TUBIBE AMAHORO ORGANIZATION



Burera District – PPIMA PROJECT

2016 - 2022

Burera PPIMA PROJECT

What did we achieve and learn? What has the project left for us?

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1. PPIMA project Background

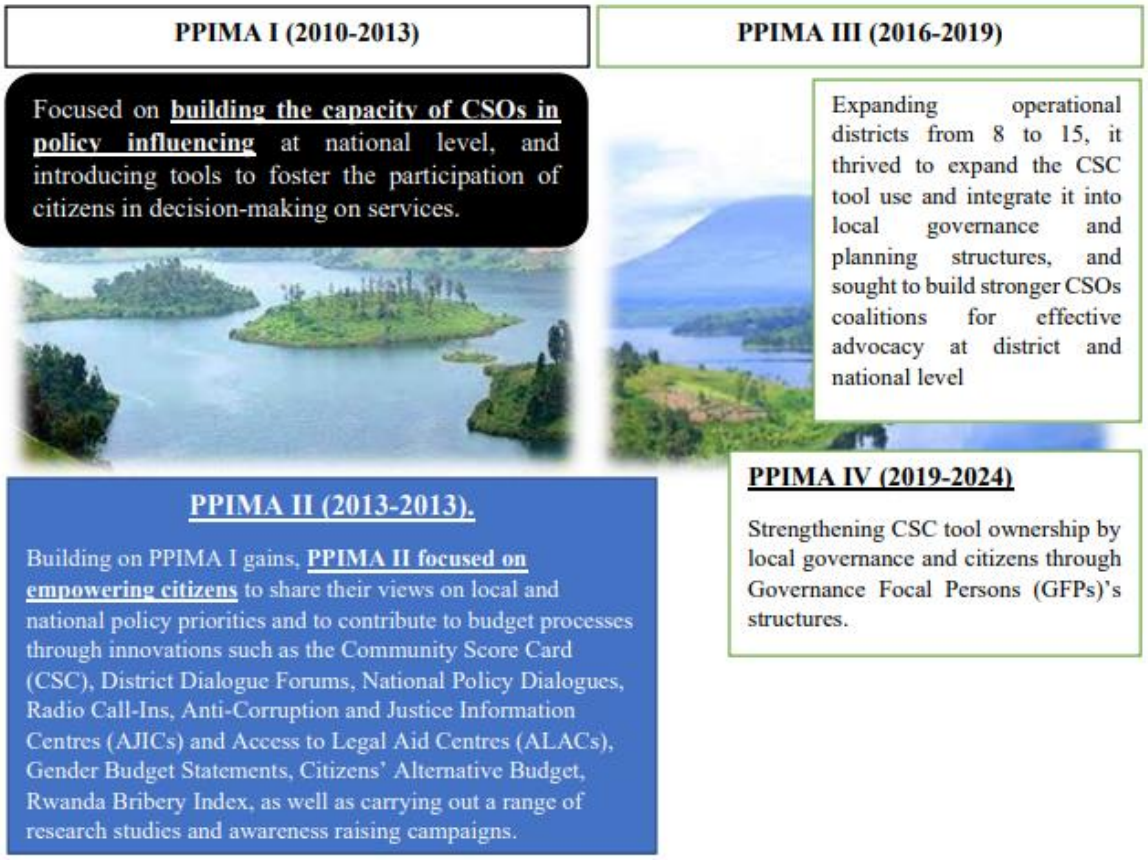
1.1. Its initiation, objectives and evolution

Project Overview
Overall PPIMA programme goal is that Rwandan citizens live in a democratic society with equitable social justice.
OUTCOME 1: TUBIBE AMAHORO is more effective in its work to influence and mobilize. OUTCOME 2: Citizens acted and participated in decision-making for their rights. OUTCOME 3: Policy/Practice changed for decision-makers for reduced inequality.

PPIMA project is NPA_Rwanda project coordinated and initiated in 2009 which aimed at strengthening the engagement of Rwandan civil society organizations (CSOs) and citizens in public policy affairs. It evolved through three main phases: PPIMA I (2010-2013), PPIMA II (2013-2016), PPIMA III (2016-2019), PPIMA IV (2019 to 2024). PPIMA is implemented by 15 Rwandan CSOs and is funded by the Swedish International Development Cooperation Agency (SIDA) , UK Aid through the Department for International Development (DFID) , SDC and Norad .

Since its beginning, PPIMA has sought to support the participation of Rwandan citizens in public policy, in holding decision-makers to account, and in fulfilling their own development role. The project lines with national medium- and long-term objectives have been alternatively mainstreamed in Economic Development and Poverty Reduction Strategy (EDPRS I&II) [(2008-2013) ;(2013-2018)] and the National Strategy for Transformation (NST I) (2017-2024). PPIMA works at both the national and the district level; it is now operational in 15/30 districts from only 4 districts it began with [Ngororero (in the West), Gatsibo (in the East), Gakenke (in the North), and Nyaruguru (in the South)]. PPIMA was scaled up in Burera district since 2016 and phased out in October 2022.

Simplified schematic evolution of PPIMA



1.2. TA Partnerships with NPA - Rwanda

Tubibe Amahoro (TA) is a not-for-profit community-based national organization, founded in 1995 currently operating in districts of **Karongi, Rutsiro, Burera** and **Ngororero**; its vision is to ***Achieve a society of equity in which human rights and laws are respected by everyone*** and its mission is to Promote respect of human rights and integral socioeconomic progress of Rwandan citizens emphasis on ***Civic participation , Access to justice , gender promotion , Environmental protection and Rural community development*** . Through its various projects, TA's activities focus on the resolution of resource-related conflict, training on human rights, emphasizing on the rights of women, youth and interventions related to socio-economic transformation to the vulnerable groups. All interventions are guided by our values: ***Peace , Liberty , Solidarity ,Equity and Human dignity***.

TA entered into partnership with NPA Rwanda since 2005 in implementation of various project related to conflict prevention and management , gender based violence prevention and management , women's and youth empowerments. Specifically to the implementation of PPIMA project, NPA and Tubibe Amahoro partnered since 2010 and it was firstly piloted nationally in Ngororero district (the TA's operational area). Thereafter, in 2016, PPIMA was scaled up in 8 new districts including Burera district and was implemented by Tubibe Amahoro.

The Governance Focal Persons (GFPs) role

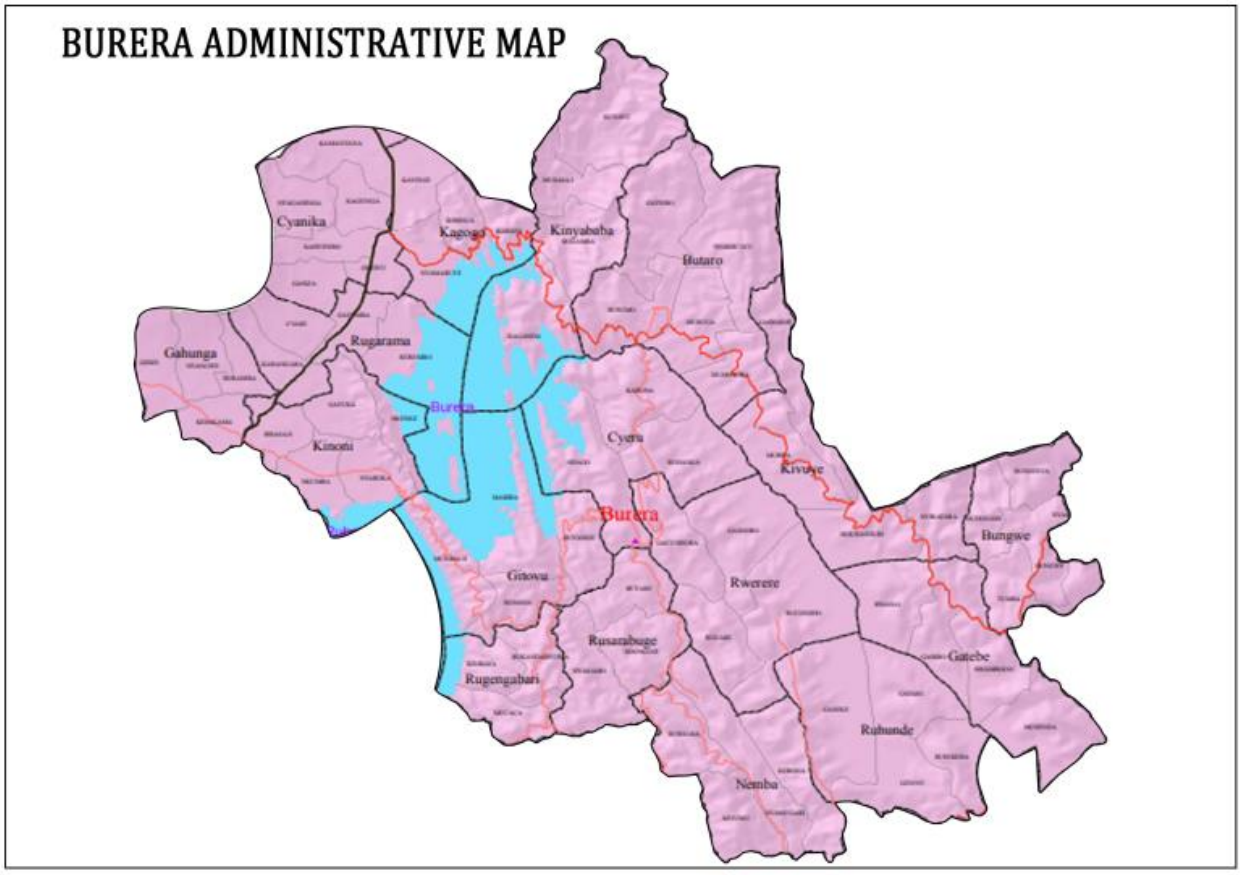
Since the PPIMA beginning (2010), the GFPs have been volunteers acting as a link between community members and local leaders in the formulation and monitoring of government programs and plans through the community score card (CSC)[i] — *a 4-stage tool facilitating community members prioritize governance and gender-related issues to elevate to district for planning purposes.* PPIMA phased out in Burera district in 2022 but currently Tubibe Amahoro is still closely working with 207 GFPs (in 69 cells) to eventually facilitate the familiarized citizens to keep participate in the local planning and decision-making and keep them engaging with their leaders on accountability issues.

Through PPIMA capacity building, GFPs have become very skilled in community meetings facilitators , good mediators and GBV preventers. This expertise led some of them gaining leadership positions [e.g., cell or sector councilors, cell Executive secretaries, village chairpersons or steering committee members, women representatives under National Women's Council (NWC)…].

1.3. Burera District: Quick Glance

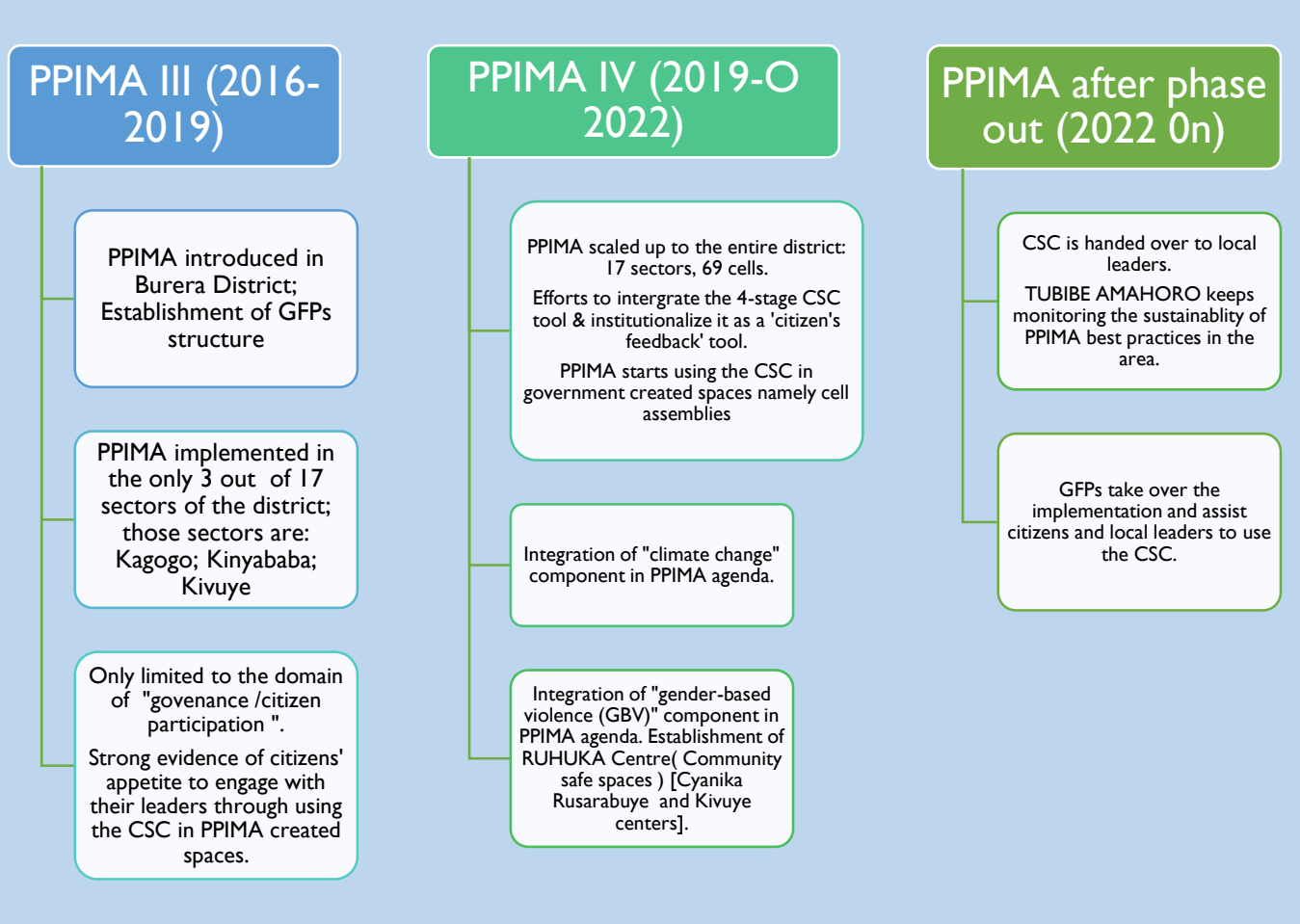
Burera is one of the 15 PPIMA districts in Rwanda. Burera District lies in the Northern Province of Rwanda, adjacent to the Ugandan border to the North and East, and between the cities of Musanze and Gicumbi. Within it is boarded by Gakenke and Rulindo Districts in the East and in the South by Musanze District in the West. Seventeen (17) administrative Sectors make up Burera District (namely Bungwe, Butaro, Cyanika, Gahunga, Gitovu, Kagogo, Kinoni, Kinyababa, Kivuye, Nemba, Rugarama, Rugengabari, Ruhunde, Rusarabuye and Rwerere), 69 administrative cells, and 571 villages.

The population size ranges to 387,729 people (*2022Census figures*) and Population Density is 682 km^2, the population of Burera district is predominantly female (52.3 %) (*Idem*).
The district of Burera has an important hydrographic network composed of lakes Burera (55 km^2) and Ruhondo (28 km^2), marsh of which the Rugezi (6,735 hectares), several rivers such as river Rugezi, river Cyeru, river Kabaya, river Kabwa and many non-made-up sources. The district profits from regular precipitations of an importance of more than 1.400 mm/year, which offers a theoretical reserve of 531,560,000 m^3 water each year. All these features help the district to develop its agriculture sector as the district doesn't need to irrigate due to its periodic rainfall but there is a negative impact such as erosion and other landslides within the district.


BURERA ADMINISTRATIVE MAP
Cyanika
Kagogo
Kinyababa
Butaro
Gahunga
Rugarama
Burera
Kinoni
Cyeru
Kivuye
Burera
Bungwe
Gitovu
Rwerere
Rusarabuge
Gatebe
Rugengabari
Ruhunde
Nemba

2. The citizens' gains from PPIMA in Burera

2.1. Key moments characterized PPIMA in Burera

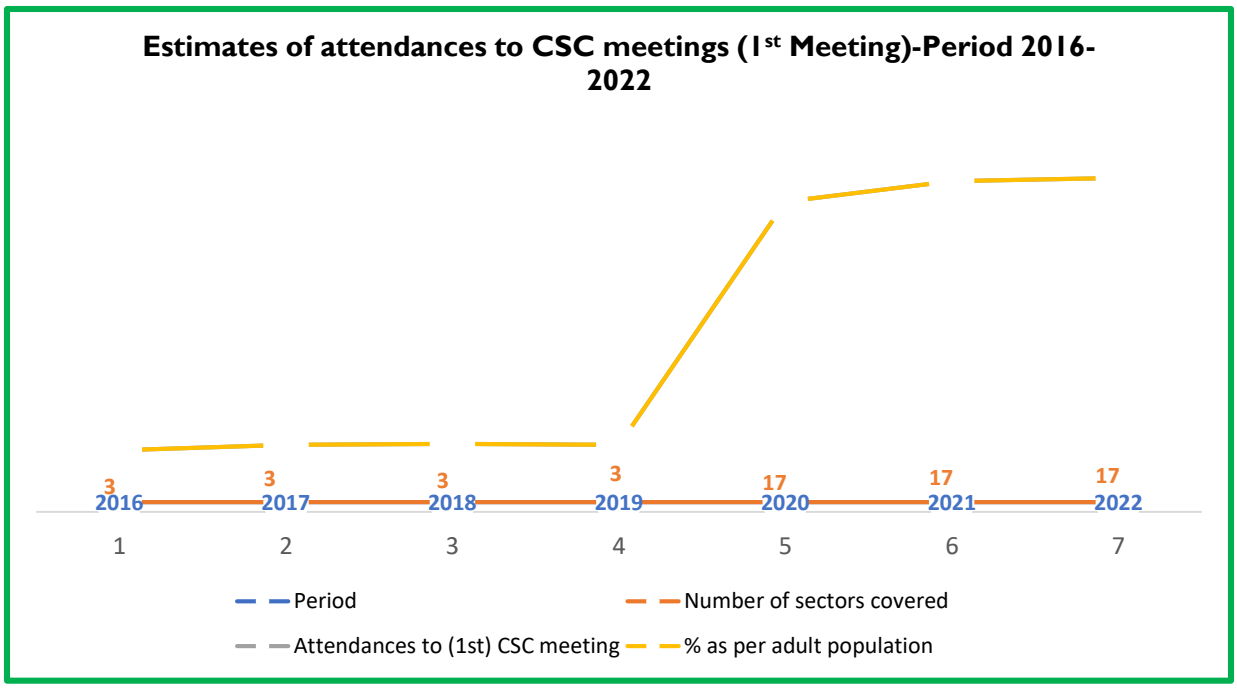


PPIMA project put the citizen in the center of planning, implementation, monitoring and evaluation of government programs, their voices have been heard and considered in planning, service delivery and holding duty bearers to account.

2.2. PPIMA Outcomes

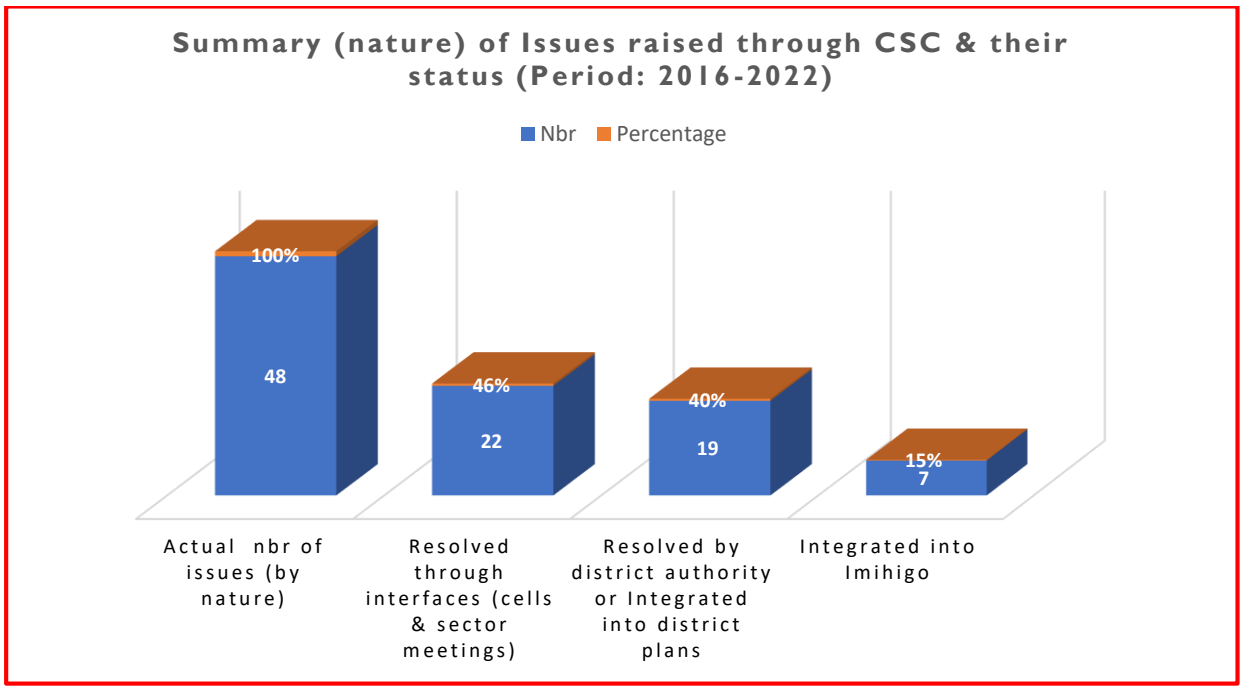
2.2.1. Schematic PPIMA journey results overview

Figure 1. 1st CSC meetings and cumulative attendance as per sector and period.



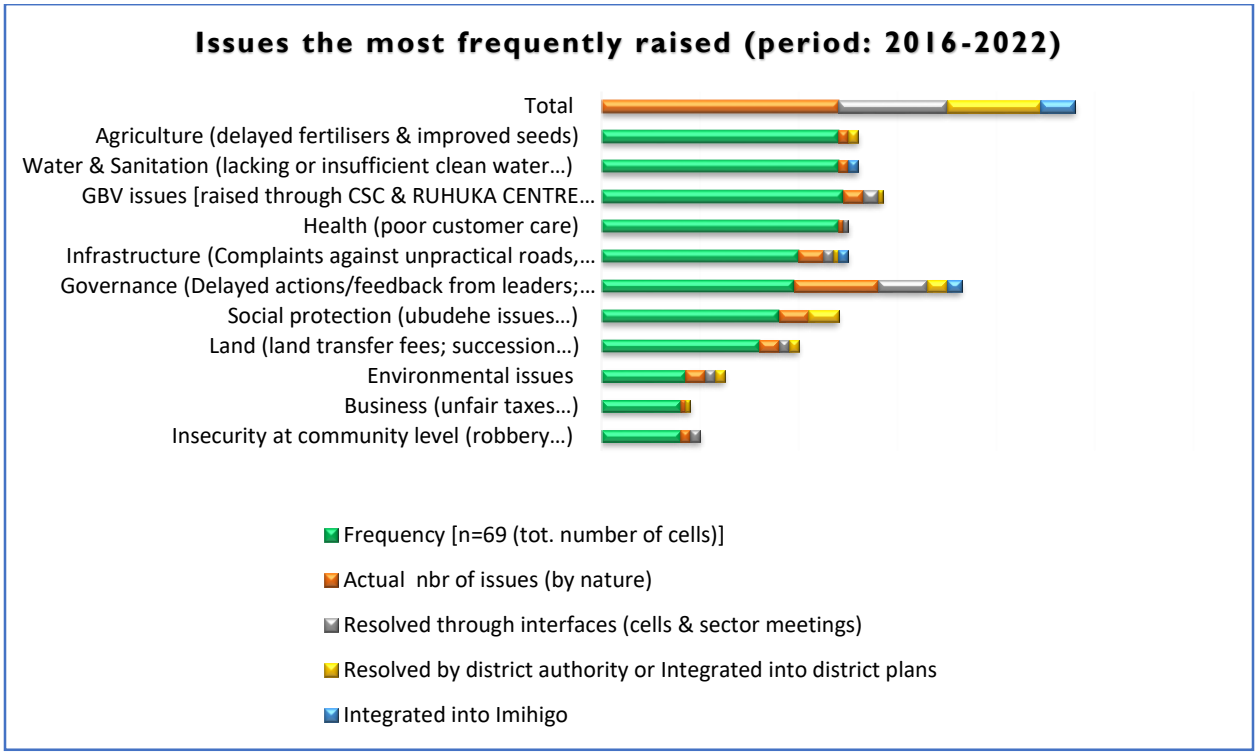
Community scorecard meetings have been an open forum for community clusters to raise their voice and inform the policy/decision-makers.

Figure 2. Raised issues and progress status



Through meetings the citizens elevate various issues; some are resolved at cell and sector level; others are channeled to district.

Figure 3. Issues mostly raised



[Note: Issues have been aggregated as per rampancy, i.e., how frequent it appears across cells][ii]

The CSC results indicated agriculture related issues, water & sanitation, GBV issues, health and infrastructure related were the most frequent in the area. Issues were integrated in Imihigo related to good governance, water & sanitation and infrastructure.

2.2.2. *Overview on outcomes*

Over a 6-year period it has fully been implemented in Burera, the key gains for the target community are narrated (& illustrated) below:

2.2.2.1. GFPs' structure

As enounced the GFPs have been and stay an important structure for the viability of the PPIMA project even after the phase out. The GFPs had prompted their long stay by forming loans and saving schemes (VSLAs) [*operating at sector level*] which allowed this structure survive till now. In addition to allowing them building a synergy in supporting the citizens' engagement, these schemes improved their earnings through loans which supported their entrepreneurial initiatives (e.g., boutique; tailoring…).



A GFP discussing with community members on Gender (Photo: GFP/Kagogo/Nyamabuye January 2023)

2.2.2.2. Improved service delivery and accountability

Through the continued and multifaceted capacity building of GFPs followed by multiple citizens 'awareness raising sensitizations, PPIMA project in Burera increased their capacity and knowledge especially concerning the citizens' entitlements, citizens' rights and obligations, among others. Thus; through the support of GFPs, citizens have become real local policy influencers and contribute to decision-making across all areas of civic participation for improved socioeconomic development for their communities.

> *"In the beginning some leaders thought PPIMA was there to cause trouble; but as we grew to understand its objectives, we realized that it is there to help us do our work better and interact with citizens". (Testimony from a sector servant/Kagogo/2019).*

The Burera district leaders acknowledge PPIMA allowed the district leveraging their overall governance and services delivery indicators with an increase of 8.7% point [from 77.7% score in 2003 to 86.4% score in 2020 for instance] as per the Rwanda Governance Board (RGB) countrywide governance assessment records.

2.2.2.3. Promoted gender equality

The PPIMA project has had a uniqueness of championing the gender equality. Indeed, besides numerous advocacy events held on that component, PPIMA managed arranging open spaces for both women and men to elevate their priority or special needs to local government which contributed to removal of participation barriers for women and young girls.

2.2.2.4. *Social inclusion*

Marginalized minorities such as people with disability (PWDs), key population, sex workers were mostly ignored before PPIMA awakened local and central government on the very clusters' right to participate. In Burera mobilization was usually done and these groups were encouraged to attend CSC meetings; those who had difficulties to attend were reached out by GFPs from their residences.

2.2.2.5. *GBV reduction*

Tubibe Amahoro, through the PPIMA Phase IV strived to reduce the GBV in Burera by establishing RUHUKA CENTRE (CSS: Community Safe Spaces)in Cyanika, Rusarabuye and Kivuye sectors , which provided services including *legal education and* awareness, psycho-social counseling and eventually referrals to responsible organs and institutions; Tubibe Amahoro also organized regular home visits to every victim (*according to the case emergency*), and advocacy dialogues around GBV issues. Since its establishment, the Centres received 2,092 cases of human rights violation and GBV—majority were women. The Centre approach critically contributed to decreasing domestic violence and gender-based violence cases in the implementation area according to local authority and beneficiaries' testimonies.



> *"I had bought poison (umuti w'imbeba) planning to commit suicide. Then Tubibe Amahoro community counselors visited my home. They found me at home and had a long conversation with me about my issues with my husband. They also told me about the Ruhuka center and asked me to visit the center. I went to the center and the counselors talked to me, counseled me. They also invited my husband who came and they also had a long conversation and discussion with him too. Later, they called us and had a joint conversation with both of us. After these conversations and discussions with the counselors , we (my husband and I) started to positively change. My husband had spent like a month without eating from home – he was eating from his mum, who stayed nearby, because he feared that I would poison him, but after several engagements with the community facilitators the husband came home and when I served lunch he took it, and even the next day he had his meals from home, and from there things started to regained/return to normal and continued to be good – we returned to our good life. Nowadays whenever he goes to work, whatever he gets from there he sends it on my telephone mobile money account for home use and doing savings, when before he was taking all the money to the concubines"*, testified by one of the Tubibe Amahoro beneficiaries from Kidaho village, Cyanika sector, Burera district.

Beyond the Centre's impact on the reduced GBV, the soft services offered induced further socioeconomic benefits: *some couples legalized their marriages; the copying of safe spaces by some local leaders*, among others.

Since the phase out, GFPs continue just receiving GBV related complainants, provide advice and link them to relevant authorities.

2.2.2.6. *Positive impact on environment*

The PPIMA Phase IV has also had a particular focus on environmental issues induced by humans specifically on the environment, climate and natural resources. Thus; in 2021, Tubibe Amahoro, under PPIMA, introduced an 'Improved Cook Stoves' (ICS) Action[iii] which covered some 2 sectors—*Gahunga and Cyanika*—of Burera, and 2 sectors—*Mushubati and Musasa*—of Rutsiro district. This project evaluation evidenced that all 5000 installed stoves for 2500 households offset **8.050 tones of CO_2 per annum** i.e., **3.22 tones CO_2**, equivalent emission reductions per household and per annum; that the time spent on colleting firewood halved, that the expenditures on buying the firewood diminished by 3 times which implicitly impacted on the tree cutting in the area. It was also found out that, among the 5,000 households installed the ICS Canarumwe the 98% confirmed not yet facing the health problems compared to the time they were using the traditional stoves (open fire). The project allowed the end-users increasing time spent on initiating income profit activities; the beneficiaries also gained a time for caring for children and the family. The project upraised the mindset on the gender equality and masculinity attitudes decreased. Through the ICS action, PPIMA project has been an opportunity between respective districts' stakeholders [universities, CSOs, private sector] to sit around one table and tackle the environmental issues affecting the local communities.

"We were informed that Tubibe Amahoro had a new project of stoves and I was among the lucky families to have a 2-in-1 cookstove installed in May 2021; my life has improved since then; I used to spend 4,000 Rwf per month to buy firewood but now I use a maximum of 1,500 Rwf. In addition to this, the stove enables me to save on cooking time and do other chores, and go to fetch water or do other things, I can even go shopping nearby". (Testimony from a ICS project beneficiary in Cyanika/Burera district).





The Western provincial dialogue on environmental , climate change issues and cooking technology recommended all western districts to integrate into their planning the actions related to national determined contribution (NDCs) and to avail , access and afford improved cooks stoves to their citizens and tangible changes are now noticed .

2.2.2.7. *Coalitions built for action*

We would be mistaken if we do not mention the "*coalition spirit and practice*" brought in by Tubibe Amahoro under PPIMA project in Burera from 2016. The project activities/events strengthened and brought JADF members (around 40 CSOs) and leaders around dialogue table where governance matters [citizens' concerns] and gender issues were quarterly addressed. So many changes occurred in domains of infrastructure (e.g., feeder roads rehabilitated), education (e.g., strengthened joint decision-making between schools and parents' committee), water lines were rehabilitated (e.g., in Butaro/2018), improved health services within health centres, etc. It just allowed learning that when organizations form coalitions, they are extremely powerful.

3. PPIMA Outcomes' Sustainability

PPIMA impact monitoring and evaluation, as for any other soft project, might be challenged in clearly highlighting what it left behind it. Here are some of the most important and best practices or behaviors currently experienced by locals.

3.1. The confidence of local citizens to engage stays

Any of the Burera citizens will testify about the fear of leaders, reluctance and hesitation particularly in regard to express their ideas/opinions or hold leaders accountable until the introduction of the PPIMA in the area. Since its beginning on, the PPIMA project built the citizens' unstoppable confidence not simply to participate in public policy processes, but to actively participate and to push for their concerns to be heard and addressed.

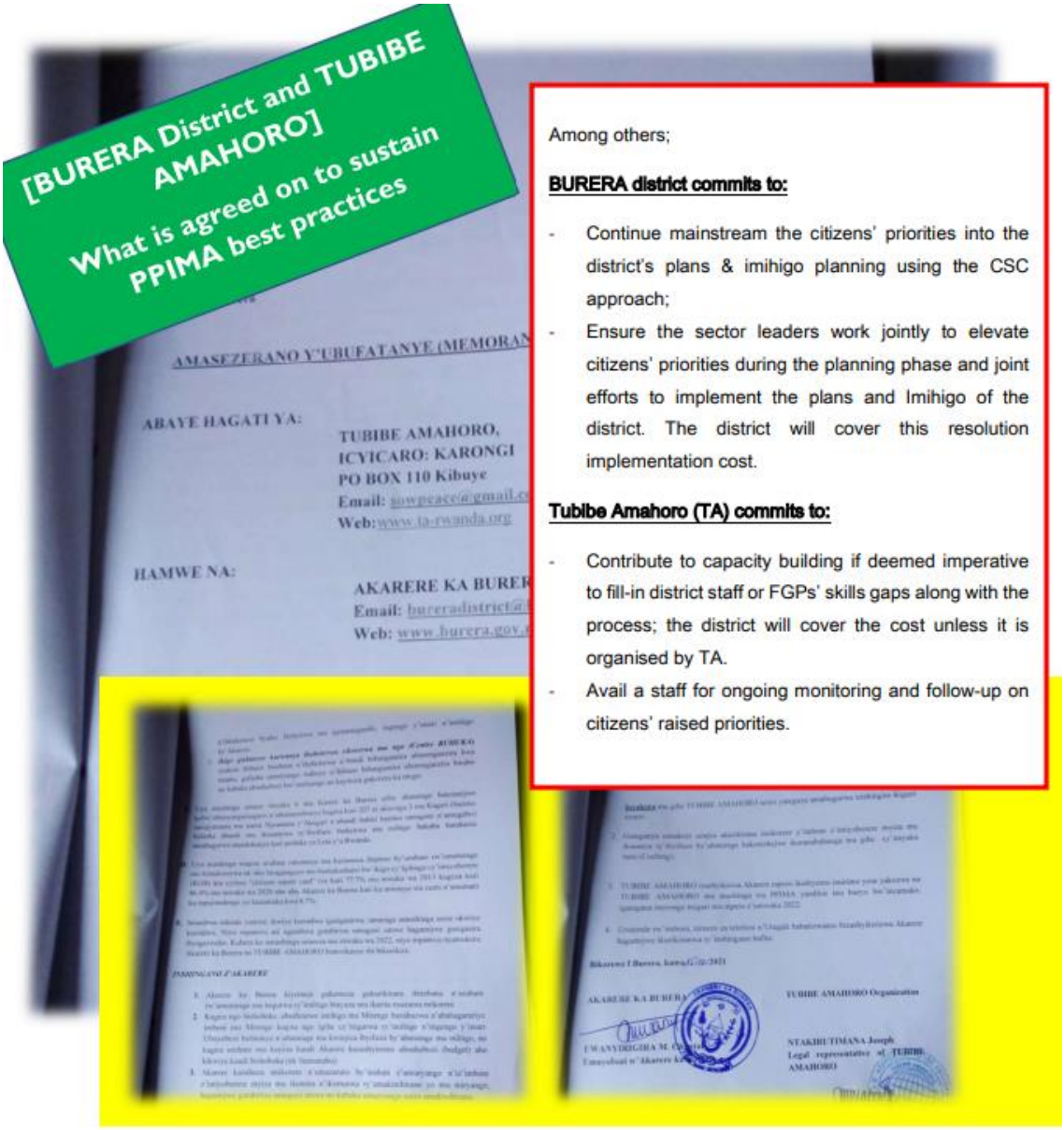
> *"Initially citizens lacked confidence to ask anything or to talk to leaders. I can remember in 2016 during a PPIMA meeting an old woman standing up and saying 'I'm going to say it all [alluding to issues with poor services and corruption] even if they [leaders] will penalize me' but now people don't fear to raise issues affecting them". [Testimony from a GFP/Kinyababa (Burera), Outcome Report 2021].*

> *"Before leaders were the only ones to provide ideas about activities that will take place but now citizens understand their roles and intervene to share ideas so that their country can be developed; that's why the attendance increased. (GFP-Rugarama sector/Burera, Interview 2019).*

3.2. The Community Score Card (CSC) tool and the GFPs structure subsistence



A triad of Governance focal persons (GFPs) structure whose 1 female, which is made of local people, stands as an irreplaceable skilled group supporting the citizens in various matters affecting their participation and progress and most importantly this structure holds CSC facilitation skills necessary to collect community clusters' issues to be integrated in district plans. The CSC tool [4 stages] serves currently, not only as an adopted planning tool, but also as communication and feedback tool on policy/services delivery between the leaders/service providers and the citizens. The CSC is user-friendly and seen as a social accountability or audit tool and applied in cell assemblies (Inteko z'abaturage).



3.3. The Tubibe Amahoro's increased visibility

Today, Tubibe Amahoro raised its flag in the hearts of local citizens, leaders and remained CSOs as an important partner and change agent in the community . PPIMA occasioned a successful partnership which particularly increased our capability and visibility in front of the project end-beneficiaries, the volunteers, the district stakeholders and the donor.

4. PPIMA Lessons learned

PPIMA project implementation allowed learning that:



- ✓ *No evidence, no room for advocacy*: the FIRST CSC MEETING creates a room for generating evidences.
- ✓ *Once empowered, the citizens meaningfully participate to development plans affecting their lives.*
- ✓ *Carrying out advocacy together amplifies the voice and leads to significant changes in policies and delivery of services.*
- ✓ *Through the CSC, it becomes easy reaching the marginalized*; their ideas opened district authorities on special needs to be budgeted for to reduce social injustices.
- ✓ Once well organized and equipped Community Safe Spaces provide efficient remedy to gender-based violence (GBV).
- ✓ Integration of environment component into PPIMA, helped citizen and leaders in knowing how to mitigate and adapt to climate change depending to their environmental context.

End Notes

[i] **The Community Score Card (CSC):** the 4 stages are (1) Community scoring (community members raise and prioritize the issues in governance, social, economic, environmental, and GBV areas); (2) Service providers self-assessment (the providers meet and evaluate their delivery of services towards citizens' expectations expressed on their scorecards) (3) Interface meeting (citizens meet with their leaders and service providers to tackle issues they raised); (4) District Dialogue (citizens send representatives to dialogue with the district authority on issues which have not been resolved at lower levels).

[ii] Issue frequency here refers to times it is repeated across cells; for e.g., "lack of quality seeds" could be raised in 48 cells but it is still 1 issue. Then; its frequency will be 48 while its actual number counted will 1 (i.e., 48 cells share 1 issue of lacking quality seeds).

[iii] The ICS project was a sub-activity aligned to PPIMA project under the Environment/Climate Change component.

TUBIBE AMAHORO thanks for the continued good cooperation with NPA , SIDA ,SDC , Norad and DFID

Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
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