



Final Evaluation of Action for Social Change Program and RIPAT Project

Final Report

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LIST OF ACRONYMS AND ABBREVIATIONS

ACORD	: Agency for cooperation and research in development
ASC	: Community Health Worker.
ATPC	: Community Led Total Sanitation
BPEAE	: Provincial Office of Environment, Agriculture and Animal Husbandry
CBG	:Community Based Group
CLTS	. Community LedTotal Sanitation
COOPEC	: Savings and Credit Cooperative
CPPS	: Provincial Health Promotion Coordinator.
CSLP	: Cadre stratégique de croissance et de lutte contre la pauvreté (Strategic framework for growth and poverty reduction)
DPSHA	: Directorate of Health Promotion Hygiene and Sanitation.
ENHAB	: National Hygiene and Basic Sanitation Survey.
FIDA	: International Fund for Agricultural Development
HRBA	: Human Right Based Approach
IASZ	: Intégration Agro-Sylvo-Zootechnique/Agro-Sylvo-Zootechnical Integration
IMF	: Microfinance Institution
ISABU	: Institute of Agronomic Sciences of Burundi
MINEAGRIE	: Ministry of Environment, Agriculture and Animal Husbandry
MSPLS	: Ministry of Public Health and the Fight against AIDS
OBR	: Office Burundais des Recettes (Burundi revenue authority)
ONG	: Non-Governmental Organization
PCDCs	: Plan Communal de Développement Communautaire/ Communal Community Development Plan
PAIVA-B	: Support Project for Agricultural Intensification and Valorization in Burundi
PNIA	: National Plan for Farming Investment
SAN	: National Agricultural Strategy
ToC	: Theory of Change
TPS	: Health Promotion Technician
VSLA	: Village Saving and Loan Associations

EXECUTIVE SUMMARY

This final evaluation of the "ASC & RIPAT" projects gives the achievement level of the 2 projects and compares them with the objectives foreseen in the technical file at the start or possibly adjusted following the field realities. This document then reports results of the final evaluation, conclusions and recommendations concerning the implementation of the 2 projects.

With a view to document the impact of its actions and drawing lessons in the implementation of the two projects, ADRA has launched a call for tender to conduct the final evaluation of these projects. The specific objectives of this final evaluation focused mainly on measuring the development results and impacts of the two projects on the scope and classic criteria (OECD-DAC) of a final evaluation study, i.e. relevance, effectiveness, efficiency, impact and sustainability. The evaluation also covered other interest variables (failure and success factors), complementary analysis of effects of the approaches used, the synergies established with other stakeholders, the perception of the two projects by other stakeholders beyond the beneficiaries, etc.). The results of this evaluation will contribute to improving the relevance and impact of actions to be carried out in the future and in similar contexts.

The evaluation started with a review of documentation provided by the coordination, mini-workshops with the technical team of the 2 projects, and continued with field visits, focus group interviews with beneficiaries, individual interviews with resource persons external to the projects (communal administrations, decentralized state technical services, ...) and direct observations of achievements. The evaluation was carried out in an objective, impartial, open and participatory manner, based on valid, reliable and verified facts. The coordination of the two projects was closely involved throughout the evaluation, which gave full visibility to the method, the tools and the progress of the work.

The compilation and analysis of information was approached by making a detailed comparison among different tools in order to identify in a shared and verified manner the results achieved, to measure the deviations from the expected results, to draw lessons and make recommendations.

At the end of this process, the final evaluation highlights the following main points:

✘ **In terms of relevance**, the intervention logic is appropriate in relation to real problems, needs and priorities of the target groups as well as the national and local context. Indeed, the project specific objective is in line with various strategic axes of agricultural development at the national level (PNIA-National Agricultural Investment Plan and that of UNDP of Burundi 2018-2027) in addition to being consistent with local aspirations (PCDC) for sustainable development of the same sector.

✘ **In terms of effectiveness**, all the dynamics created and/or supervised are organized as much as possible. All these interventions have been developed and contribute significantly to improving the living conditions of beneficiary households through food satisfaction and access to income.

✘ **In terms of efficiency**, the project succeeded in making good use of the means made available to it. Overall, the results obtained from the project were commensurate with the financial and material resources made available. Adaptive management, consisting mainly of budget review and reallocation, was considered necessary and beneficial.

✘ The two projects have thus generated **direct and indirect impacts** and induced individual and organizational changes that should be part of a long-term process. The impact depends, of course, on the success and viability of the activities carried out, but even more on the processes of multiplication resulting from the exemplary nature of the achievements and the associative groups supported and supervised at local level by the two projects.

There are many impact factors to ensure that the project's objectives are sustained: The different lessons learned are based on the results (relevance, effectiveness, efficiency, impacts, sustainability), impacts of the ASC & RIPAT projects, testimonies/success stories revealed by people who participated in different

focus group discussions and individual interviews conducted in the 6 communes of intervention. A lesson learnt is referred to as such because it has been proven to be effective in terms of the 5 main evaluation criteria.

- **Professionalization of farmers: the extension of best agricultural practices through the "field schools" approach and emergence of cooperatives** allowing : (i) a significant increase in production, (ii) the availability of marketable surplus, (iii) access to credit, (iv) etc.
- **Diversification and increase of household income sources** contributing to the improvement of their social status and the strengthening of self-confidence (satisfaction of most basic needs: food, access to health care, school fees, decent housing, etc.); **in addition to increasing other sources of income** (purchase of plots of land, domestic animals, etc.).
- **Improving food security** (at least two meals a day) and **nutritional security** (a balanced diet).
- **Improved governance at the level of beneficiaries' associative groups**: new literacy graduates are gradually taking charge of their own development by participating in the organizational and financial management of their associations.
- **Improved relations between men and women**: women participate in management on the same basis as men in various associations and committees.
- **The spirit of mutual assistance and social cohesion of members through the activities carried out at the level of their respective groups.**
- Etc.
- ✗ **As far as sustainability is concerned**, the activities that have been initiated are likely to continue, especially because they have their legitimacy on :
 - **The technical and social level**, with the strengthening of the resilience of beneficiary populations regarding food insecurity, the promotion of gender equity within households and the strengthening of local skills to manage conflicts
 - **The economic level** with an increase in their income and livelihood means, access to credit,...
 - **The ecological level** by promoting sustainable agriculture that respects the environment
 - **However, "institutional" sustainability**: Despite the strong involvement of decentralized state services and administrative services at the local level, there is little ownership of achievements of the ASC and RIPAT projects by these same services. This could compromise the capitalization and valorization/extension of achievements of these projects.

The evaluation mission has analyzed success and failure factors of ASC and RIPAT projects. Indeed, certain factors militated for the success of the 2 projects: their relevance, the participatory approaches and "field schools", the 'REFLECT' literacy method, the operational approach consisting in strengthening the capacities of beneficiaries and other actors (concerned state technical services), accompaniment/ support in agricultural inputs (seeds, ...) for farm households and equipment / materials for youth associations, ... Some difficulties/ constraints (internal and external) have characterized the implementation of actions of the 2 projects: Delay and slowing down of activities due to the new registration of NGOs working on Burundian "soil" and the internal "leadership" crisis in the 7th Day Adventist Church, the education level of literacy teachers considered insufficient by some interlocutors, some flaws in the training and support of youth micro-projects, the "monitoring, evaluation, knowledge sharing and communication" process in deficit, the absence of a clear vision of the well-documented exit strategy...

- ✗ We would also like to point out that these projects have been rich in **lessons learned**. These lessons inspire values and approaches that are capable of producing good or bad results in a similar or quasi-similar context. They then have the merit of being shared on a large scale for real capitalization in order to enrich the collective memory and knowledge of operational and potential actors. The main learnings are :
- ✗ A project must integrate socio-cultural, political and economic aspects into its components.
- ✗ **Good collaboration with the local administration and state technical services** is a condition for the success of the project that should not be neglected.

- ✗ **The intensification of production and the diversification of agricultural/non-agricultural income** necessarily involves improving access to modern techniques, access to production factors, access to markets and adapted local financial services (credit with minimum interest).
- ✗ **With regard to technical training for farm households, demonstration Farmer Field Schools (FFS)** are an important instrument for the extension of new agricultural techniques because farmers adhere when they have seen, applied and tested the technique.
- ✗ **Literacy is a tool for empowerment, exchange of skills and knowledge.** Indeed, the REFLECT tool used allows for rapid and continuous learning because it is based on the environmental realities. From this point of view, literacy is a prerequisite for community integration of vulnerable groups, including women.
- ✗ **Regardless of age, gender or profession, learning to read and write remains an obligation!** Operational literacy is a response to ignorance.
- ✗ **The development of institutional capital (community restructuring) is an important factor in optimizing the project's achievements and ensuring their sustainability,** as well as in the emergence of beneficiaries' own capacities to take charge of their own lives.
- ✗ **The development of a community entity takes an extremely long time.** This option should be taken into account and integrated into project planning.
- ✗ **Relying on local actors who are familiar with the environment and well respected by their peers is a strategy for success,** and they become "tools" for disseminating new approaches.

The **proximity of project's human resources** to beneficiaries are very good indicators of effectiveness and efficiency, as they make it easier to involve the beneficiaries and anticipate imperfections in project implementation.

- ✗ Capacity building becomes a prerequisite for the proper transmission of technical messages.
- ✗ Organizational management (group dynamics) is the basis of what can be done to achieve results.
- ✗ **Interpersonal communication in households allows for the identification of successes and failures,** and it provides key awareness messages that are learning tools that can be capitalized upon and used in community dialogues and radio broadcasts.
- ✗ Introduction of value-added activities (several functions, such as IASZ) reinforces the sustainability of project achievements.
- ✗ **Strategy of professionalization of actors based on entrepreneurship** is recommended in order to avoid relying on free and assisted approaches.
- ✗ **Exit strategy must be decided and shared in time:** to define beforehand the role of different actors involved in the project, in the management and post-project monitoring.

➤ Etc.

In conclusion, the evaluation mission concludes that the 2 projects have contributed to restoring the productive bases, incomes of targeted households have increased and their food insecurity has decreased significantly, and community health variables have also been addressed. The participatory, inclusive and ownership approach was well appreciated by beneficiaries as well as by local administrations and state technical services. From the beneficiaries' point of view, the project has therefore had a significant impact, which could be greater if actions had been taken to strengthen monitoring and support. However, it is above all at the level of savings and credit groups, agricultural techniques and operational literacy that the impacts of the ASC and RIPAT projects are more structuring, visible and perceptible. Apart from the technical quality of approaches and real impacts of the two projects, the evaluation mission nevertheless has noted some weaknesses linked to the lack of an exit strategy and the absence of a capitalization and knowledge management plan.

The consulting mission notes, however, that there have been more impacts on "agricultural learning and development" and "promotion of financial inclusion" aspect at the level of beneficiaries in the RIPAT project intervention communes. This difference in the impacts produced by RIPAT would have been so important if the 2 projects had been completed (which is not the case for reasons external to the 2 projects). Nevertheless, the consulting mission deplores the consequences that may have a heavy impact on the already visible impacts (but which need to be consolidated), following the hasty departure of ADRA Burundi and the early termination of the activities of the 2 projects.

I. INTRODUCTION

1.1. Background

The Adventist Development and Relief Agency (ADRA) Burundi and ADRA Denmark have been working together on several projects and programs since 1989. The current cooperation involves four different projects, of which two are included in this evaluation:

- Action for Social Change (ASC)
- Rural Initiative for Participatory Agricultural Transformation (RIPAT).

The main goal of Action for Social Change Programme was to contribute to a situation where people in Burundi or Cibitoke province living in poverty are empowered to participate and contribute to realise their development rights and potential to break out of poverty.

This is done through REFLECT circles, which involve different Community Based Groups (CBGs) that focus on e.g. health, livelihood or saving schemes. Some matters can be addressed locally, while more general matters are taken up by radio programs and broadcast for broader awareness.

As a result of a learning review undertaken in 2017 combined with the food crisis in the project area in Cibitoke Province, it was decided to strengthen the food security component of ASC. Hence, some of the CBGs in ASC were included in the RIPAT approach, which is a holistic agriculture initiative, which in a structured (but also relatively costly) way introduces effective farming techniques and crops suitable for the context. RIPAT shares the strong focus on group empowerment, savings and advocacy and therefore contributes to the change areas in the ASC program. The RIPAT project has its own Project Document and budget.

The present phase of the ASC Program is formally the third phase. The first phase was introduced in 2013. It was reformulated in 2016 as result of the shift to apply TOC in the program design. The present third phase is a result of the shift in the Danida funding modality for 2018-21. It however continues with the same strategic approach. The Beneficiaries and Stakeholders are:

- i) Rights holder: People in the ASC Burundi program are mainly smallholder farmers, subject to food insecurity and permanent poverty in the households and poor health conditions. For the period 2018-2021, the program had the ambition to strengthen the existing 440 CBGs (comprising 210 food security groups, 98 health groups, 169 VSLA groups and 44 cooperatives), i.e. almost 10 840 direct beneficiaries, and also allow them to continue influencing the other community members to create other CBGs and help them grow mature as they try to increase production, initiate livelihood activities, evolve into cooperatives and networks. In addition, 21 youth groups were also identified in different communities and will receive, among other activities, training in handicrafts and CBGs will identify illiterate population in their respective groups or communities to build Reflect classes.
- ii) Duty-bearers: 807 local authorities from basic hillside level to commune and province level including the Governor with administrators and religious leaders, will be involved in ASC program capacity building activities. On an informal level, church leaders have significant influence in awareness raising and mobilization of their respective followers, given that most community members in Cibitoke are church members, giving great respect to their corresponding spiritual leaders. Depending on the planned change areas, the program will involve other duty bearers with a role to play in the specific area.

ADRA Burundi works with four change areas namely:

- i) Communities articulate concerns and claim their rights
- ii) Community members utilize knowledge, skills and structures to pursue livelihood opportunities
- iii) Local and national duty-bearers have the capacity, resources and willingness to respond to needs and claims raised by citizens
- iv) Communities have access to markets that enable them to sell their products and purchase goods of necessity for their livelihoods

The ASC programme abides by a right-based approach to development. This means that the programme seeks to achieve a positive transformation of (power) relations between citizens and authorities in the areas in which the programme operates. The approach aims at strengthening the capacity (defined as competencies, resources and willingness) of authorities to respond to citizens' needs and rights to participate in policy processes of concern to them and enjoy the rights of economic development

The RIPAT approach is also accompanied by a series of specific technologies through demonstrations of improved FFS intended to increase agricultural production, ensure food security at the household level and, as a result, the ASC program will move, since 2019, to another level of market research through the Farmer Market School strategy. RIPAT (Rural Initiatives for Participatory Agricultural Transformation) is a participatory extension approach that aims to bridge the agricultural technology gap in order to improve livelihoods and self-sufficiency of small rural farmers.

The ASC program also has a citizen-centered advocacy approach with the main objective of promoting government accountability within existing laws.

The review should focus on the 2016-2019 period.

Due to an internal crisis in the SDA Union of Burundi, the long partnership is unfortunately now going to be discontinued. All ADRA Denmark funded activities will be phased out by December 2019, and an end-of-project evaluation is therefore pertinent.

The evaluation will serve to document the impact of the intervention as well as provide learning and best practices for other ASC programs. This evaluation should provide ADRA Denmark and ADRA Burundi with documentation of the achievements and impact of the program.

One of the main theories of change of the ASC Program was that its emphasis on capacity building approaches would increase sustainability long after the phasing out of the program. One of the main intentions of this evaluation, therefore, is to assess the sustainability of the intervention.

1.2. Evaluation objectives

The key objectives of the end evaluation are:

- ✓ To assess and document the impact of the Action for Social Change program in Burundi, 2016-2019 including the added value of the RIPAT approach introduced in December 2018 for selected communities;
- ✓ To assess the sustainability of the results achieved in view of the short phase-out period;
- ✓ To document best practices that ADRA Denmark and other ASC partners can use in future program design in order to achieve the best possible results.

1.3. Methodological Approach

The methodological approach will be mainly based on qualitative data.

1.3.1. Evaluation criteria

The evaluation was conducted according to 5 OECD-CAD criteria; and these criteria are respectively as follows:

Relevance: to assess: (i) what extent has the program been relevant in relation to the context and the needs and priorities of the intended beneficiaries? (ii) what extent has RIPAT been a relevant approach to strengthen the food security component of ASC (iii) What extent has the Human Rights Based Approach been relevant as applied (iv) Has the ToC of the program been relevant.

Effectiveness: to assess: (i) what extent have the primary objectives been achieved; (ii) what extent have the planned or expected results been achieved and the intended population reached; (iii) what extent has the Human Rights Based Approach been effective in achieving the desired results; (iv) what extent has the work of VSLAs and IGAs been effective; (iv) what extent has RIPAT been an effective approach.

Efficiency: to assess: (i) how economically have resources/inputs (funds, expertise, time, etc.) been converted to results; (ii) are the investment and recurrent costs justified; (iii) could the same results have been achieved with fewer resources; (iv) Has the program strategy been efficient; in particular the capacity building of local CBGs?

Impact: to assess: (i) what positive and negative, primary and secondary long-term effects have been produced by the program, directly or indirectly, intended or unintended; (ii) what extent have the advocacy activities included in the ASC program been successful in influencing decisions and bringing about changes at local, regional and national level.

Sustainability: to assess: (i) what is the probability of long-term results; (ii) what extent can the program achievements be expected to be last when the support from ADRA Burundi is phased out; (iii) what extent are the Community Based Groups sustainable? Will the VSLAs, advocacy work, IGAs etc. continue after the end of the program.

1.3.2. Methodological approach to data collection

As part of this evaluation, the consulting mission collected secondary and primary data.

1.3.2.1. Scope of the Mission

Before the start of the mission, a scoping session was organized with "ADRA" coordination and project managers: (i) Action for Social Change (ASC) and (i) Rural Initiative for Participatory Agricultural Transformation (RIPAT) and made it possible, on the one hand, to harmonize the sponsor's understanding of the mandate with the consulting mission and, on the other hand, to remove any ambiguity or other vigilance points. During such a meeting, the working methodology and mission's expected results as well as the documents to be consulted were also presented. The session also defined the mission's different steps and deliverables, as well as the validation procedures and processes.

1.3.2.2. Comprehensive document review and analysis

The consulting mission covered particularly three document categories namely:

- **Documents legitimizing the 2 Projects**, i.e. mainly the "Technical and Financial (TFD)" documents, etc.
- **Documents describing the implementation, monitoring and evaluation of performance of the 2 Projects** such as activity planning, progress reports, meeting minutes, technical supervision mission checklists including the donor, financial audits, internal control reports, etc.
- **Documents resulting from the implementation of the 2 Projects** such as the studies carried out, training manuals, etc.

1.3.2.3. Design and production of data collection media

The consulting mission produced data collection tools tailored to each category of beneficiaries and partners, which were discussed and validated by the study's sponsor. **The content of the tools can be found in the appendix.**

These data collection tools have been synthesized in **matrix form** to facilitate processing but also to be able to cross-reference the information and improve its reliability. Thus, three tools were used during the mission, namely:

- ➔ **Tool 1: Semi-structured interviews (SSI) with managers and partners of the 2 Projects.**
- ➔ **Tool 2: Qualitative data collection in focus groups (FG)**, involving representatives of beneficiaries of actions and other special interest groups.
- ➔ **Tool 3: Individual interviews (II)** with local governments and technical services in charge of the environment, agriculture and livestock (BPEAE), health and sanitation (BPS), literacy and family development (CDFC).

1.3.2.4. Data collection

The first method consisted in collecting data through Focus Groups (FG) that were organized for different categories of community groups (agriculture-livestock, VSLA, health and sanitation, literacy and youth), beneficiaries of ASC Program and RIPAT project interventions, according to the following schedule:

Commune	Site	CBG Categories
Buganda	Kansenga	Cooperative (FFS, Health and Sanitation, VSLA), Administration (Zonal Chief), Communal Accountant.
Murwi	Nyabubuye	RIPAT Group (FFS, Health and Sanitation, VSLA)
Mabayi	Butahana	Cooperatives, Network (FFS, VSLA, health and sanitation), BDS, Health Center Holder, Hillside Head, Communal Administrator, Communal Agronomist, Communal Literacy Supervisor, Youth Group.
Bukinanyana	Ndora	Cooperative (FFS, Health and Sanitation, VSLA), Local government (zonal chief), TPS, Communal Agronomist.
Mugina	Marumpu	2 RIPAT/VSLA Groups
	Rugajo	Cooperative (FFS, Health and Sanitation, VSLA), Communal Administrator, Communal Agronomist, Youth (Rugeregere), Youth (Mugina), visit to the Water Supply Network (Rusagara)
Cibitoke	Town	BPS, BPEAE, CDFC, Service in charge of literacy at the provincial level.
Rugombo	Rugombo town	Cooperative (health and sanitation,, FFS and VSLA)
	Ruhwa	Cooperative (health and sanitation,, FFS and VSLA)

It should be noted that this collective interview technique consists of interviewing several people at the same time and is based on group dynamics, without seeking consensus or expressing a point of view. It is not a question of imposing a precise questionnaire on the individuals gathered, but rather of being helped by an interview guide. The second method of data collection consisted of individual interviews with the aim of triangulating information with data collected through Focus Groups (FG).

These individual interviews were conducted with provincial and communal technical services in charge of administration, agriculture and livestock, health and sanitation, literacy and family development (**the list of people interviewed is attached hereto**), who directly participated in various ASC program interventions and in the RIPAT project.

Thus, these interviews focused on individuals provide an opportunity to express their representation, satisfaction, disappointment, wishes, and recommendations regarding the Project's activities. The third method of data collection consisted of field visits to the ASC Program and RIPAT project implementation sites and to beneficiary households to verify the impact on improving their living conditions. In addition, visits and interviews were also conducted with non-beneficiary households to assess the added value of the ASC program and RIPAT project compared to beneficiary households. It should be noted that these observations concerning the interviewee's environment made it possible to validate or not the reality of information given during focus group interviews.

1.3.3. Limitations of evaluation

Despite the rigor applied by the consulting mission during this present study, it is worth mentioning some of the difficulties that affected this evaluation mission:

- The first limitation is related to access to certain information. It was difficult for us to obtain accurate information/databases on VSLAs (loan value, interest value, value of overdue loans, operating capital, share capital value, assets situation) and CBGs per year, in particular to inform on effectiveness of the ASC program and RIPAT project.
- The time allocated to the study was short. At the ToR level, it was planned to collect data for 8 days and write the report for 5 days. The consulting mission considers that it was difficult to process and analyze the data collected during a 5-day period.

However, despite the existence of these limiting factors, the consulting mission made every effort to collect data and produce a report that would certainly help the contractor to achieve their objectives.

II. PRESENTATION OF OUTCOMES AND THEIR ANALYSIS

2.1. Consistency and Relevance

2.1.1. Consistency with Government policies

At the national level, the ASC Program and RIPAT project interventions contribute to the implementation of at least four strategic axes of the Burundi National Development Plan (NDP) 2018-2027: *axis 1: strengthening food self-sufficiency and export diversification through the promotion of agro-industrial, commercial and extractive enterprises; axis 3: construction and maintenance of infrastructure to support growth; axis 4: improving access to basic social services, in particular education, health and social protection, axis 5: pursuing environmental protection and land planning programs.*

Various outcomes of the ASC Program and RIPAT project are aligned with strategic axes of the 2017-2025 PNIA: (i) sustainable increase in agricultural productivity and production; (ii) promotion of sectors and agro-business; (iii) support for the professionalization of producers and development of private initiatives; (iv) strengthening management and development capacities in the agricultural sector.

Similarly, the ASC Program and RIPAT project better respond to Strategic Axis 4 (Capacity Building) and Strategic Axis 6 (Education, Training and Public Awareness Raising) of the Strategic Framework for Growth and Poverty Reduction (CSLP II).

2.1.2. Relevance of ASC Program/RIPAT Project, approaches and areas of intervention

2.1.2.1. Relevance of ASC Program and RIPAT Project

“Action for Social Change” Program: It is relevant because it makes it possible to prepare structured dynamics of self-promotion (at the institutional, organizational and internal functioning level) and professionalized (at the level of knowledge and know-how to develop its activities and services, establish relations with the outside world) through their legalization at the level of administrative structures, self-management of their own economic activities, knowledge of their rights and duties, participation in the emergence of an organized and equitable civil society, able to negotiate and defend their rights, and to influence policies at the local level for their own development.

The capacity building of these structured beneficiaries in modern farming techniques is relevant because it makes it possible to prepare local structures that have a good command of farming and soil protection techniques against erosion so that they can take ownership of them and continue to supervise other beneficiaries and regularly monitor the maintenance of the infrastructure put in place.

The partnership and involvement of beneficiaries are relevant since they involve communities in all Project stages and a methodological approach to learning and skills transfer to community relays is highlighted. The strategy used by the project is the participatory method, which consists in involving beneficiaries in all project actions with the objective of ownership and empowerment: (i) participation of producers in the establishment and consolidation of community structures; (ii) empowerment of producers in raising awareness and mobilization of other producers to join community structures. From the above, such an approach is relevant in a current context where strong and structured networks or social groups are the basis for the success of any development process.

Capacity building and empowerment of sustainable actors: the implementation of interventions was also marked by capacity building and empowerment of sustainable actors, namely provincial, communal and hillside services in charge of administration, health and sanitation, agriculture and livestock, literacy and family development. Such an approach is likely to ensure the sustainability of project interventions even after its withdrawal while reducing implementation costs.

« RIPAT » Project: This intervention plans to boost the existing FFS model thereby making sure that the lessons learnt at the group field are adopted and trickle down to individual households' levels and impact the nutrition of household levels. Partner groups will be trained as model groups, 'super groups', working as per the RIPAT approach and trained as super/lead farmers to train other existing farmer groups, thereby ensuring sustainability and impact on the larger ASC program.

Seed Solidarity Chain: the absence of variety renewal makes most of these seeds less productive because they have been subjected to the genetic erosion phenomenon. Sufficient availability of quality seed is an important condition for obtaining crop production that meets the market's needs in terms of quantity and quality. It is also a determining factor in the crop yield and, by extension, its economic profitability, which will contribute to the producer's living conditions and the sustainability of his activity.

2.1.2.2. Relevance of intervention areas

The ASC Programme and the RIPAT project are working in intervention areas that are relevant because they have great influence on people's basic needs and livelihood.

Food security: The ASC program and RIPAT project area is experiencing high demographic pressure on natural resources, reduction in natural pastures, and lack of renewal and selection of new varieties, which means that most of these seeds are less productive as they have been subjected to the genetic erosion phenomenon.

Capacity building on modern agricultural techniques through the Farmer Field School (FFS) approach focused on earthworks to recover abandoned soils, row seeding, organic manure production, contour line digging, small animal breeding, crop management, crop rotation and planting agro forestry trees/ building anti-erosion structures on their own agricultural land, mixing chemical fertilizers and organic manure and improving livestock, etc., increases agricultural production.

Community health: According to the survey data conducted by ADRA in collaboration with the Health Ministry, in 2019, in particular its department in charge of hygiene in Buganda commune of Cibitoke province, for a total of 15453 households, 2312 or 15% was without latrines.

Even the 13141 who have latrines, only 415 households, or 3.15%, had adequate latrines according to the health Ministry's standards. The hand washing system called the tip tap was only present in 727 of the 13141 households that had latrines throughout the commune. Members of these households depend on bushes and rivers as toilets or will use their neighbors' toilets, making them vulnerable to waterborne diseases. This situation constituted a danger to the community health, as this community had been facing a repetitive cholera epidemic for some time.

There were several major health challenges. According to the same study conducted by ADRA and the Health Ministry, 59% of children were malnourished. In addition, community members were still reluctant to go to hospitals or health clinics, but relied on prayers, traditional healers or lay doctors. Finally, some church leaders had difficulty accepting family planning methods, making the practice of family planning difficult for families. To address this situation, the ASC program undertakes to train and sensitize religious leaders to involve them in promoting good practices on sensitive issues such as family planning, nutrition and hygiene.

In Burundi, health insurance is provided but people are reluctant to subscribe. In most cases, contributions remain low-cost and affordable, but a handful number of people join the initiative due to ignorance and lack of awareness-raising.

In Cibitoke province, only 26% (ENHAB 2014) of the population have adequate sanitation facilities, or 74% of the CIBOTOKE population has rudimentary and unhygienic latrines. According to ENHAB (2014) data, 10% of the population in this province do not have any sanitation facilities, either they defecate in the air or are forced to use a latrine from their neighbors.

Adult literacy: The Demographic and Health Survey in Burundi, third generation (EDSB-III, 2016-2017), that concerning the literacy rate in Burundi is 79% for men and 68% for women: 1/ - in urban areas, 92% for men and 88% for women; and 2/ in rural areas, 77% for men and 65% for women. According to ISTEEDU, the proportion of illiterate Burundians aged 15 and over has declined from 63% in 1990 to 58% in 2008 and 38% in 2016.

In Burundi, this literacy survey is intended to be an important tool to find out how to reach Burundians, particularly on demographic and basic health issues.

Internal savings and loans within VSLAs communities: The interviews conducted with the beneficiaries of the ASC Program and RIPAT project revealed that they were previously excluded from the traditional financial system due to the lack of acceptable securities, high interest rates, very short repayment terms, etc. As a result, they could not access loans from financial institutions to finance their agricultural activities.

VSLAs have therefore been a popular fundraising tool and a self-help group. They have provided an original response to this issue, contributing to the circulation of money within beneficiary households, financing the purchase of productive capital and the payment for basic needs, with less demanding conditions compared to those of traditional financial systems.

Youth entrepreneurship: According to ISTEEDU data, the working age population, i.e. between 15 and 65 years old, amounts to 3.5 million, i.e. 33.3% of the total population. Women are more affected by unemployment than men with 17.8% compared to 10.8% (2012-2013). The unemployment rate tends to increase with education level: (i) 10.7% of the working population who have not been to school; (ii) 13.7% for those who have attended primary school; (iii) 18.9% for those who have general secondary education and finally 12% for those who have attended the university. The first job seekers, who represent almost 56%, are more threatened by unemployment than those who are looking for a job but have already worked in the past (44%). Similarly, long-term unemployment (5 years on average) affects 53% of first-time applicants and 76% of former employed persons.

As in other countries, the causes of youth unemployment in Burundi are multiple and complex. They are also related to job opportunity factors - mainly the low growth due especially to an embryonic private sector that creates little or no employment; the civil service increasingly constrained by structural adjustment policies, high population growth, etc. Young people are not sufficiently prepared to develop the entrepreneurial mindset. In addition, the youth are generally excluded from the traditional financial system, since they are confronted with job offer that is not in line with needs (because of the conditions for granting it, deadlines, costs, etc.) or even non-existent.

Various project stakeholders have reported that the causes of youth unemployment in the ASC and RIPAT project area are multiple and complex. They are linked to factors of employment opportunities - mainly low growth due mainly to an embryonic private sector that creates few or no jobs; high population growth, lack of entrepreneurship, etc. In addition, young people are generally excluded from the traditional financial system, and they are faced with a job offer that is not in line with needs (due to conditions of granting, deadlines, costs, etc.) or even non-existent.

2.2. Effectiveness

The main issue is to analyze whether the project activities contribute directly to solving the problems identified, to assess the gaps between what is being achieved and what was planned.

With data available at the ASC & RIPAT project level, it is not easy to measure the quantified differences between what was planned and what is actually achieved. However, the results achieved during this implementation period of the ASC & RIPAT projects are considerable and provide sufficient information on the achievements of the 2 projects.

2.2.1. Effectiveness of the ASC Program

Overall, the ASC program and the RIPAT project have all been effective in building capacity in : (i) structuring the population in terms of organizational management/administration of cooperatives, services to members and anti-discrimination; (ii) advocacy/human rights through community dialogues, coaching during human rights monitoring visits and radio broadcasts; (iii) modern agricultural techniques with emphasis on demonstration or application of appropriate farming techniques in their common or individual farmland; (iv) VSLA; (v) improved health and sanitation; (vi) adult literacy; and (vii) specific non-farm activities especially for youth.

All cooperatives/associations were encouraged to launch activities, other than agricultural activities, aimed at improving their living conditions. Environmental protection was ensured through digging and trenching on contour lines including planting agro-forestry trees and forage grasses. The program implementation has also promoted livestock activities to ensure the improvement of nutrient-rich foods and gender mainstreaming, a cross-cutting component in activity planning.

2.2.1.1. Capacity building on population structuring

Thus, with regard to the organizational management/administration of cooperatives, one of the important pillars, which concerns the statutory and legal state, the existence of bank accounts and their management methods, regular record keeping, the existence of management committees, clear and consulted procedures for taking and implementing decisions, and the consideration of gender aspect, has been sufficiently respected. Cooperatives have bank accounts within local financial institutions, are legally recognized by API (currently have Trade Registers and tax registration numbers). However, they do not yet have adequate financial tools to properly record accounting transactions (expenditures and revenues).

Existence of management bodies: the consulting mission has found that all cooperatives have already set up management bodies (executive committee and supervisory committee). The Executive Committee or Board of Directors is composed of 5 to 7 people and the Supervisory Committee is generally made of 3 people. The elections of members of these management bodies were conducted at a general meeting.

Compliance with statutory meetings: statutory meetings (regular meetings of committees that are held twice a month, a general meeting held once every three months and extra-ordinary meetings of committees or members as appropriate) were generally complied with.

Communication of management bodies with members and decision-making procedures: The consulting mission noted that there is perfect communication between the management bodies and members. This communication is done through communication meetings. Decision-making is concerted in statutory meetings organized on a regular basis and not only by the management bodies.

Services provided to members: the consulting mission found that the services that cooperatives currently provide to their members are to a lesser extent multiple, namely facilitating access to quality seeds and mineral fertilizers. However, there are still no services related to storage, processing and loans.

The consulting mission also noted that all VSLA groups have legalized statutes recognized by the government. They also have internal regulations. However, all financial and accounting management operations within VSLAs are done in a notebook and not using management tools that are well archived, well maintained and appropriate, such as receipt books. Each person who saves, who receives or reimburses a loan does not have a supporting document, which is essential for transparent management.

The project has also achieved good results in the fight against discrimination. Thus, the gender dimension was taken into account and 70% of the management positions in the CBGs are held by women, 79%, i.e. 696 out of 881 REFLECT learners are also women. Some CBGs are chaired by Batwa, one of Burundi's ethnic groups that has been discriminated against for many years. With respect to membership, there are two CBGs that have people with disabilities, and the training on the human rights-based approach to GBV was more insightful in considering people with disabilities when raising or responding to community issues.

2.2.1.2. Capacity building on advocacy/human rights

The ASC program organized capacity building sessions on advocacy and human rights for CBGs, government authorities and religious leaders, as community dialogues and coaching during follow-up visits focus on human rights. Radio programs were also organized with an emphasis on human rights awareness.

At Nyarwumba Hillside, seven CBGs were able to advocate for the cancellation of primary school fees, which were charged in some schools after organizing eight advocacy events involving school authorities, local authorities and community members. This problem was solved directly.

In Murwi commune, six CBGs had been advocating for safe and clean water for three years and during the year (2018), the commune responded positively to this issue and released funds for water supply equipment and activities. Thus, about 5,000 people living at Nyabubuye Hillside, faced with a shortage of drinking water, had access to this precious resource.

In Buganda commune, the CBGs of rural Gasenyi, namely ADPD and **Ingo dukore**, organized advocacy visits to commune water authority officials to discuss the condition of five taps in the suburbs of Mugarore II, Muhunzu and Bihahe in rural Gasenyi where water had not been flowing for three years. In addition to the visits, CBG members organized a community dialogue to publicly discuss this issue. The representative of the commune water authority and the technical adviser of Buganda commune agreed to work with the community to solve the water problem. This problem has been solved and at present, more than 824 households, or about 4944 people, have access to safe drinking water.

At Rungogo hillside, in Mabayi commune, a group of young people who work in plumbing, accompanied by the hill chief, went to the commune water council chief to ask for water supply at their hill. They then promised to provide labor and necessary facilities free of charge, provided that their hill is supplied with water. Unfortunately, the Water council board announced that there was no budget available immediately but promised to submit the matter to their senior water council board.

In Mugina commune, in the Busesa region, the "*Nyunganirubuzima* health CBG" realized that most of the diseases present in the region are due to a lack of clean water. CBG members decided to organize a community dialogue to raise the issue and claim their right to drinking water. While participating in the event, the local authority, together with the indigenous people, agreed to take the issue to the communal level for further consideration. They asked community members to contribute BIF 2,000 per household in order to actively participate in the implementation of this project.

In the Masango area, a network combining CBGs of Sehe and Nyarwumba Hillsides organized a rights advocacy event on the availability of improved seeds. The Institute of Agricultural Sciences of Burundi (ISABU) also tried to solve this problem and organized field visits to the program area and trained CBG and network members in seed multiplication. To date, 6 CBCs are involved in seed multiplication and are undergoing a recognition process to be among the certified seed suppliers.

Irish potato seed (2.6 tons) was provided by the commune to 12 CBGs as part of the government's annual budget support to all communes. This exceptional support took place in Bukinanyana commune where beneficiary CBGs also received 270 kg of fertilizer. Similarly, in Murwi commune, CBGs involved in terrace farming received 6 kg of caliantraagro-forestry seeds and 9 kg of plastic bags to prepare nurseries in order to promote tree planting among the beneficiary members and all the surrounding communities.

CBG members enabled 34 couples living in illegal unions for ages to get registered legally, they resolved 8 conflicts of violations of women's rights, addressed 3 cases of abandoned children, settled 1 case of women whose right to access family property was denied and 1 case of polygamy was resolved.

CBGs and networks are taking the front in denouncing the violation cases and their perpetrators. Illustratively, 137 cases of gender-based conflicts were solved or tackled with the facilitation of CBGs or network members.

It should be noted that 12 youth groups supported by the program have completed training in human rights advocacy techniques and are expected to do a lot of advocacy work to claim their rights as young people and the rights of their communities.

2.2.1.3. Capacity building on modern farming techniques

The ASC program has facilitated the establishment and capacity building of 210 CBGs and 32 food security cooperatives. In this area, 13 Farm Field Schools were created in terraces, with an emphasis on demonstration or agricultural techniques. CBG members were also encouraged to apply appropriate agricultural techniques in their common or individual farmlands. In addition, 140 community members established terraces in their own farmlands.

In total 95 out of 210 food security CBGs, representing 45.2 %, 1111 influenced neighbours have applied at least three modern farming techniques in their CBGs (sowing in rows with fertilizers, not burning grass on farmland, crop rotation and planting agro-forestry trees/ building anti-erosion structures on their own farmland) and prompted 1506 nearby households to adopt these agricultural techniques. Similarly, 91 CBGs among those who applied these techniques were able to measure their production costs.

A total of 1928 out of 5,115 Food Security and Livelihoods CBGs, representing 37.6%, applied at least three of the following modern agricultural techniques: planting in rows using fertilizers, not burning grass on farmland, crop rotation and planting agro-forestry trees/ building erosion control structures on their own farmland.

Other farming techniques that were applied include earthwork to recover abandoned soils, organic manure manufacturing, contour line digging, small animal husbandry, crop management, mixing chemical fertilizers with organic manure and improving livestock, contour line digging, harvest management, etc.

Through CBGs awareness-raising, 80 home visits to mobilize farmers on modern agricultural techniques were made, 59 composts were installed and 10 households dug contour lines in their farmlands and 7 morning health education sessions were organized.

2.2.1.4. Capacity building on VSLAs

The ASC program has facilitated the establishment and capacity building of 169 VSLA groups. All 4848 VSLA members have applied for loans in their respective groups, invested and used VSLA money to cover their household needs and manage small businesses.

The VSLA activities have attracted community members, both CBG and non-CBG members, especially women, who see them as solutions to problems of poverty reduction and access to available loans or money to run a small business or cover their household needs.

2.2.1.5. Capacity building on health and sanitation improvement

The ASC Program has facilitated the establishment and capacity building of 77 health groups. The latter have worked in the fight against malnutrition, family planning, awareness-raising on the importance of building latrines, etc. With regard to the fight against malnutrition, CBGs and community members claim that the 58 Cooking demonstrations organized by health CBGs have started to change attitudes about the preparation of balanced diets. Thus, through these cooking demonstrations, CBG members have changed the way food is prepared for nutrition in their own households and have spread the knowledge to the rest of the community.

To advocate for children's rights, CBG learners have decided to raise community awareness on family planning, which should improve children's rights and promote community development. Through CBG awareness, 453 women have attended prenatal consultations and 228 families have used family planning.

According to MSPLS policy in the area of combating malnutrition in Burundi, the CSL program in collaboration with MSPLS in its Nutrition Program (PRONIANUT) promoted community-based nutrition by focusing on the ANJE, FAN approach, FARN & MNP (ANJE = Infant and Young Child Feeding, FAN = Nutritional Learning Home, FARN = Nutritional Learning and Rehabilitation Home, MNP = Micronutrient Powder) to try to eradicate malnutrition in the community in the intervention area.

The program has initiated cooking demonstrations in the community and community dialogues. It should be noted that members of the community health network, in collaboration with health personnel in the health centre's area

of responsibility and local authorities, are now organizing cooking demonstrations to also show community members how to prepare a balanced diet using locally available food and are also organizing community dialogues to discuss health and other issues that threaten the community. In places where such sessions have been held the community testify that there is a remarkable change.

Members of community health networks organize morning health education sessions at the CDS level

Community members consult CDSs in time compared to later times according to the testimonies of health centre officials, they also testify that cases of disease have decreased in the community according to the cases collected at CDSs.

Hygiene, after having seen the problem of poor hygiene in the province's community, the programme in collaboration with the MSPLS in its DPSHA programme recently introduced the ATPC (Community-led Total Sanitation) approach in Buganda commune. To date, cases of new latrines being built have not yet been recorded because the programme has not yet carried out a post-trigger survey to determine exactly what new latrines are being built.

2.2.1.6. Capacity building on adult literacy

The ASC Program has used the "REFLECT" approach in literacy. The latter is made up of two parts: the first part is to visualize and discuss the problems. The participatory tool is discussed, and then transferred from ground to paper, and participants begin to put words on the visual tools. This marks the beginning of the second part, devoted to literacy.

Dialogue was the basis for co-learning around various aspects of their learning environment conducive to literacy, a process in which learners decode and read their universe. The "REFLECT" approach has therefore made it possible to involve community members in the learning and development process. The implementation period of the "REFLECT" approach was extended to 6 months. 120 facilitators were trained and certified in adult literacy techniques combined with the REFLECT approach;

From 2014 to 2019, six graduating classes with 5696 graduates, including 1139 men and 4557 women were awarded certificates. Some REFLECT graduates participated in the 2015 elections with pride because they said they could read and write. There have been the births of associations formed by the REFLECT graduates.

2.2.1.7. Non-agricultural activities

In addition to health, food security and VSLA activities, CBGs are also involved in non-agricultural activities. Thus, 66 groups, including youth groups, have launched activities such as welding, sewing, carpentry, soap making, basketry, etc. to earn a living. Non-agricultural activities are said to be an alternative response in terms of improving the living conditions of the landless and the very poor. The ASC Program has facilitated the establishment and capacity building of 21 youth CBCs.

The project was successful in building the capacity of 21 youth CBCs on handicrafts of their choice. They also received start-up equipment or materials related to their livelihoods to promote self-employment and self-sufficiency among youth who generally face work problems. However, these trained youth are not stable in their community (rural exodus), making it difficult for these groups to pursue their income generating activities and they experience disruptions.

2.2.2. Effectiveness of approaches/ strategies used

2.2.2.1. Agriculture-livestock (RIPAT approach)

By improving agricultural practices through field schools, beneficiary households have been able to use improved seeds individually or in collective fields, organic manure from thermal composting and new livestock activities. This is the result of a change in mentality resulting from the new activities initiated through the actions of the 2 projects.

2.2.2.2. Community structuring (capacity building approach)

By promoting the emergence of the associative and cooperative movement, financial inclusion, the ASC project has established solid groups capable of holding their destiny in hand. Indeed, the ASC project has made a significant investment in the training of people, which is also one of the strengths of this project, which has increased the number of exchanges of experience and training in various topics.

2.2.2.3. Practical literacy (REFLECT approach)

The approach relates the identification of problems facing the population with literacy learning. It should be noted that the processes of structuring, financial inclusion and development of agricultural products are subject to a number of skills that are essential for rural households, which are currently developing into groups: **this is the practical specialization**. This involves the transfer of skills and responsibilities from technical supervision to professional teams of adequately trained and equipped literate and new literate people who, as part of the diversification of activities, can manage all groups' affairs.

2.2.2.4. Community health (community dialogue approach + REFLECT)

In addition to this approach with the one mentioned above, those who have followed the literacy program are good examples in the fight against food insecurity and malnutrition: the level of food and nutrition is explained by changes in yields and diversification of field crops. It is learned through FGs that after the literacy program, the rate of new literates who eat 3 diversified meals a day has increased significantly. New literates can read booklets containing different themes on hygiene, vegetable gardening, nutrition,... These concepts have allowed them to live decently by improving their health and the way of life (attendance at health facilities, body cleanliness,...).

2.2.2.5. Water and sanitation (community dialogue approach + REFLECT)

With the **REFLECT approach**, in general and in everyday life, it has been observed that mastery of reading, writing and arithmetic has enabled many new literates to break out of their cycle of ignorance, to assume responsibility, to have more facilities and success in carrying out their tasks, but also to assume certain new responsibilities thanks to mastery of reading, writing and arithmetic skills. This has enabled communes to have a new set of valid contacts for the implementation of works of Community interest (rehabilitation and construction of drinking water sources). The beneficiaries keep a good memory that the improvement of the population's access to drinking water has contributed significantly to the reduction of cases of diseases of dirty hands. One woman stated that **"health care expenditure has decreased significantly due to the availability of clean water"**.

Training and awareness-raising in hygiene and sanitation have certainly had some impact because there is construction of slab toilets at the household level, which has also led to reduction in diseases of dirty hands.

2.2.2.6. Human rights and family planning ('community dialogue' approach)

Conflict situations in communities, the majority of which are land-based or domestic (sexual vagrancy, polygamy, disorientation of family resources, etc.) often degenerate into violence, thus deteriorating relations within households and neighborhoods and hampering community and individual capacities to set up solidarity mechanisms that are necessary to overcome certain common problems. This is why it is essential to strengthen local skills to manage these conflicts peacefully, and even to transform them positively into opportunities for change, particularly in terms of relationships among individuals.

Following an approach similar to the other components, i.e. 'capacity building', the ASC project has selected some community members, based on their dynamism and interest in the subject, and then has strengthened their capacities in conflict management. Their skills have been strengthened in terms of rights (human rights, family code, land code) but also in conflict management, which is the basis for strengthening the social fabric necessary for mobilizing resources in solidarity and for effective management based on common interests and collective structures.

According to testimonies gathered in FGs, there has been improvement in social cohesion within households in general and on their hillsides in particular, and rational and equitable management within households. There is a change in men's behavior at hillsides, the level of rural women has changed, which contributes to household stability and consequently to their self-development.

In conclusion, all the approaches used by ASC & RIPAT projects are tools for the individual transformation. They are also community development strategies.

2.2.3. Effectiveness of the RIPAT Project

For the Improved land and water management: (i) 108 farmers made measurement for contour lines and terracing; (ii) 72 farmers have already contour lines/ terracing in their farms; (iii) 44 farmers representing 12.29% have dug at least 200m of contours/ Terracing on their farms

For the Maize and legume production: (i) Mulching in one farm for vegetable (cabbage) in Mugina, (ii) Four groups Made compost to make available farm; (iii) Improved crop diversification

For the Improved crop diversification: (i) Four groups (Mugimbu, Ngoma and Marumpu) sown pigeon peas in demonstration farm and they harvested. They got seeds that they shared as seeds to sow this year in their individual farms; (ii) Farmers harvested yam (taro) and kept the seeds for the next farming season; (iii) Two farmers did multiplication of OFSP in their own marshlands in Rugajo group

For the Improved production of banana: (i) All 358 group farmers got banana seeds; (ii) 151 farmers (42%) out of 358 planted banana suckers in an appropriate way ; (iii) 151 farmers have adopted at least 2 improved varieties of banana

For the Improved access to savings and loan: (i) 326 out of 358 group members (91%) are joining VSLA in all ten groups, (ii) 30 group members (8%) did not attend VSLA groups, (iii) 286 have already got loans; (iv) Through loans, they purchased hoes, small business, purchase chicken, purchased fertilizers, purchase, pay for medicines, pay for schools for their children.

For the Formation/organization of 10 RIPAT groups: (i) 357 group members used to attend weekly meetings as planned in their; (ii) All 357 group members attend regularly meetings; (iii) Sub groups within the ten groups are established and responsible for their sectors, they are functioning; (iv) The leadership in all ten group is working good; (v) The spreading groups are not yet established

2.3. Efficiency

The Project was well managed; all planned activities were carried out within the agreed budgets.

The donor has fulfilled their obligations and disbursed the amounts for which they had committed themselves in the Contract. The rate of disbursement was associated with the rate of implementation of the project activities. However, there have been cases of delayed disbursements, particularly due to internal conflicts in the Adventist Church, which have hampered the smooth running of the activities.

The resources were used for what they were intended for; there were no ineligible expenses. Budget management was flexible, excess credit lines were allocated to cover deficit lines.

The Program has set up a Cash Flow which has helped to prioritize the timing and scale of planned activities and to spot cash flow problems in good time. It helps to forecast cash flow for the entire project period. This was filled in for the whole period at the beginning of the project, and adjusted along the way.

The consulting mission states that thanks to the activities implemented by the project, the beneficiaries have been able to derive significant benefits; certainly, they were difficult to quantify in terms of cost but they were real and have contributed to a significant improvement in their living conditions in the short term (satisfaction as the project has addressed the primary needs such as access to food, health care, school fees, self-esteem,...).

The data available in the Financial Reports reveal what follows:

For the year 2018, the total project Expenses for the ASC Program was BIF 805,183,693 and the balance was BIF 18,300,221. The "Activity Staff" heading consumed BIF 454,977,952, i.e. a budget consumption rate of 56.5%, which shows that the bulk of the budget was spent on CBG capacity building. However, the financial statements of the project have been drawn up in accordance with the instructions from ADRA Denmark.

For the year 2019, the ASC Program had planned to spend BIF 785,137,303, but it had already spent, until last November, BIF 678,392,641, or a budget consumption rate of 86%. For the CHANGE AREA A: Communities articulate concerns and claim their rights, the Program had already spent BIF 22 884 750 out of BIF 32,586.236 planned, i.e. a budget consumption rate for this heading of 70%. For the CHANGE AREA B: Community members utilized BIF55 758 847, out of BIF 99 534 561 planned, i.e. a budget consumption rate for this heading of 56%, for the CHANGE AREA C: Local and national duty-bearers, BIF32 776 255 out of BIF33 614 782 , i.e. a budget consumption rate of 98% and for the CHANGE AREA D: communities have access to mark BIF1 809 000F out of BIF23 640 415, i.e. a budget consumption rate for this heading of 89%.

For the year 2019, the RIPAT Project had planned to spend BIF 190,100,271, but it had already spent until last November BIF 160,265,272, or a rate of 83%. The Cost of Investments is equal to BIF 59,880,498, which represents 37.4% of the total budget already used for this year. This means that the distribution of the budget was made in accordance with the importance of the resources required by the results since there was compliance with the archaic management standards limiting this ratio to 35%. The costs related to Banana Lead technology lead farmers training represent 4.2%, activities 19.8%, transport 18.8% of the total global budget already used for this year,

If we consider the benefit-cost ratio of major investments¹ made in improving agricultural production, the intervention is nevertheless indisputably interesting for the beneficiaries on the basis of the analysis before and after the acquisition of the investment.

The analysis of efficiency has focused on examining the use of project inputs, the relationships between different project outputs, the resources available and those used and the results achieved. This confirms that the project objectives could not be achieved without reallocation of funds, that resources were used for what they were intended and that the management of the budget was commensurate with needs. Intervention costs are fairly controlled and efficient. The sound administrative and financial management of the project and the choice of the direct intervention strategy ensured this efficiency. The Project succeeded in defining and projecting its activities which match the demand of households, in mastering the procedures, in setting up the monitoring matrix (logical framework of the Project), in making budget estimates by activities and the action plan.

¹ Project narrative report

2.4. Impact

The following chapter summarizes effects of the ASC Program and RIPAT project on direct and indirect beneficiaries. Thus, impacts imply assessment of the achievement level of the project objective. Impact analysis refers to an assessment of all action effects on the (technical, economic, social, political, ecological, etc.) environment in the broadest sense.

At this stage, it would still be early to make too many comments on impact of the 2 projects. The tools are not yet available to achieve this with confidence, however, in view of the trends revealed by qualitative interviews (direct and indirect beneficiaries, local government, State technical services, etc.), these projects have had a significant impact on attitudes (acquired knowledge, etc.), the institutional and organizational level of associations / groups and cooperatives, the well-being of beneficiary populations (food and nutrition coverage, access to credit and other social needs), mutual assistance, etc. These changes can be experienced at an individual, family, community or even communal level; as they may be social and behavioral, economic and financial, technical or organizational.

The intervention time of the 2 projects was too short (especially for RIPAT project) and the volume of activities to be carried out was great given the results to be achieved in relation to the relevance of objectives of these projects. However, the changes induced so far are significant.

The consulting mission reports more impacts on the "agricultural learning and development" and "promotion of financial inclusion" aspect at the level of beneficiaries in the RIPAT Project intervention communes (see details in lessons learned n°3 & 4°). This difference in impacts produced by RIPAT would have been significant if the 2 projects had been completed (which was not the case for external reasons).

According to men, women and youths who directly benefit from the products and services delivered by the two projects (intensification, agricultural diversification, strengthening technical and organizational capacities of associations, practical literacy, activities to promote and support social services, etc.), real changes have been recorded, namely: increasing agricultural production through food diversification, increasing household resilience to food shortages and lean periods, strengthening the capacities of beneficiaries and their organizations.

The evaluation mission found many signs of beneficial impact attributable to activities of the 2 projects in terms of improving the beneficiaries' living conditions and thus significantly reducing the poverty level. However, the consulting mission deplores the consequences that could have a heavy impact on the already visible impacts (but which need to be consolidated), following the hasty departure of ADRA Burundi and the early termination of the activities of the 2 projects.

2.4.3. Integrated agricultural approach through farmer field schools

The dissemination of effective agricultural practices such as the production and use of organic manure (obtained through thermal composting), the practice of Conservation agriculture methods such as q's terracing planting elephants grass on contour line, the use of improved seeds and the integration of livestock farming into agriculture have made it possible to improve yields of speculations used and develop more environmentally friendly agriculture on production sites. You will notice that for the time being, beneficiary households are duplicating the knowledge acquired on their farms and remarkable successes are being recorded (**see below, some success stories**). The success stories / life stories are referred to as such because they are the best cases that have emerged within the project beneficiaries.

"The field school approach' is a capital". Eradicating ignorance and properly maintaining farms are sources of income and prosperity and, in short, the source of happiness. The ASC project has provided me with several types of training and re-launched me into the life race. I would like to say that this is currently a huge "capital" that is beneficial to me and community's households. Indeed, before the ASC project came along, I was involved in traditional subsistence farming.



Radical terraces

After putting into practice various training courses received from the ASC project (effective agricultural practices including radical terracing, use of improved seeds, thermal composting, stall livestock; credit savings, human rights,...), I receive huge farm incomes. I am telling you that when I was drawing these radical terraces on my property that you see, everyone said I was "crazy" because I was drawing roads that "go nowhere"! Here, thanks to the income from the sale of bananas, I bought a 30*30 m land plot (see photo, where I am building radical terraces) at BIF 300,000. With the balance added to the credit of BIF 500,000 contracted in my VSLA, I gradually expanded my property (purchase of a 52*40 m arboretum) purchased at a total cost of BIF 900,000. And thanks also to the income I regularly receive from my farms, I have already rehabilitated my house, I have improved my clothing and that of my family members, my children go to school without any difficulty,..... Currently, surrounding households have easy

access to technical advice on how to run their farms,... I am really very happy with ADRA-Burundi's projects.
Testimony of Mr NYABENA Gilbert, Murwi, GiteraHillside, President of "NDONSAMIKORO" cooperative group, Tel. +257 69 735 231.

"What a miracle! From a teacher to a respected farmer! The ASC project, came as a savior! Before, I was a teacher with really low incomes. The ASC Project trained us in modern farming techniques, how to make a modern agriculture that integrates breeding and LAE (digging radical terraces covered with fixing grasses, planting agro-forestry species,...), thermal composting techniques, use of improved seeds...And then they supported us in access to improved seeds (banana, beans, corn,...),... to name a few! I then applied the techniques I had learned. I won't tell you how satisfied I am! My neighbors are currently coming to learn at my house and are asking for technical advice and seeds. The agricultural income I earn has allowed me to diversify and, above all, stabilize my income. Imagine: for maize, where I used to sow 2kg, I currently use 0.5kg and even the production has increased fivefold. While for beans, I use 2 kg where I used to apply 5 kg, and the production has increased 14 times! I have just rehabilitated and equipped my house very honorably».



Improved seeds



Thermal composting



...to name a few! I then applied the techniques I had learned. I won't tell you how satisfied I am! My neighbors are currently coming to learn at my house and are asking for technical advice and seeds. The agricultural income I earn has allowed me to diversify and, above all, stabilize my income. Imagine: for maize, where I used to sow 2kg, I currently use 0.5kg and even the production has increased fivefold. While for beans, I use 2 kg where I used to apply 5 kg, and the production has increased 14 times! I have just rehabilitated and equipped my house very honorably».

Testimony of Mr Saïd HAVYARIMANA, President of "Uburimyibwanone" Group, MukunguHillside, Mabayi Commune, Tel. +257 69 832 647

'ASC Program taught me to fish instead of giving me fresh fish'. On my farm, I apply modern agricultural



techniques (integrated agriculture) learned in the ASC project. I mainly grow corn and market gardening (cabbage, amaranth, eggplant, etc.). Before, the ASC project, the largest domestic animal I owned was "chicken". With the application of modern agricultural techniques, agriculture provides me with enormous income. Here, in the first year, I received BIF400,000 from the sale of corn crops. I supplemented this money with a credit received in my VSLA of BIF 200,000 to buy a cow (at BIF 600,000); and currently it has calved.



My children now consume milk as supplement to other menus (balanced diet training also learned in ASC project). I can say that thanks to effective agricultural practices I learned through the ASC project, I have exceptional yields, something never seen before in my home or in my surroundings. When the growing season approaches, everyone comes to me for advice and seeds/plants. I will tell you that thanks to income from my farms, I am sure that if I were to die today or tomorrow, my children would never fail to go to school and eat two or three meals a day for the rest of their lives! I thank the ASC project for teaching me how to fish instead of giving us fresh fish. **Testimony of Mr MINANI Jean, member of "Uburimyibwanone" Group, Mukunguhillside, Mabayi commune, Tel. +257 68 54 54 79 48**

2.4.4. Improving food & nutrition security

Above all, the evaluation mission pointed out that the project interventions have resulted in an increase in agricultural production for many households. Interviews conducted in FG with beneficiary households confirmed that, as an outcome of this good production, the number of meals taken increased for many households and, following the training acquired, they now know how to prepare a balanced meal. There has also been a decrease in the lean season: households are able to feed family members enough with their own production and throughout most of the year. The number of meals per day has increased (in quantity) and is diversified (in quality).

2.4.5. Development of associations and emergence of a cooperative movement

The strengthening of organizational and technical capacities, and the promotion of associative networks have also contributed to the emergence of structures (associations, groups, cooperatives) that have become places for consultation, fundraising, self-help, future pressure and alternative proposals. The latter gradually tend to take ownership of their own development. Among the positive effects of this action of structuring beneficiaries into



economic groups are the new capacities of communities to organize their collective workforce (through common fields. Communication and exchange of ideas among members have developed, strengthening of social cohesion and solidarity has occurred. The success recorded is the case of NDONSAMIKRO group" with 3 member associations. After the training on the RIPAT approach with the development of "field schools" as its methodology, members paid contributions to buy a cow. After fattening, the cow was sold at BIF 940,000. With this sum, the group bought a land plot at BIF 900,000 (101m*53m), on which a beautiful banana plantation was erected on radical terraces covered with living hedges. This common thing will not only provide income for groups

and their members but will also serve as a "guarantee or endorser" for the latter to obtain loans.\

2.4.6. Sample of financial inclusion in rural areas (creation and membership of savings and loan groups)

Households benefiting from the achievements of the 2 projects were able to set up savings and credit groups after capacity building. These rotating funds are intended to stimulate their economic activities (livestock, agriculture, trade, etc.). Access to credit allows these households to improve the fulfillment of most basic needs (housing, food, health care, education, etc.) in addition to increasing other sources of income (purchase of land plots, livestock, etc.). **See also a success story below.**

"If you could come to my house, you'll find that these savings and credit groups are super-useful! The quality and



quantity of my activities have diversified and everyone is now beholding my socio-economic situation! Thanks to income from my activities financed with the money I got from my savings and loan association, I was able to build a semi-modern house and for the moment I no longer worry during the rainy season. And thereafter, I asked in my group for BIF 250,000 to buy another small land property. I assure you that my children's education at school is assured. The diseases related to malnutrition no longer occur in my family. I thank the ASC project for teaching us to fish instead of giving

us fresh fish". **Testimony of Mr NSAGUYE Céleus, 33 years old and father of 5 children, Gitera hillside of Murwi commune, Tel. +257 68 54 54 79 48.**

It should be noted that other groups are climbing up the ladder to become "Community Financial Groups". This is the success story of the Village Savings and Loan Association - TWIZERANE MUGUKORA of Buganda

The "Community Financial Group" started a village savings and loan association (VSLA) in 2015, with 25 members. These members have a vision to create "Community Financial Groups". They agreed that at the end of each year, at the time of sharing, each member should leave BIF 30,000 at the cash



register, so that at the end of the year a capital of BIF100,000/member can be built up. Currently, this "Community Financial Group" has 150 members (56 women and 94 men), with an initial capital of BIF15,000,000. These 150 members are divided into 3 savings and loan groups (50 members for each group). At the end of 2018, the members of the first group shared BIF 25,000,000, the second group BIF22,000,000 and the third group BIF25,777,8000. The 150 members decided to apply to the BRB for authorization to set up a "Community Financial Group" and obtained an authorization and therefore all documents that authorize them to work as a "Community Financial Group" (recognition certificate, business plan, Internal regulations, Statutes, List of members, Tax registration number and Trade

register). This "Community Financial Group" also has the management bodies, a Board of Directors composed of 5 members (2 women and 3 men), a Supervisory Committee composed of 3 members (2 men and 1 woman) and a Management Committee composed of 4 members (2 men and 2 women). They plan to open this financial institution at the beginning of January 2020.

2.4.7. Improved governance at the level of beneficiaries' associations

The impacts on adult literacy are enormous. Indeed, many new literacy graduates have devoted themselves to working/producing in associations and cooperatives. They have less difficulty working together, sharing interests (teamwork, savings and loans associations,...) and carrying out micro- projects together (young fashion designers, welders,...), etc.



Association of young fashion designers" DUSHIGIKIRANE" / Mayuki in Mabayi

They can be elected and lead their associations / groups because "knowing how to read and write" are criteria often put forward to chair and/or join management committees! Literacy graduates no longer hesitate to take on responsible roles in their communities (hill leaders, sector leaders,...). Some new literate women become presidents/secretaries of their associations. Others actively participate in their community groups because they can read the reports and currently understand what is being done around them (**see success stories below**).

A new literacy graduate woman says: "I can no longer go down the wrong path because I can currently read the



road signs that show me where I am and the direction", and continues "I am a member of a savings and loan association, currently I no longer have problems getting my 7 children to school. Even those who had dropped out by missing school fees have resumed: "Before, I couldn't know what my children learned and wrote at school so that I could monitor and/or supervise them, but now I do it and I am proud because it allows my children to progress well in the classroom". She concluded by saying, "When we received certificates at the end of our apprenticeship, it brings us back value and pride in the community that made fun of us when we started the learning process. Testimony of Mrs. HABANABASHAKA Alice, 44 years old and mother of 7 years old, Gitera Hillside of MurwiComune, Tel. +257 69 735 231.

2.4.8. Improved gender relations

Themes on human rights, family planning, peaceful cohabitation; and the fact that women participate in management bodies of associations and are able to buy productive capital (goats, farms, commercial activity, etc.) from rotating loans; all these factors have increased their sympathy and consideration by men and by the community, which has significantly improved the climate of understanding within the family. Productive capital (goats, farms, commercial activities, etc.) thus becomes the property of the whole family over which man no longer has any control and power to decide alone on the sale and allocation of the income generated.

2.4.9. Fostering the spirit of mutual assistance and social cohesion of beneficiary households

Although the goal of the ASC and RIPAT program is to empower communities, usually through existing or new associative structures, to solve problems through joint problem analysis and collective action, the ASC and RIPAT program also focuses on income generation and improving food security, nutrition and health. However, this does not mean that this goal has no other dimensions. The activities of the ASC and RIPAT projects have improved the associative spirit of inhabitants of the action area in general and of the beneficiaries in particular. This improved associative spirit has led to improved social cohesion and promotion of community development. Indeed, the activities of the two projects provide a framework for forging more links among the communities supported, which encourages the blossoming of mutual aid links among members of various groups and establishes a climate of mutual trust.

2.4.10. Improved health conditions

The various actions carried out in this sector (training and awareness-raising in hygiene and sanitation: slab toilets, preparation and use of clean water, access to drinking water, etc.) have contributed to reducing prevalence rates of waterborne diseases and dirty hands. Culinary demonstrations which are the tool used to educate communities on how to prepare a balanced diet based on locally available foods. This method has contributed to the reduction of cases of malnourished children in the area of action. The beneficiaries keep a good memory that the improvement of the population's access to drinking water and toilets has contributed significantly to the reduction of cases of diseases of dirty hands. And the president of the cooperative states: **“before, our Rugombo commune was regularly hit by cholera, but for the time being, we hear this on the radio in other places and not in our own area. ».**

2.5. Sustainability

Sustainability (viability or durability) is concerned with the continuation of actions beyond the project's contributions and after the end of the project and on strategies implemented to keep on the project achievements (exit strategies).

In line with national policies on human development strategies and implemented in the same vein as these policies, with strong involvement of beneficiary populations, local administration, government technical services, etc. for the implementation and management of activities, the ASC Program and RIPAT project have put in place the conditions for their sustainability.

Here, we will analyze the factors that can influence the sustainability of achievements, benefits and results generated by the 2 projects. Indeed, **the long-term impact** of the project is expected at several levels (individual, family and community) and should be reflected:

- On the **technical and social level**, with the strengthening of resilience of beneficiary populations with regard to their food and nutritional insecurity, promotion of community movement, awareness-raising and establishment of sector "health" committees, promotion of practical literacy and gender equity within households and the strengthening of local skills in conflict management,....

- On the **economic level** with the promotion of financial education "savings-credit", an increase in their income and means of subsistence through support in IGAs,...
- On the **ecological level** by promoting sustainable agriculture that respects the natural world and the environment (radical terraces,...)

As described in the previous chapters, the ASC and RIPAT projects have contributed to the achievement of many outcomes, leading to impacts that should necessarily be part of a long term process. The success of the ASC and RIPAT Projects depends, of course, on the success and sustainability of activities deployed, but even more importantly on the multiplication processes resulting from the exemplarity of achievements at the local level. The factors guaranteeing the pursuit of ASC and RIPAT Projects' objectives are numerous and manifest themselves at several levels:

2.5.3. At the "Social" level

This component of social sustainability concept implies that development actions allow for social restructuring. The ASC and RIPAT Projects were based on existing socio-cultural values in the target community while opening reflection on some of them, particularly in terms of sharing tasks and responsibilities within the household or community in order to move them towards greater equity and participatory decision-making. Thanks to activities orchestrated in health fields, practical literacy and empowerment support developed by the ac and RIPAT Projects, women have gained in confidence. They have become more entrepreneurial and will become undeniable actors and important interlocutors in the local planning process. Moreover, as already mentioned above, the ASC and RIPAT Projects have built their interventions on social groups (savings and loans, "cooperative" groups, sector committees, etc.) with a strong character that should normally continue their autonomous endogenous mobilizations and some of which are established for an undetermined period.

2.5.4. At the "Technical" level

Technical sustainability exists when two conditions are met:

- **When the techniques used are tailored to the needs and economic and social conditions of households** (this is the case for the ASC and RIPAT Projects since the "RIPAT" approach has been tested in a real environment with beneficiary households). This also implies that the techniques are reliable, that producers can have regular access to them, that they are economically profitable (this is always the case since improved seeds/plants, thermal composting are accessible and that they generate very important productions - **see the sub-chapter "impacts", some success stories recorded**); These techniques must also be socially acceptable in order to make technical innovation possible (this is always the case thanks to the unanimous commitment of households and associations to maximize local socio-economic potential) - **see the sub-chapter "impacts", some success stories recorded**;
- **When the techniques are really owned by users.** Indeed, RIPAT combines both "top-down" and "bottom-up" approaches for technology transfer using a "basket of options (choice)". They are transmitted by "elders" to "juniors and they are controlled by them (ability to ensure maintenance, supply and tailor the technique or its conditions of use to changes in the environment, for example). This is the case with the ASC and RIPAT Projects: some households have "replaced" public extension workers, commonly called "Agronomists" where at the beginning of the growing season surrounding households come to ask for seeds and agricultural advice - **see the sub-chapter "impacts", some success stories recorded**.

As already mentioned above, RIPAT used a method of knowledge transfer based on the empowerment of local actors and the enhancement of their know-how. The beneficiaries of the training and experience exchange actions constitute a core group of resource persons at the local level for the transfer of this knowledge to other households on their hill and in order to ensure that RIPAT's achievements are sustained. Training is provided on site at the beneficiaries' own farms. These become, in turn, "field schools".

2.5.5. At the "economic" level

Assessing economic sustainability is always difficult because it is highly dependent on external changes that are rarely controlled by rural households. In a given context (that of ASC and RIPAT Projects), it can be said that economic sustainability becomes really probable if:

- The conditions for replication and expansion of activities seem to have been created. For example, in the case of "savings-loan groups" and cooperatives, young people's IGAs, these conditions are those of the ability to grant loans among themselves from their savings, to diversify their products, to prospect markets, to set prices covering their expenses and to ensure remuneration for their work, to amortize their capital, to manage their activities with an economic profitability, even modest. In this respect, the ASC and RIPAT Projects meet this first condition with some minor deficiencies (lack of knowledge of product/ raw material prices and estimates=difficulties in understanding the market) for young people's IGAs (welding in Rugeregere).
- If there are technical and organizational changes, the choices made by producers to intensify and/or diversify production make it possible to secure the coverage of food needs and monetary income, if they protect them from different forms of decapitalization or, of course, if they allow even a modest accumulation of assets. It can be reliably said that all ASC and RIPAT Project activities get these processes underway.

Indeed, support for the implementation of various dynamics of self-promotion (field schools, savings and loan groups, "cooperative" movements, sector committees, etc.) makes it possible to experiment, consolidate and replicate a social and solidarity economy model. These self-promotion dynamics created in a local and rural context through the pooling of production and marketing resources will enable members to better position themselves and satisfy the demand of the local and national market, which will also strengthen their economic autonomy.

2.5.6. At the "ecological" level

Ecological sustainability exists when the ways of developing natural resources allow the conservation of existing potential, its regeneration or even its improvement: this is the case of the ASC and RIPAT Projects. RIPAT through the "field schools" approach has paid sufficient attention to environmental sustainability in its interventions, particularly to protect land and water resources. The integration into family farms of (i) radical terraces with hedges, (ii) agro-forestry, (iii) the promotion of intensive livestock farming in permanent stalls,... has mainly served to combat erosion, increase the level of biomass to improve the fertility of ecosystems, access bean stakes, generate income (stall livestock) and to sell organic manure.

The RIPAT approach uses "situation analysis, which is an important approach to identify gaps and potentials in the environment" as an intervention unit and this intervention strategy protects land and water resources in order to make agricultural operations more efficient and sustainable. The land-water-environment-tree link is a secure way to achieve sustainable, cost-effective and competitive intensification strategies. The consulting mission also identified factors detrimental to sustainability:

2.5.7. Institutional sustainability

This sustainability requires the adaptation of new institutions (public and private) at local or national level that can safeguard the achievements acquired for the favor of other projects in similar areas. Despite the strong involvement of MINEAGRIE's decentralized State services (in this case the Cibitoke BPEAE), health and literacy services and the administration, we note: the absence of a coordination mechanism: the ASC Program and RIPAT Project did not succeed in pushing actors (State services, projects/programs of other NGOs and agencies,...) in the field of local and rural development to set up and operate a coordination mechanism. The absence of a coordination mechanism is unfavorable to the exchange of information among actors, the capitalization of data, the generation of effective practices and the development of this type of project in other regions, and the action synergy. Involvement must be supported and operationalized by a coordination plan.

2.6. Analysis of success and failure factors of ASC & RIPAT projects

2.6.3. Success factors

The following paragraphs briefly describe the factors that have contributed to the success of actions of ASC & RIPAT projects, including the participatory approach, field schools, practical literacy methodology and holistic development, etc....

- **The relevance of the two projects:** these projects were an emanation, a response to a need clearly formulated by the community (through PCDCs), a consideration of logics, needs and interests of populations;
- **Participatory strategy:** strong involvement of local authorities and decentralized technical services (agriculture-livestock, health, literacy, etc.) has facilitated the ownership process. The 2 projects pertinently targeted three levels or target groups: decentralized / decentralized technical services, local government, and local communities. Not only does this strategy create a kind of convergence (working in the same direction) of these different services in their interventions, but it also gives a better chance that one of the target groups can compensate, at least partially, for the failure of the others (if a target group becomes weak).
- **Introduction of RIPAT approach:** a more or less successful methodological innovation has also been developed by the RIPAT project. This bottom-up and top-down approach using a package of options/choices was very well appreciated by the beneficiaries,...
- **The 'REFLECT' literacy method** adopted was based on practical literacy² which combines approaches: (i) **andragogical** (training specific to adults with immediate objectives); (ii) **practical**: in addition to learning to read, write and calculate, the literacy program also included themes of socio-economic development oriented towards the problems experienced on a daily basis by literate people: water deficit, the fight against malaria, diarrheal diseases and the fight against malnutrition, good agricultural and livestock practices, the creation and management of community groups, community structuring, savings and credit,...; (iii) **skills that make it possible to acquire knowledge and attitudes** to successfully carry out actions as recorded in the ASC program.
- **Operational approach:** capacity building sessions for beneficiaries and other actors (State technical services concerned) at all levels, the organization of beneficiaries in a management committee for the initiatives created, the holding of awareness, information and training sessions for the population on the interest of activities carried out, gender mainstreaming, etc. All these factors have contributed to the dynamism of these 2 projects.
- **Accompaniment:** support in terms of agricultural inputs (seeds,...) for agricultural households and equipment/material for youth associations,... finally facilitate the integration of beneficiaries into the overall ADRA-Burundi program.

2.6.4. Failure factors

The evaluation mission also points out some difficulties / constraints and failures (internal and external) that have characterized the implementation of actions and which could ruin the level highly important efforts of the 2 projects.

- **New registrations of NGOs** working on Burundian "soil" that have delayed the implementation of some of the activities planned during this period.

²This practical literacy method is recommended by the National Literacy Service (NLS) of the Ministry of Basic and Secondary Education, Vocational and Professional Training and Literacy. The advantage of this methodology is that the Ministry already has teaching materials designed and tested with the technical and financial support of UNESCO.

- **Internal leadership crisis** " at the level of the Adventist Church of the 7th day, which slowed down et provoquée l'arrêt prématuré the activities of the 2 projects. During this same period, many ADRA-Burundi agents and managers took other options and left with their experience and knowledge of the field and activities of the 2 projects.
- **Overlap among stakeholders** in the action area, especially in terms of treatment of literacy workers (CONCERN WORLDWIDE, that provided travel expenses) and support and accompaniment ("hard" or "soft" or balance between the two and at what time of the project).
- **Level of training of literacy workers considered insufficient** by some interlocutors, while the REFLECT approach applied, uses tools that require a certain level of knowledge of the AMPR approach (Accelerated Methodology of Participatory Research).
- **Fault in the training and support of young people's micro-projects:** they have not been sufficiently trained and supported in terms of simple calculation of return, cost estimates, supply of inputs, and choice of activities that are valid from the point of view of profitability and that make sense to the community.

2.7. Analysis of synergies with other actors

The outcomes of the ASC Program/RIPAT Project reflect a substantial joint effort that several partners have generated through facilitation, synergies, supplements and monitoring and evaluation. Local government, decentralized state services, other technical and financial partners, religious denominations and other ADRA projects and programs have contributed to this effort.

2.7.3. Other ADRA projects

The current phase of the ASC program was initiated to capitalize on achievements of the first two phases, the one introduced in 2013 and the one rephrased in 2016 following the transition to the application of TOC in program design. The new co-funded RIPAT project is coming in to contribute in the food security component with its support of inputs to a selected number of community groups, along with the farming techniques. Both RIPAT and ASC programs will benefit local producers as they both seek to ensure increased production at household level.

Partner groups were trained as model groups, 'super groups', working as per the RIPAT approach and trained as super/lead farmers to train other existing farmer groups, thereby ensuring sustainability and impact on the larger ASC program. The "Learning Environmental Adaptations for Food Security (LEAF)" project, which carries out its interventions aimed at protecting Kibira forest and improving food security, through adaptation to climate change, for the populations in six communes, including two communes (Bulkinanyana and Mabayi) in Cibitoke province, collaborates with the ASC Program.

With a view to ensuring children's rights, the ASC Program is closely working in synergy with the Children's Project entitled "Safe Home for Orphans and Vulnerable Children in Cibitoke", which aims to protect the rights of highly vulnerable orphaned children and operates at several levels: 1. support and guidance for the care and education of children; 2. citizens and their families; and 3. the local community in Cibitoke.

2.7.4. Other stakeholders

Some stakeholders (programs/projects) reinforce the structures supported by the ASC Program as they rely on households structured in cooperatives, VSLA networks and groups to carry out their activities successfully. Synergy and complementary actions are multiplying.

Dutezimbereikigori cooperative in Buganda commune has received support for market gardening seeds, phytosanitary products and chemical fertilizers from the NGO ACORD.

IFAD/PAIVA-B project has built a modern storage shed for the *Duzikivicooperative* in Bukinanyana commune. The latter also has benefited from a loan from the MFI-COOPEC of Ten Million Burundian Francs (BIF10,000,000) under the endorsement of IFAD/PAIFAR-B project. Four (4) Associations of this *Duzikivicooperative* have also benefited from IFAD/PAIVA-B support in setting up fruit and agro-forestry plant nurseries. Similarly, 29 members of an association of the *Duzikivicooperative* have received support

in mushroom cultivation from IFAD/PAIVA-B project. The construction company GETRA has also rehabilitated a rural track that plays a key role in facilitating the transport of people and the flow of agricultural products in general and those of the *Duzikivi* cooperative members in particular.

2.7.5. Deconcentrated State services

The ASC program has involved other stakeholders with a role to play in different areas;

- The Ministry of Environment, Agriculture and Livestock (MINEAGRIE) has intervened on the crucial issue of advocacy in relation to the need for multiplication of quality seeds and agricultural supervision through the Provincial Department of Environment, Agriculture and Livestock (BPEAE), the Institute of Agronomic Sciences of Burundi (ISABU), the National Seed Certification Authority (ONCCS) and the National Agency in charge of Cooperatives (ANACOP);
- In the health sector, the Ministry of Health has been a key player through various extension departments: provincial health extension department (PHOs), health districts, health centers and community health structures. The Ministry of Health has therefore launched a national strategy on community health care, enabling community groups to play an active role in health awareness or education activities;
- As far as literacy is concerned, the literacy service staff at the provincial and communal levels have been heavily involved in the use of the "REFLECT" approach;
- The ASC Program has collaborated with the Ministry of Solidarity and Gender Equality, through its representatives at the communal level, to raise community awareness or shed light on gender issues (legalization of marriages, combating polygamy and violence against women, literacy, etc.);
- The Program had already planned to collaborate with the National Center for food Processing (CNTA) in the value-adding of crops through the setting up of processing units;
- With regard to marketing issues, the program has worked and strengthened the staff in charge of taxes and duties at provincial and communal level as well as the Burundian Revenue Authority (OBR), on procedures and strategies concerning communal taxes and the best use of taxes and funds collected.

2.7.6. Administration

The collaboration between the government and CBGs has been successful in addressing community advocacy and concerns, either through material support or by participating in various activities (see section 2.2.1.2). In total, 71 community dialogues and 4 advocacy initiatives have attracted the participation of leaders in raising awareness and/or highlighting or providing appropriate responses. There are even some hill leaders who are part of different structures (Cooperatives, VSLA networks and groups) and who actively participate in the implementation of different project activities and even in community initiatives.

2.7.7. Religious denominations

Five actions in the form of dialogues or community meetings were organized by church leaders. This is the first time in the program implementation process that church leaders have been involved in the program during the current phase. Issues discussed at church meetings mentioned above include family planning, malnutrition and hygiene, where it was noted that women or girls are most affected if men are not fully involved in families or households. This approach can be applied elsewhere in other projects.

2.8. Perception of different stakeholders

2.8.3. Decentralized State technical services (BPEAE, CDS, BPS, literacy, CDFC)

In ADRA-Burundi's method, the above-mentioned state technical services are heavily involved in all ASC and RIPAT project activities, each in its own field of specialization. Their employees benefit from training and exchanges of experience and are asked to pass on this knowledge to other households in their hillsides. They told us that the 2 projects took into account all aspects related to human change for development as a whole (community structuring, food security and climate change, financial inclusion/credit savings, nutrition, community health, practical literacy, gender and human rights, etc.).

However, the consulting mission notes that there has been a "relevant strategy" of replication oriented towards these state services, which are permanent structures. Thus, the approaches (field school, REFLECT, capacity building, etc.) that were used in the intervention area of the 2 projects had very satisfactory results. The HRBA approach requires this, at the level of the third zone of change" iii) Local and national duty-bearers have the capacity, resources and willingness to respond"

2.8.4. Local government

In terms of ownership of ASC and RIPAT projects, the consulting mission found that the administrative authorities have a thorough knowledge of these two projects and especially of their approaches. Local authorities (hill leaders, zone leaders, administrators,...) have been involved in awareness-raising activities. Some hill leaders are even members of various committees set up. They often provide support in raising awareness and accompanying activities. They claim that the approaches adopted by the 2 projects are very effective, efficient and tailored to the development situation of local communities and they see that there are opportunities to extend them to other areas at a lower cost in terms of time and financial resources.

3. LEARNING/LESSONS LEARNED

Various lessons learned are based on outcomes (pertinence, efficacité, efficience, impacts, durabilité), impacts of the ASC & RIPAT projects, testimonies/stories of success revealed by people who participated in various FG workshops and individual interviews conducted in 6 intervention communes. The lessons learned serve as generalizable truths in a similar context and under certain assumptions. This learning would be useful for anyone (TFPs, NGOs, other project development programs, etc.) who would choose as options the strategic approaches used by these two ADRA-Burundi projects. They can be used as a reference to judge whether a practice is good or bad; also a lesson learned can be used as a reference to improve strategies or approaches to be applied. It should be noted that the ASC & RIPAT projects, through their approaches, have been rich in lessons learned. A lesson learnt is referred to as such because it has been proven to be effective in terms of the 5 main evaluation criteria.

- ✗ ***A project must be socially, culturally, politically and economically inclusive in its components.*** Thus, limiting social change actions for development within a broad framework of social and economic issues makes it possible to solve even related problems: Various participants in FG workshops noted that the ASC project came not only to support and enhance agricultural production (access to and application of current farming techniques, use of quality seeds, thermal composting, etc.), but also to solve the problems prevailing in the community (poor nutrition, illiteracy, ignorance, community restructuring, access to credit and income, household organization, waste of family assets, community health, etc.).
- ✗ ***Good collaboration with local authorities and state technical services is a prerequisite for the success of the project and should not be neglected.*** It facilitates awareness, mobilization and finally the implementation of activities. Similarly, the support of local authorities and technical services provides the project with security of action in the administrative and technical environment. ***For ASC & RIPAT projects, it is a good practice that the objectives, expected results and vision have been clearly shared with all stakeholders involved in the action process.***
- ✗ ***The intensification of production and diversification of agricultural/ non-agricultural incomes necessarily require improved access to modern techniques, access to production factors, to markets and to own local financial services (loan with minimum interest).*** Indeed, in the latter case, the common fields belonging to associative/ cooperative groups and/ or common goods become "guarantees" and/ or "endorsers" to loan applicants. These common goods also strengthen the links and/or relationships among members
- ✗ ***With regard to the technical training of farm households, demonstration farm field schools (FFS)*** are an important tool for the dissemination of new agricultural techniques because farmers adhere when they have seen, applied and tested the technique. It is a practice that consists of a demonstration in the farmer's environment and by farmers trained by the extension skills services. Indeed, it is necessary to promote approaches aimed at the active participation and ownership of local development processes by very well organized and trained beneficiary actors.

- ✗ ***Literacy is a tool for empowerment, skills and knowledge exchange. Indeed, the REFLECT tool*** allows rapid and continuous learning because it is based on realities of the environment. From this point of view, literacy is a prerequisite for the community integration of vulnerable groups, including women, and illiteracy is one of the greatest constraints in terms of organization of a professional structure, democratic life and the ownership of this structure by the carriers. Indeed, women and/or other illiterates cannot be blamed for not being aware of it, for not presenting themselves for representative positions, for not speaking out, for not claiming their rights if they are confronted with limits to communicate with each other and with the outside world, if they are not informed, ***if they do not know how to read and write,...***

- ✗ ***Regardless of age, gender or occupation, learning to read and write remains an obligation! Practical literacy is a response to ignorance.*** Our research also found that the behavior of new literates in their communities has improved. As a result, practical literacy is a response to ignorance and better social and community organization as part of better self-care and environmental transformation.

- ✗ ***The development of institutional capital (community restructuring) is an important factor in optimizing project's achievements and their sustainability,*** as well as in the emergence of the beneficiaries' own capacity to take charge. Indeed, we have seen that the level of organization of associative groups supported within the framework of ASC & RIPAT projects attracts other stakeholders and even communal administrations. This even motivates other households in the community to join associations.

- ✗ ***The development of a community entity takes an extremely long time.*** This option should be taken into account and integrated into project planning. Indeed, the evaluation mission notes that at the design level, the ASC project had made the assumption too optimistic. Indeed, the project has helped to initiate a process of structuring and professionalization that should take several years. While some groups are recognized at the administrative level, these organizations are not yet fully operational to become self-managed structures and therefore need to be strengthened to be sustainable and operational. Therefore, the mission considers that the wording seems to have underestimated the time it takes to produce the changes required at the institutional and organizational level to form self-managed groups. The ongoing experience of the "ASC" and "RIPAT" projects shows that in order to be able to develop structures likely to play a role in maintaining and multiplying achievements, the greatest attention must be paid to the preconditions that these organizations must meet in order to be able to play such a role. This experience shows that if we want to have an impact on living conditions of the local population, we must try to support the development of locally-based organizations and this is a difficult task to accomplish in the short term.

- ✗ ***Relying on local actors who are familiar with the environment and well respected by their peers is a strategy for success*** and they become "tools" for disseminating new approaches. Indeed, in the integrated community development process, the methodology used and the qualities of the facilitator are the keys to the success of the exercise: training/learning would be more effective when conducted by local facilitators since they enjoy the confidence of households, know local dynamics and can provide regular support and follow-up.

- ✗ ***The proximity of project's human resources*** to beneficiaries is a very good indicator of effectiveness and efficiency, as it makes it easier to involve the beneficiaries and anticipate imperfections in the project implementation.

- ✗ ***Capacity building becomes a prerequisite for the effective transmission of technical messages.*** As matter of fact, the process of social change for development, which involves new activities for rural households, necessarily requires significant capacity-building components for direct beneficiaries in terms of training, trips, exchange of experience, monitoring and dissemination of effective practices and technologies. The effectiveness of ASC& RIPAT projects undoubtedly depends on its multi-thematic aspects, and the empowerment of direct beneficiaries must be progressive and supported by strengthening their organizational and management capacities. This allows a better control of the action and ownership follows.

- ✗ **Organizational management (group dynamics) is the basis for what can be done to hope for results;** to address the poverty phenomenon, the combination of social activities with economic education activities, led by the creation and support of community groups and monitoring committees, facilitates public adherence. This community approach contributes strongly to the integrated education of the individual, and to his or her development. It enables individuals to take charge of themselves and improve the returns from their activities, whether in agriculture or in other economic sectors.
- ✗ **Interpersonal communications in households make it possible to identify cases of success and failure** and this makes it possible to have key awareness messages, which are learning tools that can be capitalized on and used in community dialogues and radio broadcasts.
- ✗ **The introduction of value-added activities (several functions such as the IASZ)** reinforces the sustainability of project achievements. For example, the protection of farms by radical terraces covered with living hedges helps to prevent erosion, the availability of living hedges for livestock feed, access to stakes (for beans) and organic manure. **The success of the ASC & RIPAT projects in terms of "agricultural development" results from the promotion at the beneficiary household level of the introduction of the "radical terraces" approach.**
- ✗ In rural development programs/projects, before any intervention, it is first necessary to deepen **strategic thinking on the subsidies to be granted in order to make their effects more positive, effective and sustainable. The strategy of professionalization of actors based on social change actions is recommended (as in the ASC project)** in order to avoid relying on **free and assistance approaches. However, this type of "soft" support activity is only really effective if it is long-term. To reduce the wait-and-see attitude among beneficiary actors, material and/or financial support must be provided to specific groups organized when necessary, often at the mid-term of the project** (This is where the RIPAT project finds its full legitimacy within the ASC program). This means that support to help beneficiaries take ownership of training, disseminate it, make it profitable, but also diversify sources of income must be closely linked to financing plans, for example in case of cooperatives.
- ✗ **It is necessary to define and share in time the exit strategy:** to define in advance the role of different actors involved in the project in post-project management and monitoring. In the case of ASC & RIPAT projects, the consulting mission regrets that ADRA Burundi has not developed a real exit strategy. Generally speaking, NGO projects reserve their strategy of pursuing (seeking new funding) or withdrawing (transferring skills) towards the end, while they no longer have time or means to deal with them. Integrating these activities at the beginning of the project life cycle and working, from the outset, to involve future partners are two essential factors to ensure their sustainability.

To sum up, we would like to point out that these different lessons learned are inspiring values and approaches that can produce good or bad results in a similar or quasi-similar context. The latter then have the merit of being shared on a large scale for real capitalization in order to enrich the collective memory and knowledge of operational and potential actors. Moreover, it is not excluded that, in other future projects, it would be a good practice to provide a capitalization and knowledge management unit. Indeed, this unit would allow for continuous learning and iterative learning of experiences, lessons and good practices.

4.CONCLUSIONS AND RECOMMENDATIONS

At the end of the final evaluation of the "**ASC and RIPAT**" Projects, the evaluation mission, after having reviewed the project achievements, assessed its overall performance (relevance, efficiency, effectiveness, sustainability) and impact on target groups, identified success factors and shortcomings at different levels, highlighted learning in implementation, come up with the following conclusions and recommendations:

4.2. Conclusions

From the project design and its implementation, the participatory approach was the driving force for the implementation of the 2 projects. Beneficiaries, communities, local administrations and State technical services were strongly involved in all stages of the 2 projects. This has favored its implementation, foreseeable impacts and its "probable" sustainability (Carefully review also Lesson Learned 2 in addition to the Executive Summary).

To achieve its main objective, the evaluation mission of the 2 projects assessed the adequacy between the objectives of the 2 projects and the results obtained during the implementation period, reviewed the physical implementation of activities and analyzed the socio-economic impact on the beneficiaries supported and on the entire action area.

The final evaluation mission assessed in particular the following points: (i) to assess the overall project performance (according to OECD-DAC criteria); (ii) to measure the impact on beneficiaries and communities in the intervention area, as well as the sustainability of interventions; (iii) to analyze success and failure factors, (iv) to identify learnings,...in order to make recommendations for improving the relevance and impact of actions to be carried out and possible future readjustments. Currently, the impacts of the 2 Projects are considered positive insofar as the institutional aspects are strengthened, the socio-economic fabric is developed and valued, and the environment is preserved. At the level of action area, synergies with other actors in the food, social and health security sector have been developed.

Indeed, the 2 projects have implemented actions that today make them proud among the beneficiary populations who never cease to thank them for all these techniques and approaches developed in their communities. Depending on the enthusiasm and satisfaction level of beneficiaries, the development level of structures and groups initiated/strengthened by the ASC project, the local supervision provided by ADRA-Burundi field team, and some practical measures taken in the field, it is certain that several products/achievements will continue to exist at the level of beneficiary populations and communities in the intervention area.

The evaluation mission concludes that 2 projects contributed to restoring productive bases, incomes of targeted households have increased and their food insecurity has decreased significantly, and community health variables have also been addressed. The participatory, inclusive and ownership approach was well appreciated by the beneficiaries as well as local governments and state technical services.

From the beneficiaries' point of view, the project therefore had a significant impact that could be greater if actions were taken to strengthen monitoring and support. However, it is mainly at the level of savings and loan groups, agricultural skills and practical literacy that impacts of ASC and RIPAT projects are more structuring, visible and perceptible. The consulting mission notes, however, that there have been impacts on "agricultural learning and development" and "promotion of financial inclusion" aspect at the level of beneficiaries in the RIPAT project intervention communes. This difference in the impacts produced by RIPAT would have been so important if the 2 projects had been completed (which is not the case for reasons external to the 2 projects). Nevertheless, the consulting mission deplores the consequences that may have a heavy impact on the already visible impacts (but which need to be consolidated), following the hasty departure of ADRA Burundi and the early termination of the activities of the 2 projects.

Apart from the technical quality of approaches and the real impacts of the 2 projects, the evaluation mission noted some weaknesses related to the lack of an exit strategy and the absence of a capitalization and knowledge management plan.

4.3. Recommendations

In view of the satisfactory results of ASC and RIPAT projects, the consulting mission notes that these projects have been successful, especially in terms of increasing availability, accessibility and use of food, income and protection of natural resources. From the situation analysis, the consulting mission through the above-mentioned recommendations indicates that the achievements of these projects deserve to be supported in order to improve and guarantee the benefits in a sustainable way to the beneficiaries. However, in order to stabilize the achievements and continue to evolve towards a professional structure / group based on the medium and long term, a few necessary actions have caught our attention. The recommendations, **made for the future**, below aim overall to improve and increase the 2 projects' impacts on the beneficiaries and their communities

➡ For ADRA-Burundi:

- ➡ **To define a results capitalization plan and a good communication strategy to initiate the systematic dissemination of innovative and successful approaches.** The approach to be considered for this phase should include in particular the precise review of experiences judged innovative and effective of the 2 projects, by highlighting the precise conditions of its implementation, the lessons learned, the estimated conditions of success, the operational modalities to be envisaged to carry out these actions successfully (when? where? with whom? with what means, at what costs?...) This capitalization with a view to genuine action research should already be put in place for themes already considered as major and for which ADRA has acquired considerable experience (through the 2 projects) which is insufficiently developed. **Indeed, the evaluation mission essentially assessed only the results and nevertheless recommends that the process be evaluated.**
- ➡ **To increase impacts of the 2 projects:** it is necessary to think and aim to increase the impacts of the 2 projects, to finalize the formalization and organization of structures/ groups set up and to initiate the process of sustainability. To ensure the sustainability of the achievements recorded in the medium and long term: this requires a period of ownership and close and regular support, both from technical services and partners. The beneficiaries' autonomy will be measured by (i) the existence and maintenance of simplified accounting; (ii) autonomy in supply, production, product marketing and trading; (iii) control of production costs; (iv) optimization of production processes guaranteeing product quality and competitiveness; (vi) clear definition of the current and potential market. The next actions (if they should take place) must seek to perfect its technical and financial support by "transforming" these "current" structures/ groups into "agricultural entrepreneurs" capable of organizing and managing their affairs on a technical-financial level (taking into account all technical and financial aspects at the beginning of each crop season and / or other activity)
- ➡ **To establish institutional exit mechanisms:** the experience has shown that the involvement of state technical services and local governments is necessary for the success of the project but especially not for the ownership of achievements and the extension of effective practices and lessons learned. ***It was then necessary to define in advance the role of different actors involved in the 2 projects in post-project management and monitoring.***
- ➡ **To set up a professional plan for monitoring-evaluation and capitalization of outcomes:** in the future, project teams must be supported to set up simple and effective monitoring-evaluation mechanisms by developing a monitoring-evaluation manual and setting up a database in order to contribute to better management and capitalization of future project actions and results.

Message to
keep in mind

At the level of the project technical team, it is necessary to provide a monitoring and evaluation and knowledge management officer who can set up a communication system that integrates all actors and their roles before, during and after the phasing out of the project. This person will also be responsible for disseminating lessons learned so that other stakeholders can progressively learn from success stories that can serve as models.

➡ For the Government

- ➡ To subsidize radio and television broadcasts of learning and other knowledge transfer from ASC & RIPAT projects.
- ➡ To promote mechanisms for the dissemination of community radio stations.
- ➡ To encourage its decentralized technical services to update their regulatory role by promoting the continuity and operation of achievements of the 2 projects. Indeed, ASC & RIPAT project approaches (especially the REFLECT method) could facilitate the implementation of Burundi's National Development Plan.

APPENDICES

ToRs

Background:

The Adventist Development and Relief Agency (ADRA) Burundi and ADRA Denmark have been working together on several projects and programmes since 1989. The current cooperation involves four different projects, of which two are included in this evaluation:

- Action for Social Change (ASC)
- Rural Initiative for Participatory Agricultural Transformation (RIPAT).

Action for Social Change aims to build the capacity of Community Based Groups to identify and discuss issues of concern to them and take action to address these. This is done through REFLECT circles, which involve different Community Based Groups (CBGs) that focus on e.g. health, livelihood or saving schemes. Some matters can be addressed locally, while more general matters are taken up by radio programmes and broadcast for broader awareness. As a result of a learning review undertaken in 2017 combined with the food crisis in the project area Cibitoke Province, it was decided to strengthen the food security component of ASC. Hence, some of the CBGs in ASC were included in the RIPAT approach, which is a holistic agriculture initiative, which in a structured (but also relatively costly) way introduces effective farming techniques and crops suitable for the context. RIPAT shares the strong focus on group empowerment, savings and advocacy and therefore contributes to the change areas in the ASC programme. The RIPAT project has its own Project Document and budget.

The present phase of the ASC Programme is formally the third phase. The first phase was introduced in 2013. It was reformulated in 2016 as result of the shift to apply TOC in the programme design. The present third phase is a result of the shift in the Danida funding modality for 2018-21. It however continues with the same strategic approach. The review should focus on the period 2016-2019.

Due to an internal crisis in the SDA Union of Burundi, the long partnership is unfortunately now going to be discontinued. All ADRA Denmark funded activities will be phased out by December 2019, and an end-of-project evaluation is therefore pertinent.

The evaluation will serve to document the impact of the intervention as well as provide learning and best practices for other ASC programmes. This evaluation should provide ADRA Denmark and ADRA Burundi with documentation of the achievements and impact of the programme. One of the main theories of change of the ASC Programme was that its emphasis on capacity building approaches would increase sustainability long after the phasing out of the programme. One of the main intentions of this evaluation, therefore, is to assess the sustainability of the intervention.

Objective:

The key objectives of the end evaluation are:

- ✓ To assess and document the impact of the Action for Social Change programme in Burundi, 2016-2019 including the added value of the RIPAT approach introduced in December 2018 for selected communities.
- ✓ To assess the sustainability of the results achieved in view of the short phase-out period.
- ✓ To document best practices that ADRA Denmark and other ASC partners can use in future programme design in order to achieve the best possible results.

Scope of Work:

The assignment will include, but not be limited to the following lines of inquiry:

Relevance

- To what extent has the programme been relevant in relation to the context and the needs and priorities of the intended beneficiaries?
- To what extent has RIPAT been a relevant approach to strengthen the food security component of ASC?
- To what extent has the Human Rights Based Approach been relevant as applied?
- Has the ToC of the programme been relevant?

Effectiveness

- To what extent have the primary objectives been achieved?
- To what extent have the planned or expected results been achieved and the intended population reached?
- To what extent has the Human Rights Based Approach been effective in achieving the desired results?
- To what extent has the work of VSLAs and IGAs been effective?
- To what extent has RIPAT been an effective approach?

Efficiency

- How economically have resources/inputs (funds, expertise, time, etc.) been converted to results?
- Are the investment and recurrent costs justified?
- Could the same results have been achieved with fewer resources?
- Has the programme strategy been efficient; in particular the capacity building of local CBGs?

Impact

- What positive and negative, primary and secondary long-term effects have been produced by the programme, directly or indirectly, intended or unintended?
- To what extent have the advocacy activities included in the ASC programme been successful in influencing decisions and bringing about changes at local, regional and national level?

Sustainability

- What is the probability of long-term results?
- To what extent can the programme achievements be expected to be last when the support from ADRA Burundi is phased out?
- To what extent are the Community Based Groups sustainable? Will the VSLAs, advocacy work, IGAs etc. continue after the end of the programme?

Method of Work:

Prior to the field work, the consultant will conduct a desk study of all relevant programme documents, reports, reviews and strategies. The evaluation approach will predominantly be qualitative, and it is expected that the evaluation will use participatory methods including field visits to community based groups, authorities and other stakeholders, interviews with community members, staff and relevant stakeholders, group interviews (e.g. with CBGs) and possibly also a workshop with staff members if relevant. The consultant will be working in close collaboration with relevant resource persons in both ADRA Denmark and ADRA Burundi.

To inform the documentation of the RIPAT element the consultant will sample information using the Second quarter tool quality assessment (RIPAT manual).

The key findings, recommendations and learning will be shared with ADRA Burundi at a debriefing in Cibitoke/Bujumbura and with ADRA Denmark through Skype.

Outputs:

- Debriefing note to be presented to interested parties at the end of the field visit.
- Draft evaluation report (including relevant annexes) (deadline 18 December). The report must follow a 1-3-30 format as outlined in ADRA Denmark's Evaluation Policy
- Final evaluation report not more than a week after receiving comments from ADRA Burundi and Denmark (which will be given no later than 20 December)
- The report should include case stories demonstrating impact, indications of sustainability, as well as identification of best practices.

Composition of team:

The evaluation will be carried out by a national consultant assisted by a resource person from ADRA Burundi. The consultant should possess the following skills:

- Local knowledge
- Experience in conducting evaluations and writing reports
- Knowledge on community empowerment and sustainability with a focus on civil society development
- Knowledge on livelihood and food security
- Knowledge of advocacy and Human Rights Based Approaches (HRBA) to Development
- Knowledge of the Communication for Social Change approach and use of radio in development
- Fluency in Kirundi and English (oral and written)

Timing:

The evaluation will take place in November/December 2019 (please refer to separate time schedule).

Task	Days
Desk study and preparation	4
Field work	8
Debriefing with ADRA Burundi and with ADRA Denmark (Skype)	1
Report writing	5
Total	18

Background information:

The team will be provided with all necessary documents, including:

- Programme documents from ASC and RIPAT
- Yearly and quarterly reports (if relevant)
- Report from Advocacy review 2014 (Malawi, Uganda, Burundi)
- Report from ASC learning review, 2017
- ADRA Denmark Evaluation Policy

Interview guides

I. ADRA

1. Intervention amount:.....
2. Part already disbursed:.....
3. Role and contribution of your intervention:.....
4. Project implementation strategies: difficulties encountered and overcome, unexpected positive or negative consequences, synergies among actors,....?.....
5. How is the project implementation, monitoring and evaluation organized, ...?.....
6. How do you assess the evolution of the project, its contribution (level of contribution to solving the problems identified before the project was initiated), successes, failures, what causes the project to fail?.....
7. Do the results achieved reflect the costs/expenses already incurred?
8. Sustainability
 - a) What are the strategies developed by the Project to sustain the local structures set up as part of the Project?
 - b) What strategies developed by beneficiaries themselves to ensure the sustainability of the Project's achievements?
 - c) What are the conditions and options for exit, reinforcement, transfer or other types of transitions?
9. Project impact on change
 - a) What is your assessment of positive and negative effects of the Project (social and mentality transformation, etc.)?
 - b) What is your reasoned assessment of limitations and constraints that affected the achievement of results?
 - c) What is your assessment of improvements to be made in the context of a possible similar Project?
10. If the experience were to be repeated, would you be quick to facilitate obtaining funding? If so, why???? If not, why not???.....
11. **Analysis of synergies with other stakeholders:** level of collaboration with other structures (other ADRA projects, TFPs, NGOs, etc.)?????.....
12. Have you ever thought about and developed the exit strategy? If so, what is its content? If not, why not??
13. **Learning:** What lessons have you learned from the implementation of this ASC/RIPAT project? ...

➡ Recommendations

- a) What is your reasoned assessment of limitations and constraints that have affected the achievement of results?
- b) What is your assessment of improvements to be made in the context of a possible similar project?
- c) What do you recommend to the government to capitalize on your main achievements?

II. Households / Associations / Cooperatives

To review the project according to the 5 classic criteria: relevance, effectiveness, efficiency, sustainability, impact.

➡ RELEVANCE

1. What were your main problems before the project's arrival?
2. What general assessment do you make of the project's achievements in terms of solving your problems before the project?

➔ EFFECTIVENESS

1. What are the main achievements of the ASC/RIPAT project?
2. What are the main themes you have learned (community structuring, savings-loan, agriculture-livestock, human rights, community health,...)???
3. What was the theme that you liked most? Why????
4. Are the results achieved (production, sales, revenue growth, etc.) in line with the expected results?
.....
5. What is your level of satisfaction????

➔ SUSTAINABILITY/VIABILITY

1. What are the new techniques / knowledge have you learned through the implementation of the ASC / RIPAT project?.....
2. What new techniques do you consider to have added more value than what you knew how to do?
3. Are you able to replicate/ capitalize on the project's achievements once it is completed?
4. What are the success factors, what are the potentialities and what are the risks of failure if the project continues and what are the negative impacts if the project stops?.....
5. Do the activities carried out have the capacity and potential to be replicated elsewhere (in Burundi or other developing countries)?.....

➔ IMPACT

Open questions related to the good or bad consequences of the intervention.

1. What changes are attributable to the ASC/RIPAT project?.....
 2. What are the effects induced by the project in your immediate environment?
- ➔ **Learning:** What lessons have you learned from the implementation of this ASC/RIPAT project?
.....

➔ Point of view on the associative movement

- 1) How are the associations / cooperatives supervised by ADRA / ASC & RIPAT original and innovative, in terms of the field covered, the approaches and methodology used?
- 2) What economic, social and/or environmental elements have been most driven by ADRA / ASC & RIPAT interventions?
- 3) Level of structuring and functionality

a) Existence of Organizational Management Tools

Tools/Bodies							
Statutes	Internal Regulations	Register of members	Register of membership fees and annual contributions.	Record of attendance at meetings	Record of minutes	Board of Directors	Surveillance Committee

Code : 1. Yes 2. No

b) If Statutes exist, level of legal recognition

Tools/Bodies				
Commune	Province	Notary	API	Ministry of Interior

Code : 1. Yes 2. No

c) Respect for statutory meetings

Types of Meetings	Planned / Year	Held per Year	Participation		
			Total number	Female Attendance	Male Attendance
General Assembly					
Board of Directors					
Surveillance Committee					

d) How are governing bodies set up? I ____ I

1. Voted in Assembly
2. Appointed by some of the members
3. Auto- proclaimed
4. Others to be specified.....

e) Do governing bodies inform members about their activities? I ____ I

Code : 1. Yes 2. No

f) If Yes, by what means? I ____ I

1. Communication meeting
2. Displaying meeting minutes
3. Circulation of information by members
4. Others to be specified

Code : 1. Yes 2. No

g) Who makes the decisions that bind your organization? I ____ I

1. President of the General Assembly
2. President of the Board of Directors
3. General Assembly
4. Board of Directors
5. Management Committee
6. Other (please specify)

Code : 1. Yes 2. No

h) Are women represented in your governing bodies? I ____ I

Code : 1. Yes 2. No

i) Gender of the leader I ____ I

Code: 1. Man 2. Woman

j) What is your assessment of women's participation in governing bodies? I ____ I

1. Very good
2. Quite good
3. Fair
4. Poor

k) Number of women in governing bodies

Management Committee/Board of Directors : Men : Women :

Surveillance Committee : Men : Women :

l) Existence of accounting and financial management tools

Tools/Bodies										
Invoice book	Receipt book	Stock book	Cash book	Bank book	Order book	Shipping book	Action plan	Annual balance	Narrative report	Etc.
I ____ I	I ____ I	I ____ I	I ____ I	I ____ I	I ____ I	I ____ I	I ____ I	I ____ I	I ____ I	I ____ I

Code: 1. Yes 0. No

m) If accounting management tools are available, are they used

Outils/Organes										
Invoice book	Receipt book	Stock book	Cash book	Bank book	Order book	Shipping book	Action plan	Annual balance	Narrative report	Etc.
I ____ I	I ____ I	I ____ I	I ____ I	I ____ I	I ____ I	I ____ I	I ____ I	I ____ I	I ____ I	I ____ I

Code : 1. Yes 0. No

n) If used, are they well maintained/operationalized

Tools/Bodies										
Invoice book	Receipt book	Stock book	Cash book	Bank book	Order book	Shipping book	Action plan	Annual balance	Narrative report	Etc.
I ____ I	I ____ I	I ____ I	I ____ I	I ____ I	I ____ I	I ____ I	I ____ I	I ____ I	I ____ I	I ____ I

Code : 1. Good 2. Fair 3. Poor

o) If the action plans are not well operationalized, what are the constraints?.....**p) Does the Association / cooperative have a business plan ____ Code : 1. Yes 2. No**

q) Does the Association / cooperative provide the following services to its members?

Code : 1.Yes 2. No

1. Extension Services ☐
2. Agricultural input supply service ☐
3. Storage services ☐
4. Processing service ☐
5. Marketing services ☐
6. Loan service ☐

r) If the Association / cooperative provides these services, what is the number of annual beneficiaries of these services

1. Extension Service:
2. Agricultural input supply service:
3. Storage services:
4. Processing services:
5. Marketing services:
6. Loan service:

s) If the Association / cooperative provides agricultural input services for these members,

- For which category of inputs is it for? Code: 1. Yes 2. No

1. Fertilizer ☐
2. Seeds ☐
3. Organic manure ☐
4. Phyto. Products ☐
5. Agricultural equipment ☐

t) If the Association / cooperative provides processing services

What type of technology is used? ? Code : 1.Yes 2. No

1. Artisanal ☐
2. Semi-industrial ☐
3. Industrial ☐

u) If the Association / cooperative provides marketing services to its members, how is the sale made?

Code 1. Yes 2. No

1. Individually ☐
2. In group ☐
3. Both at the same time

v) If the Association / cooperative provides storage services?

1. What is the storage capacity?
2. What is the quantity stored/year: Year 1 :..... Year 2 : Year 3 : ...
3. Number of beneficiaries of the storage shed:

w) If the Association / cooperative provides member liaison services to MFIs, for which financial product/types of credit was it for? And loan amount ?

Code : 1= Yes 2= No

1. Agricultural credit to agricultural sectors ☐
2. Warrant credit, ☐
3. VSLA credit ☐
4. Credit to solidarity groups ☐
5. Others to be specified ☐

x) If not, why could not members benefit from these credits?

1. Lack of prior savings ☐
2. No guarantees ☐
3. No endorser ☐
4. Others to be specified ☐

y) Has the Association / cooperative already had contracts with certain actors?

Code : 1= Yes 0= No ☐

z) If so, who are these actors and what are the contractual areas ?

➡ Recommendations

- a) What is your reasoned assessment of limitations and constraints that affected the achievement of results?
- b) What is your assessment of the improvements to be made in the context of a possible similar project?

III. Individual interviews with Administration _ Technical Services (BPEAE, Health, Literacy, CDFC,...)

1. Are you familiar with the ASC and RIPAT / ADRA projects?
2. How are they organized?
3. Your level of involvement (development of criteria for choosing beneficiaries, participation in consultation meetings, etc.)?
4. What is your contribution (**technical**: awareness raising, mobilization, training / agronomic advice, others; **strategic**: links and cooperation among actors, others,...)?
5. What is your overall assessment (strengths) or criticism (weaknesses) of these projects?
6. As a permanent structure at the service of the population and close to beneficiaries, what advice / recommendations (guidance in the future) should be given to ADRA?
7. What are the complaints to be addressed to ADRA to strengthen and consolidate the actions supported?
8. How do you plan to support beneficiaries after the phasing out of the projects?
9. Is there a well-defined exit strategy defined by ADRA to sustain the long-term impacts?

➡ **Learning:** What lessons have you learned from the implementation of this ASC /RIPAT project?

➡ Recommendations

- a) What is your reasoned assessment of limitations and constraints that affected the achievement of results?
- b) What is your assessment of the improvements to be made in the context of a possible similar project?
- c) What do you recommend to ADRA-Burundi?