FEED THE FUTURE DEMOCRATIC REPUBLIC OF THE CONGO STRENGTHENING VALUE CHAINS ACTIVITY

Gender, Social Inclusion, and
Conflict Mitigation Strategy
15 December 2017

Photo Caption: *Women produce most of the food (and much of the coffee) in Eastern Congo, but they lack access to and control over productive assets, including land, equipment, irrigation, inputs, and information needed to increase local production. Moreover, women often do not benefit from the fruits of their labor, as revenue streams are diverted by men for non-productive uses. The purpose of this gender, social inclusion, and conflict mitigation strategy is to help SVC staff and stakeholders empower women and other vulnerable household members so they can access the resources needed to improve agricultural productivity and competitiveness in South Kivu, increasing incomes and access to nutritious crops.*

FEED THE FUTURE

DEMOCRATIC REPUBLIC OF THE CONGO STRENGTHENING VALUE CHAINS ACTIVITY

GENDER, SOCIAL INCLUSION, AND CONFLICT MITIGATION STRATEGY

FINAL VERSION

15 DECEMBER 2017

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ACKNOWLEDGEMENTS

The SVC team would like to thank all the participants in the Gender, Social Inclusion, and Conflict Mitigation Strategy workshop; without their contributions, this document would not have been possible.

The team would also like to acknowledge the support of Search for Common Ground International Consultant Florence Ferrari, Analyst Leon Irenge, and National Consultant Pascal Mupenda for their work in the collection and analysis of data produced in the report. In addition, the team acknowledges the support of Banyan Global International Consultant Mireia Cano, Project Coordinator India Scribner, Consultant Marie Rose Bashwira, and Intern Elizabeth Hohenberger for their excellent support in the collection and analysis of the data produced in this report.

ACRONYMS AND ABBREVIATIONS

AWP	Annual Work Plan
CHB	*Comité Humanitaire de Base* (Grassroots Humanitarian Committee)
COP	Chief of Party
DFAP	Development Food Aid Program
DRC	Democratic Republic of the Congo
FHH	Female Headed Households
FY	Fiscal Year (FY18/Fiscal Year 2018)
GBV	Gender-Based Violence
GSICM	Gender, Social Inclusion, and Conflict Mitigation
IDPs	Internally Displaced Persons
IHP	Integrated Health Project
IITA	International Institute for Tropical Agriculture
INERA	*Institut National pour l'Etude et la Recherche Agronomiques*
IPAPEL	*Inspecteur Provincial de l'Agriculture, la Pèche et l'Elevage*
IPs	Implementing Partners
JAA	J.E. Austin and Associates
MONUSCO	*Mission de l'Organisation des Nations Unies pour la Stabilisation du Congo*
NGO	Non-Governmental Organization
ONC	*Office National du Café*
PEA	Political Economy Analysis
PO	Producer Organization
SBCC	Social Behavior Change Communication
SENASEM	National Seed Service (*Service National des Semences*)
SFCG	Search for Common Ground
SOPACDI	*Solidarité Paysanne la Promotion des Actions Café et Development Intégré*
SVC	Strengthening Value Chains (Activity)
TA	Technical Assistance
TEP	*Tribunal d'Expression Populaire*
UPSKI	Union of Soybean Producers of Kivu
US	United States
USAID	United States Agency for International Development
VSLA	Village Savings and Loan Association
WEAI	Women's Empowerment in Agriculture Index

EXECUTIVE SUMMARY

The Feed the Future Democratic Republic of the Congo (DRC) Strengthening Value Chains (SVC) Activity is a five-year (2017–2022) economic development program funded by USAID and implemented by a consortium of five US companies, led by Tetra Tech. The SVC Activity will increase household incomes and access to nutrient rich crops for 60,000 households in three territories in South Kivu, DRC by strengthening inclusive value chains and markets. In order to ensure that project activities contribute to gender equality and women's empowerment, reach and benefit vulnerable households, and contribute to building the foundation for durable peace in Eastern DRC, the Activity conducted a Gender, Social Inclusion, and Conflict Mitigation (GSICM) Assessment and a Political Economy Analysis (PEA). The results of these studies contributed to the development of this Gender, Social Inclusion and Conflict Mitigation Strategy.

Highlights from the GSICM Assessment include identification of the main causes of conflict, by zone and value chain (coffee, soy and beans), including political and economic inequality and inequity, insecure land tenure, unequal access to resources, and family conflict. In addition, the main gender equality issues were identified, including women's lack of access to and control over resources and revenue streams, and limited voice, and social inclusion issues related to poverty, cultural discrimination and economic vulnerability.

The Political Economy Analysis (PEA) indicated that the liberalization of the coffee sector, combined with new opportunities for producers to expand their incomes through the rise of the specialty coffee market and the emergence of producer associations, can lead to significant increases in producer incomes. These higher incomes can then be invested into improved farming systems (seeds, fertilizers, etc.) to further increase incomes and improve access to nutrient-rich foods and crops (beans and soy). Increased support for technical assistance (TA) institutions, along with new corporate relationships between concessionaires and tenant smallholders, can foster new avenues for investments across all three target value chains. PEA implementation recommendations fall into three broad categories: (1) facilitation of a coffee sector governance strategy, (2) facilitation of TA and linkages between TA, finance institutions, and value chain stakeholders, and (3) facilitation of linkages between concessionaires and smallholder farmers, including local landless and female-headed households.

Planned activities for addressing gender equity and women's empowerment within targeted value chains and supportive markets include gender sensitivity and women's empowerment training for staff and stakeholders; targeting women and youth in all project trainings; inclusion of gender equality social and behavioral change communication in all trainings; creating safe space for women and men to discuss and learn, including separate learning groups and training spaces when appropriate; support to women's value chain platforms and a Gender Consultative Group in Bukavu; identifying men and women gender champions as role models, and collaborating closely with Food for Peace programs to support women's literacy, numeracy and savings groups. Planned activities for enhancing social inclusion in target value chains include social inclusion targets and appropriate selection criteria for each intervention; low-cost and no-cost technologies which are accessible to vulnerable households; and identifying vulnerable champions as role models.

Planned activities for ensuring conflict mitigation across targeted value chains and markets include conflict sensitivity training for staff and stakeholders; establishment of a transparent complaint mechanism; integrating stakeholders in participatory decision making processes; communicating project activities transparently and clearly at every step, including using media channels and awareness campaigns in target zones; organizing the inclusive restitution of program results with target communities and stakeholders; developing a mandatory policy on conflict sensitivity, gender and social inclusion to be signed by all stakeholders and staff.

Synergies and planned collaborative or complementary activities with Development Food Aid Programs (DFAPs), integrated health and governance programs, and other USAID-supported gender, social inclusion, and conflict mitigation activities include joint social behavior change communication messaging, joint conflict mitigation and gender training, and sharing of lessons learned and best practices.

Actions to help SVC staff respond appropriately when faced with Gender Based Violence (GBV) and conflict issues in targeted communities or within target organizations include in-service training, developing mediation skills, linking with existing development projects and social service providers, and the development of a check list to help staff identify where and when they should refer stakeholders to skilled service providers.

Approaches to recruiting and empowering Congolese women as staff include targeting venues and institutions that provide outreach to women, using existing HR networks, developing an internship program to promote young women leaders, and potentially offering signing bonuses and finders' fees to successful women candidates. Champions and role models will also be identified and promoted throughout the SVC Activity to empower women as staff and stakeholders.

The SVC approach to promoting conflict resolution practices within supported organizations includes the use of radio and other forms of communication to promote and disseminate conflict mitigation tools and messages, the use of media to discuss and disseminate conflict sensitivity; and continued conflict training for staff and stakeholders. In addition, creating trust and social capital between community members and local authorities will be critical to mitigating existing conflict and preventing future conflict.

A detailed work plan to implement the GSICM Strategy is included in Section 5, as well as a Monitoring and Adaptive Learning Plan to monitor the effective implementation of the strategy (Annex 2).

1. PROGRAM BACKGROUND

The Feed the Future DRC SVC Activity is a five-year program (2017–2022) financed by USAID. It is implemented by a consortium of five international partners — Banyan Global, J.E. Austin and Associates (JAA), Search for Common Ground (SFCG), TechnoServe, and World Coffee Research — led by Tetra Tech. The project will increase household incomes and access to nutrient rich crops in the territories of Kalehé, Kabaré, and Walungu, in South Kivu, Eastern DRC. In close collaboration with Mercy Corps, World Vision International, Food for the Hungry, and other programs funded by USAID in South Kivu, the project will benefit more than 60,000 households in targeted territories, including smallholder farmers, local and international agribusinesses, commodity traders, commodity buyers, and other vertical and horizontal value chain actors involved in the coffee, bean, and soy value chains.

The SVC Activity includes the following components:

- **Component 1:** Build capacity of vertical and horizontal actors in targeted value chains
- **Component 2:** Enhance coffee production
- **Component 3:** Develop and implement public private partnerships
- **Component 4**: Enhance access to commercial finance

And the following crosscutting priorities:

- Conflict sensitivity and resiliency
- Gender equality and social inclusion
- Feed the Future goals
- Climate-smart agriculture
- Value chain and market systems development
- Sustainability and local systems strengthening

Project activities include:

1. Building the capacity of target value chain actors in business management, social behavioral change and marketing, advocacy, market systems strengthening, climate smart agriculture, good agriculture practices, gender, and conflict mitigation.

2. Facilitating access to credit and other productive inputs.

3. Encouraging gender equality in decision-making and the use of agricultural income, access to productive resources, time allocation, group membership, leadership, group participation, and the physical and psychological safety and mobility of women and girls and other vulnerable groups involved in value chain activities.

4. Encouraging improved nutritional practices and consumption of locally processed nutritious foods.

The SVC Activity places a significant emphasis on social inclusion, gender equality, and women's empowerment, as well as on mitigating the potential negative impacts of project activities on social and political conflict and gender-based violence. Though women are the main food providers and play an essential role in all aspects of the coffee, bean, and soy value chains, they often have limited control over and access to productive inputs such as training and information on new technologies, credit, improved seeds, and income. Moreover, youth, landless households, refugees, displaced persons, ethnic minorities, female-headed households, and households with orphans and vulnerable children have fewer opportunities to participate in productive value chains. Engaging youth and excluded groups could lead to increased household production, diversify household income streams, and reduce criminality, as well as generate economic opportunities for youth and underemployed.

Key expected results related to gender, social inclusion and conflict include:

1. At least 2,000 additional seasonal worker positions created (at least half of these positions will include women, youth and vulnerable groups).

2. At least 15,000 farmers (30% women) or other value chain actors implement climate-smart agriculture practices.

3. At least 20 farmer or value chain associations/organizations implement conflict resolution practices, including functioning systems of internal recourse and linkages to existing community Peace Committees.

4. At least 20 farmer or value chain associations/organizations/businesses implement gender and nutrition strategies that include behavior change communication interventions to reach at least 15,000 households with messaging on nutrition, gender equality, and women's empowerment.

5. At least double the numbers of women are in leadership positions across organizations receiving assistance compared to the baseline year.

Specific strategies and activities designed to achieve these results are described in the project proposal and in the FY18 Annual Work Plan. However, the Gender, Social Inclusion and Conflict Mitigation Strategy identifies potential opportunities and constraints to achieving those goals, and the action plan includes measures the team will take to facilitate success.

2. STRATEGY METHODOLOGY

This strategy is the result of a 16-week Gender, Social Inclusion, and Conflict Mitigation (GSICM) assessment conducted from August to November 2017, identifying key GSICM issues and constraints for the SVC Activity to confront and address. The strategy and the proposed action plan builds upon quantitative and qualitative data collected in September – October 2017, using household data collection tools, key informant interviews and focus group surveys. In total, 24 key informant interviews were conducted with local authorities and cooperative's leaders, and between 10 and 14 focus group discussions were organized in each of three territories with local civil society members, cooperative members, value chain actors (producers, transporters, and traders); and different segments of the population (girls, boys, women, and men). The survey targeted 400 people per territory, and data is organized to facilitate comparisons over time and the tracking of conflict dynamics on a larger level.

The objectives of the GSICM Assessment were to:

(i)   Identify community-specific conflict profiles;
(ii)   Identify specific key actor interests and conflict dynamics of target communities around each proposed value chain and its supportive markets;
(iii)   identify relevant advances and gaps in the status, roles and anticipated levels of participation of women, men, and vulnerable households that could support or hinder overall project outcomes;
(iv)   Identify entry points to build peaceful coexistence in relation to target value chains and risks to mitigate as well as key areas to monitor;
(v)   support value chain actors to identify capacity building and engagement opportunities to develop governance mechanisms, policies and practices that are more gender equitable and responsive to women's productive and safety needs;
(vi)   Identify and recommend specific areas for synergy and planned collaborative and complementary activities with USAID-funded programs; and
(vii)   Identify Women's Empowerment in Agriculture Index (WEAI) and conflict mitigation indicators in target value chains.

Results from the GSICM assessment and a Political Economy Analysis (PEA) were presented during a 1.5-day consultative workshop with SVC staff in November 2017, and were used to inform the proposed strategy and action plan. Highlights of assessment results are presented in Section 3. This action plan provides recommendations for mainstreaming GSICM into SVC activities. Recommendations are compiled in a table format (Section 5) to provide practical, actionable steps to assist technical and support staff to contribute to gender equality, social inclusion, and conflict mitigation goals.

2.1.   OBJECTIVES OF THE GSICM STRATEGY

The goal of the GSICM strategy is to provide a vision, guiding principles and an action plan for the SVC team. The strategy is aligned with requirements presented in USAID's Gender Equality

and Female Empowerment Policy (2012), USAID Automated Directives System 205 on Integrating Gender Equality and Female Empowerment in USAID's Program Cycle (2017), and USAID's Youth in Development Policy (2012). Our guiding principles are taken directly from these USAID documents.

Our vision for gender, social inclusion and conflict mitigation in the Feed the Future DRC SVC Activity is "to promote equity and ensure an equal chance for vulnerable men and women to access opportunities and benefits from the SVC Activity, while also reinforcing social cohesion."

Our guiding principles include[1]:

1. Integrate gender equality, female empowerment and conflict mitigation into our work
2. Pursue an inclusive approach to foster equality, and reduce conflict
3. Build partnerships across a wide range of stakeholders
4. Harness science, technology, and innovation to reduce gender gaps and empower women, girls and vulnerable groups;
5. Address the unique challenges in crisis and conflict affected environments, especially those that affect women and girls, and displaced people;
6. Serve as a thought leader and a learning community for gender, inclusion and conflict;
7. Hold ourselves accountable with regards to gender, inclusion and conflict within our work and within the project.

These guiding principles are used in the action plan (Section 5) to refine activities proposed in the Fiscal Year 2018 (FY18) Annual Work Plan (AWP), and will be used during SVC staff meetings, adaptive management events, quarterly and annual project and staff performance reviews, etc. to improve expected outcomes (Text Box 1, and Section 2.3).

Text Box 1: USAID Desired Gender Outcomes (2012), adapted for social inclusion and conflict:

- *Reduce (gender) disparities in access to, control over and benefit from resources, wealth, opportunities and services -- economic, social, political, and cultural;*
- *Reduce (gender based) violence and mitigate its harmful effects on individuals and communities; and*
- *Increase the capability of women, girls and vulnerable groups to realize their rights, determine their life outcomes, and influence decision making in households, communities, and societies.*

The GSICM action plan includes specific recommendations to address gender equality, social inclusion, and conflict mitigation across all three target value chains, and to mitigate the risk that the Activity inadvertently harms SVC stakeholders or systems (including inadvertently increasing the risk of gender-based violence) or exacerbates conflict and inequality in target zones. As described in more detail in Section 2.3, SVC staff will use the strategy and action plan to guide project implementation, and will share it with other USAID implementing partners (IPs). SVC staff will also share an abbreviated version of the strategy, translated into French and Swahili, with SVC stakeholders. The strategy provides overarching principles and guidelines to SVC staff, and will inform future workplans and overall Activity implementation.

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[1] Adapted from the USAID Gender Equality and Female Empowerment Policy, March 2012.

> **Text Box 2:** Key Definitions for the Gender, Social Inclusion and Conflict Mitigation Strategy
>
> Gender **Equality** concerns women and men, and it involves working with men and boys, women and girls to bring about changes in attitudes, behaviors, roles and responsibilities at home, in the workplace, and in the community. Genuine equality means more than parity in numbers or laws on the books; it means expanding freedoms and improving overall quality of life so that equality is achieved without sacrificing gains for males or females. (USAID Gender Equality and Female Empowerment Policy, 2012).
>
> **Youth Inclusion** concerns making improvements in the capacities and enabling the aspirations of young people so that they contribute to and benefit from more stable, democratic, and prosperous communities and nation. (USAID Youth in Development Policy, 2012).
>
> **Do No Harm** refers to the principle and framework that: 1) identifies the categories of information that have been found through experience to be important for understanding how assistance affects conflict; 2) organizes these categories in a visual lay-out that highlights their actual and potential relationships; and 3) helps us predict the impacts of different programming decisions.
>
> **Conflict Sensitivity** is "the capacity of an organization to understand its operating context, understand the interaction between its interventions and the context, and act upon this understanding to avoid negative impacts ("do no harm") and maximize positive impacts on conflict factors." (*Key Peacebuilding Concepts and Terminology*. 2014. Available at: http://learningforpeace.unicef.org/wp-content/ uploads/2014/04/Key-Concepts-Final.pdf)

2.2.   GSICM STRATEGY DEVELOPMENT

During a validation workshop held on November 20 and 21, 2017, 24 SVC project staff presented and discussed Assessment Report findings and collaborated to develop the draft strategy (see Annex 1 for the Terms of Reference for the Workshop). During the workshop, the team reviewed key definitions (Text Box 2) and assessment findings (Section 3), and participated in brainstorming sessions to develop the GSICM Action Plan (Section 5). Participants were divided into groups and discussed potential risks related to program implementation and how to mitigate them. Groups also discussed how to integrate GSICM into project activities, by SVC project component (vertical and horizontal market linkages, coffee production, PPPS and access to finance). Final workshop outputs consisted of two Excel files with four Excel sheets (one for each SVC component). Each SVC component was analyzed from a "do no harm" and a GSICM perspective. The team reviewed each activity proposed in the FY2018 Annual Work Plan and discussed how to integrate GSICM and Do No Harm principles into SVC approaches, tools and strategies. This discussion formed the basis of the GSICM Action Plan, to ensure SVC activities are conflict sensitive, promote gender equality and social inclusion, and "do no harm."

In addition, Banyan Global conducted a Gender and Social Inclusion training for all SVC staff on September 28 and 29 2017, during which time team members brainstormed practical measures to address gender equality and women's empowerment. Many of these measures were included in the FY2018 Annual Work Plan. Search for Common Ground (Search) conducted a conflict sensitivity and conflict mitigation training in October 2017 for all SVC staff. These trainings served as an opportunity to discuss strengths and weaknesses, threats and opportunities around conflict mitigation, gender and social inclusion, and lessons learned from these trainings have been taken into account while drafting this strategy.

2.3. USING THE GSICM STRATEGY

SVC staff will use the GSICM strategy to inform and improve SVC approaches, tactics, and tools to ensure the Activity does no harm and reaches and benefits women, youth, and vulnerable households. In addition, the strategy will help the team monitor how Activity approaches affect gender dynamics and conflict factors in target value chains and in target zones. The strategy will be monitored as part of the overall Activity Monitoring, Evaluation, and Learning Plan, and reviewed quarterly during all-staff strategic reviews. Each staff member will be responsible for implementing different components of the plan to ensure it is integrated into SVC activities in a crosscutting manner. Staff ability and effectiveness integrating gender, social inclusion and conflict mitigation into their work and into office management will be measured during performance evaluations. As outlined in the SVC proposal, gender, social inclusion, and conflict mitigation elements will be integrated into all SVC capacity building and training programs, stakeholder consultations, and stakeholder evaluations.

3. KEY ASSESSMENT FINDINGS

This section includes a summary of key findings from the Gender, Social Inclusion and Conflict Mitigation (GSICM) Assessment conducted by Banyan Global and Search For Common Ground, and the Political Economy Analysis conducted by J. E. Austin and Associates. Full assessment reports are available separately.

3.1. COMMUNITY SPECIFIC CONFLICTS AND SOCIAL COHESION

COMMUNITY SPECIFIC CONFLICTS AND SOCIAL COHESION PROFILES

Although some conflict elements are similar across the three territories, and others show very specific territorial and local realities. For example, **in Kabare**, there is dissatisfaction and mistrust within the community, and towards local authorities. People interviewed complained about armed robbery (suspected to be perpetrated by village youth and local police), about arbitrary detention, and about local leaders trying to divide/manipulate them. In **Kalehe** territory, there are very different situations between Kalehe, Minova, Bunyakiri and the *Hauts Plateaux* (from the best to the worst security situation). People complained about the military in Kalehe and Minova, and youth were accused of theft and robbery both at home and on the road during road blocks. Armed groups are still active in the *Hauts Plateaux* and Bunyakiri, and threaten Kalumu and Minova. All interviewees in **Walungu** were very worried about the conflict between *Mwami Ngweshe* and the territory administrator, whose conflict is related to taxation authority, and indirectly represents a rural/urban divide. The negative impact of this conflict on public service functioning is said to be high, and it also affects social cohesion and trust. There is also conflict around the Maroc mining site, with two big families fighting, sometimes violently, and regular conflicts around Kamanyola between farmers and herders. In addition, there is continued presence of some armed groups in Walungu, especially in the South and West.

Globally, data from the three territories indicated that land issues are the main problem causing conflict in the community. Access to economic and natural resources and household or family problems were the second and third most common causes of conflict. **Land conflicts** can be subdivided into three main kinds of conflict: conflict between neighbors on plot boundaries, conflict within families concerning inheritance issues, and conflict between groups practicing agriculture and livestock farming. Access to economic and natural resources refers to unequal access to credit, access to inputs or government subsidies, access to land, and access to minerals, or even theft. Household and family problems refers to situations such as disagreements over how to use family financial resources; the organization and division of labor within households; adultery, alcoholism, intra household violence, inheritance issues, and polygamy. In terms of dividing lines between groups in conflict, respondents referred to "economic and power inequality" as the most common divider; ethnic divisions were perceived as much less important.

The GSICM strategy and action plan includes specific interventions designed to reduce conflict by providing producers with more secure access to land and productive resources through *concessionaires*; building trust and facilitating communication between families, farmers, herders, community members, local authorities, youth, police and military using *Tribunal d'Expression Populaire* (TEPs), participatory theater and local steering committees; and improving land productivity, soil fertility and promoting climate change adaptation with training and extension.

VALUE CHAIN RELATED CONFLICTS

The following conflict risks exist within the **bean and soy** value chains:

- during the production phase, most interviewees are able to access their fields easily, while some interviewees indicated that insecurity hindered their ability to access their land;
- during the transport phase, a small proportion of bean/soy transporters interviewed risk extortion on illegal roadblocks and banditry;
- during the storage phase, some respondents reported concern that their harvest could be stolen, either at home or in a central storage facility.

Specific conflict situations also exist within the value chains. During the **bean/soy** planting season, domestic conflicts may occur over seeds or work responsibilities; for example, if the husband sees himself as an investor and feels entitled to receive all the income generated from the harvest. The pre-harvest period is also a sensitive time as beans/soy might be stolen or eaten by animals, creating conflict with their owners. After beans are harvested, there are also disagreements on how to use the harvest (between consuming and selling), but this is rare since beans are a subsistence crop mostly managed by wives and mothers. For soy, conflict arises between farmers and transporters, and between farmers and millers.

Specialty coffee is produced in Kalehe and Kabare territories, but not in Walungu. It is cultivated both by small farmers with a small number of coffee trees, and by larger farmers who hire workers to cultivate their coffee. There is a high risk of theft prior to harvest by family members themselves (women and youth harvest and sell coffee cherries clandestinely), as well as theft by seasonal workers. Another high-tension phase is when farmers store coffee at home: entrance into the storage room is then forbidden for all family members, including the farmers' wives and children. High taxes have been mentioned as the main challenge within the value chain, mostly from chiefdom services. There are also tensions between coffee producers and buyers on the price to be paid – buyers impose their price to farmers, who feel they have no choice but to accept the price offered, even if they consider it as unfair. In addition, there are conflicts in and around cooperatives, related to internal management issues, and between members and cooperatives on the weight of their coffee cherries and the price to be paid. Conflict between cooperatives and external stakeholders also exist, as large coffee buyers sometimes do not pay as agreed, or charge more for their services than expected.

OPPORTUNITIES FOR PEACE

The project must address tensions between adults, parents, elders and youth, and tackle issues between men and women, and farmers and herders. SVC staff must recognize the unequal status between value chain actors, between local populations and local authorities, and between

customary and state powers, especially in Walungu. Improving accountability and transparency is critical to reducing conflict.

When a conflict develops, parties have several options for handling it. Through the improvement of conflict resolution practices and strengthening community structures, there is room to increase the participation of groups usually excluded from decision making processes, especially youth and women. The participation of women in conflict mediation is quite low, as it is in most public spheres. Things are changing and women are gaining increased access to resources and decision making, but it remains limited. Several interviewees referred to existing structures called *Centre de Dialogue et Médiation (CDM)*, explaining that they appreciate their composition which includes representatives from each ethnic group.

Respondents highlighted that cohesion is built through sharing of similar interests (credit and saving groups, for example), shared activities (farming, going to school, community work days called *Salongo*), common geography and place (church, markets, hospitals, schools) and shared ceremonies (weddings, etc.). In addition, the influence of local or remote leaders plays a very important role. This role can be positive or negative: leaders can divide people or unite them. In every territory, groups and interviewees said individual success is not accepted within communities, and success creates tension and jealousy between successful (wo)men, their relatives and the larger community.

ANALYSIS OF PEACE COMMITTEES AND AN APPROACH TO HARNESS THEIR POTENTIAL IN RESOLVING CONFLICTS AFFECTING TARGETED VALUE CHAINS

Most interviewees did not know any peace and mediation committee or structure, but some did: 18% in Kabare, one third in Kalehe and almost 40% in Walungu. Generally, more men are aware of peace committees than women: 34.3% of men were aware of local peace committees, compared to 21.4% of women. Men participate more in public life (meetings, etc.) and listen more often to the radio, allowing them access to more information.

The fact that peace committees are free of charge was identified as the main advantage of using them, by the majority of respondents, especially in Kabare. Peace Committees' understanding of conflict dynamics was considered an advantage to using them for interviewees in Kalehe and Walungu. Almost no respondents said that Peace Committees had more "suitable approaches and techniques" to resolve conflicts.

In terms of limitations, many respondents felt peace committees were corrupt (more than 40% in each territory). In Kabare people mentioned that they lacked resources. In Kalehe and Walungu, long and complicated procedures were considered as important limits to conflict resolution interventions.

3.2.   GENDER AND SOCIAL INCLUSION

Gender Equality and Social Inclusion Findings: Gender Equality findings are summarized by WEAI elements, including access to and control over assets, resources, and income; decision-making and group membership; and value chains (coffee, soy, and beans). Social inclusion elements are presented separately.

Table 1: A Summary of Gender and Social Inclusion Findings from the GSICM assessment (2017):

Unit of Analysis	Summary of Findings
Decision-Making in Production, processing, storage, marketing	• In Walungu, Kalehe, and Kabare, men generally make decisions about agricultural production, processing, storage and transportation, and marketing and sales. However, men recognize the value of the labor that their wives and children supply to agricultural production, as well as their knowledge about production (inputs), and may ask them for their input in decision-making. • Control or influence over decision-making in value chains depends on the crop in question (men more likely to influence the coffee value chain and women more likely to influence the bean and soy value chains). • Cooperatives have begun to influence household decision-making by encouraging men and women to make decisions together. This points to the importance of engaging SVC partner cooperatives and enterprises in continued and concerted to support changes in this arena.
Ownership of Assets and Access to Credit/Finance	*Land* • Smallholders obtain access to land through inheritance, purchase, or rent. Land for coffee cultivation cannot be rented; it must be inherited or purchased. As well, within the agricultural cooperative framework, such as the Comité *Humanitaire de Base* (Grassroots Humanitarian Committee; CHB) in the Mulaba *groupement*,[2] cooperatives may provide participants of farmer field schools with small plots of land to cultivate. • In all three territories, women and girls are considered less entitled to inherit land. When their sons (including those of their husband's first, second, and third wives) inherit land, mothers and sisters may lose access to land on which they had previously performed agricultural activities. • It is increasingly the case that women and girls, as well as men and boys, inherit fields from their parents. • There are some examples of cases where international and national non-governmental organizations (NGOs) (including civil society organizations such as SARCAF and *Action Sociale et d'Organisation Paysanne* have also provided awareness-raising sessions on land rights and inheritance procedures and/or supported women and girls, as well as men and boys, to inherit fields from their parents. The SVC program could replicate these efforts more systematically in the three project territories. *Inputs* • Members of agricultural cooperatives mentioned that they receive or purchase inputs, including seeds, from private and public partners such as Harvest Plus, National Seed Service (*Service National des Semences* [SENASEM]), *Union Paysanne pour le Développement Intégral,* etc. While for some of these partners, the input can be free of charge, for others like Harvest Plus, the inputs are based on agreements between the cooperative and the organization and must be repaid in due form and time. • In some cases, women members of cooperatives receive seeds, but their husbands still decide what to plant and where and how to plant it. Furthermore, women's membership in most cooperatives is generally low.

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[2] A *groupement* or grouping is an administrative level under the Chiefdom/Sector level in DRC.

Unit of Analysis	Summary of Findings
	• Men and women smallholders who are not members of cooperatives also purchase seeds in the local market, but women often lack the means to purchase them. *Agricultural Extension Services* • Agricultural extension services are not commonly available in Walungu, Kalehe, and Kabaré. Respondents noted a near total lack of service provision in this domain, including via regional government and local authorities. • If available, farmers are mostly likely to receive agricultural training through participation in a cooperative. This poses a challenge for women who generally have a low level of membership in cooperatives but at the same time carry out a large part of the work where agricultural extension services would be beneficial. • Farmers also receive information through radio programming such as Radio-Télévision Nationale Congolaise, Walungu's Mallanganee radio, Maendeleo radio, and Maria radio. Men are more likely to listen to informational radio programming (including agricultural extension information), while women are more likely to listen to music or religious programming. *Technology* • Some cooperatives invest in technology for members' use, such as washing stations, hammer mills, and internet connections, but these often benefit men the most, as women are viewed as technically or physically incapable of using some technologies. • Disparities also exist in the ways in which men and women use mobile phones in agricultural value chains: whereas some men use phones for calls, messages, social media, and daily reports from the cooperative, women are more likely to use a phone exclusively for calls or sometimes to respond to messages. It is therefore important for the SVC project to develop appropriate methods of communication, in particular for dissemination of information, to reach women (and youth).
Control over Income	• Across all value chains, men often perceive income allocation as their responsibility, and will collect and decide upon the use of household income (in particular agricultural income) earned jointly with or solely by their wives, and keep it under their control. • Some signs exist that joint decision-making takes place, including for certain larger household expenditures. NGOs and some cooperatives in all three regions (such as the Anti-Bwaki Cooperative in Walungu), where men are encouraged to consult with his wife before making any decisions about the use of income.in particular noted in Kalehe) have also successfully played a role in encouraging both women and men to manage household income and expenditures jointly. • Trainings from some NGOs such as the International Rescue Committee, Women for Women International, and SFCG in Kalehe, are noted to have an impact on more equitable decision-making. • These efforts, which the SVC project could replicate, include policies to require both men and women to collect profits, skills building and confidence-building efforts for women to manage income, and Social Behavior Change Communication (SBCC) to evolve the knowledge, attitudes, and practices of both women and men concerning joint income management and expenditures.
Group Membership	• In cooperatives, if women occupy positions of leadership, they most often serve as cashiers, secretaries, counselors, or trainers, and in some few cooperatives, women occupy the position of agronomist. On average, women do not occupy an equitable percentage of leadership positions. For example, in Walungu, women they occupy only one quarter of the leadership positions of cooperatives. There are rare cases,

Unit of Analysis	Summary of Findings
	such as at the CHB in Mulamba, where a woman is responsible for the processing plant.
	• Some obstacles to women's full participation in cooperative (leadership) exist including the low overall number of women who participate in cooperatives in comparison with men; a lack of literacy in Swahili and French language skills; a low level of skills to lead or manage groups; and requirements for women to have their husbands or partners permission to participate in groups.
	• Security considerations also restrict women from participating in certain leadership positions (such as in coffee washing stations) because of the danger associated with carrying out activities at night. Time burdens related to household tasks and agricultural work, the timing of cooperative meetings, and the distance to travel to such meetings also play a role.
	• NGO support for awareness raising within cooperatives has led several cooperatives to update their statutes with provisions promoting gender and leadership positions for women within the cooperative, and to create cooperative gender groups, but these initiatives may fall flat if obstacles above are not addressed.
	• Village savings and lending associations see higher proportions of women's participation and leadership in comparison with cooperatives in part because they are less formal and also because women do not need permission from their husbands to participate.
Coffee Value Chains Nuances	• Women, girls, and men together provide much of the labor for production (including harvest). Women normally undertake weeding and harvesting, and men undertake land clearing, nursery production, and planting seedlings, pruning).
	• In terms of processing, they draw water for cleaning and washing coffee, and washing coffee at home or washing station, and dry the coffee. Men engage in pruning, processing, running washing station, and carry out intermediate tasks at the washing station.
	• Women undertake the majority of tasks associated with transport; women and girls transport coffee on their backs (including the *katerhas*). In some cases, men transport coffee on their heads. Men undertake the majority of the tasks associated with marketing and sales.
	• Men are the main decision-makers and control the coffee income in the value chain because men inherit land (the primary means for acquiring land for coffee cultivation) and because social norms provide them with that authority. This division of labor may constrain good decision-making on coffee cultivation and income use since women better understand agricultural and household needs due to their quotidian role in this domain.
	• The participation of women in coffee cooperatives appears to vary by territory. In Walungu, very few women participate in coffee cooperatives. In Kalehe, their membership in such cooperatives appears to be higher, though more systematic data is needed in this domain.
	• In parallel to their activities in the coffee value chain, women and girls also carry out all domestic tasks — including food purchases and preparation, seeking and pumping water, seeking and collecting firewood, and providing childcare — which are extremely time-consuming and result in little leisure time for women.
Soy and Bean Value Chains - Nuances	• Women and girls undertake the majority of tasks associated with the cultivation of beans and soy because these are subsistence crops used to feed the family.

Unit of Analysis	Summary of Findings
	• Women make many of the decisions relating to production, including input use, their qualities, quantity, etc. *Katerhas,* play a key role in transport, storage, and processing, but are often not targeted with agricultural extension services and related trainings and support. This is especially challenging for women in Kalehe, who play a key role in processing soy and beans for avid consumption within the territory in multiple forms, and for trade to Bukavu in some cases.
	• Men and youth provide support for planting, harvest, and land clearing and storage of the harvest, and beating beans and soy to remove pods and stems. They may also become more engaged when production takes place in cooperatives where there is more income to be earned. They are also responsible for household security.
	• Women transport soy and beans on their back, storing beans and soy in their homes or depots, sometimes with the help of male youth. Men generally control the storage of these commodities.
	• Women and girls are generally responsible for the sale and marketing of soy and beans. Men play a greater role in this domain within the cooperative framework (in particular in Walungu where coffee production is not very common).
Social Inclusion	*Youth*
	• Youth participate in lower numbers than adults in agricultural production do. According to the study, young people are abandoning the agricultural sector for several reasons, including weak land tenure rights, little access to land and other productive assets, and lack of financial means or credit needed to purchase inputs, rent land. As well, the delay in returns to perennial agricultural production (such as coffee) is also a dissuading factor.
	• Despite these challenges, there are windows of opportunity for the SVC project to help youth find quicker returns for their labor investments through seasonal employment in washing stations, transportation of coffee to the washing station, and sale of agricultural inputs (in the coffee value chain).
	• Initiatives to provide youth with inputs, land, and agricultural information, such as those of private companies and large landholders (such as the Olive Mudekereza Foundation), have sparked young people's interest in pursuing coffee production by providing young people in Walungu with coffee seedlings.
	• As well, some existing youth structures, such as the *Umoja de Mushinga Youth Center in Walungu,* provide the resources necessary to engage young people in the soy and bean value chains of their own will and volition.
	• Little attention, among these efforts has been directed to young women, which points to the need to carry out SVC project activities to engage men and boys and women and girls equally as key actors and participants in progressive social and behavioral change communication and as beneficiaries in efforts to help youth find quicker returns on their labor investments.
	Senior Citizens
	• In the three territories, particularly in Walungu, one is more vulnerable to poverty as a senior citizen. Old women are sometimes perceived, accused, or suspected of being witches. Treated as such, they are often abandoned by the community and sometimes even by members of their own families. Their economic vulnerability accentuates their marginalization and social exclusion. These women are involved in bean and soybean value chains in particular.

Unit of Analysis	Summary of Findings
	Widows
	• Widows experience discrimination and marginalization in all three territories. They are subject to discrimination upon the death of their (male) partners. Their children, or the children of their co-wives, may steal their inheritance. The most vulnerable widows are those who do not have civil marriage contracts (a common situation in Kalehe territory) or who are engaged in polygamous marriage.
	Young-mothers
	• Becoming a mother at an early age is challenging for girls because they have little resources, experience or income to carry out childcare responsibilities. This is exacerbated if the father of the child abandons them. In contrast, boys who have children while still under their parents' roof tend to have less childcare responsibilities and face fewer social consequences.
	• Good practices have been observed especially in the washing stations in Kalehe where some cooperatives have been targeting girl-mothers with employment during the coffee harvesting seasons.
	Small-scale transporters
	• Small-scale transporters of agricultural products are present largely in Kalehe. Among them are men and women who are involved in growing, transporting, storing, and even selling coffee, beans, and soy.
	• Because they are poor and they often work on the streets waiting to transport products, they are subject to discrimination. Yet, they have the potential to play even more substantive and positive roles in value chains and to participate in efforts to combat poverty in the project areas.
	Internally Displaced Persons (IDPs):
	• IDPs exist in all three territories. The most striking cases were observed in Kalehe in front of the territory office. Women and children there suffer particularly from nutrition problems. They grow beans around their huts, but on very small plots of land. This points to the necessity of engaging with the authorities and local civil society to undertake concerted action between the various USAID-funded programs for the inclusion of these groups of IDPs.
	Women who have experienced sexual violence and other forms of gender-based violence (GBV):
	• Although this group is not commonly mentioned during the interviews, they are a well-known marginalized group in all three territories. This is due to social stigma (including gossip and ridicule) and their lack of access to response services.

4. GSICM STRATEGY

Using the results of the GSICM assessment, the SVC team developed the GSICM strategy, which includes a vision, a set of principles and desired outcomes (see Section 2) to guide the implementation of SVC activities over the life of the program. In addition, assessment results informed the development of a conceptual model describing the underlying factors leading to gender inequalities, social exclusion and conflict in target zones and value chains, to help the team address these factors over the life of the program (described below). This conceptual model will be integrated into the Activity Theory of Change, and into the Activity's learning agenda in the revised Activity Monitoring and Learning Plan.

Table 2: SVC Causal Model for Conflict, Gender Inequality and Social Exclusion

Causes	Effects	Interventions
Unequal power relations, leading to unequal access to resources	Conflict over resources (land, minerals, etc.)	• Concessionaire model to increase access to resources by women and vulnerable groups, and to increase communication and consultation among groups to build trust and social cohesion • Targeting, targets and disaggregated monitoring to ensure equitable access to project activities and benefits deriving from them, for women, men, youth and vulnerable groups • Increasing access to finance and inputs, and tailoring finance and input packages to reach women, youth, vulnerable groups
Poor governance (lack consultation, communication, transparency)	Conflict over access to power	• SVC steering committee with transparent membership • Consultative mechanisms and VC platforms • Training in governance, leadership, inclusive decision making for VC stakeholders including producer groups • Women, youth and vulnerable group leadership development • Use media to communicate eligibility and accountability
Social norms	Women and youth lack access to resources, decision making	• GSICM Training & policies for staff • Integrate GSICM concepts into stakeholder training and events • Targeted SBCC on gender, social inclusion and conflict • GSICM champions, mentors, leaders • TEPs and participatory theater

The main factors contributing to gender inequality and conflict in South Kivu are social norms that support unequal sharing of risks, resources, income, and decision-making between men and women, youth and elderly, and the poor and the rich in all aspects of life, including in target value chains. The SVC GSICM strategy will contribute to improved decision-making across target value chain actors through the integration of gender, social inclusion and conflict sensitivity modules into project trainings, the development of social and behavioral change communication activities addressing gender, social inclusion and conflict issues, and specific

support to households participating in target associations and cooperatives. To this end, the project will engage gender and conflict champions, cooperative leadership and members (both men and women), local leaders and role models to design, implement and monitor the effectiveness of training modules and SBCC campaigns.

SVC will also support equal access to inputs (land, credit, technology, and business development services), resources, and income among women and men, youth, and vulnerable households. The project will address some of the barriers for access to inputs by increasing access to credit, and will track access to inputs and credit by gender and age. The SVC team will foster more equitable distribution of income from agricultural enterprises through social and behavioral change communication efforts targeting men, women, youth, cooperative leadership, local leaders and traditional authorities.

The project will address women and youth leadership and membership in cooperatives, through the lens of improved governance and enhanced profitability, as well as capacity building to address barriers to their participation. Moreover, it will strengthen existing platforms to link women and youth to cooperatives, and women and youth cooperatives and associations to local, regional and international markets. Finally, it will promote more equitable workloads between men, women and youth in the household, and the division of labor within households, through trainings, SBCC and agribusiness capacity building and support. To support the strategy, the SVC team has included specific gender and conflict mitigation activities in the Gender, Social Inclusion and Conflict Mitigation Action Plan (Section 5), and the FY18 Annual Work Plan.

Conflict is exacerbated by inequalities in the traditional balance of power between men and women, rich and poor, and authorities and the general population. As outlined in the GSICM assessment, licit and illicit access to minerals and resources including land; lack of governance and transparency (including land tenure and inheritance rights); and lack of communication and **consultation** contribute significantly to conflict in the Kivus. The SVC gender, social inclusion and conflict mitigation strategy will focus on strengthening the conflict sensitivity and conflict management skills of cooperatives and producer organizations and other value chain actors, increasing popular participation in local decision-making bodies and activities related to value chain advocacy, and increasing communication and understanding between public and private value chain actors.

The key to the success of the SVC gender, social inclusion and conflict mitigation strategy will be to demonstrate the **win-win** business proposition for including excluded people, groups and households, and demonstrating how communities, polity and businesses will benefit from more inclusive business models. To support this strategy the team has developed indicators and targets to monitor access to and control over project benefits, and will integrate these indicators and targets into a revised AMELP.

5. GSICM ACTION PLAN

The Gender, Social Inclusion and Conflict Mitigation (GSICM) action plan is an integral part of the strategy and stems from the results of the GSICM assessment. Through the assessment, the team identified the main factors, actors and drivers of gender inequality, social exclusion and conflict in target zones. Based on these findings, the team developed a project-specific action plan to ensure that staff address gender inequality and social exclusion, and mitigate conflicts specific to target zones and value chains throughout the life of the project. Although this action plan is focused on FY18 activities and actions, the strategy will be used in future years during the annual work planning process to integrate GSICM guiding principles into future activities. Each "activity" referenced in the action plan refers back to the FY18 AWP.

Our approach is two-fold, designed first to ensure the SVC team is adequately informed and prepared to address gender, social inclusion and conflict, and then able to demonstrate and share their understanding with others. Below is a list of best practices to support the internalization of the GSICM strategy and action plan by SVC staff:

1. The SVC team will develop gender sensitivity, social inclusion and conflict sensitivity policies to be shared with staff. These policies will be signed by all staff, and the effective application of these policies included in staff performance plans.

2. SVC staff will undergo continuous, mandatory training on GSICM. Training will be replicated for all new staff. The evolution of staff competencies and skills in GSICM will be tracked over time using pre and post-tests, and staff coaching and mentoring opportunities organized as needed.

3. Experiential sharing and learning sessions will be organized every six months around the challenges and frustrations faced by staff in the field and in their own lives related to gender, social inclusion and conflict mitigation. Regular GSICM "walk-the-talk" sessions will be organized for the SVC team, including exercises questioning beliefs, customs, personal experiences and social norms that affect staff members. This will encourage debate among the team about key GSICM practices and decisions.

4. Beneficiary feedback mechanisms will be established to collect feedback and complaints from local communities. These will be implemented through suggestion boxes, radio call in shows, toll-free numbers, e-mail addresses for complaints, etc.

A rigid emphasis on mandatory gender, social inclusion and conflict will not promote staff buy-in and appropriation, or lead to effective implementation. The mechanisms described above will assure that our strategy is flexible and able to react to changes in context over time. In order for the strategy to be effective it is essential to employ mechanisms for observing and listening to what is happening in the surrounding environment, receiving timely and accurate information from stakeholders, and using feedback to inform strategic and operational shifts in the GSICM strategy. The proposed strategy provides a clear picture of the desired future situation, and includes steps to keep the project on course toward the long-term objective of ensuring equal opportunities for vulnerable men and women to participate in and benefit from the project, while strengthening social cohesion.

5.1. COMPONENT 1: BUILD CAPACITY OF VERTICAL AND HORIZONTAL ACTORS IN TARGETED VALUE CHAINS

This section includes activities to address GSICM within Component 1 of the SVC Activity. The goal of Component 1 is to strengthen market systems actors, including producer associations, traders, processors, marketers, agro-businesses, and agro-business service providers, through direct technical assistance and capacity building. The SVC activity will explore opportunities to leverage existing efforts to increase access to inputs in targeted value chains, including an emerging specialty coffee market lead by Starbucks; soybean milling operations including SOSOMA in Rwanda and the *Centre Olame* in Bukavu; seed supply programs lead by NASECO, SENASEM, the International Institute for Tropical Agriculture (IITA), and Harvest Plus, and previous input supply efforts lead by the International Fertilizer Development Corporation and N2Africa. The SVC team will also increase the demand for nutritious food products through targeted marketing campaigns in collaboration with local actors and other USAID funded programs, and increase local purchasing power to acquire them with agribusiness investments and income generating approaches. Collaboration with large land owners will increase smallholder access to land, inputs, credit and stable markets.

Table 2 describes how GSICM activities included in the FY18 AWP will be modified to increase the participation of women, youth and vulnerable households, and decrease the threat of conflict. For example, activities will be modified to ensure women and youth not only have equitable access to inputs (using targets and disaggregated data collection forms to track equity), but also to the knowledge of how to use inputs effectively (by targeting information dissemination channels). Activities in the FY18 AWP address women and youth's lack of access to land, finance, business development services and equipment, as well as lack of sufficient labor and finance to purchase labor/labor-saving technology during the harvest period. Activities will be modified to enhance decision-making by women and youth across the value chain, including decisions about input use, marketing, and income use.

From a conflict perspective, GSCIM activities will mitigate land conflicts, as they have been identified as the main source of conflict in the areas surveyed. Land conflicts are divided into three types: conflict between neighbors on plot boundaries, conflict within families concerning inheritance issues and conflict between groups practicing agriculture and livestock farming. Activities also take into account conflict related to access to economic and natural resources (credit, quality seeds or fertilizers, land, minerals…) and tensions within households or families that are related to agricultural activities. Within the bean and soy value chains, there are specific conflicts over the division of labor, the use of income, and transportation and processing costs.

Table 3: Conflict Sensitivity, Gender Equality and Social Inclusion Actions for Component 1

Conflict Sensitivity	Gender Equality	Social Inclusion
Activity 1. Develop a better understanding of the actors, the dynamics, the networks and the references of the chains of the target values		
Organize transparent, inclusive restitutions of results to all actors involved, and involve these actors in discussing the findings and developing recommendations.	Organize the action plan restitution sessions for the GSICM assessment report in project territories by group (women, men, and youth) at locations and times appropriate for them.	Organize restitution sessions locally, including marginalized groups (demobilized youth, people with handicaps, minorities, IDPs, women headed households, etc.).

Conflict Sensitivity	Gender Equality	Social Inclusion
Clearly define win-win opportunities and recommendations for each target group. Adapt findings for local restitution.	Organize restitutions in safe venues, including transportation to the venue, which must not put the participants in danger.	Organize restitutions so vulnerable groups can easily access them and participate in them. Transparent invitations and inclusion.
Activity 2. Increase supply and demand of inputs		
Equal access to information reduces conflict. Broadcast radio messages/spots about input supply and use it to inform communities equally and transparently.	Support the development of a platform and strategy for women in cooperatives and women's producer groups in the soy and bean value chains, focusing on identifying obstacles and solutions to addressing access to inputs (credits, inputs, business development services), and marketing/sales (including infrastructure/structure). Integrate women's groups into regional and national producer groups, and engage women in the design and implementation of the Market System Implementation Model.	Support the development of a platform (and strategy) for youth and excluded persons (demobilized youth, IDPs) in cooperatives and producer groups in the soy and bean value chains. The platform will focus on: identifying obstacles and solutions to enhancing governance within the platform, augmenting production, processing, and marketing/sales, and integration into regional and national producer groups; and engaging youth and vulnerable people in the design and implementation of the Market System Implementation Model.
Equal access to resources, including inputs, is important to reduce conflict. Ensure input supply is available at multiple locations, at affordable prices and in appropriately sized packages. Adapt input promotion messages to specific audiences and context.	Target 30% of women or couples in mixed cooperatives /associations and a minimum of 30% women's producer groups with a package of: inputs (seed, fertilizer etc.), agricultural extension services, support for pooled purchase of inputs, and improved access to credit	Target 20% youth or youth couples in mixed cooperatives /associations and a minimum of 20% youth in target producer groups with a package of: inputs (seed, fertilizer etc.), agricultural extension services, support for pooled purchase of inputs, and improved access credit
Communicate transparently the selection process for input providers, including local media channels, as well as local leaders, cooperatives, church leaders and local authorities.	Provide women with tailored technical packages (low cost, low input, variety selection, business development services) in target cooperatives through linkages with village retail agents (women, youth), Village Savings and Loan Association to gain access to credit to purchase inputs (DFAPS), women and youth focused marketing campaigns (private sector lead) and on-farm demonstrations (w/DFAPs).	Promote village retail agents (male and female youth), Village Savings and Loan Association (VSLA) linkages (DFAPS), women and youth focused marketing campaigns (private sector lead) and on-farm demonstrations (w/DFAPs); tailored technical packages (low cost, low input, variety selection)
Set up a monitoring system with local committees to ensure that concessionaires working with SVC are respecting land boundaries and not encroaching on other people's land	Develop a concessionaire model to provide women with land, inputs, credit and stable markets, including measures to identify and document best practices and land policies for women and other marginalized groups and use them in land negotiations and definition of partnerships with concessionaires.	Put in place a concessionaire model to provide vulnerable households with land, inputs, credit and stable markets. Identify and document best practices and land policies for youth and other marginalized groups and use them in land negotiations and definition of partnerships with concessionaires.

Conflict Sensitivity	Gender Equality	Social Inclusion
Ensure trainings are conflict-sensitive by having SVC team Conflict Mitigation experts review the training material and participate in training of trainers.	Ensure trainings are gender sensitive by having the SVC team Gender and Social Inclusion Specialist review the training material and train trainers.	Ensure trainings are gender sensitive by having the SVC team Gender and Social Inclusion Specialist review the training material and train trainers.
Activity 3. Develop cooperatives and producer / farmer associations geared towards business		
Ensure that PO/Cooperative selection criteria are transparent and clearly communicated, and evaluation tools include conflict sensitive evaluation criteria	Include gender champions and gender sensitivity in the evaluation and capacity building methodology for cooperatives/associations.	Include youth and vulnerability assessment / social inclusion concepts in the evaluation and capacity building methodology for cooperatives/associations
Broadcast information on the selection process and criteria through appropriate media channels.	Encourage and support 40% of target cooperatives and associations to adapt their rules and statutes to integrate quotas on the participation and representation of women in cooperatives and decision-making bodies and statutes, and on transparent decision-making.	Encourage and support 40% of target cooperatives and associations to adapt their rules and statutes to integrate quotas on the participation and representation of youth in cooperatives and decision-making bodies and statutes
Integrate conflict sensitivity and conflict mitigation into cooperative/ PO training, and develop / adapt conflict tools for cooperatives/POs	Include or integrate SBCC on gender equality into training on the Paradigm shift: Business orientation (BDS services).	Target 10% of support to non-mainstream categories of associations such as katerhas, in champion cooperatives or associations
Activity 4. Improved post-harvest practices and reduced post-harvest losses		
Promote transparent storage facility governance using by-laws, governance & management training, scales, and appropriate data dissemination tools and approaches	Conduct a warehouse and collections centers analysis including: an analysis of how women, men and youth (including handicapped) can be engaged in existing warehouse management and control of income from sales, and an analysis of the gaps in warehouse and collection centers where women and youth need them to improve harvest to market linkages.	Support the creation of secure spaces near major cities in each territory for the woman katerhas and other vulnerable groups to rest or sleep on the way to major delivery points/depots.
Ensure equal access to information regarding improved post-harvest practices and ways to reduce losses	Target 30% women in trainings on warehouse and collection center management target and include SBCC on gender equality, GBV prevention, and youth inclusion in warehouse management.	Target 20% youth in trainings on warehouse and collection center management target and include SBCC on gender equality and youth inclusion in warehouse management.
Engage local authorities and institutions on ways to improve post-harvest practices and reduce post-harvest losses	Identify and encourage appropriate new technologies needed to disseminate information on new crops and market prices through communication channels used by both men, women and young people.	Ensure vulnerable groups have opportunities to participate in and benefit from improved post-harvest practices, either as seasonal labor or as consumers of low cost, high value nutritious food products

Conflict Sensitivity	Gender Equality	Social Inclusion
Activity 5. Development of a Market Information System (MIS) model		
Consult, coordinate, collaborate and communicate with a wide variety of stakeholders to develop and disseminate the MIS	Integrate gender champions and gender platforms and listening clubs into the design and dissemination of MIS	Integrate youth champions, youth platforms and listening clubs into the design and dissemination of SIM.
Organize media campaigns to transparently communicate MIS tools and information	Identify and encourage women and men to access appropriate technologies to disseminate information on new crops and market prices through communication channels used by both men, women and young people.	Ensure women, youth and vulnerable groups have access to resources to make use of the information shared in the MIS
Activity. 6. Treatment and processing of soy products for better nutrition		
Clearly and transparently communicate mechanisms by which local actors can access SVC support for post-harvest handling and processing support	In collaboration with DFAPs and PROSANI+/IHP, engage women in the promotion of village level soy processing, link women's groups with labor-saving processing equipment, financing, markets and BDS to facilitate the development of local agribusinesses targeting health centers, schools and local markets with healthy snacks and weaning foods.	Ensure vulnerable groups have opportunities to participate in and benefit from improved post-harvest practices, either as seasonal labor or as consumers of low cost, high value nutritious food products
Activity 7. Increased Market Access by Key Stakeholders in Target Value Chains		
Communicate the development of a plan of action in a transparent way to all the actors involved.	Conduct a market study that addresses barriers to market access that women and youth experience.	Conduct a market study that addresses barriers to market access that vulnerable groups experience.
Broadcast information on the plan of action through the major media channels.	Embed support to profitable distribution models lead by youth and women.	Embed support to profitable distribution models lead by vulnerable groups
Organize awareness campaigns on ethical management and environmental sustainability through the main media channels and other type of communication campaigns.	Design and implement a mandatory engagement act on gender equality by signed the selected actors.	Design and implement a mandatory engagement act on social inclusion signed by the selected actors.
Activity 8. Public-private partnerships developed to increase private sector investment - the concession model		
Transparently communicate PPP opportunities and how to engage SVC support to PPP development to all stakeholders and potential interested parties	Develop PPP selection criteria based on gender equality.	Develop PPP selection criteria based on social inclusion
Develop a mandatory policy on transparency and governance signed by PPP participants	Develop a mandatory policy on gender equality signed by PPP participants	Develop a mandatory policy on social inclusion signed by PPP participants

Conflict Sensitivity	Gender Equality	Social Inclusion
Organize forums for public expression where actors can express their complaints	Ensure women participate in or benefit from PPPs	Ensure vulnerable groups participate in or benefit from PPPs
Activity 9. Cross-border trade		
Communicate key issues surrounding trans-border trade in a transparent way to all actors.	Produce awareness raising messages on gender based violence and other gender issues related to cross border trade through the main media channel messages.	Bring marginalized groups into contact with the entrepreneurs involved.
Broadcast information and proposed activities on trans-border trade through major media channels.	Involve women in cross border trade platforms	Involve vulnerable groups in cross border trade platforms

5.2. COMPONENT 2: ENHANCE COFFEE PRODUCTION

This section includes activities or approaches to address GSICM within the coffee production component. The goal of this component is to increase incomes for 15,000 coffee farmers in South Kivu through increased coffee production and productivity, improved financial management and strengthened market linkages. The SVC Activity will facilitate the establishment of new washing stations to increase the quantity of washed coffee that is exported. The Activity will also provide business coaching to increase processing efficiency, and to promote value chain transparency using conflict mitigation approaches and tools. SVC will introduce climate smart agriculture techniques through the Coffee Farm College, promote the adoption of sustainable coffee production practices, and increase women's participation throughout the value chain.

Within this context, proposed GSICM activities will enhance the access of women and youth to inputs and knowledge of their use through Coffee Farmer College Trainings. The project will also address women's and youth's lack of access to land, finance, and equipment. Lastly, SVC will enhance participation and decision-making by women and youth across the value chain. Proposed measures include SBCC on gender equality and social inclusion, integrating GSICM elements into proposed trainings, as well as providing financial incentives and targets for joint male/female participation in trainings.

GSICM activities under this component will mitigate land conflicts, as they have been identified critical causes of conflict in locations surveyed -- conflict between neighbors on plot boundaries, conflict within families concerning inheritance and conflict between groups practicing agriculture and livestock farming. Activities will take into account conflicts related to unequal access to economic and natural resources (credit, quality seeds or fertilizers, land, minerals, etc.) and tensions within households or families related to agriculture.

Within the coffee value chain, there are specific conflicts between owners and renters of coffee trees with regards to pre-harvest sales practices, and due to theft. There are also conflicts within cooperatives on governance or price issues.

Table 4: Conflict Sensitivity, Gender Equality and Social Inclusion Actions for Component 2

Conflict Sensitivity	Gender Equality	Social Inclusion
Activity 1. Identify recommended input products and varietal trials		
Communicate the methodology used to identify recommended inputs and varieties in a transparent manner to all actors involved. Groups that feel excluded from this process may reject the conclusions.	Include women in input and variety trial consultations, and integrate their criteria for selection of best practices and varietal characteristics	Involve youth and vulnerable households as labor for trials
Identify sites for input trials and varietal in a conflict sensitive way, without selecting sites which may reflect a single ethnic, social class or religion.	Target at least 50% of coffee trials with women or husband/wife teams	Target at least 15% of coffee trials with youth or vulnerable households
Notify and consult administrative and traditional authorities, ONC, INERA and other key stakeholders (cooperatives) in variety trials and soil and leaf samples	Involve women's groups and women's coffee cooperatives in the dissemination of results	Share results with universities and training institutes to reach youth
Activity 2. Coffee Farmer College Coffee Training		
Establish clear recruitment selection criteria and communicate them in each territory, through multiple stakeholders and pathways. Avoid gate keepers Transparently recruit trainers according to their skills but also based on their knowledge of local context, language, etc.	Use a 30% quota for women's participation in all Coffee Farmer College trainings, and host trainings during times and at locations where women can participate.	Put in place a 20% quota for youth or marginalized groups to participate in all Coffee Farmer College trainings (including young agronomists).
Select the training venue and time, as well as travel to/from the site in a way that does not expose participants to insecurity. Communicate to relevant authorities about the training objectives, venue, and time.	Ensure that the trainings are gender-sensitive: Adapt the level of the training to different categories in the village (language, type of terminology, practical training corresponding to the profile of female and male adults in the villages for example), train men and women on all best practices, regardless of whether the tasks are viewed as "men's work' or "women's work", and engage gender champions in the development and implementation of trainings.	Ensure that the trainings are socially-inclusive: Adapt the level of the training to different categories in the village (language, practical training corresponding to the profile of the villages), train vulnerable households on all best practices, regardless of whether the tasks are viewed as "day labor", and engage youth champions in the development and implementation of trainings.
During focal farmer elections, support cooperatives and associations to adopt policies that require election women and youth farmers. Support the adaptation of meeting place and times to be more accessible, and conduct	In partnership with Women in Coffee and Cocoa Initiative Platform, develop and implement SBCC modules in Coffee Farmer Trainings, to address underlying knowledge, attitudes and practice on gender equality and youth inclusion with the aim of increasing the	Encourage cooperatives to have a policy of providing membership, income and Farmer Field training to youth and couples. In cases where single women are heads of household, provide membership to

Conflict Sensitivity	Gender Equality	Social Inclusion
awareness raising to address misperceptions that a guarantee is needed to participate or permission is needed for women to participate.	benefits to women and youth of participation in coffee.	the woman (FHH as vulnerable group)
Activity 3. Develop and support wash stations / Dry mills		
Identify criteria for the identification of washing stations in a transparent and inclusive way with all the actors involved, and communicate these criteria transparently	Work with wet mill clients on warehouse management and export logistics planning, including protocols to promote women as warehouse and wet mill managers.	Work with wet mill clients on warehouse management and export logistics planning, including protocols to promote youth as wet mill and warehouse managers
Put in place palliative mechanisms for excluded categories in case washing stations identified according to transparent criteria are all located in a specific ethnic area or if employment opportunities are likely to benefit a single social, ethnic, or religious group.	Design wet mill technologies to ensure suitability for the physical capacity of women	Design wet mill technologies to ensure suitability for women, youth and disabled (possibility to collaborate with Polus Institute on inclusive design). Collaborate with Polus Institute, Office of Weapons Removal and Abatement, in the Bureau of Political-Military Affairs
Pay attention to the community's perception of the owner or owners of the washing station (ex. supporting an operator considered to support armed groups or to be a cause of division in the community could cause tensions).	Locate wet mills strategically to reduce women's workloads as coffee transporters, and to increase women's safety (distance from home)	Support youth (including female youth) to have access to seasonal employment in washing stations, transportation of coffee to the washing station, and sale of agricultural inputs, thus providing faster ways for youth to find returns for their labor investments.
Activity 4. Facilitating local, regional and international coffee market linkages		
Communicate the win-win benefits of Kivu Coffee events to the broader community via media campaigns and awareness raising activities	Invite or engage 30% women in the annual Saveur du Kivu to strengthen their linkages with local, regional and international markets and buyers.	Through the Youth platform, create youth coffee clubs, Support the creation of 2 youth coffee clubs per territory and support activities to identify communication channels to promote youth coffee cultivation, consumption and income-generation.
Transparently select members of the Coffee Sector Working Group in an inclusive manner, and communicate selection criteria widely to all coffee stakeholders	In collaboration with the Women in Coffee and Cocoa Initiative (IFFCA) Platform and gender champions, present and take stock of the implementation of a gender in coffee strategy during Saveur du Kivu.	Via Youth Platform, and youth champions, present and take stock of implementation of a youth in coffee strategy during Saveur du Kivu.
Take into account the trauma of the past and the social divisions within communities involved, when developing visibility products and Café du Kivu advertisement campaigns.	Formalize informal taxes and agree upon a maximum not to be exceeded through discussions with the government and coffee stakeholders, including women's producer associations.	Support the structuring of manual laborers and commodity handlers in Kalehe and establish links with other coffee actors.

Conflict Sensitivity	Gender Equality	Social Inclusion
Organize inclusive meetings with different actors involved (traditional and politico-administrative leaders, large and small concessionaires, SOPACDI, Office National du Café [ONC], etc.) to harmonize how to represent the interests of Café du Kivu to major buyers.	==Support the strengthening of the Women in Coffee and Cocoa Initiative (IFFCA) platform and strategy for women in cooperatives and women's producer groups in the coffee value chain==: bolster presence and integration of the Initiative across South-Kivu; identification of obstacles and solutions to enhancing governance capacity of the Initiative and to augmenting production, processing, and marketing/sales (including infrastructure/structure); and integration of Initiative into regional and national producer groups.	

5.3. COMPONENT 3: DEVELOP AND IMPLEMENT PUBLIC PRIVATE PARTNERSHIPS

This section includes planned activities for addressing GSICM within the public private partnership (PPP) component of the SVC Activity. The goal of the PPP component is to increase agricultural financing and to amplify resources dedicated to solving value chain problems, and leverage value chain opportunities. In particular, the Activity will facilitate public sector support for and private sector investment in target value chains, through the development of joint Memoranda of Understanding, joint investment mechanisms, and facilitation of other types of multi-stakeholder agreements and fora to support targeted value chain actors in South Kivu. Each PPP will be designed to address a specific constraint or to take advantage of a particular opportunity in target value chains.

GSICM activities will focus on linking women and youth-focused agricultural platforms in target value chains to credit (via Village Savings and Loan Associations, MUSOs, and Microfinance Institutions) and to companies (for example, Banro, Alphamines, and MONUSCO) as a market for agricultural produce.

From a conflict perspective, the GSCIM activities proposed in this section will have to take into account local power dynamics and power-related conflicts. In Kabare, the GSICM assessment indicated dissatisfaction and mistrust within communities and towards local authorities. In Kalehe, there are issues with the military in Kalehe and Minova, and with armed groups in the *Hauts Plateaux*, Bunyakiri, Kalumu and Minova. In Walungu, there is concern over the presence of some armed groups, but mostly the population is worried about the conflict between *Mwami Ngweshe* and the administrator of the territory. PPP activities must also take into account conflicts related to access to economic and natural resources, and tensions within target value chains around prices, cooperative governance, etc. Proposed activities have been developed considering this risks framework.

Table 5: Conflict Sensitivity, Gender Equality and Social Inclusion Actions for Component 3[3]

Conflict Sensitivity	Gender Equality	Social Inclusion
Activity 1. Strategic meetings with Banro, Alpha Mines, and MONUSCO		
Transparent communication with local authorities, value chain stakeholders and communities about what a PPP is, and how they could improve local economies. Clear and transparent selection criteria. Adequate consultation.	Anticipate potential benefits to and negative impacts of each PPP on women, and on gender equality. Monitor and document PPP impacts.	Anticipate potential benefits to and negative impacts of each PPP on vulnerable groups, and on social inclusion. Monitor and document PPP impacts.
Develop clear quality standards for agricultural produce to sell to local industry, and communicate those standards and their price points transparently to potential suppliers	Thru the Women in Coffee and Cocoa Initiative (IFFCA), and other women's cooperatives, professionalize and link women's groups to deliver agricultural products to companies (including Banro, Alphamines and MONUSCO).	Thru the Platform for Youth in Cooperatives and Producer Groups, professionalize and link new and existing groups and cooperatives to deliver agricultural products to companies.
Integrate conflict sensitivity training and conflict mitigation tools into PPP training programs	Integrate SBCC modules on gender equality, including content to encourage men's acceptance of their wives' use of technology, into all trainings under this component	Integrate SBCC modules on social inclusion into all trainings under this component.
Activity 3. Organize round tables between stakeholders in the soybean value chain in South Kivu and neighboring countries (Rwanda, Burundi, Uganda)		
Organize discussions and exchange conflict experience during round table events Provide a quota per group at the round tables.	Engage the Gender Platform in the design and support for the investment conference that will be embedded into the Saveur de Kivu event.	Engage the Youth Platform in the design and support for the investment conference that will be embedded into the Saveur de Kivu event.
Identify joint activities where groups supposed to be in conflict can collaborate.		
Activity 4. Explore partnership opportunities with financial and communication service providers		
Develop transparent selection criteria of organizations to partner with under PPPs	Engage the Gender Platform, including gender (male and female) champions, in round tables and focus groups to identify and develop a strategy to address gender gaps and opportunities in PPP.	Engage the Youth Platform including male and female youth champions in round tables and focus groups to identify and develop a strategy to address ways to increase social inclusion in PPP.
Explore the possibility of using communication service providers to disseminate critical information to reduce conflict	Schedule roundtables at times/days/locations that enable women and men to participate and be safe.	Identify appropriate ways to engage youth and other disadvantaged groups in technology and access to finance PPPs

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[3] Activity 2 under PPPs in the FY18 AWP (Organize Kivu Coffee Investment Conference as part of Saveur de Kivu 2018) is treated under Component 2

5.4. COMPONENT 4: ENHANCE ACCESS TO COMMERCIAL FINANCE

The goal of the Access to Finance component of the SVC Activity is to enhance access to commercial finance in target value chains, permitting value chain actors to invest in their businesses in order to increase productivity and profitability, which helps increase household incomes.

GSICM activities aim to increase access to finance (on both the supply and demand sides) for women and youth, working in partnership with women and youth groups vis-à-vis USAID funded food security programs (DFAPs) and the Women in Coffee Collective. Measures include quotas for women and youth participation in trainings, informational materials, and strategies to address women and youth challenges in access to credit, and measures to mitigate them (including literacy and numeracy training through DFAPs). Proposed activities also address gender equality and social inclusion on decision-making about credit use at the cooperative and household level via the integration of SBCC on gender equality and social inclusion in all trainings under this component.

Under Component 4, the GSICM strategy seeks to mitigate conflicts related to access to finance, including those related to household decisions about the use of credit and income, and unequal power relations in communities and value chains resulting in differential access to credit. Tensions within cooperatives on access to and use of finance by members must be taken into account as well.

Table 6: Conflict Sensitivity, Gender Equality and Social Inclusion Actions for Component 4

Conflict Sensitivity	Gender Equality	Social Inclusion
Activity 1. Support for the supply side of Access to Finance.		
1.1 Training key staff of partner banks on Development Credit Authority rules		
Include conflict sensitivity in training modules. Discuss differential access to resources and how it aggravates conflict. Use of land titles as collateral and how that excludes potential loan takers and creates conflict.	Discuss gender equity, and how to identify women's agriculture sector needs and tailor loan products and outreach appropriately for women. Location and timing of training to facilitate women's participation.	Discuss issues of social inclusion during training, and how vulnerable households can appropriately access loan products designed specifically for their needs. Discuss how to tailor loan products and outreach for youth and members of economically excluded groups
1.2 Provision of training materials and information on the needs of borrowers in target value chains and SBCC on gender equality and youth inclusions		
Identify borrowers' needs in an inclusive way with the participation of potential borrowers. Identified needs must be shared and discussed with potential borrowers before being shared with banks.	Support FINCA and ProCredit to develop schemes, lending products, and BDS to mitigate the difficulties faced by women in accessing credit (group lending, acceptance of different forms of collateral), and corresponding to women's unique borrowing needs.	Support FINCA and ProCredit to develop schemes and lending products to mitigate difficulties faced by youth, IDPs and other economically-excluded stakeholders of both sexes in accessing credit (group lending, acceptance of different forms of collateral).
1.3 Support banks to lead or participate in finance workshops with target agribusinesses		
Organize communication campaigns to popularize criteria and objectives for access to finance workshops, so that people who have not been invited understand the context. Communication campaign should demonstrate that support to	Provide training/informational materials to FINCA and ProCredit on the specific needs of agricultural borrowers (e.g., information cards on value chains, growing cycles, difficulties faced by different stakeholders, including women). Consider holding workshops or sessions specifically targeted to women.	Provide training/informational materials to FINCA and ProCredit on the specific needs of agricultural borrowers (e.g., information cards on value chains, growing cycles, difficulties faced vulnerable and excluded populations. Consider holding workshops or sessions specifically targeted to youth.

Conflict Sensitivity	Gender Equality	Social Inclusion
targeted agribusinesses will benefit the entire community.		
1.4 Facilitate links between banks and potential value chain customers		
If bank conditions are poorly communicated or misunderstood, some actors in the value chain may react and undermine desired results. Work with banks to anticipate possible frustrations of excluded groups, as it is likely that the most- needy clients are also the most "at risk" for banks, thus they may be excluded. Exclusion might accentuate past trauma, feelings of isolation or exclusion.	focus on women value chain clients and actors	focus on youth value chain clients and actors
Activity 2: Support for the Demand Side of Access to Finance		
Organize trainings on respecting contractual terms	In partnership with the Gender Platform, conduct outreach to women entrepreneurs to encourage their participation in the design and implementation of trainings.	In partnership with the Youth Platform, conduct outreach to youth entrepreneurs to encourage their participation in the design and implementation of trainings.
Clearly define and communicate with all stakeholders so as not to create unrealistic or unmet expectation.	Set a 30% quota on women / youth participation in training and meetings taking into account timing and travel distance.	Set a 20% quota on male and female youth participation in training and meetings taking into account timing and travel distance

5.5.   DO NO HARM

In this section we have identified risks that could potentially result from the implementation of SVC activities and accidentally harm project stakeholders or market systems, and thereby reduce the effectiveness of project interventions and impacts. We also suggest ways to mitigate those risks. The Do-No Harm approach helps staff identify ways activities differentially benefit actors in conflict settings so that, rather than exacerbating and worsening conflict, they contribute to peaceful conflict resolution. Even if the project's intended results are positive, its impact on conflict dynamics might be negative; it might have effects on intergroup relations and on the course of intergroup conflict, providing resources to one group to the detriment of others.

Principles of Do No Harm will be incorporated into all stages of the project. To ensure that the SVC Activity responds to the unique realities identified in each target community, the GSICM assessment began with an exercise to identify dividers and sources of tension among and between different actors within target value chains, in the targeted areas. The GSICM assessment provided a strong understanding of local contexts and potential risks. This contextual familiarity fed into the design of conflict-sensitive programming and risk mitigation strategies in Table 7. The team must pay careful attention to minimizing perceptions of bias (political or otherwise) and rejection of the project by authorities through pro-active and

considered communication and engagement, as well as balance in staffing and participant selection.

Along every step of the way, project staff will seek buy-in from relevant formal and informal authorities, and factor in adequate time to receive approval required from key stakeholders. In terms of participant selection, project staff will identify and select participants in a way that is transparent, and communicate it to the wider community. The project will also consider the integration of Do No Harm principles as a criterion when allocating funding for specific activities. Project staff will meet regularly to discuss the security situation in target zones and will adapt programming in real-time based on the changing context on the ground.

Table 7: Do No Harm Mitigating Measures

Do harm risk	How to mitigate the risk
Component 1: Build capacity of vertical and horizontal actors in targeted value chains	
Environmental risks due to the misuse of inputs	Organize training on responsible use of inputs and comply with the Pesticide Evaluation Report and Safer Use Action Plan; review instructions for use on input labels.
Lack of targeted measures to engage **youth** to find quick returns to their labor investments creates risk of further marginalization.	Support youth to find quicker returns for their labor investments through seasonal employment in the beans and soy value chains.
Creation of conflicts due to poor **targeting**/exclusion of certain actors based on occupation, sex, age, and ethnicity, etc.	Develop a good tool and criteria for social inclusion;
SVC Project gender equality SBCC modules are not designed in a manner that is culturally appropriate for the context, thus creating the risk of resistance to the SVC project and potential violence for women in the household and cooperatives/associations.	Adapt existing gender equality SBCC modules to ensure progressive and reasonable targets for behavioral change in partnership with the SVC Project Gender and Social Inclusion Consultative Group; involve Key Informant women and men in the design/adaptation of SBCC modules
Risk of conflict and gender-based violence toward women and young women within the household due to their increased participation and leadership roles in value chains (including in cooperatives) and enhanced decision-making on income use.	Integrate SBCC modules on gender equality and GBV into SVC support to targeted cooperatives and enterprises; engage men and women as couples; adjust timing and location of training to reduce conflict and increase security; always integrate men and women, and local leaders, in messaging and activities
Some crops are abandoned for the benefit of beans/soy.	Monitor potential negative impacts; collaboration with other projects that promote other value chains; clear and transparent communication with value chain actors on the costs and benefits of each value chain, and of the importance of household dietary diversity and income generating diversity on household resilience
Risk of GBV toward women and female youth working in the fields during the day and/or who begin to play an increasing role in transporting agricultural products	Identify secure rest spots in major hubs for women who transport agricultural products
Risk of women not having enough time for child care responsibilities if spending too much time with value chain activities, jeopardizing individual and household nutrition goals.	Maximize the efficiency of project trainings, technology and meetings to minimize the burden on women's time. Promote sharing of household tasks with other family members where/when possible.

Do harm risk	How to mitigate the risk
Component 2: Enhance coffee production	
Introducing new varieties: Bringing uncontrolled diseases; low yielding varieties;	Collaborate with reliable scientific research institutions. Test and validate varieties with farmers/producers.
Lack of clarity on "Who is in? Who is out?"	Clear communication about the approach and limitations of SVC (radio, What's APP); Transparency in the recruitment, including communicating selection criteria and process with communities
The SVC Project gender equality SBCC modules in Coffee Farmer College are not culturally appropriate thus creating the risk of resistance to the SVC project and potential violence for women in the household and cooperatives/associations.	Adapt existing gender equality SBCC modules to ensure progressive and reasonable targets for behavioral change in partnership with SVC Project Gender and Social Inclusion Specialist and the Gender Consultative Group.
Risk of conflict and GBV toward women within the household due to increased participation and leadership roles in Coffee Farmer College, and enhanced decision-making on income use.	Integrate SBCC modules on gender equality into all support to targeted cooperatives and enterprises (engaging both men and women as couples).
Risk of jealousy between those who are already doing well and beginners.	Explain the benefits that the target groups have to collaborate with the project and what can flow for the community.
Negative perception that SVC strengthens actors that already economically strong.	Awareness raising Campaigns/Communication/Information Sharing through main media and other channels; success stories focused on vulnerable, youth and poor
Sense of discrimination from some communities/actors living in areas which are not targeted by SVC.	Promote networking (IFFCA case) and connections between actors of the value chain outside of the three target territories
Component 3: Develop and implement public private partnerships	
Risk of being associated with the "negative" connotation of mining companies and/or MONUSCO.	Organize community consultation since the project inception and explaining and clarifying the approach. Listening and taking into account the point of view of the communities. Setting up local steering committees. Using mass communication tools to reach communities and facilitate institutional communication.
Duplication of actors already existing instead of innovating. Be associated with customs or state control services rather than enhancing trade.	Collaborate with the actors involved or with past experience in value chains, such as International Alert, Trade Mark, CEPGL, Common Market of Eastern and Southern Africa, CIRGL, etc.; Using both mass and institutional communications.
Insecurity for the withdrawal or deposit of mobile money in isolated areas.	Propose operators for mobile payments according to the specific cases of each territory. Track and map security incidences. Support new ways to secure mobile money.
Component 4: Enhance access to commercial finance	
Excluding some actors of the value chain.	Run an initial mapping of actors and setting up a good communication system (awareness campaign, broadcasting radio messages, etc.).
Women and youth need and do not have permission of their husbands/parents to take or use credit.	Conduct SBCC on gender equality at the outset of project implementation to shift attitudes toward women and youth and credit use and authority to make decisions.

6. SYNERGIES WITH OTHER USAID IMPLEMENTING PARTNERS

USAID invests over $150 million USD annually in the Kivus, including significant investments in food security, health, governance, education, environment, conflict, and peace building. A (not yet comprehensive) list of USAID implementing partners and illustrative ways in which the SVC Activity can collaborate with them on gender, social inclusion and conflict mitigation activities is included below:

Table 8: Gender, Social Inclusion and Conflict Mitigation Synergies with USAID IPS

Technical Area	Implementing Partners	Collaborative Opportunities and Ways USAID IPs can Support Collective Outcomes
Food Security	Mercy Corps, World Vision, Food for the Hungry, CRS	Joint SBCC on gender, social inclusion, and conflict mitigation. DFAP support to women's literacy and numeracy training, and Village Savings and Loan/Mutuelles de Solidarité (MUSO) for vulnerable households.
Health and Nutrition	PROSANI+/IHP CORDAID	Focus on vulnerable household's access to health services; men and women's roles in joint decision-making; women's control over agriculture incomes for health use.
Education	ACCELERE I-IV	Gender equality discussions in schools, girls' access to education, Youth graduating from accelerated learning programs/vocational training who may be ready for jobs/entrepreneurial activities
Environment	Central Africa Regional Program for the Environment, WCS	Develop ways to mitigate conflict over natural resources, land use management, including by: encouraging the placement of firewood plots near villages to reduce deforestation and reduce the distance that women/girls have to walk for firewood; and parboiling to reduce cooking times and the need for firewood.
Governance	Integrated Governance Activity Counterpart	Joint advocacy and communication efforts on transparency and governance in the agriculture sector and women's access to and control over productive assets, income, decision-making, and leadership roles.
Conflict and Peace Building	Solutions for Peace and Recovery	Conflict research and facilitation of conflict analysis at the community level. Training modules in peace consolidation, conflict, and context analysis; deep conflicts analysis; peaceful conflict resolutions mechanisms and approaches; "Do No Harm" and conflict sensitivity; advocacy and communication tools; women's empowerment and local leadership.

Technical Area	Implementing Partners	Collaborative Opportunities and Ways USAID IPs can Support Collective Outcomes
Conflict Mining	Capacity Building for Responsible Minerals Trade	Develop ways to mitigate conflict over natural resources, land use management.
Communication	Internews	Radio and media support with gender, conflict, and social inclusion messaging, listening clubs, journalist training, and sensitivity.
Economic Growth	ASILI, PROCREDIT, FINCA	Train ProCredit and FINCA staff in gender, social inclusion and conflict mitigation, and ways to tailor loan packages to reach women, youth, and underprivileged groups. Work with ASILI on social enterprise models for women and youth and conflict mitigation messages for water, income use, and decision-making roles for women and youth.
Gender	Women to Women International Alert – IMA World Health	GBV counseling, staff gender training, and identification of men and women gender role models and champions, referrals.
Humanitarian Response	ACTED, INSO, OXFAM, UNICEF, WFP, ICRC	Share materials and messaging on gender, social inclusion, and conflict mitigation. Participate in joint stakeholder platforms and humanitarian clusters.

7. STAFF TRAINING ON GBV, CONFLICT, AND TRAUMA

This section includes a summary of actions to support SVC staff and partners to respond appropriately when faced with Gender Based Violence (GBV) and conflict, and those who have experienced trauma in targeted communities or organizations.

Table 9: SVC Staff Training on GBV, Conflict and Trauma

Key Finding	Actions to Address Finding	Training Target	Responsible Parties
Most SVC staff have limited to no experience with GBV, conflict and trauma	In collaboration with USAID GBV project, conduct yearly staff training, experiential learning, sharing and discussion on GBV, and practice identifying and referring people requiring psychosocial first aid (roll plays, theater, drama, video).	SVC Team	SVC with USAID IPs, such as IRC, International Alert; or USAID GBV project
	Designation of a team focal point (the Gender and Social Inclusion Specialist) to refer GBV cases to GBV service providers.	GBV Focal Point	Chief of Party
Staff have differential understanding of the basic tenets and concepts of gender equality, women's empowerment, social inclusion and conflict mitigation	Regular (at least quarterly) staff discussions on gender, conflict, youth and women's empowerment in the workplace. SVC staff will undergo continuous, mandatory training on GSI&CM (on line, experiential), and receive certificates for each training level.	SVC staff (admin and technical)	SFCG, Banyan
	Formation of a Gender and Social Consultative Group, to develop and monitor project design. Group will consist of external partners from Bukavu who are knowledgeable about gender equality, women's empowerment and/or social inclusion.	Consultative Group Members	SVC Gender and Social Specialist
	Develop simple, easy to understand, one-page gender sensitivity, social inclusion and conflict sensitivity policies, to be shared with staff, partners and key stakeholders. These policies should be endorsed and signed by all actors.	SVC staff and key stakeholders	Gender and Social Inclusion Specialist, Conflict Mitigation Specialist

Key Finding	Actions to Address Finding	Training Target	Responsible Parties
	Include GSICM performance evaluation criteria in each staff's Scope of Work, Job Description and performance plan, and include these criteria in annual performance reviews.	SVC staff	Chief of Party (COP), Human Resource Specialist (HR)

8. SVC RECOMMENDATIONS FOR RECRUITMENT OF FEMALE STAFF

This section includes activities to recruit and empower Congolese women as SVC staff.

Table 10: SVC Strategy to Increase Recruitment of Women Staff

Key Finding	Actions to Address Finding	Training Target	Responsible Parties
Staff have differential understanding of the basic tenants and concepts of gender, women's empowerment, social inclusion and conflict mitigation	Include GSICM performance evaluation criteria in each staff's SOW, JD and performance plan, and include these criteria in annual performance reviews.	SVC staff	Chief of Party, Human Resource Specialist
It is difficult to solicit adequate numbers of CVs from qualified women and youth candidates.	Share job advertisements with senior women champions, church groups and educational institutions; women's organizations and contacts listed below. Include a note on all job advertisements that women are encouraged to apply. Consider signing bonuses or finder's fees for qualified successful candidates. Use HR firms (SESOMO, Griffin+, KPMG, etc.) to source qualified women candidates. Adjust job requirements to allow for those with less experience if possible.	HR staff	Chief of Party, Admin/Finance Manager
Women and youth lack some of the requisite skills, competencies and confidence required for project positions	Support an internship program for young women and men, and intentionally strengthen leadership, analytical, writing and public speaking skills.	Interns	Chief of Party, Human Resource Specialist

Table 11: Contacts to facilitate recruitment of women staff in Bukavu

Name/Institution	Contact Information
Plateforme en ligne "Kivu10 »	www.kivu10@net
Joséphine NGALULA KABEYA, Secrétaire Exécutive du GEDROFE	reseaugedrofe@gmail.com
ROSE KIESE	cafcordc@yahoo.fr
WILPF RDC	wilpf.rdc.info@gmail.com
SOFEPADI (Solidarité féminine pour la paix et le développement)	sofepadicoordination@gmail.com
CAUCUS DE FEMMES	caucusdesfemmes@gmail.com
FORFEM (Forum de la femme ménagère)	forfemrdc@gmail.com
MONIQUE KANDE	moniquekande@yahoo.fr
FAIDA	faidamfr@gmail.com
AFAC (Association des Femmes d'Affaire du Congo)	rdc.afac@yahoo.fr
FONDATION MAMAN CADHY	fomaca2009@gmail.com
Jeanine BANDU BAHATI	<bandujeanine@yahoo.fr
Engagés pour la Promotion de la Paix et le Développement (EPD)	epdcongo@gmail.com
SOLANGE MUKWAMPUTU	mukwamputusolange@yahoo.fr
JOHN WALAKA	johnwalaka@yahoo.com

ANNEX 1. SCOPE OF WORK FOR THE GENDER, SOCIAL INCLUSION AND CONFLICT MITIGATION WORKSHOP

Overall objective of the GSICM workshop:

Validate the SVC Strategy on Gender Equality, Social Inclusion and Conflict Mitigation, to improve the activities set out in the Annual Action Plan (AWP FY2018), and to improve the way in which these activities are implemented to not exacerbate the existing conflicts in the targeted area.

Specific objectives of the GSICM workshop:

- Review the key findings of the USAID Gender, Social Inclusion and Conflict Management Study, Economic Policy Analysis (PEA) and Background Study.
- Discuss the strategy on gender equality, social inclusion, and conflict mitigation and solicit staff input on the content, and ensure their understanding of it.
- Define the new approaches and nuances necessary to ensure project sensitivity to gender, social inclusion and conflict.

Expected results of the GSICM workshop:

- The key findings of the gender, social inclusion and conflict management study are understood and known by the participants.
- A validation of the strategy on gender equality, social inclusion, and conflict mitigation, including the development of new approaches or nuances to be taken into account in the project, and review the activities planned in the program to make the program sensitive to gender, social inclusion and conflict.

Workshop venue and participants: The 1.5 day gender, social inclusion and conflict mitigation strategic workshop for SVC took place from November 20 to 21 in the Meeting Room of the Hotel BÉGONIAS in BUKAVU.

24 participants from the SVC consortium (TETRA TECH, SEARCH FOR COMMON GROUND, BANYAN GLOBAL,) contributed to the GSICM strategy.

ANNEX 2: TOOLS TO MONITOR STRATEGY IMPLEMENTATION AND EFFECTIVENESS

CHECKLIST - CONFLICT SENSITIVITY				
Site:				
Date:				
Person Responsible for Activity:				
Designation of Activity:				
Criteria	0	1	2	3
1. Programming/Preparation				
The activity stakeholders have the required understanding of the conflict dynamics in the target area(s).				
The activity stakeholders have basic conflict prevention and conflict transformation skills.				
The implementers understand the current or potential factors that divide among project participants (ethnic, social, displaced/host community).				
The target group received basic information through specific channels about the activity and its objectives.				
The target beneficiaries represent various local social groups as per SVC project objectives.				
2. Representation and Involvement of Beneficiaries				
The location of the activity was decided upon in consultation with the beneficiaries to avoid perceptions of impartiality.				
Opposing groups are represented in the activity and involved in its implementation.				
Local authorities (traditional and political) were approached in a way that the project is not perceived as having a position in current or future power dynamics or conflicts.				

The facilitator ensures active participation of each group represented in the activity discussions and actions.				
Roles and responsibilities in the activity are shared to provide an opportunity for people to work together beyond existing conflicts and trauma.				
3. Activity content				
The themes of the activity (including economic) are not perceived as providing economic or other material support to people from one ethnic group, religion or any other social group.				
Activity procurement is conducted in a transparent way that cannot be perceived as being of benefit to only one person, group, or identity.				
The themes of activity are not perceived as being in support of the opinion of one group over another.				
The activity is facilitated by a person/staff member who is not perceived as aligned with one party to the conflict.				
The activity does not exclude any groups in regard to its long-term impact.				
Summary of Scores				
3) High - Score Level 3				
2) Middle - Score Level 2				
1) Low - Score Level 1				
0) Very Low - Score Level 1				
Total score				
HIGH				
MEDIUM				
LOW				
VERY LOW				

CHECKLIST - SENSITIVITY TO GENDER AND SOCIAL INCLUSION				
Site:				
Date:				
Person Responsible for Activity:				
Designation of Activity:				
Criteria	0	I	2	3
I. Programming/ preparation				
Appropriate SVC Gender/Youth staff have reviewed activity tools and their observations have been taken into account.				
The entirety or specific portions of the SBCC gender and youth inclusion modules have been incorporated into the activity curriculum.				
The activity methodology takes into account the modalities most appropriate for women, and the literacy, numeracy and language capacity of target female populations.				
The activity methodology takes into account the modalities most appropriate for male and female youth or other socially excluded populations, and the literacy, numeracy and language capacity of target female populations.				
2. Accountability to Beneficiaries				
The activity takes place at a time convenient for women's participation.				
The activity takes place at a time convenient for male and female youth participation.				
The training location (or travel to the location) does not create or mitigates the risk of gender-based violence for participants.				
3. Participation				
The training includes the target percentage of male/female/youth participants in line with SVC FY2018 Annual Work Plan and GSICM Plan.				
Training facilitators include both women and men.				
Training facilitators includes both female and male youth (as appropriate).				
There is dedicated time in the agenda for women and men (organizations) to speak to their experiences in the domain.				
SVC Project Gender Platform participated in the design of training tools.				
SVC Project youth platform participated in the design of training tools.				

4. Monitoring, Evaluation and Learning				
The tools / cards used are in line with the Monitoring, Evaluation and Learning Plan.				
Participants are recorded in an attendance form.				
The data are entered in the corresponding activity sheet.				
Summary of Scores				
3) High - Score Level 3				
2) Middle - Score Level 2				
1) Low - Score Level 1				
0) Very Low - Score Level 1				
Total score				
HIGH				
MEDIUM				
LOW				
VERY LOW				