

THE HAGURUKA PEOPLE'S UNIVERSITY



The People's University of Haguruka's raison d'être

ADISCO has as its mission to support the emergence of a national social movement that is capable of leading its own development and influencing policies for the benefit of the less well-off in society.

To realise this objective, ADISCO has chosen on the one hand to support existing movements such as the FOPABU and the CNAC and on the other hand to work intensively for the emergence of a cooperative movement and a health mutual movement in Burundi that we have called the Haguruka movement.

Our first steps in this area highlighted serious ignorance about cooperatives in Burundi, not only among decision makers, but also among development executives, NGOs and the big bi- and multi-lateral programmes of cooperation.

Cooperatives are sometimes thought of as not-for-profit associations that, in principle, should not make profits for their members; sometimes they are confused with limited companies that distribute profits *pro rata* with to shares owned. Health mutuals on the other hand have to fight unsustainable policies of partially free access on the basis of the fact that they remain small organisations that have not understood the major benefit of being able to act as regulators of the supply and demand for healthcare and improve the quality of healthcare. Beyond the technical understanding of what a cooperative or health mutual is, there is also the complex question of integrating a cooperative or mutualist spirit and values and even of understanding what a social movement is.

In fact, the development of popular social movements in Africa is often handicapped by the lack of (well-) trained leaders. During a mission to Brazil, we were impressed by the substantial means invested in training the leaders of the Brazilian Landless Workers' Movement, which has several regional training centres, supported by significant budgets. It is hardly surprising that tangible results follow.

In Burundi in particular, repeated civil wars, particularly those of 1972 and those from 1993 to 2005, exterminated a large number of the people who served as role models and mentors in rural regions, whilst most of the population entrenched themselves at home, refusing to continue their education or leave home for fear of being killed.

Without trained and highly aware leaders for the Burundian social movements, we are mortgaging both the chance of real democratisation of our country, with its people being manipulated by demagogic politicians, and proper endogenous development, the only sustainable development, through a lack of enlightened leaders committed to leading.

We therefore decided to set up a cooperative and leadership training centre that would train both the executives and leaders of social movements in Burundi. We have named the centre the People's University of Haguruka. In line with its motto *Populorum conscientia splendet* (May the peoples' conscience prevail), the PUH aims to be the crucible of the people's conscience.

Profile of the People's University of Haguruka

The People's University of Haguruka, the Centre for cooperative training and research and leadership, is, as its name implies:

- ✓ **A university:** a centre for training and high level research, similar to a summer school.

- ✓ **For the people:** the university focuses on training leaders and their trainers, who are both promoters and beneficiaries. This means that education is also used as a fundamental method of training. The institution is not, therefore, an academic university but a tool for training and raising awareness among the people of Burundi.
- ✓ **Haguruka:** relates to using its identity to promote the Haguruka social movement and its values of self-help and which links a cooperative movement to a health mutual movement but without, nevertheless, being closed to other initiatives.

The People's University of Haguruka (PUH) will also conduct, like any university, **research on innovative systems** that enable the living conditions of those in rural communities to be improved. Some research will be carried out in partnership with more formal research centres (university faculties and research centres), providing that such organisations agree to put at the centre of the research project, with participative action-research and participation of the people at every stage of the research.

The PUH will also publish *La Voix Des collines* (The Voice of the Hills), a journal of information, training and debate that focuses on rural life, as well as scientific publications relating to research it has conducted.

The People's University of Haguruka is thus not a typical college, but rather an integrated framework for training social leaders and the executives with whom they work on technical questions (the management of a cooperative, health mutual or association and innovative production systems), social psychology (leadership, the spirit of cooperation, the mutualist spirit, self-esteem and self-help) and social policy (context analysis, analysis of actors, the causes of injustice and poverty, citizenship, democracy, facilitation techniques, adult education etc.). The aim is to train a new generation of community leaders, impregnated with social values and actively committed to fundamentally transforming Burundian society from the bottom up.

The training curricula will be defined based on a participative analysis of training needs for leaders, carried out together with them, as well as in reference to other training centres around the world. The PUH defends the values of a social and supportive economy.

The PUH target group

The Peoples' University of Haguruka is targeted at various types of social leader. The workshop developing the PUH programmes has defined the key target groups as set out below:

| Organisations | Bodies to be trained |
|--|---|
| Farmer associations, pre-cooperative groups and their umbrella organisations | Executive Committee (EC): presidents, secretaries, treasurers, consultants |
| | Supervisory Committees (SC): presidents, secretaries, treasurers, consultants |
| | Support workers |
| | Managers (where they exist) |
| | Accountants |
| | Advocates |
| | Communication managers |
| | Technical support agents |
| | Women's units |
| | Young people's units |
| Cooperatives | Executive Committee (EC): presidents, secretaries, treasurers, consultants |

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| | Supervisory Committee (SC) |
| | Support agents |
| | Managers and accountants |
| | Specialist committees: stocks, transformation, commercialisation, marketing, technical/sector training (EFI), Perennial input fund, fieldworkers, prevention officers etc. |
| | Communication manager |
| | Advocacy manager |
| Trade Unions | Executive Committee (EC): President and Vice-President, Executive Secretary, Treasurer, General Council |
| | Trade union managers and members |
| | Specialist committees (young people', women's, cooperative committees) |
| Health mutual organisations | Board of Governors (BG): secretaries, presidents, treasurers, consultants |
| | Supervisory Committee (SC): presidents and members |
| | Support agents |
| | Health mutual managers |
| | Medical advisers responsible for healthcare quality |
| | Endogenous fieldworkers responsible for raising awareness |
| | Committees in charge of healthcare quality |
| | Communication managers |
| | Advocacy managers |
| | Committees in charge of monitoring IGA |
| | Gender/Women's rights watch units |
| | Monitoring committee |
| | Prevention managers |
| Young people's committee | |

Nevertheless, the PUH will also open its doors to other actors such as development executives and managers from various backgrounds, civil service executives and leaders of other social movements such as women's and young people's organisations and environment and human rights activists.

For each category we have developed a training programme that will be progressively improved and published. The **course** is divided into training **modules** and the modules will be divided into **training subjects**. Leaders who have successfully completed the entire course will receive a diploma, whilst those who have successfully completed a particular module will be given a certificate.

Trainers at the PUH will be recruited from amongst senior development executives who have a proven track record in strengthening social movements. However, the PUH will also use experts from other institutions in function of their competencies. Former leaders trained by the PUH will also make a contribution, using their experience in the field.

The key training modules will cover the subjects set out below, in function of the target groups.

| N° | Training modules |
|-----------|---|
| 1 | Training in social psychology |
| 2 | Morals, ethics and civics in peoples' organisations |
| 3 | Education in life and the quality of life |
| 4 | Political and ideological training for leaders |
| 5 | Philosophy and history of the cooperative and farmers' movement |
| 6 | Philosophy and history of the mutualist movement |

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| 7 | Citizenship leadership and governance |
| 8 | Principles and regulations governing farmers' cooperatives and movements |
| 9 | Principles and regulatory framework governing health mutuals |
| 10 | The management of a people's organisation |
| 11 | Conducting meetings |
| 12 | The management of a cooperative's technical services |
| 13 | The management of a health mutual's technical services |
| 14 | Lobbying and advocacy |
| 15 | Communication techniques |
| 16 | Trade unionism within people's movements |
| 17 | The management and control of multifunctional cooperatives |
| 18 | The storage of agricultural products |
| 19 | Running key agricultural sectors (in function of the region and other factors) |
| 20 | Running integrated family farms |
| 21 | The transformation and labelling of agricultural products |
| 22 | Seed production, commercialisation and certification |
| 23 | The supply of inputs and the perennial input fund |
| 24 | The commercialisation of agricultural products |
| 25 | Gender in people's organisations |
| 26 | Young people in people's organisations |
| 27 | Introduction to social protection |
| 28 | Facilitating and supporting the emergence and development of a health mutual |
| 29 | Monitoring healthcare quality |
| 30 | The prevention of illness and the IEC |
| 31 | Ideal number of births |
| 32 | The extension of social protection systems to the informal sector and rural regions |
| 33 | Universal health insurance |
| 34 | New insurance products for rural populations |
| 35 | Health mutual medical advisors |
| 36 | Facilitating and supporting a people's organisation |
| 37 | Towards financial autonomy in people's organisations |
| 38 | Management of revenue-generating activities for people's organisations |

This course will be delivered over a minimum of 18 months, in function of the target group, so as not to compromise the main activity of the leaders. It will, however, be possible to negotiate special sessions of shorter or longer duration.

Initial outcomes

The PUH only opened its doors in May 2015, but in just one year it has already trained 450 leaders and some fifty development agents on various training modules.



We are truly amazed by the passion that this training centre has created. Its most visible impact is currently a net improvement of management quality in the cooperatives and more participative governance.

Leaders have in particular developed greater self-confidence in managing their organisations and have at their disposal standards of reference.

Research conducted at the PUH has led to the development of an extremely interesting organic fertilizer made from coffee pulp and trials with quinoa are in hand that offer interesting perspectives.

The challenges for the PUH

The major challenge for the PUH is its continued lack of dedicated buildings for training, accommodating and feeding participants, which obliges us to rent rooms and buy meals at prices that could be significantly reduced.

The plans and available funds show that we need around FBu 1,570,000, equating to almost a million dollars to complete the buildings.

The other challenge we have, which is nevertheless currently well managed, is our dependence on executives from other ADISCO programmes who are not always available when they are needed.

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