



# Organisation d'Appui à l'Auto - Promotion



## **O.A.P STRATEGIC PLAN 2023-2027**

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## Acronyms and Abbreviations

ADB	: Agence de Développement du Burundi/Burundi Development Agency
ASBL	: Association Sans But Lucratif/Non profit organization
BFNF	: Borne Fontaine Non Fonctionnelle
Bif	- Franc Burundais/Burundian Franc
BPE	: Bureau Provincial de l'Education/Provincial Education Office
CCDC	: Comités Communaux de Développement Communautaire/Community Development Committees
CDC	: Comités de Développement Collinaires/Hills level Development Committees
CDS	: Centre de Santé/Health Center
CEP	: Champ Ecole Paysan/Farmers' field school
CSLP	: Cadre Stratégique de Lutte contre la Pauvreté/Strategic Framework for the Fight against Poverty
DCE	: Direction Communale de l'Education/Community Education Department
DEL	: Développement Economique Local/Local Economic Development
EICVMB	: Enquête Intégrée des Conditions de Vie des Ménages au Burundi/Integrated Survey of Living Conditions of Households in Burundi
EL/BP	: Ratio Elève par Banc Pupitre/Ratio of students per desk
EL/SC	: Ratio Elève par Salle de Classe/Ratio of students per classroom
FCE	: Fonds Commun pour l'Education/Common Fund for Education
FF	: Source Aménagée Fonctionnelle/Functional developed source
FNF	: Forage Non Fonctionnel/Non Functional Drilling
FOSA	: Formation Sanitaire/Health Training
GALS	: Gender Action Learning System/Gender Action Learning System
GSEC	: Groupe Solidaire d'Epargne et Crédit/Solidarity Savings and Credit Group
IFPRI	: International Food Policy Research Institute/International Food Policy Research Institute
IMF	: Institutions de Microfinance/Microfinance Institution
IOV	: Indicateur Objectivement Vérifiable/Objectively Verifiable Indicator
ISTEEBU	: Institut de Statistiques et d'Études Économiques du Burundi/Institute of Statistics and Economic Studies of Burundi
IUED	: Institut Universitaire d'Etudes en Développement/University Institute for Development Studies
NAP	: Noyaux d'Auto-Promotion/Nucleus of Self-Promotion
OAP	: Organisation d'Appui à l'Auto-Promotion/Self-Promotion Support Organization
ODD	: Objectif de Développement Durable/SDG : Sustainable Development Goal
ONG	: Organisation Non Gouvernementale/Non-Governmental Organization
OP	: Organisation des Producteurs/Producers' Organization
PADC	: Projet d'Appui au Développement Communal/Support Project for Communal Development
PAI	: Plan Annuel d'Investissement/Annual Investment Plan
PCDC	: Plan Communal de Développement Communautaire/Community Development Plan
PIP	: Plan Intégré Paysan/The Integrated Farmer Plan
PND	: Plan National de Développement/National Development Plan
PNIA	: plan national d'investissement agricole/National Agricultural Investment Plan
PSDEF	: Plan Sectoriel de Développement de l'Education et de la Formation Professionnelle/Sector Development Plan for Education and Vocational Training
PSER	: Planification Suivi et Rapportage/Planning, Monitoring and Reporting
SAF	: Source Aménagée Fonctionnelle/Functional developed source
SDV	: Source de Vérification/Source of Verification
SILC	: Saving Internal Lending Community
SNBGLC	: Stratégie Nationale de Bonne Gouvernance et de Lutte contre la Corruption/National Strategy for Good Governance and the Fight against Corruption
TBS	: Taux Brut de Scolarisation/GER : Gross Enrollment Rate



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## Executive Summary

The present strategic plan 2023-2027 is the 7<sup>th</sup> since 2003. Until 2022, the strategic planning of the OAP asbl was generally done over three years, however, in response to the needs expressed by communities in its action area and for more impact, the present strategic planning is specifically projected over a five - years period.

Thus, the Organization of Support to Self-Promotion "OAP asbl" bases its action on the fact that the spirit of self-promotion, freedom and dignified life constitutes the foundation of a flourishing and stable socio-economic, political and security progress. Indeed, in order to achieve sustainable outcomes and impacts of its interventions, OAP implements its actions based on a participatory approach aiming at:

- ☞ the self-promotional spirit (stimulates intrinsic capacities for self-promotional, promotes the culture of integrated planning for self-development among households, community structures, administrative entity: hill, commune etc.); and
- ☞ the promotion of the culture of mobilization of own funds and income generating initiatives through Savings and Credit Groups, cooperatives and other community structures.

The current strategic plan is ambitious in terms of geographical coverage because it envisages that OAP will extend its activities throughout the future province of Bujumbura, which will cover the current Bujumbura, Bubanza, Cibitoke and Rumonge Provinces. The outcomes is an equally ambitious budget increase. Thus the budget for the 2023-2027 strategic plan is 21,778,739,320 Bif, or an average annual budget of nearly 4,500,000,000 Bif (4,355,747,864 Bif exactly). For the strategic plan currently being completed, the average annual budget mobilized was slightly more than two (2) billion Burundian francs. OAP is optimistic about the mobilization of the resources necessary for the implementation of its 2023-2027 strategic plan in view of the political openness underway with the current Government, the improvement in international cooperation between Burundi and its partners, the changing economic and legislative context and the fact that intervention areas in the present strategic plan correspond to the Government's priorities.

The current strategic plan will focus on actions that will allow the achievement of OAP's vision and mission by taking into account the elements drawn from the contextual analysis. Actions that will be carried out will attempt to correct the problematic situation identified through an analysis of the situation, particularly in the project area for of OAP's intervention areas.

The main challenges to be overcome and the potentialities are as follows:

**First:** A paradox of the food system in Burundi as identified by a recently published IFPRI/WFP study which shows that, in general, Burundi has sufficient potential agriculture while most households, with the exception of Bujumbura City Hall, have very high rates of chronic malnutrition;

**Second:** The country suffers from overlapping and interrelated environmental problems, which are aggravated by the effects of climate change:

- a. Deforestation and land degradation at an alarming rate due to an increasing need for agricultural land and wood as a source of energy for an ever growing population. This results in more CO<sub>2</sub> being released into the air, soil degradation and loss of soil fertility with a detrimental effect on agricultural productivity;



- b. Indoor air pollution caused by the use of inappropriate cooking methods which in turn lead to health problems;
- c. According to recent UNICEF data, less than 46% of the population has access to basic sanitation;
- d. Loss of biodiversity due to deforestation and land degradation, which destabilizes the local ecosystem, worsens water and air pollution and threatens livelihoods;
- e. Recurrent natural disasters, exacerbated by deforestation and erosion causing physical damage to the environment, infrastructure and other livelihoods;

**Third** : Some potentials :

- a. As noted above, Burundi has great potential and favorable conditions for renewable energy, including hydroelectricity, solar and wind power;
- b. Burundi enjoys good rainfall, even it has varied in recent years, and a large water system that is conducive to agro-sylvo-pastoral production practices adapted to the effects of climate change;
- c. Regional diversity: Burundi has 11 natural regions with complementary potential in several aspects: agricultural and environmental, cultural, natural resources, touristic etc.;
- d. For Education, the Gross and the Net enrollment are improving, although there is still a serious lack of infrastructure, equipment and school materials.

Based on these challenges and potentials in harmony with national policy instruments such as the NDP 2018-2019 and the SGDs, OAP has developed a strategic plan 2023-2027 whose overall objective is «to strengthen the community capacity for awareness self-promotion and safeguarding of positive values geared towards inclusive, sustainable growth and decent employment».

The activities are oriented towards five (5) strategic areas:

- i. Awareness-raising animation whose specific objective is « communities promote positive citizen values and participate effectively in the development and management of their respective localities and communes ».**
  - ii. Local governance, social cohesion and citizen participation, whose specific objective is to « enable local, communal and provincial stakeholders to be accountable and to offer quality services to citizens and for the latter to participate actively in local development ».**
  - iii. Promotion of sustainable production and local economic development whose specific objective is « community capacities are strengthened to promote sustainable and inclusive growth and employment creation ».**
  - iv. Access of the population to quality basic social services whose specific objective is « the local community improves its environment and has access to quality basic social services »;**
  - v. Institutional strengthening of the OAP whose specific objective is « the institutional capacities of the OAP are strengthened for a better visibility and sustainability of its action ».**
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## 1. Introduction





## 1.1 Overview and Evolution of OAP Action

OAP was created in 1993 as a result of a bilateral cooperation program between the Swiss and Burundian governments that was nearing completion. This program of Support to the Development of Kanyosha, Isare and Mubimbi Communes was implemented under the facilitation of the University Institute of Development Studies (IUED) of Geneva/Switzerland. It aimed essentially at supporting initiatives taken by the population in three development sectors: (i) agriculture and erosion control, (ii) non-agricultural employment and savings and (iii) rural credit. In order to ensure the sustainability of the outcomes, it was proposed to entrust this mission of perpetuating the actions of the project to a local organization that will remain with the communities. Thus, OAP was created as a Non-Governmental Organization with the status of an international NGO representing IUED. When it was created, OAP extended its area of action to the entire Bujumbura province known as rural, which at the time had 11 communes represented on the map.

In 1993, the same year OAP was created, the first democratic elections after Burundi's independence were organized. Unfortunately, his Excellency Melchior NDANDAYE, the first democratically elected President was assassinated three months after his accession to the supreme magistracy. This was one of the great moments of socio-political crisis that the country experienced and particularly felt in the province of Bujumbura rural its zone of action.

Despite such situations, OAP has always adapted to the unstable social, economic, political and security context. From 1993 until 2005, OAP worked under the status of an international NGO, and then, encouraged by the hope of a positive evolution of the politico-security context following the 2005 elections and motivated by its performance and the concern to diversify its partners. OAP opted in 2006 for the status of a Local Non-Profit Association (OAP asbl). It was approved by the Ministry of the Interior as a Local Non-Profit Association on November 16, 2006 and registered under number 530/1105.

Since March 2015, Burundi has Rumonge as a new province namely which includes among its communes two communes namely Muhuta and Bugarama that previously belonged to Bujumbura province. At the request of the population and the local authorities, OAP has agreed to maintain its activities in its former communes of action and to extend its intervention to the three other communes of Rumonge province that used to belong to Bururi province. Thus, OAP action area for the 2019-2022 strategic plan covered 14 communes: 9 in Bujumbura Province: Mubimbi, Mutimbuzi, Isare, Kanyosha, Nyabiraba, Mukike, Mugongomanga, Mutambu and Kabezi and 5 communes in the current Rumonge Province: Bugarama, Muhuta, Burambi, Buyengero and Rumonge.

For the present strategic plan 2023-2027, the OAP envisages initially to keep its current action area which extends over the 9 communes of the current Bujumbura Province and the 5 communes of the current Rumonge Province as mentioned above. Gradually, depending on the resources availability, its actions will extend to the communes of the current Bubanza and Cibitoke provinces and Bujumbura City in accordance with the future administrative division.

Thus, OAP current and projected intervention zone is represented by the Figure 1.

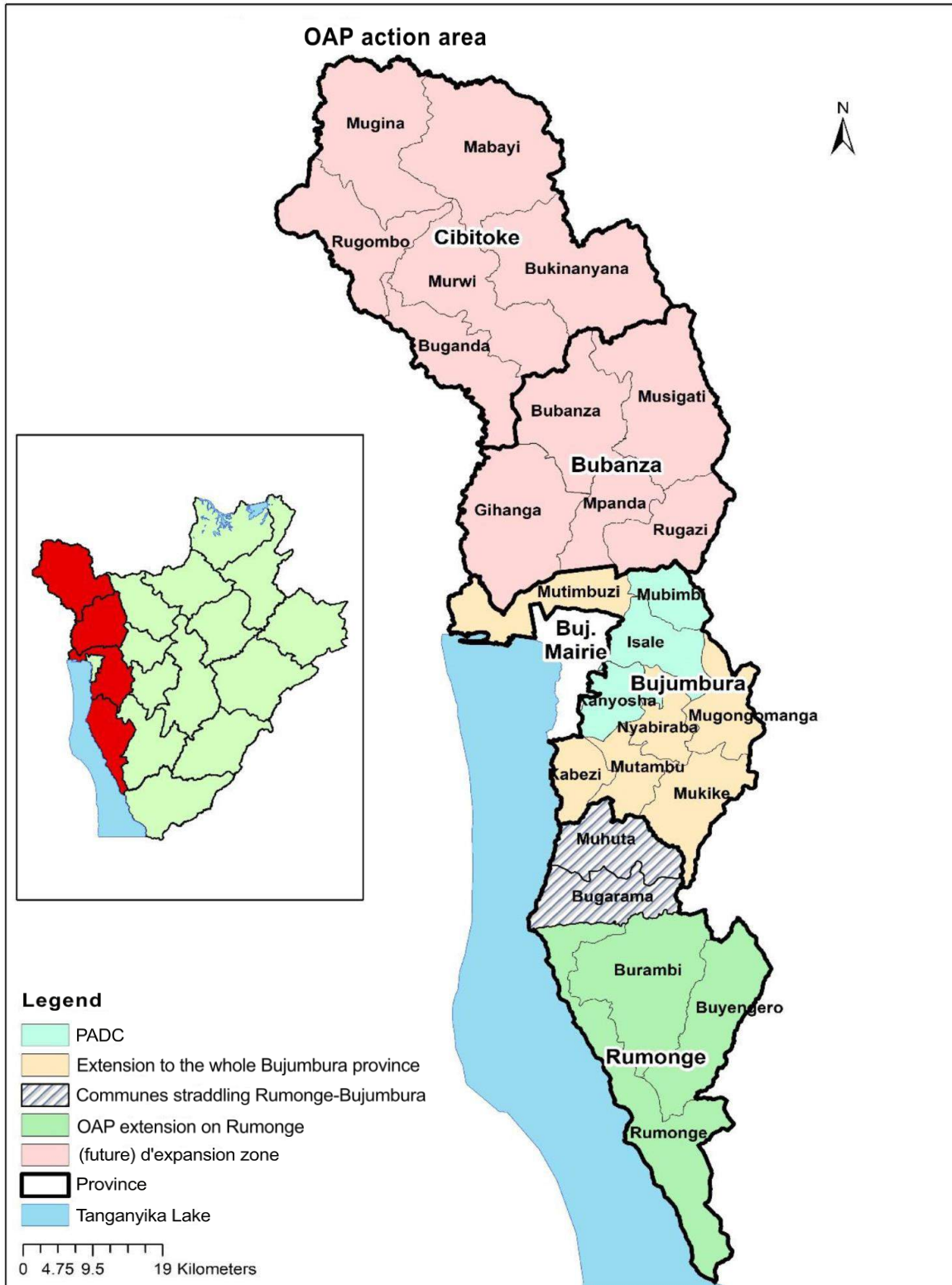


Figure 1: OAP Current and Future intervention zone1

<sup>1</sup> Map made according to information collected by OAP



## 1.2 OAP's philosophy and intervention approaches

The Organization of Support to Self-Promotion "OAP asbl" bases its action on the fact that the spirit of self-promotion, freedom and dignified life constitutes the foundation of a flourishing and stable socio-economic, political and security progress. It remains convinced that the real power of people to free themselves from underdevelopment and social injustice comes from their inner strength which results from a critical, ethical/spiritual awareness of themselves and the intrinsic capacity of self-promotion and local development initiatives in an integral and sustainable manner.

Therefore, OAP asbl is convinced that in order to strengthen this spirit of dignity and social justice, and to awaken the personal capacity for self-promotion in communities, it should promote the following attitudes:

- ✓ Rehabilitate self-esteem, which requires a peaceful spirit (without wounds, without fear of tomorrow), knowledge and appreciation of values and the know-how of communities;
- ✓ Look for positive aspects in the life and history of people;
- ✓ Stimulate the intrinsic individual and collective capacities of self-promotion;
- ✓ Encourage local solidarity before external material assistance, which means that communities must rely, first, on their own resources;
- ✓ Strengthen the emergence of Self-Promotion Nuclei (SPNs) that reach out to their localities by disseminating knowledge and practices of self-development and positive values;
- ✓ Advocate for an honorable partnership, all stakeholders are equal and each can learn from others;
- ✓ Support the autonomy of the people, respecting the power of the community to decide its future;
- ✓ Develop mechanisms for ownership and sustainability of development achievements;
- ✓ Promote gender equity;
- ✓ Promote community power in the marketplace; and
- ✓ Create synergies and promote community voice.

In order to achieve sustainable outcomes and impacts of its interventions, OAP implements its actions based on a participatory approach aiming at:

- ☞ self-promotional spirit (stimulates intrinsic capacity for self-promotional capacities, promotes the culture of integrated planning for self-development among households, community structures, administrative entity: hill, commune);
- ☞ promotion of the culture of mobilizing owned funds and income generating initiatives through Solidarity Savings and Credit Groups, cooperatives and other community structures.

In 2023, OAP will be 30 years old with great satisfaction from its partners:

- The populations that it, (OAP) has always accompanied even in difficult times;
- The communal and provincial administrations of its intervention zone;



- The sectoral ministries with which it has signed collaboration protocols, including the Ministry of the Interior, Community Development and Public Security, the Ministry of the Environment, Agriculture and Livestock, the Ministry of National Education and Scientific Research; the Ministry of Public Health and the Fight against HIV/AIDS; the Ministry of Hydraulics, Energy and Mines; the Ministry of National Solidarity, Social Affairs, Human Rights and Gender.
- The deconcentrated and decentralized technical services called upon to collaborate with the OAP to deliver quality services to the population; and
- The technical and financial partners who have provided support for the implementation of different actions.

In light of the above and the changing situation (socio-political and security context, economic context, scope of its action area), new challenges have emerged but also new opportunities on which to build. It therefore seemed appropriate for OAP to redefine its actions, its axes and its intervention area, etc., and to readjust its vision and mission for the next five years while maintaining its principles and values. (See page 15).

## 2. Summary assessment of the state of the implementation of OAP asbl's Strategic plan 2019-2022.







## 2.1. Objectives, Implementation Context for the Strategic Plan 2019-2022

### 1.1.1. Objectives for the Strategic Plan 2019-2022

Projected over a four years period, the Strategic Plan 2019-2022 currently being finalized had as its overall objective: **"The rural community capacities are strengthened for awareness on self-promotion and safeguarding of positive values geared towards sustainable, inclusive growth and decent employment"**.

Articulated on five axis of intervention, OAP, through its Strategic Plan 2019-2022, aimed at the attainment of five specific objectives as follows:

- i) Specific objective 1** "Community members promote positive citizenship values and participate effectively in the management of the development of their respective localities and communes";
- ii) Specific objective 2** "Communal stakeholders offer quality services to citizens (take into account the population's proposals and are accountable to them in the management of communal affairs);
- iii) Specific objective 3** "The capacities of the rural community are strengthened in order to promote sustainable and inclusive growth and job creation";
- iv) Specific objective 4** "The rural community improves its environment and has access to quality basic social services"; and
- v) Specific objective 5** "OAP's institutional capacities are strengthened for a better visibility and sustainability of its action".

## 2.2. Context of the implementation of the Strategic Plan 2019-2022

The Strategic Plan 2019-2022 was implemented in a context marked by events that influenced, in one way or another, the implementation of planned activities and the achievement of desired outcomes. Among the elements of the context that impacted the implementation of the 2019-2022 Strategic Plan, we would highlight the following:

- ☞ the post-election period of 2015, which was marked by tensions between Civil Society Organizations and the public authorities, thus slowing down the execution of certain activities;
- ☞ Following this tense post-electoral period, some of the country's technical and financial partners took the option of managing the funding granted to Burundi, which limited access to financial resources, and even dried up funding for certain areas such as access to quality basic social services (school infrastructure, drinking water supply, roads, etc.);



- ☞ the government's policy of promoting the " Cooperative Sangwe" in all the hills of the country, which on the one hand has encouraged the community structuring promoted by the Strategic Plan 2019-2022, but on the other hand has diluted the reference to law, values and principles governing a cooperative society;
- ☞ the 2020 electoral process, which took up the time of the population and the administrative staff, especially during the campaign period, thus slowing down the activities;
- ☞ the context of COVID 19, which has greatly affected the economic and financial situation;
- ☞ the measure prohibiting the use of bicycles, motorcycles and tricycles in the center of town and in certain areas of Bujumbura city, which in general has greatly hampered the transportation of goods and people, and more particularly has disrupted the activities of the Strategic Planning 2019-2022 by making it difficult to accompany communities in the field;
- ☞ The war in Ukraine and its impact on the global economic situation in general and on Burundi in particular; and
- ☞ The effects of climate change, including landslides and floods that have damaged the OAP's action area, causing the destruction of agricultural fields, drinking water supply networks, tracks, displacement of populations, etc.

### 2.3. Financial resources mobilized for the Strategic Plan 2019-2022.

The total budget mobilized and used for the implementation of the Strategic Plan 2019-2022 is **8,059,482,061 FBu**. The availability of these funds was ensured by 8 financial partners including: the NGO 11.11.11 from Belgium, Oxfam Germany, Oxfam NOVIB, the ARCANUM Foundation from Switzerland, the NGO Entraide et Fraternité from Belgium, UNICEF, the NGO SECODEV from Switzerland, the NGO SODI from Germany, the NGO Join For Water from Belgium.

**The table below gives the budget used per year in FBu:**

*Table 1. Budget mobilized and used per year*

<i>Nr</i>	<i>Year</i>	<i>Amount</i>
1	2019	2,395,687,316
2	2020	2,134,179,429
3	2021	2,393,966,838
4	2022	1,135,648,478 <sup>2</sup>
<b>TOTAL</b>		<b>8,059,482,061</b>
<b>Annual average</b>		<b>2,014,870,515</b>

<sup>2</sup> Budget consumption level until October 2022

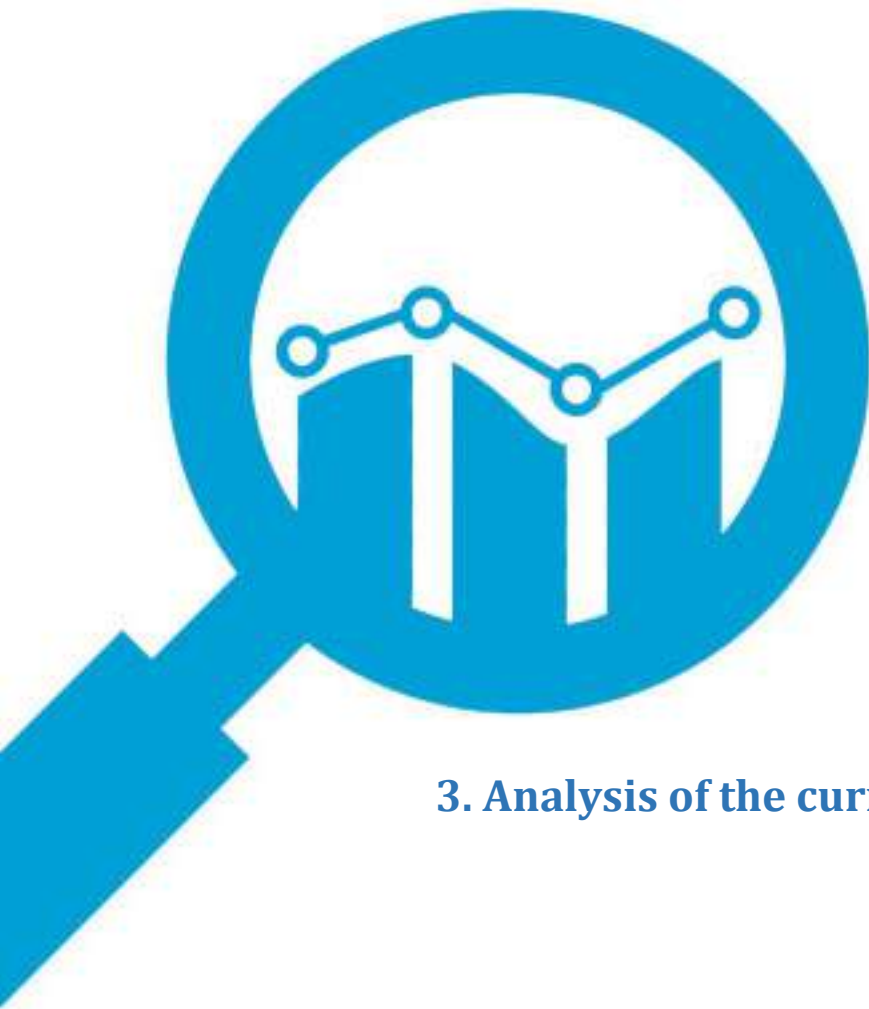


## 2.4. Status of implementation of the Strategic Plan 2019-2022

Despite the above said context, the activities foreseen in the Strategic Plan 2019-2022 have been generally well executed. An internal evaluation conducted in July 2021 concluded that the lack of funding was a challenge, which led to a revision of the logical framework by removing actions that could not find funding or that proved difficult to carry out given the political context, including:

- The conduct of advocacy activities and claims carried out by the synergy of farmers' organizations in favor of food sovereignty;
- the improvement of learning conditions in schools, notably through the construction and equipment of basic schools and support for vocational training;
- Facilitating access to alternative energy to wood (bioenergy, solar energy); and
- improving the physical environment of the action zone by building and/or rehabilitating roads and culverts.

The summary of the main achievements and outcomes/changes reached during the 3 years of implementation of the Strategic Plan 2019-2022 is shown in the table, as Annex2.



### **3. Analysis of the current situation**



## 3.1. National context

### 3.1.1 Environmental and Development Context

Burundi is a landlocked country in the center of Africa. It is part of the Great Lakes countries of Central Africa. It is also one of the countries of the East African Community. Its surface area is 27,834 km<sup>2</sup>, of which 25,645 km<sup>2</sup> is land and some 2,180 km<sup>2</sup> is water. With an estimated population of over 12,309,600, or an average density of over 442 inhabitants/km<sup>2</sup>, it is one of the most densely populated countries in Africa. According to ISTEERBU projections, this population will double by 2050.

This is due to a population growth rate of 2.4% and a fertility rate of 5.5 children per woman.

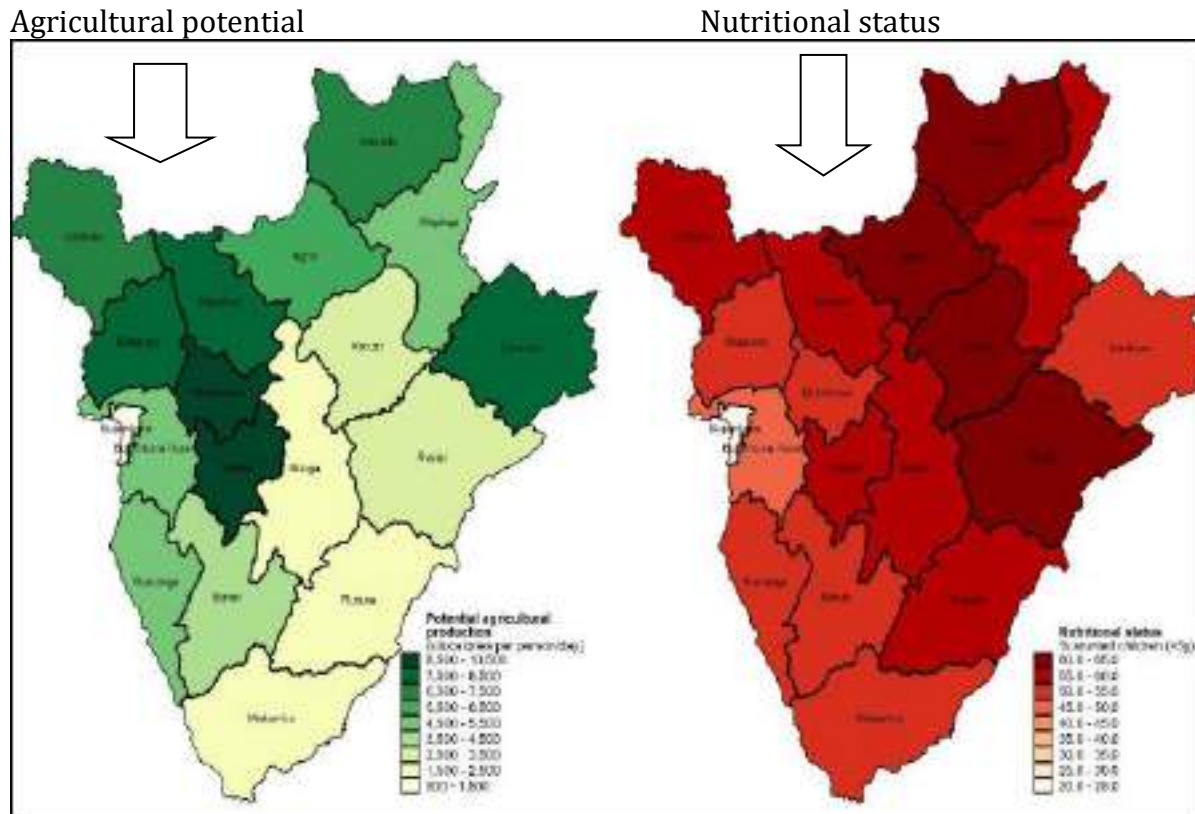
This demographic pressure with a growth rate that does not give the planner any respite is one of the factors behind the indicators related to poverty, which is in full swing with a poverty rate of 51.4% of the total population unable to meet their basic needs on a daily basis, an overall acute malnutrition rate of 6.1% against a background of chronic malnutrition of 52.2%. In addition, there are unemployment figures due to this uncontrolled demography.

Geographically, Burundi borders Rwanda to the north, the Democratic Republic of Congo to the west and Tanzania to the south and east.

Studies show that Burundi is experiencing a paradox in terms of food and nutritional security, as shown in Figure 2 below.



**Figure 2. Paradox between the agricultural potential and the nutritional situation in Bubanza, Bujumbura, Cibitoke and Rumonge provinces.**



**Source : IFPRI (International Food Policy Research Institute) Studies**

Bubanza, Bujumbura, Cibitoke and Rumonge provinces have a production potential above the range (5500 - 6500) kilocalories per person per day.

On the other hand, the nutritional situation is poor in all provinces, although Bujumbura suffers less than the others.

Burundi is endowed with a rich and precious natural heritage. The climate is very favorable to agriculture in some provinces of the country and allows cultivation and harvesting 2 to 3 times a year for certain plants such as corn, beans and other crops. Rainfall is sufficient, although the effects of climate change in recent times have led to irregularities. Its fertile arable land and fresh water are assets in its development process and in the fight against malnutrition of the population.

Burundi has abundant water resources thanks to its two transboundary river basins: the Nile basin and the Congo basin. The various national parks and reserves with mountain forests, the Rukoko reserve, savannahs and related fauna are all assets that make Burundi a small country in terms of area but very large in terms of biodiversity. The aquatic potential is enormous.

The northern lakes constitute an important habitat estimated at more than 1500 wildlife species of which 600 are endemic and the Lake Tanganyika is one of the deepest in the world.

It contains numerous fish and feeds a large part of the population settled all along the lake, without forgetting that of the rest of the country.



### 3.1.2 Political context

Since its independence in 1962, Burundi has experienced a succession of socio-political crises, some more violent than others, which have undermined national cohesion and mortgaged its economic and social development. These crises have taken many human lives and provoked movements of refugees to the outside world and displacements of the population within the country. "Bad governance" combined with a system of political exclusion has undermined the social fabric of Burundi, often leading to clashes and massacres of a political and ethnic nature.

Since 1991, Burundi has embarked on the path of pluralist democracy. Political parties were created, civil society organizations and independent private media were allowed to operate.

In 1993, democratic elections were successfully held and a civilian president was elected to lead the country. Unfortunately, he was assassinated less than three months after his inauguration on October 21, 1993. Inter-ethnic massacres followed and this culminated in the civil war which had disastrous effects on the Burundian population. Hundreds of thousands of Burundians were killed, others were displaced within the country, and still others fled outside the country, including many politicians.

In 1998, negotiations between different groups began. With international mediation, the negotiation process culminated in the signing of a peace and reconciliation agreement in Arusha, Tanzania, in 2000.

This agreement was complemented by cease-fire agreements with the CNDD-FDD and FNL armed movements, which gave hope of ending the armed conflict and re-establishing republican institutions through democratic means.

The successful organization of elections in 2005 was a signal to Burundians of political normalization. This phase was to allow Burundi to truly embark on the path of peace-building and socio-economic reconstruction of the country.

In 2015, general elections were held and provoked challenges from some of the political leaders. This situation has had an impact on the political-security and economic situation. Some partner countries decided to freeze their economic support to the government.

In 2018, a referendum was held to approve a new constitution governing the country's bodies, including the presidency of the Republic, which has a seven-year term and is renewable once, the vice-presidency of the Republic, and the primacy, which runs the government.

In 2020, general elections established the country's governing institutions. These are:

- the Presidency of the Republic of Burundi for a renewable term of 7 years (the President of the Republic is assisted in his duties by the Vice-President and the Prime Minister, who is the head of government) ;
- the Parliament, elected for a 5 years term ;
- the Senate, also elected for a five-year term ;
- the communal councils, also elected for a five-year term ; and
- the hill councils for a 5 years term.



**NB.** However, it should be noted that in Burundi, Councils of Notables have been elected and put in place in August 2022.

During the implementation of this strategic plan, legislative and communal elections will be held in 2025, when the provinces are likely to be reduced from 18 to 5 provinces.

Today, Burundi is in dialogue for the effective re-establishment of cooperation between various partners including the countries of the European Union, the United States of America whose relations were degraded since the socio-political crisis of 2015. The government's priorities are: (i) the fight against Covid-19 ; (ii) the strengthening of health services ; (iii) the fight against corruption ; (iv) the revival agricultural production ; (v) Youth employability ; and (vi) taking care of the state's retirees.<sup>3</sup>

### 3.1.3 Socio-economic context

#### a. Policy Documents

The Poverty Reduction Strategy Papers (PRSP I and PRSP II) that were developed and adopted have now been replaced by the National Development Plan (NDP 2018-2027). Indeed, since 2018, the Government has adopted a new strategic planning instrument to lead Burundi towards emergence by 2027. Similarly, Burundi has adopted the prioritization report on the Sustainable Development Goals in Burundi from 2016-2030 which was officially launched by the Country's highest authorities in Kayanza province in early February 2019. Thus, all ongoing planning will have to be inspired by these two aforementioned instruments. It should be noted that the NDP also refers to the Vision 2025 document that had been developed and adopted.

To operationalize economic and social development, other strategic documents at the sectoral or thematic level have been drawn up, including: (i) the national strategy for good governance and the fight against corruption (SNBGLC); (ii) the national decentralization policy; (iii) the national agricultural strategy with a national agricultural investment plan (PNIA); (iv) the sectoral plan for the development of education and training (2012-2020); (v) the national health policy; (vi) the national water strategy (2012 - 2020); (vii) the national employment policy; (viii) the national social protection policy etc. These documents constitute national references for all stakeholders and for the areas of intervention selected in this OAP strategic plan 2023-2027.

Since 2005, Burundi has been engaged in a process of political, administrative and community development decentralization with the emphasis on granting legal personality to the Communes /municipalities as well as the transfer of State powers to the latter which have Communal Community Development Plans (PCDC).

Thus, at the local level, there are provincial development committees, communal community development committees (CCDC) and hillside development committees (CDC).

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<sup>3</sup> <https://www.banquemondiale.org/fr/country/burundi/overview>



## **b. Socio-economic situation**

The structure of the Burundian economy is characterized by low diversification and highly dependent on two export products, namely tea and coffee. Despite the high density and scarcity of arable land, agriculture is the mainstay of the economy. It is practiced on a small scale and occupies more than 80% of the population.

The economic situation deteriorated considerably in 2016 due to the disengagement of certain partners, which had negatively affected socio-economic investments. Some countries and partners who had suspended their direct aid to the Government of the Republic of Burundi seem to be resuming cooperation (we can mention without being exhaustive the European Union, the United States of America, the Netherlands, etc.) but the lack of financial means for earlier periods left its mark on the availability of foreign exchange in the country.

The shortage of foreign currency (US dollars and Euros) has led to an increase in the cost of imported goods notably, food, medicines, etc. and hence the scarcity of these goods as well as the depreciation of the national currency.

To compensate the loss of external resources, the Government mobilized internal resources, but this was not sufficient to meet the ever –increasing social demand, driven by uncontrolled demographic growth.

Currently, economic growth is facing two major challenges namely the COVID-19 pandemic and the Russian-Ukrainian conflict. These challenges interrupted a still fragile economic recovery and intensified macroeconomic imbalances.

Economic growth was estimated at 1.8% in 2021 against 0.3% in 2020, supported by an easing of COVID-19 restrictions. Economic growth is projected at 2.5% in 2022, supported by gains across all sectors.

Inflation remained high in 2021 at around 8.3% compared to 7.5% in 2020, driven by the rise in food prices and the monetization of the budget deficit. Inflation will remain high in 2022 at around 9%, notably as a result of the effects of the Russian-Ukrainian conflict on food and oil prices at the global level<sup>4</sup>.

In 2020, the monetary poverty rate is 51.4% of the total population. As for the non-monetary poverty rate; that is to say the living conditions, it is 53.1% at the national level. Poverty is more accentuated in rural areas than in urban areas, regardless of its monetary dimension or living conditions. Under the monetary dimension, rural areas have 3.6 times more poor people than urban areas (55.7% against 15.5%).

Under the non-monetary dimension, there are 2.5 times more poor people in rural areas than in urban areas (56.7% against 22.5%)<sup>5</sup>.

In terms of education, Burundi has adopted a sector plan for the development of education and vocational training (PSDEF) 2012-2020. This new strategy, which includes the transition to a 9-year basic education, is supported by the technical and financial partners of the state, particularly through the Common Fund for Education (FCE).

<sup>4</sup> Report of the integrated household living conditions survey in Burundi (eicvmb, 2019-2020) December 2021

<sup>5</sup> Report of the integrated household living conditions survey in Burundi (eicvmb, 2019-2020) December 2021



Estimated at 5.1 million in 2010, the school-age population has increased at an average rate of 2.1% per year, reaching nearly 6.4 million in 2020. If these trends continue, 7.3 million children that it to say 55.8% of Burundi's population will need to be enrolled in school by 2030 with a 45% increase in their workforce, demand for post-basic and higher education should increase extremely rapidly between 2020 and 2030<sup>6</sup>.

At the national level, 37.3% of the population have no education. The proportion of people with a certain level of education decreases from the lowest level to the highest level. Indeed, 40.4% of the population aged 3 and over have reached the primary level, 13.4% have the first cycle/fundamental secondary level, 5% the post basic/2nd cycle secondary level and 1.5% have a higher level<sup>7</sup>.

The Net Enrolment Rate (NER) and the Gross Enrolment Rate (GER) are higher at the fundamental than at the post fundamental level. Indeed, the NER is 69.8% at the fundamental against 5.3% at the post fundamental, the GER being 86.9% at the fundamental against 22.2% at the post fundamental. A difference can be observed between areas of residence and between men and women. For the fundamental, the GER for Bujumbura and Rumonge provinces are 102.2% and 99.3%<sup>8</sup> respectively.

### 3.1.4 On the Legislative and decision-making level

Laws and decisions likely to influence the implementation of this Strategic Plan 2023-2027 are in place, including:

- The application of the law on permanent stabling and the prohibition of the straying of domestic animals and farmyards in Burundi has caused some instability for agricultural activities insofar as agri-pastoralists were not sufficiently prepared. This leads to a shortage of organic fertilizers that are detrimental to the increase in agricultural productivity.
- The law relating to a new administrative division will have consequences on AOP activities in terms of governance. If the law were passed, which is very likely, OAP's activities will have to take it into account.
- In the business climate, the Burundi Development Agency (ADB) has just developed a 2022-2027 strategic plan and launched an online registration platform for companies and individuals with a view to facilitating local investments and foreigners as well as exports. This will enable local groups in the OAP's action area to develop income-generating activities. The Bank of the Republic of Burundi has just authorized the reopening of exchange offices and the reception in foreign currency from abroad.

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<sup>6</sup> Analysis of the education sector , UNESCO, 2021

<sup>7</sup> Report of the integrated household living conditions survey in Burundi (eicvmb, 2019-2020) Decembre 2021

<sup>8</sup> Report of the integrated household living conditions survey in Burundi (eicvmb, 2019-2020) December 2021





- Within the framework of the settlement of community disputes, a law no 1/03 of January 23, 2021 was promulgated to supplement the provisions of the Code of civil Procedure on the establishment of the council of the hill notables. Currently, 15 notables elected by universal suffrage are in place on each hill of the country.
- A move towards the reopening of all its borders with its neighboring countries (announced by the Minister of Interior, Community Development and Public Security in October 2022).
- Burundi has decided to lift the restrictions on the conditions of settlement of instant transfers received from abroad introduced on March 16, 2020 (Communiqué of October 7, 2022 through its Central Bank - BRB). Thus, funds received from international instant transfers are no longer subject to payment in local currency. That is to say, the beneficiaries of these funds are free to collect them in foreign currency or to transfer them to their accounts. In the same vein, forex bureau have again been allowed to resume their activities.

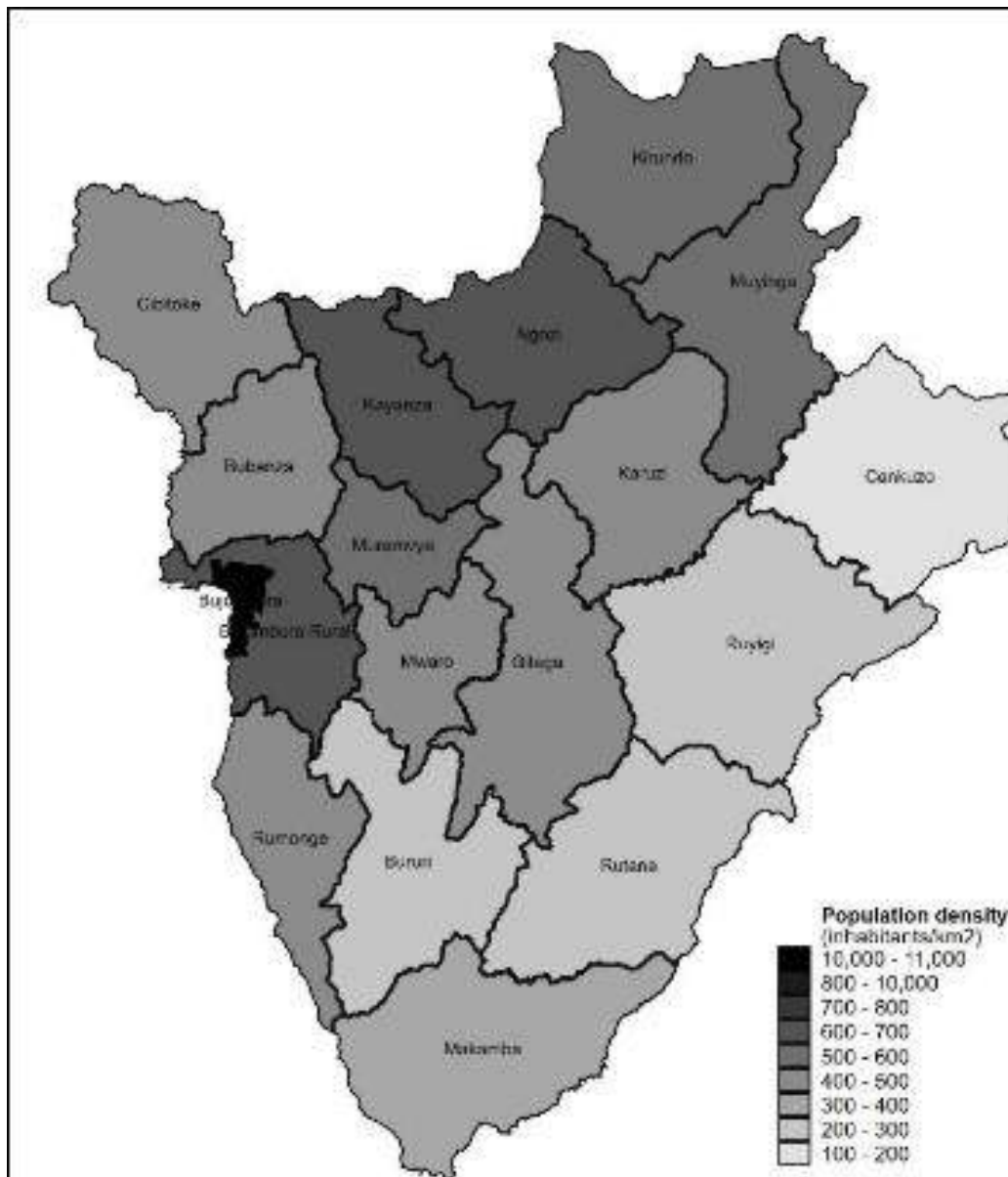
## 3.2 Context of the OAP action area

In the introductory chapter, the history and scope of OAP's action are largely described.

The OAP's action area has some special features:

1. An eco-climatic diversity giving it a belonging to three natural regions which are Mugamba, Mumirwa and Imbo. This diversity also gives it a diversity of crops and an opportunity to develop several value chains from agriculture. However, other factors that are unfavourable to agriculture development :
  - A varied relief, but the largest area is characterized by a rugged relief with relatively steep hills subject to heavy erosion which has been amplified by the deforestation of almost all the hills.
  - High demographic pressure with densities of up to 900 inhabitants/km<sup>2</sup> which has led to the full development of all the land, including the unproductive land of the steepest watersheds.

**Figure 3 : Population density**



**Source : IFPRI/PAM in spatial typology to identify food and nutrition security bottlenecks in Burundi, October 2022.**

- The hyper-morcellation and over-exploitation of land and other natural resources,

These three factors justify in-depth analysis of the land issue and environmental degradation in order to promote the socio-economic development of the community in the intervention area.

2. Agriculture in the intervention area is largely characterized by the small sowing areas, a lack of organic matter and the use of essentially family labor.
3. Still on the economic level, the OAP intervention zone surrounds the towns of Bujumbura and Rumonge, which gives the population of this zone employment opportunities and moreover a market for all products. This situation means that household capital is easily accessible and above all the mentality of reaching out is completely broken.



The sense of self-promotion has already become part of the habits of the inhabitants of the area to such an extent that they no longer always rely on external contributions.

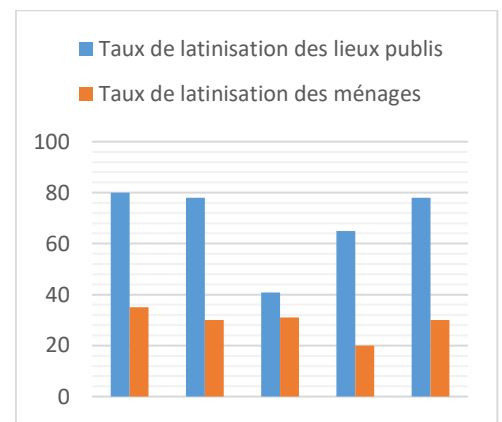
- As far as social indicators are concerned, the Integrated Survey of Living Conditions of Households in Burundi (EICVMB 2019-2020) gives us some figures that compare the OAP's area of action with the rest of the country.

## Health, water and sanitation.

Social indicators collected from the statistical services of the Provincial Directorates of education and provincial coordination of drinking water and sanitation in Bujumbura and Rumonge provinces are listed below:

**Table 2 : Access to drinking water and sanitation in province Rumonge**

Indicators	Bugarama	Burambi	Buyengero	Rumonge	Muhuta
Level of access to clean water (%)	47.62	51.61	56	58	55
Management status of clean water infrastructures (%)	83.17	80.61	92	68	67
Operation of clean water management structures (%)	2.93	3.081	80	2.05	61
Latinization rate of public place (%)	80	78	40.8	65	78
Latinization rate of households (%)	35	30	31	20	30



**Source : provincial services of drinking water and sanitation**

We note that the rate of Latinization remains low at the household level (less than 30% in average and less than 20% in Rumonge Commune). In addition, we note a lack of drinking water in many public places (markets, CDSs and schools), although the exact list was not given.



**Table 3: Sanitation in Bujumbura province schools**

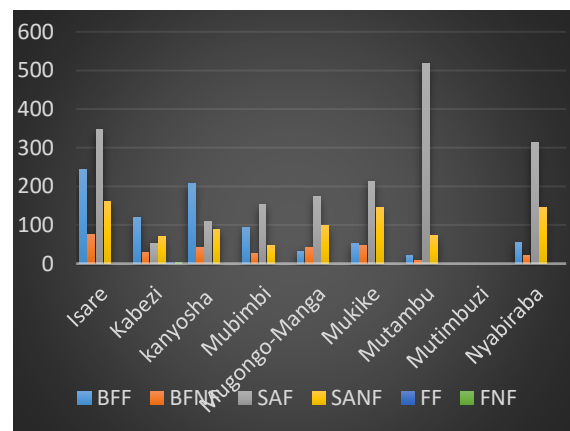
DCE	Latrines in good conditions	Latrines in bad conditions	Number of latrines	Number of students	Schools connected to Water	Need of latrines (for a standard of 25 pupils per latrine)	Number of blocks
Mutambu	202	101	303	16,584	16	484	82
Mubimbi	102	80	182	15,830	11	132	78
Nyabiraba	65	0	65	7,960	7	148	41
Isare	312	0	312	33,176	32	266	150
Mutimbuzi	117	0	117	18,566	18	186	84
Kanyosha	235	144	379	32,800	32	190	133
Kabezi	35			3,826	6	38	19
Mukike	75	88	163	9,217	11	146	50

**Source: provincial services in charge of sanitation**

The need for latrines in schools is still high in the Bujumbura province. Indeed, most latrines are in poor condition and the needs are enormous. The number of latrines needed is 1590; i.e 663 blocks.

**Table 4 : Access to drinking water in Bujumbura Province**

Commune	BFF	BFNF	SAF	SANF	FF	FNF
Isare	244	76	346	162	0	0
Kabezi	120	29	53	70	2	3
kanyosha	207	43	108	89	0	0
Mubimbi	93	25	153	47	0	0
Mugongo-Manga	32	41	175	98	0	0
Mukike	51	47	213	146	0	0
Mutambu	22	9	518	72	0	0
Nyabiraba	54	22	313	146	0	0
Total	823	292	1,879	830	2	3



**Source : provincial services of clean water and sanitation**

Achievements are remarkable in terms of access to water in Bujumbura province. Out of a total of 1,115 standpipes, 823 are functional; i.e 73.8%. as for the springs fountains, out of a total of 2,709 ; 1879 are functional; i.e 69.3%.

### Light Source and power energy

We could not find disaggregated data at this level, we content ourselves with global data shown in the table below for light source. With regard to the source of energy, it is made almost exclusively (more than 98%)<sup>9</sup> of woods, from its derivatives (charcoal) and vegetable waste.

<sup>9</sup> Unicef : The impact of climate, energy, and environment on children and their families in Burundi, 2021



**Tableau 5: The main sources of household lighting by residence**

Lighting Mode	Bujumbura Mairie	Other urban place in Bujumbura	Other urban centers	Rural Area	Total
Electrical network	73.8	42.4	60.5	2.6	9.1
Electricity generator	0.2	1.7	0.8	0.2	0.3
Petrol Lamp	2.1	0.6	1.5	1.6	1.6
Torch	14.1	39.5	24.9	72.6	67.2
paraffin/wood/plank	1.5	2.2	1.8	7.8	7.1
Solar plate	4.9	11.8	7.8	11.9	11.4
Solar Lantern	0.4	0.2	0.3	0.5	0.4
Other	3.1	1.7	2.5	2.8	2.8
Total	100.0	100.0	100.0	100.0	100.0

**Source: Integrated Survey of Households living Conditions' in Burundi (2019-2020)**

The main sources of lighting used by households in Burundi are: the torch / battery lamp (67,2 %), solar plate (11,4%) and electrical network (9,1%).

However, there are disparities between the thousands of residencies. Indeed in urban areas, electricity from the network is the main source of lighting (60,5%) while in rural areas it is the battery-powered lamp/torch (72,6%). In Bujumbura town, 73,8% of households use electrical network compared to 42,4% in other urban centers.

## Education

**Table 6: Education in Bujumbura province**

DCE	Numbers	Classrooms	Desks bench	EL/SC	EL/BP
Isare	31,720	382	6,356	83	5
Kabezi	24,305	333	4,567	73	5
kanyosha	28,128	370	6,934	76	4
Mubimbi	17,023	178	2,666	96	6
Mugongo-Manga	11,112	190	3,120	58	4
Mukike	9,048	142	2,077	64	4
Mutambu	17,522	331	5,162	53	3
Mutimbuzi	48,726	717	8,617	68	6
Nyabiraba	18,399	314	3,677	59	5

**Source: Provincial Education Office in Bujumbura**

This table shows the situation of premises and equipment in desks bench. In most of the communes in Bujumbura province, the classrooms have high numbers of pupils per classroom. Moreover, the high ratio pupil/ desk bench remains high (4 pupils per desk bench or more).



**Table 7. Enrollment rate per province**

Province	Fundamental Class		Post-fundamental Class	
	NER en %	GER in % <sup>10</sup>	NER en %	GER in%
Bubanza	72.7	90.0	6.2	23.7
Bujumbura Rural	75.9	102.2	4.1	27.8
Bururi	71.1	100.0	13.4	47.5
Cankuzo	47.7	53.9	3.0	7.2
Cibitoke	68.8	83.4	4.7	18.4
Gitega	75.0	92.7	5.0	22.3
Karusi	64.8	75.9	4.3	13.8
Kayanza	75.2	91.2	5.4	20.6
Kirundo	61.3	74.2	1.9	8.5
Makamba	78.2	92.2	3.6	18.2
Muramvya	83.5	105.7	4.5	35.3
Muyinga	63.4	76.8	1.2	10.0
Mwaro	85.1	108.5	8.0	44.4
Ngozi	64.4	77.5	4.1	15.3
Rutana	65.1	79.2	2.9	11.7
Ruyigi	51.0	62.9	3.8	15.0
Bujumbura Mairie	86.1	114.4	16.1	49.9
Rumonge	73.1	99.3	6.3	22.1
Total	69.8	86.9	5.3	22.2
Rural Area	80.8	103.7	13.4	43.1
Urban Area	68.7	85.2	4.3	19.6
Male	68.5	84.8	4.8	20.2
Female	71.3	89.1	5.9	24.0

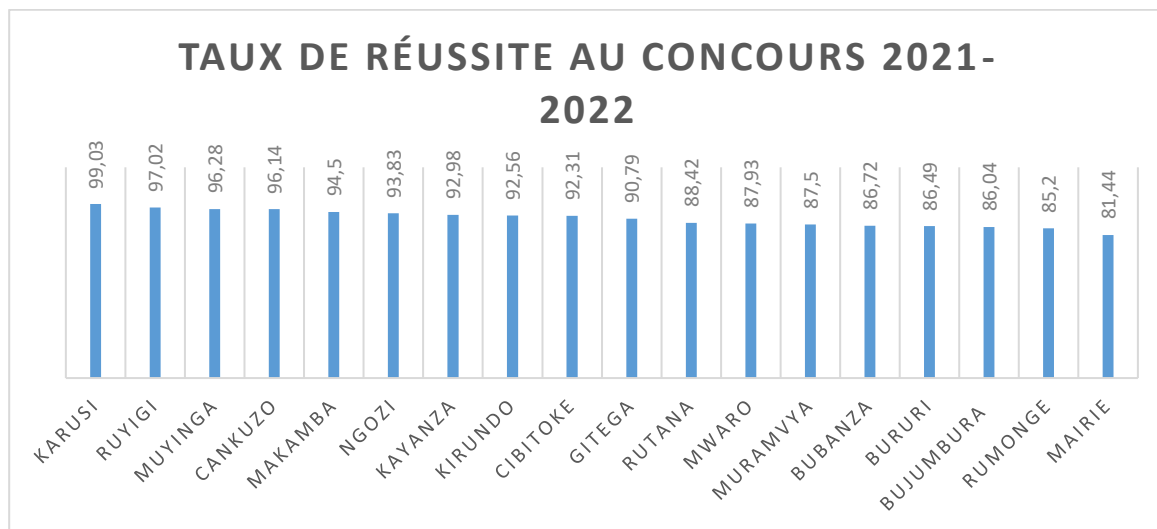
**Source: Integrated Households living Conditions Survey**

According to the EICVMB 2019-2020 data, the NER and the GER are higher at the fundamental than at the post fundamental. In fact, the NER is 69,8% at the fundamental versus 5,3% at the post fundamental, with the GER being 86,9% at fundamental versus 2,2% at the post fundamental. The provinces of Bujumbura and Rumonge exceed the national average in terms of gross and net enrollment rates, with a rate of over 100% in Bujumbura province.

<sup>10</sup> The **gross enrolment rate (GER)** is the total enrolment in a specific level of education, regardless of age, expressed as **percentage** of the officially school-age population at that level in a given school year.

The **net enrolment rate (NER)** is the ratio of the number of children enrolled in the age group officially corresponding to a given level of education to the total population in that age group, expressed as **percentage**



**Figure 4. Success Rate for the National Test 2021-2022**

**Source: Ministry of Education**

It is noted that the OAP's action area is at the bottom in terms of the success rate in the national Test 2021-2022. Efforts will have to be made in this area to improve the situation.

Apart from the difficulties linked to its relief, the only valid road infrastructures are those which cross the area to serve other provinces. For example, Bujumbura is today the only province whose capital is not served by a macadamized road. Electrical energy is so urgently needed that some people in Bujumbura, dangerously use energy with fraudulent methods at the cost of their lives (many accidents are observed in this area).



## 4. Elements of the Strategic Plan 2023-2027





## 4.1 OAP's Vision, Mission and Values<sup>11</sup>

With 30 years of existence and given the changing context, OAP has reason to adjust its vision and mission.

### 4.1.1 Vision

A community in solidarity, empowered for sustainable and equitable growth, and living in dignity and social justice.

### 4.1.2 Mission

Support the development of the community by raising awareness for self-promotion through education in the positive values of its members with a view to inducing creativity geared towards wealth creation and decent employment for all.

### 4.1.3 Values

- Listen
- Respect for human dignity
- Transparency,
- Performance,
- Proactivity,
- Integrity,
- Diversity.

### 4.1.4 Our principles

- To Want,
- To be able,
- To know,
- To act,
- To have.

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<sup>11</sup> Consultations in the development of this strategic plan did not change the vision, missions, values, or principles of the OAP.



## **4.2 The context of the Strategic Plan 2023-2027**

### **4.2.1 Analysis of internal and external elements (Strengths, Weaknesses, Opportunities and Threats)**

This analysis is made through the table on the following page from which it appears that the OAP is a strong organization as we can see that the balance leans on the side of strengths and opportunities.



**Table 8: Analysis of the Strengths and Weaknesses**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• The identity of the OAP characterized by a strict neutrality with a truly participatory approach gives it a legitimacy of its action with the beneficiaries.</li> <li>• Long experience of the OAP with 30 years of practice and regular evaluations.</li> <li>• Strongly rooted in local practices and culture, anchored in the field/closer to the communities.</li> <li>• Independance of opinion towards its donors and partners with a good capacity of negotiation with the latter.</li> <li>• Great reflexivity and strong capacity to adapt action modalities to local realities.</li> <li>• Recruitment of personnel mainly based on skills.</li> <li>• Loyalty of staff and volunteers to OAP with long-term commitment and expertise in research, project development, community accompaniment, peace building and monitoring and evaluation.</li> <li>• Stable structure and leadership of the OAP members.</li> <li>• Action of the OAP always inscribed through time in international concerns and development programs.</li> <li>• The OAP’s intervention based on priorities identified by communities and consistent with its vision, mission, and principles (local governance, and decentralization, food security and basic social services).</li> <li>• Transparent collaboration with local authorities.</li> <li>• Capacity to adapt to shocks (humanitarian and development according to needs).</li> <li>• Institutionalization work allowing the perpetuation of the action of the OAP.</li> <li>• Network of local facilitators accepted by the population because of their sociability and know- how and working in collaboration with the administration.</li> </ul>	<ul style="list-style-type: none"> <li>• Dependance on donors for carrying out its activities.</li> <li>• Overloading of the staff which reduces its profitability and performance, insufficient staff.</li> <li>• Insufficient and low motivation of facilitators.</li> <li>• Weak capacity to follow up on activities carried out in the field by the various departments, given that the scope and areas of intervention are vast.</li> <li>• Data collection in the field tends to be limited essentially to indicators of intermediate results (output) of the program rather than to its actual results, which must be captured as they occur.</li> <li>• Weakly reported cross-cutting activities (awareness raising, gender equity and humanitarian aid, not all facilitators’ activities are systematically reported).</li> </ul>



<ul style="list-style-type: none"> <li>• Transparent and rigorous management, internal self-critical dynamics and a learning spirit of good practices recognized among OAP members.</li> <li>• The cooperation of the OAP with all parties involved: political groups, the beneficiary population, intermediaries between the OAP and the population, the OAP's donors.</li> </ul>	
Opportunities	Threats
<ul style="list-style-type: none"> <li>• The confidence that the population has in the PAO.</li> <li>• The loyalty of technical and financial partners.</li> <li>• Community membership and protection of the organization by the population.</li> <li>• Existence of several types of civil society organizations that are partners of OAP and work in various fields that can synergize their efforts and share results to accelerate change at the community level (OAP is part of a social body; it is an organ of civil society).</li> <li>• The voluntary and ever-increasing adherence of communities to the self-help approach advocated by OAP.</li> <li>• Capacity of local communities to claim and exercise citizen participation through the decision-making process and the choice of representatives of community interests in all aspects of the life of their local area.</li> <li>• Availability of infrastructure for easy access to inputs and product valorization.</li> <li>• Proximity to the cities of Bujumbura and Rumonge that can facilitate the sale of products and transform agriculture into a market agriculture (development of value chains).</li> </ul>	<ul style="list-style-type: none"> <li>• Instability of administrative partners (more than 40% of the administrators in Bujumbura province were dismissed in 2022).</li> <li>• Steep terrain that requires a dedication to daily field work.</li> <li>• Resilience to climate change not mastered (climatic hazards).</li> <li>• Context of corruption at the grassroots level which hinders the smooth running of activities.</li> <li>• Political context : election period.</li> <li>• Risk of loss of integrity among staff due to partisan solicitations.</li> </ul>





## 4.2.2 Significant changes that affect this Strategic Plan.

**The following factors influenced the development of the strategic plan 2023-2027:**

**1. This strategic planning is done at the "legislative mid-term".**

In June 2020, communal, parliamentary and presidential elections were held and new institutions were put in place. Despite some misunderstandings due to the results, there is some stability on the political level. All partners are invited to collaborate with the authorities to increase production. Food and nutritional security is a priority for the country's highest authorities.

There has also been a resumption of diplomacy between Burundi and its former technical and financial partners, particularly the countries of the European Union and the United States of America. This gives hope that OAP will be able to benefit from support that will go towards the regularization of this new strategic plan.

Nevertheless, this planning also takes into account the legislative elections scheduled for 2025, since this plan has a period of five years and will extend until 2027. This period could coincide with the implementation of the bill that proposes a new administrative division reducing the number of provinces from 18 to 5. This reduction will have consequences for the OAP's action area, which will no longer include the provinces of Bujumbura and Rumonge, but which, if financial means allow it, will extend to Bubanza and Cibitoke provinces, while maintaining the current area. It is also understood that the OAP will have to build a new partnership on the ground.

**2. An agricultural growth rate (in terms of quantity) estimated at 2.6% lower than the population growth rate (2.9%);**

Even though we have seen that the nutritional situation is not the worst in the OAP intervention zone, it is still worrying. The actions foreseen in this plan should attempt to improve the situation, if not ensure a certain resilience of the rural community in terms of food security, economic development and job creation, and the improvement of the living conditions of the target population. To achieve this, the OAP will have to take into account the demographic dimension, whose density in some parts of the intervention zone is among the highest in the country (900 inhabitants/km<sup>2</sup>). The environmental situation must also be an important concern for the OAP because its intervention zone is one of the most affected by climatic disturbances. In addition to the high level of water erosion, landslides regularly claim victims among the population.



**3. The OAP partner communes are in the process of implementing their third generation PCDCs.**

The content of this plan, which is the result of consultations with community representatives and deconcentrated and decentralized sectoral services, must be in perfect harmony with the third-generation communal development plans currently being implemented.

In addition, the development of CDPs for the future communes that will emerge from the new administrative division will be part of the program of the current OAP strategic plan 2023-2027.

**4. The implementation of the law on permanent stabling and the prohibition of roaming of domestic animals and backyard animals in Burundi**

The law requires an important change in the practices of agri-breeders and corresponds almost to the beginning of the period of this strategic plan.

**5. Agricultural production is increasingly market-oriented**

Given the geographical location of the OAP's action zone, it is certainly necessary to produce to satisfy family needs, but it is also necessary to move towards value chains in order to increase family incomes and create growth in decent non-agricultural jobs. Moreover, among the objectives of the government through the Ministry of the Environment, Agriculture and Livestock, is the valorization of production through the creation of enterprises for the processing of agricultural products and facilitation of market access.

**6. A draft population law has just been prepared by the government and is likely to be passed during the period covered by this strategic plan.**

Development partners who are closely involved in the daily lives of the population are called upon to contribute to the achievement of the objectives of the future population law. Indeed, it will be difficult to achieve the objectives of improving the food and nutrition situation and meeting basic social needs without working on the population component. The OAP, in its "awareness-raising animation" axis, will have to include the demographic aspect.



### 4.3 Objectives, strategic axes and methodological approach to intervention

The current strategic plan will be oriented towards actions that will make it possible to achieve PAO's vision and mission by taking into account the elements drawn from the contextual analysis.

The actions that will be carried out will attempt to correct the problematic situation identified through this analysis for the areas of intervention of the OAP.

It is important to remember the following facts:

**First :** A paradox of the food system in Burundi. Indeed, according to a recently published IFPRI/WFP study shows that in general, Burundi is endowed with sufficient agricultural potential while most households with the exception of the Bujumbura town have very high rates of chronic malnutrition;

**Second :** The country suffers from overlapping and interrelated environmental problems, which are aggravated by the effects of climate change<sup>12</sup> :

- a. Deforestation (2% per year) and land degradation (loss of 38 million tons of soil per year) in order to obtain more agricultural space and wood as a source of energy, which causes more CO<sub>2</sub> to be released into the air, soil degradation and loss of soil fertility with a negative effect on agricultural productivity;
- b. Indoor air pollution caused by the use of inappropriate cooking methods which in turn leads to health problems and worsens deforestation;
- c. Loss of biodiversity due to deforestation and land degradation, which destabilizes the local ecosystem, worsens water and air pollution, and threatens livelihoods;
- d. Water pollution due to inadequate agriculture and sanitation practices, leading to health problems;
- e. In addition, Burundi experiences recurrent natural disasters, exacerbated by deforestation and erosion causing physical damage to the environment, infrastructure and other livelihoods;
- f. Approximately 55% of households cook indoors, especially in rural areas, and almost all households use either wood, vegetable waste, or charcoal for cooking; and
- g. According to recent UNICEF data, less than 46% of the population has access to basic sanitation.

**Third :** Some potentials :

- a. As noted above, Burundi has great potential and favorable conditions for renewable energy, including hydroelectricity, solar and wind power;
- b. Burundi enjoys good rainfall, even if variable in recent years, and a large water system that is conducive to agro-sylvo-pastoral production practices adapted to the effects of climate change;

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<sup>12</sup> Unicef : The impact of climate, energy and environment on children and their families in Burundi, 2021



- c. Regional diversity: Burundi has 11 natural regions with complementary potential in several aspects: agricultural and environmental, cultural, natural resources, tourism, etc. and
- d. For education, the GER and the NER of schooling are improving, even if there is still a glaring lack of infrastructure, equipment and school materials.

### 4.3.1 Global Objective

The overall goal for the strategic plan 2023-2027 is stated as follows:

***"Community capacities are strengthened for self-awareness and safeguarding on self-promotion of positive values oriented towards inclusive, sustainable growth and decent employment."***

Here, the word "community" is defined as "a group of people with diverse characteristics who are socially connected, have common perspectives, and engage in solidarity within a given location (hill) or setting."<sup>13</sup>

One of the elements identified is a "sense of place", a place that can be located and described, which denotes an idea of space or boundaries. A community is an area or location that can be identified, e.g. a hill etc.

As members of a community, they are bound together by their values, norms, interests, concerns, needs, Having "**common interests and perspectives**" is another characteristic identified by the study that defined community. And sometimes joys and pains. Often these commonalities have existed for years, even centuries.

Other elements identified include **solidarity actions** that bring people together and **social ties** such as family, friends and diversity.

In order to achieve this objective, five areas of intervention have been identified for this strategic plan and these have also been linked to the NDP and the SDGs.

We note that finally, this strategic plan covers the five spheres of local economic development as defined by the national strategy of Local Economic Development (LED).

Indeed, LED is a transformative process that focuses on the way economic and political decisions are made at the local level, with the ultimate goal of improving the living conditions of the community through participatory methods and approaches.

In **Burundi's national Local Economic Development strategy**, LED is defined as a process whereby local stakeholders within a defined area come together to analyze their **economy**, identify its competitive advantages and take action to exploit opportunities<sup>14</sup>.

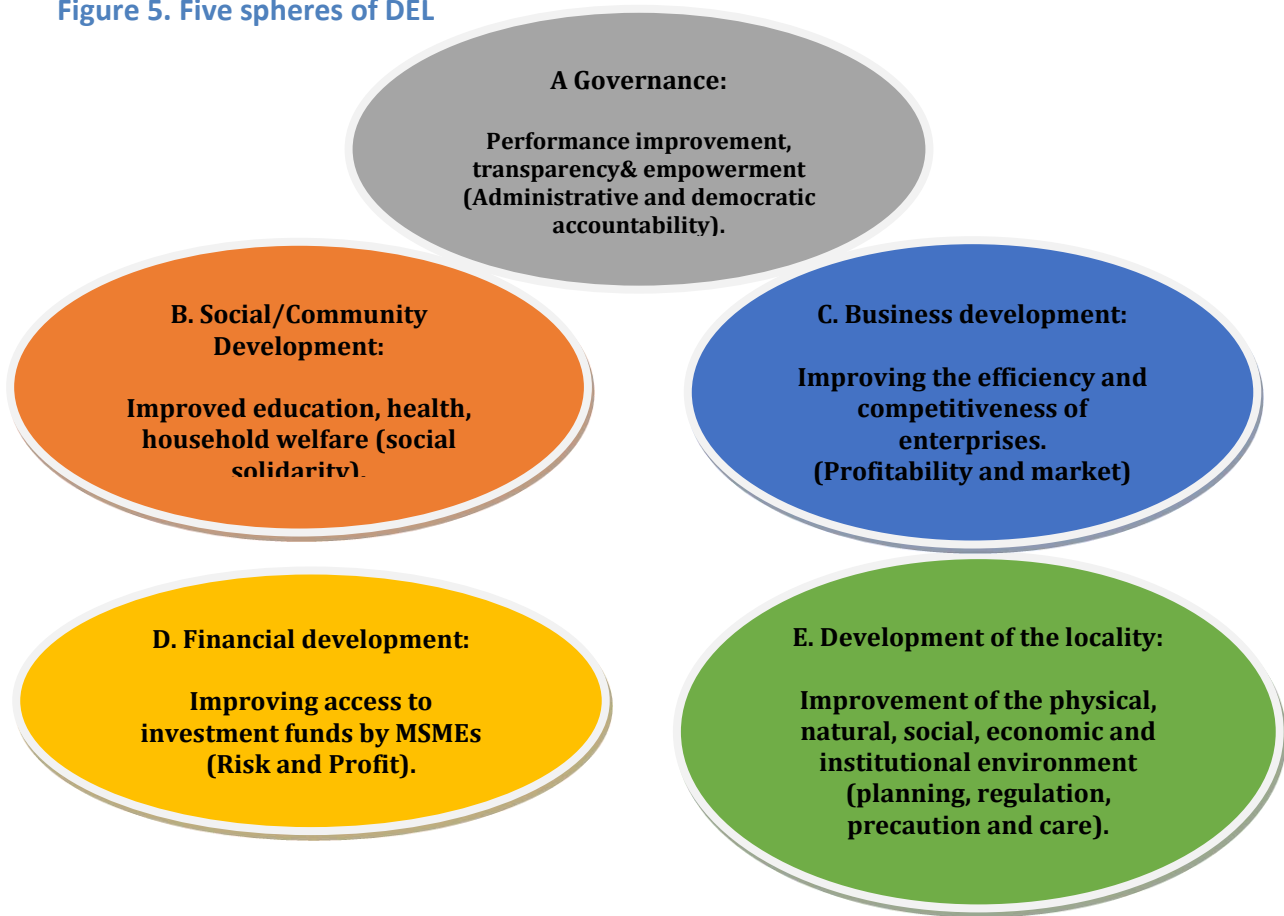
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<sup>13</sup> MacQueen KM, McLellan E, Metzger DS, et al. [What is a community?](#) (PDF 293K) What is community? An evidence-based definition for participatory public health.

<sup>14</sup> République du Burundi, Ministère du Développement communal, Stratégie Nationale de Développement Economique Local au Burundi, 2013

This strategy defines five spheres for Local Economic Development.

**Figure 5. Five spheres of DEL**



In this strategic plan, the OAP will affect all five spheres through its strategic axes in Table 9 below, which are interrelated in the actions.

**Table 9. Intervention axes of OAP**

Axis PS OAP	Corresponding/relevant axis NDP	Corresponding/relevant SDG
<p><b>1. Animation Conscientiousness (transformational aspect).</b> In this strategic plan, this axis will touch all five spheres.</p>	<p>It is an axis that contributes to economic resilience and inclusive and sustainable development of the rural community partner of the OAP.</p>	<p>1: Eradicate poverty in all its forms everywhere in the world. 2: Eradicate hunger, ensure food security, improve nutrition and promote sustainable agriculture. 3: Empower people to lead healthy lives and promote well-being for all at all ages.</p>
<p><b>2. Local Governance, Social Cohesion and Citizen Participation.</b> This axis will touch the sphere A of figure 5 above.</p>	<p><b>Axis 13: Governance</b></p>	<p>Goal 16, target 16.6: Establish effective, accountable and transparent institutions at all levels.</p>



<p><b>3. Promotion of Sustainable Production and Local Economic Development.</b> This axis will touch the C&amp;D spheres in figure 5 above and part of the E sphere.</p>	<p>Axis 1: Development of agriculture, livestock and strengthening of food security.            Axis 7, Decent employment and youth            Axis 9, Sustainable management of the environment.</p>	<p>2: Eliminate hunger, ensure food security, improve nutrition and promote sustainable agriculture.            8: Promote sustained, shared and sustainable economic growth, full and productive employment and decent work for all.</p>
<p><b>4, Access of the population to quality basic social services.</b> It mainly affects the B sphere.</p>	<p>Axis 2, Infrastructure Development            - (Energy, Drinking water, Transport, ICT,)            - Axis 4, Improving performance and collaboration in the health sector.            - Axis 5, Strengthening the education system and improving the training offer.</p>	<p>3: Empower people to lead healthy lives and promote well-being for all at all ages.            4: Ensure equitable access to quality education for all and promote lifelong learning opportunities.            6: Ensure access to water and sanitation services for all and ensure sustainable management of water services.            7: Ensure access for all to reliable, sustainable and modern energy services at an affordable cost.</p>
<p>5, Institutional strengthening of the OAP            The axis affects part of the E sphere.</p>	<ul style="list-style-type: none"> <li>• Axis 15, Resource mobilization.</li> <li>• Axis 16, Development of cooperation and sub-regional, regional and international partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>• Contributes to the whole but in particular.</li> <li>10: Reduce inequalities between and within countries.</li> </ul>

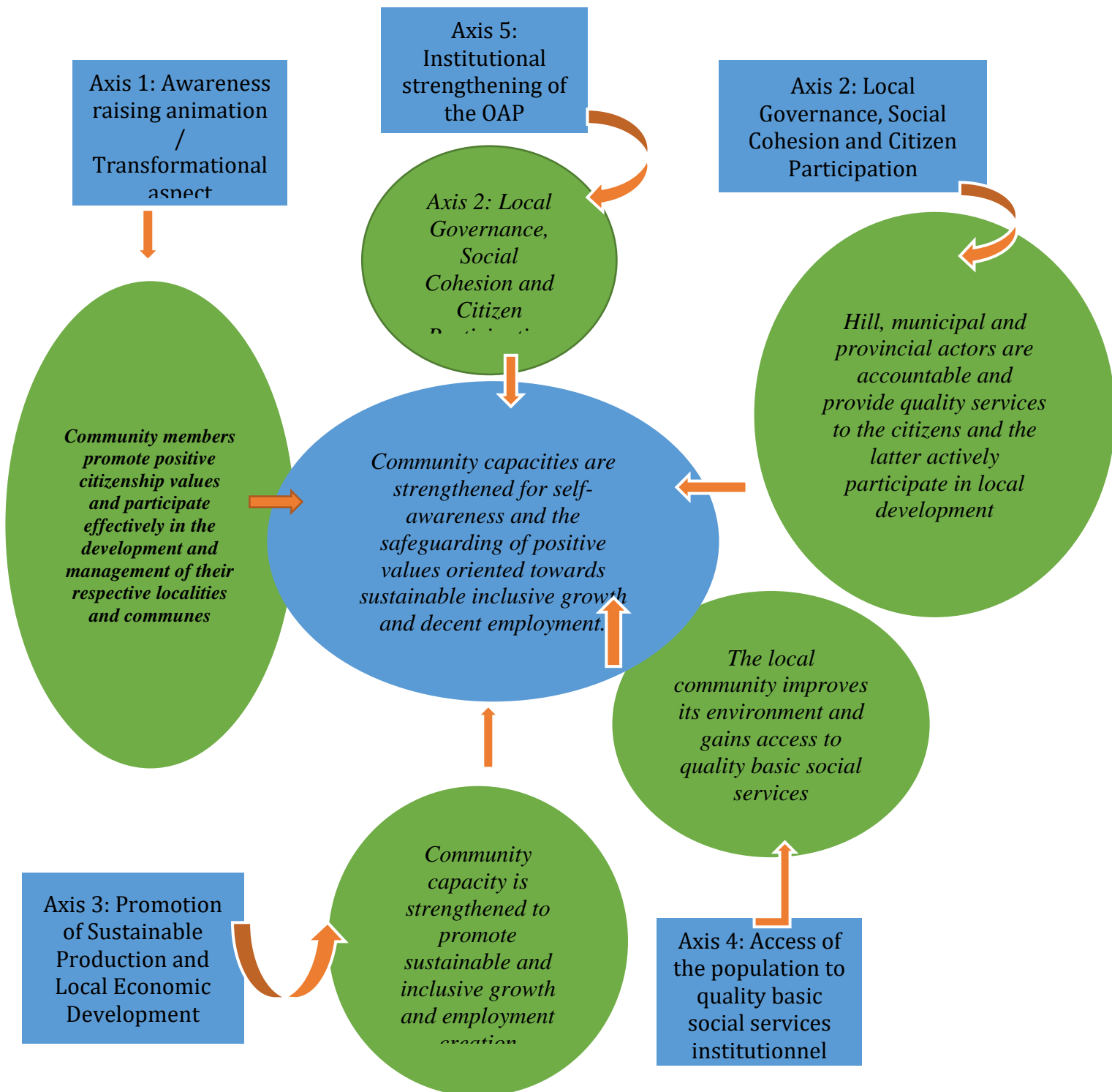




### 4.3.2 Specific objectives

The five strategic axes selected to achieve the global objective and their specific objectives are represented in the diagram below:

Figure 6. The strategic axes of OAP





## 4.4 Map of stakeholders around the OAP

The analysis of the stakeholders was done axis by axis according to the model described in the table below (The complete analysis of the stakeholders is given as annex 1).

**Table 10. Model followed for the analysis of the Actors**

Profile (Name) of the actors	Expected positive role	Negative role or risk
<b>OAP Staff (Local Governance and Decentralization Axis) Expected positive role</b>		
Staff	<ul style="list-style-type: none"> <li>Achieving results effectively and efficiently through dedication and adherence to OAP values.</li> </ul>	<ul style="list-style-type: none"> <li>Risk of partisan solicitation;</li> <li>Poverty/inflation that may destabilize the staff.</li> </ul>
<b>Local actors</b>		
Volunteer facilitators	<ul style="list-style-type: none"> <li>Are relays of the OAP administrative and community structures at the base.</li> </ul>	<ul style="list-style-type: none"> <li>Political manipulation that can lead to slackness or inactivity;</li> <li>- Poverty/inflation that may destabilize volunteer facilitators.</li> </ul>
<b>Administrative staff</b>		
The members of the communal and hill councils, the zone chiefs, the elected officials at all levels and the councils of notables of the hill.	<ul style="list-style-type: none"> <li>Take ownership of OAP achievements so that they are models for the population.</li> </ul>	<ul style="list-style-type: none"> <li>Poor collaboration of members and hill councils in the implementation of the activities of the OAP.</li> <li>Administrative instability .</li> </ul>
<b>Other stakeholders in the field</b>		
Religious leaders, local civil society organizations, community leaders.	<ul style="list-style-type: none"> <li>Synergy with OAP in daily activities and harmony of approaches for the sustainability of results and a change in living conditions ;</li> <li>Contribute to awareness/, raising awareness/ mobilization of the population so that it adheres and sustains the results.</li> </ul>	<ul style="list-style-type: none"> <li>Non- adhesion or indifference to the achievements of OAP ;</li> <li>« Politicization or manipulation » of some;</li> <li>Divergence of approach.</li> </ul>
<b>National actors</b>		
The Ministry of the Interior, Community Development and Public Security; the technical ministries.	<ul style="list-style-type: none"> <li>Signing of a collaboration protocol with OAP asbl ;</li> <li>Facilitate the obtaining of the necessary documents (approval, deed, decrees, decisions, etc.;</li> <li>To keep OAP regularly informed;</li> <li>Consider the OAP as an experienced partner in its area of action and for the themes it develops and involve it in the reflections.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of collaboration ;</li> <li>Tightening of approval procedures/ registration of legal partner organization of OAP.</li> </ul>
<b>International actors</b>		
International NGOs, UN Agency, EU and Embassies.	<ul style="list-style-type: none"> <li>Complementarity/Synergy in interventions;</li> <li>Financial Partnership.</li> </ul>	<ul style="list-style-type: none"> <li>Divergence d'approches d'intervention ;</li> <li>Competition for access to funding.</li> </ul>



## 4.5 OAP intervention strategies and approaches

### a. Participatory and bottom-up approaches for community self-promotion

During its interventions, OAP accompanies the rural community, starts from what it is, what it wants, what it can do, and strengthens its capacities so that it can achieve its objectives. As approaches, OAP puts forward its values, notably listening to the environment and taking into account the specific institutional context. At the household level, OAP will accompany partner households to carry out Integrated Planning in which all members of the household are involved. This planning will also extend to community organizations and to the community entity that is the hill, while being aware that no one should be left behind.

### b. Balanced community and individual approach

The OAP will work on strengthening local dynamics and supporting individual efforts. The community structuring approach will allow the establishment of self-help nuclei (NAP) through which OAP's interventions, particularly, those related to capacity building, will be carried out.

### c. Approach to change: synergy, complementarity, scaling-up and continuity, integrated approach

- i. Collaboration with the technical services of the ministries concerned and with other stakeholders and signing of contracts with different stakeholders where important to determine the tasks of each.

The OAP is an actor with others, it does not act alone in the field. It will therefore seek to capitalize on the results of other actors by using the good lessons to other localities and by thinking in terms of holistic development. For example, OAP has legal frameworks for information exchange and development of synergies with other stakeholders in the water, agro-ecology, advocacy for good policies and socio-economic rights of citizens etc.

Under the coordination of the provincial authority, the OAP has also created a framework for exchange and harmonization of interventions with all stakeholders in each province of action.

### d. Horizontal capitalization of achievements

Taking the example of the agricultural sector, OAP asbl establishes partnerships with farmers' associations that are grouped into networks, and with farmers who are members of the outreach groups of the first program. OAP asbl is committed to accompanying them in the process of production, processing and marketing of products. The associations and the farmers who are members of the supported outreach groups have the obligation to participate in the awareness and accompaniment of their neighbors.



Indeed, the experiences of the members of the associations and the partner farmers are transmitted to their neighbors in the form of exchange and mutual aid in the implementation of adapted agropastoral techniques. The partnership between the OAP asbl and the outreach groups is expressed in a collaboration agreement that specifies, among other things, the commitments of both parties. In addition to the producers' associations and the farmer-animators accompanied during the first phase of the program, the circle will be enlarged by the creation of new outreach poles in the localities not yet reached.

**e. Involvement of stakeholders in all phases of implementation of activities (identification, validation, implementation, monitoring and evaluation)**

The example that best illustrates this approach is the area of basic social infrastructure. Given the isolation of the action zone and the steep topography of the land, the communities are called upon to ensure the transportation of materials from places accessible by truck to the construction sites. In addition to their contribution in material inputs, the beneficiaries of the social infrastructures must be actively involved in the rational management, ownership and appropriation. Beneficiaries are involved in decision making, especially during the identification, prioritization and site determination phases.

**f. Gender approach**

Not only will the fight against gender-based violence be its preoccupation, but it will also work on capacity building for women and youth, potential forces for rural development, and other marginalized groups. Within this framework, emphasis will be placed on the various social, economic and financial barriers that prevent vulnerable groups from fully participating in socio-political and economic life.

**g. Resilience to the effects of climate change**

During the course of this plan, the OAP will promote the introduction of techniques that are resilient to the effects of climate change and will pre-screen the environmental and social (negative) effects of its interventions.

**h. Alignment and framing with national policy instruments and the SDGs**

The planning and implementation of activities will refer to the vision 2025, the Burundi National Development Plan (NDB 2018-2027), the prioritization and contextualization report of the SDGs in Burundi 2016-2030. And at the local level, it will remain in harmony for the activities to be carried out in the communes of action with the respective PCDCs of the latter.



## .4.6 Justification and orientation of the activities according to the axes

### 4.6.1 Axis 1 : Awareness-raising animation

OAP's vision remains based on the principles of self-promotion: Wanting, Being able, Knowing, Doing and Having. The OAP wants to “gently provoke” a change in “society”, through the defense of the basic rights of the community, but also the respect or fulfillment of the duties that are incumbent upon it. It is an action that contributes to popular awakening that is noticed by the way of claiming, wanting to build or rebuild the community, the collectivity (commune, province), the capacity to diagnose the immediate and future interests of the households or entities.

It is an iterative and permanent way of accompanying the community to make a critical analysis of our “society”, to stimulate individual and collective initiatives and to develop the sense of active citizenship.

The OAP starts from what the community **is** (an awareness and critical knowledge of its realities), from what it **wants to be** (attitudes of responsibility and active participation in social, economic, cultural and political life, keeping and/or restoring positive values and fighting against the installation of negative values), from what it **can** (strengthened analytical capacities) and make its choices to **act** accordingly (soul and conscience). All this implies the active and collective participation of the community members in order to build “a more just society”, more united, capable of tackling development problems and initiating sustainable growth.

The awareness-raising animation will be done around different themes that surround the other four axes of intervention of the OAP which are:

1. Local Governance, Social Cohesion and Citizen Participation;
2. Promotion of Sustainable Production and Local Economic Development, etc.;
3. Access of the population to quality basic social services;
4. Institutional strengthening of the OAP.

The Animation Awareness-raising axis is therefore the pillar of the OAP program.

The axis has the following objective OS1: "Community members promote positive citizenship values and participate effectively in the development and management of their respective localities and communes".

The analysis of the objective leads to the identification of the community members, as well as the positive and negative values.

**Table 11. Some examples of negatives values to change**

<b>Group/category</b>	<b>Negative value /anti-value</b>
Agri-breeders	Irrational exploitation with respect to environmental preservation, including bush fires
Cooperatives/associations	Lack of clear vision, inequity, waste, mismanagement of the cooperative's assets, lack of interest in the community good, swindling, individualism: wait-and-see, etc
Administratives staff	Favoritism, corruption and other acts of bad governance, wait-and-see attitude, lack of clear vision etc.
Law enforcement/judicial agents	Human rights violations, corruption of various kinds.
Women	Low self-esteem and ambition, discriminatory mores, wait-and-see attitude
Youth	Juvenile delinquency, cronyism, drug use, laziness: desperation, lack of clear vision, etc
Sexually active population	Sexual vagrancy; lack of clear vision, family planning issues, school pregnancies, gender-based violence, etc.

The program will strengthen the institutional and operational capacities of local actors and beneficiary associations/cooperatives, and will support knowledge management and communication of these different categories in order to take advantage of the transformational change that will result.

The main strategic activities proposed by Result for « the Animation and Awareness axis » are:

**Outcome 1. *Community members adopt positive value attitudes in different areas.***

*Key strategic activities :*

- ✓ Strengthen effective and sustainable management of community infrastructure and promotion of basic hygiene and sanitation;
- ✓ Promote appropriate methods for improving nutritional status and preventing preventable diseases; and
- ✓ Sensitize and raise awareness of communities on leadership and gender promotion.

**Outcome 2.** Communities become aware of the self-promotional approach and the importance of citizen participation, become active in self-promotion and participate in the reduction of local conflicts.

*Key strategic activities :*

- ✓ Strengthen the self-promotional spirit among individuals, households and community structures;
- ✓ Raise awareness of the population on the issue of rapid population growth and the need for responsible procreation; and
- ✓ Raise awareness and sensitize the population on the importance of citizen participation and land tenure security.





**Outcome 3.** Community members participate in the creation of an environment that promotes inclusive growth (respect for the law, influence on regulations, environmental protection, community structuring, etc.).

*Key strategic activities:*

- ✓ Accompany the emergence and development of community structuring and internal financing mobilization mechanisms (NAP: Cooperatives, GSECs: SILC, NAWÉ NUZE..);
- ✓ Raise awareness among the population on the rights and duties of citizens;
- ✓ Work for peace and development by providing psychosocial support to people in need; and
- ✓ Implement and strengthen the community animation strategy (policy).

The expected results of this axis affect all the axes as mentioned above, but specifically they aim at:

1. The change of mentality to adopt the positive values of self-promotion and peaceful cohabitation;
2. The fight against the anti-values observed at the community level, the preservation of the environment and the promotion of active citizenship;
3. The application of sanctions in cases of non-compliance with the laws and regulations in force by administrative and other officials;
4. Accountability and respect for the rights and duties of citizens; and
5. Responsible procreation.

N.B. This strategic plan identifies some strategic activities, but the detailed activities are identified during the operational planning process.

#### **4.6.2 Axis 2: Local Governance, Social Cohesion and Citizen Participation**

***O.S 2 : The communal and provincial hill stakeholders offer quality services to the citizens and the latter participate actively in local development.***

Since the Arusha negotiations in 2000, political stakeholders have identified poor governance and the lack of involvement of grassroots communities in development programs as the source of poverty that fuels the Burundian conflict.

More than 20 years later and despite the fact that decentralization is enshrined in the fundamental laws (constitutions of 2005 and 2018) and in the strategic orientation documents (the NDP 2018-2027), as a choice of the government, the poverty rate in rural areas remains high (47.4% in 2020)<sup>15</sup> This has resulted in a low level of income for the population, especially for women and young people.

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<sup>15</sup> Integrated Survey of Household Living Conditions in Burundi (2019-2020)



Decentralization, although a government policy, is not yet effective. The access of local communities, in particular women and youth, including marginalized groups, to economic opportunities, the participation of local stakeholders in economic development, and the quality of services provided by communal and hill actors to the population are still deficient. The level of citizen participation in the management of communal affairs and the accountability of public officials at the local level are also challenges that need to be addressed in order to improve governance at the local level and make decentralization effective. Indeed, if local actors are more/more able to provide local economic development services and local communities, in particular women and youth, including marginalized groups, have increased access to sustainable economic opportunities, if they participate more in the management of public affairs, then communities will be able to contribute to an increase in income and initiate sustainable growth.

The law establishes the commune as the basis for the economic and social development of the population living within its territory. However, the institutional and operational capacities of local authorities to provide quality services to the population remain weak, as evidenced by the level of efficiency achieved in basic social services such as education, health and sanitation, as shown in the data analyzing the socio-economic situation in the OAP intervention zone.

Some strategic activities are identified to improve governance in the OAP intervention area. As mentioned above, more detailed activities that take into account the specificity of the area will be developed during the elaboration of the operational plan. The main strategic activities proposed by Result for the "Local Governance, Social Cohesion and Citizen Participation" axis are listed below:

**Outcome 1.** The skills of community leaders, technical services and local authorities on the principles of good governance and management of communes are strengthened.

*Main strategic activity:*

- Strengthen the capacities of communes, elected officials and other duty bearers in good governance, management of public assets and accountability.

**Outcome 2:** Communal authorities have the capacity to assume their responsibilities as project owners for development (capacity building of local authorities and stakeholders on the development tools of communes).

*Main strategic activities:*

- Strengthen the capacities of communes in the development of planning, implementation and monitoring-evaluation documents (PCDC, PAI etc.); and
- Strengthen the capacities of communes in the collection of taxes so that they become financially viable and in techniques for mobilizing and managing financial resources for the implementation of PCDCs.



**Outcome 3.** Governors and governed interact in the management of communal affairs in an inclusive manner and participate in the reduction of local conflicts.

*Main strategic activities:*

- Strengthen community capacities for conflict management for social cohesion sustainable development;
- Raise awareness among all stakeholders and support the process of certification and land tenure security;
- Effectively involve the population in activities related to peace, governance and local development; and
- Encourage citizens and more specifically women to actively participate in elections (to elect and be elected).

### **4.6.3 Axis 3 : Promotion of Sustainable Production and Local Economic Development**

**S.O: *Community capacities are strengthened to promote sustainable and inclusive growth and job creation.***

In the strict sense defined by the national strategy, local economic development covers a wide range of activities as shown in the diagram on the following page.

However, we note that some activities are already covered by the first two axes:  
**Awareness raising & Local Governance, Social Cohesion and Citizen Participation.**

It is for this reason that in this document, we take a more reduced sense of local economic development by limiting ourselves to its main objective. According to the cooperation-concept office, the main objective of local economic development is to give the opportunity to the local government, the private sector, the non-profit institutions and the local community to work together to **improve the local economy**. Local economic development aims to increase competitiveness and thus promote sustainable participatory **growth**.<sup>16</sup>

The implementation of this strategy has remained limited because we note that in addition to the weak institutional and operational capacities of the Communes, the poverty rate in rural areas remains high (56.7% in 2018) and food insecurity that affects 40.2% of the population who can go a day without eating. This is due to several factors including:

1. Structural shocks such as COVID-19 and the Russian-Ukrainian conflict;
2. Low levels of agricultural productivity and processing combined with insufficient marketing capacity and the effects of climate change (drought, floods, landslides and erosion) that are holding back growth;

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<sup>16</sup> Cooperation-concept.net accessed on 03/11/2022 at 12 h 40.



3. Financial inclusion is very limited, particularly for women (at 22.3% compared to 34.6% for men), youth and vulnerable groups; and
4. Productive livelihoods are very limited, the most important of which is land in rural areas:
  - Low efficiency of agricultural production despite a satisfactory potential due to the following barriers;
  - A large part of the soil is highly acidic;
  - a topography that, on the whole, favors erosion;
  - a low biomass production which does not allow the restoration of fertility by organic amendment;
  - issues related to land management;
  - barriers to the supply of agricultural inputs; and
  - Under-resourced "agricultural advisory" services.

Indeed, at the forefront of the limitations to increased agricultural production in Burundi is the scarcity of agricultural land, which is worsening from year to year given the population growth of nearly 3%. The direct effect of this demographic pressure is a strong atomization of land to the limit of its usability for agricultural purposes. The fragmentation of cultivable land has become the main limitation to the agricultural and economic development of rural households.

As mentioned above, one of the consequences of demographic pressure on the land is the atomization of agricultural plots, their **overexploitation** and, above all, the **exploitation of marginal lands and areas** (hilltops and steep slopes). This results in very severe erosive phenomena leading to gullies, landslides, floods often accompanied by the destruction of property and economic and social infrastructure.

The proposals for this strategic plan are towards:

- Watershed management activities using the biological approach which consists of using plantations of fixative grasses and agroforestry/fruit trees that can serve several purposes. This will also reinforce its aspects in the PIP approach. Indeed, these herbaceous hedges coupled with woody and fruit plantations increase the nutritional status of households (fruit trees) and generate income for the household in the long run (sale of wood and fodder to livestock owners);
- Management activities integrating resilience practices to the effects of climate change, restoration of soil fertility including anti-erosion barriers with grass planting and agroforestry plans and land tenure security;
- Organic and mineral land improvement activities (promotion of organic manure production and use of dolomite);
- Activities oriented towards access to multiservice storage infrastructures (storage, sale of inputs and products, training room, processing and conservation premises) to promote regular commercial circuits, access to solidarity credit, inputs as well as the transfer of knowledge necessary for agricultural intensification;
- Activities to promote sectors in order to increase income and create off-farm employment; particular emphasis will be placed on promising sectors such as rice, corn, milk, potatoes, oil palm, fruits and vegetables, speculative crops, fish, poultry, small and large livestock, etc.;



- Activities to introduce and promote the production of fortified plants to improve nutritional quality (such as the yellow-fleshed sweet potato, which some call carrot potato, etc.);
- The introduction and support to the dissemination of new financially profitable crops such as sesame, ginger and watermelon;
- Support for agricultural entrepreneurs (including seed companies that process agricultural products) and public-private partnerships will be promoted; and
- The organization of a system of communication and monitoring of supply and demand at the local and regional level to facilitate access to fair markets (inputs, sale of products at a fair price).

The main strategic activities proposed by Result for the axis "**Promotion of Sustainable Production and Local Economic Development**" are:

**Outcome 1.** Local household incomes have increased as a result of a change in mentality, the acquisition of entrepreneurial skills and the establishment of community mechanisms for internal mobilization of solidarity and financing.

*Main strategic activities:*

- Promote visionary and empowering community-based self-development approaches and their extension (CEP, PIA, GALS, etc.) at the household and hill level;
- Promote mechanisms to facilitate access to credit and financial education for households and producers' organizations (financing from MFIs, banks, etc.) and more specifically for the empowerment of youth and women;
- Strengthen the capacity of cooperatives to produce and provide services to their members and the population; and
- Develop entrepreneurial actions and job creation (specifically for youth).

**Outcome 2:** The agricultural income of households in the intervention zone increases by 3% each year as a result of capacity building in agroecological techniques and the gradual increase in production due to the adoption of these techniques.

*Main strategic activities:*

- Strengthen the capacities of stakeholders of the agro-sylvo-zootechnical and environmental sector by relying on the results of action research and practices that have already proven to be effective; and
- Supporting the sectors that generate economic growth in terms of production, processing/conservation of products and promotion of public-private partnerships for fair markets access.



**Outcome 3.** Harm (damage) related to the effects of climate change decreased through the implementation of resilient agroecological techniques/practices.

***Main strategic activities:***

- Strengthen various stakeholders and advocate for techniques/practices and mechanisms for environmental conservation and resilience to climate change impacts;
- Strengthen the capacities of agroecological production and promote endangered crop varieties (Colocase, Niébé, Caja Pea, yam, Banana, etc.); and
- Land tenure security, promotion of hill irrigation and Integrated Water Resources Management (IWRM) measures.

#### **4.6.4 Axis 4. Population access to quality basic social services**

***O.S 4 : The local community improves its environment and has access to quality basic social services***

The analysis of the social context of the OAP intervention zone shows that the social indicators are not among the best in the country. These areas are essential for improving the quality of life, which is a prerequisite for achieving the overall objective of the OAP.

This axis focuses on interventions related to:

- health ;
- education ;
- rural electrification (electricity and alternative energy);
- communication routes: roads, rural tracks, bridges;
- access to drinking water ; and
- Hygiene and sanitation.

Although its physical interventions are noticeable by the construction of basic social infrastructures such as schools, health structures, drinking water and others; the objective goes beyond and seeks the quality of service and sustainability. For this reason, this axis, like others, will rely on awareness-raising activities.

**Axis 4** will also focus on improving the locality to create a physical environment that promotes sustainable inclusive growth by supporting the community in the construction/rehabilitation of roads, tracks and bridges, the construction of sheds and local markets, and the availability of energy.

The main strategic activities proposed by Result for the axis « **Access of the population to Quality Basic Social Services** » are:



**Outcome 1.** Learning conditions in schools are improved.

*Main strategic activity :*

- ✓ Contribute to the completion/construction/rehabilitation and equipment of school infrastructures.

**Outcome 2.** Local communities have easy access to basic hygiene, sanitation and drinking water services in a sustainable manner.

*Main strategic activities :*

- ✓ Support the improvement of hygiene, sanitation of public infrastructure: schools, churches, markets, (latrines, drains, rainwater collection, garbage cans/composters and in households to prevent preventable diseases; and
- ✓ Contribute to the supply of drinking water to public infrastructures and strengthen access to drinking water for the least served communes.

**Outcome 3.** Rural communities have access to energy and use it rationally.

*Main strategic activity*

- ✓ Promote the use of renewable energy to light public infrastructures (schools, health structures, etc.) in isolated or landlocked localities.

**Outcome 4.** The physical environment of the action area is improved to promote the flow of agricultural production and increase income.

*Main strategic activity*

- ✓ Contribute to the rehabilitation of tracks, bridges and roads in isolated localities or leading to public infrastructures.

**Outcome 5.** Rural households have improved their health status through improved access to medical care.

*Main strategic activities*

- ✓ Contribute to the accessibility of health services (development/rehabilitation of access roads, bridges and tracks, construction/rehabilitation of health structures); and
- ✓ Support the improvement of service conditions in health facilities (equipment and drinking water supply for health facilities, electrification using renewable energy sources, etc.).





### 4.6.5 Axis 5 : Institutional Strengthening of OAP

#### ***O.S 5: OAP's institutional capacities are strengthened for a better visibility and sustainability of its action***

« OAP has often been considered by its partners as one of the reliable and sustainable associations in Bujumbura Rural. It is considered by donors and partners as an association that has been able to maintain links with politicians without getting involved in politics as such. This is highly appreciated by donors and partners, who can, through OAP, continue to work in the country without being prevented from doing so by the political authorities<sup>17</sup>».

However, it is essential that OAP maintains this reputation and the appreciation of its partners and the communities it works with.

OAP must continue to operate as a true team and make direct beneficiaries its primary allies, observing strict political neutrality while always working in collaboration with the government and adapting its methods to the field context.

In addition, it will diversify the origin of its resources, notably by offering its services as a provider when the terms of reference of the mission to be accomplished do not distort its principles and values.

The main strategic activities proposed by Result for the "Institutional Strengthening of OAP" axis are:

**Outcome 1.** OAP expands its technical partnership.

#### ***Main strategic activity***

- ✓ Strengthen collaboration with universities or institutes specialized in action research and capitalize on its experience.

**Outcome 2.** OAP diversifies the source of its financial resources.

#### ***Main strategic activity:***

Share the strategic planning document with potential partners (technical and financial) and advocate for its funding;

- ✓ Promote self-financing mechanisms and respond to calls for proposals under this Strategic Plan 2023-2027.

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<sup>17</sup> Capitalization report on the occasion of the 25th anniversary of OAP



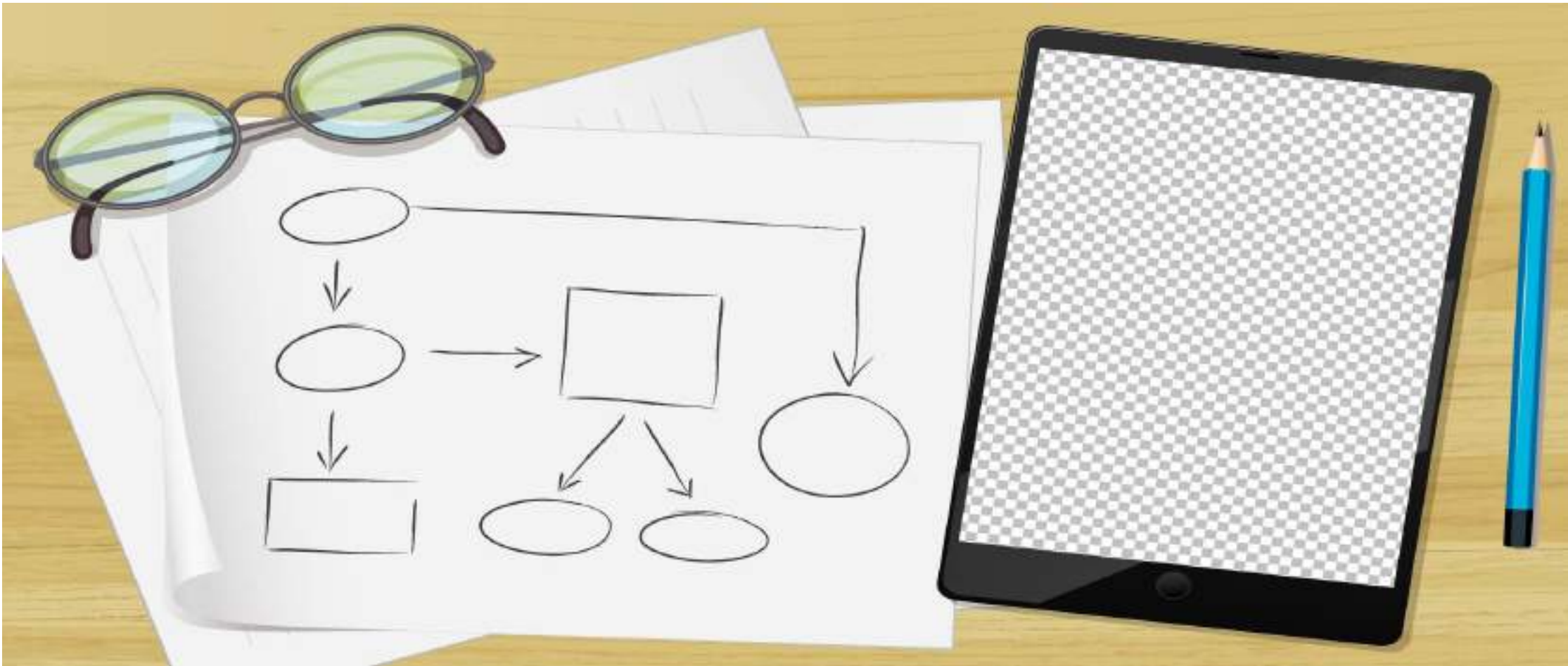
**Result 3.** OAP's interventions are conducted in a professional manner.

*Main strategic activities :*

- ✓ Build human resource capacities;
- ✓ Develop and/or acquire efficient tools for implementation and management, communication and monitoring (planning documents, OAP policies, monitoring tables, modules, software, machines, etc.) of OAP actions;
- ✓ Carry out lobbying and advocacy actions, alone or in networks with other organizations in favor of good policies, laws and decisions in the different areas of its action;
- ✓ Strengthen its visibility and serve as an institutional memory in its action area.



## 5. Logical Framework of the Strategic Plan 2023-2027





**Table 12. Logical Framework of the Strategic Plan 2023-2027**

Intervention logic	Objectively Verifiable Indicators (OVI)	Verification Sources (VDS)	External factors (Assumptions or precondition)	Estimated costs (Bif)
<b>Overall objectives:</b> Community capacities are strengthened for self-awareness and safeguarding of positive values towards sustainable inclusive economic growth and decent employment.				
<b>1. « Awareness-raising Animation» axis :</b>				<b>1,111,149,000<sup>18</sup></b>
<p><b>Strategic Objective 1:</b> Community members promote positive citizenship values and participate effectively in their own development and in the management of their respective localities and communes.</p>	<ul style="list-style-type: none"> <li>- <i>At least 50% of community members in the intervention area adopt positive value in different area;</i></li> <li>- <i>At least 80% of cases of non-compliance with laws and regulations are sanctioned;</i></li> <li>- <i>60% of the households and community structures that are partners in the strategic plan are developing self-help activities,</i></li> <li>;</li> <li>- <i>20% reduction in social conflicts</i></li> </ul>	<p><i>Survey and /or poll reports</i></p>	<ul style="list-style-type: none"> <li>• <i>Safety in the communes remains good;</i></li> <li>• <i>The administrative authorities in the communes remain open to collaborating with non-state actors.</i></li> <li>• <i>Communities participate massively in awareness-raising meetings</i></li> </ul>	
<p><b>Outcome 1.1.</b> community members adopt positive value attitudes in different areas</p>	<ul style="list-style-type: none"> <li>- 60% Communities in the intervention area are aware of and increasingly embrace-positive values.</li> </ul>	<ul style="list-style-type: none"> <li>- Reports from facilitators and other relays</li> <li>- observations and surveys of the population</li> </ul>	<ul style="list-style-type: none"> <li>- Active collaboration of local authorities.</li> <li>- Healthy and effective local governance.</li> <li>- Active participation of the population in awareness-raising meetings.</li> </ul>	407,049,000

<sup>18</sup> The budget details for Axis 1 can be found in the table in Annex 3.1



Intervention logic	Objectively Verifiable Indicators (OVI)	Verification Sources (VDS)	External factors (Assumptions or precondition)	Estimated costs (Bif)
1.1.1. Strengthen the effective and sustainable management of community infrastructure and promotion of hygiene and basic sanitation.	512 community awareness and follow-up/ accompaniment sessions.  56 user capacity building workshops.	- <b>Periodic reports</b>		93,849,000
1.1.2. Promote appropriate methods for improving nutritional status and preventing avoidable diseases.	2 capacity building workshops for facilitators organized.  5760 community awareness and coaching session  100% OAP relays in the communes are sensitized and trained on nutrition and the prevention of avoidable diseases.	- <b>Periodic reports</b>		159,600,000
1.1.3. Raise awareness and sensitize communities on leadership and gender promotion.	2 capacity building workshops for facilitators organized.  5760 community awareness and coaching session	- <b>Periodic reports</b>		153,600,000
<b>Result 1.2. Communities are becoming aware of importance of the citizen participation. Are active for their self-promotion and participate in the reduction of local conflicts.</b>	- <b>At least 80% of the population actively participate in activities of community interest, public meetings, elections etc. ;</b>	- <b>Facilitator and Decentralized services Reports</b> - <b>Surveys</b>	<b>The Population welcomes the teachings</b>	<b>100,200,000</b>
1.2.1. strengthen the self-promotional spirit among individuals, households and community structures.	- 96 community facilitators supervised and supported in their awareness-raising missions - 2880 community awareness and support sessions	- <b>Activity Report</b>		49,800,000
1.2.2. Raise public awareness of the problem of galloping demography and the need for responsible procreation.	1440 animated community awareness sessions conducted.	- <b>Activity Report</b>		43,200,000



Intervention logic	Objectively Verifiable Indicators (OVI)	Verification Sources (VDS)	External factors (Assumptions or precondition)	Estimated costs (Bif)
	96 volunteer facilitators strengthened on the issue of galloping demography. More than 90% of the population of local authorities, teams, decentralized services, OAP relays, are aware of the problem of galloping demography and the need for responsible procreation			
1.2.3. Sensitize and raise awareness among the population on the importance of citizen participation and land tenure security.	720 community awareness sessions conducted  The population and local authorities are made aware of the importance of citizen participation and land tenure security.	- <b>Periodic activity report report</b>		7,200,000
<b>Outcome 1.3. Community members participate in the creation of an environment conducive to inclusive growth (respect for the law, influence on regulations, protection of the environment, community structuring, etc.)</b>	<ul style="list-style-type: none"> <li>- <b>At least one advocacy activity in favor of the application of the law relating to the protection of the environment, the management of the land is organized by the communities.</b></li> <li>- <b>Each commune of intervention has at least one self-promotion nucleus network 'SNN' of development reference and radiating in its locality. At least, two cooperatives and/or other self-created community organizations in each administrative area.</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>Periodic activity report</b></li> <li>- <b>Field Observation and investigation</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>Security in the communes.</b></li> <li>- <b>Political will</b></li> </ul>	603,900,000
1.3.1. Support the emergence and development of community structuring and internal funding mobilization mechanisms. (NAP: Cooperatives, GSECs: SILC, NAWU NUZE.).	- 1440 community awareness sessions conducted	- <b>Activity report</b>		35,400,000



Intervention logic	Objectively Verifiable Indicators (OVI)	Verification Sources (VDS)	External factors (Assumptions or precondition)	Estimated costs (Bif)
1.3.2. Raise public awareness of the right and duties of citizens.	720 community awareness sessions conducted  2 reinforcement workshops (2 days) for volunteer facilitators on the rights and duties.	- <b>Activity Reports</b>		23,700,000
1.3.3. to work for peace and development by providing psychosocial support to people in need.	2880 community awareness sessions conducted	- <b>Periodic activity report</b>		256,800,000
1.3.4. Implement and strengthen the animation (policy) strategy.	All volunteer facilitators have the ability to effectively accomplish their mission.	- <b>Periodic activity report</b>	Favourable Context for the activities of the non-profit organizations.	288,000,000
<b>2. Axis « Local Governance, Social Cohesion and Citizen Participation » :</b>				<b>2,405,990,000<sup>19</sup></b>
<b>Strategic Objective 2: The hillside, municipal and provincial actors are accountable and offer quality services to citizens and the latter actively participate in local development.</b>	<ul style="list-style-type: none"> <li>- <i>At least 75 % of the population interviewed say they are satisfied with the services provided by municipal actors;</i></li> <li>- <i>70 % of the population is actively involved in activities of community interest ;</i></li> <li>- <i>At least 70% of applicants for land certificate obtain them.</i></li> <li>- <i>70% of the communes in the intervention zone have functional land offices ;</i></li> <li>- <i>At least 50% of the adult population in the intervention zone participate in the accountability sessions.</i></li> <li>- <i>60% of conflicts that arise are resolved at the community level.</i></li> </ul>	<ul style="list-style-type: none"> <li>- <i>Commune assessment reports</i></li> <li>- <i>Reports of surveys and/or polls.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Security in the communes remains good;</i></li> <li>• <i>The administrative authorities in the communes remain open to working with non-state actors.</i></li> </ul>	

<sup>19</sup> Budget details for axis 1 can be found in the table in appendix 3.2





Intervention logic	Objectively Verifiable Indicators (OVI)	Verification Sources (VDS)	External factors (Assumptions or precondition)	Estimated costs (Bif)
	- <i>By the end of 2027, at least 30% of respondents acknowledge being informed by the authorities on achievements and being able to demand accountability.</i>			
<b>Outcome 2.1: The skills of community leaders, technical services and local authorities on the principles of good governance and management of communes are strengthened.</b>	- 70% of community leaders, administrators/elected officials and managers of the program's partners technical services are familiar with themselves in and mobilize the population on the good governance.	- Reports - Surveys	Security Stability Administrative staff at all levels.	150,000,000
2.1.1. Strengthen the capacity of communes. Elected officials and other duty bearers in the areas of good governance, management of public assets and accountability.	- 10 provincial workshops held	- <b>Periodic activity report</b>	The administrative and elected officials are available and collaborate easily.	150,000,000
<b>Outcome 2.2. Communal authorities have the capacity to assume their responsibilities as project owners for development.</b>	- The communes work on the basis of PCDC and PAI ; - At least 50% of communes' intervention have procurement plans and demonstrate their capacity as contracting authorities ; - Increased investment by communes.	- <b>Periodic activity report</b> <b>Communal Reports,</b> - <b>Communal Evaluation</b> <b>Documents</b>	<b>Availability and willingness of communes officials</b>	324,000,000
2.2.1. Strengthen the capacity of communes in the development of planning, implementation and monitoring-evaluation documents. (PCDC, PAI etc.).	28 capacity building workshops held.	- <b>Periodic activity report</b>	Availability of administratives and technical services in the communes.	147,000,000
2.2.2. Strengthen the capacity of communes in tax collection so that they become viable and in techniques for mobilizing and	10 capacity building workshops at the rate of two provincial workshops per year.	- Periodic Reports		177,000,000



Intervention logic	Objectively Verifiable Indicators (OVI)	Verification Sources (VDS)	External factors (Assumptions or precondition)	Estimated costs (Bif)
managing financial resources for the implementation of the PCDC.				
<b>Outcome 2.3. The governors and the governed interact in the management of communal affairs in an inclusive manner and participate in the reduction of local conflicts, specifically those related to land.</b>	<ul style="list-style-type: none"> <li>- At least 50 % of the population, half of whom are women, take part in the meetings organized by the local government.</li> <li>- 80 % of social conflicts are heard at the local level.</li> <li>- 95% of local administrators and elected officials, communities well informed on the need for land tenure security and certification process.</li> <li>- At least 50% of households apply to the communes for certificates of their land holdings.</li> </ul>	<ul style="list-style-type: none"> <li>- Periodic activity reports</li> <li>- Surveys</li> </ul>	<b>Security Stability of the communal administration</b>	<b>1,931,990,000</b>
2.3.1. Build community capacity for conflict management for social cohesion and sustainable development.	42 empowerment workshops	- Activity reports		700,000,000
2.3.2. Raise awareness among all stakeholders and support the need for land tenure security and the certification process.	28 awareness-raising meetings and support in 14 intervention communes.	<ul style="list-style-type: none"> <li>- Periodic reports from volunteer facilitators</li> <li>- Surveys</li> </ul>	The administrative staff and the interested population.	392,000,000
2.3.3. To effectively involve the population in activities related to peace, governance and local development.	14 organized activities	- Periodic activity reports	Administrative involvement and community participation.	294,750,000
2.3.4. Encourage citizens, and more specifically women, to actively participate in elections (to elect and be elected).	28 awareness-raising workshops organized at a rate of 2 per commune (in 2025 and 2027).	- Periodic reports	Community participation and administrative facilitation.	545,240,000



Intervention logic	Objectively Verifiable Indicators (OVI)	Verification Sources (VDS)	External factors (Assumptions or precondition)	Estimated costs (Bif)
<b>3. Axis "Promotion of Sustainable Production and Local Economic Development":</b>				<b>6,909,679,920<sup>20</sup></b>
<p><b>Strategic Objective 3. Community capacity is strengthened to promote sustainable and inclusive economic growth and job creation.</b></p>	<ul style="list-style-type: none"> <li>- <i>At least 50% of households in the action area have access to an average of 2 meals per day;</i></li> <li>- <i>50% of target households have increased their income compared to 2022;</i></li> <li>- <i>50% of the target households have access to the financial means of investment for production</i></li> <li>- <i>At least 200 young people per intervention commune have improved their living conditions through income-generating activities and/or job creation mechanisms.</i></li> </ul>	<ul style="list-style-type: none"> <li>- <i>Reports</i></li> <li>- <i>Field Visits</i></li> <li>- <i>Surveys</i></li> </ul>	<ul style="list-style-type: none"> <li>- <i>The action area remains secure;</i></li> <li>- <i>The administrative authorities are favorable;</i></li> <li>- <i>Collaboration with ministries and sectoral services is good.</i></li> </ul>	
<p><b>Outcome 3.1: Local household incomes have increased as a result of changing attitudes, acquiring entrepreneurial knowledge and establishing community mechanisms for internal mobilization of solidarity and financing.</b></p>	<ul style="list-style-type: none"> <li>- <i>At least 50% of target households meet basic needs with increased income.</i></li> <li>- <i>50% of households master and use empowering self-promotional community approaches;</i></li> <li>- <i>30% of households and community structures initiate income-generating activities through solidarity-based savings and credit groups.</i></li> </ul>	<ul style="list-style-type: none"> <li>- <i>Periodic activity reports</i></li> <li>- <i>Surveys</i></li> </ul>	<ul style="list-style-type: none"> <li>- <i>Security in the area of action;</i></li> <li>- <i>Improvement of the production conditions and the business climate.</i></li> </ul>	<b>1,331,980,280</b>

<sup>20</sup> The details of the budget for axis 1 can be found in the table in annex 3.3



Intervention logic	Objectively Verifiable Indicators (OVI)	Verification Sources (VDS)	External factors (Assumptions or precondition)	Estimated costs (Bif)
3.1.1. Promote visionary and empowering community-based self-development approaches and their extension (CEP, PIA, GALS, etc.) to the household and hill levels.	- 14 awareness and reinforcement workshops and 92 follow-up/accompaniment visits.	- Periodic activity reports		111,999,160
3.1.2. Promote mechanisms to facilitate access to credit and financial education for households and producer organizations (financing from MFIs, banks, etc.) and more specifically for the empowerment of youth and women.	28 awareness/capacitation workshops held ;	- Periodic activity reports		139,991,000
3.1.3. Strengthen the capacity of cooperatives to produce and provide services to their members and the population.	10 training cycles (14 days for each cycle).	- Activity reports		559,993,720
3.1.4. Develop entrepreneurial actions and job creation (specifically for youth).	14 entrepreneurial actions developed.	- Activity reports		519,996,400
<b>Outcome 3.2. The agricultural income of households in the intervention zone increases by 3% each year as a result of capacity building in agro-ecological techniques and the gradual increase in production due to the adoption of these techniques.</b>	<ul style="list-style-type: none"> <li>- <b>Supported households have increased the yield of the main crops by at least 40%:</b></li> <li>- <b>At least 50% of supported households have reduced post-harvest losses by 60% through access to storage and processing facilities for their agricultural products;</b></li> <li>- <b>At least five value chains are operational.</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>Periodic activity reports</b></li> <li>- <b>Surveys and polls</b></li> </ul>	<b>Safety in the area of action</b> <b>Favourable climate for production</b> <b>Access to the remunerative market</b>	<b>1,749,980,640</b>



Intervention logic	Objectively Verifiable Indicators (OVI)	Verification Sources (VDS)	External factors (Assumptions or precondition)	Estimated costs (Bif)
3.2.1. Strengthen the capacities of actors in the agro-sylvo-zootechnical and environmental sectors by building on the results of action research and practices that have already proven to be effective.	Capacity building and action research workshops.	- Activity reports		749,993,440
3.2.2. To support economic growth sectors in terms of production, processing/conservation of products and promotion of public-private partnerships for fair market access.	Each hill has at least one production cooperative (profitable and functional).	- Periodic activity reports		999,987,200
<b>Outcome 3.3. Harm (damage) related to the effects of climate change is reduced through the implementation of resilient agro-ecological techniques/practices.</b>	<ul style="list-style-type: none"> <li>- At least 50% of agricultural producers adopt at least 2 agro-ecological and climate change resilience practices/techniques,</li> <li>- By 2027, at least 20% of watersheds are fully developed to reduce water erosion.</li> </ul>	<ul style="list-style-type: none"> <li>- Field visit reports</li> <li>- Periodic activity reports</li> </ul>	<b>Dynamism of the population and local authorities Respect of the environmental law</b>	<b>3,827,719,000</b>
3.3.1. Strengthen the various stakeholders and advocate for techniques/practices and mechanisms for environmental conservation and resilience to climate change impacts.	Capacity building and action research workshops.	- Activity period reports		594,171,000
3.3.2. Strengthen agro-ecological production capacities and promote endangered crop varieties (Colocase, Caja Peas, yam, banana, etc.).	Capacity building and action research workshops.	- Activity reports		1,087,552,000
3.3.3. Land tenure security, promotion of hill irrigation and Integrated Water Resources Management (IWRM) measures.	At least one irrigation and water resource management facility per commune (14 communes) is developed.	- Periodic activity report		2,145,996,000



Intervention logic	Objectively Verifiable Indicators (OVI)	Verification Sources (VDS)	External factors (Assumptions or precondition)	Estimated costs (Bif)
<b>4. Axis "Access of the population to quality basic social services":</b>				<b>10,916,720,400<sup>21</sup></b>
Strategic Objective 4: The local community improves its environment and has access to quality basic social services	<ul style="list-style-type: none"> <li>- 90% of school-age children attend school thanks to the existence of infrastructure and equipment;</li> <li>- 40% of the people living on the hills served have access to drinking water within 500m;</li> <li>- at least 50% of households in the OAP's action zone have adequate latrines and sanitation facilities.</li> <li>- 30% of the population in the intervention zone have improved their health.</li> </ul>	<ul style="list-style-type: none"> <li>- Periodic Activity Reports</li> <li>- ECD Report</li> <li>- Survey Report</li> </ul>	Security remains good ; Good collaboration with the administration, ministries and sectoral services; Access to financing	
Outcome 4.1. Learning conditions in schools are improved	<ul style="list-style-type: none"> <li>- The child/classroom ratio in 2 basic schools built by the OAP is 50</li> <li>- The child/desk ratio in the 2 schools is 3 at most</li> <li>- 200 students who failed the national competitive examination are pursuing vocational education</li> <li>- At least 20% of the graduates of these vocational schools create a job</li> </ul>	<ul style="list-style-type: none"> <li>- School Reports</li> <li>- Field Visits</li> </ul>	Good collaboration with the deconcentrated technical services and the administration	2,603,500,000
4.1.1. Contribute to the completion/construction/rehabilitation and equipment of school infrastructures.	28 classroom of Basic Schools (ECOFOs) are rehabilitated and/or completed and their equipment (2 ECOFOs per commune).			2,603,500,000
Outcome 4.2. Local communities have easy access to basic hygiene, sanitation and drinking water services in a sustainable manner.	<ul style="list-style-type: none"> <li>- 80% of the population has access to a drinking water source located less than 500 m away:</li> <li>- all communes have a functional RCE.</li> </ul>	<ul style="list-style-type: none"> <li>- Periodic Activity Reports</li> <li>- Evaluation report</li> <li>- Survey</li> </ul>		4,873,220,400

<sup>21</sup> The budget details for axis 1 can be found in the table in annex 3.4



Intervention logic	Objectively Verifiable Indicators (OVI)	Verification Sources (VDS)	External factors (Assumptions or precondition)	Estimated costs (Bif)
	<ul style="list-style-type: none"> <li>- <b>50% of public meeting places (schools, markets, churches, health structures, communal and hillside offices) have latrines and a drinking water point;</b></li> <li>- <b>At least 50% of households have adequate latrines.</b></li> </ul>			
4.2.1. Support the improvement of hygiene, sanitation of public infrastructures: schools, churches, markets, (latrines, drains, rainwater collection, garbage cans) and in households in order to prevent avoidable diseases.	<ul style="list-style-type: none"> <li>- Studies/development/rehabilitation of 250 latrines + waste garbage cans + rainwater collectors</li> </ul>	<ul style="list-style-type: none"> <li>- Project study documents and periodic activity reports.</li> </ul>		1,710,720,000
4.2.2. Contribute to the supply of public drinking water infrastructures and strengthen access to drinking water for the least served communes.	<ul style="list-style-type: none"> <li>- 5 networks of 12.5 km of conveyance are studied and built;</li> <li>- 280 drinking water sources are developed.</li> </ul>	<ul style="list-style-type: none"> <li>- Implementation reports</li> <li>- Monitoring and self-evaluation reports (jointly signed with partners)</li> </ul>		3,162,500,400
<b>Outcome 4.3. Rural communities have access to energy and use it</b>	<b>By 2027, at least 50 ECOFOs and 15 CDSs in the intervention area benefit from solar energy 10% of households and/or communities using alternative energy to wood (bioenergy, solar).</b>	<ul style="list-style-type: none"> <li>- <b>Periodic activity reports</b></li> <li>- <b>Household survey</b></li> <li>- <b>Field visit reports, photos.</b></li> </ul>		<b>770,000,000</b>
4.3.1. Promote the use of renewable energy to light public infrastructures (schools, health structures, etc.) in isolated or landlocked localities.	<ul style="list-style-type: none"> <li>- 50 illuminated ECOFOs</li> <li>- 15 illuminated CDS</li> </ul>	<ul style="list-style-type: none"> <li>- Periodic activity reports</li> <li>- Surveys</li> </ul>		770,000,000





Intervention logic	Objectively Verifiable Indicators (OVI)	Verification Sources (VDS)	External factors (Assumptions or precondition)	Estimated costs (Bif)
<b>Outcome 4.4. The physical environment of the action zone is improved to promote the flow of agricultural production and increase incomes.</b>	- <b>30% of currently inaccessible public places are accessible</b>	- <b>- Activity reports</b>		<b>1,200,000,000</b>
4.4.1. Contribute to the rehabilitation of tracks, bridges and roads leading to isolated localities or to public infrastructures (schools, health structures, markets etc).	- 100 km of trails rehabilitated and/or developed; - 25 culverts rehabilitated and/or developed.	- Periodic - periodic activity reports		1,200,000,000
<b>Outcome 4.5. Rural households have improved their health status through improved access to medical care.</b>	- <b>40% of the population in the intervention zone have improved access to health services.</b>	- Activity reports		<b>1,470,000,000</b>
4.5.1. Contribute to the accessibility of health services (development/rehabilitation of access roads, bridges and tracks, construction/rehabilitation of health structures).	4 CDS rehabilitated and/or built	- - Activity reports		1,170,000,000
4.5.2. Support the improvement of service conditions in health facilities (equipment of health facilities, etc.)	4 CDS equipped.	- Periodic - periodic activity reports		300,000,000



Intervention logic	Objectively Verifiable Indicators (OVI)	Verification Sources (VDS)	External factors (Assumptions or precondition)	Estimated costs (Bif)
<b>5. Institutional Strengthening of the OAP :</b>				<b>435,200,000<sup>22</sup></b>
<b>Strategic Objective 5: OAP's institutional capacities are strengthened for a better visibility and sustainability of its action</b>	OAP is considered as a reference organization in its zone of intervention and at the country level.	- Survey report/ Survey	Political and security stability	
<b>Outcome 5.1. OAP expands its technical partnership</b>	<b>Partnership and collaboration agreements signed</b>	- Employment reports		<b>50,000,000</b>
5.1.1. Strengthen collaboration with universities or institutes specialized in action research and capitalize on its experience	OAP collaborates with at least two universities in research.	- Activity reports		50,000,000
<b>Outcome 5.2. OAP diversifies the source of its resources</b>	<b>3 new financial partners are joining the OAP program.</b>	- Activity report and partnership agreements signed.		<b>91,200,000</b>
5.2.1. Share the 2023-2027 strategic planning document and other project/program documents with current and likely partners (technical and financial) and advocate for their funding.	Lobbying and advocacy visits for funding of the 2023-2027 strategic plan and other projects/programs.	- Periodic activity reports		55,000,000
5.2.2. Promote self-financing mechanisms and respond to calls for proposals within the scope of this Strategic Plan 2023-2027.	Income-generating initiatives Responses to calls for proposals.	- Periodic activity reports		36,200,000
<b>Outcome 5.3. OAP interventions are conducted in a professional manner</b>	<b>-More than 90% of OAP's partners appreciate OAP's professionalism</b>	- Activity reports		<b>294,000,000</b>
1.2.5. Strengthen human resources capacity	OAP's human resources strengthened	- Periodic activity reports		33,000,000
5.3.2. Develop and/or acquire efficient tools for implementation and management, communication and monitoring tools (planning documents, OAP policies,	- New program management, communication and monitoring and evaluation tools are available and the human resources involved are strengthened;	- Periodic activity reports		206,000,000

<sup>22</sup> The budget details for axis 1 can be found in the table in annex 3.5



Intervention logic	Objectively Verifiable Indicators (OVI)	Verification Sources (VDS)	External factors (Assumptions or precondition)	Estimated costs (Bif)
monitoring tables, modules, software, machines, etc.)	<ul style="list-style-type: none"> <li>- Updated policy documents are available;</li> <li>- Management, monitoring and evaluation software;</li> <li>- Communication tools (data tables).</li> </ul>			
5.3.3. Conduct lobbying and advocacy, alone or in networks with other organizations, for good policies, laws, decisions, etc., in the different areas of its work	<ul style="list-style-type: none"> <li>- 5 advocacy activities organized</li> <li>- 10 lobbying activities carried out.</li> </ul>	<ul style="list-style-type: none"> <li>- Periodic activity reports</li> </ul>		20,000,000
5.3.4. Strengthen its visibility and serve as an institutional memory in the action area.	<ul style="list-style-type: none"> <li>- The monitoring/evaluation tools are regularly updated and allow a good assessment of the actions of the OAP.</li> </ul>	<ul style="list-style-type: none"> <li>- Periodic activity reports</li> </ul>		35,000,000
<b>TOTAL BUDGET STRATEGIC PLAN 2023-2027</b>				<b>21,778,739,320</b>



## 6. Costs Recapitulation





**Table 13. Recapitulation of costs<sup>23</sup>**

Axis	Strategic objective	Outcomes	Estimated Cost in BIF
1 Awareness Animation.	O.S.1: Community members promote positive citizenship values and participate effectively in the development and management of their respective localities and communes	Outcome 1.1: Community members adopt positive value attitudes in different areas	407,049,000
		Outcome 1.2. Communities become aware of the importance of citizen participation, become active in their own promotion and participate in the reduction of local conflicts 100,200,000	100,200,000
		Outcome 1.3. Community members participate in creating an environment that promotes inclusive growth (compliance with the law, influencing regulations, protecting the environment, community structuring, etc.).	603,900,000
	<b>Total Axis 1</b>		<b>1,111,149,000</b>
2 Local Governance, Social Cohesion and Citizen Participation.	O.S.2: The local (Hills' level) and communal actors offer quality services to citizens (take into account the proposal of the population and report to them in the management of communal affairs)	Outcome 2.1. The skills of community leaders, technical services and local authorities on the principles of good governance and management of communes are strengthened.	150,000,000
		Outcome 2.2. Communal authorities have the capacity to assume their responsibilities as project owners for development (capacity building of local authorities and actors on the development tools of the communes).	324,000,000
		Outcome 2.3. The governors and the governed interact in the management of communal affairs in an inclusive manner and participate in the reduction of local conflicts.	1,931,990,000
	<b>Total Axis 2</b>		<b>2,405,990,000</b>

<sup>23</sup> The financial commitments available to date can be found in Appendix 4.



3	Promotion of Sustainable Production and Local Economic Development	O.S.3: Community capacity is strengthened to promote sustainable and inclusive growth and employment creation	Outcome 3.1: Local household incomes have increased as a result of changing attitudes, the acquisition of entrepreneurial knowledge and establishing community mechanisms for internal mobilization of solidarity and funding.	1,331,980,280
			Outcome 3.2. The agricultural income of households in the intervention zone increases by 3% each year as a result of capacity building in agro-ecological techniques and the gradual increase in production due to the adoption of these techniques.	1,749,980,640
			Outcome 3.3. Harm (damage) related to the effects of climate change is reduced through the implementation of resilient agro-ecological techniques/practices.	3,827,719,000
			<b>Total Axis 3</b>	<b>6,909,679,920</b>
4	Access of the population to quality basic social services	SO 4: The local community improves its environment and has access to quality basic social services	Outcome 4.1: Learning conditions in schools are improved.	2,603,500,000
			Outcome 4.2: Local communities have easy access to basic hygiene, sanitation and drinking water services in a sustainable manner.	4,873,220,400
			Outcome 4.3: Rural communities have access to energy and use it rationally.	770,000,000
			Outcome 4.4. The physical environment of the action area is improved to facilitate the flow of agricultural production and increased income.	1,200,000,000
			Outcome 4.5. Rural households have improved their health status through improved access to medical care.	1,470,000,000
			<b>Total Axis4</b>	<b>10,916,720,400</b>
5	Institutional strengthening of OAP	S.O 5 : OAP's institutional capacities are strengthened for a better visibility and sustainability of its action	Outcome 5.1. OAP has developed its institutional memory	50,000,000
			Outcome 5.2. OAP diversifies the source of its resources	91,200,000
			Outcome 5.3. PAO interventions are conducted in a professional manner	294,000,000
			<b>Total Axis 5</b>	<b>435,200,000</b>
<b>TOTAL GENERAL BUDGET STRATEGIC PLAN 2023-2027</b>				<b>21,778,739,320</b>



## 7. Planning, Monitoring & Evaluation and Reporting System for the 2023-2027 Strategic Plan







The aspect “Planning, monitoring, evaluation and reporting (PEMR)” has been retained as a priority action in this plan in order to provide all the appropriate information for decision-making. A monitoring and evaluation plan is envisaged from the beginning of the implementation of this Strategic Plan.

## 7.1 The monitoring and evaluation process of this Strategic Plan

Monitoring and evaluation will proceed through the following stages

- ☞ Establishment of baseline data, in order to provide a starting point for evaluating the achievement of the objectives;
- ☞ Collection of monitoring data;
- ☞ Data analysis and reporting;
- ☞ Reflection and learning workshops;
- ☞ Internal and external evaluations.

## 7.2 From data collection & processing to information management

- Design of monitoring tools, constituting data collection supports to be made available to managers according to the indicators to be documented,
- Real time information collection, involving all actors in the implementation of activities (Department managers, field technicians, volunteer facilitators and other OAP relays),
- Data will be collected as activities are implemented, and once every six months to assess the trend towards achieving the expected changes. This can also be done periodically depending on the reporting deadlines,
- Field visits to the implementation sites of the activities will be carried out to visualize the achievements, interviews with the actors and/or beneficiaries and the taking of illustrative pictures,
- Monitoring reports will be prepared on a semi-annual and/or annual basis according to reporting requirements, and exchange and learning workshops will be organized to update planning and formulate corrective strategies if necessary. This step is very important because it allows attention to be focused on errors and shortcomings that could hinder the achievement of the targeted indicators.
- The recipients of the reports are the OAP bodies, the partners in the implementation of the activities (population and TFPs), the Burundian administration at all levels, the technical services concerned, and other interested actors.

## 7.3 Assessment of the Strategic Plan

At the end of each year of the period covered by this Strategic Plan, an **internal review** of achievements will be organized. An internal **mid-term evaluation** will be conducted at the end of 2025 and a **final evaluation may be entrusted to an external expert** in the third quarter of 2027. The latter will highlight the changes recorded following the implementation of this strategic plan, the challenges encountered, and will be used to prepare the strategic plan for the next period.



In addition, thematic and/or project evaluation studies may be conducted periodically to assess performance in certain key areas identified with partners.

## **7.4 Strengthening the means of monitoring and evaluation**

Human and material resources are required to deal with the volume of data and the processing of a multi-sectoral and multi-actor program. Thus, a unit could be added to strengthen the team of facilitators and field technicians in the collection of monitoring-evaluation data.

Annual capacity building sessions for those involved in monitoring-evaluation will be planned (volunteer facilitators and field technicians).

Tools adapted to the collection and processing of data will have to be available (software, tablets, cameras and audio-visual tools...) for real-time processing of information.



## 7. Risk management and/or mitigation plan



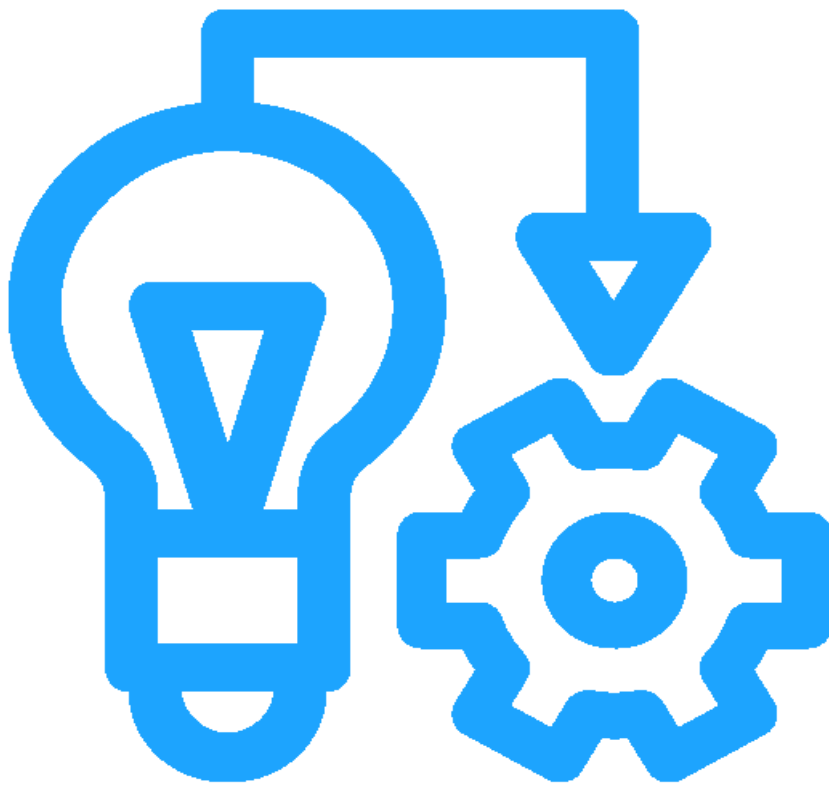


**Table 14. Risk management and/or mitigation**

<b>Risks</b>	<b>Level of Probability</b>	<b>Level of influence</b>	<b>Reduction/ mitigation measures</b>
Instability of the political and security situation in the area of action	Medium	Strong	More vigilance and development of a telephone communication network with partner communities
Lack of openness to collaboration from local authorities (communal and provincial)	low	Medium	Regularly inform and involve the authorities in the actions of the OAP
Geographical instability of members of the community relays	low	Medium	Develop loyalty-building strategies for community relays
Significant rainfall disturbance	Medium	Strong	Adopt actions of resilience and collaborate with specialists in the field (access and for purposes)



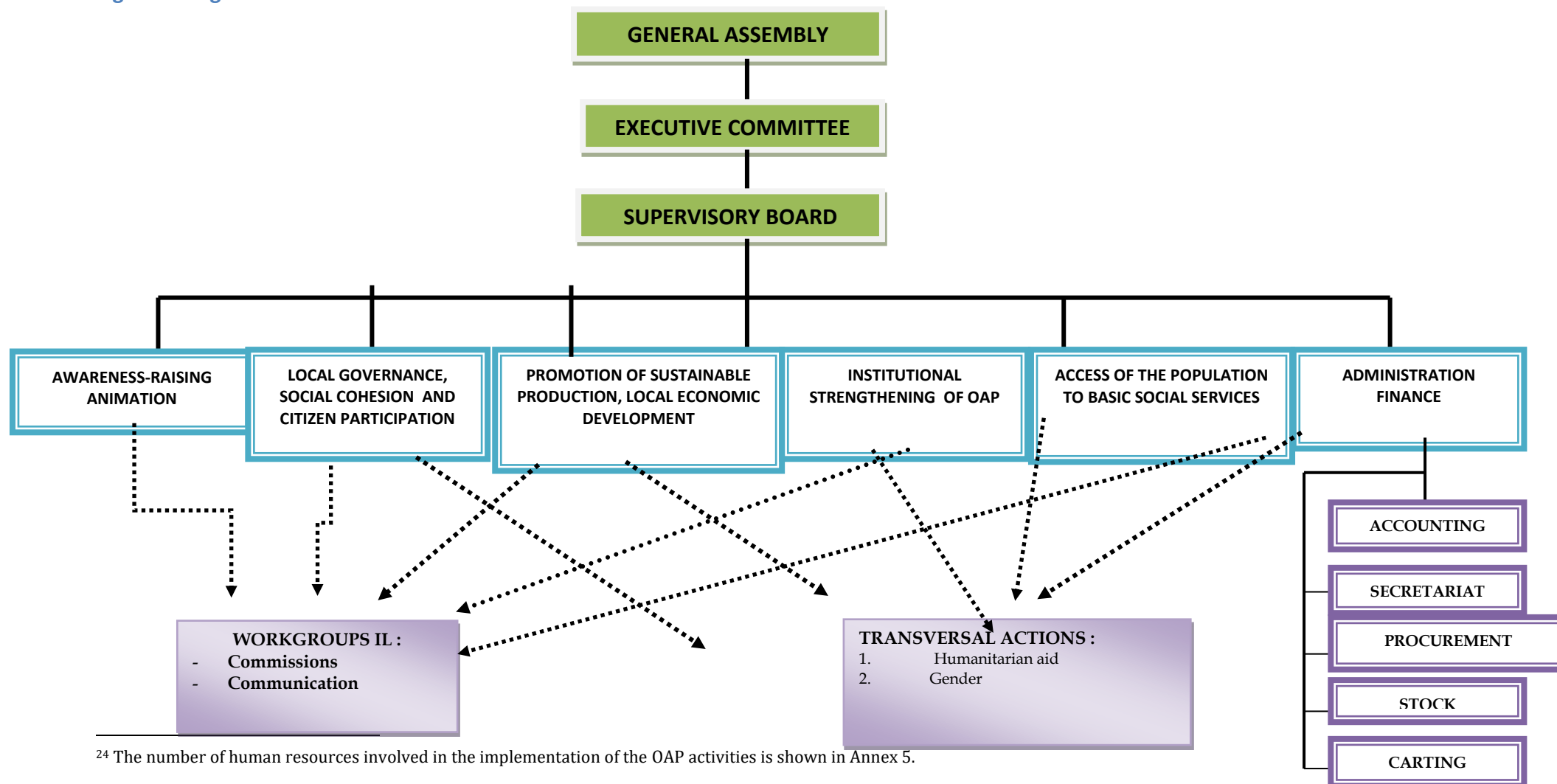
## 9. Implementation Structure





The implementation structure is proposed in the following flowchart

Figure 7. Organization chart of the OAP <sup>24</sup>



<sup>24</sup> The number of human resources involved in the implementation of the OAP activities is shown in Annex 5.



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# APPENDICES



## Appendix 1. The funding partners of the OAP asbl

<b>Current financial partners</b>			
<b>N°</b>	<b>Funding partner</b>	<b>Partnership Period</b>	<b>Area of support</b>
1	Mutual aid and fraternity (NGO Belgium) and DGD	2008 to present	Agro-sylvo-pastoral agro-ecological production and structuring of farming communities.
2	Oxfam Germany (Germany NGO) and BMZ	2008 to present	Emergency support. Agro-sylvo-pastoral production that is agro-ecological and resilient to the effect of climate change associated with access to drinking water and irrigation water.
3	11 11 11 (NGO Belgium)/DGD		Governance et development
4	SECODEV (NGO Switzerland)/FGC	2020 to present	Agro-sylvo-pastoral agro-ecological production and structuring of farming communities.
5	SNV (NGO Néerlandaise)/Pays Bas	2020 to present	Agro-sylvo-pastoral agro-ecological production and structuring of farming communities, value chains and market access.
6	Protos/UE & Join For Water (NGO Belgium)/DGD	2012-2015 and 2022 to present	Agro-sylvo-pastoral agro-ecological production and structuring of farming communities, value chains and market access.
7	Arcanum foundation (Foundation Suisse)	2013 to present	Socio-economic reintegration of ex-combatants and strengthening of volunteer outreach
8	SODI (NGO Germany) and BMZ	December 2021 to present	Socio-economic reintegration of returnees for social cohesion
9	IFDC	2015 to present	PIP approach and agro-sylvo-pastoral production through soil fertility restoration.
10	UNICEF	2002 to present	Support for access to drinking water, hygiene and sanitation for schools, health centers and communities.
<b>Former financial partners</b>			
1	Oxfam Novib (ONG Netherands)	2001 to March 2022	School infrastructure, humanitarian aid, literacy and access to livelihoods.
2	FGC	2004 to 2007	Agro-sylvo-pastoral production and environmental protection.
3	IRC	2009 to 2011	Peacebuilding
5	DDC	1993 to 2006	Humanitarian action and school infrastructure
6	DFID/CORD	2013	Support for access to drinking water, hygiene and sanitation for communities.
7	ONUB	2005	Rehabilitation of school infrastructures and drinking water supply
8	AMBABEL/CTB	2000 to 2004	School infrastructure and health centers.
9	CECI/ACDI	2002 to 2005	Humanitarian action: construction of houses for widows and orphans
10	Protos/Union européenne	2012 to 2014	Project to increase agricultural production by developing watersheds and marshes and facilitating access to drinking water and irrigation
12	WBI	2008 to 2010	Support for access to drinking water for communities.
13	MEMISA	2008	Bringing communities closer to health services through the construction of health centers.
14	BAD/REGIDESO	2008 to 2009	Information Education Communication (IEC).



## Appendix 2. Implementation status of the 2019-2022 Strategic Plan.

STRATEGIC OBJECTIVES	EXPECTED RESULTS	ACHIEVEMENTS DURING THE PERIOD OF 2019 - 2022	RESULTS/CHANGES ACHIEVED
<b>Axis 1: Awareness raising animation</b>			
Community members promote positive citizenship values and participate effectively in managing the development of their respective localities and communes	1. Communities are aware of the importance of citizen participation and are involved in creating an enabling environment for inclusive growth	<ul style="list-style-type: none"> <li>- Strengthening of the awareness-raising animation work by increasing the number of local volunteer animators from 30 to 96, i.e. 2 animators per administrative zone.</li> <li>- These facilitators have been trained on various themes related to self-help and work to mobilize communities for their own development.</li> <li>- Community structuring has been revitalized in accordance with the new laws governing the associative movement. 26 literacy centers have been set up in the administrative zones: 787 people, including 628 women, have been taught to read and write.</li> <li>- 66 management, maintenance and hygiene committees are in place and operational around the fountains and ramps of the drinking water supply systems.</li> </ul>	<ul style="list-style-type: none"> <li>✓ The action of awareness raising animation is facilitated.</li> <li>✓ Emergence of 76 approved and functional cooperative associations to the satisfaction of their members.</li> <li>✓ Maintenance funds have been set up at all water points for the upkeep and maintenance of drinking water facilities.</li> </ul>
	2. Rural communities have access to basic nutrition, hygiene and sanitation services		
	3. Grassroots (peasant) and other organizations have consolidated their role in local and national civil society in the defense of their rights		
<b>Axis 2: Governance and Decentralization</b>			
Communal actors offer quality services to citizens (take into account the population's proposals and are accountable to them in the management of communal affairs)	1. The skills of community leaders, technical services and local authorities on the principles of good governance and management of communes are strengthened	<ul style="list-style-type: none"> <li>- All the administrative staff of the 14 communes, at all levels, have been strengthened on the rights and duties of citizens, good governance and accountability. All communes in the action zone have improved their performance in terms of governance as assessed annually by the supervisory ministry.</li> <li>- 39,145 people were made aware of the rights and duties of citizens, peace building and peaceful conflict resolution.</li> <li>- 171 Peace Committees established and supported for the peaceful resolution of community conflicts, including 785 mediation agents.</li> </ul>	<ul style="list-style-type: none"> <li>✓ All 14 target communes have developed Community Development Plans (CDPs) and are implementing them.</li> <li>✓ The peace committees are the guarantors of the consolidation of peace and social cohesion at the community level. Thus, 12,413 conflicts were resolved at the community level without recourse to the courts.</li> </ul>
	2. Governors and governed interact in the management of communal affairs in an inclusive manner and participate in the reduction of local conflicts		



<b>Axis 3: Local Economic Development</b>		
<p>Rural community capacity is strengthened to promote sustainable and inclusive growth and employment creation.</p>	<p>1. Rural household incomes have increased as a result of changing attitudes, the acquisition of entrepreneurial knowledge and the establishment of community mechanisms for internal mobilization of solidarity and financing.</p>	<ul style="list-style-type: none"> <li>- Support for the self-creation and strengthening of community structures for the mobilization of own funds invested in micro-projects of self-promotion and in social mutual aid between members.</li> <li>- 400 vulnerable young people have received vocational training in various trades (sewing, welding, hairdressing, soap making, baking, shoemaking, etc.), and have set up small craft production units that are currently in operation to boost their income</li> </ul>
	<p>2. The agricultural income of households in the intervention zone increases as a result of capacity building in agropastoral techniques, the adoption of the agro-ecology approach and the improvement conservation, processing and market conditions.</p>	<ul style="list-style-type: none"> <li>- Establishment and operation of farm schools, agricultural training centers and processing centers:               <ul style="list-style-type: none"> <li>o Construction and operation of a Training and Innovation Transfer Center in Rubingo in Isare commune, a learning and outreach center on agro-ecological techniques resilient to the effects of climate change for agri-breeders:</li> </ul> </li> <li>- 240 producers have already benefited from practical reinforcement in this Center and their farms in the households and producers' organizations serve as outreach points in their hills in terms of agro-ecological techniques;</li> <li>- In addition, the population of the neighboring hills regularly refreshed about modern agricultural practices, rapid composting and bio-pesticides:               <ul style="list-style-type: none"> <li>• Animation and operation of agricultural training and outreach farms in Kabezi and Rutambiro (in Mugongomanga commune),</li> <li>• Animation and operation of a cereal processing center in Nyabiraba.</li> </ul> </li> <li>- Extension of the integrated planning approach for household self-help "PIA":</li> <li>- 15,916 households have been strengthened on this participatory planning approach for the future of the household by all members, and the beneficiary households have action plans in implementation.</li> <li>- Value chains are being developed around maracuja, Japanese plum, amaranth and chicken-eggs to increase agricultural and livestock income:</li> </ul>
	<p>Harm (damage) related to climate change has decreased due to effective and regular management of resilience actions and restoration of environmental resources.</p>	<ul style="list-style-type: none"> <li>- 240 producers have already benefited from practical reinforcement in this Center and their farms in the households and producers' organizations serve as outreach points in their hills in terms of agro-ecological techniques;</li> <li>- In addition, the population of the neighboring hills regularly refreshed about modern agricultural practices, rapid composting and bio-pesticides:               <ul style="list-style-type: none"> <li>• Animation and operation of agricultural training and outreach farms in Kabezi and Rutambiro (in Mugongomanga commune),</li> <li>• Animation and operation of a cereal processing center in Nyabiraba.</li> </ul> </li> <li>- Extension of the integrated planning approach for household self-help "PIA":</li> <li>- 15,916 households have been strengthened on this participatory planning approach for the future of the household by all members, and the beneficiary households have action plans in implementation.</li> <li>- Value chains are being developed around maracuja, Japanese plum, amaranth and chicken-eggs to increase agricultural and livestock income:</li> </ul>
		<ul style="list-style-type: none"> <li>✓ Emergence of more than 425 solidarity savings and credit groups that mobilize around 336,408,640 FBu in savings each year. These groups support the financing of income-generating activities of their members. More than 67% of the members of these groups are women, which has led to their emancipation as a result of their increased income and their contribution to the economic life of their households.</li> <li>✓ Agro-ecological techniques/practices that are resilient to the effects of climate change are progressively being adopted in the OAP action zone where 18,893 trained households have increased their production through these techniques/practices.</li> <li>✓ The integrated planning approach in households and community organizations has contributed to increased incomes in households and community organizations as a result of the implementation of collaborative and collegial projects between parents and children, and among members.</li> <li>✓ Fruit value chains (maracoudja, Japanese plum, egg-laying hens and vegetables (amaranths) are being developed and show promise in terms of household income and community organizations .</li> <li>✓ Deforestation is reduced through the use of improved stoves and the impacts of erosion are progressively mitigated through soil and watershed protection actions.</li> <li>✓ Farmers in the hills benefiting from the irrigation dams take advantage of the availability of water and cultivate during periods of drought, including the dry</li> </ul>



		<ul style="list-style-type: none"> <li>• Memorandums of understanding have been concluded and signed with various actors in the production, processing and marketing chains</li> <li>• Local actors in these value chains have organized themselves into production and marketing cooperatives, in order to have more negotiating power and control over upstream and downstream market requirements.</li> </ul> <ul style="list-style-type: none"> <li>- Construction of 15 small dams and/or run-off water reservoirs for field irrigation during the dry season in the communes of Kabezi, Kanyosha, Isare and Muhuta</li> <li>- Capacity building of households in agro-ecological practices, environmental protection and resilience to the effects of climate change.</li> <li>- Promotion of the use of improved stoves and the installation of rainwater tanks on the roofs of houses.</li> <li>- As part of the fight against erosion, more than 1,175,235 forest and agro-forestry plants were produced and planted on more than 400 km of contour lines, vegetated with more than 2,406,271 stump chips and fixation grasses.</li> <li>- Strengthened action research on climate change resilient crops, bio fertilizers and bio pesticides.</li> </ul>	<p>season, thus increasing their production and income.</p> <p>✓ Bio pesticides and bio fertilizers under action research are promising.</p>
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Axis 4: Access to quality basic social services (Infrastructure and quality of services)		
<p>The rural community improves its environment and gains access to quality basic social services.</p>	<p>Rural communities have easy and sustainable access to clean water</p>	<ul style="list-style-type: none"> <li>- Construction of 4 drinking water networks for a linear distance of more than 50.5 km;</li> <li>- the AEP Gomvyi-Kindobwe-Kirembe-Mugongo-Mena water supply system serving the Gomvyi, Migera and Ramba areas;</li> <li>- the AEP Nyabiraba- Gishubi- Kukanama water supply system (in Kanyosha commune);</li> <li>- AEP Munege- Cirisha- Nyarumpongo in Isare commune;</li> <li>- The AEP Martyazo-Maramvya providing drinking water to the population of Martyazo/Mubimbi and Maramvya, as well as to the displaced victims of the floods at the SOBEL site in the commune of Mutimbuzi;</li> <li>- 50 drinking water sources developed in Kanyosha, Mubimbi, Nyabiraba, Burambi, Buyengero and Rumonge communes serving 1,947 households; and</li> <li>- Installation of hand-washing facilities (ramps and/or standpipes) in 100 schools in the 9 communes of Bujumbura province with 72,857 students, as part of COVID 19 prevention.</li> </ul>
<b>For axis 5: Institutional strengthening</b>		
<p>OAP's institutional capacities are strengthened for a better visibility and sustainability of its action</p>	<p>OAP expands its technical partnership</p> <p>The OAP has diversified the origin of its resources</p> <p>OAP's interventions are conducted in a professional manner</p>	<ul style="list-style-type: none"> <li>- Signing of collaboration agreements, exchange of innovations and experiences with the Ministry of Environment, Agriculture and Livestock (MINEAGRIE) and research institutes such as ISABU, FABI, IRRI, PELUM Uganda, the organization DUTERIMBERE of Rwanda and several local civil society organizations</li> <li>- Search for new financial partners to support the 2019-2022 Strategic Plan</li> <li>- Working tools and policy documents have been finalized; Animation Policy, OAP Policy on Sexual Exploitation and Abuse "SEA", Training guide documents on different themes such as cooperative structuring, the Savings and Credit approach, the Integrated Self-promotion Plan etc.</li> </ul>
<p>In addition to the traditional donors, new financial partners have granted support to the OAP, namely the NGO SECODEV from Switzerland, the NGO SODI from Germany and the NGO Join For Water from Belgium.</p>		



### Appendix 3. Budget Details of the 2023-2027 Strategic Plan

#### Appendix 3.1 Budget details on Axis: Animation Awareness-raising

1. Axis« Awareness Animation » :				1 111 149 000
Description of the main activities planned	Unit	Quantity (5 years)	Unit Cost	Estimative cost over 5 years (Bif)
<b>S01. Community members promote positive citizenship values and participate effectively in their own development and in the management of their respective localities and communes.</b>				<b>1,111,149,000</b>
<b>Outcome 1.1. Community members adopt positive value attitudes in different areas</b>				<b>407,049,000</b>
<b>1.1.1. Strengthen the effective and sustainable management of community infrastructure and promotion of hygiene and basic sanitation.</b>				<b>93,849,000</b>
1.1.1.1. Facilitation of community awareness sessions and follow-up/accompaniment by the facilitators and the technician facilitator (motorcycle+fuel+snacks)	Session	498	70,000	34,860,000
1.1.1.2. Facilitation of community awareness sessions and follow-up/accompaniment by the axis leader (vehicle+fuel+snacks)	Session	14	213,500	2,989,000
1.1.1.3. Organization of capacity building workshops for users (56 workshops)	Workshop	56	1,000,000	56,000,000
<b>1.1.2. Promote appropriate methods for improving nutritional status and preventing avoidable diseases.</b>				<b>159,600,000</b>
1.1.2.1. Organization of workshops on nutrition, hygiene and sanitation for the animators (2 workshops of 3 days).	Workshop	2	9,000,000	18,000,000
1.1.2.2. Organization of 5,760 community awareness/Community empowerment and support/coaching sessions on nutrition, hygiene and sanitation by volunteer facilitators.	session	5,760	10,000	57,600,000





1.1.2.3. Monitoring/accompaniment visits by the OAP facilitation team (840 visits in 5 years)	visit	840	100,000	84,000,000
<b>1.1.3. Raise awareness and sensitize communities on leadership and gender promotion.</b>				<b>153,600,000</b>
1.1.3.1 Organization of training workshops on leadership and gender promotion for facilitators (2 workshops of 2 days)	workshop	2	6,000,000	12,000,000
1.1.3.2 Organization of 5,760 awareness/community empowerment sessions and support/coaching on leadership and gender promotion by volunteer facilitators.	Session	5,760	10,000	57,600,000
1.1.3.3 Monitoring/accompaniment visits by the OAP animation team (840 visits in 5 years)	visit	840	100,000	84,000,000
<b>Result 1.2. Communities become aware of the importance of citizen participation, are active in their own promotion and participate in the reduction of local conflicts</b>				<b>100,200,000</b>
<b>1.2.1. Strengthen the spirit of self-promotion among individuals, households and community structures</b>				<b>49,800,000</b>
1.2.1.1 Organization of 2880 community awareness/capacitation and self-help/coaching sessions by volunteer facilitators.	Session	2,880	10,000	28,800,000
1.2.1. 2. Monitoring/accompaniment visits by the OAP facilitation team (210 visits in 5 years)	visit	210	100,000	21,000,000
<b>1.2.2. Raise awareness of the problem of the galloping population and the need for responsible procreation</b>				<b>43,200,000</b>
1.2.2.1. Organization of training workshops on responsible procreation for facilitators (2 workshops of 2 days).	workshop	2	6,000,000	12,000,000
1.2.2.2. Organization of 1440 awareness/community empowerment and support/coaching sessions on self-help by volunteer facilitators.	Session	1,440	10,000	14,400,000
Follow-up/accompaniment visits by the OAP animation team (168 visits in 5 years).	visit	168	100,000	16,800,000



<b>1.2.3. Raise awareness and sensitize the population on the importance of citizen participation and land tenure security.</b>				<b>7,200,000</b>
1.2.3.1. Organization of 720 community awareness/empowerment and support/coaching sessions on the importance of land tenure security by volunteer facilitators.	Session	720	10,000	7,200,000
<b>Outcome 1.3. Community members participate in creating an environment that promotes inclusive growth (law enforcement, regulatory influence, environmental protection, community structuring, etc.)</b>				<b>603,900,000</b>
<b>1.3.1. Support the emergence and development of community structuring and internal financing mobilization mechanisms (NAP: Cooperatives, GSECs: SILC, NAWE NUZE.)</b>				<b>35,400,000</b>
1.3.1.1. Organization of 1440 sessions of community awareness/empowerment and accompaniment/coaching on community structuring for self-promotion by volunteer facilitators.	Session	1,440	10,000	14,400,000
1.3.1.2. Monitoring/accompaniment visits by the OAP animation team (210 visits in 5 years).	visit	210	100,000	21,000,000
<b>1.3.2. Raise awareness of the rights and duties of citizens</b>				<b>23,700,000</b>
1.3.2.1. Organization of training workshops on the rights and duties of the citizen for the facilitators (2 workshops of 1 day).	Workshop	2	3,000,000	6,000,000
1.3.2.2. Organization of 720 sessions of community awareness/capacitation and accompaniment/coaching on the rights and duties of the citizen by volunteer facilitators.	Session	720	10,000	7,200,000
1.3.2.3. Monitoring/accompaniment visits by the OAP facilitation team (105 visits in 5 years).	visit	105	100,000	10,500,000
<b>1.3.3. Work for peace and development by providing psychosocial care for people in need.</b>				<b>256,800,000</b>
1.3.3.1. Organization of training workshops on the rights and duties of the citizen for the facilitators (2 workshops of 4 days).	Workshop.	2	12,000,000	24,000,000



1.3.3.2. Establishment of a unit responsible for supervision/coaching in the area of psychosocial care for people in need.	Person	60	2,000,000	120,000,000
1.3.3.3. Organization of 2880 awareness/community empowerment and support/coaching sessions on the rights and duties of citizens by volunteer facilitators.	Session.	2,880	10,000	28,800,000
1.3.3.4. Monitoring/accompaniment visits by the OAP facilitation team (840 visits in 5 years)	Visit	840	100,000	84,000,000
<b>1.3.4. Implement and strengthen the facilitation (policy) strategy</b>				<b>288,000,000</b>
1.3.4.1. Strengthening of the awareness raising facilitation action through coaching and support to community volunteer facilitators.	facilitator	96	50,000	288,000,000



### Appendix 3.2. Budget details on Axis: Local Governance, Social Cohesion and Citizen Participation

<b>2. Axis « Local Governance, Social Cohesion and Citizen Participation»:</b>				<b>2,405,990,000</b>
Description of the main activities planned	Unit	Quantity (5 years)	Cost unit	Estimative Cost over 5 years (Bif)
<b>OS 2. Communal and provincial hill actors offer quality services to citizens and the latter actively participate in local development.</b>				<b>2,405,990,000</b>
<b>Outcome 2.1. The skills of community leaders, technical services and local authorities on the principles of good governance and management of communes are strengthened.</b>				<b>150,000,000</b>
<b><i>2.1.1. Strengthen the capacities of communes, elected officials and other duty bearers in terms of good governance, management of public goods and accountability (2 provincial workshops organized per year).</i></b>				<b>150,000,000</b>
2.1.1.1. Organize provincial workshops at a rate of 2 per year, i.e. 10 for the 5 years.	workshop	10	15,000,000	150,000,000
<b>Outcome 2.2. Communal authorities have the capacity to assume their responsibilities as project owners for development.</b>				<b>324,000,000</b>
<b><i>2.2.1. Strengthen the capacities of the communes in the development of planning, implementation and monitoring-evaluation documents (PCDC, PAI etc.): 2 capacity building workshops organized in each commune.</i></b>				<b>147,000,000</b>
2.2.1.1. Support communes in the development of Communal Development Plans (CDCD/PCDC) and Annual Investment Plans (AIP/PAI) (choice of a commune with a low level of organization).	commune	5	6,000,000	30,000,000
2.2.1.2. Support the communes in the evaluation of the Communal Development Plans (CDCP/PCDC) and Annual Investment Plans (AIP/PAI) within the deadlines (for 3 years for PAI and 1 time for CDCP/PCDC, i.e. 52 evaluations of AIP/PAI and 14 evaluations of CDCP/PCDC)	evaluation	66	1,000,000	66,000,000
2.2.1.3. Support the communes in the organization of accountability sessions (at least one session per commune during the 5 years).	Session	14	1,500,000	21,000,000



2.2.1.4 Strengthen the capacities of the managers of the communes and provinces on themes related to the maximization of communal revenues (planning, implementation and evaluation of projects: 1 workshop per province year 2).	Atelier	2	15,000,000	30,000,000
<b>2.2.2. Strengthen the capacity of communes to collect taxes so that they become financially viable and in techniques for mobilizing and managing financial resources for the implementation of PCDCs.</b>				<b>177,000,000</b>
2.2.2.1. Strengthen the administrative and taxing staff of the communes on techniques for maximizing revenues and rational management of financial resources (2-day workshop per province).	Atelier	2	15,000,000	30,000,000
2.2.2.2. Support the communes in the organization of test weeks in the main markets (2 test weeks per commune for the 5 years).	Test week	28	1,750,000	49,000,000
2.2.2.3. Support the communes in updating the lists of taxable materials (session by administrative entity zone).	Session	49	2,000,000	98,000,000
<b>Outcome 2.3. The governors and the governed interact in the management of communal affairs in an inclusive manner and participate in the reduction of local conflicts, specifically those related to land.</b>				<b>1,931,990,000</b>
<b>2.3.1. Strengthen community capacity for conflict management for social cohesion and sustainable development.</b>				<b>700,000,000</b>
2.3.3.1. Organize training workshops for the members of the councils of hill notables on the peaceful resolution of conflicts, and on their terms of reference (264 hills at a rate of 15 members per hill + the Communal Administrators + the Governors and their Councilors who have legal issues in their attributions + OAP team): 80 groups of 50 people at a rate of 50 people per group for 3 days of training (80 workshops organized).	workshop	80	7,000,000	560,000,000
2.3.3.2. Organize workshops for leaders and members of political parties on tolerance and management of electoral conflicts (provincial workshops).	Workshop	28	5,000,000	140,000,000



<b>2.3.2. Raise awareness among all stakeholders and support the process of securing and certifying land tenure.</b>				<b>392,000,000</b>
2.3.2.1. Raise awareness among all actors concerned by the issue of land tenure security (meetings at the provincial level: 2 and commune: 14*2).	Meeting	30	5,000,000	150,000,000
2.3.2.2. Training workshops for actors involved in land tenure (3-day workshops)	Workshop	14	12,000,000	168,000,000
2.3.2.3. Support to Communal Land Services (1 commune supported with a land kit per year, i.e. 5 communes in total)	Kit	5	12,000,000	60,000,000
2.3.2.4. Accompanying/cohering the land tenure security process and the certification process	visit	56	250,000	14,000,000
<b>2.3.3. Effectively involve the population in activities related to peace, governance and local development.</b>				<b>294,750,000</b>
2.3.3.1. Organize socio-cultural activities to consolidate social cohesion (1 event per year and per commune: caravan for peace per administrative commune).	Caravan	56	5,000,000	280,000,000
2.3.3.2. Conduct zonal awareness sessions on citizen participation.	Session	59	250,000	14,750,000
<b>2.3.4. Encourage citizens, and more specifically women, to actively participate in elections (to elect and be elected).</b>				<b>545,240,000</b>
2.3.4.1. Awareness/training workshops for women and other actors involved (2 workshops organized in each commune: 2025 and 2027).	Workshop	28	7,500,000	210,000,000
2.3.4.2. Awareness-raising-mobilization sessions for active participation in elections, specifically for women (electing and getting elected): 2 sessions organized in each administrative zone: 2025 & 2027.	Session	118	1,500,000	177,000,000
2.3.4.3. Production of awareness-raising material (posters, radio programs, advertising spots, etc.)	kit	2	10,000,000	20,000,000
2.3.4.4. Community accompaniment by volunteer facilitators.	month	60	2,304,000	138,240,000



**Appendix 3.3. Budget details on Axis: Promotion of Sustainable Production and Local Economic Development**

3. Axis "Promotion of Sustainable Production and Local Economic Development":				6,909,679,920
Description of the main activities planned	Unit	Quantity	Unit Cost	Estimative Cost over 5 years (Bif)
<b>Strategic Objective 3. Community capacity is strengthened to promote sustainable and inclusive growth and employment creation</b>				<b>6,909,679,920</b>
<b>Outcome 3.1. Local household incomes have increased as a result of changing attitudes, acquiring entrepreneurial skills and establishing community mechanisms for internal mobilization of solidarity and funding.</b>				<b>1,331,980,280</b>
<b><i>3.1.1. Promote visionary and empowering community-based self-development approaches and their extension (CEP, PIA, GALS, etc.) at household and hill level.</i></b>				<b><i>111,999,160</i></b>
3.1.1.1. Organize 14 household capacity building workshops on visionary and empowering community-based self-development approaches.	workshop	14	3,740,000	52,360,000
3.1.1.2. Make available training tools on visionary and empowering community self-development approaches (Flip chart, felt pens, scotch tape, pen books) and post-training tools to households and POs (Flip chart at a rate of 5 sheets/household or PO, felt pens (3-4 pieces/household) + pencil + eraser. That is 70 flip charts, 70 felt pens, 280 pencils, 280 erasers and 280 pencil sharpeners.	kit	14	857,100	11,999,400
3.1.1.3. Support/coaching of households and producer organizations on the implementation of community-based self-development approaches (3 days per commune).	visit	42	857,140	35,999,880
3.1.1.4. Monitoring and evaluation of activities to promote visionary and empowering community-based approaches to self-development.	visit	42	277,140	11,639,880





<b>3.1.2. Promote mechanisms to facilitate access to credit and financial education for households and producer organizations (financing from MFIs, banks, etc.) and more specifically for the empowerment of young people and women.</b>				<b>139,991,000</b>
3.1.2.1. Raise awareness among households and members of POs in the target communes, especially young people and women, to organize themselves into Solidarity Savings and Credit Groups (GSEC) and to practice good financial management under the facilitation of the volunteer animators of the OAP and the Agronomists animating the programs.	meeting	96	229,100	21,993,600
3.1.2.2. Support, strengthen by financial education and accompany the Solidarity Savings and Credit Groups "GSECs" (SILC, etc.) by the SILC methodology OAP development facilitators.	meeting	96	687,500	66,000,000
3.1.2.3. Strengthening through financial education and connection of mature Solidarity Savings and Credit Groups "GSECs" to microfinance institutions.	GSEC	14	1,357,100	18,999,400
3.1.2.4. Support self-promotion initiatives of young people and women (2 initiatives per commune).	initiative	28	1,178,500	32,998,000
<b>3.1.3. Strengthen the capacity of cooperatives to produce and provide services to their members and the population.</b>				<b>559,993,720</b>
3.1.3.1. Facilitate the emergence and development of existing cooperatives (sessions facilitated by commune mainly by volunteer facilitators).	session/facilitator.	14	3,571,400	49,999,600
3.1.3.2. Raise awareness/train communities on the organization and structuring of producers into farmers' associations and cooperatives and on their management (sessions led by volunteer facilitators per commune).	session/facilitator.	14	3,214,280	44,999,920
3.1.3.3. Training of cooperative members on key topics related to cooperatives and financial analysis of production activities and financial management tools, etc.	Workshop	56	3,928,500	219,996,000



3.1.3.4. Organize 14 two-day training workshops on strategies for purchasing inputs and selling agricultural products in groups, warrantage system, techniques for adding value to productions and developing market loyalty.	workshop	14	4,642,800	64,999,200
Support for the improvement of storage and sale of surpluses: construction of sheds (2 sheds)	storage	2	30,000,000	60,000,000
3.1.3.5. Support for the improvement of the storage and sale of surpluses: Support for storage equipment/storage infrastructure/processing of products (silo kit and PIC bags).	kit	20	2,000,000	40,000,000
3.1.3.6. Follow-up/accompaniment of cooperatives and connections to MFIs.	mission	14	1,428,500	19,999,000
3.1.3.7. Organize an agricultural fair in Bujumbura to create market opportunities for producers in the action zones.	fair	1	60,000,000	60,000,000
<b>3.1.4. Develop entrepreneurial actions and job creation (specifically for youth).</b>				<b>519,996,400</b>
3.1.4.1. Raise awareness and structure young people around entrepreneurial actions (14 workshops on structuring stages).	workshop	14	4,000,000	56,000,000
Strengthen the capacities of young people structured around entrepreneurial actions (28 strengthening workshops of 3 days).	workshop	28	5,357,100	149,998,800



3.1.4.2. Accompanying young people in their entrepreneurial actions and experience exchange visits.	visit	28	2,857,100	79,998,800
3.1.4.3. Support in material to collective entrepreneurial initiatives of young people (2 per commune).	kit intrant	28	8,357,100	233,998,800
<b>Outcome 3.2. The agricultural income of households in the intervention zone increases by 3% each year as a result of capacity building in agro-ecological techniques and the gradual increase in production due to the adoption of these techniques.</b>				<b>1,749,980,640</b>
<b>3.2.1. Strengthen the capacities of actors in the agro-sylvo-zootechnical and environmental sector by building on the results of action research and practices that have already proven effective.</b>				<b>749,993,440</b>
3.2.1.1. Capacity building on action research methodology, the stages of conducting trials, processing/analysis and sharing of results with the support of research institutions (ISABU, FABI): two sites per commune.	workshop	28	4,950,000	138,600,000
3.2.1.2. Organize capacity building workshops for households and PO members on agro-sylvo-zootechnical and environmental techniques (agriculture, livestock and conservation of natural resources) based on the results of action research (two workshops per commune).	workshop	28	4,714,280	131,999,840
3.2.1.3. Organize capacity building training for households and PO members (2 cycles/year) at the Agricultural Center for Training and Transfer of Innovations (CAFTI) in Rubingo, Isare commune.	workshop	10	29,300,000	293,000,000
3.2.1.4 Carry out accompaniment/coaching visits to households and POs by volunteer facilitators and agronomist facilitators.	visit	96	1,941,600	186,393,600



<b>3.2.2. To support the sectors that are conducive to economic growth in terms of production, processing/conservation of products and promotion of public-private partnerships for access to fair markets.</b>				<b>999,987,200</b>
3.2.2.1. Support to the development of value chains/ economic growth channels (quality seed kit and other inputs and equipment) 14 kits at the rate of one kit per commune.	kit intrant	14	7,142,800	99,999,200
3.2.2.1. Support to the development of value chains/ economic growth channels (quality seed kit and other inputs and equipment) 14 kits at the rate of one kit per commune.	workshop	56	5,357,000	299,992,000
3.2.2.3. Producer organizations (seed multipliers, managers of breeding centers, producers of various agricultural products, etc.) are supported and facilitated access to means of production (inputs: quality seeds, improved breeds of animals, etc.), etc.	kits	96	3,645,800	349,996,800
3.2.2.4. Coaching/technical support for households and producer organizations oriented towards value chains/sectors.	visit	96	1,562,500	150,000,000
3.2.2.5. Linking actors for public-private partnership for fair market access (2 sessions at commune level).	session	28	3,571,400	99,999,200
<b>Outcome 3.3. Harm (damage) related to the effects of climate change is reduced through the implementation of resilient agro-ecological techniques/practices.</b>				<b>3,827,719,000</b>
<b>3.3.1. Strengthen the various stakeholders and advocate for techniques/practices and mechanisms for environmental conservation and resilience to climate change impacts</b>				<b>594,171,000</b>
3.3.1.1. Protection and conservation ecosystem (equipment) of watershed protection for 14 municipalities.	intranant	14	8,328,500	116,599,000
3.3.1.2. Organize capacity building workshops for households and PO members on agro-ecological techniques, integrated soil fertility management and resilience to climate change based on the results of action research (28 workshops).	workshop	28	4,285,000	119,980,000



3.3.1.3. Accompany households and community structures in the implementation and advocate with decision makers and elected officials for the promotion of climate change adaptation (CSA) and natural resource management (NRM) practices.	visit	96	600,000	57,600,000
3.3.1.4. Support in equipment and material for the implementation of environmental conservation mechanisms and resilience to the effects of climate change (support in agroforestry and forestry material and seeds) (56 sites).	site	56	5,357,000	299,992,000
<b>3.3.2. Strengthen agro-ecological production capacities and promote endangered crop varieties (Colocase, Niébé, Peas Caja, yam, Banana, etc.).</b>				<b>1,087,552,000</b>
3.3.2.1. Carry out action research on biopesticides, biofertilizers and endangered crop varieties (Colocase, Caja Pea, Niébé, Yam, Banana, etc.). 10 fields per commune.	try	140	3,214,000	449,960,000
3.3.2.1. Carry out action research on biopesticides, biofertilizers and endangered crop varieties (Colocase, Niébé, Peas Caja, Yam, Banana, etc.). 10 fields per commune.	workshop	56	5,357,000	299,992,000
3.3.2.3. Support for the production of biopesticides, biofertilizers and healthy varieties of endangered crops (Colocase, Niébé, Peas Caja, Yam, Bananier, etc.). Kits by commune.	kit intrant	14	20,000,000	280,000,000
3.3.2.4. Technical support in the implementation of experimental fields of agro ecological practices and endangered crop varieties (Colocase, Niébé, Peas Caja, Yam, Banana, etc.).	visit	96	600,000	57,600,000
<b>3.3.3. Land tenure security, promotion of hill irrigation and Integrated Water Resources Management (IWRM) measures.</b>				<b>2,145,996,000</b>
3.3.3.1. Organize 28 strengthening/conscientization workshops on land security, integration of watershed protection measures, fight against polluting actions of the environment in general and specifically of water resources.	workshop	28	5,357,000	149,996,000
3.3.3.2. Development of small irrigation dams (3 dams/commune).	dam	42	30,000,000	1,260,000,000



3.3.3.3. Collection of water from roofs of houses for agricultural purposes.	kit	14	45,000,000	630,000,000
3.3.3.4. Organize 10 workshops for advocacy and evaluation of the respect and application of the law on the protection of the environment in general and more specifically of water resources in order to consider decisions and measures for the restoration and protection of these water resources.	workshop	10	5,000,000	50,000,000
3.3.3.5. Organize monitoring and evaluation missions in favor of the respect and application of the law on the protection of the environment of water resources against pollution and other subsistence that can contaminate water (in 14 communes).	mission	14	4,000,000	56,000,000

**Appendix 3.4. Budget details Axis: Population access to quality basic social services**

<b>4. Axis Access of the population to quality basic social services":</b>				<b>10,916,720,400</b>
Description of the main activities planned	Unity	Quantity (5 years)	Cost Unity	Estimative Cost over 5 years (Bif)
<b>Specific objective 4: The local community improves its environment and has access to quality basic social services</b>				10,916,720,400
<b>Outcome 4.1. Learning conditions in schools are improved</b>				2,603,500,000
<b>4.1.1. Contribute to the completion/construction/rehabilitation and equipment of school infrastructures</b>				<b>2,603,500,000</b>
4.1.1.1. Construction/completion of ECOFOs (2 ECOFOS)	Class	18	41,000,000	738,000,000
4.1.1.2. Construction of the management office (2 blocks).	Block	2	18,750,000	37,500,000
4.1.1.3. Construction of the Prefecture + teachers' room and library.	Block	2	80,000,000	160,000,000
4.1.1.4 Equipment of built ECOFOs.	Class	18	18,000,000	324,000,000
4.1.1.5. Rehabilitation of ECOFOs (4 ECOFOs at a rate of one ECOFO per year).	Class	36	20,000,000	720,000,000



4.1.1.6. Rehabilitation of Management Block	Block	4	9,000,000	36,000,000
4.1.1.7 Rehabilitation of the Prefecture + teachers' room and library (4 blocks).	Block	4	39,000,000	156,000,000
4.1.1.8. Equipment of rehabilitated ECOFOs.	Class	36	12,000,000	432,000,000
<b>Outcome 4.2. Local communities have access to basic hygiene, sanitation and drinking water services in a sustainable manner</b>				<b>4,873,220,400</b>
<b>4.2.1. Support the improvement of hygiene, sanitation of public infrastructures: schools, churches, markets, (latrines, drains, rainwater collection, garbage cans/composters and in households in order to prevent avoidable diseases</b>				<b>1,710,720,000</b>
4.2.1.1. Conduct a feasibility study for the construction of latrines in public places (50 per year).	Latr.	250	200,000	50,000,000
4.2.1.1. Conduct a feasibility study for the construction of latrines in public places (50 per year).	Latr.	125	4,700,000	587,500,000
4.2.1.3. Support the rehabilitation of latrines in public places (25 latrines rehabilitated per year).	Latr.	125	2,350,000	293,750,000
4.2.1.4. Support the installation of public waste bins (25 per year).	Pub	125	1,230,960	153,870,000
4.2.1.5. Support the installation of rainwater collectors on public infrastructures (schools, health centres, etc.).	disp	100	5,680,000	568,000,000
4.2.1.6. Raise community awareness on hygiene, sanitation, ownership and sustainable management of public infrastructure.	facilitator	96	600,000	57,600,000
<b>4.2.2. Contribute to the supply of public drinking water infrastructures and strengthen access to drinking water for the least served communes.</b>				<b>3,162,500,400</b>
4.2.2.1. Carrying out studies and construction work on drinking water supply systems (5 drinking water supply systems of 12.5 km on average).	Km l	62.5	40,480,000	2,530,000,000
4.2.2.2. Supporting the development of drinking water sources (280 WS.).	SA	280	2,258,930	632,500,400





<b>Outcome 4.3. Rural communities have access to energy and use it rationally</b>				<b>770,000,000</b>
<b>4.3.1. Promote the use of renewable energies to light public infrastructures (schools, health structures, etc.) in isolated or landlocked localities.</b>				<b>770,000,000</b>
4.3.1.1. Support solar lighting in all 50 ECOFOs (10 ECOFOs per year).	ECOFO	50	10,780,000	539,000,000
4.3.1.2. Support solar lighting in 15 health centers (3 health centers per year).	HC	15	15,400,000	231,000,000
<b>Outcome 4.4. The physical environment of the action area is improved to facilitate the flow of agricultural production and increase income.</b>				<b>1,200,000,000</b>
<b>4.4.1. Contribute to the rehabilitation of tracks, bridges and roads in isolated localities or leading to public infrastructures (schools, health structures, markets etc.)</b>				<b>1,200,000,000</b>
4.4.1.1. Develop and construct trails for accessibility to public places (50 km at an average rate of 10 linear km per year).	Km	50	13,900,000	695,000,000
4.4.1.2. Support the rehabilitation of tracks for accessibility to public places (50 km at an average rate of 10 km per year).	Km	50	7,000,000	350,000,000
4.4.1.3. Support the development and construction of culverts (15 culverts at a rate of 3 per year).	Number	15	6,800,000	102,000,000
4.4.1.4. Support the rehabilitation of culverts (10 culverts rehabilitated at a rate of 2 per year).	Number	10	5,300,000	53,000,000
<b>Outcome 4.5. Rural households have improved their health status through improved access to health services.</b>				<b>1,470,000,000</b>
<b>4.5.1. Contribute to the accessibility of health services (development/rehabilitation of access roads, bridges and tracks, construction/rehabilitation of health structures)</b>				<b>1,170,000,000</b>
4.5.1.1. Support the construction of health structures (1 CDS built).	HC	1	615,150,000	615,150,000
4.5.1.2. Support the rehabilitation of health centres (3 CDS rehabilitated).	HC	3	184,950,000	554,850,000
<b>4.5.2. Support the improvement of service conditions in health structures (equipment of health structures, etc.).</b>				<b>300,000,000</b>
4.5.2.1. Support the equipment of the CDS (4 CDS equipped).	HC	4	75,000,000	300,000,000



### Appendix 3.5. Budget details on Axis: Institutional strengthening of the OAP

<b>5. Axis “Institutional Strengthening of the OAP”:</b>				
<b>Description of the main activities planned</b>	<b>Unity</b>	<b>Quantity (5 years)</b>	<b>Cost unity</b>	<b>Estimative cost over 5years (in Bif)</b>
<b><i>SO 5. OAP's institutional capacities are strengthened for a better visibility and sustainability of its action</i></b>				<b>435,200,000</b>
<b>Outcome 5.1. OAP expands its technical partnership</b>				<b>50,000,000</b>
<b><i>5.1.1 Strengthen collaboration with universities or institutes specialising in action research and capitalise on its experience</i></b>				<b>50,000,000</b>
5.1.1.1. Joint action research.	Research	2	20,000,000	40,000,000
5.1.1.2. Exchange of experiences through internships and hosting of trainees	internship	10	1,000,000	10,000,000
<b>Outcome 5.2. The OAP diversifies the origin of its financial resources</b>				<b>91,200,000</b>
<b><i>5.2.1. Share the strategic planning document with potential partners (technical and financial) and advocate for its funding</i></b>				<b>36,200,000</b>
5.2.1.1. Share the 2023-2027 strategic planning document with partners	courriel/phys.	31	200,000	6,200,000
5.2.1.2. Advocate for the funding of the 2023-2027 strategic planning document	mission	5	6,000,000	30,000,000
<b><i>5.2.2. Promote self-financing mechanisms and respond to calls for proposals</i></b>				<b>55,000,000</b>
5.2.2.1. Income generating initiatives (1 project every two and a half years)	project	2	20,000,000	40,000,000
5.2.2.2. Responses to calls for proposals (at least 3 proposals per year).	Proposals	15	1,000,000	15,000,000
<b>Outcome 5.3. OAP interventions are conducted in a professional manner</b>				<b>294,000,000</b>
<b><i>5.3.1. Strengthen human resource capacity</i></b>				<b>33,000,000</b>
5.3.1.1. Capacity building of human resources through capacity building cycles.	cycle	3	5,000,000	15,000,000
5.3.1.2. Capacity building through professional internships.	internship	3	6,000,000	18,000,000



<b>5.3.2. Develop and/or acquire efficient implementation and management, communication and monitoring tools (planning documents, OAP policies, monitoring tables, modules, software, machines etc.)</b>				<b>206,000,000</b>
5.3.2.1. Equipment and communication tools for monitoring and evaluation	kit	1	12,000,000	12,000,000
5.3.2.2. Encouraging field teams to monitor/evaluate OAP actions.	month	60	2,400,000	144,000,000
5.3.2.3. Development of monitoring/evaluation data collection tools and strengthening of the human resources involved	workshop /tools	5	10,000,000	50,000,000
<b>5.3.3. Lobby and advocate, alone or in networks with other organisations, for good policies, laws and decisions in the different areas of its work</b>				<b>20,000,000</b>
5.3.3.1. Preparation of lobbying and advocacy actions	action	5	1,000,000	5,000,000
5.3.3.2. Lobbying and advocacy	mission	3	5,000,000	15,000,000
<b>5.3.4. Strengthen its visibility and serve as an institutional memory in the action area</b>				<b>35,000,000</b>
5.3.4.1. Visibility of the OAP	Kit	3	5,000,000	15,000,000
5.3.4.2. Establishing a database of the PAO action area	Campaign	2	10,000,000	20,000,000

**Appendix 4. Financial commitments available for the implementation of the Strategic Plan 2023-2027**

Financial partners	2023	2024	2025	2026	2027	TOTAL
<b>1. Axis " Animation Consciousness-raising "</b>						
Foundation ARCANUM	50,000,000	50,000,000	50,000,000	-	-	<b>150,000,000</b>
<b>Sub/total axis 1</b>	<b>50,000,000</b>	<b>50,000,000</b>	<b>50,000,000</b>	<b>-</b>	<b>-</b>	<b>150,000,000</b>
<b>2. Axis "Local Governance, Social Cohesion and Citizen Participation"</b>						
SODI	241,544,000	96,550,000	-	-	-	<b>338,094,000</b>
11 11 11	73,000,000	-	-	-	-	<b>73,000,000</b>
<b>Sub/Total axis 2</b>	<b>314,544,000</b>	<b>96,550,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>411,094,000</b>
<b>3. Axis " Promotion of sustainable production and local economic development"</b>						
Entraide et Fraternité/DGD	179,780,000	145,826,000	166,748,000	132,158,000	-	<b>624,512,000</b>
Join For Water/DGD	169,392,000	158,193,200	155,793,200	84,205,200	-	<b>567,583,600</b>



Oxfam Germany/BMZ (PADCME)	68,000,000	-	-	-	-	<b>68,000,000</b>
Oxfam Germany/BMZ (PRCCRCC II)	178,056,946	-	-	-	-	<b>178,056,946</b>
SECODEV/Switzerland(PRCPOPA )	138,942,000	-	-	-	-	<b>138,942,000</b>
SNV/Netherlands Embassy in Burundi (PADANE)	271,145,089	-	-	-	-	<b>271,145,089</b>
IFDC/Netherlands Embassy in Burundi (Dolomite Project)	20,379,454	-	-	-	-	<b>20,379,454</b>
<b>Sub/total axis 3</b>	<b>1,025,695,489</b>	<b>304,019,200</b>	<b>322,541,200</b>	<b>216,363,200</b>	<b>-</b>	<b>1,868,619,089</b>
<b>4. Axis "Access of the population to quality basic social services</b>						
No partner, but existence of a 60 km linear water supply project document available.	-	-	-	-	-	-
<b>Sub-total axis 4</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>5. Institutional strengthening of the OAP</b>						
No partner, but existence of projects for self-financing and submission to funding partners	-	-	-	-	-	-
<b>Sub/total axis 5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUDGET AVAILABLE</b>	<b>1,390,239,489</b>	<b>450,569,200</b>	<b>372,541,200</b>	<b>216,363,200</b>	<b>-</b>	<b>2,429,713,089</b>



**Appendix 5. Members and Staff of the Executive Secretariat of OAP non-profit/asbl**

N°	Jobs' Description of the/workstations	Male	Female	Total
<b>1 Body or Workstation</b>				
<b>Members of the General Assembly of the OAP asbl</b>				
1	Members	10	4	<b>14</b>
<b>Total members GA</b>		<b>10</b>	<b>4</b>	<b>14</b>
<b>Members of the Executive Committee of the OAP asbl</b>				
1	President and legal representative of the OAP asbl	1	0	1
2	Vice-president and deputy legal representative of the OAP asbl	1	0	1
3	Secretary of the Executive Committee	1	0	1
4	Members of the Executive Committee	1	1	2
<b>Total Executive Committee members</b>		<b>4</b>	<b>1</b>	<b>5</b>
<b>Statutory Auditors</b>				
1	External auditor	1	0	1
2	Auditor from OAP's General Assembly	0	1	1
<b>Total auditors</b>		<b>1</b>	<b>1</b>	<b>2</b>
<b>2. Staff of the Executive Secretariat of the OAP asbl</b>				
1	Executive Secretary (ve)	1	0	1
2	Administrative and Financial Manager	0	1	1
3	Responsible for the axes of intervention	3	2	5
4	Responsible for the follow-up/evaluation of the actions of the OAP asbl	0	1	1
5	Responsible for the project carried out in consortium	1	0	1
6	Financial controller of the project carried out in consortium	1	0	1
7	Economist trainer and supervisor of cooperatives and POs	1	0	1
8	Executives for the implementation of field activities	4	0	4
9	Technicians for the implementation of field activities	4	1	5
10	Accounting department	1	1	2
11	Cash and stock department	0	1	1
12	Management secretariat	0	1	1
13	Transport department (drivers)	3	0	3
14	Support service for the office work of the OAP (planton)	1	0	1
15	Guard service (sentry)	2	0	2
<b>Total staff executive secretariat OAP</b>		<b>22</b>	<b>8</b>	<b>30</b>
<b>2. Community outreach workers (democratically chosen by the communities as leaders in their localities)</b>				
1	Volunteer community facilitators	51	45	96
2	Literacy trainers	28	26	54
2	Members of peace committees	432	253	685
3	Peacemakers	44	40	84
4	Accompanists of the Solidarity Savings and Credit Groups (Relais GSECs)	56	42	98
5	Hillside committees for monitoring the rational management of natural resources and the environment (currently in 3 OAP action communes).	45	45	90
<b>Total Community Animators</b>		<b>656</b>	<b>451</b>	<b>1,107</b>



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