

Shigikirana: Burundi



Programme evaluation report

Original draft
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1 Executive Summary

Shigikirana is amongst the best VSL programmes worldwide, with exceptionally high-quality groups, excellent productivity and the lowest cost-per member anywhere in Africa. The standard of the groups is a testimony to close supervision of the groups and closer supervision of the Field Officers. The groups themselves are experiencing membership growth of 7.7% and a rate of return on savings for graduated groups of 36% and a projected return on savings for the current cohort of groups under training of 45%. This is at the top of international standards. With caseloads of 20 currently supervised groups and 407 members per Field Officer, it is at the top end of performance for a project at this stage of development.

In order to capitalise on this growth Shigikirana needs to significantly expand the number of Village Agents (VAs) and introduce a supervisory system for Field Officer monitoring that does not depend on the current Programme Manager.

Projections carried out in the field show that for a cost of dk. 5,433,735 Shigikirana can recruit 20-21 Field Officers and train about 320 VAs over a 4 year period and reach over 73,000 members in total (not counting long-term spontaneous replication). This will lead to a cost per member of about dk.62, which will retain high efficiency but increase salaries and incentives for field staff, which will be necessary in the light of current attrition.

2 Terms of reference

The following are key elements of the terms of reference¹

The purpose of the evaluation is to contribute to the improvement of the programme of Shigikirana by analysis and dissemination of current and completed development activities, as well as to seek to understand the causes and explanations as to why the programme has been successful or failed in the implementation in order to help improve relevance and effectiveness of future activities.

- To provide information on how well Shigikirana is managing the implementation of the current VS&L project and how effectively and efficiently it is implemented.
- To provide a sense of the strategic vision for Shigikirana (by analyzing the current strategies and their advantages/disadvantages, and eventually propose new strategies) to continue the development scale up community-based microfinance and to provide suggestions to improve the vision and make it operationally effective

The following activities are anticipated to be part of the consultancy.

- Review of documents
- Review of MIS reports and Quarterly Reports
- Field trips
- Meetings with field staff and Program Manager
- Interviews with group members and pastors
- Meetings with relevant Burundian authorities (if possible)
- Meetings with other organizations doing similar activities (if possible)
- SWOT

¹ Full ToRs are appended in Annex

3 Approach to the evaluation

The evaluation was delayed owing to the late arrival of the consultant in-country (owing to injury). As a result, the programme of activities was revised as follows:

- Workshop planning
- Workshop delivery
- Day of field visits
- Analysis of Management Information System outputs and accuracy
- Review of implementation strategy
- Preparation of projections and revision of outputs
- Development of an organisational structure, implementation plan and budget

It will immediately be appreciated that after field trips and reviews, less time was spent on staff and government interviews and more on strategic and operational planning. This seemed appropriate since the consultant had time to observe Field Officer and Supervisor performance in the field, and, in addition, it was clear that Shigikirana's priority at this time is to:

- Understand how well it is doing
- Identify areas of improvement
- Shift gears and focus on expansion

4 Workshop

4.1 Timetable

Time	Day 1 Tuesday	Day 2 Wednesday	Day 3 Thursday	Day 4 Friday	Day 5 Saturday
0830 - 1000	Session 1: <ul style="list-style-type: none"> • Introductions • Rules • Expectations • Timetable 	Session 5: <ul style="list-style-type: none"> • <i>Test</i> • Elections and constitution • Quiz 	Session 9: <ul style="list-style-type: none"> • <i>Test</i> • Practical • First credit 	Visits to VSL Associations 0830 - 1400	Session 15: <ul style="list-style-type: none"> • MIS • Rationale & structure • Data collection
	Tea/Coffee				
1030 - 1230	Session 2: <ul style="list-style-type: none"> • Rationale for SGs • What are SGs 	Session 6: <ul style="list-style-type: none"> • Use of passbooks and notebook • Savings • Credit 	Session 10: <ul style="list-style-type: none"> • First repayment 		Session 16: <ul style="list-style-type: none"> • MIS • Setup & data entry
	Lunch				
1330- 1500	Session 3: <ul style="list-style-type: none"> • Set up working groups • The VSL methodology • The kit 	Session 7: <ul style="list-style-type: none"> • Simulation rehearsal 	Session 11: <ul style="list-style-type: none"> • Distribution • Programme structure and the Village Agent model 	Session 13: <ul style="list-style-type: none"> • Small group discussion 	Session 17: <ul style="list-style-type: none"> • MIS • Outputs and application to management • Closeout and certificates
	Tea/Coffee				
1530 - 1700	Session 4: <ul style="list-style-type: none"> • Field Officer Training Guide and Schedule 	Session 8: <ul style="list-style-type: none"> • Practical • First savings 	Session 12: <ul style="list-style-type: none"> • Quality-control • Preparation of field visit 	Session 14: <ul style="list-style-type: none"> • Presentations 	

The workshop took place between Tuesday the 4th and Saturday the 8th May and involved 21 participants, most of whom were Dutabarane employees. None of the participants were Field Officers, although the two Field Officer Supervisors were involved to provide field perspective. Principally, the workshop was intended to achieve a better understanding within Dutabarane as to how the methodology works and how programmes need to be implemented.

Day 1 comprised mainly of presentations covering:

- The rationale for creating savings groups
- How the methodology works
- Training tools and training schedules

Day 2

- Written test
- Training modules 1- 3: Elections, Policies and Constitution
- Test on knowledge of constitution
- Use of passbooks and exercises
- Training module 4: division into 3 working groups for simulations (savings, credit and repayment simulations) and first savings simulation (Training module 4)

Day 3

- Written test
- Training modules 5 and 6: Simulations of first loan disbursement meeting and first loan repayment meeting
- Training Module 7: Lecture and exercises on end-of-cycle share out
- Quality control: Assessment of group quality for change of phase
- Assessment of Field Officer training and supervision quality
- Preparation for field visit using standardised assessment forms (See Annex 1)

Day 4

- Field visit to 3 SGs meeting in a common site: 2 of the three groups carrying out savings and loan activities, one carrying out savings only. Groups of good to medium quality
- Analysis of SG performance
- Presentation to plenary of analysis by all 3 groups

Day 5

- Rationale for management information
- Logic and structure of system
- Data collection (See Annex 2 for data collection form)
- Software SETUP
- Data entry and results:
 - Field Officer comparison
 - Individual Field Officer portfolio results and analysis
 - Overall consolidated project performance
 - Industry ratios
- Analysis and use as a management tool, with examples

4.2 Scores

The scores for the participants in the tests throughout the week were:

Name	Test Day 2	Test day 3	%
Jacqueline Manisabwe	14		100%
Tamah Marfet	14		100%
Perpetue Kankindi	12.5	16	95%
Juvenal Ntakarashira		15	94%
Cesalie Nicimpaye	13	15	93%
Edouard Ntakirutimana	12.5	15.5	93%
Tom	13		93%
Chanel	11.5	16	92%
Susie Daggese	14	13	90%
Thomas Spanner	11	16	90%
Celestin Gateira	11	15	87%
Isiah Gakwerere	10	16	87%
Pierre Bukobero	11.5	14.5	87%
Esperance Nizigena	10	15	83%
Janvier Singirankabo	9	15	80%
Zacharia	9	15	80%
Nathan Ndayiziga	10		71%
Fidele Ntamavukiro	12	9	70%
Daniel Mukama	9.5	9.5	63%
Pierre Claver Ngezahayd	7	8	50%
Andre Niyonikuru	4		29%
Maximum scores	14	16	30%
Average score	10.9	14.0	25
Average % score	78%	87%	82%

Table 1: Overall test results

Test one was designed to ensure that the basic principles of the methodology are understood. Test two was mainly designed to ensure that participants had a solid working knowledge of the group-level systems of financial administration. It is clear from these tests that the average level of understanding improved from one test to the other, but a few of the participants, performing below the 80% level displayed significant weaknesses

Name	Test Day 2	Test day 3	%
Perpetue Kankindi	12.5	16	95%
Cesalie Nicimpaye	13	15	93%
Edouard Ntakirutimana	12.5	15.5	93%
Chanel	11.5	16	92%
Susie Daggese	14	13	90%
Thomas Spanner	11	16	90%
Celestin Gateira	11	15	87%
Isiah Gakwerere	10	16	87%
Pierre Bukobero	11.5	14.5	87%
Esperance Nizigena	10	15	83%
Janvier Singirankabo	9	15	80%
Zacharia	9	15	80%
Fidele Ntamavukiro	12	9	70%
Daniel Mukama	9.5	9.5	63%
Pierre Claver Ngezahayd	7	8	50%

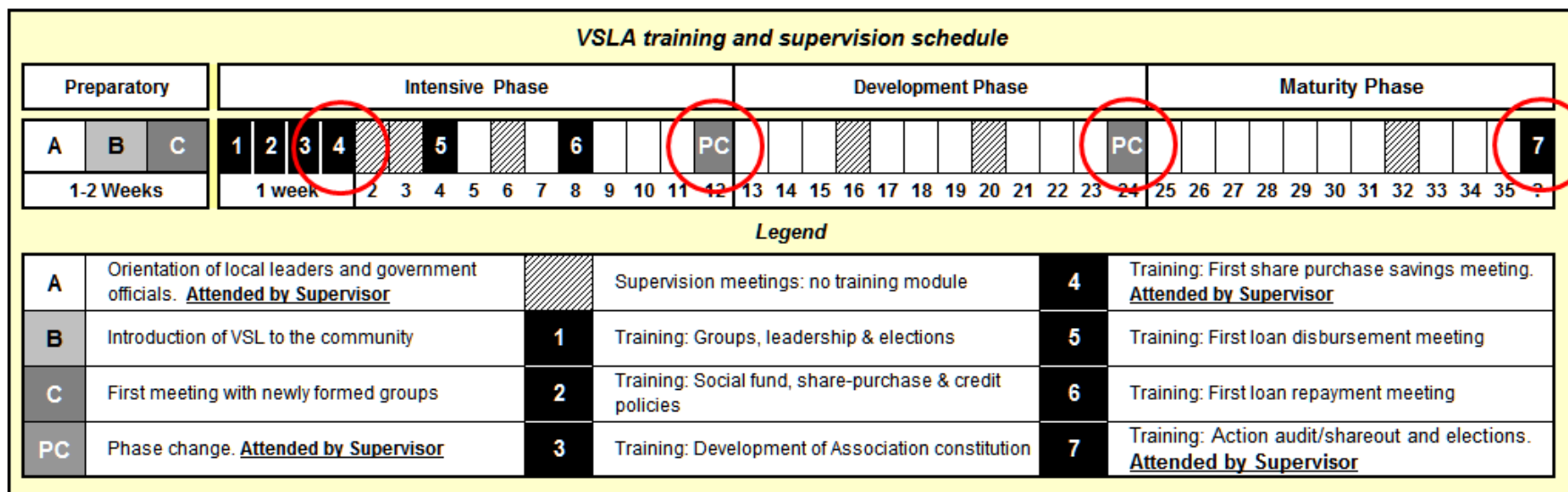
Table 2: Results for participants taking both tests

The results for those who completed both tests is shown on the left. The overall standard of understanding was high. Test 2 matters because this tests understanding of the system of financial administration – particularly loan record-keeping. If senior people do not understand this there is little likelihood that they can adequately supervise field operations

4.3 Training materials

It was agreed, prior to the workshop, to introduce a shortened programme guide to replace the standard VSLA Programme Guide. This new guide reduces the number of pages by about 60% and focuses almost exclusively on meeting procedures. It also proposes a reduction in contact time with the groups from 12 months down to a minimum of 9 months and cuts the number of training and supervision meetings from 22 down to 15. We introduce it because it has been found by CARE to work extremely well and increase FO productivity dramatically with no apparent loss of quality. Table 3 below shows the revised system of training and supervision.

Table 3: Training and supervision schedule



The four red circles that accompany this chart indicate the four occasions on which MIS data should be collected on each group. *Note that this means that the data collection timing will be significantly decreased from the present monthly schedule and should be an activity supervised by the FOs or VAs Supervisor.* This will improve data quality and reduce data collection time and costs.

5 Field visits

5.1 General

Shigikirana is, without question, a high-quality programme, implemented with rigour, consistency and surprising efficiency, especially for a programme that is so young. Put simply it can be classified as one of the very best programmes implementing VSL in Africa and ranks equal with the very best seen elsewhere. The things that distinguish it from other programmes are:

- A high level of consistency between groups, indicating a clarity about the methodology at the highest levels of the project and a rigorous system of Field Officer supervision
- Close Field Officer supervision of groups and a consistent reinforcement of group procedures
- A very high level of Field Officer efficiency. The average Field Officer/Village Agent is currently managing a portfolio of 20 groups, comprising a total per Field Officer of 404 members. Norms for a small-scale programme at this stage are for about 300-350 members per Field Officer and 12 to 15 groups
- Very low cost per member. A programme of this sort at this stage usually has a per-member cost in the region of \$25-30. Shigikirana has a cost per member of \$11 (sk. 67.9) which is slightly lower than \$12 that pertains in the best of CARE's partner programmes in Uganda, where there are no international overhead costs to take into account. Shigikirana has a very low cost-structure by international standards, partly as a result of the depressed nature of the local economy, but also because Shigikirana operates as a local institution. If the full international overhead costs were added in, and incentive salaries paid to field staff, the cost per member would remain more or less unchanged as Shigikirana starts to take advantage of the Village Agent model.
- Strong, organised, passionate and committed leadership. The programme manager of Shigikirana is disciplined, clear sighted, demanding of herself and her staff, goal oriented and highly organised. She has made the programme what it is in the face of considerable scepticism, to the extent that it now forms the core of Dutabarane's work in Burundi
- High quality financial performance
 - The annualised return on assets is 45.6%. Norms in East Africa average exactly this level for mature programmes
 - Membership growth rate per group averages 7.7% to date. Norms show about a 1% loss
 - 49% of members have loans. This depends on the maturity of the programme. It is about normal for East Africa
 - 80.7% of total assets are out in loans. If the value of the social fund is excluded this rises to 85%. Norms in East Africa are about 70%

It became very clear during this short evaluation that Shigikirana has passed the following important milestones:

- Field Officer productivity (caseload) is high
- Group returns compare favourably with most other VSL programmes in Africa
- Cost per member is the best encountered to date in Africa, even compared to large-scale programmes of long-standing
- Retention and growth rates are superior

The net result is that a well-led team has internalised the basic methodology and has set in place a system of direct delivery, which is beginning to be transferred to a very small

number of Village Agents. It is clear that Shigikirana is ready to operate at a much larger scale and to expand rapidly.

5.2 Group quality

There were two sets of visits to groups: one during the workshop, in which 3 groups were studied by the participants and one on the weekend following the end of the workshop in which 3 visits were made to 3 different groups. The three groups visited during the workshop were graduated groups that were at least 1 year old.

During the workshop the groups were assessed using a quality assessment form, based on the quality assessment form used normally during the change of phase (See Annex 1). The process that was followed was for each member of the team that visited each group during the workshop to individually score the group they were visiting and then to reach consensus on a final score. The following were the results:

Group 1: Tubumwe 25/30 Good health
 Group 2: Twiyungunganye 23/30 Good health
 Group 3: Gatokarakura 21/30 Moderate health

The strengths of the groups were that they mostly respected procedure and appeared disciplined and attentive, while members had generally increased their savings rate. The constitutions of the groups were followed and rules enforced. The main weaknesses noted was that in 2 cases the leaders were not considered to be forceful enough and in one group there was some procedural weaknesses.

5.3 Financial performance

Table 4 below shows the average results for the groups visited in terms of investment (savings), group equity, Return on savings, Return on equity and Annualised return on assets

Table 4: summary of key financial performance indicators for groups visited

Group name	Savings	Equity	RoS	RoA	ARoA	Age (weeks)
Workshop visit						
Twiyungunganye	1,845,000	2,099,400	13.1%	11.3%	24.8%	24
Tubumwe	48,650	55,850	7.4%	3.7%	N/A	2
Gato Karakura	2,026,500	2,970,000	46.5%	31.7%	34.4%	48
Individual visits						
Dushiribikorwa	156,000	172,950	9.1%	6.6%	42.8%	8
Twihagarareko	541,000	692,000	24.6%	18.1%	45.2%	21
Akimuhana Kaza Imvura	1,223,500	1,455,700	18.4%	15.1%	31.5%	25
Averages	973,442	1,240,983	19.8%	14.4%	35.7%	21
Averages for entire portfolio	266,399	339,648	21.2%	15.4%	45.60%	16

Comparison of the data obtained in the field with data on the same groups entered in the MIS was, for the most part, compatible, indicating that the MIS is probably reliable. The sample size and the methods used to check on data means that this needs deeper and more extensive verification, but for the moment it is reasonable assume that the MIS describes the current reality. To verify this exactly a sample of 54 out of the total 246 groups would need to be visited, to obtain a margin of error of 10% and a 90% confidence level, assuming a 50% response distribution. Clearly, this was beyond the

means of this consultancy and also not central to the purpose and the findings, then, represent an impression, partially supported by the limited quantitative evidence.

Having said this, it is clear that not a single group visited is losing money and the predicted returns of 35.7% are almost exactly matched by the actual returns of 36% for the 26 graduated groups. Thus, indications are strongly indicative of very high returns across the portfolio, which match the sample selected.

In sum, the overall quality of the groups was high, especially in terms of adherence to meeting procedures and superior financial performance for groups so early in the first cycle. The project has done an excellent job in creating a consistent high standard in these two areas. In addition, it was clear from testimonials and the very high level of participation in meetings that community-managed savings and credit is a highly valued intervention. The evidence for this is the general increase across the board of share values for graduated groups and the steady increase in individual savings rates. Proxies for satisfaction are the exceptional attendance rates (which may be over-reported), the low drop-out rates and the average increase in group size.

5.4 Field Officer quality

We had little opportunity to observe FOs in the field, except when visiting the second group of VSLAs, where we were able to observe C. Habonimana (Akimuhana Kaza Imvura Ihise) and E. Nimbona (Dushime Ibikorwa and Twihagarareko). In both cases Field Officers paid close attention to meeting procedures (in one case the meeting procedures sheet was actually being used by the group) and intervened effectively whenever the groups strayed from the standard procedures, or became confused. This happened rarely and FOs were able to hand over the bulk of responsibility for group management to the management committees. It was also clear that this second set of groups, operating in much more distant rural areas than the first set of groups, were better run and more confident about how to run a meeting. In all of the years I have been doing this work this is the closest I have seen to the ideal in terms of the manner in which FOs carry out their responsibilities and it is clear that they have been rigorously supervised such that the project delivers its training messages and its supervision system in a highly consistent fashion.

While the results are excellent, Shigikirana cannot expand effectively without revising its organisational structure to include Field Officer Supervisors. This is covered in the next section (5)

5.5 Village Agent quality

Shigikirana has started to make use of Village Agents (VAs), but not in an effective way. VAs should be introduced after about six-7 months of field operations in order to evolve into the principal means of training and supervising new groups, on a self-financing, independent basis for the long-term, leaving behind in the villages a technical resource capable of supporting existing groups on an as-needed basis for the long-term. As it happens, Shigikirana has only 3 VAs at the present time and they are not being recruited in the numbers needed to support expansion: indeed, new FOs are likely to be 'graduate' VAs, further reducing the very small number already in place.

It is important for the project that the Village Agent model is properly understood and immediately implemented at scale. Considerable time was spent with the Programme Manager refining this concept and planning for its implementation. The organigram on page 13 lays out the approach to structure that will deliver the planned results, and will allow for the number of planned FOs to be cut by as much as 40%, while delivering an increase of the number of people reached of about 18,500, to a total of 73,500 (a 33% increase).

In this model, a Supervisory position is created, in which a maximum of 5 Field Officers are supervised. This takes the form of spot audits of Field Officer activity, quality control, presence at and authorisation of phase changes and regular joint review (FO and Supervisor) of FO quality. Each FO then goes out and creates about 15 to 20 groups in the first year. These groups should be widely dispersed across any given Commune. The FO then observes the groups and determines which of the group members has the potential to become a Village Agent. The criteria should be as follows:

- Intelligent and educated to high-school level, but with no plans for formal employment or further education
- Dynamic, confident and able to speak effectively in front of a group
- Respected in the community for soundness of judgement and common-sense
- Able to travel away from the home village
- Physically fit
- Having sufficient spare time to be able to allocate 3-4 days a week to the job.

Having observed the potential VAs for 5-6 months, the FO selects a maximum of 6 VAs for training, making sure that they are selected from areas that are at least 5 Km apart from each other, to allow each VA sufficient space into which to expand their markets for at least 3 years before reaching saturation.

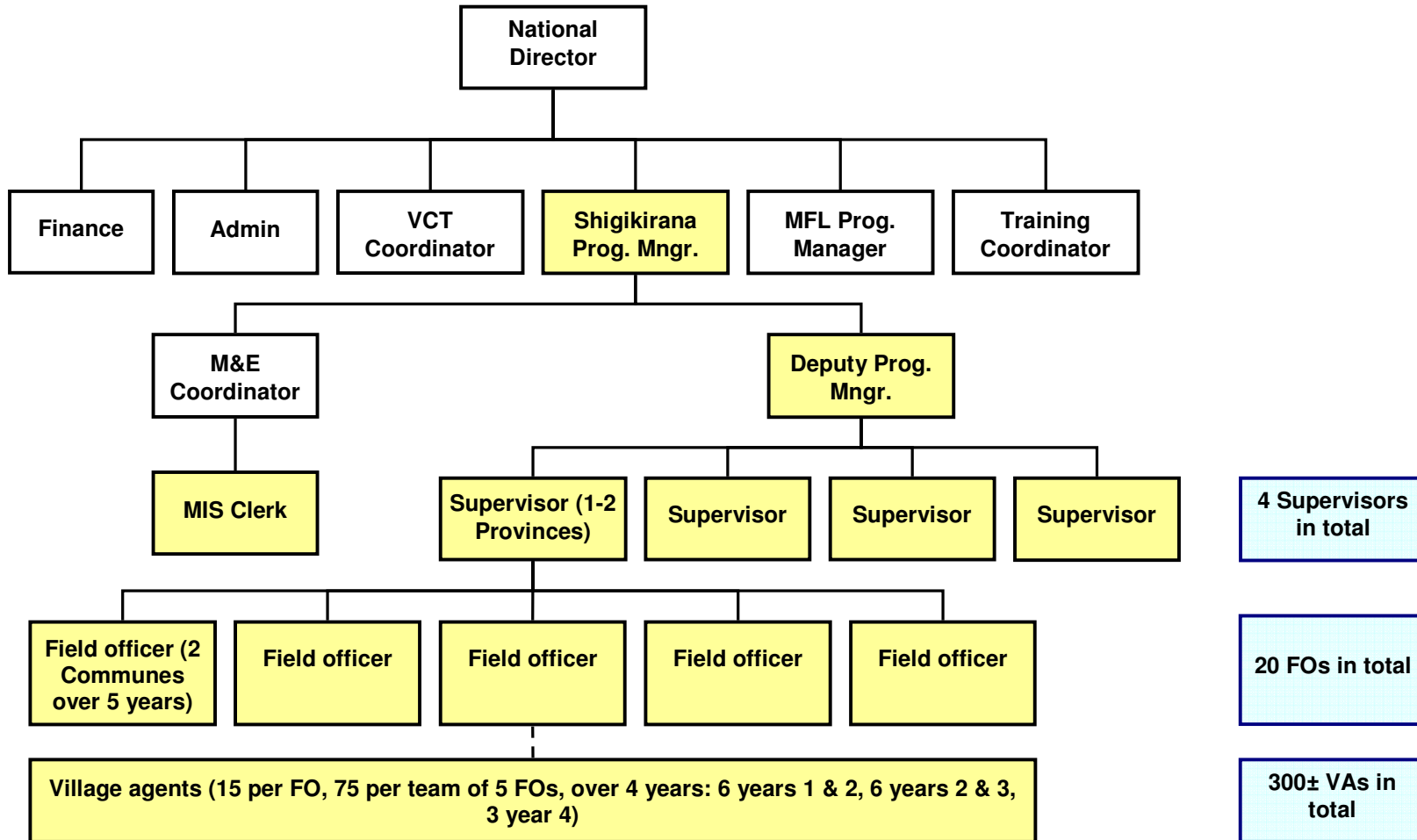
Once VAs are trained the FO changes his/her role to that of VA supervisor and, owing to the large distances covered, should travel by motor-cycle. Each VA should be provided with a bicycle that will become their personal property when they have trained a minimum of 12 groups.

After several months of this and when the FO has more time, the FO will continue to create new groups, but in new areas. The FO will only create 6 new groups per year thereafter. These 6 new groups will be the source from which new VAs can be selected.

Over a period of 3-4 years each FO will create, supervise, examine and make fully independent a total of at least 15 VAs, each one of which will be paid fees according to a standard rate researched by the project and enshrined in a written contract. A copy of the contract is appended in Annex 4. The contract allows for payment in cash or payment in shares, which will provide an incentive for the VA to ensure that the loan portfolio is properly managed.

Projections made using this model provide for the outcomes shown on page 14:

6 Organisational structure of the project



7 Implementation plan and activities

Table 5: Projection variables

Item	Demographics
Cibitoke	449,767
Gitega	669,283
Bururi	471,010
Makamba	438,407
Bujumbura Mairie	365,383
Bujumbura Rural	476,350
Kayanza	501,975
Average people per family	5.50
Average members/family	1.20
Uptake rate	10%
Target no. of members	73,575
Members/group	20
Productivity slippage factor	10%
Budget	kr. 5,593,260

The variables table lists known demographic data and makes assumptions about the size of the average family and the rate of per-family participation for those families that chose to participate. These data presume an uptake rate of 10%v of the targeted households in the life of the project, which is 1/3 of what has been experienced in other countries. This low rate of penetration is sufficient to create programme visibility and credibility for the methodology. Even with this rate of penetration there will be a potential market for 73,575 members.

The objective of Shigikirana, therefore, is to set in place a system that can achieve these numbers in 5 years. It is also true that a higher penetration rate would lead to a more rapid replication rate under VAs and it is therefore recommended that each FO works with his/her team of VAs in any given commune and covers the adjacent commune progressively through natural expansion. Thus, we recommend that the project tries to cover about half of the current communes (31 out of 61), focusing on those with the higher population density and easiest to access. Coverage of the remaining 30 Communes should be the subject of an expansion, under new funding.

Using the variables listed above (blue text) we then projected that each FO, using a team of 5 VAs should be able to create 38 VSLAs every year, comprising 760 members. This would put the programme in the middle range of best-practice programmes and, given the density of population, should be easily achieved.

Under this system and, even if FOs do not create new VAs in the final year of the programme, 21 FOs and 320 VAs should be able to reach the target well in time at a projected cost of kr.62, or about \$11.27 a head. Thus, the programme would be able to maintain its cost-effectiveness, even allowing for a major increase in salaries for Field Officers and their Supervisors.

The Gantt chart on the following pages shows a revision of the current project plan with a detailed emphasis on VA recruitment and supervision

Table 6: Implementation plan and activities

Item	Pre	2010												2011				2012				2013				2014				
		5	6	7	8	9	10	11	12	Q1	2	3	4	Q1	2	3	4	Q1	2	3	4	Q1	2	3	4	1				
Preparation																									Persons responsible					
Internal review of strategic plan																											ND, PM, Consultant			
Executive committee review of revised SP & approval																											Executive committee			
Recruit Assistant Programme Manager																											SMT & RC			
Recruit M&E Officer																											SMT & RC			
Recruit first cohort of FOs																											FC, Supervisors & Adv. Comm			
Train first cohort of 7 FOs																											Supervisors			
Recruit second cohort of 8 Field Officers																											FC, Supervisors & Adv. Comm			
Train second cohort of Field Officers																											Supervisors			
Recruit third cohort of 8 Field Officers																											FC, Supervisors & Adv. Comm			
Train third cohort of Field Officers																											Supervisors			
Promote and train additional 2 Supervisors (ex FOs)																											PM & APM			
Procurement of Village Agent bicycles																											Procurement committee			
Procurement of Motor cycles																											Procurement committee			
Procurement of VSL kits																											Procurement committee			
Result 1 : At least 3,500 sustainable, profitable VSLAs, which promote the economic and social well-being of their members and communities, operate independently, without continuing project support.																									Persons responsible					
Field Operations																														
Build network of 3 Field Officers per Province (21 in all)																											PM			
40 VSLAs established per FO: 1st cohort	20	8																									FOs. 1st cohort			
6 Village Agents identified and recruited: 1st FO cohort																											FOs. 1st cohort			
40 VSLAs established per FO: 2nd FO cohort																											FOs. 2nd cohort			
6 Village Agents identified and recruited: 2nd FO cohort																											FOs. 2nd cohort			
40 VSLAs established per FO: 3rd FO cohort																											FOs. 3rd cohort			
6 Village Agents identified and recruited: 3rd FO cohort																											FOs. 3rd cohort			
M&E																														
Wealth ranking survey and tool development																											M&E			
Design baseline survey																											M&E & Consultant			
Conduct rolling baseline/wealth ranking in 7 Provinces																											M&E			
Follow-up impact survey																											VSL Associates and M&E			
Conduct survey of spontaneous groups																											M&E			
MIS																														
Train Field Officers in use of PAR data gathering tool																											PM			
Convert all reporting to include PAR																											M&E			

Item	Pre	2010												2011				2012				2013				2014					Persons responsible
		5	6	7	8	9	10	11	12	Q1	2	3	4	Q1	2	3	4	Q1	2	3	4	Q1	2	3	4	1	2	3	4	1	
Result 2 : A self-financing network of at least 225 Village Agents continue to provide fee-based training and VSL support services after programme activities cease.																												Persons responsible			
1st cohort of FOs: 1st cohort of 42 VAs																														FOs and Supervisors	
Certification																														Supervisors	
1st cohort of FOs: 2nd Cohort of 42 VAs																														FOs and Supervisors	
Certification																														Supervisors	
1st Cohort of FOs: 3rd cohort of 21 VAs																														FOs and Supervisors	
Certification																														Supervisors	
2nd cohort of FOs: 1st cohort of 42 VAs																														FOs and Supervisors	
Certification																														Supervisors	
2nd cohort of FOs: 2nd Cohort of 42 VAs																														FOs and Supervisors	
Certification																														Supervisors	
2nd cohort of FOs: 3rd cohort of 21 VAs																														FOs and Supervisors	
Certification																														Supervisors	
3rd cohort of FOs: 1st cohort of 42 VAs																														FOs and Supervisors	
Certification																														Supervisors	
3rd cohort of FOs: 2nd Cohort of 42 VAs																														FOs and Supervisors	
Certification																														Supervisors	
3rd cohort of FOs: 3rd cohort of 21 VAs																														FOs and Supervisors	
Certification																														Supervisors	
Result 3 : Facilitate formal training of 1,900 VSLAs in HIV/AIDS prevention and care initiative in their communities																												Persons responsible			
Identify potential peer educators																														FOs	
Train and examine peer educators																														MFL Field Coordinators	
Tell groups about MFL/peer educator training services																														FOs	
Advise MFL of interested VSLAs																														FOs and Supervisors	

8 Budget

Shigikirana projected 5-year budget													
Local currency		BIF		Date of preparation								19/05/2010	
Rate of exchange in:		kr.	240	Rate of inflation in kr.								3.0%	
1. Personnel		Annual unit cost	Qty. Yr. 1	Year 1	Qty. Yr. 2	Year 2	Qty. Yr. 3	Year 3	Qty. Yr. 4	Year 4	Qty. Yr. 5	Year 5	Total
1.1	Programme manager	9,400,000	0.67	6,266,667	1	9,682,000	1	9,972,460	1	10,271,634	1	10,579,783	46,772,543
1.2	Deputy Programme manager	4,800,000	0.67	3,200,000	1	4,944,000	1	5,092,320	1	5,245,090	1	5,402,442	23,883,852
1.3	M&E Coordinator	4,200,000	0.67	2,800,000	1	4,326,000	1	4,455,780	1	4,589,453	1	4,727,137	20,898,370
1.4	Supervisors	3,600,000	2.67	9,600,000	4	14,832,000	4	15,276,960	4	15,735,269	4	16,207,327	71,651,556
1.5	Field officers	2,160,000	12	25,920,000	20	44,496,000	20	45,830,880	20	47,205,806	20	48,621,981	212,074,667
1.6	Accountant	4,800,000	0.67	3,200,000	1	4,944,000	1	5,092,320	1	5,245,090	1	5,402,442	23,883,852
1.7	Administrator	4,800,000	0.13	640,000	0.2	988,800	0.2	1,018,464	0.2	1,049,018	0.2	1,080,488	4,776,770
1.8	Clerk	2,400,000	0.67	1,600,000	1	2,472,000	1	2,546,160	1	2,622,545	1	2,701,221	11,941,926
1.9	Driver	2,400,000	0.50	1,200,000	1	2,472,000	1	2,546,160	1	2,622,545	1	2,701,221	11,541,926
1.10	Employee benefits	25.0%		13,606,667		22,289,200		22,957,876					58,853,743
Total personnel costs				68,033,333		111,446,000		114,789,380		94,586,449		97,424,043	486,279,205
2. Travel and Transport		Annual unit cost											
2.1	Vehicle operating costs	4,200,000	1	4,200,000	1	4,326,000	1	4,455,780	1	4,589,453	1	4,727,137	22,298,370
2.2	Motor cycle operating costs	1,137,500	24	27,300,000	24	28,119,000	24	28,962,570	24	29,831,447	24	30,726,391	84,381,570
2.3	Vehicle maintenance	1,400,000	1	1,400,000	1	1,442,000	1	1,485,260	1	1,529,818	1	1,575,712	7,432,790
2.4	Motor cycle maintenance	379,167	24	9,100,000	24	9,373,000	24	9,654,190	24	9,943,816	24	10,242,130	48,313,136
2.5	Bicycle maintenance	30,000	12	360,000	20	618,000	20	636,540	20	655,636	20	675,305	2,945,481
Total: Travel and Transport				42,360,000		43,878,000		45,194,340		46,550,170		47,946,675	225,929,186
3. Administrative costs		Annual unit cost											
3.1	Office stationery and supplies	1,800,000	1	1,800,000	2	2,781,000	2	3,819,240	2	3,933,817	2	4,051,832	16,385,889
3.2	Head office rent and utilities	8,400,000	0.67	5,600,000	1	8,652,000	1	8,911,560	1	9,178,907	1	9,454,274	41,796,741
3.3	Field office rent, utilities and security	1,200,000	2	2,400,000	6	7,416,000	6	7,638,480	6	7,867,634	6	8,103,663	33,425,778
3.4	Communications: Field Officers	120,000	12	1,440,000	20	2,472,000	20	2,546,160	20	2,622,545	20	2,701,221	11,781,926
3.5	Communications: Supervisors	180,000	3	480,000	4	741,600	0	0	4	786,763	4	810,366	2,818,730
3.6	Communications PM	480,000	1	480,000	1	494,400	1	509,232	1	524,509	1	540,244	2,548,385
3.7	Communication DPM	480,000	1	480,000	1	494,400	1	509,232	1	524,509	1	540,244	2,548,385
3.8	Communications: M&E	180,000	1	180,000	1	185,400	1	190,962	1	196,691	1	202,592	556,362
3.9	Communications Clerk	120,000	1	120,000	1	123,600	1	127,308	1	131,127	1	135,061	370,908
3.10	Local audit	1,200,000	1	1,200,000	1	1,236,000	1	1,273,080	1	1,311,272	1	1,350,611	3,709,080
3.11	Bank charges	900,000	1	900,000	1	927,000	1	954,810	1	983,454	1	1,012,958	2,781,810
3.12	Publicity	200,000	1	200,000	1	206,000	1	212,180	1	218,545	1	225,102	618,180
Total Administrative Costs				15,280,000		25,729,400		26,692,244		28,279,775		29,128,168	125,109,587

Shigikirana projected 5-year budget													
4. Operational costs		Unit cost											
4.1	<i>Baseline survey</i>	25,000	120	3,000,000		0		0		0		3,000,000	
4.2	<i>Impact evaluations</i>	18,525,000		0		0	0		0	0		0	
4.3	<i>Training 2nd and 3rd cohort of FOs: Yr.</i>	500,000	2	1,000,000		0		0		0		1,000,000	
4.4	<i>Training of Supervisors</i>	250,000	1	250,000		0		0		0		250,000	
4.5	<i>Peer educator training</i>	30,000	307	9,210,000	269	8,312,100	41	1,304,907	58	1,901,345	64	2,160,977	
4.6	<i>Manual printing</i>	4,500		0		0	41	195,736	58	285,202	64	324,147	
4.7	<i>Annual planning workshop</i>	2,994,875	1	2,994,875	1	3,084,721	1	3,177,263	1	3,272,581	1	3,370,758	
4.8	<i>Staff travel to HQ</i>	20,000	84	1,680,000	84	1,730,400	84	1,782,312	84	1,835,781	84	1,890,855	
4.9	<i>Hotel and per diem</i>	25,000	112	2,800,000	168	4,326,000	168	4,455,780	168	4,589,453	1,689	47,524,610	
Total Programme Costs					20,934,875		17,453,221		10,915,998		11,884,362		55,271,346
5. Equipment		Unit cost											
5.1	<i>4 laptop computers</i>	1,000,000	4	4,000,000		0		0		0		4,000,000	
5.2	<i>Motor cycles</i>	1,800,000	11	19,800,000	12	22,248,000	2	3,819,240	2	3,933,817	2	4,051,832	
5.3	<i>Bicycles for VAs</i>	150,000	75	11,250,000	75	11,587,500	75	11,935,125	75	12,293,179		47,065,804	
5.4	<i>Kits</i>	42,000	700	29,400,000		0		0		0		29,400,000	
Total Equipment					64,450,000		33,835,500		15,754,365		16,226,996		4,051,832
Total costs in local mcurrency				BIF	211,058,208		232,342,121		213,346,327		197,527,752		233,822,064
Total costs				kr.	879,409		968,092		888,943		823,032		974,259
4,533,735													

6. Total costs and costs per member		
	Item	No/Cost
7.2	VSLA members	73,575
7.3	Total costs kr.	4,533,735
7.4	Cost per member kr.	kr. 62

9 Annexes

9.1 Annex 1: Standardised group quality assessment forms: sample

Name of the Association/Group: *Tubumwe*

Issue		%	Points
1	What % of members attended the meeting?	92%	
2.	What % of the members who were there arrived on time?		
3.	Did the Chairperson fulfil his/her role well?		3
4.	Did the Record-keeper fulfil his/her role well?		2
5.	Did the Association have a constitution on hand and was it followed?		3
6.	Did the members of the Association participate in the discussions?		3
7.	Were share-purchase/savings and lending procedures orderly and consistent?		2
8.	Were procedures transparent and understood by the members?		2
9.	Were the records in the passbooks kept accurately?		3
10.	Did the Record-keeper accurately summarise the financial position of the Association		2
Total points:			20/24
Points Key		Condition:	
1 = bad/no		Good health 23 - 30	
2 = average		Uncertain health 16 - 22	
3 = good/yes		In need of further training 0 - 15	
			25
			Good Health

1. Comment on Association quality, using the preceding framework.
2. Note areas of strength and weakness that the programme should know about.
3. Develop additional questions around issues that are important to members of your group.
4. Prepare power-point or flip-chart report-back to plenary session

9.2 Annex 2: MIS Data collection form

Name of FO Nelly Otieno

Quarter 2

Year 2010

Commentary			N° of the member	Total number of shares bought (or amount saved)	Value of loans outstanding	Unpaid balance of late loans
1	Name of group	<i>Ralang B</i>	1	<i>20</i>	<i>12,000</i>	
2	Group No.	<i>2</i>	2	<i>22</i>	<i>10,000</i>	
3	Linkage to external savings	<i>Yes</i>	3	<i>50</i>	<i>17,000</i>	
4	Linkage to external credit	<i>No</i>	4	<i>46</i>	<i>20,000</i>	
5	Date of first training meeting	<i>12/6/09</i>	5	<i>33</i>	<i>20,000</i>	<i>20,000</i>
6	Date savings started this cycle	<i>15/6/09</i>	6	<i>32</i>	<i>10,000</i>	
7	Group trained by	<i>Field Officer</i>	7	<i>37</i>		
8	Members at start of cycle	<i>17</i>	8	<i>44</i>	<i>50,000</i>	
9	Date of data collection	<i>4/1/10</i>	9	<i>35</i>	<i>30,000</i>	
10	Active members at time of visit	<i>18</i>	10	<i>40</i>	<i>7,000</i>	<i>7,000</i>
11	Active men at time of visit	<i>3</i>	11	<i>52</i>	<i>15,000</i>	
12	Active women at time of visit	<i>15</i>	12	<i>38</i>		
13	No. of members attending meeting	<i>16</i>	13	<i>33</i>	<i>20,000</i>	
14	Dropouts since start of cycle	<i>1</i>	14	<i>34</i>	<i>18,000</i>	
15	Value of savings this cycle	<i>338,500</i>	15	<i>42</i>	<i>50,000</i>	
16	No. of loans outstanding	<i>14</i>	16	<i>37</i>		
17	Value of loans outstanding	<i>311,000</i>	17	<i>37</i>		
18	Unpaid balance of late loans	<i>27,000</i>	18	<i>45</i>	<i>32,000</i>	
19	Write-off since start of cycle	<i>0</i>	19			
20	Loan fund cash in box & at bank	<i>144,600</i>	20			
21	Cash in other funds	<i>24,600</i>	21			
22	Property at start of cycle	<i>1,000</i>	22			
23	Property now	<i>22,000</i>	23			
24	Debts	<i>10,000</i>	24			
Data verification			25			
Row 17 + Row 20 + Row 23 - Row 15 - Row 22 - Row 24		<i>128,100</i>	Total	<i>677</i>	<i>311,000</i>	<i>27,000</i>

If the result is negative, check the data. If it's still negative find out what has happened to the missing money

Price of 1 share
<i>500</i>
and/or Total value of savings
<i>338,500</i>

9.3 Annex 3: Performance ratios

Performance Ratios			
Institution:		Dutabarane-Urunani rw'Imbabazi	
Date:		19-May-10	Currency: dk.
No. of data entry errors:		0	Rate of exchange: 199.38
Member satisfaction			
R1	Attendance rate (%)		100.0%
R2	Retention rate (%)		97.0%
R3	Membership growth rate		7.7%
Financial performance of groups			
R4	Average savings per member mobilised to date (dk.)		66.5
R4L	Average savings per member mobilised to date (Fbu)		13,257.5
R5	Return on assets		15.4%
R6	Annualised return on assets		45.6%
R7	Return on savings		21.2%
R8	Average outstanding loan size (dk.)		132.6
R8L	Average outstanding loan size (Fbu)		26,432.4
Operating efficiency (group level)			
R11	% of members with loans outstanding		49.3%
R12	Loans outstanding as % of Total assets		80.7%
Efficiency and productivity of implementing organisation			
R13	Caseload: Groups per paid Agent		20.3
R14	Caseload: Members per paid Agent		407.4
R15	Ratio of all paid agents to total staff		64.7%
R16	Cost per member assisted (dk.)		67.9
R16L	Cost per member assisted (Fbu)		13,532.2
Currency conversion information			
Name of external currency			dk.
Rate of exchange: (Fbu = 1.00 dk.)			199.38

9.4 Annex 4: VSLA/VA contract - sample

This agreement is between _____ (Village Agent name)

and _____ (Group name)

The Village Agent agrees to:

- Provide high quality training on VSL, making 15 visits over 36 weeks (or longer if needed)
- Be on time at the agreed meeting time and place
- Never touch the Group's money, write in its records, or take the box away
- Never ask to take a personal loan
- Never ask for a gift from the Group

The VSLA agrees to:

- Ensure every member comes on time and attends every meeting
- Follow the rules and procedures taught to them
- Pay the Village Agent at each of the 15 training visits the sum of _____
- Payment will be made in the form selected by the VA below (note checkmark in relevant box):

In cash for each training visit

In the equivalent value in shares for each training visit.

The meetings will be held at (place) _____

The meeting time will be _____

The Village Agent telephone number is _____

VSLA Chairman (or other) telephone number is _____

VA signature and date _____

Chairman signature and date _____

Witness signature and date _____

9.5 Annex 5 : Full terms of reference

Background

The Baptist Union of Denmark (BUD) has cooperated with CNEB and WR-B in implementing an HIV/AIDS care and prevention programme in Burundi. The programme resulted in the setup of a 28 church member led HIV/AIDS church network (Dutabarane), which has taken over the project from CNEB as the implementing partner of BUD. The activities of the programme were initiated after staffs were hired and the organization was set up in June 2007, and will continue with funding until July 2011.

As a part of the activities in Dutabarane a pilot microfinance component was developed and later on a larger project was developed and funding of 3 million DKK was granted from the Danish based Project Counselling Service in February 2009.

As a part of the implementation plan a program review was scheduled after 6 months of implementation and after 1 year (13-18 months) of the implementation of the project. In the application it is referred to as impact assessment in order to make revisions and modifications to implementation to address opportunities and challenges identified. Though the six month program review was not conducted, it is important to have a programme evaluation in order to determine how effectively the programme has been implemented until now and to give further recommendations for the remaining period. At this time, approximately 10% of the anticipated groups have been established.

Since Shigikirana is working as a programme under Dutabarane the relation to the link to the other activities should also be analysed and recommendations given.

Dutabarane has also attracted further funding from CIDA via World Relief Canada. Recommendations for integration with this new project should also be given.

Purpose

The purpose of the evaluation is to contribute to the improvement of the programme of Shigikirana by analysis and dissemination of current and completed development activities, as well as to seek to understand the causes and explanations as to why the programme has been successful or failed in the implementation in order to help improve relevance and effectiveness of future activities.

- To provide information on how well Shigikirana is managing the implementation of the current VS&L project and how effectively and efficiently it is implemented.
- To provide a sense of the strategic vision for Shigikirana (by analyzing the current strategies and their advantages/disadvantages, and eventually propose new strategies) to continue the development scale up community-based microfinance and to provide suggestions to improve the vision and make it operationally effective

Evaluate the implementation of the Savings for Life activities (SSfL) hereunder;

Relevance:

- 1) Is the programme intervention relevant to needs and priorities of the beneficiaries and members of the VSLA groups?
- 2) Is the programme intervention an asset to the other activities in Dutabarane? And if so in what way is it supporting other intervention activities?

Effectiveness and efficiency:

- 3) Observe the status on progress of the achievement of the programme's objectives and results
- 4) Are the indicators relevant for the measurement of the objectives and results?

- 5) Determine to what extent the staff were trained in the VS&L methodology and have mastered its basic principles and procedures
- 6) Determine the effectiveness of the project's training and supervision of VSLAs
- 7) Assessing the approach tested by selecting Village Agents to be trained by Field Agent
- 8) Assess the profitability of VSLAs and determine the causes
- 9) Determine whether the project is using the VSL Portfolio Tracking System (MIS), and to what extent the system is being used properly (i.e. reports analyzed by Supervisors and feedback given to FOs; reports used to identify and solve problems; reports being read and used by higher levels of management).
- 10) Assess the efficiency of the projects in terms of staff caseloads, drop-outs and cost per member
- 11) Assess the effectiveness of Shigikirana in attracting and dedicating staff to VS&L program management and monitoring
- 12) Determine to what extent Shigikirana's program staff (program manager, field officers and village agents) understand VS&L and the place and contribution of community-based microfinance in Dutabarane
- 13) Assess the Programme Manager's level of engagement in local and international networks and identify any benefits of such engagement.
- 14) Make recommendations for improving the effectiveness and efficiency

Impact:

- 15) What positive and negative, primary and secondary effects have been produced so far by the programme of Shigikirana, intended and unintended, directly or indirectly?
- 16) Assess or suggest a system of impact monitoring that can provide periodic data on the effects of VS&L on individuals

Sustainability

- 17) What is the probability of long term benefit? Is the local ownership of the program established?
- 18) Determine to what extent staff are aware of the content of the Shigikirana long term microfinance strategy and the links to Dutabarane member churches.
- 19) Determine to what extent the Shigikirana will be able to attract further funding in order to scale up program
- 20) Determine the extent to which "spontaneous groups" figure in the outreach strategy of each project and whether the projects are able to identify and track such groups.
- 21) Do linkages with MFIs or banks figure in the scale up strategy? Assess to what extent such linkages are being systematically promoted so as to minimize the danger to VSLAs and increase the chances of success?
- 22) Make recommendations on strategic and operational measures to improve ability to scale up VS&L services.

Furthermore the consultants are asked to:

- Suggest improvement for the remaining period, including revision of objectives, indicators and activities.
- Give suggestions for future programming of Shigikirana in Burundi, incl. geographical focus, thematic focus, target and indicators as well as management and organization considering the context of this church based programme in order to improve the impact of the program on beneficiaries and their satisfaction of the program.

Target

The report of the consultant is intended as a document for Baptist Union of Denmark and the Management of Shigikirana (Dutabarane) to evaluate if the technical implementation of the project is meeting the targets and requirements of the project's plans. It will also be used eventually to discuss with the Ex-Committee to design or re-design the current intervention and use this evaluation in similar and future microfinance interventions. The donor of the project The Project Counselling Service will receive a resume of the main findings.

Method

The consultant will be responsible for choosing an appropriate methodology for the evaluation.

The following activities are anticipated to be part of the consultancy.

- Review of documents
- Review of MIS reports and Quarterly Reports
- Field trips
- Meetings with field staff and Program Manager
- Interviews with group members and pastors
- Meetings with relevant Burundian authorities (if possible)
- Meetings with other organizations doing similar activities (if possible)
- SWOT

A more detailed itinerary of the Consultancy will be developed by Management and Consultant in cooperation.

Documents of reference

To support this document exist furthermore following documents of reference:

- Project application: Shigikirana: Savings for Life
- Original Project budget
- Project accounting 2009
- Annual report 2009
- Quarterly reports 2009-2010
- MIS reports for the project period
- Field Agent collection forms
- The program's curriculum/ manual (incl. integration with Chalmers method)
- Dutabarane by-laws and Dutabarane purpose
- Timeline of activities
- Project documents: SSfL World Relief Canada/CIDA (Implementation started April 2010)
- The program's curriculum/ manual (if an English version that describes the integration between Chalmers and VSLA)

Name of Consultants

Independent consultant, with relevant knowledge, is chosen to evaluate how Savings Groups contribute to support orphans and infected/affected with HIV/AIDS (Shigikirana) and its relation to the other activities in the prevention, care and support programme of Dutabarane.

- Hugh Allen, Founder and CEO VSL Associates, Germany.

Hugh Allen will serve as the leader of the evaluation team and be responsible for the reporting.

Principles for evaluation

Independence – evaluator(s) are not influenced by pressure or conflict of interest

Impartiality – evaluator(s) are to give a balanced presentation of strength and weaknesses. They are responsible for conclusions, but will also ensure interested parties viewpoints are reflected in the report

Objectivity – evaluation rests on verifiable findings. Judgements will be clearly separated from factual statements

Transparency – this TOR and Consultants Inception report forms the basis of the evaluation

Partnerships – evaluation is conducted in cooperation with stakeholders in partner countries and other development partners

Feasibility – appropriate method and resources are available

Propriety – the evaluation does not harm individuals

Cost Efficiency – the evaluation is undertaken at the least cost possible

Accuracy – the data does not contain errors of significance to the evaluation

Fairness – evaluation give a balanced presentation of strengths, weaknesses and different views

Credibility – the evaluation is conducted in such a way that the results are credible

Usefulness – users and stakeholders make use of the evaluative process and the information it produces to improve the programme.

Resource persons

In Burundi the following participants will participate during the evaluation:

- Césalie Nicimpaye, Programme Manager, Shigikirana
- Thomas Spanner, National Director, Dutabarane
- Field staff.

External resource persons not participating in the evaluation

- Wendy Wellman, Savings-Led Technical Advisor, World Relief Baltimore
- Morten Kofoed, Programme Coordinator BUD

Outputs

Hugh Allen will lead the work in Burundi and write the report (maximum 50 pages) with the findings of the evaluation team.

The resource persons will be given opportunity to comment on a first draft of the report prior to final submission.

Reference

The consultant will refer to Programme Coordinator Morten Kofoed, Baptist Union of Denmark,

The Evaluation Policy and Guidelines of Danida serve as criteria for the evaluation.

Timings

March - April 2010

Planning the evaluation.

30th of April – 13th of May 2010

Evaluation by Hugh Allen and evaluation team,

20th of May

Evaluation report by Hugh Allen is given in first draft to resource persons (20th of May).

15th of June 2010

Submission of final report to Dutabarane Ex-com and Partners.

1st of July 2010

Changes to be implemented in the project.