, 2 wholesalers/Processors, 33 with mixed types, and 56 organizations with unknown type.

8) Per gender disaggregation, 67 organization are owned by men, 21 by women (18.6%), 3 joint >50% men and 2 with unknown disaggregation.

9) The association, REBUILD WOMEN HOPE/ASBL, received a total of a credit of \$300,000 from Equity Bank with DCA guarantee. (75,000 in 2018, 75,000 in 2019 and 150,000 in 2020), and \$50,000 in 2018 from TWIN and \$75,000 from Root capital in 2019.

10) In 2019 USADF granted 6 organizations in SVC project area a total of \$691,086.

11) There are 4 SVC clients (RAEK \$95,388, SCPNCK \$226,988, MUUNGANO 193,221 in coffee sector and CYED \$10,000 in soy sector) and 2 non-SVC client (COPABU \$88,599 & COPAYI \$76,930).

**ANNEX II: GALS TRAINING PARTICIPANTS**

**Staff and Individuals Trained in Special In-Person Trainings by SVC Gender Experts**

SVC Staff	FY 2018			FY 2019			FY 2020 (to date)			Total		
	Male	Female	Total FY 2018	Male	Female	Total FY 2019	Male	Female	Total FY 2020	Male	Female	Total
SVC Staff	1	2	3	1	2	3	15	18	33	17	22	39
FSP Enyanya MC	4	7	11	2	6	8			0	6	13	19
FSP Enyanya WV	1	8	9	1	2	3			0	2	10	12
Tuendele Pamoja II (FH)			0			0			0	0	0	0
Other USAID IP			0			0			0	0	0	0
Government		1	1	2	1	3	6	4	10	8	6	14
Concessionaires	1		1	2	1	3			0	3	1	4
Private Enterprise				1	3	4			0	1	3	4
Other Donor Project Staff			0			0			0	0	0	0
Other	1	2	3	1	1	2	2	4	6	4	7	11
<b>TOTAL</b>	<b>8</b>	<b>20</b>	<b>28</b>	<b>10</b>	<b>16</b>	<b>26</b>	<b>23</b>	<b>26</b>	<b>49</b>	<b>41</b>	<b>62</b>	<b>103</b>

Government includes CARG, territorial administration, technical service representatives and traditional authorities.

Other includes civil society representatives, church representatives.

Note: There is double counting of government and FSP staff.

Territory	Community-Based Champions 2018						Community-Based Champions 2019					Community-Based Champions 2020				
		Adult M	Adult F	Youth M (-35)	Youth F (-35)	Total 2018	Adult M	Adult F	Youth M (-35)	Youth F (-35)	Total 2019	Adult M	Adult F	Youth M (-35)	Youth F (-35)	Total 2020
Kabare	TOTs	2	6	7	11	26	2	10	12	14	38 <sup>137</sup>	13	14	8	8	43
	Champions	3	8	7	18	36										
	s/Total 2018	5	14	14	29	62										
Kalehe	TOTs	1	0	7	19	27	4	11	6	18	39 <sup>138</sup>					
	Champions	2	8	3	22	35										
	Sub-total 2018	3	8	10	41	62										
Walungu	TOTs	3	2	13	12	30	4	5	14	15	38 <sup>139</sup>					
	Champions	1	1	7	14	23										
	Sub-total 2018	4	3	20	26	53										
<b>Total</b>		<b>12</b>	<b>25</b>	<b>44</b>	<b>96</b>	<b>177</b>	<b>10</b>	<b>26</b>	<b>32</b>	<b>47</b>	<b>115</b>	<b>13</b>	<b>14</b>	<b>8</b>	<b>8</b>	<b>43</b>

<sup>137</sup> Of these 21 are new champions for 2019, trained by 2018 champions (2 men, 4 women, 6 male youth and 9 female youth). However, we note a drop off in champions from 2018 continuing. A total of 39 dropped out (2 men, 8 women, 9 male youth, and 20 female youths). Ten of these are derived from coffee cooperatives SVC no longer partners with and 8 are Mercy Corps AV. Thus at the end of FY 2019 there were 44 active champions in Kabare. To this are added an additional 43 from 2020, yielding 77 champions actually operating in Kabare.

<sup>138</sup> Of these 23 are new champions for 2019, trained by 2018 champions (2 men, 6 women, 5 male youths and 10 female youths). In Kalehe, of the 62 champions trained in 2018 40 decided not to continue (1 male, 6 females, 6 male youth and 27 female youth). The number of currently active GALS champions in Kalehe is thus 45. Twelve of the dropouts came from Coffee Cooperatives no longer partnering with SVC and 4 others are World Vision AV's (staff)

<sup>139</sup> Of these 19 are new champions for 2019, trained by 2018 champions (2 men, 1 woman, 7 male youths, and 9 female youths). However, there was a decline in champions continuing from 2018. A total of 29 (2 men, 1 woman, 7 male youths and 18 female youths) did not continue. The number of active champions in Walungu is thus currently 43.

### DFSA Overlap with GALS 2018

Territory	2018			2019				
	SVC	DFSA	% Overlap	SVC	DFSA	% Overlap		
Kabare (FSP - Enyanya, Mercy Corps)	28	20	71.4%	37	17	46%		
Kalehe (FSP - Enyanya, World Vision)	Mbinga South	20	13	65%	Mbinga Sud	31	13	42%
	Mbinga North	4	Out of Zone	N/A	Mbinga Nord	7		
Walungu (Tundelee Pamoja II, Food for the Hungry)	22	13	59.1%	33	25	75.8%		
<b>Total</b>	<b>74 (but 70 in DFSA zone)</b>	<b>46</b>	<b>Total = 62.2% (but In DFSA zones 65.7%)</b>	<b>108</b>	<b>55</b>	<b>Total 51% (but in DFSA zones 54.5%)</b>		

## ANNEX 12: LIST OF STAKEHOLDERS INTERVIEWED

### KIIs and FGDs by National Consultants (N=267)

No	Organization	Position	Stakeholder Group	Number of Persons Interviewed
<b>Bukavu</b>				
1	SVC	DCOP SVC	I.B.1	1
2	SVC	Director of Communication, Coordination, and Collaboration	I.B.2	1
3	SVC	Governance, Policy, and PPP Specialist	I.B.2	1
4	SVC	Gender, Youth, and Social Inclusion Specialist	I.B.2	2
		Gender Specialist Assistant, Youth, and Social Inclusion		
5	SVC	A2F Specialist	I.B.2	1
6	SVC	Senior Agricultural Advisor	I.B.2	3
		Senior Business Advisor/Coffee Wash Stations		
		Coffee Component Manager and Local Technoserve Manager		
7	SVC/Focus Group CI	Specialist in charge of the capabilities of POs and cooperatives	I.B.2	4
		Post-Harvest and Processing Specialist		
		Market Linkage Specialist		
		Access to inputs and environmental management		
8	Provincial Advisory Council of Agriculture	Assistant Coordinator	VI.2	2
		Coordinator		
9	Gender Managers DFSA and ADIJ (IYDA)	FH Gender Coordinator	III. A.2	3
		IYDA Gender Specialist	III. B.3	
		Gender Specialist TM	III. A.1	
10	FGD ACT/Div Commerce	President	II. A.3	3
		Technical Accompanist		
		Head of Bureau/Foreign Trade Division in South Kivu		
11	FGD Youth - ADIJ	Youth Mentoring Coordinator for Livelihoods	III. B.3	3

No	Organization	Position	Stakeholder Group	Number of Persons Interviewed
		Private Sector Specialist		
		Value Chain Specialist and Subsistence Means		
12	UCB (Under contracting)	Professor and Coffee Research Coordinator	Iv. Has	1
13	FGD SEARCH	Head of Mission	I.B.2	4
		Program Manager		
		Program Quality Director		
		Assistant SBCC		
14	FG - Food for the Hungry Focus Group (Dieudonne)	Manager of Food Security and Livelihoods	III. A.2	4
		Food Security and Livelihood Coordinator		
		Officer VESLA		
		South Kivu Program Manager		
15	ASOP	Responsible for monitoring and recovery	Iv. B	5
		In charge of finance in supporting beneficiaries (management of grants)		
		Head of Administrative And Financial Services		
		Accountant in charge of HR		
		In charge of training		
16	MINI PROV AGRI	Provincial Minister of Agriculture in South Kivu	VI.2	2
		Agriculture Advisor at the Provincial Ministry of Agriculture in South Kivu		
17	KII ONAPAC (DP, DPA and Trade Officer)	Deputy Area Manager	VI.2	2
		Head of Sales		
18	Equity Bank	Business Coordinator	V.A.	3
		Agricultural Delegate		
		Head of Agency		
19	GAMF	Executive Secretary	V.A.	1
20	IHP	Provincial Coordinator	III. B.2	1
21	FINCA -Pascal	Head of Agency	V.A.	2

No	Organization	Position	Stakeholder Group	Number of Persons Interviewed
		Individual Credit Supervisor		
22	FEC Agricultural	President Sectoral Professional Committee Agriculture, Fisheries, Livestock and Environment at FEC-South Kivu	II . A.3	2
		FEC Agricultural Technical Assistant		
	IDJWI <sup>140</sup>			
23	KII Admin Adj charges development and economics Idjwi	Assistant Administrator in charge of Economics and Development IDJWI	VI.3	1
<b>Kabare</b>				
24	Coopanya Miti	<b>President</b>	II . A.1	2
		<b>1<sup>st</sup> Councilor</b>		
25	BIA Mudaka (AGRIBUSINESS KIVU)	Managing Director	V.B	1
26	AJIP Kashusha	President	II . B.2	13
		Member		
		Vice-Secretary		
		Vice-President		
		Agronomist		
		Member		
		Member		
		Member		
		Member		
		Secretary		
		Advisor		
		President		
Member				
<b>Bukavu<sup>141</sup></b>				
27	RCPCA	Executive Secretary	II . A.3	3
		Advisor		
		Member of the Control Board		
28	Iga	Education and CB Specialist	III . B	2
		Community Mobilizer		
29	AgriForce	Managing Director	V.B	1

<sup>140</sup> Initially, this interview was not planned but it was proposed by M. Ben.

<sup>141</sup> Bukavu is in the middle of Kabare's talks are mixed because Team 1 (DMS and DSB) were working in Kabare while Team 2 (PM) was working in Bukavu.



No	Organization	Position	Stakeholder Group	Number of Persons Interviewed
<b>Kabare</b>				
30	Kashusha United Youth	Village Agent, Coach of the United Youth AVEC	II . B.2	1
31	Listening Club (Katana) - Pascal	President Advisor Treasurer	II . C	3
32	CPCK (Kabamba)	President of the Board of Directors Cooperative Manager	II . A.1	2
33	INERA (Paul Mulemangabo)		iv. Has	1
34	ETS Bishweka Kayanja	Manager; Agricultural Processor	II . D.1	1
35	PAV (Bushumba or Kashusha)	Coordinator	II . B.2	1
36	AMSA (Kabamba)	President Member Deposit Manager Member Member Adviser on the Board	II . A.2	6
37	Meuniers Association (Kabamba)	President Secretary Treasurer Vice President Advisor Responsible for agricultural products and awareness Sales Manager Responsible for seeds and plants	II . B.4	8
38	Majirane (Cituzo)	Spokesperson Secretary Advisor Member Member	II . B.4	5
39	Office FSP (Mercy Corps) - Kavumu <sup>142</sup>	Agriculture Coordinator and Value Chain	III . A.1	1

<sup>142</sup> This is an interview conducted with a Manager of the Mercy Corps base in Kavumu (In the Kabare Territory. Note that Mercy Corps has two bases in Kabare).

No	Organization	Position	Stakeholder Group	Number of Persons Interviewed
	Bukavu <sup>143</sup>			
40	FGD FSP (Mercy Corps and Wold Vision)	Manager Component Agriculture Mercy Corps Manager Agriculture and CV World Vision (subcontractor of Mercy Corps to Kalehe as part of DFSA) Head of Governance; Project Manager FSP Deputy Chief Mercy Corps	III . A.1	3
<b>Kabare</b>				
41	Zuki AI	IA ZUKI host Chair of Follow-Up Advisor	II . A.2	3
42	CLD Birava	Lead Moderator Logistician Chairman of the Bidabanga Axis	II . A.2	3
43	Luhihi Listening Club	Treasurer Advisor Advisor Vice President	II . C	4
44	Farmer Trainers de Katana	Agricultural Trainer	II . E.1	2
45	Farmer Trainers Lugendo	Agricultural Trainer Agricultural trainer	II . E.1	2
46	Farmer Trainers Miti-Bushumba	Agricultural Trainer Agricultural Trainer	II . E.1	2
47	Focal Farmer Katana (Buhuru LWIGULIRA)	Focal Farmer and President Member Member	II . E.2	3
48	Focal Farmer Bushumba	Member Member Focal Farmer and President	II . E.2	3
49	Focal Farmer Lugendo (RugEYA Georgie)	President		3

<sup>143</sup> This interview began on June 5, 2020 and was finalized after Monday, June 29. Here it was the executives of the headquarters of Mercy Corps and WV, its subcontractor. This interview is in the middle of Kabare's interviews, because of its numbering. Normally, he had to be on top.

No	Organization	Position	Stakeholder Group	Number of Persons Interviewed
		Member	II . E.2	
		Member		
50	Focal Farmer Luhihi	President	II . E.2	5
		Member		
		Member		
		Member		
		Member		
51	Mudaka Bean and Soybean Women's Association (CIKALA Association)	President of the CIKALA Association of Women Sellers of Beans and Soybeans	II . B.4	3
		Advisor		
		Vice President		
52	Katana Bean and Soy Women's Association (Florence M'cibendera) and (Eugenie)	President	II . B.4	4
		Treasurer		
		Vice President		
		Secretary		
<b>Walungu</b>				
53	Small Nyalugana Producers	President of Nyalugana Marsh Farmers	II . A.2	3
		Adviser to the Nyalugana Operators Committee		
		Committee Secretary		
54	WITH TULUKI	President	II . B	5
		Member		
		Member		
		Member		
55	VSLA RUZUSANYE	Secretary	II . B	5
		Member		
		Counting		
		Cashier		
		Counting		
56	CHIPHERANO Listening Club	President	II . C	3
		V/Secretary		
		Member		
57	GAP KIVU PROPRIETARY	Coordinator	II . D.I	1

No	Organization	Position	Stakeholder Group	Number of Persons Interviewed
58	GAP KIVU SUPERVISORS KAKONO AND BITESI	Supervisor	II . D.1	1
59	ChiSHEBEYI Plantation (Company)	Head of Business	II . D.2	1
60	Walungu Young Entrepreneurs Association	Secretary	II . B.2	2
		Member in Charge of Field Awareness		
61	IA NKENGERO	Host	II . A.2	3
		Secretary Rapporteur		
		Advisor		
62	CLD MUSHINGA	Secretary of the Agricultural Input Shop	II . A.2	2
		In charge of follow-up		
63	NDUBA Listening Club	President	II . C	3
		Advisor		
		Advisor		
64	Dynamic Umoja Bonde la Ruzizi (DUBR)	Member and Honorary President	II . A.2	3
		DUBR President		
		DUBR Secretary		
65	CARG WALUNGU	Executive Secretary	VI.3	2
		Program Manager		
66	Mugogo Women's Vendors Association	President	II . B.4	5
		Advisor		
		Secretary		
		President		
		Treasurer		
67	Kamanyola Women's Selling Association	Advisor	II . B.4	2
		Secretary		
<b>Kalehe</b>				
68	UCOAKA SOUTH	President	II . A.2	2
		Vice President		
69	Amka	Chairman of the Board of Directors	II . A.1	3
		Managing Director of the AMKA Cooperative		
		Accounting		
70	SOPADE	Chairman of the Board of Administration	II . A.1	1

No	Organization	Position	Stakeholder Group	Number of Persons Interviewed
71	Business Advisor	Business Advisor Business Advisor	I.B.3	2
72	Business Advisor	Business Advisor Business Advisor	I.B.3	2
73	Business Advisors	Business Advisor	I.B.3	1
74	LWABOSHI	Dealer	II . D.1	1
75	Alpha New (Private Enterprise)	Managing Partner Financial and Partner Technical Director	II . D.2	3
76	CAPCKI	Chairman of the Board of Directors CAPCKI Accounting Secretary In charge of certification Responsible for quality	II . A.1	4
77	RUJCAF	Chairman of the Board Responsible for quality Station Manager	II . A.1	3
78	UCOAKA NORTH	President Manager Secretary Treasurer	II . A.2	4
79	FOCAL FARMERS	Focal Farmer Vice Chair of the Coffee Producers Group Advisor	II . E.2	3
80	World Vision	Chef de Base/Kalehe Value Chain Officer	III . A.1	2
81	Bushushu Listening Club	President Vice President Treasurer Advisor	II . C	4
82	ACEDERU	President Secretary Member Cashier Member	II . B.4	5

No	Organization	Position	Stakeholder Group	Number of Persons Interviewed
83	Ihusi Listening Club	President	II . C	4
		Advisor		
		Secretary		
		Advisor		
84	Ihusi's Torrers	Secretary	II . B.4	3
		Assistant Secretary		
		Advisor		
85	BOSCO (Mukwija Women Coffee)	Manager	II . D.2	1
86	COCASKA	Chairman of the Board of Directors	II . A.1	6
		Quality Loader		
		Storekeeper		
		Supervisor		
		Manager		
		In charge of finance		
87	FARMER TRAINERS	Agricultural Trainer	II . E.1	1
88	COOPAGRICO	PCA	II . A.1	4
		Manager		
		Chair of the Credit Committee		
		Chairman of the Supervisory Committee		
89	COOPADI	President	II . A.1	5
		Vice President		
		Member		
		Agronomist		
		Secretary		
90	GEV (Hope to Live Group)	Program Manager	II . A.1	3
		Communications Officer		
		Chairman of the Board of Directors		
91	YBG BUNJUKI	President	II . B.2	1
92	OMPERE OKUHYANI	President	II . B.3	3
		Secretary		
		Cashier		
93	FOCAL FARMERS BUSHUSHU	Focal Farmer	II . E.2	3
		Group Member		
		Group Member		

No	Organization	Position	Stakeholder Group	Number of Persons Interviewed
94	FOCAL FARMER NYAMUKUBI	Focal Farmer	II . E.2	3
		Group Member		
		Group Member		
95	FOCAL FARMERS IHUSI	President of Coffee Planters	II . E.2	3
		Focal Farmer		
		Focal Farmer		
96	VSLA MUHONGOZA	Secretary	II . B	3
		First Counter		
		Member		

Source: SVC Mid-Term Performance Evaluation Field Coordinator, Pascal Mupenda. July 8, 2020.



### FGDs/KIIs Completed by International Consultants (N=26)

Institution	Position	Stakeholder Category	Number of People Interviewed
Mercy Corps	Chief of Party	III.A.1	1
USAID/Kinshasa Economic Growth Team	COR/SVC	VII	1
Tetra Tech HO	HQ Project Manager (was SVC's Start-Up COP)	I.A	1
IYDA	Chief of Party	III.B.3	1
USAID/Kinshasa Economic Growth Team	AOR/SVC	VII	1
WCR HO	Asia and Africa Director	I.A.	2
WCR	Outgoing Coffee Agronomist - R&D Coordinator	I.B.2	
Tetra Tech	Chief of Party	I.B.1	1
TechnoServe HO	Global Coffee Director	I.A.	2
	Regional Director - East Africa	I.A.	
JE Austin HO	Executive VP & Partner (Value Chain Advisor)	I.A.	2
	HQ Project Manager Technical Lead and Regional Director	I.A.	
USAID/Kinshasa Food for Peace	COR/FFP Specialist	VII	1
Banyan Global HO	HQ Senior Associate - Access to Finance	I.A.	2
	Senior Program Officer, Gender Practice	I.A.	
		I.A.	
USAID/W Bureau for Resilience and Food Security (BRFS)	Senior Food for Peace Officer - Agreement Officer DRC DFSA's	VII	1
SCG HO	Regional Program Manager, Central and Southern Africa	I.A.	3
	Regional Director	I.A.	
	Regional Design, Monitoring & Evaluation Specialist	I.A.	
USAID/Kinshasa Food for Peace	FFP Specialist - handles Food for the Hungry	VII	2
	FFP Specialist - handles FSP-Mercy Corps	VII	
USAID/Kinshasa, Private Sector Specialist	Private Sector Engagement Officer	VII	1
FH		III.A.2	2
		III.A.2	
RCPA (Réseau des Coopératives des Producteurs du Café)	Head	II.A.3	1

Source: James Seale, SVC Mid-Term Performance Evaluation, Agriculture Specialist. August 2020.

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## ANNEX 14: SVC MID-TERM PERFORMANCE EVALUATION EXPRESSION OF INTEREST



### PEEL TASK ORDER EXPRESSION OF INTEREST – PERFORMANCE EVALUATION

#### I. BACKGROUND INFORMATION

##### A) Identifying Information

1. Project/Activity Title:	Strengthening Value Chains (SVC)
2. Award Number:	AID-660-C-17-00003
3. Award Dates:	May 23, 2017 to May 22, 2022
4. Project/Activity Funding:	USD \$ 22,993,029
5. Implementing Organization(s):	TetraTech ARD and Other Sub-Contractors / Sub-Grantees
6. Project/Activity COR/AOR:	Carter Hemphill (Primary COR) Augustin Ngeleka (Alternate COR)

##### B) Development Context

#### I. Problem or Opportunity Addressed by the Project/Activity Being Evaluated

The DRC is a land of contrasts. The vast country contains extraordinary natural resources, from minerals to forests and biodiversity to abundant fertile land. The DRC could feed much of Africa if its agricultural potential were realized. However, more than 20 years of war and conflicts that continue in localized regions have limited the development of the DRC as compared to its neighbors. Eighty percent of the DRC's population is estimated to live in extreme poverty, and 43% of children 0-5 years of age are chronically malnourished. Linked to these dire statistics is a lack of capacity in the government to provide basic services, combined with a very poor business-enabling environment, and profound challenges in establishing and maintaining democratic traditions.

Years of conflict in eastern DRC have eroded the economy, diminished the productive and adaptive capacity of households, and discouraged private investment in economic activities. These dynamics have contributed to the large number of vulnerable households that have limited resilience and capacity to respond to shocks and stresses, and to take advantage of economic opportunities.

Recognizing these constraints, USAID/DRC launched a new Country Development Cooperation Strategy (CDCS) in 2015 that emphasizes enhancing the accountability and capacity of the government and civil society actors to provide basic services to DRC's citizens. The CDCS also recognizes that the DRC's development challenges are most effectively addressed through an integrated, cross-sectoral approach. The CDCS targets geographic regions so that programs are co-located and can reinforce each other.

In the CDCS, USAID identifies eastern DRC, which has been most affected by ongoing regional and national conflict, as one of its target geographies. USAID created TO 3:“Foundation for durable peace strengthened in eastern DRC” to indicate that programs in this region occur within a context of previous (and in some cases current) conflict, have a particular focus on conflict-affected communities, and must deliver results that are foundational to a peaceful society. The TO 3 region encompasses North Kivu and South Kivu, and portions of northern ex-Katanga, Maniema, and ex-Oriental provinces. These areas of the country were historically agricultural powerhouses, generating large quantities of high value agricultural exports. Due to a variety of factors, including prolonged conflicts and lack of government investment in supportive services and infrastructure, agricultural production and sales declined precipitously. Despite this difficult context, agricultural entrepreneurs continue to be successful, holding out hope for a wider economic revitalization.

Now that parts of the east are moving toward greater stability and reduced conflict, particularly in South Kivu, USAID and the international community are initiating longer term development activities that can begin to rejuvenate the local economy and give people a reason and the capacity to strive toward sustainable peace.

## **2. Intended Results of the Project/Activity being Evaluated**

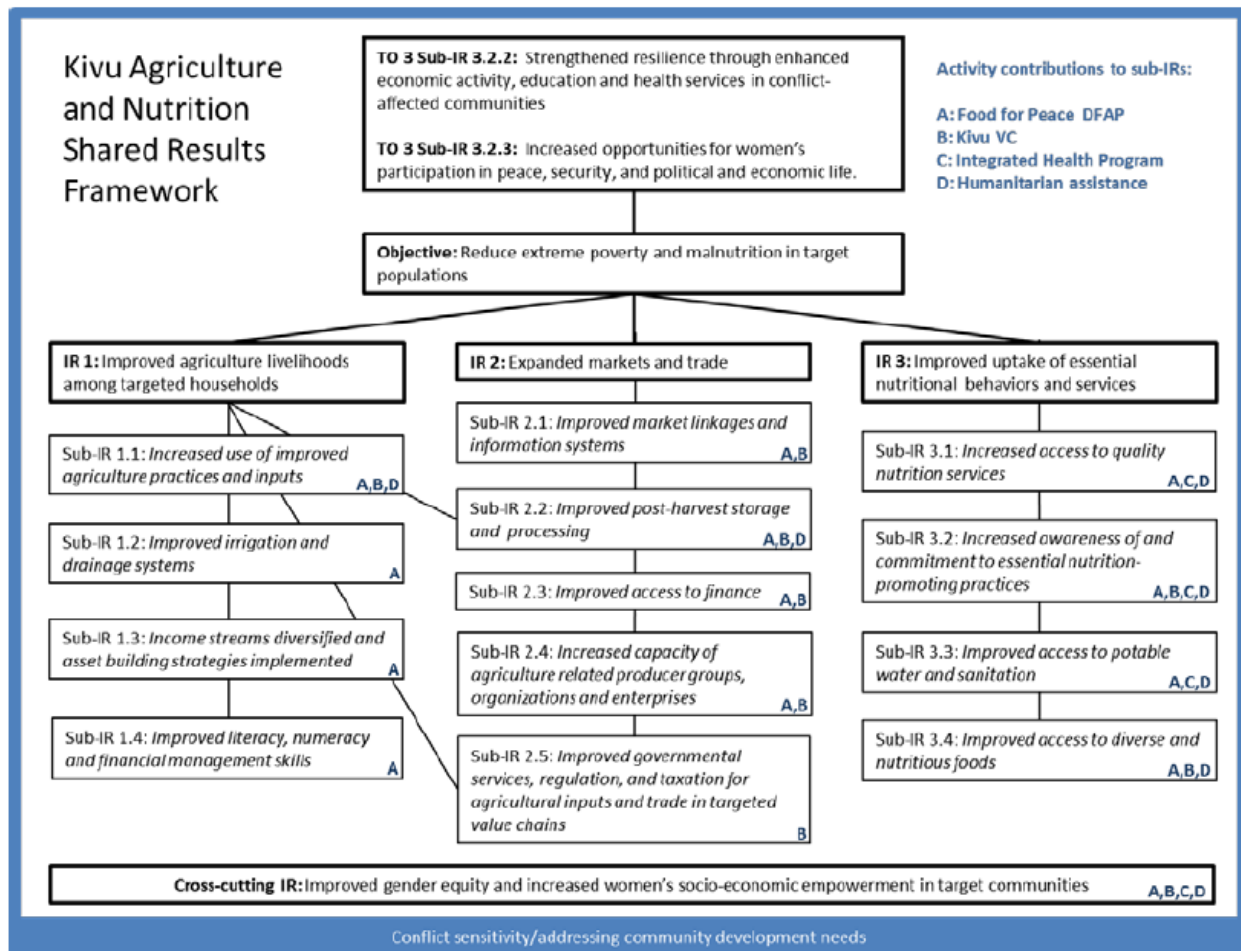
The development hypothesis behind the SVC activity is as follows: By improving agricultural livelihoods and household capacity to respond to shocks and stresses and take advantage of economic opportunities, by strengthening inclusive value chains and markets, and by promoting and enabling essential nutritional practices, USAID will reduce extreme poverty and malnutrition in eastern DRC, contributing to a foundation for durable peace.

Testing the validity of this development hypothesis requires a collaborative approach. By geographically co-locating multiple programs, USAID can design specialized activities that complement each other, enabling higher level results that contribute to a foundation for durable peace. USAID conducted an in-depth, multi-criteria geographic analysis to select Walungu, Kabare, and Kalehe in South Kivu as focus areas where USAID will prioritize investments in governance, agriculture, health, and education. USAID has implemented a portfolio of tightly integrated activities to reduce poverty and malnutrition in targeted communities within these three territories. Core activities include:

- € FFP DFAP focused on improving the food and nutrition security, economic well-being, and capacity of vulnerable households,
- € Health activities that promote uptake of essential nutritional behaviors and services, and
- € SVC focused on agricultural market and value chain development.

These activities have been further complemented by USAID investments in local governance, environmental protection, and community-level conflict resolution.

The results framework was developed by the USAID mission to better coordinate agriculture and nutrition programming from the Health, Economic Growth, Food for Peace and humanitarian assistance sectors to address the shared goal of reducing poverty and malnutrition. The framework shows what each specific program contributes to achieving the overall goal and how the programs will interlink. Although difficult to predict due to the nature of the programming, the framework also identifies possible contributions from USAID humanitarian assistance programs

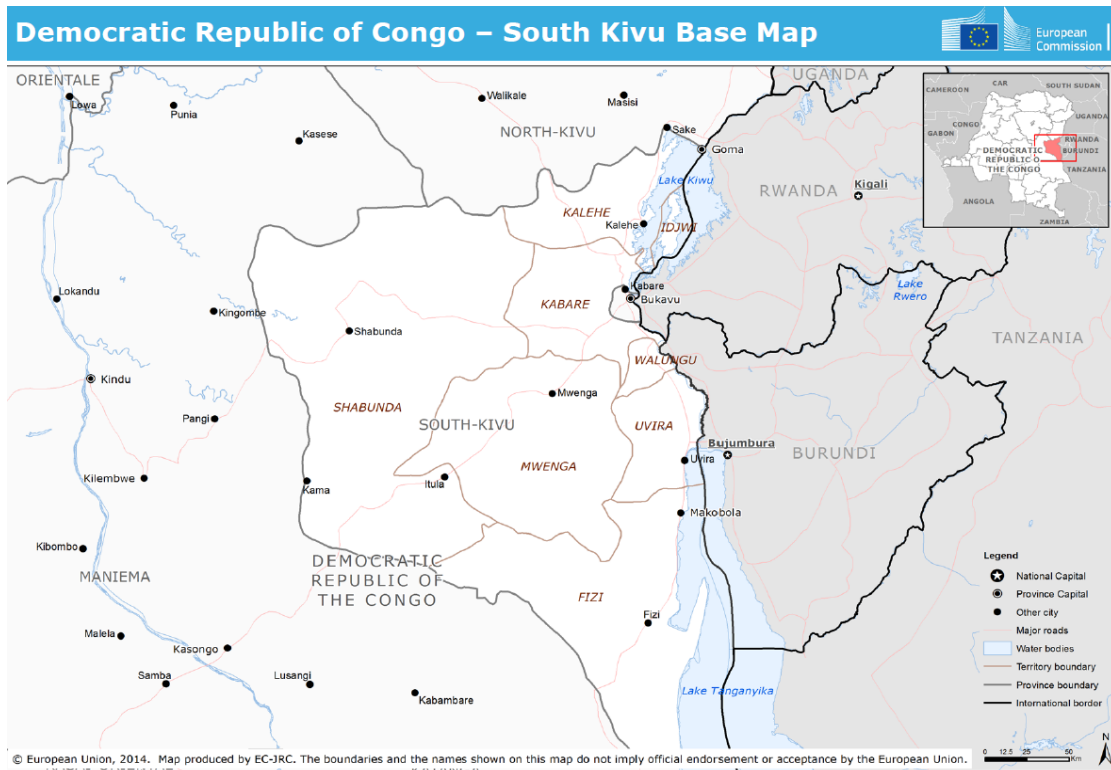


SVC is closely aligned with USAID/DRC's CDCS. SVC contributes to TO 3: "Foundation for durable peace strengthened in eastern DRC" by reducing extreme poverty and malnutrition in targeted populations of South Kivu. The resulting economic prosperity and enhanced health are central aspects of a foundation for durable peace. As one of three co-designed and co-located activities, SVC has a specific role in reducing poverty and malnutrition. The purpose of SVC is to increase household incomes and access to nutrient rich crops by linking small-holder farmers to strengthened and inclusive value chains and supportive market services. SVC interventions build on those of complementary Food for Peace and health activities, so that together they reduce poverty and malnutrition.

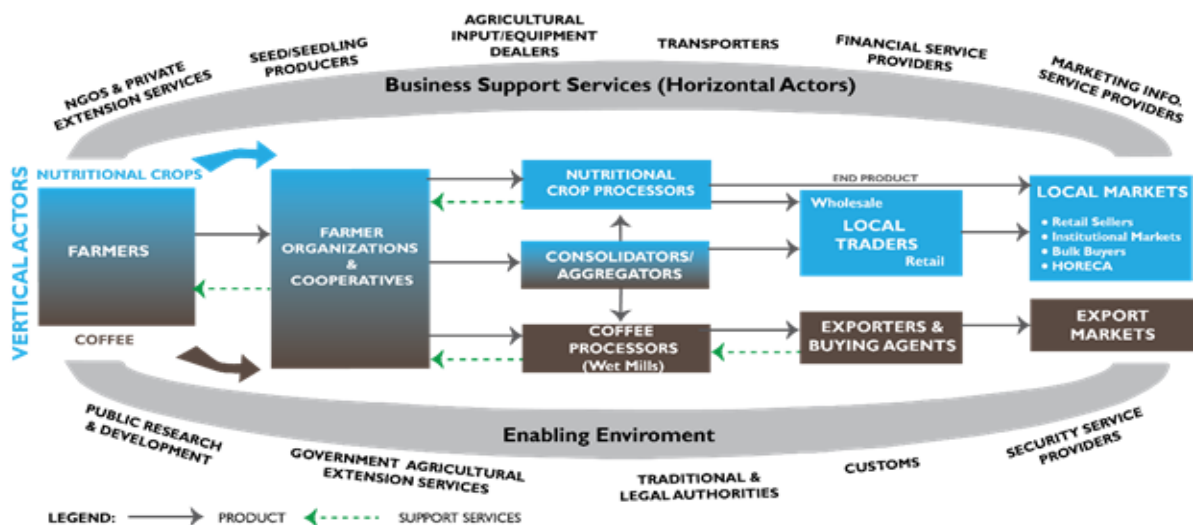
As identified in the "Kivu Agriculture and Nutrition Shared Results Framework," SVC interventions contribute to all three project-level IRs, with particular emphasis on IR 2: "Expanded markets and trade." The shared results framework also includes a cross-cutting IR on gender equity and women's empowerment and is framed within the need for conflict sensitivity and the TO's emphasis on enhancing resiliency. In partnership with other co-located USAID activities, SVC will build the capacity and resiliency of vulnerable populations and of other value chain actors to respond to shocks and stresses, and to take advantage of economic opportunities. SVC will also contribute to mitigating conflict and empowering women, essential components of a foundation for durable peace.

### 3. Target Areas and Groups

The Strengthening Value Chains Activity is based in Bukavu and focuses on the South Kivu territories of Kabare, Kalehe, and Walungu.



The Activity works with the Government of DRC, civil society organizations, and the private sector to build the capacity of vertical and horizontal actors working within targeted value chains. Figure 1 illustrates the key vertical and horizontal actors in the nutritional crop (blue) and coffee (brown) value chains with whom SVC engages and public sector entities with which we collaborate to improve the business enabling environment.



More specifically, over the life of the activity, the SVC interventions will result in at least 60,000 households having access to improved agricultural inputs and market systems and 15,000 farmers adopting climate-



smart agricultural practices. The activity also works closely with two banks to expand loan access through the Development Credit Authority to at least 250 micro-, small, and medium enterprises and cooperatives, and develop 15 new public-private partnerships with mining companies, coffee buyers and roasters, input suppliers, and mobile service providers.

#### **4. Approach and Implementation**

The SVC activity provides opportunities for households in South Kivu to participate in thriving agricultural markets and receive market-provided supportive services, such as provision of agricultural inputs, equipment, finance, transportation, market information, and technical advice. Investments include building capacities of market actors, facilitating value chain linkages and enhanced market system functioning, and promoting downward linkages to engage poor households in these markets. The SVC activity also promotes uptake of improved nutritional practices and greater gender equality by assisting market organizations such as cooperatives or input suppliers to influence their members and customers. The activity also increases the commercial supply and sale of nutritionally improved plant varieties.

The SVC activity and the FFP activity achieve programmatic integration by working on the same nutrient rich crops. FFP investments are focused on the agricultural production of these crops and on enhanced capacity at the household level to participate in markets, while SVC enhances the efficiency and inclusiveness of the upstream portions of these value chains and will increase provision of supportive market services, such as those for agricultural inputs, transportation, energy, and finance.

Using a multi-criteria assessment process and a value chain screening study, USAID identified dry beans and soybeans as candidates for this collaborative approach. These crops were selected because they are nutrient rich, engage large numbers of poor households, provide opportunities for women, are easy to store and transport, have market potential and value addition possibilities, and are part of a potentially climate-resilient intercropping system with coffee, which is also grown by many of these households.

The SVC activity also invests in export crops, with a focus on specialty coffee. DRC was historically one of the world's largest exporters of coffee, growing Robusta coffee across the lowlands and Arabica in the higher elevations. Due to two decades of conflict in eastern DRC, a massive outbreak of coffee wilt disease, and the collapse in coffee prices in 2001, Congolese coffee production and sales dropped dramatically. The current global renaissance of specialty coffee provides new and different opportunities, particularly for export of high-quality Arabica coffee. Through SVC, USAID will help to lead the revitalization of the coffee sector in the eastern DRC. The SVC has sole responsibility for coffee value chain development, although complementary FFP and health activities within the same communities provide the full range of household and community level assistance.

Tetra Tech ARD, the prime contractor, manages a consortium of international partners and leads nutritional crop VC development, ensuring integration of crosscutting priorities and close coordination with other USAID core activities and donors operating in South Kivu. TechnoServe and World Coffee Research (WCR) apply their signature approaches and tools to support coffee sector development. Search for Common Ground, with 15 consecutive years of experience in eastern DRC, provides critical expertise in conflict mitigation and SBCC. Banyan Global, a woman-owned small business, supports gender equity, women's empowerment, and improved access to finance. J.E. Austin and Associates, Inc., another small business partner, brings extensive experience in improving trade and competitiveness.

#### **C) Existing Data**

The evaluation team will be responsible for proposing an appropriate evaluation design, data collection tools, and data analysis methods. Existing reports and data that will be used for the performance evaluation include:

- Reports

- SVC work plan, AMEL plan, baseline reports
- SVC annual progress reports
- SVC quarterly progress reports
- Sub-awardee reports
- SVC political economy analyses
- SVC value chain assessment
- SVC gender assessment report

Potential sources for Key Informant Interviews and Focus Group Discussions include the following groups:

- Beneficiary focus group interviews (households, individual farmers, farmers' association, agro-dealers, and commercial farmers)
- TetraTech staff
- Sub-awardees staff
- USAID staff
- Staff of other related USAID and non-USAID activities
- Government officials
- Seed producers: local seed companies, foreign-owned seed companies, individual farmers, farmers' association, agro-dealers, and commercial farmers (latter two importing certified seeds)

## **II. EVALUATION RATIONALE**

### **A) Evaluation Purpose**

**This mid-term evaluation is intended to provide an independent examination of the overall progress and accomplishments of the SVC activity in DRC.** The evaluation will identify achievements, performance issues, and constraints related to activity implementation and effectiveness. The evaluation should provide a special focus on the effectiveness of the collaboration in the same geographical areas of focus. The evaluation shall also identify results and lessons learned from implementation and will provide concise, actionable recommendations to ensure intended goals and objectives are met by the end of the project. Evaluation findings and recommendations will be shared and discussed with USAID/DRC and the Bureau for Food Security in Washington, implementing partners, and relevant DRC government partners.

### **B) Audience and Intended Uses**

The primary audience of the evaluation findings is USAID and the current implementing partners, the findings will also be used by partners and stakeholders. The result of this evaluation will be used by the USAID/DRC Economic Growth Office to provide specific and targeted guidance on the management and future-orientation of projects.

Copies of the evaluation report will be shared with relevant supporting Offices like the Office of Acquisition and Assistance, Office of Financial Management, Program Office, and implementing partners. USAID will develop a dissemination plan in accordance with the Evaluation Policy as specified in Automated Directives System (ADS) Chapter 201saj. The final report will be published in electronic format and distributed to USAID/DRC and the Implementing Partner, as well as being posted to the Development Experience Clearinghouse. It will be shared with SVC stakeholders.

### **C) Evaluation Questions**

In addressing the objectives of the evaluation, the following key evaluation questions should be answered:

- I. **To what extent is SVC meeting overall intended goals and objectives?**

- € How can TetraTech improve its implementation and management approach to better achieve results toward objectives?
  - € What are the notable areas of progress the activity has achieved in support of activity objectives and goals?
  - € What are some of the challenges faced in meeting the intended goals, objectives, and results? How effectively has the implementer dealt with those challenges? What can be changed to better meet goals and objectives?
- 2. In what ways is SVC’s collaboration with other USG activities effectively contributing to the sub-IRs in the Shared Results Frameworks and the shared contract target?**
- € For which sub-IRs has the collaboration been most effective?
  - € What are some of the difficulties the project has faced coordinating activities?
  - € How can the collaboration and identified gaps be improved?
  - € Are the results different between sites where collaboration has occurred versus sites where SVC has been working independently?
- 3. To what extent did SVC address the issue of increased gender equality and increased women’s socio-economic empowerment in target communities?**
- € Which approaches have been most effective?
  - € How can SVC more effectively integrate cross-cutting sectors and gender considerations into interventions?
- 4. What are the internal and external threats to sustainability beyond the life of the project for the following components of SVC? What are the biggest challenges that need to be addressed? What opportunities are there for the mission to better ensure sustainability?**
- € Component 1: Build Capacity of Vertical and Horizontal Actors in Targeted Value Chains
    - Create and reinforce linkages and relationships between actors within target value chains, to increase the capacity of those value chain actors to participate effectively in networks and associations. Activities are designed to strengthen individual enterprises and groups of actors in market systems, including farmers’ associations, traders, processors, agro-entrepreneurs and their service providers through targeted technical assistance and capacity building.
  - € Component 2: Enhance Coffee Production
    - Enhanced coffee production, coupled with improved agronomic practices leading to increased productivity, increased processing efficiency, improved coffee quality, improved access to diversified markets, and research and development to identify the most productive coffee cropping systems and dissemination of new coffee production techniques.
  - € Component 3: Develop and Implement Public Private Partnerships
    - Improved private sector investment in the coffee, dry bean, and soybean value chains, and an improved enabling business environment at the regional level, which includes cross border trade with Uganda, Rwanda and Burundi
  - € Component 4: Access to Finance
    - Improved access to commercial finance in target value chains, enabling value chain actors to invest in their activities to increase their productivity and profitability.
  - € Cross-cutting Component: Gender, Youth, and Social Inclusion
    - Increased leadership of women and youth across the value chains through enhanced decision-making and control over income.

€ Additionally, capacity building of local staff and local partners are key components of SVC's transition/sustainability plan. To what extent is SVC achieving this goal and where are the gaps that the partner and USAID need to address to support sustainable capacity development?

5. What considerations should USAID/DRC consider in the future design of agriculture/economic growth activities, particularly in regards to the IRs of the Shared Results Framework:

- Improved agricultural livelihoods,
- Expanded markets and trade,
- Improved uptake of essential nutritional behaviors and services,
- Improved gender equity and increased gender equity and socioeconomic empowerment in target communities,
- Ways to improve collaboration/coordination between USG activities.

### III. TIMEFRAME & TRAVEL

#### A) Timeframe

USAID/DRC expects this evaluation to be completed with an approved final report no later than April 1, 2019.

#### B) Travel

International and local travel is expected of the Evaluation Team. Local travel will include project site visits in locations noted below. Appropriate days to be spent in the in-country location has been estimated. Travel between Kinshasa and Bukavu will be done by air.

- € Kinshasa -- Administrative Planning / Stakeholder Meetings / USAID Inbrief -- 5 days
- € South Kivu (Bukavu) -- Coffee, Soybeans and Bean Value Chains - 15 days

### IV. DELIVERABLES & DESIGN

The following deliverables will be submitted to USAID/DRC. The timeline for submission of deliverables will be finalized and agreed upon with the contractor.

1. **Concept Note:** This will be a high level description of the performance evaluation, including the finalized evaluation questions, team description and updated timeline.
2. **Detailed report outline:** This will be agreed upon during the team presentation meeting.
3. **Performance evaluation protocol**, including description of the evaluation methodology, indicators/variables to be measured, sampling methods, detailed data collection and analysis methods, data quality assessment methods, workplan and timeline, **questionnaire/guidelines for conducting key informant interviews/focus group discussion guides (data collection instruments):** These documents will be prepared and submitted to USAID/DRC for review prior to arrival to DRC and USAID/DRC will approve prior to the initiation of key informant interviews and site visits.
4. **Other Evaluation Materials (list of proposed sites, and list of respondents):** Some of these materials such as list of sites to be visited will be shared with USAID/DRC prior to visiting the field. List of respondents interviewed as key informants especially will also be provided upon return from field visit.
5. **Quantitative data:** All quantitative data used for the evaluation will be submitted to USAID/DRC.
6. **Debriefing(s):** The Team Leader will regularly debrief the Activity Manager (AM) at USAID/DRC on the progress being made with the evaluation prior to and during field work. At the end of field work,

a debriefing meeting will occur with USAID/DRC (EG Team) and include the evaluation team's preliminary findings, conclusions and recommendations, before they leave DRC. Power-point presentations (one electronic copy as well as hard copies) for the debriefing will summarize findings, conclusions, and recommendations and will be distributed during the meeting.

7. **Draft Evaluation Report:** A synthesized draft report will include, at a minimum, the following: scope and methodology; important findings (empirical facts collected by evaluators); conclusions (evaluators' interpretations and judgments based on the findings); recommendations (proposed actions for management based on the conclusions); and lessons learned (implications for future designs and for others to incorporate into similar programs). The evaluation team will provide USAID/DRC with a draft report that includes all the components of the final evaluation report based on a timeline agreed upon with the USAID/DRC Mission. USAID/DRC will provide written comments on the draft report to the evaluation team within 10 working days of receiving the draft report. Additional drafts may be required.

8. **Final Evaluation Report:** In addition to being compliant with the criteria of ensuring the quality of the evaluation report, the final report will address the comments provided by USAID/DRC and other stakeholders on the draft report. The Evaluation Team Leader will revise the draft report and deliver a final revised version to USAID/DRC within three weeks of receiving USAID feedback. The final report in electronic format will include all elements described in ADS 201mah USAID Evaluation Report Requirements and will be submitted to USAID/DRC and approval given before submission to the Development Experience Clearinghouse (DEC).

9. Datasets and all supporting documentation qualitative and/or quantitative data should be submitted as part of ADS 579.3.2.6.

## V. TEAM COMPOSITION

USAID recommends a four or five-person team; however, other team compositions will be considered with clear justification of how they will produce the deliverables listed in Section IV. Single team members can fulfill more than one role if they meet the necessary requirements.

1. **Team Leader/Senior Evaluation Specialist:** At a minimum, the individual should hold a Masters degree with at least 15+ years' experience conducting large performance evaluations. The candidate should also have experience carrying out mixed method evaluations using a variety of approaches to collecting data, measuring outcomes and carrying out analysis. He/she should have excellent writing skills with strong managerial skills. Experience with USAID and in Sub-Saharan Africa is preferred. S/he will guide the evaluation team and ensure all tasks listed in the SOW are completed within the set timeframes. The team leader will be responsible for all deliverables and will present the draft and final reports. S/he will take the lead in explaining the evaluation process to the team members and ensuring they understand their roles and responsibilities, and how to properly record and describe data for the evaluation.

2. **Agriculture/Value Chain Specialist:** The individual should hold a Masters Degree with over 5+ years' experience promoting agricultural value chains, preferably coffee, soybean, bean, and/or horticulture commodities. Experience in Africa, preferably DRC, required. S/he will be responsible for ensuring technically precise information and analysis throughout the planning, data gathering and reporting processes. S/he will ensure that the data gathered adequately addresses the agriculture and value chain aspects required in the evaluation design. S/he will take the lead in explaining all agriculture and value chain processes to the team members and ensuring they understand how these processes and their relation to the evaluation.

3. **Agriculture Specialist (local position):** The individual should hold a Bachelor's Degree with at least 5 years' experience promoting agriculture development in Africa, preferably in the coffee, soybean, bean, and/or horticulture sector. The individual should bring excellent knowledge of DRC. Local language

skills preferred. English proficiency a must. S/he will be responsible for coordinating with local agriculture producers and relaying the information provided to team members; being certain to explain the location and culture specific aspects of the evaluated areas and products.

4. **Evaluation/Research Specialist (2 local positions):** The individuals should have at least five (5) years of relevant activity evaluation experience and strong logistics and planning skills. She/he must have local language skills and be proficient in English.

At least one of the senior technical team members must have experience analyzing data from agricultural value-chain projects and have significant experience with private sector engagement. The other senior team member should have significant experience with gender integration, women’s empowerment, and building institutional capacity.

USAID leaves to the offeror’s discretion other necessary team members/staff for the evaluation (e.g. logistics, scheduling and translation; data analysis). Aside from the above-mentioned key personnel, the offeror must decide how the evaluation team should be structured in order to successfully address the evaluation questions. All attempts should be made for the team to be gender balanced and to include local (Congolese) experts familiar with project implementation area.

All team members will be required to provide a signed statement attesting to a lack of conflict of interest or describing any existing conflict of interest and sign a non-disclosure agreement. The evaluation team shall also demonstrate familiarity with USAID’s evaluation policies and guidance included in the USAID Automated Directive System (ADS) in Chapter 200. The SVC COR may observe some of the data collection efforts. Team Leader will provide brief progress reports to USAID upon request throughout the evaluation process; progress reports can be in person, over the phone or through electronic mail.

## VI. SUGGESTED LOE

A table of expected LOE by evaluation team member is presented below.

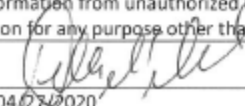
<b>Task/Deliverable</b>	<b>Team Leader</b>	<b>Ag/VC Specialist</b>	<b>Local Staff (per person)</b>
<b>Conference Call/ Desk Review</b>	8 days	6 days	10 days
<b>Concept Note, Evaluation Plan, data collection tools &amp; revisions</b>	10 days	5 days	
<b>Data Collection &amp; Travel</b>	20 days	20 days	20 days
<b>Presentation of findings</b>	1 day	1 day	1 day
<b>Draft Report</b>	10 days	10 days	10 days
<b>Revisions of Final Report</b>	5 days	5 days	
<b>Total</b>	54 days	47 days	41 days

## ANNEX 15: CONFLICT OF INTEREST FORMS FOR ET MEMBERS

### Disclosure of Conflict of Interest for USAID Evaluation Team Members

<b>Name</b>	Della E McMillan, PhD
<b>Title</b>	Senior Research Scientist
<b>Organization</b>	University of Florida (Adjunct)/Independent Consultant
<b>Evaluation Position?</b>	<input checked="" type="checkbox"/> Team Leader <input type="checkbox"/> Team member
<b>Evaluation Award Number (contract or other instrument)</b>	AID-OAA-TO-16-00008
<b>USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)</b>	DRC Strengthening Value Chains Performance Evaluation (SVC PE)
<b>I have real or potential conflicts of interest to disclose.</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>If yes answered above, I disclose the following facts:</b> <i>Real or potential conflicts of interest may include, but are not limited to:</i> <ol style="list-style-type: none"> <li>1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.</li> <li>2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.</li> <li>3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.</li> <li>4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.</li> <li>5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.</li> <li>6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.</li> </ol>	


I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

<b>Signature</b>	
<b>Date</b>	04/27/2020 Della McMillan

Disclosure of Conflict of Interest for USAID Evaluation Team Members

Name	James L. Seale, Jr.
Title	PEEL/DRC-SVC Agriculture/Value Chain (Ag/VC) Expert
Organization	ME&A, Inc.
Evaluation Position?	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number (contract or other instrument)	Contract Number: AID-OAA-TO-16-00008
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	Feed the Future Global Program Evaluation for Effectiveness and Learning (PEEL), ME&A, Inc., Contract Number: AID-OAA-TO-16-00008
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<p>If yes answered above, I disclose the following facts:</p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> <li>1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.</li> <li>2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.</li> <li>3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.</li> <li>4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.</li> <li>5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.</li> <li>6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.</li> </ol>	

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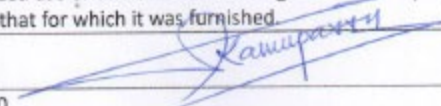
Signature	
Date	05/04/2020



Disclosure of Conflict of Interest for USAID Evaluation Team Members

<b>Name</b>	Pascal KABOY MUPENDA
<b>Title</b>	Researcher (Field and Logistic Coordinator)
<b>Organization</b>	Research Initiatives for Social Development (RISD)
<b>Evaluation Position?</b>	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
<b>Evaluation Award Number (contract or other instrument)</b>	AID-660-C-17-00003
<b>USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)</b>	Strengthening Value Chains (SVC), TetraTech ARD and Other Sub-Contractors / Sub-Grantees
<b>I have real or potential conflicts of interest to disclose.</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>If yes answered above, I disclose the following facts:</b> <i>Real or potential conflicts of interest may include, but are not limited to:</i> <ol style="list-style-type: none"> <li>1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.</li> <li>2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.</li> <li>3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.</li> <li>4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.</li> <li>5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.</li> <li>6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.</li> </ol>	

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<b>Signature</b>	
<b>Date</b>	May 04, 2020

Disclosure of Conflict of Interest for USAID Evaluation Team Members

<b>Name</b>	MUHUKU SALAMA DORA
<b>Title</b>	SVC Evaluation/Research specialist
<b>Organization</b>	
<b>Evaluation Position?</b>	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
<b>Evaluation Award Number (contract or other instrument)</b>	AID-OAA-TO-16-00008
<b>USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)</b>	Any
<b>I have real or potential conflicts of interest to disclose.</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<p><b>If yes answered above, I disclose the following facts:</b></p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> <li><i>1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.</i></li> <li><i>2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.</i></li> <li><i>3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.</i></li> <li><i>4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.</i></li> <li><i>5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.</i></li> <li><i>6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.</i></li> </ol>	


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<b>Signature</b>	
<b>Date</b>	01/31/2020

Disclosure of Conflict of Interest for USAID Evaluation Team Members

<b>Name</b>	Bahati Shamamba Dieudonné
<b>Title</b>	Researcher
<b>Organization</b>	Research Initiatives for Social Development (RISD-DRC)
<b>Evaluation Position?</b>	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
<b>Evaluation Award Number (contract or other instrument)</b>	AID-660-C-17-00003
<b>USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)</b>	Strengthening Value Chains (SVC)
<b>I have real or potential conflicts of interest to disclose.</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>If yes answered above, I disclose the following facts:</b> <i>Real or potential conflicts of interest may include, but are not limited to:</i> <ol style="list-style-type: none"> <li>1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.</li> <li>2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.</li> <li>3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.</li> <li>4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.</li> <li>5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.</li> <li>6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.</li> </ol>	

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<b>Signature</b>	
<b>Date</b>	02/05/2020