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BURUNDI POLICY REFORM

Helping Civil Society Organizations Advocate for Reforms That Eradicate Torture

May-July 2009

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SUMMARY REPORT

Background

This report summarizes the work of myself, international consultant Ban Saraf, providing assistance to the Burundi Policy Reform Project in carrying out Task 5.3.3 under the Victims of Torture component. The assignment included several activities and deliverables leading to the engagement and the participation of project partners in the formulation of draft advocacy campaign strategies to eradicate torture. Separate, informal reports were submitted throughout the assignment with findings and recommendations per activity.

Activities required by the terms of reference included roundtable meetings, training of trainers in Bujumbura and the interior in conducting advocacy campaigns, network assessment in the interior (four regions), demonstration in the interior of the development of an advocacy campaign strategy, assistance in a communication plan for International Day in Support of Victims of Torture activities, and assessment of NGOs in Bujumbura. Upon my arrival in Bujumbura, the terms of reference were refined to include a detailed schedule and expected deliverables. Accordingly, the following activities were delivered.

Deliverables

Training of Trainers in Advocacy Campaign Planning

In preparation for the June 8-10 workshop, I spent approximately a week with the local consultant customizing and preparing the training of trainers training module. Additionally we had several consultative and preparatory meetings with trainers Diane and Jean-Marie to finalize the workshop agenda as well as to ensure that co-trainers were adequately introduced to the presentation and the methodology. Several adjustments of the workshop objectives were made to accommodate the large volume of participants. The workshop primarily emphasized the methodology of planning and conducting advocacy campaigns and focused less on training techniques. Both the final agenda and presentation were shared with COP as well as the VOT component leader Gaudence prior to the start of the workshop. During the workshop and closing ceremony, many of the trainers requested a training guide to complement the PowerPoint presentation. They felt this would be a useful tool for directing future training workshops. Lastly, an additional single day session was assigned to enable meetings with all trainers prior to the start of training in the interior on June 22-24. *A full report of this workshop was submitted via email to the Chemonics and Blue Law teams on June 16.*

Site visits to NGOs working on VOT

I conducted introductory site visits to three NGOs in Bujumbura:

- 1) **APRODH**: On June 3, Raphael and I met with the president of APRODH, an organization that is a member of the CACT consortium and a project grantee. The president gave a brief overview of the organization's activities. Their past work has primarily focused on monitoring prisons and targeting their activities at the community level to fight for the eradication of torture. He was fairly confident that VOT cases have decreased by about 80%. However, when asked where he obtained

his data (including his baseline) there was no specific evidence that he could cite other than noting the decrease in the number of cases in their NGO. This lack of a baseline as well as impact measurement tools were common deficiencies among many NGOs during the three-day workshop.

- 2) **ACAT:** Raphael and I met the ACAT executive team at their office on June 3. They have worked in the past on a three-year initiative funded by Avocats Sans Frontières (Lawyers Without Borders). They referred to the initiative as a “campaign,” however it was more a list of activities addressing VOT in prisons (similar to APRODH) than it was a fully fledged campaign. They also claimed that the total number of VOT cases has diminished, but like APRODH, they could not give an exact number nor could they give reliable data to demonstrate the decrease. One of their measures was that fewer VOT were visiting their offices. Since the end of this initiative, there have been no follow-ups on activities and so the team does not have an idea about the long-term impact of their efforts. They are currently members of the CACT consortium and are project grantees and are therefore in the process of reactivating their initiatives. They have 30 representatives in most provinces (with the exception of a few where it is too dangerous to operate, although these areas may need the most assistance) but admit that since their funds had dried out, they do not have the ability to stay in touch with their representatives as much as they should. The lack of institutional sustainability and hence long-term impact are a weakness that may undermine their current programs as well unless they have a more strategic long-term plan in place.
- 3) **ADDF:** I met with ADDF representatives and administrative team at the office in Bujumbura on June 12, a couple of days after the workshop. While this was a courtesy visit and a quick assessment effort, I was also hoping to receive some feedback on how they might utilize the training that they had just received in formulating their plans. The NGO has been working in providing support to female victims of violence (mostly domestic but also as a result of crisis). They run halfway houses for women in distress. Here, they provide them with physical and physiological assistance and find suitable solutions for them and, in some cases, their children. They also sponsor economic development programs that promote financial independence and increase literacy among women. Until they received a grant from this project to work on VOT, ADDF’s primary focus was on female victims of violence. Since May of this year, however, they began working with both male and female VOT in prisons.

VOT Week Communication Planning and Slogan

The project team and the representative from the United Nations in Burundi (BINUB) met to propose possible campaign slogans. The meeting was held on May 11, which coincides with the UN’s release of the global VOT theme for the year. The team briefly discussed past years’ slogans and themes, ultimately suggesting that since so many of the NGOs claim a reduction in VOT in Burundi, perhaps the slogan/message should strike a positive tone in order to continue to encourage this promising trend. One slogan was then suggested and Raphael followed up by providing a few more for discussion.

Production of a Training Guide on Advocacy Campaign Planning

Upon the request of the trainers as well as the project team, a training guide was prepared to assist trainers in their three-day training sessions in the four provinces. This guide included

the PowerPoint presentation as well as instructions for trainers and copies of all working group documents. It was distributed and reviewed on June 19, during a one-day meeting with trainers at the project office. This guide was originally prepared in English and was later translated into French. The guide is written for users with formal training or prior experience in advocacy campaign planning. Along with the guide, I also joined the training teams in three of the four provinces to provide further guidance and support. *A soft copy of the training guide was submitted via email to the team on June 19.* Following its use in the interior, the guide was further edited with Raphael and *a final version (July 09) was emailed to the team on July 2.*

One-Day Training of Trainers Session

On June 19, a one-day technical training session for six trainers was held in Bujumbura. The training guide was handed out to the trainers. A common agenda was produced to be used in all four regions. Additionally, there was a question and answer session on specific technical areas/methodology that the trainers needed more clarification on. There was also a practical training session where four participants presented one methodological step in an interactive fashion, allowing them to play out their training role. Based on the informal written evaluations submitted by the trainers, the training guide was a very useful tool to complement the PowerPoint presentation as well as the interactive sessions. 210 copies of the training guide (including the PowerPoint presentation) were printed out as well as agendas and the Burundi Penal Code. These were to be distributed to participants in the four provinces. *The full report was submitted via email to the team on June 20.*

Assistance to Trainers on Advocacy Campaign Training in 3 Provinces (June 22-25)

Following the one-day preparatory session that was held on June 19, a four-day trip to the interior was planned to provide support and guidance to the trainers when needed. A guide was produced for this three day training of trainers. Based on the limited time (three days) and the fact that the participants were not homogenous, the training served as much as an introduction to campaign planning as it was a series of dialogue sessions among the various actors. Participants were extremely interested in the methodology delivered by the trainers and training sessions served as further proof that there is a need for dialogue as well as the need to further investigate causes of torture. In most instances, civil society assumed that they knew the cause of torture and the way to eradicate it, however, when they were in discussion with members of the police force, they found that there were other logistical reasons that naturally led to inadequate supervision and follow up. Trip schedule included a visit to Muyinga on June 22/23, Ngozi 23/24 and Gitega 24/25. *A more detailed report was emailed to the team on July 4.*

Panel Discussion June 26 in Bujumbura

Although I was initially asked to attend/participate, I was unable to do so as it was conducted in Kurindi.

Participation in the March on June 27 in Bujumbura

I joined the project team as well as their partners in a march in Bujumbura as part of the planned activities for the International Day in Support of VOT.

Training sessions in strategic planning and advocacy campaign planning (July 2-9)

As a follow-up to the initial training on advocacy campaign planning, followed by training in the interior, I worked with two partner NGOs, ABDP and LIGUE TEKA to put the training into practice. These sessions had three objectives:

- 1) To work with the leadership as well as representatives from the partner NGOs on building their capacity in a participatory strategic planning process;
- 2) To apply the advocacy campaign planning training they received (both in Bujumbura and the interior) to strategically plan an advocacy campaign;
- 3) To engage the partners' leadership as well as the functional/program team (from the head office as well as their chapters in other provinces) in the strategic planning process and have their buy-in to the process.

Partner NGOs recognize that further VOT reductions will depend on police training and protecting the investigative techniques used by NGOs to uncover torture. Long-term assessment has revealed that the actual reduction in VOT cases is smaller than reviews originally indicated. The past approach of strictly monitoring police activities to encourage them to improve their interrogation methods has not led to a sustainable reduction in VOT cases. Rather, it has produced an unanticipated consequence: police have employed alternative means of torture that are easier to hide. Moreover, the past approach made civil society both protector and advocate for VOT rather than utilizing it as a bridge between the government representatives and VOT. While successful in other areas, this strategy has affected little change in this case. Instead, this strategy has made it increasingly difficult for civil society to identify torture when it occurs.

In the three partners' current strategy, civil society acts as a catalyst to strengthen links between various actors rather than always serving as protector. By working with key actors (allies and opponents) and partnering with other interested parties (NGOs, the international community, and the government) the current strategy aims to have a more lasting impact. On July 13, a CACT meeting was held where the three partner NGOs presented their plans. They also sought support and partnerships to engage others in their initiatives. A full report of the three working sessions with ABDP, LIGUE TEKA and the Ministry of Human Rights and Gender along with their draft action plans was emailed to the team on July 17.

Additional information from the training evaluations

All participants in Bujumbura as well as the interior provided positive feedback on the training sessions, primarily because the training approach was inquisitive, participatory and encouraged participants to question and address their specific needs. Many of the participants requested additional training opportunities in sub-advocacy activities such as media and communications, data collection and planning. Additionally, they requested additional support in implementing their action plans (i.e. implementation of the training to conduct advocacy campaigns). Three partners including the Ministry of Human Rights did receive additional hands-on practical application to create their strategic plans over a three-day period for each of the partners. The training sessions were extremely useful, and there were requests for follow-up on the training's practical application.

Analysis of the importance of the training on advocacy and strategies for leaders of the selected organizations

It was clear through numerous trainings in Bujumbura and in the interior, as well as meetings held with several NGOs, that the partner NGOs (members of the CACT) had not previously launched advocacy campaigns as a group nor as individual entities even though all were active in the fight to eradicate torture with past activity experience related to advocacy. After receiving the interactive and participatory training, partners became aware of the lack of basic knowledge of advocacy campaign preparations and expectations and the session's focus changed accordingly to provide this basis. By the end of the training sessions as well as the three strategic planning sessions held with the three selected partners, the partners were able to adopt common planning strategy and acknowledge the relevance of systematic planning as well as engagement of other stakeholders and beneficiaries in this long process.

Analysis of the barriers facing organizations to engage their primary stakeholders, and how the training addressed those identified needs

Each of the partner organizations work independently of their beneficiaries and often lack basic data with which to measure their success and failures. Because of the lack of coordination with other stakeholders, impact is often minimal. It was acknowledged that past initiatives were fragmented and ad hoc, based more on what they know how to perform (training, following up on prison conditions, etc.) rather than on activities linked to a larger strategy to engage all actors in a long process. While almost all partners were aware of the process of how torture occurs (from the moment someone gets arrested to imprisonment) they had no basic research/findings as to the causes. Finally, identification of key actors was also a weakness. NGOs that worked in the field, primarily focused on two targets: police force and VOTs (sometimes extending to their families). However, they were not able to identify or engage other actors in this process.

Results of training sessions and individualized strategic planning sessions

There is an acknowledgment of the lack of data and the urgent need to create a baseline. During the training sessions several NGOs claimed that their own efforts for the past decade led to the new law, but were unable to substantiate this claim. As a result, the three partner NGOs insisted on creating a baseline (and maintaining the data) with their strategic planning to support future performance claims. All partners differentiated between training sessions and other activities such as awareness campaigns, information dissemination efforts and full-fledged advocacy campaigning. After two months of these training activities, participants themselves were able to distinguish between objectives and activities, which are key components to any planning process. As stated above, the partners realized that activities conducted in a vacuum have no way of being measured and have just as little impact. Therefore, in the strategic planning sessions, the partners drafted an action plan stemming from a partner specific mission (administrative, legal, etc.) to identify several goals and link objectives and later activities to these goals. Partners also acknowledged the need for collaboration between their efforts to that of others. This acknowledgement occurred when participants were asked to diagnose the problem on a national level and found that their small individual activities are not of a scale sufficient to achieve country-wide results. Partners previously identified problems from one view point (mostly the victim or the partner's own viewpoint). After the training however, partners were aware of the need to engage all

stakeholders in order to address the issue, including engaging the police in dialogue and hearing their point of view and their own challenges.

Benefits of the training for the networks in the interior of Burundi and Bujumbura to better advocate at the community level

The interior trainings brought the advocacy process from a centralized planning process to a more engaging grass roots effort. The first training held in Bujumbura included most of the CACT members. There were four other training sessions in the interior of the country also engaging CACT members' chapters as well as local community (VOTs, police force and local authorities). This process served two purposes: First, it allowed the training to be shared with other members of the NGO beyond its head office; second, it allowed for a localized discussion of problems and strategies to overcome them.

Information on the communications plan for VOT day that was discussed by the CACT

I was not directly involved with the CACT as there were only two meetings during my presence there, an administrative meeting and a presentation meeting by the CACT members on their proposed strategy for establishing strategically beneficial networks. Member ADDF commented that this was the first time that they had attended training and had the chance to implement the training methodology into a real action plan. At the time, project staff planned to follow up on each of the individual action plans to assist members in finalizing them and selecting appropriate partners for implementation.

CACT Capacity Building

While I only worked with three member NGOs and had one full meeting with the CACT, members do acknowledge the need to engage their communities if they are to have a successful advocacy campaign. During the strategic planning session, each of the three partners was able to draw a picture of the current situation as a precursor to having a viable plan. For example, the Ministry of Human Rights is assigned the responsibility to engage citizens in the fight to eradicate torture and they were finally able to recognize the need for early intervention for children in violent communities. Only through this exercise were members all made aware of the need to engage community members as well as local authorities outside of the police and VOTs.

Analysis of the value of the CACT

My interaction with CACT was limited due to a schedule conflict and I only attended one full meeting. However, I believe that in order for CACT to be successful and sustainable, its leadership has to be institutionalized—including creating an internal system for elections and representation. It has to have an internal mechanism to engage and update its chapters in the interior and it has to create its own mission statement and goals. If this sort of institution is set up, then CACT members will be able to function in a way that is supportive of member NGOs' activities and campaigns in order to create strength in numbers. The institution will also be able to receive funds and be able to channel them through its member NGOs based on their activities and priorities.



USAID Burundi Policy Reform

Advocacy Training Report

June 8-10, 2009 San Safari Hotel, Bujumbura, Burundi

Workshop Team: Ban SARAF, Raphael NDAYENGENCE, Jean Marie Kavumbagu

And Diane MPINGANZIMA

Prepared by: Ban SARAF and Raphael NDAYENGENCE

Date: June 16, 2009

INTRODUCTION

A three day advocacy campaign training of trainers workshop was planned for Consortium d'Action Contre La Torture (CACT) members as well as formal trainers. The two consultants (Ban and Raphael) spent several days reviewing and customizing their existing training material in order to customize the workshop to the target group and understand 1) The participants profile 2) Country specific nuances and as importantly 3) Include as much information as possible in the 3 day time allocated for this training. Accordingly a presentation was prepared along with an agenda that respond to the three specificities of this training workshop. Additionally, prior to the training, the consultants also had the opportunity to visit two NGOs that work specifically with VOT in Burundi which gave them a better idea of the types of advocacy related work and activities that have already taken place.

PARTICIPANTS BACKGROUND

There were 22 female and 12 male participants. Although the official title of the workshop is training of trainers, in fact, out of the 34 participants, there were only 8 official trainers (two of which are trainers within government agencies). There were also 6 participants from the ministry of Good Governance and Ministry of Human Rights. There was one participant from the UN's BINUB and 19 civil society representatives. Almost all participants are members of Consortium D'Action Contre La Torture (CACT) the consortium that was established last year. This diverse group of participants was extremely useful in providing a general assessment of the state of VOT initiatives, challenges and successes in Burundi from 2000-2009.

TRAINING OBJECTIVES

The participants' diverse background discussed above demanded a few changes in the workshop's objectives in order to engage all participants and achieve common results.

There were at least four objectives set by the project team prior to the consultants' involvement in this effort. They included:

- 1) Training of trainers in advocacy campaign planning and mobilization techniques.
- 2) Reinforce participants' knowledge around the issue of torture in Burundi
- 3) Brainstorm existing network's strategies to combat torture.
- 4) Finalize an agenda for the training of trainers that will take place in the four regions, Gitega, Cibitoke, Ngozi, and Muyinga that will take place on June 23-25.

However, after reviewing the participants' backgrounds (International NGOs, Government representatives, civil society members and formal trainers) coupled with the limited time allocated for the training, the consultants had to review and revisit the set objectives with the other two trainers and decided to slightly modify the workshop's objectives. Accordingly, the training workshop objectives were :

- 1) Ensure and demonstrate a common definition advocacy and advocacy campaigns
- 2) Introduce the full cycle of a campaign methodology
- 3) Demonstrate through myriad of exercises the process and research required to launch an advocacy campaign

- 4) Allow the group to share their past VOT experiences and discuss challenges and successes.
- 5) Discuss and agree on the definition of VOT.
- 6) Provide some basic training techniques specific to VOT advocacy campaign training. (However, since there were only 8 trainers, the consultants did not want to focus too much on this area and risk losing the attention of the 24 other participants). Instead another training of trainers day will be held specifically to address trainers' questions and to provide them with a training guide (which will be produced the following week).

TRAINING PROGRAM

The three day training was divided into two main areas, campaign development and strategy formation and administrative components of planning and launching an advocacy campaign. The presentation is inserted below per related section. Please see Workshop Agenda as Attachment I.

Day 1

8:30 – 9:30: Registration and opening ceremony by Jean Lavoie, Chemonics COP, Mrs. Cecile Ndabirinde, Director General, Ministry of Human Rights and Mr. Aime Gaudence Kabuyenge, Chemonics.

9:30 – 10:00 Plenary discussion on workshop expectations, training methodology and presentation of the three day agenda.

Participant workshop expectations included:

- 1) A production of an advocacy campaign action plan
- 2) Acquisition of the necessary techniques to conduct an advocacy campaign
- 3) Being able to train others in the technique of advocacy campaign development

10:30 – 13:00 Plenary discussion on VOT in Burundi, Introduction of Advocacy Campaign Methodology & Definition of Advocacy

Plenary discussion on VOT in Burundi, the inclusion of penal code, article 204, earlier this year that officially included torture as an infraction within the judicial system. Several of the NGOs took credit as being key actors in ensuring the inclusion of this article but at the same time, other than their own conviction, there was little data to directly link their activities or initiatives per NGO to the final result. However, everyone agrees that the numerous efforts of civil society for the past 8 years yielded this positive result.

Surprisingly a serious discussion ensued as to what is the real definition of torture. Some suggested that it could also include domestic violence while most participants agreed that it's not only physical but also moral and psychological torture when detainees are often left in detention centers without being sentenced or had access to a lawyer, that are often deprived of a bed or other comforts and at times were a banned from seeing their families for months. This discussion further convinced the group of their lack of basic data, a base from which to

measure their success. Accordingly, a copy of the UN Convention Against Torture (adopted on December 10, 1984) was distributed to the participants.

Presentation: Planning of an Advocacy Campaign. Gave a quick overview of the various steps that will be covered stressing that due to time constraints, the workshop will cover primarily the campaign strategy and message formation and then provide a quick overview of the administrative aspects of campaign planning and launch. Planning steps:

- Definition of Advocacy, Issue identification/Research and Data Collection
- Mission, Goals and Objectives
- Stakeholder Analysis (Supporters and Opponents)
- Message(s) Development
- Advocacy Campaign Activities
- Monitoring & Evaluation
- Media Relations
- Identifying Needs and Resources
- Network Formation
- Advocacy Campaign Action Plan
- Things to Keep in Mind when Planning and Launching a Campaign

An open discussion on what the participants believed is the definition of advocacy. Some of the responses of the definition of advocacy were:

- It's a way to change the law
- It's an awareness effort
- It's the dissemination of information
- It's to train people on how bad torture is

Definition of advocacy as presented by the trainer:

Once the participants had the chance to discuss all this and find out for themselves what their strengths and weaknesses were and how they have misused the term advocacy, a definition was presented that allowed the entire group to begin utilizing it as a common definition for the remainder of the workshop.

Although there are numerous definitions, what is relevant is that Advocacy:

- *Is a process over a period of time*
- *Has concrete activities targeted at key stakeholders and decision makers*
- *IT IS ALWAYS about influencing policy, laws, etc.*
- *Organizes voiceless people so that they can speak on their own behalf.*

It is NOT: Information, education and communication; Public Relations; Community Mobilization; or Lobbying

Advocacy is: a long term planned activity , involving many people and aimed at influencing a key audience –decision makers to make positive decisions which foster long term changes in people’s lives.

Outcome: This session clarified to the participants the official definition of VOT and the state of VOT in Burundi from various perspectives. It also provided a general overview of the necessary steps to launch an advocacy campaign. Finally, the group began differentiating between various advocacy campaign activities and advocacy campaigns, while earlier they were using both terms interchangeably when launching VOT activities. It also allowed the group to begin the training on the same level since participants had various levels of exposure to VOT activities.

14:00 – 15:00: Discussion of participants’ past VOT advocacy campaign initiatives

Some of the past activities and initiatives:

- A report of the state of VOT was produced and submitted to the UN
- Interviews with VOTs
- Provide services to the VOTs and their families

Now that the group understands the official definition of torture and the difference between launching a VOT advocacy campaign as opposed to conducting campaign activities, they also acknowledge that most of their previous efforts were in fact VOT activities and not VOT advocacy campaigns. This was an extremely useful exercise on at least two levels. On one level it allowed the participants to see the depth of past efforts of each of their NGOs, while at the same time recognizing that their activities were rather fragmented and could not be directly linked to a specific end goal. Additionally, they also noted the lack of synergy in launching their activities while on another level, they admitted to the absence of information sharing mechanisms that would have perhaps increased the outcome of their activities.

Outcome: By reviewing their past activities, the group clearly understands the difference between their past initiatives and what constitutes a full blown campaign advocacy campaign. Additionally, they further understand while they have been the pioneers within civil society fighting for the rights of VOT and to its eradication, they themselves lack necessary information surrounding VOT.

15:00 – 17:00 Issue identification/Research and Data Collection

- Identifying the Issue and Its causes
- Determine the type of information that is necessary in order to be able to identify campaign objectives.
- Gathering information using various data collection methods
- Determine priority issues with stakeholders (through roundtables, mini surveys, etc).
- Define advocacy campaign objective(s)
- Develop the necessary competences to begin to plan an advocacy campaign

This presentation began with the trainers drawing a chart to demonstrate how, through the participants input, that there is a notable decrease in the number o VOT from 2000-2009,

however, when asked how they could have this assumption and in some cases hard numbers and percentages, no one could specifically share their strategy or initial research that led them to this conclusion. Consequently their previous VOT initiatives (trainings, awareness campaigns, or other activities) were conducted without identifying real and necessary needs to design specific solutions. There was no starting point from which to measure improvement. The one thing that everyone agrees on is the fact that this year there was the inclusion of torture as an infraction within the Burundian Penal Code.

The participants were then divided into four working groups. Each group was asked to identify a specific issue/problem within VOT, discuss how bad it is, what they believe are the core causes and what kind of information and what method they need to use in order to get this information. The participants presented their findings in plenary which allowed them to further note how important it is to conduct initial research in order to substantiate their assumptions.

One of the groups' input:

Problem: Use of torture in police stations, it touches on victim's dignity, humiliates their families, causes include intimidation, deprive them of their dignity, ignore existing laws. Missing is lack civil of awareness, mentality of fear of responding, the necessary information, proposed using: Establish victim and perpetrator's identity, social status and also frequency of occurrence of torture. Additionally need to know the time and date of the incident, if there are any witnesses

Outcome: This session demonstrated to the participants the need to collect initial data because they realized that they had absolutely no measure of impact, no data to backup their results and that the majority of their activities were measures by output (trainings, etc..). As was discussed earlier, they did not even have an accurate definition of torture, they could not identify which type of torture they were referring to that has actually decreased (physical, mental, moral?). Additionally, they acknowledged that initiating activities without having some basis research of the causes (i.e. testing their hypothesis), does not allow them to acknowledge any changes in the VOT situation.

Day 2:

08:30 – 10:00 Developing Campaign Mission, Goal(s) and Objective(s)

- **The Mission statement** tells what the campaign is about. It is a broad statement which provides a general direction for organization or network conducting the campaign.
- **Goals:** Provide general direction and commitment to action but are rarely achieved in the short term (e.g. To reduce tobacco use among youths)
- **Objectives:** Are relevant, attainable, measureable and time-limited outcomes to be achieved. They facilitate the achievement of the goals.

In order to have participants engage in VOT specific planning, we asked in plenary for a few examples of what their advocacy mission could be. There were several recommendations that were discussed and based on the above presentation and with consideration to their end goal, the participants finally voted on a mission that is hopeful and does not alienate any party but rather invite them to join in their campaign. It was not a huge statement as some missions are

because there was little analysis of what the campaign is about and who will be in that campaign and so the mission statement was simple and clear: *A Burundi without Torture*

In order to identify specific goals and objectives, the trainers decided to use the four domains that were previously identified by the CACT during their meeting on January 21, 2009, that were key to VOT initiatives. These were; 1) Administrative Reform, 2) Legal and Judicial Reform, 3) Political Reform and 4) Social Reform. We then asked the participants to divide themselves into four working groups. And:

- 1) Each group take one domain and were asked to turn it into a goal statement (an action, something to be achieved within the domain)
- 2) Take each sub domain from the same meeting and turn it into an objective statement (there were several sub issues that were also identified and narrowed down by the consortium.
- 3) Take each objective and translate it into real activities per objective that can be measured and can yield results/impact to the said objective.

The participants were given 45 minutes to do so within their group but then demanded a little bit more time to do the exercise. The groups then shared their suggestions in plenary. Below are some of the phrases (goals) and related objectives (note that they still continue to have some confusion between an objective and an activity, such that some of the suggested objectives were activities (meaning that the end result, the objective, is to give a training or have an awareness campaign, without specifying how that yields results or meets an objective). This was discussed further in plenary and here are the four goals, their objectives and proposed activities:

- 1) Administrative Reform: Goal: Improve the administrative system to protect VOT
 - a. Objective 1: Ensure that government provides expert medical assistance to VOT
 - b. Objective 2: Punish the perpetrators
- 2) Legal and Judicial Reform: Goal: Put a system in place to compensate the VOTs
 - a. Objective 1: Create a fund for VOTs
 - i. Ask the government to create a fund
 - ii. Encourage donors to support the fund
- 3) Political Reform: Goal: Create a political environment that respect the rule of law that punishes VOT perpetrators
 - a. Objective 1: Increase awareness of politicians regarding the impact of torture
 - b. Objective 2: Create an elected senior council
 - c. Objective 3: Create an independent national council to monitor human rights abuses
- 4) Social Reform: Goal: Change the mentality towards eradication of torture
 - a. Objective 1: In one year, Burundians are well informed of the state of VOT in Burundi
 - i. Activity: National survey and dissemination of the report's results
 - ii. Activity: Mobilize citizens to fight to eradicate torture
 - b. Objective 2: In two years, Burundians will be fully mobilized against torture

- c. Objective 3: Assist 100 VOTs to recover (psychologically, physically and morally)

Outcome: This exercise helped the participants differentiate between objectives and activities. They seem to include “training” and ” information dissemination” as well as “awareness” in any part of a campaign. However, this exercise helped them further differentiate between goals, objectives linked to a specific goal as well as specific measureable activities that lead to the success of the objective (or at least measure it to assess its impact).

10:30 – 17:00 Stakeholder Analysis (Supporters and Opponents)

Allies: Identify likely allies and how they will support the effort

- ✓ Identify levels of influence
- ✓ Identify past support (some claim alliance but are not)
- ✓ Discuss Results
- ✓ Save a copy of the ‘map of society’
- ✓ Keep map in visible place

Opponents: Identify likely opponents and how they might resist or oppose the effort

- ✓ Identify Level of influence
- ✓ State the likely purposes of the opposition
- ✓ Outline tactics that may be used by the opposition
- ✓ Indicate how the opposition can be countered
- ✓ Discuss Results
- ✓ Save a copy of the ‘map of society’
- ✓ Keep map in visible place

Throughout past discussions with the participants, they focused all their activities and approach on a few actors, namely the VOT, police in prisons and detention centers, the magistrate and the prison directors. So this exercise was meant to help them identify other actors (allies and opponents) that may have serious impact on their effort.

The participants were divided into four groups again, 2 groups were asked to analyze possible VOT allies and indicate their level of influence (for example a VOT may be an ally but for now they are weak, while a supportive minister is an influential ally). The same group were also asked to identify any neutral actors (those that don’t seem to care whether the issue is resolved or not or whether it even exists or not).

The two other groups were asked to each work on analyzing the opponents (those who truly do not want to see torture eradicated). They have to also discuss reasons why they think they are opposed, what tactics the opposition uses in order to remain strong, how this tactic can be countered (if we don’t really understand and analyze the opponent, it’s practically impossible to counter or at least neutralize their effort). Finally the group is also asked to put the group of opponents in most and least influential categories.

This is an important step before deciding on the kind of strategy the campaign will undertake. If key actors are analyzed well (not based on assumptions only), then the campaign planners may choose to focus their strategy on working with allies only, or try and weaken the opposition or even neutralize them, or decide that a large majority of society is neutral and so focusing on that group may yield the best results. Sometimes the strategy is to work on one or more of the key actors depending on the funds, length of time, level of influence, etc.

Each group then shared their findings and a very lively discussion pursued. So, even among a supposedly harmonious group that has worked on the same issue for the past 9 years, the list was neither specific nor exhaustive and there was no consensus on the analysis. Below is the “map of society” as the participants saw it. There was however great debate over its validity and naturally in the case when a campaign will be planned, this map has to be tested and confirmed. Below are some of the groups’ responses:

Most influential allies:

NGOs, media, Ministry of Human Rights, National Assembly, Religious Groups, international donors, UN Agencies, human rights organizations, Government Commission on human rights.

Least influential allies:

Victims of Torture, families of VOT, local elected officials, community leaders, schools and other educational institutions, and citizens in general

Natural

Certain members of the police, non victims of torture, certain political parties, international organizations, local NGOs

Opponents, reasons for opposition, tactics they use and how to counter them:

- 1) VOT perpetrators (police) due to corruption, unaware of the law, don’t know other interrogation techniques, absence of judicial independence. The tactics used: Delay in responding to inquiries, keep moving perpetrators away from the crime scene, sometimes they get rid of (kill) witnesses, perpetrators negotiate with one another to cover it up, or use of intimidation in order for the VOT not to report the incident. Some counter tactics include, fully engaging the media, keeping better records of detainees, increase numbers of trainings to police.
- 2) Local administration: due to mentality, to cover up, abuse of power. Their tactics include, imprisonment, harm the opposition, intimidation, scare tactic, corruption. To counter it, one can document cases, increase awareness and training.
- 3) Prison administrators: To discipline prisoners, to instill their authority. Their tactic, to isolate prisoners, ban visitations and medical attention, delay in processing their documents. Counter tactic can include: Encourage citizens to denounce the act of torture, publish statistics on torture.
- 4) Magistrate: Mentality that prisoners are to be punished. Tactics used, protect all evidence, delay in due process (keeps them in detention centers rather than transfer

them to prisons). Counter strategy, raise awareness at detention centers and change the structure in detention centers.

Outcome: The goal of this exercise was to demonstrate to the participants (by doing) how complicated the map of society is and its influence as it pertains to their advocacy campaigns. During the entire previous sessions, when discussing the problem of VOT, the participants only mentioned a few actors, mostly opponents and have not considered or at least discussed during the training other pertinent actors such as potential allies. This is a difficult environment to launch a campaign because they end up receiving funds and directing them at these actors only. In fact that was the case when they shared their previous initiatives, it was always to aid victims (acting as service providers) or to either monitor or to provide trainings to police and other officials. They have stayed inside this box and were unable to expand their influence, hence, impact.

The participants really appreciated this exercises and demanded more time to conduct their analysis and appreciated the need to conduct such analysis and how they have rarely truly included other actors in their past initiatives. Accordingly, most of the day was dedicated to this section of the methodology and with the participants' permission, the message as well as other administrative components of the campaign were left for the last day.

Day 3:

8:30 – 10:00 Message Development

IT is essential to know your audience/stakeholders (allies and opponents, beneficiaries) thoroughly and to deliver a concise, consistent message that is tailored to your audience's interest. Four things to keep in mind:

- 1) There should be only one main point communicated (or at most 2-3)
- 2) Messages should always be pretested with focus groups
- 3) It should persuade through accurate information and sound logic
- 4) It should describe the action the audience is being encouraged to take.

Remember message should:

- ✓ continue to keep supporters (and help them become more vocal)
- ✓ Either encourage neutral audience to join in the campaign or at least keep them neutral
- ✓ Either neutralize the opponents or at least make sure that they are not given additional tools to become stronger opponents.

Message does not mean a phrase but rather an idea of what the campaign's strategy wants to deliver. For example if the strategy is to weaken the Opponents, it should also consider the kinds of hidden messages their tactics are using. For example if they use the tactic of fear, maybe the message strategy should focus on enlightening the VOT or perhaps working with administration to increase the number of police in a room at the time of interrogation (in this case the message may be targeted at two groups).

Message distribution mediums are also important to consider and cannot be done without analyzing and deciding on the target audience and the strategy. For example, if analysis shows that a certain percentage but not all members of the police force are torturing prisoners, the strategy is perhaps to alienate the perpetrators and encourage those that abide by the law. A negative campaign message against the police, may increase the opponents. So posters that show that police are torturing people may just anger and disappoint those police that are law abiding.

The message in most mediums is almost always one way (march, poster, radio announcement, t shirts) and so the message has to be drafted in such a way that it is tested to ensure that it is relaying the kind of impact it was intended to deliver. Because, once a message is sent, in most cases, there is no way to further clarify it.

Participants were asked to go into their four groups again and this time were given a campaign strategy and were asked to create a message. A hypothetical strategy was presented that the campaign planners decided to target the police force and encourage them to become better citizens. The group was asked to prepare a message that:

Informs --- > Persuade → motivate → move to action the target group selected.

Each group had to provide an answer to each of the steps above and then create a message.

When in plenary, each group wrote their message on the flip chart. Each message was read and the participants that were not part of that group acted as a focus group (members of the police force) to tell them what the message informed them of, how and if it persuaded them, if it in fact motivated them and finally if it convinced them to move to action (stop torturing prisoners). Below are the messages that the four groups suggested:

- 1) To all perpetrators of torture, you are no longer tolerated
- 2) VOT of torture should not feel shame, it's on those that inflicted that should feel shame, be honorable and protect the citizens and respect the law
- 3) Respect the law and fight against torture
- 4) Don't let corruption allow you to torture, don't torture and be corrupt.

Outcome: While this was only intended to demonstrate the process and not really have the time to create an effective message in two hours, however, at least the participants started linking the message to the larger campaign strategy rather than creating messages that felt good to them. That the message is not what they want to tell people only but how people want to receive the message.

10:30 – 4:30 Administrative Aspects of an Advocacy Campaign Planning Process

Throughout the past two days, the methodology presented and the steps explained were primarily to help participants gather information, decide on the kind of campaign it plans to conduct, identify key actors, establish a general strategy that responds to their goals, objectives and the target beneficiaries, as well as decide on the approach it will have with key actors (who they choose to work with, allies, opponents, neutral actors, or some or all). The rest of the methodology deals with the administrative aspects/steps of launching an advocacy campaign. The areas covered were:

- Advocacy Campaign Activities

Based on several factors, including analysis of allies, opponents, data collection and the message, as well time frame, budget and other resources, a myriad of activities can be designed:

- Position Paper
- Advertising
- Events
- Flyers
- Town hall meetings
- SMS messages
- Art/Theater
- Demonstrations

Other...

Now that the target actors/stakeholders/beneficiaries are identified (government, general population, international community, etc..) the activities should be linked and designed directly to this target audience along with the strategy. For example, if the goal is to ensure that the penal code is being enforced to protect VOTs, then there are several targets that the campaign has to communicate with through numerous activities. There is awareness campaigns (marches, civil society meetings at the community level, training of police force), but there is also the need to review the current administrative process of prison centers as well. So, the group has to decide which actors they choose to work with (some, all) and plan activities that respond to that group and complement each other to reach an end goal. That is to say different goals may require planners to design different activities all leading to the end goal, in this case, a Burundi Without Torture.

- Monitoring & Evaluation

Based on the action plan, a committee/team should be assigned the responsibility to:

- a) Clearly state what indicators will signify "success" (e.g., in bringing about community and systems changes; in achieving longer-term outcomes).
- b) Describe how measures of success can be obtained (e.g., review records; interviews).
- c) Indicate how the initiative will make sense of the results (e.g., how data will be analyzed; how those affected will be involved in interpreting the information).
- d) Describe how the information will be used to improve the effort (e.g., feedback will be provided to leadership and membership; retreats to review progress and make adjustments)
- e) Ensure that activity is adequately measured (surveys, impact, etc..)
- f) Report back to planning committee in order to review and/or analyze results

Accordingly, some activities may be added, removed or improvised

This is an ongoing reiterative process to ensure campaign impact and sustainability

The trainers stressed the need to have an initial information base where the campaign can begin to assess its approach and strategy but also serves as a measure of campaign failure or success. Most participants acknowledged that until now they do not have any raw data to work with at the national level as it pertains to VOTs. So, while they all claim a reduction in cases of VOT, they have neither created a criteria (moral, physical and/or psychological) nor do they have real numbers to work with. This is a serious weakness in the effort to launch programs that aim at eradicating torture. Finally the M&E is an ongoing iterative process that allows program designers to measure and assess the impact of their activities on the desired outcome. Therefore, while there is an initial information gathering process, it is essential that an M&E plan is set in place to hold each member of the group accountable to reaching their objectives through well thought of activities. This does not mean that every activity should succeed in reaching its results, but that if it does not, it can then be reassessed and redesigned to reach desired outcome and impact..

- Mobilization: Tolls and Techniques

This section of the workshop was delivered by Jean Marie, one of the trainers on the team and has submitted this section of the report:

The presentation focused on the optimal use of communication tools by NGOs planning and conducting advocacy. Use of these tools involves deep knowledge of the techniques and a well thought of strategic approach in dealing with the media because having the technique is not enough without its application:

Thus, the message and themes can be introduced to the public via the following tools:

- Thematic reports: A report is a great way to create an event related to the theme. At the time of its publication, a press conference may be held the day before. It is also advisable to provide journalists with a copy of it at least 48 hours prior to holding the press conference in order to allow them to review its content and prepare their questions for the press conference.
- A Dynamic and Interactive Website: Advocacy topics can be posted on the Internet through a dedicated website and are regularly updated. It is advisable to list your website on several search engines to increase traffic to your site.
- A periodical: A magazine on the theme of advocacy, monthly or bimonthly is an important tool of advocacy. It is preferable to offer it free of charge to targeted recipients and create a database of all recipients. Example: The newspaper, which was issues as part of advocacy for the ratification of the Statute of the International Criminal Court.
- Distinguish between a Position Paper and a Press Release: A press release is generally used to share a specific event or milestone, and is recommended not to exceed one page, while an NGO's position paper is a statement of a position the NGO takes and is usually longer. It is that an NGO crate a media database in order to be able to quickly distribute their publications to media venues.

- Other types of written communications: ads (to announce an event), alerts: for information to be quickly communicated to the media, posters: Posted in busy public places and slogans that can be used on T-shirts, calendars, diaries, banners for public events.
- A press conference: Is reserved for journalists who can be contacted quickly and selected to maximize the chances of media coverage. Holding a press conference requires a well thought of presentation to leave a good impression with journalists and keep them interested in your story.

For the media to effectively cover NGO activities, you will need a strategy that attracts journalists and makes them interested in what you are advocating. NGOs must work on a strategy on how they will present their topics in order to attract well known and well connected journalists that have access to major radios and print mediums. E.g. establishment of an annual, biannual or quarterly informal team leader meeting in order to provide updates on the advocacy campaign related activities and results.

- Communications

This section of the workshop was prepared by Diane, one of the trainers on the team and below are her comments:

Process of preparing a multimedia communication strategy:

The facilitator introduced the session by reminding participants that any communication strategy must be original, relevant, responsive and realistic. Therefore, they must rely on a good analysis of the situation because it helps them understand the problem they seek to solve, solutions, context, stakeholders, existing resources in communication and the opportunities available to use and the constraints to consider.

Once the situation analyzed, one must ask the fundamental question: Are communication activities really necessary and can they contribute to solving the problem? Indeed, only if the problem is due to a lack of knowledge, attitudes, beliefs, negative perceptions, lack of know-how that communication is relevant and can play a key role in altering behavior. As against, if the problem is other factors (accessibility of products, purchasing power, motivation of staff for example), communication will be ineffective.

There is a problem when there is a gap between what is and what is desired. Thus, the strategic communication plan must include the following basic elements: Targets, Goals Communication Key Messages, ideas or messages, types of approaches, channels and communication medium.

Following are the stages of behavioral change that can be produced:

- An individual ...
- Unaware of the problem.
- Become aware of the problem.
- Expresses concern about whether his behavior puts him at risk.
- Acquires knowledge of the problem.
- Is motivated to respond because of the identification of risks and benefits.

- Prepares to respond by acquiring knowledge or skills to change behavior.
- Try to adopt the new behavior.
- Evaluate the effectiveness of behavior change, and if the result is positive.
- Adopts the new behavior in a sustainable manner

The facilitator concluded her presentation by saying that to communicate effectively and to mobilize the community, we must choose the channels of communication and develop empathy, which is defined as the ability to identify with someone, to feel what they feel, or to feel the other person.

The participants appreciated the presentation which was a practical illustration of using communication in advocacy for community engagement with concrete examples.

- Identifying Needs and Resources
Based on the initial campaign planning research: the NGO/entity/network needs to:
 - ✓ Assess current campaign issue
 - ✓ Identify current needs
 - ✓ Identify resources to implement proposed campaign activities
 - ✓ (This can include monetary/funds, skills, personnel/volunteers, space, support, etc.)

Was a brief presentation linking strategy, plans, as well as target audience (actors) to identify existing resources. It is essential that resources and needs are identified prior to beginning the campaign so that the entity does not work in reaction mode but rather have the ability to go after their needs (funds, technical, etc..) with a special plan in mind.

- Network Formation
The current group is already part of CACT consortium, however, in order to implement an advocacy campaign, they also need to address the following obstacles in order to have a network that serves the whole and not some, in order for the network to avoid competition, duplicity in efforts and unfortunately most cases the fragmentation of its members. Below are some points to note:

Based on the initial research as well as the results of the needs and resources assessed, entities can decide on forming or joining a network to further advance their campaign.

- 1) What is Networking
 - a) Definition
 - b) Importance of Networking in advocacy campaigns
 - c) Pros and cons of networks
 - d) Types of networks
 - e) Challenges and ways to overcome them
 - f) Network establishment
 - g) Identify reasons to join/establish a network
 - h) Networking as a strategy
 - i) Preliminary meetings with potential network partners

- j) Relationship and trust building
- k) Initial agreement/protocol

Now that the resources and needs are identified a campaign planner can begin to investigate potential partners to assist in launching the campaign and reaching their set goals. It is important to ensure that a network has complementary traits and not competitive ones. An entity may choose to either join an existing network or even form a new one, clearly identifying their external needs and their own existing resources.

- **Advocacy Campaign Action Plan**
At the end of the training program, the trainers inserted the four goals and their objectives and related activities inside a Campaign Action Work Plan to demonstrate how this tool can assist an NGO (with its chapters in parts of the country) or with a network, can utilize it to be able to view the synergy and the scheduled activities. This helps them avoid over planning as well as allows each person or party responsible to view their plans ahead of schedule. What was as important was that when they saw some of their Objectives, they realized that they still confused objectives with activities as they could not come up with activities to objectives they proposed that were already activities. See Attachment II, a sample work plan produced by the participants.

4:30 – 5:15 Workshop Evaluations & Closing Remarks

Participants were given the workshop evaluations forms to fill out and the trainers stressed the need to take their time to fill them out to help the organizers to better plan for future trainings on the one hand, and to also have the opportunity to identify CSOs needs and priorities in planning and launching advocacy campaigns.

This was also followed by the closing ceremony by Mr. Jean Lavoie, Mr. Gaudence and the trainers. The participants also had the chance to provide some feedback on the overall experience of the three day training workshop. Here are a few of their comments and feedback:

- The workshop was useful but they would very much like to have the chance to have guidance in actually planning a campaign. That is to say apply the methodology to a real life experience.
- Others stressed the importance of having to identify key actors at the campaign strategy formation level.
- Others commented that the time was extremely short to cover the entire methodology
- Thanked the project, Mr. Jean Le Voie and USAID.

Workshop Evaluation

The evaluation included the level of knowledge of the trainers, the subject matter as well as other open ended questions and general remarks. Below is the evaluation form and the responses received.

There were 30 evaluations received however, in some cases the total number per line does not add up to 30 because there were some cases where the respondents chose not to respond.

Evaluation Criteria	Completely Agree	Agree	Disagree	Strongly Disagree
I. WORKSHOP CONCEPT				
a. The w objectives were clearly defined and communicated in advance to participants	19	9	1	
b. This workshop meets my training needs.	24	3	2	
c. It added new skills	19	11		
d. The objectives and tools were coherent	14	13	1	
e. There is a balance between theory and application	15	12	1	1
f. The workshop will be will be useful to me professionally.	18	11		
III. SEMINAR PRESENTATION				
a. Trainers were attentive	26	3		
b. Trainers knew their subject	24	4	1	
c. They encouraged the exchange of opinions and experiences	27	1		
d. Facilitated learning and encouraged participation	28	1	1	
e. Regularly repeated the essential points	13	14		2
f. Delivered the training on time	16	10	2	2
IV. TRAINING MATERIAL				
a. Easy of access of material	16	4	6	2
b. The training room is suitable for the workshop	21	5	2	1
c. The equipment is in good working condition	20	6	1	1
d. The meals provided were satisfactory	22	6		

V. Of the various steps introduced in this workshop, please list the three priority areas you would like to learn more about.

(below are the three priorities most listed by the participants)

1. Presentation of mission, goals and objectives
2. Monitoring & Evaluations
3. Message Development
4. Strategic Action Plan
5. Advocacy Campaign Strategy formation
6. Advocacy Campaign Activities
7. Communication Strategy
8. Analysis of Key Actors
9. Issue identification/Research and data collection
10. Media relations
11. Community mobilization techniques
12. Network Formation
13. Difference between objectives and activities
14. Citizen intervention techniques

VI. Additional Comments

1. It would have been better than the course materials to be available: mostly theoretical literature on the state of torture
2. we must return to the topic under discussion avoiding language differences
3. I am very satisfied with the workshop and the knowledge I acquired. The trainers were up to speed with the subject matter. More training would be welcomed.
4. We need more practical application of all that we learned
5. Insufficient time for the training.
6. Lack of media to inform public opinion on the consortium action against torture.
7. Very useful training
8. Training requires additional material
9. Produce a training guide for trainers
10. Interpreter to support Ban Saraf
11. Organize additional training sessions
12. Further increase the knowledge of participants on the definition of "torture"
13. Some on the subject have not been addressed in detail while others were not

As per the evaluations feedback above, most of the participants were content with the new material and methodology that they have acquired, however future trainings should consider providing at least two additional days for the workshop in order to allow more practical application of the methodology and to give the time needed to cover the administrative aspects of the campaign planning.

Additionally, it would be useful to have an introductory session such as this one and then ask participants to apply it in their work and then return after a month and discuss findings in order to have the chance to test the methodology and resolve some of the obstacles and challenges they may face during implementation.

Conclusion and Recommendations

While this three day training workshop was by no means a detailed advocacy assessment of NGOs working within VOT in Burundi, however, the diversity of the participants and their work within VOT for the past eight years allows for some general observations common among participating NGOs that are worth mentioning:

- 1) Almost all NGOs have no clear distinction between advocacy campaigns and advocacy related activities. And seem to have been introduced to many steps in the advocacy campaign methodology for the first time.
- 2) NGOs have no real scientific data on the state of VOT in Burundi and have even less experience of other international initiatives whereby VOT was combated.
- 3) They do not seem to have emphasized the need to have results measuring tools in order to assess success or failure of their VOT related activities. So far the results shared were, training, workshops, marches and in some cases reports that are submitted to the UN. However, the impact measurement concept was not present.
- 4) They have a pre set “understanding” of the state of VOT in Burundi that is limited to certain perpetrators without seeing the need to expand to include others.
- 5) There was even a discussion as to the real definition of torture (many have not actually read the UN definition) and needed to have the official UN document.
- 6) At least from the group represented in this workshop, most of the focus has been on the same activities, monitoring detention centers or in some cases providing direct services to VOT (the latter is neither an advocacy campaign nor an activity). They have not ventured into more creative ways of resolving combating the problem nor have they focused their activities into other actors.

From the above observations, it would be useful to the member NGOs and their chapters to:

- 1) Be provided with another more practical advocacy campaign planning training whereby time is spent on real analysis of the problems leading to at least a draft action plan. However, this can only be done if the NGOs are ready to make that shift and allocate the time and staff to engage in this process.
- 2) If there is the possibility to provide training to NGOs in data collection methods in order for them to conduct pre and post activities (or campaigns) impact.
- 3) Due to the fact that there was still some confusion to the definition of torture that is internationally accepted, a one day conference by experts may shed light on the history of it, examples of success in other countries and give the opportunity to civil society at large to use this as a medium to submit their questions regarding VOT.
- 5) It would also be useful, albeit perhaps outside of the scope of this project, to seek outside assistance to conduct a national survey or at least research on the state of VOT in Burundi. This may be an extremely useful tool for NGOs as well as interested ministries to work with, although this may be political sensitive to do so.

6) Finally NGOs and specific government agencies as well as international organizations working with VOT in Burundi need to acknowledge the length of time it takes to plan and conduct a successful advocacy campaign to eradicate VOT. This said, it means that it is important for NGOs to begin to plan and put a strategy in place for the long term and engage in the laborious but ultimately more efficient advocacy campaign planning process and work in synergy with other NGOs and initiatives in order not to duplicate efforts.

Attachment I

The agenda has to be revised and some sessions required more time than allocated because the participants found it extremely useful to continue working on it, specifically the Analysis of Key Actors. This was a very useful and necessary exercise that took double the time allocated to it.

Participants also asked that the training end at 17:00 instead of 17:30 in order to allow them the time to go to their offices before the end of each day.

AGENDA PROVISOIRE DE LA FORMATION DES FORMATEURS VOT Plaidoyer et techniques de mobilisation et d'intervention citoyenne

Journée 8 juin 2009:

TEMPS	ACTIVITES	RESPONSABLE
8H30- 9 H 00	Registration	Raphael NDAYENGENCE
9 H00- 9 H 30	Cérémonies d'ouverture : - Mot d'accueil du Représentant de USAID - Discours d'ouverture par S.E. Madame la Ministre des Droits de la Personne Humaine et du Genre	
9H30- 10 H00	- Attentes et craintes (Fleep shirt) - Présentation des objectifs - Présentation de la méthodologie - Elaboration des règles de jeu - Présentation de l'agenda et des formateurs Il y a beaucoup d'Ongs, poser des questions sur ce que nous savons du plaidoyer, pour connaître le pré-requis des	J M Vianney Kavumbagu
10H 00-10H30	Pause café	
10H30 - 13H30'	- Evaluation de départ sur l'état des lieux de la torture au Burundi (1h) - Introduction sur la campagne de plaidoyer (30') Ban Saraf - Brainstorming sur la définition du plaidoyer (1h) Diane	Kavumbagu Jean Marie Vianney Ban Saraf et Diane
13H00- 14H00	Pause-déjeuner	
14 H00- 15 H00	Partage des expériences de plaidoyer au Burundi <i>(expérience des participants : discuter ensemble pour voir si c'est un plaidoyer, une sensibilisation, une information ou un lobbying)</i>	JMV KAVUMBAGU
15 H 00- 17 H 30	Identification des attentes d'une campagne de plaidoyer: <i>Constituer 4 groupes hétérogènes et chaque groupe identifie un problème de VOT(causes, raisons ou prétextes, qui en responsable ?) est et ses causes, comment on peut discuter la finalité du plaidoyer. Quel type de formation a-t-on besoin pour bien</i>	Ban Saraf et JMV KAVUMBAGU

TEMPS	ACTIVITES	RESPONSABLE
	<p><i>analyser la situation. Avec quelle méthode, quelle stratégie ?)</i></p> <p><i>Travaux en groupes 45' et 15</i></p> <p>Evaluation de la journée : un papier où on écrit ce qui a bien marché, qui n'a pas bien marché pour améliorer la journée suivante</p>	
Journée 9 juin 2009		
8H30- 10 H 00	<p>Missions, buts et objectifs d'une campagne de plaidoyer : Réformes légales et judiciaires, réformes administratives, politiques et sociales : <i>phrase d'action pour chaque but, un rêve pour arriver à un objectif, 4 groupes propose quelque phrase a chaque domain, mettente les objectifs de suivi. 45' travaux en commission et 45' plénières.)</i> 10 minutes pour les plénières</p>	Ban Saraf et JMV KAVUMBAGU
10 H00- 10H 30	Pause-café	
10H30- 13 H00	<p>Analyse des acteurs clés(les partisans et les adversaires) <i>Interactive partie avec des exemples précis. Les acteurs alliés et les acteurs opposés. On crée quatre deug pour les alliés et neutre et deux groupes pour les acteurs opposés. (analyser les raisons de leur opposition, le niveau d'influence.</i></p> <p><i>Avec les acteurs alliés, on met aussi le groupe neutre.</i></p> <p><i>1h pour les débats en groupes</i></p> <p><i>30 min chaque groupe X 2= 1h</i></p> <p><i>30' version finale de tous les participants pour savoir ce qu'ils pensent.</i></p> <p><i>(Un exercice est proposé sur un sujet proposé par les participants comme mission de plaidoyer)</i></p>	Ban Saraf et JMV KAVUMBAGU
13H00- 14H00	Pause-déjeuner	
14 H00- 17 H30	<p>Analyse des acteurs clés(les partisans et les adversaires) : Eventuels cas de plaidoyer réussi</p> <p><i>Développement de(s) message(s) de la campagne de plaidoyer : les participants sont invités à donner certains messages de plaidoyer déjà utilisés sur un support (banderoles, affiches, spot publicitaires) , 4 messages hook, (frappant), discuté en groupe. (Quelle information elle donne ? quelle action elle invite à entreprendre, quelle solution elle propose ?) les participants seront amenés à formuler d'autres messages</i></p>	Ban Saraf et JMV KAVUMBAGU

Journée 10 juin 2009:

TEMPS	ACTIVITES	RESPONSABLE
8H30- 10 H 00	<p>Discussion des aspects administratifs d'une campagne de plaidoyer:</p> <ul style="list-style-type: none"> • Activités de la campagne de plaidoyer • Identification des besoins et des ressources • Suivi et évaluation 	Ban Saraf et JMV KAVUMBAGU

TEMPS	ACTIVITES	RESPONSABLE
10H 00-10H30	Pause café	
10H30 - 13H00	Discussion des aspects administratifs d'une campagne de plaidoyer(suite): <ul style="list-style-type: none"> • Relations avec les médias • Réseautage • Plan d'action pour la campagne de plaidoyer • Les notions clés à retenir 	Ban Saraf et JMV KAVUMBAGU
13H00- 14H00	Pause-déjeuner	
14 H00- 15H30	Techniques de mobilisation communautaire Informer, persuader, motiver et aller à l'action.	JMV Kavumbagu et Diane Mpinganzima
15H30- 16H30	Techniques d'intervention citoyenne	JMV Kavumbagu et Diane Mpinganzima
16 H 30-17 H 00	Bref rappel de quelques techniques d'andragogie(formation des adultes)	Gaudence A Kabuyenge
17 H 00- 17 H 30	Evaluation de la formation Clôture des travaux	JMV Kavumbagu Gaudence KABUYENGE

Attachment II

Un Burundi Sans Torture							
			Juillet	Aout	Sep	Oct	Nov
Objectifs	Activités	Acteurs					
But 1 Améliorer le système administratif pour protéger les victimes de torture							
Obj.1 - amener le gouvernement à supprimer les frais d'expertise médicale en faveur des victimes de la torture	1,1 - Etablir l'état des lieux						
	1,2 - Sensibilisation (responsable médical, administratif et communauté)						
	1,3 - Faire l'inventaire des médicaments						
	1.4						
	1.5						
	1.6						
Obj.2 - Réprimer les auteurs de la torture	2.1 Présenter le rapport sur l'état de VOT à l'ONU						
	2.2						
	2.3						
	2.4						
	2.5						
But 2 Réaliser la réparation des victimes de la torture							
Obj.1 Promotion de l'indépendance de la magistrature	1.1						
	1.2						
	1.3						
	1.4						
	1.5						
	1.6						
Obj.2 Réformes légales et judiciaires : Réaliser la réparation des victimes de la torture	2.1						
	2.2						
	2.3						
	2.4						
	2.5						
But3 Promouvoir une volonté politique pour un état de droit réprimant les auteurs de la torture							
Obj.1 - Former/ et ou sensibiliser les décideurs	1.1						
	1.2						
	1.3						

Un Burundi Sans Torture							
			Juillet	Aout	Sep	Oct	Nov
Objectifs	Activités	Acteurs					
politiques sur les enjeux de la répression des auteurs de la torture	1.4						
	1.5						
	1.6						
Obj.2 - Former et ou sensibiliser les auteurs potentiels des actes de torture	2.1						
	2.2						
	2.3						
	2.4						
	2.5						
But 4 Promouvoir une volonté politique pour un état de droit réprimant les auteurs de la torture							
Obj.1 Dans une année, la population burundaise et les services publics concernés seront informés sur l'état des lieux sur la torture dans notre pays	1,1 - enquête nationale sur le phénomène pour s'enquérir de l'état des lieux						
	1,2 - Vulgarisation des résultats issus de cette enquête						
	1.3						
	1.4						
	1.5						
	1.6						
Obj.2 Dans une période de deux ans, la population sera mobilisée sur les méfaits du mal	2.1 - organisation des campagnes de formations • des corps de police • des magistrats • des administratifs à la base						
	2.2						
	2.3						
	2.4						
	2.5						



USAID Burundi Policy Reform

Training of Trainers Workshop

Using the “Advocacy Campaign Planning Training Guide”

June 19, 2009

Bujumbura, Burundi

Workshop Team: Ban SARAF

Prepared by: Ban SARAF

Date: June 20, 2009

Training Background

Based on feedback from participants following the three day ToT workshop on Advocacy Campaign Development that was held on June 8-10, an “Advocacy Campaign Planning Training Guide” was produced and presented to trainers during a one day session that was held on June 19th. Additionally, the workshop held a practical training session that allowed participants to present segments of the presentation and receive feedback from their peers.

Participants Background

There were 6 male participants out of the expected 8 trainers that will be conducting ToT trainings in the interior. While they were all professional trainers, however, only three of the participants have previously had experience conducting advocacy campaign training.

TRAINING OBJECTIVES

- 5) To introduce the training guide to participants and discuss the proposed methodology and working group instructions.
- 6) To respond to any technical questions trainers may have on the actual advocacy campaign methodology.
- 7) To allow each trainer to practice their training techniques
- 8) To produce a final agenda for the three day workshop for the four provinces.

One Day Workshop Activities

Based on the above set objectives and in agreement with participants, below was the day’s agenda and outcome per session:

- 1) ***Introductions:*** This was important in order to identify which group was assigned to what province, and to learn more of their past experiences in training specifically in conducting advocacy campaign training. While trainers from the four provinces were present, unfortunately since only 6 of 8 were present, two regions may have the disadvantage of having had only one of their trainers present in the training, while the other two provinces had two representatives.
- 2) ***Setting the day’s objectives:*** The team shared the day’s objectives and which were similar to the one that was set by consultant, with only one addition, the trainers wanted to learn more about the actual workshop logistics. For that aspect of the workshop, Mr. Gaudence Kabuyenge joined the group and responded to all questions related to logistics. He assured the trainers that their core responsibility is to focus on the technical delivery of the workshop while local partners in the four provinces (who have already received grants from the project), will take care of all related logistics.
- 3) ***Set agenda for the upcoming trainings in the interior:***

The team discussed the three day agenda and created an agenda based on the training guide's two parts. The first two days will be dedicated to Part I of the presentation, focusing primarily on the methodology that leads to the formation of an advocacy campaign strategy, while day 3 of the workshop will cover Part II of the training guide, addressing various administrative components of launching an advocacy campaign. Two versions of the agenda were produced; one version includes detailed instructions to trainers on working group sessions while another version was produced to be handed out to participants. Once finalized and approved by the team, 210 copies were printed in order for each team to take copies with them to their respective workshops. See **Attachment 1** for the final agenda.

4) *Respond to trainer's specific questions on methodology from the previous ToT session:*

Participants had more general than specific technical questions:

- a) How to deal with participants that have different backgrounds? The guide specifically addressed this issue by recommending that trainers begin the workshop by asking participants of their own experiences in advocacy as well as knowledge of VOT, prior to giving the official definition. This ensures that everyone has the chance to shared their own experiences but at the same time allow for a united base of knowledge for everyone.
- b) How to handle different participants, some of which may be representatives of prisons and may not accept criticism of them condoning torture. Stressed the need to keep a positive atmosphere during the workshop but also make sure that as part of the initial steps to determine a strategy that participants should not work only with assumptions and hypothesis but rather spend time finding the true causes. This usually deflates any pressure and takes the focus away from personal remarks back to how it is necessary to know their facts before forming a strategy.
- c) There was some concern that they still don't differentiate strongly between objectives and activities. A distinct difference between them is that an activity is only a vehicle, the fuel to push an objective through and so an activity for the sake of having an activity meaning it has no impact (fuel) will not be able to propel the objective towards a set goal. While an objective can have several activities all working together to push it forward. One of the practical training sessions selected was on mission, goals and objectives, which gave the trainers the opportunity to further distinguish between them.

5) *Distributed guide and discussed its format:*

The guide was shared with participants prior to lunch break (in order to give them some time to review it prior to providing the mock presentations). The guide begins with an introduction of the overall approach to the methodology and also lists several possible challenges that trainers may face during the workshop, which was extremely useful to trainers. Part I includes the first 5 steps of the methodology that are directly related to strategy formation, including initial research, identifying key actors and

setting goals and objectives. Part II of the guide deals with other complementary actions necessary to launch a campaign; including deciding on the kind of activities they need to launch, media relations and setting up networks. The guide has instructions that constantly remind trainers to link each of the steps in the methodology. Additionally, each session has the power point presentation, followed by the objective of this session (to ensure that trainer achieves it), instructions to the trainer, and when applicable, working group instructions and working group hand outs. Unfortunately due to lack of time, we were unable to go over each of the 11 sessions.

6) ***Four mock presentations by trainers:***

Four trainers from four regions each gave a 30 minute mock interactive presentation, while others acted as participants, covering the following four sessions from the guide:

- Definition of Advocacy
- Issue identification/Research and Data Collection
- Mission, Goals and Objectives
- Stakeholder Analysis (Supporters and Opponents)

This was an extremely important and useful exercise to participants. It allowed them the opportunity to practice presenting while at the same time receiving feedback from their peers.

Below is a summary of common points that were emphasized to the participants:

- 1) Trainers need to keep track of time in order to allow for interactive sessions while at the same time make sure to cover all relevant points;
- 2) They need to refer more to the structure of the presentation and present it clearly to participants;
- 3) They have to follow the instructions from the guide (they did not have time to read them during the mock presentation), so that they first present the concept, allow for some feedback and then allow the groups to have more discussion during working groups.
- 4) Workshop interruptions were an issue. As trainers, one would expect them to keep strictly to the rules that they set at the beginning of the day, especially as it pertains to use of cell phones. However, there were numerous interruptions with cell phones. This was clearly shared with the trainers and were reminded that when they expect participants not to use cell phones (or any other expectation), they themselves have to acknowledge it and act upon it.
- 5) Technically: they were reminded to constantly link each of the steps to the previous one in order to have a sense of continuity in the methodology and specifically for part I of the workshop, they have to remind participants that this is a strategy building stage and that each of these steps brings them closer to creating a well thought of strategy.

Participants' Feedback

Due to the fact that it was a small group, participants were asked to write up their feedback on the day's training and the training guide. All six participants were extremely satisfied with the guide and said that it was a very important tool to complement the power point presentation. They also commented that the interactive session was extremely useful to them. One participant was disappointed that we did not have time to go over all 11 sessions of the guide (as time did not permit).

Documents Produced For the Planned Workshops

Since there was neither time nor resources to print any of the documents in the interior, the following documents were produced in 210 copies each:

- 1) Training Guide (including the power point presentation)
- 2) Agenda
- 3) Agenda with instructions for trainers (a few copies)
- 4) Copy of the Burundi Penal Code

Conclusion

As per the feedback above, this session along with the training guide were indeed essential for the trainers. While the three day ToT session was important to introduce them to the methodology, this session focused on their skills as trainers conducting this specific training. They plan to review the guide prior to the training in order to be fully prepared. Additionally, I will be visiting three of the 4 regions and should be able to provide additional support and/or respond to any questions they may have.

Attachment 1

This is the final agenda as agreed to by the trainers that will be used for each of the workshops in the four provinces on June 23-25.

Journée 23 juin 2009:

TEMPS	ACTIVITES	RESPONSABLE
8H30- 9 H 00	Accueil des invités et des participants	Responsable des organisations
9 H00- 9 H 30	Cérémonies d'ouverture : - Mot d'accueil du Représentant de USAID - Discours d'ouverture par le Gouverneur de province	Responsable des organisations
9H30- 10 H00	- Attentes et craintes (Flip chart) - Présentation des objectifs - Présentation de la méthodologie - Elaboration des règles de jeu - Présentation de l'agenda, des formateurs et des participants	Formateur
10H 00-10H30	Pause café	Logistique
10H30 - 13H30'	- Evaluation de départ sur l'état des lieux de la torture au Burundi - Introduction sur la campagne de plaidoyer - Brainstorming sur la définition du plaidoyer - Introduction sur la définition de plaidoyer	Formateur Formateur Formateur Formateur
13H00- 14H00	Pause-déjeuner	Logistique
14 H00- 15 H00	Partage des expériences de plaidoyer au Burundi	Formateur
15 H 00- 17 H 00	Identification des attentes d'une campagne de plaidoyer: Evaluation de la journée : un papier où on écrit ce qui a bien marché, qui n'a pas bien marché pour améliorer la journée suivante	Formateur
Journee 24 juin 2009		
8H30- 10 H 00	Identification des Missions, buts et objectifs d'une campagne de plaidoyer	Formateur
10 H00- 10H 30	Pause-café	Logistique
10H30- 13 H00	Identification et analyse des acteurs clés (les partisans et les adversaires)	Formateur
13H00- 14H00	Pause-déjeuner	Logistique
14 H00- 15 H00	Présentation en plénière des résultats de l'analyse des acteurs clés au niveau des groupes de travail (partisans et les adversaires) :	Formateurs
15 H00- 17 H00	Identification et développement de(s) message(s) de la campagne de plaidoyer : Evaluation de la journée : un papier où on écrit ce qui	Formateurs

TEMPS	ACTIVITES	RESPONSABLE
	a bien marché, qui n'a pas bien marché pour améliorer la journée suivante (15)	

Journée 25 juin 2009:

TEMPS	ACTIVITES	RESPONSABLE
8H30- 9 H 00	Introduction des aspects administratifs d'une campagne de plaidoyer : <ul style="list-style-type: none"> • Activités de la campagne de plaidoyer • Suivi et évaluation, • Relation avec les médias, • Identification des besoins et des ressources • Réseautage, • Plan d'action pour la campagne de plaidoyer • Les notions clés à retenir 	Formateur
9H 00-10H00	<ul style="list-style-type: none"> • Activités de la campagne de plaidoyer 	Formateur
10H 00-10H30	Pause café	Logistique
10H30 - 11H30	<ul style="list-style-type: none"> • Suivi et évaluation, 	Formateur
11H30 - 13H00	<ul style="list-style-type: none"> • Relation avec les médias, • Identification des besoins et des ressources 	Formateur
13H00- 14H00	Pause-déjeuner	Logistique
14H00- 15H00	<ul style="list-style-type: none"> • Réseautage 	Formateur
15 H 00-16 H 00	<ul style="list-style-type: none"> • Plan d'action pour la campagne de plaidoyer 	Formateur
16 H 00- 17 H 00	Les notions clés à retenir Evaluation de la formation Clôture des travaux	Formateur



USAID Burundi Policy Reform

Report on the Four Training Sessions in the Interior

**Muyinga, Ngozi, Cibitoke & Gitega Advocacy
Campaign Planning**

Training Workshops

June 22-25, 2009

Submitted by: Ban Saraf & Raphael Ndayengenge

Date: July 4, 2009

Background

Following the three day ToT on Advocacy Campaign Planning held on June 8-10 and the one day preparatory session that was held on June 19th that was specifically designed for trainers, four training sessions were held in four provinces on Advocacy Campaign Planning during the VOT week on June 23-25. Additionally a guide was produced to further assist trainers during their training sessions.

While we were able to visit Muyinga, Ngozi and Gitega, however, unfortunately the training in Muyinga was delayed for one day and so we were therefore unable to attend their training. However, we had the opportunity to participate and to assist in the other two provinces.

After the training sessions, a debriefing session was held with all trainers on June 30th. In order to identify common challenges, causes, concerns and possible strategic solutions to address torture. The geographic as well as sectoral diversity of participants provided an overview of several possible strategic approaches for future VOT advocacy campaign strategies. Additionally, during the same session, we received further feedback on the guide that allowed us to further edit and add necessary information and produced a final version that included all our comments and observations. This final version of the training guide was emailed to the Chemonics and Blue Law teams on July 2nd.

Summary of Findings from the 4 provinces

In addition to our own input from visits to some of the trainings, we received input that was specific to each province while others that are common to all. The total number of participants in all 4 provinces was 177. The number of participants in each province varied from a maximum of 60 in Cibitoke to 35 in Gitega that included civil society, ministry of Human Rights, local administration, prison administration, members of the police force as well as victims of torture. With such a diverse target group, the training served as an interactive dialogue between the many sectors and an introduction to the advocacy planning methodology. It also helped identify several causes and various proposed approaches to eradicating torture that seemed to be common in all four provinces. Below is the summary per province:

Muyinga

On June 23 we joined the team in Muyinga, however, unfortunately were unable to attend the first day of training since the training session was delayed until June 24th. However, during the debriefing session learned that the 44 participants included 2 VOT, 12 members of the police, 1 military representative and several other civil society actors. They found that many members of the police present were extremely interested in being part of the solution and the fight against torture and suggested that police provide awareness and training to other members of the force as peers. This approach would allow them to have dialogue in one sector as well as discuss causes and real applicable solutions with them. In Muyinga there was the unfortunate incident in 2006 whereby 50 prisoners died as a result of torture and accordingly much national attention was focused on this practice at the national level but specifically in Muyinga. Consequently the police force in this province are more aware of this negative image and now often refuse to receive a prisoner from an administrator if there are visible marks of torture present on the prisoner, for fear of being accused of the act themselves. While this tragedy of 2006 decreased the cases of torture in prisons, it has not

however, impacted the practice in smaller jails. Participants continue to claim that the main cause is lack of knowledge of the law by other more local representatives and members of the police. One incident at the local level took place on June 17 of this year, whereby one person was arrested but had no identification card and so the local police chief asked all citizens within the community to come and watch a public beating until the prisoner died. This also demonstrates the community's lack of awareness of the law and the practice.

Ngozi

On June 23 and June 24, we joined the training team in Ngozi. It seems that the local NGO APRODH had a slight mix up in the participant background and ended up inviting more than 80% from the police and the prison administration and only 20% from civil society. This created a challenge for the team and so we had a meeting to discuss whether or not the agenda should be changed. After some discussion we decided to continue as planned and focus more on the training to serve as a dialogue rather than a strategic planning or training session. The presence of the police there addressed an important issue to both police as well civil society in that they were able to shed some light on some of the causes of the practice of torture from the police's perspective that civil society was not aware of. Many of the police present and the prison administrator shared their own challenges in dealing with limited prison space and lack of resources and claimed that they had submitted numerous reports to request more resources without yielding any results. The trainers further demonstrated the need for police as well as civil society and the media to work together in order to have a shared vision to eradicate torture and used the example of the report to demonstrate the need for the prison administration to share their challenges with others in order to address some of the causes. Civil society in turn was able to perhaps for the first time, hear the side of the police and the challenges they face.

Gitega

In Gitega there were 35 participants, most of which represented an active and to some degree the more intellectual members of civil society. Present were also members of the police force as well as some from the local administration. As in the case with participants from other provinces, the participants were extremely grateful to receive copies of the Penal Code and the introduction to this methodology. Additionally, there was productive and interactive dialogue between civil society and the members of the police present there. They all admitted to the lack of raw data in their efforts to eradicate torture and welcomed the training although requested additional follow up in order to fully incorporate the methodology into their NGOs and future initiatives.

Cibitoke

In Cibitoke there were 60 participants that attended the training and a good number of them were illiterate members of the community. There too they admit to the decrease in the number of VOT cases but juxtaposed to that is the claim that there is an increase of cases of torture but that the police tend to put a lot of effort into covering it up. Like participants from all other trainings, including the one in Bujumbura held earlier in June, activists seem to be convinced of the decrease of some form of torture but cannot substantiate it nor define the other forms of torture that are being practiced today. However, it seems that the police while not changing their forms of interrogation are at least attempting to do so less blatantly than before due to pressure from society at large.

Common Challenges

- 1) Most participants preferred to communicate in Kirundi, especially in cases where participants represented the less intellectual members of society. They also requested a training guide or at least a presentation in Kirundi as well as French. In all cases, trainings were held in a mixture of both French and Kirundi
- 2) While discussing the causes among participants, it became clear that the challenges and causes of the practice of torture are not only prevalent but also present in myriad of the administrative process as well as in smaller jails.
- 3) In many cases where police were present, they admitted that they had no knowledge of the existence of the penal code and in most cases even among participants from other sectors, they were not aware of the official definition of torture.
- 4) In past initiatives to eradicate torture, there were several handicaps in the approach:
 - a. Civil society continued to act as the buffer between VOTs and representatives rather than build a bridge for a more permanent impact.
 - b. There has been limited number of activities that encouraged inter-sectoral or intra sector dialogue. That is to say that there was little effort made into creating venues for dialogue between community and police or between members of the police force to address the causes of torture.
 - c. The fact that civil society had a stand as a protector of VOTs alienated the police force and led to a more discreet practice of torture that is harder to measure and even harder to implicate the perpetrator.
 - d. The lack of knowledge of the definition of torture as well as the inability of civil society to categorize the various forms of torture made it impossible for them to measure their impact or assess the real gravity of the practice. Additionally, it left civil society depending on hearsay, rather than reliable data that can further support their campaign. There are some cases where an NGO began researching the cases and generating reports but would cease the effort once they ran out of funds.

Allies & Opponents

As part of the advocacy campaign planning methodology, actors had to be identified to include all members of society and not just the victims and the perpetrators. During this exercise participants provided a list but continued to be vague per sectors, further calling for the need to have additional research on real targets. Below is a list of common allies and opponents identified in the four provinces:

Allies

- 1) In almost all cases, civil society as well as members of the police force and other participants, identified the police force to be both allies as well as the opposition
- 2) Government was also identified as an ally and as an opposition depending on which members of the government or individuals within a ministry or another public post.

- 3) Religious institutions and clergy were also identified as key allies that can play a positive role in the fight to eradicate torture.
- 4) Civil society organizations, specifically ones currently working with VOT are also identified as strong allies.
- 5) VOT and their families are naturally identified as allies; however, they are seen as weak and with least influence.
- 6) International community (but were not specific)
- 7) Media were also listed as allies

Opponents

- 1) Again members of the police force as well as the administration were seen as both allies and opposition.
- 2) In some cases, prisoners were identified as opposition as they seem to collaborate with the police to torture new prisoners unless they pay up to 50K bribe to be protected by their peers.
- 3) Government in some cases (but were unable to identify actual positions or people).
- 4) Civilians too often abuse thieves before they give them up to the police
- 5) The local administration
- 6) Magistrate
- 7) Members of the media, while also listed as allies were also seen as sometimes not giving enough attention to the issue of torture in favor of covering up to protect their own profession.

Most Common Cases of Torture

While almost all participants agree that torture has in fact diminished, they do not have specific data to substantiate that, however, especially in Muyinga whereby there is a noticeable decrease following the nationally publicized case of 50 prisoners that were tortured and killed in 2006. During the various training sessions but specifically ones that addressed causes of torture, working groups in the four provinces provided some common phenomena across the four provinces. While in the initial training session held on June 8-10, most of the participants identified the causes as being primarily due to corruption, enforcement of authority, lack of accountability, causes identified during the follow on trainings that included a larger sector of society provided additional causes and more tangible ones such as:

- 1) The fact that some prisons (the case in Ngozi), where a prison was built to accommodate 400 prisoners has in fact 1980 prisoners, of which 1240 have not had an official hearing nor were they found guilty of any crime.
- 2) Lack of awareness of the law among civilians, as well as the police force, and prison administration
- 3) Lack of a systematic and institutionalized system to punish or hold perpetrators responsible, such that many perpetrators go unpunished.
- 4) Lack of inter and intra sectoral dialogue. Police do not hold meetings among peers to discuss the problem and possible solutions. Similarly civil society does not meet often

to discuss progress and challenges. And, there is very little communication between sectors to really understand the causes and/or to cooperate in eradicating torture.

- 5) At the local level (in smaller jails), there is very little attention being given to educate the police or monitor them in order to have systematic oversight.
- 6) Society itself is not often aware of the laws and so when asked by local authorities to attend a public beating, they willingly participate.
- 7) In some cases, prisoners are held for a long time in jail awaiting trial. By law they should not be held for longer than 7 days up to a maximum of 15 days if they make a strong case for that, but often prisoners stay up to 5 months without trial (in one case there was a prisoner that was held for 5 years without due process).
- 8) Most of the torture takes place in jails to force prisoners to confess prior to submitting their file to the legal system.
- 9) Local magistrates at the provincial level act independently of the central system in Bujumbura and have authority in the province.
- 10) Lack of knowledge of both the penal code as well as the penal code procedure at all levels of society.

POSSIBLE STRATEGIES:

- 1) There seems to be very little dialogue and collaboration across sectors. One possible strategy is to identify allies (individuals or entities) that can work across sectors in order to identify weaknesses and strengthen links to serve both the police as well as communities.
- 2) Since civil society and activists lack the raw data to substantiate and campaign for change, one strategy is to give society the weapon of knowledge to force government (local and national) as well as the international community to focus on the gravity of the situation. Current initiatives are undertaken at the local level and with inconsistent data and follow up. Civil society can begin to think nationally and in collaboration with others in order to begin to collect and report accurate data.
- 3) Since the application of the penal code is an obvious weakness, and since police have been identified as allies as well as opponents, it may be a good approach to have more dialogue, interaction and training within the police force where they themselves can mentor one another, act as watchmen and assist in identifying and restructuring the process. This will also help them have ownership of the process rather than alienate them.
- 4) As was suggested by many participants, that the effort to raise awareness and increase dialogue should not remain focused on Bujumbura or the other four provinces but rather encourage other civil society actors to replicate it in the other 13 provinces. Many participants urged that the 3 day training dialogue be spread to other provinces in order to increase momentum in the fight to eradicate torture.
- 5) Civil society and other actors should work in collaboration with various members of the GoB in order to identify weaknesses in the administrative system and begin to introduce small steps towards the application of the penal code at the local level.

- 6) Partnering with the media in an efficient, open and systematic fashion. That is to say that civil society needs to have a better strategy of communicating and engaging the media as partners and not as invitees to events. They need to encourage and reward the media in their partnership. Civil society needs to strategically include media in their advocacy plans especially local media to reach out to all the provinces. At this time, civil society continues to engage members of the media on an as needed basis but have not learned to constantly engage them to have a long term impact on their effort.

Conclusion

Based on the initial raining in Bujumbura to heads of NGOs as well as the trainings received by NGO partners in the provinces, a myriad of possible strategies can be considered for the advocacy campaign to eradicate torture. However, what is as relevant is that these trainings increased the participants' capacity to plan their campaigns in a more strategic manner. NGOs often worked randomly depending on available funds, however, with the trainings received as well as the specific planning sessions to be held with two partner NGOs, they will be equipped to plan ahead in a more strategic and realistic process.



USAID Burundi Policy Reform

**Strategic Planning Capacity Building and
Advocacy Campaign Planning Workshops**

ABDP & LIGUE ITEKA

Bujumbura

July 2- 10, 2009

Submitted by: Ban Saraf & Raphael Ndayengenge

Date: July 17, 2009

ABOUT THE THREE WORKSHOPS

The three planned workshops ABDP, LEGUE ITEKA and the Ministry of Human Rights and Gender, and follow on discussion sessions were planned in order to produce three separate advocacy campaign action plans. The workshops were held in a systematic approach to implement the previous trainings and the campaign planning methodology on the one hand, and to demonstrate the participatory planning application of this methodology on the other. This report provides information on the participatory thought process of each of the partners, which guided them in formulating and identifying their campaign strategy and action plan. It also serves as a general guide to future coordinators planning to assist entities in generating participatory strategic plans.

Objective

Following the three day ToT on Advocacy Campaign Planning held on June 8-10 and the one day preparatory session that was held on June 19th that was specifically designed for trainers, four training sessions were held in four provinces on Advocacy Campaign Planning during the VOT week on June 23-25. Additionally a guide was produced to further assist trainers during their training sessions.

Based on the above training sessions and the ToT session, three workshops were planned with three partners in order to:

- 1) Demonstrate the advocacy planning training methodology in specific VOT application.
- 2) Engage each of the partners in strategically identifying their needs and expectations
- 3) Put their past experience and knowledge in the fight against torture into a well thought of and targeted strategy
- 4) Enable members to discuss this approach among them in order to have the buy-in.
- 5) Produce a mission, goals and objectives that then drives their action plan
- 6) Prepare their presentations to the CACT meeting to include their participatory experience in generating the action plan and to seek their support and endorsement.

Methodology

Three separate working sessions were held for each of the partners. Since most participants have already received training in advocacy campaign planning, the working sessions puts the methodology into practice using the background information collected from previous trainings on causes, challenges and proposed solutions to eradicate torture. The workshops were participatory and focused on engaging all members in various positions and diverse responsibilities and experiences. The process engages participants in dialogue at every step of the methodology, to produce a realistic and applicable strategic action plan. Additionally, the methodology used during the workshops, stresses the critical strategic planning process and questions every proposed action and/or step in the process. The process includes:

1) **Identification of campaign mission, goals & objectives:**

Mission: Prior to beginning to think of a mission for each of their campaigns, participants begin by telling the story of the problem that they want to resolve by creating a story board, a visual process to identify challenges as well as specific areas where VOT takes place. The story board is then used to guide them in identifying their campaign expectations (and later referenced to identify other campaign needs). This step includes a step by step participatory critical thinking process. Each group then proposes a list of phrases that they believe their mission should include or aim to achieve. These phrases are then put in a paragraph which is then reviewed and summarized into a concise mission statement that reflects the general strategy and direction for the campaign planners.

Goals are identified by first identifying the various aspects in which causes are identified, such as social, administrative, target groups, etc. Once the goals are identified, a list of problems and challenges are identified per goal and listed by the participants to further focus on real and attainable solutions. Participants are urged to propose targeted problems whereby actors or sectors can be clearly identified. For example, statements such as “government doesn’t” or “police don’t” were further deconstructed in order to have more specific problem identified.

Objectives are then established based on goals and their related problems. Once goals are identified along with related problems to overcome, participants are asked to propose specific objectives that address all the problems that are identified (sometimes several problems can be linked to one objective). Throughout this process, participants are constantly reminded to refer to their story board, their mission and goals and to clearly distinguish between defined measurable objectives and related activities that serve to achieve them.

Finally, a story board, a mission, goals and objectives are identified to be included and are then inserted into the advocacy campaign action plan.

- 2) **Identification of key actors (allies and opponents):** Similarly the group has to list the various allies identified in their experiences in the field as well as some that were further identified on their story board. Since this is no longer a training session but a strategic planning session, participants are urged to provide more specific actors or at least acknowledge that they have insufficient information on key actors. This is often an ongoing process of field research that is pertinent in order to launch a campaign based on facts and not hear say or presumptions. It is inefficient to plan activities with a target group but cannot identify the specific participants within that group. Additionally, in many cases, groups identify the same actors as being allies and opponents, and so without differentiating the actors within a sector, it would be practically impossible to have them as target group/actors.
- 3) **Strategy formation:** Now that a mission, goals and objectives are established, and key actors are identified, a strategy begins to almost naturally emerge. Participants are asked to clearly state the direction in which their campaign wants to adopt, that is to say, will they want to work alone or in partnership? Do they choose to work with allies only or find it more feasible to engage opponents? Do they want to work in secrecy or do they prefer to launch an open and transparent campaign? Do they plan

to work in all of the country or focus on the capital? Once the strategy is formed along with the story board, mission, identified key actors, these become the guiding pillars of any future decisions or steps that planners undertake.

- 4) **Message formation process:** Following that, participants are asked to begin to think of possible campaign messages. Messages are not simply phrases but an approach which can be demonstrated in a message but can then be transformed into other mediums. Since messages need to be tested with focus groups, this exercise is obviously meant to demonstrate the process and not to produce a final campaign message(s) with a focus on the message recipient as much as the message creator. Participants are asked to think methodologically about message formation focusing on their own campaign needs but also on how to relay a message to its intended recipients. A list of questions is given to the participants that they need to answer and then propose a message that includes all the answers. This is an important exercise that also includes an introduction to focus group participation process. The groups are asked to propose several messages and have other participants figure out the imbedded information they are trying to convey. A focus group exercise is essential in order to assist participants in building their capacity to test their campaign messages in the future. Hence, further incorporating the participatory approach into their campaign, not only with planners but also with their target group.
- 5) **Proposed activities:** This is a brief exercise to demonstrate to participants the decision making process of activity design. Activities have to be justified by assessing their direct impact to a related objective. While this is not possible to identify during a two day workshop, there can be future follow up sessions with the planners to ensure that activities are no longer undertaken for the sake of having them but rather to prove their measurable impact on their campaign objectives (and ultimately goals and mission). Once they are identified, activities are inserted along with a timeline, into the Action Plan document.
- 6) **Advocacy Campaign Action Plan:** This is the final planning document to be produced that serves as a general guideline that identifies all aspects of the administrative campaign planning needs. Because it lists the mission, goals and objectives, it therefore incorporates all the initial research and decision making process and identifies needs of funds, network formation, M&E, timeline and expectations. This is an important reference document that marks the transition from the strategic planning stage to advocacy campaign launch. It is not to be confused with budgetary reports or M&E plans but rather, serves as a guide to all members within an entity or its partners. This plan should not be haphazardly updated without discussing the reasons or informing others of the planned changes and the justification for doing so. New version of the plan should always be fully documented marking the changes and a copy sent to all partners and staff that are involved in its implementation.

ABDP - Administrative Reform

Strategic Planning Capacity Building & Advocacy Campaign Planning

During a two day planning session and a one day follow on meeting, 8 members of the ABDP were present, including the president, senior program coordinators as well as representatives from their two offices in Gitega and Ngozi.

Mission Formation Process

In order to methodologically create their own mission that is inclusive of recommendations from other actors as well as their own expectations of this campaign, participants were asked to review the list of recommendations from the CACT roundtable discussion held on June 22-25. As importantly they were asked to form a visual story board of what they believe the current state of VOT is and highlight the key administrative obstacles and challenges within that story. Accordingly, they produced a story board followed by suggested campaign expectations.

Story board

Captured by police, military or even citizens may beat them up, taken to jail, may be tortured by other prisoners, can stay up to 5 years in jail (14 days is max allowed by law), police can hide documents/files or not even create one, have no access to legal system, sometimes has to pay to get out or to have his files processed, sometimes dies there. Other times, either goes free without any due process or indemnification and has to deal with his own trauma and reintegration into their family and society and no employment, or can be sentenced and sent to prison where there is no health care, malnutrition, no access to the legal system and often dies in prison.

Participants Campaign Expectations

- Reduce the cases of torture
- Respect of the law
- Have a police corps that protects us
- Have a judicial system that holds perpetrators accountable
- Victims of torture are indemnified
- VOT have access to the law
- Citizens know important elements of the CP and the CPP
- That VOT are rehabilitated and have access to health care
- Citizens are aware of the law
- Have an administrative system that has control over police and administrators

From this list, the participants from ABDP were then asked to begin to incorporate all their recommendations into a paragraph and came up with several draft mission statements, reviewing each and comparing it to their expectations and the story board:

Mission draft 1: “We members of ABDP in partnership with the judicial system, as well as national and international actors work together for the eradication of torture.”

Mission draft 2: “Together we work in partnership to eradicate torture through an administrative system that is competent, responsible and transparent, in order to respect the law and guarantee equal justice for all.”

Mission Draft 3: “Together we work in synergy towards the eradication of torture where all citizens are informed of their rights and have equal access to the law, through an administrative system that is competent, responsible and transparent in order to respect the law.

This statement was further discussed among the participants in order to ensure that is concise and includes all their expectations.

The final mission statement produced for their advocacy campaign was:

“Together, working in partnership towards the eradication of torture through a competent, responsible and transparent administrative system, that respects the law and guarantees rights and equitable justice for all.”

Goals and Objectives Identification Process

Now that a mission has been established, participants had to visualize the various components that make the whole of the problems stated in the mission as well as their campaign expectations. Accordingly, four goals were identified addressing various administrative areas of concern that needed to be addressed. In order to be able to strategically and accurately identify objectives (that are measureable and attainable), participants were asked to first identify problems related to each of the four goals and then turn them into objective statements. Below is the list of identified challenges per goal and the objectives identified by ABDP:

Goal 1: Improve Prison Conditions

Problems identified with this goal:

- Overcrowded prisons
- Inhuman conditions and lack of hygiene
- Lack of adequate nutrition and inhuman living conditions
- No access to health care
- No organized recreational activities

Objective 1.1: Have reliable data on current prison and jail conditions

Objective 1.2: Share the data with various actors

Objective 1.3: Increase dialogue to propose viable solutions

But 2: Put in place a mechanism to provide health care and rehabilitation of VOT.

Problems identified with this goal:

- VOT often lack the skills to be employed
- Some VOT suffer from mental disorders
- Some VOT have domestic problems
- They can no longer find employment
- Are not indemnified

Objective 2.1: Reinforce the capacity of current ABDP centers to form more comprehensive services to VOT

Objective 2.2: Establish two new centers in Gitega and Rumonge

Goal 3: Reinforce the administrative system in charge of the application of CP and CPP

Problems identified with this goal:

- Serious delay in producing and/or transferring prisoner files
- Lengthy incarceration in detention centers
- Some police officers either do not know or do not apply the CPP
- VOT do not have adequate access to the law.

Objective 3.1: Capacity building of prison administrators and legal representatives

Objective 3.2: Ensure that detainees have access to the judicial system

Goal 4: Increase awareness of CP and CPP among all concerned

Problems identified with this goal:

- CP and CPP are not currently available in Kirundi
- CP and CPP are too complicated for all to comprehend
- PC is not sufficiently and adequately disseminated

Objective 4.1: Put in place a mechanism where CP and CPP are accessible to all

Objective 4.2: Increase availability and dissemination of CP and CPP

Identification of Possible VOT Advocacy Campaign Key Actors (Allies and Opponents)

While several of the participants present attended either the three day training in Bujumbura or the follow on trainings in the interior, however, when they were asked to identify key actors, their responses were quite vague. We stressed the need to begin to clearly identify key actors (persons, institutions, community leaders, etc.) in order to begin launching an advocacy campaign. In the case of ABDP, while they have been working in this field for over a decade, they could only identify “certain” actors. However, now that we are in the strategic planning phase, members of ABDP began to recognize the need to identify specific actors

and realized the extent to which they lack initial data collection and research as is demonstrated in the proposed list of allies and opponents below:

Allies

Certain police officers, certain magistrates, VOT, prison administration, political authorities, Ministries of Justice, Interior and good governance, civil society, certain prisoners, religious groups.

Opponents

Certain police officers, certain magistrates, certain prison administrators, certain political authorities, certain citizens and certain members of the media.

Neutral

Certain prisoners, certain political authorities and certain religious groups.

Advocacy Campaign Strategy Formation Process

Now that members of ABDP have identified their mission, goals and objectives and as importantly identified their weaknesses and their strengths based on their past activities, the team decided on approaching their campaign with specific criteria:

Proposed strategy

- 1) Identify and target specific actors
- 2) Work in partnership and through dialogue
- 3) Work with real and substantiated data on the state of torture in Burundi
- 4) Work with transparency.

Message Formation Process

This section of the workshop aimed at 1) Engaging participants in the practical methodology of producing campaign messages (s) and 2) Provide them with practical training on how to conduct focus groups, which is key to test any campaign messages prior to utilizing them. Accordingly, participants were divided into two groups and asked to each produce a list of possible messages based on their campaign mission and present it to the other group acting as a focus group. Some of the proposed messages included:

- 1) Together against torture
- 2) Their right is your right, let's protect it
- 3) Denounce those that torture
- 4) Stop torture
- 5) Let's get to know our rights

Please note that these are just examples and are by no means suggested messages for their campaign as they have not been thought through nor have they been tested for their impact.

Advocacy Campaign Action Plan Activities

A follow on participatory session was held with the ABDP team a few days following the strategic planning workshop. This allowed the team some time to review the draft work plan and to identify possible, tangible activities per proposed objective. Each activity was discussed and weighed against stated objectives and inserted into the work plan. Attached to this report is ABDP's Advocacy Campaign action plan that will be shared with the CACT team the following week. **Please see Attachment 1 for the full plan.**

LIGUE ITEKA – Legal Reform

Strategic Planning Capacity Building & Advocacy Campaign Planning

During a two day planning session and a one day follow on meeting, 10 members of the ABDP were present, however, they had no representatives from the interior and thus, we recommended that plan meetings with their representatives not only to share the final action plan but to also demonstrate the methodology utilized to produce it.

Mission Formation Process

In order to methodologically create their own mission that is inclusive of recommendations from other actors as well as their own expectations of this campaign, participants were asked to review the list of recommendations from the CACT roundtable discussion held on June 22-25 and begin suggesting phrases that describe their expectations. Prior to doing so, participants were asked to draw a visual picture of the state of the legal system as it pertains to incidents of torture. Below is the current detention process from a legal perspective as they perceived it along with their own campaign expectations to improve and reform it:

Story Board: Person arrested by police (often beaten up), put in a jail (often tortured there), can wait up to weeks to have a hearing but is in the meantime interrogated (doesn't know the law and his rights, and perhaps neither do the police or they don't apply it and even if they knew the law and wanted to apply it, the current CPP (1999) is not up to date to apply to the new CP (April 22, 2009), sent to magistrate often without legal representation (but allowed family and witnesses there) and often tortured there as well to get a confession). He is then: Either is set free (without any compensation for abuse)

Or

Put in prison and for years without having the right to appeal or access to the judicial system.

Participant Expectations:

- At the end of two years some provinces will no longer have acts of torture being committed
- Burundi will no longer have acts of torture being committed
- Perpetrators of torture are vigilantly pursued
- The presumed guilty have access to the law
- A Burundi that respects human rights
- Within two years, a VOT indemnification system is in place
- Torture is sanctioned by law
- Legal reform that results in is legitimacy and effectiveness
- Harmonize and reform the current CPP with new CP

From this list, the participants from LIGUE ITEKA were then asked to attempt to incorporate all their recommendations into a paragraph. They had several attempts to ensure that it was in line with their expectations and the state of the current legal system's weaknesses.

Mission draft 1: With assistance from all concerned and working in a network to eradicate torture in Burundi by putting in place an indemnification system and ensuring its application to pursue perpetrators and assist victims.

Mission draft 2: Working together with all concerned to adapt the CPP to better apply to the new CP within the judicial system to eradicate torture in Burundi.

Final mission statement

Goals Identification Process

As with the case with ABDP and as per the methodology used, the participants proposed the following three goals, problems identified with each of the goals and related objectives to resolve them:

Goal 1: Have a CPP adapted to CP

Problems identified with this goal:

- Slow administrative process
- Lack of credibility of state institutions for legal reform
- Do not include other concerned parties in the formulation of the new CPP
- Need to consider including a specific indemnification clause and compensation tariffs for VOT

Objective 1.1: Contribute to the elaboration process of CPP

Objective 1.2: Engage all parties concerned in the CPP elaboration process

Goal 2: Have authorities as well as beneficiaries aware of CPP and CP

Problems identified with this goal:

- Ignorance of the CP and CPP by police, magistrates, administration and population
- The perpetrators do not know the consequences/punishment when they commit torture
- Mechanism is missing to disseminate the CP and CPP.

Objective 2.1: Put in place a sustainable system to disseminate the CP, CPP and International Convention against torture to all citizens

Objective 2.2: Ensure that the police force are aware of the consequences of committing torture

Goal 3: Put in place mechanisms to apply the CP, CPP and the 1991 International Convention Against Torture

Problems identified with this goal:

- Very little current data available on the state of torture in Burundi

- No monitoring system to ensure the application of CP and CPP
- No independent entity exists to monitor its application
- Indemnification is not applied.

Objective 3.1: Have current data available on the state of torture

Objective 3.2: Put in place a monitoring mechanism to ensure the application of CP, CPP and the International Convention

Objective 3.3: Ensure that the state applies Article 14 of the 1991 International Convention against torture.

Identification of Possible VOT Advocacy Campaign Key Actors (Allies and Opponents)

LIGUE ITEKA was also unable to produce a list of specific key actors in their campaign to eradicate torture, although they too have been working in this field for over a decade. Once the key actors were identified, participants were aware of this lack of important information to launch their campaign. Their list of key actors includes:

Allies

BINUB – OHCDH, Civil Society Organizations, Ministry of Human Rights and Gender, Ministry of Justice, Parliament – Commission of Human Rights and Judicial Committee, the Media, Opposition Parties, VOT, Lawyers’ Association, Artists, Universities and certain members of the police force.

Opponents

Party in power, Administrators, Local administration, Police officers, Ministries of the interior, public security, public administration, health and defense, Justice and Ministry of Finance

Advocacy Campaign Strategy Formation Process

Based on their identified needs, mission, goals and objectives, below is the strategic approach with which LIGUE ITEKA plans to launch its advocacy campaign:

- 1) Work with presumed opponents and allies
- 2) Work within a network
- 3) Work in partnership
- 4) Work with reliable data and share with team
- 5) Have all LIGUE ITEKA team know the CP, CPP and the Convention

Message Formation Process

There was insufficient time to go thoroughly apply this exercise, however, participants were able to practice the approach to message formation and act as either the group testing a

message or the target focus group. Therefore, the two proposed messages are only a demonstration and are not necessarily proposed for their campaign:

- Torture is a danger for all, today it's me, tomorrow it's you
- Dear friends, those that are responsible in the state, especially the police, torture is a crime punished by law.

Advocacy Campaign Action Plan Activities

While some activities were proposed during the initial workshop to demonstrate the necessary link between goals, attainable objectives and measured activities, a follow up meeting was held in order to discuss the action plan, activities and the presentation for the CACT. Additionally, LIGUE ITEKA wanted to insert indicators in the same document but were discouraged from doing so as it will lead to having various members responsible for its update and it will also lose its main purpose of being a general reference document. **Please see Attachment 2 for the LIGUE ITEKA Action Plan.**

Ministry of Human Rights & Gender - Advocacy to Integrate Education and Awareness

There was little time to meet prior to the CACT meeting as the participants had a conflict in schedule. However, finally, they were able to invite two participants to join us in a two day work shop followed by a half day meeting with the DG two days prior to the CACT meeting. Due to the lack of sufficient participants and the limited time allocated, we were unable to finalize all the planned activities including message formation and identification of key actors. However, participants were provided with additional quick review of the previous training sessions on these two relevant steps. Since this process is planned to apply the methodology in a participatory fashion, the two participants were asked to review the entire process with others in their ministry in order to engage them and receive additional feedback and input.

Mission Formation Process

Since the ministry was tasked with planning a campaign on institutionalizing an educational process of awareness on VOT, the two participants were asked to relay the process of a person being captured and emphasize the role of social awareness and culture on that process. Following the visual story board creation, the two participants were then asked to share their expectations in an effort to come up with a message.

Story Board

They wanted to share a worst case scenario of what can take place after a person is caught.

The story begins with a child (who can then later become the victim or the perpetrator to demonstrate the culture of violence), a victim is captured, sometimes by people and/or police they both can torture him and force a confession, goes to jail (can remain there for a long time), there he can be beaten up, and in some cases, other prisoners can ask for protection money to protect him, once in jail, inhuman conditions, family may or may not be allowed to visit, often times they do not create a file.

In some cases, victim can be freed but without access to a judicial system and has no file and no mechanism for any indemnification.

Other times, after months, goes to the magistrate, no access to the law, sometimes family cannot visit for lack of funds if they are far, can then be released, again no indemnification even though he was a VOT.

Other times sent to prison where they can also be tortured (although cases of torture take place more in jails during interrogation and pre sentencing).

Expectations

- Reduce the practice of torture in Burundi
- Eradicate the practice of torture in Burundi
- That each citizen is aware and is intolerant of torture
- That VOT do not are no longer silent in the face of torture
- Justice for all
- VOTs are indemnified
- Administration and police know their responsibilities and rights as well as those of prisoners
- Administration and police know rights of prisoners
- That magistrate knows and guarantees the rights of VOT
- VOT to be integrated and is accepted into society
- Families of VOT know and claim their rights
- Application of the CP into society at large

Mission draft 1

We want to reduce or eradicate torture and that each citizen is made aware to no longer tolerate violence or torture through awareness of CP and its application in society at large including the administrative and legal systems.

Mission Draft 2

We, in the fight against torture, want to have all citizens made aware to no longer tolerate acts of violence or torture through the knowledge and application of the CP in daily life.

Mission Draft 3

We the partners, in our fight against torture in Burundi, want to have all citizens informed and educated in the Penal Code and its application in their daily lives.

Mission Final

“We, the partners in the fight against torture in Burundi, want to have a society that is informed, educated and made aware to no longer tolerate acts of violence or torture through the application and integration of the Penal Code in daily life.”

Goals & Objectives Identification Process

Now that

There is the larger picture, campaign expectations and a mission statement, the team had to decide how to break down the mission into goals in order to be able to create attainable (albeit it over a longer period of time) of various goals. Accordingly, the participants suggested the following breakdown:

Because they are targeting society at large, they first broke it down into four sectors in order to be able to identify inclusive goals:

- 1) Society: VOT, prisoners,
- 2) families of prisoners, community
- 3) Authority: Police, administration, army, lawyers and magistrate
- 4) Educational system: schools, universities, National College of Police, National Military Institute and Faculty of Law

Goal 1: That prisoners no longer inflict torture on other prisoners

Problems identified with this goal:

- Some prisoners demand protection money from new prisoners or else they torture them
- Culture of violence within prisons
- There are no recreational activities in prisons to keep prisoners healthy and occupied
- They once were victims of torture themselves
- Overpopulation in prisons

Objective 1.1: Improve prison conditions to ensure the well being of prisoners

Objective 1.2: Increase awareness of CP to all including prisoners and police

Objective 1.3: Create employment programs for prisoners

Goal 2: Communities (including families of VOT) have other conflict resolution mechanisms than resorting to violence

Problems identified with this goal:

- Culture of violence
- Citizens take the law into their own hands because they don't trust that local authorities will defend their rights
- Children grow to imitate adults, within families and on TV and use violence with each other hence increasing culture of violence

Objective 2.1: Introduce education programs against violence and torture in local media

Objective 2.2: Reinforce a culture of reading to children and young adults

Objective 2.3: Educate population in the culture of peace and non violence

Objective 2.4: Reinstatement confidence between the population and the police

Goal 3: That authorities have an internal awareness system to fight against torture in cooperation with the Ministry of Human Rights and Gender

Problems identified with this goal:

- There is no institutionalized coordination between varying authorities
- There are no internal committees inside each institution
- Have no real interest in combating violence and torture
- They don't have alternate interrogation systems
- They do not have the tools and the information on the impact of torture, number of people tortured etc.

Objective 3.1: Establish a bureau to monitor HR in each of the ministries

Objective 3.2: Install a permanent coordination committee in the Ministry of HR

Objective 3.3: Reinforce education capacity on the impact of violence and torture on society

Objective 3.4: Have available to them, methods and tools of awareness against violence and torture

Goal 4: Including a HR program in existing civic education programs in the educational system

Problems identified with this goal:

- Civic education program does not currently include HR education
- Educational administration is not aware of the problems of torture
- Lack of willingness to include such programs
- Subject of torture is not a priority
- Educational institutions themselves have a culture of violence within them

Objective 4.1: Include HR educational material within the current civic education material

Objective 4.2: Increase awareness of administration of the impact of violence and torture

Objective 4.3: Educate administration and teachers in the culture of peace and non violence (other alternatives for punishment)

Goal 5: That the MHR & G establishes a research and information dissemination department to coordinate with all parties.

Problems identified with this goal:

- No internal sustainable programs in ministry, once power changes or directors, there is no continuity or monitoring of existing programs or initiatives.
- There is no political will to decentralize
- Lack of human resources (technical) and financial

- Lack of coordination between them and other ministries and authorities

Advocacy Campaign Strategy Formation Process

Since there were only two participants, a draft strategy was discussed and identified but has to be shared and approved by other members of their team as well as the DG. They include:

- Work in partnership
- Work in all the provinces with various institutions
- Work with knowledge of state of things
- Personal commitment to respecting HR

Advocacy Campaign Action Plan Activities

Time allocated only allowed for the insertion of the mission, goals and objectives into the working plan since the follow up meeting was spent on updating the DG on the process and preparing the team for the CACT presentation. **Please see Attachment 3 for the plan that was drafted during the workshop.**

Conclusion

Throughout the three workshops with the two partners NGOs and the Ministry of Human Right and Gender, participants seem to be aware of the process of arrest, incarceration and the weaknesses in the judicial, administrative and social systems that continue to see a Burundi with VOT. They also seem to have identified several key common problems while they were looking at the problem from various perspectives. All partners seem to also have a general idea of who the potential allies and the opponents are within Burundi society as well as international actors.

However, what they also have in common is the lack of detailed and up-to-date data on the state of VOT in Burundi. They also lack the culture of dialogue, within their own institutions, sectors and across sectors, leading to disconnect in the flow of information, lack of mechanisms for information sharing and actions based on assumptions and suppositions. Additionally, they themselves are not adequately educated in the areas that they are supposed to be the leaders within, such as legal background or human rights laws.

Recommendations

Based on the conclusion above and as a follow up to the various training sessions and the application workshops, there are several steps that can be taken to further ensure the successful launch of the three advocacy campaigns:

Technical Support

- 1- Continue to work with the three partners to ensure that suggested activities are measurable and are linked directly to the objectives identified.
- 2- Continue to have each of the three partners take the lead on the campaign and not merge them all in one larger campaign (to avoid management challenges). The aim is

not to launch the campaign but integrate its plans into their own programs and launch parts of it as funds and other resources become available.

- 3- That they put an internal committee in place to follow up on the planning and launch of the advocacy campaign:
 - a. Identify network (based on needs and complementary skills)
 - b. Identify their finance, communication, administrative and other key roles
 - c. Set up an activities schedule using the action plan
 - d. Ensure a sustainability model by prioritizing their goals
- 4- If possible, provide additional technical support in M&E (a key weakness), surveys and data collection, and other identified capacity development.

Overall approach:

- 1- That each partner continues to work internally on gaining additional knowledge of their areas of expertise (most of the participants had little knowledge of CP and CPP).
- 2- That they plan on increasing dialogue and information sharing within their NGOs and among sectors (some NGOs were not aware that CPP is being revised, or that there was a USAID report on the state of prisons that was published in 2003-2004)
- 3- That they update all their staff in other provinces in the process of planning this campaign and engage them fully in its implementation.
- 4- Begin to work on real data and not on suppositions and measure their results regularly to be able to monitor success.

ABDP Plan d'Action de Campagne de Plaidoyer

"Ensemble, travaillons en partenariat pour l'éradication de la torture par un système administratif compétent, responsable et transparent pour faire respecter la loi et garantir les droits et la justice équitable pour tous."

				Août	Sep	Oct	Nov	Dec	Jan	Fev	Mars	Avril	Mai	Juin	Juil	Août	Sep	Oct	Nov	Dec	Jan	Fev
Ojectifs	Activités	Responsable	Autres																			
But 1 Améliorer les Conditions Carcérales																						
Obj 1.1. Faire une recherche pour avoir l'état des lieux des prisons	1.1.1.Descentes dans les prisons pour dégager l'état des lieux																					
	1.1.2.Dépouillement de la situation sur les conditions carcérales et conception du rapport																					
	1.1.3.Atelier de partage du contenu du rapport																					
	1.1.4.Suivi régulier des dossiers des détenus pour contribuer au désengorgement des prisons																					
	1.1.5.																					
	1.1.6																					
Obj. 1.2 Partager l'état des lieux des prisons avec différents	1.2.1.Distribution des rapports sur l'état des lieux des conditions																					

ABDP Plan d'Action de Campagne de Plaidoyer

"Ensemble, travaillons en partenariat pour l'éradication de la torture par un système administratif compétent, responsable et transparent pour faire respecter la loi et garantir les droits et la justice équitable pour tous."

				Août	Sep	Oct	Nov	Dec	Jan	Fev	Mars	Avril	Mai	Juin	Juil	Août	Sep	Oct	Nov	Dec	Jan	Fev	
Ojectifs	Activités	Responsable	Autres																				
intervenants	carcérales																						
	1.2.2.Atelier d'échange à l'intention de tous les partenaires membres du CACT pour partager leurs avis																						
	1.2.3.Organisation d'un café de presse																						
	1.2.4.Suivi des re1.3.1.Identification de différents intervenants à Bujumbura comme à l'intérieur du pays au delà des membres du CACT																						
	1.2.5																						
Obj. 1.3 Augmenter le dialogue pour arriver à trouver des solutions	1.3.1.Organisation périodique des ateliers d'information et de dialogue avec différents intervenants																						
	1.3.2.Sortir des recommandations																						

ABDP Plan d'Action de Campagne de Plaidoyer

"Ensemble, travaillons en partenariat pour l'éradication de la torture par un système administratif compétent, responsable et transparent pour faire respecter la loi et garantir les droits et la justice équitable pour tous."

				Août	Sep	Oct	Nov	Dec	Jan	Fev	Mars	Avril	Mai	Juin	Juil	Août	Sep	Oct	Nov	Dec	Jan	Fev	
Ojectifs	Activités	Responsable	Autres																				
	pour chaque réunion																						
	1.3.3.Faire le suivi des recommandations																						
	1.3.4.																						
	1.3.5																						

But 2: Mettre en place d'un mécanisme pour soigner et réhabiliter les victimes de la torture

Obj. 2.1 Renforcer le fonctionnement des centres d'ecoute existants pour offrir plus d'assistance intégrée	2.1.1. Identification des VOT devant être réhabilité																						
	2.1.2.Établir des antennes sur chaque chef lieu de la province judiciaire																						
	2.1.3.Appui médical																						
	2.1.4.Encadrement professionnel																						
	2.1.5.Octroi des kits d'accompagnement pour la réinsertion																						

ABDP Plan d'Action de Campagne de Plaidoyer

"Ensemble, travaillons en partenariat pour l'éradication de la torture par un système administratif compétent, responsable et transparent pour faire respecter la loi et garantir les droits et la justice équitable pour tous."

				Août	Sep	Oct	Nov	Dec	Jan	Fev	Mars	Avril	Mai	Juin	Juil	Août	Sep	Oct	Nov	Dec	Jan	Fev
Ojectifs	Activités	Responsable	Autres																			
	sociale par rapport à la formation suivie																					
	2.1.6.Recrutement des spécialistes psychologues																					
	2.1.7.Formation en technique de Capacitar et en méthodologie parcours (VIH/SIDA)																					
Obj 2.2 Créer d'autres centres à Gitega et à Rumonge	2.2.1.																					
	2.2.2																					
	2.2.3																					
	2.2.4																					
	2.2.5																					
But 3 Renforcer le système administratif chargé de l'application du Code Pénal et du Code de Procédure Pénale																						
Obj 3.1 Renforcer les capacités des responsables de l'administration pénitentiaire et de la magistrature	3.1.1.Organiser des séminaires de formation																					

ABDP Plan d'Action de Campagne de Plaidoyer

"Ensemble, travaillons en partenariat pour l'éradication de la torture par un système administratif compétent, responsable et transparent pour faire respecter la loi et garantir les droits et la justice équitable pour tous."

				Août	Sep	Oct	Nov	Dec	Jan	Fev	Mars	Avril	Mai	Juin	Juil	Août	Sep	Oct	Nov	Dec	Jan	Fev	
Ojectifs	Activités	Responsable	Autres																				
débout																							
	3.1.2.Atelier d'échange à l'intention des groupes formés																						
	3.1.3.Appui en matériel et équipement de bureau et matériel roulant																						
	3.1.4.Multiplier le CP et le CPP																						
	3.1.5																						
	3.1.6																						
Obj 3.3 S'assurer que la plupart des détenus ont accès a l'assitance judiciaire																							
	3.2.1.Faire une enquête pour faire l'état des lieux de l'assistance judiciaire																						
	3.2.2.Disponibiliser des Avocats pour rendre effectif l'aide judiciaire																						
	3.2.3.Organiser un atelier d'échange à l'intention des décideurs au niveau national pour échanger sur la nécessité de l'assistance judiciaire																						

ABDP Plan d'Action de Campagne de Plaidoyer

"Ensemble, travaillons en partenariat pour l'éradication de la torture par un système administratif compétent, responsable et transparent pour faire respecter la loi et garantir les droits et la justice équitable pour tous."

				Août	Sep	Oct	Nov	Dec	Jan	Fev	Mars	Avril	Mai	Juin	Juil	Août	Sep	Oct	Nov	Dec	Jan	Fev	
Ojectifs	Activités	Responsable	Autres																				
	3.2.4.																						
	3.2.5																						
	3.3.1																						
	3.3.2																						
	3.3.3																						
	3.3.4																						
	3.3.5																						

But 4: Faire connaître le CPP et le CP aux différents intervenants

Obj 4.1 Avoir des mécanismes qui rendent le CP et le CPP accessibles à tous	4.1.1.Création des comités contre la torture																						
	4.1.2.Instruire les membres des comités locaux sur le CP																						
	4.1.3.Créer une synergie entre différents intervenants à la base																						
	4.1.4.Élaborer un manuel simplifié du CP																						

ABDP Plan d'Action de Campagne de Plaidoyer

"Ensemble, travaillons en partenariat pour l'éradication de la torture par un système administratif compétent, responsable et transparent pour faire respecter la loi et garantir les droits et la justice équitable pour tous."

				Août	Sep	Oct	Nov	Dec	Jan	Fev	Mars	Avril	Mai	Juin	Juil	Août	Sep	Oct	Nov	Dec	Jan	Fev	
Ojectifs	Activités	Responsable	Autres																				
	et CPP en Kirundi et en Français 4.2.1. Multiplier le manuel simplifié du CP et CPP																						
	4.1.5																						
Obj 4.2 Augmenter la vulgarisation du CP & du CPP	4.2.1. Multiplier le manuel simplifié du CP et CPP																						
	4.2.2. Formation des élus locaux et la police sur le CP et CPP																						
	4.2.3. Créer des groupes de vulgarisation du CP et CPP au niveau des provinces et communes																						
	4.2.4. Faire le suivi et évaluation																						

LIGUE ITEKA Plan d'Action de Campagne de Plaidoyer

"Travaillons avec tous les intervenants pour harmoniser le Code de Procédure Penale (CPP), afin de mieux appliquer le Code Penal (CP) dans le système judiciaire pour l'eradication de la torture au Burundi."

				Août	Sep	Oct	Nov	Dec	Jan	Fev	Mars	Avril	Mai	Juin	Juil	Août	Sep	Oct	Nov	Dec	Jan	Fev
Ojectifs	Activités	Responsable	Autres																			
But 1 avoir un CPP adapte au CP																						
Obj 1.1. contribuer au processus d'elaboration du CPP	1.1.1																					
	1.1.2																					
	1.1.3																					
	1.1.4																					
	1.1.5																					
	1.1.6																					
Obj. 1.2 Engager tous les l'intervenant dans le processus d'elaboration du CPP	1.2.1																					
	1.2.2																					
	1.2.3																					
	1.2.4																					
	1.2.5																					

LIGUE ITEKA Plan d'Action de Campagne de Plaidoyer

"Travaillons avec tous les intervenants pour harmoniser le Code de Procédure Pénale (CPP), afin de mieux appliquer le Code Pénal (CP) dans le système judiciaire pour l'éradication de la torture au Burundi."

				Août	Sep	Oct	Nov	Dec	Jan	Fev	Mars	Avril	Mai	Juin	Juil	Août	Sep	Oct	Nov	Dec	Jan	Fev	
Ojectifs	Activités	Responsable	Autres																				

But 2: Avoir un CPP et CP connu des utilisateurs et des beneficiaires

Obj. 2.1 mettre en place un systeme viable pour la connaissance du CP et CPP par tous les citoyens	2.1.1																						
	2.1.2																						
	2.1.3																						
	2.1.4																						
	2.1.5																						
Obj 2.2 Amener les corps les consequences lieesega et à Rumonge	2.2.1																						
	2.2.2																						
	2.2.3																						
	2.2.4																						

LIGUE ITEKA Plan d'Action de Campagne de Plaidoyer

"Travaillons avec tous les intervenants pour harmoniser le Code de Procédure Pénale (CPP), afin de mieux appliquer le Code Penal (CP) dans le système judiciaire pour l'eradication de la torture au Burundi."

				Août	Sep	Oct	Nov	Dec	Jan	Fev	Mars	Avril	Mai	Juin	Juil	Août	Sep	Oct	Nov	Dec	Jan	Fev
Ojectifs	Activités	Responsable	Autres																			
	2.2.5																					

But 3 Mettre en place des mecanismes d'application du Code Pénal, du Code de Procédure Pénale et Convention contre la Torture

obj 3.1 Avoir l'etat des lieux disponible et connu sur la torture	3.1.1																					
	3.1.2																					
	3.1.3																					
	3.1.4																					
Obj. 3.2 Mettre en place des mecanismes de suivi pour assurer l'application du CP, du CPP et la convention contre la torture	3.2.1																					
	3.2.2																					
	3.2.3																					
	3.2.4																					
	3.2.5																					
Obj 3.3 S'assurer que le gouvernement applique la convention	3.3.1																					

LIGUE ITEKA Plan d'Action de Campagne de Plaidoyer

"Travaillons avec tous les intervenants pour harmoniser le Code de Procedure Penale (CPP), afin de mieux appliquer le Code Penal (CP) dans le systeme judiciaire pour l'eradication de la torture au Burundi."

				Août	Sep	Oct	Nov	Dec	Jan	Fev	Mars	Avril	Mai	Juin	Juil	Août	Sep	Oct	Nov	Dec	Jan	Fev	
Ojectifs	Activités	Responsable	Autres																				
contre la torture (art.14)																							
	3.3.2																						
	3.3.3																						
	3.3.4																						
	3.3.5																						

Ministère des Droits de la Personne Humaine et du Genre Plan d'Action de Campagne de Plaidoyer

"Nous, les partenaires dans la lutte contre la torture au Burundi, voulons avoir une société informée, éduquée et sensibilisée à ne plus tolérer les actes de violences et de torture, par l'application et l'intégration du code pénal dans le vécu quotidien

				Août	Sep	Oct	Nov	Dec	Jan	Fev	Mars	Avril	Mai	Juin	Juil	Août	Sep	Oct	Nov	Dec	Jan	Fev
Ojectifs	Activités	Responsable	Autres																			
But 1 Avoir des prisonniers qui n'infligent pas la torture à leurs codétenus																						
Obj 1.1. Améliorer les conditions des prisons pour assurer le bien être des prisonniers	1.1.1.																					
	1.1.2.																					
	1.1.3.																					
	1.1.4.																					
	1.1.5.																					
	1.1.6																					
Obj. 1.2 Augmenter la sensibilisation du code pénal à tous les intervenants chez les prisonniers et les policiers	1.2.1.																					
	1.2.2.																					
	1.2.3.																					

Ministère des Droits de la Personne Humaine et du Genre Plan d'Action de Campagne de Plaidoyer

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				Août	Sep	Oct	Nov	Dec	Jan	Fev	Mars	Avril	Mai	Juin	Juil	Août	Sep	Oct	Nov	Dec	Jan	Fev
Ojectifs	Activités	Responsable	Autres																			
	1.2.4.																					
	1.2.5																					
Obj. 1.3 Augmenter le dialogue pour arriver à trouver des solutions	1.3.1.																					
	1.3.2.																					
	1.3.3.																					
	1.3.4.																					
	1.3.5																					
But 2: Avoir des communautés et des familles des VOT sensibilisés sur d'autres mécanismes de résoudre les conflits sans recourir à la torture																						
Obj. 2.1 Inclure les programmes éducatifs contre la violence et la torture dans les médias locaux	2.1.1.																					
	2.1.2.																					
	2.1.3.																					
	2.1.4.																					
	2.1.5.																					

Ministère des Droits de la Personne Humaine et du Genre Plan d'Action de Campagne de Plaidoyer

"Nous, les partenaires dans la lutte contre la torture au Burundi, voulons avoir une société informée, éduquée et sensibilisée à ne plus tolérer les actes de violences et de torture, par l'application et l'intégration du code pénal dans le vécu quotidien"

				Août	Sep	Oct	Nov	Dec	Jan	Fev	Mars	Avril	Mai	Juin	Juil	Août	Sep	Oct	Nov	Dec	Jan	Fev	
Ojectifs	Activités	Responsable	Autres																				
	2.1.6.																						
	2.1.7.																						
Obj 2.2 Renforcer la culture de la lecture aux enfants et aux jeunes	2.2.1.																						
	2.1.5.																						
	2.1.6.																						
	2.1.7.																						
Obj 2.3 Eduquer la population à la paix et la non violence pour résoudre les conflits	2.3.1																						
	2.3.2																						
	2.2.3.																						
Obj 2.4 Instaurer la confiance entre la police et la population	2.2.3																						
	2.2.4																						
	2.2.5																						

Ministère des Droits de la Personne Humaine et du Genre Plan d'Action de Campagne de Plaidoyer

"Nous, les partenaires dans la lutte contre la torture au Burundi, voulons avoir une société informée, éduquée et sensibilisée à ne plus tolérer les actes de violences et de torture, par l'application et l'intégration du code pénal dans le vécu quotidien

				Août	Sep	Oct	Nov	Dec	Jan	Fev	Mars	Avril	Mai	Juin	Juil	Août	Sep	Oct	Nov	Dec	Jan	Fev
Ojectifs	Activités	Responsable	Autres																			
But 3 Avoir un système de sensibilisation interne pour les autorités administratives en collaboration avec le MDPHG																						
Obj 3.1 Instaurer au sein des ministères une cellule chargé de suivi de l'état des lieux des droits de l'homme	3.1.1.																					
	3.1.2.																					
	3.1.3.																					
	3.1.4.																					
	3.1.5																					
	3.1.6																					
Obj 3.2 Avoir un comité de coordination permanent de tous les intervenants	3.2.1.																					
	3.2.2.																					
	3.2.3																					
Obj 3.3 Renforcer l'éducation sur l'impact de la	3.2.4.																					

Ministère des Droits de la Personne Humaine et du Genre Plan d'Action de Campagne de Plaidoyer

"Nous, les partenaires dans la lutte contre la torture au Burundi, voulons avoir une société informée, éduquée et sensibilisée à ne plus tolérer les actes de violences et de torture, par l'application et l'intégration du code pénal dans le vécu quotidien"

				Août	Sep	Oct	Nov	Dec	Jan	Fev	Mars	Avril	Mai	Juin	Juil	Août	Sep	Oct	Nov	Dec	Jan	Fev	
Ojectifs	Activités	Responsable	Autres																				
torture et la violence dans la société																							
	3.2.5																						
	3.3.1																						
	3.3.2																						
Obj 3. 4 Disponibiliser les outils de sensibilisations contre les violences et la torture	3.3.3																						
	3.3.4																						
	3.3.4																						
But 4: Inclure un programme d'enseignement des droits de l'homme dans le système éducatif																							
Obj 4.1 Inclure un programme de droit de l'homme dans le cours d'éducation civique	4.1.1.C																						
	4.1.2.																						

Ministère des Droits de la Personne Humaine et du Genre Plan d'Action de Campagne de Plaidoyer

"Nous, les partenaires dans la lutte contre la torture au Burundi, voulons avoir une société informée, éduquée et sensibilisée à ne plus tolérer les actes de violences et de torture, par l'application et l'intégration du code pénal dans le vécu quotidien"

				Août	Sep	Oct	Nov	Dec	Jan	Fev	Mars	Avril	Mai	Juin	Juil	Août	Sep	Oct	Nov	Dec	Jan	Fev	
Ojectifs	Activités	Responsable	Autres																				
	4.1.3.																						
	4.1.4																						
	4.1.5																						
Obj 4.2 Augmenter la sensibilisation à l'endroit de l'administration sur l'impact négatif de la violence et la torture	4.2.1																						
	4.2.2.																						
	4.2.3.																						
Obj 4.3 Education à la culture de paix et non violence comme une alternative à la punition																							
	4.2.2.																						
	4.2.3.																						

But 5 Instauration d'un département au sein du ministère chargé de collecte des données et de coordination

Ministère des Droits de la Personne Humaine et du Genre Plan d'Action de Campagne de Plaidoyer

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				Août	Sep	Oct	Nov	Dec	Jan	Fev	Mars	Avril	Mai	Juin	Juil	Août	Sep	Oct	Nov	Dec	Jan	Fev
Ojectifs	Activités	Responsable	Autres																			
Obj 5.1 Créer un un bureau de recherche et de coordination,de l'éducation des Droits de l'Homme au sein du ministère	5.1.																					
	5.1.2.																					
	5.1.3.																					
	4.1.4																					
	4.1.5																					
Obj 5.2 Ouvrir et renforcer la capacité des antennes régionales de protection des Droits de l'Homme																						
	5.2.2.																					
	52.3.																					