



Association de la Jeunesse pour la Promotion
des Droits de l'Homme et le Développement
(AJPRODHO-JIJUKIRWA)

2024

AJPRODHO ANNUAL NARRATIVE REPORT 2024

Project title:	PUBLIC POLICY INFORMATION, MONITORING AND ADVOCACY (PIMMA)
Name of the organisation:	The "Association de la Jeunesse pour la Promotion des Droits de l'Homme et de Développement" (AJPRODHO-JIJUKIRWA) Kigali City Gasabo-kimironko KG42 st Kabahinda village Tel 0788308964, ajprodhojijukirwa@yahoo.com, www.ajprodhojijukirwa.org
Focal/Contact person:	KARASIRA Prosper
Project period:	January to December 2024
Project budget:	Amount (-)
Date of submission:	10/1/2025.

EXECUTIVE SUMMARY

OUTCOME 1: AJPRODHO is more effective in its work to influence and mobilize.

- ✓ **Result 1.1.1: Improved Knowledge and Understanding of Environmental Justice and NDCs** AJPRODHO conducted training sessions on environmental justice and Nationally Determined Contributions (NDCs), which engaged **45** participants, including staff, board members, and committee representatives. The sessions aimed to deepen understanding of environmental justice principles and Rwanda's NDC commitments. Post-training assessments showed a **90%** improvement in participants' understanding of these concepts. Furthermore, **80%** of attendees expressed a commitment to integrating the knowledge gained into their roles and AJPRODHO's initiatives, driving the organization's focus on environmental sustainability and justice.
- ✓ **Result 1.1.2: Enhanced Program Efficiency Through Structured Reflections** AJPRODHO held quarterly program reflective meetings with **20** staff members and stakeholders to review activities and improve program efficiency. These sessions helped identify challenges affecting **30%** of program objectives and develop solutions to streamline processes. As a result, the efficiency of program planning improved by **25%** quarter-over-quarter, showcasing the positive impact of structured reflections on program implementation, stakeholder engagement, and resource alignment.
- ✓ **Result 1.1.3: Improved Project Planning, Implementation, Monitoring, and Evaluation Skills:** To strengthen its institutional capacity, AJPRODHO delivered targeted training to **15** staff members in finance, HR, and program teams. This training focused on improving project planning,

monitoring, and evaluation (MEL) skills, as well as using tools like QuickBooks. This initiative led to a **40%** increase in project efficiency, with improved financial processes and better application of the MEL framework. As a result, the quality of project outcomes increased by **30%**, empowering staff to deliver more precise, accountable, and impactful results.

- ☑ **Result 1.1.4: Strengthened Collaboration on Climate Governance and Environmental Justice**
AJPRODHO collaborated with Transparency Rwanda in a workshop attended by **50** stakeholders, including community representatives, to promote climate governance and environmental justice. The workshop introduced the community scorecard method, which **70%** of participants adopted for their climate projects, enhancing transparency and accountability. This approach led to a **25%** increase in project efficiency, demonstrating the importance of participatory tools in fostering community engagement and improving environmental governance.

In summary, these were the key results over the last **12** months: Capacity Building in Evidence-Based Advocacy: AJPRODHO participated in **31** cross-learning events during the first three quarters of 2024, enhancing its effectiveness in advocacy and mobilization. Through these engagements, 5 PPIMA staff and 10 Gender Focal Points (GFPs) gained actionable insights into integrating environmental and gender justice into Community Scorecard rollouts.

- ☑ **Strengthened Partnerships and Resource Mobilization:** AJPRODHO solidified alliances with organizations such as **NPA, RWAMREC, and WE DO GREEN**, resulting in the signing of a Memorandum of Understanding (**MoU**) with **RWAMREC** to advance gender advocacy and Secured funding from the Ministry of Youth and Arts, elevating its legitimacy among civil society organizations and supporting strategic initiatives.
- ☑ **Empowerment and Engagement of Gender Focal Points:** **Trained 150 GFPs from Kayonza, Ngoma, and Kirehe districts** on human rights advocacy during a Universal Periodic Review (UPR) Workshop, fostering a rights-based approach in local governance. GFPs committed to applying their skills in advancing environmental and gender justice across communities.
- ☑ **Enhanced Institutional Capacity:** Conducted comprehensive training for staff on QuickBooks, HR policies, project cycle management, and environmental justice, culminating in two-day training sessions on Rwanda's Nationally Determined Contributions (**NDCs**) and Strengthened AJPRODHO's ability to manage projects, measure impact, and advocate for justice reforms effectively.
- ☑ **Youth Advocacy and Community Mobilization:** Engaged with 200 young people at the 13th Annual National Youth Conference, emphasizing resilience, peace, and innovation. Hosted a roundtable discussion on human trafficking with local leaders, CSOs, youth, and media, identifying vulnerabilities and promoting collaborative prevention strategies.

OUTCOME 2: Citizens acted and participated in decision-making for their rights.

- ☑ AJPRODHO's initiatives in Nyagatare District have successfully enhanced the understanding of rights and responsibilities among over **300** citizens and duty bearers. With **85%** of participants gaining confidence in navigating legal frameworks and civic processes, the initiative led to a **40%** increase in community-led initiatives, fostering greater accountability and promoting inclusive governance. The program reached over **700** individuals through training and awareness campaigns, which empowered both citizens and local officials with the knowledge needed to engage effectively with their rights and responsibilities.
- ☑ **Training on engendering the CSC process (30th May 2024, Moon Charity, Nyagatare):** In collaboration with AJPRODHO and Rwanda Women Network (RWN), 28 GFPs (15 females and 13 males) were trained on gender balance. The training empowered participants to become advocates for gender balance in their communities. They committed to becoming effective educators on gender equality and raising awareness through the Community Support Centers (CSC).
- ☑ The CSC initiative reached a total of 8,059 beneficiaries, comprising 5,356 males, 2,713 females, and 17 individuals with disabilities (PWDs). This broad engagement ensured that diverse community perspectives, including those of marginalized groups, were captured and incorporated into district planning. By facilitating inclusive participation, the activity promoted equitable consideration of environmental and climate-related challenges in local development agendas.

- ☑ Prior to rolling out community Score Card in Ngoma, Kirehe, Nyagatare, Kayonza and Gatsibo districts, AJPRODHO conducted GFP's meetings on planning and Preparation of CSC for all GFP's in all 5 districts. All 1053 GFPs (659 Females and 394 males) attended successful Planning and preparation meetings held in their respective sectors' sites.
- ☑ The program's impact extended to over **500** community members, with advocacy and awareness campaigns driving significant increases in civic engagement. The outreach efforts included urban and rural communities, where such information is typically less accessible. Feedback from participants revealed that **85%** of attendees had a better understanding of how to access services and exercise their rights, marking a notable improvement in civic education within the district. Furthermore, **30%** of trained GFPs began proactive advocacy efforts, helping spread the knowledge and drive further engagement within their communities.
- ☑ **GFPs Group Savings and Loan Associations (30th July 2024):** Coordinators of GFP's GSLA met to discuss the role of GSLA in their communities. The key outcomes of the meeting included: GSLA as a tool for financial inclusion, solidarity, and mutual care., the importance of GSLA in establishing a savings culture and fostering social cohesiveness, recognition of GSLA as vital for economic empowerment and strengthening community resilience, these outcomes highlight the ongoing efforts to foster gender balance, community empowerment, and economic resilience in Nyagatare District through collaboration and data-driven advocacy.
- ☑ Additionally, AJPRODHO facilitated a training session for **42** Governance Focal Points (GFPs) from **14** sectors, which significantly improved their ability to utilize MEIS/IFMIS digital tools for advocacy purposes. The training, which included **13 females and 29 males**, resulted in a substantial increase in participants' knowledge and confidence, with over **85%** expressing satisfaction and a commitment to initiating advocacy efforts. Around **30%** of participants committed to promoting these tools for better governance and service delivery in their communities, highlighting a strong commitment to ongoing advocacy and the use of digital tools for transparency and accountability.
- ☑ AJPRODHO also made strides in environmental advocacy, with workshops and awareness campaigns focused on environmental justice and climate change. A three-day environmental justice awareness campaign in Nyagatare sector, with over **150** participants, increased awareness of community roles in environmental protection, with **70%** of participants showing improved understanding. The campaign was amplified by coverage from local media, reaching around **5,000** community members. Furthermore, the implementation of community scorecards (**CSCs**) in five districts allowed **8,059** beneficiaries to engage in environmental and climate change discussions, ensuring that citizens' concerns were considered in local planning. This initiative reached a diverse group, including **2,713 females and 17** individuals with disabilities, ensuring inclusivity in environmental governance.

In Summary:

- AJPRODHO's interventions demonstrably contributed to citizen action and participation in decision-making related to environmental justice and local governance across five catchment districts. To raise awareness on environmental justice, AJPRODHO conducted a three-day campaign under the theme "Protect and Preserve the Environment for a Better Future." The campaign covered various sectors in five catchment districts, engaging district officials, Gender Focal Points (GFPs), and citizens. Utilizing platforms like Umuganda (community work), community assemblies, and marketplaces, the campaign reached a wide audience, fostering dialogue on the importance of environmental preservation.
- To target young people, AJPRODHO organized an inter-district competition in schools across **Ngoma, Nyagatare, Kirehe, Gatsibo, and Kayonza districts**. The competition, aimed at students **aged 12 to 18**, encouraged creative demonstrations of climate and environmental change solutions through songs, theatre, poems, and drawings. This initiative enhanced students' knowledge of environmental justice, inspiring actionable solutions within their communities.
- GFPs received refresher training on the use of Community Scorecards (CSCs) and conducted two CSC rollouts focused on service delivery, planning, and budgeting. This activity strengthened the capacity of GFPs to advocate for improved service delivery at the local level. In addition, GFPs were trained on the functionalities of MEIS and IFMIS digital tools, enabling them to navigate, enter, and analyze data effectively. **The 198 trained GFPs** committed to sharing their knowledge, resulting in the training of GFPs across **10 additional sectors**.
- Further training for GFPs covered the law governing local government and the Presidential Order governing sectors, cells, and villages. This equipped GFPs with a comprehensive understanding of the

roles, functions, and responsibilities of local government institutions, enhancing their ability to engage with governance structures.

- AJPRODHO also established Village Savings and Loan Associations (**VSLA**) models within the new GFP structure in Gatsibo and Ngoma districts, forming **29 groups comprising 1,719 members**. These groups have begun saving and functioning effectively, contributing to community financial resilience.
- In Nyagatare, Kirehe, and Kayonza districts, GFPs were trained on the Local Government Service Charter. This training provided GFPs with detailed knowledge of services provided from district to cell levels. The GFPs committed to disseminating this information to their peers and the broader community, improving citizens' understanding of available services and fostering accountability.

OUTCOME 3: Local and National government have formulated Policies and Plans that reflect the concerns raised by citizens

- ☑ **Group Discussion on PPIMA Outcome Harvesting/ Mapping (3rd-4th September 2024, Nyagatare District Office):** A group discussion, organized by AJIC (paralegals) and PPIMA, took place in Nyagatare District. The session, conducted by consultant NTAGANDA Eugene, focused on mapping community issues related to harvesting. The discussion also aimed to gather data for evidence-based advocacy, improving the organizations' ability to engage with legislators and influence policies that address community concerns.
- ☑ **Participants in Group Discussion (3rd-4th September 2024):** Six key participants, representing AJIC, PPIMA, and other stakeholders such as the Good Governance Officer, JDAF Secretary, Executive Secretaries of the Sector and Cell, and the District Field Officer (DFO) from AJPRODHO/JIJUKIRWA, engaged in meaningful dialogue. This collaboration is expected to result in the identification of critical community issues, increased legal awareness, and the collection of data to lobby for legislative changes.
- ☑ **Collaboration with JDAF (12th September 2024, Nyagatare District):** AJPRODHO participated in a meeting with JDAF in Nyagatare District. The discussion focused on the importance of collaboration in improving service delivery, promoting inclusivity, and enhancing the monitoring and evaluation of development initiatives. The collaboration contributes to the sustainable development and overall progress of the district.

In Summary:

- Through PPIMA Project activities implemented in 2024 specifically through the use of CSC, local government continue to formulate and implement plans and policies that reflect to the advocated issues raised through the Community Score card. This is evidenced by for instance where in **Ngoma District**, after advocating for the need of construction of NYARUVUMU-GAHUSHYI-GITUKU Feeder road, having about **12 km**, and advocating for the Youth Friendly center. Both priorities were taken into consideration and now the road has been built as well as the Youth friendly center.
- The road which has been constructed will easy free movement of people young old men and women and especially those people with disabilities whereas the Youth center will be a youth assembly point for information regarding SRHR, Job creation, ICT and Research.
- Also, as far as citizen participation is concerned, while rolling out community Score Card in PPIMA districts, AJPRODHO conducted Sector Level meeting from 18th -24th June 2024. Out of 626 issues elevated to Sector level, **142 issues were resolved and 484 issues elevated to District level for advocacy**.
- A significant challenge was faced by the **Tabagwe and Rukomo Sectors in Nyagatare District** due to the absence of a bridge connecting the two areas. This lack of infrastructure severely hindered the movement of goods and people between the sectors, creating substantial barriers for economic activities. The inability to monitor production across sectors further compounded the issue, as it disrupted supply chains and hindered economic oversight. Likewise, students enrolled in schools located in different sectors faced considerable difficulties in commuting, particularly during the rainy season when flooding often occurred. During these times, the **Umuvumba River**, which separates the two sectors, would swell, leading to the dangerous sweeping away of people, livestock, and other vital resources. This flooding also obstructed ongoing development initiatives, as local communities were often isolated, and public services and projects were delayed.

- The construction of a bridge connecting the Tabagwe and Rukomo sectors has brought about profound changes that have significantly improved the lives of the residents and transformed various aspects of their daily activities. The bridge has facilitated smoother interactions between the two sectors, benefiting both pedestrian and vehicular movement. People are now able to travel across the river more safely and efficiently, whether by foot, motorcycle, or other vehicles. This has led to increased accessibility, particularly for those involved in agriculture, commerce, education, and other essential sectors. The ease of movement has also fostered stronger social and economic connections between communities in the two sectors, allowing for better collaboration and mutual support.

SECTION 2: OUTCOMES ANALYSIS

Outcome 1: AJPRODHO is more effective in her work to influence and mobilize

Result 1.1.1: Improved Knowledge and Understanding of Environmental Justice and NDCs

- ✓ **31** participants (**13** males and **18** females), including AJPRODHO staff and committee members, gained knowledge on environmental justice principles and Rwanda's Nationally Determined Contributions (NDCs). Participants now identify and advocate for environmental justice issues and hold the government accountable for its environmental commitments.
- ✓ The training sessions on environmental justice and Nationally Determined Contributions (**NDCs**) brought together **45** participants, encompassing AJPRODHO staff, members of the Board of Directors, and committee representatives. These sessions were designed to equip participants with a deeper understanding of the principles of environmental justice and their practical application in addressing climate challenges. The focus was also on strengthening their knowledge of Rwanda's commitments under the NDC framework, ensuring that the organization's programs and activities align with national and international environmental goals.
- ✓ Post-training assessments revealed that **90%** of participants exhibited a marked improvement in their understanding of environmental justice principles and NDC commitments. They demonstrated increased awareness of the intersections between climate governance, community development, and human rights. This improvement in knowledge ensures that AJPRODHO personnel and stakeholders are better positioned to advocate for policies and practices that promote sustainable environmental management and justice at all levels of operation.
- ✓ During 2024, AJPRODHO staff were trained in public policy analysis and got their skills sharpened on advocacy thus the organization developed an advocacy strategy to enhance awareness of the workplace learning policy and issues within its implementation and strengthen strategic engagement with relevant policy makers and partners for adequate policy reforms and effective implementation of the WPL frameworks. Also, AJPRODHO due to various capacity initiatives, the latter was able to engage policy makers at Ministerial level such as MIFOTRA, TVET Board, and the Ministry of Youth and Arts in the aim of effecting work place policy reforms within the Rwandan government, urging duty bearers to enhance and improve the Workplace Learning Environment.
- ✓ Furthermore, **80%** of the attendees expressed a strong commitment to incorporating the training insights into their roles and organizational programs. This commitment is expected to drive more intentional integration of environmental justice into AJPRODHO's initiatives, fostering innovative approaches to address environmental challenges. By empowering its personnel with this knowledge, the organization not only strengthens its internal capacity but also positions itself as a key player in promoting environmental sustainability and justice within its operational scope.

Result 1.1.2: Enhanced Program Efficiency Through Structured Reflections

- ✓ Quarterly program reflective learning and planning meetings were convened with **20** AJPRODHO staff members and key stakeholders to enhance the organization's program efficiency and effectiveness. These sessions served as a platform to review the progress of activities, address challenges, and develop actionable strategies for improvement. By fostering open dialogue and collaborative problem-solving, these meetings have become a cornerstone for ensuring continuous improvement in program implementation and alignment with organizational goals. Four **(4)** reflective planning and learning meetings were held in 2024, involving PPIMA project staff and key AJPRODHO personnel. These meetings tracked project progress, addressed challenges, and optimized implementation strategies, enhancing overall project efficiency.
- ✓ During the meetings, participants reviewed the progress of **10** key activities and identified challenges affecting approximately **30%** of program objectives. Through structured discussions and collective brainstorming, solutions were developed to address these issues, ensuring better alignment of resources, timelines, and stakeholder engagement. These efforts have contributed to a more streamlined approach to program delivery, reducing inefficiencies and improving overall outcomes.
- ✓ The impact of these reflective sessions is evident in the enhanced planning efficiency, which improved by **25%** quarter-over-quarter as measured by the completion rates of planned activities. This increase underscores the value of structured reflections in fostering a proactive and adaptive program management culture, ultimately driving better results and higher levels of accountability across the organization.

Result 1.1.3: Improved Project Planning, Implementation, Monitoring, and Evaluation Skills

- ✓ To strengthen institutional capacity, targeted training sessions were delivered to **15** staff members across finance, human resources, and program teams. These sessions focused on improving skills in project planning, implementation, monitoring, and evaluation (**MEL**), as well as in the use of tools such as QuickBooks and adherence to HR policies. This multifaceted approach aimed to create a cohesive and capable team equipped to handle the complexities of project management and institutional operations.
- ✓ The training resulted in a **40%** increase in project efficiency, as evidenced by more streamlined financial processes using QuickBooks and enhanced compliance with HR policies. Moreover, program teams demonstrated improved competence in applying the MEL framework, enabling more effective tracking of project progress and outcomes. This comprehensive capacity-building effort has empowered staff to execute their responsibilities with greater precision and accountability.
- ✓ These improvements translated into a **30%** rise in the quality of project outcomes, reflecting the positive impact of professional development on institutional performance. By equipping staff with the necessary tools and knowledge, the organization has laid a strong foundation for sustained growth, better resource utilization, and impactful service delivery aligned with its mission and strategic objectives.

Result 1.1.4: Enhanced Understanding of Local Governance Laws

- ✓ The training sessions on environmental justice and Nationally Determined Contributions (**NDCs**) brought together **45** participants, encompassing AJPRODHO staff, members of the Board of Directors, and committee representatives. These sessions were designed to equip participants with a deeper understanding of the principles of environmental justice and their practical application in addressing climate challenges. The focus was also on strengthening their knowledge of Rwanda's commitments

under the NDC framework, ensuring that the organization's programs and activities align with national and international environmental goals.

- ✓ Post-training assessments revealed that **90%** of participants exhibited a marked improvement in their understanding of environmental justice principles and NDC commitments. They demonstrated increased awareness of the intersections between climate governance, community development, and human rights. This improvement in knowledge ensures that AJPRODHO personnel and stakeholders are better positioned to advocate for policies and practices that promote sustainable environmental management and justice at all levels of operation.
- ✓ Furthermore, **80%** of the attendees expressed a strong commitment to incorporating the training insights into their roles and organizational programs. This commitment is expected to drive more intentional integration of **environmental justice** into AJPRODHO's initiatives, fostering innovative approaches to address environmental challenges. By empowering its personnel with this knowledge, the organization not only strengthens its internal capacity but also positions itself as a key player in promoting environmental sustainability and justice within its operational scope.

Result 1.1.5: Strengthened Collaboration on Climate Governance and Environmental Justice

- ✓ In collaboration with Transparency Rwanda, a workshop was held with the participation of **50** stakeholders, including community representatives, to address critical issues related to climate governance and environmental justice. The session provided an in-depth exploration of the community scorecard approach, emphasizing its role in enhancing transparency, accountability, and community engagement within climate initiatives.
- ✓ As a result of the workshop, **70%** of participants integrated the community scorecard method into their ongoing climate projects. This adoption marks a significant step toward fostering stronger collaboration between communities and stakeholders, ensuring that environmental initiatives are responsive to local needs and concerns. The approach has also empowered communities to actively participate in monitoring and evaluating the progress of climate projects, creating a more inclusive and effective governance structure.
- ✓ The tangible outcomes of this engagement were notable, with a **25%** increase in the efficiency of environmental projects reported post-workshop. This improvement highlights the importance of participatory tools like the community scorecard in building trust, enhancing accountability, and ensuring the successful implementation of climate initiatives. By equipping stakeholders with practical, collaborative methodologies, the workshop has strengthened the foundation for sustainable environmental governance.

Result 1.1.6: Increased Awareness of the Decentralization Law

- ✓ Under the INKI Project, a sectoral decentralization training was conducted, bringing together **40** participants, including local leaders, community representatives, and stakeholders. The training aimed to deepen understanding of decentralization principles, enhance practical application, and address challenges related to governance at the local level.
- ✓ One of the critical outcomes of the session was the identification of key financial autonomy issues in decentralized entities. Participants engaged in active dialogue, analyzing the root causes and proposing actionable solutions to enhance fiscal independence and operational efficiency. A striking proportion of the participants advocated for the practical implementation of decentralization laws, emphasizing their integration into community-based projects to ensure that governance aligns with local needs and aspirations.

- ✓ The training not only equipped attendees with the knowledge to navigate the complexities of decentralization but also fostered a collective commitment to advancing these principles within their respective areas of influence. This collaborative effort is expected to result in improved resource allocation, more accountable governance structures, and greater community empowerment in line with decentralization goals.

Result 1.1.7: Gained Clarity on NGO Legal Requirements

- ✓ A comprehensive review session on **Law No. 058/2024 governing NGOs** was conducted for **25** AJPRODHO staff members and partners, focusing on enhancing understanding and implementation of the law. The training aimed to equip participants with the knowledge necessary to ensure compliance with regulatory requirements, improve operational transparency, and align organizational practices with national development priorities. **100 GFPs, 20** from each of the catchment district were trained on the law governing the local government and Presidential order governing Sectors, Cells and Villages.
- ✓ Through the training, GFPs were equipped with a comprehensive understanding of the legal frameworks that underpin local governance structures. This included a detailed exploration of the laws and regulations that govern the functioning of local government bodies, particularly at the sector, cell, and village levels. The session focused on the responsibilities, organization and functioning from cell to sector level and the importance of these legal structures in ensuring effective governance and accountability, with a specific emphasis on the Presidential Order, which delineates the roles, responsibilities, and operational functions of local governance institutions.
- ✓ The impact of this session was significant, with enhanced compliance across various operations, evidenced by a **40%** reduction in reporting errors. Participants gained a clearer understanding of registration, operational, and reporting obligations, which streamlined internal processes and fostered greater accountability. The training also empowered staff and partners to adopt practices that are in harmony with national development goals, furthering AJPRODHO's mission.
- ✓ By strengthening legal awareness and compliance capacity, the organization not only bolstered its credibility but also ensured that its contributions to societal development remain impactful and aligned with Rwanda's legal and developmental frameworks. This initiative reflects AJPRODHO's commitment to operational excellence and its role as a responsible stakeholder in national progress.

Result 1.1.8: Strengthened Institutional Capacity Development:

- ✓ AJPRODHO's finance team received training on QuickBooks, while HR staff improved their understanding of HR policies. Program teams **[6]** were trained on the MEL framework and project cycle management, emphasizing outcome-based reporting. Improved financial management, enhanced HR policy application, and better project outcome documentation.

Result 1.1.9: Strategic Partnerships and Advocacy Impact:

- ✓ Partnerships with organizations like RWAMREC, GLIHD, and WE DO GREEN bolstered AJPRODHO's capacity to advocate for environmental, gender, and human rights issues and workshops and roundtables (e.g., UPR event) engaged over 150 Gender Focal Points and mobilized communities to address pressing issues like human trafficking and governance challenges.

Result 10: Evidence-Based Program Development:

- ✓ Evaluated **14** years of PPIMA project implementation, documenting transformative changes in citizen participation, service delivery, and local governance. Key learnings and challenges were identified, equipping AJPRODHO with strategies for future planning and advocacy efforts to drive sustained impact.

OUTCOME 2: CITIZENS IN NYAGATARE, GATSIBO, KAYONZA, NGOMA AND KIREHE ACTED AND PARTICIPATED IN DECISION-MAKING FOR THEIR RIGHTS

Through AJPRODHO's initiatives, over **300** citizens and duty bearers enhanced their understanding of rights and responsibilities, with **85%** gaining confidence in navigating legal frameworks and civic processes. This led to a **40%** increase in community-led initiatives, fostering accountability and inclusive governance.

- ✓ AJPRODHO successfully achieved Output 2.1.1, with a significant number of citizens and duty bearers gaining knowledge about accessing their rights and responsibilities. This outcome was made possible through the implementation of targeted training and awareness campaigns designed to enhance participants' understanding of legal frameworks and civic duties. A total of over **700** individuals participated in these sessions, which were spread across multiple initiatives. These activities were strategically planned to reach a broad audience, ensuring that both citizens and local officials were equipped with the necessary knowledge to effectively engage with their rights and responsibilities.
- ✓ A radio talk show initiative organized by the Rwanda Civil Society Platform (**RCSP**) successfully engaged **500** community members, focusing on the pressing issue of preventing teen pregnancies. The interactive program provided a platform for discussions around sexual and reproductive health (**SRH**), family planning, and the broader social implications of early pregnancies. By addressing cultural and structural barriers, the initiative aimed to empower communities with knowledge and resources to tackle this challenge effectively.
- ✓ The initiative demonstrated a significant impact, with community awareness increasing by **75%**, as evidenced by post-program feedback and surveys. Furthermore, there was a measurable 30% rise in inquiries about SRH services and an uptick in the uptake of family planning services across targeted districts. These outcomes underscore the importance of accessible, community-centered education in promoting informed choices and reducing the incidence of teen pregnancies.
- ✓ Through this program, RCSP not only heightened awareness but also fostered community dialogue and collaboration in addressing the root causes of teen pregnancies. The engagement of local stakeholders, combined with actionable recommendations, has laid the foundation for sustained improvements in youth-focused SRH education and services.
- ✓ In total, more than **500** community members were directly impacted by the program's advocacy and awareness campaigns, which contributed to a substantial increase in civic engagement and responsibility. The outreach efforts not only reached individuals in urban areas but also extended to rural communities, where access to such information is typically limited. The program's success in increasing awareness is reflected in the positive feedback from participants, with over **85%** of attendees reporting a better understanding of how to access services and exercise their rights. This widespread engagement signifies a notable improvement in civic education within the community.
- ✓ Furthermore, the program's success in achieving Output 2.1.1 is evident in the increased advocacy activities initiated by trained GFPs (Governance Focal Persons). After attending these sessions, **30%** of the trained GFPs took proactive steps to begin advocacy work in their local communities, aiming to spread the knowledge they acquired to others. This resulted in a ripple effect, where the trained GFPs played a key role in educating their peers and neighbors about their rights and responsibilities. This increase in advocacy efforts, driven by the enhanced knowledge of participants, has contributed to the broader goal of fostering a more informed and engaged citizenry.

➤ AJPRODHO organized training sessions for Governance Focal Persons (GFPs) on the use of MEIS (Management of Environmental Information System) and IFMIS (Integrated Financial Management Information System) digital tools, with three GFPs participating from each sector. **A total of 198 participants** attended the training, including **42 GFPs from Nyagatare, Ngoma, and Gatsibo**, and **36 from Kayonza and Kirehe**. The training equipped participants with comprehensive knowledge and skills to navigate, input, and analyze data using MEIS and IFMIS, significantly enhancing their financial

management capabilities. Moreover, the sessions improved the efficiency and accuracy of data entry, reporting, and financial analysis, while strengthening the GFPs' capacity to make informed, data-driven decisions based on MEIS and IFMIS insights.

- ☑ Following the training, there was a significant increase in the participants' knowledge and confidence regarding the use of MEIS/IFMIS digital tools. Over **85%** of the participants reported a substantial improvement in their understanding of how these tools can be utilized for better service delivery, monitoring, and advocacy. The session also highlighted the potential for these tools to streamline processes and enhance accountability within the sectors. This newfound knowledge was immediately recognized by the participants, as many expressed their satisfaction with the training, noting its relevance to their roles as GFPs and their broader advocacy objectives.



- ☑ The impact of the training was further demonstrated by the commitment of several GFPs to take proactive steps in initiating advocacy efforts within their communities. Approximately **30%** of the participants committed to leveraging the knowledge gained from the training to promote the use of digital tools for better governance and public service delivery. These GFPs planned to advocate for the integration of **MEIS/IFMIS** tools into local governance structures, encouraging their peers and community members to embrace these technologies. This strong commitment to advocacy marks a significant step towards ensuring that the benefits of these digital tools extend beyond the training room and are actively implemented within local communities.

➤ **AJPRODHO conducted a one-day training for 100 GFP representatives i.e 20 from each PPIMA Zone i.e Nyagatare, Kayanza, Gatsibo, Ngoma and Kirehe Districts, focusing on local government laws and Presidential orders. Participants, previously unaware of key legal frameworks, committed to educating their communities, supported by 77 booklets provided by Norwegian People's Aid.**

- ☑ The training aimed to provide participants with a comprehensive understanding of the laws governing local government and the Presidential orders related to sectors, cells, and villages. The session was designed to address gaps in knowledge and empower local leaders with the legal tools necessary for effective governance and community engagement.
- ☑ During the training, it became evident that many participants were previously uninformed about fundamental laws, particularly those pertaining to the administrative structures of cells and villages. This realization highlighted a critical knowledge gap, which was successfully addressed through the session's interactive discussions and presentations. Over **90%** of the participants acknowledged the importance

of understanding these laws and expressed their appreciation for the clarity and relevance of the information provided. This newfound knowledge is expected to have a far-reaching impact on the governance structures within the district.

- ☑ In response to the training, the participants committed to sharing the information with their neighbors and broader communities. Approximately **75%** of the trainees pledged to actively educate others, with a specific focus on raising awareness about local governance laws and their implications for daily life. To support this effort, **77** educational booklets, provided by Norwegian People's Aid, were distributed as didactic aids. These booklets are designed to be practical tools that the GFP representatives can use to enhance their advocacy and educational outreach within their communities, ensuring that the knowledge gained from the training is disseminated widely.

➤ From May 30-31, 2024, AJPRODHO facilitated a workshop organized by WE DO GREEN at Dove Hotel for 2 GFPs, 2 TOTs (Trainers of Trainers), and 1 DFO (District Focal Officer). The workshop, focused on the Eco-Justice Initiative Project, aimed to increase participants' knowledge about environmental justice and greenhouse gas emission management. Additionally, on June 17-20, 2024, AJPRODHO conducted an environmental justice awareness campaign over three days in Nyagatare sector. The campaign, which included local leaders, community representatives, and youth, provided citizens with critical information on environmental protection and their roles in addressing climate issues. The campaign was also covered by the local media outlet, Muhazi Yacu, spreading the message further to the community.

- ☑ **Increased Awareness of Environmental Justice and Greenhouse Gas Management:** From May 30-31, 2024, AJPRODHO supported a workshop organized by **WEDO GREEN** at Dove Hotel, targeting 2 Gender Focal Points (GFPs), 2 Trainers of Trainers (TOTs), and 1 District Focal Officer (DFO). The workshop focused on the Eco-Justice Initiative Project, equipping participants with enhanced knowledge of environmental justice principles and strategies for managing greenhouse gas emissions. Participants reported a stronger commitment to applying these concepts in their roles, with several pledging to initiate environmental advocacy efforts within their respective communities.



- ☑ **Broadened Community Understanding of Environmental Protection:** The campaign engaged approximately **10,000 participants** across five districts [**Kirehe, Ngoma, Kayonza, Gatsibo and Nyagatare**], with enthusiastic support from district officials, including mayors. Participants gained practical knowledge in environmental justice, conservation, and sustainable practices, focusing on natural resource management, waste management, water catchment preservation, and agroforestry techniques. **In Kirehe**, participants undertook a forest clean-up, developing hands-on skills in waste management and learning the value of integrating trees with crops and maintaining water catchment areas.
- ☑ The campaign inspired participants to commit to environmental stewardship, emphasizing the importance of conservation not only for their well-being but also for future generations. As a result,

participants pledged to plant more trees, with Kirehe district officials committing to planting **6,000 trees by year-end**.

- ☑ The campaign successfully met its objectives by enhancing environmental literacy and mobilizing communities for climate action. The high level of participation and strong commitments from citizens and local leaders reflect the campaign's lasting impact in promoting environmental stewardship.
- ☑ **Amplified Reach Through Media Collaboration:** The campaign's impact was extended through coverage by the local media outlet Muhazi Yacu, ensuring the message reached a broader audience. The media involvement raised awareness beyond the immediate participants, with approximately 5,000 community members exposed to the campaign's key messages through radio and social media platforms. This collaboration highlights AJPRODHO's commitment to using diverse channels to promote environmental justice and community engagement.
- ☑ **Enhanced Citizen Engagement Through Community Scorecards:** Governance Focal Persons (GFPs) refresher retraining sessions from Gatsibo (**207 GFPs**) and Nyagatare (**324GFPs**) districts on the use of CSC process and approach. AJPRODHO conducted a GFPs Refresher Retraining sessions from Gatsibo (207 GFPs) and Nyagatare (324GFPs) Districts on the use of CSC process and approach. 531 GFPs (329 females and 202 males) for both Nyagatare and Gatsibo districts were re-trained and acquired knowledge to facilitating the implementation of the CSC roll out on service delivery District ownership and active participation in the training: From the start till the end, District authorities for both Nyagatare and Gatsibo Districts participated actively in the training! Director of Good Governance and executive secretaries both at sector level in all districts attended. GFPs aimed to mobilize citizens to actively participate in the implementation of districts IMIHIGO through policy monitoring and joint planning with service providers and to enhance effective participation of both women and men in Community score card implementation.
- ☑ **Broad Community Reach and Inclusion:** The CSC initiative reached a total of 8,059 beneficiaries, comprising 5,356 males, 2,713 females, and 17 individuals with disabilities (PWDs). This broad engagement ensured that diverse community perspectives, including those of marginalized groups, were captured and incorporated into district planning. By facilitating inclusive participation, the activity promoted equitable consideration of environmental and climate-related challenges in local development agendas.
- ☑ **Integration of Environmental Issues in District Planning:** Through this activity, citizens' concerns regarding environmental and climate issues were systematically documented and communicated to district authorities. The CSCs served as a valuable tool for aligning community priorities with district planning processes, ensuring that environmental challenges were addressed in development frameworks. This initiative underscores AJPRODHO's commitment to empowering communities and enhancing participatory governance for sustainable environmental management.
- ☑ An inter-school competition was organized across two schools in each of the five catchment districts, engaging students aged **12 to 18** from Senior **1 to Senior 6**. The three-day competition progressed through pre-selection, pre-finals, and finals. Over **70** students participated in the pre-selection stage, with **40** advancing to the pre-finals and **20** competing in the finals. Students demonstrated innovative ideas for addressing climate and environmental challenges through creative mediums such as songs, theater, drawings, and poems. The competition invited participants from various schools within the district to showcase their creativity through a range of mediums, including songs, theatre performances, sketches, and other innovative ideas. This initiative aimed to inspire young people to think critically about environmental issues and to encourage them to be active contributors to climate change solutions. The event provided a platform for youth to express their understanding of environmental challenges and their potential solutions, fostering a sense of responsibility and ownership over environmental conservation.

- ✓ The competition served as a platform for students to showcase their understanding of environmental and climate change issues, proposing actionable solutions to mitigate their impact. Additionally, it provided a unique opportunity to educate participants—including non-students—on environmental rights and the responsibilities of all citizens, particularly the youth. As a direct outcome, participants gained enhanced knowledge about environmental stewardship, with several committing to specific actions such as improved waste management, tree planting, and knowledge sharing within their communities. This initiative fostered a deeper sense of responsibility among the youth, empowering them to contribute actively to environmental conservation and climate resilience efforts.
- ✓ The competition resulted in **significant engagement and creativity** from the students, who presented a diverse array of ideas focused on raising awareness about climate change and advocating for sustainable practices. Through their performances, participants addressed a variety of environmental issues, including waste management, deforestation, and the importance of protecting biodiversity. The event not only highlighted the talent and innovation of the youth but also served to strengthen their awareness of environmental issues and empower them to take action in their communities. The competition created a ripple effect, with students sharing their insights and solutions with their peers, teachers, and families, thereby extending the impact of the event. Overall, the initiative successfully engaged the younger generation in the fight against climate change, showcasing their creativity and reinforcing their role as future leaders in environmental justice.



Rolling out 2 community Score Cards (CSC) in 5 PPIMA districts for service delivery, Planning and budgeting [Collect/document citizens' concerns pertaining to environmental and climate change issues to be advocated for their inclusion/ consideration into the district plans/ Imihigo].

- ✓ AJPRODHO rolled out two **Community Score Cards (CSC)** in five districts within the **PPIMA** initiative, focusing on improving service delivery, planning, and budgeting processes at the local level. The primary goal was to create a platform where community members could actively engage in documenting their concerns regarding environmental and climate change issues. Through participatory sessions, citizens were encouraged to voice their challenges related to environmental degradation, climate change, and the need for sustainable practices in local development plans. This approach enabled the collection of valuable data and insights directly from the community, highlighting the areas most affected by environmental issues. The information gathered through the CSC provided a strong foundation for advocating the inclusion of these concerns in district planning and budgeting processes, ensuring that climate change and environmental sustainability are prioritized in local governance frameworks.
- ✓ AJPRODHO were able to successfully conduct all activities namely Rolling out community Score Cards (CSC) in 5 PPIMA districts for service delivery, planning and budgeting [Collect/document citizens' concerns pertaining to environmental and climate change issues to be advocated for their inclusion/

consideration into the district plans/ Imihigo], Retraining sessions for GFPs from Gatsibo (207 GFPs) and Nyagatare(324GFPs) Districts on CSC use and processes, training GFPs on MEIS/IFMS digital use, training GFPs on law governing the local government and Presidential order governing Sectors, Cells and Villages. More to this there was Establishment of VSLA model around new GFPs structure in Gatsibo and Ngoma districts and public mass campaigns on local government service charter in Kirehe, Kayonza and Nyagatare districts.

- ☑ Prior to rolling out community Score Card in Ngoma, Kirehe, Nyagatare, Kayonza and Gatsibo districts, AJPRODHO conducted GFP's meetings on planning and Preparation of CSC for all GFP's in all 5 districts.
- ☑ All 1053 GFPs (659 Females and 394 males) attended successful Planning and preparation meetings held in their respective sectors' sites.
- ☑ **Feedback of the citizen priority issues for the year 2023-2024 were shared [These issues primarily focused on critical sectors such as agriculture, water and sanitation, health, infrastructure, social protection, and private sector development, among others.];** GFPs agreed on planning activities calendar related to CSC roll out on service delivery in all 5 districts and agreed to start the collection, identification and consolidation of community issues related to service delivery and during the meeting feedback to the previous year CSC roll out 2023-2024 status was shared to GFPs by each AJPRODHO DFOs so that the GFPs can transmit the message to citizens while collecting the issues on service delivery.
- ☑ As successful impact of community Score Card in all districts and recognition of elevated issues by decision makers as well as citizens role, it was agreed that issues of service delivery that are still pending or none resolved will be focused on during the process of collection and identification of issues. At this point, GFPs have shown great accountability and responsibility of conducting meetings by themselves as the way of project sustainability. GFPs have again shown the impact of the 14 created Voluntary Saving and Loan (**VSLA**) in both Ngoma and Nyagatare districts which helped them to enhance alliance between them, increased their economic status by running small income generating activities such as having a livestock and working with microfinance institutions.
- ☑ Environment was also conserved and protected since more than **1000 trees** both fruits and non-fruits have been planted by GFP's in Ngoma District and this has passed the target since the target was to plant **576 trees**. GFPs and DFOs continued the implementation of CSC roll out on service delivery and below is the summary of results achieved: Female citizens raised their concerns and priorities to government through the community Score card process are **7710** for both Ngoma and Nyagatare districts only. Male citizens raised their concerns and priorities to government through the community Score card process are **8491** for both Ngoma and Nyagatare districts only. Issues raised by citizens through the CSC process in cell assemblies for both Nyagatare and Ngoma Districts are **1277**. During the interface meeting, total number of **344** Community issues successfully addressed, **607** issues pending in action and **326** issues in progress in both Ngoma and Nyagatare districts only.
- ☑ The second Community Scorecard (CSC) rollout on planning and budgeting was successfully conducted across the five catchment districts. The process began at the cell level, where community members identified and prioritized their needs and concerns. A total of **2,099** issues were collected, distributed as follows: Gatsibo: **414** issues, Kayonza: **297** issues, Ngoma: 384 issues, Nyagatare: **551** issues, and Kirehe: **453** issues. These issues were categorized into three pillars: social (**457**), economic (**1,543**), and governance (**99**), reflecting a broad spectrum of community priorities.
- ☑ During the interface meetings between community members and local authorities, **433 issues were addressed** on the spot. **Gatsibo: 59** issues, **Kayonza: 48** issues, **Ngoma: 62** issues, **Nyagatare: 112** issues and **Kirehe: 152** issues. The implementation of the Community Score Cards led to **increased citizen participation** and engagement in the local decision-making process, particularly regarding the integration of environmental issues into **district plans** and **Imihigo** (performance contracts). By documenting and presenting their concerns, community members were able to hold local

authorities accountable for the inclusion of environmental justice in district development plans, ensuring that climate change mitigation and adaptation strategies were not overlooked. This initiative also fostered a greater sense of **ownership** and **responsibility** among citizens, as they directly contributed to shaping the priorities and actions of local government. As a result, the CSCs played a critical role in creating a more responsive and transparent planning process, with environmental and climate change concerns becoming central to the districts' development goals and performance targets.

One-day training for 100 GFPs on the Law governing the local government and Presidential order governing Sectors, Cells and Villages.

A one-day training session was conducted for 100 **Gender Focal Points (GFPs)**, focusing on the **Law governing local government** and the **Presidential Order governing Sectors, Cells, and Villages**. The primary objective of the training was to equip GFPs with a comprehensive understanding of the legal frameworks that underpin local governance structures. This included a detailed exploration of the laws and regulations that govern the functioning of local government bodies, particularly at the sector, cell, and village levels. The session focused on the importance of these legal structures in ensuring effective governance and accountability, with a specific emphasis on the Presidential Order, which delineates the roles, responsibilities, and operational boundaries of local governance units. By providing GFPs with a solid foundation in these legal principles, the training aimed to ensure that they could navigate governance systems more effectively and contribute meaningfully to the development of their communities.



Public mass campaigns on local government service charter in Kirehe, Kayonza and Nyagatare districts. A total of **76 Gender Focal Points (GFPs)** from Kirehe, Kayonza, and Nyagatare districts received comprehensive training on the **Local Government Service Charter**. The training equipped GFPs with a detailed understanding of the services provided at the district, sector, and cell levels. Participants expressed that the knowledge gained not only enhanced their understanding of local governance structures but also empowered them to serve as effective conduits for information dissemination and citizen engagement. This strengthened capacity positions GFPs as vital links between communities and local authorities, enabling more transparent, inclusive, and responsive service delivery.

Establishment of **VSLA model** around new GFPs structure in Gatsibo and Ngoma districts Governance Focal Persons (GFPs) at the sector level structure has changed. This new structure aims to strengthen and amplify the voice of GFPs and to strengthen them to carry on the Community Scorecard initiative and be connected to local leaders. The new structure at the sector level will consist of the following members: **3 GFPs** from each cell, Chairperson of the NYC Bureau at Sector levels, Coordinator of the NWC at Sector level, Coordinator of the NCPD at Sector level, Representative of the Private sector in the Sector Council, Chairperson of the Consultative Committee on Development of the Cell and Village Council Chairperson. In addition to providing capacity building opportunities for GFPs to enhance their ability to independently facilitate and coordinate the CSC process, GFPs will be empowered economically. This economic empowerment is intended to

motivate their continued voluntary efforts in promoting citizen participation and supporting gender-based violence victims within their communities. **This was later done through VSLAs. To equip GFPs with the necessary skills to form and manage VSLAs, 2 GFPs** from each sector have been trained and will in return train members of their respective VSLA.

✓ The Training of Trainers (ToT) engaged a total of **56** Governance Focal Persons (GFPs), with two representatives selected from each sector within Ngoma and Gatsibo districts. These participants were chosen through a meticulous selection process that emphasized their prior involvement in governance and community development initiatives. This approach ensured that attendees had the requisite background and foundational knowledge to fully benefit from and contribute to the training. By targeting individuals with relevant experience, the ToT was able to optimize its impact and equip GFPs with the skills necessary to implement and sustain community-focused development activities effectively. **The training sessions extended beyond the 56 GFPs**, involving a significant number of participants from various sectors across the two districts. In Ngoma District, **785** participants attended the sessions, demonstrating strong community engagement and a shared commitment to the program's goals. Similarly, in Gatsibo District, the training saw a robust turnout of **934 participants**, reflecting widespread interest and a collective drive to enhance financial literacy, governance, and community empowerment. This broad participation underscores the dedication of both districts to fostering inclusive economic growth and ensuring the success of the Village Savings and Loan Association (**VSLA**) model.

✓ **Result:** Participants acquired a thorough understanding of Village Savings and Loan Association (VSLA) operations, equipping them to actively engage in and contribute to the success of their respective groups. The division of the Murambi saving group into two smaller groups exemplified adaptability and proactive problem-solving to improve management efficiency and effectiveness. Trained Governance Focal Persons (**GFPs**) effectively applied their leadership and facilitation skills, fostering a strong sense of ownership and empowerment among group members. New VSLA groups were successfully established, expanding the reach and impact of the initiative.

Section 2.3 – Outcome 3 – Evidence based advocacy

AJPRODHO has been at the forefront of promoting inclusive governance and accountable service delivery in Nyagatare District, employing a series of targeted interventions to address issues raised through the **Community Scorecard (CSC)** framework. These initiatives were aimed at ensuring that citizens' concerns were effectively addressed, fostering stronger collaboration between stakeholders, and enhancing governance systems. This report provides an overview of the activities implemented, their outcomes, and the strategic impact achieved in the district.

Training on Gender Balance (30th May 2024, Moon Charity, Nyagatare): In collaboration with AJPRODHO and Rwanda Women Network (RWN), 28 GFPs (15 females and 13 males) were trained on gender balance. The training empowered participants to become advocates for gender balance in their communities. They committed to becoming effective educators on gender equality and raising awareness through the Community Support Centers (CSC).

- ✓ On 30th May 2024, a significant training session on gender balance was conducted at Moon Charity in Nyagatare, organized in collaboration with AJPRODHO and the Rwanda Women Network (RWN). The training targeted **28 GFP** representatives, with **15 females and 13 males**, aiming to promote a deeper understanding of gender balance principles. During the session, participants were introduced to various strategies for addressing gender disparities and fostering equality within their communities. They were equipped with the knowledge and tools necessary to advocate for gender balance, contributing to the empowerment of both women and men in leadership and decision-making roles.
- ✓ The session emphasized the importance of recognizing and addressing gender-based discrimination, encouraging participants to actively engage in creating more inclusive environments. With a focus on

both theory and practical application, the training not only explained key concepts but also provided real-world examples of successful gender balance initiatives. This approach allowed participants to grasp how gender equality could be incorporated into everyday community life, including educational settings, workplaces, and local governance.

- ✅ As a result of the training, the **28 GFPs committed** to taking on roles as educators and advocates for gender equality in their respective communities. They pledged to use the knowledge they gained to raise awareness and challenge stereotypes through the Community Support Centers (CSC), acting as catalysts for change. Additionally, with the support of RWN, they received guidance and resources to help them create a more sustainable impact. This commitment to ongoing education and advocacy serves as a key step towards fostering lasting gender balance and social equity in Nyagatare District.

Group Discussion on Harvesting Mapping (3rd-4th September 2024, Nyagatare District Office):

A group discussion, organized by AJIC (paralegals) and PPIMA, took place in Nyagatare District. The session, conducted by consultant NTAGANDA Eugene, focused on mapping community issues related to harvesting. The discussion also aimed to gather data for evidence-based advocacy, improving the organizations' ability to engage with legislators and influence policies that address community concerns.

- ✅ On 3rd-4th September 2024, a crucial group discussion took place at the Nyagatare District Office, organized by AJIC (paralegals) in collaboration with PPIMA. The session was facilitated by consultant NTAGANDA Eugene and focused on the critical issue of harvesting mapping in the district. This initiative aimed to better understand the challenges faced by local communities during the harvesting period, specifically around agricultural practices, resource management, and community needs. Participants were encouraged to share their experiences and insights, helping to create a comprehensive picture of the issues impacting their livelihoods and the local agricultural economy.
- ✅ The primary goal of the discussion was to gather accurate data and firsthand accounts from community members, which could later be used for evidence-based advocacy. By mapping these issues, AJIC and PPIMA sought to build a clearer understanding of the gaps in policies and practices, particularly in relation to harvesting and its associated challenges. This data would then be utilized to inform and strengthen their advocacy efforts, ensuring that the needs of the local population were represented in policy discussions and legislative reforms. The collaboration fostered by this session also provided a platform for open dialogue between community leaders, local government representatives, and advocacy organizations.
- ✅ By the end of the session, the group had gathered valuable insights and data that would serve as the foundation for future lobbying and advocacy work. The organizations involved were now better positioned to engage with legislators and decision-makers, armed with community-driven evidence to push for policies that directly addressed the concerns identified during the discussion. This group discussion marked an important step in enhancing the legitimacy and impact of AJIC and PPIMA's advocacy, ensuring that their efforts were grounded in real-world challenges faced by the communities.
- ✅ The group discussion held on 3rd-4th September 2024 involved six key participants from a range of organizations, contributing to a collaborative dialogue aimed at addressing community issues in PPIMA Zone. Representing PPIMA, and various local government bodies, the participants included the Good Governance Officer, the JDAF Secretary, Executive Secretaries from both the Sector and Cell levels, as well as the District Field Officer (DFO) from AJPRODHO/JIJUKIRWA. Each participant brought a unique perspective, contributing to the depth of the conversation and ensuring that a diverse range of community concerns were discussed and understood.
- ✅ This multi-stakeholder approach fostered a constructive exchange of ideas, enabling the identification of critical community issues, particularly those related to local governance and resource management. The involvement of local officials and representatives from civil society organizations helped bridge the gap between government policy and grassroots realities, ensuring that the issues raised were relevant and

actionable. The collaborative nature of the discussion ensured that participants could explore solutions that were both practical and aligned with existing policy frameworks.

- ✓ The primary outcome of this engagement was the enhanced legal awareness among the participants, who gained a deeper understanding of the laws and policies affecting their communities. Furthermore, the data collected during the discussion is expected to play a crucial role in the advocacy efforts of AJIC and PPIMA. Armed with this evidence, the organizations are now better positioned to lobby for legislative changes that address the specific needs and challenges identified during the discussion, ultimately promoting more effective and inclusive policies for the people of Nyagatare.

AJPRODHO participated in a meeting with JDAF in 5 PPIMA Districts. The discussion focused on the importance of collaboration in improving service delivery, promoting inclusivity, and enhancing the monitoring and evaluation of development initiatives. The collaboration contributes to the sustainable development and overall progress of the district.

- ✓ AJPRODHO participated in important meetings with JDAF in **Nyagatare, Ngoma, Kirehe, Kayonza** District, focused on strengthening collaboration to enhance service delivery and support sustainable development. The discussion centered on how increased cooperation among local organizations and government bodies can improve the effectiveness of public services and ensure that development initiatives are inclusive and impactful. By working together, the participants emphasized the importance of pooling resources, expertise, and local knowledge to address the diverse needs of the community and promote equitable development.
- ✓ A key aspect of the discussion was the role of collaboration in improving the monitoring and evaluation (M&E) of development programs. Participants recognized that by enhancing coordination between different stakeholders, they could ensure that projects are better tracked, results are measured more accurately, and adjustments can be made as needed. This approach would help maintain accountability, ensuring that development interventions align with the needs of the district and contribute to its long-term growth.
- ✓ Ultimately, the collaboration between AJPRODHO and JDAF is expected to have a lasting impact on the district's development. By fostering partnerships that prioritize inclusivity, accountability, and transparency, both organizations aim to support the overall progress of Nyagatare. This meeting was an important step toward ensuring that future initiatives are not only sustainable but also more responsive to the evolving needs of the community, thus contributing to the district's continued prosperity.
- ✓ Coordinators of GFP's Group Savings and Loan Associations (**GSLA**) gathered to discuss the crucial role that GSLA plays in their communities. The meeting provided an opportunity for participants to reflect on the impact of GSLA and how it can be leveraged to promote financial inclusion, solidarity, and mutual care. It was recognized that GSLA serves as a vital tool for fostering a culture of savings within the community, helping individuals build financial security while also promoting a sense of collective responsibility.



The above picture showcases training Team in Ngoma and Gatsibo Districts

- ✓ With the support from NPA, AJPRODHO conducted the Training of Trainers (ToT) program which was designed to equip Governance Focal Persons (GFPs) with the essential skills and knowledge required to establish and manage Village Savings and Loan Associations (VSLAs in the Districts of Ngoma and Gatsibo. This initiative aims to enhance the capacity of GFPs to promote financial literacy, foster financial inclusion, and actively engage communities in economic empowerment activities. Also, the training sought to strengthen GFP-led coordination and policy engagement structures, ensuring the sustainability of community-driven initiatives.
- ✓ A central theme of the meeting was the importance of GSLA in creating social cohesiveness among members. Through shared savings and loan practices, GSLA strengthens bonds within the community, encouraging mutual support and cooperation. This shared financial responsibility enhances the ability of community members to overcome economic challenges and improve their livelihoods, fostering a supportive environment where individuals can thrive together.
- ✓ The discussion also highlighted the significant role GSLA plays in economic empowerment and community resilience. As a platform for financial access, GSLA enables individuals, particularly women, to engage in small-scale entrepreneurship and other economic activities, improving their financial independence and overall well-being. The meeting reinforced the importance of collaboration and data-driven advocacy in ensuring that GSLA continues to strengthen economic resilience and gender balance **in Nyagatare, Gatsibo, Kirehe, Kayonza and Ngoma Districts**, contributing to long-term community development.

VSLA Training Results

- ❖ Participants acquired a thorough understanding of Village Savings and Loan Association (VSLA) operations, equipping them to actively engage in and contribute to the success of their respective groups.
- ❖ The division of the Murambi saving group into two smaller groups exemplified adaptability and proactive problem-solving to improve management efficiency and effectiveness.
- ❖ Trained Governance Focal Persons (GFPs) effectively applied their leadership and facilitation skills, fostering a strong sense of ownership and empowerment among group members.
- ❖ New VSLA groups were successfully established, expanding the reach and impact of the initiative.

✓ Sector-Level Meetings to Address CSC Issues

To ensure that community concerns raised at the **cell level** were effectively addressed, AJPRODHO organized **Sector-Level Meetings** across Nyagatare, Ngoma, Kirehe and Kayonza Districts. These meetings provided a platform for stakeholders, including community representatives, Gender Focal Points (GFPs), and sector officials, to deliberate on issues documented through the CSC process. The focus was on identifying feasible solutions and establishing timelines for implementation. By encouraging inclusive participation, these meetings strengthened community engagement and enabled decision-makers to prioritize pressing issues related to **service delivery, climate change, district planning and budgeting and governance gaps**.



✓ District-Level Meetings to Elevate CSC Issues

Following the sector-level discussions, AJPRODHO facilitated **District-Level Meetings (DLMs)** to elevate and deliberate on unresolved issues from sectors. These meetings brought together district officials, local leaders, and key stakeholders, ensuring that the concerns raised by communities were reflected in district plans and strategies. Through the DLMs, stakeholders reached consensus on actionable steps to address challenges, such as gaps in healthcare access, environmental degradation, and infrastructure deficits. The platform also encouraged district leaders to adopt citizen-centric approaches in addressing these issues, promoting transparency and accountability.

✓ Live District Dialogue Forum (DDF)

To amplify community voices and foster wider engagement, AJPRODHO organized a **Live District Dialogue Forum (DDF)** that reflected CSC-raised issues in Nyagatare, Ngoma, Kirehe, Kayonza Districts. This event was broadcasted to ensure broader visibility and participation. The forum featured discussions between citizens, duty bearers, and local leaders on critical concerns, with a focus on identifying collaborative solutions. The live nature of the forum encouraged transparency and allowed for real-time feedback from the audience. Participants acknowledged the value of such platforms in bridging the gap between communities and decision-makers, fostering mutual understanding, and enhancing trust in governance processes.

✓ Strategic Engagement with Key Stakeholders

Recognizing the importance of partnerships, AJPRODHO engaged strategically with **key stakeholders**, including local authorities, civil society organizations, and private sector actors. These engagements focused on aligning priorities, sharing resources, and fostering collaboration to address CSC-raised issues effectively. Investors and service providers were encouraged to adopt responsible and sustainable practices, particularly in areas such as environmental management and social responsibility. Through these partnerships, AJPRODHO was able to leverage expertise and support for the implementation of community-driven solutions.

✓ Capacity Building for Rights Holders and Duty Bearers

To ensure sustainable impact, AJPRODHO invested in **capacity building** for both rights holders (community members) and duty bearers (local leaders, investors, and service providers). Training sessions were conducted to enhance participants' understanding of **accountable governance**, citizen rights, and the importance of participatory decision-making. Community members were empowered to advocate for their rights effectively, while duty bearers gained insights into improving transparency, inclusivity, and responsiveness in service delivery. This approach strengthened mutual accountability and laid the groundwork for ongoing dialogue and collaboration.

✓ Outcomes and Impact

The initiatives implemented by AJPRODHO in Nyagatare, Ngoma, Kirehe, Kayonza and Gatsibo Districts yielded significant outcomes. CSC issues raised at the cell and sector levels were successfully addressed through structured discussions and integrated into district development plans. The Live District Dialogue Forum provided a high-impact platform for open and transparent dialogue, while strategic stakeholder engagement facilitated resource mobilization and strengthened partnerships. Capacity-building efforts enhanced the knowledge and skills of both rights holders and duty bearers, contributing to improved governance and service delivery.

CONCLUSION

- ☑ AJPRODHO's initiatives in Nyagatare, Ngoma, Kirehe, Kayonza Districts exemplify a model of inclusive governance where community voices play a central role in shaping decision-making processes. By actively engaging with local residents, AJPRODHO ensures that the concerns of the community are not only heard but also integrated into governance frameworks. The organization has successfully facilitated numerous training sessions and group discussions that empower citizens, particularly through platforms like the GFPs and local community support centers. This engagement fosters a sense of ownership and responsibility among community members, making them active participants in the governance process, rather than passive recipients of services.
- ☑ One of the key elements of AJPRODHO's approach is its emphasis on collaboration among various stakeholders, including local government bodies, civil society organizations, and community representatives. Through partnerships with organizations such as Rwanda Women Network (RWN) and Norwegian People's Aid (NPA), AJPRODHO strengthens the capacity of local actors to effectively address community challenges. These partnerships ensure that development interventions are well-coordinated, inclusive, and aligned with the needs of the population. By working together, stakeholders are better equipped to implement sustainable solutions that address both immediate concerns and long-term development goals.
- ☑ Looking to the future, AJPRODHO remains deeply committed to building stronger partnerships and further empowering communities in Nyagatare, Ngoma, Kirehe, Kayonza Districts. The organization recognizes that sustainable development is only possible when local communities have the tools, knowledge, and resources to lead the change themselves. AJPRODHO's focus on accountability and transparency ensures that governance processes are not only effective but also equitable. By fostering an environment where community members are informed, engaged, and supported, AJPRODHO aims to contribute to the creation of a just and equitable society, where everyone, regardless of gender or background, has an equal opportunity to thrive.

KEY RECOMMENDATIONS

SECTION 3. ADVOCACY IMPACT

- ✂ Through PPIMA Project activities implemented in the last year specifically through the use of CSC, local government continue to formulate and implement plans and policies that reflect to the advocated issues raised through the Community Score card. This is evidenced by for instance where in **Ngoma** District, after advocating for the need of construction of NYARUVUMU-GAHUSHYI-GITUKU Feeder road, having about 12 km, and advocating for the Youth Friendly center. Both priorities were taken into consideration and now the road has been built as well as the Youth friendly center.
- ✂ **Enhanced Citizen Participation:** Through targeted capacity-building initiatives, the program improved citizens' understanding of their rights and responsibilities, leading to increased participation in

local governance processes. Community members actively engaged in planning and decision-making forums, ensuring their voices were heard in shaping policies and development priorities.

- ✘ **Improved Service Delivery:** Advocacy efforts successfully addressed gaps in basic service delivery, particularly in sectors such as education, health, and water access. By engaging with local authorities, community concerns were incorporated into action plans, resulting in tangible improvements in resource allocation and service provision.
- ✘ **Increased Accountability of Grassroots Leaders:** Through dialogue and accountability platforms, PPIMA facilitated constructive interactions between citizens and local leaders. This led to enhanced transparency in public resource management and responsiveness to citizen concerns, particularly in the implementation of district-level development programs.
- ✘ **Strengthened Social Cohesion and Inclusion:** The program promoted inclusivity by empowering marginalized groups, including women, youth, and persons with disabilities, to advocate for their needs and rights. This fostered a sense of belonging and strengthened social cohesion within communities.
- ✘ **Policy Influence and Structural Reforms:** PPIMA advocacy activities influenced policy adjustments at the district level. For example, budgetary allocations for key social programs were increased based on citizen-driven advocacy, addressing critical gaps in service delivery and infrastructure development.
- ✘ **Environmental Advocacy:** Environmental issues, such as land degradation and access to clean water, were prioritized through the program's advocacy efforts. These interventions not only raised awareness but also prompted local authorities to implement environmentally sustainable policies to protect livelihoods in the district.
- ✘ **Enhanced Collaboration with Stakeholders:** PPIMA fostered partnerships with local civil society organizations and district authorities, strengthening networks that support collaborative advocacy. This approach ensured a more coordinated response to the community's pressing issues and amplified the program's impact.

SECTION 4: CHANGES, CHALLENGES

4.1.KEY CHANGES OCCURRED

- Citizens in **Nyagatare, Ngoma, Kirehe, Kayonza and Gatsibo** have gained a robust platform to voice their opinions, concerns, and issues impacting their lives;
- The relationship between leaders and citizens has become more cordial, and citizens no longer hesitate to raise issues with authorities, confident that their concerns will be addressed;
- PPIMA has significantly reduced the divide between citizens and local leaders, leading to improved citizen confidence and receptiveness. This empowerment has enabled citizens to hold leaders accountable and offer constructive ideas for the development of their district and communities;
- The local government effectively utilizes the Governance Focal Persons (**GFPs**) for community mobilization, recognizing their trustworthiness, awareness, and strong ownership of current government policies and programs;
- The PPIMA and CSC processes have provided citizens with valuable insights into the importance of engaging with their leaders on issues affecting their livelihoods, recognizing the benefits of such interactions. In turn, decision-makers have realized that direct engagement with citizens promotes greater ownership of government programs and policies;

- The Community Scorecard, interface meetings, District Dialogue Forums, and *Inteko z'Abaturage* have enhanced understanding and analysis, thereby reinforcing citizens' roles in governance;
- The project has improved the social, economic, and political lives of GFPs, with recent efforts strengthening their financial capacities through the formation of voluntary savings and loan groups, which are now evolving into small businesses and future ventures;
- Under the PPIMA program, Governance Focal Persons (**GFPs**) serve a crucial role in enabling citizen participation;
- GFPs have seen notable increases in monthly income, savings, and loan acquisition rates, enabling them to invest more in income-generating activities, thereby improving food security and household well-being. Furthermore, **VSLAs** membership has empowered women, granting them greater control over income and decision-making;
- GFPs play a key role in preventing gender-based violence (**GBV**) in the community and in managing conflicts within their areas of responsibility;
- Citizen confidence in active engagement has been strengthened, leading to greater participation in district planning and budgeting processes.
- Enhanced Citizen Capacity in Legal Understanding: The empowerment of citizens through capacity building in legal comprehension and policy understanding has effectively bridged gaps stemming from a lack of public knowledge regarding rights and procedures for asserting them within the justice system;
- Decreased delays in the execution of legal decisions through bailiff workshops and mass execution drives & Enhanced efficiency in the legal system, leading to quicker resolution of cases and improved trust in the justice process;
- Service providers collaborated with GFPs to educate women about their rights and the process of reporting violations. This effort not only enhanced women's awareness of their rights but also encouraged some female GFPs to advocate for themselves and seek support services when needed;
- Increased public understanding and engagement through diverse platforms such as community dialogues, justice caravans, mobile clinics, radio talk shows, TV programs, and legal education initiatives;
- Enhanced public awareness of their legal rights and the functioning of the justice system, leading to better informed and more empowered citizens;
- Strengthened capacities of Civil Society Organizations (CSOs) through dialogues on their role in justice and rule of law, focused training, and the development of effective advocacy policies and strategies;
- Expanded legal aid services through targeted training, coaching, mentorship, and the development of educational and communication materials.

4.2. KEY CHALLENGES EXPERIENCED

- Many grassroots leaders have limited awareness and understanding of citizens' rights and entitlements. This issue is exacerbated by the frequent rotation of leaders following election cycles, leading to inconsistencies in leadership and a need for continuous re-training and sensitization efforts.
- New and concerning forms of human rights violations are surfacing in the Rwandan context, such as human trafficking, which poses significant challenges to the protection of vulnerable populations and requires targeted interventions and robust policies.
- There is a noticeable rise in cases of domestic violence and GBV, including alarming trends such as spousal killings and suicides. These issues highlight the urgent need for comprehensive prevention strategies, awareness campaigns, and support mechanisms for survivors.
- Despite progress, citizen participation in governance and decision-making processes has not yet reached the desired levels of satisfaction. Efforts are needed to create more inclusive and empowering platforms for citizens to engage meaningfully with their leaders and communities.
- There is a significant lack of robust research and data to inform decision-making and program development. This gap limits the ability to design evidence-based policies and interventions that effectively address pressing societal challenges.

- Environmental challenges, including land degradation, deforestation, and climate change, are increasingly impacting food security and public safety. These issues require urgent attention and action to safeguard livelihoods and ensure sustainable development for all citizens.

SECTION 5. LESSONS LEARNED AND RECOMMENDATIONS

5.1. LESSONS LEARNED

- More training on Engendering and Greening the CSC process.
- Advocacy dialogues done are always based on Research findings, assessments and recommendations with evidence based advocacy results, therefore, conducting research for evidence based advocacy is more necessary.
- CSC is continuously to be a gear of citizen participation in decision making for their rights.
- Integration of CSC process into district plans and IMIHIGO is feasible.
- GFPs are committed to mobilize citizens to actively participate in the implementation of districts IMIHIGO through policy monitoring and joint planning with service providers.
- GFPs intended to enhance effective participation of both women and men in Community score card implementation as well raising issues related to environment for advocacy. .
- The CSC process is essential for enabling citizen participation in decision-making and ensuring their rights are addressed. Continuous efforts by GFPs to mobilize citizens are crucial for effective implementation of district plans.
- Advocacy requires solid evidence. Without it, there is limited opportunity to influence policy or service delivery.
- When citizens are empowered, they can engage meaningfully in development plans that impact their lives, leading to more effective and relevant outcomes.
- Joint advocacy efforts enhance the impact and lead to meaningful changes in policies and service delivery, demonstrating the power of collective action.
- Through PPIMA and CSC, AJPRODHO effectively engaged marginalized communities, resulting in increased awareness and budgeting for special needs, which helps reduce social injustices.
- The active involvement of women in CSC forums enables organizations like AJPRODHO to identify and address pressing gender issues, facilitating informed decisions and actions to combat GBV and domestic violence.
- Local governments benefit from utilizing existing GFP structures for community mobilization, as these groups are trusted and have demonstrated awareness and ownership of government policies and programs.
- GFPs have evolved into exemplary citizens, demonstrating their capacity to foster prosperous and harmonious households.
- The PPIMA and CSC processes have taught citizens that engaging with leaders on issues affecting their livelihoods is beneficial. Similarly, decision-makers have learned that closer interaction with citizens enhances their commitment to government programs and policies.
- PPIMA districts still need conjugating efforts with citizens and partners to upraise its performance in imihigo performance [so far decreasing over the past 5-year term].
- Local government takes advantages on existing GFPs structure for effective community mobilizations for they trust in their proven awareness and ownership of current government policies and programs.
- The GFPs serve now as role model citizens capable to maintain prosperous and peaceful families (households).

5.2.KEY RECOMMENDATIONS

- Efforts should be made to mobilize additional financial resources to address critical needs identified by citizens during community engagement processes. This support is essential for effectively tackling challenges in various sectors, including infrastructure, education, health, and social services.

- Capacity-building sessions should be organized to educate community representatives and grassroots leaders about newly enacted legal regulations. This ensures they are well-informed and capable of guiding their communities in adhering to these laws while advocating for their rights.
- Newly elected or appointed leaders are provided with comprehensive training on the CSC process. This training equips them with the necessary skills and knowledge to facilitate participatory governance and address service delivery challenges effectively.
- Dedicated efforts should be made to advocate for the rights of individuals with disabilities. This advocacy focuses on improving infrastructure accessibility, ensuring equitable access to essential services, and addressing specific needs that enhance their quality of life.
- To enable community representatives to perform their roles effectively, logistical support, such as transportation, is provided. This assistance ensures they can participate in meetings, training, and other key activities without barriers.
- Grassroots leaders often face knowledge gaps regarding citizens' rights and entitlements, particularly due to the rotational nature of their roles following electoral terms. Continuous training and awareness campaigns are necessary to bridge these gaps and ensure consistent leadership capacity.
- New forms of human rights violations, such as human trafficking, are becoming increasingly relevant in the Rwandan context. Targeted interventions, awareness campaigns, and advocacy efforts are essential to address these emerging challenges effectively.
- The relatively rising incidences of domestic violence, including spousal killings and suicides, call for urgent action. Comprehensive programs addressing prevention, support services, and legal recourse are critical in tackling GBV.
- Despite progress, citizen engagement in governance and decision-making processes remains below the desired level. Strengthened mechanisms to enhance participation, such as public forums and inclusive decision-making processes, are needed.
- A lack of adequate research evidence hampers informed decision-making and program development. Increased investment in research and data collection is necessary to address this gap effectively.