



Initiative for Rural Health Promotion and Integrated Development in
Burundi (IPSDI-Burundi)

Five Year Strategic Plan: **2020-2025**

Programme for Spearheading Sustainable Development for
Poverty Reduction, Food Security, Improved Education and based
Community Livelihood Empowerment in Burundi.

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Rationale

The proposed Five Years Strategic Plan (FYSP) for IPSDI-Burundi originates in a proposal adopted by the Board Members in the 2019 “New Mechanism to increase the involvement of Rural Communities in the preparation and follow up of their sustainable projects and encouraging their children to enroll massively the school and attend it with great motivation and therefore help them in daily activities after school.”

*But the program overall goal is: “**Improving Standards of Living for rural communities**”; and the **Intermediate Results are following**: “Improved Education, Food security and poverty reduction through increased production and productivity; decreased morbidity, WASH improved for community ownership”. This meets with IPSDI-Burundi’s global vision “A society in which everyone has the opportunity to enjoy their rights and fulfill their responsibilities for sustainable development.”*

The FYSP contained in the attached document addresses the changes in the external environment over the five-year period; the resulting challenges, opportunities and for the work of IPSDI-Burundi; the strategic level outcomes which the Organization seeks to achieve in the five-year period; and the broad strategies that will be adopted to deliver those outcomes. The proposed FYSP was developed through an intensive, interactive consultation process between the Secretariat and Board Members of IPSDI-Burundi. The resulting document seeks to reflect as fully as possible the views and shared priorities expressed in that process.

Foreword by the Projects Coordinator

The Five-Year Strategic Plan (FYSP) provides an opportunity for the IPSDI-Burundi to take a step back from its daily preoccupations and to engage in the process of setting strategic directions for the next five years 2020 - 2025. The course of those directions will depend largely on the changes that are expected to affect the circumstances and context in which the Organization operate. There are many such changes and they appear to be rapid, profound and complex. I should like to highlight a few of these changes, in particular, which I believe have a special impact on the community based sustainable development:

- ✓ **Service orientation**: we increase our responsiveness to our beneficiaries and other stakeholders; and they are satisfied with our projects implementations;
- ✓ **Working as one**: we work as an integrated, responsive and efficient entity that is fit for purpose and delivers value for sustainable development within rural communities;
- ✓ **Accountability for results**: we take ownership for our performance and achieve results;
- ✓ **Environmental, social and governance responsibility**: we perform in an ethical manner and care about our staff, community and the environment.

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Girls' Education is the Power of the Nation

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1. BACKGROUND

Founded in 2011 and registered by the Ministry of Home Affairs under no.503/801. Within more than 7 years of assisting the most deprived people in rural community, IPSDI Burundi is aiming to promote social well-being and fight the causes of poverty. IPSDI-Burundi has been guided by three basic principles: **go where the need is greatest**; **support local initiatives** by local communities in conceiving and implementing projects; and **integrate activities across sectors**.

More than 5 Community based cooperatives has been created, implemented, equipped and mentored in agriculture, breeding and diverse income generating activities so as to ensure themselves the food security, market development, livelihoods recovery and health improvement. Four schools including a regional Bodying High School at Muzinda, Rugazi, province of Bubanza had been constructed, equipped, pupils and students supported in school materials and hygiene sanitation kits so as to foster the quality of education and ensure gender empowerment. Also, population has been sensitized on WASH, climate change resiliency and application of community contingency plans as well.

A great deal of vulnerable people in rural communities including women and children are impacted by IPSDI operations in provinces of Cibitoke, Bubanza, Bujumbura rural Kayanza and Muyinga since 2011.

I. Mission Statement

IPSDI Burundi is acting together with vulnerable communities to find out a lasting solution of their problems. In addition, IPSDI directs and coordinates the efforts and opportunities of vulnerable communities towards sustainable development.

II. Vision

IPSDI Burundi inspires to build a society in which everyone have the opportunity to enjoy their rights and fulfill their responsibilities for sustainable development based on the following pillars:

- Sustainable development must be economically efficient, socially equitable, and ecologically tolerant;
- The social must be a goal, the economy a means and the environment a condition.

III. Values

IPSDI Burundi works in partnership with local communities as the main actors in social change and sustainable development. Through the capacity building and effectiveness of collective action, communities are able to forge and positively transform their future. We place communities at the center of our development activities as we believe that only through strong communities can the country feed itself, appropriately exploit its natural resources, educate, care for and protect its children, promote the economic wellbeing of its people and live in peace.

As such, IPSDI-Burundi is committed to the following in this five years 6 key values in its work and organizational life. These values serve /and will serve as our working norms and establish the behavioral guidelines for successful organizational performance.

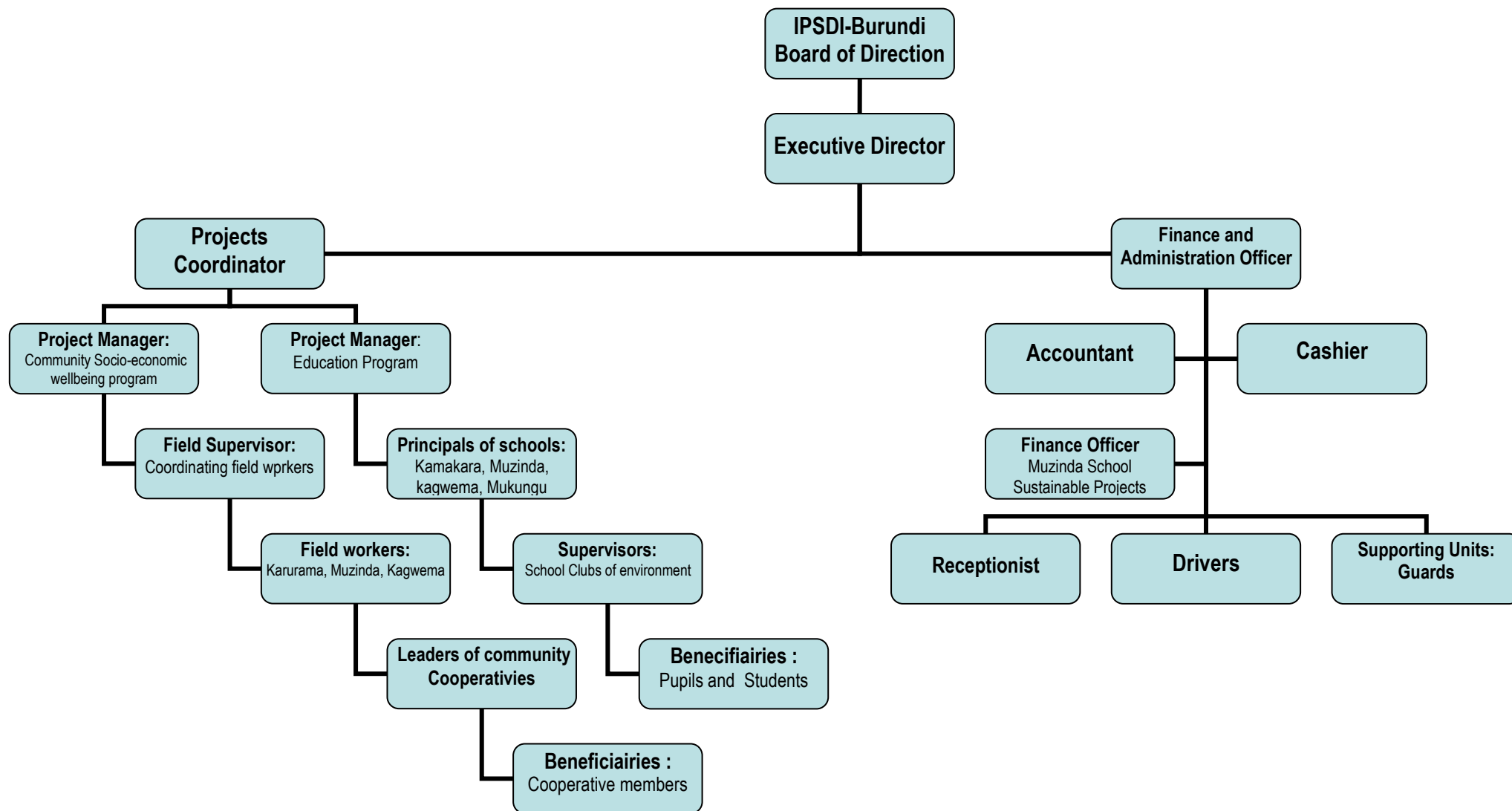
- **Excellence in Performance:** IPSDI-Burundi works to ensure that its programs are high quality, effective and efficient in nature. They are results-oriented, achieving both development effectiveness and desired results; and are gender and age sensitive as well.
- **Partnership:** IPSDI-Burundi works respectfully in collaboration with local government, communities, the private sector and donors, bringing together the unique resources of all to achieve common objectives. IPSDI-Burundi enjoys unique access to decision-makers given our long experience and track record of development effectiveness.
- **Teamwork:** IPSDI-Burundi board and staff work on the basis of mutual respect and accountability, dialogue and collaboration. In our work we seek to understand the views and ideas of others, as well as to recognize the positive contributions of each person, so as to build strong relationships within and beyond IPSDI-Burundi.
- **Integrity:** IPSDI-Burundi consistently works in a spirit of mutual trust, honesty, transparency and accountability.
- **Open communications:** IPSDI-Burundi is committed to sharing information in a respectful and collegial manner. The timely and regular exchange of quality information – between headquarters and field offices, board members and our partners – provides the basis for informed, consultative decision-making in our operations.
- **Diversity and equality:** IPSDI-Burundi seeks to have a workforce that reflects inclusiveness and is diverse by race, gender and geography.

FYSP_2020-2025: “Spearheading Sustainable Development for Poverty Reduction, Food Security, Improved Education and based Community Livelihood Empowerment in Burundi.”



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IPSDI-Burundi Chart



2. EXECUTIVE SUMMARY

Burundi is one of the poorest countries in the world¹. Approximately 80% of the estimated population of 10.88 million lives below the poverty line. Inequalities between the capital, Bujumbura, and the rest of the country, remain high. Subsistence farming is still the main livelihood but because of low productivity and climate variability, among other factors, people struggle to secure their livelihoods. The 2015 IPSDI Burundi baseline study from Cibitoke and Bubanza, shows that while most farmers have some knowledge of, and apply some techniques to reduce the vulnerability of their production, which shows the potential of the regions, this is not sufficient to increase production and avoid significant losses. In addition, numerous communities are affected by land conflicts and the legacy of injustices and atrocities left unaddressed after the end of the civil war.

IPSDI-Burundi has therefore chosen to focus on improved livelihoods and living conditions in the geographical areas of Bubanza and Cibitoke. The main target group is women, Batwa¹ (*indigenous minority group representing about 1% of the population*) and youth; because:

- According to UNDP (2018), Burundian **women** represent only around 2% in the secondary sector and around 4% in the tertiary sector. Nearly 46% of female youth of secondary school age do not go to school compared to 34% of male youth of the same age. Women face higher rates of unemployment, lower access to resources (land, credit), and have less voice in decision making than men, and social norms impede their engagement in economic activities;
- **Batwa** face a low social status and score high on poverty indicators linked to land ownership, medical assistance, education and food security. Among this group, only 3 % own a plot of land of one hectare and above. 60% have less than 5 acres, and 15% have less than one acre. More than 74% do not have a medical insurance card, making it a challenge to access health services; more than 87% in the survey say they rarely meet their needs for food, as less than 18% have more than one meal per day.
- **Youth** constitutes a major part of the population with 47% being under the age of 15, and 67% under the age of 25 and are the work force but the lack of employment opportunities is felt particularly keen by them. Under the present political difficult situation, youth are vulnerable to pressure to join political militant groups.

IPSDI-Burundi and partners will develop agricultural practice in a climate sensitive way in close collaboration with local communities gathered in community cooperatives to create new livelihood opportunities, and promote small scale entrepreneurship linked to agriculture. In addition there will be a WASH component, both for consumption and for use in agriculture.

To implement the strategy, IPSDI Burundi and partners will build on former experience and competencies in community mobilization, using REFLECT² methods to build skills, knowledge

¹ The Batwa (singular = Mutwa) of Burundi are of 'Pygmy' origin, and traditionally were hunters and worked as potters or as musicians and entertainers

and awareness in communities and ensure ownership and sustainability of results. Community cooperatives and committees that were built and strengthened during the previous strategic period will serve as ready entry-points for business development and task forces in the climate resilience program.

3. GEOGRAPHIC FOCUS

For the next period, IPSDI-Burundi will continue working in only two provinces, Cibitoke and Bubanza, located respectively in the north and west of the country. In addition, taking into account IPSDI-Burundi's previous experience and strong networks in these provinces, they were selected based on a country-wide assessment of the following characteristics: *(i) Potential for and consequences of conflict, in particular the burden it has posed on the economy for many years, (ii) Vulnerability to climate change and seasonal variability. This relates most frequently to drought in Bubanza and vaster Imbo plane soil as well as floods for Cibitoke. (iii) Very few other NGOs work in these provinces, especially in food security and livelihoods Most of the NGOs previously working in Cibitoke have closed for coordination and budgetary reasons.*

Before the civil war of 1993, Cibitoke was the "breadbasket of the country", feeding a large part of the country with vegetables and cereals. While agriculture is still the main livelihood, the province today has the country's highest rates of malnutrition, as a sharp 53.9% decline in agricultural production has been witnessed between 1996 and 2015. Over 60% of the households in Cibitoke live under food insecurity and 83 % of the population lives in poverty. Deforestation and a climate change have exacerbated the situation, leading to crop failure and flooding (Unicef, 2019). However, Cibitoke has eight freshwater which offer unexploited opportunities, for instance field irrigation.

The countryside of Bubanza was used as a base by retreating rebel groups during the decade-long civil war (1993-2009), and paid a high price in terms of destruction of infrastructure and a high number of youth formerly associated with armed groups. The continued political instability in the region has severely limited economic and social activities. Adding to this, the province has a rugged terrain with frequent landslides and floods, often leading to crop destruction, loss of human lives and destruction of essential infrastructures such as "water supply, schools and health centers". Other provinces neighboring Bubanza and Cibitoke; especially Bujumbura rural have similar conditions. IPSDI Burundi leaves room in the strategy to expand if factors, such as additional funding, becomes available, or situational circumstances change.

4. THEORY OF CHANGE

To allow food security and even food surplus for value addition and trade, farming production needs to increase whilst also being resilient to weather variability and climate change, IPSDI-Burundi will improve farming techniques, increase the knowledge of changes in weather / climate resiliency, and improve the leadership and management of community cooperatives for

² REFLECT, which stands for "Regenerated Freirean Literacy through Empowering Community Techniques" approaches literacy through the identification of issues and problems encountered, discussion possible solutions and spelling out the words as you go along.

both the production preservation of harvest and income management. Access to water and irrigation systems is a pre-requisite in times of drought.

In order to embrace new ways of generating income, communities should be able to develop and run correctly their cooperatives and orient their activities toward sustainable farming, breeding, loan and saving, businesses either by developing non-farming products or by adding value to agricultural produce. Knowledge on marketing, access to pricing information, competitiveness of the products as well as a favorable business environment, both legal or physical are important.

As mentioned, access to basic services, in particular water and sanitation, are precondition both to achieve the overall goal. In order to achieve this, the required infrastructure for access to clean and sufficient water must be in place: in institutions such as schools, health and for household consumption and for irrigation. Hygiene and sanitation practices and services must be conducive to sustaining adequate health conditions. Rights holders' active participation in the decision making process on design and implementation of WASH services is important to ensure ownership and sustainability, as is community ownership and involvement of local authorities.

The program will ensure participation of women and seek to address specific challenges of gender equality such as social constructions and gender roles in order to provide opportunities for both sex to achieve social and economic empowerment.

5. IPSDI-BURUNDI ADDED-VALUE

IPSDI Burundi has selected to work on the three programs not only because there are acute needs to reduce poverty, but also because the organization has gained experience in building communities' livelihoods through the development self-confidence ("power within"). IPSDI Burundi has experience and competency in community mobilization and use of methods such as REFLECT and Community Led Total Sanitation (CLTS), also in combination.

IPSDI Burundi's capacity to organize rural communities into developments groups (community cooperative), combined with our long presence in Cibitoke and Bubanza (since 2014) has helped to build good relationship with both local authorities and local communities. This comes, particularly, as a result of our transparency and accountability principles in implementation by being open with all key stakeholders about our programs, funding and results.

Moreover, as almost all IPSDI-Burundi and partner staff have been trained on and practiced "Do No Harm" and conflict sensitivity, local authorities have respect and recognition of IPSDI Burundi and partners for ensuring that our interventions comes to build social cohesion and peace.

6. PROGRAM PRIORITIES



Program_1: Community socio-economic wellbeing

The main goal of this five year strategic plan in community Socio-economic wellbeing program is: ***“To assist local communities as they work together and try to practice sustainable agro-economic activities in order to feed their Households and improve livelihoods opportunities for long-term economic wellbeing”***

- IPSDI-Burundi will implement and mentor local cooperatives in Agricultural Extension, train them in good Harvest and conservation for integrative food security. Their local products will be promoted through an Agricultural Marketing
- For a strategic and sustainable development of cooperative members, Rural community Savings and Credit scheme will be settled on and promoted;
- Goat farming, fish farming, chicken farming and related feed factories will be implemented accordingly at each functional cooperative;
- The local communities gathered in cooperatives will be trained and encouraged in Biodiversity conservation for the self-resiliency and recovery.

External Factors influencing our work:

The most important external factor effecting IPSDI’s community Socio-economic wellbeing programming is the current global food crisis. Food prices have more than doubled in 2008 jeopardizing the food security of the most vulnerable across the country and especially farmers in rural Burundi areas – sinking many into abject poverty. This is made worse by the sharp increase in energy costs.

Cross-Cutting Themes:

IPSDI’s community Socio-economic wellbeing programs duly focus on the community with targeted interventions for youth and women. The programs are also sensitive to the environment, which is a common theme in these programs. Future IPSDI-Burundi’s programs will continue to reflect these crosscutting themes.

THIS SCHOOL BUILDING IS DONATED
BY
MADAM. JIN YOUNG IN

Kamakara Hope Fundamental School

Program_2: Education



The main goal of this five year strategic plan in education program is: *“To improve rural School Infrastructures, sustainability of implemented schools and educational material support so as to ensure quality educational and opportunities that help children to learn the skills they need to survive and thrive.”*

- IPSDI-Burundi will be involved in schools building in rural areas to help vulnerable people including IDPs and Returns population to sharp with children’s lack of school and school dropouts because of high number in class and enhancing the implemented schools in quality management, self-financing and sustainability;
- IPSDI-Burundi will contribute in mobilizing and retaining 10,000 vulnerable girls at school by supporting them with school materials, school fees, hygiene kits and rewards each beginning and ending of school year for those who had excelled. Awareness on school dropout, GBV, early pregnancy and marriage will be raised through recreational activities.

External Factors Influencing Our Work:

An extremely lack of infrastructures and school dropouts in this sector often lead to the loss of quality education and. It is imperative to promote school infrastructures building, review children motivation especially girls and find ways to sustain their schools and to retain them - through school material support, and other opportunities.

Cross-cutting themes:

In terms of quality education, IPSDI-Burundi will use this opportunity to build good infrastructures, engage the local government and the community at varied levels in program development and implementation. With regard to the environment, IPSDI-Burundi will work to identify and address the most pressing challenges resulting from national warming as they relate to school dropout, gender equality and hygiene and sanitation within schools. We have the opportunity to develop innovative projects that are both eco-friendly and sustainable, such as Eco-School, inclusive education while retaining the importance of recreational activities for children, as examples.

Program_3: Water and Sanitation



Water and sanitation have been a high priority in IPSDI-Burundi's earliest programs 2016-2018s. They will continue to feature prominently throughout the 2020s and 2025s FYSP's programs on community socio-economic wellbeing, Education, Water, Hygiene and Sanitation. This is because IPSDI-Burundi recognized the linkage between safe-water sources and sanitation, and other development priorities.

The main goal of this five year strategic plan in WASH program is:

“To empower communities to prevent diseases through increasing access to safe water and sanitation, improvement of hygiene and sanitation behavior and the promotion of better nutrition and health in their respective households”

It is imperative for IPSDI-Burundi to revitalize its focus on integrated water resources management in response to the water crisis which is prevailed in Burundian rural areas and threatening efforts in child and maternal health, girls' education, and food security. The strategy will thus focus on: *“increasing access and availability, as well as building community capacity to manage water resources”*. This involves undertaking projects to increase the number of water points; reduce distances to access water; increase the potability of water - improving hygienic water storage and use; and promoting actions that develop community's arrangements for the maintenance and management of water resources in order to promote sustainability and local ownership. Providing sanitation facilities and training as well as hygiene practices will also be emphasized as important program elements.

External Factors influencing our work:

As embodied in the MDGs, water and sanitation are recognized as being critically important in development today. The engaged resource in it is becoming increasingly significant and insufficient even in Burundi. But, Water and Sanitation is considered both an environmental issue and a development issue. The challenge for IPSDI-Burundi is to organize itself to take advantage of this favorable climate.

Crosscutting themes:

The role of water and sanitation in promoting gender, accommodating their special needs and their empowerment will be undertaken. Likewise, projects that promote the WASH and employ appropriate technologies accordingly, will be mainstreamed. Partnerships with other stakeholders, especially country government and water supply organizations will be maintained.

Program_4: Promoting good leadership and management of Cooperatives

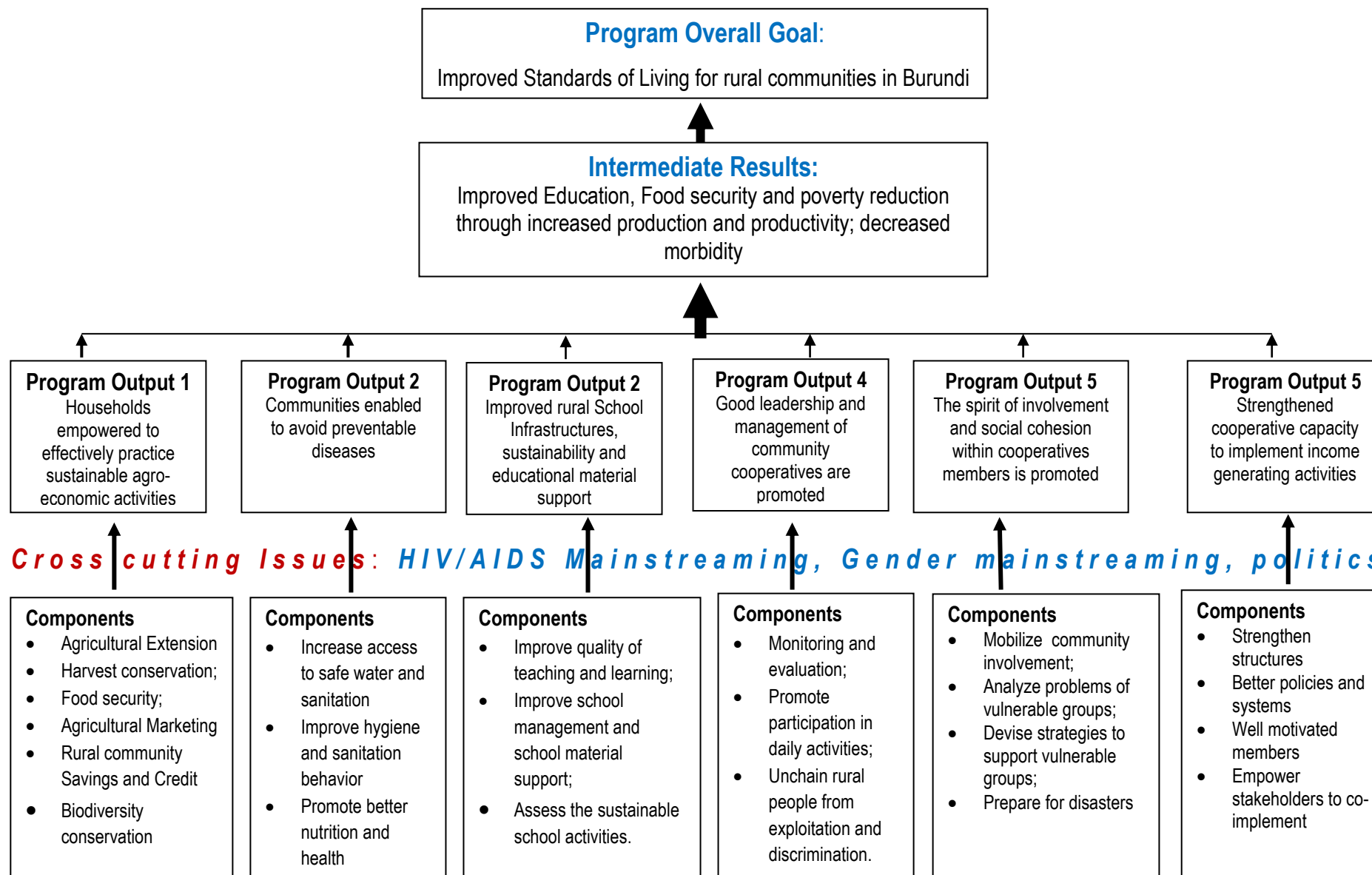


The main goal is: *“To develop and train highly qualified community Cooperative leaders who will involve members as the main driven actors in order to meet the needs”*

The priorities focus will be directed on:

- providing appropriate and timely training to meet the needs of communities;
- Implementing community cooperatives’ development income generating activities that will facilitate change and continuous improvement in the respective cooperative members’ households;
- Identifying, developing and implementing community cooperative policies and procedures, interventions, and training to improve the quality of cooperative leaders and the “culture” of the cooperatives;
- Well motivated members to participate in daily income generating activities of respective community cooperatives ;
- Unchain cooperative members from exploitation and discrimination for self-financing/self-support and disasters resiliency;
- Monitoring and evaluation.

7. OVERVIEW OF PROGRAM



8. LOGICAL FRAMEWORK

Five Year Strategic Plan		Spearheading Sustainable Development for Poverty Reduction, Food Security, improved Education and based Community Livelihood Empowerment in Burundi.							
GOAL		Improved Standards of Living for rural communities in Burundi							
Community socio-economic wellbeing	Outcome_1 Local communities empowered and involved in sustainable agro-economic activities in order to feed their Households for wellbeing	Output_1. Conducting strategic assistance for local communities as they work together and try to practice sustainable agro-economic activities in order to feed their Households and improve livelihoods opportunities for long-term economic wellbeing	Indicators <ul style="list-style-type: none"> - % of persons who believe that there are certain professions reserved solely to men; - % of youth with knowledge on alcoholism as barriers to economic empowerment; - % of women who believe they would feel encouraged by their close family (spouse or parents) to start a business 	Target of sustainability					Means of verification <i>Reports/Evaluation forms; Inventories; Documentations; Bank statements; Record-keeping.</i>
				Y.1	Y.2	Y.3	Y.4	Y.5	
Education	Outcome_2 New school Infrastructures built, sustainability of the existing schools ensured, 10,000 students supported and new opportunities in education area exploited	Output_2 Building school infrastructures in rural areas, supporting vulnerable children in school items, ensuring the good management and sustainability of the existing schools and involving students in protection of environment	<ul style="list-style-type: none"> - Number of children that have been enrolled in the schools including Batwa; - Number of girls who successfully rejoined the school program and those who finished fundamental grade; - Number of children and girls supported with school materials, hygiene kits; - Number of students involved in climate change and resiliency through Eco-school program 	20%	32%	45%	55%	65%	<i>Reports and feedback from Donors; Documentations; Record-keeping on girls' enrollment and recreational activities.</i>
Water Hygiene and Sanitation	Outcome_3 Communities' capacity is built on diseases prevention through WASH and better nutrition and health are improved	Output_3 Raising awareness campaigns on health and nutrition, supplying clean water where there is a great need and improving WASH behavior within most vulnerable communities to avoid preventable diseases	<ul style="list-style-type: none"> - Number of new water points implemented in the vulnerable villages; - Number of schools connected with potable water; - Number of population served with clean water; - % of involvement of local communities in points of clean water' management and ownership 	10%	17%	28%	42%	56%	<i>Reports and feedback from Donors; Documentations; Record-keeping on WASH awareness</i>
Promoting good leadership and management of community cooperatives	Outcome_4: Cooperative leaders are highly skilled in good leadership and management of cooperatives and members are involved as the self-driven force to reach their needs	Output_4 Conducting training for community Cooperative leaders, building capacity on social cohesion and promoting the innovation toward income generating activities	<ul style="list-style-type: none"> - % of community cooperative leaders who can give examples of times when they have acted as positive role models in their communities; - % of youth and women, members of cooperative able to use managerial essential skills to increase family income and self-support. 	8%	15%	25%	39%	60%	<i>Reports and feedback from Donors; Documentations; Record-keeping</i>

9. PROPOSED PROJECTS AND MOTIVATION

Proposed Projects	Areas and	Beneficiaries	Motivation	Year of execution
Program_1: Community socio-economic wellbeing				
Project_1.1. Agriculture extension with focus on corn and Rice, harvest conservation and processing	1) Karurama	70 cooperative members	Those areas are fertile for corns and rice and their location is prominent for installation of processing units	2020-2025
	2) Kagwema	100 cooperative members		
Project_1.2. Income generating activities for households' sustainability of cooperative members (e.i: Soap making, business ...)	4) Mukungu	65 cooperative members	Apart the common activities of the cooperatives, leaders have to organize members around income generating activities so as to sustain their livelihood when it isn't the time of farming	2020-2025
	1) Muzinda	60 cooperative members		
	2) Kamakara	65 cooperative members		
	3) Kagwema	100 cooperative members		
Project_1.3. Goat farming for livelihood sustainability	1) Muzinda	60 cooperative members	Those cooperative are new, located in regions where goats feed are available and members ready to be involved	2020
	2) Kamakara	65 cooperative members		
	3) Mukungu	65 cooperative members		
Project_1.4 Chicken-Fish Farming Project for food security in rural areas	1) Kamakara	65 cooperative members , 374households and surrounding population	Those regions are opened to nicest fish plots. To combine chicken and fish farming is a strategic project which not only reduce cost but also increase production	2020-2021
	2) Muzinda	60 cooperative members, 250 students and surrounding population		
Program_2: Education				
Project_2.1. Building 3 new fundamental schools in Cibitoke Province	1) Gisheke-Commune Mugina	1000 households of 4,560	Those three regions sheltered a numbers (Gisheke : 1,000 households: 650 students) of rescued people in the landslides and school destroying (Gisumo and Nyamitanga) where children have not access to school	2021-2025
	2) Gisumo - Commune Mugina	1,850 students from 805 households		
	3) Nyamitanga - Buganda	1,200 students from 867 households		
Project_2.2. Extension of the dormitory of Muzinda Choi Jung Sook High School and construction of Kamakara hope Fundamental Bodying School	1) Muzinda	200 new students	Muzinda Choi Jung Sook High School is contributing in women empowerment but it effective impact can be relevant if the number of admitted girls are increased which calls for dormitory extension or new building	2020-2021
	2) Kamakara	250 Students		
Project_2.3. Mobilizing community in Girls' school massive enrollment, school facilities support and inclusive education improved (ex: Raising awareness campaign on girls 'education, books distribution, school material and hygiene kits support, promoting recreational activities, ...)	1) Kamakara	374 households and 3000 children supported	Rural areas in Burundi have challenges of Children, special Girls' Education because of tradition and lack of awareness on the importance of education. Added to its high rate of illiteracy (85%), the cited situation handbrakes the entire development. This why the community mobilization is needed	2020-2025
	2) Kagwema	756 households and 3,500 children supported		
	3) Mukungu	871 households and 2,500 children supported		
	4) Muzinda	1,500 students –girls supported		
	5) Mugina	4,000 children supported		
Project_2.4 Ensuring sustainability of Muzinda Choi Jung Sook High School and Kamakara Hope Fundamental School by implementing income generating activities (e.i: processing unit of palm nuts, chicken farming, factory of palm chicken feed, agri-business, ...)	1) Kamakara	800 students, 374 households of kamakara village and the surrounding population	Those schools are in strategic areas where 85% of the surrounding population are in risk of food insecurity, those schools are also bodying and need a self-financing support.	2021-2023
	2) Muzinda	250 Students and Muzindia population		

Program_3: Water and Sanitation				
Project_3.1. Increasing the number of water points and reducing the distances to access of potable water in rural vulnerable communities (e.i: Water supply connections)	1) Kamakara	374 households	<i>The three villages have respectively challenges of insufficient clean water and have no access to potable water. They require clean water connection with sufficient water</i>	2020
	2) Mirambi	2,000 households		
	3) Gisheke	1000 households		
Project_3.2. Improving WASH and promoting actions that develop community's arrangements for sustainability and local ownership	1) Karurama		<i>After water supply connection, community committee have to be settled on and promote actions that enhance water good management focusing on local ownership</i>	2020-2023
	2) Kamakara	374 households		
	3) Mirambi	2,000 households		
	4) Gisheke	1000 households		
	5) Kagwema	756 households		
Project_3.3. Emergency providing of sanitation facilities and training for vulnerable communities at risks	1) Nyamakarabo	8000 households	<i>Both of two regions met respectively landslides and flooding. People are without shelter, basic households' tools and other relevant elements.</i>	2020
	2) Buterere	600 households		
Program_4: Promoting good leadership and management of community cooperative				
Project_4.1. Training on good leadership and management of community cooperatives with a focus on social cohesion, self-support and citizenship	1) Karurama	70 cooperative members	<i>Cooperative leaders require training on leadership and management, with a focus on social cohesion, self-support and citizenship so as to influence positively members for a sustainable development</i>	2020-2022
	2) Kamakara	100 cooperative members		
	3) Muzinda	65 cooperative members		
	4) Mukungu	60 cooperative members		
	5) Kagwema	100 cooperative members		
Project_4.2. Organizing courtesy visits between implemented cooperatives for experience sharing and learning from others	1) Karurama	70 cooperative members	<i>Learning on others and exchanging experience is a good way of Cooperative members' capacity building through a physic and visible implemented actions / activities. Such approach are going to guide us while executing this project</i>	2020-2022
	2) Kamakara	65 cooperative members		
	3) Muzinda	65 cooperative members		
	4) Mukungu	60 cooperative members		
	5) Kagwema	100 cooperative members		
Project_4.3. Loan and saving for households' self-financing Development	1) Karurama	70 cooperative members	<i>Loan and saving is relevant for cooperative members who envision a future households self-financing and children education support. Therefore, cooperative members require a strategic activities toward such domain of sustainable development.</i>	2020-2024
	2) Kamakara	100 cooperative members		
	3) Muzinda	65 cooperative members		
	4) Mukungu	60 cooperative members		
	5) Kagwema	100 cooperative members		

10. MONITORING AND EVALUATION

Monitoring principles and practices

- IPSDI-Burundi has started to use mobile technology (smart phones and tablets) for monitoring, which will be continued and expanded in this period. This saves time and makes the data available and useable in a much more effective way.
- While IPSDI-Burundi monitors projects, it is important that partners also have the capacity and motivation to do systematic monitoring of their activities. IPSDI-Burundi will encourage partners to develop their respective monitoring tools, based on harmonization and a common understanding of the information needed both by partners and IPSDI-Burundi.
- A lesson learnt from the previous period was that partners need space for exchanging experiences both among themselves and with IPSDI-Burundi staff. Therefore one of the principles for monitoring for IPSDI-Burundi is self and peer assessment for learning. IPSDI-Burundi's experience is that this also creates a competitive atmosphere in a friendly and positive way.
- The monitoring process should be inclusive and participatory, involving right holders as much as possible. In addition to monitoring project indicators, IPSDI-Burundi will also monitor the level of conflict in the communities where we work, and how our interventions influence, and are influenced by, conflict.
- While project monitoring is important, it should not compromise the safety of staff or rights holders. Should the case arrive that insecurity prohibits direct monitoring, remote monitoring through phones and reports will be implemented temporarily.

Evaluations

Systematic monitoring of projects will be done on a quarterly basis, but support and coaching of partners will be continuous. In line with the IPSDI-Burundi evaluation policy, a programme evaluation is planned for the end of the programme cycle. In addition to this, an internal evaluation workshop will be held in January of each year and the proceedings inform the methods and strategies of following year. All evaluation will be based on planning documents, and take into account the data from the baseline study for comparison.

11. ORGANISATIONAL PREREQUISITES

a. Competence development

Although the IPSDI-Burundi staff are relatively “young”, with 7 out of 11 recruited the last three years, they are experienced in programme planning and management, community development, and entrepreneurship. Finance staff is competent in using the IPSDI-Burundi tools, internal control as well as monitoring of field partners.

Daily procurements and logistics are ensured by the IPSDI-Burundi administration's staff while a qualified procurement committee is in place for extensive purchases (e.g. Education, WASH programme ...).

All current staff is trained in "leadership, management, Do Not Harm, accountability, gender and advocacy". IPSDI-Burundi will *strengthen the capacity of current staff and partners* in programme themes such as value: "Community cooperative leadership and management, chain development, climate change and variability risks assessment tools, saving and loan approach to entrepreneurship funding, as well as business development and management (business plan). IPSDI-Burundi will also train/strengthen the capacity of its staff and partners on the CLTS approach (see WASH).

b. Fundraising is an area where IPSDI-Burundi needs to strengthen its capacity, with support from Korea Hope Foundation advisers.

c. Human resource needs

IPSDI-Burundi has 11 staff although some staff will have some new tasks in their job descriptions. Support will also be provided by Donors advisors. However, to ensure results IPSDI-Burundi foresees that three employees with professional competences in Community Development, Health and Project Planning and Management will be repointed separately: (i) *first Community based cooperatives for economic empowerment*, (ii) *the second for WASH awareness* and (iii) *the third for climate resilience*. They will be linked to fund collaborating organizations.

d. Cost effectiveness

Investments in material and vehicles for monitoring will be allocated to projects/activities and years, making it easier to evaluate real costs of results. This is in line with the recommendations in the mid-term review from 2018. Many of the Community Cooperatives are quite weak, and IPSDI-Burundi will need to work closely with them on capacity building and monitoring, both programmatic and financial to avoid misuse of funds and corruption. Given the current political situation in Burundi, security and management will also be quite costly.

Risk management

Please see below for a short description of strategic, financial and operational risks, as well as hazards, threatening programme implementation.

Strategic

The main strategic risks for the programme include a low level of decentralization, which leads to weak local government structures. With the political conflict around the 2015 elections, several donors, which have financed up to 50% of the national budget, have frozen their contributions. Given that other revenues and tax collection are similarly compromised by the conflict, keeping economic activity at an absolute minimum, even small maintenances and repairs for instance of water points and latrines in schools will be at risk.

This is mitigated by the commitment that both local administration and their population have towards improving their lives. IPSDI-Burundi will strategically try to provide support not only to rural communities but also to key government institutions to ensure that they deliver on their duty to meet public services demands.

As IPSDI-Burundi would not be able to replace other institutional funding of the government, efforts will be made to coordinate with other international organizations working in our geographic areas of concentration in order to advice for more support to these local government institutions and strengthen their capacity.

The population in the programme areas struggle for land and land rights, and it is possible that this situation will be worse considering the 2015 political crisis. People who sought refuge in neighboring countries will at some point come back and reclaim their lands, which could lead to conflict. It will also be harder to build on the investments in people made to date, as many of those who have received training have fled the country.

Financial

Burundi's economy is on the brink to collapse. Inflation is higher than expected and the national currency loosing value towards international currencies. Needs for funds increase and the inclination towards fraud and corruption is on the rise, combined with nepotism to protect the actions. IPSDI-Burundi will therefore need close monitoring both with regards to implementation of activities and financial management. IPSDI-Burundi will ensure that all partners use standard accounting systems, and that the organizations' management is a stakeholder on financial management. IPSDI-Burundi will also set up programme with other international NGOs (for instance FEE), to emphasize issues linked to Environment and Human rights (Eco-school), and business ethics with partners. Given the unstable socio-political situation, which has escalated into serious conflicts, funding for long- term programs could be compromised through an increased focus on emergency interventions.

Operational

Programme implementation depends on IPSDI-Burundi and partners' internal capacity in terms of staffing as well as the choice of resource partners, as some of the activities will require new in-resources or out-resources if possible. With new programmatic areas, the risk of having under- or over-estimated targets increases. To mitigate this risk, parts of the first year will be used for training and relationship-building with our partners. Actions to mitigate or decrease projects and activities' risks will be addressed with more focus on the operational capacity of partners (*e.i: community based cooperatives ...*).

Hazards

Hazards that threaten programs include the unstable political situation with increasing numbers of refugees and IDPs, unpredictable heavy rain that can cause natural disasters (landslides, flooding), drought and crop destruction.

12. SWOT ANALYSIS

	Strengths	Weaknesses
Internal	<ul style="list-style-type: none"> • Rootedness in local communities; • Close cooperation with community cooperatives; • Programmatic interventions in line with needs of the population and donor priorities; • Schools and Community based cooperatives' importance and connectedness in Burundian communities 	<ul style="list-style-type: none"> • Capacity (time) for staff to write grants and deliver complex applications; • Community based cooperatives have limited/weak management and administrative capacities; • IPSDI-Burundi overshadowed by larger actors in Burundi • More traditional approach lacking innovation in certain program areas
	Opportunities	Threats
External	<ul style="list-style-type: none"> • Positive relationship and close alignment with communities cooperatives, other local organizations, which means potential for forming consortium and collaboration; • Competition for funds will propel IPSDI-Burundi to "raise the bar" in terms of program innovation, implementation and management. 	<ul style="list-style-type: none"> • Dependence of IPSDI-Burundi on few donors; • Dependence of community cooperatives partners on IPSDI-Burundi; • Stronger competition than ever for funds in Burundi; • Political and social instability and renewed violence may stifle donor interest

13. RECOMMENDED INVESTMENTS

Area	Investment needed
Donor engagement and relationship management	- Communications and marketing materials are developed with a clear articulation of IPSDI-Burundi's added value in Burundi
Grant management and reporting	- Increased/dedicated support from Donors to support the submission of complex projects concepts notes; - Staff capacity building in areas including leadership, grants management and reporting, particularly for donors with strict and complex compliance standards.
Program innovation	- Investments in program innovation so IPSDI-Burundi's programs are more competitive.
Partner capacities	- Application of the partner assessment tool; - Provision of a finite amount of capacity building for partners.