
Mémoire en science politique[BR]- Travail écrit : "Quel est l'impact du mécanisme International REDD+ sur la gouvernance forestière en République Démocratique du Congo ?"[BR]- Séminaire d'accompagnement à l'écriture

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USAID/DRC EPP CONCEPT PAPER

A. Application Overview

1. **Proposed Activity Name/ Title** : Project Kongo Operation sud Kwamouth 2025 (KOK25).
 2. **USAID Funding Priority/ Programmatic Focus Area** : Alternatives to shifting agriculture.
 3. **Proposed Period of Performance** : Start 2020 – End 2031.
 4. **Total Program Amount** : 17,500,000 USD (Grants : 5,000,000; Loans : 12,500,000).
 5. **Total Amount of Funding Requested from USAID and total amount leveraged, including from what source(s)** : Amount of funding requested : 3,000,000 USD. Amount leveraged : 3,505,360 USD (contribution in kind + expertise, innovative idea, experience).
 6. **Applicant Organization Name** : Groupe d'Intérêt Coopératif et Économique du Terroir Téké (GICET).
 7. **Applicant Contact Person** : Olivier Mushiete (GICET Secretary General), gicet@kok25.com, (+243) 827 934 566.
 8. **Full Address for Application Organization** : Village de Boku, groupement Baboma sud, territoire de Kwamouth, province du Mai-Ndombe.
 9. **Type of Organization** : Cooperative Society.
 10. **Name(s) of Partner(s)** : Gi Agro (Groupe d'initiative pour l'Agroforesterie en Afrique) – local NGO.
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B. Concept Introduction

Context and climate change problem addressed. South-Kwamouth is located less than 300 km away from Kinshasa in the Kwamouth territory, Mai-Ndombe province. Arable lands availability remains considerable¹ but under-exploited in a territory where most households rely on slash-and-burn agriculture for subsistence due to low soil fertility. This fosters vicious circles of poverty and deforestation, leading most villagers to sell Makala over agricultural products. Additionally, salaried employment is almost non-existent. With a current growing demographic pressure from the capital and growing migration flows, a snowball effect is leading villagers from the south-kwamouth to colonize new areas, continuously exacerbating the pressure on forests, without resolving livelihood issues². The GICET and its project “KOK25” have been framed to tackle these issues.

Solutions proposed by the GICET. Born after two previous successful private-led initiatives ('Ibi Bateke' and 'NSK: Novacel Sud-Kwamouth REDD+ project'), the GICET constitutes a pioneering community-based entrepreneurship approach. This cooperative will help build up the emergence of a new land management model conciliating sustained agricultural production, improved farm income, maintenance of soil fertility and forest preservation, aligned with the DRC REDD+ investment plan objectives and the Sustainable Development Goals (SDGs)³. It will be made possible through the improvement of its agroforestry model already confronted to experience and strengthened in GICET by a highly community-based approach allocating a large role of forests management to local populations.

Strategic need for this concept. Several key factors are addressed by the scientific literature as being inevitable to forge a successful and sustainable forest land management: among others the need for “short-term cash income and long term material benefits”, the importance for “tenure security [to be placed] at the forefront of planning considerations”, the emphasis on addressing “socio-economic status and gender-based inequality” are priorities⁴. These considerations are treated as priorities in the GICET model, specifically, associating community-based approach, local assimilation, business approach, gender equality and environmental considerations.

C. Beneficiaries

Types of benefits. The project will create five different benefits: farmers revenues, indirect social benefits, environmental benefits and climate finance revenues. The first benefit refers to revenues villagers will receive from the sale of cassava, corn and green makala. Farmers will be payed for their products by GICET but also for their work, creating more revenue security. The project plans to create around 2,400 stable local jobs. The number of beneficiaries impacted by the project will rise drastically if we consider that one or two salaries will benefit an entire household. Infrastructure (for instance roads, school, and hospitals) built or reinforced by the project will create additional employment opportunities as well as access to cultivable lands and valuation of lands. The project will enable wider economic growth across the target area representing significant second benefits. The third benefit refers to the contribution the project will have on climate change mitigation by addressing deforestation drivers. This impact will help catalyze the fourth benefit: climate finance revenue through the REDD+ framework.

¹ SALVA TERRA, “Rapport d'appui au GICET – Sud Kwamouth, DRC”, supervisé par l'EU REDD Facility, EFI, 2015, p.62

² REYNIER et al, “Les paysans sans terre et REDD+ en RDC : Les logiques locales face aux interventions internationales”, *Conjoncture Congolaise*, 2015, pp. 199-226.

³ EU REDD Facility, “Le défi de la pérennisation des investissements REDD+ : Cas d'étude dans le Sud Kwamouth, RDC”, p.18.

⁴ BAYNES et al, “Key factors which influence the success of community forestry in developing countries, *Global Environmental Change*, n°35, 2015, p.233.

End user input. The NGO Gi Agro who assisted the two previous projects that led to KOK25 used the intervention methodology called “terroir approach”. This specific methodology seeks to actively integrate the community in the constitution of development projects objectives (through participative cartography, and planning to name a few) in order to better address local dynamics. It facilitates local populations the possibility to “think about the sustainability of the exploitation of their resources and to identify the actions they will be able to implement, with the help of developers, to reach an integrated management of their soil and thus prosper on a economical, environmental and social point of view”⁵. This approach has defined previous project methods and has also been used during the support mission for the GICET operationalization: the European Forest Institute REDD+ Facility came in 2015 to facilitate participative cartography and field typology activities. The topic of women, indigenous people and youth incorporation will be addressed in section E.

D. Geographic Location

Location context. Situated at the west periphery of the equatorial forest of the Congo Basin, the Mai-Ndombe province is a supply basin of wood and agricultural products for Kinshasa. Despite this urban pressure the province territory is still 87% tropical forest, making it a high-place of Ramsar biodiversity. The province also has a high-potential opportunity to tackle climate change through the REDD+⁶. Nonetheless, this process is rendered complex by an extensive set of challenges. Plus, extending demographic pressure from the capital presents a huge threat to the forest cover and could skyrocket a deforestation rate already at 0.53%/year.

Located in the south of the province at the closest to Kinshasa, South-Kwamouth suffers from several structural difficulties: land-ownership insecurity, lack of soil fertility, insufficient transport infrastructure, restricted access to basic social services. These difficulties are characteristics of what Threfon & Coegels defined as “peri-urban areas” in Central Africa, “characterized by proximity to a densely populated urban settlement, rapid population growth, severe environmental degradation, hybrid governance structures [...], extractive and productive economic activities for subsistence and trade heavily dependent on natural resources and agriculture”⁷. This situation is fertile in creating conflict over land tenure, exacerbated by new demographic pressure. In the Bateke Plateau this land insecurity is crystallized around forest galleries, accordingly to many authors these same galleries will be of tremendous importance for sustainable development in the year to come⁸, nonetheless they suffer from high deforestation. The deforestation rate in the intervention area of the GICET between 2010 and 2014 was 18%⁹.

Key actors. These issues have to be addressed by conciliating both edges of the hybrid governance structure that regulates the Bateke Plateau peri-urban area land tenure, that is to say, state agencies on the one hand and traditional authorities on the other. Customary chiefs and customary practices being “just as important to local populations as is modern law with respect to access, usufruct and ownership of land”¹⁰. In the intervention zone of KOK25, access modalities to land and wood resources are functions of the status of the person (villager, allochthonous, ...) soliciting it. This system establishes different “access and use modalities” to land and is regulated by the customary

⁵ REYNIER, “L’approche interactionniste pour l’analyse d’un projet d’agroforesterie villageoise sur le plateau des Batéké (RDC)”, *VertigO*, vol 14, n°1, 2014, p.6.

⁶ RRI, “Mai-Ndombe: le laboratoire de la REDD+ bénéficiera-t-il aux peuples Autochtones et communautés locales?”, p.15-16.

⁷ THREFON & COEGELS, “A stakeholder Approach to Natural Resource Management in Peri-urban Central Africa”, International Symposium Tropical Forest in a changing global context, 2004, p.199.

⁸ VERMEULEN et al, “Enjeux fonciers, exploitation des ressources naturelles et forêts des communautés locales en périphérie de Kinshasa, RDC, 2011, p.535.

⁹ SALVA TERRA, p.6.

¹⁰ THREFON & COEGELS, p.201.

chiefs¹¹. These local dynamics have to be encompassed by the project in order to make possible a better assimilation of the operations by local populations.

A key question the project will also work to address, is how to comply with state agencies land tenure . The project will register its land ownership in the central registry of DRC to the conform customary framework with formal state registering. Plus, KOK25 fully aligns with national strategies and policies (National DRC REDD+ Strategy and Growth and Poverty Reduction Strategic Paper - GPRSP), and does benefit from national support and is referred as key component in the Mai-Ndombe Emission Reduction Program (ERP).

Opportunities. This geographic location offers opportunities (3) for social improvement, shift in agriculture practice and climate change mitigation. The first opportunity is the international and national synergy crystallizing funds through the REDD+ framework around numerous initiatives based in Mai-Ndombe. We can point out as an example the support of the PIREDD Plateau by the Forest Investment Program (FIP) in the Plateau sector¹². A second opportunity remains the proximity with Kinshasa. With improved transport infrastructure and a unified commercialization chain, the GICET could see a growing and sustainable demand in cassava, corn and makala. The third opportunity is the potential of under-exploited arable lands in the region. Developing “peasant agroforestry, based on a good management of soil fertility and seeds quality improvement makes then total sense in the Batéké Plateau context”¹³.

E. Intervention approach

Importance of understanding local dynamics. As mentioned earlier, a great importance has been dedicated in previous projects, and during the creation of GICET, to deeply understand and encompass local dynamics when designing projects. Indeed, peri-urban areas in central Africa are under-conceptualized and relatively little work has been done to study these environments, leading often to failure when implementing development projects. We thus align with experts recommendations¹⁴ advocating for a study of local dynamics prior to every “intervention in peri-urban zones subject to high anthropogenic pressure”¹⁵. It has led us to work with several anthropologists and international consultant agencies (ONF International, Salva Terra, EU REDD Facility) through the years, assisting for redaction of feasibility studies, business plans, technical notes.

Previous applicants interventions in the region. KOK25 capitalizes and leverages at a larger scale all good practices, expertise and lessons learned from two previous projects by the same project developers: The Carbon sink of Ibi Batéké (2009-present) and the REDD+ project Novacel Sud Kwamouth (2011-2016). The theory of change used for KOK25 is largely an outcome of these experiences. The “Ibi Batéké” project located in Ibi village consists essentially in the conversion of degraded savannah into forest for both makala production and pure forest generation and conservation. This project was registered in 2011 as a Clean Development Mechanism by the UNFCCC (project n°4176) and benefited from an approval to issue credits either under the CDM or under the VCS. The originality of the system consists, in combining on a same plot, agricultural and rapid growth forestry plantations. The former for food harvesting and the later for fuel-wood energy, both benefiting from each others natural synergies and complementarity. This agroforestry model has demonstrated an increasing productivity through the years, despite the initial low soil fertility¹⁶. Ibi benefiting from a large agronomist expertise, new trees and cassava species are often

¹¹ REYNIER et al, 2015.

¹² RRI, p.8.

¹³ SALVA TERRA, p.6.

¹⁴ THREFON & COEGELS; BAYNES et al; RRI; VERMEULEN et al.

¹⁵ VERMEULEN et al, p.535.

¹⁶ ONF International, “Etude de pré-faisabilité sur les potentialités de développement des filières agroforesterie et bois-

tested to improve natural productivity and prevail from risk of diseases. To date, the project has successfully reforested 1,500 ha of degraded land.

The NSK project emerged in 2011, extending its intervention zone to the South-Kwamouth region (south part of the of the Kwamouth sector, Plateau district). NSK was funded by the AfBD (African Bank of Development) through the Congo Basin Forest Fund (CBFF) as one of the first DRC REDD+ pilot projects. The project aimed at drawing lessons from operationalization experiences to help shaping the national REDD+ strategy and operated in partnership with the EFI, the EU joint Center (JRC) and Salva Terra. This project has helped to improve the agroforestry model at a bigger scale, working both in project-managed and villagers-managed fields. In the second case, households were provided an individual semi-hectare of savannah per season to be exploited individually and received technical expertise. Plots were loan to villagers after a participative delimitation process in the presence of local chiefs. In return for these investments in their villages, chiefs accepted to put forest galleries under conservation status¹⁷. To date, the project has successfully restored 2,500 ha of degraded land.

Theory of change/ Model of action of KOK25. The project plans to cover 10,800 ha of agroforestry plantations (corn, cassava and acacia) on actual degraded savannah lands following the model developed through previous projects. KOK25 will start with 1,800 ha (12 sites * 150 ha) and progressively scale up to 10,800 ha over the first 6 years. Corn will be harvested and sold every 4 months, Cassava will be sold every 18 months. As of year 7, the project will also generate revenues from sustainable wood energy (charcoal and fuel wood) and start a new cycle of plantation. Every villager whose village is signatory of the GICET will be allowed to register to the GICET individually and exploit the agroforestry fields in return of a membership fee. The GICET will be involved along the whole value chain: technical support, advisory services to farmers, carbon sinks permanence management and dedicated carbon finance monitoring. This will lead to stabilizing agricultural practices and avoid risks of deforestation in the project influence zone. KOK25 production will also benefiting from the 12 million consumer market in Kinshasa.

Solution for conflicts. As reported above, tenure insecurity and land access dynamics remain the main sources of conflicts in the Bateke Plateau. GICET has been engineered to address this issue. This has been demonstrated by already having four customary chiefs cede lands to the GICET (10 439 ha) and more are expected to follow. The GICET will register its land ownership in the central land registry of DRC allowing lands traditionally owned by communities to be formally owned by them under the common scope of GICET. Milestones will be set to protect against speculation and preemption on land.

Sustainability & resiliency. The benefit sharing mechanism intrinsic to the GICET by local development committee is expected to trigger investments in local infrastructure and develop other social benefits as we have mentioned earlier in section C. The process aims to provide long term material benefits but also to boost economical dynamics in the region and provide cash income revenues for the population, only this way project dynamics will be truly assimilated and sustained. The project also aims to strengthen the regions resiliency towards climate change effects, migrations dynamics and urban pressure. Finally, the project plans to register as REDD+ activities in the dedicated national registry to purchase climate credits. A Salva Terra study ensured GICET REDD outcome long term sustainability.

Scaling-up opportunities. KOK25 is built on a systematic approach, replicable by design through its agroforestry scheme. Its consistent methodology progressing at the rate of 150 ha per annum makes it both scalable and replicable. Scalability depends on the level of funding, and on the potential assessed prior to project launch. 7 villages are already signatories of the GICET, the objective is to

énergie dans le bassin d'approvisionnement de Kinshasa", 2012, p.40-41

¹⁷ REYNIER et al 2015.

reach 20 eventually. KOK25 can easily be replicated in other regions in DRC or in other countries in Africa¹⁸, especially since its key components are not only made publicly available, but have been subject to missions and assessments by international donors and independent consultant agencies.

Incorporation of women, indigenous people and youth + impact on gender dynamics. GICET governance is fully transparent and continuously improved based on best practice available, especially regarding management and decision levels minority involvement. Regarding gender inequality in the region: women don't have access to land property and are often pushed to interrupt their education early, keeping them away from decision making and management positions despite the law on parity (2015) adjudicating an equal representation in local institutions. In the short term, GICET want to address this issue through dedicated capacity building and by delivering employment opportunities. In the long term, women's access to education will be improved and GICET will aim to improve fairness and gender equality in the access to resources and cultivable land. GICET will also priorities allochthonous and indigenous access to agroforestry fields. A study conducted during the NSK project showed that their activities in periphery of village centers is one of the main factors of deforestation in the region¹⁹. The youth will be involved by – among other things – being recruited through local sales counter that will be implemented by the project.

Alignment with national and international objectives. As mentioned earlier, KOK25 fully aligned with the country's national strategy and policy (GPRSP and national REDD+ framework). Plus, KOK25 works in close relation with the national CN REDD, benefits from national support and its action is explicitly referred in the Mai-Ndombe ERP Document (see ERPD Table in §1.3 page 24). Above all, KOK25 aligns with REDD+ objectives and with SDGs.

F. Intervention results

Anticipated outputs, outcomes, results and/or impact. The project will contribute to the reinforcement of an enabling environment through a range of outcomes: A good governance model; the introduction of democratic practices; a fair access to cultivable lands and to agricultural resources; the creation of a new land-use reality protecting farmers against speculative preemption of lands; the stabilization of agricultural practices that have proven increasing soils fertility and agriculture productivity; the drastic reduction of forest degradation and deforestation in the intervention zone; sustainable energy (renewable fuel wood); direct and indirect social co-benefits; infrastructure development (communication, education, health); and gender dynamics improvement.

Key quantifiable metrics. The key metrics we will use to quantify the results are the following: ton/year (corn, cassava et makala sold); amount of secure jobs; people impacted by secure jobs (4 for 1 secure job); MtCO² (to be avoided or removed)²⁰.

Scale to be reached. KOK25 initial lifespan is 12 years (two agroforestry cycles). By covering 10,800 ha with agroforestry fields the project will have a **direct impact** on 350,000 ha (an area of 27,000 ha in direct contact with each 900 ha block of plantation) where existing forests currently at risk of deforestation/ degradation will be protected. The project's **influence zone** is estimated at about 1 million ha (area where people involved in the project have a direct or indirect influence).

In order for the issues to be significantly addressed, the project plans to reach the following results: 2.700 ton/year of corn + 2.925 ton/year of cassava (from year 1 to 6); 3.600 ton/year of corn +

¹⁸ Provided that a community-based initiative is structured at its base and that local population get to assimilate agroforestry practice and management.

¹⁹ REYNIER et al 2015.

²⁰ The following indicators linked to social impact remain to be assessed: number of people benefiting from health measures; number of food-secure households; number of people with year-round access to reliable and safe water supply; number of people made aware of climate threats and related appropriate responses.

3.800 ton/year of cassava + 32.500 ton/year of makala (from year 7 to 12); 600 secure jobs in the corn and cassava sector; 1.800 secure jobs in the Makala sector; about 10,000 people impacted by secure jobs; 1,62 MtCO² (stocked by the 10,800 ha of increase carbon stock); 3,88 MtCO² (avoided emissions in the direct impact zone);

Initial baselines. During the support mission for the operationalization of the GICET led by EFI REDD Facility, Salva Terra conducted a study to geo-reference GICET lands, analyze lands typologies, estimate their monetary value, support the redaction of a business plan and the elaboration of institutional arrangements, among other things. In this study Salva Terra also provides data that could “constitute reference points for future analyses of forest covert, in order to potentially value sequestered or avoided emissions”. This study provides initial metric baselines that will further be used to calculate impacts of the project. The study showed for example that between 2010 and 2014: deforestation rate in the area of intervention of the GICET were high (18% in 4 years); forest degradation happened mostly near forest galleries; 70% of agriculture was itinerant²¹.

G. Partner roles

Applicant resource contributions. GICET has the capacity to provide contribution of two different natures: contribution in kind and expertise. In its study, Salva Terra estimated the monetary value (net income) of lands ceded by customary chiefs to the GICET depending on three factors: (i) agronomic potential of each land (soil fertility, current land use), (ii) technical potential of each land (land accessibility and water availability), (iii) costs of production and transaction for each land enhancing. A first estimation of this net income has been made with the first version of the business plan giving the following weighted average: 240 USD/ha for a 12 years cycle (after land enhancing). If we multiply this average by the number of hectares ceded to the GICET (10 439 ha) it corresponds to an estate of 2,505,360 USD^{22,23}.

In regards to expertise: this project is the product of a 10 year experimentation and field-proof agroforestry experience in the region trough previous projects. Project holders have also gathered expertise with numerous international consulting agencies and anthropologists that have helped to nuance and perfect analysis of agronomic phenomenons and local dynamics in the region. Finally, GICET remain a pioneer experience of local entrepreneurship based on an exclusive mechanism and logic (see section H) that links community-based dynamics with economic and environmental objectives. We propose to evaluate the contribution of this expertise and innovative ideas around 1,000,000 USD.

Public-private partnership. Funding support is key for GICET to: (i) trigger other investors decisions and (ii) trigger the project's launch, pay initial expenses to be covered at a later stage when harvested agricultural goods will be sold. Grants as well as low-rate loans make it possible for the project to leverage private loans, providing lenders with sufficient payback. The reason KOK25 project holders decided to reach DRC/USAID for these funds is because they believe USAID share the same development objectives and vision (promotion of private-led local entrepreneurial dynamics, sustainability through economic development, local community-led initiative partnering with international expertise). GICET is also open to co-design a joint business model to fully align views on solutions and business approaches to tackle the development challenge addressed. USAID

²¹ SALVA TERRA p.6.

²² SALVA TERRA p.56.

²³ This amount has to be nuanced : the value/ ha often vary, some plots will are less valuable than others (because of initial soil fertility, plot isolation, ...), and thus won't be exploited. Nevertheless, out of the seven actual village signatories of the GICET, two still have to officially cede their lands. Plus, the GICET also plans to integrate new villages at the next general assembly, ensuring that the cooperative will bring the land contribution necessary for the project : 10,800 ha selected among the most appropriate areas (2,592,000 USD).

leverage could also be translated by expertise assistance.

Role of other entities in the partnership. GICET will certify a partnership with Gi Agro before the beginning of the operation, the latter will provide technical staff and expertise. GICET is also presently seeking to ratify agreements with agro-industrial stakeholders in Kinshasa, so as to secure future trade opportunities. GICET will also implement its action in the “carbon market” by purchasing agreements and/or partnership with DRC's operation with the World Bank's Forest Investment Program. To do so, GICET is actively discussing with the Ministry of Environment to merge KOK25 synergy with the PIREDD plateau program, whose implementation operator (WWF DRC) contract is coming to an end at the end of this year. The special advisor to the head of state for the environment has already showed support in a letter addressed to the GICET in May.

H. Applicant capacity

Organizational capacity (technical, managerial, financial, etc). Village signatory of the GICET structure their decisional process around a Local Development Monitoring Committee (LDMC) that forms in a general assembly to debate local matters with the population through an inclusive and democratic process. LDMC are made up of a president, a vice-president, a treasurer, a secretary and three counselors. The GICET is constituted of four different parts: (i) the General Assembly, leading body of the cooperative, assembled customary chiefs and representative of LDMC. They orientate internal and external policies and are responsible for the general organization of the GICET. (ii) the Executive Board, constituted of five elected administrators. They ensure the proper management of GICET. (iii) the Supervisory Board, constituted of three members designated among GICET members but not only. They are responsible for supervising GICET operations and responding to complaints. (iv) the Executive Secretary and the Executive Office. The Executive Secretary is designated within the Executive Board and is responsible of leading the day-to-day management of the GICET.

Without the KOK25 project starting, the GICET remains passive and several executive posts are to be filled when the operations are launched. Technical staff will likely be recruited among Gi Agro, the local NGO who assisted operations of NSK and is currently managing day-to-day operations of Ibi Batéké. As for KOK25, a direction committee has already been structured and will be effective when needed.

Business plan

The following table is extracted from KOK25 business plan. The later can be provided if need be. It presents a detailed study of the value chain and nuance these data's with taxes consideration, interest rates, ... Operational cash flow is expected to be positive by year 3 if initial fundings are met.

Unit: 1,000,000 \$	1	2	3	4	5	6	7	8	9	10	11	12
Total Income	4,79	7,50	13,98	7,50	7,50	13,98	15,63	15,55	22,98	16,50	16,50	16,50
Corn (50% bought to third parties)	3,24	3,24	3,24	3,24	3,24	3,24	3,24	4,32	4,32	4,32	4,32	4,32
Manioc (50% bought to third parties)	1,55	3,10	3,10	3,10	3,10	3,10	3,10	3,10	4,05	4,05	4,05	4,05
Makala (fuelwood)							8,13	8,13	8,13	8,13	8,13	8,13
CO2 Credits / Mitigation Outcomes		1,16	7,64	1,16	1,16	7,64	1,16		6,48			
Total Costs	9,77	6,51	6,72	6,83	6,63	7,48	18,96	12,27	13,15	12,79	14,05	15,92
Planting and harvesting	3,81	2,83	2,83	2,96	2,90	2,88	3,71	2,90	3,09	3,16	3,08	3,02
Local workshops + Tractors to CAPAT	1,07	0,83	0,97	1,04	0,97	0,83	6,97	5,22	5,65	5,61	5,69	5,29
CAPAT + Trucks to Ibi village	1,11	0,54	0,44	0,46	0,44	0,81	5,39	1,47	1,55	1,42	1,85	5,12
Ibi village + Trucks to Kinshasa	1,46	0,69	0,59	0,62	0,59	0,70	1,00	0,96	0,88	0,79	1,27	0,74
GICET	0,18	0,13	0,34	0,19	0,19	0,47	0,23	0,18	0,37	0,19	0,27	0,18
NOVACEL	1,25	0,95	0,96	1,01	0,96	1,18	1,02	0,95	0,96	1,01	1,19	0,95
Other services (ftenure, CO2 finance, etc.)	0,90	0,55	0,58	0,55	0,58	0,61	0,63	0,61	0,64	0,61	0,70	0,61
Operational cash flow	-4,98	0,99	7,27	0,67	0,87	6,50	-3,33	3,28	9,84	3,71	2,46	0,59
Cumulated Cash Flow	-4,98	-3,99	3,27	3,95	4,82	11,32	7,99	11,27	21,11	24,82	27,28	27,86