Final Evaluation of the ABIN Programme

SPARK
Burundi

Final Report

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Gerda Heyde & Canésius Ndayikeza

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Abbreviations

ABIN	Agri Business Incubation Network
BBN	Bureau Burundais de Normalisation
CDIC	Coopérative Dukomeze Imyuga de Cibitoke
CO.C.KA.M	Abbreviation of COEIDE – CDIC – Kanovera Iwacu and Murima Wisange
COIEDE	Coopérative pour l'Innovation et l'Entrepreneuriat pour le développement
COJAD	Coopérative des Jeunes Apiculteurs Diplomés
COJEAE	Coopérative des Jeunes Entrepreneurs pour l'Auto-emploi
COOPACI	Coopérative des apiculteurs de Cibitoke
DAC	Development Assistance Committee
FPFPB	Fédération des Pécheurs et Fournisseurs des Poissons au Burundi
GDP	Gross Domestic Product
GoB	Government of Burundi
MANE	Maison des Acteurs Non-étatiques
SME	Small and Medium Enterprise
TVET	Technical, Vocational and Education Training
UBICOM	Ubuki Burundi Company

Executive Summary

I Introduction

To kick off local economic development (agricultural transformation, job creation, etc.) in Burundi, SPARK designed and implemented the "*Agri-Business Incubation Network* (ABIN)" programme (2014-2022), with the overall aim to contribute to economic development and stability of the local communities. The overall objective of the ABIN program was to increase year-round food security and employment opportunities in rural areas, particularly for women and youth, in selected target regions of Burundi.

The 3 outcome areas were: (1) Operationalization of three agribusiness incubation centres (2) Sustainable development of agribusinesses and (3) Existence of a dynamic network for innovation and the visibility of business success. The programme was implemented in Cibitoke, Bubanza and Rumonge provinces, targeting five key value chains i.e. Fish, Honey, Fruit Juice, Maize and Cassava.

This end-term evaluation of ABIN is complementary to two mid-term evaluations (2017 and 2019) and focuses on outcomes 1 and 3. The evaluation mission combined desk research and a participatory/field research methodology based on qualitative data collection techniques such as observations, focus group discussions and individual interviews.

II Analysis and findings, per evaluation criterion

A) Relevance and coherence of the ABIN program

The ABIN program was aligned with the Burundi government's priorities to ensure food security for the Burundian population as specified in Burundi's National Development Plan 2018-2027. The development of agri-businesses such as planned by ABIN is relevant for food security, largely through the creation of additional income for rural producers and improved access to good quality food products. The program was in line with the priority themes for the Burundian-Dutch Cooperation Strategy.

Moreover, there is a strong coherence between the ABIN programme and the Akazi Keza programme. Akazi Keza continues to support about 30 cooperatives that were previously supported by ABIN. Akazi Keza's Outcome 4 aims at realising a sustainable solution for the operations of the three incubators created by ABIN..

B) Efficiency

The 2019 evaluation found that the ABIN program had used the resources efficiently by mobilizing appropriate actors. The programme was affected by the high turnover of the staff, in particular during the early years of the program. It had to face many delays and was extended several times for different reasons, up to June 2022.

C) Effectiveness

EQ1: Effectiveness: Contributions of the incubators to Value Chain Development

ABIN had a clear effect on the entrepreneurial and technical competencies of SMEs/cooperatives that were directly supported by the programme. In total 1298 young men and women received 1 or more trainings of at least 3 days. This led to the creation of 90 start-up SMEs with an average of 5 employees. A total of 412 jobs were created by ABIN, of which 25% were permanent. Of the 30 cooperatives/SMEs ex-ABIN (currently in Akazi Keza Programme), 10 are still using the services from the 3 agri-business incubators.

Fruit value chain

In 2018, the incubator became operational. Several entrepreneurs and cooperatives used the incubator after intensive training and coaching but did not continue their operations. Since 2021, the most dynamic cooperative, COEIDE increased its production due to co-financing (matching grant) from ABIN and a loan from Banque de Jeunes du Burundi). A main contribution/achievement for the development of the value chain is the certification of the fruit processing equipment by the Burundian Bureau of Standards (BBN). Part of this equipment was produced locally (by a former COEIDE employee).

Cereal value chain

The processing equipment for maize flour and porridge, which was used by 2 cooperatives and several private clients, (21.579 kg in the period January 2021 to June 2022) acquired BBN certification but the cassava processing line was discontinued. Many private clients regularly used the mill and roasting equipment (83% of the total quantity processed) at a subsidized cost. The financial and processing capacity of the 3 cooperatives (two for maize and one for manioc) was too weak to have a significant impact on the development of the respective value chains.

Honey Value Chain

The incubator and its imported equipment focused on the advanced treatment of honey. Quantity processed amounted to 11.000 kg in 2021 but decreased in 2021 to 4.000 kg (due to petrol issues increasing costs of transport, unfavourable weather conditions delaying the harvest of crude honey and suspension of the processing by a private entrepreneur). Most of the BBN certified honey is sold at the COOPACI shop along the main road and in several shops in Bujumbura. A honey expert provided technical training and coaching to several beekeeping cooperatives. The young enterprising cooperative COJAD started processing in 2022 (1.200 kg) and UBICOM (1.205 kg) started processing honey in November 2022 (as part of Akazi Keza Programme). Both aim to continue processing their honey in 2023 and get BBN certified.

ABIN programme has produced visible effects in the honey value chain (e.g. the technical capacities of members strengthened, the collection of honey organised and improved marketing and governance). New investments are made in beehives and new actors are coming in. The certification by BBN is a breakthrough for beekeeping cooperatives and traders. It led to the marketing of high-quality honey in the up-market sales points in Bujumbura and contributed to the development of export markets.

Fish Value Chain

The Rutumo incubator was scaled up /rehabilitated by SPARK in collaboration with FPFPB but only became (partly) operational in June 2022 due to a conflict with a private entrepreneur on the usage of the incubator. Key challenges remain the competition of 2 vibrant fish landing sites and the decrease in fish capture/Lake production on the Burundi side.

ABIN provided training and coaching to 9 non-formalized cooperatives (“patron pêcheurs") in different landing sites. Of these, 3 cooperatives, formalized with the support of ABIN, proved to be potentially viable and motivated but their production was limited. At present, the Fish Federation generates a monthly revenue via battery chargers on solar panels to finance part of the operational costs. Overall contribution to the fish value chain development was limited, though a basis for future value chain development in Akazi Keza and other programmes is laid.

EQ2: Effectiveness: Innovations

The honey equipment and the fish storage equipment are the most advanced in Burundi. In the Burundian context, ABIN succeeded in introducing a honey processing system that conforms to the BBN standards. The

certified production of fruit juice is another innovation for Cibitoke, in particular since the incubator used locally produced equipment. Nutritious porridge flour and improved maize flour were not available in Cibitoke before ABIN. ABIN introduced new techniques for smoking fish using the Thiaroye improved ovens in Rumonge.

D). Sustainability

EQ3: Sustainability: Systemic change

The ABIN programme has brought about changes of varying magnitude across value chains. The main visible change in local agribusiness that can be attributed to the ABIN program is the development of the production of food products that meet the quality requirements of the Burundian Bureau of Standards (BBN). The equipment of the honey incubator and the cold storage equipment at the fish incubator are the most advanced in Burundi.

Until the end of the programme's implementation (30 June 2022), it was however still premature to describe ABIN-induced changes as 'systemic'. Changes need to be supported further by Akazi Keza to become sustainable. This will require less effort for the fruit and honey value chains, while the cereal and fish value chains will require significant effort.

EQ4: Sustainability: Improvement of Food Security

The contribution of the program to food security is limited due to the low usage of the services of the incubators. The availability of fruit juices, improved flours and good quality honey has improved. Access to quality food products was supported by the income/jobs that were created by the ABIN program, including for farmers who produce fruits and cereals. The effect of the honey incubator on the food security of the beekeepers is stronger because of its effect on honey production and income from the sale of honey.

E) Impact

The fruit and honey incubators clearly contributed to promoting youth employment. The program trained entrepreneurs to set up income-generating activities to improve their living conditions. About 45 jobs were created - including 10 permanent jobs in the cooperatives that operate in the fruit /cereal and honey incubator - in addition to a larger number of indirect and temporary jobs. In the Rutumo incubator, an operational manager and three guards were appointed.

EQ5: Impact: Perceptions and attitudes in communities

The 2019 evaluation report mentioned: "ABIN brought together individuals from different ethnic backgrounds to work together in cooperatives, VSLAs and in the project. According to stakeholders, ABIN initiated unity in the community and reduced negative ethnicity." ABIN's inclusive approach in favour of youth and women has contributed to improving women's ability to carry out income-generating activities (empowerment) and fight gender-based violence.

EQ6: Impact: Unintended impact of the programme

The evaluators want to highlight the risks of potential (future) conflicts between actors in the same value chains, linked to access to the equipment of the incubators - if not properly anticipated and managed.

III Conclusions

Even though the creation of the different incubators was relevant and responded to an important need to strengthen the local capacity for the processing of agricultural produce and creating employment and revenues, many obstacles had to be faced during implementation. At the end of the ABIN program (2022), it is clear that the fruit, cereal and cassava incubators have not been fully operational and effective, while the

fish incubator has not yet been fully used. The honey incubator contributes clearly to upgrading the value chain.

The present weaknesses of the fish incubator and (partly) of the cereal incubator are largely the result of inconsistent decisions (design/concept/equipment) taken at the beginning of the ABIN program – which were not based on a full understanding and analysis of the opportunities and challenges of the different value chains.

For the period 2020 – 2022, the effects of ABIN are largely limited to the support to cooperatives/traders that benefitted directly from the incubators. The use of sophisticated equipment for the final processing of honey was a breakthrough. It demonstrates that foods processed by cooperatives have the potential to reach high-level and export markets. ABIN's effects on market linkages, collaboration within the value and access to services (such as market information) were however not very visible.

The sustainability of the incubators will depend on the efforts of the Akazi Keza programme to sustain the achievements of the ABIN programme – in particular for the fish and cereal incubators.

Given the state of operation of the incubators at the time of the evaluation, it would be very ambitious to expect the fish and cereal incubators (the cassava line) to reach break-even by June 2023 as planned by SPARK.

IV Lessons learned

The creation of an incubator should be based on an analysis of the value chains' main problems and opportunities, major actors, legal and administrative context and of the opportunities for inclusive development of the value chains. This should lead to a clear understanding and consensus of the priority intervention areas within the value chain. Selection of future beneficiaries of incubators – SMEs /cooperatives – should be based on their intrinsic motivation and their learning capacity as well as on the past performance of their economic activities. Right from the start, SME beneficiaries should be informed and contribute gradually to the actual cost of the processing so that decisions regarding the development of their enterprise be based on real costs. The capacity of all the equipment should be coherent, compatible and in line with the potential technical capacities and production volume of major beneficiaries. Technical training must be combined with training on management; data collection should help the decision-making process of incubators and SMEs/cooperatives. Exchanges and collaboration with other development actors to inform them about methods used and results achieved are essential to reach systemic changes. Local authorities should be kept informed and consulted. Outcome indicators on value chain development, social cohesion, and conflict prevention as well as on systemic changes are essential to evaluate the impacts of the programme beyond the direct support to SMEs/cooperatives.

V Recommendations per Value Chain

The evaluators have analysed different options to ensure sustainable access to services for the SMEs/cooperatives based on good use of the existing equipment but feel that the medium and long-term viability of the incubators is not guaranteed under the current conditions.

<u>Fruit and Cereal Value chain: a split</u>

Given the limited opportunities to collaborate and the weak synergies between the fruit juice cooperative and the 3 cereal cooperatives, splitting the incubator is a viable option. The fruit processing would stay in the present location to keep access to the cold storage facility. Cereal processing equipment would be split between cassava and maize and transferred to a site closer to the cooperatives.

Honey Value Chain

Since the honey incubator plays an important role in upgrading the quality of the honey available in the local and export markets, the processing unit must remain accessible to different beekeeping cooperatives and traders. Overall the honey value chain is at a turning point where producers understand the contribution of the beekeeping activities to their revenue and traders/cooperatives are capable of responding to demands in the local market (in particular in Bujumbura), in neighbouring countries (Rwanda, RDC) and other countries where demand is high. There is a growing demand in the local market for certified honey but the additional profit margin of processed honey must increase.

The evaluators propose that SPARK/Akazi Keza continues to supervise the operations of the incubator up to Q1 2024 and bring together the most advanced entrepreneurs (COOPACI, COJAD and UBICOM) for them to get certified, boost honey equipment usage and reach financial break-even.

There is an opportunity for SPARK or other projects, to promote the beekeeping value chain and propose initiatives such as the purchase of packing materials and joint promotion. The incubator could be integrated into a larger inclusive honey value chain process. A (future) union/ 'interprofession' could/should defend the position of the producers and organise lobbying and advocacy activities to create a favourable context for the development of an inclusive honey/wax value chain.

Fish Value Chain

SPARK has agreed to transfer the ownership of the centre to the FPFPB if the fish federation is capable of achieving financial break-even. The contract stipulates the gradual shift of obligations from Akazi Keza (previously ABIN) to FPFPB with revenues from fishermen (battery chargers) and entrepreneurs (cold rooms and drying/smoking equipment) paying for the usage of the fish incubator equipment.

Action 1: Increase the ice-producing capacity at the Rutumo centre for both the processing and transport of fish to Bujumbura and other markets and for the boats that bring high-quality fish from Tanzania and RDC (where ice is not available). If demand for ice is not sufficient in Rutumo, large loads of ice can also be sold/ transported to other landing sites (Rutumo or Magara). In addition, future development of the fishery value chain will depend on improved onboard storage capacity - with insulated boxes with ice – to reduce post-harvest losses and the improved viability of the fishing. As part of Akazi Keza (February 2023), the Ice machine got upgraded (up to 264 kg per day) to satisfy the needs of several entrepreneurs) and provide regular income to the centre.

Action 2: Mobilize fish importers to develop Rutumo as a landing/processing site for fish imports. This segment of the fish value chain is less dependent on regular supplies from local fishing boats. Moreover, the logistic operations of these fishermen and traders might be hampered by the (near) saturation of Rumonge, motivating traders to move their operations to other sites on the Lake. Initial small processing activities such as cleaning, calibration, cutting and portioning of fish can be done in hygienic conditions (inox tables, water and electricity) in the Rutumo centre, before transport of the processed fish to the final destination. Cold storage of fish might enable optimal sales planning. See recent agreement of Akazi Keza with COPEDECOBU.

I Introduction

Burundi's economic and social development has been constrained by the dominance of low productivity in agriculture. Although agriculture employs around 80% of the population, it contributes to approximately 40% of the country's GDP. This is because the bulk of the population is engaged in subsistence farming, where livelihoods are increasingly difficult to sustain because of high population growth and land degradation. Thus, agricultural production and processing are not keeping pace with demographic changes, which leads to food insecurity and extreme poverty in almost all of Burundi's provinces, especially for the most vulnerable groups such as women and young people.

To kick off local economic development (agricultural transformation, job creation, etc.), with the overall aim to contribute to the stability of the communities, SPARK designed and implemented the "*Agri-Business Incubation Network* (ABIN)" programme (2014-2022). Agri-business incubation was hereby seen as a start to accelerate the commercialization and modernization of agriculture in view of promoting the development of a competitive agri-business sector in Bubanza, Cibitoke and Rumonge provinces.

The overall objective of the ABIN program is to increase year-round food security and employment opportunities in rural areas, particularly for women and youth, in selected target regions of Burundi.

To achieve these, the four strategic objectives that were assigned to the program are:

- Establish a network of agribusiness incubation centres[1] in rural Burundi, particularly in Bubanza, Cibitoke and Rumonge,
- Provide services to potential agri-businesses (especially women and youth-owned businesses) and existing agri-businesses to enable them to innovate, add value and increase their production levels,
- Develop new markets and,
- Encourage women to become involved in socio-economic activities.

The strategic objectives of the programme were conceptualized into 3 outcome areas which were:

1. Operationalization of three agribusiness incubation centres including in-house expertise, an established network of external services, and a value chain and entrepreneurship strategy for the target provinces;
2. Sustainable development of agribusiness: rural agro-enterprises increase their capacity and competitiveness through better absorption capacity and access to technological innovations, improved access to finance and commercial links;
3. Existence of a dynamic network of entrepreneurs, private and public institutions, experts and investors who constitute a platform for innovation and the visibility of business success.

The programme was implemented in Cibitoke, Bubanza and Rumonge provinces, targeting five key value chains i.e. fish, honey, fruit juice, maize and cassava. Its implementation has been affected by the economic-political situation in Burundi, which resulted in significant programme delays. Other

[1] An incubator provides services to potential and existing agri-businesses to enable them to innovate, add value and increase their production levels - in particular by facilitating access to professional advice in the field of management and marketing and by putting relevant equipment and facilities at the disposal of the entrepreneurs.

important reasons were the socio-political crisis of 2015, the 2018 temporary closure of all NGOs in Burundi and the political-economic conflict around the Fish Incubator in 2020. Because of these delays, several extensions were given between 2017 and 2021. The programme finally ended on June 30, 2022.

To capitalize on the achievements of the ABIN program and implement synergistic actions with the Akazi Keza program - also financed by the Dutch Embassy in Burundi - all equipment of the ABIN incubators has been transferred to the Akazi Keza programme as of July 2022. This programme aims at job creation for youth through internships facilitation, start-up development and the scaling-up of existing businesses. Therefore, around 30 agribusiness entrepreneurs who have been supported by the ABIN programme till December 2020; have also received support from the Akazi Keza Programme to scale up further in 2021 and 2022. In addition, Akazi Keza (Outcome 4) aims to create a sustainable solution for the three Agri-Business Incubator i.e. to reach (operational) break-even and continue without financial support from SPARK or the donor as of July 2023.

To analyse the extent to which the ABIN program was progressing towards its objectives, two mid-term evaluations were conducted, the first in 2017 and the second in 2019. Both evaluations analysed the relevance, efficiency, effectiveness, impact and sustainability of the ABIN program. SPARK commissioned a final evaluation of the ABIN program in the 4th quarter of 2022 to cover aspects that were not covered by the previous evaluations and developments in the period 2020-2022. This final evaluation focuses on the establishment of the 3 agricultural business incubators in Cibitoke (honey, fruits, cassava and maize) and in Rumonge (fish) and their contribution to their value chains (production, processing and marketing).

This evaluation report includes (i) an introductory part on the evaluated program; (ii) the objectives of the evaluation; (iii) the methodological approach used; (iv) the analysis of the results by evaluation criteria and ends with conclusions, lessons learned and recommendations.

II Objectives of the End Programme Evaluation

In line with the Terms of reference (ToR - see Annex 1), the key objectives of this end-term evaluation were to assess the effectiveness, sustainability, and impact as well as to identify accurate lessons learned from the program implementation, to be built upon in Akazi Keza Programme and in the longer run for other programmes. To align with OECD/DAC criteria, also efficiency, relevance and coherence are included. It is important to highlight that the ToR of this evaluation only cover outcome 1 and 3[2], to avoid repetition with the 2019 ABIN Evaluation and the Akazi Keza Mid-Term Evaluation (August 2022) and for reasons of profound quality and budget.

The evaluation questions were structured around three criteria:

Effectiveness:

- How did the five respective value chains develop in Cibitoke (fruits, maize, cassava and honey) and in Rumonge (fish) as a consequence of the 3 incubators in which the

[2] Since many coaching and support activities were covered under Outcome 2 before the initial end of the project in 2020, this evaluation focused on the contribution of the programme to the development of the value chains and the viability of the incubators. However, essential information on Outcome 2 has been included in the report whenever relevant.

entrepreneurs engage (especially regarding commercialization and market access)?
- How did the programme contribute to innovations (in the Burundian context) and what was the effect of this locally and nationally?

Sustainability:

- To what extent did the programme contribute to systemic change in the local agri-business development ecosystems of Cibitoke and Rumonge provinces?
- How relevant is the programme for improving (future) food security

Impact:

- To what extent the programme influenced positively perceptions and attitudes in the communities where it operated, relevant to violence and stability?
- Is there any unintended (positive and/or negative) impact of the programme in the Cibitoke and Rumonge provinces?

The information presented on coherence, relevance and efficiency was taken from previous evaluation reports to complement the analyses done during this evaluation mission.

III Methodology

To answer the evaluation questions, both desk research and participatory/field research were based on qualitative data collection techniques such as observations, focus group discussions and individual interviews. A field mission was organised from January 23 to 29, 2023. See Annexe 2 and Annex 3 for consulted documentation and organisations/persons.

Inception Report

Following digital meetings with the SPARK Team, the Evaluation Team was able to understand the nature of the programme, the present situation of the value chains and in particular the role of the 3 incubators. This led to the Inception Report, including a schedule for the field research organised by SPARK for reasons of time and budget.

Field Data Collection

During the field phase, the data necessary for this evaluation mission were collected through visits and observations on the sites where the incubators were installed; individual interviews and focus-group discussions were held with the various actors who played a role in the operationalization of the incubators. The evaluation was based on recognized methodologies for the evaluation of agricultural value chain development projects, in particular the LINK Methodology and the Competitive diamond. See Annexe 4.

Remark: The report uses both the terms SME and cooperatives to describe the entities that used the services of the incubators/incubation centres.

IV Analysis and findings, per evaluation criterion

A) Relevance of the ABIN program

The ABIN program was aligned with the Burundi government's priorities to ensure food security for the Burundian population. Indeed, Burundi's National Development Plan 2018-2027[3] gives an important place to food security with a focus on the processing of agricultural products to increase their value, which justifies the programme's relevance to national priorities.

Overall, the development of agri-businesses such as planned by ABIN is relevant for food security, largely through the creation of additional income for rural producers and improved access to good quality food products. Concerning the adaptation of the program to meet the needs expressed by the beneficiaries, the evaluation notes that the fruit, cereal (cassava and maize) and honey incubators were adapted to local needs, justifying their relevance to the local context. However, the evaluation considers that the fish incubator could have been more relevant if better adapted to local needs and realities.

Finally, the program was relevant to the priorities of the Netherlands Embassy in Burundi since food security and entrepreneurship are priority themes for the Burundian-Dutch Cooperation Strategy.

B) Coherence

There is a strong coherence between the ABIN programme and the Akazi Keza programme. Akazi Keza continues to support about 30 SME/cooperatives that were previously supported by ABIN – see coaching of these enterprises by local business advisors. Akazi Keza's Outcome 4 aims at strengthening the viability of the incubators. Different initiatives are being taken in that direction. For example, Akazi Keza succeeded in increasing the production capacity of the ice machine in the fish incubator and in contracting a potential user of its equipment (March 2023)[4].

C) Efficiency

The 2019 evaluation found that the ABIN program had used the resources efficiently by mobilizing appropriate actors to obtain certain services at a reasonable price. Combining the extension of ABIN program implementation for 7.5 months (from May 16th 2020 - December 2020) with (the start of) the Akazi Keza program contributed to the cost-efficiency of the ABIN programme during these months.

However, the program was considered less efficient in terms of respecting the implementation period. Designed to be implemented for 36 months (between 15/06/2014 and 14/06/2017), the programme was extended several times for reasons beyond the control of the implementation team (socio-political crisis of 2015, the 2018 temporary closure of all NGOs in Burundi and the political-economic conflict around the Fish Incubator in 2020.). The programme was affected by the high turn-over of the staff, in particular during the early years of the program. It ended on June 30, 2022.

[3] Axis 1, Development of Agriculture, Livestock and Strengthening Food Security)
Axis 3 Promote market family farming,
Program 2: Valorisation of agricultural, pastoral and fishery products.
[4] The final evaluation of Akazi Keza (Q2 2024) will analyse these interventions.

D) Effectiveness

Annexe 5 includes the logical framework and results achieved by the ABIN programme since 2014.

EQ1: Effectiveness: Value Chain Development

Evaluation Question 1: How did the five respective value chains develop in Cibitoke (fruits, maize, cassava and honey) and in Rumonge (fish) as a consequence of the 3 incubators in which the entrepreneurs engage (especially regarding commercialization and market access)?

Following the SPARK Final Narrative Report (2014-2022)[5], ABIN had a clear effect on the entrepreneurial and technical competencies of SMEs/cooperatives that were directly supported by the programme. In total 1298 young men and women received 1 or more trainings of at least 3 days. Out of these, 461 entrepreneurs emerged from the processing programme which led to the creation of a total of 90 start-up SMEs with an average of 5 employees. A total of 412 jobs were created by ABIN, of which 25% were permanent. Out of the 90 SMEs, 30 cooperatives/SMEs were selected and developed (training and proximity coaching) under Akazi Keza (starting January 2021). Selection of these SMEs was based on their intrinsic motivation, their learning ability and marketing/sales capacity. At the time of the evaluation, ten of these SMEs are using the services from the 3 agri-business incubators that were supported by the programme[6].

The analysis below reveals that the honey and fruit incubator have brought about clear positive changes in the agricultural value chains in Cibitoke province. The effectiveness of the cereal incubator (in particular the cassava part) and fish incubators is limited.

1. Fruit value chain

At the start of ABIN, SPARK renovated the building and installed the equipment needed for the transformation of fruits. Part of the equipment was imported; another part was produced locally.

In 2018, the production line for the processing of fruit juice became operational. Several entrepreneurs such as BESTA FOOD, FAFIFRUITROBU and AFYA Juice Cooperative used the incubator after intensive training and coaching but were not able to make it commercially viable for several reasons. AFYA Juice started well but did not survive because of internal issues.

Since 2021-2022, the COEIDE cooperative[7] has been its main user with a production of 5433 bottles in 2021 and 11.827 bottles in 2022, representing an income for the incubator of 750.000 BIF in 2021 and 836.000 BIF in 2022.

At the time of the evaluation, COEIDE had received a 30 million BIF credit from the Banque de Jeunes to develop different activities (production of electromechanics equipment, briquettes based on organic waste materials and fruit juice).

During its implementation, the ABIN programme contributed to increasing the level of commercialization of fruit juices produced by the fruit incubator in Cibitoke. The fruit juice is now

[5] Source: ABIN Narrative Report 2014-2022, p 9

[6] The evolution of these SMEs/cooperatives (including those that are not having directs links with the incubators at the time of this evaluation) is covered by the mid term evaluation of the Akazi Keza Program.

[7] See also https://www.youtube.com/watch?v=nTi_ZZeZu0c on their (main) production of charcoal based on organic waste, developed with the support of SPARK

sold in the main towns of the province and the commune of Rugombo. The fruit incubator also facilitated access to the market for various actors, namely fruit producers/sellers[8], young people for handling the fruits, machine suppliers and technicians as well as sellers of recycled bottles.

A main contribution/achievement for the development of the value chain is the certification of the fruit incubator by the BNN, in particular since the incubator partly uses equipment that is produced locally (by a former COEIDE employee. However, the incubator has not led to structural collaboration with other chain actors (such as agreements with fruit producers or sales agreements with shops in Bujumbura) apart from an informal agreement with a drink wholesaler in Cibitoke.

A major challenge for the development of the incubator is the fact that the incubator is located in premises that have been rented from MANE, which in turn rents these premises from the province of Cibitoke, thus inflating the rental costs.

2. Cereal value chain

In the same premises as the fruit incubator, SPARK installed the equipment[9] needed to produce a variety of cereal-based products. The processing of maize flour and multi-cereal porridge acquired a BNN certification. The cassava processing line, unfortunately, did not get certified because of the risk of contamination with the maize processing.

At the time of the evaluation (January 2023), 3 cooperatives had been utilising from time to time the equipment of the incubator for the production of gari, porridge and improved flour. In addition, many private clients regularly used the mill and roasting equipment – or 83% of the total quantity that passed through the incubator (till June 2022). The cost of this processing (80 BIF/kg) was below the rate of other mills in Cibitoke (150 to 200 BIF/kg).

The cereal incubator was used to process 18352 kg and 6382 kg of maize respectively for 2021 and 2022 while the quantity of cassava processed for the same period is 786 kg and 285 kg respectively. The total income from the cereal incubator amounted to 1.515.350 BIF(2021) and 921.880 BIF (2022).

According to these data, the maize line was more active in recent years than the cassava line. At the start of the incubator, the production of gari by CDIC was very promising with the development of new sales opportunities.

Overall profitability is low due to the limited use of the incubator. The financial and processing capacity of the 3 cereal cooperatives was not strong enough to make optimal use of the incubators. The production of gari (processed cassava) was discontinued after an initial trial production (processing of 786 kg of cassava) partly because of some limitations of the working space (MANE/CANE, as landlord, blocked the construction of a shed for the cassava Equipment in 2021), internal problems and the lack of market opportunities.

Three cooperatives have been operating from the cereal incubator (2020-2022). Murima Wisangi (11 women members) and Akanovera Iwacu (17 young graduates from the CFP) were supported to

[8] Based on a cost of the fruits of about 300 BIF per bottle (i.e. 37,5% of the sales price of 800 BIF), this represents fruits bought locally (pineapple, watermelons, maracuja and ginger) of about 1.960.000 BIF in 2021 and 2.527.500 BIF in 2022 (or 1.123 €).

[9] a press for cassava, an electric grater, two stainless steel mills for cassava and maize; a common roaster for maize and cassava and a drying area for maize and cassava.

process and market improved maize flour and porridge. Akanovera received a 1 million BIF loan to develop its activities. CDIC (11 members, mainly traders and civil servants) was involved in the production of gari since 2019 but gradually abandoned this activity. The Cibitoke population and traders of Cibitoke appreciated the cheaper access to the mill and roaster of the incubator. Besides, the equipment is BBN certified. The cooperative Murima Wisangi, which has its own production fields, is strongly motivated to continue and expand the production of porridge and improved flour, sold at its own sales point.

Overall, the cereal incubator has contributed to the capacity of the members of the 3 cooperatives and to the development of new products such as porridge, gari and improved/roasted flour but the volume of products processed is too low to have a significant impact on the value chain. Major actors of the value chains (producers, traders) were not involved in the program and the limited quantity put on the market did not lead to significant changes/innovations in locally available products and consumption patterns.

The contribution of the cereal incubator to the different value chains was hampered by the following:

- The range of services and products is rather limited and does not enable cost savings (through the use of common equipment) between the different product lines/users.
- There is no foreseeable increase in the capacity of the 3 cereals cooperatives to make more use of the incubator.

3. Honey Value Chain

The honey incubator focuses on the advanced treatment of honey which is complementary to the first treatment (extraction of crude honey from beehives) done closer to the production sites. With imported equipment (from France)[10], honey is mixed and matured for at least three days followed by a decantation process to allow light impurities to come to the surface and foster sedimentation of heavier particles.

The honey incubator was actively utilised in 2021 (about 11.000 kg) but the quantity processed was much lower in 2022 (about 4.000 kg) due to a main entrepreneur who suspended his processing activity in 2022. Combined with unfavourable weather conditions to honey production, this led to a decrease in the quantity of honey processed in 2022.

To develop the honey value chain in Burundi, ABIN developed and supported the Cibitoke cooperative COOPACI (since 2016) to process the honey produced by its 31 active members. Most of the honey is sold at the COOPACI sales point along the main road and in several shops in Bujumbura. In addition, a honey expert provided technical training and coaching to the beekeepers and the honey processors (COOPACI and others).

Some businesses also use the services offered by the honey incubator: Honey Trade Global (2021, 4223 kg) from Kayanza, AFDT from Bujumbura (2021, 3114 kg) and UBICOM from Bujumbura (2022, 1200 kg). UBICOM plans to treat around 10.000 kg in the honey incubator in 2023 – partly for exports - as soon as BBN provides the cooperative with a certification.

The young cooperative COJAD (from Bubanza) - supported by Akazi Keza – has an entrepreneurial approach and intrinsic motivation. It plans to process its honey at the incubator in 2023 as soon as it gets certification from BBN. The cooperative collects the unprocessed honey from their 100

[10] The equipment of the incubator consists of a 300 kg barrel oven, a mixing/homogenizing tank, a three-phase stainless steel rotor pump, maturing machines, a fill-up dosing machine and a dehumidifier.

members and a network of beekeepers. In 2022 they produced 3407 kg of honey of which 1200 kg was treated in the honey incubator. A third cooperative Turwize Ubuki (from Bubanza) is also supported by Akazi Keza and might be a future user of the honey treatment facilities.

At the time of this evaluation (January 2023), the incubator was functional but largely used below its capacity (in 2022, it was operational for 4 weeks, processing 4135 kg of honey). However, with the COJAD and UBICOM additional processing activities, the incubator could significantly increase its operations.

Profit margins on the sale of raw honey are good: honey purchased locally at 5.500 to 6500 BIF is sold at 10.000 BIF/kg in Bubanza and Cibitoke. The sales price of processed and conditioned honey (i.e. quality A) is 12.000 BIF on the Bujumbura market. Thus, the additional margin of conditioned honey appears still to be much lower – about 2000 BIF per kg. – compared to the margin on quality B honey.

Through the honey incubators' activities (coaching of the cooperatives, preparation of business- and action- plans, support to marketing and certification), the ABIN programme has produced visible effects on the honey value chain in Burundi by organizing beekeepers into economic interest groups and cooperatives that produce honey in Cibitoke and Bubanza (e.g. the technical capacities of members strengthened), collection of honey organised, improved marketing and governance). New investments are made in modern beehives. In addition, new actors are coming in such as beekeepers, transporters, technicians specialized in the processing of honey, traders in packaging materials and sales agents.

Overall, market access is now guaranteed for the honey produced by the beekeepers of both provinces. Another achievement was the improved quality of locally processed honey due to the creation of the incubator which hosts sophisticated equipment for the final conditioning of raw pre-conditioned honey. The incubator was the first to obtain a BNN certification. Cibitoke honey is now sold in Cibitoke town and in up-market shops in Bujumbura.

The evaluation finds that the honey incubator had a clear effect on the development of the honey value chain. The certification by BNN of the honey processing in the incubator is a clear breakthrough for beekeeping cooperatives and traders. It led to the marketing of high-quality honey on the high-end sales points in Bujumbura and to the development of export markets.

However, the equipment was installed in the premises of the diocese of Bubanza without any written agreement in the form of a lease contract. This represents a high risk that may handicap the operation of the incubator in future.

4. Fish Value Chain

The 'Centre d'Incubation de la pêche à Rutumo' (CIR), located in a building financed by the AfDB (PRODAP Project) and scaled up /rehabilitated[11] by SPARK in collaboration with FPFPB[12], re-started in November 2021 after a closure of almost 2 years following a conflict with a private entrepreneur regarding the usage of the incubator. In the period November 2021 – May 2022, a generator and battery chargers on solar energy were installed. In June 2022, the usage of the equipment re-started.

Though the Fish Incubator was not fully operational, SPARK contributed to developing the Fish Value Chain via technical and business coaching and laid the basis for further development in Akazi Keza

[11] Renovation of the building and installation of equipment (including two cold storage rooms)
[12] E.g. construction of the ovens for the Thiaroye Processing Techniques (FTT)

Programme by installing advanced storage rooms, a generator and battery chargers on solar energy. In 2020, 9 SMEs ("patron pêcheurs") in different landing sites were trained and coached by an expert in the fish value chain. Of these 9 SMEs, 3 SMEs proved to be potentially viable and motivated. They were registered at ANACOOP in 2021 (as part of the Akazi Keza support). One of these SMEs, COTERU was trained in the smoking of fish and accessed COOPEC and ISHAKA loans. It sold 50 kg in 2020 and 80 kg in 2022. At present, the Fish Federation generates monthly revenue via battery chargers on solar panels to finance part of the operational costs.

Challenges for the development of the incubator are many: the competition of 2 vibrant fish landing sites (Rumonge and Magala), the decrease in fish capture/Lake production on the Burundi site due to overfishing and illegal fishing combined with the seasonality in fish production/capture.

Since the fish incubator was only partly operational[13] in ABIN, it contributed very little to the development of the fish value chain in Burundi. As a result, the incubator did not play any role for which it might have been created i.e. the launching of new micro-enterprises through using common services and equipment, the development of a vibrant fishing landing site or the storage and/or marketing of frozen fish.

EQ2: Effectiveness: Innovations

Evaluation question 2: How did the programme contribute to innovations (in the Burundian context) and what was the effect of this locally and nationally?

a) Innovation in the honey value chain

In the Burundian context, the ABIN program succeeded in introducing a honey processing system that conforms to the national standards of the Burundian Bureau of Standards. The production of BBN-certified honey is seen to be the greatest innovation of the ABIN program, especially since there is/was no other BBN-certified honey processing centre in Burundi (= disruptive innovation[14]).

b) Innovation in the fruit value chain

The fruit value chain is concerned with incremental innovation[15]. Indeed, the programme ABIN introduced fruit processing technologies in Cibitoke. Although this technology exists in other provinces of Burundi, it is perceived as an innovation in Cibitoke context where fruits did not have a processing centre, before the ABIN programme. The promotion and marketing of fruit juices certified by the BNN and training on fruit processing are also considered to be an innovation in the Burundian context, especially in Cibitoke. Most foods are not certified, even in the major urban centres.

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[13] The Incubator was only used 2 times by COFECOPEBU (August 2022) before the break-down of the compressor. Fishermen used the solar panels to charge their batteries (see reports FPFPB) and contributed to the revenue of the incubator.
Under Akazi Keza, the ice machine got a fix (February 2023) to increase its capacity from 20 to 250 kg (part of Akazi Keza). One Entrepreneur (COFECOPEBU) will pay 500.000 BIF per month for usage of the equipment (pilot phase for 3 months starting March 2023), in addition to the costs of electricity (or diesel for the generator) for the storage and freezing of fish.

[14] A disruptive Innovation is an innovation that simplifies and makes more affordable products and services to undesirable or ignored markets. It changes the way the product has been used so far, or if it serves a completely different set of customers.

[15] An incremental innovation is an innovation based on existing market and existing technology following a series of small improvements made to existing products and services.

Another important point to highlight as an innovation is the use and indirect promotion of local equipment (manufactured by COEIDE) through the fruit incubator, in particular since the fruit juice produced by these machines was certified by BBN. This equipment is easy to maintain with locally available spare parts -- unlike machines imported from abroad.

c) Innovation in the cereal value chain

Even if the cereal incubator is often underused, it is important to point out its contribution to an incremental innovation by producing nutritious porridge flour that is sold locally in Cibitoke. In addition, roaster installation has been innovative in producing locally improved maize flour. However, no innovation has been noticed with the cassava processing line because equipment was not in place[16].

d) Innovation in the fish value chain

ABIN was innovative in introducing the smoking of fish to fishermen and fish entrepreneurs in Rumonge (disruptive innovation). The innovation was introduced through training and coaching of the FAO-installed Thiaroye smoking ovens. This meant entrepreneurs such as the cooperative COTERU could smoke and store their fish for weeks and sell them at better prices. They could also transport them to other markets and sell larger volumes at better prices[17]. However, by January 2023, only a small quantity of fish had been smoked in the incubator.

E). Sustainability

EQ3: Sustainability: Systemic change

For all the incubators set up by the ABIN program, the evaluation noted a lot of efforts by SPARK to make the centres self-sufficient (i.e. able to cover their operating costs). The evaluators analysed different options to safeguard the results achieved up to now. See VII. Recommendations.

Evaluation question 3: To what extent has the programme contributed to systemic change in the local agri-business development ecosystems of Cibitoke and Rumonge provinces?

For the analysis of the 'systemic change', we refer to the Adopt-Adapt-Expand–Respond (AAER) methodology[18]. See Annexe 4.

The main visible change in local agribusiness that can be attributed to the ABIN program is the development of the production of food products that meet the quality requirements of the Burundian Bureau of Standards (BBN). Indeed, the ABIN programme has put forward the production of certified products that can be sold locally and exported. Currently, there is a growing interest in BBN certification among different actors in the honey value (such as COJAD and UBICOM).

[16] MANE blocked the installation of the cassava processing equipment in a separate shelter

[17] Source : Evaluation report 2019 p3

[18] This methodology, developed by The Springfield Centre' (March 2014), distinguishes between changes among direct partners and participants – who adopt and/or adapt in the pilot phase - and changes by other players who copy the initial approach/change and adjust their own practices. Such changes are indications of scale and sustainability of the change.

The collaboration with the Burundian business development partners (AFORGER and CEMAC) contributed to strengthening the capacity of these organisations to coach rural enterprises and cooperatives. This process will be reinforced due to their collaboration with SPARK under Akazi Keza.

In Rumonge province, there appears to be no remarkable systemic change that can be attributed to the program (end of 2022)[19]. Even though the equipment available in the incubation centre is advanced and unique in the Burundi context, the incubator has only been used for limited activities and periods. This has not yet led to sustainable changes in the eco-system of the entrepreneurs that operate in the different parts of the value chains i.e. the social, economic and political context associated with the value chain.

Concerning the honey value chain, the experience of processing honey in the incubator in order to respond to local and international demands has convinced some traders of the opportunity/ need to either ensure access to the ABIN facilities in Cibitoke – and/or in future – invest in similar processing facilities closer to the other production sites in Burundi (Cankuzo , Ruyigi) or in Bujumbura.

The results of the cereal and fish incubators (and their SME/cooperatives) were not strong and their viability could not yet be proven. No other market actors and development programmes were interested or willing to adopt similar approaches.

Apart from the efforts to facilitate the certification processes, the contacts and collaboration with the main actors in the value chains were limited.

EQ4: Sustainability: Improvement of Food Security

Evaluation question 4: How relevant is the programme for improving (future) food security?

The contribution of the program to food security is limited due to the low usage of the equipment in the incubators. Nevertheless, for Cibitoke, the program has laid a foundation for improving the availability of fruit juices, improved flours and good quality honey, which can be scaled further in Akazi Keza. The introduction of fruit juice processing will increase their shelf life and therefore the availability of fruit juice for a good period of the year. ABIN also had an effect on the reduction of post-harvest losses in particular for perishable products such as fruits and for honey that can now be processed closer to the producers.

Another pillar of food security is more stable access to foods such as fruit juice, cereal, honey and fish - with more regular availability of these products and fewer price fluctuations. Access to quality food products will be supported by the income from the jobs that were created by the ABIN program.

This effect on the regular supply of food products and on the income of farmers who produce cereals is limited by the low production volume at the cereal incubator by the end of the programme. The honey incubator, on the contrary, had a significant effect on the food security of the beekeepers because of its effect on honey production and on the income of beekeepers following increased opportunities to sell the honey. For the fish incubator in Rutumo (see analysis under EQ1), its contribution to improving food security was weak/inexistent because it has only been operational

[19] According to SPARK, the way FPFPB and SPARK (and also donor) influenced the decision of the former Minister of Agriculture to handover the incubator to the Fish Federation instead of a private entrepreneur could be considered to be a 'systemic' change.

since June 2022 with the installation of the generator and solar panels. In addition, the cold rooms were closed from August 2022 to January 2023 due to technical problems[20].

However, if SPARK/FPFPB find a solution for a valid/viable use of the Rutumo centre, the storage of fish during periods of high fish production for sale during periods of low fish production (for example when the lake is closed for fishing) will contribute to stabilizing the price of fish in the Bujumbura market which will contribute to the physical access of populations to fish and therefore to food security.

E) Impact

The overall impact ABIN aimed to achieve is: "Increased availability of food and jobs throughout the year in rural areas, especially for women and youth in Burundi's target areas".

From the results of this evaluation, it is clear that the fruit and honey incubators contributed to promoting youth employment and the availability of fruit juice/honey for a good part of the year. The program trained entrepreneurs to set up income-generating activities to improve their living conditions. However, the evaluation was not able to confirm that their welfare conditions had changed[21]. The cereal and cassava and fish incubators have been less successful in achieving this objective, as they are very poorly used compared to honey and fruit incubators.

SPARK indicates that about 45 jobs have been created (including 10 direct permanent jobs) in the cooperatives that operate in the fruit and honey incubator, in addition to a larger number of temporary jobs (for instance for fruit juice processing) and indirect jobs (for instance organising collection of used bottles, packaging and transport). In the Rutumo incubator, an operational manager and three guards were appointed.

EQ5: Impact: Perceptions and attitudes in communities

Evaluation question 5: To what extent has the programme influenced positively perceptions and attitudes in the communities where it operated, relevant to violence and stability?

A major impact in the field of gender is the support that ABIN provided to the Village Savings and Loan Associations. This support has contributed to the economic empowerment of women since the financial resources of these VSLAs were used to finance many small-scale economic activities of women and their cooperatives.

The 2019 evaluation report mentioned[22]: “ABIN brought together individuals from different ethnic backgrounds to work together in cooperatives, VSLAs and in the project. According to stakeholders, ABIN initiated unity in the community and reduced negative ethnicity.” “ABIN through cooperatives and VSLAs enable women to interact with others and share ideas of development while also empowering them to contribute to household needs and have a voice in the household”.

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[20] The compressor broke down and a new one was found in Botswana after intensive research (as part of Akazi Keza).

[21] This evaluation focused on the impact of the incubators - and less on the impact of the program at the level of the (final and indirect) beneficiaries.

[22] End Term Evaluation – Final Report – September 2019, p39-40.
This finding could not be verified by the January 2023 evaluation since SPARK and the evaluators agreed to mainly organise meetings with the representatives of the cooperatives and enterprises that were using the incubators.

Although the evaluators found few direct links between the ABIN program and conflict/violence in the communities, it is clear that the project has influenced perceptions of the communities. For example, the fact that youth cooperatives benefited from the project's interventions (training, use of incubators) contributed to the peaceful cohabitation of local youth in their diversity. The inclusive approach of the program for youth and women has contributed to improving women's ability to carry out income-generating activities (empowerment), thus contributing to the improvement of women's role and ability to fight against gender-based violence and consequently, contribute to a community without violence (stability).

EQ6: Impact: Unintended impact of the programme

Evaluation question 6: Is there any unintended (positive and/or negative) impact of the programme in the Cibitoke and Rumonge provinces?

The evaluators want to highlight the risks of potential (future) conflicts between actors in the same value chains linked to access to the equipment of the incubators that have been made available by ABIN - if not properly anticipated and managed. For example, the evaluators noticed difficulties to guarantee access to the honey incubator for other cooperatives such as COJAD.

The fish incubator might create conflicts of interest between different users if there is no clear consensus and transparency on the objectives of the incubator. The most striking example of an unexpected negative impact of the program was the conflict between ABIN and the private entrepreneur on the use of the fish incubator in Rutumo, which led to a suspension of the incubator's activities for almost two years due to speculations related to the use of the available equipment.

V Conclusions

A) General Conclusions

Even though the creation of the different incubators was relevant and responded to an important need to strengthen the local capacity for the processing of local agricultural produce and create employment and revenues, many obstacles had to be faced during implementation. At the end of the ABIN program (2022), it is clear that the cereal and cassava incubators have not been fully operational and effective, while the fish incubator has not yet been in real production. The honey incubator clearly contributed to upgrading the value chain while fruit juice production is expanding.

The cooperatives, the local population (cereal processing) and other traders (honey processing) were interested in using the services of the incubation centres, especially since these services were very cheap compared to the real/actual costs due to ABIN financing the rent of the premises, the energy and personnel. In future, the sale of services at real cost might result in a significant increase in the price to be paid for the processing.

The effects of ABIN on the inclusive development of the value chains[23] is largely limited to the support to cooperatives/traders that benefitted directly from the incubators in 2020-2022. The support to access credit combined with the coaching of the businesses (see the preparation of feasibility studies) made MFIs more aware of the opportunities to finance such processing activities of cooperatives.

[23] See 'Inclusive Business Scan' methodology in annexe 4

The use of sophisticated equipment for the final processing of honey was a clear innovation for Burundi. The certification of the honey, fruits and maize incubator by the BNN is a major breakthrough. It demonstrates that foods processed by cooperatives have the potential to reach high-level and export markets.

The sustainability of the results at the level of the SMEs will be further reinforced because of the coaching and support provided under Akazi Keza (up to Q1 of 2024).

ABIN's effects on market linkages, collaboration within the value chains (e.g. between cooperatives and traders), on the governance of the value chains (price setting and risk sharing) and access to services (such as market information) were however not very visible.

A general observation touches on the low involvement of local authorities - in general during the programme and in particular during the search for sustainable solutions to revitalize the incubators at the end of the ABIN program. The evaluation found that strategic decisions concerning the proper functioning of the incubators - during and after the withdrawal of SPARK - cannot be taken without the intervention of the authorities.

B) Conclusions per Value Chain

1. Conclusions Fruits/Cereals incubator

The present (weak) level of activities combined with the basic level of the processing equipment in the incubator does not justify continuing the operations of the incubator as initially envisaged: enable several women and young people to use the available equipment and get management support/coaching to develop their enterprise and create employment.

The participation of the 3 cereal cooperatives is very low because of different reasons such as the distance to their other activities (Murima), the small and scattered operating space (CDIC), the weak production by CDIC) and the priority that the cooperatives give to other – more profitable - activities rather than incubator's activities (CDIC and Akanovera IWACU).

The only potentially sustainable part of the incubation centre might be the fruit juice production on condition that the rent of the premise and salaries of the manager be reduced and that depreciation costs are not fully taken into account. COEIDE has been an active user of the incubator and would like to continue the processing activities.

An alternative strategy for the cereal incubator could have been to train more women, young people and cooperatives on the production of gari and of improved mixed cereals - in order to reach a multiplier effect using existing cereal mills combined with simple drying racks and roasters. Such localised production might be more competitive than centralised processing in Cibitoke town.

The overall viability of the incubator and the possibility to plan/propose new additional activities or investments to turn the centre into a lively 'incubator' are however limited.

2. Conclusions Honey Value Chain

The equipment of the incubator is of good quality and responds to the requirements for the certification of honey. Its maximum capacity (1200 kg of honey to be processed per week) is much higher than the honey production of COOPACI which was the first cooperative that used the honey incubator and got a certification. As part of Akazi Keza, COJAD and UBICOM started using the honey processing equipment.

The incubator is situated close to a production zone, north of Bujumbura (about 1 hour drive from the capital) which does not appear to be a limiting factor for other cooperatives /traders since the honey is transported in bulk (25 l jerrycans).

At the time of the evaluation, the incubator is the only processing centre with a BBN certification which is required in international markets. At the same time, the local demand for honey appears to be increasing.

3. Conclusions Fish incubator

The chances of creating a viable fish landing site at Rutumo are limited because of its location and the absence of major services and infrastructure needed to attract multiple actors in the fish value chain. The viability of the cold storage rooms depends on the availability of large quantities of ice.

The infrastructure is not adapted for launching an 'incubator' i.e. a place where young people can develop a variety of economic activities, using the available equipment and common services. In addition, the drying and smoking activities largely depend on the excess arrival of fish (available at a low price). Recent activities under Akazi Kezi (increased ice production capacity and agreement for the use of the cold storage) offers some new perspectives.

VI Lessons learned / Best practices

The creation of an incubator should be based on an analysis of the value chains' main problems and opportunities, major actors, legal and administrative context and of the opportunities for inclusive development of the value chains. This must be done in close collaboration and consultation with value chain actors and stakeholders[24]. This should lead to a clear understanding and consensus of the priority intervention areas within the value chain i.e. where optimal results can be achieved in terms of the volume of products processed, the revenue and employment creation, potential catalysing effects on other actors and potential changes in the ecosystem.

Selection of future beneficiaries of incubators – SMEs /cooperatives – should be based on their intrinsic motivation and their learning capacity as well as on the past performance of their economic activities. For cooperatives, good governance and internal cohesion should be taken into account. The existence of the incubators might attract persons/organisations that are not motivated to invest (time and resources) in the development of their enterprises. Right from the start, SME beneficiaries should be informed and contribute gradually to the actual cost of the processing so that decisions regarding the development of their enterprise be based on real costs.

When installing the incubator, it is necessary to make sure that the capacity of the equipment to be bought is coherent (all equipment of comparable capacity) and in line with the (potential = to be reinforced) technical capacities/capabilities and production volume of major beneficiaries. Technical training must be combined with training on management; data collection should help to stimulate the development of SMEs/cooperatives.

[24] Since markets in countries such as Burundi are very volatile, it is better to adopt a pragmatic approach. Instead of spending a lot of time on complex market studies, It is more relevant to organise focus group discussions with different actors operating in different parts of the value chain (from producers, processors to consumers and service providers) in order to identify specific and common bottlenecks.

Exchanges and collaboration with other development actors to inform them about methods used and results achieved are essential to reach systemic changes and influence the value chain development.

A lesson learned is that local authorities who are kept informed of the objectives and interventions of the program will be better placed to intervene to safeguard the results of the programme.

Outcome indicators on value chain development, social cohesion, and conflict prevention as well as on other systemic changes are essential to evaluate the impacts of the programme beyond the direct support to SMEs/cooperatives.

VII Recommendations per Value Chain

The evaluators have analysed different options to ensure good use of the existing equipment[25] but find that the medium and long-term viability of the incubators is not yet guaranteed under the current conditions. Actors that are interested to take over the management of the incubators need to be fully supported to develop their financial and managerial capacity to manage the centre as such.

1. Fruit and Cereals: a split

Given the limited opportunities to collaborate and the weak synergies between the fruit juice cooperative and the 3 cereal cooperatives, splitting the incubator is a viable option. The fruit processing would stay in the present location to keep access to the cold storage facility. Cereal processing equipment would be split between cassava and maize and transferred to a site closer to the cooperatives.

Opportunities:

- Specific problems linked to each production process/trade would be taken up directly by the concerned cooperative instead of waiting for common decisions to be taken.
- Installing the equipment at the level of Murima and Kanovera Iwacu would create income-generating opportunities and provide basic services to local producers in rural areas. This would represent a contribution to food security since Murima and Kanovera would continue the processing/sales of porridge - at a reasonable cost- which contributes to the health of the local population.
- The specific equipment for the production of gari would be transferred to dynamic cooperatives.
- Fixed costs might be limited and revenues would increase since cooperative members would be able to sensitize local clients to use their equipment.

[25] A detailed analysis of different options was shared with the SPARK team.

Challenges:

- Since the equipment of the incubators is installed in a building in Cibitoke town, owned by the local government which is sub-rented from MANE, the lease agreement will have to be transferred to the cooperative.
- This option offers limited employment and training opportunities for other actors in the value chain.
- Additional investments are needed to safeguard access for the cooperative Murima and Kanovera to 'roasters' and drying/storage facilities.

2. Honey Value Chain

Since the honey incubator plays an important role in upgrading the quality of the honey available in the local and export markets, the processing unit must remain accessible to different beekeeping cooperatives and traders. The incubator is at present the only unit where honey processing obtains certification.

Overall the honey value chain is at a turning point where producers understand the contribution of the beekeeping activities to their revenue and traders/cooperatives are capable of responding to demands in the local market (in particular in Bujumbura), in neighbouring countries (Rwanda, RDC) and other countries where demand is high.

There is a growing demand on the local market for pre-processed honey (quality B which still contains some impurities) as well as for certified honey. However, the difference between the sales price of quality B honey and the sales price of certified/conditioned honey (quality A) is however very small (2.000 BIF /kg). The strategic priority for small producers and their cooperatives (and programs such as Akazi Keza and other value chain development projects) is therefore to make sure that the margin and price of the processed honey increase to better cover the extra costs of processing, packing and certification.

Given the role of the incubator in the value chain and the needs of different other (smaller) beekeeping groups to improve the quality of their products, the evaluators propose that SPARK/Akazi Keza continues to supervise the operations of the incubator up to Q1 2024. Such supervision could be organised through engaging – probably on a freelance basis - a person who has sufficient technical knowledge and management expertise to contribute also to the training of new actors.

This option would enable to ensure local anchorage of the incubator and guarantee access to the processing equipment for the most advanced entrepreneurs (COOPACI, COJAD and UBICOM) in order for them to get certified, boost honey equipment usage and for the centre to reach financial break-even.

Opportunities:

- Shared usage by several BBN certified entrepreneurs (besides COOPACI especially COJAD and UBICOM) in order to boost usage while entrepreneurs paying for services to cover operational costs (i.e. Service Centre perspective of Akazi Keza)
- The centre continues to offer training to young people on the processing of honey and the use of more sophisticated equipment.
- Negotiations with COOPACI should cover/compensate them for enabling access to certification for other cooperatives which process their honey in the Cibitoke unit - and validate other (invisible) efforts of the cooperative that led to the creation of the centre
- Gradual involvement of the cooperatives in the management of the incubator.

A union of beekeeping cooperatives could be created over the next 2 years - to promote the beekeeping value chain and propose/develop common initiatives such as the purchase of packaging materials and joint promotion of honey products.

Opportunities (for Akazi Keza or other future value chain projects):

- The incubator would be integrated into a larger process to develop an inclusive honey value chain based on the efforts of cooperatives specialising in honey production and trade.
- Such union/ interprofessional could/should also defend the position of the producers and organise lobbying and advocacy activities to create a favourable context for the development of an inclusive honey/wax value chain[26].

Challenges:

- Additional support is needed to bring together the beekeeping cooperatives and strengthen both their technical expertise as well as their management capacities.

3. Fish Value Chain

As part of Akazi Keza, SPARK has agreed to gradually transfer the ownership of the centre to the FPFPB, if FPFPB shows capable of achieving financial break-even. The contract stipulates the gradual shift of obligations - such as payment of staff - from ABIN/Akazi Keza to FPFPB. The proposal and analysis below are based on discussions with the leaders of FPFPB and 2 fishing experts in addition to the evaluation of similar projects/initiatives in neighbouring Kigoma as well as in other African countries.

Current Situation (January 2023):

- The FPFPB is a large professional organisation that represents members including both fishermen, traders and processors. With the battery chargers based on solar panels, FPFPB has shown already to be able to finance the salary costs of the operational manager and the security guards themselves.
- FPFPB has significant expertise in managing all 19 fish landing sites at Lake Tanganyika through a mandate from the Government of Burundi.
- One entrepreneur, COFECOPEBU, and several traders have shown interest in temporarily using the cold storage facilities to store (excess) fish to be marketed during periods of lower supply.

Risks: A main challenge to re-develop the incubator is the proximity of 2 vibrant landing sites with a large number of wholesale traders and petty traders (Rumonge and Magara) which makes it difficult/see unrealistic at this stage to expect a shift of fishing and trading activities towards Rutumo. By nature of the value chain, fishing offers a large variety of fishery products that are marketed through complementary channels. The presence of all these actors is required to optimize the viability of the fish landing site/incubator.

[26] See document « Faire changer les chaînes » - cas 5.1 « Les femmes et les abeilles ? Impossible ! Du miel au Rwanda » available on https://agriprofocus.com/upload/131017-chachacha_web_fr_2.compressed1415291189.pdf

Recommendation 1: Increase the ice-producing capacity at the Rutumo centre

Increasing activities at the landing site is conditioned by the availability of large volumes of ice for both the processing and transport of fish to Bujumbura and other markets and for the boats that bring high-quality fish from Tanzania and RDC (where ice is not available). If Rutumo demand for ice is not sufficient, large loads of ice can be sold/ transported to other landing sites (Rutumo or Magara). In addition, future development of the fish value chain will depend on improved onboard storage capacity - with insulated boxes with ice – to reduce post-harvest losses and the improved viability of the fishing. It is therefore expected that the production of ice will provide regular income to the centre[27] (in marketing terms: "it is a cash cow").

Recommendation 2: Mobilize fish importers to develop Rutumo as a landing/processing site for fish imports.

This segment of the fish value chain is less dependent on regular supplies from local fishing boats. Moreover, the logistic operations of these fishermen and traders might be hampered by the (nearly) saturation of Rumonge, motivating traders to move their operations to other sites on the Lake. Initial small processing such as cleaning, calibration, cutting and portioning of fish might be done in hygienic conditions (inox tables, water and electricity) in the Rutumo centre, before transport of the processed fish to the final destination. Cold storage of fish might enable optimal sales planning.

The evaluation proposes to launch a call for proposals to rent the cold storage equipment on a yearly or seasonal basis to one operator. In addition to basic criteria already identified [28], election criteria, decided jointly by SPARK and the FPFPB, should/could cover:

- Essential: Experience and capacity of the enterprise/cooperative: number of years in fisheries, volume of activities, capital/revolving fund to optimally finance additional equipment; technical knowledge and experience on freezing fish; management capacity.
- b) Priority: Clear added value (employment, revenues) for the fishery sector (preference for business models largely integrated into the value chain)
- c) Preferable: Social responsibility of the enterprise: training of young people or fishermen, other initiatives to develop the value chain…

Whereas the (minimum) cost of renting the equipment can be based on the annual depreciation of the equipment, the cost for maintenance, electricity and regular repairs as well as a contribution to

[27] The sale of the refrigerated truck and the small ice machine would enable FPFPB to finance a high-capacity ice-machine.

[28] Source : Proposition d'un plan opérationnel du Centre d'Incubation de Rutumo (CIR) – 17 février 2022 par les consultants/experts Léonie Nzeyimana et Aris Makos
Les critères d'éligibilités les plus significatifs pour le choix de l'exploitant et pour un meilleur rendement ainsi que la pérennisation du centre, doivent être :
a) Avoir un business plan
b) Un marché d'écoulement de ses produits,
c) Un plan de collaboration avec les coopératives des pêcheurs, (pertinent ???)
d) Expérience en gestion de chaine du froid et équipements divers intervenant dans la transformation du poisson
e) Expérience à la commercialisation du poisson dans la capitale mais aussi à l'intérieur du pays
f) Capacité à créer des réseaux de collaborateurs parmi les pécheurs, les PME, les commerçants, et la chaine de consommation (restaurants, super marches, marches publics, etc.).
g) Maitrise des connaissances nécessaires à la compréhension des règles et pratiques du commerce, de la comptabilité et des lois commerciaux du pays.

the management of the centre will need to be included in the minimum rent. Since at this stage, it is impossible to know the (variable) cost of electricity, electricity meters per cold room should be installed; invoicing should be based on the actual kW consumed.

A few traders/importers have shown interest in renting the cold rooms to store fresh and frozen imported and local fish. Initial contacts with COPECOBU, a cooperative of traders based in Bujumbura, revealed their interest in renting the fridges and cold storage rooms if the cost of electricity would be at an acceptable level.

Annexe 1: Terms of reference

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End Programme Evaluation

ABIN Programme

Terms of Reference

Programme Info

Programme name	Agribusiness Incubation Network (ABIN)
Locations	Burundi (Cibitoke and Rumonge)
Theme	Agribusiness development
Target group	Youth and entrepreneurs (with a focus on women)
Programme duration	November 2014 to June 2022
Donor	Dutch Embassy Burundi
Implementing organization	SPARK
web	https://spark.ngo/

Programme Background

Burundi's economic and social development has been constrained by the dominance of low productivity agriculture. Although agriculture employs around 80% of the population, it only contributes to around 40% of GDP. This is because the bulk of the population is engaged in subsistence farming, where livelihoods are increasingly difficult to sustain because of high population growth and land degradation.

Crushing poverty is therefore a reality for small rural farmers and ABIN has been a response to these demands. By establishing a network of agribusiness incubation centres, SPARK addressed these needs and helped rural youth and women to become agro-entrepreneurs. As a result, the most ambitious entrepreneurs have significantly improved their livelihoods and thrive as independent, self-sufficient, and valuable members of their communities.

Programme Objectives

The overall objective of ABIN was to increase the availability of food and jobs throughout the year in rural areas, especially for women and youth in Burundi's target areas.

More specifically, the programme has four strategic objectives:

a) to establish a network of **agribusiness incubation centres in rural areas of Burundi**, particularly in Bubanza, Cibitoke and Rumonge,

b) to provide **services for potential agro-entrepreneurs** (especially for women and youth) and existing agro-enterprises to enable them to innovate, add value and increase their level production,
c) develop **new markets** and
d) **encouraging women** to get involved in socio-economic activities.

The strategic objectives of the programme were conceptualized into 3 outcome areas which were:

1. **Operationalization of three agribusiness incubation centers** including in-house expertise, an established network of external services, and a value chain and entrepreneurship strategy for the target provinces;
2. Sustainable **development of agribusiness**: rural agro-enterprises increase their capacity and competitiveness through better absorption capacity and access to technological innovations, improved access to finance and commercial links;
3. Existence of a **dynamic network** of entrepreneurs, private and public institutions, experts and investors who constitute a platform for innovation and the visibility of business success.

The programme was implemented in Cibitoke, Bubanza and Rumonge provinces, targeting five key value chains; i.e. **Fish, Honey, Fruit Juice, Maize and Cassava**.

The programme's implementation has been affected by the economic-political situation in Burundi, which resulted in significant programme delays. Because of these delays, several extensions were given between 2017 and 2021.

Complementarity and synergy with Akazi Keza Programme (2020-2024) & earlier evaluations done by ABIN (in 2017 and 2019)

For the period 2020/7 till 2022/6, ABIN's implementation was implemented at the same time as SPARK's Akazi Keza Programme (2020-2024). Therefore, around 30 agribusiness entrepreneurs who have been supported by the ABIN programme till December 2020, have also received support from the Akazi Keza Programme to scale-up further (also with the Dutch Embassy in Burundi as donor).

Due to this set up, the ABIN programme is being considered as the predecessor of the Akazi Keza programme (though Akazi Keza is a bigger programme, also including non-agri entrepreneurs and an internship programme, among others).

In Q3 of 2019, a second mid-term evaluation was executed (first mid-term was in 2017), this end-term evaluation will therefore not focus on same topics are earlier mid-terms, but really focus on the realization of the 3 Agri-Business Incubators (two in Cibitoke (Honey, Fruits, Cassava and Maize) and one in Rumonge (Fish) in relation with the respective value chains (production, processing, commercialization).

Objectives of the End Programme Evaluation

Following the above (to avoid confusion and doublings) and for budgetary reason, the objective[29] of this programme evaluation is to assess the effectiveness, sustainability and impact of the programme, as well as to identify valid and accurate lessons learned from its implementation.

The specific questions that this evaluation aims at answering are:

Effectiveness

- How did the five respective value chains develop in Cibitoke (Honey, Fruit, Maize and Cassava) and Rumonge (Fish) as a consequence of the start-up of 3 incubators with innovative equipment in which the entrepreneurs engaged (especially regarding commercialization, i.e. market access)?
- How did the programme contribute to innovations (in the Burundian context) and what was the effect of this locally and nationally?

Sustainability

- How relevant is the programme for improving (future) food security?
- To what extent the programme contributed to systemic change in the local agri-business development ecosystems of Cibitoke and Rumonge provinces?

Impact

- Is there any unintended (positive and/or negative) impact of the programme in the the Cibitoke and Rumonge provinces?
- To what extent the programme influenced positively perceptions/attitudes in the communities it operated, relevant to violence and stability?

Deliverables

The consultant(s) conducting this evaluation will produce the following deliverables for this evaluation:

- Inception report (that includes Methodology and Evaluation matrix, Work plan and detailed timeline);
- Draft and final report, which will have the following structure30:
- Executive summary
- Introduction
- Methodology
- Analysis and findings
- Conclusions on findings, lessons learned and recommendations
- Annexes: Relevant maps and photographs of the evaluation areas, desktop review references, data collection tools, list of interviewees and participants in focus group discussions and raw data in an agreed format.

[29] All SPARK programme evaluations' objectives align with the OECD/DAC Criteria for Evaluating Development Assistance and the EU Guidelines for Evaluations with Gender as a Cross-cutting Issue.

[30] SPARK will provide the template for the Final Programme Evaluation Report. Additionally, the report should be maximum 20 pages, excluding the annexes.

- Presentation and validation of key findings of the evaluation to the (one day) workshop organised by programme title staff.

The final evaluation report will be written in English (or translated from French to English), in PDF and Word format and will be published on the SPARK website.

Calendar (to be worked out for October and November 2022)

Deadline Submission Offer	Monday, October 17th
Selection/Contracting of Evaluator(s)	Friday, October 21st
Kick-off meeting(s) with SPARK team	Monday, October 24th
Desktop review & Interviews with SPARK Team	Week of October 24th
Draft inception report (including planning & field-research)	Monday, October 31st
Final inception Report	Wednesday, November 2nd
Field (SPARK will organize / facilitate): • Visit Cibitoke Incubators (Honey, Fruit Juice, Mais, Cassava) • Visit Cibitoke Entrepreneurs • Visit Rumonge Incubator (Fish) • Visit Rumonge (Fish) Entrepreneurs • Interviews with local administrations (Cibitoke and Rumonge) • Interviews with central central administrations (MinCom, maybe also MinAgri) • Interview key partners/stakeholders (Burundi Fish Federation, BBN, etc.) • Interview with key experts (honey, fish, etc.) • Interview with donor organisation staff	Week of November 7th
Draft Evaluation Report	Thursday, November 17th
Final Evaluation Report	Wednesday, November 23rd
Presentation/validation of key findings to (one day) workshop organised by programme title staff (and donor)	Friday, November 25th
Submission to SPARK & donor	Wednesday, November 30th

Budget for Mid-term Evaluation

The maximum available budget for this assignment is 15.000 euro (incl. VAT), which includes eventual (airplane) travel costs to Burundi. For Field-Visit (Week of November 7th), SPARK will take care of Transport & Accommodation & Restoration Costs.

Payment Scheme for the Final Programme Evaluation

The payments for the Final Programme Evaluation will be done through the receipt of invoices and upon deliverables approved by the SPARK staff, according to the following scheme:

Deliverable	Payment
Signing of Contract	40% of total contracting sum

Draft Evaluation Report	30% of total contracting sum, upon approval of deliverable
Finalized Evaluation Report & Presentation/validation of key findings to (one day) workshop organised by programme title staff	30% of total contracting sum, upon approval of deliverable

Expertise required for the Final Programme Evaluation

The evaluator(s) should be (a team of) experienced and independent consultant(s), freelance or from a consultancy organisation, with at least the following expertise:

- Advanced university degree in International Development, Economics, Agribusiness or other related field;
- A minimum of 7 years of professional experience with conducting programme/project evaluations;
- Demonstrated experience in (SME) agribusiness development (especially in relation with Value Chain development and Agri-Business Incubators);
- Previous professional experience in Burundi will be considered an advantage;
- Advanced communication, analytical and reporting skills;
- Fluent in English and French (both reading and writing);
- Fluency in Kirundi will be considered an advantage.

Application for the Final Programme Evaluation

The deadline for submission of applications is the Monday, 17/10/2022.

All applications should include the following:

- Cover letter (maximum 1 page) stating the candidate(s) full-time availability from October 24th till November 30th;
- CV's of all evaluation team members, including three references with contact details per member.
- Example of a similar / relevant previous evaluation done by the Evaluator(s) (preferably in English).
- Technical proposal, which should include:
- Word/PDF: Understanding of the evaluation's ToR (goals, key research (sub-) questions, VC analysis approach, knowledge of Agri-Business Processing Centres/Incubators, planning, etc.
- Excel/PDF: Financial Proposal, including breakdown per budget line & calculation of total costs per budget line (unity, quantity, price, total).

Interested consultants or firms should send their application to: g.vliegher@spark-online.org, copying j.d.wit@spark-online.org, n.koufos@spark-online.org and d.gikoro@spark-online.org.

Further information may be requested and questions may also be discussed with Gabrielle De Vliegher (g.vliegher@spark-online.org).

Please note that incomplete applications will not be considered.

Due to the large volume of applications we receive, we cannot respond to every applicant individually. There may be a delay between the application deadline and the moment we contact selected applicants.

If you have not received a reply, we regret to inform that we have continued with other candidates.

About SPARK

SPARK develops higher education and entrepreneurship to empower young, ambitious people to lead their fragile and conflict-affected societies into prosperity. SPARK is a dynamic and growing, international not-for-profit development organisation with 100+ staff members, in more than 14 offices around the world. SPARK supports refugees in the Middle-East by providing them with scholarships in universities and higher education institutions in the region. SPARK also supports young entrepreneurs in fragile states, to start or grow their own businesses.

Annexe 2: List of documents consulted

The following documents were consulted by the evaluation team:

Project document and narrative reports:

- Basic Assessment Report Program ABINHekima Consulting Group, Oct 2015
- Programme proposal 2014
- Narrative report 2019
- Narrative report 2020
- Narrative report 2021
- Final Narrative report (2014-2022)
- SPARK Consolidated ABIN 2014-2022 Overview (approved by the donor as it is part of the Final Narrative 2014-2022)

Evaluation reports:

- Baseline report 2015
- Midterm valuation report 2017
- Evaluation report 2019
- Akazi Keza Midterm evaluation report 2022

Documents per incubator

Fish incubator:

- Rapport d'Etude d'Evaluation de la Valeur Ajoutée du poisson sur l'incubateur de Rutumo
- Convention entre FPFPB et Spark relative à l'autonomisation du centre d'incubation de pêches à Rutumo
- Proposition d'un plan opérationnel du Centre d'Incubation de Rutumo (CIR) – 17 février 2022
- Monthly reports of FPFPB on Charges and revenues of Fish incubator
- Rutumo Incubator revenue account 2020-2022
- Business Plans 3 SMEs (CEMAC)
- Action Plans 3 SMEs (CEMAC)
- Draft Operational Plan Fish IC

Fruit and cereal incubator:

- Cibitoke Incubators revenue account 2018-2022
- COCKAM Presentation / Approach: Solution durables pour l'incubateur des fruits et céréales (Draft)
- Fruits & Legumes & Miel – Break-even Overview (Excel)
- Statut et règlement d'ordre intérieur de COCKAM
- Plan d'affaires des coopératives : COIEDE, Kanovera Iwacu, CDIC, Murima (Aforger)
- Results Overview 2020-2022 : COIEDE, KANOVERA IWACU, MURIMA WISANGE and CDIC (jobs, production, revenue and profit)
- Production &Transformation Miel Jus de Fruits Mais Manioc 2021 & 2022 Overview (Excel)

Honey incubator:

- COOPACI: General Business Plan, Simple Business Plan and Action
- COJAD: Action Plan

- Draft Report 2022 Honey Expert (Mr Domitien)
- Honey Incubator: Condition d'Utilisation & Formulaire Demand d'Utilisation
- Nzirorera Domitien, Rapport des réalisations de la consultance du 30/9/2020 au 27/11/2020 pour la filière apiculture dans la province de Cibitoke, Novembre 2020
- Nzirorera Domitien, Rapport des réalisations de la consultance du 30/11/2020 au 05/02/2021 pour l'appui aux coopératives apicoles appuyées par SPARK dans la province de Bubanza, Février 2021

Coaching of SME/cooperatives:

- Aforger , Rapport de formation et de coaching de 18 PMEs des provinces de Cibitoke et Bubanza soutenues par SPARK (Word et PPP)
- Aforger, Canevas PME Cibitoke Bubanza, Mars 23, 2021
- CEMAC, Canevas pour les 6 PME les plus avancés - Rumonge (Excel), March 2021
- CEMAC, Canevas pour les 10 PME moins avancés - Rumonge (Excel) – Accompagnement du 25/8/2020 au 30/11/2020
- CEMAC, Présentation des rapports finaux – Présentation des résultats atteints sur l'accompagnement des PME dans une période de 6 mois (PPP)
- CEMAC, Rapport final d'accompagnement et coaching de 6 PMEs plus avancées.- Période du 25 Aout 2020 au 20 Février 2021
- CEMAC, Rapport final des activités d'accompagnement et de coaching des 10 PMEs les moins avancées - Période du 19 octobre 2020 au 15 février 2021

Akazi Keza:

- Akazi Keza PPT presentation
- Akazi Keza Annual Plan 2023 (including Outcome 4, focussing on 3 Incubators)

Other documents:

- Burundi National Development Plan 2018-2027
- LINK methodology: a participatory guide to business models that link smallholders to markets. Version 2.0. p 89 – developed by CIAT and CGIAR - available on https://cgspace.cgiar.org/handle/10568/49606
- Adopt-Adapt-Expand-Respond: a framework for managing and measuring systemic change processes - Briefing Paper, Daniel Nippard, Rob Hitchins and David Elliott,The Springfield Centre for Business in Development, March 2014
- Faire changer les chaînes » - cas 5.1 « Les femmes et les abeilles ? Impossible ! Du miel au Rwanda » available on
- https://agriprofocus.com/upload/131017-chachacha_web_fr_2.compressed1415291189.pdf

Annexe 3 : Programme and List of persons met

Inception Report (Introduction, Objectives of Evaluation, Approach/Methodology, Results Desk Research, Risks & Mitigation, Planning, etc.)	Friday 13th of January 2023
Adapted Inception Report & Call to Align	Thursday 19-01-2023

Field phase : Week of Monday 23rd of January 2023

Field visit (**organized/facilitated by SPARK Burundi**):

Monday January 23, 2023 - Morning:

Introduction / Interviews with SPARK Staff

Monday January 23, 2023 - Afternoon:

Meet-Up MinCom (Ministère Tutuelle SPARK)

Tuesday January 24, 2023

- Visit Local Administration Cibitoke Province
- Visit Fruit & Vegetables Incubator (introduction to the 3 production lines)

  Focus Group in Fruit/Vegetable Incubator, with:
  - With 4 key entrepreneurs (COCKAM),
  - Business Coach (Claudine) & 2 Technical Coaches
  - UPIC (Mr Ferdinand, for relation with students/laureates of the University)
- Visit Selling Points (MURIMA & COIEDE)
- Visit to Production Sides (MURIMA),
- Visit Honey Incubator (with SME COOPACI)

Wednesday January 25, 2023 - Morning

- Visit Honey Production side(s) of COOPACI
- Focus Group in the Honey Incubator with:
  - 4 key entrepreneurs (COOPACI, COJAD,)
  - 2 Business Coaches (Claudine Kaneza - AFORGER (COOPACI), and Claudine Nibigira - CEMAC (COJAD & ASALIPOA) .

Wednesday January 25, 2023 - Afternoon

- Travel to Rumonge Ville, with visit to Fish Incubator Rutumo around 15:00 (on the way to Rumonge Ville)

Thursday January 26, 2023

- Visit Local Administration Rumonge Province
- Interview / Meet-Up with FPFPB (Burundi Fish Federation)
- Focus Group in Fish Incubator:
  - FPFPB (3 persons)
  - COTERU (ndagala fumé), COPROCOPEBU (ndagala seché) et COFECOPEBU

(mukeke), **2 persons per SME**

- Business Coaches (Boniface et Elihoud)
- Technical Coach (Leonie)

Friday January 27, 2023

- Interview / Meet-Up donor
- Technical Honey Coach (Domitien Nzizorera)
- Additional data collection

Saturday January 28, 2023

- Meet-Up with Fish Expert (Aris Makos)
- Preparation of the PPP for the debriefing

Sunday January 29, 2023 - Afternoon --- De-Briefing / Presentation First Results

Internal Meeting with Jesper, Désiré, Vincent and Godefroid in Bujumbura / SPARK Office

Reporting

Draft Report to SPARK (SPARK shares with donor)	Monday February 6, 2023
Feedback SPARK & Donor on Draft Report	Friday February 10, 2023
Final Evaluation Report to SPARK (SPARK shares with donor)	Friday February 17,2023
Presentation of Evaluation Report to SPARK & Donor	Friday February 24, 2023
SPARK (and donor) Approval of Evaluation Report	Wednesday March 15 2023

List of people met

SPARK Team and implementing partners		
DE WIT Jesper	Country Manager	SPARK Burundi
NINTUNZE Godefroid	Project Coordinator Cibitoke, Bubanza et Gitega.	SPARK/Cibitoke Incubator/ Fruit/cereal value chain
BIHIMVYUMUDERI Vincent	Project Coordinator Rumonge et Makamba	Rutumo Incubator Fish value chain
GIKORO Désiré	Finance Officer	SPARK
KOUFOS Nikolaos	M & E Expert	SPARK (Amsterdam)
KANEZA Claudine	Business Coach	AFORGER
NIBIGIRA Claudine	Business Coach	CEMEC
Marja Esveld	**Netherlands Embassy Burundi**	Head of Cooperation
Gérard Muringa		Senior Advisor
Flavie Floriane Kaneza		Advisor Education, Employment, Youth Entrepreneurship

Fish Value Chain	Position	Member of cooperative/federation:
NIYUNGEKO Jean Claude	Entrepreneur	COPROCOPEBU
KABURA Elihoud	Entrepreneur	CEMAC
MUNDANIKURE Fabien	Entrepreneur	COPROCOPEBU
NDUWAYO Gérard	Entrepreneur	COTERU
IRAMPAYE Boniface	Entrepreneur	CEMAC
NIMUBONA Gordien	Entrepreneur	COTERU
NINTUNZE Joyce	Entrepreneur	TERIMBERE BAKENYEZI
KARINZI Aline	Entrepreneur	COFECOPEBU
NZEYIMANA Léonie	Fish expert	Independante
Aris MACOS	Fish expert	Independent
Honey Value Chain		
KAMINA Selemani	Entrepreneur	Gérant COOPACI
KABIRIGI Charles	Entrepreneur	Vice/president COOPACI
NIBIGIRA Claudine	Entrepreneur	CEMAC
NDAYIKENGURUKIYE Lazare	Entrepreneur	COJAD/President
BIKUNDIYE Pascal	Entrepreneur	COJEAE/President
NZIRORERA Domitien	Honey Expert	Independent
Fruit, Maize and Cassava Value Chains		
NDIZEYE Solomon		Directeur Général de COIEDE et de COCKAM
BARUTWANAYO Aloys,		President /KANOVERA IWACU
NSINZINKAYO Evariste		President /CDIC
Frédienne UWIMANA,		Presidente/ MURIMA WISANGI
Other stakeholders		
BARUTWANAYO Pascal	Ministry of Commerce, Transport, Industry and Tourism	SPARK Point Focal Point since 2019
Gabriel BUTOYI	FPFPB	President
GASHINDI Cassien	FPFPB	Conseiller
NKENERWA Adolphe	FPFPB	Conseiller
Flavie Floriane KANEZA	Netherlands Embassy Burundi	Conseillère, Education-Emploi-Entrepreneuriat des Jeunes
	Cibitoke Regional Government	
BIZIMANA Ruben	Rumonge Regional Government	Conseil Juridique du Gouverneur
HAGABIMANA Ferdinand	UPI de Cibitoke	Enseignant/ Entrepreneuriat

Annexe 4: Methodologies used for this evaluation

A) Inclusive Business Scan[31]

1. Chain-wide collaboration

Do actors share the same goals?

Do actors exchange information regularly?

Are there structures in place to motivate collaboration or shared problem solving?

Is there one or more "champions" who will lead the process of co-innovation?

Do all actors understand and acknowledge the interdependence of the trading relationship?

2. Effective market linkages

Are trading relations stable?

Are trading relations profitable?

Do actors take advantage of market opportunities?

Do actors respond quickly enough to the changing needs of clients?

3. Fair and transparent governance

Are sale/purchase volumes and prices communicated clearly?

Are quality standards clear and consistent across the chain?

Are risks understood and shared proportionately along the chain?

Are trading relationships based on formal contracts or clear informal agreements?

4. Equitable access to services

Do producers have access to technical support services provided by the buyer or an indirect actor?

Do producers have timely access to market information provided by the buyer or an indirect actor?

Do producers have access to financial services provided by the buyer or an indirect actor?

5. Inclusive innovation

Are innovation processes carried out collaboratively?

Who participates and why?

If innovation is evident, who gains from the results?

Are there profit-sharing mechanisms in place?

Are small-scale producers encouraged to participate in inclusive innovation?

6. Measurement of outcomes

Have indicators been established that will measure the success of the business relationship?

Are the results of the business relationship measured frequently?

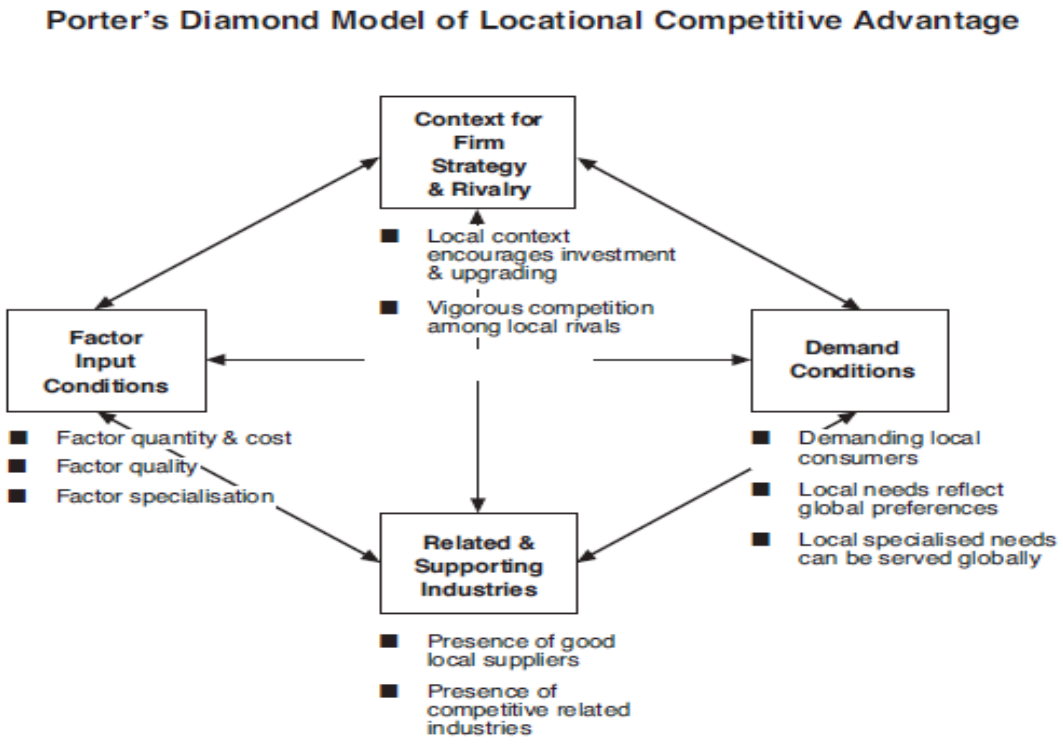
Are there feedback loops in place to guarantee effective chain-wide management and decision-making?

[31] Source: LINK methodology: a participatory guide to business models that link smallholders to markets. Version 2.0. p 89 – C) developed by CIAT and CGIAR - available on https://cgspace.cgiar.org/handle/10568/49606

Systemic Change: Adopt Adapt- Expand – Respond[32]

[32] Adopt-Adapt-Expand-Respond: a framework for managing and measuring systemic change processes - Briefing Paper Daniel Nippard, Rob Hitchins and David Elliott,The Springfield Centre for Business in Development, March 2014

B) Competitiveness Diamond Model for Value Chain Analysis



Annexe 5: ABIN Overall Targets & Results (2014-2022)

Indicators	Overall Target	Overall Result	Explanation
Outcome 1: Operationalisation of three agribusiness incubation centres, including in-house expertise, an established network of external services, and a value chain and entrepreneurship development for the targeted provinces			
Outcome 1.1:Agribusiness incubation centres established	3	3	Already achieved in 2019 (see 2019
Outcome 1.2: Service level *of BBIN* (satisfaction) scores at least 7 out of 10 by every centre utilizing its services	NA	NA	Not applicable for ABIN anymore as cooperation with BBIN stopped. In 2020, as part of ABIN Top-Up, CEMAC & AFORGER were selected as key business development partners.
Outcome 1.3: Each of the established incubation centres scores at least 3 out of 5 for self-sustainability	3/5	3/5	Achieved for Honey & Fruit/Maize/Cassava ICs in Cibitoke NOT achieved for Fish Incubator in Rumonge in 2022 (delayed because of political issues)
Outcome 2: Sustainable agribusiness development: Rural agribusinesses have increased their capacity and competiveness through improved absorption capacity and access to technological innovations, improved access to finance and market linkages			
Outcome 2.1: Number of entrepreneurs that have participated in the incubation program	300	1206	Already achieved in 2020
Outcome 2.2: Number of entrepreneurs that have emerged from the outreach program	200	982	Already achieved in 2020
Outcome 2.3 : Number of entrepreneurs that have emerged from the intensive incubation program	305	1298	Already achieved in 2020
Outcome 2.4: Number of entrepreneurs that have emerged from the from the processing program	255	461	Already achieved in 2020
Outcome 2.5:Number of women groups and associations that have improved services to their	115	141	Already achieved in 2020

members			
Outcome 3: Existence of a dynamic network of entrepreneurs, private and public institutions, experts and investors who constitute a platform for innovation and the visibility of business success.			
Outcome 3.1: National and international partners are part of the ABIN	11	39	Already achieved in 2020
Outcome 3.2: Innovations have been studied and introduced	8	11	Already achieved in 2020
Outcome 3.3: Participants in SHIKA have developed a business plan, of which at least 50% is bankable	NA	NA	Not applicable for ABIN anymore as cooperation with BBIN stopped in 2018
Outcome 3.4:Women role-models of women entrepreneurs	9	15	Already achieved in 2020
Outcome 3.5:Participants attend roundtables organized by each incubation centres	60	63	In June 2021 two visits / events were organised to show the (re-) start of the Fish Incubator
Outcome 3.6: Participants (from centres) attend national conference	50	76	Already achieved in 2019).
