

# Appeal 2004



## BURUNDI

### Appeal no. 01.01/2004

The International Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. The Federation is the world's largest humanitarian organization, and its millions of volunteers are active in over 180 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project.

This document reflects a range of programmes and activities to be implemented in 2004, and the related funding requirements. These are based upon the broader, multi-year framework of the Federation's Project Planning Process (PPP). The PPP products are either available through hyperlinks in the text<sup>1</sup>, or can be requested through the respective regional department. For further information concerning programmes or operations in this or other countries or regions, please also access the Federation website at <http://www.ifrc.org>

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

Programme title	2004 in CHF
<b>Strengthening the National Society</b>	
Disaster Management	63,229
Organizational Development	390,525
<b>Total</b>	<b>453,754<sup>2</sup></b>

*Please note that objectives, expected results, and activities associated with the Humanitarian Values programme are included in the narrative of this appeal; the budget associated with these activities is integrated within other programme budgets. <[Click here to go to the text](#)>*

*Please note that objectives, expected results, and activities associated with the Coordination, Cooperation and Strategic Partnerships programme are included in the narrative of this appeal; the budget associated with these activities is integrated within other programme budgets. <[Click here to go to the text](#)>*

<sup>1</sup> Identified by blue in the text.

<sup>2</sup> USD 340,784 or EUR 292,085.

## **National Context**

After more than ten years of conflict, transitional institutions agreed upon in the Arusha accord for peace and reconciliation in Burundi were put in place on 1 May 2003 and a new government was installed. Leaders of the two factions of the armed rebellion returned to Burundi and were integrated into the transitional process, and the deployment of ceasefire and military mission began. While all players hope that the process will continue towards peace, the situation is extremely fragile; the worst case scenarios include the collapse of the negotiations which would lead to a breakdown of the transitional government; the suspension of the deployment of the African Mission in Burundi (AMIB); and the massive increase of conflict leading to extensive human rights violations, internal population displacements and refugee outflow. Potential ethnic tension exists and might curtail

humanitarian access. These elements have to be taken into account in any planning process. The political and security situations have direct negative impact on socio-economic conditions in Burundi. The local economy and social services have been destroyed, population growth remains unchecked, access to land for subsistence farming is very limited, and the number of people living below the poverty line appears to be increasing. There is high vulnerability to natural disasters (seasonal drought, floods), crime and banditry, pillaging and looting which are seriously eroding the coping mechanisms of the population. However, the trend is that newly displaced people return to their homes only a few days or weeks after the situation has calmed down following incidences of insecurity. Through the years the population seems to have developed some kind of coping mechanisms to protect their minimum belongings and quickly restart their “normal” life. Still the United Nations security service code placed six out of the seventeen provinces of Burundi at phase IV security level while the rest are at phase III.



Humanitarian space is decreasing due to insecurity and the humanitarian community is looking for any “windows of opportunity” with risks of attacks to personnel, offices and assistance supplies. Most of the armed groups are regularly violating political and humanitarian agreements and human rights. Sexual violence has become a weapon of war and intimidation; children are particularly vulnerable, suffering from both violence and deprivation of basic rights such as education while at the same time many of them are recruited as child soldiers. Women are very vulnerable and according to OCHA<sup>3</sup>, one-third are heading households and have to ensure the food security while often as sole caretakers of their children and many orphans.

The level of return of refugees from Tanzania was higher than had been expected; some 21,989 arrived between January and May 2003 with a significant proportion (12,034) of these returning spontaneously to the insecure southern provinces. This is mainly due to difficult conditions in the Tanzanian refugee camps and the hardening attitude of Tanzanian authorities to the refugee population. The potential influx of refugees from Democratic Republic of Congo was also higher than expected with over 5,000 people having fled fighting in south Kivu.

The health situation is deteriorating with increased infections and prevalence and of HIV/AIDS and the spread of other epidemic diseases, especially malaria. The health and social structures have less capacity to tackle challenges such as consequences of conflicts, population movement, poverty, poor hygiene and sanitation, malnutrition and food insecurity.

<sup>3</sup> OCHA – (UN) Office for the Coordination of Humanitarian Affairs

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Burundi is a landlocked country covering a surface area of 25,650 square kilometres with an estimated population of 6,847,000. The economy is mainly agriculture based on which 90% of the population is dependent; 49% of the farm labour force is female (WFP/FAO Annual report 2002). A UNDP and World Bank report of May 2002 describes Burundi as among the three poorest countries in the world after being impoverished by ten years of fighting and ranks it 171 out of 174 on the UNDP Human Development Index: the population living below the poverty line went up from below 40% in 1992 to 68% today; food crop production fell to 12%, but possible slight improvements might occur in agricultural production this year; FAO and WFP continue to facilitate agricultural production through provision of seeds, tools and seed protection rations to vulnerable households. Major food insecurity is not expected although limited access and looting in conflict areas may have local impact.

Inflation rate has been above 25% for the past eight years leading to a devaluation of the Burundian Franc which stands at 1,050 Burundi Francs against the dollar. Further deterioration of the local economy is expected with potential currency devaluation. External debt is at US\$1.12 billion since 2000 (OCHA Geneva, April 2002); the income per capita reached US\$ 110 in 2002, three times lower than it was in the 1970s; the development index has remained below 0.288 since 1999; life expectancy went down to 46 years, and the population growth rate to 2.38%; illiteracy rate stands at 62.5%. Severe drought has hit the country since 1998, especially in the northern provinces.

The majority of the population lacks access to clean drinking water (41% in rural population compared to 79% in urban areas), proper nutrition, and basic social and health services. UNAIDS placed Burundi at position 13 out of the 16 countries hardest hit by HIV/AIDS with a 21% and 7.4% urban and rural infection rates respectively. Higher malnutrition rates are reported in areas of insecurity. However, the level of admissions to centres in 2003 remains low in comparison to 2002 and 2001, with comparative figures revealing a slight increase in moderate malnutrition but an improvement in rates for severe malnutrition. Malaria rates showed a slight seasonal rise but remain steady at high levels but may improve due to implementation of new drug protocol to respond to accumulated resistance to older prophylactics as from 1 August 2003. Cholera reappeared in February and April 2003 with 224 cases reported in Bururi province. Other recurrent epidemics are meningitis, diarrhoeal diseases and respiratory diseases. Immunisation coverage remains weak, down from 83% in 1993 to 61% in 2003 (below the acceptable level of 75%).

### Human Development Indicators at a Glance

Indicators	Burundi	Sub-Saharan Africa	World
Life expectancy at birth (years)	40.6	48.7	66.9
Adult literacy rate (% age 15 and above), 2000	48.0	61.5	~
Adult literacy rate (female as % of male), 2000	72	77	~
Combined primary, secondary and tertiary gross enrolment ratio (%), 1999	18	42	65
GDP per capita (PPP USD), 2000	589	1,690	7,446
People living with HIV/AIDS, adults (% age 15-49), 2001	8.3	9.0	1.2
Refugees (thousands), in/out, 2000	27/568	~	~

Source: UNDP Human Development Report 2002

PPP in this context refers to Purchasing Power Parity

In June 2003, the caseload reported by the regional contingency plan of OCHA, was:

- 281,052 Internally Displaced People (IDP) in 230 sites, this number remains stable
- 100,000 temporarily displaced per month, with projected additional 20,000 per month in future
- 21,989 returnees from Tanzania, with projected additional 350,000 in future (Circa 4,000 returnees per month, many spontaneous)
- 37,938 refugees (majority from Democratic Republic of Congo), with projected additional 40,000 in future
- 700,000 food insecure, with potential additional 400,000 in future
- 788,124 children in need of special protection, with potential 400,000 in future
- 8,350 prisoners, with potential additional 500 in future

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In addition, 374,309 Burundian refugees remain in neighbouring countries: 353,132 in Tanzania, 19,970 in Democratic Republic of Congo and 1,207 in Rwanda. A further 200,000 refugees who left Burundi in the 1970s are in settlements in southern Tanzania.

### Red Cross and Red Crescent Priorities

#### Movement<sup>4</sup> Context:

The **Burundi Red Cross** was officially registered in 1963 and has had three presidents since, including the incumbent who has been in that position since 1968. The national society presently has branches in thirteen out of seventeen provinces; however, it is difficult fairly estimate the membership and the number of active volunteers since no verification has been conducted for some years.

The ICRC set up its delegation in 1972 but was forced to shut down in 1996 following the killing of three of its delegates. It only resumed its presence in Burundi in 1998 on a small scale in a few provinces. However, ICRC plans to resume its activities in the whole of Burundi in 2004 after a thorough assessment conducted in July 2003. They will focus on water, health and relief activities as well as assistance, protection and dissemination; three provinces of Kayanza, Gitega and Bururi will be prioritised for intervention.

The Federation delegation was established between 1989 and 1990 and began large support to activities in Burundi in 1994 in the relief operation at the advent of the current conflict in the country and the influx of Rwandan refugees fleeing the 1994 genocide. Support focused on health, disaster response and preparedness and organisational development mainly targeting the branches. In 2003, the presence of permanent delegates was phased out in line with the restructuring agreement with the Burundi Red Cross after which support was given directly by the Federation and the bilateral Spanish Red Cross delegate.

The main partner national societies that have supported the Burundi Red Cross in the past years are the Belgian (Flemish section), British, French, Finnish, German, Norwegian, Spanish, Swedish, and Swiss Red Cross Societies. The Spanish and French Red Cross used to support bilateral programmes. However, the Burundi Red Cross has not issued a new development plan since 2002; donor support will not be called upon except to facilitate the change process in which the Rwandan Red Cross and Seychelles Red Cross Societies are directly involved through membership in the task force.

Non-Movement partners are UN agencies (OCHA, UNFPA, UNICEF and FAO) and some NGO such as Catholic Relief Services, and the RESO which is a network of all NGO's in Burundi.

#### Primary support from the Movement in 2003

Partner	Health	Relief	Disaster Management	Humanitarian Values	Organizational Development
Task force					xx
ICRC				xx	Xx
Federation		xx			Xx
Spanish RC					Xx

Federation support for relief in 2003 was to finalize the distribution of non-food items from Belgian Red Cross and Finnish Red Cross.

Spanish Red Cross worked on a bilateral basis with a development delegate to support the work of the task force.

#### National Society Strategy/Programme Priorities:

In 2003 and as part of the restructuring process, the Federation and ICRC have ceased to directly support staff salary; most of the staff at the headquarters and the branches have since been laid off by the national society in view of recruiting a new team with revised job descriptions and a new plan of action. Some staff, recruited to implement the programmes supported by FAO, UNFPA and UNICEF, are still in place and will be supported until the end of the contract with the partner.

<sup>4</sup> 'Movement' refers to the International Red Cross and Red Crescent Movement

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In recent years, the Burundi Red Cross has faced many challenges while responding to its humanitarian mandate. Despite efforts and tangible results realised, a self-assessment process undertaken in 1998 brought out a number of areas that needed improvement, but have not been followed by concrete actions. In 2002 a strategic plan was drafted; due to internal turmoil and difficult relations with partners (and the Federation in particular), it was decided to address the situation at a Partnership meeting held in Kigali on 9 March 2002 in which nine partner national societies attended. The Burundi Red Cross agreed to establish a working group called the ‘task force’ to chart out a plan of action for the national society in view of conducting a successful restructuring. The idea of setting up the task force was agreed upon with the partner national societies that support Burundi Red Cross, with the Rwandan Red Cross and Seychelles Red Cross Societies, several government ministries, the ICRC, and the Federation.

During the first task force meeting in April 2002, the strengths and weaknesses of the national society were analyzed. Inadequate governance, lack of decentralization, poor management of resources (financial, material, logistical and of human resources including volunteers), and lack of professionalism were the key weaknesses identified; recommendations and action plans to address them were developed. Since then, eight meetings and the second annual task force meeting have been organized to follow up their implementation. The Federation has been integrated into the national society structure; most of the assets were handed over to Burundi Red Cross. An agreement has been prepared between the Federation and the national society to clarify roles and responsibilities as well as the relationship to be established for a smooth cooperation.

While all members were motivated to contribute to the change process and worked hard to support the Burundi Red Cross during the period, some difficulties appeared during the recruitment for the position of a secretary general position. The process was jeopardized by a crisis of confidence and trust between the task force members and the leadership of the national society in April 2003 after it questioned the capacity and the willingness of the Burundi Red Cross governance to become a well-functioning national society. The task force decided to call upon all African bodies of the Movement to assist in the negotiations: RC-NET<sup>5</sup>, ACROFA<sup>6</sup> and Pan African Conference. The process was at a standstill until additional consultations were entered into with the government of Burundi and the national society branches. Although difficult to predict the results, the next step would be to present the Burundi case at the Federation Secretariat to call for mediation from the highest authorities of the Movement.

Meanwhile, the task force continued to prepare a recovery programme for the Burundi Red Cross based on the revised Plan of Action in April 2003; this programme is to be pursued when the crisis is resolved in view of not penalizing the vulnerable people in the country and the volunteers who are ready to resume activities. Based on the previous year’s plan of action, the priorities remain the same as outlined below:

### **Organizational development and capacity building**

These are planned with a view to creating a stronger national society from the bottom (local branches) to the top (headquarters and national committee); to devise and set up programmes that have an impact on the community and that take their real needs into account in order to lower their vulnerability; and finally, programmes that take into account the real capacity of the Burundi Red Cross (in terms of human, financial and material resources),

### **Health and social programmes**

Ongoing health and social programmes and projects have continued on a bilateral basis during the restructuring period (2002-2003) with financial, material and human resources from various donors. Possibility of increased involvement of Burundi Red Cross in the health programme will be based on a thorough assessment of the needs and the capacity of the national society.

### **Disaster management**

The context of the peace process and the socio-economical factors create an enabling environment for implementing a disaster preparedness and response programme. However, an evaluation will be necessary

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<sup>5</sup> RC-NET – Red Cross and Red Crescent Network for East Africa

<sup>6</sup> ACROFA – Association of French-speaking African Red Cross and Red Crescent Societies

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prior to launching a programme so as to bring adequate humanitarian assistance to vulnerable people in coordination with the capacity of the national society. A special appeal could then be launched when the assessment report is ready.

### Humanitarian values

This programme aims at the promoting the basic principles and humanitarian values, dissemination of the International Humanitarian Law (IHL) and contribution to a culture of peace, both within the national society and the general public. The identified target groups are the youth, women, and displaced persons. This will be done gradually within the framework of sensitization campaigns to attract new members to the Burundi Red Cross. ICRC is expected to support this programme.

### Burundi Red Cross at a Glance

	Year	Comments
Statutes	2002	Statutes revised and adopted during an Extraordinary General Assembly held in May 2002 in Bujumbura.
National Disaster Plan	~	Not available but should be elaborated in 2004
National Development Plan	~	The existing plan needs to be revised and will be adopted during the next general assembly planned for 2004.
Cooperation Agreement Strategy	~	A draft will be designed in 2004 after the restructuring process.
Self-Assessment	1997-8	The last one was in 1997-98; another one is planned for 2004.
Elections	~	No elections have been held to date but are planned during the general assembly in 2004
Yearly audit	2002	Federation audit for warehouse and finance was conducted in August 2002 but a national society audit is still awaited. However in 2003, an independent chartered accountant certified the accounts.

## Strengthening the National Society

### Health and Care

#### Background and achievements/lessons to date

Task force meetings and discussions with the national society reached a consensus: during the period of implementation of new structures, the other core programmes implemented by the Burundi Red Cross, and in particular the health programme, would not be developed in the present appeal. Burundi Red Cross will, nevertheless, pursue its parallel health programmes as planned with bilateral partners.

Nonetheless, a health evaluation should be conducted to determine the possible role of Burundi Red Cross in supporting health programmes in future. Based on previous experiences and known needs, the area of interest will be HIV/AIDS (prevention, home-based care, treatment, food security); epidemics (malaria prevention, immunization campaigns, reproductive health, malnutrition, and hygiene and sanitation.

### Disaster Management

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#### Background and achievements/ lessons to date

The establishment of the Federation in Burundi in 1994 was designed on the one hand to assist the national society in its efforts to support Rwandan refugees, and in bringing adequate humanitarian assistance to the victims of the internal conflict that broke out in Burundi in 1993. Until 2003, emphasis was put on disaster preparedness and response; this entailed training of volunteers and emergency teams, acquisition of necessary logistical and material items, stocking and distribution of emergency non-food items, rehabilitating destroyed houses, setting up agricultural programmes, etc. The impact of these programmes should give increased visibility to Burundi Red Cross

The concentration of the humanitarian community in Burundi is addressing current and immediate needs from the conflict. While this is on-going, there are opportunities to reduce risks and lessen the potential impact of some developments; increased dialogue is needed with the communities and better analysis of underlying causes (particularly of the conflict). The impact of displacement might be reduced through support to host families. At the same time, this would address some issues of long-term vulnerability.

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Shelter options, based on minimum conditions/criteria, might be identified in advance for the temporarily displaced. In planning for the return of populations, there is a need for advocacy and an exchange of information on conditions for return. Preparedness should be boosted (by both Government, humanitarian actors and the local communities) to enhance absorption capacity and mitigate against potential tension, livelihood and land issues.

Burundi suffers from seasonal drought and this is a constant risk. Conflict in the country limits access to land during planting and harvest seasons while the produce risks being looted. This in turn increases vulnerability to drought in some areas and has resulted in worsening food insecurity. Seed distributions continued within the food security programme following the agreement signed between the FAO and Burundi Red Cross in 2003. Finally, there are small numbers of people affected by flooding on an annual basis.

**Goal: To build capacity of Burundi Red Cross to effectively respond to the needs of the vulnerable and the populations affected by the current armed conflict and its consequences.**

**Objective: To define and implement a national policy for disaster management, and to develop an intervention plan for Burundi Red Cross that will be included in the government plan. Train, equip, and supervise the intervention teams to prepare them to effectively respond to emergency situations.**

### Expected Results

1. A Burundi Red Cross intervention plan has been developed, adopted and implemented through technical support in programme formulation and disaster response by 2005.
2. Five brigades of twenty volunteers each have been trained and equipped as part of the training and capacity building plan in 2004.
3. Effective partnerships in disaster management and protection of civilian population have been established by 2007.

Expected results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
1. A Burundi Red Cross Disaster Management Policy with an intervention plan has been developed, adopted and implemented through technical support in programme formulation and disaster response by 2005.	1.1 Participation in debates on national disaster policy issue. 1.2 Number of branches consulted. 1.3 Agreement signed with local authorities. 1.4 Disaster management Policy developed and approved by the board. 1.5 Intervention plan produced and approved by the board.	1.1 Technical skills. 1.2 Technical support available from Regional Delegation. 1.3 Minimum political stability. 1.4 Willingness of the government to participate. 1.5 Availability of funding.	1.1 Recruit a qualified disaster management coordinator. 1.2 Consult local authorities and other players in Burundi. 1.3 Organise field visits in all branches to identify the needs and the capacities of branches using VCA <sup>7</sup> methodology. 1.4 Report the results of VCA and draft a plan by an ad-hoc committee. 1.5 Hold a national forum to discuss the draft plan and finalise it. 1.6 Approve the disaster management policy and the intervention plan by the Board and disseminate it to all branches and partners.

<sup>7</sup> VCA – Vulnerability and Capacity Assessment is an International Federation risk assessment tool and process that can be used by national societies as a basis for their disaster preparedness and risk reduction planning

Expected results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
2. Five brigades of twenty volunteers each have been trained and equipped as part of the training and capacity building plan in 2004.	2.1 One hundred volunteers trained and equipped in strategic committees. 2.2 Each brigade has been effectively mobilised at least once in 2004. 2.3 Yearly evaluation conducted.	2.1 The national society has the relevant technical personnel in place at the headquarters to provide training and coordination of the brigades. 2.2 Adequate funding available. 2.3 Committees' leadership support effectively the brigades.	2.1 Select 5 strategic committees based on previous experiences from French RC project in 2001. 2.2 Develop criteria to select volunteers and clarify the role of committees' leadership in managing the brigades. 2.3 Train the 100 volunteers selected. 2.4 Provide the adequate equipment and ensure good utilisation and maintenance of the material. 2.5 Evaluate on a yearly basis the effectiveness of the brigades mobilised. 2.6 Based on experience, plan an expansion of the brigades to all committees.
3. Effective partnerships in disaster management and protection of civilian population have been established by 2007.	3.1 Four potential partners have been identified over four years. 3.2 MoU <sup>8</sup> signed with each partner. 3.3 Plan of actions developed with each partners. 3.4 Yearly evaluation conducted for each partnership.	3.1 Burundi RC is seen as a credible partner and accepted by other stakeholders. 3.2 The regional delegation is available to facilitate some negotiations with potential partners. 3.3 Partnerships contribute to strengthen the national society capacity.	3.1 Identify possible partners in disaster management from United Nations and other Non Governmental Organisations. 3.2 Select at least four partners by 2007 and organise meetings to know each other and to agree on areas of partnership. 3.3 Develop Memorandum of Understanding with each partner and plans of action. 3.4 Evaluate the partnership on a yearly basis and adjust as necessary.

[<Click here to access the Logical Framework Planning Matrix document for Disaster Management>](#)

## Humanitarian Values

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### Background and achievements/ lessons to date

During the implementation phase of the task force recommendations (see section 4 below) and the new structures, the humanitarian values programme is expected to support the restructuring process of the national society. However, the long-term plan needs to be adjusted to the context and will be designed later when the minimum conditions of branch and headquarters capacity are in place. Based on previous experiences and known needs, the area of the national society's interest could focus on peace education programmes targeting youth; advocacy campaigns linked to the priorities in the countries such as respect of human rights and children's rights in particular; respect of humanitarian principles and interventions; access to health and food; protection of IDP<sup>9</sup> and refugees; prevention of sexual and gender-based

<sup>8</sup> MoU – Memorandum of Understanding

<sup>9</sup> IDP – Internally displaced persons

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violence; and non-discrimination and assistance to HIV/AIDS affected people. This cooperation with ICRC is a key element of the programme as well as the technical support from the Federation.

**Goal: Burundi Red Cross has the capacity to effectively disseminate the humanitarian values among the population, the community leaders and the local authorities.**

**Objective: Burundi Red Cross information and communication unit produces reliable information and disseminates actively the fundamental principles and humanitarian values; it creates public awareness and knowledge of the Movement, the International Humanitarian Law, and of the activities of the Burundi Red Cross in the country through a reliable communication system.**

### Expected Results

1. A qualified communications officer at the headquarters has been recruited in 2004.
2. A communication policy has been developed and is being implemented by 2005.
3. Communications material and equipment for the office have been procured by 2005.
4. Information dissemination campaigns for sensitizing the general public on the Movement, the basic principles and humanitarian values, the International Humanitarian Law, the emblem and the activities of Burundi Red Cross have been undertaken by 2007.
5. Better visibility, protection of the emblem, safeguarding the integrity of the national society has been achieved in 2004 to 2007.

Expected results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
1. A qualified communications officer at the headquarters has been recruited in 2004.	1.1 Qualified communication officer recruited.	1.1 Technical skills. 1.2 Technical support available from Regional Delegation. 1.3 Availability of funding.	1.1 Developed job description base on the communication Forum template and in consultation with ICRC. 1.2 Recruit a qualified communication officer coordinator.  1.3 Develop a plan of action for 2004 until the communication Policy is developed.
2. A Communication policy has been developed and is being implemented by 2005.	2.1 Communication Policy developed and approved by the Board. 2.2 The image of the national society is improved.	2.1 The national society leadership is willing to address sensitive issues in advocacy. 2.2 Funding available for implementing the Policy. 2.3 Relationship with ICRC is smooth leading to a coordinated approach in communication. 2.4 Technical support available from Regional Delegation.	2.1 Consultation of other national societies communication policy facilitated by the Regional Delegation. 2.2 Creation of an ad-hoc committee to draft the policy based on identified areas of priority for Burundi. 2.3 Share the draft policy with all branches and stakeholders to get feedback and inputs. 2.4 Approval of the Communication Policy by the board and dissemination to all stakeholders.
3. Communications material and equipment for the office have been procured by 2005.	3.1 Communication materials and equipment are provided. 3.2 Burundi RC is able to provide quality photos, videos and other materials that can be used at regional and international levels.	3.1 Funding available to procure materials and equipments. 3.2 The regional delegation is available to provide technical advice.	3.1 Identify a list of materials and equipments adapted to Burundi context. 3.2 With the support of Regional Delegation, procure the materials and the equipments. 3.3 Ensure training of communication officer to use properly the materials and equipments.

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Expected results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
4. Information dissemination campaigns for sensitizing the general public on the Movement, the basic principles and humanitarian values, the International Humanitarian Law, the emblem and the activities of Burundi Red Cross have been undertaken by 2007.	4.1 Number of campaigns organised. 4.2 Better understanding of Red Cross by general public. 4.3 Number of people who registered as member of Burundi Red Cross. 4.4 Respect and better support from the local authorities.	4.1 funding available to organise the campaigns. 4.2 Competent staffing in place. 4.3 Clear commitment from the governance to support the campaigns. 4.4 Insecurity in the country limiting access to all provinces. 4.5 Political pressures might derive the humanitarian messages.	4.1 Preparation of a campaign's plan of action and a budget with the technical support of Regional Delegation and ICRC. 4.2 Preparation of information material for dissemination during the campaigns. 4.3 Preparation of membership card to facilitate people to join the Red Cross. 4.4 Field visits in all provinces 4.5 Annual evaluation of the impact of the campaigns.
5. Better visibility, protection of the emblem, safeguarding the integrity of the national society has been achieved in 2004-2007.	5.1 The emblem is respected by all parties in Burundi. 5.2 The integrity of Burundi Red Cross is acknowledged and respected.	5.1 Political instability and insecurity in the country. 5.2 Violation of the use of the emblem. 5.3 Activities of Burundi Red Cross are not known, not understood or do not respond to their humanitarian goal. 5.4 Image and credibility of the leadership of the Burundi Red Cross.	5.1 Information campaign to the general public and the local authorities to enforce the respect of the emblem by 2005. 5.2 Information to the general public and the local authorities about the changes in Burundi Red Cross after the general assembly.

[<Click here to access the Logical Framework Planning Matrix document for Humanitarian Values>](#)

## Organizational Development

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### Background and achievements/ lessons to date

Despite encouraging results recorded by the task force and the development and implementation of a number of programmes and activities carried out by the national society, a great deal of effort still needs to be made to enable the Burundi Red Cross to meet all the criteria of a well functioning national society.

The self-assessment process that was carried out between 1998 and 1999 and the appraisal done during the meeting of the task force brought out the weaknesses that need to be corrected: the national society's constitution has not been updated, the national committee is non-functioning and a general assembly has not been held in the last thirty years. There is no effective decentralization in branches and the management is centralized at the headquarters. The national society has no real resources; there is a lack of clear collaboration with the other components of the Movement present in Burundi such as the Federation, ICRC and bilateral delegates, and with other humanitarian organizations in the country. There is no defined role for the national society as a partner with the government authorities. There has also been mismanagement of human, financial and material resources which has been highlighted in an external audit carried out in August 2002 on operations implementation and which recommend the need to improve management, logistical and human resources systems. Unfortunately Burundi Red Cross lacks adequate credibility in the public domain.

Organizational development is therefore a top priority area requiring support from the Federation and all the partners. A step-by-step approach will be implemented once the following conditions are in place:

- holding a general assembly to put in place the legal foundation of the national society as soon as the elections of provincial committees is conducted since they will form the basis of the membership to the general assembly and for electing the new national committee.
- evaluation of the national society financial situation with an external audit.
- conducting a detailed needs assessment to ensure the right positioning of the Burundi Red Cross among all humanitarian stakeholders in Burundi.

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- the recruitment of minimum staff of the national society who will elaborate a revised strategic development plan with activities and local structures on the whole territory.

**Goal: Burundi Red Cross is a well-functioning national society that renders efficient service to the community according to the basic principles and humanitarian values of the Movement, and formulates and implements good quality programmes that respond to the needs of vulnerable people at branch level.**

**Objective: Burundi Red Cross institutes an effective decentralization through the establishment of operational structures at branch and headquarters levels and separates governance and management by strengthening the capacity and involvement of members of the national committee to deal with major problems related to governance; having the management to take responsibility of the day to day affairs: establishing policies (especially a volunteers management policy), procedures and systems with a view to realizing efficient coordination of the national society's activities at all the levels; and allocating adequate resources for programmes.**

### **Expected Results**

1. New technical heads at the national headquarters have been recruited and trained to support and coordinate the development of branches by 2004.
2. Existing branches have been restructured in eleven provinces and 6 new branches have been created all with new committees with clear roles and responsibilities by end of 2004.
3. Training and capacity building for new branch leaders and volunteers have been conducted and better knowledge of the Movements achieved by 2005.
4. Branch activities have been formulated and resources mobilized with technical assistance and coordination from the headquarters and implemented with the involvement of volunteers by 2005.
5. A mid and long-term strategic plan for the national society has been developed and adopted at the general assembly, and serves as a basis for the elaboration of a Cooperation Agreement Strategy by 2004.
6. A general assembly has been held in 2004 and then on a regular basis every 3 years.
7. An active national committee that supports and collaborates with management for the advancement of the national society has been established by 2004 and efficient communication between the national committee, the headquarters and branches is maintained through appropriate information systems.
8. Membership of Burundi Red Cross is increased and a database established and regularly updated in 2004 to 2007.
9. A volunteer policy has been adopted and well disseminated in all branches by 2005 which includes recognition and motivation for volunteers; an active volunteers' network in the country is established by 2007
10. Clear documents on policy and implementation of procedures and systems have been prepared in 2004 in view of achieving good management, coordination and planning of activities of members and volunteers. This includes the preparation of a manual on administrative and financial procedures which will be used systematically at all levels and the implementation of the recommendations of the external audit.

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<b>Expected results</b>	<b>Indicators to measure results</b>	<b>Risks / Assumptions</b>	<b>Activities planned to meet results</b>
1. New technical heads at the national headquarters have been recruited and trained with a view to supporting and coordinating development of the branches by 2004.	1.1 Qualified technical heads including secretary general, Head of administration and finances and branch coordinator recruited. 1.2 Training on Red Cross Movement and specific issues related with the post has been conducted.	1.1 Technical skills. 1.2 Technical support available from Regional Delegation and ICRC. 1.3 Availability of funding.	1.1 Developed Job description based on the recommendations of the task force. 1.2 Recruitment process of the technical Heads. 1.3 Elaborate a new functional OrganiGram (organization chart). 1.4 Develop a plan of action for 2004. 1.5 Organise training with the support of Regional Delegation and ICRC.
2. Existing branches have been restructured in 11 provinces and 6 new branches have been created, all with new committees established, with clear roles and responsibilities by end of 2004.	2.1 Existing branches restructured in 11 provinces. 2.2 New branches created in 6 provinces. 2.3 Regular visits and meeting hold in all branches. 2.4 Elections at provincial level conducted in the 17 provinces and with all positions covered in the committee board.	2.1 Insecurity to travel in all provinces. 2.2 Funding available. 2.3 Effective support from the Burundi Red Cross and from local authorities. 2.4 No interference from political actors and ethnic preferences.	2.1 Information to all branches about the restructuring process and the field visits. 2.2 Visits to all branches and evaluate the current situation of each committee. 2.3 Contacts with community leaders and local authorities at provincial level 2.4 Mobilise members and volunteers at local then at provincial level in order to organize elections and then conduct elections.

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<b>Expected results</b>	<b>Indicators to measure results</b>	<b>Risks / Assumptions</b>	<b>Activities planned to meet results</b>
3. Training and capacity building for new branch leaders and volunteers have been conducted and better knowledge of the Movement is achieved by 2005.	3.1 Training for branches leaders conducted. 3.2 Specific training for dissemination officers conducted. 3.3 Dissemination members in all branches. 3.4 Active branches in place resulting in better knowledge of Red Cross in provinces. 3.5 Regular visits of branch coordinator and other Headquarters officers to branches. 3.6 Number of province offices available. 3.7 Number of national and regional exchanges done.	3.1 Insecurity to travel in all provinces. 3.2 Funding available. 3.3 Effective support from the Burundi Red Cross Headquarters. 3.4 Adequate use of training tools. 3.5 Available support from ICRC for dissemination training and activities. 3.6 Available technical support from the Federation sub-region.	3.1 Organize basic training on Red Cross and on capacity building skills (project management, volunteers management, resources mobilisation, reporting, etc.) for provincial branches leaders. 3.2 Nominate a dissemination member in each branch and organize specific training. 3.3 Establish coaching plan through field visits from Headquarters officers. 3.4 Organize exchanges visit with branches from other provinces and from national societies of East Africa. 3.5 Negotiate with local authorities and other stakeholders access to physical structures for provincial branches.
4. Branch activities have been formulated and resources mobilized with technical assistance and coordination from the headquarters and implemented with the involvement of volunteers by 2005.	4.1 Vulnerability Capacity Assessment conducted at provincial level. 4.2 Resources are effectively mobilised. 4.3 Volunteers are effectively involved. 4.4 Number of projects formulated. 4.5 Branch activities implemented.	4.1 Insecurity to travel in all provinces. 4.2 Funding available. 4.3 Effective support from the Burundi Red Cross Headquarters. 4.4 Adequate use of Vulnerability Capacity Assessment tools. 4.5 Available technical support from the Federation sub-region or regional delegation.	4.1 Organize Vulnerability Capacity Assessment at branch level and formulate projects based on the results and the analysis. 4.2 Mobilise resources from local partners. 4.3 Develop adequate structure and systems to implement the projects. 4.4 Avail sufficient technical support for the implementation of activities and coordinate the resources mobilisation.
5. A mid and long-term strategic plan for the national society is developed and adopted at the next general assembly, and serves as a basis for the elaboration of a Cooperation Agreement Strategy by 2004.	5.1 Strategic plan for the national society is approved at the general Assembly. 5.2 Partnership meeting is hold in Burundi. 5.3 Specific agreements are signed with Movement's partners until the Cooperation Agreement Strategy is finalised.	5.1 Funding available. 5.2 Effective capacity and willingness of the Burundi Red Cross leadership to lead the Cooperation Agreement Strategy process. 5.3 Effective interest and commitment of Movement's partners. 5.4 Available technical support from the region.	5.1 Organise a workshop with all branches to define future strategic directions of Burundi Red Cross, using existing tools in the Movement, and elaborate draft Strategic Development Plan to be shared with stakeholders for feedback and inputs. 5.2 Approve the Strategic Development Plan at the General Assembly.

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<b>Expected results</b>	<b>Indicators to measure results</b>	<b>Risks / Assumptions</b>	<b>Activities planned to meet results</b>
6. A General Assembly is held in 2004 and then on a regular basis every 3 years.	6.1 General Assembly held in 2004 and in 2007 with fair process at all levels. 6.2 New national committee elected. 6.3 Several policies and strategic documents adopted during the general assembly. 6.4 Number of provincial committees attending the general assembly.	6.1 Funding available. 6.2 Effective preparation of the general assembly and strategic documents and policies to adopt. 6.3 Effective interest and commitment of Movement's partners. 6.4 Available technical support from the region. 6.5 Effective support of local authorities but no political interferences.	6.1 Mobilise and prepare members and branches for the General Assembly. 6.2 Organize General Assembly and elect a new National Committee. 6.3 Present and adopt different policy and strategic documents during the General Assembly. 6.4 Inform general public and local authorities about the result of the General Assembly.
7. An active national committee that supports and collaborates with the management team for the advancement of the national society has been established by 2004 and efficient communication between the national committee, the headquarters and branches is maintained through appropriate information systems.	7.1 Regular meetings organised and attended by all board members and management team. 7.2 Systems develop to ensure regular and effective relations between national committee and provincial branches and from provincial committees to local branches and their involvement in decision-making.	7.1 Full and effective national committee in place after General Assembly. 7.2 Funding available. 7.3 Effective information and monitoring system developed and maintained. 7.4 Genuine commitment of the national committee members and management team.	7.1 Establish a calendar for regular meetings levels between Governance members and management team at national, provincial and local. 7.2 Hold regular meetings at national and provincial levels as planned and share minutes. 7.3 Develop realistic information and monitoring system at all levels to ensure effective and smooth relationship in Burundi Red Cross and involvement of members in decision-making.
8 Membership of Burundi Red Cross is increased and a database is established and regularly updated in 2004-2007.	8.1 Database of Burundi Red Cross members is in place and regularly updated. 8.2 Membership of Red Cross has increased to reach 1% of the population by 2007. 8.3 Red Cross is better know and respected in the country. 8.4 Number of youth section in place.	8.1 Funding available. 8.2 Insecurity in the country and access to all committees. 8.3 Adapted design of a membership management system for Burundi Red Cross and effective use of it by the committee leadership and headquarters staff. 8.4 Technical support from the region.	8.1 During field visits of activities 2.3 and 4.1 above, consult local committees to design a simple and sustainable membership management system including the development of a database. 8.2 Organize a national membership campaign to recruit new members in the country petting special attention to young members.

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<b>Expected results</b>	<b>Indicators to measure results</b>	<b>Risks / Assumptions</b>	<b>Activities planned to meet results</b>
9. A policy on volunteerism is adopted and is well disseminated in all branches by 2005, which includes recognition and motivation for volunteers; an active volunteers' network in the country is established by 2007.	9.1 Volunteer commission in place. 9.2 Volunteer workshop held. 9.3 volunteer policy adopted by General Assembly. 9.4 Good understanding of volunteer policy by all branches and management system in place. 9.5 Specific activities and trainings for volunteers conducted. 9.6 Volunteers network established.	9.1 Funding available. 9.2 Insecurity in the country and access to all committees. 9.3 Adapted design of a membership management system for Burundi Red Cross and effective use of it by the committee leadership and headquarters staff. 9.4 Technical support from the Regional Delegation.	9.1 Set up a volunteer commission at the board to organise consultations with all branches about voluntarism during the 2.3 and 4.1 activities above. 9.2 Elaborate a draft Volunteer policy by the Commission, share the draft with all stakeholders for feedback, and present it for approval at the General Assembly before wide dissemination. 9.3 Organize a Volunteer Workshop to design a plan of action with specific activities and training. 9.4 Develop and promote a volunteers network and especially for young people with creation of youth clubs.
10. Clear documents on policy and implementation of procedures and systems have been prepared in 2004 in view of achieving good management, coordination and planning of activities of members and volunteers. This includes the preparation of a manual on administrative and financial procedures, which will be used systematically at all levels and the implementation of the recommendations of the external audit.	10.1 Full external audit hold. 10.2 Self evaluation system in place and recommendations used. 10.3 Ad-hoc commission for developing procedures and systems in place. 10.4 Procedures and systems in place, including Manual on administrative and financial procedures in place. 10.5 Consultation of existing manuals from sister national societies of the region. 10.6 Clear respect of procedures by all parties. 10.7 Staff trained.	10.1 Funding available. 10.2 Audit and Self-evaluation are conducted without external interferences. 10.3 Commitment of the Board to support the development of clear policies and systems. 10.4 Technical support from the Regional Delegation.	10.1 Set up an ad-hoc commission to elaborate procedures and systems with board and management team. 10.2 Organize a full external audit to evaluate the national society financial situation, share the results with all stakeholders, and develop an implementation plan of the recommendations. 10.3 Update the self-evaluation of the Burundi Red Cross, scale down information to branch level. 10.4 Elaborate the Manual on administrative and financial procedures in consultation with branches, share the draft with all stakeholders for inputs, and present it to the Board for approval. 10.5 Implement the manual after adequate training of the users to well manage funds, reporting and administration.

*[<Click here to access the Logical Framework Planning Matrix document for Organizational Development>](#)*

## Coordination, Cooperation, and Strategic Partnerships

### Background and achievements/ lessons to date

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The Federation delegation has undergone successive structural adjustments for approximately three years. All the delegates completed their missions and have not been replaced; the present support is provided directly from the Federation Eastern Africa Regional Delegation (Nairobi).

A decision on the future size and make-up of the Federation support to the Burundi Red Cross will depend on the situation of the national society and the role to be taken by the partner national societies' representatives. The Federation maintains its strong commitment to support the task force and the Burundi Red Cross in its change process. When a final agreement is reached between the parties, a memorandum of understanding will be signed outlining the expectations and obligations of all parties until such a time as a Country Agreement Strategy will be negotiated and signed.

**Goal: The Federation coordination role is accepted and respected by all partners in Burundi in view of enhancing good cooperation and successful partnerships.**

**Objective: Through constant dialogue, good coordination is achieved with the various partners with a view to building the capacity of the Burundi Red Cross.**

### Expected Results

1. Coordination between Federation, ICRC and representatives of the bilateral partner national societies is promoted between 2004 and 2007.
2. Good collaboration and working relations with all external partners have been strengthened by 2005 through an effective mechanism of consultation with a view to achieving one Cooperation Agreement Strategy by 2005.
3. Regular meetings of the monitoring cell of the task force are held and attended by the head of Regional Delegation or a representative and implementation of the recommendations coordinated until the General Assembly in 2004.
4. A memorandum of understanding with a service agreement between the Burundi Red Cross and the Federation is signed in 2004 until the Cooperation Agreement Strategy is finalised.
5. Donor support to Burundi Red Cross is increased by 2007 to cover the Appeal budget and support self-sustainable activities.

Expected results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
1. Coordination between Federation, ICRC and representatives of the bilateral partner national societies is promoted in 2004-2007.	1.1 Minutes of meeting held among all Movement partners. 1.2 Coordination system is developed.	1.2 All partners respect the coordination system in place and share information on their activities in Burundi.	1.1 Regular meetings are held among all Movement partners and minutes shared.
2. Good collaboration and working relations with all external partners are strengthened by 2005 through an effective mechanism of consultation with a view to achieving one Cooperation Agreement Strategy by 2005.	2.1 Partnership meeting held. 2.2 Timely constructive inputs from partners along the process of the Cooperation Agreement Strategy. 2.3 Cooperation Agreement Strategy signed.	2.1 Active participation of all partners in the Cooperation Agreement Strategy with regular and timely feedback. 2.2 Process is conducted smoothly with no external influence and no delays.	2.1 Organize a partnership meeting in Burundi to start the Cooperation Agreement Strategy process as soon as the national society foundation is clarified and the Strategic Development Plan is approved. 2.2 Involve all stakeholders in the process. 2.3 Sign the Cooperation Agreement Strategy by all stakeholders.

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<b>Expected results</b>	<b>Indicators to measure results</b>	<b>Risks / Assumptions</b>	<b>Activities planned to meet results</b>
3. Regular meetings of the monitoring cell of the task force are held and attended by the head of Regional Delegation or a representative until the general assembly in 2004; and implementation of the recommendations coordinated.	3.1 Number of meeting of the monitoring cell of the Task force and minutes issued. 3.2 Number of meeting of the task force and minutes issued. 3.3 Level of attendance to the meetings. 3.4 Level of implementation of the recommendations.	3.1 Funding available. 3.2 Federation Regional Delegation and ICRC delegation support available. 3.3 Effective commitment of all members to attend the meeting.	3.1 Organise on average bi monthly meetings of the monitoring cell of the task force and issue minutes. 3.2 Organise a yearly task force meeting and issue minutes. 3.3 Follow up the implementation of the recommendations and ensure that adequate support is provided to the national society. 3.4 Keep informed the RC-NET and the Integrity Commission of the evolution of the work in Burundi.
4. A memorandum of understanding with a service agreement between the Burundi Red Cross and the Federation is signed in 2004 until the Cooperation Agreement Strategy is finalised.	4.1 Memorandum of understanding signed. 4.2 Service agreement signed.	4.1 Effective commitment of the Burundi Red Cross and Federation leadership to respect the agreement. 4.2 Adequate technical support from regional delegation.	4.1 Identify the areas to be agreed on and prepare a memorandum of understanding and a service agreement. 4.2 Share with the national society Board and the Federation headquarters for comments and inputs. 4.3 Sign the documents and keep the task force informed.

Expected results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
5. Donor support to Burundi Red Cross is increased by 2007 to cover the Appeal budget and support self-sustainable activities.	5.1 Level of funding to support national society activities. 5.2 Level of Federation appeal coverage. 5.3 Level of implementation of the activities. 5.4 Fundraising strategy developed. 5.5 Number of reports responding to donor's conditions. 5.6 Number of partnership agreements signed with non Red Cross partners until the Country Agreement Strategy is signed.	5.1 Funding available. 5.2 Long term commitment from donors to recovery process. 5.3 Insecurity in the country jeopardizing the implementation of the activities. 5.4 Capacity of national society to absorb the support from donors and to deliver quality work. 5.5 Quality and quantity of timely narrative and financial report to donors. 5.6 Technical support available from Regional Delegation. 5.7 Complexity of donor requirements exhausting the capacity of national society staff.	5.1 Launch an annual Federation Appeal based on priority activities agreed in the strategic plan of Burundi Red Cross. 5.2 Develop a fundraising strategy, disseminate it and advocate for long term support 5.3 Train national society staff to effectively manage its donor relations, produce timely and qualitative narrative and financial reports and respect negotiated and agreed conditions of pledges. 5.4 Negotiate specific agreements with non Red Cross partners until the Country Agreement Strategy is signed. 5.5 Brief national society staff on the different procedures, formats and conditions of agreements from different partners, especially UN, ECHO, NGOs and other governmental donors. 5.6 Produce annual activity reports with external audited accounts.

## Effective Representation and Advocacy

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### Background and achievements/ lessons to date

The Federation delegation in Burundi has since its inception been regularly present on the humanitarian scene in the country by participating in security meetings that brings together heads of agencies of the United Nations, and in weekly meetings of the contact group which brings together NGOs, United Nations, and government representatives under the coordination of OCHA. The Federation also participated in monthly update meetings on the pipeline of stocks of non-food items, and in consultative meetings called by the government. Since the delegate's end of mission in February 2003, the Nairobi Regional Delegation has coordinated the relationship with all partners and several meetings were held with Africa Union, OCHA, the special envoy of the UN Secretary General, UNICEF, FAO, and UNFPA. However, regular attendance to meetings obviously ceased and will need to be addressed in future.

A status agreement was signed with the Government in 1999. Specific meetings are held locally with Ministries, United Nations agencies, NGOs, diplomatic missions, and ECHO, as well as at regional level in Nairobi; these meetings enable the participants to better understand the Federation and the Burundi Red Cross, and they enhance coordination between all.

The United Nations is focusing its advocacy in the political and social arena on ceasefire and the cantonment of the armed opposition; they are encouraging peace education by all actors. In the humanitarian aspect, advocacy focuses on:

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- access to populations in need and the support for related mechanisms;
- addressing human rights violations in general for the civilians, the child soldiers, and the end to sexual violence, as well as an end to a culture of impunity in particular;
- repatriation and facilitating the return, with attention on ensuring that refugees are not pressurized to return to insecure areas; and,
- creating a better understanding on the part of the Government of the humanitarian roles and activities and improved government and NGO relationship as well as humanitarian presence on the ground to allow more effective monitoring support.

**Goal: The Federation has a high profile as a key humanitarian actor and advocate in the region with the added advantage of a network of national societies able to deliver services at community level.**

**Objective: The Federation is an effective and reliable partner in support of Burundi Red Cross and in addressing the needs of the most vulnerable.**

### Expected Results

1. Advocacy and sensitization are maintained with external partners, the government, UN agencies, donors and humanitarian NGOs in 2004 to 2007.
2. Burundi Red Cross has been supported in advocacy resulting in a positive image of the national society by 2005.
3. Support has been provided to the national society's advocacy activities at the local level in 2004-2007.

Expected results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
1. Advocacy and sensitization are maintained with external partners, the government, United Nations agencies, donors and humanitarian NGO in 2004 to 2007.	1.1 Burundi Red Cross is credible and its advocacy messages are listened to and respected by all stakeholders. 1.2 The national society is consulted on sensitive issues. 1.3 Number of meetings organized by the humanitarian community attended to.	1.1 The national society credibility. 1.2 Availability of Federation and ICRC technical support in advocacy. 1.3 Capacity of national society leadership to advocate effectively and to stand on their views. 1.4 Pressure from local authorities to avoid sensitive issues.	1.1 Identify humanitarian issues to be addressed and develop advocacy messages in liaison and coordination with ICRC. 1.2 Organise sensitisation campaigns on advocacy issues. 1.3 Actively participate in all meetings organised by the humanitarian community.

<b>Expected results</b>	<b>Indicators to measure results</b>	<b>Risks / Assumptions</b>	<b>Activities planned to meet results</b>
2. Burundi Red Cross is supported in advocacy resulting in a positive image of the national society by 2005.	2.1 Number of Burundi Red Cross leadership (volunteers and staff) trained in advocacy. 2.2 Positive image of Burundi Red Cross. 2.3 The national society views are solicited by press and public opinion makers. 2.4 Effective coordination of Red Cross Movement positions in Burundi. 2.5 Advocacy tools produced.	2.1 National society credibility. 2.2 Availability of Regional Delegation technical support in advocacy. 2.3 Capacity of national society leadership to advocate effectively and to stand on their views. 2.4 Pressure from local authorities to avoid sensitive issues. 2.5 Coordination of all Red Cross Movement parties and respect of agreed positions.	2.1 Train national society staff and volunteers at all level on advocacy issues in coordination with Federation and ICRC. 2.2 Develop appropriate tools to the different targets groups (authorities, press, population, community leaders, partners etc.) 2.3 Evaluate the impact of the advocacy activities.
3. Support is provided to the national society's advocacy activities at the local level in 2004-2007.	3.1 Number of branches involved in advocacy activities. 3.2 Number of advocacy activities. 3.3 Credibility of local branches enhanced and support solicited.	3.1 Local branch capacity in implementing advocacy activities. 3.2 Availability of headquarters support in advocacy. 3.3 Pressure from local authorities and population to avoid sensitive issues.	3.1 Develop methodology to address agreed advocacy issues at local level. 3.2 Support branches' leadership to implement advocacy activities.

*[<Click here to access the Logical Framework Planning Matrix document for Representation and Advocacy>](#)*

## **Delegation Management**

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### **Background and achievements/ lessons to date**

The Federation support to Burundi Red Cross through a permanent presence of delegates in the country was phased out in 2003. This was replaced by direct support from the Head of Regional Delegation (Nairobi) and the bilateral Spanish Red Cross organizational development delegate in Bujumbura; the latter was for four months and has since relocated to Nairobi.

Technical support in finance and logistics was provided in March and June 2003 to facilitate the hand over process from the Federation to the national society as planned in the restructuring process.

All the support to the Burundi Red Cross is monitored through the task force and will continue until the restructuring process reaches a sustainable level of changes mutually negotiated and agreed by all stakeholders, but the reference date is the holding of the general assembly.

The first step of the regional decentralization process adopted by the Federation's change strategy was implemented in 2003 with the creation of an office for the East Africa sub-region including Kenya, Rwanda and Uganda. The plan is to integrate Burundi and Tanzania during 2004 as soon as the prerequisite conditions are in place and negotiated with the national societies. However due to the foreseen level of technical inputs in organizational development that will be necessary for Burundi Red Cross in 2004 to 2005, the Regional Delegation is recommending that a full time organizational development

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delegate is put in place in Burundi after the General Assembly to facilitate the preparation of the Country Assistance Strategy and to coach the new leadership team.

**Goal: The Federation structure is streamlined to effectively support the implementation of the foregoing objectives.**

**Objective: To maintain an efficient, flexible and service oriented infrastructure coordinated with all partners.**

### **Expected Results**

1. The Regional Delegation has effectively and smoothly handed over the direct monitoring of Burundi Red Cross support to the head of East Africa sub-region in 2004.
2. The task force has effectively managed the restructuring process and dissolved itself when accomplished by 2005.

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# BUDGET 2004

## PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.01/2004

Name: Burundi

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	0	0	0	0	0	0	0
Teaching materials	0	20,000	0	0	0	0	20,000
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
<b>SUPPLIES</b>	<b>0</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,000</b>
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	0	13,570	0	25,783	0	0	39,353
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
<b>CAPITAL EXPENSES</b>	<b>0</b>	<b>13,570</b>	<b>0</b>	<b>25,783</b>	<b>0</b>	<b>0</b>	<b>39,353</b>
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	0	0	0	4,071	0	0	4,071
<b>TRANSPORT &amp; STORAGE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,071</b>	<b>0</b>	<b>0</b>	<b>4,071</b>
Programme Support	0	4,110	0	25,384	0	0	29,494
<b>PROGRAMME SUPPORT</b>	<b>0</b>	<b>4,110</b>	<b>0</b>	<b>25,384</b>	<b>0</b>	<b>0</b>	<b>29,494</b>
Personnel-delegates	0	0	0	148,759	0	0	148,759
Personnel-national staff	0	14,400	0	36,200	0	0	50,600
Consultants	0	0	0	271	0	0	271
<b>PERSONNEL</b>	<b>0</b>	<b>14,400</b>	<b>0</b>	<b>185,230</b>	<b>0</b>	<b>0</b>	<b>199,630</b>
W/shops & Training	0	8,799	0	46,206	0	0	55,005
<b>WORKSHOPS &amp; TRAINING</b>	<b>0</b>	<b>8,799</b>	<b>0</b>	<b>46,206</b>	<b>0</b>	<b>0</b>	<b>55,005</b>
Travel & related expenses	0	1,357	0	15,877	0	0	17,233
Information	0	0	0	27,798	0	0	27,797
Other General costs	0	993	0	60,176	0	0	61,169
<b>GENERAL EXPENSES</b>	<b>0</b>	<b>2,350</b>	<b>0</b>	<b>103,851</b>	<b>0</b>	<b>0</b>	<b>106,201</b>
<b>TOTAL BUDGET:</b>	<b>0</b>	<b>63,229</b>	<b>0</b>	<b>390,525</b>	<b>0</b>	<b>0</b>	<b>453,754</b>