

IABD STRATEGIC PLAN

THREE-YEAR STRATEGIC PLAN 2014 – 2015 – 2016

COMMISSIONED BY
IABD
INTERNATIONAL ACTION FOR BURUNDIAN DIASPORA



ORGANIZED BY
IABD

International Action for Burundian Diaspora

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I. INTRODUCTION

Formulating a three-year strategic plan is extremely important for IABD, as it will help the organization to prioritize actions in line with its vision as expressed not only in the statutes but also during a seminar at the Oslo Conference in June 2013 and through other contacts and exchanges. This strategic plan is expected to assist AIBD in effectively carrying out its mission and vision and evaluating its performance against the strategic objectives laid out in this document.

Feedback materials for this strategic plan came through a variety of mechanisms. The organizational history of IABD has been important as background against which this strategic planning process has taken place. A lot of IABD documents testify to the participative basis on which the organization has been founded and continues to operate. Regular meetings and conference reports contain the basic philosophy of the organization that is in constant touch with the realities on the ground in the member countries and readjusting to the social and economic context in Burundi itself.

Recently, in the setting of the pre-strategic context analysis, an in-time-and-space limited “sondage” was undertaken in order to come to a sharper definition of the core-business of IABD and the respective roles of central office and member organizations. Different views from IABD members are reflected in the description of the vision and mission of IABD. Certainly, this strategic plan is just a first formulation of a constantly sharper focusing process--needed in any living organization operating within a specific (but evolving and changing) environment.

IABD is committed to the principle that any diaspora has the potential to provide for a fundamental contribution to both the host society and the home society. As a leading coordinating body, IABD--with its member organizations, its partners in civil society, in government, and in the international community--acts: (i) to assist in meeting the growing operational and policy challenges the diaspora is confronting, (ii) to advance understanding of diaspora issues, (iii) to encourage Burundian social and economic progress through diaspora, and (iv) to uphold the human dignity and well-being of all members of the diaspora.

This strategic plan will help to live up to these intentions.

2. PRELIMINARY

Background and broader setting

The effects of global human mobility and the challenges it brings to the countries of residence and origin, is one of the most significant current discussions in the diaspora field and the field of migration. The debates about the link between diaspora and society of origin have therefore contributed to a renewed policy focus on such areas as diaspora management and integration, as well as efforts by states to facilitate diaspora participation in national social and economic advance.

Although it is acknowledged that migration can have both positive and negative effects, how to leverage human mobility for socio-economic development while at the same time minimizing its negative effects, remains a political and policy challenge to many governments. Consequently, governments are increasingly searching for constructive ways to manage the different dimensions of migration--such as cross border mobility (labour, asylum, and irregular migration) and citizenship implications of the increasing multicultural populations. A large body of diaspora research emphasizes its development potentials through different forms of diaspora engagement, but gives limited attention to (i) the “here and there” dimensions of diaspora participation, (ii) the existing local political opportunity structures facilitating their participation, and (iii) the social transformation that they generate.

Diaspora participation through collective organizing takes place at various socio-spatial levels: global, national, regional and local. Diaspora participation is made possible through availability of political opportunity structures created by governments and through diaspora actions. Diaspora participation in a transnational space contributes to trans-local development outcomes and social transformation in both the countries of residence and origin. For many years, international migration and its multidimensional aspects have been an interesting topic for many nations worldwide. It was not until 2006 at the High Level Dialogue, which was held between UN agencies and the International Organization for Migration (IOM) that Diaspora agenda was uplifted in the global debate. The link between diaspora and socio-economic development was finally made. The UN and various organizations continued to bring the world's eye on the importance of Diasporas human capital and financial capital they represent. It showed as well that diaspora members work in areas of critical importance in their host countries, where they acquire skills and competences necessary to their country of origin.

They also have the major advantage of being comfortable--culturally and economically--in both their country of origin and the host country.

The connection between the diaspora and African governments has been improving over the past years. Many African administrations have been setting up diaspora-friendly policies to create domestic environments in which the diaspora can contribute to the socio-economic development efforts of their country. Moreover, many African countries have created diaspora-oriented institutions/ministries to deal in a more professional way with diaspora-led development-related issues.

Furthermore, the African Union has created a special directorate to manage the rapport between overseas Diasporas and homeland governments. The diaspora is increasingly perceived as a positive force for change in Africa. As a sign of recognition, the AU recently designated one of the stated policy objectives of the AU is to involve the diaspora more actively in the continent's growth.

These developments have contributed to a new discourse in the field of migration and development. It also forces the governments of the countries of origin with serious political and institutional challenges on how to mainstream diaspora in national migration and development related policies and activities.

Today, the African Diaspora has positioned itself as an indispensable catalyst in the socio-economic advance of their countries of origin; as such, it has gained recognition in political and socio-economic development arenas. With its remittances, Diasporas are contributing much more funds than the official development assistance (ODA).

In addition to their considerable human and financial capital, African Diasporas in Europe are a vital bridge linking Europe and Africa in a meaningful way. Today, it is clear that African Diasporas can fill very specific roles in the process of implementation of development projects where gaps have been left by other local and international NGOs. This opportunity gives Diasporas a unique opportunity to enrich the development discourse with their unique perspectives. It also provides entry points in which diaspora organizations can actively participate in international development field to transfer competence, technologies and contribute to the development of their countries of origin.

3. CHALLENGES FOR BURUNDIAN DIASPORA

Here follows a very abbreviated and rough overview of the recent past. There is an abundant literature, very rich, but also very diverse in its interpretations, but this is not the place to go into all possible details, as a strategic plan is a look into the future.

Before independence, Burundians have at all times demonstrated their strong ability to unite themselves around their King in their small state nation. Among the factors that made it possible were the facts that they shared the same language, culture, traditions and almost the same traditional beliefs. In the wake of the independence, social and political differences between the main groups surfaced. These groups have since contributed to political unrest in the region, leading to number of civil wars in the middle of the twentieth century--namely in 1961, 1965, 1972, 1988 and 1993, triggering widespread ethnic violence between the respective factions. More than 300,000 Burundians perished during these conflicts, hundreds of thousands were internally displaced, and others became refugees worldwide. Hence the trust and relative harmony between ethnic groups--gained during Kingdom rule before the independence--eroded among Burundians home and abroad. These historical tragedies have consequently given birth to a more fragmented Burundian Diaspora.

4. IABD HISTORY AND CONFERENCES

The social and political turmoil that has hampered development in Burundi has always followed its diaspora in their host counties and therefore creating a fragmented Burundian Diaspora unable to unite behind a common cause: e.g. the socio-economic development of the country of origin. Previous attempts to unite Burundian diaspora in countries where there are big groups, such as Tanzania, Belgium and France, failed. In March 2007, the Association of European Parliamentarians for Africa (AWEPA), in close collaboration with the Parliament of Burundi and the Embassy of Burundi in Belgium, initiated the first meeting between different Burundian factions in Belgium.

This conciliatory attempt gained ground and was followed by the first Diaspora International conference organized by Burundian Diaspora in Belgium and Benelux in collaboration with the Embassy of Burundi in Belgium and AWEPA in June 2008.

The second and very successful International conference was organized in Stavanger in HÅ Municipality from 26 to 28 June 2009 with financial support from the Norwegian Ministry of Foreign Affairs. In attempt to register and establish the organization, again social – political differences occurred and 2010 & 2011 conferences were counseled and the network was left without leadership. AWEPA and other responsible Burundians came to the network rescue and asked the Burundian Diaspora in Norway that organized the so far most successful conference in Stavanger to organize the third conference in 2012.

A third International Conference was organized in Bujumbura from 28 -30 June 2012. The objectives of this conference were: (i) To create and establish an international structure of the Burundian diaspora; (ii) to collect ideas for proposition for a Diaspora bill; (iii) to agree on priority projects in line with National Strategy for Poverty Reduction of Second generation and Burundi Vision 2025, and (iv) to celebrate the 50th Anniversary of the Independence of Burundi.

The Fourth International Conference of the Burundian Diaspora has been above all a step forward and a conclusive experience on the maturity of the Burundian Diaspora. On the one side was it the first international conference organized by the Burundian Diaspora itself, with its own human resources---thereby managing, in a transparent way, the funds put at its disposal by Norway, a friend-Government of Burundi. On the other side it was an experience proving that it is possible for a mix of Burundians from all tendencies to sit together, non-biased, as friends, and to exchange ideas on the socio-economic development of the Burundi, which means: on the very essence of the life of the country. As meeting place the Conference facilitated dialogue between Diaspora, government, civil society, political parties and media both formally and informally.

In addition, the conference allowed for the first time the IABD leadership to meet, work together and strengthen their network. IABD managed to discuss and lobby members of the government and senate to pass a Diaspora bill to facilitate their contribution and participation in democratic process, political stability and development debate. This lobbying was focused as well on leveling the playing field for Diaspora actions in Burundi both from members and non-members of IABD. IABD managed to create an added value to the Diaspora traditional conference by adding business theme to it. The theme did not only create a meeting place between Burundian and Norwegian business people, it also created business opportunities between the two business communities and was as well a chance to sell Burundi to Norwegian who didn't know Burundi and its Diaspora organization and the opportunities it presents.

The Fourth Conference recommended that the Burundi government (i) maintains peace and security to make easier the implementation of development projects; (ii) creates an institutional frame for a Diaspora policy and a permanent framework for dialogue; (iii) eases financial transfers and fiscal facilities; (iv) promotes Diaspora interests like participation in the life of the country and access to travel documents; (v) strengthens the Diaspora Direction at the Ministry of External Relations and International Cooperation and (vi) visits Burundian communities wherever they are abroad in order to establish the country's potential for social and developmental engagement.

The Diaspora itself was recommended (i) to strengthen the IABD structures and remain open to all diaspora organizations, (ii) to mobilize funds, do fundraising and training in fundraising in view of financing IABD projects/structure/core personnel, (iii) to lobby for legal recognition of IABD by the Burundi government; (iv) to set up a data base (with identification of capacities/skills/qualifications present amongst diaspora members, per member country and in general); (v) to lobby for participation in political life in Burundi and for participation in elections; (vi) to activate and mobilize the IABD members and strengthen the country organizations (OP); (vii) to lobby and advocate in favor of the diaspora at local level and keep contact with Burundi. These significant recommendations will be integrated in the three-year strategic plan.

5. IMPORTANT BURUNDI POLICY DOCUMENTS

In relation to policy development for Burundi, three documents are important:

(1) As a nation, Burundi has designed a long-term development strategy called Burundi Development Vision 2025. The Burundi Vision 2025 strategy aims at ensuring long-term sustainable development, good for the present without jeopardizing the future.

(2) Another important policy is the National Poverty Reduction Strategy Paper II (NPRSP II), a second national organizing framework for putting more focus in the aspirations of Burundi's Development Vision (Vision 2025). It proposes to create an environment that will foster a new national process of shared prosperity based on growth, sustainable development, and results-based management (RBM). The NPRSP II has consequently identified the need for Diaspora participation in country's development as an important means to achieve its objectives and the broader attainment of the Burundian Vision 2025.

(3) In the same line of policy reforms and through a holistic National Migration Policy Draft (2011), the government of Burundi has sought to develop a policy framework to enable full participation of the country's Diaspora in its development.

With the advent of the Burundi National Migration Policy draft, NPRSP II and Vision 2025, IABD's efforts are in line with them and geared to contribute to national socio-economic development policies. Burundi, like many other African countries, has come to realize that it has to create the necessary incentive conditions for full participation of its Diaspora. The National Migration Policy, NPRSP II and Vision 2025 have rightfully identified Diaspora as one of the engines to streamline development. With a history of fragmentation, Burundian Diaspora has made a great step towards organizing itself.

6. IABD ORGANISATION

IABD is a network of Burundian organizations from 5 continents. It is composed of two governing bodies democratically elected during its foundation last year (29th June 2012): the Board and the Executive Committee.

(a) The IABD Board: It is composed of 5 members from different countries. They have the responsibility to approve and control IABD's program and activities. The board works closely with country representatives from all member-countries who present at the founding conference in Bujumbura in 2012.

(b) The Executive Committee does the day-to-day organizational work and has responsibility to implement the IABD annual program and activities. It is composed of 8 members from different countries. Collaboration between both bodies is important to democratize the network and assure ownership, accountability, participation and inclusion. They will be in charge of approving and implementing the three-year Strategic Plan.

7. THE ROLE OF THE IABD NETWORK

The diaspora is, undoubtedly, one of Burundi's strong engines of development. According to sources of the Bank of the Republic of Burundi (BRB), the Burundian diaspora transferred 256,420 million dollars between 2005 and 2010. In addition to the transfer of money, there are several projects--geared towards socio-economic development--implemented by individuals and diaspora groups. Evidently, the diaspora stands for human capital, financial capital and social development of various communities in Burundi. In turn, the Burundian authorities have a crucial role to play in shaping the enabling conditions, in encouraging initiatives, in mobilizing the energy and resources of the diaspora in favor of the Burundi economy and society as a whole. They must create institutional links between the diaspora and socio-economic development.

The IABD network represents one of the main coordinating points of contact for the government with the Burundi diaspora around the world. In the last IABD conference, several representatives of the government have expressed their willingness to continue working with IABD as representative connector with the Burundians abroad.

The principal role of the IABD network therefore is to:

- Facilitate the transfer of knowledge from diaspora to Burundi
- Help and support initiatives of local organizations in Burundi and abroad
- Levering the playing field for diaspora action in Burundi
- Learn from, and preserve, the greater diversity that composes the IABD network
- Initiate and facilitate best-practice exchanges between members of IABD
- Influence government and legislators' decisions in favor of the diaspora
- Advocate for and make sure that diaspora's interests are fairly defended
- Encourage and give technical support to member-countries and individual diaspora organizations.

7. SITUATION ANALYSIS

1. Preliminary remark

In order to be able to start the a strategic planning process with IABD for the years 2014, 2015, 2016, it is important to agree on a number of basic principles—or points of departure-- conditioning the success of a result which is acceptable and satisfactory, as well to the members of IABD (OPs) as to external bodies (professionals, governments, donors, peer organizations, etc.). Therefore, a situation appraisal---leading to the formulation of common basic principles---was a necessary stage in the strategic elaboration process. This appraisal, which took place in the month of September, was geared to encourage IABD's members and leadership to take position on fundamental issues. IADB's agreement is elementary in view of creating a logical and consistent strategic plan, realistic and acceptable to all involved.

2. Positioning IABD

From conversations with members of government and with many other speakers during the Oslo conference as well as regular participants and individual representatives of OPs, IABD has to conquer its position and its place. Therefore, IABD has to work hard to be the most professional organization and, as brand name, a quality reference for other existing or upcoming Burundian diaspora organizations.

Until now, IABD has successfully managed to create its image/brand: "Burundi is ready for Business". This brand needs to be protected, strengthened and developed. It is a meeting place between the Burundian and the business community in other countries. It is an original and consistent way for IABD, to prove its contribution to the economic development of Burundi and therefore required legal framework. The brand has shown its relevance and its captivating success. It needs to be elaborated, strengthened and built on, in order to increase its impact.

3. Identity and branding

Until now, AIBD has taken the format of an operational NGO (implementing projects), but is this really the "identity" the majority of AIBD members want it to be? Is this its primordial vocation? To what degree is the Central Office autonomous? To what degree can it take its own initiatives, collect funds on its own, hire and fire, implement activities on its own as a centralized structure?

All this depends on the “definition” of the self, the Being, the identity of the organization. Certainly, other composing elements of an organization are also important---such as the “relating”, the environment within which it operates, the “doing” (activities), etc. The kind/type of organization one wants to be, leads by itself to the appropriate structure, set-up of the organization. From there on, the correct activities/projects/operations will, almost automatically and logically follow.

The quest for identity was partially answered in the Bujumbura conference and the statutes briefly summarize it, but this is too succinct. Members have to agree on the specific type/identity of the organization. This is necessary in order to start from a same vision/ perception/ understanding of the organization.

And this pre-conditions all strategic planning, all programs, projects and activities. It will also condition the funding and spending, as well as decision-making procedures and the type of relations between the IABD Central Office (Board and Executive) and the (OP) member countries (with their own autonomous activities).

4. Sondage

Based on majority results, the outcome of the sondage can be synthesized as follows:

IABD is a network and an umbrella organization, issue-oriented with advocacy tasks and member-based (with accent on the members level). It is a civil society organization, a grassroots support organization. It is not a regular single-issue NGO. Note that IABD has no individual members or grassroots members. By orientation, IABD is participatory and international and it has a normative role much more than an operational one. The experimental initiative to launch IABD under the brand name “Burundi is ready for business” was considered a serious possibility with a lot of perspective.

The sondage also looked into the relations between (a) the IABD Central Office and (b) country organizations (OP) and individual organizations (IO) piloted by Burundians working in Burundi, in the host country or in both. That relationship will then determine the chain of command (who does what, and at what level) and make clear the operationalization of IABD. The results showed clearly the following:

IABD is an organization that mobilizes its members around big issues, for the interest of its member organizations (OPs and IOs). IABD Central understands that OPs and IOs are independent, but it is their common spokesperson and defends their interests. It searches for opportunities and prospects for them, and represents them where their individual capacity is insufficient.

IABD Central should always have an insight in the needs of its members and in the challenges they confront. In a non-hierarchical way, and if needed, suggestions or solutions should be proposed and discussed in dialogue with OPs and IOs, with respect for their independence, but also in line with the basic principles/ vision/ statutes of IABD.

5. Priority challenge in project implementing

IABD is not starting from scratch, it has a proven record, therefore it must continue to act and not only produce documents. In that sense, and starting from the experimental initiative that has proven to be successful and deserves continuation is the business orientation. IABD has succeeded to create its brand: “Burundi is ready for Business” which needs to be protected and developed. This meeting place between Burundian and Norwegian business is an original and consistent way for IABD to show its regulating and normative role as a network organization contributing to the development of Burundi. Therefore it will be taken up as one of the objectives in the strategic plan.

At the phase IABD is in now, it is imperative to avoid projects that favor the disintegration of the organization, projects creating polemics, controversies or taking away the focus on strengthening the organization and positioning it as a strong and professional inter-continental meeting place for all Burundians. Therefore, one can suggest that IABD should prioritize unifying activities/projects that interest “all” its members and that are as such approved or proposed by them. It is therefore important to make a limited number of strategic choices, limited in time, for a foreseeable future and attainable in terms of human resources and finances. Hence drafting this strategic plan for three years

8. VISION AND MISSION

It is the intention for the next three years to focus on strengthening the organization and positioning IABD as a strong network and professional inter-continental meeting place for all Burundians, in whose policies and actions they recognize themselves as active participants and stakeholders.

The awareness of the diaspora potential for the development of a country is an already well-accepted conviction. World-wide and especially in African countries the diaspora has a crucial role in the development of the home country and the enrichment of the host country. The world has understood that migration offers a great potential for the fulfillment of the millennium goals. IABD wants, in the case of Burundi, to translate this potential into reality.

1. Vision

IABD envisages a committed diaspora network, composed of active groups with varying ideas, but all committed to the basic values of human dignity, participation, transparency and justice. IABD and its members adhere to the principle that any diaspora can and must make a major contribution to both the host society and the home society.

2. Mission

As a recognized, legal and leading coordinating body, IABD—with its member organizations, its partners in civil society, in government and in the international community—has a leading role and acts: (i) to assist in meeting the growing operational and policy challenges the diaspora is confronting, (ii) to advance understanding of diaspora issues, (iii) to encourage Burundian social and economic progress through diaspora contribution, (iv) to uphold the human dignity and well-being of all members of the diaspora.

9. STRATEGIC GOALS⁵ (SG) FOR THE THREE YEARS 2014 - 2015 – 2016

The overall goal of the three-year strategic plan is to strengthen the position of IABD. The six strategic goals presented here for the next three years are not annual goals. All the six strategic goals will be worked on every year; every year planned will contain specific objectives with explicit reference to the strategic goal it is expected to contribute. In one or another year this or that specific strategic goal might obtain more attention. A separate activity plan could be elaborated annually in more detail to be done by the central office itself—providing answers to the questions ‘which activity, by whom, when, where, and how’ this or that specific objective – as a step towards a specific strategic goal.

I. STRATEGIC GOAL 1: Getting to know the diaspora (IABD center, members OP and IO, government policy) and institutional strengthening. Setting up of a database.

Many current and potential IABD members are not sufficiently informed about IABD's function, nor about the other IABD members or the Burundian diaspora communities in the respective countries..They also lack knowledge about the government diaspora policies (in home and host country)---the status of the diaspora bill, and the diaspora discourse in general.

A data base is urgently needed in order to obtain an overview of not only the members but also of expertise, skills, capabilities, professions and talents available for use in the socio-economic advance and development of Burundi itself. Particular attention should go to highly skilled diaspora members (groups with the same skill and individuals). Knowledge leads to trust and improves communication.

2. STRATEGIC GOAL 2: Ratification of the diaspora bill. Advocacy for a legal framework and leveraging the playing field for diaspora action in Burundi.

The Burundi government has established a Diaspora Institution (Directorate for Diplomatic Inspection, Communication and Diaspora) with the Ministry of Foreign Affairs. They want to be at the service of the diaspora. IABD introduced a draft diaspora bill in 2012. Until now the bill has not been approved and seems to need juridical modifications. IABD and its members should closely follow up on this initiative until approval. It is of utmost importance for the benefits of the individual Burundi citizens abroad and also for any serious and legally accepted involvement of the diaspora in the socio-economic development of Burundi.

3. STRATEGIC GOAL 3: Contributing to the socio-economic development of Burundi.

More and more the Burundi government recognizes the importance of using the expertise, skills and capacities of the diaspora for the economic and social advancement of the country. IABD could coordinate which does not mean monopolize the contributive capacity of the diaspora, come up with propositions for specific initiatives and projects, as much as possible in line with the major policy lines opted for by the government (Vision 2015, NPRSP II, etc.) for large programs, but also for support to small scale local initiatives.

4. STRATEGIC GOAL 4: Lobbying and advocacy (in the host and home country).

IABD promotes the integration of the diaspora members in the host country. This is not always easy because the perception of newcomers and migrants often contains elements of prejudice. It is important to be well informed about the host country government diaspora policies and to help improving legal and rights issues to the benefit and improved integration of the members. It is also important to avail and advocate the use of diaspora's competence and know-how in issues relevant to 'where they come from' and other areas of their expertise.

5. STRATEGIC GOAL 5: Mobilizing funds for IABD central office (and for projects of the members)

A funds mobilization paper has already been written by IABD and many propositions in that paper could be put into practice. Without a minimum of funding IABD Central cannot keep doing all the things it has been doing. There is a real limit to voluntary work. A minimal staffing, even part-time, is a minimum requirement for a continuous functioning of any organization of the size and ambitions of IABD. Search for some form of structural funding of the Central Office for periods of minimum three years should be priority. Particular projects should be handled separately in the bookkeeping with each their own budget, source of funding and spending. Major projects should enjoy the approval of a majority of the member organizations.

6. STRATEGIC GOAL 6: Develop and protect the diaspora chosen brand

It is very imperative for IABD to have a professional reference identity that creates opportunities to Diaspora, host and country of origin. At this moment where IABD doesn't have another brand to push or to explore; "Burundi is ready for business" should be its anthem and flagship achievement as the brand that has shown its relevance and its captivating success. It should be annual: each year IABD organizes a conference both locally with OPs if possible and internationally with IABD Central. This will enable IABD to elaborate it, evaluate it, improve it, strengthen it and increase its impact. "Burundi is ready for Business" presents many assets and prospects that need to be explored; among them are:

1. Meeting place between Burundian and Norwegian business communities;
2. Business opportunities for Burundian and Norwegian investors;
3. A way to show IABD's regulating and normative role as a professional network organization contributing to the development of Burundi;
4. A platform for Burundian Diaspora to showcase to the business community in host countries their skills, build relationships and networks for both organizational and personal development;
5. Advertise Burundi as a country presenting numerous business opportunities for investors;
6. Sell Burundi as a tourist destination with undiscovered and hidden treasures.

Objectives per annum in order to reach the strategic goals

YEAR 2014

Objectives	Contributing to which strategic goal?
I 4.1. Obtaining a better knowledge of what IABD is composed of: Make an inventory of all OPs per member country with indication of nominal data (location, etc.), short history of the organization, objectives, staffing, legal status, finances, policy, program, activities and organizational relations in Burundi.	SG 1 Knowledge of Diaspora and Data Base. Institutional strengthening
I 4.2. Set up a Committee of three or four experts in charge of all issues related to the Bill and closely follow up on the progress (or standstill) of the approval of the diaspora bill. Serious results should be made in 2014 (measure regularly progress / evaluate).	SG 2 Diaspora Bill. Legal Framework.
I 4.3. Explain the IABD Diagram to all members (OPs and IOs) in order to have a common and non-ambivalent understanding of IABDs organizational structure, its decision making process and the relative position of all segments of IABD in the overall organization.	SG 1 Knowledge of IABD. Institutional strengthening
I 4.4. Local organizations in Burundi, together with IO en OPs from the host countries, receive lobby and advocacy trainings—in view of (a) ratification of the diaspora bill, (b) formulation and of a diaspora policy by the government of Burundi (c) stakeholder targeting and (e) division of tasks between LOs IOs en OPs (who lobbies and when). This training is not for government members. (Note: many organizations (such as ADPC) and individual consultants provide such lobby trainings).	SG 4: Lobby and advocacy
I 4.5. Study the possibility of setting up a local IABD Office in Burundi in order to render administrative services to members of OPs and OIs who want to get involved with local organizations (projects and investments)	SG 4: Levering the playing field for diaspora action in Burundi
I 4.6. IABD creates a mixed working group of IABD members with members of the government Directorate of Diaspora and start a training or workshop in 'Diaspora Policy Development' where they choose the policy priorities and time table for implementation of these priorities. Then strategies have to be developed in order to implement these priorities. Note: Such trainings are now given by the Africa Diaspora Policy Center (The Hague) to representatives of several governments in Dakar.	SG 2 Diaspora Bill
I 4.7. Make an inventory of ongoing development activities in Burundi by Member OPs and local organizations (OI)	SG 3: Socio-economic development of Burundi
I 4.8. Help government with diaspora policy drafting. Look into good practices of diaspora groups in other countries such as Ghana, Kenya, Senegal, etc.	SG 2: Diaspora Bill and Legal Framework

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I 4.9. Reinforcing the IABD structure by strengthening the brand name <i>Burundi is ready for business</i> . Prepare conference in line with this identity. Search for funding in early phase	SG 6: Diaspora chosen brand
I 4.10. Exchange of best practices with diaspora's of other African countries (and other continents)	SG 1: Knowing the diaspora.
I 4.11. Decide soon on setting dates to organize the training in diaspora policy and diaspora bill to be done in MIXED working groups (IABD plus Government)---work on good connections with the government. Do all planning together.	SG 2: Diaspora Bill and Legal Framework
I 4.12. Create a IABD fundraising working group, to work out a plan for financing IABD Central Office functioning (and eventually its Programs)	SG 5: Mobilizing funds
I 4.13. For reflection: Make a clear inventory of what IABD Central is expected to do in the interest of the OPs and IOs. What are their core expectations? What are the consequences in terms of salaried personnel needed for implementing these expectations? Once it is clear how much personnel is needed, for what tasks, with what qualifications, a budget can be made on that basis. Fundraising can start. (Warning: many organizations (NGOs) collapse when transiting from volunteer activities to salaried personnel!!).	SG 5: Mobilizing funds

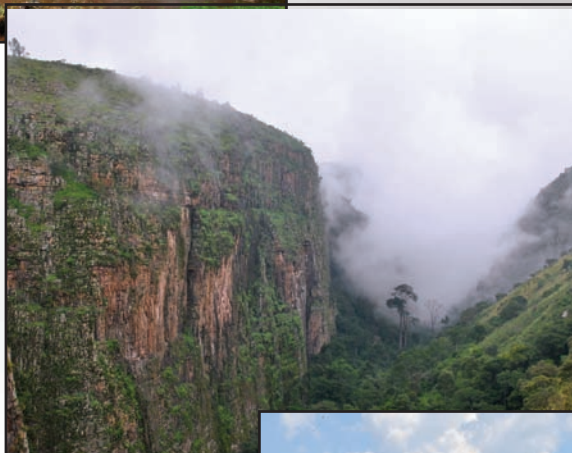
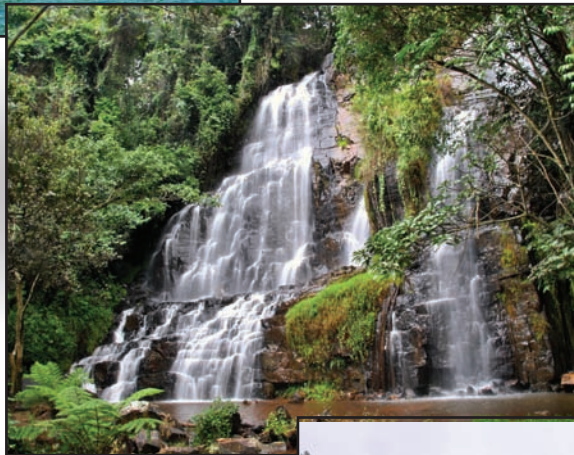
STRATEGIC PLAN

YEAR 2015

<u>Objectives</u>	Contributing to which strategic goal?
I 5.1. Streamlining and policy harmonizing of IABD members to be continued.	SG 1: Data Base
I 5.2. Annual Conference.	SG 6: Develop and protect diaspora chosen brand + SG 3: Socio-economic Develop.
I 5.3. Monitoring of the diaspora bill and, if not yet approved, continuous lobbying in favor of its ratification.	SG 2: Diaspora bill and legal framework
I 5.4. Prepare the set-up of a local IABD Office in Burundi in order to help members ---of Diaspora and IOs (descending in Burundi with tight schedules) running individual projects--- to overcome administrative problems (registrations, customs issues, red tape of local authorities and bureaucracy). Because of the lack of systems or a facilitating office in Burundi (IABD Burundi), this situation creates frustrations. Here the role of a local IABD Office would be very important to process, register, and find required documents before (OP or IO) descends on the field.	SG 2: Institutional Strengthening
I 5.5. Training in fundraising. Continuous mobilization of funds.	SG 5: Mobilization of funds
I 5.6. Annual updating of inventory of members (I.T. project).	SG 1: Knowledge of IABD and diaspora. Data Base
I 5.7. For serious reflection and after well-studied planning about feasibility: Set up a local IABD Office in Burundi in order to render administrative services to IOs that want to get involved with local organizations	SG 2: Levering the playing field for diaspora action in Burundi
I 5.8 Continuous lobbying and advocacy if the diaspora bill has not been voted.	G 2 Diaspora Bill and legal framework

YEAR 2016

<u>Objectives</u>	<u>Contributing to which strategic goal?</u>
I 6.1. Continuous follow up of the data base / inventory of the members, their skills and expertise	SG 1: Data Base
I 6.2. Continuous mobilization of funds	SG 5: Funding of IABD
I 6.3. Increase the search for regional investments in Burundi	SG 3: Socio-Economic Development
I 6.4. (If all conditions fulfilled): Set-up a local IABD Office in Burundi	SG 1: Institutional Strengthening.
I 6.5. Monitoring of Diaspora Bill, and further lobbying for it in case not yet approved	SG 2: Ratification of the Diaspora Bill: Advocacy for a legal framework.
I 6.6. In the host country, continuous lobbying in favor of diasporas present and their advancement in the society. Possibly provide lobby and advocacy trainings to local organizations	SG 4: Lobby and advocacy
I 6.7. Continuous funding effort by the IABD working group. Looking for new possibilities, foundations, endowments, etc.	SG 5: Funding of IABD
<p>I 6.8. Annual Conference:</p> <p>A possible conference theme could be "Methods, Mechanisms and Models for Diaspora Engagement in Burundi: Leveraging Knowledge, Skills and Resources for Mutual Economic Development". Focus on how to coordinate investment, utilize web technologies, and encourage skill development between diaspora and Burundian companies. The development community and business worlds have should move Diaspora engagement from the periphery to the mainstream. A gap remains, however, because few, if any practical mechanisms exist through which local organizations in Burundi and members of the Diaspora could easily identify areas of mutual benefit and interact with each other. IABD seeks to address this gap.</p>	SG 6: Develop and protect diaspora chosen brand



One Burundi

One Diaspora

One Destination

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