REPUBLIC OF BURUNDI

MINISTRY OF ENVIRONNEMENT, AGRICULTURE AND LIVESTOCK

BURUNDIAN OFFICE FOR PROTECTION OF ENVIRONNEMENT

PROJECT CYCLE MANAGEMENT MANUAL

Gitega

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ACRONYMS

BD	Board of Directors
DAC	Development Aid Committee
ESIS	Environmental and Social Impact Study
RBM	Results-Based Management
OVI	Objectively Verifiable Indicators
APRM	Accelerated Participatory Research Method
BOPE	Burundian Office for the Protection of the Environment
OECD	Organization for Economic Cooperation and Development
SDG	Sustainable Development Goals
MDGs	Millennium Development Goals.
CCDP	Communal Community Development Plan.

INTRODUCTION

This project cycle management manual is produced by the Burundian Office for the Protection of the Environment (BOPE). It describes the project cycle as it is designed and conducted within the Office, in line with the profound changes that have taken place at the international level and placing the achievement of results or the achievement of objectives at an even higher important priority level.

The Office, as shown by Decree No. 100/240 of October 29, 2014 which created it, is called upon to conduct a number of projects or programs of national and community interest. Thus, in the management of its interventions through its development projects and programs, it puts forward the objective of structurally changing unsatisfactory situations into satisfactory ones. In doing so, it builds on its previous experiences, but also on the experiences of many organizations by adopting an approach now widely practiced by actors and stakeholders in the conduct of projects and programs: Results-Based Management .This approach breaks down the project or program management process into separate steps, each step having a number of components and characteristics. All of these steps are called the project cycle.

The project is defined as a response to a global problem, by concrete actions, interventions and achievements, in a well-defined territory, requiring resources of various orders, and having to be implemented in a given time, according to a calendar and an intervention strategy determined.

For the effectiveness of its interventions, the Office thus considers the project cycle as a whole and strives to meet the requirements of each step, from the point of view of the approach methodology, but also of the tools used. Following an integrated approach, it ensures good management of all stages of the cycle, with the interdependent nature of the stages.

This document presents the methodology, approach and tools used by the Office for the management of its project cycle. It integrates all the characteristics of the project cycle management as it is done within the Office, taking into account elements of context, analysis, information, interaction of actors and parties stakeholders, diagnosis, method, interpretation, reporting, etc.

It is thus structured around four main parts. The first part presents the BOPE, and the governance of its projects and programs. The second part, dealing with quality assurance in the management of the Office's projects and programs, presents the assumptions in the project cycle, risk management and quality factors at entry. The third part of the manual goes through the project cycle. It presents the different stages of the cycle, the methodology for conducting each stage, the tools used, the games of actors, etc. Finally, the last part presents the closure of projects and programs, outlining the methodology and process.

I INSTITUTIONAL AND ORGANIZATIONAL FRAMEWORK OF THE BOPE

1.1 General presentation of the institution

The protection of the environment has long been at the center of the priorities of the Republic of Burundi, as moreover highlights Law n ° 1/010 of March 18, 2005 through which the Constitution by its article 159 point 4 °, places the protection of the environment and the conservation of natural resources among the matters of the domain of the law. The Constitution in force since June 7, 2018 reaffirms this position of the country in favor of the environment in its article 164 paragraph 4. This general and resolute commitment of the State in the promotion of sustainable development also justifies the creation of the 'Burundian Office for the Protection of environment (BOPE).
The BOPE was created by decree N ° 100/240 of October 29, 2014 on the creation, missions, organization and operation of the Office. This decree gives it the status of a Public Establishment endowed with legal personality, its own heritage and financial and administrative autonomy. The Office is thus a national institution placed under the supervision of the Ministry in charge of the environment.

1.1.1 BOPE missions

The Office is responsible for controlling, monitoring and ensuring the sustainable management of the environment in general, natural resources in particular in all national development programs (article 7 of the decree creating the Office).

The missions devolved to the BOPE are presented by article 6 of the decree establishing, mission, organization and operation of the Office. In this decree, we note that the BOPE mainly has 10 missions presented below:

- Ensure compliance with the Water Code, the Forest Code, the Environment Code and other texts related to the protection of the environment;
- Set up and monitor mechanisms for international trade and exchange of flora and fauna species;
- Enforce environmental standards and propose all measures to protect and protect nature;
- Monitor and evaluate development programs to ensure compliance with environmental standards in the planning and execution of all development projects, which may have a negative impact on the environment;
- Ensure the implementation of obligations arising from international environmental conventions and agreements to which Burundi is a State member;
- Identify and propose new Areas to protect and other areas rich in biodiversity requiring special protection measures;
- Undertake and encourage research and support measures for the maintenance of biological diversity;
- Establish quality standards for forest species;
- Put in place mechanisms to mitigate and adapt to climate change;
- Prepare technical files for the National Environment Commission.

To properly carry out these missions, the Office has the following prerogatives:

- Ask anybody concerned to give a report on the state of the environment;
- Visit without notice any construction project site, industrial and commercial establishment as part of inspections of activities contributing to environmental degradation;
- Collaborate with other bodies and organizations from inside and outside the country;

- Receive aid, subsidies or donations;
- Award prizes and possible subsidies in order to facilitate research and capacity building in the area of integrated environmental protection management;
- To make pay the fines in accordance with the law to any law breaker of the legislation in force as regards environment;
- Bring to justice any offender in environmental matters.

1.1.2 Organization of the Office

The Office is built around an organization with two main structures: the Board of Directors and the General Management. The Office's organizational chart is attached.

1.1.2.1 Board of Directors

The BOPE is placed under the supervision of a Board of Directors which ensures the general administration of the Office within the framework of the policy defined by the Government. It is made up of seven administrators appointed by decree on a proposal from the Ministry of the Environment, for a renewable four-year term.

Powers of the Board of Directors are the following:

- Define the orientations of the Office's activity and take all the decisions necessary for the accomplishment of its missions;
- Approve after examination the accounts for the past financial year and vote the provisional budget for the following year;
- Adopt the internal regulations of the Board of Directors and the office;
- Approve the organization chart of the Office and the staff regulations;
- Fix the remuneration of the staff of the Office and the benefits of the auditors as well as the administrators, taking into account needs and resources;
- Make important investment, expenditure or revenue decisions within the limits of the relevant legal and regulatory provisions;
- Take all the initiatives necessary to carry out its missions;
- Adopt important contracts and projects which commit the Office;
- Ensure the execution of its decisions.

1.1.2.2 Executive management

The General Management of the Office is its executive body. It takes care of the day-to-day affairs assigned to it by the texts that create it, the strategic design of projects and programs, their implementation, monitoring and evaluation activities, etc. It has three main directions:

- The Directorate of Forests;
- The Directorate of Environment and Climate Change;
- The Administrative and Financial Department.

The Directorate of Forests is responsible for:

- Ensure the implementation and monitoring of the Government's policy in terms of development and management of forest resources;
- Centralize data on forests and protected areas in collaboration with the technical services concerned;
- Set up monitoring and management mechanisms for protected areas;
- Develop management and development plans for protected areas;
- Prepare reports on the state of forest resources in Burundi;
- Implement national forest policies;
- Promote activities for the protection, safeguard and management of protected areas;
- Produce an annual report on the state of health of the protected areas;
- Create corridors to connect protected areas in a national and regional framework to ensure the survival of a large maximum of biodiversity;
- Set up a mechanism for the rational development of biological resources in protected areas;
- Promote ex-situ conservation through the creation of botanical gardens, arboretums, zoos and other vivariums;
- Formulate and develop a structuring and pricing policy and strategy for the timber industry;
- Ensuring the availability and quality of suitable forest and agro-forestry seeds with regard to the water balance (Climate-Soil-Vegetation interaction);
- Develop a master plan for forest management;
- Extend the wooded area on the vacant land, the reforestation of bare ridges, agroforestry;
- Maintain and protect forest resources;
- Promote the active participation of the population in community management and the development of the forest heritage through agroforestry and rural forestry.

The Environment and Climate Change Department is responsible for:

- Ensuring the coordination of interventions in the field of Climate Change;
- Analyze the ESISs;
- Monitor the protection of green spaces and safeguard zones;
- Monitor the daily implementation of the policy, national strategy and action plan on climate change by the various stakeholders;
- Monitor invasive species and set up mechanisms for their eradication;
- Promote research and development in the area of Climate Change;
- Prepare reports on the state of the environment in Burundi;
- Implement policies on the environment and on climate change;
- Promote activities for the protection of the environment, the conservation and restoration of nature;
- Set up the adaptation and mitigation measures of the climate change impacts.
- Develop the national strategy on the air pollution
- Develop the national policy on the persistant organic pollutants.

The Administrative and Financial Direction is responsible for :

- Ensure the BOPE's Human and material Resources Management.
- Establish the projected budget; proceed to its revision and its implementation.
- Follow up the cash in hand and the accounting reports
- Produce the financial reports
- Establish the annual balance sheet at the end of the fiscal year.

1.2 Governance of projects and programs within the BOPE

The Office, in accordance with the decree on which its existence and powers are based, is also called upon to implement a number of socio-economic and environmental development projects. The logic of implementing its projects or programs is only and only the satisfaction of felt need, the resolution of existing problems or the management of a problem shared by a community.

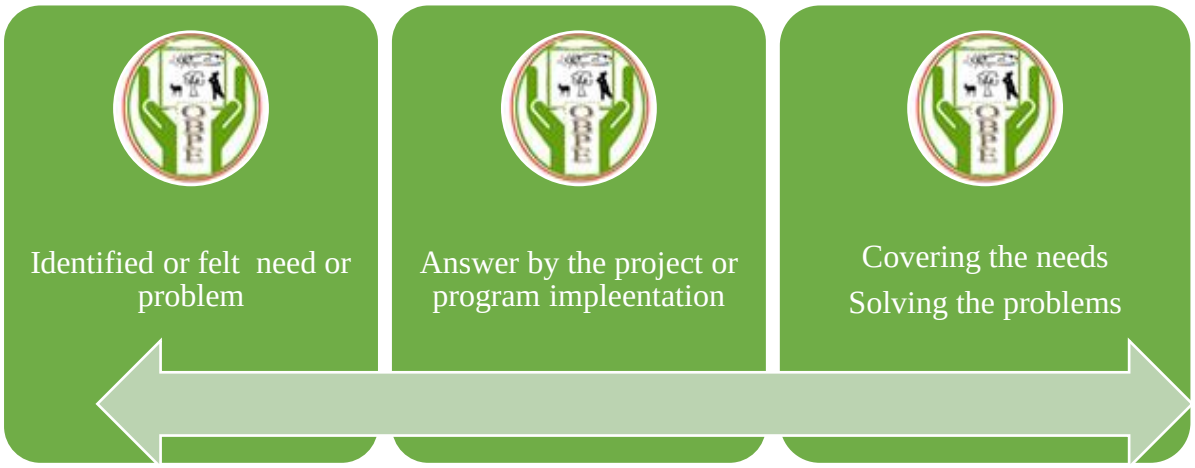


Figure 1: Logic of driving a project or program within the BOPE

This diagram thus sums up the philosophy embodied by the Office's intervention through the projects and programs it implements, according to a certain number of guiding principles.

1.2.1 Responsibility for the conduct of projects and programs

The decision to implement a project or program is a strategic responsibility of the Office, taken at the highest level by the Board of Directors.

This decision can stem from several sources, as highlighted in the following figure.

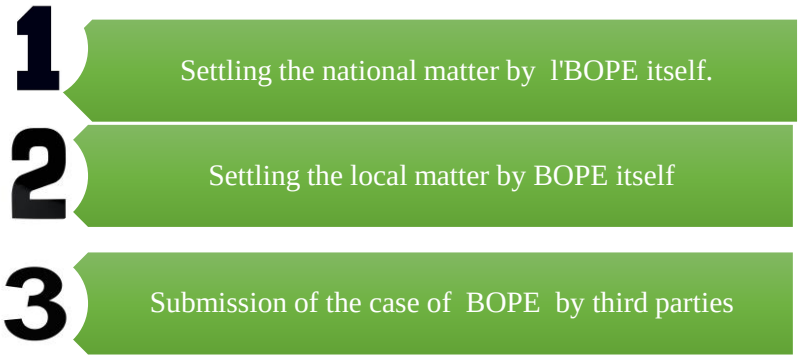


Figure 2: Sources of implementation of a project or program

From this figure, there are three (03) main sources:

- Self-referral to the BOPE on a national problem: the Office has the duty to take care of a national problem. From this point of view, according to the prerogatives which are devolved to him by the decree which sets it up, he can self-seize to implement, on the basis of the budget allocated to him by the State or that he can fetch with technical and financial partners, a project or a program aiming to take care of a national problem.
- Self-referral of the BOPE on a local problem: this referral can be made on the basis of the observation of the existence of a problem or a need to be taken care of at a local level. From this point of view, the Office, especially through its branches (the provincial branches and in Protected Areas), can self-seize on the basis of an observation that has made it possible to see an urgent situation on the ground to take into account charge through the implementation of a project or program.
- Referral to the BOPE by a third party on a problem: the Office can also be seized on a problem by a third party, a community or resource persons. This referral can be made at a central level or at the level of the provincial branches but also at the level of Protected Areas which will report the problem to the central level.

In all cases, the study of the possibility, the methods and the decision to intervene by the development of a project or program is made by the General Management. In addition, projects and programs can emerge from stakeholder consultations.

The sources of financing can thus be of various orders (State, technical and financial partners, contribution of the beneficiaries, etc.).

The effective validation of the decision to execute a project or program is the strategic responsibility of the Board of Directors, the strategic design, execution and monitoring-evaluation of the management body of the BOPE. For the management of projects and programs, the Office generally has two options: it can have its projects and programs executed by its directorates, or else set up a project management unit whose level of autonomy is decided jointly by the Board of Directors and technical and financial partners. In all cases, projects and programs are implemented taking into account of a certain number of guiding principles.

1.2.2 The guiding principles for the management of projects and programs within the BOPE

The guiding principles are the guides that guide the conduct of projects and programs. They are the moral benchmark elements that orient the implementation decisions of projects and programs and which provide cornerstone principles for establishing an effective implementation methodology as well as the membership and mobilization of all stakeholders.

In the sense of the Office therefore, these guidelines are intended for those responsible for planning and executing projects and programs, at the level of central management, at the level of provincial / municipal offices and at the level of management units projects like in Protected Areas. These guiding principles, five in number (5), do not give the technical details of intervention, but provide a strategic framework of execution.

1.2.2.1 Strategic principle 1: Proactive and integrated communication

The first principle that guides the implementation of projects and programs within the Office is communication, proactive social communication. Communication is conceived within the Office as a dynamic cycle, a continuous interaction between the different actors or stakeholders in the conduct of a project or program. It is the instrument or the privileged means of the Office's participatory approach. It is because it that the Office builds a climate of trust between the stakeholders.

The communication strategy, techniques, tools and means are presented in the BOPE communication plan. Generally, the communication cycle adopted by the Office is shown below.

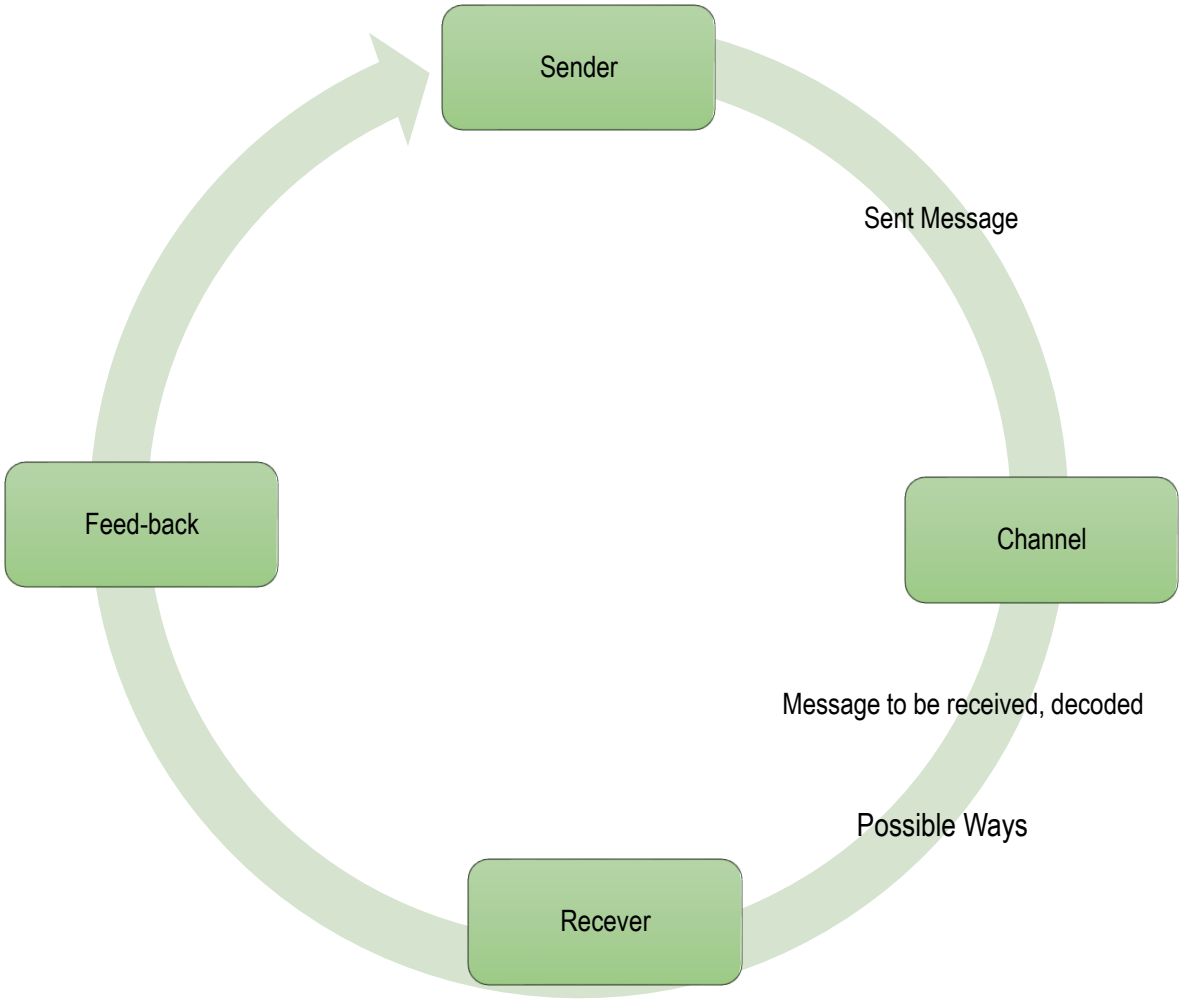


Figure 3: The communication cycle

Because of communication policy, the Office has the power to intervene effectively at the level of communities and territories, by allowing each actor to participate actively, to express their opinion and to give elements of proposal for greater efficiency. From this point of view, aware that there can appear in several places potential biases in communication, the BOPE strives to properly prepare and design its communication policy throughout the project cycle.

1.2.2.2 Strategic principle 2: Managing for results

The BOPE registers all its interventions with a view to efficiency. As a result, all of its actions are oriented in the direction of Results-Based Management (RBM), for concrete results of socioeconomic and environmental development.

As a reminder, RBM is an approach and a philosophy, which developed very quickly from the 1990s, in response to the bankruptcy of aid theorized in these years, due to the fact that much more important financial resources injected through official development assistance in underdeveloped countries have not allowed the development of these countries. The GAR appears as follows.

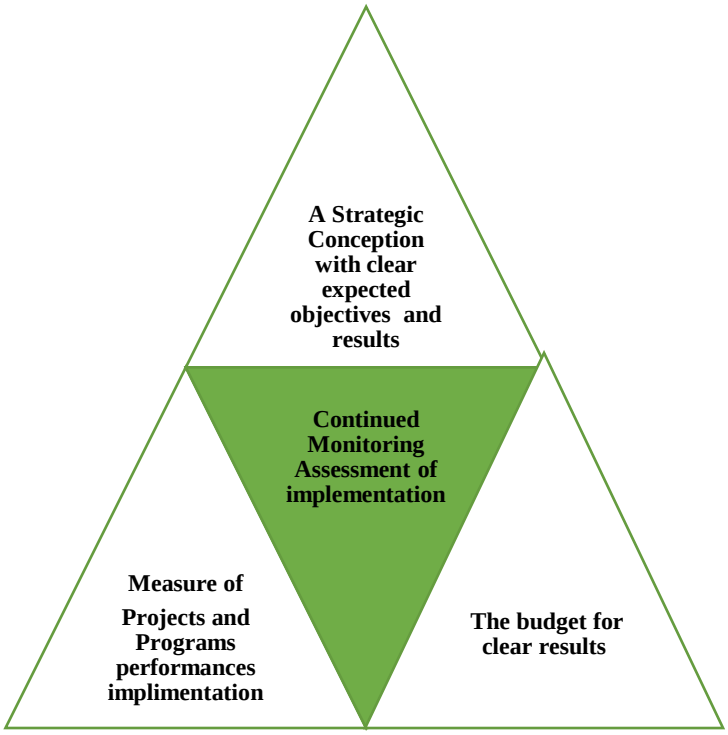


Figure 4: Managing for Results

MFR is an intervention framework and a philosophy. It in fact guides the procedures for intervention and execution of the Office's projects and programs, making it possible to start from a strategic conception of these projects and programs, highlighting specific objectives and expected results clearly stated, a clear measure of performance achieved through the project or program implemented. The resources necessary for the execution of this project or program are thus budgeted taking into account of exclusively the desired results.

In the Aid for Development effectiveness agenda, more specifically at the Paris summit in 2005, donors and development partners proposed in the Paris declaration, the adoption of MFR as an effective means of projects and programs management to achieve development results.

The Paris Declaration of (2005) on aid effectiveness is an international agreement in which developing countries, donor countries, members of the Development Assistance Committee (DAC) of the Organization for economic Cooperation and Development (OECD) and multilateral organizations have adopted six principles of cooperation presented below.

- The principle of ownership: who wants the beneficiaries to take ownership of development actions and initiatives.

- The principle of alignment: who wants the partners to align with national development strategies, institutions and procedures of partner countries?
- The principle of harmonization: which wants the different partners to harmonize their interventions for collective effectiveness.
- The principle of results-based management: who wants projects to be effective and efficient, allowing results.
- The principle of mutual responsibility: who wants all stakeholders to be responsible for the results obtained.

The BOPE approach is part of this general efficiency context and is fundamentally based on RBM. This means that the Office, in the sense of its environmental protection and sustainable development attributions, considers within the framework of its interventions, a project cycle which enables it to achieve specific and general objectives, while respecting principles of efficiency, transparency, responsibility and accountability.

This intervention methodology is supported by the objective of achieving a logical chain of results arising from the actions implemented. The results concerned correspond to short-term results (outputs and immediate results), medium-term results (intermediate effects or results) and long-term results (impacts or ultimate results).

Figure 1 : Chain of Results

1.2.2.3 Strategic Principle 3: The inclusion of all in collaboration for sustainable development

The BOPE, in its interventions, ensures the inclusion of all stakeholders and all beneficiaries in the context of collaboration for sustainable development. The third strategic principle highlights the need for him to ensure an inclusive approach, particularly promoting vulnerable groups (people with disabilities, women, young people, indigenous peoples, etc.). Thus, the teams in charge of the implementation of projects and programs are required to do what is necessary to have a significant participation of all categories of actors, and to best meet their needs.

1.2.2.4 Strategic principle 4: Empowering beneficiaries

In accordance with the principle of mutual responsibility stemming from the Paris declaration, the BOPE takes care, in the execution of its projects and programs, to empower the beneficiaries. Such a principle thus enables it to ensure the bases for the sustainability of its interventions.

1.2.2.5 Strategic principle 5: The continuous capacity building of actors

The continuous training of stakeholders is a major line of intervention for the BOPE. This continuous capacity building of the actors concerns the beneficiaries of the interventions (through the various

structures set up within the framework of the project or program, but also through the community organizations of identified bases), but also the agents mobilized in the implementation of the project or program. On this last point, the Office constantly monitors the competence, capacity and commitment of its employees who ensure the effectiveness of its interventions. The recruitment policy also follows the logic of gender equity. Its human resources are at the center of its quality assurance policy and are required to ensure the consistency of practices with the values of the Office.

1.2.2.6 Strategic principle 6: Environmental protection and sustainable development.

Protecting the environment is a priority for the BOPE. Thus, all of its projects are analyzed in detail from the angle of their propensity to preserve the environment and promote sustainable development.

II QUALITY ASSURANCE IN THE CONDUCT OF PROJECTS AND PROGRAMS

Quality assurance in the sense of the Office is favored before any implementation of projects and programs, by adopting an approach and a methodology guaranteeing efficiency. This quality-centered approach first highlights the importance of identifying the assumptions in the project cycle, of carrying out good risk management and of considering the quality factors at entry.

2.1 Assumptions in the project cycle

Achieving the results of a project or program presupposes systematization of quality at entry, management of possible risks, but also consideration of the assumptions relating to the execution of activities. A project or program is implemented in a very dynamic general and contextual environment, which can transform, change and evolve according to different realities. In this changing situation, some data can have a negative impact, others positively the execution of activities. For this reason, it is essential to identify and inventory these data from the design or formulation phase of the project.

Specifically, we call hypothesis, within the framework of the project cycle, of events, conditions or facts over which the project or program does not necessarily have control, but which should be met or carried out for this project or this program can be performed in better conditions and achieve its results. In other words, these are the factors over which the project or program has no direct influence but which are prerequisites for achieving the objectives or achieving the results.

Since the hypotheses are not directly mastered by the project, the BOPE pays a lot of attention to constantly follow them and try to know them, to consider them in the execution of activities, the factors that can influence them in a decisive way.

Example: The partners will continue to finance the project; the security situation will continue to improve, etc.

Identifying them reduces uncertainty or risk. Between the logical chain of the project and the hypotheses, we must see a very close relationship, which is essential for achieving the ultimate results, as shown in the table below.

Table 1: Relationship between hypotheses and the results chain

Logical Chain	Relations	Hypotheses
Impacts	It is necessary, after the effects, that assumptions4 materialize so that the expected impacts can be achieved.	Assumptions4
Effets	After reaching the immediate results, assumptions 3 must materialize in order for the effects to be obtained.	Assumptions3
Results Immediate	After implementing the activities and obtaining the outputs, assumptions 2 must be concretized so that the immediate results are achieved.	Assumptions2
Outputs	It is necessary, after implementation of the activities, that assumptions1 are concretized so that the outputs are obtained	Assumptions1
Activities	I The prerequisites must be met before the activities can be implemented.	Prerequisitirves

To manage assumptions pretty well in the project cycle, the BOPE strives to identify them first before appreciating and formulating them.

2.1.1 Identification of hypotheses

The identification of hypotheses is the first step towards their assumption of responsibility or their follow-up. It allows a better understanding of the environment and the context of implementation of the project or program concerned.

To identify the hypotheses, the BOPE strives to ask questions about:

- The factors or determinants, of the environment external to the project or program, which can impact the execution or the start of activities;
- The factors or determinants, of the environment external to the project or program, which can act on the relationship between the activities and the results;
- The factors or determinants, of the environment external to the project or program, which can act on the relationship between the results and the specific objectives;
- The factors or determinants, of the environment external to the project or program, which can act on the relationship between the specific objectives and the general objectives;
- The factors or determinants, of the environment external to the project or program, which can act on the relationship between the general objectives and the strategic vision of the project or program concerned.

The identification of hypotheses is done on the basis of brainstorming (search for ideas on a given subject by means of free expression), an analysis of the literature, a review of practical experiences, a

review of documented experiences from other projects or programs, etc. All the factors identified are formulated in the positive form and are assessed before being retained at their appropriate level.

2.1.2 Assessment of hypotheses

The assessment of the hypotheses, within the meaning of the BOPE, is inspired by the approach of the European Commission schematized below.

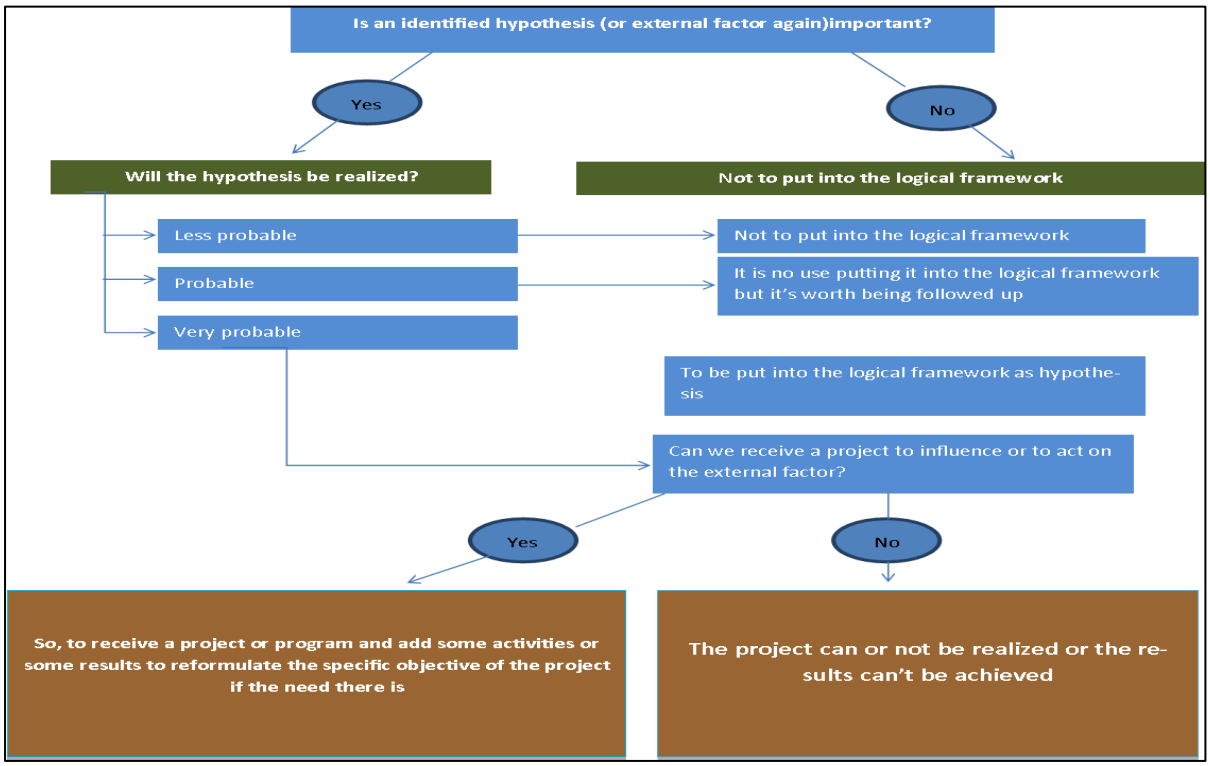


Figure 6: Hypothesis assessment strategy

The hypotheses are assessed through critical questioning of the factors that must be met in order for the results to be achieved. These questions are asked during the reflection and design phase, but also and above all during the strategic planning of the project or program concerned. They are also done during the execution phase.

If the hypothesis or the external factor is identified, the BOPE first asks questions about its importance, the possible impact on the smooth running of the project or program. If the hypothesis is not important, then it is not retained in the logical framework to be established.

However, when it turns out that the hypothesis (or external factor) identified is important, then, the BOPE questions its probability of realization, and, according to each level of probability of realization, proposes actions to do or attitudes to take. So:

- If the realization of the hypothesis is unlikely, then, it is not necessary for the BOPE to put it in the logical framework of the project or program, but it is followed all the same.
- If the realization of the hypothesis is probable, then the BOPE saves it in its logical framework and takes it into account in its activities.
- If the realization of the hypothesis is very likely, then the BOPE is asking an essential question about the possibility or not of reviewing the project or program in order to influence or act on the hypothesis. Therefore, if it is not possible to review the project or program, then the achievement of

the objectives or the achievement of the results could be mortgaged , that is to say that the intervention may not be viable.

Table 2: Analysis of hypotheses

1. Is it really an external factor (which is not directly taken care of?)
- No → do not include in the logical framework
- Yes → go to 2
2. Is this external factor important for the success of the project?
- No → do not enter in the logical framework
- Yes → go to 3
3. Will this external factor be realized or is it very likely that it will be achieved without significant additional effort on the part of the project?
- Yes → do not enter in the logical framework
- No → go to 4 Probably → include as an assumption in the logical framework and guarantee monitoring of this factor
4. Can the project directly take care of this factor or should it be modified for this purpose?
- No → the project is not feasible, this factor is a fatal hypothesis
- Yes → integrate this factor in the logical framework

2.1.3 Formulation of hypotheses

The formulation of hypotheses is not ordinary in the sense of the BOPE. It follows rules which guarantee a good characterization of the situation. Thus, the Office formulates them taking into account a succession of phases, below schematically.

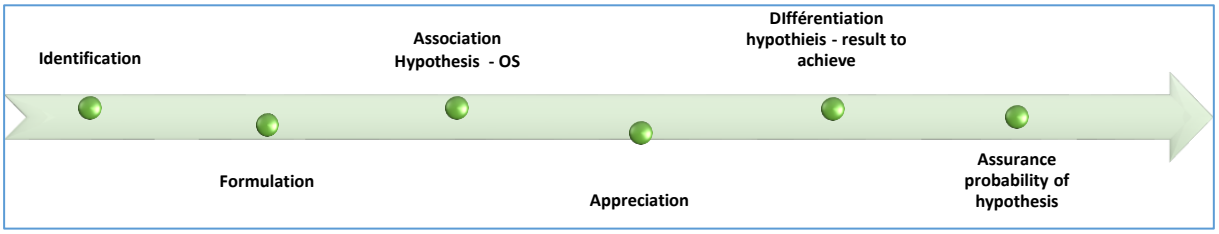


Figure 7: Formulation of hypotheses

- **Phase 1**

The first phase is the identification or definition of external factors, generally done during the identification stage of the project cycle. At the time of the global diagnosis using different tools, this first task in formulating the hypotheses is carried out. It is also possible to achieve it during the strategic planning or strategy formulation phase, by questioning what could stand in the way of achieving the strategic objectives.

- **Phase 2**

The second phase is the formulation of the identified factors. These factors thus become hypotheses that clearly determine and present for concrete factors, the conditions that must be met for the results to be achieved.

- **Phase 3**

The third phase corresponds to the comparison of the identified hypotheses with the specific objectives in the logical framework of the project or program considered.

- **Phase 4**

The fourth phase corresponds to the appreciation of the hypothesis and its level of importance. This phase makes it possible not to retain a multitude of hypotheses, and to consider that a few, which, if they were invalidated, would mortgage the achievement of the results of the project or program.

- **Phase 5**

The fifth phase consists in making the difference between what must be considered as a hypothesis and what must be considered as a result to result from the project.

Example: consider as an assumption "that the populations accept and appropriate the project".

- **Phase 6**

The sixth phase, finally, consists of measuring the probability of the hypothesis and taking, in accordance with the diagram above presented the right decision.

2.2 Risk management

2.2.1 Risk concept

The BOPE attaches great importance to its risk management policy, which enables it to ensure the optimal conditions for success in the implementation of its projects and programs. A risk, or eventuality of a situation which may cause damage, represents an event whose random arrival is likely to cause damage to the proper functioning of the projects and programs implemented and thus seriously jeopardize the achievement of the objectives or cause an unfavorable deviation from the expected result, projects and programs.

The notion of risk thus corresponds to a triplet comprising a scenario or event that can probably occur, a probability of occurrence or event and the consequences arising from the advent of this likely event. These consequences are most often damage caused to the smooth running of projects and programs.

The risk in the context of project and program management can be summarized as follows:

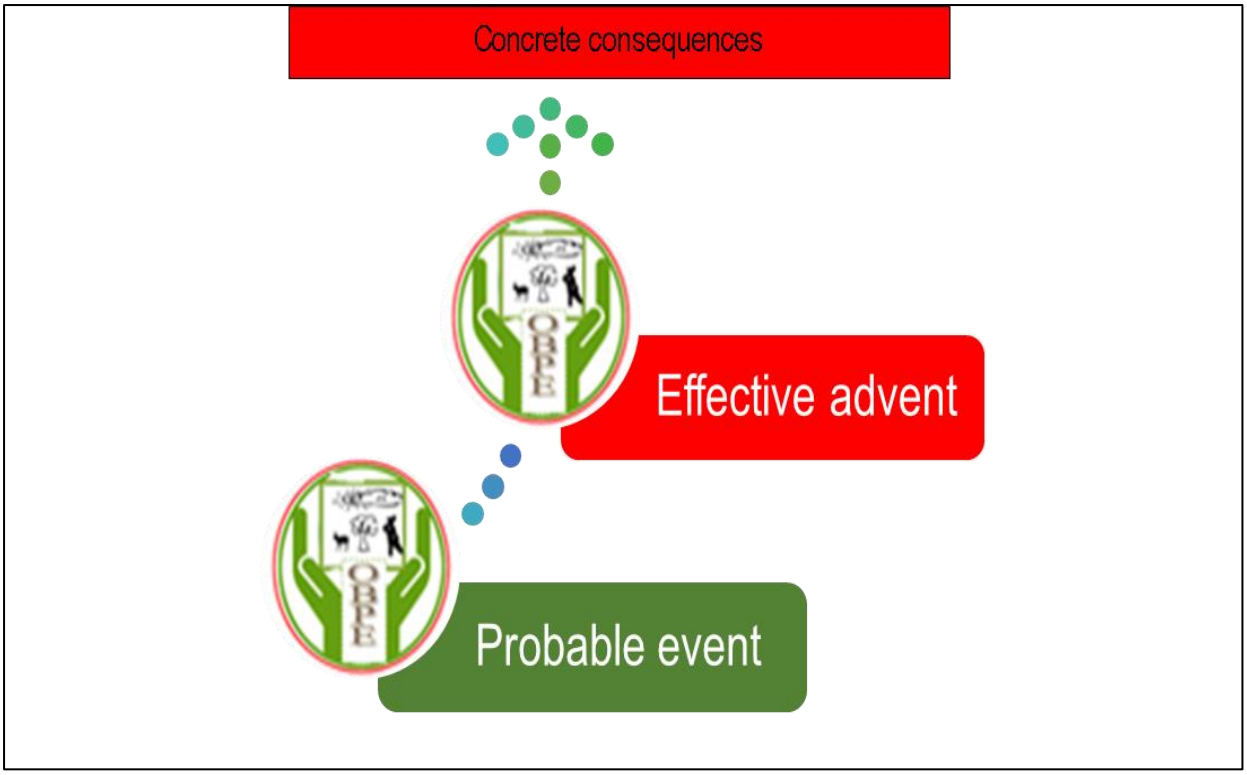


Figure 8: Risk advent process

Risk management is essential for the BOPE, whose projects must necessarily be part of a sustainable development approach. It is defined as a regular, continuous, coordinated and integrated process which enables the identification, assessment and control of risks and risk situations which could cause damage to the achievement of the objectives of projects and programs. In other words, managing a risk is an operational function which can range from a purely qualitative approach to a much in-depth analysis in terms of financial and calendar impacts, up to a proposal to reconfigure the project or program.

It makes it possible to foresee all the scenarios that may arise from the advent of risks, and to react effectively in the event of the occurrence of events that may divert the project from the trajectory of expected results. Risk management thus allows the BOPE to act a priori rather than a posteriori.

It is carried out according to a standardized process which makes it possible to characterize each risk and to propose the best management strategy.

2.2.2 Risk management process within the BOPE

The risk management process within the Office corresponds to a logical sequence going, on the basis of the definition of the context, from the risk assessment to the treatment measures in order to reduce the importance. It allows the project or program executed, to achieve the expected results. It has three main stages: context analysis, risk assessment, risk treatment, and finally, monitoring, reviewing and updating.

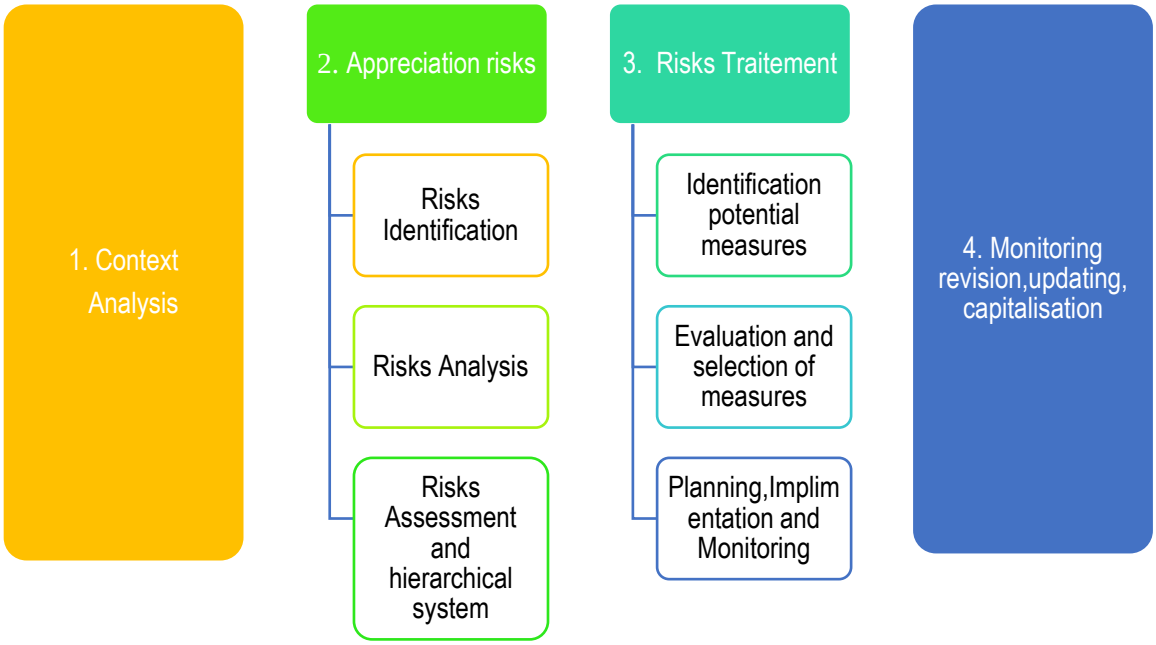


Figure 9: Risk management process

2.2.2.1 Step 1: Context analysis

The risk management process begins with the first step which is the context analysis. It corresponds to the global environment in which the project or program is executed. It includes the internal environment and the external environment. Determining the context thus makes it possible to precisely frame the parameters that will frame the implementation of the project or program.

Analyzing the context consists in seeking to have a good understanding of the general environment, to know the different internal and external considerations likely to impact the activities to be implemented. In this perspective, it is a question of determining the situations which prevail at the administrative, political, social, religious and cultural levels within the community or the territory and which can negatively impact the smooth running of activities.

To properly analyze the context, the BOPE endeavors to implement a good policy of communication and participatory consultation, which concerns the stakeholders directly involved in carrying out the process, but also those who are not directly engaged but who see themselves as potentially affected by decisions or activities arising from the completion of the risk management process. Thus, all the risk or risk factors that can negatively influence the proper execution of the project or program activities are worth studying.

2.2.2.2 Step 2: Risk assessment

The correct assessment of risks is a decisive step in the perspective of reducing them for better achievement of results. This assessment is made following a structured and rigorous approach combined with precise technical parameters, which approach allows the Office to identify risks and actions to minimize them.

The appraisal process includes three main steps: risk identification, risk analysis, risk assessment and prioritization.

2.2.2.2.1 Risk identification

Identification is the first phase of the risk assessment stage within the BOPE. It is a process of research, recognition and description of risks. The identification consists in identifying by all possible means, all the risks and sources of risk likely to affect the project concerned, but also the impact areas of these risks. These means can be the review of similar projects already implemented, exchanges and discussions with resource persons, brainstorming, study of the literature, consultation of databases, etc. In other words, identifying the risks consists in asking the following questions:

- What can happen?
- When can this happen?
- Where can this happen?
- How can this happen?
- Why can this happen?

This questioning process firstly makes it possible to make an effective inventory of the risks, that is to say an exhaustive list of all the risks with which the project may be confronted, and, secondly, to make their analysis, which corresponds to an approach aimed at verifying whether the risks inventoried really exist and can be effectively considered. This study is made to take into account of the characteristics of the project, the environment, the processes, the stakeholders, etc.

The generally used tool is the risk identification and analysis table

Table 4: Table of risk analysis

Type of Risk	Description	Example
Infrastructure		
Disasters		
Social		
Policy		

2.2.2.2.2 Risk analysis

The analysis of the identified risks is the second phase of the risk assessment stage. It is a study process seeking to characterize the risks identified, to study the probabilities of occurrence and the potential consequences that may result from their manifestation. For each of the identified risks, the analysis thus makes it possible to see for example the maximum probable intensity, the probabilities of occurrence or recurrence, the spatial location and the possible extent of its effects; the speed of evolution of the phenomenon (kinetics); the duration of the impact; when the hazard is likely to occur; predictability; the possibility of controlling the risk, etc.

The often used risk analysis table is presented below.

Table 4: Risk analysis table

Risk	Characteristics of risks	Advent Probability			Impact Degree		
		Weak	Medium	High	Weak	Medium	Strong

2.2.2.2.3 Risk assessment and prioritization

Assessing a risk consists in quantifying its probability of occurrence and in estimating the gravity of the consequences on the objectives of the project. It is therefore a question in this stage of measuring, when possible, the threat posed by the identified risk, in terms of probability and severity.

The assessment makes it possible to prioritize the risks and to categorize them from the most important to the least important. Prioritization corresponds to the classification of risks according to the probability of occurrence and the severity of the consequences. It makes it possible to distinguish acceptable risks from risks that are not acceptable for the project.

The identification, assessment and prioritization thus make it possible to arrive at a categorical classification of risks according to the existence, the probability of occurrence, the severity and the priority of treatment. The risks are generally grouped into four (04) main categories as shown in the table below.

Table 5: Specific classification of Risks

Categories	Description	Priority
Proven Risks	Accurate estimate of the probability of an occurrence and of the serious consequences	Very High
Potential Risks	very likely but we do not know either the probability of occurrence or the severity of the consequences	High
Presumed risks	Probability of occurrence and consequences ignored Average	Medium
Unknowable risks	Unknowable risks Risk may exist, but probability and consequences unknown	Low

The "risk assessment" phase identifies, analyzes, assesses and prioritizes all risks. Given the fact that there is no such thing as zero risk, it seems important after prioritizing all the risks identified, to retain only the risks that require the taking of treatment measures aimed at reducing these risks. Thus, it is a question for the BOPE, from the prioritization, made of the risks, to determine the acceptable risks and the unacceptable risks.

2.2.2.3 Step 3: Risk treatment

Risk treatment involves the development and implementation of a management strategy. It is a logical continuation of the identification, assessment, prioritization and categorization of risks.The management strategy aims to either remove the causes of the risk or reduce and mitigate the criticality, but also to plan actions in the event of the risk occurring. The actions to be taken in this strategy depend on the probability of occurrence and the severity of the consequences. Generally, there are three phases in the "risk treatment" stage: the identification of potential measures, the evaluation and selection of measures and the planning, execution and monitoring of actions.

2.2.2.3.1 Identification of potential measures

The first phase of this “risk treatment” stage is the determination of the measures to be implemented to eliminate or reduce the risks. Generally, the treatment is done on the basis of the risk treatment matrix presented below.

+	Contingency Plan : accept the risk but doing monitoring of large factor	Change strategy, unless the impact can be mitigated
Impacts on the Project	Ensure the monitoring of the factor of risk during the program implementation	Mitigation Plan : Mitigating it in close collaboration with other organizations ; Taking into account of the program strategy.
0	Probability of the risk materialization	+

Figure 10: Risks Treatment Matrix

2.2.2.3.2 Measures Selection

After the Risks identification, their prioritization and potential measures, the measures selection to retain is at the following phase. This allows, on the basis of all the identified measures and that can allow to take into account of identified risks , to choose the best measures according to the possibilities of the different orders. The following table gives an idea generally clear.

After inventory of all possible measures, the final choice of the measure or measures to be retained can now be made. Thus, the tool presented through the following table is used.

Table 1 : Examples of the possible measures to be implemented against the identified risks

Identified Risks	Categories of measures	Examples
Landslides Risks	Infrastructures, developments and equipments designed to avoid the risks manifestation	Erection of a protective wall, construction of works to prevent the triggering of an avalanche, displacement of populations, rip-rap to avoid a landslide etc.
Heavy Floods Risks	Works of protection and equipments against the heavy floods	Dikes, fences, breakwaters, leak containment buildings, liquid retention basins, protective screens, etc
High wind risks that may cause destructions , etc.	Buildings or infrastructures Design or rehabilitation restoration of buildings or infrastructure in order to ensure their robustness or resistance to hazards and thus limit their vulnerability	Use of materials, equipment and techniques to increase the ability to cope with risks such as strong winds; erection of breezes.
Risk that the communities don't happen to better understand the necessity to manage the natural disasters	Public awareness, risk communication and population preparation programs	General awareness campaigns, communication on the nature and characteristics of risks and hazards, exposed territory, foreseeable consequences, measures taken to avoid the disaster, means including provide citizens with the means to protect themselves, instructions to follow in the event of a disaster, etc.
Risk of lack of Financial means to manage the natural disasters	Alert and mobilization methods and procedures	Measures intended to warn the population, responsible authorities and responders of an emergency or disaster and to use the resources necessary to manage the situation, etc. .
Put the identified Risk	Rescue measures for the population and safeguarding property and the natural environment	Search and rescue, evacuation, shelter, health care, control of the hazard and its effects, protection of property and natural environment, etc.

Table 7: Risk management measures sheet.

Risk	Advent Probability			Impact Degree			Risk Management measures
	Low	Medium	High	Low	Medium	Strong	

2.2.2.3.3 Planning, execution and monitoring

The last phase is the execution and monitoring phase of the chosen measures. It goes from planning to monitoring, passing through implementation. Planning makes it possible to clearly define the methodology for implementing the measures, as well as the stakeholders mobilized, the implementation schedule, the necessary financial resources, indicators, etc.

After planning, we move on to the execution of planned actions. Thus, all of the provisions provided for in the planning are integrated into current management practices and the budget process.

It is important to understand that very generally, the measures taken do not eliminate the risk, but only mitigate it. So it still remains. This is why it is necessary to follow the factor and carry out residual risk assessments to see its degree of acceptability.

2.2.2.4 Step 4: Monitoring, review, update, capitalization

Monitoring of actions undertaken in risk management is therefore carried out closely and in all stages or phases of project implementation. This monitoring makes it possible to periodically measure the criticality of the risks so as to review, adjust, increase or decrease the prevention and risk reduction actions.

The last step in risk management is capitalization. This step enriches the knowledge of potential risks and their management method, for future projects.

2.3 Quality at entry

There is no stabilized definition of quality at the entry of projects and programs. Nevertheless, by quality at entry, we mean taking into account all the factors favoring, from the design phase and the preparation state of execution of the projects and programs to be implemented, quality in the implementation works to achieve the desired results. The quality assurance process at the entrance to the Office thus enables it to ensure that its projects and programs are mature and ready to be implemented for the effective achievement of the objectives sought.

2.3.1 Quality at the start of the BOPE's efficiency policy

Efficiency being at the center of the BOPE's intervention standards, the Office is obliged to implement, under optimal conditions of success, its projects and programs in order to achieve better results.

Such an approach compels him to consider in the first degree the success factors from the reflection and design phase relative to his projects and programs. Quality assurance at entry thus constitutes for him the foundation of a successful implementation, especially for multi-actor projects for which the achievement of results requires the active and effective involvement of the different categories of stakeholders. Also, taking into account the fact that it is difficult and even impossible to correct design

problems during the execution of projects and programs, the definition of quality at entry constitutes an increasingly successful success factor. Significant concern of the BOPE in terms of development and management of development projects. The results found by Morra and Thumm (1997) and shown schematically below, are to confirm and encourage this important resolution.

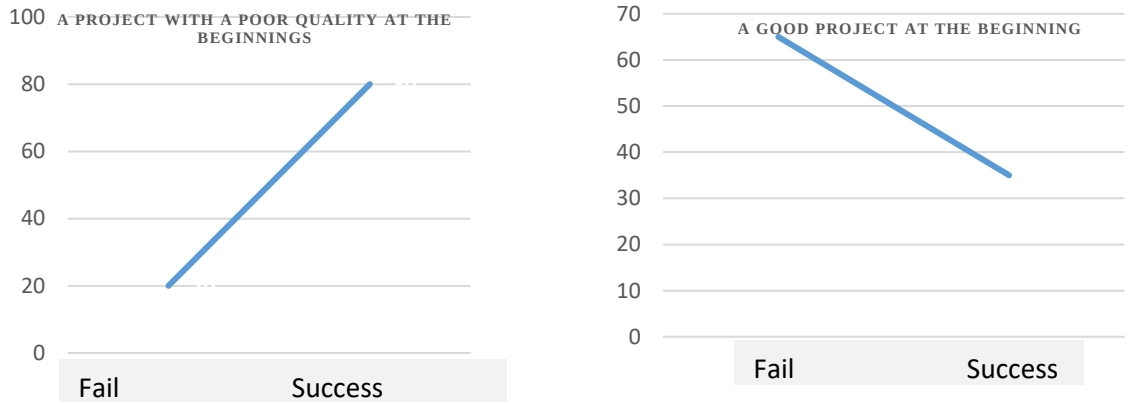


Figure 11: Quality at entry into projects and programs

It appears according to the data of the latter in fact that 80% of the projects which have well defined and taken into account the quality factors at entry have effectively achieved their objectives and 65% of the projects which have not well defined and considered the quality factors at entry did not reach their objectives.

2.3.2 Approach and quality factors when entering BOPE projects

This approach implies the consideration of a set of factors that can guarantee the successful implementation of projects and programs. To achieve this, the BOPE attaches particular importance to a number of criteria defined by the OECD DAC, and from the project development phase. These criteria are essentially relevance, effectiveness, efficiency and sustainability. For each criterion, the Office asks itself important questions.

Thus, for **relevance,** it is a question of seeing whether the project is suitable for the context, whether it corresponds to the needs of the beneficiaries, whether it fits into the national guidelines of the Republic of Burundi, whether it falls within the framework compliance with agreements and conventions to which the Republic of Burundi has signed, etc.

For efficiency, it is a question for the Office to see if the project or program concerned is able to meet the needs of its beneficiaries, if the objectives for which the project or program will have to be implemented can well be achieved through this implementation, etc.

For efficiency, it is a question for the Office of paralleling the achievement of results with the cost or the means necessary for the implementation. Efficiency thus refers to achieving results at the lowest cost.

With regard to **sustainability**, the Office is concerned with the question of the sustainability of its interventions. In other words, the sustainability of the achievements after implementation is also a concern of the Office before any project or program is implemented.

To ensure that all these factors are taken into account, the BOPE approach follows a process taking into account of the important determinants listed below.

2.3.2.1 Alignment of projects with national policies, provincial priorities and municipal Development strategies.

The BOPE, according to article 3 of the decree on which it is based, is "a public establishment with legal personality, its own assets and financial and administrative autonomy. It is placed under the supervision of the Minister having the Environment in his attributions ". In this respect, the Office is a public structure responsible for helping to translate into reality the aspirations of the Republic of Burundi, set out in the National Development Plan (PND) whose overall objective is to "structurally transform the 'Burundian economy, for strong, sustainable, resilient, inclusive growth, creating decent jobs for all and inducing the improvement of social well-being'. Thus, the Office aligns its interventions with this global frame of reference for the socioeconomic policy of the Republic of Burundi and thereby includes all of its projects and programs in the national guidelines, but also in the sectoral policies validated at the national level. It also takes into account the development documents of municipalities and provinces such as the Communal Community Development Plans (CCDCP).These latest documents, reflecting the ambition of the municipalities and the provinces, are thus a frame of reference for interventions in the provinces.

2.3.2.2 Respect and consideration of socio-cultural realities

The Office implements the majority of its projects and programs in the community, in provinces and municipalities with different socio-cultural realities, in accordance with l. a Vision Burundi 2025, thus stated “to make Burundi a united, united and peaceful nation; a country built on a legal society with a rich cultural heritage; a prosperous economy serving the well-being of all ”.

In order for its projects and programs to be accepted by the beneficiaries (which ensures ownership by the communities), the Office ensures that its interventions respect cultures, traditions and social norms at the local level. In the same way, the Office obliges its executing agents to respect the cultures and standards at the level of the communities benefiting from the interventions. It therefore takes great care to ensure that the implementation of its projects and programs does not offend the sensitivities of the beneficiaries. This approach of respecting cultures and beliefs is essentially important within the Office.

2.3.2.3 Involvement of beneficiaries in its programs

The BOPE adopts a participatory and inclusive approach in its interventions, especially in the community. It therefore values the involvement and active participation, at all stages of its projects and programs, of the beneficiaries who are responsible for ensuring the sustainability of the interventions. This involvement constitutes for a project or a collective interest program, a sine qua none condition for its appropriation. It makes it possible to show to the beneficiaries (who are involved from the start, i.e. the identification phase, until the end, i.e. the final evaluation) that the projects are executed in a logic of partnership which gives them clearly defined roles and responsibilities.

2.3.2.4 Promotion of women and gender equality

In the sense of the National Gender Policy, Burundi aims to win the battle for sustainable economic development based on an essential male / female active partnership. Thus, the issue of gender equality occupies an important place in the interventions of the BOPE. In its projects, the Office always takes care of taking into account the specific needs of women and men and to strongly reduce gender inequalities. In this regard, it is part of the logic of the National Gender Policy of Burundi 2012-2025 and undertakes to participate, within the framework of its activities, in achieving the objectives of this policy.

In conclusion, quality assurance is thus the prerequisite for the project cycle. Thus, all the fundamental elements of this quality assurance are included in the concept note for the project or program to be developed. Project cycle management within the BOPE can now be studied in detail, highlighting all the characteristics of each stage.

III PROJECT CYCLE WITHIN THE BOPE

According to the European Union (see project cycle management guidelines), the project cycle applies to the lifespan of a project from the initial idea to its realization. It provides a structure to ensure that stakeholders are consulted, and defines what will be the decisions, necessary information and important responsibilities at each phase to allow decision making throughout the duration of the project. It draws on evaluations to draw lessons to be taken into account in the design of future programs and projects. Thus defined, the project cycle is a succession of phases or stages retracing the period of commitment and implementation of a project or program, going from conception to final evaluation, passing through execution.

The identification of the different stages or phases in the project cycle is essential because each stage is important and has its requirements for achieving the expected results.

The BOPE uses Results-Based Management (RBM) as an approach and tool for implementing its projects and programs. Thus, he structures his project cycle around this RBM approach, by identifying five (05) major stages, each stage consisting of several sub-stages and using different tools. The diagram is shown below.

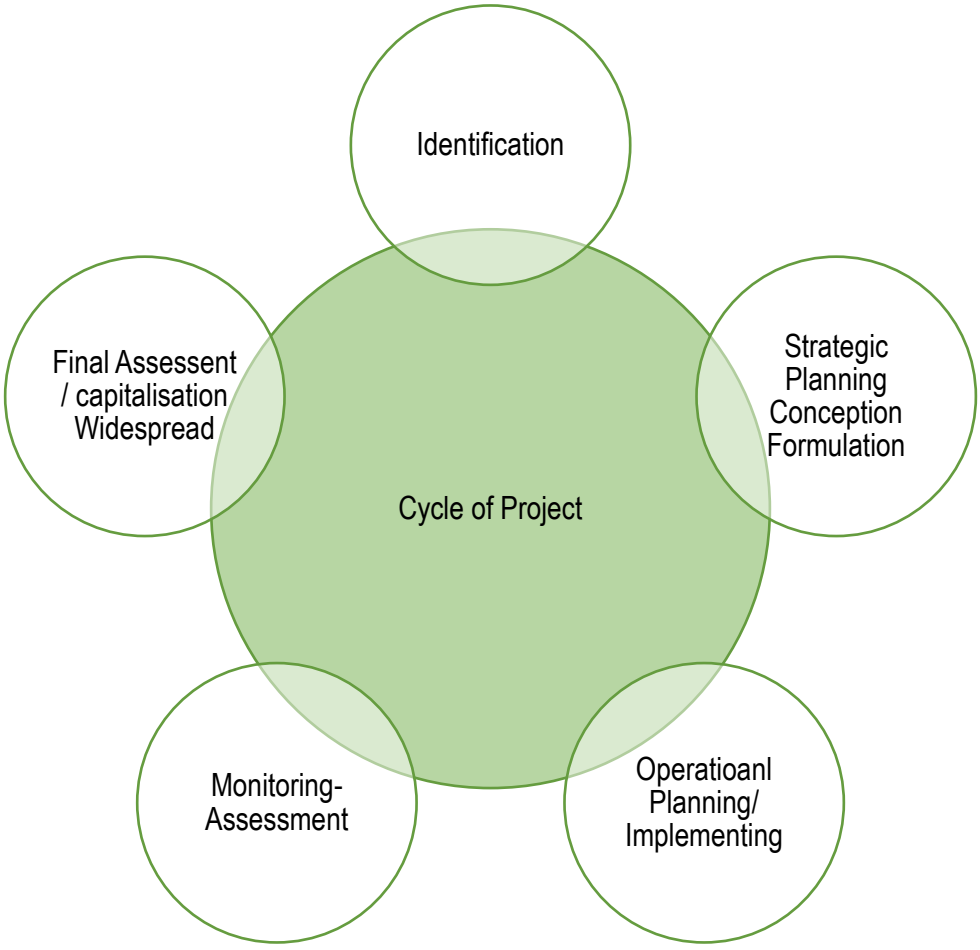


Figure 12: Project Cycle

3.1 Identification of the first step of the Project Cycle.

Identification is the first step in the project cycle within the Office. The BOPE approach guarantees remarkable efficiency because it is done in a participatory logic, involving in a collaborative spirit all the stakeholders interested in the issue to be taken care of through the project or program to be implemented. Thus, all the categories of actors who can provide valuable information are involved in this identification work, the process of which corresponds to a succession of stages or phases shown below.

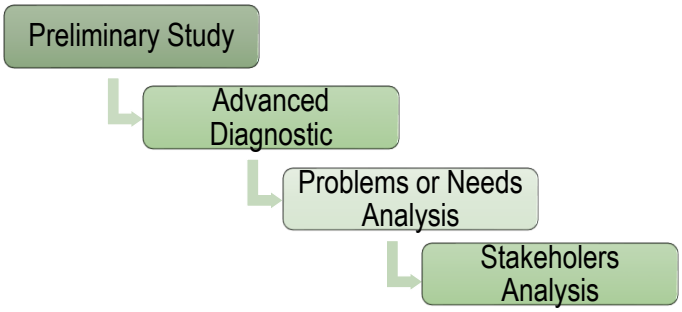


Figure 13: The identification process in the project cycle

3.1.1 Preliminary Study

The BOPE includes its projects and programs in a guideline for meeting needs. He therefore seeks, through his interventions, to solve a problem and bring about positive change. The saving momentum allowing this change is facilitated by the strong involvement of the actors, stakeholders, communities or organizations that live or feel the problem that is about to be solved. The first step in this process corresponds to the characterization in all forms of this problem. The preliminary study is the first phase in this characterization process. Its aim is to briefly assess the problem, by gathering further relevant information.

This preliminary study can be done by various means including:

- Meetings with resource persons and territorial authorities,
- Formal or informal discussions with key players,
- Consultation of territorial or national planning documents,
- Opinion surveys with communities, etc.

From this stage of the cycle and in all the other stages, it is important for the BOPE to strive not to arouse expectations and hopes that it cannot satisfy. However, if the preliminary study proves conclusive, it then triggers the diagnostic phase of in-depth examination, through different sub-phases.

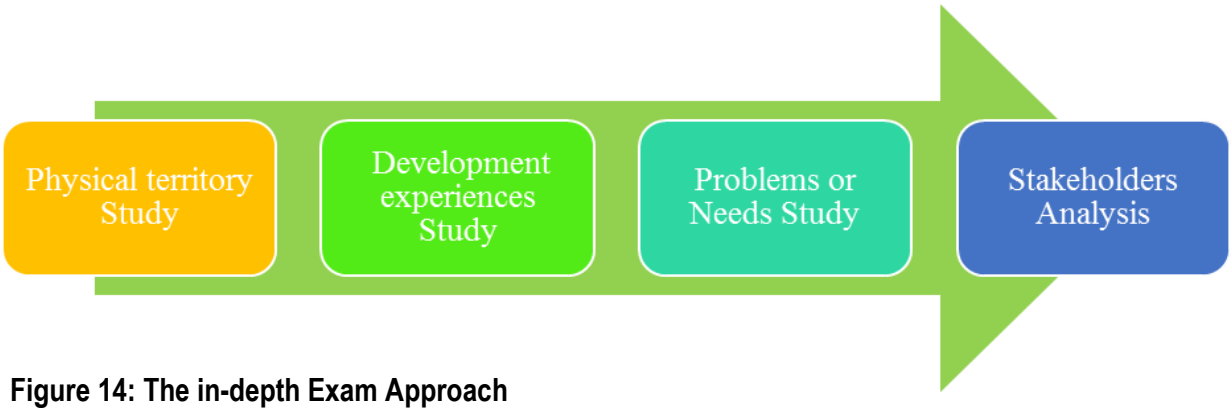


Figure 14: The in-depth Exam Approach

3.1.2 In-Depth Diagnosis.

If the preliminary study gives reasons for further reflection, then the in-depth diagnosis is the second phase of the identification process. It is situational, contextual and organizational. As its name suggests, it exhaustively reviews the baseline situation in a participatory manner. He studies the internal environment and the external environment. It goes beyond the preliminary study and seeks to gather enough information for a good understanding of the baseline situation.

The situational diagnosis makes it possible to carefully study the global environment or the general context in which the problem to be resolved is registered. It makes it possible to see the characteristics of the environment and its capacities to allow the well-being, the harmonious development and the sustainability of the interventions.

Through this diagnosis, four (04) categories of information are generally sought: information on the territory concerned (physical, historical, social, sociological, human, etc.), information on development experiences, information on the problem, the problematic or thematic studied and the operational information relating to the possible implementation of the project.

The contextual diagnosis provides a global overview of how the community works. It integrates the analysis of the social context, the economic context, the political context, the cultural context, the institutional context, etc. It also integrates the evolution over time of the situation, the modes of organization of societies, the characteristics of the environment, etc. It is indeed essential to know well the framework in which the problems which it is a question of solving exist. Thus, all the important factors of the context are determined and taken care of.

The organizational diagnosis makes it possible to see the organization and the hierarchy of the company, but also of the organization having to lead the implementation of the project or the program.

3.1.2.1 Study of the territory or area

This study corresponds to a comprehensive territorial diagnosis which provides information relating to historical, socio-cultural, religious, demographic, political, administrative, geographic, environmental, etc. aspects. It is carried out on the basis of an "Active Participatory Research Method (MARP)" approach. The information collected also makes it possible to see relations with neighboring territories, existing infrastructure, etc. Different MARP tools can be used to find this information. We mainly note the historical profile, the resource map, the flow diagram, the Venn diagram, the social map, the daily and seasonal calendars of men and women, the land map, the pyramids of constraints and solutions, the prioritization table, the semi-structured interview, etc.

- The historical profile

It is a tool of the participatory approach, specifically PRA, allowing to see the socio-historical evolution of the territory concerned, the major events having taken place in a territory or in a community which can explain the problem or the need studied, but also that can have a positive or negative impact on the implementation of a project or program.

It is prepared with the active and decisive participation of long-term residents and resource people in the locality, from meetings, workshops and discussions. The tool is shown below.

Table 8: Example of historical profile sheet

Territory History	Date of Creation History of Name Etc.	
History of population	Demographic Evolution Demographic Composition Etc.	
Territory Evolution	Areas Geographic Boundaries Administrative District Etc.	
Economic Activities	Driving activity Contribution at regional or national level etc.	

- **The Territory Map**

It is a tool that makes it possible to make a pictorial representation of the territory in which the project or program to be developed must intervene.

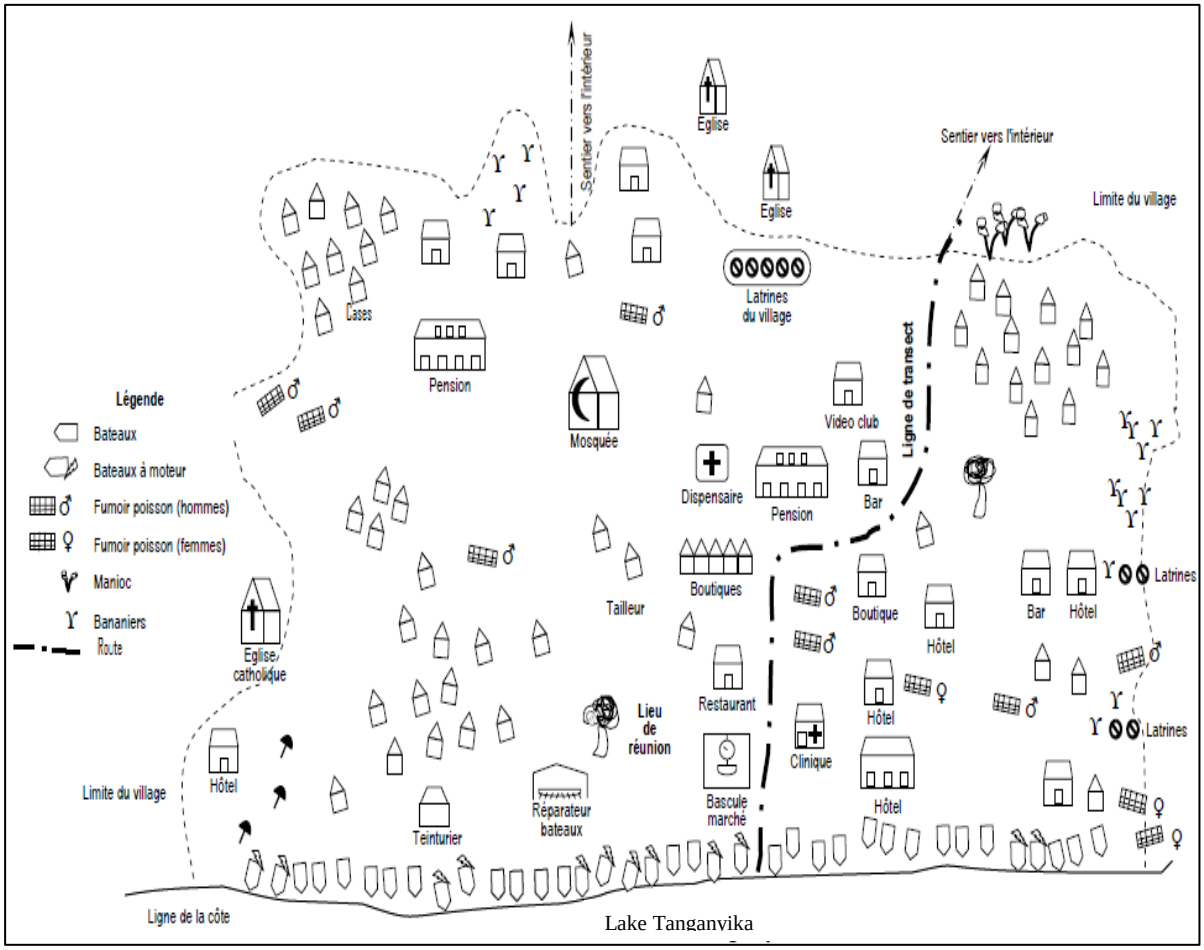


Figure 2 : Example of a village map

-The social card

The social card is a more restrictive tool than the card. It allows you to see all the social infrastructures existing in a territory and which may interest the change that the project wishes to achieve. It is a diagram in a format that can be analyzed collectively and which identifies infrastructures of various orders. The figure below shows a representation of the social map of a territory.

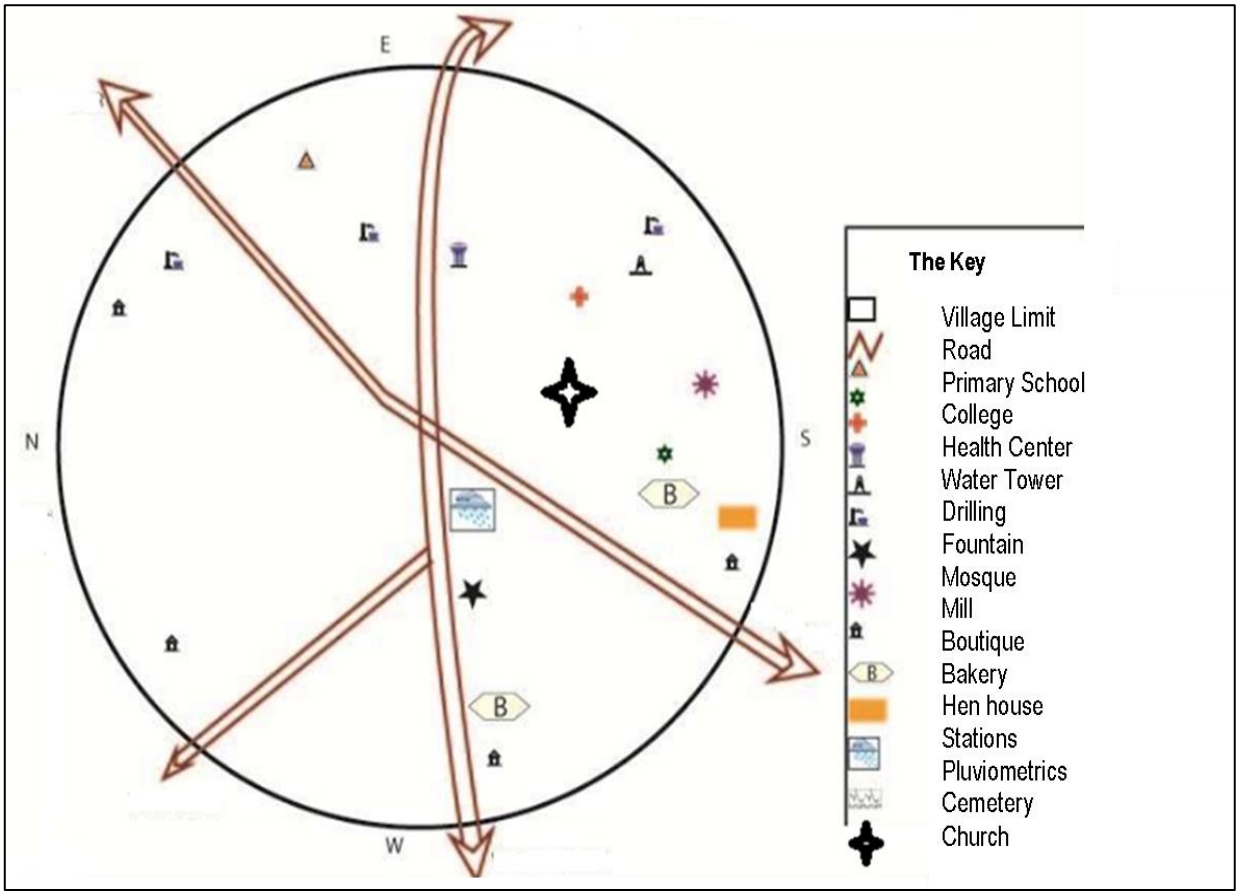


Figure 16: The Social Map of a Village

- The Resource Map

The resource map is a tool for acquiring knowledge about a given community and its resource base. It makes it possible to appreciate the resources of the territory and the way in which they are perceived locally. It can thus include water points and sources, agricultural soils (crop varieties and location), agro-ecological zones (soils, slopes, altitudes), forest land, pasture land, shops, markets.

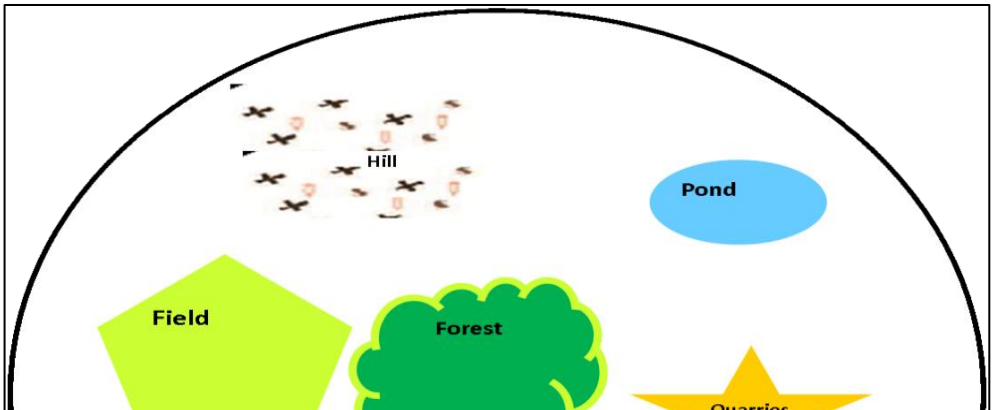
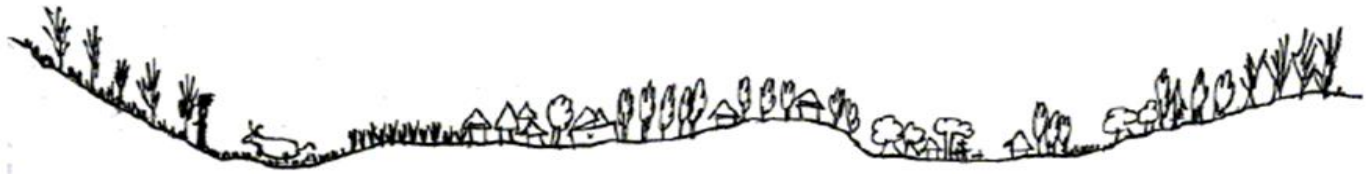


Figure 17: The village resource map

- The transect

The transect is a cross section of a space. It is more suitable for areas that are not large. It is a device for observing the land or the representation of a space, along a linear path and along the vertical dimension, intended to highlight a superposition, a spatial succession or relationships between phenomena. It makes it possible to study the areas of a territory in order to identify and analyze, the contrasts, changes, conditions and physical features such as soils, trees and streams in the environment of the territory. So, after choosing a route, researchers and communities discuss what they find (soil, forestry, livestock, rivers, crops, inhabitants, etc.

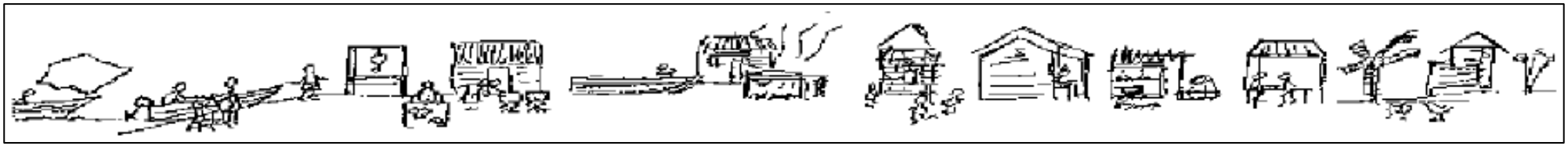


Zone	Hills	Paddy Field	Road	Kitchen garden	Mango trees, orchard farm	Habitat ,mango trees	Farms,Cemetery,bao babs and other trees	Other trees	Rice and farms mango trees	Hills
Soils	Rocky and in slope	In Clay	grave ry	sandy	In Clay and sandy and in clay	In clay and Sandy	In clay and sandy	In clay and sandy	In clay and snady	Rocky and in slop(Red Stones)
The use of soils	Fire woods collection	Rainy season pasture,cattle,cattle (Dry season), more and more kitchen gardens	Com munic ation	vegetables	Production for food and incomes	Habitat zone, fruit trees and medicinal plants	Groundnuts,maize and other cultures	Rice production	Rice production	Fire woods medicinal plants
Interventions		Gover								
problems										

Figure 3 : The Transect

For a good transect, it is important to operate the following process:

- Identify a group that knows the territory well;
- Determine the direction allowing to see the territory and its surroundings diagonally, to cover the most ecological zones;
- Walk with the populations, start with the limits of the territory;
- Interview the populations and note the information then summarize it;
- Identify the main areas (rivers, villages, fields, etc.), types of soil, their use, opportunities, constraints, strategies.



ACTIVITIES

1. The boat of fishing leave every evening around 5-6 hours and come back every morning around 6-7 hours .The small boat fish during the nights and take then the following day	2. on the coast, from 7 up to 9 hours: the fish are out of the fishing nets, they are selected and counted. The price of fresh fish of more than 2kg is negotiated with, intermediated the fish is weighed	3. the whole day prepare of food for fishers and other workers the evening sale of clothes	4. the whole day repairing the oats with using wood and repairing of fishing nets	5. the afternoon and the evening (sometimes) The fish is kept either by smoking it or by making it salty	6. the whole day the young kids play and the young adults (150) attend the basic school	7. from hours of morning women peel cassava and make chips, sell the fresh vegetable and they make journeys	8. the afternoon and the evening men and women talk, play the social games evening and Saturday they watch videos	9. in the village we find hens goats , ducks there is everywhere wastes the women grow the cassava on the lands without owner
1. 60 fishing boats with 30 engines. The sail clothes are the black plastic sheet. 150 boats at the high season. Around 40 owners among whom 8 women, 1 man has got 4 fishing boats having engines. The least rich uses the small boats	2. Buyers: everyday one boat having refrigerator is from the continent to buy fish. Equipment to clean the water hyacinth (wheelbarrow)	3. 11 restaurants (properties: women) 11 bars (propriety: 9 women, 2 couples) 13 hotels (property: 11 men, 2 women). 2 pensions (propriety: men) Wearshop (propriety: woman)	4. 1 fishing boat repairer (man) 1 dyer (man) 2 tailors-dress designers (women).	5. 11 smoking-rooms (propriety 8 men 3 women) 5 people smoking fish (men) 2 to 3 dry and make fish salty	6. 1 mosque 1 catholic church 2 protestant churches	7 11 shops (run by women, propriety: me except 1) 1 health center (run by a man) 2 clinics (run by men) 1 traditional midwife.	8. around 350 houses 800 inhabitants 10 houses in bricks with roof in iron sheets 1 house with solar panel 2 houses with resting rooms 6 village resting rooms.	9. Around 100 families of farmers some fishers rent the land to make agri-culture. 3 women owners of fishing boats make agriculture.

Figure 4 : Example of transect of the Village Fisher.

- Flow diagram

The flow diagram shows the exchanges between a given territory and its neighboring territories. These exchanges, which can be of various kinds, are important to study and consider in development planning.

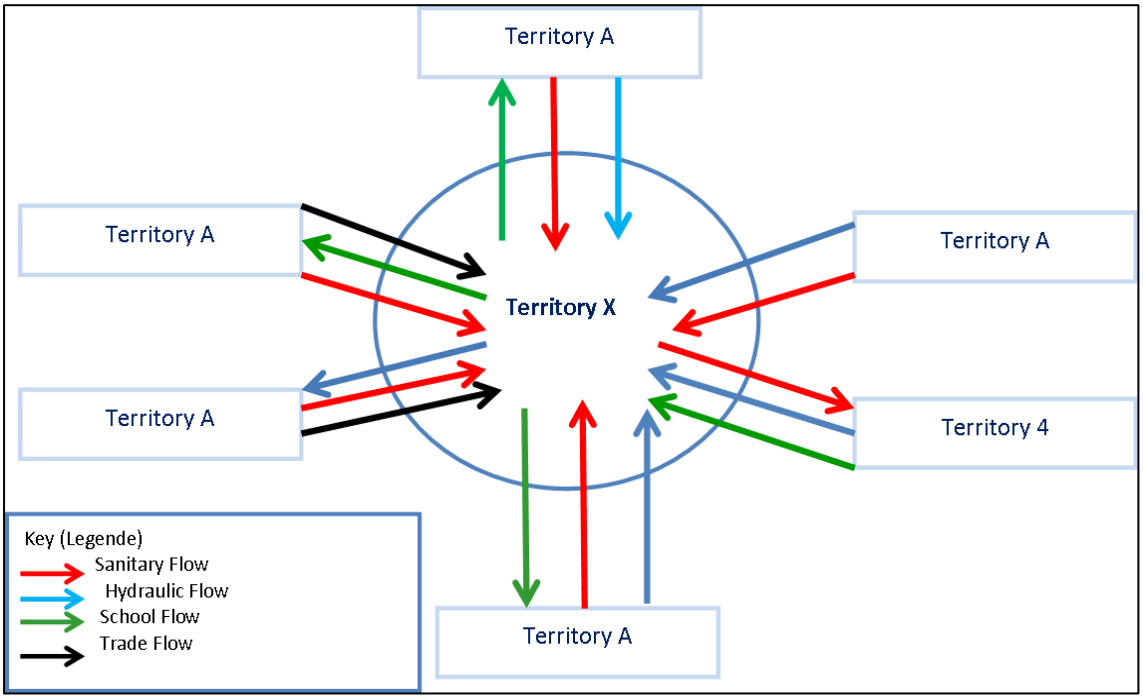


Figure 20: The flow diagram

3.1.2.2 Study of information on the thematic or problematic

This information concerns the problem studied, the policies and strategies implemented at international, national and local levels to deal with this problem, the contextual report, etc. They are generally obtained by consulting databases, indicators linked for example to health, education, employment, etc., but also by studying capitalization reports and various works documentaries.

3.1.2.3 Study of development experiences

This is information relating to the various interventions (donors and technical and financial partners) in the territory, to the different grass-roots community organizations existing there, to the different development projects implemented in the territory, etc. The Venn diagram is a tool for getting this information. It allows to graphically represent the positioning of the development actors who intervene or who can intervene on the problematic at the basis of the diagnosis.

Thus, the activities of each category of actors are studied and related to the problem studied.

Through this study, the foundations for good stakeholder mapping are laid for the future implementation of the project or program.

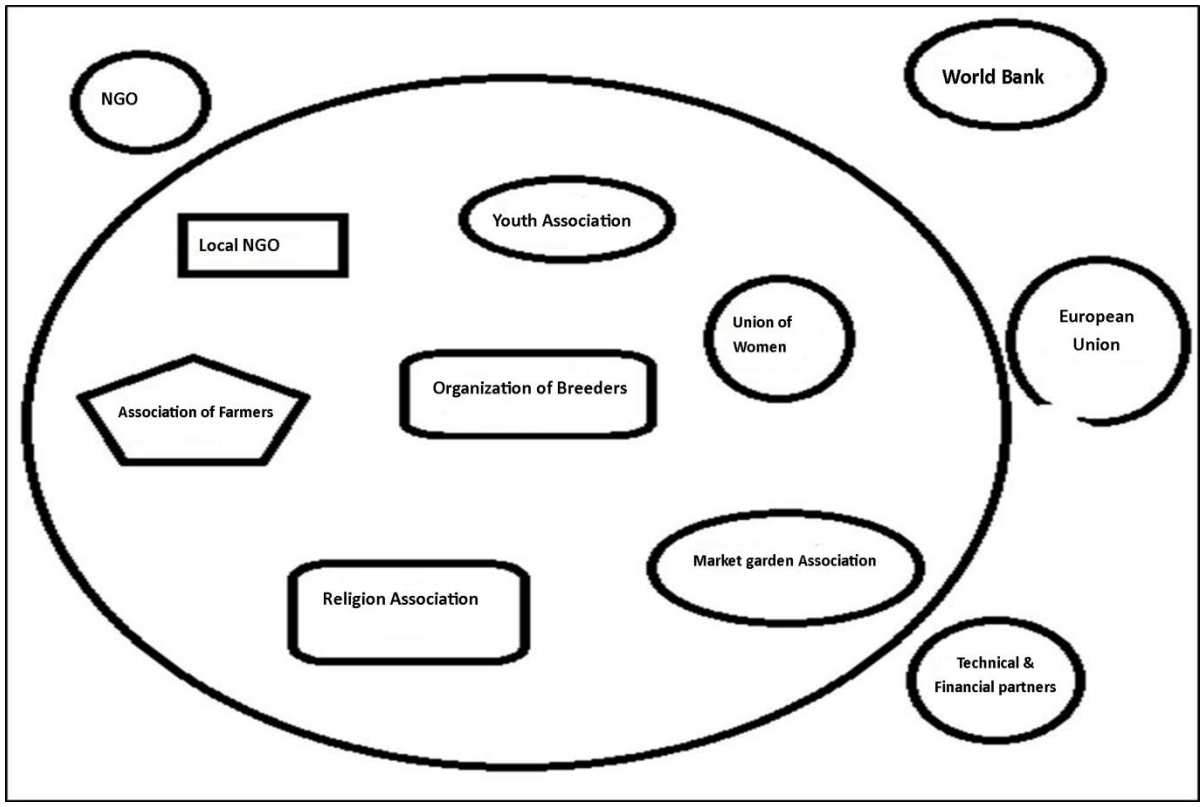


Figure 21: The example of a Venn diagram

3.1.2.4 Organizational diagnosis

The organizational diagnosis relates rather to the organization of the area to be studied, according to the problem underlying the intervention and to the ideas of the project or program that could help to solve the problems or satisfy the needs.

The organizational diagnosis studies the internal environment and the external environment. Generally, SWOT analysis (Stregnth Weakness Opportunity Threat) and PESTEL analysis (Political, Economic, Sociological, Technological, Ecological, Legal) are carried out.

SWOT analysis, also called SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is very often used as part of scoping activities. It highlights the strengths and weaknesses of a structure or organization (internal environment) and the opportunities and threats offered by the external environment.

Table 9: SWOT Tool

Strength	Weaknesses
Opportunities	Threats

PESTEL analysis is also widely used in diagnostics. It is an approach that gives the possibility of determining the impacts and influences that macro environmental factors can have on an organization or structure.

3.1.3 Analysis of problems or needs

Problem analysis is an important phase in the "identification" stage. It corresponds to the definition of the nature, the extent, the causes and consequences of the problem that the project seeks to resolve, in order to arrive at a good intervention strategy that can guarantee a lasting solution. It therefore makes it possible to properly identify and characterize the negative aspects of an existing situation and to grasp the "cause and effect" relationship between identified problems. This cause and effect relationship is necessary to establish in order to rationally formulate tactics and an effective theory of change. Within the BOPE, problem analysis is carried out in a participatory and inclusive manner with all stakeholders, partners and communities.

The philosophy of problem analysis takes into account that often a problem can have several causes or arise from several factors. It therefore rarely has a single source and unique social and economic causes, always situated in a much broader framework than that of its immediate field of impact. It may be due to existing constraints at national level, such as a restrictive legal system. It may be the result of the institutional functioning, for example, of the modalities of access to services excluding certain population groups. Finally, the problem can originate in households and communities, such as the exclusion of certain family or community members from the decision-making process. A problem cannot therefore be dealt with outside the global context in which it is registered. It should be examined at all the levels (macro intermediate, of the land) by highlighting their interdependences and the interactions on the concerned stakeholders.

Different tools generally allow the problem analysis, they are mainly two :

- A Problem Tree and the problems analysis table
- A Problem Tree is presented as follows:

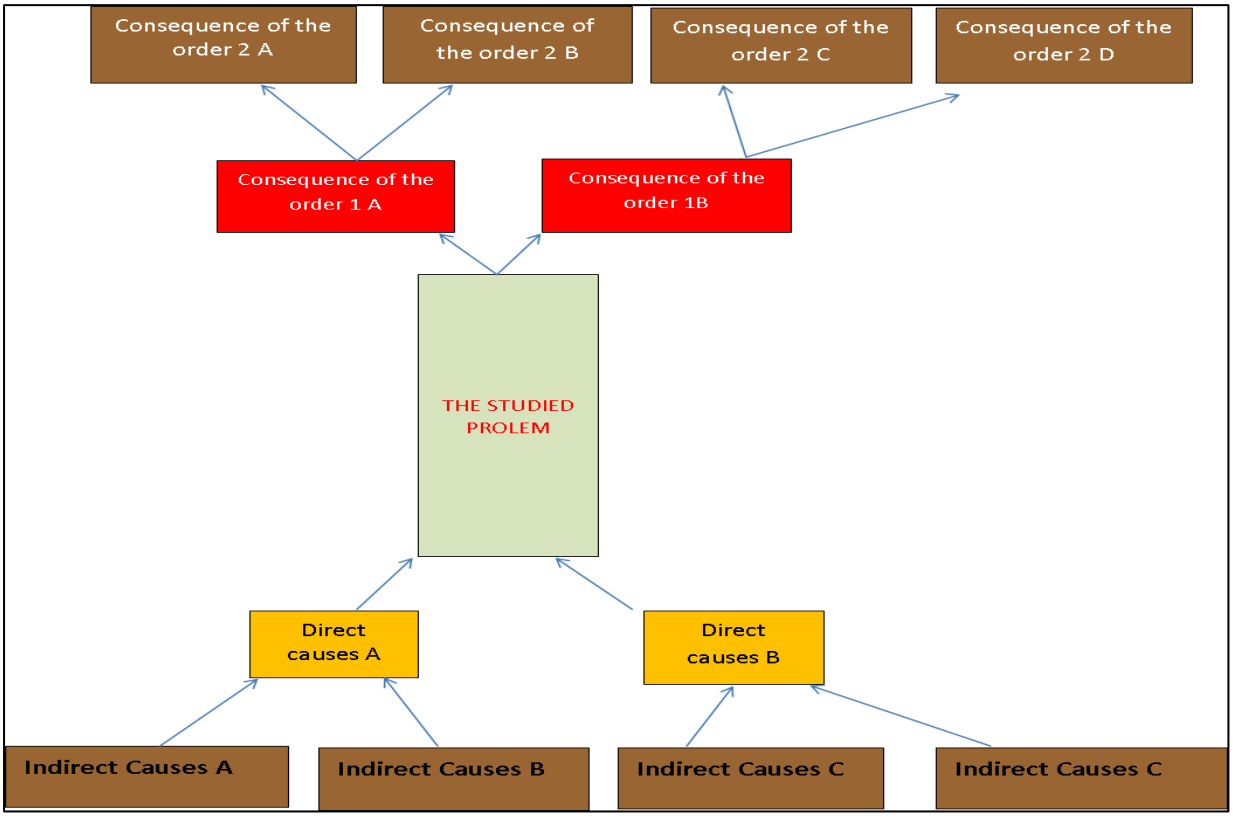


Figure 22: The example of a Problem Tree

To make a good analysis of the problems, the following procedure is advised:

- Make a clear and concise statement of the problem studied. It is the trunk of the tree;
- List the different possible causes of the problem (primary causes and secondary causes). They are the roots of the problem and are placed on the roots of the tree;
- Identify its consequences (branches) and its side effects (ramifications);

In addition to the problem tree, it is also possible to use the problem analysis table which allows, for each identified problem, an in-depth study to determine the causes and effects, as well as the possible actions to overcome them, while reflecting on the resources essential to their implementation. The table looks like this.

Table 10: Problem Analysis Table

Problems	Causes	Consequences	Strength/Possibilities of Resolution	Important Factors /Ressources

3.1.4 Stakeholder Analysis

Stakeholders are all the actors who are actively or passively concerned by the implementation of a project. Stakeholders are analyzed mainly according to their interests (which can be affected positively or negatively) and their capacity to cause harm in the conduct of the project. Stakeholder analysis allows you to synthesize and summarize information on all of the people, groups of people, organizations and institutions involved in one way or another with the project.

The analysis consists of first identifying all of the stakeholders, then studying their roles, responsibilities, interests and their ability to participate in or slow down the project. It then consists of estimating the degree of collaboration or potential friction between the different parties.

Based on these criteria, three categories of stakeholders are defined:

- Primary stakeholders directly affected (target audience, beneficiaries);
- Secondary stakeholders indirectly affected;
- Key stakeholders actively involved in the decision and management of the project: the partners.

The degree of interest of a stakeholder is conditioned by the importance of the stake.

Table 1 : Example of the table of the stakeholders 'analysis

Actor	Type of Actor	Characteristics	Expectations/ interests	Capacity of nuisance	Position in action/ Tool	Nature relationship with other actors

In the implementation of a project, we can identify different categories of actors.

Institutional actors: These are mainly administrative authorities (ministerial authorities, territorial authorities, governors, municipal administrators, heads of hills, etc.), decentralized authorities (Mayor, local elected representatives, etc.), neighborhood delegates, village chiefs, etc.

Technical actors: these are generally decentralized services, development agencies, consular chambers (chamber of trades, chamber of commerce, etc.).

Social actors: these are mainly Basic Community Organizations (BCOs), civil society organizations, social movements, thematic organizations, communities, social leaders, public figures, consultation frameworks, Strategic social groups, etc.

Technical and financial partners (TFP): they provide technical expertise and financial support to support the completion of a project.

3.1.5 Participatory restitution of diagnostic results

After all of this information has been collected through the PRA process, the last step is the participatory feedback of the results of the analysis. Now is the time to go back to the communities to restore the information collected and possibly correct certain aspects of the information collected. It is also a time to promote the appropriation of the future project to be implemented and the solidity of the results of the diagnosis. Restitution is therefore important and must be done in front of all the actors who participated in the process. This approach makes it possible to confirm the results of the diagnosis or to improve them or go further, with more complete explanations.

Overall, the identification step corresponds to the search for answers to different orders of questions such as the following.

- What is happening in the community, zone or territory concerned?
- What is the problem or the need?
- What are the characteristics of this problem that the project seeks to solve, or of this need that it seeks to satisfy?
- Who are the people concerned?
- Who should be the partners (stakeholders, resource persons, etc.) in the implementation and what is the degree of responsibility of each partner?
- What can hinder or jeopardize the implementation of the project?

The restitution step allows you to see if the answers to these questions, obtained as part of the identification, are correct and are shared by the actors who participated in the process. If the restitution is well executed and the results validated, the BOPE then goes to a higher stage: strategic planning, also called strategic design.

3.2 Strategic planning

It is the design and formulation phase of the project or program to be implemented to take charge of the problem, satisfy the felt need or solve the identified problem.

3.2.1 General information on strategic planning within the BOPE

Strategic planning is the stage in which the BOPE designs and describes how the project or program to be implemented will act. It is thus of capital importance, because it carries the project or program to be executed and draws its methodology and its means of action to arrive at the variation of a series of objectives and expected results.

Strategic planning is thus the conception, the elaboration and the development of a strategy and a methodology for the implementation of a set of actions composing a project or a program, with a view to achieving a change on the basis of the results of a diagnosis and an in-depth analysis of the reference situation. It thus makes it possible to project into the future the actions of the projects and programs to be implemented and to apprehend and estimate the repercussions of these actions in the immediate future, in the medium term and in the long term. Overall, strategic planning defines the desired future on the basis of multidimensional questions of the present, and defines the ways and means to achieve this desired future, on schedule.

Thus defined, strategic planning appears as a process of continuous and dynamic reflection, taking into account the reference situation, being able to adapt to the possible evaluation of this reference situation, and allowing decision-making and implementation actions ensuring the desired change. This is the choice of strategy options based on a situational diagnosis, an analysis of problems or needs, a stakeholder analysis.

Relative to its guiding principles, the BOPE conducts its strategic planning following a participative, collaborative and inclusive approach, taking into account its quality assurance approach, with assumptions, identification and risk management. The identification of hypotheses is indeed a guarantee of the success of strategic planning, as well as risk management. Moreover, through the risk management strategies, the BOPE strives to measure all the risks likely to appear during the implementation of the project and to integrate a policy of management, through the " developing a contingency plan or taking mitigation measures. All of these measures are considered in strategic planning. Consideration of quality factors at entry is also an obligation. Overall, the strategic planning process is thus schematized.

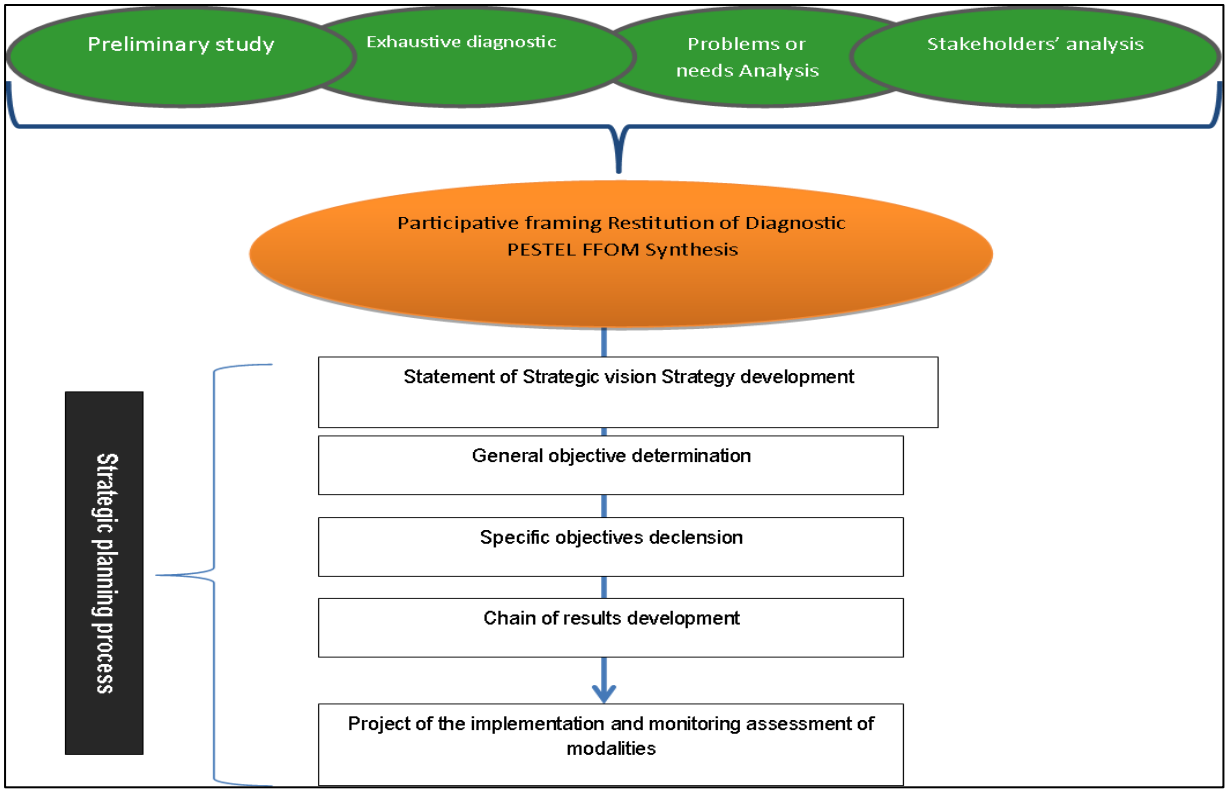


Figure 23: Strategic planning processes

3.2.2 The strategic planning process

The strategic planning process is made up of different stages, allowing the Agency to effectively identify the inner workings of strategic design or the formulation of Agency projects and programs.

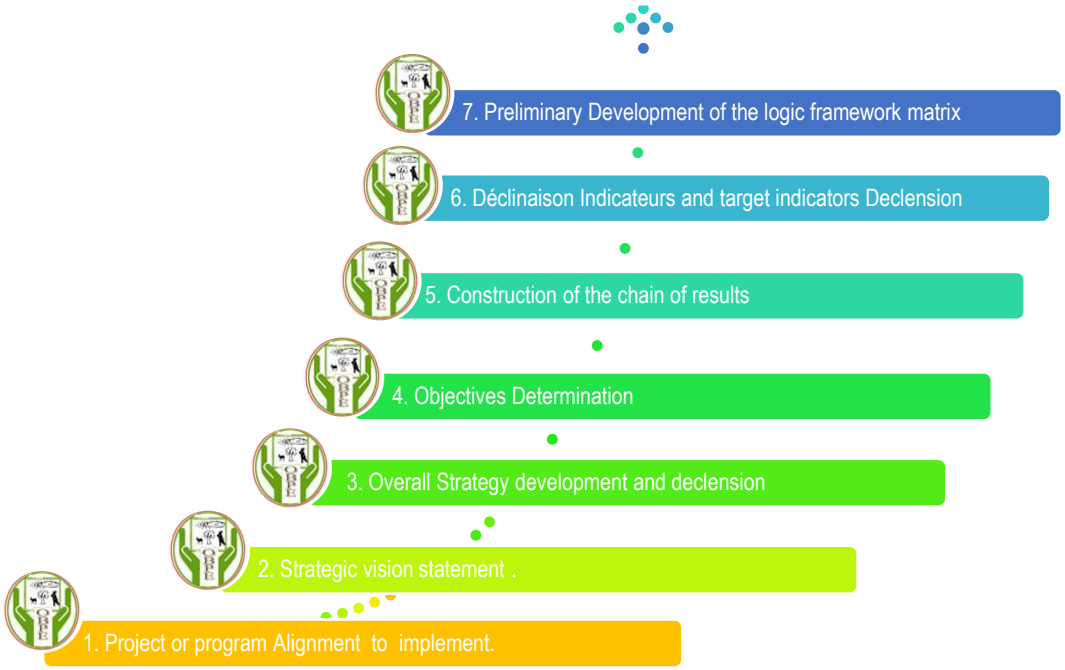


Figure 24 : Strategic planning processes

3.2.2.1 Project alignment

Aligning the project or program to be implemented is the first step in the strategic planning process.

In the sense of the BOPE, aligning a project or a program means putting it within the overall framework of the national development strategy, but also of the development strategies of the provinces and the communes, and of sub regional standards, conventions and agreements, regional and international agreements to which the Republic of Burundi has subscribed.

Aligning a project or program to be implemented also means aligning it with the point of view and priorities of technical and financial partners, donors , in terms of sector (for example, health and education) and approach (for example, environmental protection and promotion of democracy).

Aligning a project or program also means aligning it with the principles and values that underpin the Office.

In the alignment stage of the project or program, it is therefore a question of replacing the project or program to be implemented in an overall development strategy. This is a quality factor, but also a guarantee that the project to be implemented allows or contributes to the achievement of a national development objective or to the handling of an international problem.

3.2.2.2 Statement of the strategic vision

The strategic vision or the vision of the desired future announces the intentions of the project, that is to say what the project hopes to bring about as ultimate change. She imagines the future and significantly influences the planning of project or program activities. It is placed upstream of the planning process and corresponds to the pictorial representation of what the project hopes to achieve in the long term. In other words, it is a declared description to which the ultimate values and goals are attached.

Developing a strategic vision thus facilitates the determination of strategic directions, based on critical issues and objectives to be achieved in the long term. The strategic vision thus allows the declination of the chain of objectives in the short, medium and long term.

The vision thus makes it possible to justify the merits of operational decisions and to encourage the motivation of the stakeholders responsible for the implementation of the project. For these reasons, its formulation follows from the synthesis of the elements of the diagnosis and meets the SMART objectives presented below.

- **Specific:** the statement of the strategic vision must be precise and simple.
- **Measurable:** the vision must be able to be simply appreciated during the evaluation.
- **Ambitious:** the vision must be ambitious.
- **Realistic:** the vision must be realistic, but also relating to the activities of the project.
- **Time:** the vision must be part of a time horizon

Vision is a key element of the overall strategy. It gives it meaning and makes it easy to understand all the actions to be implemented.

3.2.2.3 Strategy development

The strategy corresponds to the global approach making it possible to determine the cardinal objectives of a project or a program, as well as the resources necessary for its implementation but also the intervention methodology that guarantees the greatest effectiveness and efficiency. This is generally the direction in which the project or program fits into the achievement of its vision. In other words, it makes it possible to transform vision into action. This strategy, which stems from an in-depth analysis of the global reference framework (which groups together the mission, vision, values, identification results), makes it possible to project onto operationalization and monitoring (systematization of processes, budget, implementation of the action plan, monitoring, etc.

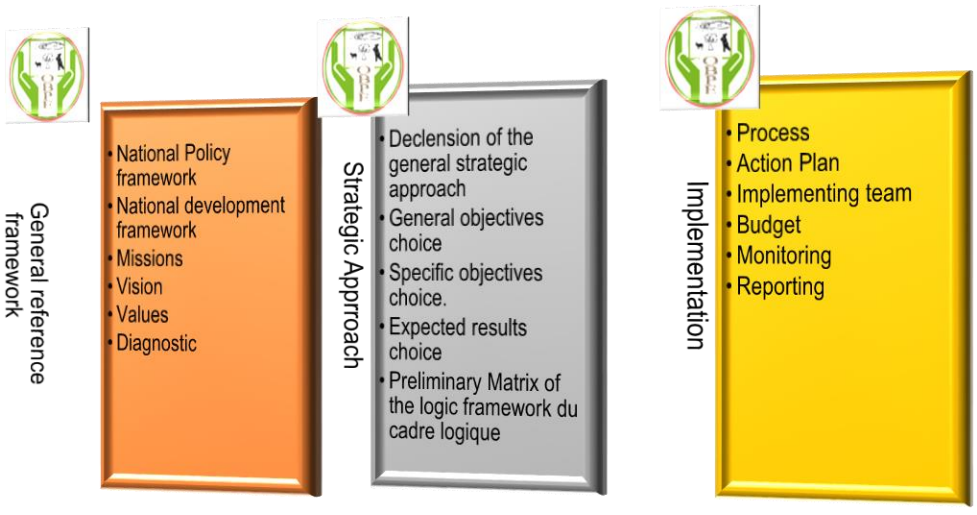


Figure 25: The overall Strategic Framework

3.2.2.4 Determination of objectives

Based on the overall strategy, the objectives of the project or program are determined. Two categories of objectives are generally noted in a project: a general objective and specific objectives.

The general objective is the highest level objective in the hierarchy of the project logical framework. It expresses the very meaning of the project, that is to say what it actually wants to bring in the long term. Its achievement, which requires the effectiveness of various actions implemented in the project, is rather long term.

The specific objectives detail the general objective. They are much more precise and allow us to see the ways of achieving the general objective. Each specific objective targets a major determinant of the need or problem identified in the identification phase and thus contributes to reducing the importance of this problem or need. All the specific objectives put together therefore make it possible to achieve the general objective and the achievement of the general objective contributes to the realization of the vision. The specific objectives allow the construction of the results chain and the action plan.

In their formulation, the objectives obey the SMART rule like the vision. The BOPE attaches great importance to the definition of objectives, in a participatory and inclusive manner, with all the partners or stakeholders of the project concerned, this is to ensure broad adherence to the principles of the project, as well as to its operational modalities.

Generally, the goal tree is the tool used to define objectives well. It starts from the problem tree and offers the possibility of solving each noted cause of the problem or need. It is not about tackling the problem, but rather about its roots, through the implementation of activities. It is therefore a method that allows us to go back to the main cause of the problem or need noted by deepening the participatory reflection for a final settlement.

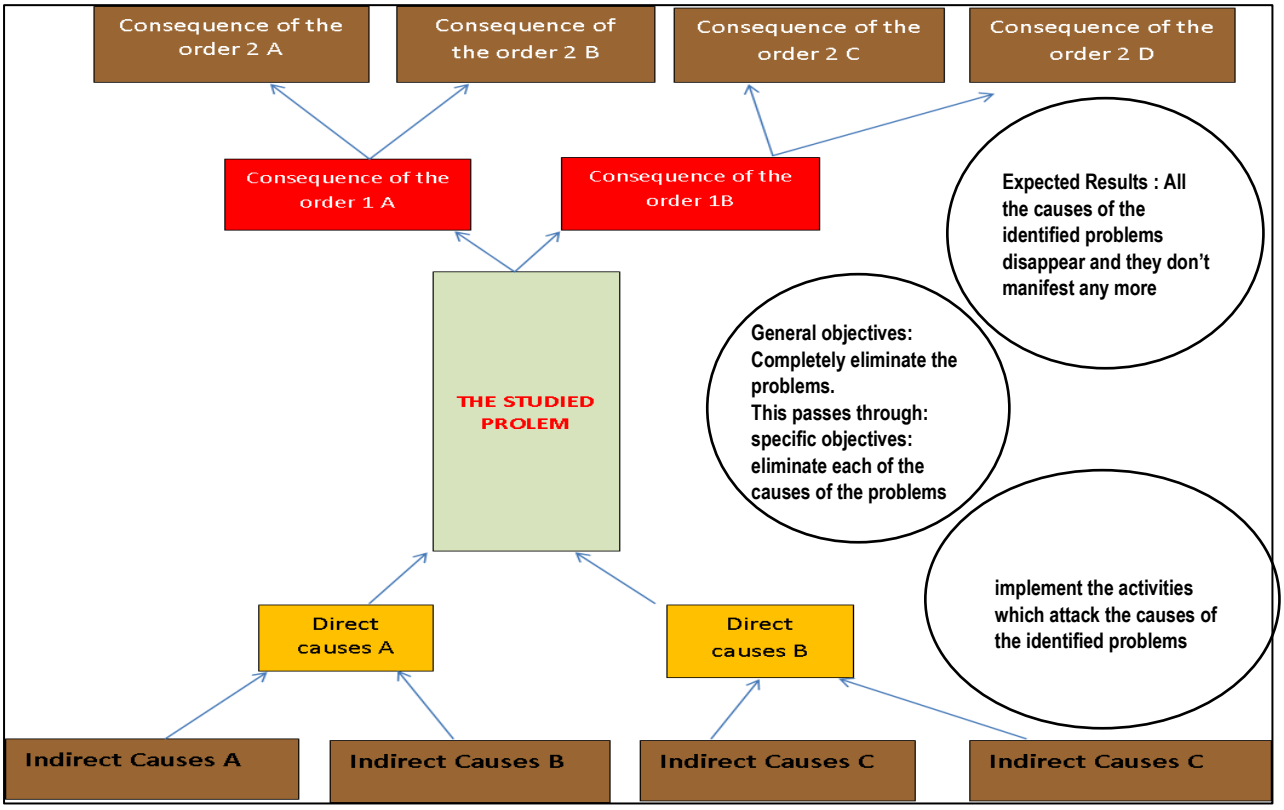


Figure 26: From the problem tree to the objective tree

The objective tree facilitates the implementation of the intervention strategy, through the breakdown of general and specific objectives as well as expected results. Through the objective tree, we project ourselves to the general and specific objectives revolving respectively around the complete elimination of the identified problems or the total satisfaction of the felt needs and the complete elimination of each of the causes of the problems or need.

Its construction, quite simple, obeys four stages.

- Resume the problem tree,
- Replace the problem with the objective,
- Replace the causes with the activities to be implemented to achieve this objective,
- Replace the consequences with the expected results of the project.

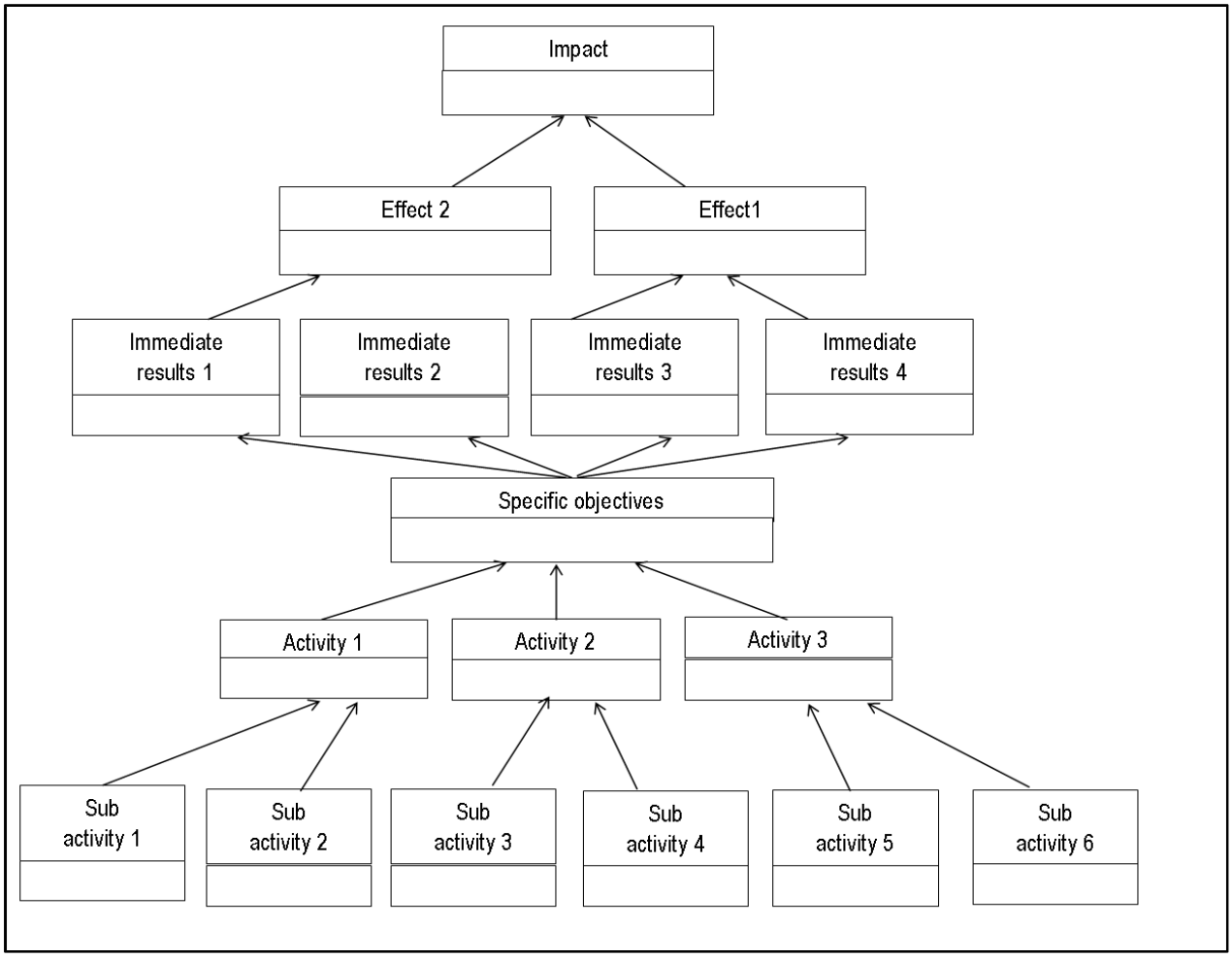


Figure 27: The Target Tree

As specified above, the achievement of specific objectives allows the achievement of the general objective, taking into account the assumptions. Thus, the activities implemented, contribute to achieving the specific objectives, which, taken together, make it possible to achieve the general objectives. We thus note a hierarchy of objectives presented below.

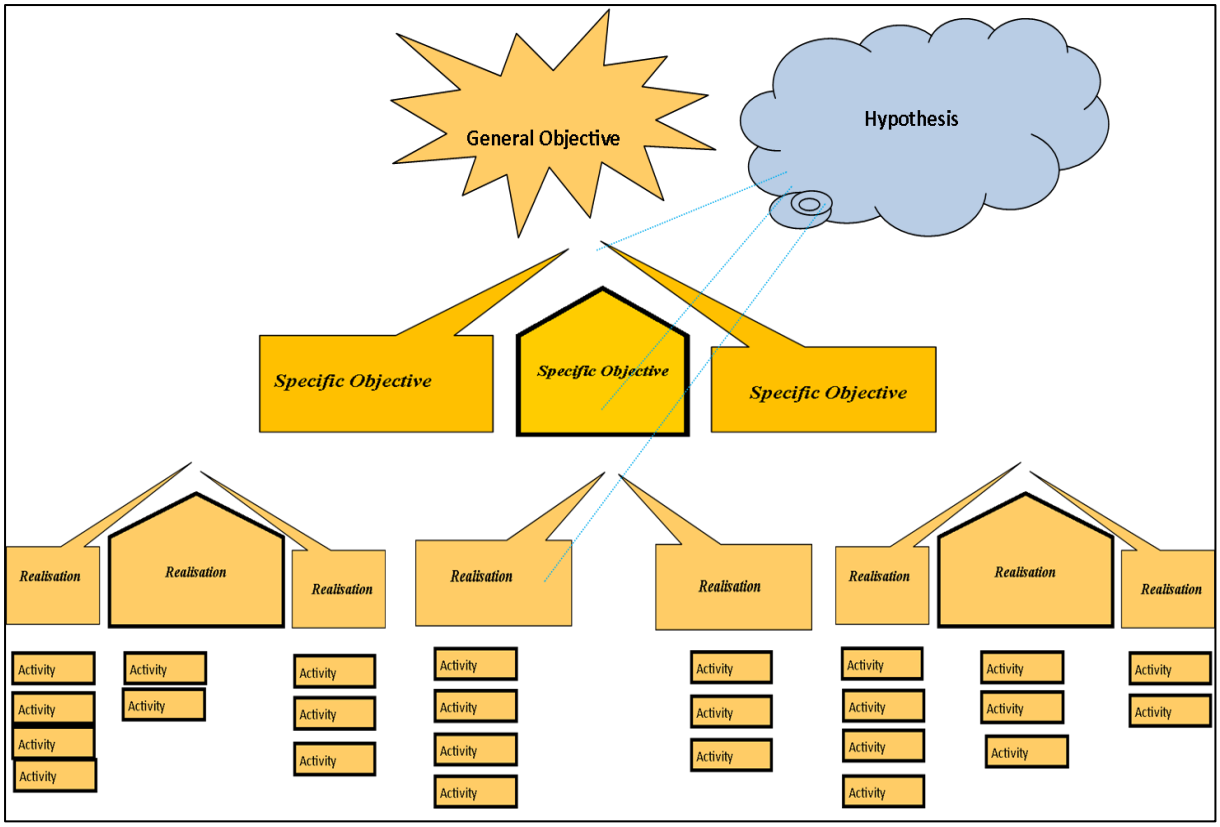


Figure 28: The hierarchy of objectives

The achievement of the general objectives thus follows from the achievement of the specific objectives which is exclusively due to the implementation of the action plan in which the various activities to be implemented are recorded.

3.2.2.5 Construction of the results chain.

The results chain is an essential tool for strategic management, the construction of which follows the logic of the formulation of objectives. The presentation by Claude and Bennett (1979) makes it possible to understand the logic of the results chain, from the human, financial and material resources used, to the achievement of the ultimately sought objective through the progress of the project or the program.

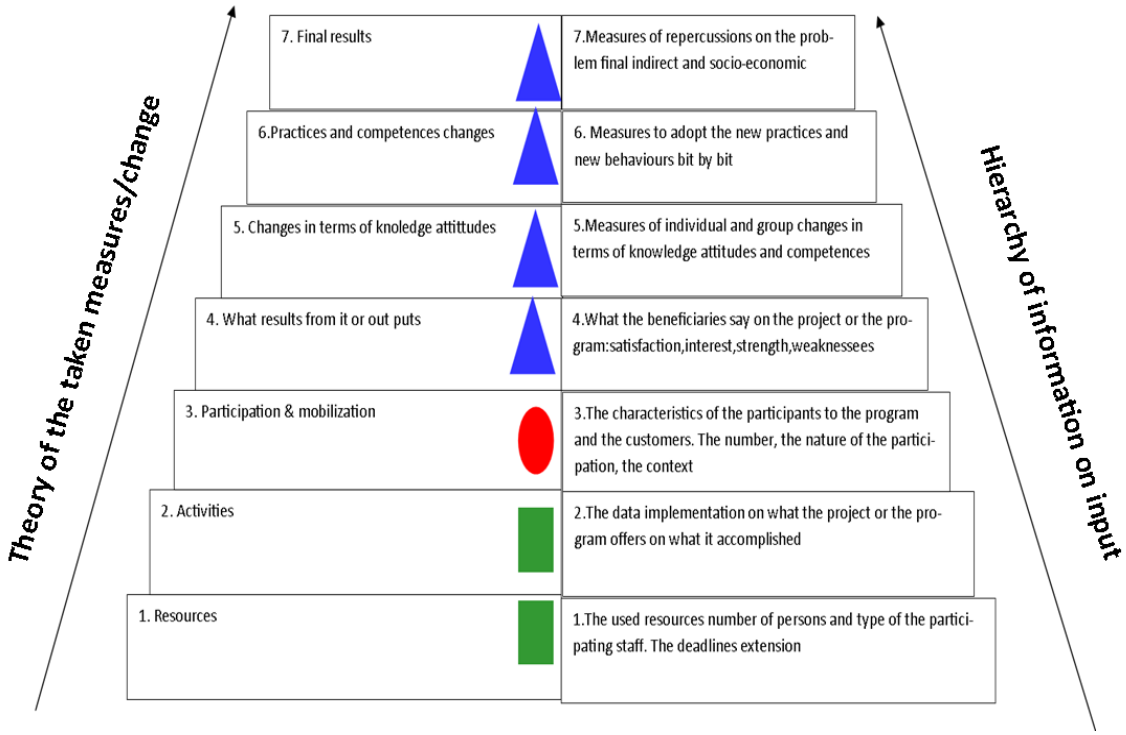


Figure 29: The logic of the results chain

Thus presented, it clearly appears that the results chain is the logical relationship between the means or resources of different orders used, the activities carried out with the beneficiaries, the products of these activities or even outputs, and the change process noted from the immediate results to long term results, passing through medium term results. Thus, we note that:

- The means, also called inputs, are the material, human and financial resources used to implement the activities with a view to achieving the objectives;
- Activities are the measures taken or tasks to be carried out to achieve the objectives;
- Outputs are the products immediately resulting from the implementation of activities;
- The immediate results are the short-term change that can be attributed to the noted outputs after the implementation of the activities. They are generally measured in terms of improvement, access, knowledge, etc.
- The medium-term results also called effects are the changes noted at the end of a project and which can be attributed to several immediate results. They are generally measured in terms of changes in conditions, behavior or practice;
- The long-term results or ultimate results also called impacts are the highest level of result that can be attributed to the implementation of a project. This is generally the reason why the project is implemented.

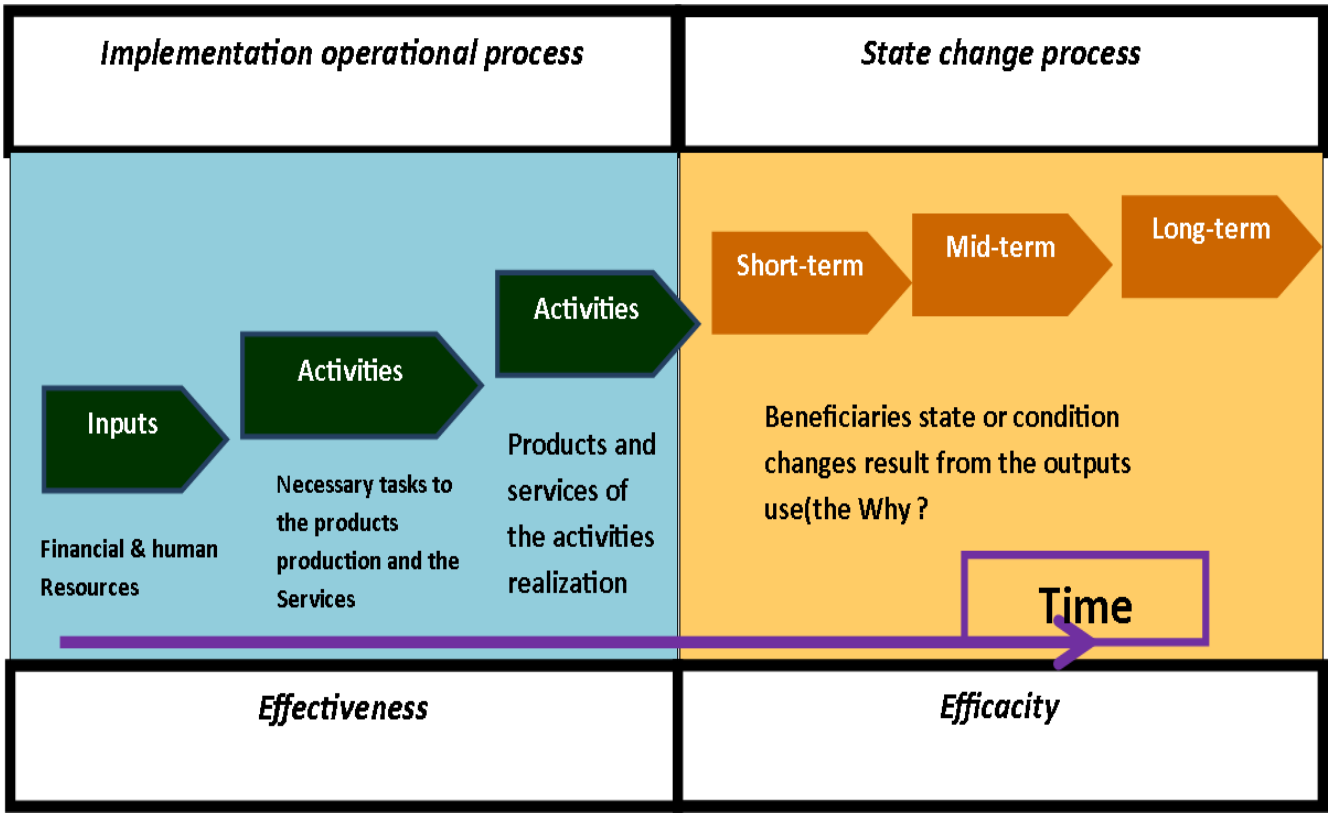


Figure 30: The results chain

Long-term change of state is the ultimate goal of projects and programs implemented by the Office with a view to sustainable development. For the BOPE, the projects implemented seek to achieve this lasting change, with certain long-term impacts. This is the principle of the effectiveness of the interventions.

The implementation is part of a logic of efficiency or less use of resources to achieve results. These results are assessed using indicators and target indicators.

3.2.2.6 Variation of indicators and target indicators

The identification of Objectively Verifiable Indicators (OVI) allows the inclusion of a project or program on a guideline relating to the expected results. An indicator is a navigation and decision-making aid. It corresponds to a concrete observation giving the possibility of appreciating a phenomenon qualitatively or quantitatively because of the data or information.

In performance-oriented project management logic, it is a question of identifying indicators, quantifying the objectives to be attained, in order to best frame the intervention logic of the project by considering a level of starting point which is the reference situation, and aiming for an expected level which is the target that we are trying to reach. To make the situation clear, the choice of an indicator obeys, in addition to the approach, a certain number of rules. Thus, an indicator must be "SMURF", that is to say:

- **Simple and specific**, in the sense that it must be defined in clear terms and must be able to be easily used by all stakeholders;
- **Measurable,** in the sense that it must make it possible to assess whether or not the results have been achieved, and the data necessary for its calculation must be available and accessible;
- **Useful**, because it must be able to lead to decision-making;
- **Realistic** because it must be attainable;
- **Flexible,** in the sense that it can be adapted or modified if it does not allow the expected information to be gathered.

A number of criteria must guide its development, the most important of which are listed below.

- **Adequacy and relevance criteria:** it is important to ensure, in a participatory drive, the relevance of the indicator to be chosen as well as its adequacy with the realities of the context.
- **Data availability criterion:** it is important to ensure that the data is available and accessible.
- **Reliability and verification criteria:** it is necessary that the indicator is reliable and objectively verifiable, that is to say that it must be sincere and exact and the source of verification must be accessible. The concept of "objectively verifiable" leaves no room for manipulation tending to manipulate the results of monitoring and evaluation. This allows the results obtained in the performance evaluation of the project or program concerned to be credited.
- **Criterion of impartiality:** it is important to operate neutrally in the definition of indicators. It is after collecting the data that the data relating to the indicator can be interpreted or evaluated.

Example: Instead of formulating the indicator as "reduction of greenhouse gas emissions" as follows, formulate it as "level of greenhouse gas emissions".

- Criterion of adequacy in relation to the objectives and results of the project: It is important to make sure that the indicator effectively makes it possible to judge the achievement of the results or objectives of the project.

A target indicator corresponds to the result actually expected. It is also called the expected result. It is the point or degree of accomplishment that the intervention actually seeks to achieve in the period considered, considering the starting point. (See annex 1).

The formulation of indicators and target indicators follows a conventional method which helps to build reliable indicators and targets.

Table 11: Indicator and target formulation

IOV	Rule	Variable Word	+	Specific objectives
	Example	Number of persons	+	Benefit from Training
Target-Indicator or Expected Result	Rule	Expected Results	+	Specific Objective
	Example	At least 125 persons	+	Benefit from Training

The preliminary development of the logical framework can thus be done after the process leading to the formulation of indicators and targets.

3.2.2.7 Preliminary development of the logical framework matrix

The logical framework is the main document for planning the activities of a project or program. It is a standard tool which synthesizes in a table the key information of a project or a program (objectives, results, activities, hypotheses, risks, programming, resources, etc.). It gives the possibility of comparing, already on paper, the consistency between different levels of results, taking the highest objective as a point of reference.

To develop the logical framework, the following questions arise.

- What is the goal sought through the project or program?
- What are the expected results of the project or program to be implemented?
- What are the risks the occurrence of which could jeopardize the achievement of expected results?
- What are the assumptions?
- How should the expected results be measured?
- How to assess the achievement of results?

The answers to these questions provide the elements necessary for good planning, good management of the process and for laying the groundwork for the evaluation of projects and programs. They also allow us to represent cause and effect relationships between activities, outputs and the results of an intervention.

The objective of the logical framework is thus to make it possible to clarify the logical links between the results of a program or project; to identify the indicators for the achievement of results, and to identify the external conditions which can influence the achievement of expected results.

In summary, the logical framework presents the elements that constitute the framework for implementing the activities, and which are:

- The general objective, the specific objectives
- The expected results
- Objectively verifiable indicators and means of verification
- The activities to be carried out to achieve these results
- The assumptions and risk factors the external factors on which the success of the intervention depends
- The means necessary to achieve the objectives and the cost of these means.

It will thus be completed in the operational planning phase. The presentation of the logical framework can evolve from one project to another, from one financial technical partner to another. It also depends on the size of the project.

Table 12: An example of a logical framework matrix

Strategic Axes	General Objectives	Specific Objectives	Activities	Basic Situation	Medium	performance Criteria	Hypothesis, risk factors, countermeasures
Axis 1			Activity 1				
			Activity 2				
			Activity 3				
Axis 2			Activity 4				
			Activity 5				
			Activity 6				
Axis 3			Activity 7				
			Activity 8				
			Activity 9				

3.3 Operational planning

Operational planning is the art of planning a project to make it executable and controllable. It is for a project, the process by which, periodically (the operational plan can cover the duration of the project or be done annually), its priorities and objectives are translated into concrete and effective operational activities. It specifies the plans and priorities for the exercise, as well as the resources required to carry it out. It corresponds to the planning of the effective implementation of the project activities and therefore takes care of all that is necessary for the effective realization of the planning. More concretely, operational planning corresponds to the preparation of the action, based on specific objectives. It is specifically about the distribution of tasks, the definition of deadlines, means of implementation and measures of evaluation and control. For the BOPE, doing operational planning for a project or program corresponds to questions, the answers to which will guide the choices. It is a question of asking the following questions.

- What are the activities to be implemented to achieve the specific objectives?
- When to implement these activities?
- With whom to implement these activities?
- Where to implement these activities?
- How will the progress of activities and the achievement of objectives be measured?
- What resources are needed?
- What activities will be carried out to achieve these results? Do these results really contribute to the objectives of higher ranks?

To achieve this operational planning process, there is a particular approach that can guarantee effectiveness and efficiency, which consists of respecting a certain number of principles.

3.3.1 Principles to be observed in operational planning

The guiding principles are those which guide and frame the operational planning process. The BOPE, in planning the execution of activities, closely monitors compliance with a number of principles, particularly three of which are listed below: the principle of consistency, the principle of optimal temporality and the principle of partnership.

3.3.1.1 Principle of consistency

This is the principle of making specific objectives and activities consistent. This principle states that the activities to be implemented effectively contribute to the achievement of specific objectives and therefore of the general objective. In the name of this principle, it is thus impossible to foresee in planning activities that do not fall within the logic of specific objectives.

3.3.1.2 Principle of optimal temporality

The choice of the right moment and the respect of deadlines are for the Office, requirements, in front of the imperative of efficiency and lasting impact which animates the conduct of projects and programs. For this reason, the principle of temporality is to be considered in operational planning, especially if we consider that a project or a program is executed in a predefined duration, but also mobilizes beneficiaries and stakeholders who also have an agenda and own activities. To avoid any shortcomings and any deviations related to the programming, the planned activities are programmed, except in particular cases , in a participatory manner, and must be held on a fixed date. Operational planning must therefore incorporate good time planning that ensures the implementation of activities in the best conditions and on time.

3.3.1.3 Principle of partnership

The partnership principle makes it possible to ensure, throughout the planning activity, the appropriation by the various stakeholders of activities. It thus ensures a participatory approach which unites all categories of actors in a single impetus and therefore promotes the good performance of activities, with the assurance of the participation of all stakeholders.

In order to respect all these principles in the perspective of good operational planning, it is necessary to consider several aspects globally in the operational planning exercise.

3.3.2 Operational planning aspects

Planning the implementation of the chronogram of activities requires taking into account various determinants which guarantee effectiveness in the process. This is especially financial and human resources and the quality approach.

Regarding the aspects relating to financial resources, it is fundamental to promote good financial planning, defining the feasibility of activities and the viability of the project.

With regard to human resources, given the imperative to consider that the tasks and responsibilities within the framework of the implementation of activities must be carried out in an appropriate manner by the managers and actors involved, it is fundamental in planning operational, to define the different tasks and responsibilities assigned to the project unit or to stakeholders, but also to very clearly describe the decision-making mechanisms and hierarchical relationships, in particular through very clearly developed terms of reference and defined communication procedures. It is also important to systematize the development of activity plans per person.

For the quality approach, in operational planning, it is important to ensure that the quality requirements at entry are considered and clearly formulated.

If all these prerequisites are set, the planning process can be set in motion, which will make it possible to have good programming for an effective execution of the project or program.

3.3.3 Operational planning process

For an activity to be recognized, it must go through different filters. The operational planning process generally comprises eight (08) steps. It is schematized as below.

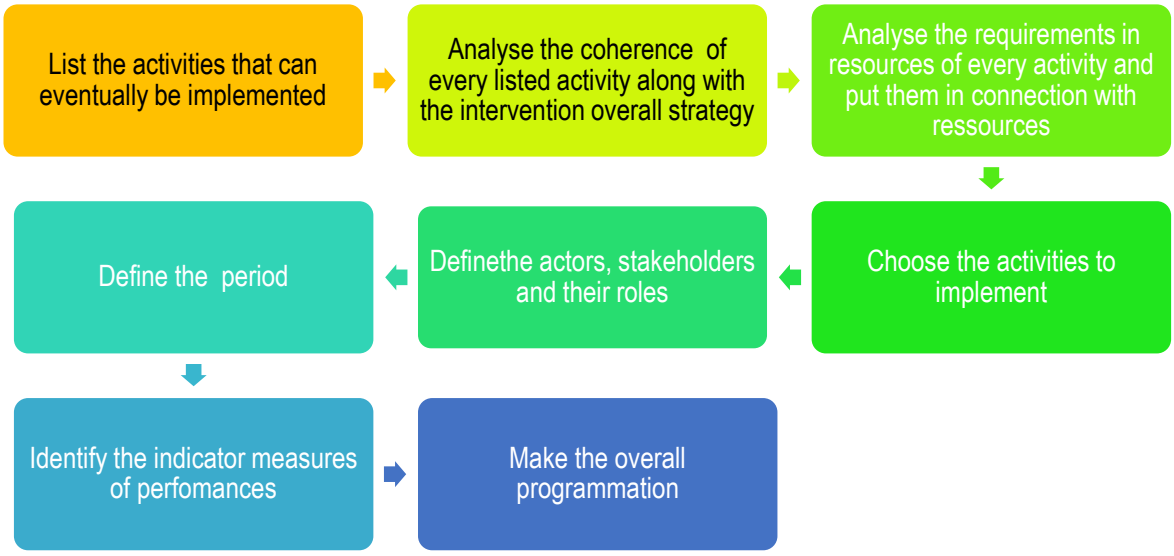


Figure 31: The participatory operational planning process

The listing of all possible activities to be implemented is done first, following brainstorming, or referring to the bibliography or history. This listing is about proposing a number of activities that can be implemented in the direction of specific objectives for achieving the expected results. Many possible activities are offered.

This first step is followed by the step of analyzing the consistency of each activity listed with the overall intervention strategy. This step ensures that the activities to be retained can address the causes of the problems identified. It clearly shows that the activities selected are consistent with the overall intervention strategy. It then follows the analysis of the resource requirements of each activity. The activities finally selected, because of their relevance and because they are bearable by the available financial resources, are then stabilized and considered.

Then, for each activity, the stakeholders and their roles and responsibilities are defined. The definition of the right period of execution is then made, which makes it possible to arrive at a general participative and optimal programming.

The penultimate step is made up of the means and tools for performance measurement. These are the indicators and target indicators. These indicators are also called output indicators and are obtained immediately after the activity. They are different from outcome indicators, effect indicators and impact indicators obtained in the short term, in the medium term and in the long term.

Programming is the last step in the operational planning process. It allows you to see, according to the determined periodicity (often annual), the logical sequence of activities. The best known tools are the Gantt chart, the Metra Potential Method (MPM) and the PERT method (Program Evaluation and Review Technique).

Programming also concerns activities relating to project monitoring, but also to context monitoring and risk management.

Figure32 : Example of Gantt Diagram for Quarterly programming

		April				May				June			
		S1	S2	S3	S4	S1	S2	S3	S4	S1	S2	S3	S4
General Objective:													
Specific Objective 1 :													
Expected Result 1 :													
Activities	actors												
Activities	x ; y ; z												
Activities 2	x												
Activities 3	a, x												
Activities 4	x, b, c												

Annual programming is generally done through the participatory development of an Annual Work Plan and Budget (AWPB), which is done after the approval of the annual budget / program of the project or program by the Steering Committee.

Throughout the implementation of activities, the BOPE works to organize and conduct its monitoring and evaluation policy, which is the fourth stage of the project cycle.

3.4 Monitoring and Evaluation

In this section, the general aspects of monitoring and evaluation and the descriptive analysis of the Office's monitoring and evaluation mechanism are presented.

3.4.1 General information on monitoring and evaluation

Monitoring and evaluation corresponds to the stage of the project cycle which gives the Office the possibility of ensuring that the activities are correctly carried out and that the project or program which is being carried out is on the right one trajectory for achieving the ultimate objective via the achievement of specific and general objectives. It is a signal to lead to the forecast and the development of corrective measures in case the project or program is not on the right path. It is therefore an essential step in the project cycle as it helps guide the implementation of activities towards effectiveness and efficiency.

As a result, for its day-to-day activities and for all the projects or programs that it implements, the Office sets up a monitoring and evaluation mechanism which ensures its assurance of accountability.

It is in fact the device that allows it to have a clear view on the conduct and management of actions and to facilitate decision-making, to report on the execution of results and the effects of the actions implemented, but also to see the degree of achievement of the objectives initially set, to capitalize and disseminate the results and effects. Ultimately, it makes it possible to judge the progress made towards objectives and results, to provide reliable and precise information to the various stakeholders.

To perform these functions, this step combines monitoring and evaluation.

3.4.1.1 Monitoring

Specifically, monitoring corresponds to a systemic and systematic process of collecting data and information, and analysis, for the continuous determination of progress made towards the objectives. Also called "process evaluation" or "formative evaluation", monitoring begins with the implementation of activities and continues over the entire period of execution. It may concern the resources to be used in the implementation of the project (monitoring of resources), the overall organization of the project (monitoring of the organizational structure), the achievements of the project (monitoring of achievements) and the overall environment (monitoring context).

It generally includes three major functions:

- **Informing about the conduct or piloting of the project:** throughout the implementation of the project activities, monitoring makes it possible to know the exact situation and to predict whether or not the targeted objectives will be reached and thus to consider taking of necessary measures.

- **Ensure the principle of accountability:** the responsibility for reporting to partners rests with those responsible for implementing projects. From this point of view, monitoring allows the collection of information used for the preparation of activity reports, project reports but also performance reports intended for partners (technical and financial partners, institutional partners, social partners, etc.).

- **Facilitate the capitalization of experience.**

In short, monitoring in the project cycle is what makes it possible to find the answer to the following question: Is the project or program we are leading on the right track to achieve the expected results, to achieve the objectives specific and general objectives? In practice, a distinction is made in the overall characteristics of monitoring, the process, the tools, the actors and the frequency.

Different tools are used in the monitoring process. Generally, we note the activity monitoring sheet and the project monitoring plan. Monitoring includes different actors, ranging from the project management unit to other stakeholders, especially those corresponding to members of monitoring committees or consultation frameworks. It also begins from the start of project implementation and continues for the duration of the activities.

3.4.1.2 Assessment

The evaluation corresponds to the assessment of the monitoring results, for a project or a program. It examines the results chain, processes, cause and effect relationships, to understand what has been achieved or not achieved. It thus makes it possible to determine the effectiveness, the efficiency, the relevance, the sustainability of the interventions. The conclusions and recommendations of an evaluation should be used to inform the decision-making processes of the project.

Depending on the period, the ex ante evaluation (carried out before the implementation of the project or program is distinguished, it provides the baseline situation), the mid-term evaluation (carried out during the implementation of the project , it allows to see the intermediate results and possibly to re-calibrate or readjust the project or program) and the final evaluation (or ex-post evaluation, carried out after the implementation of the project or program, it allows to measure the results achieved).

Depending on the actors who conduct it, there are the internal evaluation (carried out by BOPE agents who are not members of the project management unit concerned), the external evaluation (carried out by independent persons external to the BOPE) and self-assessment (carried out by the persons responsible for the implementation of the project concerned).

3.4.2 Description of the monitoring and evaluation mechanism within the BOPE

Within the BOPE, there is a unit responsible for planning, monitoring and evaluation and communication reporting directly to General Management. This unit is a central link in the Office's monitoring and evaluation mechanism, which enables it to best fulfill its responsibilities for accountability, steering actions and collecting and sharing information.

The system is thus made up globally of the central cell attached to General Management, but also of the monitoring and evaluation cells generally set up for specific projects and programs. The attributes and missions of the unit in charge of monitoring and evaluation are listed below:

- Develop and implement an BOPE monitoring-evaluation system;
- Contribute to the implementation of the manual of administrative and financial procedures of the BOPE;
- Keep the General Management of the BOPE informed on the development observed in the area of monitoring and evaluation;
- Capitalize on lessons learned and good practices from the implementation of BOPE programs and projects;
- Compile progress reports on BOPE activities (weekly, monthly, quarterly, semi-annually and annually);

The Office’s monitoring and evaluation mechanism thus carries out the collection, management, analysis and use of data and information on the project or program and its results.

In the same way, it is also responsible for measuring the performance of activities and projects (execution, efficiency and sustainability) in order to allow decision-making in real time to improve beneficiary satisfaction and capitalize on good experiences.

The objectives of the monitoring and evaluation system are as follows:

- Develop the tools and procedures that will allow the timely collection of information;
- Define the procedures for processing information;
- Identify the information necessary for monitoring and evaluation;
- Present and monitor the development of project or program indicators;
- Define the methods for disseminating the information processed (reports, website, brochure, etc.);
- Make available to decision-makers and various stakeholders, information enabling them to assess the performance of projects or programs;
- Propose necessary corrective measures with unfavorable results;
- Assess the efficiency and effectiveness of projects and programs.

Depending on the projects implemented, other institutional frameworks also participate in monitoring and evaluation. For most of the projects actually carried out, the Office sets up steering committees which are coordinating and monitoring bodies for all the activities of the projects and programs concerned. Thus, generally, the Office can be called upon to set up, for a project or a program:

- A national steering committee, made up of the supervisory ministry, other ministries involved in the activities, TFPs, civil society organizations, etc.
- A committee at the level of each province, directed by the Governor and comprising the technical services, the representatives of the beneficiaries, the PTF, etc.
- A committee at local level, including the authority administrative, local authorities, beneficiaries' representatives, etc.

These constituted structures thus participate in monitoring and evaluation. They play an active role in monitoring and are a forum for sharing, disseminating and validating the results of projects and programs.

In all cases, the results of monitoring and evaluation are recorded in the reports which are produced periodically by the parties concerned. The organization of the reporting system is presented below.

3.4.3 Organization of reporting within the BOPE

Reports are the tools by which the circulation of information, both on outputs and on short, medium and long term results induced by the project or program is ensured. They represent periodic reviews that allow you to see the progress of the project or program and its activities. They thus summarize the results of the monitoring and evaluation of the activities carried out within the framework of the implementation of projects and programs. Also called reporting, they allow the agents responsible for the implementation of projects and programs, but also the Office itself, to better monitor and ensure their accountability to better account for what they do.

Reports, in addition to the accountability tools they constitute, are also important communication tools that allow the results of the activities implemented to be presented on a large scale. There are several types of reports.

Depending on the projects or programs concerned, we can observe brief reports and narrative reports. Brief reports are simple technical reports that are easy to use. The narrative reports are thicker and more elaborate, with explanatory texts of the different results noted. In all cases, the reports are intended to give the right information about the project or program being executed.

Reports produced by the Office can have different purposes. We can indeed note information reports, analysis reports, recommendation reports, etc. Information reports are most often used to describe facts. Analysis reports are reports with a comparative approach which generally compares the current situation with the reference situation. Recommendation reports make recommendations for the smooth running or achievement of project and program results. The following table provides an overview of the components of each type of report.

Table 13: Components of reports by type

	Information Report	Analysis Report	Recommandation Report
Introductory Elements : Context, Object, planning	Yes	Yes	Yes
Fact Description	Yes	Yes	Yes
Analysis	No	Yes	Yes
Summary	Yes	Yes	Yes
Recommandations	No	No	Yes

Depending on the writing period, there are generally different types of reports: ad hoc or circumstantial reports and periodic reports.

Ad hoc reports are produced following ad hoc activities. One-off activities here refer to activities such as workshops, awareness sessions, training, reforestation activities, studies and resolution of complaints, actions of social or community mobilization, etc. For these activities, reports must be produced as soon as possible, by the agent or principal responsible, and transmitted to the hierarchical superior.
The delay generally does not exceed 72 hours.

Periodic reports are weekly reports, monthly reports, quarterly reports, semi-annual reports and annual reports. These reports constitute analysis and reflection documents which present, for a project or a program, the activities implemented the outputs, the results and the effects. They thus show the positive changes of state, that is to say the improvements in the conditions of being beneficiaries, relative to the objectives of the project or program concerned. The periodicity of the reports depends on the types and specificities of the projects or programs concerned.

Generally, on the basis of dashboards, these periodic monitoring reports analyze the indicators and make relevant recommendations based on the observations made. They are structured in two main parts in addition to the introduction and the conclusion.

3.5 Final evaluation, capitalization and dissemination

This is the last step in the project cycle. When a project comes to an end, the BOPE is obligatorily involved in its evaluation, to see if ultimately the results are achieved, and if the foundations for the sustainability of the achievements are put in place. After the final evaluation, the Office also capitalizes on and disseminates the results obtained.

3.5.1 Final evaluation

The final evaluation is defined by the OECD as a systematic and objective appraisal, from start to finish, of a fully implemented project or program, which provides credible and useful information allowing lessons to be integrated. Experience in the decision-making process of beneficiaries and donors.

Technically, through the final evaluation, the BOPE presents, for each project or program:

- The implementation methodology;
- The results achieved;
- The level of achievement of the objectives;
- Success factors;
- The constraints encountered;
- The taken procedures ;
- Recommendations for future projects or programs of this kind- etc.

In accordance with the collaborative approach that guides its actions, the Office ensures that the final evaluations are carried out according to a purely participatory approach, with the active involvement of beneficiaries and communities in its interventions. The evaluations therefore respect the principles of participation of the beneficiary communities, of stakeholder contribution (all the actors, stakeholders, administrative authorities, institutional authorities, territorial or local authorities, technical services, etc., are consulted in the evaluation), and sincerity (according to this principle, the evaluation must bring out the real results of the project or program).

The final assessment can be internal or external. It is internal when carried out by Office officials themselves. It is external when the Office uses an external service provider, such as a consulting firm, to do it.

In these two cases, the assessment is made on the basis of the assessment of the general results according to the following criteria: relevance, effectiveness, efficiency, impact, consistency, appropriation, durability. For each criterion, the assessors must answer different questions, the main ones of which are summarized as follows.

The criterion of relevance

Is the project or program implemented relevant to:

- National policy of development?
- At the PCDC?
- Sectoral policy?
- The SDGs?
- To the needs of the communities?

The efficiency criterion

- What are the main achievements of the project or program?

- What are the main lessons to be learned from the experience of the project or program?

- What is the noted level of achievement?

- To what extent have the results contributed to protecting the environment and reducing gender inequalities?
- What are the main constraints that the project faced and which hindered the achievement of certain results.

The efficiency criterion

- Was there a judicious and optimal use of financial, technical and human resources for the achievement of results?
- What are the management factors that contributed to or reduced the efficiency of the implementation of the project or program?
- What are the obstacles that hindered the effective mobilization of financial resources?
- Was the use of resources fair?
- The impact criterion
- What is the ultimate goal of the project?
- Has the project achieved this ultimate goal?
- Are the impacts of the project or program significant?

The consistency criterion

- Is the project or program consistent with national policy? with local politics? with national guidelines?
- To what extent are the resources mobilized by the project or program adequate to its objectives?
- What is the degree of adequacy of the objectives to the actions of the project or program as well as the prioritization between these actions?

The criterion of appropriation

- What was the strategy used to promote community ownership of the project or program?
- What is the level of leadership and ownership of the project or program by the beneficiary communities?
- What is the level of ownership of the project by the administrative and political authorities?

The sustainability criterion

- To what extent and in what way are the capacities of the beneficiary communities strengthened to ensure the sustainability of the achievements of the project or program?
- Have frameworks or structures been put in place within the community to ensure the sustainability of the interventions?
- If yes, are these frameworks functional?

3.5.2 Capitalization and dissemination

After the final evaluation, the BOPE organizes its capitalization and the dissemination of the experience as well as the results of its projects and programs. Capitalization or feedback on experience corresponds to the documentation of the experience acquired during the execution of projects or programs. Feedback on the experience has several advantages for the Office. Among other things, it allows:

- The entire structure and all its agents to benefit from the experience of each project and program;
- Better precision in the estimates;
- Better identification and better management of risks;

- A reduction in indirect costs;
- A more effective and easier planning policy;

Through capitalization, the Office summarizes all the lessons it has learned from its experiences by documenting the entire process that framed the execution of the activities. This documentation allows him to enrich the literature, but also and above all to facilitate the progress of future projects and programs. Capitalization is different from Assessment. It is not trying to pass judgment on implementation, but it has only one learning objective. It can be multifaceted, relating to one or more well-defined aspects of the project or program. We can thus distinguish:

- **A methodology capitalization:** which seeks to document the methodology for implementing a project or program that has given relevant results,
- **Capitalization of results:** who seeks to document the results obtained with the implementation of a project or program,
- **Process capitalization:** who seeks to document the processes and procedures for implementing a project or program- etc.

Dissemination is the act of publishing on a large scale, with all categories of actors who might be potentially interested, capitalization products. It can be done in several ways, including the following.

- Preparation and publication of capitalization reports
- Design and publication of capitalization videos for projects or programs
- Animation of interactive radio programs- etc.

IV PROJECT CLOSURE

All projects and programs have a lifespan. They are executed over a well-defined time and are expected to be closed for a while. Just as there is a way and a methodology for developing and implementing a project or program, there is also a methodology and a way to properly close a project or program. This closes a project or program because it has come to an end. However, it is possible to close a project or program for different reasons. For example: there is no longer any reason to continue: the goals sought are reached well before the deadline, the security conditions no longer allow to continue to implement or there is no longer a budget to continue, etc.

The closing phase of the project is therefore the last step of the mission. It concerns operational content and administrative and financial management.

The administrative and financial closure corresponds to the conclusion of the contractual relationship binding the stakeholders to the project, the closure of the project accounting and the decision on the project assets. It is thus in this stage that we must observe different actions such as the closure of general accounts, analytical accounts and materials accounting, the production of financial statements, taking of regulatory acts, settlement of balances , management of guarantees and deductions, decision-making on staff contracts, transfer of equipment and goods, management of documentation, etc. The procedures are described in the Office's administrative and financial procedures manual.

Operational closure refers to the procedures and procedures for closing the operational activities of projects and programs. This is a special time to highlight and consolidate the achievements and achievements of the project or program. This closure is done according to a standardized process described below.

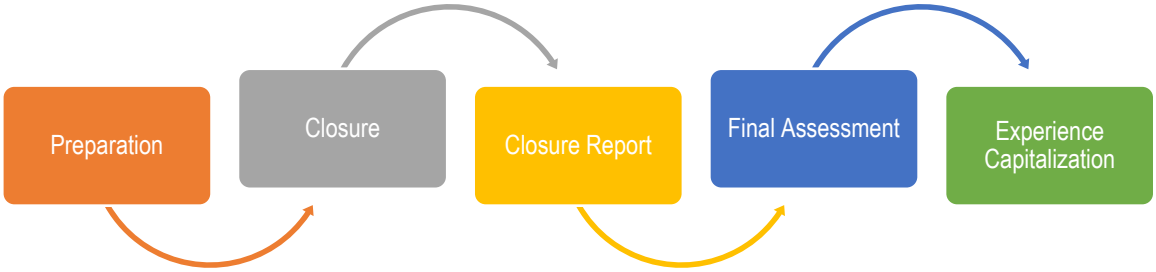


Figure 33: Closing processes

As a first step, it is necessary to proceed with the preparation of the fence. We must first make the observation, always following a participatory approach, of the opportunity and the need to close the project or program. This observation is easy for projects coming to an end. It is more difficult for other projects. Then you have to make the decision to close. This decision is easy and understandable for projects that are coming to an end and for which there is no possible extension. However, it is complex for projects to be terminated prematurely and is based on valid and very clearly identified reasons. Next comes the identification of activities that will not be performed. Thus, all the remaining activities are identified, because they must be recorded in the closing report or in the final evaluation report. Obtaining discharge for the fence is the next step. It formalizes the agreement of key partners, especially donors, to stop the implementation of the project. This mainly concerns projects to be stopped prematurely. This is followed by the notification to stakeholders.

In a second step, the activities must be stopped completely. The closure of activities consists of their termination, after receipt of the latest activity reports. Participatory assessment of the end of the project is the third step in the operational project closure process. The end of project assessment is indeed an important step that must necessarily be carried out. It is generally done in a meeting or workshop, with the participation of all stakeholders. It reviews all aspects of the project or program such as activities, results, noted deviations, etc. The open and active participation of all stakeholders and all collaborators allows for a greater sharing of experience, ideas and better analysis of what has worked and what has not worked.

The next step is to prepare the project closure report. It summarizes all of the key descriptive information about the project. As the last document to be produced, this report sets out the closing context, analyzes the results obtained at the time of closing and presents the process by which this result was produced.

The purpose of this report is to show that the closing process is followed and that all closing activities are well executed. It also documents the implementation process and systematizes the characteristics of the project, lists good practices, facilitates knowledge transfer, etc. It is written taking into account different parameters. The Office indeed proposes, for its preparation, to compile the available data, to hold open meetings with all the agents having participated in the implementation of the project or program, to hold open meetings with the beneficiaries, the stakeholders, administrative authorities, etc. These meetings make it possible to characterize the difficulties encountered, the success factors, the performances, etc., in the implementation of the activities, from the point of view of all the actors who took part in the development of the activities. The document, based on the information collected, can finally be drawn up and sent to stakeholders for possible amendments. Finally, after integrating any observations, the report is validated.

The assessment is the penultimate step. The last step is the capitalization of experience, which is important after the end of the project. The Office, whatever the outcome of the project or program, strives to capitalize on the experience and lessons learned, with the aim of continuously improving its approach but also making available from all potential stakeholders, the recipes for its success.

Thus, a capitalization report different from the closing report and the assessment report can be prepared. Capitalization can also be done with the conception of a documentary film which retraces the project, its methodology, its approach, its success factors, etc.

CONCLUSION

The conduct of a project or program with a view to effectiveness and efficiency has requirements in terms of approach and intervention methods. This is why the BOPE ensures that each stage or each phase of its projects or programs is carried out in the best way, with the right methodology, the right stakeholders, the right tools. Such an approach thus guarantees the Office a resolute step towards achieving the specific objectives and then the general objectives of its projects and programs, and therefore allows it to bring about positive changes, both in behavior and in unfavorable situations, in a sustainable way.

This manual also shows that the management of projects or programs is not fixed or standard in the sense of the Office. The methodology used can vary from one project to another, from one program to another, depending on the evolution of the context, the nature of the problem, the results of the diagnosis, etc. However, the manual gives the rules for adapting to all situations and developing a methodology guaranteeing the achievement of results in the best conditions.

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APPENDIX

Appendix 1 : Extract Annual Action Plan BOPE, Fiscal Year 2019-2020

Main objectives	Concrete Actions	The expected Measurable Results	Objectively Variable Indicators	Action Area	Deadline
1. Development and Management Sustainable Forestly Resources	1. Deforest 300 ha	300 ha reforested	Number of reforested ha	Ngozi, Rutana, Gitega and Karusi	July 2019-March 2020
	Budget : 300 000 000 FrBu **Source**: Government (PNR)				
	2. Select and condition the agroforestry forestry and autochtones	9 000 kg of selected and conditioned seeds	Number kg of collected and conditioned seeds	Bujumbura	July 2019-June 2020
	Budget : 35 000 000 FrBu **Source**: Government (PNR)				
	3. Maintain the young reforestations	300 ha maintained	Number of the maintained ha	Ruyigi-Cankuzo	July-September 2019
	Budget : 20 000 000 FrBu **Source**: Government (PNR)				
	4. Monitor and Assess the Forestly products flows.	1368 of transport authorizations delivered and 100 000 000 of the deposited incomes in the public treasure.	Number of transport authorizations delivered and the amount of the deposited incomes in the public treasure	National	July 2019-June2020
	Budget : 5 000 000 FrBu **Source**: Gouvernement (PNR)				
	5. List of forestly enterprises	54 listed Forestry enterprises 18 provinces.	Number of listed enterprises	National	July-September 2019
	Budget : 5 000 000 FrBu **Source**: Government (PNR)				
	6. Establish the standards of trees plantation	The standards of planting trees are determined.	The document is Available	National	July-September 2019

	Budget : 2 500 000 FrBu **Source**: Gouvernement (PNR)				
	7. Data Collection for Developping the woods activity	The Data are collected	The document is Available	Bujumbura	July-September 2019
	Budget : 2 500 000 FrBu **Source**: Gouvernement (PNR)				
	8. Produce and distribute the Forestry, agroforestry plants and bamboos	2 065 000 plants sont produits	Number of the Produced and distributed plants	National	July2019-March2020
	Budget : 130 000 000 FrBu **Source**: Gouvernement (PNR)				
	9. Produce and plant autochthonous species	110 000 autochthonous plant species	Number of the produced and planted autochthonous plant species	Kayanza (Gitenge and Mirudi)	July 2019-March 2020
	Budget : 36 900 000 Fr Bu **Source :** Rehabilitation of the degraded areas in Congo Basin.				

Appendix 2 : Organization chat of the Office