

Appeal 2002-2003

 International Federation
of Red Cross and Red Crescent Societies

BURUNDI

(Appeal 01.08/2002)

Click on programme title or figures to go to the text or budget

	2002	2003 ¹
	In CHF	In CHF
1. Disaster Response	926,790	960,414
2. Disaster Preparedness	602,829	670,156
3. Health and Care	881,649	824,838
4. Humanitarian Values	65,317	73,363
5. Organizational Development	320,512	350,249
6. Co-ordination & Management	278,881	284,534
Total	3,075,978	3,163,554



Introduction

National context

Ever since the outbreak of the current conflict in 1993, Burundi has been going through an acute socio-political crisis, marked by political instability, increased insecurity and a change in the socio-economic fabric in the entire country, setting it back 20 years. The UNDP currently lists Burundi among the poorest countries in the world: its development index dropped from 0.341 in 1992 to 0.288 in 1999, and is characterized by:

- the infant mortality rate increased from 110/1,000 in 1992 to 127/1,000 in 2000;
- only 48% of the population is covered by vaccination programmes;
- 62.5% are illiterate;
- 229 nutrition centres operate for nearly 600,000 beneficiaries each month (UNICEF, March 2001);

¹ These are preliminary figures for 2003, and are subject to revision in the course of 2002.

- 432,809 internally displaced persons (IDPs) living in 212 sites, mostly in the provinces of Bururi, Gitega and Muyinga (UNICEF, June 2001; “*Demographic study on the displaced populations in Burundi*”);
- 412,323 Burundi refugees live in the countries in the region - 386,367 are in Tanzania; 16,626 have been repatriated since January 2001 (UNHCR, July 2001);
- 21% of the urban population and 7.4% of the rural population have been infected with HIV-AIDS;
- a persistent malaria epidemic has shaken the country in the last two years with about 3 million cases reported in 2000;
- 52.8% of persons in rural zones and 66.8% in urban zones live below the poverty line.

Deficiencies linked with the lack of access to drinking water, good food and basic social and health services affect most of the population; they are all direct effects of the crisis gripping the country, obliging them to be completely dependent, for, they no longer have access to their land to farm.

Although the Arusha peace accords have been signed, insecurity has continued. Fighting is being pursued all over the country between the national armed forces and the armed factions of the two partes which have not taken part in the current peace talks and continued to carry out targeted attacks. Other security concerns include regular attacks in the provinces bordering the Democratic Republic of Congo and Tanzania, ambushes on the main roads linking the capital with the interior of the country, increasingly high rate of organized crime including armed robberies in the capital and regular infiltration of armed groups from neighbouring countries.

Based on the Arusha accords, a transitional leadership was appointed in July 2001, despite two failed coups d'état during 2001. The transitional government took over at the beginning of November 2001. Repatriation of refugees is then a top priority. The first Tanzania-Burundi trans-border family reunification was organized on 18 and 19 July 2001 in Bujumbura, in the presence of representatives of the UN agencies, other humanitarian agencies and NGOs from the two countries. Issues such as health, nutrition, HIV-AIDS, development, education, unaccompanied children, vulnerable groups, and peace and reconciliation were addressed.

National society priorities

While continuing to assist the vulnerable people living in the hills including the internally displaced persons in temporary shelters and preparing for repatriated refugees from abroad, the Burundi Red Cross (BRC) is giving the priority to the programmes in the following areas:

- disaster preparedness and response, with special emphasis on training and proper equipment of emergency brigades, training/training of trainers, stock-piling and seed distribution as a part of food security;
- health (hygiene, sanitation, community-based first aid), with the emphasis on prevention and fighting against malaria, HIV-AIDS, diarrhoeal and endemic diseases;
- promotion of the Fundamental Principles and humanitarian values, dissemination of the International Humanitarian Law, contribution to the culture of peace both within and outside the national society and among target groups - particularly young people, women and displaced persons;
- organizational and resource development, including the functional structure of the national society headquarters, the capacities, skills and aptitudes of the technical staff at headquarters and the elected leaders of local branches in managing human, financial, material and logistical resources.
- Dissemination of knowledge about the Red Cross and Red Crescent Movement in order to ensure the national society' integrity and visibility.

Priority programmes for Federation assistance

The 2002-2003 programmes are designed to build on the already existing basis and in line with the Strategy 2010: disaster preparedness and response; health; promotion and dissemination of humanitarian values; organizational and resource development; co-ordination and management of the delegation.

The priority programmes are a part of the country assistance strategy (CAS) process.

- Disaster response: budget CHF 926,790 in 2002 and CHF 960,414 in 2003;
- Disaster preparedness: budget CHF 602,829 in 2002 and CHF 670,156 in 2003;
- Health: budget CHF 881,649 in 2002 and CHF 824,838 in 2003;
- Promotion of humanitarian values: budget CHF 65,317 in 2002 and CHF 73,363 in 2003.
- Organizational and resource development: budget CHF 320,512 in 2002 and CHF 350,249 in 2003.
- Coordination and management: budget, CHF 278,881 in 2002 and CHF 284,534 in 2003.

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1. Disaster response

Background and achievements/lessons to date

Eight years into the present crisis, the population of Burundi continues to suffer from the consequences of the conflict. The situation in the country has pushed the population in several southern and south-western provinces into a state of extreme poverty.

The IDPs and the majority of those living in the hills in the interior of the country live in extremely poor conditions with limited access to land. According to FAO, the continuous displacement of the population, compounded by the economic crisis and the drought that has prevailed for almost three years, have diminished the production of legumes by 39% and of cereals by 16% in 2000 compared with the average in the period between 1988 and 1993.

While UNHCR says 238,424 people were repatriated between 1996 and July 2001, another 412,323 Burundi refugees are still reported to be living outside the country, including 386,367 refugees living in Tanzania since 1993. Additional 200,000 people left in the seventies and have received no assistance from UNHCR since 1985. The repatriation process has continued to slow down and the numbers decreased from 23,778 in 1998 to 6,830 in 2000. In the first seven months of 2001, a total of 16,626 people were repatriated. At the same time, however, the number of Burundi citizens leaving the country for Tanzania due to persisting fighting is on the rise again.

Since 1996, disaster response activities of the national society have included the distribution of non-food items for IDPs, and lately the assistance to vulnerable groups in the hills and resettled persons. In 2001, distributions have continued in a number of provinces, and by mid-year some 14,000 families (70,000 people) have been directly assisted. The national society distributed blankets, tarpaulins, jerry cans, soap, clothes, kitchen kits, sauce pans and mats. In conjunction with UNHCR, repatriated persons were also targeted although access to them was often problematic due to insecurity.

More than 350,000 other families have benefited in the first two growing seasons of 2001. Bean seeds provided by FAO were distributed in three provinces where the Red Cross is the lead agency for the seeds programme. These activities aim at reducing dependence of these vulnerable families on external assistance by permitting them to increase their agricultural production and to generate an income through the sale of any surplus produce. In June 2001, a fourth province was added to the programme and a parallel agricultural programme has been implemented there by the national society supported by the German government/Red Cross Society.

The United Nations agencies in the field co-operate with the national society and provide supplementary aid (distribution of food under WFP and agricultural inputs provided by FAO) in accordance with the agreements in force. In addition, the British and Norwegian Red Cross Societies have supported the renovation programmes for houses and schools.

Goal To contribute to further improvement of the living conditions in the country, particularly for the most vulnerable groups including IDPs, returnees and those people living in the hills.

Objectives and activities

Objective 1 To provide non-food items for at least 300,000 vulnerable rural people in the hills and others.

Activities to achieve objective 1 are:

- Identify the most vulnerable people in the hills as well as the most vulnerable internally displaced persons and assess their needs with the assistance of trained volunteers.
- Transport and distribute non-food items to the identified beneficiaries.
- Involve local committees in all distribution activities.
- Supervise distributions and prepare distribution reports.

Objective 2 To provide a minimum resettlement package of household items to 30,000 returnee families.

Activities to achieve objective 2 are:

- Receive and assess returnees.
- Distribute return packages to beneficiaries.
- Supervise distributions and prepare distribution reports.

Objective 3 To reduce food insecurity for 150,000 families each year.

Activities to achieve objective 3 are:

- In co-operation with the authorities, prepare lists of beneficiaries following the vulnerability criteria laid down by FAO.
- Distribute seeds and agricultural inputs in the four provinces where the national society is the lead agency for the programme.
- Continue the agricultural programme supported by the German Red Cross.
- Identify the beneficiary groups in advance, in accordance with the memorandum of understanding signed with the German Red Cross at the initial stage of the programme.

Expected results by 2003

- A total of 300,000 people will have been assisted with non-food items each year (tarpaulins, blankets, water-bottles, kitchen sets and clothes).
- A total of 30,000 repatriated families will have received food assistance from WFP and a return package of non-food items from UNHCR and ECHO.
- A total of 300,000 families in the provinces of Kirundo, Ngozi, Makamba and Bururi will have been provided with seeds in the framework of the FAO emergency programme.

Indicators

- Monthly figures on distribution of non-food items.
- Monthly progress in various projects.
- Quarterly progress in various projects.

Critical assumptions

- Adequate funding.
- No deterioration in the situation in the country
- Secure access to beneficiaries.
- Continued interest of the national society in the programmes.

Monitoring and evaluation arrangements

Monitoring of this programme will be carried out in the following ways:

- All distributions will be carried out by local branches.
- The national society secretary-general is responsible for the general administrative co-ordination and will ensure monitoring, follow-up, evaluation and drafting of distribution reports.
- The Federation delegation will provide technical assistance and carry out monitoring visits where necessary.

- Additional technical support will be available from the Federation regional delegation in Kenya.
- Wherever feasible, the donors represented locally will be encouraged to attend distributions.

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2. Disaster preparedness

Background and achievements/lessons to date

In the framework of its disaster preparedness efforts, the national society supported by the Federation, has prepared a stock of non-food items for 50,000 people. The Federation support consisted of three 7-tonne trucks, 4 rubble halls at Bujumbura, 3 at Ngozi and 1 at Muyinga, and communications with a base at Bujumbura, a relay at Ngozi and vehicles equipped with HF and VHF radios.

Volunteers have already participated in identifying beneficiaries and evaluating their needs, and carried out distribution activities in all provinces covered by the national society. With support of the ICRC, a training programme for emergency teams was initiated in 1999 in the provinces of rural Bujumbura and Bururi. Other provinces covered by the national society were included into the 2001 plans and will continue in 2002 and 2003. The training programme is scheduled to terminate in 2003, with a total of 12 emergency teams. To ensure the availability of trainers, a training course for trainers was held in August 2000. Fifteen trainers from the national society and 5 trainers from Rwanda participated in the course. The training courses included the following modules:

- Behaviour of relief workers in situations of internal conflict;
- Role of relief workers in disaster preparedness and response (with reference to the Code of Conduct);
- Administration, operation and chain of command of the emergency teams;
- Reception and registration of refugees and camp management;
- Technical aspects of telecommunications, sanitation and provision of shelters;
- The Humanitarian Charter and minimum standards in disaster response;
- Rapid assessment techniques and distribution methods;
- First aid.

The emergency stocks, the establishment and training of the emergency teams and development of a national society emergency response plan are based on the following assumptions:

- Potential mass repatriation in line with the Arusha peace accords: the present crisis, which began in 1993, resulted in a massive exodus of Burundi citizens from the country. In case of repatriation of a substantial number of people, communities are likely to face short-term problems of reception, accommodation, health and food security.
- Regional conflicts might trigger an influx of refugees into Burundi from the Democratic Republic of Congo.
- Potential increase in the number of resettled and/or displaced persons: the political climate in Burundi is still unstable and might deteriorate further.

The national society emergency response plan will be further integrated into the government's national disaster response plan.

Goal To contribute to further improvement of disaster preparedness in the country in case of natural and man-made disasters.

Objective and activities

Objective 1 To prepare the national society for a more efficient emergency response in the event of a disaster.

Activities to achieve objective 1 are:

- Maintain adequate non-food emergency stocks.
- Identify, recruit and train volunteers for emergency teams in each province in which the national society is present.
- Equip the emergency teams.
- Train first-aid supervisors and provide refresher training where appropriate.
- Provide training in first aid for relief workers.
- Train the national society youth sections in first aid.
- Prepare a national society disaster preparedness and response plan.
- Maintain an updated national register of the national society relief workers.

Expected results by 2003

- A stock of non-food items sufficient for 50,000 people will have been pre-positioned in the national society warehouse in Bujumbura and Ngozi.
- A total of 20 volunteers in each of the 12 provinces will have been recruited and trained in disaster response.
- The national society disaster preparedness and response plan will have been finalized.

Indicators

- Well organized and well trained emergency teams and trainers.
- Re-training programmes are in place for emergency teams and trainers.
- The state of available emergency stocks.
- The national society emergency preparedness and response plan is implemented

Critical assumptions

- The funding is available when needed.
- The national society remains involved in the programme.
- The security conditions allow the movement of goods and people as required.

Monitoring and evaluation arrangements

Monitoring of this programme will be carried out in the following ways:

- At headquarters level, the head of relief service will be in charge of the training courses, assessment of the teams, supervision of their roles and training needs.
- Members of the emergency teams will be registered by provincial or local committees.
- The Federation's regional and country delegations as well as the ICRC delegation will co-ordinate their activities through task force meetings with the national society.
- With the support of the logistics delegate, the head of logistics in the national society will be responsible for disaster preparedness stocks management.

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3. Health and care

Background and achievements/lessons to date

The social and political crisis going on since October 1993, has destabilized Burundi badly. A recurrent drought contributed further to deteriorating living conditions of farmers and food producers. The majority of the population now face serious problems, including health concerns related to unsafe drinking water, poor sanitation, inaccessibility to affordable health care, malnutrition, malaria (mainly in the provinces in the centre and in the north) and other diseases.

In January 2001, two million cases of malaria were recorded as well as more than 44,000 cases of dysentery with 104 deaths; 13,000 cases of typhus while cholera has become endemic with 500 cases and 35 deaths. HIV/AIDS was confirmed in 22% of the urban population and 7% of the rural population. Around 40% of the affected population are young people under the age of 25. At least 24% are women between the age of 25 and 35. Estimates indicate more than 160,000 AIDS orphans. The UN development programme states that between 1993 and 1998 the number of operational health centres decreased from 318 to 217.

The UNICEF data on the population health for 1998 register the following:

- Infant mortality per 1,000 births rose from 110 in 1993 to 129.
- Maternal mortality per 1,000 births rose from 553 in 1993 to 800 in 1997.
- While 92% of the population have access to drinking water in urban areas, only 49% of people in rural areas and just 28% of displaced persons have the same access.
- Only 60% of the population in urban and 50% of the population in rural areas have access to basic health care.
- Around 50% of families in rural areas need sanitation assistance in order to achieve a proper level of hygiene.

A ministry of public health document on sectoral policy in 1999-2000 included the following priorities into their strategy:

- health and environment i.e. hygiene and sanitation;
- access to quality health care;
- rapid response mechanisms against HIV/AIDS and other diseases;
- information, education & communication (IEC);
- fight against and monitoring of endemic epidemics;
- improved mother and child health i.e. vaccination, improvement of reproductive health and decrease in malnutrition;
- care for vulnerable groups.

The national society initiated a community-based health programme with the construction of infrastructure and latrines to improve sanitation. This programme includes training of and work with the community health workers (CHWs) to prevent epidemics, promote health and hygiene and monitor health conditions of the population living in the hills. To help the local population identify their hygiene and health problems, particularly with regard to water and sanitation, the national society in Burundi introduced the participatory hygiene and sanitation transformation (PHAST) method. In light of the good results achieved by this method in the province of Rutana in 1999, the national society decided to manufacture and distribute SanPlat latrine slabs to the most vulnerable.

In 2000, the national society started the ARCHI² process by integrating the existing health activities. In 2000-2001 period, the following results have been achieved:

- 333 CHWs were trained and are now assisted and provided with educational aids to work in the provinces of Ngozi, Kirundo, Muyinga, Muramvya and Gitaga;
- 5 provincial health assistants (PHA) supervise the activities of the CHWs in the field;
- 100 volunteers were trained in the PHAST method in the same provinces;
- 3,000 SanPlat slabs and 3,000 latrines covers were distributed in Ngozi and Rutana and 6,500 more in five provinces;
- A pulverization campaign against malaria was organized in 35,000 homes;
- 64,350 impregnated mosquito nets were distributed in the provinces of Ngozi, Cibitoke, Bubanza and rural Bujumbura.
- the PHAs and CHWs are trained in the epidemic early warning system;
- the Burura health centre in the province of Kirundo is under restoration and a cost-recovery system is being introduced (Bamako initiative);
- training was conducted and a management committee established in the Burura health centre;
- a monitoring-evaluation mechanism for the cost-recovery system is being set up in the Red Cross-managed health centre in Kinindo district in Bujumbura.

In 2000, the Burundi Red Cross signed a co-operation agreement with UNICEF to develop a community-based nutrition programme in three provinces in the north and in rural Bujumbura.

The national society will continue to combat epidemics and HIV/AIDS, and to promote hygiene, basic sanitation and community-based first aid.

Technical assistance will be provided by the Federation country delegation, and in particular, by the regional health and HIV delegates based in the Federation regional delegation in Kenya.

Goal To improve social and health conditions of the vulnerable populations by preventing disease and alleviating the suffering of persons with HIV/AIDS.

Objectives and activities

Objective 1 To increase the number of CHWs and PHAs.

Activities to achieve objective 1 are:

- Recruit and train 100 new volunteer CHWs and familiarize them with the use of ARCHI tool kits in the provinces of Gitega, Kayanza, Kirundo, Muyinga and Ngozi.
- Organize refresher training for 333 former CHWs and 100 newly trained ones, and monitor, supervise and evaluate them.
- Provide ARCHI tools and health information posters for volunteers.
- Set up evaluation and incentive systems for volunteers.
- Provide refresher training for five former PHAs and recruit and train five new ones.
- Promote PHAs into trainers responsible for supervision and follow-up of CHW volunteers.

Objective 2 To integrate the community-based health activities into the priority areas of the ARCHI 2010 project, in accordance with the priorities of the Burundi ministry of health.

Activities to achieve objective 2 are:

- Train PHAs and CHWs in the epidemic early warning system.

² African Red Cross and Red Crescent Health Initiative

- Involve PHAs and CHWs into the awareness and education campaigns for the targeted populations and include community-based first aid into these campaigns.
- Support the ministry of health in their activities against epidemics and in all national campaigns.

Objective 3 To develop and implement the HIV/AIDS programme.

Activities to achieve objective 3 are:

- Develop a national society AIDS programme.
- Identify, recruit and train volunteers for this programme and familiarize them with the relevant tools.
- Organize refresher training for PHAs in the ARCHI approach.
- Identify the provinces and target groups for the implementation of the initial phase of the programme.
- identify, recruit and train peer educators among young people and women.
- Organize information sessions on voluntary blood donation.
- Provide appropriate tools and equipment for peer educators.
- Organize information, education and communication (IEC) campaigns for the public.
- In 2003, extend the programme to other target provinces thereby increasing the number of programme beneficiaries.

Objective 4 To reduce the incidence of faecal-borne diseases, in particular at resettlement sites.

Activities to achieve objective 4 are:

- Continue the promotion of hygiene and sanitation.
- Recruit and train 100 new volunteers for the PHAST project.
- Make PHAST health information posters and pocket-size checklists.
- Organize and ensure a management and incentive system for the PHAST volunteers.
- Manufacture and distribute 6,000 SanPlat slabs and covers in the provinces of Kirundo, Muyinga, Muramvya, Ngozi and Gitega.
- Establish two slab production/sale workshops at Gitega and Ngozi.
- Increase the population's hygiene awareness.

Objective 5 To reduce by 50% the incidence of malaria among the population in the target provinces.

Activities to achieve objective 5 are:

- Organize a pulverization campaign around the homes of 45,000 families.
- Manufacture and distribute 42,000 impregnated mosquito nets in the provinces of Bubanza and Cibitoke and Ngozi.
- Organize a hygiene and sanitation awareness campaign in the provinces of Bubanza and Cibitoke.
- Plan and supervise the sessions carried out by the PHAs in IEC and health education (malaria, hygiene and water and sanitation).
- In co-operation with the ministry of health, extend the programme in 2003, organize a pulverization campaign around the homes of 40,000 families and manufacture 40,000 impregnated mosquito nets for distribution in other provinces.

Expected results by 2003

- Five additional PHAs will have been recruited and trained.
- 100 CHWs will have been trained and supervised by PHAs in 7 provinces.
- Refresher training will have been organized for seven PHAs and 433 CHWs.
- At least 65,000 persons will have directly benefited from the community-based first aid and IEC and health education sessions.
- A total of 9 to 15,000 persons per month will have benefited from supervision by 433 CHWs in 7 provinces, with 3 to 4 sessions per month and 2 home visits per month.

- An HIV/AIDS programme have been prepared and implemented.
- Volunteers will have been trained.
- A volunteer follow-up and management system will have been established and applied.
- Peer educators will have been trained for work with other young people and women.
- A blood donor registration file will have been established and regularly updated.
- A 100 volunteers will have been trained in the PHAST method.
- 6,000 SanPlat slabs and latrine covers will have been manufactured and distributed.
- 42,000 mosquito nets will have been manufactured and distributed in 3 provinces to 30,000 households.

Indicators

- The number of CHWs.
- The CHWs are well trained and successfully use the tool kits.
- Volunteers are well trained and work in line with the PHAST initiative.
- Positive feed-back from the households benefiting from SanPlat slabs.
- An agreement between the national society and the ministry of health on the integration of the cost-recovery system.
- The health centre management committees are in place and well-functioning.
- There are operational management committees for the cost-recovery system.

Critical assumptions

- The security situation allows safe access to target areas.
- The outcome of the Arusha negotiations which may or may not favour a cease-fire.
- There is interest for the programme among the beneficiaries.
- There is motivation of the CHWs to stay with the programme.
- There is continued interest of the local management committees.
- There is sufficient financial support.

Monitoring and evaluation arrangements

Monitoring of this programme will be carried out in the following ways:

- The national society health officer is responsible for monitoring and evaluation of health activities.
- The national society health officer will be supported by the Federation health delegate.
- At provincial and community levels, the PHAs and provincial committee health secretaries will assume the responsibility for the programme.

Evaluation of this programme will be carried out in the following ways:

- The Federation regional delegation and partner national societies will carry out the field evaluations on regular basis.

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4. Humanitarian values

Background and achievements/lessons to date

Due to the long-lasting civil war, human rights in general and rights of the child in particular are still often violated. Women are not considered equal with men and discrimination is still widespread. The present crisis, which has now lasted for eight years, has only worsened this state of affairs. Nevertheless, considerable efforts are made in order to put an end to the unequal treatment of male and female children in the country.

The population and the government are fully aware that special effort have to be exerted in the field of humanitarian values. This is particularly important for children and young people and the change of their attitude and behaviour. These target groups will be reached through the national society structure, including the Red Cross youth, and in co-operation with women's groups.

In 2000-2001, the Burundi Red Cross made considerable progress in promotion of humanitarian values through the following activities:

- Thirty women from organized groups and associations were trained in peaceful cohabitation and the spirit of mutual support; they now serve as reference points in the communities and influence behaviour, especially in student circles.
- Awareness and training sessions were organized for the national society's supervisory staff and committees at all level.
- An appropriate education (humanitarian values) framework for young people was prepared and youth Red Cross was established.
- Awareness meetings and exchanges of experiences were organized for young people.
- In May 2001, 5 national society facilitators went through dissemination training and were posted in the provinces targeted by the programme.

Security is the major factor affecting the implementation of the programme. The national society can be present throughout the country only if security conditions permit it. There is also a shortage of human resources trained for dissemination campaigns although training was initiated in 2001.

The national society has, nevertheless, improved considerably since 1996. The Burundi Red Cross presently covers 13 out of 17 provinces in the country. However, knowledge about the Movement and its Fundamental Principles and humanitarian values as well as human, material and financial resources management has to be further improved. The establishment of the governance and management structures at national level is currently underway. In 2001, the statutes were translated and circulated to the branch committees and a governance training workshop was organized. It is expected that a general assembly will be organized in early 2002.

Goal To contribute to further promotion of humanitarian values in the country.

Objectives and activities

Objective 1 To ensure the organizational development and structure of the national society.

Activities to achieve objective 1 are:

- Establish a new structure in the headquarters.
- Train technical officers in human, financial and material resources management as well as in programme management.

- Train the selected officers in local branches in dissemination, volunteer management and in management of financial and material resources and programmes.
- Establish governance and management in accordance with the statutes of the national society at all levels and ensure the functioning of the statutory bodies.
- Security situation permitting, establish presence in the four remaining provinces.
- Ensure the visibility of the national society through advocacy, awareness campaigns, dissemination and messages and programmes broadcast on national radio and television.
- Publish the national society brochure.
- Share the revised statutes with all branches and adopt the statutes at the next general assembly.

Objective 2 To strengthen the human resources of the national society.

Activities to achieve objective 2 are:

- Recruit and train dissemination officers in seven provincial committees.
- Prepare and implement a national Red Cross youth policy.
- Establish Red Cross youth clubs in the provinces of Gitega, Bururi, Muramvya and rural Bujumbura.
- Organize awareness campaigns and dissemination sessions in the above-mentioned provinces.
- Establish a training module for dissemination officers based on two CD-ROMs entitled “From Principles to Action” prepared by the Federation secretariat.

Objective 3 In co-operation with the ICRC delegation in Burundi, contribute to the promotion of the International humanitarian law (IHL).

Activities to achieve objective 3 are:

- Organize media campaigns on the International humanitarian law.
- Organize humanitarian values campaigns including the Fundamental Principles and the International humanitarian law.
- Train volunteers in the application of IHL in the event of armed conflicts.
- Train the members of the national society in 13 provinces in IHL.
- Organize sports and cultural competitions for young people of all ethnic backgrounds.
- Establish an IHL programme for the University and technical schools.
- Develop a spirit of mutual assistance within women’s groups.
- Identify a dissemination officer for the city of Bujumbura and for each of the targeted provinces.
- Organize training courses for volunteers, relief workers and the staff of the provincial committees.
- In 2003, promote the programme in all provinces.

Expected results by 2003

- The national society will have got the characteristics of a well-functioning national society.
- An operational and management structure will have been well established.
- Management and governance will have been well separated.
- All selected officers of the local branches will have been trained.
- The revised statutes will have been adopted and their implementation ensured.
- The dissemination programme will have been well accepted on radio and television.
- All provinces with Red Cross presence will have had a dissemination officer established.
- A national youth policy will have been established.
- The Red Cross youth clubs will have been established in the provinces.
- A training module for dissemination officers will have been prepared.
- A dissemination programme including awareness campaigns will have been established for young people.
- An authorization for dissemination in primary schools will have been received from the ministry of education.
- The essential Red Cross documents will have been translated into Kirundi.

- Twelve provincial committees will have organized dissemination campaigns in the media for the general public and other target groups.
- Two workshops on IHL will have been organized for the media.
- Training courses for volunteers will have been organized.
- Competitions on the Fundamental Principles and IHL will have been organized.

Indicators

- The number of established youth clubs and their quality and quantity of their activities.
- All essential Red Cross Red Crescent documents are available in Kirundi.
- There is a data base showing the number of newly trained members.
- There is a dissemination strategy document.
- The number of radio and TV dissemination programmes per month.

Critical assumptions

- Sufficient funding is available.
- The security conditions allow the freedom of movement.
- The national society remains actively involved in the programme.

Monitoring and evaluation arrangements

Monitoring of this programme will be carried out in the following ways:

- At national society headquarters, the head of the information/dissemination unit will be responsible for monitoring and evaluation of training courses and the activities of dissemination officers in the field.
- Together with youth officers, dissemination officers will monitor the activities of youth units and women's groups while dissemination co-ordinators will be in charge of training the provincial committees.
- The provincial committees will monitor local branches.

Evaluation of this programme will be carried out in the following ways:

- With support of the Federation head of delegation, the national society secretary general will be responsible for an overall evaluation of the programme.

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5. Organizational development

Background and achievements/lessons to date

Since 1996, the Burundi Red Cross has carried out considerable institutional development activities. These activities have strengthened its visibility in the national context and improved its structure and management of human resources, finances and material assets allowing it to improve its overall management. The national society is present in 13 out of 17 provinces in the country and is still trying to improve its capacity through adequate human resource recruitment at provincial and national levels. A number of income-generating projects have been initiated (brick-making, husbandry and dispensaries in line with the Bamako initiative).

Due to the shortage of qualified staff and inadequate management of human, material and financial resources at all levels, such efforts have not been always accompanied by adequate follow-up measures and proper programme management. There is no system for staff performance evaluation nor specific training for members in Fundamental Principles and humanitarian values. Governance and management structures need to be strengthened and the national society decentralization has not taken place yet. In 2001, the statutes were translated and circulated to the branch committees, a governance training workshop was organized and a general assembly is expected to take place early in 2002.

The Burundi Red Cross structure includes:

- technical department managers at national level;
- seven provincial co-ordinators ensuring communications with the branches;
- local branches in 13 out of 17 provinces;
- basic training for all technical supervisors;
- new national society statutes translated in French and Kirundi and circulated to the branch committees.

Security considerations have played a considerable role in the ability of the national society to finalize local structures, recruit the best staff, provide adequate and timely implementation of the programmes, organize training and carry out other planned activities.

A restructuring of the national society has been proposed in order to strengthen the management capacity and improve staff output at all levels. The restructuring will include efforts towards a better-functioning national society with more relevant programmes for the population and better feed-back to partners.

In order to reduce expenses and establish even closer co-operation and co-ordination with the national society in the field of general and financial management, logistics and health, the Federation delegation has just moved into the national society headquarters. As required, the delegation will be supported by the Federation regional delegation in Kenya, as well as by the neighbouring national societies in East Africa.

Goal To strengthen the capacities and human resources of the national society at all levels and within governance and management.

Objectives and activities

Objective 1 To ensure the organizational development and structure of the national society.

Activities to achieve objective 1 are:

- Restructure the national society headquarters.
- Provide management training for heads of technical departments.

- Organize training for selected branch personnel on the Red Cross and Red Crescent Movement, management of volunteers as well as on financial, material and programme management.
- Ensure that all branches fully understand the new statutes and have the opportunity to approve them formally at the next general assembly planned for early 2002.
- Based on the adopted statutes, establish effective governance structures at all levels and ensure their good functioning.
- If security conditions improve, assist the national society in developing new branches in the four remaining provinces.
- Improve the visibility and promote the activities of the national society across the country through a variety of media.

Objective 2 To improve the national society human resources.

Activities to achieve objective 2 are:

- Develop and implement a standard recruitment and training policy.
- Develop and implement a national youth policy.
- Develop and implement a national recruitment, management and training policy for volunteers.
- Continue with the above activities also in 2003.

Expected results by 2003

- The national society will have established an effective and efficient management structure at national level.
- Different roles of the governance and management will have been established and fully understood.
- Local branch programme managers will have been well trained.
- Revised statutes will have been adopted and used in practice.
- A national staff policy will have been established.
- A recruitment and training policy for paid staff will have been established.
- A recruitment and training policy for volunteers will have been established.
- A national information programme will have been established.

Indicators

- All branches are familiar with new statutes.
- All recruitment and evaluation policies are adopted and followed in practice.
- Improved visibility of the national society in the public.

Critical assumptions

- The national society remains interested in and committed to the programme.
- Financial support for the programme is provided.
- Security conditions do not deteriorate.

Monitoring and evaluation arrangements

Monitoring of this programme will be carried out in the following ways:

- At national level, the secretary-general is responsible for this programme.
- The programme will be implemented under the supervision of the central committee.
- The Federation country delegation as well as the Federation regional delegation in Kenya will assist in monitoring as requested.
- At branch level, the programme co-ordinators will monitor the implementation of the programme, reporting back as necessary to the secretary-general.
- Regular reports from branches will be submitted to the headquarters and onward to different donors as requested.

Evaluation of this programme will be carried out in the following ways:

- The Federation country delegation and the Federation regional delegation in Kenya will assist in evaluations as requested.

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6. Co-ordination and management

Background and achievements to date

The Federation presence in Burundi was established in 1994, when the national society requested support in order to be able to cope with the influx of refugees from Rwanda. From 1994 to 1996, all humanitarian assistance activities were concentrated on the provinces in the north of the country where refugee camps were located. A sub-delegation was set up in Ngozi. At that time, there was only the president of the national society who was able to train a small number of volunteers. After the departure of Rwandan refugees, the Federation decided to invest in institutional support through recruitment of delegates and support personnel at the national society headquarters as well as two provincial co-ordinators.

A three-year development plan was prepared, concentrating on development of the capacities of the national society and humanitarian assistance to displaced persons in four northern provinces where the security situation was relatively good.

Since 1998, the Federation's role has focused more on programme co-ordination and management. Delegates have supported and advised the national society management team in planning, implementation, training, monitoring and evaluation of the programmes. The Ngozi sub-delegation was closed in 1999. The number of delegates has decreased as the national society took over the responsibility for the programmes. At present, only three delegates remain in Bujumbura.

The Burundi Red Cross still needs considerable assistance in implementation of its programmes and in co-ordination with outside agencies. The Federation delegation has just moved from its current adjacent premises to the main building of the national society to be able to provide stronger support and additional advice. Regular support is also provided by the Federation regional delegation in Kenya. The existing national society structures have to be further developed to include management of human, material and financial resources in order to enable the withdrawal of the Federation on short or middle term and maintenance of different existing partnerships as well as regional co-operation.

Goal To improve the national society programme co-ordination and management in conformity with the Strategy 2010, the Ouagadougou declaration and ARCHI³.

Objectives and activities

Objective 1 To support the national society in fund-raising.

Activities to achieve objective 1 are:

- Maintain the presence of the administration/finance delegates and the head of delegation.
- Ensure effective integration of the delegation services with the national society activities.
- Ensure medium-term funding based on the memorandum of understanding between the Burundi Red Cross, partner national societies and ICRC.
- Prepare tripartite agreements with ECHO regarding emergency project funding.
- Maintain close co-operation with the United Nations agencies supporting the national society programmes.
- Strengthen the capacities of local branches through training to ensure good management, development of human resources and management of financial and material resources.

³ African Red Cross and Red Crescent Health Initiative

- Regularly but informally, continue to strengthen the capacities in the headquarters, develop their skills and improve their knowledge of the Movement.
- Improve knowledge-sharing, advocacy, visibility and integrity of the national society.
- Improve relations between the national society and relevant government ministries, other national societies, humanitarian organizations and funding agencies.
- Represent the Federation before the international community and the authorities of the country.

Objective 2 To ensure effective regional and international support in order to increase the self-sufficiency of the national society in the areas of financial management, income-generation and technical programme support.

Activities to achieve objective 2 are:

- Organize support from regional delegates responsible for institutional development, health, HIV/AIDS and logistics, as required.
- Organize a visit of the head of regional delegation in Kenya and assess the integration process and development of the national society structures.
- Organize various technical training sessions for personnel at all levels (logistics, health, finance management and reporting).
- Maintain the existing contacts with the Federation secretariat to ensure the implementation of strategic guidelines.

Expected results by end of 2002

- A stronger national society will have been established, with good governance, greater financial self-sustainability and better management of human resources served by a reliable financial and material management system.
- The Federation delegation will have down-sized in terms of the number of delegates, compensated by more support and follow-up missions from the Federation regional delegation in Kenya.
- Partnerships and mutual confidence between the United Nations agencies, NGOs, the national society, public authorities, civil society, general public and partner national societies will have become stronger.
- Medium-term funding will have been assured by various donors.

Indicators

- A three-year national society plan of action is in place.
- The co-operation between the Burundi Red Cross, the Federation, ICRC and partner national societies is based on the memorandum of understanding.
- The main programmes have a secured three year funding.

Critical assumptions

- The presence of the Federation delegation in Burundi through 2002/early 2003.
- The security situation in the country does not deteriorate.
- The national society continues to support the programme.

Monitoring and evaluation arrangements

Monitoring of this programme will be carried out in the following ways:

- With co-operation of the finance and logistics delegates, the head of Federation delegation will be responsible for the programme.

Evaluation of this programme will be carried out in the following ways:

- The Federation regional delegation, partner national societies, other donors, and the Federation secretariat may carry out evaluation missions as required.

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PROGRAMME BUDGETS - 2002								
BURUNDI								
PROGRAMME	Disaster Resp	Disaster Prep	Health & Care	Human Values	IDRD	Reg. Co-operation	Co-ord. & Mgmt	TOTAL
Shelter & Construction	149'205	149'205	0	0	0	0	0	298'410
Clothing & Textiles	125'563	165'375	6'055	0	0	0	0	296'992
Food & Seeds	0	0	0	0	0	0	0	0
Water	0	0	57'452	0	0	0	0	57'452
Medical & 1st Aid	0	0	51'492	0	0	0	0	51'492
Teaching Materials	0	0	37'884	0	0	0	0	37'884
Ustensils & Tools	26'950	36'400	2'691	0	0	0	0	66'041
Other Relief Supplies	12'250	12'250	8'073	0	0	0	0	32'573
Subtotal Supplies	313'968	363'230	163'648	0	0	0	0	840'845
Land & Buildings	0	0	0	0	0	0	0	0
Vehicles	0	0	96'365	0	0	0	0	96'365
Computer & Telecom	0	0	0	0	0	0	0	0
Medical Equipment	0	0	0	0	0	0	0	0
Other Capital Equipment	0	0	0	0	0	0	0	0
Subtotal Capital	0	0	96'365	0	0	0	0	96'365
Programme Management	62'493	40'649	59'450	4'404	21'612	0	18'805	207'413
Technical Services	18'707	12'168	17'796	1'318	6'470	0	5'629	62'089
Professional Services	20'746	13'494	19'736	1'462	7'175	0	6'243	68'856
Subtotal Programme Support	101'947	66'311	96'981	7'185	35'256	0	30'677	338'357
Warehousing/Inspection	7'373	9'311	240	0	0	0	0	16'924
Transport & Vehicles	206'803	109'864	87'864	10'453	49'171	0	50'729	514'884
Subtotal Transport & Storage	214'177	119'174	88'104	10'453	49'171	0	50'729	531'808
Delegates & Expatriates	139'488	15'744	20'418	15'744	18'860	0	94'465	304'719
National Societies and Local Staff	117'761	22'223	207'453	17'600	142'596	0	37'171	544'804
Subtotal Personnel	257'249	37'967	227'871	33'344	161'456	0	131'636	849'523
Travel & Related Expenses	0	0	48'535	0	11'400	0	15'000	74'935
Information	0	0	28'944	0	6'609	0	5'955	41'508
Consultants	0	0	2'089	0	0	0	4'800	6'889
General Expenses	26'976	0	41'619	3'450	10'500	0	23'907	106'452
Training Workshops & Seminars	0	0	87'494	10'885	46'119	0	12'000	156'498
Security	12'474	16'146	0	0	0	0	4'177	32'797
Subtotal Training, Information & General	39'450	16'146	208'680	14'335	74'628	0	65'839	419'079
TOTAL BUDGET	926'790	602'829	881'649	65'317	320'512	0	278'881	3'075'977