

**THE REPUBLIC OF BURUNDI  
MINISTRY OF AGRICULTURE AND LIVESTOCK**

**THE PROJECT FOR COMMUNITY DEVELOPMENT  
FOR IMPROVEMENT OF LIVELIHOOD  
IN THE CONFLICT-AFFECTED AREAS IN GITEGA PROVINCE  
IN THE REPUBLIC OF BURUNDI**

**FINAL REPORT  
EXECUTIVE SUMMARY**

**MARCH 2014**

**JAPAN INTERNATIONAL COOPERATION AGENCY  
(JICA)**

**NTC INTERNATIONAL CO., LTD.  
KENSETSU GIJUTSU CENTER, LTD.**

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THE REPUBLIC OF BURUNDI**

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Location Map

## **Photographs**

### **(General Photo)**



Technical Working Group (TWG)



Joint Coordinating Committee (JCC)



Workshop of explanation for Marsh development



Monitoring marsh development committee  
established in the Project with Counterparts



Explanation of crop calendar to the association of  
marsh development with Counterparts



Visiting Batwa people participating in Handcraft  
PP with a Commune Administrator



**(Pilot Project: Marsh Agricultural Type)**

**PP1 Marsh Development**



Transplanting by trial farmers and colline instructors



Rice field monitored by Project team



Formulation of water users association



Soil survey

**(Pilot Project: Colline Agricultural Type)**

**PP2 Environmental Protection**



Making contour lines for grass fixing



Nursery in association field



### **PP3 Soil Fertility Improvement**



Making compost



Distributing of agricultural input

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### **PP 4 Selected Seed Solidarity Chains**



Seed multiplication



Planted Banana in association field

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### **PP5 Livestock Promotion**



Breeding cattle



Calf for solidarity chain



**(Pilot Project: Non- Agricultural Type)**

**PP6 Agricultural Processing Promotion**



Banana processing for making juice



Banana wine



Donut making



Milling machine operation

**PP7 Marketing Promotion**



Marketing promotion with bicycle



Small business in office building

### **PP8 Handicraft Promotion**



Tile making activity



Pottery making activity by Batwa people  
considered as minority group



Ceramic making activity



Carpentry activity

### **(Training in Japan)**



Visiting farm stand authorized by Minakami Town



Site visit to vegetable farmer in Kanratomioka



**(Third Country Training)**



Training in Kenya



Site visit to Pilot Project in Sierra Leone

**(Training in Burundi)**



Training for government staff



Training for operation and maintenance of  
irrigation facility at Makebuko

**(Construction Component)**



Multipurpose shed of PP1



Office building for association of PP5, PP6, PP7  
and PP8



Storage for selected seed solidarity chain of PP4



Cowshed of PP5



Constructed bridge of PP7



Constructed culvert of PP7



Tile making building of PP8



Building for carpentry works of PP8



**(Urgent Pilot Project: Marsh Development)**

**Nyamuswaga (Lot 1)**



Before construction



Completion of the irrigation facility constructed  
in Phase 1

**Kibuye (Lot 2)**



Before construction



Completion of the irrigation facility constructed  
in Phase 1

**Rurembera (Lot 3)**



Before construction



Completion of the irrigation facility constructed  
in Phase 1

**(Urgent Pilot Project: Road Rehabilitation)**



Construction works with grader and roller



Local villagers are employed as labor force



**(Before)** the road rehabilitation



**(After)** the road rehabilitation

**(Launching ceremony)**



Launching ceremony for road rehabilitation with  
Burundian traditional dance

**(Handover ceremony)**



Handover ceremony



**(Formation of Maintenance Committee for Road)**



Workshop for maintenance training with a  
Commune Administrator



Practical workshop for maintenance training

**(Other Photos)**



Batwa people making pots with their traditional  
method



Batwa people selling pots at market



Children at the project site



IDP camp in Makebuko

**The Project for Community Development  
for Improvement of Livelihood in the Conflict - Affected Areas  
in Gitega Province in the Republic of Burundi**

**Final Report  
Executive Summary**

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## ABBREVIATIONS

Abbreviation	Français	Anglais	Japonais
ACORD	-	Association for Cooperative Operations Research and Development	アコード（国際 NGO）
ACSA	Agent Communautaire en Santé Animale	Community Agent for Animal Health	家畜衛生官
ADIC	Association pour le Développement Intégral des Communautés	-	-
ADLP	Programme d'Appui à la Décentralisation et à la Lutte contre la Pauvreté	Support Program for Decentralization and Poverty Alleviation	地方分権化・貧困対策支援プロジェクト
APRS	Appui au Programme Burundais de Reinsertion et Reintegration des Sinistres	Support Program for Reinsertion and Reconstruction for Conflict Affected People	被害者の社会復帰・再統合プログラム支援プロジェクト
ARFIC	Autorité de Régulation de la Filière Café	Authority for Coffee Regulation	-
BINUB	Bureau Integre des Nations Unies au Burundi	United Nations Integrated Office in Burundi	国連ブルンジ統合事務所
BNUB	Bureau des Nations Unies au Burundi	United Nations Office in Burundi	国連ブルンジ事務所
CAPAD	Confédération des Associations de Producteurs Agricoles pour le Développement	Confederation of Agricultural Producer Associations for Development	発展のための農業生産者組合連合
CARE	-	CARE International	ケア・インターナショナル
CBR	-	California Bearing Ratio	路床土支持力比試験
CCDC	Comité communauté de développement communautaire	Commune Community Development Committee	コミュニティ地域開発委員会
CDC	Comité de Développement Communal	Community Development Committee	コミュニティ開発委員会
CDF	Centre de Développement Familial	Family Development Center	家族開発センター
CENI	Commission Electorale Nationale Independante	Independent National Comission for Election	独立選挙委員会
CISV	-	Comunità Impegno Servizio Volontariato	CISV （国際 NGO）
CNDD-FDD	Conseil National pour la Défense de la Démocratie/Forces de Défense de la Démocratie	National Council for the Defence of Democracy-Forces for the Defence of Democracy	民主防衛国民会議・民主防衛勢力
CNDDR	Commission Nationafle de Désarmem Démantèlement et Réinsertion	-	国家・武装解除、動員解除、社会再統合委員会
CNTA	Centre National de Technologie Alimentaire	National Center of Food Technology	-
COGERCO	Compagnie du Gérance du Coton	Management Company for Cotton	-
Coopec	Coopérative d'épargne et de crédit	Saving and Credit Cooperative	貯蓄・融資協同組合
CPD	Comité Provincial de Développement	Provincial Development Committee	県開発委員会
CTB	Coopération Technique Belge	Belgian Technical Cooperation	ベルギー技術協力機構
DAP	Di amino phosphate	Di-Ammonium Phosphate	リン酸アンモニウム
DBST	-	Double Bituminous Surface Treatment	二層瀝青表面処理
DDR	Demobilisation, Désarmement, and Réintégration	Demobilisation, Disarmament, and Reintegration	武装解除、動員解除、社会再統合
DGA	Direction Générale de l' Agriculture	General Directorate of Agriculture	農業総局
DGE	Direction Générale de l' Elevage	General Directorate of Livestock	畜産総局
DGMAVA	Direction Générale de la Mobilisation pour l'Auto-Development et la Vulgarisation Agricoles	General Directorate of Agricultural Development and Extension	農業開発・普及総局
DGPAE	Direction Générale de la Planification Agricole et de l'Elevage	General Directorate of Agricultural and Livestock Planning	農業・畜産計画総局
DPA	-	Department of Political Affairs	国連政治局
DPAE	Direction Provinciale pour	Provincial Directorate of Agriculture and	県農業・畜産部



Abbreviation	Français	Anglais	Japonais
	Agriculture et Elevage	Livestock	
DPKO	-	Department of Peacekeeping Operation	国連平和維持局
EAC	Communauté de l'Afrique de l'Est	East African Community	東アフリカ共同体
EIA	Evaluation del l'Impact Environnement	Environmental Impact Assessment	環境影響評価
EU	Union Européenne	European Union	欧州連合
F/S	-	Feasiblity Study	フィージビリティ調査
FFS	-	Farmers Field School	
FACAGRO	Faculté Agronomique	Faculty of Agriculture, Burundi University	ブルンジ大学農学部
FAO	-	Food and Agriculture Organization	国連食糧農業機関
FIB	Franc Burundais	Brundi Franc	ブルンジフラン
FNL	Forces Nationales de Libération	National Forces of Liberation	国民解放勢力
FONIC	Fonds d' Investissement Communal	The Communal Investment National Fund	コミュニン投資国家ファンド
FRODEBU	Front pour la Démocratie au Burundi	-	ブルンジ民主戦線
FVS	Familles pour Vaincre le SIDA	Family to Overcome AIDS	AIDS 対策グループ
GIZ	-	Gesellschaft für Internationale Zusammenarbeit, German International Cooperation	ドイツ国際公社
GOB	Gouvernement du Burundi	Government of Burundi	ブルンジ国政府
GOJ	Gouvernement du Japon	Government of Japan	日本国政府
GUTWARA NEZA	Programme d'appui à la bonne gouvernance	Support Program for Good Governance	
GRH	Gestion des Ressources Humaines	Human Resource Management Unit	
GSADR	Groupe Sectoriel Agriculture et Développement Rural	Agriculture and Rural Development Sector Group	農業・農村開発セクターグループ
IDMC	-	Internal Displacement Monitoring Center	IDP モニタリングセンター
IDP	-	Internally Displaced Persons	国内避難民
IFAD	Fonds international de Développement Agricole	International Fund for Agricultural Development	国際農業開発基金
IFIs	Institutions Financières Internationales	International Financial Institutions	国際金融研究所
IGEBU	Institut Géographique du Burundi	Geographic Institute of Burundi	地理局
INCEN	Institut National de la Conservation de l' Environnement et de la Nature	National Institute for Conservation of Environment and Nature	環境・自然保全局
IRAZ	Institut de Recherche Agronomique et Zootechnique	Institute of Agricultural and Livestock Research	
IRRI	-	International Rice Research Institute	国際稲研究所
ISABU	Institut des Siences Agronomique du Burundi	Institute of Agronomic Sciences of Burundi	ブルンジ農業科学研究所
ISTEEBU	Institut des Statistiques et des Etudes Economiques du Burundi	Institute of Statistics and Economic Studies of Burundi	統計・経済調査局
JCC	Comité de Coordination Conjoint	Joint Cordinating Committee	合同調整委員会
JICA	Agence Japonaise de la Coopération Internationale	Japan International Cooperation Agency	国際協力機構
KCL	Chlorure de potassium	Potassium Chloride	塩化カリウム
MDC	Ministère du Développement Communal	Ministry of Community Development	コミュニティ開発省
MINAGRIE	Ministère de l'Agriculture et de l'Elevage	Ministry of Agriculture and Livestock	農業・畜産省
MINPCD	Ministère du Plan et du Développement Communal	Ministry of Plan and Community Development	コミュニティ開発計画省
MLGRD	-	Ministry of Local Government and Rural Development, Sierra Leone	シエラレオネ国地方行政・農村開発省
MOI	Ministère de l'Intérieur	Ministry of Interior	内務省
MRC	Mouvement pour la Rehabilitation du Citoyen	-	市民回復運動
MTTPE	Le ministère des Transports, des Travaux Publics et de l'Equipement	Ministry of Transport, Public Works and Infrastructure	公共事業・設備省
NGO	Organisation Non-Gouvernement	Non-Governmental Organizations	非政府組織
OCHA	(UN) Le Bureau de la coordination des affaires humanitaires	(UN) Office for the Coordination of Humanitarian Affairs	国連人道問題調整事務所
OHP	Office de l'Huile de Palme	Office of Palm Oil	

Abbreviation	Français	Anglais	Japonais
OJT	-	On the Job Training	実地研修
ONCCS	Office National de Contrôle et Certification des Semences	National Office of Seed Control and Certification	
OPA	Organisations Professionnelles Agricoles	Agricultural Professional Organizations	
OTB	Office du Thé du Burundi	Office of Tea in Burundi	
OTRACO	Office Transport en Commune	-	ブルンジ公共交通機関
PAI	Programme d'Appui Institutionnel	Institutional Support Programme	年間投資計画
PAIVA - B	Projet d'Appui à l'Intensification et à la Valorisation Agricoles du Burundi	Agricultural Intensification and Value-enhancing Support Project	農業強化・付加価値支援プロジェクト
PARSE	Projet d'Appui à la Reconstruction du Secteur de l'Elevage	Livestock Sector Rehabilitation Support Project	畜産セクター修復支援プロジェクト
PBF	-	UN Peace Building Fund	国連平和構築基金
PCDC	Plan Communal de Développement Communautaire	Communal Plan for Community Development	コミュニティ開発計画
PAIOSA	Programme d'Appui Institutionnel et Opérationnel au Secteur Agricole	Institutional Support Program in Agriculture	農業制度支援プログラム
PNA	Analyse des besoins et des effets pour la consolidation de la paix	Peacebuilding Needs and Impact Assessment	平和構築アセスメント
PNIA	Plan National d'Investissement Agricole	National Plan for Agricultural Investment	国家農業投資計画
PPIA	Plans Provinciaux d'Investissement Agricole	Provincial Plan for Agricultural Investment	県農業投資計画
PRADECS	Projet d'Appui au Développement Communautaire et Social	Community and Social Development Project	地域・社会開発プロジェクト
PRASAB	Projet de Rehabilitation et d'Appui au Secteur Agricole du Burundi	Agricultural Rehabilitation and Support Project	農業リハビリ支援プロジェクト
PRDMR	Programme de Relance et de Développement du Monde Rural	Rural Recovery and Development Programme	農村復興開発プログラム
PRODEMA	Projet de Productivité et de Développement des Marchés Agricoles	Agro-Pastoral Productivity and Markets Development Project	農業市場生産性開発プロジェクト
the Project	Le Project de Développement communautaire visant à améliorer les conditions de vie dans les zones ayant subi le influences de conflit dans la province de Gitega	The Project for Community Development for Improvement of Livelihood in the Conflict-Affected Areas in Gitega Province	
PRSP	-	Poverty Reduction Strategy Paper	貧困削減戦略文書
PWD	-	Persons living with disabilities	障害者
R/D	-	Record of Discussion	討議議事録
RC	-	Reinforced Concrete	鉄筋コンクリート
SAF	Service Administratif et Financier	Administrative and Finance Service	
SAN	Stratégie Nationale Agricole	National Agricultural Strategy	国家農業戦略
SDECE	Stratégie Provinciale de Développement économique et de Création d'emploi	The development of Strategy for Provincial Economic Development and Job Creation	
SLFO	-	Sierra Leone Field Office	シエラレオネ国現地事務所
SLRA	-	Sierra Leone Road Authority	シエラレオネ国道路局
SODECO	Société de Déparchage et de Conditionnement du Café	Company for Coffee Hulling and Condition	
SOGESTAL	Société de Gestion des Stations de Lavage du Café	Company for Management of Station of Coffee Cleaning	
SRDI	Société Régional du Développement de l'Imbo	Regional Company for Imbo Development	
TPS	Techniciens de la Promotion de la Santé	Technician for Health Promotion	
TVC	Technicien Vétérinaire Communal	-	
UNDP	Programme des Nations Unies pour le Développement	United Nations Development Programme	国連開発計画
UPRONA	Union/ pour le Progrès National	Union of National Progress	民族進歩連合
VIMASA	Valorisation Intégrée des Marais en Appui à la Sécurité Alimentaire	-	食料安全保障のための総合的湿地評価

Abbreviation	Français	Anglais	Japonais
WB	La Banque Mondiale	The World Bank	世界銀行
WFP	Programme Alimentaire Mondial	World Food Program	世界食糧計画
WUA		Water Users Association	水利組合

## **Units and Currency**

kg	kilogram
t, MT	Metric tons = 1,000 kg
h	hour
mm	millimeter
cm	meter
km	kilometer
ha	hectare
HP	Horsepower
km <sup>2</sup> , sq.km	square kilometer
m <sup>3</sup>	cubic meter
MCM	million cubic meter
MSL	Mean Sea Level
MW	mega Watt
LPS, l/s	litters per second
mm/mon	millimeter per month
mm/d	millimeter per day
m/s	meter per second
m <sup>3</sup> /s	meter per second
°C	degrees centigrade
%	percent
US\$	United States of America Dollar
BIF	Burundi Franc
EUR	EURO

### **Exchange rates (as of November 1 2013, OANDA)**

	BIF	US\$	EURO	¥
BIF		0.00063	0.00046	0.06241
US\$	1,575.61		0.7273	98.25
EURO	2,165.4	1.3748		135.08
¥	16.024	0.01017	0.00740	



## ***Executive Summary***

### **1. Outline of the Project**

#### **1.1 Background**

Since independence in 1962, the repeated conflicts in Burundi brought about a large number of refugees and internally displaced persons (IDPs). However, under the leadership of President Nkurunziza, final agreement on a cease-fire was struck in September 2006 and the peace process has been promoted steadily. The Government of Japan (GOJ) also, after resumption of the bilateral cooperation in 2006, has implemented cooperation projects in the capital, Bujumbura. In addition, due to the stabilization of the security situation, the GOJ has come up with a policy to provide assistance and support also in rural areas for the consolidation of peace.

Gitega Province (700,000 population) was selected as the first site for cooperation in rural areas. It has the second largest city in Burundi, Gitega, and an international route to neighboring Rwanda, and locates at a geographically important point between Bujumbura and the 3<sup>rd</sup> largest city of Ngozi. The province was strongly affected by conflicts and is the largest in the country as far as the number of outflow IDP is concerned.

There is a development plan of each commune called PCDC (Plan communal de développement communautaire, Communal Plan for Community Development). But PCDC is not formulated based on feasibility but on people's needs. Also projects listed in PCDC are not implemented properly due to lack of budget and inadequate capacity of government officers. Therefore manuals and systems to facilitate implementation of PCDC are really required.

Considering the above situation, the Government of Burundi (GOB) has requested a cooperation to facilitate implementation of PCDC in Gitega Province to the GOJ. Based on this request, JICA conducted a detailed planning survey. As a result, the GOB and JICA signed the Record of Discussion (R/D) which speculates implementation of "The Project for Community Development for Improvement of Livelihood in the Conflict-Affected Areas in Gitega Province" (hereinafter, "the Project"), major contents of the Project and the project period (24 months starting from March 2012).

#### **1.2 Objectives**

- (a) An Action Plan to facilitate implementation of PCDC, a Manual used by MINAGRIE and commune officials will be verified by the implementation of pilot projects. Action Plan, Manual and recommendation for PCDC will be strengthened by those lessons learned from the implementation of the pilot projects.
- (b) Capacity of MINAGRIE staffs and commune officials is strengthened and a medium term capacity development program will be formulated to strengthen implementation system of PCDC.

#### **1.3 Project Area**

The Project targets Makebuko, Itaba and Bukirasazi commune in the southern part of Gitega Province, where the large number of IDPs lives in and the provincial government strongly requests to support. They are strongly affected by conflicts and marks high levels of poverty. On the other hand, Buraza commune, the southern end of the province, will be supported through rehabilitation of the Provincial Road 212 as an urgent pilot project, since its poor condition has been the bottleneck for development in the commune.

## 1.4 Methodology of the Project

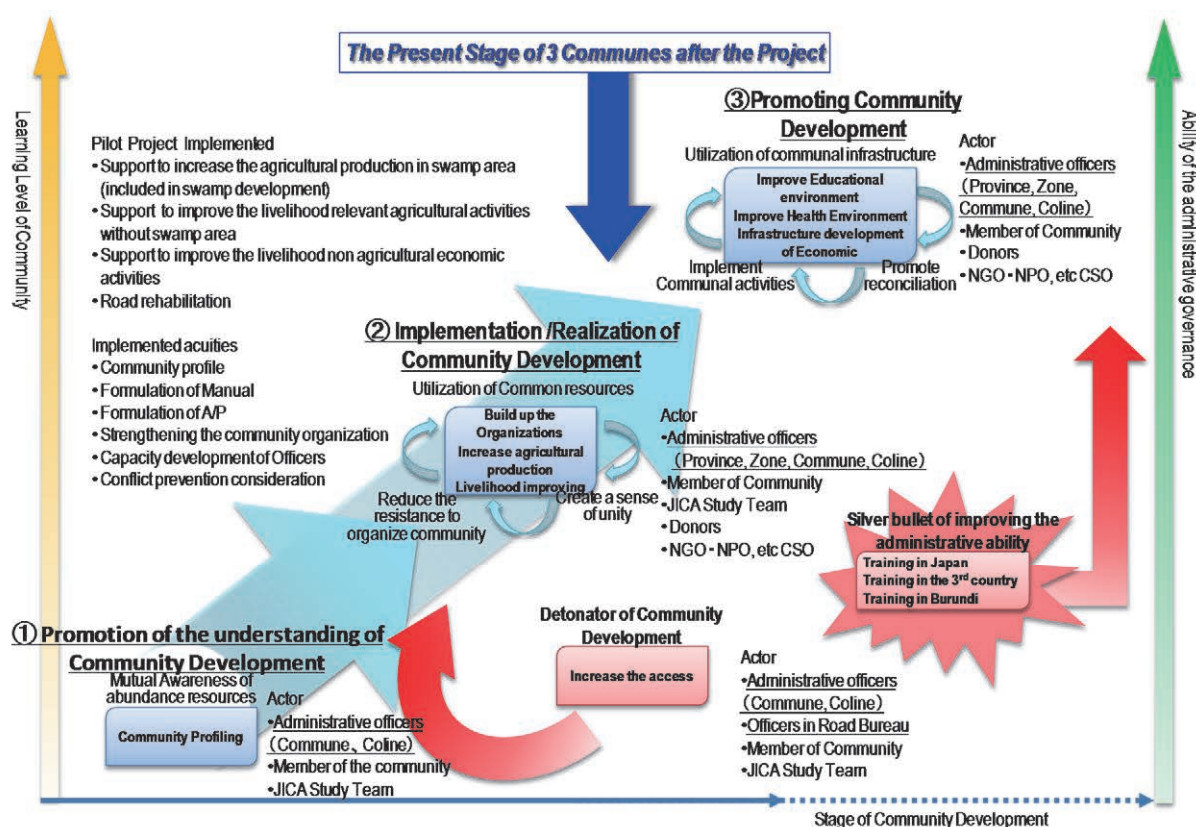


Figure 1.1 Image of Development Stages

The Project is being implemented in order to support the process of recovery in the medium and long term strategy to develop communities of three targeted communes weakened by protracted conflicts, in such a way that the communities can live in peace and solidarity of community. On the other hand, the Project will also improve the capacity of government officials and strengthening of governance to ensure the consistent recovery of the communities. The figure above indicates those concepts and the arrow from the left below to upper right indicates stages of community development. The Project practices up to the second stage of "Implementation/ Realization of Community Development" and supports the sustainable process by Burundian side thereafter.

Specifically, potential resources of communities are identified and compiled through colline profiling as the first step. Hence, implementation of pilot projects like organization strengthening and livelihood improvement will trigger sustainable community development and that brings solidarity and eases a sense of resistance to group formation. On the other hand, unlike other 3 communes, Buraza commune is left from development due to the very poor access, so it is supported through the road rehabilitation, although it is excluded from community development activities.

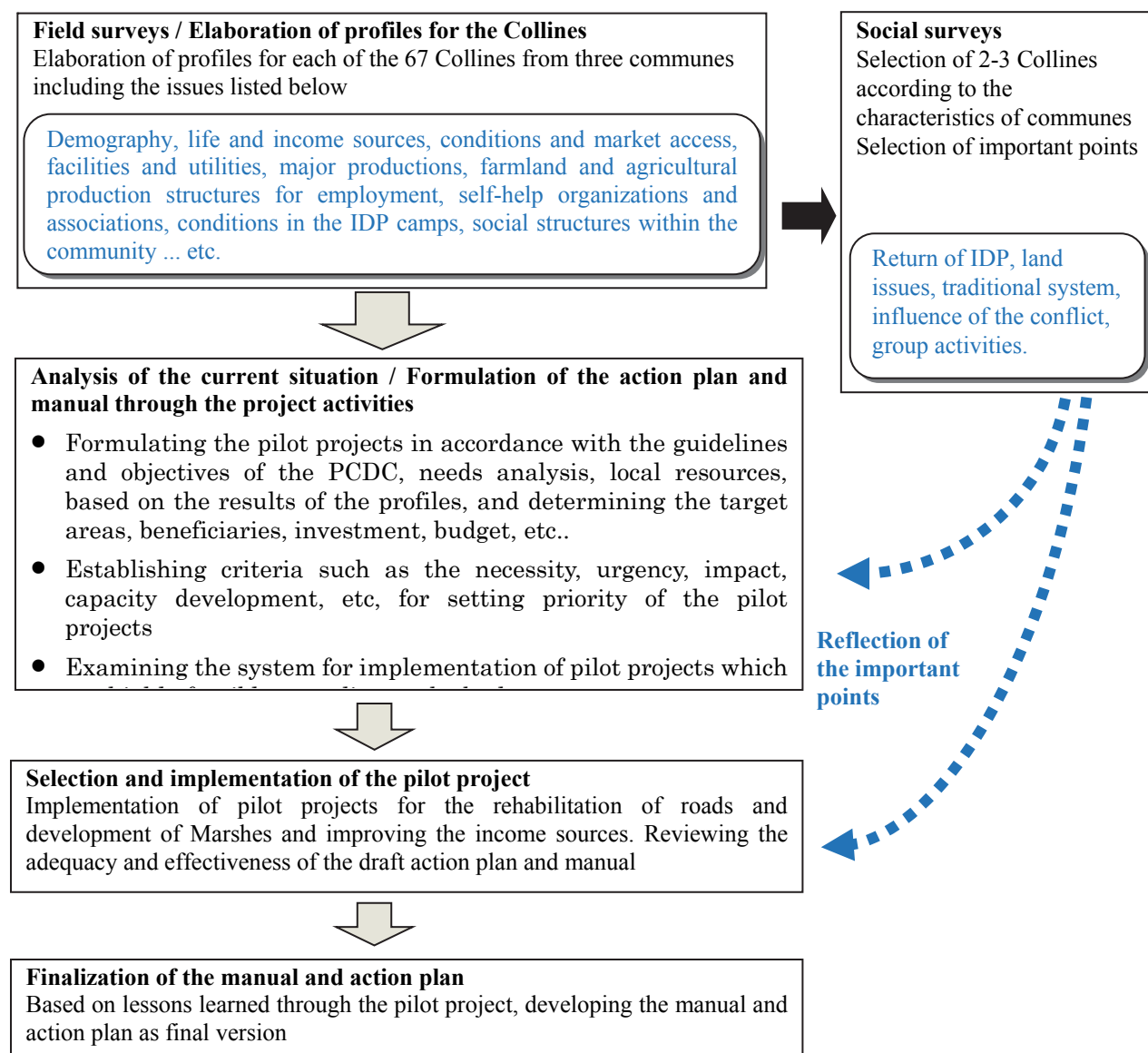
However, since the period of project is 2 years, the objective of this project is focused to develop an Action Plan and a Manual to facilitate implementation of agricultural projects in PCDC, which is a valid tool to revitalize communities. Key issues in this regard are explained further as below.

### (1) Importance of facilitation of PCDC

PCDC is a guiding plan of development projects/activities for communes for 5 years, drawn up in 2008 with a focus on bottom up approach and with the support of GIZ (Gesellschaft für Internationale Zusammenarbeit, German International Cooperation), which requires to be renewed in 2012. Governments of communes and provinces regard PCDC as the basis for regional development, and donors are also required to accord it while providing aid/ assistance. However, PCDC does not have

adequate budgetary support and technical reviews in various sectors, and further, there is no order of priority in choosing the developing projects/activities. It is similar to just a wish list. On the top of that, there is shortage of capacity of administrative officers for implementing development projects. That is why the aims of the Project are to develop an Action Plan and a Manual so as to contribute for accelerating the implementation of PCDC, which help Burundian administrative to implement development project on their own.

## (2) Elaboration of the Action Plan and the Manual



**Figure 1.2 Flowchart of PCDC Promotion**

## 1.5 Procedure and Schedule of the Project

The project started March 2012 and will end March 2014, so the period is 2 years. The flowchart of the Project is shown below. The overall activities are categorized in 3 layers. The 1<sup>st</sup> layer is for the Action Plan and Manual for promotion of PCDC including implementation of pilot projects. The 2<sup>nd</sup> layer shows the activities for the urgent pilot projects which bring about quick impact to the target areas. The 3<sup>rd</sup> layer shows the activities for capacity development of officers and community leaders. The 4<sup>th</sup> layer is for project management and reports to be made.



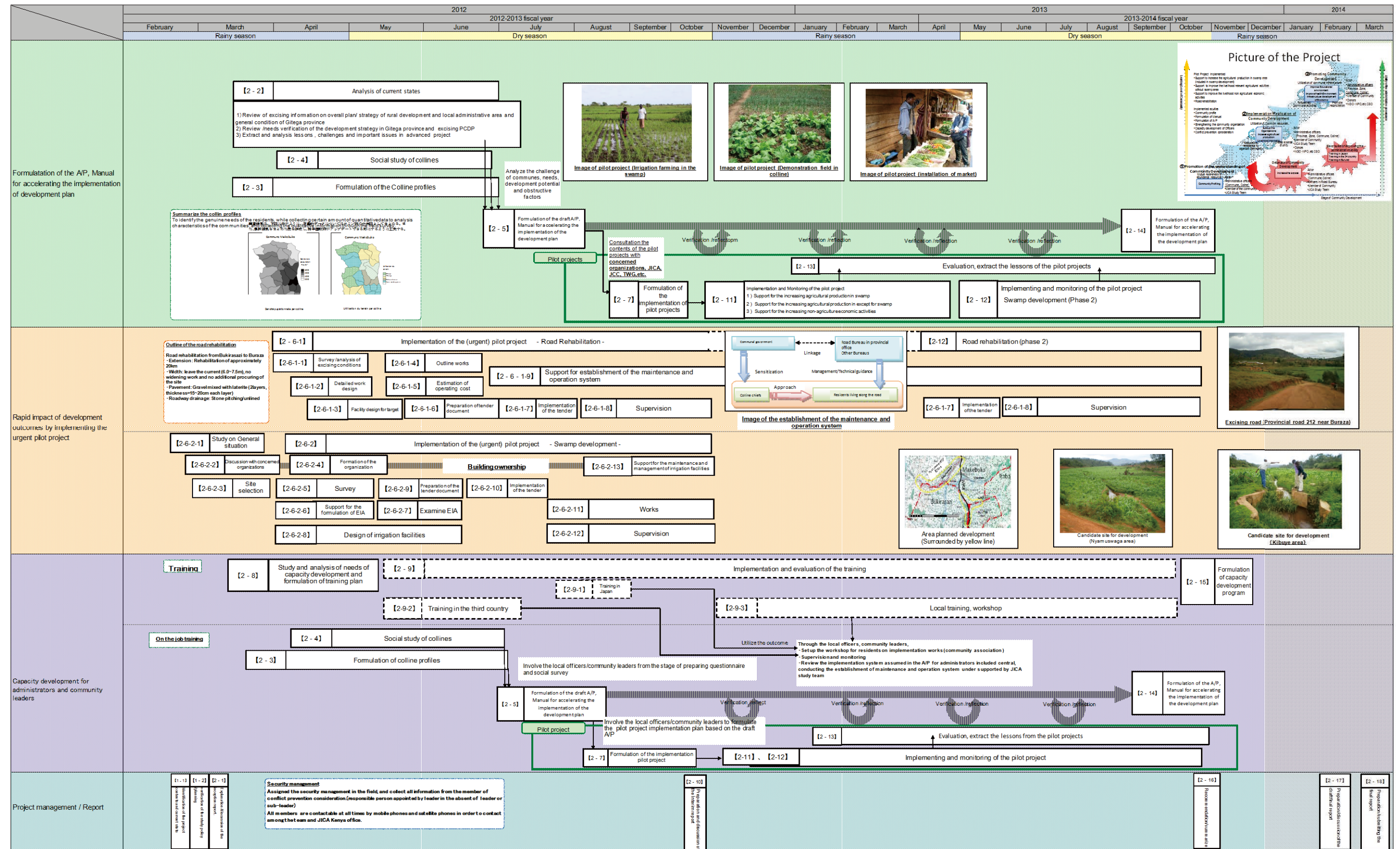


Figure 1.3 Flowchart of the Project



## 1.6 Structure of Project Implementation

### 1.6.1 Structure of Project Implementation

The figure below shows the structure of project implementation. The main activities for community development and livelihood improvement are implemented by MINAGRIE, local governments (Gitega Province and 3 communes) and JICA Project Team. The rehabilitation of the Provincial Road 212 is implemented by JICA Project Team in cooperation with the Office of Roads of the Ministry of Transport, Public Works and Equipment (Le ministère des Transports, des Travaux Publics et de l'Équipement, MTPE) and Bukirasazi and Buraza Commune. JICA Burundi Field Office supervises all the activities of the Project.

The red dotted line shows members of the Joint Coordination Committee (JCC) that is the highest decision making body in the central level, deciding the directions or important issues of the Project. The blue dotted line shows members of the Technical Working Group (TWG) which handles technical issues in the level of the field.

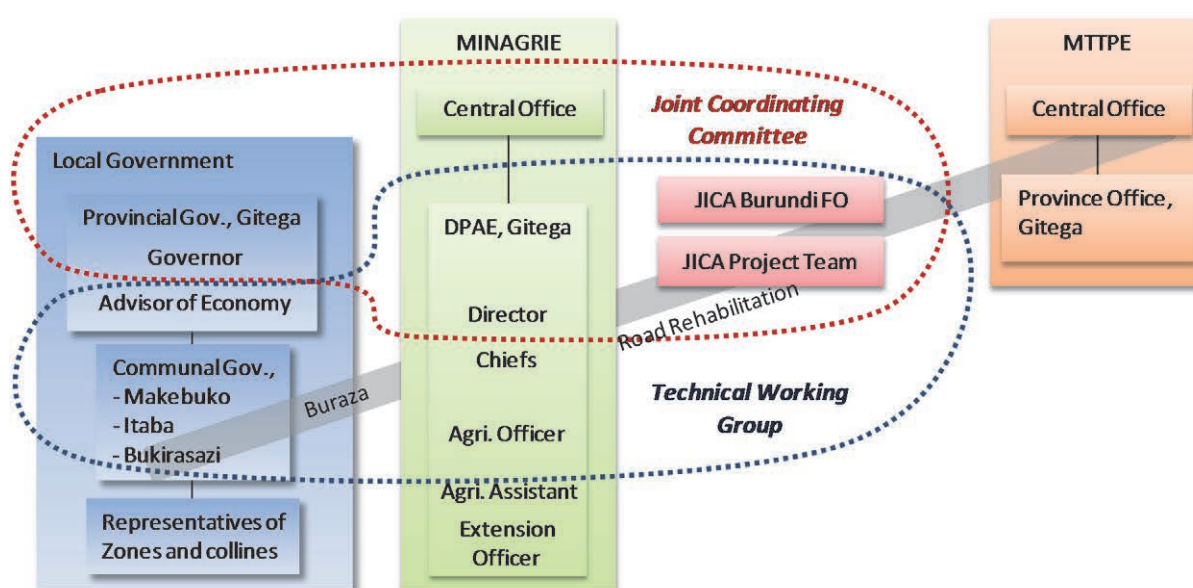


Figure 1.4 Structure of Project Implementation

## 1.7 Structure of Final Report

This Final Report consists of 9 chapters and the outline of the Project is explained in Chapter 1. The present conditions are analyzed in Chapter 2 to 4 in terms of administration levels (country, province, communes, collines) and PCDC. Based on the results of analysis, the Action Plan of Chapter 5 (including pilot projects) is finalized. Chapter 6 analyzes institutional capacity in promoting PCDC and describes the results of trainings in order to develop capacity development program. Chapter 7 attempts to verify the Draft Action Plan formulated by the Project through evaluation of pilot projects. Chapter 8 reports the progress and the impacts of urgent projects, i.e. marsh development and rehabilitation of provincial road. Chapter 9 summarizes the highlights and lessons learned from implementation of this Project.

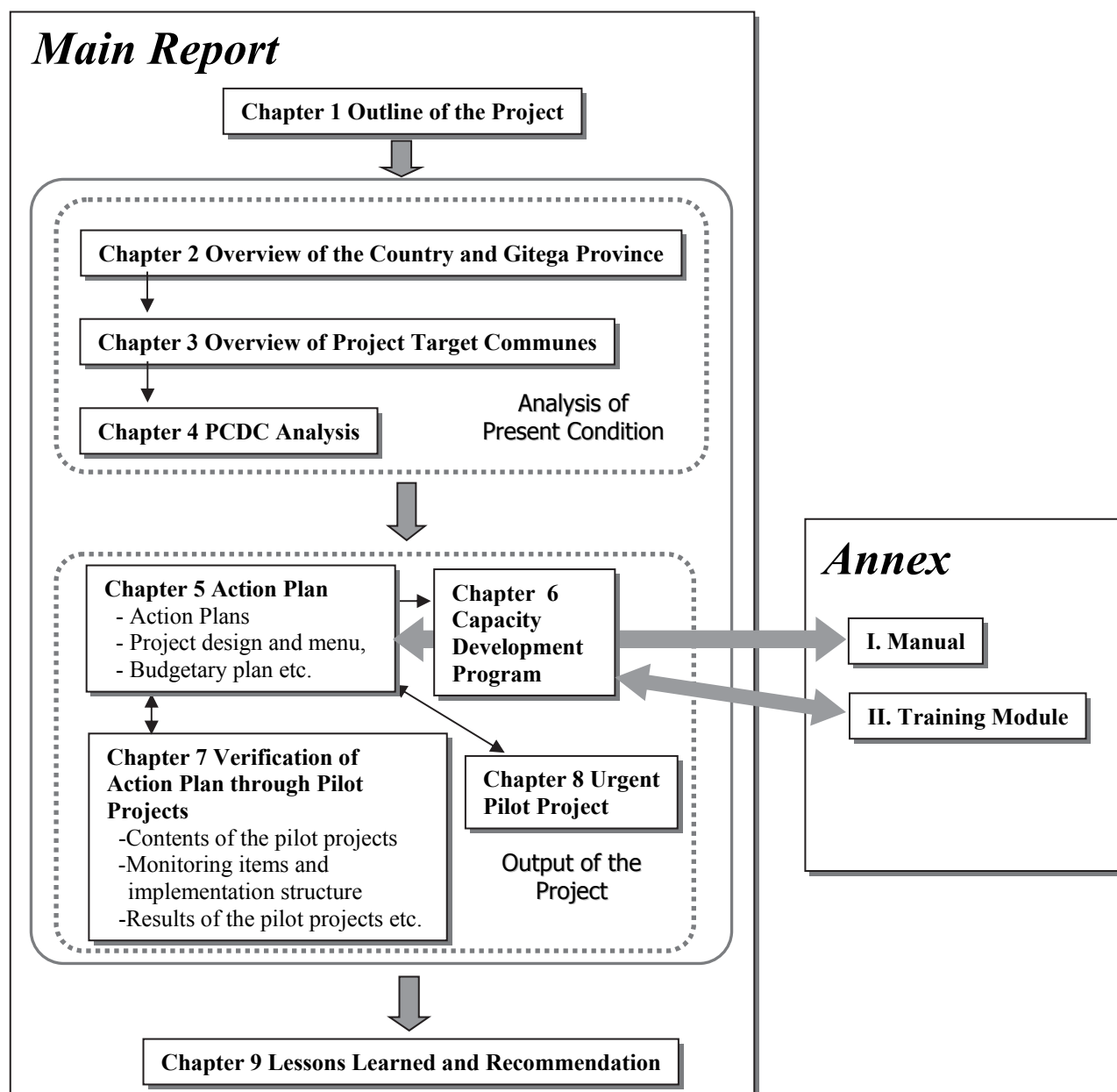


Figure 1.5 Structure of Final Report

## 2. Overview of the Country and Gitega Province

### 2.1 Country Overview

#### 2.1.1 Country Overview and Socio-Economic Condition

Burundi is an inland state located in the northeast of Lake Tanganyika which falls on the center of the African continent, surrounded by the country of Rwanda, the Democratic Republic of Congo and the United Republic of Tanzania. Total area is about 27,800 km<sup>2</sup> and total population of the country is 8.6 million according to the United Nations Statistics in 2011. The average population growth rate from 2000 to 2005 is 3.03% yearly which is 14<sup>th</sup> rank in the world. The population density reaches 308.1 people/km<sup>2</sup> (the average in Sub-Saharan Africa: 21.9 people/km<sup>2</sup>). Although it is under the tropical climate, the average temperature is relatively as cool as 18 degrees the whole country is a plateau more than 800m above sea level. The rainy season is between October and April and it gives enough

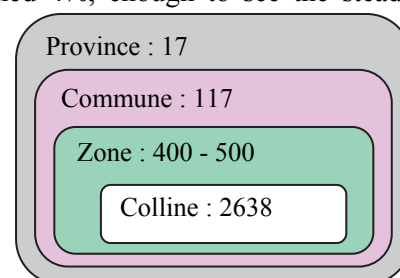


precipitation about 900- 1600mm. The ethnic composition is 85% of Hutu, 14% of Tutsi, and 1% of Batwa, which is Pygmy tribe. The official languages are French and Kirundi and religions are divided into 65% of Catholic, 10% of Protestant, and the 23% traditional religion.

The main industry is agriculture and it accounts for approximately 35% of GDP, 90% of the working population, 60% of export earnings. In addition, in recent years, the second and tertiary industries have developed and the former accounts 20% of GDP and the latter, 45%.

The average real economic growth rate in year 2006-2009 reached 4%, enough to see the steady development. Burundi's economy had declined from 1987 to 2005 during the turmoil stemmed from the conflict, until the sign of peace was foreseen in 2005. GNI per capita remained at US \$ 270 in 2012, which is one of the lowest in the world. Thus, the reduction of poverty in Burundi has become an urgent issue.

Burundi consists of 17 provinces, beneath them, 117 communes, 400-500 zone, and 2,638 collines as local administration. Moreover, as a subdivision of collines, there are sub-collines separated by small collines and waterways as the geographical boundary.



**Figure 2.1 Administrative Layers of Burundi**

### **2.1.2 Political Situation**

After the independence in 1962 from Belgium which was the country's former colonial power, Hutu and Tutsi clashed since the early 1970s, and it turned out to be a civil war. Due to the impact of the conflict, more than 500,000 people were killed, and more than 280,000 of IDPs were generated. Also, more than 800,000 people became refugees to neighboring countries such as Tanzania. However, the peace process started in 2000 and the final ceasefire agreement was made in September 2006 between the government under President Nkurunziza and the FNL (Forces nationales de liberation, National Liberation Forces). Burundi is in the process of disarmament, demobilization and reintegration of FNL members. After reelection of Nkurunziza as President in 2010, it is expected to accelerate the recovery process by making an effort for the prevention to relapse of conflict, such as installing the ethnic power sharing system. Until September 2011, 489,770 Burundian refugees from the United Republic of Tanzania, 14,643 Burundian refugees from the Democratic Republic of Congo, as well as 9, 753 Burundian refugees from other countries have repatriated to Burundi followed from the Arusha agreement, and over 162,300 refugees were naturalized in the United Republic of Tanzania. On the top of that, 38,211 Burundian refugees out of 46,890 including people under refugee-like situation and asylum-seekers in the United Republic of Tanzania currently most likely repatriate due to the closure of one of the refugee camps called Mtabia refugee camp in the United Republic of Tanzania. However, there are some 78,900 Internally Displaced Persons (IDPs) in need of durable solutions, and they will be target of the action plan toward durable solution that will be established by Burundian Government in 2012 with help of UNHCR.

### **2.1.3 Government System**

It is a fact that the centralized system remains in Burundi, although the policy document of three-year action plan of decentralization for long-term and short-term as well as the national policy of decentralization from 2009 to 2020 came into effect and the actions related to decentralization started. However, in terms of the governance, cooperation between ministries and decentralization including allocation of budget are in need of efforts to be promoted.

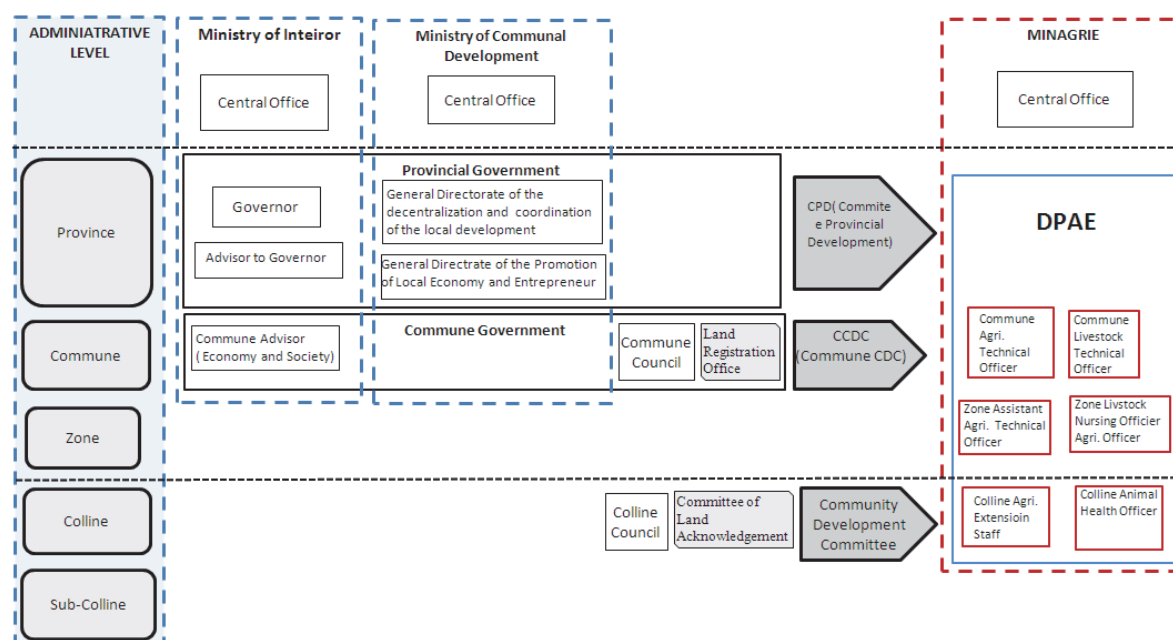
#### **(1) Central Government**

In Burundi, the Ministry Communal Development and the Ministry of the Interior take responsible for community development, and MINAGRIE is the executing body for the field of agricultural

production and rural development. Here, the figure below shows the organization chart of MINAGRIE, the implementing agency of the Project, and MTTPE as related organization.

## (2) Local Government

The government of Burundi is promoting decentralization of the service provision to the local government. The following shows the overview of the local administrative structure.



**Figure 2.2 Local Administrative System**

## (3) DPAE

DPAE is the executive body to implement agricultural projects in the level of province. In 2011, restructure of MINAGRIE started, and the Department of Rural Engineering in the Ministry of Environment has been transferred to MINAGRIE as well as adding the Department of Farmers' Organization Support to the General Directorate of Agricultural Development and Extension.

### 2.1.4 National Development Plans and Donors' Activities

**Table 2.1 National Development Plans**

Development plan		Summary
National Development Plans	Poverty Reduction Strategy Paper (PRSP)	<ul style="list-style-type: none"> <li>Strengthening the Rule of Law, consolidating good governance, and promoting gender equality (rehabilitating the justice system, promoting human rights, strengthening security, reintegration of victims of the conflict into the economic and social fabric, strengthening the democratic process, improving civil service performance, accelerating the decentralization process, consolidating public finances)</li> <li>Transforming Burundi's economy to generate sustainable, job-creating growth (Increasing productivity in sectors with growth potential, diversification of export crops and development of profitable segments, developing agricultural production through professionalizing producers, strengthening the institutional framework, promoting burundi's cultural heritage and tourism potential, promoting the private sector and creating jobs, improving access to better quality economic infrastructures(energy, transportation, ICT), developing means of transportation for integrating rural areas, and promoting regional integration, for</li> </ul>

Development plan		Summary
		<p>sustaining economic growth, promoting information and communications technologies, promoting regional integration and cooperation with countries of the region and belongs to several regional and subregional organizations)</p> <p>✧ Improving access and quality in basic social services and strengthening the social safety net (Increasing the capacity and quality of the education system, improving higher education and scientific research, controlling population growth, intensifying efforts against HIV/AIDS and major pandemics, promoting access to drinking water, strengthening the social safety net)</p> <p>✧ Promoting development through sustainable environmental and space management</p>
	Burundi Vision 2025	<p>✧ Reforming national unity, restoration of national security</p> <p>✧ Regulation of population growth, the establishment of food security</p> <p>✧ Problem-solving unemployment, an increase in household income</p> <p>✧ Diversification and economic development with a healthy and competitive, promotion</p> <p>✧ Infrastructure development that contributes to higher productivity</p> <p>✧ Educational improvement and increase in the rate of literacy</p>
Others	National Agricultural Strategy (SAN) (2008-2015)	✧ Under the slogan "the development of agriculture to create the future of Burundi", the diversification of production and the improvement of agricultural productivity in the national agricultural strategies for propelling the preservation of the environment and natural resources and diversification of farm receipts policies and countermeasures for consideration.
	National Policy of Decentralization of Burundi (2009)	<p>✧ Formulated to realize decentralization with 5 strategic axes; 1. Strengthening the legal framework, 2. Strengthening the institutional framework, 3. Strengthening the capacity of stakeholders, 4. Promotion of local economic development, poverty reduction and the provision of services, 5. Fiscal and financial decentralization.</p> <p>✧ 2<sup>nd</sup> 3 Years Action Plan (2012-14) is carried out, but more than 90 % of needed amount has no financial resources</p>
	Transportation Post and Telecommunications Sector Policy Document	✧ Overall goal "to ensure the movement of people has set, to ensure public transportation for people to move within the country" as the target.

Several donors have been working in Burundi. As one of the major donors, World Bank has been carried out the financial support, investment projects, research, and technical assistance, on the basis of the Country Assistance Strategy. They have plans to support for encouraging economic growth, governance, and interdisciplinary projects by a loan of about US\$ 300 million in the 4 years from 2008 to 2012.

Also, Burundi has been a target of UN Peace Building Fund (PBF) in June 23, 2006. The assistance was decided in 2007 for US\$ 35 million to implement the project in the sector of governance, strengthening rule of law and security sector, human rights and the land ownership issue.

Major donors of community development in agricultural sector are World Bank, IFAD, FAO, EU, GIZ, and Belgian Development Agency (CTB). Currently, 31 projects and programs have been implemented by MINAGRIE.

Especially, EU has been working in Burundi including Gitega province, the target province of the project through assistance concentrated on three fields: rural rehabilitation and development, health and general budget support.

Also, CTB, Belgian Development Agency, has been under partnership with Burundi since 1962 of its independence. CTB's assistance concentrates on three priority sectors; health care, education, agriculture. CTB provides assistance entire Burundi including Gitega province.



## **2.2 Overview of Gitega Province**

### **2.2.1 General Condition of Gitega Province**

Gitega province, the target site of the Project, has 1,979 km<sup>2</sup> of total area, 731,370 of population, and 370 people/ km<sup>2</sup> of population density. Elevation is 1,600-2,000m with the average annual temperature of about 20 degrees Celsius, and the average annual precipitation is about 1,200 mm, enough to keep its province relatively humid and warm throughout the year. Seasons are divided into 3 parts, big rainy season from January to April, dry season from May to October, and small rainy season from November to December.

Gitega province consists of 11 communes. A commune consists of 2-4 zones, and a zone consists of 10-20 of collines as shown in the table below. Populations are 30,000 to more than 100,000 in communes, 20,000 to 40,000 in zones and 3,000 to 4,000 in collines.

Gitega province has the city of Gitega, the nation's second largest city after the capital Bujumbura, and it locates at the center of the country, so it is a strategic point as national roads concentrated in a radial pattern.

### **2.2.2 Impact of the Conflict and Current Status**

According to the investigation report for IDPs in Burundi done by Office for the Coordination of Humanitarian Affairs (OCHA) of UN, 17,000 IDPs live in Gitega province which is about 15% out of 116,000 IDPs (see the left table below). Gitega province is one of the provinces heavily affected by conflicts, and the poverty rate is the second highest in the country<sup>1</sup>

Although the largest recipient commune of IDP is Mutaho in the north, Itaba (2nd), Buraza (3rd), Makebuko (4th) and Bukirasazi (6th) in the south follow (see the right table above). Therefore Gitega provincial government has urged strongly to receive the assistance at Itaba, Makebuko, Bukirasazi, located in the south where the issues of large population of IDPs and high degree of poverty exist. To respond to the request, Itaba, Makebuko, Bukirasazi have been selected for the Project area. As for Buraza, although there is the greater significance of the assistance, Buraza is set to the target of urgent pilot project for road rehabilitation due to the devastating road conditions, from the fact that very few assistance from other donors have achieved.

### **2.2.3 Agriculture**

Agricultural sector in Burundi constitutes approximately 35% of GDP, over 60% of income of foreign currency and 90 % of labor population. 90% of the entire population live in the rural area, and engaged in production of potatoes and beans, as well as raising cash crops of coffee and sugar for acquiring cash and raising cattle. According to the statistics of FAO, approximately 77% (21,500 km<sup>2</sup>) of the total area of Burundi (27,800 km<sup>2</sup>) is utilized for the agricultural production including pasture land.

Although Burundi has high potential for the agricultural production, it is unstable due to effects of the civil war, bad weather, soil erosions, deterioration of soil caused by the shortage of fertilizer, and it has been leading 75% of population under chronic scarcity of food. According to the statistics of FAO, food import accounts for 12.5% of total import.

In Gitega province whose altitude is between 1,500-2,000m, over 90% people there also earn living out of agriculture and there is 9,271ha of cultivative wetland along the rivers. Farmers can cultivate in rainfed for 6 months in the small rainy season from September to December (season A) and the big rainy season from January to April (season B) which enable this region to receive 1,200-1,500mm per year of rainfall. They cultivate peas, haricot, potatoes in dual cropping and maize, cassavas, bananas in single cropping. Grains such as millet and sorghum, or banana as the staple food in colline, and

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<sup>1</sup> 89.7%, 1998 Priority Survey, ISTEBU, PRSP (2006) also draws this value.

potatoes and legumes are grown by traditional farming methods in both collines and wetlands. Because wetlands can be cultivated 1-3 times, depending on rainfall and flooding situation in particular, potato production is thriving in Gitega province. Although cropping throughout a year is possible in the marsh area, small scale intensive cultivation is practiced for potatoes, maize, and vegetables due to the limitation of areas which amount for some hundreds to less than 2 thousands m<sup>2</sup> per farmer. The main cash crops in Gitega are coffee, banana, and peanuts, as well as rice produced in some marshes. Modern agricultural techniques are adopted by some farmers through agricultural extension workers, such as appropriate interval planting, mulching, application of chemical fertilizers and pesticide mainly for beans, potatoes, maize, and rice.

## **2.2.4 Development Plan of Gitega Province**

### **(1) Strategy of Provincial Economic Development and Job Creation (SDECE)**

The Strategy of Provincial Economic Development and Job Creation (Stratégie Provinciale de Développement économique et de Création d'emploi; SDECE), was developed in accordance with the national policy and strategy i.e. PRSP and SAN.

For the development of the key sectors of the provincial economy the directions have been issued. The directions have been classified into four broad categories of the sectors- a) Agriculture sector, b) Livestock sector, c) Industry and food processing sector, and d) Service and tourism sector. Furthermore, for development of each categorized sector, various themes are classified which are given as follows.

### **(2) Provincial Plan for Agricultural Investment (PPIA)**

The Provincial Plan for Agricultural Investment (Plans Provinciaux d'Investissement Agricole, PPIA) is the provincial version of PNIA. The draft was formulated in December 2012 through series of workshops with all stakeholders, financially and technically supported by PAIOSA (project carried out by CTB). The document consists of 8 chapters, starting from the introduction followed by analysis of Gitega Province and its agriculture. It also contains the financial plan, its economic analysis and risk analysis for sustainability. Programs and sub-programs are the same as PNIA but the target values are corresponding to the situation of the province.

The financial plan for needs is quite incomplete, as there are lots of blanks seen in the following table. According to the chief of planning, monitoring and evaluation division of DPAE who is in charge of financial planning of PPIA, DPAE requested to submit budget plans to various stakeholders but there were no replies, so financial planning of PPIA both for needs and resources is put on the shelf so far. Also in Chapter 7 Risk Analysis and Sustainability, of the document, financial availability is listed as one of the risks for sustainability, noted on the top for all the sub-programs. That is, PPIA does not have substantial finance background and has to depend on donor funds mostly.

## **2.2.5 Activities of Development Partners**

Major activities of the development partners in Gitega Province in agriculture, community development and capacity building are as listed as below.

**Table 2.2 Projects by Donors**

Project	Age -ncy	Period/ Area in Gitega	Summary
Support Program for Reinsertion and Reconstruction for Conflict Affected People (APRS)	GIZ	2004~ 2010/ Overall Gitega	<p>✧ Multi-sector assistance project started in 2004, the main counterpart; the Ministry of National Solidarity, Human Rights.</p> <p>✧ 2004-2007 (APRS1): basic social infrastructure, community development plan created (PCDC), vocational training, business promotion, social harmony</p> <p>✧ 2008-2010 (APRS2): strengthen the capacity of technicians in accordance with the</p>

Project	Age -ncy	Period/ Area in Gitega	Summary
			practice of the PCDC, good governance, regional economic development (agriculture, non-agricultural sector) to assist residents.
Support Program for Decentralization and Poverty Alleviation (ADLP)	GIZ	2011~2014/ Overall Gitega	✧ Project is the same as of APRS but with the change of name. The main objective was to strengthen the capacity of staff and promote the decentralization in the Ministry of Planning and Community Development Department of the Interior. In addition to the capacity building of local self-government, the provision for assistance concerning the added value of agricultural products and market will continue.
Agricultural Intensification and Value-enhancing Support Project (PAIVA-B)	IFAD FAO EU	2011~2017/ Bugendana and Mutaho Commune	✧ Project that aims to improve the profitability and sustainability of agricultural production organizations. ✧ Activity consists of the three components; a) Protection and enhancement of agricultural production b) Capacity building and creation of leader producers c) Coordination with the national program and support
Livestock Sector Rehabilitation Support Project (PARSE)	IFAD	2011~2014/ Bugendana, Mutaho, Makebuko, Bukirasazi	✧ Distribution and donation of a new livestock. Dissemination about the modern livestock technology ✧ Activity of the project consists of the following four components,. a) Rebuilding ability to produce livestock and diversify livestock production b) Accessible animal health services and protection from the risk of disease c) Strengthening regional organizations and small dairy farmers in sustainable training support d) Project coordination
Evaluation for Promotion of Integrated Marsh Support to Food Security (VIMASA)	EU/ CISV(It alian NGO)	2009~2013/ Makebuko, Itaba Commune	✧ Irrigated rice farming and terrace building in marshy and wet valleys, ✧ Strengthening of organizational structures and 'maîtrise d'ouvrage' (ownership of the construction process), ✧ Access to production means (certified seeds, fertilizer), ✧ Integrated approach of the agricultural chain and water management, ✧ Poverty alleviation through improved food security,
Institutional and Operational Support Programme for the Agricultural Sector (PAIOSA)	CTB	2011~2017/ Gitega city only	✧ Strengthening the functions of MINAGRIE ; programming, coordination, monitoring and evaluation (central and provincial) ✧ Implementation of public structures and coordination control of the seed sector and support to private seed sector ✧ Support research and redeployment of regional office of ISABU ✧ Infrastructure: rehabilitation of 3,000 ha irrigated perimeters and 700 ha of marsh ✧ Non-financial support to the private sector for development of value chains ✧ Strengthening organization and techniques of producers
Support for Vocational and Technical Training (AFPT)	CTB	2012~2017 Part of Gitega	✧ Focusing on institutional governance (management and maintenance), but also the sub-sector of the education and technical and vocational training at the national level (school board management, staffing etc). ✧ Improving the management and quality of education. ✧ Supporting the creation of partnerships and collaborative arrangements with the corporate society and craftsmen.

### 3. Overview of Project Target Communes

#### 3.1 Colline Profiling

##### 3.1.1 Purpose, Method and Implementation of the Survey

The main objective of the present project: Pilot projects selected from PCDC according to priority and urgency are implemented and an Action Plan to facilitate implementation of PCDC, a Manual to be used by MINAGRIE and commune officials and recommendations for PCDC are elaborated based on the lessons learned from implementation of pilot projects. Hence, the development of manual, action plan and recommendation for improvement of PCDC is possible only if the baseline information of the target area is in hand. Colline profiling is an attempt to prepare and establish baseline information on the existing condition of the target area (specifically to make better understanding of the local resources) so that ministerial / local officials can design feasible and strategic community development



plan. The target areas for the preparation of the colline profile were the collines of the commune Makebuko, Itaba and Bukirasazi.

### 3.1.2 Zone and Colline

**Table 3.1 Zones and Collines of Each Commune**

Commune	Zones	Collines
Makebuko	Makebuko	Bugumbasha, Gasasa, Kagege, Makebuko, Mwaro-Ngundu, Mwaro-Mavuvu, Ntita, Rwanda, Rwesero.
	Maramvya	Buga, Janja, Karoba, Kiyange, Murago, Musave, Muyange, Rusagara, Rwezamenyo, Simba
	Murenda	Butobwe, Gasagara, Gasenyi, Kinyonza, Muhororo, Murenda, Mwanzari, Mwumba, Nyamagandika,
Itaba	Buhevyi	Kagoma, Kanyonga, Rukobe I, Rukobe II
	Gihamagara	Buhinda, Gihamagara, Kibogoye, Kirambi, Kugitega, Mugomera, Ruhanza
	Itaba	Buhanga, Butare, Gisikara, Itaba, Kanyinya, Karemba, Macu, Mutanga, Nkima
Bukirasazi	Bukirasazi	Bukirasazi, Migano, Shaya, Gasongati, Ruhinda, Ruvumu, Tema, Kibuye, Rwinyana, Buhanda, Mpingwe, Rugoma
	Kangozi	Bunyuka, Kibere, Nyamisure, Nyambuye, Rugabano, Rukoki

*Source: Communal Administration*

### 3.1.3 Inhibitory Factors and Development Challenges of the Agricultural Sector

In all three communes i.e. Bukirasazi, Itaba and Makebuko, the diagnostics of the agriculture sectors results following key challenges;

- ✧ The use of rudimentary tillage tools such as machetes, spades, etc are practiced for farming purpose.
- ✧ A family labor force dominated by females
- ✧ Degraded soils due to land overexploitation and the sloping topography that causes erosion;
- ✧ A poor agricultural production due to the lack or insufficiency of farm inputs;
- ✧ An agricultural supervision with poor performance due to the fact that some supervisors do not have transportation means;
- ✧ The disorderly exploitation and the lack of maintenance of hydraulic engineering structures limiting the productivity of soil;
- ✧ Climate conditions which are difficult to master or control.
- ✧ The size of land under cultivation is decreasing continually because of population growth.
- ✧ Taking into account the aspect of less fertile soil the need for fertilizer for the commune is great.
- ✧ Selected seeds are not available and people have to use the traditional way to keep apart seeds for the next season or buy them at local market
- ✧ The population faces shortage of organic manure because of dramatic decreasing of livestock.

## 3.2 Summary of Colline Profiling

As a result of colline profiling of three target communes of the Project, characteristic of each commune are summarized as shown in the table below;

**Table 3.2 Summary of Colline Profiling by Commune**

Item	Makebuko	Itaba	Bukirasazi
Population	Population density is 428/km <sup>2</sup> , people living in IDP camp occupy 3.6% (2623) of all.	Population density is relatively low (315/km <sup>2</sup> ) due to hilly land. People living in IDP camp occupy 4.1% (2821) of all.	Population density is relatively high (503/km <sup>2</sup> ), People living in IDP camp occupy 7.3% (3213)
Livelihood and Living condition	Houses with straw roof occupy 6.5% (950) of all houses and houses with metal sheet occupy 15.5% (2252), it means housing condition is in middle level among three communes.	Houses with straw roof occupy 17.2% (2716) of all houses and houses with metal sheet occupy 10.9% (1720), it means housing condition is relatively bad.	Houses with straw roof occupy 4.2% (361) of all houses and houses with metal sheet occupy 29.2% (2390), it means housing condition is relatively good.
Infrastructure	Access to infrastructure relatively good, less than 45 minutes in average to go to school, health center and market from the center of the colline.	Not a few collines are hilly, and access to infrastructure is comparatively bad. There is a big market (Gihamagara market)	Access to infrastructure relatively good, less than 30 minutes in average to go to school, health center and market from the center of the colline.
Agriculture	Cassava, banana and maize are major crops. Also, sweet potato and beans are major crops, and sweet potato is processed into beignet.	Cassava, banana and maize are three major crops, and cassava and maize are processed into flour and banana is processed into banana wine.	Production and productivity is biggest among three communes. Cassava, banana and maize are three major crops, and cassava and maize are processed into flour and banana is processed into banana wine. Also, fruit production is relatively big.
Association	Number of Association is 148, and cooperative is 13. More than 90% of associations' activities are agriculture, pastoral and agro-pastoral.	Number of Association is 87, cooperative is 4. 65% of associations' activities are agriculture, pastoral and agro-pastoral. Credit activities occupy with 20% of associations' activities.	Number of Association is 98, cooperative is 5. 65% of associations' activities are agriculture, pastoral and agro-pastoral. Credit activities occupy with 25% of associations' activities.
Dispute	Number of land cases in 2011 was 424 and 80% of them was resolved.	Number of land cases in 2011 was 315 and 74% of them was resolved.	Number of land cases in 2011 was 166 and 35% of them was resolved.
Social Problems in Conflict Affected Commune	There are significant number of social vulnerable people, most of them are IDPs (26.2%), widows (26.6%) and orphans (24.2%). There is one IDP camp, Mwaro-Ngundu IDP camp, in the commune and people living there hope building peace villages accompanying necessary infrastructures and live together with people living in colline.	There are significant number of IDPs in the commune which occupied 25.5% of social vulnerable people. There are three IDP camps in the commune, 13.1% of IDPs live in Gisikara IDP camp, 21.3% live in Buhoro IDP camp and 61.0% live in Gihamagara camp. Main hindering factor of returning to original community for people living in camp is security problem, and they hope strengthening security system.	There are significant number of IDPs in the commune which occupied 48.2% of social vulnerable people. There are two IDP camps in the commune, 68.9% of IDPs live in Bukirasazi IDP camp, 8.9% live in Kibuye IDP camp. People living in IDP camp hope association activities promoting cooperation among people living in IDP camp and people living in colline.

Also, situation of people in need of special attention was clarified as follows;

**Table 3.3 Summary of People in Need of Special Attention**

Community Members Who Need Special Attention	Situation	Difficulty they face	Support from outside	Participation in Association	Means of Living	Land Holding
Ex-Combatant	Some success in integration and the others are living in IDP Camp	Food Security	Social rehabilitation kit	Yes	Agriculture, Non-agricultural industry	Most of them sold out their land at the time of leaving for war
Ex-Child Soldier	Good relationship with people	Food Security	Land / Cattle	Yes	Agriculture, Non-agricultural industry	It depends on each person

Widow	They have no means to send their children to the school	Food security, lack of clothes	No support	Yes	Agriculture	Very small or having difficulty to possess land
Orphan	They cannot go to school and do not have money for stationary.	Food security, lack of clothes, no money for medical supports	There are some Associations supporting them	—	—	Some' lands are taken by their relatives
Persons living with disabilities (PWD)	They cannot go to school and able to work, therefore, they are so poor.	Food Security, no money for medical support	There are some Associations supporting them	Yes	Some cannot move and work	Depends on kind of disabilities
Batwa	They are poor living on self-sufficient agriculture and pottery	Food Security, they don't know how to cultivate	There are some Associations supporting them	No, they don't have any association	Pottery, Agriculture	Very small land
HIV/AIDS	They do not have travel fee to go and take ARVs	Lack of agricultural input, Food Security	There are some Associations supporting them	Yes	Agriculture, Non-agricultural industry	Same land holdings as other people
IDP	It is too far to go to their original colline to cultivate	Some difficulties in crop cultivation in original colline	There are some Associations supporting them	Yes	Agriculture, Non-agricultural industry	They have land in their original colline, sometime take long time to go there

## 4. PCDC Analysis

### 4.1 Context of PCDC Development

The Government of Burundi has adopted a communal law No 01/016 20 April 2005 which regards communes as decentralized entities with a legal recognition and an organizational and financial autonomy. Within this framework, local communities guided by locally elected officials must promote the development of their commune based on a document called “Communal Plan for Community Development” (Plan communal de développement communautaire, hereafter PCDC). PCDC is developed in a participatory and inclusive way in accordance with the orientations of a Practical National Guide of Communal Planning of the Ministry of Planning for Development and National Reconstruction, adopted in 2008 as a 5-year development plan. The aim is therefore to equip communes with an adapted and adequate working tool which integrates the aspirations, assets, potentialities and the main prioritized actions to carry out for the development of communes. As the term of PCDC 1<sup>st</sup> was over in 2012, the draft of PCDC 2<sup>nd</sup> was developed in August 2013.

### 4.2 Outline of the Practical National Guide of Communal Planning

Although one of the main tasks assigned to local officials in the framework of decentralization is to promote development in their community, it lacks an adequate and suitable tool for this mission. As planning methods differ depending on development actors, it is essential to harmonize concepts, procedures, principles, methods and tools for communal development planning. Therefore, the national guide for commune planning was prepared to meet the need of government and its development partners to improve and rationalize the national planning system designed for beneficiaries for a participatory and sustainable development.

### 4.3 Obstacles for Promoting PCDC Projects

#### (1) Description of Desirable Future Direction of Community Development

PCDC was elaborated based on the needs of population in commune. Also, vision of PCDC was set through bottom up approach. However, it is necessary for commune administration to give an overall picture and direction of community development through setting clear vision considering the



characteristics of community. MINAGRIE/DPAE having staffs from provincial level to the extent of colline level, thus, can support commune administration to take characteristics of community into account for setting a vision based on the diagnostic.

## **(2) No Financial Resources**

The decentralization process did not start when PCDC was formulated in 2008, so no budget from the central government was allocated and a commune administration did not have any sources of revenue for implementation of PCDC. That is, PCDC does not have effective financial resources in principle.

## **(3) Insufficient Coordination between Commune Administration and DPAE**

Some agricultural activities described in PCDC were in lack of coordination between the policy / activities decided in DPAE structure and activities stipulated in PCDC. For example, it is not clear that correspondence of strategic channel in “Increase Agricultural Production” in PCDC to strategic axis of SAN (Strategie Agricole Nationale) and to program / sub-program in PNIA (Plan National D’investissement Agricole), which made it difficult for both commune side and DPAE side to grasp all agricultural activities conducted in commune.

## **(4) Unclear Implementation Structure and Unclear Procedure of Projects**

Each activity described in PCDC didn’t mention the process of activity, role of each actor and implementation structure. This made it difficult for DPAE and communes to follow necessary procedures to start the activities.

## **(5) Insufficient Consideration about Feasibility of Implementation of Projects**

There are many activities described in PCDC and they have room for improvement of design, since some projects were beyond budget allocation and capacity of local officers due to insufficient consideration of feasibility of implementation.

## **(6) Conducting Monitoring and Evaluation Based on the Amount of Input, Not on Outcome**

Activities stipulated in PCDC are evaluated by input, but not by outcome. In such cases, stakeholders sometimes misunderstood the progress of the activities due to the discrepancy between the planned and actual input. For example, we cannot declare that distribution of planned amount of seeds surely bring promising dissemination of selected seeds to farmers.

### **4.4 PCDC in Target Communes**

In the 2<sup>nd</sup> generation of PCDC in 3 targeted communes, achievement of PCDC 1<sup>st</sup> was evaluated as the table below. Figures in it seem fair in consideration of the characteristic of PCDC without financial background but these achievements are actual annual input against planned annual input designated by PAI, thus they are not the rate against the initial plan of PCDC.

**Table 4.1 Evaluation of PCDC 1st**

Makebuko		Itaba		Bukirasazi	
Strategic Axis	Achieve-ment(%)	Strategic Axis	Achieve-ment(%)	Strategic Axis	Achieve-ment(%)
Overall	67	Overall	Below 50	Overall	70
Education	108	Education	22	Agriculture	55
Agriculture	77	Water/Sani.	50	Water/Sani.	71
Water/Sani.	51	Agriculture	47	Education	49
Governance	59	Non-agri, Infrastructure	25	Non-agri, Infrastructure	88
Non-agri, Infrastructure	41	Governance	45	Governance	85

The objectives in the axis of agriculture are tabulated as below. In Itaba, some objectives of PCDC 1<sup>st</sup> are summarized in “Restoration of soil fertility” and “Production increase of agriculture”, while some of Bukirasazi are subdivided.

**Table 4.2 Objectives in Strategic Axis of Agriculture**

Commune	Axis	Objectives
Makebuko	Axis 1. Improvement of agricultural productivity	Obj.1: Restoration of soil fertility Obj.2: Capacity building of producers Obj.3: Agricultural intensification Obj.4: Restocking livestock Obj.5: Promotion of beekeeping Obj.6: Processing of agricultural products Obj.7: Increase of coffee production Obj.8: Increase and protection of arable land
Itaba	Axis 2. Durable market promotion of agriculture and livestock and environment protection	Obj. 1: Restoration of soil fertility Obj.2: Production increase of agriculture Obj.3: Production increase of livestock
Bukirasazi	Axis 1. Promotion of agriculture and livestock	Obj.1: Restoration of soil fertility Obj.2: Production increase of agriculture Obj.3: Marsh management Obj.4: Improvement of vegetable and fruit production Obj.5: Production increase of livestock Obj.6: Aquaculture development Obj.7: Apiculture development Obj.8: Environnemental protection

On the other hand, project costs in agriculture sector are summarized in Table 4.6. The table shows; 1. Planned cost of PCDC 1st, 2. Estimated cost of PCDC 1st from actually inputted quantity, 3. Rate of 2. to 1., and 4. Planned cost of PCDC 2nd. Figures in Makebuko and Itaba are similar namely, 1. = about 3.5 million USD, 2. = 0.8 to 0.9 million USD, 3. = 22 to 24%, 4.= about 6 million USD. Bukirasazi scores high rate of achievement due to small budget of the initial plan and ambitious amount of over 10 million USD in PCDC 2nd.

Table 4.7 and Figure 4.1 show planned cost sharing rate among population, commune and partners (donors). It is clear that shares of population increase and shares of partners decrease in PCDC 2nd, as they were substituted especially in Makebuko and Bukirasazi.

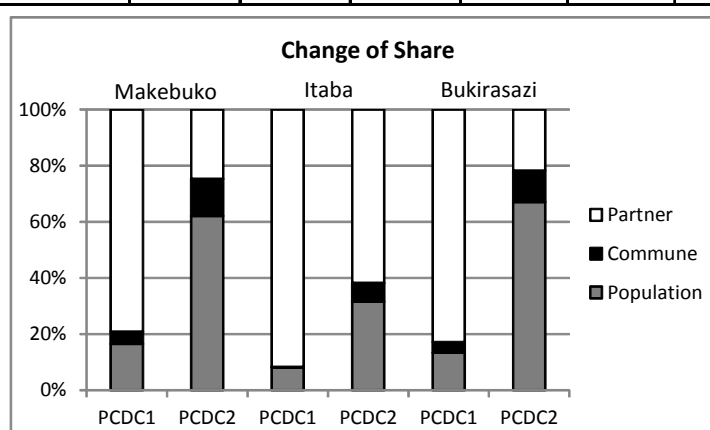
**Table 4.3 PCDC Project Cost in Agriculture**

1USD = 1,530.72BIF

Item	Makebuko		Itaba		Bukirasazi	
	Million BIF	'000 USD	Million BIF	'000 USD	Million BIF	'000 USD
1. PCDC1 Plan	5,271	3,443	5,863	3,830	2,432	1,589
2. PCDC1 Input	1,154	754	1,387	906	1,253	819
3. 2./1.	22%		24%		52%	
4. PCDC2 Plan	10,086	6,589	9,016	5,890	15,799	10,321

**Table 4.4 Sharing Rate of Project Cost in Agriculture**

Item	Makebuko		Itaba		Bukirasazi	
	PCDC1	PCDC2	PCDC1	PCDC2	PCDC1	PCDC2
Population	16%	62%	8%	31%	13%	67%
Commune	4%	13%	0%	7%	4%	11%
Partner	79%	25%	92%	62%	83%	22%



**Figure 4.1 Sharing Rate of Project Cost in Agriculture**

## 4.5 Financial Resources of PCDC

PCDC is planned based on not the budget but the needs of people and PCDC is a sort of projects menu to show people's demands to interveners and for them to select among those. Therefore, basically each project of PCDC does not have corresponding financial resources, and in fact a commune government, the primary implementer of PCDC, has quite limited budget so far. However, there are possible financial resources, such as FONIC, line ministries and donors.

**Table 4.5 Financial Sources of PCDC and Their Situation**

Source	Situation
FONIC	Although allocation from FONIC is quite small against demands at present and the revenue share plan of MDC seems difficult to realize in the near future, there is a possibility for amount increase. GIZ has sent an advisor to FONIC and allocated 1 million Euro for a technical cooperation project for FONIC. An audit for FONIC will be conducted in September 2014 and KfW (Kreditanstalt für Wiederaufbau, German Development Bank) will provide loans if the audit proves that FONIC has enough capacity to handle larger amount.
Line Ministries	Various ministries are implementing projects by their own budget and management. In case of MINAGRIE, financial planning of PPIA is not progressing at provincial level but cost estimate for available resources at national level is made in PNIA. Although the use of budget is decided by the ministry at the central level, inputs are provided to communes for agriculture and rural development. Therefore, aligning input provision of DPAE with PCDC is very important. Close coordination between DPAE and commune administrations for annual budget making is expected.
Donors	Since donors have their own theory and target, it is difficult for commune administration to designate sectors and areas, and manage donor projects. However, all stakeholders these days recognize that PCDC is the sole plan to follow or refer for community development and appropriate selection can be done through dialogue between donors and administrations.

## 5. Action Plan for Promoting PCDC

While each commune's Action Plan for promoting PCDC is explained in this chapter, the procedure to formulate them should be reaffirmed beforehand. The Draft Action Plan was formulated based on the



**Figure 5.1 Flow up to Finalization of Action Plan and Manual**

results of surveys (colline profiling survey, social survey and agricultural survey), and then, analysis of challenges and review of countermeasures for promoting PCDC were carried out to make project designs. Pilot projects were planned and implemented based on those studies and the lessons from pilot projects were reflected to the Draft Action Plan and Draft Manual to finalize them. The flow of finalizing the Action plan and Manual is shown in the figure. The table of contents of Action Plan formulated after these processes is shown below. Refer to the main report for actual Action Plans of 3 communes. The Manual for promoting PCDC is filed in Annex.

1. Introduction
2. Features of \_\_\_\_\_ Commune
  - 2.1 General Features of Governorate
  - 2.2 Natural Conditions
  - 2.3 Socio-Economic Condition
  - 2.4 Environmental and Social Consideration
    - 2.4.1 Environmental Consideration
    - 2.4.2 Social Consideration
      - (1) Progress of Reconciliation
      - (2) Consideration for People in Need of Special Attention
      - (3) Land Dispute
    - 2.4.3 Agricultural Condition
      - (1) Land Use
      - (2) Crop Production (including cropping pattern and crop calendar)
      - (3) Livestock
      - (4) Marsh Development
      - (5) Forestry
      - (6) Association
      - (7) Agri-business/ Private Sector
      - (8) Agricultural Infrastructure, Commercialization
3. Challenges for Promoting PCDC Projects in Agricultural Sector
  - 3.1 Challenges from Environmental and Social Consideration
    - 3.1.1 Challenges from Environmental and Social Consideration
    - 3.1.2 Challenges from Social Consideration
  - 3.2 Challenges in Agricultural Sector
    - (1) Environmental Protection
    - (2) Marsh Development
    - (3) Soil Fertility
    - (4) Multiplication of Selected Seed
    - (5) Livestock Promotion
    - (6) Post-harvest, Processing
    - (7) Development of Industries and Agribusiness
4. Analysis of PCDC
  - 4.1 Objective and Vision of PCDC
  - 4.2 Achievement State of PCDC Projects
5. Analysis of PPIA
  - 5.1 Objective and Vision of PPIA
  - 5.2 Achievement State of PPIA Projects
6. Countermeasure for Promoting PCDC Projects in Agriculture and Livestock and Livelihood Improvement Sector
  - 6.1 Focusing on Main Livelihood and Targeting of Areas
  - 6.2 Consideration for People in Need of Special Attention
7. PCDC Projects in Agricultural and Livestock and Livelihood Improvement Sector
  - 7.1 Project Design
  - 7.2 Project Menu
8. Implementation Structures of Action Plan for Promoting PCDC Projects in Agriculture and Livestock and Livelihood Improvement Sector
9. Project Sheet



## **6. Capacity Development Program**

### **6.1 Directions**

Capacity building of government officials and also local people are quite important for sustainable development, because development projects should be carried out by Burundian people basically, although most of development projects are funded, planned and implemented by donors at present. But currently there is not enough opportunity to train officials in communes, zones and collines. At the same time, establishment of implementation structure of training is essential for implementation of the sustainable capacity development for them. Therefore, the Project formulated the capacity development program. The Project adopted the cascading training method for local officials by using MINAGRIE staff at each level to conduct further trainings. Additionally, final target of this method is association. Feasibility of a proposed implementation structure after the Project was also verified during implementation of trainings.

While various trainings for capacity development were carried out within the Project, the Project Team evaluated various aspects of the trainings. They are relevance, effectiveness, efficiency, impact and sustainability of trainings and appropriate timing of implementation in order to maximize them. Based on the evaluation, necessary training was included in the program. Moreover, the repetition of some of trainings may not be possible after the project i.e. training in Japan and in third countries, so they were not included in the program.

The modules of training in Burundi were summarized for users in each level. The training materials included in the program should be kept at the General Directorate of Mobilization for Agricultural Development and Extension (Direction Générale de la Mobilisation pour l'Auto-Development et la Vulgarisation Agricoles, hereinafter called "DGMAVA") which is the responsible directorate body for training. They will be utilized by officials at each level for further trainings.

### **6.2 Capacity of Relevant Organization for Implementation of PCDC**

#### **6.2.1 Functions of Relevant Organizations for PCDC**

Official regulation describes the functions of MINAGRIE and DPAE concerned with PCDC as below.

"Decret No 100/300 du 25 Novembre 2011 portant Organisation du Ministère de l'Agriculture et de l'Elevage" states regular works and roles of each department in MINAGRIE and DPAE. However, there is no specification about the detailed works and roles of the agricultural officials in each administrative level under the province, although it states that DPAE should support PCDC in the sector of agriculture and livestock. The main roles of officials in MINAGRIE are planning, coordination and supervision of agricultural projects, and the main roles of officials of DPAE are execution and technical supervision of projects.

Especially for training, DGMAVA is the responsible directorate and the General Directorate of Agriculture (Direction Générale de l'Agriculture, hereinafter called "DGA") and General Directorate of Livestock (Direction Générale de l'Elevage, hereinafter called "DGE") support and cooperate with DGMAVA if necessary. However, it does not mention the details of training programs.

There is no official regulation for PCDC concerned with actors under MI and MDR. However, a commune government is responsible for activities such as planning, coordination, supervision on management and technique, and execution of various projects under PCDC, including all agricultural projects within the commune.

#### **6.2.2 Present Situations and Issues on Capacity Development**

In MINAGRIE, DGMAVA is the main directorate responsible for the training in agricultural sector.

According to the interview to DGMAVA, there is no annual training program in mid and long term, but ad hoc training courses are conducted when budget is secured. These training courses are conducted mostly when donors include training in their project and they conduct it based on their target themes. When MINAGRIE has budget, it conducts training according to the main target crops such as a rice, banana, cassava, maize, palm oil and potato.

Lack of enough capacity of administrative actors to implement PCDC is one of the big challenges to secure sustainability but MINAGRIE and local administrations, the implementing agency of PCDC, does not have an appropriate system to train staff.

### **6.3 Necessary Capacity Development for Promotion of Implementation**

#### **6.3.1 Necessary Techniques and Knowledge for Officials**

Although smooth implementation of PCDC by officials is expected, necessary techniques and knowledge listed below are not enough and they have difficulties to carry out PCDC according to the survey on officials.

**Table 6.1 Necessary Techniques and Knowledge**

Level	Actor	Organization	Necessary Techniques and Knowledge
Center	Staff in MINAGRIE	MINAGRIE	▪ Method of preparation of development plan in agricultural sector
Province	Staff in DPAE	MINAGRIE	▪ Collecting and analyzing of community needs ▪ Method of preparation of development plan in agricultural sector ▪ Method of monitoring
	Economic advisor	MOI	-
Commune	Technical advisor	MOI	▪ Collecting and analyzing of community needs ▪ Method of preparation of development plan ▪ Method of monitoring ▪ New techniques
	Agronomist	MINAGRIE	▪ New techniques in wetland ▪ New techniques for conservation of seed and production ▪ Food processing
	Veterinary	ditto	▪ Animal health
Zone	Assistant of agronomist	MINAGRIE	Same as Agronomist of commune
	Assistant of veterinary	ditto	Same as Veterinary of commune
Colline	Agricultural monitor	MINAGRIE	Same as Agronomist of commune
	Community Animal Health Agent (ACSA)	ditto	Same as Veterinary of commune

\* Hatching indicates the staff of MINAGRIE

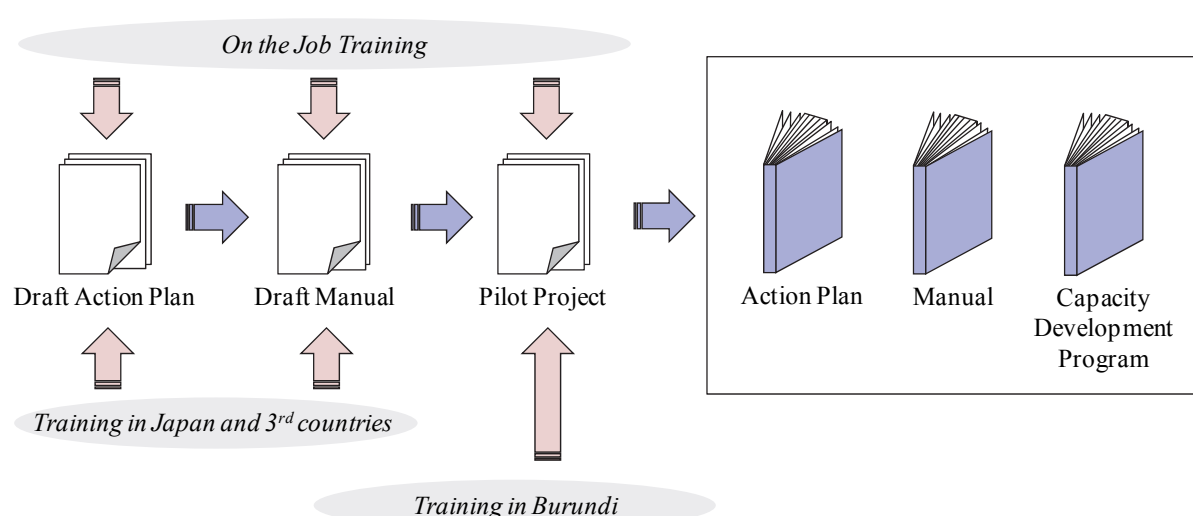
Source: Made by the team

Necessary techniques and knowledge are different among relevant actors in each level, especially between central and local level, so various trainings for capacity development should be carried out.

However, for establishment of sustainable implementation structure of training, the Project Team adopted cascade training instead of implementation of single training. Then, the Project verifies effect of each training and bringing up system for trainers through implementation of cascade training. In addition, the Project confirms whether cascade training contribute to the promotion of implementation of PCDC in the field by government officials.

### 6.3.2 Methodology of Capacity Development in the Project

Capacity development for planning and coordination of projects was carried out through the On-the Job-Training (hereinafter called “OJT”), and training in Japan and 3rd countries, Sierra Leone. Participants learnt methodologies and outputs on planning and coordination of projects through formulation of the Action Plan and Manual in the Project with OJT, an example of community development project in Sierra Leone, review of the Draft Action Plan and the Manual and various practices of rural development in Japan. The trainees of these trainings were trainers for training in Burundi. Capacity development for execution and technical supervision of projects was carried out through the OJT and training in Burundi. Participants learnt methodologies on execution and technical supervision of projects through training in Burundi and actual implementation of the pilot project. Capacity development for monitoring and evaluation of PCDC was strongly needed. The capacity development of actors in all levels was conducted through the monitoring and evaluation of the pilot projects. The relationships with capacity development activities and project outputs are shown in the figure below.



**Figure 6.1 Relationship Between Capacity Development Activities and Project Components**

### 6.3.3 Concept of Cascade Training

Capacity development of officials and local people are quite important for sustainable development, because development projects should be basically carried out by Burundian people basically, while most of the development projects are funded, planned and implemented by donors at present, therefore, capacity building is one of the important pillars of the Project. Cascade training consisting of 3 steps was carried out in Burundi for promotion of implementation of PCDC.

In the first step, the trainings targeted DPAE staff, engineers in MINAGRIE, agronomists and veterinaries from communes and were conducted by external trainers for various fields according to activities of the pilot projects. In the second step, the trainings targeted chiefs and agricultural assistants from zone level, chiefs, CDC members, agriculture monitors, and ACSA from colline level, and were conducted by the trainees of the first training. In the third step, capacity building of associations was conducted through the implementation of the pilot projects in cooperation with second step's trainees.

## Governmental Organization

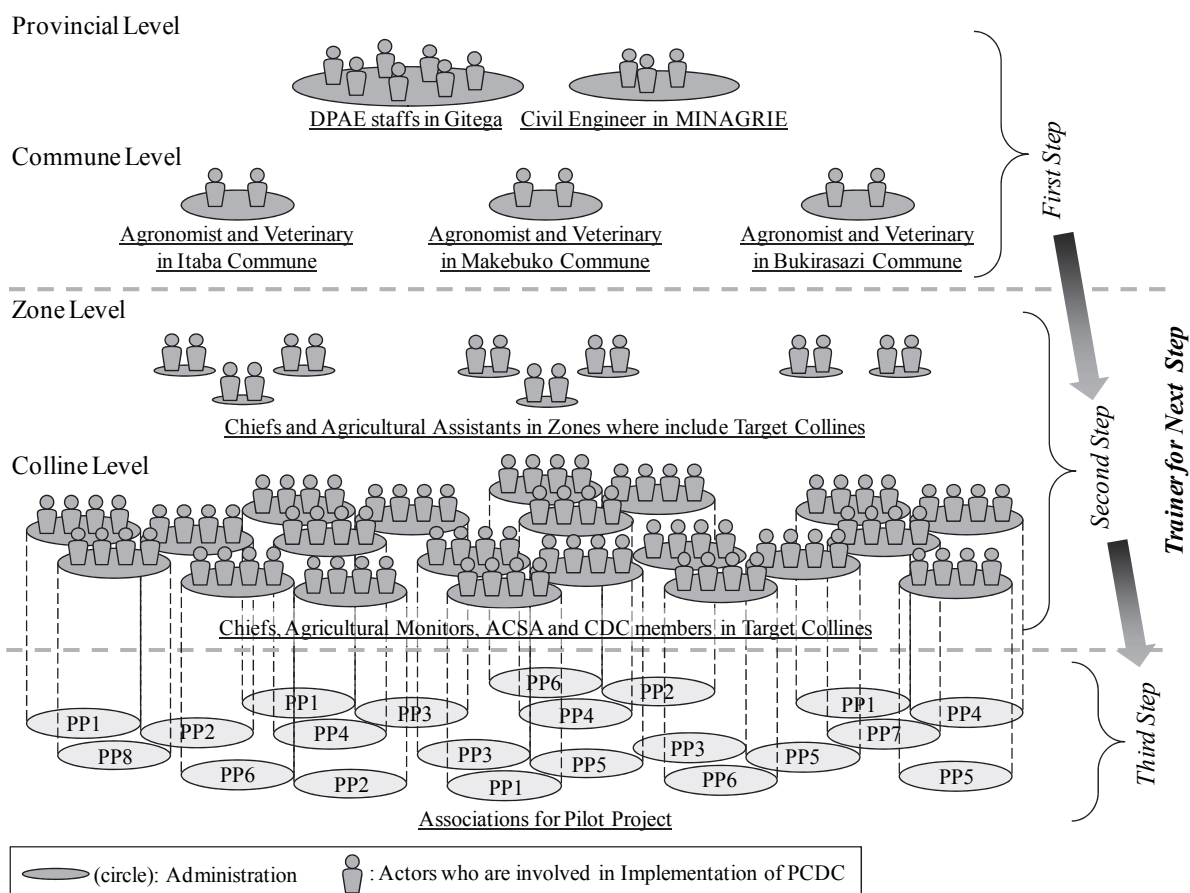


Figure 6.2 Concept on Cascade Training

## 6.4 Conducted Capacity Development in the Project

### 6.4.1 Training to Counterparts

Table 6.2 Conducted Training

Type of Training	Contents
On-the Job-Training	The objective of this training was to improve the capacity of individual counterpart for planning, coordination, supervision and execution of the project through implementation of pilot projects and formulation of the Action Plan and Manual with the Project Team. The duration was the same as the Project period.
Training in Japan	10 counterparts participated in 17 days training in Japan to study agricultural policy and cooperative activities for community development. They formulated the Training Action Plan (TAP) to support local associations and to promote PCDC in Burundi
Training in Sierra Leone	9 counterparts participated in 9 days training in Sierra Leone to study roles of stakeholders in community development. They held a workshop to explain what they learned through the training.

### 6.4.2 Training in Burundi for Promotion of Implementation of PCDC in the Field

The objective of the training was to improve officials as resource persons for the promotion of implementation of the pilot projects in the field through the cascade training in 3 steps. The first step training was conducted to MINAGRIE and DPAE personnel by experienced trainers. The second step training was conducted to local officials by the trainees of the first step training. The third step training was conducted to targeted association members by contractors with support from trainees of the second step training. Contents of series of training in the third step are tabulated below. At the end of



all training, training materials were finalized and they are attached in Annex.

**Table 6.3 Contents of Conducted Sub-Training in Pilot Projects**

PP		Title of Training		Sub-Training		
PP1	Marsh Development	No.1	Creation, Management, Accounting and Annual Plan of an Association			
		No.2	Constitution and Management of Cooperatives			
		No.3	Organization, Management and Maintenance of Irrigation Facilities			
			Watershed protection			
			Cropping Techniques of Rice and Vegetables			
PP2	Environmental Protection		Utilization of huller machine			
		No.1	Creation, Management, Accounting and Annual Plan of an Association			
		No.5	Environmental Protection		Seedling preparation and procedure of tree plantation	
	PP3	Soil Fertility Improvement	No.1	Creation, Management, Accounting and Annual Plan of an Association		
No.6			Soil Fertility Improvement		Compost making	
			Mixing chemical and organic fertilizer			
PP4	Selected Seed Solidarity Chain	No.1	Creation, Management, Accounting and Annual Plan of an Association			
		No.7	Multiplication of Selected Seed			
			Demonstration of sowing			
			Seed selection by categories			
PP5	Livestock Promotion	No.1	Creation, Management, Accounting and Annual Plan of an Association			
		No.8	Livestock Promotion		Breeding techniques	
PP6	Agricultural Products Processing Promotion	No.1	Creation, Management, Accounting and Annual Plan of an Association			
		No.9	Food Processing		Food processing for potato donut	
					Utilization of milling machine and its maintenance	
					Food processing for banana wine	
PP7	Marketing Promotion	No.1	Creation, Management, Accounting and Annual Plan of an Association			
PP8	Handicraft Industry Promotion	No.1	Creation, Management, Accounting and Annual Plan of an Association			
		No.10	Handy Craft Promotion		Utilization of carpentry machines and its maintenance	
					Utilization of tool for improved tile and its maintenance	
					Utilization of machine for brick making and its maintenance	
					Utilization of tools for ceramic making and its maintenance	

## 6.5 Results of Trainings

**Table 6.4 Results of Cascade Training**

Step	Result
First	All trainees answered positively for the training courses in questionnaire, even if they already had experience to participate in some training courses outside of the Project. However, they suggested organizing exchange visits and getting more knowledge for these programs. The Project adopted to conduct exchange visit, and they planned contents and coordinated to choose suitable site for the exchange visit by themselves as part of training on planning and coordination of capacity development.
Second	Most trainees gave positive answers for the training courses in questionnaire. However many trainees suggested adding practical training to improve the programs in general even they realized their improvement for all fields through the training courses. Since trainers made Kirundi module, they could learn also.
Third	All interviewees answered positively for the training in questionnaire and realized to be improved for their capacity through the training, even if they already had experience to activities concerned with the pilot project. Most interviewees mentioned that the training period should be long to facilitate better understanding and the exchange visit should be organized to understand practically. Due to shortage of the training period, some interviewees for all training gave negative answer.

## 6.6 Training Program to Promote PCDC

In order to promote PCDC, it is essential to develop capacity for relevant actors of PCDC and establish system for capacity development. However, it is not clearly mentioned its methodology to develop the actors in present PCDC. As conducted capacity development in the Project was evaluated and necessity of some training was confirmed through the cascade training, it is effective to conduct such training for the capacity development and establish the system to implement. Therefore, the training program to promote PCDC was formulated. Refer to the main text for details.

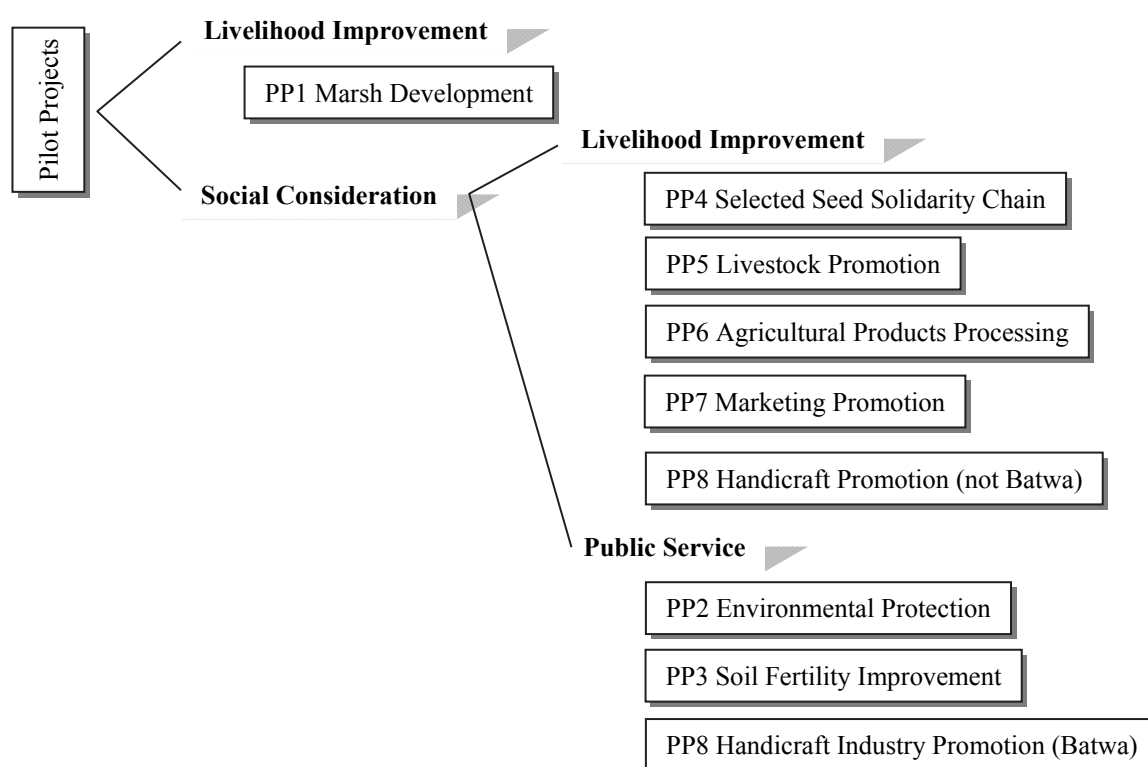
## 7. Pilot Project for Validation of Draft Action Plan

### 7.1 Contents

The Project Team selected pilot projects from the proposed projects in the Draft Action Plan. The Draft Action Plan was formulated on the basis of the hypothesis that people's main livelihood can be classified into three (3) types; 1) Marsh Agriculture Type, 2) Colline Agriculture Type and 3) Off-farm Type. Thus, we set projects menu corresponding to above three types.

The pilot project menu titled "Marsh Development" from projects described in the Draft Action Plan is chosen for Marsh Agriculture Type. Further, "Environment Protection", "Soil Fertility Improvement", "Selected Seed Solidarity Chain" and "Livestock Promotion" were chosen as pilot project menu for Colline Agriculture Type. "Agricultural Products Processing Promotion", "Marketing Promotion" and "Handicraft Industry Promotion" were set as pilot project menu for Off-farm Type, because people who don't possess farmland or have less land also can gain benefit from these projects.

Apart from the categorization based on livelihood, there is another classification from the view point of social consideration. As the Project aims reconciliation and reconstruction of community in the medium term, not only the aspect of livelihood improvement but also the aspect of social consideration to vulnerable people like widows, orphans, ex-combatants and so on, should be included in the criteria for selection of target associations. But circumstances are different according to a pilot project. In case of marsh development, the target must include all beneficiaries who cultivate in the



**Figure 7.1 Classification of Pilot Projects from Social Consideration**

marsh for livelihood improvement. In Colline Agriculture Type and Off-farm Type, associations supporting and/ or including vulnerable people were selected, while there are livelihood improvement activities and more public activities. The figure below shows classification of pilot projects from the view point of social consideration.

Capacity development for local officers was carried out in stepwise trainings called "cascade training". Firstly, DPAE staff was trained in various fields by external trainers, and then, local staffs (zone and colline agricultural officers, colline chiefs, CDC members) were trained by DPAE staffs who were

trainees of the initial training. Capacity development for association members was implemented through each pilot project. Based on the above, contents of pilot projects are tabulated as below.

**Table 7.1 Contents of Pilot Projects**

Equivalent in PNIA Program	Equivalent in PNIA Sub-Program	Type	Project Menu in Draft Action Plan	Title of Pilot Project	
Program 1	SP 2	Marsh Agricultural Type	3 Marsh Development	PP1	Marsh Development 1.1 Feasibility Study of Marsh Development 1.2 Environmental Impact Study 1.3 Marsh Development 1.4 Establishing and Strengthening the Water Management Units 1.5 Promotion of Rice Production during the Dry Season in Marsh 1.6 Promotion of Vegetable Production during the Rainy Season in Marsh
			1 Environment Protection	PP2	Environmental Protection 2.1 Grass Fixing in Contour Line 2.2 Afforestation in Colline 2.3 Nursery Construction 2.4 Environmental Awareness Seminar 2.5 Promotion of Fruit Tree Production
	SP 1	Colline Agricultural Type	2 Soil Fertility Improvement	PP3	Soil Fertility Improvement 3.1 Distribution of Chemical Fertilizer 3.2 Compost Production 3.3 Enhancing the Effectiveness of the Fertilizer Use by Mixing Chemical Fertilizer and Organic Manure
			4 Selected Seed Solidarity Chain	PP4	Selected Seed Solidarity Chain 4.1 Dissemination of Selected Seed 4.2 Strengthening the Seed Multiplication System 4.3 Seed Storage Construction
			5 Livestock Promotion	PP5	Livestock Promotion 5.1 Dissemination of Livestock 5.2 Strengthening the forage production 5.3 Strengthening the animal health
Program 3	SP 12	Off-farm Type	9 Agricultural Products Processing Promotion	PP6	Agricultural Products Processing Promotion 6.1 Establishment and Strengthening the Association 6.2 Agricultural Processing Training 6.3 Processing Machine Install
			10 Marketing Promotion	PP7	Marketing Promotion 7.1 Market Research for Marketing of the Cash Crops 7.2 Establishment of the Marketing Information Providing System 7.3 Improvement of Access to Market
			11 Handicraft Promotion	PP8	Handicraft Promotion 8.1 Establishment and Strengthening Association 8.2 Handicraft Training 8.3 Machine Installation

## 7.2 List of Pilot Projects

The table below shows basic information of pilot projects. Type of pilot projects, collines in each commune, input provided and name of associations.

**Table 7.2 Information of Pilot Projects**

\* Inputs and their quantities in the table are for each site.

Type	PP	Item	Sites (Name of marsh or colline) (and <i>Associations</i> )		
			Makebuko	Itaba	Bukirasazi
Marsh	1. Marsh: Phase 1		Nyamusuwaga	Rurembera	Kibuye
		Input	- Feasibility Study, - Irrigation Facility - Multipurpose Storage - Huller Machine + apparatus - Maintenance tools - Parcel Inventory		
		Training	1. Association management 2. Cooperative management 3. Organization management & maintenance 4. Watershed protection 5. Cropping techniques 6. Huller machine use		
		Trial	1. Rice trial 2. Vegetable trial		
	1. Marsh: Phase 2		Nyakigezi	Mutukura-Kamirange	Gishanga 1
		Input	- Feasibility Study - Irrigation Facility - Parcel Inventory		
		Training	- Organization management & maintenance		
Colline	2. Environment		Karoba (Dusubize Hamwe)	Mugomera (Haguruka Dukore)	Ruhinda (Dusubize Hamwe Dufashe Impfuvyi)
		Input	- Banagrass seedling (12,000pc) - Grevillea seedling (480pc) - Calliandra seedling (4,800pc) - Avocad seedling (ave. 100pc) - Orange seedling (ave. 100pc) - Caring tools		
		Training	1. Association management 2. Environment protection 3. Seedling preparation & tree plantation		
Colline	3. Soil			Rukobe I (Turwanye Inzara)	Rukoki (Twiziganirize)
		Input	- Potato (1,000kg) - Beans seed (40kg) - DAP (150kg), KCL (30kg), Manure (2.5t(=1 truck)*6)		
		Training	1. Association management 2. Soil fertility improvement 3. Compost making 4. Mixing chemical and organic fertilizer		
		Harvest		Potato 1,682kg Beans 166kg	Potato 1,655kg Beans 26kg
	4. Seed		Nyamagandika (Kerebuka)	Kagoma (Dutermbere Mugufasha Impfuvyi)	Nyambuye (Twikenure)
		Input	- Potato (200kg) - Beans seed (9kg) - Cassava cutting (500pc) - Banana seedling (ave. 76pc) - DAP (33kg), KCL (20kg), UREA (5kg), Manure (2.5t(=1 truck)*4)		
		Training	1. Association management 2. Multiplication of selected seed 3. Demonstration of sowing 4. Seed selection		
		Harvest	Potato 1,341kg Beans 149kg	Potato 1,185kg Beans 180kg	Potato 494kg Beans 86kg
	5. Livestock		Muhororo (Tuduze Ikvi)		
		Input	- 4 cows - Starter kit (medicine, concentrates)		
		Training	1. Association management 2. Livestock promotion, breeding techniques		



Type	PP	Item	Sites (Name of marsh or colline) (and <i>Associations</i> )		
			Makebuko	Itaba	Bukirasazi
Off-farm	6. Processing		Mwaro-Mavuvu (Hozimpfuyi)	Gisikara (Dukutsikivi)	Ruvumu (Ntidukumirane)
		Input	- Workshop		
			Mixer (for sweet potato), Cooking tools	Milling machine	Top attaching presser, Processing tools
		Training	1. Association management		
			2. Food processing		2. Food processing
				3. Use and maintenance of machine	
	7. Marketing		Makebuko (Avodep)	Gihamagara (Tugumye Urugo)	Bukirasazi (Dutature Amatati)
		Input	- Storage - Bicycle (4pc) - Signboard - Path clearing tools		
			1. Association management		
	8. Handicraft		Mwaro-Ngundu	Macu	Kibere
	For Non-Batwa		Carpentry (Garukira Impfuyi)	Tile (Twiyubakireneza)	Brick (Duteze Imbere Umutumba Wacu)
		Input	- Workshop		
			Circular saw, Wood lathe	Wheelbarrow (3pc), Clay: 150,000 BIF	Brick presser, Wheelbarrow (3pc), Clay: 300,000 BIF
		Training	1. Association management		
			2. Carpentry	3. Tile making	4. Brick making
	For Batwa		Ceramic		Ceramic
	Input	- Workshop, Pottery wheel, Wheelbarrow (3pc), Clay: 250,000 BIF			
				- Workshop, Pottery wheel, Wheelbarrow (3pc), Clay: 280,000 BIF	
	Training	1. Association management			
		2. Ceramic making		2. Ceramic making	

### 7.3 Verified Items

Verified Items through implementation of pilot projects are tabulated below. The first table explains verified items according to the basic policies for formation of Draft Action Plan (DAP) and the second table shows verified items from the viewpoints of measures for promoting PCDC.

**Table 7.3 Verified Items for Each Basic Policy for Formulation of DAP**

Basic Policy for Formulation of DAP	Items to be Verified (Expected Outcome)	Indicators	Evaluation
1. Promotion of Cooperative Activities for Recovery of Community	1. Cooperative Activities are strengthened through implementation of pilot project.	1. For target association/ beneficiaries ✓ Participation rate in the meeting ✓ Decision making process ✓ Participation rate in the activities ✓ Implementation situation of the activities	1. In target association/ beneficiaries, ✓ High participation rate in the meeting ✓ High consideration for fair division of benefits in decision making ✓ High participation rate in the activities ✓ Good implementation situation of the activities Those mean cooperative activities are strengthened.
2. Pilot Projects Based on Principle of Equity	2. The Project will benefit people in need of special attention who are target association.	2. Participation rate in the activities of pilot project, and urgent pilot project of road rehabilitation	2. Benefiting to people in need of special attention through Off-farm pilot project and road rehabilitation and improve their livelihood.
3. Improvement of Road as a Starting Point for the Development of Communities and Development of a Sustainable Maintenance System	3. People living collines adjacent to the road will benefit by improvement of the transportation access through road rehabilitation and keep maintenance of the road sustainably.	3. For people living collines adjacent to the road ✓ Implementation of the activities Attribution ✓ Participation rate of the maintenance training ✓ Participation rate of the maintenance	3. Benefiting local people through creating job opportunities by employment in the rehabilitation activities and high degree of participation to maintenance trainings and activities

Basic Policy for Formulation of DAP	Items to be Verified (Expected Outcome)	Indicators	Evaluation
4. Conflict Prevention	4. The Project will consider reflection of needs from persons who in need of special attention, prevention of land conflict.	4. Decision making process, advice / opinions from local officers	4. In decision making process, consideration for person who in need of special attention and land conflict are made well. Also, local officers consider well about those described above and provide advice.
5. Capacity Building to Promote Sustainable Development of the Communities	5. The local officers increase ability in formulation / implementation / monitoring and evaluation of plan.	5. For local officers ✓ Degree of understanding of training they took ✓ Situation of work described in DAP ✓ Spontaneous advice, follow-up	5. For local officers ✓ High Degree of understanding of training they took ✓ Good Situation of work described in DAP ✓ Frequently provision of spontaneous advice, follow-up Those mean increase in ability of local officers

**Table 7.4 Verified Items for Each Measure for Promoting PCDC**

Measures for Promoting PCDC	Items to be Verified (Expected Outcome)	Indicators	Evaluation
1. Consideration for People in need of special attention ✓ Policy of support for people in need of special attention ✓ Inclusiveness of people in need of special attention in cooperative activities and strengthening support for those people through Off-farm activities	1. Off-farm pilot project will benefit people in need of special attention who are member of target association or those assisted by target association.	1. In-Off-farm activities pilot project; For people in need of special attention ✓ Attribution ✓ Participation rate in the meeting ✓ Inclusiveness in decision making ✓ Participation rate in the activities ✓ Implementation situation of the activities People who are assisted by target association ✓ Attribution ✓ Details of Assistance ✓ Frequency of Assistance	1. Benefits to people in need of special attention through Off-farm activities pilot project shall be evaluated through followings; For people in need of special attention; ✓ Policy of assistance for people in need of special attention described in DAP have high adequacy ✓ High participation rate in the meeting ✓ High inclusiveness in decision making ✓ High participation rate in the activities ✓ Good implementation status of the activities People who are assisted by target association ✓ Policy of assistance for people in need of special attention described in DAP have high adequacy ✓ Expansion of assistance will be confirmed ✓ Frequency of assistance will increase
2. Improvement of agricultural project described in PCDC	2. Improvement Points will contribute to effect of agricultural project.	2. High degree of understanding; High progress of practice of technique with improvement based on agricultural survey	2. High degree of understanding and practice of technique with improvement based on agricultural survey show contribution of those points to expected outcome of the project.
3. Cascade training will be taken at the first stage of the project	3. i) Necessary technique for the project will be acquired by local officers in province and commune. ii) Necessary technique for implementation of the project will be acquired by local officers in zone and colline. iii) Cascade training system for transferring necessary technique from local officers in provincial level to beneficiaries will be strengthened. iv) Central officers will utilize capacity development program to be finalized in the end of the Project and training system in MINAGRIE/DPAE will be strengthened.	3. For local officers; ✓ Degree of understanding of cascade training ✓ Status of filling the role of local officers described in Draft Action Plan ✓ Spontaneous advice, follow-up ✓ Degree of understanding of officer in MINAGRIE on capacity development program	3. For local officers; ✓ High degree of understanding of cascade training ✓ Good status of filling the role of local officers described in Draft Action Plan ✓ Frequent spontaneous advice, follow-up ✓ High degree of understanding of officer in MINAGRIE on capacity development program will show high degree of establishment of training system in MINAGRIE/DPAE.

## 7.4 Monitoring Structure and Verification Items

Pilot projects are being monitored by officers of MINAGRIE, administrators of Gitega Province and the Project Team. Government officials from MINAGRIE establish the monitoring structure; Zone Agronomist is in charge of collecting monitoring reports from each of the collines every week. After receiving reports from Zone Agronomist, the Commune Agronomist submits monthly monitoring report to the Chief of DPAE in the monthly meeting convened at the MINAGRIE. Colline Chief and CDC, on the administrative side, regularly monitor activities of target associations. They are responsible for reporting to the commune administration through Zone Chief. For collecting information, government officials from the both lines ideally hold information sharing sessions in weekly security meeting. Lastly, the Project Team monitors the entire process of pilot project

implementation structure in the figure below.

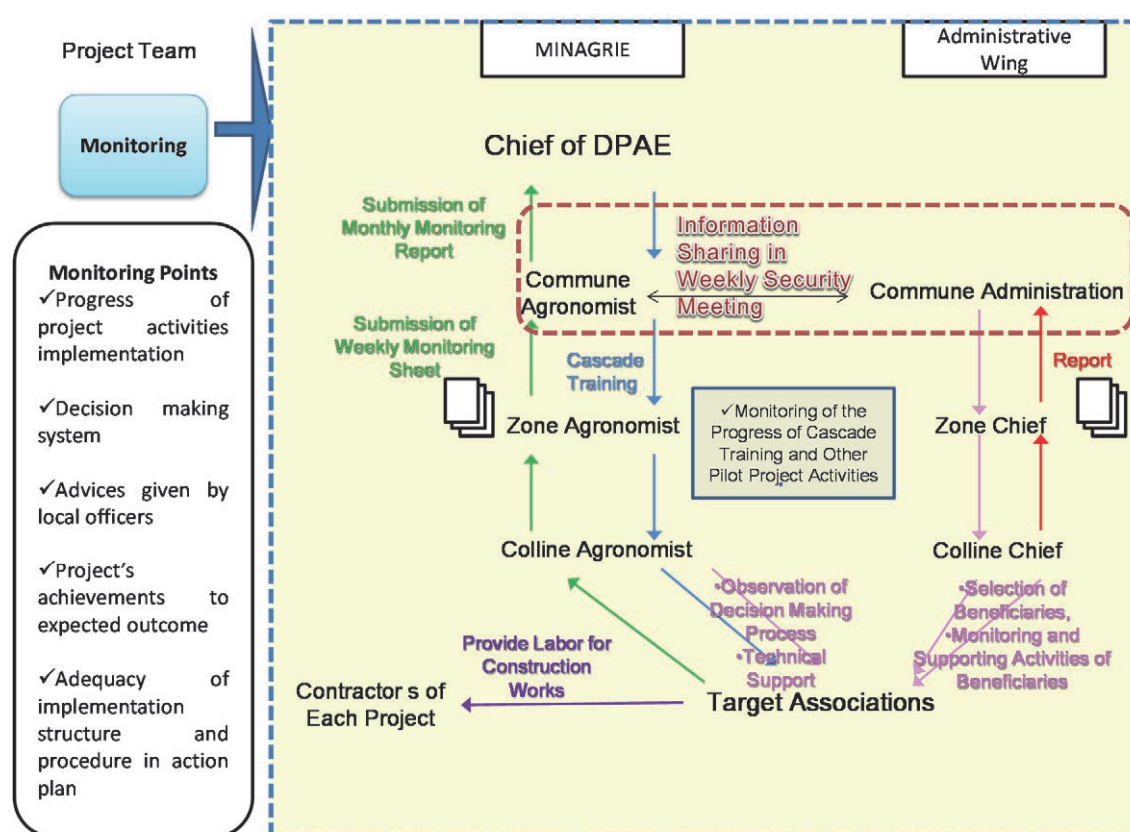


Figure 7.2 Monitoring Structure of Pilot Projects

Since pilot projects are carried out to verify the items explained above, they should be monitored during implementation of pilot projects. But targets of verification items vary according to purposes so that each pilot project has several verification items with different purposes. Relationships between verification items and pilot projects are sorted in the table.

Table 7.5 Targets of Verification Items

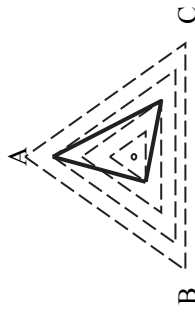
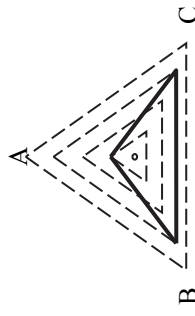
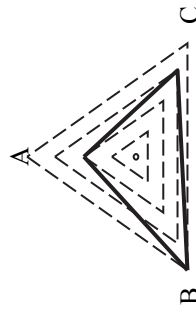
Level	Verification Item	Target Pilot Project
Basic Policy	1. Cooperative activity	All projects
	2. Equity	Off-farm pilot projects
	3. Road improvement	Road rehabilitation
	4. Conflict prevention	All projects
	5. Capacity building	Capacity building of government staff (all projects)
Measures	1. People in need	Off-farm pilot projects
	2. Agricultural production	Marsh & colline agriculture type pilot projects
	3. Capacity building	Capacity building of local people (all projects)

## 7.5 Summary of Results of Pilot Project

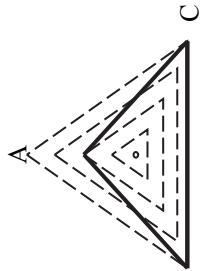
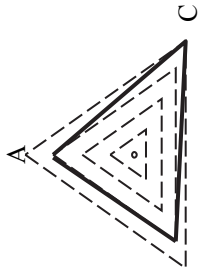
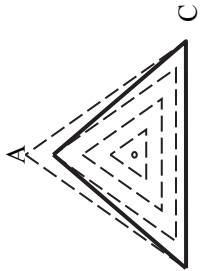
### 7.5.1 Summary of Overall Results

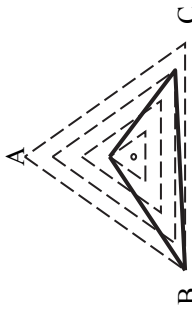
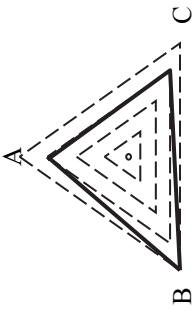
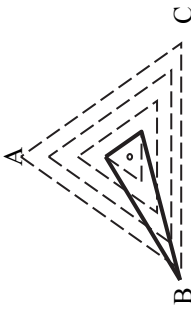
Results of pilot project are evaluated by using 5 grades in the aspects of economic impact, social consideration and coherence of association. Maximum positive grade is 5 and minimum is 1. The summary is described in the following table.

**Table 7.6 Summary of Results of Pilot Projects**

PP	Evaluation			Figure
	A. Economic Impact	B. Social Consideration	C. Coherence of Association	
PP1: Marsh Development	<b>Grade: 4</b> <ul style="list-style-type: none"><li>♦ Apart from the rice sales, association members engaged in this project will gain profit from rice milling activities and rice bran sales. Benefit will be utilized for the project management of Marsh committee members.</li></ul>	<b>Grade: 2</b> <ul style="list-style-type: none"><li>♦ Marsh development involved a large number of beneficiaries. The beneficiaries are specified by the geographical condition, so there is no discrimination among them.</li></ul>	<b>Grade: 3</b> <ul style="list-style-type: none"><li>♦ Four-layered committees were established namely, hydraulic blocks, left and right banks, water intakes, and marsh committees. All hydraulic blocks were registered in each commune as an association. The marsh committee is in charge of storage management, milling activity, and facility maintenance.</li></ul>	 <b>Figure 7.3 Evaluation of PP1</b>
	<b>Grade: 2</b> <ul style="list-style-type: none"><li>♦ The association is ready to sell seedling. However, the price of seedling is around 50 BIF and this amount cannot cover input. It is necessary to consider promotion of impact for environmental protection with other activities in the midterm.</li></ul>	<b>Grade: 4</b> <ul style="list-style-type: none"><li>♦ Some members are widow.</li><li>♦ Through activities, the members of association strengthen solidarity and increase frequency of collaborative activities.</li><li>♦ Necessary inputs were distributed in fair and transparent way and no conflicts occur on distribution of materials.</li></ul>	<b>Grade: 4</b> <ul style="list-style-type: none"><li>♦ Participation rate in the activities is good.</li><li>♦ The members received inputs and technical training and opportunity of collective work was increased. Hard works such as contour ditch digging were carried out by all members.</li><li>♦ In addition, monitoring committee for nursery bed was established by themselves and system for supervision on afforestation and nursery was formulated.</li></ul>	 <b>Figure 7.4 Evaluation of PP2</b>
PP3: Soil Fertility Improvement	<b>Grade: 3</b> <ul style="list-style-type: none"><li>♦ This project aims at prevention of soil degradation by improved soil fertility. Therefore, the project by itself is not necessarily measurable in terms of profitability. Sales profit from the vegetable seeds is fluctuated according to the climate of the year, market price and other factors.</li></ul>	<b>Grade: 5</b> <ul style="list-style-type: none"><li>♦ Some members are widows and IDPs.</li><li>♦ Association members consider fair division of inputs.</li><li>♦ Contribution to association is fair among members including socially vulnerable members.</li></ul>	<b>Grade: 4</b> <ul style="list-style-type: none"><li>♦ Participation rate in the activities is good.</li><li>♦ The members received inputs and technical training, and opportunity of collective work was increased. After technical training on compost making and effective application of fertilizer, association members teach techniques each other and participate in planting and weeding activities.</li></ul>	 <b>Figure 7.5 Evaluation of PP3</b>



Evaluation				Figure
PP	A. Economic Impact	B. Social Consideration	C. Coherence of Association	
PP4: Selected Seed Solidarity Chain	<p><b>Grade: 3</b></p> <ul style="list-style-type: none"> <li>Although benefit is rather limited as other on-farm pilot projects, seed solidarity chain, which guarantees sustainability of agricultural activity, is functioning and vegetables (potatoes and beans) are sold at last. If qualified selected seeds push up agricultural activities, the project contributes to not only to the increased agricultural productivity, but also income generation of the local people.</li> </ul>	<p><b>Grade: 5</b></p> <ul style="list-style-type: none"> <li>Some members are widows and IDPs.</li> <li>The members distributed seeds to other associations after they secured seeds for themselves, and sold remaining.</li> <li>Solidarity chain which gives seeds to other association was applied.</li> </ul>	<p><b>Grade: 5</b></p> <ul style="list-style-type: none"> <li>Participation rate in the activities is high.</li> <li>The members received inputs and technical training, and opportunity of collective work was increased. After technical training on sowing rate and application amount of fertilizer, association members teach techniques each other.</li> <li>Committees for management of seed storage and monitoring were established, and they registered seed and collected store fee weekly.</li> </ul>	 <p><b>Figure 7.6 Evaluation of PP4</b></p>
PP5: Livestock Promotion	<p><b>Grade: 4</b></p> <ul style="list-style-type: none"> <li>Livestock breeding can be alternative core business for the farmers as it gets growing. With the solidarity chain of milk cow and milk producing, association can obtain rather stable profit throughout a year. If association members improve milking capacity they can earn more profit.</li> </ul>	<p><b>Grade: 4</b></p> <ul style="list-style-type: none"> <li>Some members are widows and IDPs.</li> <li>Association considers well for fair division, and no conflicts happened.</li> <li>Solidarity chain which gives calves to other association was applied.</li> </ul>	<p><b>Grade: 5</b></p> <ul style="list-style-type: none"> <li>Participation rate in the activities is high.</li> <li>A calendar for all activities was authorized among members and they take care cows well by rotation.</li> <li>Salinity committee was established and started to check animal health.</li> </ul>	 <p><b>Figure 7.7 Evaluation of PP5</b></p>
PP6: Agricultural Products Processing Promotion	<p><b>Grade: 4</b></p> <ul style="list-style-type: none"> <li>Associations have already started to sell their products and could get small benefit.</li> <li>(Milling) As needs for the milling machines have been observed in the pilot project, reducing the operational cost is the key for sustainability of this activity</li> <li>(Donut Making) Donut business can be a good sideline business for female workers, when it gets on the track</li> <li>(Banana wine) This activity is also characterized as a sideline business as well.</li> </ul>	<p><b>Grade: 5</b></p> <ul style="list-style-type: none"> <li>Some members are widows, IDPs and orphans.</li> <li>Widows' participation rate in the activities is high.</li> <li>Through activities, members of association strengthened solidarity and increased frequency of collaborative activities.</li> <li>They support activities for vulnerable people such as small land holders.</li> </ul>	<p><b>Grade: 5</b></p> <ul style="list-style-type: none"> <li>Participation rate in the activities is high.</li> <li>Action plan on agro-alimentary processing business of association was prepared and elaborated by themselves. And they started collaborative activities.</li> </ul>	 <p><b>Figure 7.8 Evaluation of PP6</b></p>

Evaluation				
PP	A. Economic Impact	B. Social Consideration	C. Coherence of Association	Figure
PP7: Marketing Promotion	<p><b>Grade: 3</b></p> <p>This project is directly related to the livelihood improvement of those who engage in agricultural activities. However, considering the possible shipping volume and store facilities, effect of value-addition by shipping adjustment is still limited.</p>	<p><b>Grade: 5</b></p> <ul style="list-style-type: none"> <li>Some members are IDPs and widows.</li> <li>IDPs' members' participation rate in the activities is high and they are active. Through activities, members of association strengthen solidarity and increase frequency of collaborative activities.</li> </ul>	<p><b>Grade: 4</b></p> <ul style="list-style-type: none"> <li>Participation rate in the activities is good.</li> <li>Action plan on storage business of association was prepared and elaborated.</li> <li>They started collaborative activities. Decision making system is well established and cash flow of storage business is managed.</li> </ul>	 <p><b>Figure 7.9 Evaluation of PP7</b></p>
PP8: Handicraft Industry Promotion (not Batwa)	<p><b>Grade: 4</b></p> <ul style="list-style-type: none"> <li>Profitability of the off-farm activities vary according to the respective pilot projects. Generally, however, people can earn stable income during agricultural off-peak season.</li> <li>(Tile making) Tile making is considered as a side business in agricultural off-season for farmers. However, if working ratio is improved, association members can obtain sufficient amount of money.</li> <li>(Brick making) Brick making is also considered as a side business in agricultural off-season for farmers.</li> <li>(Carpentry work) Carpentry work is the single most profit making activity of all the pilot projects and economic impact on the workers are considered to be very high.</li> </ul>	<p><b>Grade: 5</b></p> <ul style="list-style-type: none"> <li>Some members are widows, IDPs and handicapped persons.</li> <li>IDP and widows' participation rate in the activities is high.</li> <li>Through activities, members of association strengthen solidarity and increase frequency of collaborative activities.</li> <li>They support activities for vulnerable people such as orphans and farmers who do not have own field.</li> </ul>	<p><b>Grade: 4</b></p> <ul style="list-style-type: none"> <li>Participation rate in the activities is good.</li> <li>Action plan on handicraft business of association was prepared and elaborated by themselves, and they started collaborative activities.</li> </ul>	 <p><b>Figure 7.10 Evaluation of PP8 (not Batwa)</b></p>
PP8: Handicraft Industry Promotion (Batwa)	<p><b>Grade: 2</b></p> <ul style="list-style-type: none"> <li>Towa pottery business is rather niche business and demand stimulation of the products are required.</li> <li>As the unit price of the products is very cheap, it is difficult to boost the benefit from the pilot project. In order to diversify the products, Twa attempted value addition of their traditional pottery products by coloring them. Marketing of the products (acquiring market needs, sales strategy etc.) is a key for the growth of income.</li> </ul>	<p><b>Grade: 5</b></p> <ul style="list-style-type: none"> <li>Batwa is poor living on self-sufficient and target to be supported.</li> <li>Through activities, members of association strengthen solidarity and increase frequency of collaborative activities.</li> </ul>	<p><b>Grade: 2</b></p> <ul style="list-style-type: none"> <li>Batwa do not have custom of collective work and association was newly established for this pilot project.</li> <li>Participation rate in the activities was not good at the beginning. However, because of official registration as an association, members were motivated for activity.</li> <li>At the beginning, they did not like collective work. However, they became active gradually and participation rate became higher.</li> </ul>	 <p><b>Figure 7.11 Evaluation of PP8 (Batwa)</b></p>

## 8. Urgent Pilot Project

Urgent Pilot Projects were implemented to bring quick impact to the targeted communes. Marsh development and road rehabilitation (of Provincial Road 212) were urgently implemented due to strong demands from local community. Both Urgent Pilot Projects are implemented in consideration of the results from social survey explained in chapter 3. As for the lessons learned from marsh development, it is reflected in chapter 5 as Action Plan for PCDC promotion, and chapter 6 as capacity development for strengthening institutional development. As for the lessons learned from the road rehabilitation, they are mainly reflected in the chapter 6 as capacity development. Lessons learned through monitoring and outputs from both Urgent Pilot Projects were reflected to the Action Plan in chapter 5 and the Manual in Annex.

### 8.1 Marsh Development

#### 8.1.1 Purpose and Framework

Marshes have high potential as farmland, so marsh development will contribute to regional food security and livelihood improvement of the people through production increase. On the other hand, from a viewpoint of community regeneration which the Project is aiming, maintenance of irrigation facilities and water management will facilitate community activities and contribute to community regeneration through arising people's sense of togetherness.

Marsh development is implemented in 2 phases. The 1st phase is implemented as a part of the urgent pilot project in the dry season of 2012. The 2nd phase was implemented as a part of the ordinary pilot project after approval of JCC meeting for the Interim Report on November 2012. Both phases include 1 marsh each in 3 target communes, so 6 marshes in total are developed.

#### 8.1.2 Outline of Marsh Development

Marsh development includes construction of irrigation facilities in marshes and establishment of Marsh Committees in each marsh. The features of each marsh selected by stakeholders are explained in the table below. The total net irrigated area is 201 ha.

**Table 8.1 Selected Marshes**

Item		Makebuko		Bukirasazi		Itaba	
Marsh Name		Nyamuswaga	Nyakigezi	Kibuye	Gishanga1	Rurembera	Mutukura-Kamirange
Phase		1	2	1	2	1	2
Net Irrigated Area (ha)		44	25	31	39	19	43
Collines		Bugumbasha, Kagege, Mwaro-Ngundu, Ntina, Rweso	Karoba, Janja, Kiyange	Kibuye, Tema (Bukirasazi), Bugumbasha (Makebuko), Buhanga (Itaba)	Nyamisure, Bukirasazi, Rugabano, Kibere	Gisikara, Karemba, Macu, Mutanga	Kagoma, Rukobe1, Rukobe2, Kanyonga
Present Products	Rainy Season	Rice	Rice, beans, vegetable	Rice	Vegetable, beans, staple crops	Vegetable, beans, staple crops	Rice
	Dry Season	Vegetable, beans	Beans, staple crops	Vegetable, beans	Potato	Vegetable, beans, staple crops	Vegetable, beans

#### 8.1.3 Implementation Process

Although marshes were utilized by the local people due to their high potential as farmland, most farmers have little experiences for irrigation agriculture. In order to manage and operate irrigation agriculture, it is very important to establish ownership of beneficiaries. Therefore consensus building

with beneficiaries and supporting agencies like commune governments and MINAGRIE from the planning stage is necessary. Implementation process of Phase 1 is explained below.

**Table 8.2 Outline of Implementation Process**

Process	Activity
Site Selection	The Project Team, a counterpart of the Rural Engineering Department of MINAGRIE, commune agronomists and advisors of the commune governments visited the candidate sites for development to select target marshes and decide the area of topographic survey
Sensitization Meeting	Sensitization meetings were held to explain the outline of project activities and a component of marsh development to beneficiary farmers.
Engineering Works	In parallel with above activities, topographic surveys and feasibility studies (in the fields of irrigation planning, pedology, geo-technique, socio-economy and tender document making) were conducted for 3 marshes.
Marsh Committee Formulation Meeting	According to the progress of the project activities, Marsh Committee formulation meetings were held. An election of board members of the committee was carried out for each colline.
Tender	The Project Team and members of the tender opening committee received necessary documents from candidate contractors and the tender analysis committee selected winners according to the selection criteria.
Construction Period	The construction period for all marshes was planned as 2 months aiming completion before the rainy season. But small works along the primary and secondary canals and finishing works were continued during rainy season until their completion in the beginning of November, although the major works, especially the works along the main stream, were completed before the rainy season. Construction was completed in November 2012 and facilities were handed over in June 2013 after the guarantee period.

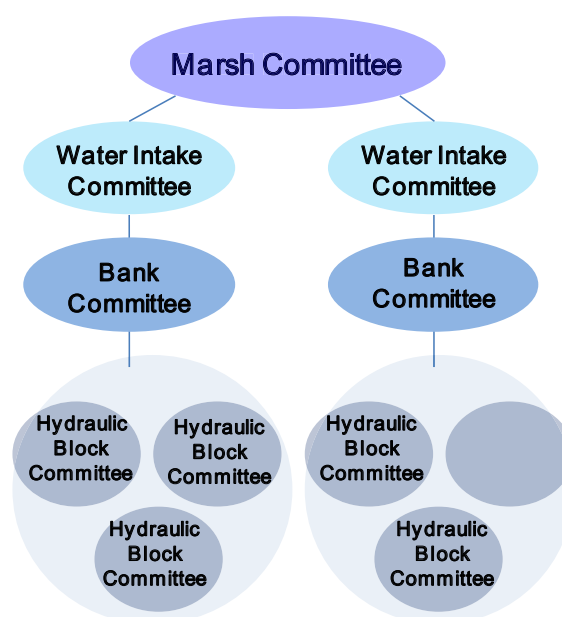
#### 8.1.4 Achievement

##### (1) Parcel Inventory and Establishment of Marsh Committees

In parallel with construction works, parcel inventory surveys were conducted with supports from colline chiefs and Colline agricultural monitor in order to collect information of land parcels (location, area, name and colline of cultivator). The figure on the right shows the structure of committees. Committees consist of 4 levels, from the bottom, Hydraulic Block Committees, Bank Committee, Water Intake Committees and a Marsh Committee at the top. Hydraulic Block Committees are registered as associations to each commune.

##### (2) Maintenance of Irrigation Facilities and Capacity Building

The Project Team started instructions since January 2013 to prevent wrong use including destruction of dike of the river and canals and to maintain irrigation facilities. Also in the Pilot Project (PP) 1 Marsh Development, series of training were conducted, specifically for organizational management, group operation, regulation making, reference laws and accounting, and a study tour for representatives of committees was also conducted. They visited an irrigation system of Bugendana, the northern commune in Gitega Province. Refer to Chapter 7 for other supports to beneficiaries such as rice and vegetable cultivation and other activities and outcomes through PP1. Through those efforts, maintenance activities are familiar for beneficiaries and they conduct maintenance works once or twice a week.



**Figure 8.1 Structure of Committee**



## **8.1.5 Lessons Learned and Recommendation on Marsh Development**

### **(1) Involvement of Beneficiaries**

Involvement of beneficiaries since the initial stage of marsh development is very important. Since marsh land has high potentiality as farmland where at least 2 crops can be cultivated in a year, land parcels are subdivided into small pieces, so the number of beneficiary through marsh development is quite large. However, operation and maintenance must be done by themselves, as supports from no outsiders or local organizations are expected after the end of projects. Sensitization and involvement of beneficiaries since the initial stage of the project make them understand responsibilities better and foster their ownership more strongly.

### **(2) Institutional Development**

Although people have used marshes for generations, they have cultivated land independently. But since now on, they have to use limited water resources in a rational way for better agricultural productivity of all beneficiaries under irrigated condition. Besides, they should utilize provided equipment and facilities to improve their livelihood. In order to achieve those, coordination and management among beneficiaries are necessary. Though the Project provided basic training for institutional operation and management, beneficiaries must continue self efforts to sustain or improve their capacity and DPAE and commune administrations should support them.

### **(3) Technical Support**

Farmers in Nyamuswaga and Kibuye have grown rice but they have cultivated in a traditional way. They are not familiar with dike making to store water, method of good seed selection, land leveling, line planting, appropriate density of planted seedling, etc. Although the Project provided technical training to limited number of leader farmers, it takes time to extend the techniques and for ordinary farmers to use new techniques. Therefore further technical supports from DPAE officials to farmers are expected.

## **8.2 Road Rehabilitation**

### **8.2.1 Purpose of the Road Rehabilitation Project**

In order to accelerate community development, it is important to secure access particularly through the improved road conditions. In Buraza commune, the provincial road 212, the most important access route to other communes, is not maintained in good condition. It turns out to be disincentive of the development. Therefore it is assumed that the road rehabilitation implemented in this project will make a huge contribution to further community development of the communes.

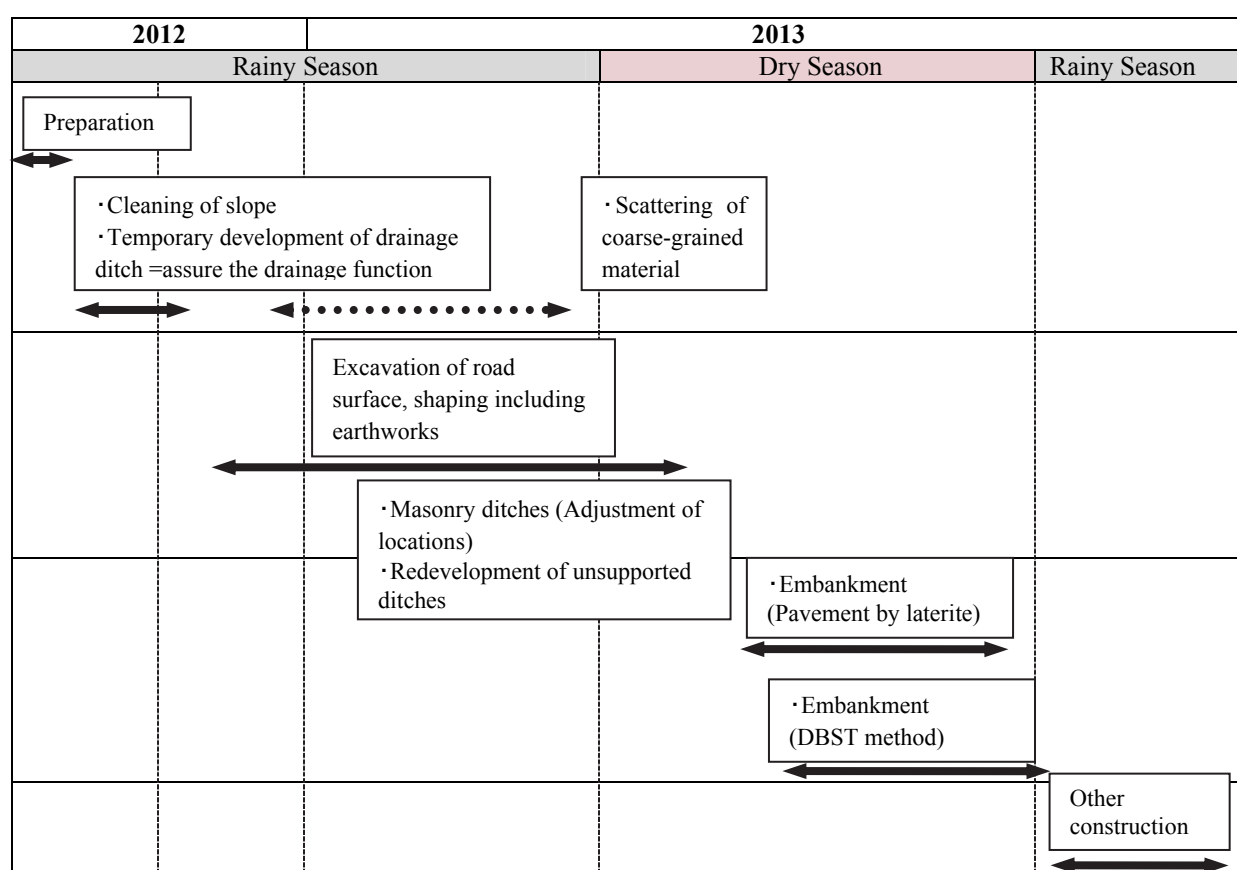
In addition, as access roads are considered to be public infrastructure which benefits large population, it is imperative to implement maintenance activities by residents themselves. In order for people in villages located at Buraza, Bukirasazi, the maintenance activities should be done with regional participation. These road maintenance activities will be the basis to realize the sustainable community development in the future for strengthening the organization.

## 8.2.2 Outline of the Road Rehabilitation Project

**Table 8.3 Outline of the Project**

Items	Contents
Project Content	Rehabilitation of the Provincial Road 212
Project Area	From the protection with the National Road 8 to the border of Gitega Province. L=20.48km
Policy of the Road Rehabilitation	Width of the road is not expanded. The total width of 5-6m and two-lane are secured according to the existing condition. The present alignment is retained and additional land acquisition should be avoided.
Main Components	Necessary side ditches should be constructed to drain rainwater properly. Pavement is done basically with laterite (one layer, 10cm thickness). Slope sections which have significant damage are strengthened by DBST (Double Bituminous Surface Treatment) pavement.
Construction Period	1 <sup>st</sup> September 2012 ~25 <sup>th</sup> December 2013

## 8.2.3 Implementation Method



**Figure 8.2 Process of the Construction Works**

As soon as the contractor was determined, construction started. Soon after the commencement of construction works, progress of the work fell into a sluggish pace due to the advent of rainy season. Therefore, after shaping the slopes by grader, the Project team carried out temporary reconstruction of recovery drainage ditches in order to secure drainage function.

After securing the drainage function, severe unevenness of the road surface was scraped off. After excavating the road surface by bulldozers and graders, the Contractor conducted compaction by vibration roller. Since heavy rain in the rainy season made the road surface muddy, the Project team

scattered coarse-grained on the surface of the road.

With the method described above, the contractor completed almost all the excavation work within the rainy season. From the second half of the rainy season when the rainfall became weak, the construction of drainage ditches was started.

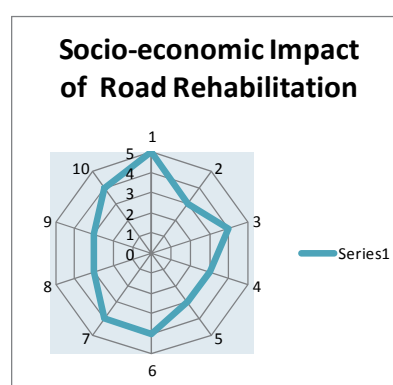
Considering the damage of the unsupported ditch, the Project team reviewed the deployment plan and changed unsupported ditches to masonry ditches as much as possible. Further, since it was difficult to compact the boundary between the ditches and carriage ways, the Project team performed the compaction near the ditch sufficiently.

Thereafter, embankment construction of the road body and DBST were executed in the rainy season.

#### 8.2.4 Evaluation of Economic Aspects of Road Rehabilitation

Improved road condition enabled better transportation services (smooth travel, more traffic volume and various sort of transportation means) to the residents, which positively impact on the local economy of the region, improve access to social infrastructure. It is also expected that some of the hindering factors against the livelihood improvement are removed after the road rehabilitation. In order to verify economic impact of rehabilitation of PR 212, the Project conducted the traffic volume survey. The purpose of this survey is to grasp socio-economic changes before and after the project through comparative study. The figure below shows evaluation of overall works from some viewpoints.

Improvement of the Transportation Service	1	Decrease in the transit hours	5
	2	Increased traffic volume	3
	3	Diversified transportation means	4
Vitalized Local Economy	4	Increase in the buyers volume	3
	5	Better business opportunity	3
	6	Improved Motivation	4
Improved Access to Social Infrastructure	7	Better access to social infra	4
	8	Increased communication	3
Increased Capital Investment	9	Investment in estates and commercial activities	3
Improvement of the Livelihood of People	10	Overall rate	4



Scores are rated compared to the results of preliminary survey conducted before the rehabilitation.  
The scores indicate as follows; 1:very low 2:low 3:moderate 4:improved 5:highly improved

**Figure 8.3 Process of the Construction Works**

**Improvement of the Transportation Service:** Total transit hour has decreased from 2 hours to 50 minutes. Although traffic volume of vehicles remains almost the same in both communes, people are tangibly aware of the increase in the number of bicycles and motor bikes. Also, they are more accustomed to use public transportation for trade activities.

**Vitalized Local Economy:** Assuming from the traffic volume on the road, there seems to be no significant change in the buyers' volume. However, they are motivated to engage in trade activities. From the key informant and group interviews, business people and middlemen directly went to rather remote villages from the center of the communes to buy agricultural products, charcoal and timber. Presumably, reduction in transit hour and paved road motivated people in both communes to go to the market more frequently.

**Improved Access to Social Infrastructure:** Access to social infrastructure was shortened in Buraza commune, whereas the time remained almost the same in Bukirasazi commune.

**Increased Communication:** As a result of the rehabilitation works, more active commercial interaction was reported between Buraza and Bukirasazi communes. According to the questionnaire

survey, some farmers went to Bukirasazi central market in the morning and sell vegetables at Buraza market in the afternoon. On the other hand, rehabilitation of the road by itself did not change social interaction of local people dramatically.

**Increased Capital Investment:** No private investment in estates and commercial activities has been reported as a result of the rehabilitation works yet. However, commune administration levies tax on buses, trucks and commercial cars, which contributed to the slight increase in the annual budget of communes.

### **8.2.5 Formulation of Maintenance System for Sustainability**

It is necessary to keep daily maintenance to utilize the road paved with laterite for the long span. Therefore it is important to promote the awareness activity continuously to the villages in the target site from the stage of survey and planning of the road rehabilitation. Also, the organizational structure shall contribute to community development in the long run.

#### **(1) Implementation of the Awareness Activity**

As mentioned above regarding the necessity of the maintenance, it is important to implement the awareness activity from the early stage. In this project, the awareness activities were implemented during the topographical survey and the borrow pit survey conducted in March 2012 for residents living in the villages along the road and the leaders of colline in the targeted communes.

#### **(2) Consultation to Formulate the Maintenance System**

Regarding the road maintenance, the consultation with C/P of MTTPE and commune leaders of the targeted communes was conducted. To do the maintenance, it is effective to utilize the existing system in Burundi, adopting the method of ‘Participatory Maintenance of Feeder Road’ in Sierra Leone, which was acquired in the third country training program in participation of C/P of MTTPE. For instance, from the past experience, it is necessary to provide technical training for the capacity development to residents along the target road, especially to maintenance leaders, as well as to provide maintenance equipment to communes.

#### **(3) Proposed Maintenance Organization**

In light of utilization of the community work for maintenance activity, it is suitable to form the maintenance organizations on the commune-base. However, it was necessary to judge whether the residents in collines located at distant areas from the targeted road needed to be included as a part of the maintenance organizations, according to the results of the socio-economic impact survey. It had to be also judged to what extent collines, as a smallest unit for maintenance organization, should be included in the activity, by having discussion with leaders of collines and communes. Difference of involvement and responsibility among residents in a colline might cause sense of inequality, so that enough consultation and involvement with them were important.



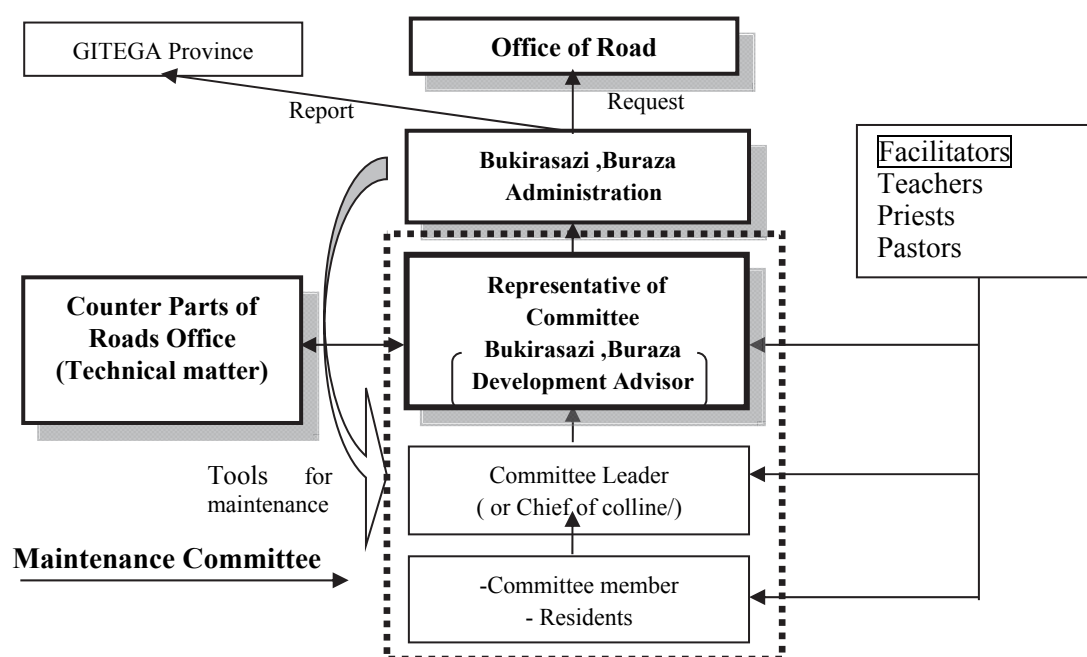


Figure 8.4 Maintenance Organization

Table 8.4 Roles of Actors for Road Maintenance

Actors	Roles
Committee	<ul style="list-style-type: none"> <li>Committee members take responsible for the following activities;</li> <li>Monitoring the damaged areas on the road</li> <li>Supervision of the usage and preservation of tools for maintenance in order to keep them in a good condition</li> <li>If any problem on the condition of the road and tools, he/she reports to the leader for the issue.</li> </ul>
Communal administration	<ul style="list-style-type: none"> <li>The commune is responsible for supervising the condition of the road</li> <li>If they find damages not reported from the chief of Collin or leader, the commune obliges them to conduct the maintenance work</li> <li>If there are activities which is difficult for members to complete, commune has to report to Office of Road as soon as possible to report the situation of the road</li> <li>The commune keeps safety of the tools in storage</li> <li>The commune supervises those tools are utilized properly for public interest</li> </ul>
Technical commune advisor in charge of development	<ul style="list-style-type: none"> <li>He/she is the representative of the maintenance committee who supervises road maintenance activities</li> <li>Technical commune advisors are responsible for the following activities;</li> <li>Monitoring the condition of the road and sharing information during weekly meeting</li> <li>Taking care of the usage of maintenance tools, repairing or replacing damaged tool</li> <li>It can happen that the structures which are damaged require funds for repairing, in that situation; he will facilitate to find solution.</li> </ul>
Leader	<ul style="list-style-type: none"> <li>The leader is chosen among committee members by election</li> <li>He/she is a representative of that committee and known at communal level</li> <li>His/her term is not predetermined; however, if the committee or the administration find that he/she doesn't help for nothing, they may change him/her</li> <li>He/she is responsible for observing the condition of the road and monitoring damaged areas, usage and preservation of tools for maintenance</li> <li>He/she report the issue of damaged area to the chief of Collin</li> <li>He/ she coordinates activities of maintenance</li> <li>He/she ensures that tools are working for public interest</li> </ul>
Chief of Colline	<ul style="list-style-type: none"> <li>He/she collaborates closely with the leader on the road maintenance issue</li> <li>He/she visited the damaged area and discuss with the leader how to deal with and which equipments are required for the maintenance</li> <li>He/she is responsible for monitoring damaged areas, and preservation of tools for road maintenance</li> <li>He/she supervise whether tools are working for public interest</li> </ul>

Actors	Roles
Chief of Zone	· He/she collaborate with the chief of colline in the sensitization of the local people · He/she share information on the road maintenance with the commune administration during weekly meeting
Counter Parts of Roads Office	· He/she makes some advices on the technical matters give proper guidance to liaison with the Office of Road
Facilitators	【Teachers】 · They are responsible for teaching children the importance of following the road safety 【Priests and Pastors】 · They are responsible for sensitizing the population through their preaching about the importance of road maintenance.

#### **(4) Maintenance Activities**

In the maintenance work of road, it is required to deal with the weather condition and sudden accidents. Activities normally to be done on the regular basis are shown as follows.

- Cleaning of drainages and corrugate pipes
- Cutting shrubs on the slopes for more visibility
- Filling pot holes on the road surface by laterite
- Removing herbs on the road surface
- Removing landslide from the road

#### **(5) Training Sessions on the Maintenance Works**

Since road is not only working as public goods but also the property of residents, it tends to be devastated again if it left untreated. Hence, people needed to nurture voluntarism to keep the road maintained by them. At the same time, since Provincial Road 212 is crossing over two communes, it is required to gain understanding and cooperation among both communes. Therefore, the Project team conducted training sessions on the maintenance of the road, and tried to foster ownership of the road.

Each commune has four collines along the road and a committee is composed of 20 persons. Those committee members are chosen by chief of Collines, because there are keen for community works usually scheduled at Saturday morning. The list of committee members has been approved by the commune administration. The committee leader was chosen by committee members through democratic election.

Three sessions were carried out in March, July and December 2013. The first was for sensitization, while the second was for understanding of maintenance and practices. The third session was held just after the completion of rehabilitation work, and participants practiced during the community work.

### **8.3 Environment and Social Impact Assessment (ESIA) of the Urgent Pilot Projects**

#### **8.3.1 Necessity of Conduction of ESIA Study**

The conduction of the environment and social impact assessment (ESIA) study for the urgent pilot projects i.e. marsh development and road rehabilitation of provincial road 212, was mandatory as per the requirements of;

- (a) Decree N100/22 Du 7 October 2010 of Burundi. The decree is the main environment procedural mechanism in Burundi. The Article 4 of the decree states “Works listed in Annex I shall require an environmental impact study regardless of the cost of their implementation”. There are twenty items of work for which the study for environment impacts are must. The road work is listed as item no.1 and work for development of marsh of more than five (5) acres is listed as item no. 19. Further, the excavation or exploitation of quarry is also listed as item no.3. Here, it is proper to mention that the laterite is the main constructions material for road rehabilitation work and such

laterite shall be excavated from several borrow pit areas. It was evident that the urgent pilot projects related to marsh development and road rehabilitation fell under the Annex I and hence the conduction of ESIA was mandatory as per law of Burundi.

- (b) JICA's guidelines for environmental and social consideration, April 2010; The Project is classified as Category 'B' under the guidelines. As per Article 2.2 of the guidelines, the projects of category 'B' are site-specific; few, if any, are irreversible; and in most cases, normal mitigation measures can be designed more readily.

### **8.3.2 Key Observations of ESIA Study**

For urgent pilot projects i.e. both marsh development and road rehabilitation, following key observations have been made;

- a) Most of the negative impacts that might affect natural and social environment of the project site and area are confined to the construction phase of the project and most of them are of nature in temporary, low level and local. The mitigation measures have been provided to overcome such negative impacts. No permanent negative impact has been foreseen for the operational phase of the project.
- b) The positive impacts and benefits of the urgent pilot projects were considerably large in terms of both environment and social aspects. Hence it was recommended for the implementation of the project.

### **8.3.3 Correspondence on project**

The both pilot projects i.e. marsh development and road rehabilitation were implemented with the consent of the local residents while applying the mitigation measures which had been provided by the study. Therefore, no negative impacts that might affect natural and social environment of the project site and area have been observed.

## **9. Lessons Learned and Recommendations**

### **9.1 Lessons Learned**

#### **9.1.1 Managerial Aspects**

##### **(1) Strengthening Ownership of People**

After the cease-fire agreement, considerable amount of foreign assistances were disbursed for humanitarian assistance and peace-building, which have contributed to the socio-economic stability and development of the country. On the other hand, it is undeniable that the situation makes people accustomed to reception of external assistances. But the country has advanced from reconstruction period to stable long-term development phase which requires autonomy and sustainability. Therefore, it is imperative to make sustainable development through building strong ownership of the beneficiaries.

##### **(2) Technical Support from DPAE**

The pilot projects implemented in this Project attempted to establish monitoring system from Colline agricultural monitors, zone agronomists, commune agronomists to DPAE staffs in order to check technical aspects of PP and to tackle the issues arisen from the ground. Also, Project Team has kept in mind to take technical staffs of DPAE to the pilot project sites for the technical transfer to associations, in order for them to nurture the ownership in assisting community. The Project Team therefore strongly recommends this type of technical assistance continues in the future.

### **(3) Sustainable Support from Administration**

Ownership of donated facilities and mechanical equipment belong to the commune administration which can exert certain authority, know each association member, and provide managerial service to communities. Involvement of and assistance from the local authorities closest from the direct beneficiaries is the key in project management for community development.

### **(4) Consideration to Land Ownership**

Land ownership is very important and sensitive problem which takes considerable time to settle for those who were forced to leave their original land caused by social and security turmoil during the conflict. There are plenty of cases in which other people resettle in the place during the conflict. Land issue can sometimes foment conflict among residents in the community. Therefore, this Project gave full attention in selecting construction sites for the pilot projects. There was no major conflict regarding the land issue at the Project site, since the Project selected public land owned by the commune administration in close consultation with them.

### **(5) Institutional Development**

Many associations have not been engaged in sustaining activities, so it is important to assist activities that are in line of real objectives of the associations and to help forming associations and operation & management of the group activities. Such efforts should be continued by themselves primarily through association activities, and commune administrations and DPAE should also support them with periodic monitoring or technical advices.

### **(6) Appropriate Documentation**

The Project clarified ownership and the right of use of various products and equipments in the course of project implementation, and exchanged notes among commune administration, target associations, DPAE and the Project Team to make sure those conditions. Exchanging note is one of the effective tools so that stakeholders can avoid unnecessary conflict.

### **(7) Trust Building with Counterparts**

The Project faced difficulty in communication at the beginning, due to insufficient understanding regarding the difference in the manner of project implementation between the Project side and the Burundian side. Hence, the Project held weekly meetings as a platform for information and opinion exchange, took counterparts to the project sites, consulted individually with counterparts in question, and regularized procurement for trust building. As a result, these activities forged trust between the Project and counterparts, which resulted in efficient and smooth project management and good evaluation of the Project.

## **9.1.2 Technical Aspects**

### **(1) Involvement of People from Initial Stage**

Seeking sustainability after the project period, it is crucial to involve residents from the initial stage. It signifies that their involvement enables the Project directly to ensure engagement of the labor force, as well as the remedial resolution of problems related to selection of construction site at the implementation stage. After the project, it leads to securing of ownership as organization, effective use as well as maintenance of facilities.

### **(2) Importance of Maintenance Activities**

Since financial supports from administrations are not expected, maintenance of facilities is basically entrusted to residents as beneficiaries after the completion of projects. Therefore, it is an important



agenda to build a maintenance system initiated by residents and strengthen their capacity. Regarding construction works of marsh development and road rehabilitation in this Project, explanation workshops to residents and beneficiaries for maintenance were held and maintenance organizations were formulated since the implementation stage. Lectures and exercises for maintenance were also provided. As for pilot projects, trainings for proper use of equipments and methods of maintenance were provided to establish sustainable maintenance system after the Project.

### **(3) Careful Selection of Contractors and Order**

In the Project, various kinds of projects such as road rehabilitation, marsh development, and pilot projects were undertaken through the means of subcontracting to contractors but, due to the insufficient understanding for method of bidding procedure at initial stage, there was a little friction between Japanese side and Burundian side. Therefore, a document designating the method of bidding (the bid opening committee and bid evaluation committee to be held) was made and agreed on both sides. Since then, biddings went smoothly. On the other hand, it is important to assess technical capacity of contractors in terms of technical capacities, financial and management conditions. Appropriate ways of ordering, considering the capacity of contractors, are also important.

### **(4) Works during Rainy Season (Road Rehabilitation)**

For the road rehabilitation, the rainy season started soon after the contract was made, while the construction period was very tight. In case of this road rehabilitation, the major work was the earth work, so quality control was difficult for embankment of the main body of the road and a contractor usually tends to hesitate about implementation due to possibility of reworks. However, in this Project, the drainage works were conducted with observation of actual situation and the earth works followed with appropriate drainage function. Thus it was possible to shorten construction period effectively and to implement the drainage works according to site conditions. Completion within the construction period had been a concern before the work started but construction has been completed according to the schedule.

## **9.1.3 Aspects of Capacity Development**

As described so far, it is necessary to build capacity of stakeholders and to establish training system in order to ensure sustainability after the end of the Project. Therefore, a variety of trainings in cascade wise were carried out for capacity building in the Project. In particular, farmers have limited chances for training and difficulties in accepting new knowledge and skills by themselves due to low literacy rate, so trainings provided through the Project were valuable for them.

### **(1) Effect of Cascade Training**

Cascade trainings were conducted in three steps and trainees evaluated trainers, in other words trainees in the earlier step, very positively. Trainers were also satisfied for chances to teach the knowledge and technique they learned. According to questionnaire survey results for those trainings, most trainees understood theoretically but they requested on the job training at sites by technical officers and exchange visits for practical and further understanding.

### **(2) Importance of Exchange Visit**

Most farmers with self-sufficient life have limited chances for capacity development and it is also difficult for them to move around due to economical constraints. It is also difficult for most farmers to understand abstract contents due to inadequate educational opportunities caused by the civil war. In consideration of such situations, the Project incorporated site visits for beneficiary associations of all pilot projects. Such site visits contributed largely to deepen their understanding and to facilitate their activeness.

### **(3) Timing and Duration of Training**

According to the survey on training for association members, timing and period of the training affected to their understanding. In regards to timing, training in off farm season and nearer timing to practice were important for farmers to deepen their understanding and to attract more participants. For period, it is necessary to secure adequate training time for further understanding and continuous trainings are expected to facilitate more practical understanding.

#### **9.1.4 Support in Conflict Affected Area**

##### **(1) Livelihood Improvement**

Careful attention should be paid for support to the conflict affected area not to cause negative impacts which may bring unstable factors to the fragile society, because the long term target of the Project is reconciliation and reconstruction of the society. Even for livelihood improvement components, social factors were considered prior to benefit increase. The Project Team evaluated activities of associations if they support vulnerable people, when selection of association was made. Therefore, attentions for social inclusiveness brought fruitful results.

##### **(2) Strengthening Coherence of Community**

The Project aimed at strengthening coherence of community, while it was deteriorated during prolonged conflict. The Project supported associations, smallest social community, and improvement of coherence was observed in most associations as increase of meetings and democratic decision making. Implementation and monitoring on project activities should include factors to measure change of coherence of communities such as number and participation rate of meetings and activities, how to share benefits, and so on.

##### **(3) Promotion of Community Activities**

The traditional system of community work can be applied in the Project as facilities provided by the Project, mainly PR 212 and irrigation facility in marshes, require regular maintenance by people to sustain their functions. Therefore the Project formulated maintenance groups and provided necessary trainings and tools to them. As of target marshes, beneficiaries carry out maintenance activities once a week, while practical maintenance works were implemented during the community work for target road. Those activities contribute not only to sustainable use of facilities but also to promotion of community activities. To promote community activities, it is important to involve and organize people from the initial stage of projects.

## **9.2 Recommendations**

### **9.2.1 Effective Utilization of Action Plan and Manual**

The Action Plans for 3 communes and the Manual for promotion of PCDC mainly in agricultural sector were formulated in the Project. The Action Plan aligned activities of PCDC to PPIA according to types of livelihood of people, and this arrangement helps for both commune administrations and DPAE selecting appropriate activities smoothly. The Manual can be used for planning and evaluation of projects and efficient implementation for activities of each sub-sector. Utilization of them will contribute to promotion of community development activities of PCDC and effective use by stakeholders is expected.

### **9.2.2 Viewpoint of Social Consideration**

In the conflict affected areas, dividends of peace should be shared with equity and attentions should be paid for interventions to aim at reconstruction of deteriorated community. Negative impacts which may harm them should be excluded as many as possible. Thereby, inclusiveness of vulnerable groups

should be considered for interventions especially at the conflict affected society. Such kind of efforts of each group should be evaluated for selection of targets by including it in selection criteria and the use or the way of sharing of benefits should be monitored from the viewpoint of equity.

### **9.2.3 Strengthening Ownership**

As influences of the conflict will be smaller and Burundi will take an ordinary process for development in the future, Burundian's role will be heavier for national development. Hence, stronger ownership of both people and government officials is expected for sustainable development. To strengthen their ownership, their participation to projects from the earlier stage should be secured as much as possible and managerial and technical guidance should be given thoroughly. The government should also enhance community based activities, such as promoting community works and providing assistance for the projects planned by communities.

### **9.2.4 Importance of Capacity Building**

Efforts for continuous capacity building of people and officers are very important to take a major role for sustainable development. The Project formulated the capacity development program to propose the effective methodology, structure and contents of trainings for promotion of agricultural projects in PCDC. Training modules were also compiled and submitted to DGMVA (General Directorate of Agricultural Development and Extension) of MINAGRIE. Effective utilization of the program is expected for successive capacity building.

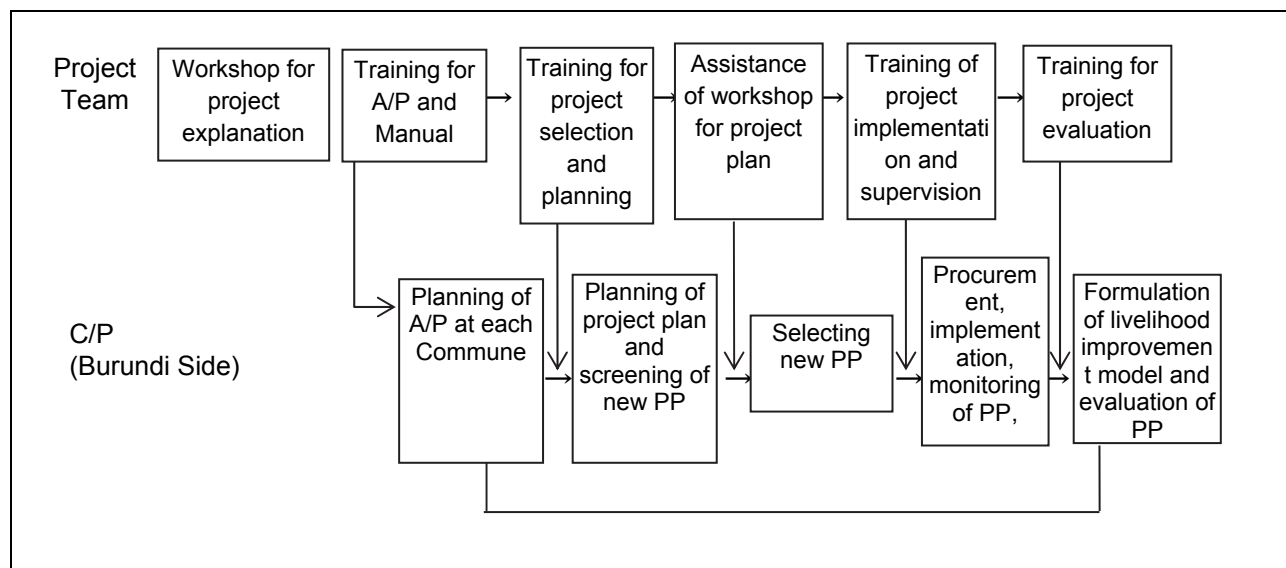
### **9.2.5 Importance of Maintenance**

Needless to say, both the rehabilitated PR 212 and irrigation facilities provided by the Project require regular maintenance by people to sustain their functions. The Project formulated maintenance groups and provided necessary trainings and tools to them foreseeing the maintenance after the project period. In case of marsh, beneficiaries carry out maintenance activities once a week and in case of the road, practical maintenance works were implemented during the community work. People should continue maintenance activities to sustain their benefits, while commune administrations should support them through sensitization and mobilization, and DPAE should give technical advices.

### **9.2.6 Expansion of Support**

Considering the above lessons learned, a technical cooperation project is proposed in order to expand the achievement of this Project to wider areas. As for its direction, the new project aims to achieve livelihood improvement through technical capacity building in agricultural sector and covers the whole Gitega Province, from the view point of multiple effects and improvement of sustainability. Capacity development of MINAGRIE, DPAE officials and commune officials will be emphasized more in the new project, therefore, the new project will aim to improve the technical capacity of officials through planning of livelihood improvement pilot projects, implementation and monitoring.

In this Project, pilot projects were implemented to clarify the validity of formulated Action Plan and Manual for acceleration of PCDC, while the new project will define meanings of activities at every step for counterparts to implement projects with ownership in order of prioritization => planning => implementation management => monitoring and evaluation". The flow of the main activities is shown below.



**Figure 9.1 Flowchart of Technical Capacity Building for Livelihood Improvement**

Functions of public institutions are fragile in fact, so beneficiaries' (= residents') active involvement is quite essential. Therefore, it is important to incorporate beneficiaries' responsibilities for implementation of pilot projects in the new project. In particular, beneficiaries' responsibility can be one of conditions for selection of pilot projects and fostering ownership of targeted beneficiaries before implementation is critical.