

# **In Their Own Words:**

## **The Transformative Power of Citizen Voice and Action**

### **A Ugandan Case Study**

**May 2010**

## Introduction

**Imagine yourself in one of the thousands of communities World Vision serves.** In this community, the relationship between government and citizens is **simply broken**. In the public clinic, the absence of basic drugs and the frequent truancy of nurses and doctors have contributed to the chronic illness and death of dozens of community members. Others travel long, painful, and expensive distances for the most basic care. At the local primary school, four children squeeze into desks meant for one; books and even chalk are completely absent, and the lack of teachers forces grades one through four to converge into one chaotic classroom.

This community resembles many places where World Vision serves. Despite government commitments and budgets that should guarantee crucial services to ordinary families, the reality is much different.

### **Citizen Voice and Action at a Glance:**

**Inception:** 2005

**Primary Funding Sources:**  
WVUK, WV Australia, WV Canada

**National Offices implementing CVA:** Armenia, Albania, Georgia, Pakistan, India, Indonesia, Philippines, Cambodia, Zambia, Kenya, Uganda, Tanzania, Senegal, Brazil, Peru.

**Number of ADPs served: 99**

**Now imagine a different World Vision community.** In this activist community, fathers, mothers and children understand precisely what government has promised to their communities. Using a simple set of tools, the community monitors the facilities in their communities and measures the reality against government commitments. They identify sympathetic partners in local government and others that work at the schools and clinics in their communities, and join together for action.

Sometimes communities discover corruption. Other times they discover inefficient delivery systems, or even a simple bureaucratic error. But with the evidence they have documented, and their strength in numbers, communities press government to provide what it has promised. And that's not all - together with other communities, **citizens identify patterns of government failure and engage provincial and even national governments.**

The result?

Trucks arrive and restock clinics, districts recruit new teachers, doctors show up on time, and students enjoy desks and books of their own. By simply placing their eyes on government, communities transform the behavior of government.

**But the relationship between the government and its citizens is also transformed.** Where there once was obscurity, transparency now guides decisions; where ineffectiveness once plagued schools and clinics, accountability encourages good performance, and where suspicion once divided them, trust now unites them.

The activist community described above is thriving in dozens of ADPs that are implementing Citizen Voice and Action ("CVA").

## What is Citizen Voice and Action?

**Citizen Voice and Action is a local level advocacy methodology that transforms the dialogue between communities and government in order to improve services like health and education that impact the daily lives of the people we serve.** Since 2005, hundreds of local government services and thousands of relationships have been transformed by the hard work of communities implementing CVA.

But Citizen Voice and Action does more than improve crucial government services. It also serves several of World Vision's most important strategic imperatives.

Citizen Voice and Action provides World Vision with the opportunity to sustainably address the root causes of poverty while making a unique, and very practical, contribution to the field of human rights. **Citizen Voice and Action:**

- **Promotes sustainability and reduces dependency** by placing a community's destiny in the hands of citizens and governments. Simply put, as we **reduce our own service delivery work**, we must prepare communities to ensure that governments provide those services. Citizen Voice and Action prepares communities for transition by facilitating an ongoing dialogue with government about real community needs and priorities.
- **Leverages two of World Vision's most critical added-values** – our broad geographic presence and our grassroots connectivity. Possibly no other organization has comparable reach into communities around the world. By mobilizing communities and identifying **patterns of government failure**, we can **transform entire systems** of dysfunctional government. World Vision can own this important niche within the broader human rights movement.
- **CVA creates a collaborative -not confrontational- advocacy rapport.** CVA encourages government participation and ownership of the process from the start. CVA helps local governments become credible, legitimate, and effective authorities.
- **Advances our Child Wellbeing Outcomes with minimal intervention.** By encouraging governments to fulfil their responsibilities, we ensure health, education, and protection for children in a **cost-effective manner**.
- **Attacks the root causes of poverty** by empowering local civil society to pursue good governance. The consensus continues to grow among opinion leaders that the key to prosperity is good governance.

## About this Study

This document describes the changes the Citizen Voice and Action catalyzed in four World Vision ADPs in Uganda. The results described below are typical and representative of the types of changes that occur in communities around the world.

Since 2006, World Vision Uganda has piloted Citizen Voice and Action. The World Vision Uganda CVA team, compiled, analysed, and presented the data below in order to deepen the Partnership's understanding of Citizen Voice and Action. But Citizen Voice and Action is a methodology owned and driven by communities themselves. Accordingly, much of this document is presented in the words of the communities themselves. **323 community members from 4 ADPs contributed to this study by participating in focus group discussions and face to face interviews.**

The following sections describe changes in health and education services in the Arapai, Kamudda, Ntwentwe and Kimu ADPs. Each section begins with a summary of the changes seen in each ADP over the course of approximately one year. Additional sections describe the changes in the composition and strength of civil society. These changes are just as important because they underpin the sustainability of citizen-driven movements over the long term.

## How CVA Has Helped Educate Children For Life

Education is one of the most common services that Ugandan communities choose to monitor and improve. In all the schools where CVA was implemented, absenteeism among teachers and students has been drastically reduced. The pupils and teachers now have a midday meal and the relationship between teachers, parents and pupils has dramatically improved. These changes have resulted in improved performance in schools.

### How CVA has transformed Gogonya Primary School?

Gogonya Primary school is located in Kibiga Sub County, Kiboga district, about 129 kms from the capital city of Uganda, Kampala. World Vision started facilitating the CVA dialogue process in March 2009.

Since starting CVA in Gogonya Primary School, parents, teachers, and students report tangible changes such as:

- Attendance has risen from 157 to 271 pupils.
- All 271 children now receive a midday meal.
- Teacher absenteeism has decreased dramatically (from teaching a reported average of 3 hours per day to teaching a full 8-hour day).
- Clean, separate lavatories are now available for boys, girls and teachers.

**These changes have an estimated value of \$6700, or more than 22 times Ugandan per capita GDP.**

Parents, teachers, and students also report equally important qualitative results such as

- The abuse of students has decreased.
- The quality of teaching has increased.
- Student performance has increased.
- School materials are easily accessible instead of being locked away in storage

#### *Impact on School Performance*

**CVA tends to dramatically impact the performance of public servants like teachers.** During focus group discussions, the Gogonya Primary head teacher, Omaid John, characterized the CVA process as “an eye opener” and said that “before CVA, children and teachers used to come to school late and the school used to perform poorly”. The CVA process helped to identify teachers who were underperforming. The Gogonya head teacher reported that “there is now actual teaching and learning taking place. The teacher who used to misbehave left after the parents united and interdicted him. Even my administration is now made easy, but before CVA, ah ...ah, things were not easy.”

Parents concur with this assessment. Mr. Ismael Kibaale, a parent, stated, “In that school, the teachers were very lazy and would come late and not teach. But now they come on time and they teach. The teaching has improved. When I saw this improvement, I withdrew my child from [the private school]. Now this school is more organized and I’m confident to say that my child will perform well” Another parent added that the teachers would come at 10:00 a.m and leave at 1:00 p.m. But now they teach a full day.

Mr. Mayanja, the nearest community member to the school said, “In this school, there was a time when there were many children. But the teachers would lock them in the classroom and just sit under the tree and meditate about Universal Primary Education. But now they teach very well and the children have increased in number.”

#### *Impact on student performance*

Historically, all Gogonya Primary students fail their exit exams. But in 2009, Gogonya passed its first student, and that student was ranked in the second highest tier of test takers. “We attribute it to this approach,” said the head teacher. “Even parents who had taken away their children [to private school] are now bringing them back. This shows me that the school is performing well.”

In a meeting with the school children, out of the 11 children met 5 had left the school and had now returned. They said that now they are happy, the teachers teach them, the parents provide porridge. Furthermore the toilets that used to be shared between girls and boys are now separated. Even the teachers now have their own toilets. They said the toilets are now clean unlike before.

Mr. Ssem mango Matovu Emmanuel, a member on the SMC testified about the change by saying; “Since the school started in 1977, the parents were completely adamant on the issue of providing Lunch for their children. The children used to yawn in class or eat simple things like a piece of sugar cane throughout the day, others used to escape before the school closed to go and look for things to eat

illegally in other people's gardens. When WV through Goruda sensitized the communities during the gathering, the parents' attitude changed and they started providing Lunch and scholastic materials. As a result of the sensitization, a big sauce pan was bought for boiling porridge at the school and the parents are paying money for the cook at school. Pupils no longer escape from school, and they report in time. Also the teachers are performing their duties perfectly well. If you consider the enrolment at school, the attendance of the pupils has consequently improved resulting into improvement in the academic standards. A pupil used to fill/complete one exercise book in a term but today you find a number of books completed with material."

#### *Cooperation between teachers and the citizens*

Nabulya Jackline, one of the teachers said; "The relationship and cooperation between teachers and Parents has improved since the gathering took place. Before the gathering, parents would never come to school to talk to teachers about the performance and behaviour of their children. Now, parents come to the school and talk to the teachers about how their children are performing."

One of the parents said in their meeting that now the relationship between the teachers and parents has improved. Even now when the head teacher calls you at school, we go and discuss and reach an agreement. But before, the parents and the school administration were at Loggerheads!"

#### *Improvement in Parental Involvement*

Iga Peter, one of the parents, said that; "In our school before, there were very few pupils. But now CVA has done a lot. It has taught parents their roles and how to monitor teachers. They have even reached the extent of now opening the pupils' books. This has in turn resulted into improved performance."

"The community members now guard the school property like the tank, school garden and classrooms by themselves while previously they would even leave animals to eat the crops in the garden and break the tank lock. But now they own the school. Even other schools are now demanding for CVA to be taken to them", Madam Priscilla who is also a member in one of the CBOs implementing CVA emphasized.

#### *Improvement in School Nutrition*

The CVA process revealed that many children did not attend school because no food was available at lunch. In addition to the usual pressures of studies, many children walk long distances to and from school. In this context, children were miserable without proper nourishment.

As a result of community-driven advocacy, the pupils are now receiving a mid day meal unlike before the CVA intervention. Parents make a contribution to the costs of the meal. The midday meal programme has been scaled-up across large sections of the entire country of Uganda as a result of community advocacy coalitions brokered by World Vision.

Mr. Okello Dennis Martin, one of the teachers said, "Parents started providing

school requirements such as lunch for their children which was not the case before. Originally parents were saying 3,000/= was a lot of money but now they have changed their attitude. As a result even pupils' performance has improved. The number of children in the school has also risen from 157 to 271." He anticipated the number to rise to 291 by third term.

One pupil Yiga David said; "We now take porridge at school and we no longer doze when in class. We now understand what the teachers are teaching and our parents no longer abuse us when the term ends because we have started getting good marks."

#### *Improvement in materials provision*

One of the pupils, Wasswa Alex, who sat his PLE in 2009 testified, "Before the gathering the teachers would not give us the textbooks, but after the sensitization and the Community gathering they started giving them out. Another student, Ssekanjako Allan, emphasized and said as pupils we didn't even know that we had the authority and responsibility to request for these books when we needed them.

Mr. Mutatira Joseph, a teacher at Gogonya Primary school testified, "Now provision of scholastic materials like books and pencils is good! We now store the books in the office and give them back to the parents through the pupils when they are full up. Before CVA, pupils would only bring 2 (two) books for all the subjects."

Rhoda the PM Kiboga also said; "In schools Lunch for pupils and teachers had failed for a long time but through the CVA approach many schools are at least providing a cup of porridge for Lunch" She said "In the same way provision of Scholastic materials like pencils, books and pens had failed, but after CVA meetings, parents started providing them. Nowadays you find cabinets in schools full of books and pencils for Primary one and Primary two which was not the case before."

#### *Impact on Performance.*

The headteacher, Mr. Omaid John, appreciated CVA and described the process as "an eye opener" "Before CVA, children and teachers used to come to school late and the school used to perform poorly". "This school had been known for failing all the children (Division 4 and U), but after CVA this changed, last year (2009) in the PLE we got a second grade and we attribute it to this approach. Even parents who had taken away their children [to private school] are now bringing them back for example Mr. Kibaale Ismael who had taken his child to a private school, Light Angels, has brought him back. The name of the boy is Mpiima Amis in P.3. It is not only Mpiima, even Jumba Deo in P.2. was also returned by his parent from a private school. This shows me that the school is performing well. This year we might get a first grade."

#### *Teachers' Performance*

The CVA process also helped to identify teachers who were underperforming.

The head teacher said, "There is now actual teaching and learning taking place. The teacher who used to misbehave, Mr. Luyirika Misuseera also left after the parents united and interdicted him. Even my administration is now made easy, but before CVA, ah ...ah, things were not easy."

The above mentioned parent, Mr. Ismael Kibaale, who was one of the participants in another meeting for the parents confirmed, “In that school, the teachers were very lazy and would come late and not teach. But now they come on time and they teach. The teaching has improved. When I saw this improvement, I withdrew my child from [the private school]. Now this school is more organized and I’m confident to say that my child will perform well” Another parent added that the teachers would come at 10:00 a.m and leave at 1:00 p.m. But now they stay around full day.

Mr. Mayanja, the nearest community member to the school said, “In this school, there was a time when there were many children. But the teachers would lock them in the classroom and just sit under the tree and meditate about Universal Primary Education. But now they teach very well and the children have increased in number.”

Another community member Ms. Naggayi Visensio, added; “the pupils would absentee themselves as a result of the teachers themselves being absent most of the time. But now when I come here at school, I find the teachers teaching, the children no longer absentee themselves, and now there is improvement in performance. We even got a second grade which we had never got before.”

In a meeting with the school children, out of the 11 children met 5 had left the school and had now returned. They said that now they are happy, the teachers teach them, the parents provide porridge. Furthermore the toilets that used to be shared between girls and boys are now separated. Even the teachers now have their own toilets. They said the toilets are now clean unlike before.

One of the community members, David, said; “before the children within this community would just roam around and play cards but after the sensitization now they no longer roam around, all of them now go to school.”

Mr. Ssem mango Matovu Emmanuel, a member on the SMC testified about the change by saying; “Since the school started in 1977, the parents were completely adamant on the issue of providing Lunch for their children. The children used to yawn in class or eat simple things like a piece of sugar cane throughout the day, others used to escape before the school closed to go and look for things to eat illegally in other people’s gardens. When WV through Goruda sensitized the communities during the gathering, the parents’ attitude changed and they started providing Lunch and scholastic materials. As a result of the sensitization, a big sauce pan was bought for boiling porridge at the school and the parents are paying money for the cook at school. Pupils no longer escape from school, and they report in time. Also the teachers are performing their duties perfectly well. If you consider the enrolment at school, the attendance of the pupils has consequently improved resulting into improvement in the academic standards. A pupil used to fill/complete one exercise book in a term but today you find a number of books completed with material.”

One of the pupils, Wasswa Alex, who sat his PLE in 2009 testified, “Before the gathering the teachers would not give us the textbooks, but after the sensitization and the Community gathering they started giving them out. Another student, Ssekanjako Allan, emphasized and said as pupils we didn’t even know that we had the



authority and responsibility to request for these books when we needed them.

### Nkandwa Primary School

#### About Nkandwa Primary School

Nkandwa Primary School is found in Ntwetwe Sub County in Kiboga district. The parents of this school were sensitized on the value of education under CVA and this enabled Parents to provide scholastic materials to their children. Even the children who had left school are now back due to the sensitization.

Since starting CVA in Nkandwa Primary School:

- Attendance has increased from 80 to 256.
- Test performance has improved.
- Relationships in the community have improved, especially among teachers, parents, pupils, and local government.
- The school budget has become transparent and more efficiently utilized.
- A teacher shortage has been addressed and new teachers are being hired.
- Child protection has improved.

#### *Improvement in School Nutrition*

One of the teachers, Madam Olive said, “The parents are now providing a mid day meal (a cup of porridge) and enough scholastic materials to their children. This spirit of providing a midday meal to the pupils had died out since introduction of Universal Primary Education in 1997. Before the provision of porridge, the children would doze in class and escape after Lunch time but now they no longer do so”. The teachers also said that before the provision of a midday meal, teachers themselves could not teach well and children would doze but now both the teachers and children take porridge. Now the teachers teach energetically and the children no longer doze during after noon sessions.

After introduction of CVA, and sensitizing the different stakeholders about their roles, by-laws were passed for example for all parents to provide lunch to the pupils. The chairperson LC III Ntwetwe Sub County said; “Before sensitizations and passing of the by-laws only three schools in the Sub County had the pupils take porridge but now thirteen schools have their pupils taking porridge.”

#### *Improvement in Attendance*

Mr. Muzamiru, one of the teachers said that now the children no longer escape. He said, “Actually hunger causes disease! The children would fall sick and many would ask for permission to go back home but these days there are no such cases. Concentration of the pupils which used to be low is now high because they get Lunch. We used to force the pupils to pay attention to what we teach in the afternoon but now it is no longer the case” He also said that due to the sensitization the parents’ responsibility was revived. He commented that provision of a midday meal has resulted in increased enrolment. “In fact children are now leaving other schools and coming to ours. Absenteeism has also reduced. Before provision of a mid day meal the school enrollment was 80 pupils but now the number has grown to 256 and even the performance has improved”

#### *Improvement in Performance*

Nakamatte Nasiimu, one of the pupils in Primary five at Nkandwa primary school testified and said; “Before provision of the midday meal at school, I used to get a total of 80 out of 400 but now since I started taking porridge, I get 280 and above out of 400.”

#### *Improvement in relationships*

The parents of the school said that the sensitization has improved the relationship between the teachers, SMC and the parents. This has in turn improved the child welfare. The parents now monitor their children while at school, supervise the school and own it. They know it is theirs.

Madam Oliver, one of the teachers in Nkadwa Primary School said that there is a significant change in the community as a result of CVA because; “The approach creates awareness to every body (all citizens) unlike in the past were it was only for the service providers. Currently all the service users and providers know their responsibilities. If it is a school; the pupils, teachers, parents, local leaders all know their responsibilities as far as education is concerned. Now every body wants to fulfill his or her responsibility because of the awareness and this has resulted into better service.”

#### *Improvement in material provision*

One of the parents, Amiina Kayemba; said “This sensitization was very very helpful to us! Most of us the parents before the sensitization were very lazy and carefree. We would give our children only 3(three) exercise books for the whole term and that was all. We would not provide them a midday meal and they would go hungry the whole day. But now we give Lunch and when you look in their exercise books you see a lot of improvement!”

Sensitization of the School Management Committees has awakened them to take up their responsibilities. For example they have learnt that the UPE money that comes in the school is not for SMCs consumption but to run the school activities and they are supposed to monitor its use. As a result the head teachers have now become more transparent and accountable for all resources.

#### *Improvement in Numbers of Teachers*

Mr. Barasa Patrick said, “In Ntwetwe stakeholders meeting, which was also attended by the district Inspector of schools, Mr. Buliuro Augustine, there were complaints that qualified teachers are not recruited yet most schools lack teachers. During the meeting the Inspector promised to work upon it.” Two weeks later, a shortlist of one hundred (100) teachers was displayed and they were interviewed at the end of term one 2010. These await recruitment upon their success.

#### *The Birth of Civil Society*

In Mulagi Sub County, the trained SMC members are the ones now sensitizing parents and calling them to meetings themselves.

The Ntwetwe CDO said; “CVA has empowered community members! Now every time community members especially the women come and report the men who are keeping the children at home and not sending them to school. ” He also said,

“originally the children were doing exams once a term, but now they do more frequently. Even the MP [Member of Parliament] now brings tests and the children do them. Now 6 out of the 10 schools provide at least porridge, For the health centre now he hears that they are well treated and cared for. I understand previously there used to be no health workers at night, but now I understand they are always available.”

#### *Improvement in Child Protection*

He added that “Before the children would be defiled and the people just keep quiet, but now immediately there is any case the community members come and report. Even now two cases have been forwarded to the police.”

#### Other Schools in the Two ADPs

Other schools in the ADP are having similar success. For example:

In Mulagi Sub County 6 out of the 9 primary schools provide the pupils with Lunch which was not the case before as noted by the LCIII chairperson of that area.

At Kibiga Primary School, in Kibiga SubCounty, the teachers used to leave school at 1:00 p.m but now they teach all the time.

Mr. Kigozi Dennis, the LCIII Chairperson said that, “Before in Kibiga Sub County, there were no pupils passing in 1<sup>st</sup> and 2<sup>nd</sup> grade but this year the children who passed in 2<sup>nd</sup> grade were many! Almost all the schools in the Sub County got at least second grades and this is an improvement.”

At Onyakai primary school, Arapai Sub County, Soroti District the first Community Gathering was held in 2008. A number of significant changes have occurred as a result of the CVA process. Among those noted was the change narrated by Rev. R. Enyaku, the PTA Chairperson, “Before CVA was conducted, the pupils of Onyakai Primary School were very stubborn in the way that, they never attended classes regularly,abseentism was very common. Their manners at school were very bad; they never obeyed the teachers and the prefects. They used to come to school, while pocketing Waragi (alcohol), so they could take alcohol at school. After the CVA gathering was conducted, there is now a significant change at school! The pupils are no longer stubborn. They attend classes regularly. They are obedient and hard working at school even at their homes. They no longer pocket Waragi. They are sober all the time. They are hard working in class and their performance at class has risen up. We are expecting at least 5 pupils to pass in Division One in the forth coming PLE.”

About the same school, Mr. Otodo Stephen the Chairperson SMC said the issue of the change of the community attitude was very significant. “From the year 2000, the community around the school used the school compound as their grazing land for their cattle. The cattle would destroy the school property for example the pit latrine, the classes, play ground and also the teachers’ property. But when the Citizen Voice and Action sensitization meeting was held, the community members were empowered where by some by-laws were set to govern the school. This has made the community to realize that the school belongs to them and there is no

more grazing on the school compound. Originally it was very difficult to change the attitude of the community as far as the school was concerned. The community thought the school belonged to the government but now they are aware that the school is theirs!”

The headmaster of the school also added his voice to this, “Theft of the school property has ceased to be there. Even the community had stolen the school gong but they brought it back after knowing that what was stolen belonged to them. It was like stealing your own property.” “Even the pupils would destroy the window glasses but now they report those one spoiling the glasses” added Peter, one of the members of the SMC.

## **2.0. Most Significant Changes.**

This section presents the Most Significant Changes as a result of the CVA interventions in Kiboga and Soroti ADP (i.e., 4 ADPs total – see above). The Most Significant Changes are categorized under the following different headings: Education, health, Citizen empowerment, Networking and alliance building.

### **2.1. Most Significant Changes in Education.**

In all the schools where CVA was implemented, there have been changes in teachers and pupils coming in time and very minimal absenteeism. The pupils and teachers now have a midday meal and the relationship between teachers, parents and pupils improved. This has resulted into improved performance in schools.

Gogonya Primary school is located in Kiboga Sub County, Kiboga district, about 129 kms from the capital city of Uganda, Kampala. A community Gathering was held in the school in March 2009.

#### *Cooperation between teachers and the citizens*

Nabulya Jackline, one of the teachers said; “The relationship and cooperation between teachers and Parents has improved since the gathering took place. Before the gathering, parents would never come to school to talk to teachers about the performance and behaviour of their children. Now Parents come to the school and talk to the teachers about how their children are performing.”

About the same issue, one of the parents said in their meeting that now the relationship between the teachers and parents has improved. Even now when the head teacher calls you at school, we go and discuss and reach an agreement. But before, the parents and the school administration were at Loggerheads!”

#### *Improvement in the roles and responsibilities of parents*

On the other hand, Iga Peter one of the parents, said during the Parents Focus group Discussion that; “In our school before, there were very few pupils. But Now CVA

has done a lot. It has taught parents their roles and how to monitor teachers. They have even reached the extent of now opening the pupils' books. This has in turn resulted into improved performance."

"The community members now guard the school property like the tank, school garden and classrooms by themselves while previously they would even leave animals to eat the crops in the garden and break the tank lock. But now they own the school. Even other schools are now demanding for CVA to be taken to them", Madam Priscilla who is also a member in one of the CBOs implementing CVA emphasized.

#### *Pupils' midday meal*

The pupils are now receiving a mid day meal unlike before the CVA intervention, Mr. Okello Dennis Martin, one of the teachers said, "Parents started providing school requirements such as Lunch for their children which was not the case before. Originally parents were saying 3,000/= was a lot of money but now they have changed their attitude. As a result even pupils' performance has improved. The number of children in the school has also risen from 157 to 271." He anticipated the number to rise to 291 by third term.

Mr. Mayanja, one of the parents, said that, "As parents we were not aware of their roles. When they would tell us to pay 3,000/= (Three thousand shillings only) for our children to take porridge we would refuse and say, these are Museveni's children, they should study free of charge. But now the parents are enlightened, they have changed their attitude and our children are taking porridge while at school."

Madina, one of the parents, during their Focus Group Discussion, said; "These sensitizations have helped us a lot because as parents we now understand our responsibilities for example provision of exercise books and a mid day meal to the pupils of which we are now doing. Previously this was not the case, we would just send the children to school, and it would be upon Museveni(President of Uganda ) to know."

One pupil Yiga David said; "We now take porridge at school and we no longer doze when in class. We know understand what the teachers are teaching and our parents no longer abuse us when the term end because we have started getting good marks."

#### *Learning meetings*

Mr. Mutatira Joseph, a teacher at Gogonya Primary school testified, "Now provision of scholastic materials like books and pencils is good! We now store the books in the office and give them back to the parents through the pupils when they are full up. Before CVA, pupils would only bring 2 (two) books for all the subjects."

Rhoda the PM Kiboga also said; “In schools Lunch for pupils and teachers had failed for a long time but through the CVA approach many schools are at least providing a cup of porridge for Lunch” She said “In the same way provision of Scholastic materials like pencils, books and pens had failed, but after CVA meetings, parents started providing them. Nowadays you find cabinets in schools full of books and pencils for Primary one and Primary two which was not the case before.”

#### *Impact on Performance.*

The headteacher Mr. Omaid John appreciated CVA and said, It was really “an eye opener” “Before CVA children and teachers used to come to school late and the school used to perform poorly”. “This school had been known for failing all the children (Division 4 and U), but after CVA this changed, last year (2009) in the PLE we got a second grade and we attribute it to this approach. Even Parents who had taken away their children are now bringing them back for example Mr. Kibaale Ismael who had taken his child to a private school, Light Angels, has brought him back. The name of the boy is Mpiima Amis in P.3. It is not only Mpiima, even Jumba Deo in P.2. was also returned by his parent from a private school. This shows me that the school is performing well. This year we might get a first grade.”

#### *Teachers’ Performance*

The head teacher concluded by saying; “There is now actual teaching and learning taking place. The teacher who used to misbehave, Mr. Luyirika Misuseera also left after the parents united and interdicted him. Even my administration is now made easy, but before CVA, ah ...ah, things were not easy.”

The above mentioned parent, Mr. Ismael Kibaale, who was one of the participants in another meeting for the parents confirmed, “In that school, the teachers were very lazy and would come late and not teach. But now they come in time and they teach. The teaching has improved. When I saw this improvement, I changed my child from Light Angels and brought him back. Now this school is more organized and I’m confident to say that my child will perform well” Another parent added that the teachers would come at 10:00 a.m and leave at 1:00 p.m. But now they stay around full day.

Mr. Mayanja, the nearest community member to the school said, “In this school, there was a time when there were many children. But the teachers would lock them in the classroom and just sit under the tree and meditate about UPE. But now they teach very well and the children have increased in number.”

#### *Teachers’ performance.*

Another community member Ms. Naggayi Visensio, added; “the pupils would absentee themselves as a result of the teachers themselves being absent most of the

time. But now when I come here at school, I find the teachers teaching, the children no longer absentee themselves, and now there is improvement in performance. We even got a second grade which we had never got before.”

In a meeting with the school children, out of the 11 children met 5 had left the school and had now returned. They said that now they are happy, the teachers teach them, the parents provide porridge. Furthermore the toilets that used to be shared between girls and boys are now separated. Even the teachers now have their own although the number of stances is fewer to the population of the school. They said the toilets are now clean unlike before.

One of the community members, David, around the school said; “before the children within this community would just roam around and play cards but after the sensitization now they no longer roam around, all of them now go to school.”

Mr.Ssem mango Matovu Emmanuel, a member on the SMC testified about the change by saying; “Since the school started in 1977, the parents were completely adamant on the issue of providing Lunch for their children. The children used to yawn in class or eat simple things like a piece of sugar cane throughout the day, others used to escape before the school closed to go and look for things to eat illegally in other people’s gardens. When WV through Goruda sensitized the communities during the gathering, the parents’ attitude changed and they started providing Lunch and scholastic materials. As a result of the sensitization, a big sauce pan was bought for boiling porridge at the school and the parents are paying money for the cook at school. Pupils no longer escape from school, and they report in time. Also the teachers are performing their duties perfectly well. If you consider the enrolment at school, the attendance of the pupils has consequently improved resulting into improvement in the academic standards. A pupil used to fill/complete one exercise book in a term but today you find a number of books completed with material.”

One of the pupils, Wasswa Alex, who sat his PLE in 2009 testified, “Before the gathering the teachers would not give us the textbooks, but after the sensitization and the Community gathering they started giving them out. Another student, Ssekanjako Allan, emphasized and said as pupils we didn’t even know that we had the authority and responsibility to request for these books when we needed them.

Nkandwa Primary school is found in Ntwetwe Sub County in Kiboga district. The parents of this school were sensitized on the value of education under CVA and this enabled Parents to provide scholastic materials to their children. Even the children who had left school are now back due to the sensitization.

One of the teachers, Madam Olive said, “The parents are now providing a mid day meal (a cup of porridge) and enough scholastic materials to their children. This spirit

of providing a midday meal to the pupils had died out since introduction of UPE in 1997. Before the provision of porridge, the children would dose in class and escape after Lunch time but now they no longer do so". The teachers also said that before the provision of a midday meal, teachers themselves could not teach well and children would dose but now both the teachers and children take porridge. Now the teachers teach energetically and the children no longer dose during after noon sessions.

After introduction of CVA, and sensitizing the different stakeholders about their roles, by-laws were passed for example for all parents to provide Lunch to the pupils. The chairperson LC III Ntwetwe Sub County said; "Before sensitizations and passing of the by-laws only three schools in the Sub County had the pupils take porridge but now thirteen schools have their pupils taking porridge."

Mr. Muzamiru, one of the teachers said that now the children no longer escape. He said, "Actually hunger causes disease! The children would fall sick and many would ask for permission to go back home but these days there are no such cases. Concentration of the pupils which used to be low is now high because they get Lunch. We used to force the pupils to pay attention to what we teach in the afternoon but now it is no longer the case" He also said that due to the sensitization the parents' responsibility was revived. He commented that provision of a midday meal has resulted into increased enrollment. "In fact children are now leaving other schools and coming to ours. Absenteeism has also reduced. Before provision of a mid day meal the school enrollment was 80 pupils but now the number has grown to 256 and even the performance has improved"

Nakamatte Nasiimu, one of the pupils in Primary five at Nkandwa primary school testified and said; "Before provision of the midday meal at school, I used to get a total of 80 out of 400 but now since I started taking porridge, I get 280 and above out of 400."

The parents of the school said that the sensitization has improved the relationship between the teachers, SMC and the parents. This has in turn improved the child welfare. The parents now monitor their children while at school, supervise the school and own it. They know it is theirs.

Madam Oliver, one of the teachers in Nkadwa Primary School said that there is a significant change in the community as a result of CVA because; "The approach creates awareness to every body (all citizens) unlike in the past were it was only for the service providers. Currently all the service users and providers know their responsibilities. If it is a school;the pupils, teachers, parents, local leaders all know their responsibilities as far as education is concerned. Now every body wants to



fulfill his or her responsibility because of the awareness and this has resulted into better service.”

One of the parents, Amiina Kayemba; said “This sensitization was very very helpful to us! Most of us the parents before the sensitization were very lazy and carefree. We would give our children only 3(three) exercise books for the whole term and that was all. We would not provide them a midday meal and they would go hungry the whole day. But now we give Lunch and when you look in their exercise books you see a lot of improvement!”

Before the Community Gatherings the community members were not aware of their problems and existence of resources within their communities. But after, they realized the problems and the fact that they have resources in their midst such as maize for provision of children’s meals. They realized that if these are utilized well they can cause development. One of the parents Muhamed said; “We had the capacity to feed our children but we were not using it to feed them because of our lack of awareness. After realizing the problem and the resources within our midst, we were able to utilize this capacity and create a change. Our children were suffering, we were available but we were just like statues which don’t know its responsibility but now World Vision has opened our eyes and sharpened our minds.”

Sensitization of the School Management Committees has awakened them to take up their responsibilities. For example they have learnt that the UPE money that comes in the school is not for SMCs consumption but to run the school activities and they are supposed to monitor its use. As a result the head teachers have now become more transparent and accountable for all resources.

Mr. Barasa Patrick said, “In Ntwetwe stakeholders meeting, which was also attended by the district Inspector of schools, Mr. Buliuro Augustine, there were complaints that qualified teachers are not recruited yet most schools lack teachers. During the meeting the Inspector promised to work upon it.” Two weeks later, a shortlist of one hundred (100) teachers was displayed and they were interviewed at the end of term one 2010. These await recruitment upon their success.

In Mulagi Sub County, the trained SMC members are the ones now sensitizing parents and calling them to meetings themselves.

The Ntwetwe CDO said; “CVA has empowered community members! Now every time community members especially the women come and report the men who are keeping the children at home and not sending them to school. ” He also said, “originally the children were doing exams once a term, but now they do more frequently. Even the MP now brings tests and the children do them. Now 6(six)out of the 10(ten) schools provide atleast porridge, For the health centre now he hears

that they are well treated and cared for. I understand previously there used to be no health workers at night, but now I understand they are always available.”

He added that “Before the children would be defiled and the people just keep quiet, but now immediately there is any case the community members come and report. Even now two cases have been forwarded to the police.”

In Mulagi Sub County 6 out of the 9 primary schools provide the pupils with Lunch which was not the case before as noted by the LCIII chairperson of that area.

At Kibiga Primary School, in Kibiga SubCounty, the teachers used to leave school at 1:00 p.m or just teach under the tree all the time before the dialogue meeting but now they teach all the time.

Mr. Kigozi Dennis, the LCIII Chairperson said that, “Before in Kibiga Sub County, there were no pupils passing in 1<sup>st</sup> and 2<sup>nd</sup> grade but this year the children who passed in 2<sup>nd</sup> grade were many! Almost all the schools in the Sub County got atleast second grades and this is an improvement.”

At Onyakai primary school, Arapai Sub County, Soroti District. A community Gathering was held in 2008. a number of significant changes have occurred as aresult of the gathering. Among those noted was the change narrated by Rev. R. Enyaku, the PTA Chairperson, “Before CVA was conducted, the pupils of Onyakai Primary School were very stubborn in the way that, they never attended classes regularly,abseentism was very common. Their manners at school were very bad; they never obeyed the teachers and the prefects. They used to come to school, while pocketing Waragi(alcohol), so they could take alcohol at school. After the CVA gathering was conducted, there is now a significant change at school! The pupils are no longer stubborn. They attend classes regularly. They are obedient and hard working at school even at their homes. They no longer pocket Waragi. They are sober all the time. They are hard working in class and their performance at class has risen up. We are expecting at least 5 pupils to pass in Division One in the forth coming PLE.”

About the same school, Mr. Otodo Stephen the Chairperson SMC said the issue of the change of the community attitude was very significant. “ From the year 2000, the community around the school used the school compound as their grazing land for their cattle. The cattle would destroy the school property for example the pit latrine, the classes, play ground and also the teachers’ property. But when the Citizen Voice and Action sensitization meeting was held, the community members were empowered where by some by-laws were set to govern the school. This has made the community to realize that the school belongs to them and there is no more grazing on the school compound. Originally it was very difficult to change the

attitude of the community as far as the school was concerned. The community thought the school belonged to the government but now they are aware that the school is theirs!"

The headmaster of the school also added his voice to this, "Theft of the school property has ceased to be there. Even the community had stolen the school gong but they brought it back after knowing that what was stolen belonged to them. It was like stealing your own property." "Even the pupils would destroy the window glasses but now they report those one spoiling the glasses" added Peter, one of the members of the SMC.

## **2.2. Most Significant changes in Health.**

Under health, the community of Nkandwa said; "Before the gatherings the health workers were arriving late and not even caring about the patients. They would pass them and neglect them. The drugs were never available at the health centre. The doctor was never at the health centre and therefore not known. The health workers were only making referrals and yet the referral hospital was far. Now the mid wife is friendly and treats the expectant mothers with care. The mid wife who would mistreat the expectant mothers before the dialogue was transferred and a new one brought. The drugs are sufficient. The doctor is available at the centre."

Before the CVA intervention at Ntwetwe health centre IV, there were few staff at the centre as compared to the entitlement. After the intervention in form of a Sub County dialogue, the centre was able to receive a mid wife and a clinical officer. The in-charge Dr. Sserebe John said; "After the assessment, we discovered we had a gap in staffing and now we have been in position to receive two more staff-a mid wife and a clinical officer. About the same issue when the senior assistant secretary/Sub County chief was met in his office he said; "At the health centre, out of the CVA exercise, we got one midwife and we are yet to get another midwife". The health centre which used to be dirty realized improvement in cleanliness. The maternity which was in a very poor state and unsafe for the mothers and children was repaired.

Sr. Nandawula Phoebe on the note of the poor state of the maternity commented, "We have now partly ironed out ourselves and when you look at the floor of the maternity, it was renovated that we are now in position to have better services which the members are enjoying, both the service users and providers."

Before the dialogue, the Ntwetwe health centre staff used to come late and even mishandle patients. After the dialogue, the in charge held a staff meeting and these issues were discussed and now the staff come on time and handle the patients very well. The staff were not putting on uniforms and therefore the community members were not able to identify who was treating them, these days they wear their uniforms.

About the mishandling of the patients, the In Charge of Ntwetwe Health centre IVDr. Sserebe said that; “After the assessment, we as staff also arranged our internal meeting and agreed to change the attitude we had towards the clients. Currently we are welcoming them and they also feel secure and free with us and this has created a friendly environment in that clients now reveal what they have at heart about us and this makes also our work effective.”

Mr. Bazanye, Kissojjo LC I Chairperson commented; “The health workers at Ntwetwe health centre have changed and now mind about the patients. In fact even when we are sick and we go for treatment sometimes they don’t even get time to go for Lunch! They now report to work at exactly 8:00 a.m. I was there yesterday and I experienced this. Now they wear their uniforms unlike before. Even now the wards are separated for the male and female which was not the case before. The floor of the maternity ward has even been repaired. They no longer even shout at the patients like before the gathering.”

Ms. Amina Kayemba from Nkandwa also testified; “I myself took there my child at night when he was sick. The health workers were there and they handled me very well. They did not charge me for any drugs except for syringes which were out of stock. This used not to be the case at the Health centre before and we are grateful for this CVA intervention.”

One of the patients met during the case study development said, “The services in the maternity ward are now very good. The expectant mothers are sent for blood test. The midwife handles the mothers very well. In fact now the number of deliveries in the health centre is more than before when the mothers were delivering from the villages.

The in charge, Dr.Sserebe said; “The assessment exercise was an eye opener and was very good. At first I was the most annoyed person about the report and felt like boxing the initiators of the exercise. But when I went to bed that night, I thought through and realized this was really taking place and decided to ensure there is change. The next day, I called a meeting to address this. I welcome you back for another assessment so that the different stakeholders can give us feed back.”

During the assessment there was also an issue of the closed immunization out reach centre meanwhile the mobilisers of those centres were still being paid. The Sub County leadership and citizens were not aware of the mobilizers and that they were being paid money. The senior nursing officer had to bring out the list that day which she presented to the Sub County dialogue participants. Now the mobilization has improved and the immunization coverage has risen from 70% to 85%.

“Before the dialogue meetings, the in charge felt he was so educated and had no respect for any one. However after the meeting, he became aware of the responsibility of the Chairperson and therefore respects and no longer wonders why he goes to the health centre”, Said the Chairperson LCIII Ntwetwe Sub County.

The Service Providers have improved on their level of accountability for example the medical staff now are accounting for all the drugs delivered and how they are used. For example in Ntwetwe Health Centre IV where there was originally drug misappropriation. During the dialogue meeting, the different stakeholders realized their roles and started demanding for accountability. The in-charge now gives accountability of the drugs delivered and how they are used to the Health Unit Management Committee and the same report is shared during Sub County Council meetings.

The Ntwetwe Sub County chief said this about the approach; “CVA is a very good approach. It empowered and strengthened the health centre IV in charge to have the midwife whom he was originally fearing transferred.”

Significant change has also been experienced at Nalinya Health Centre II as a result of CVA. “In our health centre, the patients were mistreated and the health workers would not pay attention to them. The health workers also had their own challenges. But now there is a very significant change. There is now very good relationship between the health workers and the patients. The CVA approach has bridged the gap and has improved the relationship between the health workers and the community members.” Said Ronald a member on the Mulagi Sub County technical team.

Before CVA, the health workers would demand for money (5,000/=) from the patients for blood testing and injection syringes but after the dialogue meeting, this was stopped and even a notice put at the entrance that “Treatment is free.” Now no money is charged and the services have improved and can be accessed free of charge. The in charge Ms.Janet Nakafeero said, after the dialogue I came back and pinned up the notice myself.

Mr. Ntege, the LCIII Chairperson, said “The community members were informed that treatment is free of charge and now they are receiving the treatment free of charge. He said by the time the dialogue took place people were taking their children to Vvumba H/C II, which is a missionary school, but now they have brought them back because of improvement in the service”.

Mr. Kasozi, the Chairperson HMC, said “Last week I came here and found all the health workers were around and doing their work very well. The patients were getting the treatment/drugs very well”.

The In charge, Ms. Nakafeero Janet said that now they have increased on quantity of the drugs. “We used to receive two tins of panadol, but now we got four tins.”

At one of the water sources in Obal village, Kamudda Sub County, soroti District, the Chairperson LCI praised the CVA approach and said, “Ever since God created this universe, this is the first time we have got access to clean water because we used our voice and demanded for it! We used to get water from the lake.

### **2.3. Most significant changes under local leadership.**

#### *Relationship building*

Before introduction of CVA, the local leadership would not involve themselves in the mobilization, but after introduction of CVA, they learnt their roles and now they participate in the mobilization, sensitization and supervision of Education and health activities which was not the case before.

CVA has built a relationship between the local leaders and the citizens. The Ntwetwe Sub County chief said; “Before the meeting, people used to think that the office of the Sub County chief was so great and can not be entered/no go area. But now they come in a number of times and report their issues. Even just a few minutes ago, before you came in I had just received some one with a list of those parents who are not sending their children to school. Even the number of cases of defilement and rape received are far more than I used to receive previously”

The Senior Assistant Secretary/Sub County chief also said that people are now empowered and own the Sub County. They even report those LCI who refuse parents to contribute money for their children’s mid day meal. He said that even now the issues of child abuse have now become a community concern unlike before.

The senior assistant secretary said that CVA helps them to discuss things that they did not even know as the leadership. “For example the report that was read during the dialogue meeting covered a lot of things that were not known to us as the Sub County Leadership. I’m not ashamed to say that the civil servants were taking advantage of the community Ignorance. On our side as civil servants we woke up and discovered that we were in trouble and started working hard.”

He continued to say; “The community was not aware about their rights and entitlements but were awakened. The politicians also woke up. This report helped us a lot. The report put us on our toes to go and we monitored schools and health centres and there after we had a meeting.”

The senior secretary also said as leaders they didn’t know that the community leaders were ignorant of the policies. “We as leaders didn’t know that parents were very ignorant about UPE. It was as a result of CVA that we discovered this. We have

now gone ahead to sensitize the community about provision of Lunch for their children.” He said he is now the chief monitor and is invited for school meetings.

The senior assistant secretary praised the CVA approach and said that under health, Government is trying to draw a program under the Community Driven Development (CDD) but has failed. Under Education we are fitting in your program, and have succeeded but under health especially sanitation we don’t know where to begin!

*Working relationships between Government staff and the political leaders*

The Ntwetwe CDO, Frank , said, “Now the council does monitoring of all the schools unlike before. Before the last council meeting, we monitored about 5 to 6 schools after which the council sat at the Health Centre. At first there was a poor relationship between the council and the Doctor but now the relationship has improved.”

The CDO said that it all started with the sensitization and capacity building of the Local leaders whose capacity was built and they changed their attitude. They picked the acquired information and passed it to the grassroots. He gave an example of how the leadership wrote a letter to the Ntwetwe In charge Doctor to explain why there were poor services as discussed during the dialogue meeting. The In charge wrote a letter to the council and CDF explaining. A copy of this letter was viewed. This indicates that even the leadership has been empowered and now they have a united voice.

*CVA-“an eye opener”*

The CDO commented that the sensitization did not only help the community members but even them who call themselves technical staff. “We used not to know the ranks of the health worker at Ntwetwe Health centre IV, but now I can tell who is a nursing officer and advise clients who to see or address their issue to for assistance. CVA is an “eye opener” not only to the community but also to us who call ourselves technical staff.”

He also said that CVA has helped a lot because’ “I now receive cases concerning child abuse yet before the use of the approach, it was us (the technical staff) to follow up and look for the child abuse cases. It does not even stop at us receiving cases but also monitor and follow up according to the standards. You see now people know where to go in case we try to be corrupt. This has now helped to reduce Corruption.”

The LCIII Chairperson Ntwetwe Sub County praised the CVA approach for the way it works. He gave an example of the health centre. “The first time I went to meet the Ntwetwe Health Centre IV In charge, he blustered me and asked what I had

gone to do there! I had gone with the Sub County Health Management Committee and we failed to come to an agreement but after the use of this approach of Citizen Voice and Action, the health centre management now welcomes me and shares with me their concerns since they know that I'm the community representative. This has now made our work easier in planning since we now know what to give priority and include in our budget." our work

*Community empowerment to demand for their entitlement.*

CVA has also bridged the gap between the Community and the local leadership. The leaders now know that people are now aware of their entitlements, so they demand that the leaders implement and make follow up.

Generally in Kimu ADP, improvement has been registered in engaging local leadership especially at planning levels in the two Sub Counties of Mulagi and Kibiga. Previously programmes of Education, People With Disabilities, Youth, Women and People Living HIV/AIDS had been neglected. Currently such people are involved in planning and have votes in the budget.

*Creation of by laws*

In addition, the local leaders are now more vigilant in a way that they were able to set up by-laws on funny games like Ludo, Matatu. By-laws were also set in Ntwetwe Sub County for all the parents and schools to provide Lunch to the pupils. "At the time of the meeting only 3 (three) schools had their pupils getting a mid day meal. Currently the number has risen to 13 (thirteen). Now the parents contribute maize grains and money for grinding and paying the cook. This is all as a result of the CVA approach." Said Barasa- the Community Development Facilitator, Ntwetwe ADP.

#### **2.4. Most Significant changes in Networking and Alliance building.**

As a result of the CBOs using the Citizen Voice and Action approach, relationship among the CBOs has improved. They now share knowledge and activities between the different CBOs. Before they would not be involved in the Sub County planning meetings but now they are involved. Some CBOs have grown in membership for example Goruda has grown from 20 to 42 yet with more demand for admissions as a result of the community seeing the great work they have done.

Mr. Sensizi Kaweesi Mike, the Coordinator Wealth of Eden, in Ntwetwe sub County kiboga district testified; "Long before the introduction of the CVA approach, CSOs in our Sub County never thought of coming together to share their experiences, consulting each other or thinking of networking. After being empowered in one of the capacity building Workshops, the two Coordinators of the two CBOs; Wealth of Eden and FOSEDE acted, mobilized fellow executive committee members of all CSOs in the Sub County, came together and discussed the importance of networking. At the end of the 'hot' discussion, they all agreed on the formation of a



Sub County CSOs' Forum. They together elected leaders known as Sub County Forum Executive Committee, with the following leaders; Chairperson, Vice Chair Person, General Secretary, Treasurer and Publicity. Since the formation of this Forum, relationship among CSOs has greatly improved in terms of networking, consultations and trust, and this is forging way for sustainability of CSOs and their activities in the area."

Mr. Charles Kakooza also commented that, "Before when you would speak about our CBO Goruda, no one would respect and listen to you. But now after doing this CVA work in collaboration with WV, we are widely known and many people come to us for guidance."

#### *Confidence building*

A Most significant Change was also realized by the CBOs as a result of CVA. Rhoda, the Kiboga cluster PM said; "Previously CBOs were feeling small and minimized in Community. Through the CVA Programmes, they now have people who can speak, facilitate Programmes and even train others.

#### *Improved service delivery*

During the assessment of service delivery conducted by the CBOs at Ntwetwe health centre IV, findings revealed that there was a "ghost" mid wife. During the dialogue at the Sub County, the issue of the ghost midwife was discussed and the agreed upon action was for the district to post a mid wife which was done immediately.

#### *Visibility of CBOs*

The CBO members' capacity has been built in a number of fields. The trainings have enabled them meet many different people including district officials and now they are known district wide and beyond. Mr. Ganaafa Mike, from Aganaafa CBO said, "When we started we were operating only in a parish and we were only known in this parish, but during the WV trainings, they combined us with other people and leaders from the district and now we are known widely by all."

#### *Complementary Vs Competition*

The use of CVA has built the relationship between CBOs and the Local leaders. Mrs. Nabuusa Catherine, one the CBO members said, "CVA has facilitated incorporation of local leaders in our programmes where as before they were just de-campaigning us. Now they help in the mobilization and encourage people to participate. They even know that it is their responsibility to sensitize the communities."

The CVA approach has made a market for us. We are now known. The NAADs program of seed distribution now goes through GORUDA (Gogonya Rural Development Association).

In 2008 , Aganaafa HIV/AIDS Initiative, after knowing their role in planning and budgeting, they involved themselves in planning for the Sub County for the Financial year 2009/2010 . With their participation the Sub County agreed that the CBO implements some of the HIV/AIDS initiatives planned within the Sub County budget.

## **2.5. Citizen Empowerment:**

The senior assistant secretary said that; “Now the people are empowered, they have even started reporting the LCI chairpersons even in their presence which was not the case before. For example where I authorized some schools to collect money from the parents to solve pressing issues like Lunch and the LCI Chairpersons refuse them to pay.”

He went ahead to say that ;”Now the community members come to me and ask me to verify the drugs in some of the drug shops whether they are not the ones stolen from the Health Centres.”

On the other hand the CDO gave a comparison of the people and said; “For me I come from Gayaza, but when I look back and compare with the people of Ntwetwe, I see the people of Ntwetwe are very very powerful. They are empowered. They have skills and now they deliberate very well during meetings.”

Rhoda, the PM for Kiboga cluster said that the communities have been empowered to speak and influence policies. They talk to the top local leaders on matters affecting them like poor performance in schools, planning and budget allocations. She added; “Powerful people in the district like the Chair Person LCV were forced by CVA ripples and splashes to go down and participate in community meetings”.

One of the parents, Isma said; “CVA empowered people and raised their awareness. Before to see a woman speaking on such a round table would be unheard of but now the women are sharp, enlightened and empowered! They speak for themselves. I believe they can even reach in the Parliament and speak for themselves because now they know their rights and the policies.”

The Ntwetwe CDO said, that now in the Sub County council the women can stand firm against any issue which they know is not developmental because now they know the standards which was not the case before. They used to call this men’s responsibility.”

Mr. Kiiza William, one of the CDFs Kimu ADP, said that CVA also increases child participation. “Now the children are teaming up to find solutions their problems for example they report cases of defilement and they stand up in unity with one Voice.”

To emphasize the above point, Rhoda, the PM said that in addition to reporting defilement, children formed clubs and follow up their peers who drop out of school. One boy in Mulagi Sub County who was followed up went back to school and had this to say, “I’m happy that I came back to school and I appreciate what was done for me.”

In Kamudda ADP, one member also commented and said; “As a result of CVA, people are beginning to speak out even children. In the past it was hard for children to speak in meetings. Now the children can report child abuse cases like defilement and where they took place.”

The School Management Committees have been empowered and now they monitor the schools and hold the teachers and parents accountable for their actions. For example at Dokolo Primary school in Kamudda Sub County, Soroti District, the SMC members called one teacher who used to come late to school, and then disappear. He could not set exams and close the term. He was advised to change and when he failed they dismissed him.

Now the communities are able to sit in meetings by themselves and go and demand for services from the Government. For example the Dokolo and Kamudda Communities sat by themselves and approach government to demand for a school and health centre unlike before. Although the government failed to provide these they approached other organizations like NUSAF and again when these failed that is when they approached World Vision which was able to support them. This was not the case before. They would just wait for a donor to approach them without demanding.

## **2.6. Community Ownership and sustainability of the facilities.**

The Senior Assistant Secretary, Mr. Sserunjogi Siraje, said; “There is now respect over public facilities as a result of CVA. Those that were built by Government originally, people were not monitoring them. Now they are owning the structures and at Bulabye Primary School they have reported cases of destruction”

Mr. Ntege one of the members on Mulagi Sub County technical team said, the CVA approach has developed a sense of ownership within the community. “One day I passed by the new school of Bumbiri recently constructed. I found a parent blaming a pupil who had made lines around the classroom with charcoal which was not the case before. This showed me that now the parents own the school.”

The technical team members also noted that CVA has resulted into program sustainability. The citizens are no longer forced to do any thing. They sit down and identify their problems, get away of solving those ones that can be solved by the community members and solicit for support where they are not able. One member gave an example of Jagwe and Kayuni boreholes which were constructed by the Sub County without community participation. It broke down and the equipment was stolen in comparison a new one which was constructed with community involvement and the community members feel it is their property and therefore value it and guard it.

The P.M. Rhoda, Nyakato said; “The people in the communities have realized that through CVA they can solve their problems instead of waiting for World Vision or other donors unlike before” She went ahead and gave an example when they met with the local leaders and they listed their problems, after which they prioritized them and laid strategies. “It’s not World Vision who funded them but the citizens themselves after realizing the challenges.”

### **2.7. Reduction on the staff work load.**

The staff also commented that CVA has made work easy for them and is therefore not a burden to them. Mr. Barasa, the CDF, said; “If CVA has helped to influence local leaders and sensitize communities of their roles, the work becomes easy for me. Since the community is being empowered, this helps World Vision to work with people who can identify their needs and find solutions without mere hand outs. The CBOs we work with as partners have been empowered through CVA and they do quite a lot of work. Without them we would even fail to allocate time for the many activities.”

The PM said that originally CVA seemed a burden because a lot had to be done in form of sensitization and there was no follow up. But now after the dialogue meetings, CVA has yielded a lot of results even beyond the expected. If we followed up we would have so many success stories documented. “In fact CVA is a very important tool for sustaining development Programmes. This is because people become advocates for themselves.”

## **3.0. Enabling Factors**

### **3.1. Contributions of the external environments to CVA**

The external environment has contributed as follows:

- The willingness of the local leadership, government staff and the community.
- The new approach of World Vision emphasizing the balance of soft ware and direct service delivery.
- The establishment of networks and involvement of partners at the grass root.

- CVA brings out the root causes of the problem and provides facts and first hand information. In addition the approach creates behavioural change, develops free will and ownership.
- The commitment, determination and willingness of CBOs in using the CVA approach. These CBOs are within the community and anytime a community member can approach them about what they sensitized them on.
- The commitment and willingness of the teachers and pupils has enabled the improved performance in schools.
- Political stability in the country has enabled these changes to occur.
- Government support by allowing World Vision to work in the areas has enabled these significant changes. In Ntvetwe sub county the Sub County Chief said, “One of the enabling factors is the political leadership which is so good that they support, cooperate and can never fail you.” In addition Government allowing the citizen’s freedom of speech enabled the community to air out their views coupled with the communities’ willingness to come out and implement what they have learnt.
- The by-laws set enabled changes.
- The adoption of the skills imparted to the citizens and local leadership has empowered them and now they know their responsibility and monitor the service centres.

Openness of the service providers to accept change. The teachers, health workers and community members’ willingness to change.

### **3.2. World Visions and its Partners Contribution to the significant changes**

*World vision and its partners who implement the program have supported to significant changes in the following ways:*

- By making the communities aware of their entitlements. One community member commented “World Vision discovered for us new and very important information which we didn’t know for example knowing the school and health centre entitlements. Which kind of staff are supposed to be at the health centre and how many teachers are supposed to be in a school. For example in Kissojjo we held our meeting and went and requested for teachers.”

The way World Vision designed the CVA approach has resulted into significant changes. “When people initiate their own ideas, they will own it because it is their own thing! They will ensure it does not fail because it is their brain child.” The design involves all the different stakeholders. In addition to the design, they provided funds for its operationalization. CVA puts all people under one umbrella and they get a united voice.

- World Vision and its partners being trustworthy, doing constant monitoring, capacity building and reviews.
- The facilitation which resulted into drawing the action plan at the end has resulted into the changes.
- The way the meetings were organized and different members going into separate groups enabled them to talk about the issues.





*2bi How have contributions (in planning and start up, implementation and follow up) of World Vision and or Partners demonstrated;*

- *deficit framing of change (solving a problem)<sup>1</sup>*
  - In Ntswetwe ADP, WV and its partners started with needs assessment and CVA came in almost at the same time so the community perceived it as needs assessment and problem solving. “This approach has indeed facilitated the citizens to work together to identify the problem, identify ways and solve it together with a united voice” said one of the participants. It has also helped us to realize that we have the capacity to solve our problems.
  - The way the approach was designed seemed like it was to identify community needs. It is a problem solving approach for improving communities’ wellbeing.
    - *strengths framing of change (build on assets or strengths present)*
      - The approach facilitates communities to identify and do what they can. The present resources and potential is exploited and this has caused development.
      - The parents of Nkandwa Primary school said, this approach demonstrates both the deficit and strengths framing approaches because “Before the Community Gatherings the community members were not aware of their problems and existence of resources within their communities. The approach helped them to realize the problems and the fact that they have resources in their midst such as maize for provision of porridge for the children’s mid day meal. They realized that if these are utilized well they can cause development.
      - The CVA approach supports people to identify their needs, the available resources, capacities, potentials, beginning from a small unit to a bigger one. It facilitates identifying channels of overcoming problems for example by going to the DEO, asking for accountability from head teachers and health workers. The community is enlightened to tackle problems.

However generally most people thought the approach goes beyond, needs identification and problem solving and facilitates the citizens to appreciate the resources within their communities, begin from them and build on them by soliciting for more support mainly for the resources that are not available in their society.

### **3.3. What the ‘best changes’ would be**

Change that is sustainable would be the best. There should be continuous sensitization in all forums; village meetings, school meetings, churches, Sub county meetings

-  People acquire the CVA skills imparted and practice them.
-  Peoples demand are honored and acted upon.
-  Ensuring that CVA is included in the Sub County budgets.
-  When the district leadership is involved in monitoring of the significant changes

---

<sup>1</sup> See box below for working definition

### **3.4. How World Vision and or Partners would contribute to the ‘best changes’?**

- Ensuring political will of WVU leadership
- By building the capacity of all staff, with emphasis on the front line managers, and partners (CBOs, FBOs, teachers, Local leaders, child committees, SMCs, HMCs). Trainers (TOTs) should be trained so that at least each cluster has two trainers to build the capacity of others and give CVA special attention.
- By having stakeholders regular reviews, reflections, follow up and documentation of the CVA Processes and outcomes.
- By integrating CVA in all design documents, AOPs and review processes.
- The trained partners (CBOs) should be facilitated with stationery and transport in the first year and trained in their own resource mobilization in the subsequent years.

By moving from pilots to institutionalize CVA and supporting the communities to influence policies as some of these are not friendly. By having continuous sensitizations of all stakeholders on their roles, responsibilities and value of education.

- Take the children’s committees through the CVA approach as they are good advocates and the need to teach them how to solve their problems. Empower the child protection committees with advocacy skills and ensure these are maintained.
- Include a mode of appreciation, motivation or encouragements for the best performers for example those where there are majority of the major significant changes .
- Ensure that the implementing partners/CBOs have sustainable programs i.e by mobilizing their own resources such that when World Vision goes they will continue with the work.
- By including in the design Music, Dance and Drama to attract the youth.
- By ensuring that the citizens are first sensitized about government policies and laws.

### **4.0. Comparison of the significant change findings to the expected Outcomes**

The citizen Voice and Action approach has revolved overtime since its roll out in Uganda in May 2005. The approach was originally defined as a community empowerment tool, which enables local communities to negotiate reforms in the delivery of services at the local level. It was noted that additionally, it could be used as an advocacy tool at the national level by aggregating community-generated data across multiple CBPM community gatherings.

Following are the Original planned goal and outcomes of the project:

**GOAL:** Communities of citizens empowered to increase accountability and responsiveness by governments for primary health and education services.

OUTCOME 1: World Vision Uganda engagement in national level advocacy on improved service delivery.

OUTCOME 2: Enabling environment to support utilization of CBPM approach.

OUTCOME 3: Communities exact social accountability for service provision.

OUTCOME 4: Effective learning and programme coordination

The findings indicate that the information gathered at facility levels have been used to support advocacy from facility level to Sub County level to district level and in some instances to national level. This has been through the dialogue meetings (Local Government Gatherings)

It could also be noted that some staff were trained in CBPM and this created an enabling environment which has facilitated CVA to continue up to date. There are also existing structures in the ADPs such as Parish Monitoring Committees, CBOs and CVA working teams which have supported the utilization of the approach.

The findings also indicate that the communities have been empowered and have acquired some of their entitlements as per the Most Significant changes highlighted above. However in some cases due slow response of government because of lack of sufficient funds in the government coffers they have had to run to NGOs. In majority of these instances government has however contributed some resources.

There have been a lot of learnings and documentations. However it could be realized that there was need for more strengthening of documentation fo the significant changes especially at the community level.

Later in March 2008 after a learning forum which comprised of the CBPM practitioners coupled with information from a mid term evaluation of the WVU Pilot project a number of recommendations were made. The project then changed the name to CVA and out of realization that it was more than a tool, its definition changed to:

Citizen Voice and Action is an approach that aims to increase dialogue between ordinary citizens and organisations that provide services to the public. It also aims to improve accountability from the administrative and political sections of government (both national and local) in order to improve the delivery of public services.

The approach aims to empower communities to influence the quality, efficiency and accountability of public services.

A CVA guidance notes was prepared and finalized by the Learning specialist in January 2009 to guide the process. Currently the Broader objectives of CVA include:

☐

- Empowered and mobilised citizens
- Local democracy and political participation of individuals and community groups.
- Good governance through the demands of communities for action
- The improvement of service delivery through influencing Policy.



The findings indicate that the citizens are empowered and can mobilize themselves to demand for improved services. The individuals and community groups such as CBOs, SMCs, HMCs are participating and this enhanced democracy and good governance. There has also been improvement in service delivery through making of by laws at the community level relating to those policies that affect them.

Generally the findings relate and are in line with the intended expected change except to where government has been slow in responding due to financial challenges. Over all there has been improvement in the quality of services. The approach has however also been used for more interventions than the intended sectors of health and education. It has also been used for child rights and protection in such cases of defilement, child marriages, OVC advocacy, water interventions, Domestic violence, Environment, conflict resolution and peace building, child participation, women empowerment, Gender roles and HIV/AIDS among the so many other interventions it can be used for

#### **5.0. Recommended changes to current Citizen Voice and Action designs**

- The designs should cover all key other sectors/interventions such as Agriculture, Gender issues, Domestic Violence, HIV/AIDs, Child Protection etc.
- The designs should include such interventions such as Music, Dance and Drama, debates, football matches that are attractive to the Youth so that they can be more attracted.
- The designs should emphasize ways of documentation at community level.
- The designs should include a well defined approach of community resource mobilization, other than action plan, so that some people don't perceive it as a needs identification approach but also an approach for problem solving.
- CVA should provide linkages between local community actions and broader level policy processes.
- The designs should emphasize on analytical abilities to generate structural constraints to service delivery which informs policy influencing

#### **6.0 Background – country and local context**

This case study report gives findings by World Vision Uganda in the communities of Ntwetwe, Kibiga and Mulagi Sub Counties in Kiboga Sub County and Kamudda and Arapai Sub Counties in Soroti districts.

Uganda is located in Eastern Africa and it is bordered by Kenya in the East, Tanzania in the south, Rwanda to the south west, Democratic Republic of the Congo in the west and Sudan to the north. The total population for Uganda as at 2009 is 30.6 million people.

KIMU and Ntwetwe ADPs are located in Kiboga District, which is in the central region of Uganda, about 120 km from Kampala the capital city. The district lies 1° 30' north and 32° 14' east. It is bordered by Mubende District to the south, Hoima to the north, Kibaale to the West and Luwero to the East. Arapai and Kamudda ADPs are found in the northeastern part of Uganda, Soroti district, 360km North East of Kampala. Arapai ADP has a total population of 26,420 people.

CVA has been piloted and implemented in 11 ADPs found in 8 districts of Uganda; namely: Nkozi and Kammengo in Mpigi district; Wabinyonyi and Kalongo in Nakasongola, Kimu and Ntwetwe in Kiboga, Rukiga ADPs in Kabale, Iyolwa in Tororo, Arapai in Soroti, Aboke in Apac, and Offaka in Arua . Nsamizi Institute of Development Studies has also incorporated the concept into its curriculum.

The above ADPs came on board at different times. The pilot started in Nkozi ADP in May 2005, and expanded to Kammengo and Iyolwa ADPs in 2007, Aboke, Wabinyonyi, Arapai, Kimu, Ntwetwe and Rukiga in 2008, Offaka and Kalongo in 2009.

## **6.1 Case Study methodology**

The case study development started with national office planning. A case study team was constituted and approved by the acting MQD Director. The team consisted of eight people. During the planning meeting members went through the practitioner Led case study guideline and other case study related documents received. They also selected the sites where to conduct the case study.

Before conducting interviews and Focus group Discussions with community members a staff meeting with the cluster members would be conducted. After the staff meeting document review would be done. Among the documents reviewed at the cluster/community level were the design documents, Community Gathering information, Sub County and district dialogue related documents.

At the community level, the groups met included the service providers by themselves who consisted of Health workers, teachers, CBOs implementing CVA, Sub County technical teams, PTA members, School Management Committee Members and Health Unit Management Committee members.

Among the service users who were met were the children (boys and girls), parents, water committees, People living with HIV/AIDs and communities around the schools and health centres.

At the community level in Kiboga cluster, the questionnaire was translated into the local language and the case study team members internalised it the first day. The questionnaire was printed in both the English and Luganda. (i.e. Luganda question besides the English one). During the staff meetings for service providers, English would be used. Meanwhile with community members Luganda would be used.

In Soroti district, English would be used for the service providers but with the local community, the case study members would ask in English and then the ADP chair person would interpret for the community members.

In the process, most significant change stories would be captured from where the team conducted the case study development. The members would be given the Most significant change form to write the stories by themselves. The Most significant change form was modified to include the consent section so that members signed their consent to publish the stories.

After the field work, the case study team members held a two days meeting at National Office, analysed the MSC stories. The stories collected were read aloud and later grouped into the different outcomes by the case study team members after which the Most Significant of all would be selected.

The team also went ahead to review the National office documents. Among the documents reviewed were the WVU National office strategy 2010-2011, WVU Educational Strategy 2010-2012, WVU health strategy 2010-2012 and WVU CBPM design document 2006-2009.

During the focus group Discussions and individual interviews the case study team members and the participants would introduce themselves, then participants would be taken through the objective of the case study and the whole process of how the findings would be documented and used. They would then be requested to sign the consent forms after which the interview would commence. The Proceedings would then be recorded by the team members.

The mobilisation and the field work (interviews and Focus Group Discussions) went on well especially where we would get first hand information, that is from the participants with no interpretation in between.

Where we had to get a person to interpret, in Kamudda ADP, it was very time consuming to as a question had to be asked in English, then the ADP Chairperson translates into the local language, some members would answer back in vernacular, the Chairperson would have to interpret again into English!

Future researches should be planned early enough focusing on quarters that are not so busy for example first and second quarter so that team members would be able to participate fully with no other commitments coming in to distract them. The report writing also needs to be given ample time to be able to get a quality report.

## **6.2. Discussion**

From the findings , it can be seen that the Citizen Voice and Action approach is robust and is very effective in empowering the citizens, ensuring community participation of boys, girls, women and men and supporting advocacy at all levels from local(Facility to Sub County to district) and at National level.

Once the entitlements are well identified and the citizens sensitized on these, they can be able to demand for them from the responsible people. It is however very important to relate these entitlements and the responsibilities of the different stakeholders as this will facilitate them to each fulfil their responsibility. Once each part fulfils their responsibility, the quality of service delivered and received can be greatly improved. It can be noted that service improvement is a responsibility of both the service providers and service users.

For instance as identified, the improvement in the performance of a child will depend on the child him/herself paying attention in class, the parents providing all the necessary scholastic requirements such as exercise books, pencils, pens, mid day meals and so on and the teacher fulfilling his role of effective teaching and creating a

conducive learning atmosphere for the child to learn effectively. As seen in both Gogonya and Nkandwa Primary schools, when the different stakeholders each fulfilled their role, the performance in the schools improved.

CVA as an approach facilitates community ownership of the projects hence resulting into sustainability. The community members themselves identify the gaps in the services after their sensitization and devise means of overcoming the problem. This builds the capacity of the citizens and makes them own the process because the problem identification and solving is their brain child.

The approach in itself is user friendly and can be used by most of the categories of the people as seen in the findings. The Community Based Organisations can easily use the approach to facilitate development.

### **6.3. Suggested areas for further exploration (research)**

- Beyond the Community Gathering Process also requires further exploration i.e. the process of how the advocacy moves from facility to sub County to District and to the national level.
- 

### **6.4. Committed actions to take**

The Community monitors will be trained in documentation especially of the Most Significant Change so that they can be able to document regularly.

## **Appendix I: Relevant laws, policies and programs relevant to Citizen Voice and Action activities**

- Universal Primary Education Policy.
- Universal Secondary Education Policy.
- Education White paper.
- Education Act 2008
- Education Sector Strategic investment Plan.
- Constitution of Uganda.
- Health Strategic Investment Plan.
- Health Policy
- District Development Plans.

## Appendix 2: List of Participants

S/N	Name	Sex	Title	Place
1	Yiga Ismael	M	District Councilor	Kibiga S/C
2	Nassaazi Harriet	F	Youth Councilor	Kibiga S/C
3	Nakayima Sarah	F	Deputy Speaker	Kibiga S/C
4	Namuyanja Judith	F	Secretary for Production	Kibiga S/C
5	Ssenteza Kajubi Simon	M	CBO representative	Kibiga S/C
6	Kalule Kabuye Grace	M	Secretary for Education	Kibiga S/C
7	Arinaitwe Christine	F	Health Assistant	Kibiga S/C
8	Nakasaana Milly	F	Secretary for Gender	Kibiga S/C
9	Kasule Godfrey	M	Representative for the elderly/Opinion leader	Kibiga S/C
10	Kigozi Denis	M	Chair Person LC III	Kibiga S/C
11	Ssemaganda Rogers	M	Youth Councillor	Kibiga S/C
12	Najjingo Jane Norah	F	ACDO	Kibiga S/C
13	Corpol Nakintu Harriet	F	O/C police post	Kibiga S/C
14	Sunday Sserugo Charles	M	Councilor	Kibiga Parish
15	Ntirugilisoni Rashid	M	Sec for Health	Mulagi S/C
16	Nsereko Hussein	M	CDO/Sub County chief	Mulagi S/C
17	Kasirye Leonald	M	HMC member	Mulagi H/C III
18	Nafuna Juliet	F	Health Assistant	Mulagi S/C
19	Nakafeero Janet	F	In Charge- Naliinya H/C	Mulagi S/C
20	Sserwanga John Wilson	M	Parish Chief	Mulagi S/C
21	Ntege Andrew	M	Chairperson LCIII	Mulagi S/C
22	Kasozi Patrick	M	Chairperson	Mulagi S/C
23	Ssembuya Francis	M	Member	Kabutamba
24	Mugambe Edisa	F	Microscopes	Nalinya H/C III
25	Musoke Frank	M	A CDO	Ntwetwe S/C
26	Kabuye Robinson	M	Chairperson LCIII	Ntwetwe S/C
27	Sserunjoji Siraje	M	Senior Assistant Secretary	Ntwetwe S/C
28	Nalugo Oliver	F	Teacher	Nkandwa Moslem P/S
29	Muzamiru Wegulo	M	Teacher	Nkandwa Moslem P/S
30	Bukaca Fred	M	Teacher	Nkandwa Moslem P/S
31	Muwesi Faizal	M	Teacher	Nkandwa Moslem P/S
32	Dr. Serebe John Bosco	M	In Charge	Ntwetwe H/C IV
33	Ndawula Anne	F	Nursing Officer	Ntwetwe H/C IV
34	Nandawula Phoebe	F	Nursing Officer	Ntwetwe H/C IV
35	Ssebikaali Joel	M	MLT	Ntwetwe H/C IV
36	Sseluwogi	M	Community member/Parent	Lwanda
37	Gava Lawrence	M	Community member/Parent	Gogonya P/S
38	Kiwanuka Leonard	M	SMC Member	Gogonya P/S
39	Namusisi L	F	Parent	Gogonya P/S
40	Kibaale Ismael	M	Parent	Gogonya P/S
41	Ssembusi Ponsiano	M	Chairman SMC	Gogonya P/S
42	Samwiri Kafuuma	M	Parent	Gogonya P/S
43	Achipa Beatrice	F	Teacher representative	Gogonya P/S
44	Nabasumba Betty	F	SMC Member	Gogonya P/S
45	Nambuya Madina	F	Parent	Gogonya P/S
46	Namugenyi Ayisa	F	Parent	Gogonya P/S
47	Zziwa Mutambuze Stephen	M	Parent	Gogonya P/S
48	Iga Peter	M	Chair person PTA	Gogonya P/S
49	Efulance Ssekajugo	M	Parent	Gogonya P/S
50	Sunday Charles	M	Chair person SMC	Gogonya P/S
51	Miiro William	M	Parent	Gogonya P/S
52	Ssem mango Matovu Emmanuel	M	SMC Member	Gogonya P/S
53	Mrs. Rebecca Kakeeto	F	Teacher	Kissojjo P/S
54	Nansamba Ruth	F	Nurse	Ntwetwe H/C IV
55	Kyakuwa Jane	F	Nurse	Ntwetwe H/C IV
56	Najjuko J	F	PLWA	Nkandwa.

57	Nakibuliratii Prossy	F	Community member	Nkandwa.
58	Nalule Lewontino	F	Community member	
59	Nabakooza Paulina	F	Community member	
60	Nakitende	F	PLWA	Buyondo
61	Namutebi Sala	F	Community member	Dayido
62	Salua Sade	M	Community member	Kalodo
63	Natudye Oliva	F	Community member	Nkandwa
64	Nayimuna Kayogo	M	Community member	Kasolo
65	Nakyejwe Joyce	F	Community member	Ntwetwe
66	Nambogo Milly	F	PLWA	Ndibata
67	Nduwayeza Innocent	M	Community member	Kitwara
68	Mugga Lawrence	M	CCW	Kaggi
69	Kasajja H	M	Community member	Nkandwa
70	Mugisha Erinesti	M	Community member	Kikajju
71	Seruyange	M	Community member	Bugomoru
72	Juisguine Justus	M	Community member	
73	Semu Katto	M	Community member	Kisojo
74	Nakamya T	F	Community member	Nkandwa
75	Nabankema Scovia	F	Community member	Kisojjo
76	Nassejje Resty	F	Community member	Kisojjo
77	Nabagereka Margret	F	Community member	Kisojjo
78	Namutebi Susan	F	Community member	Kisojjo
79	Godfrey Kaluuma	M	Community member	Kisojjo
80	Ssekimpi Livingstone	M	Community member	Kisojjo
81	Kityo Lonal	M	Community member	Kigoma
82	Nabiwande Cate	F	Community member	Kigoma
83	Sseluyanja Fred	M	Community member	Kigoma
84	Bazanye James	M	Community member	Kisojjo
85	Luwalila Eric	M	Community member	Kigoma
86	Ssemakula John	M	Community member	Kisojjo
87	Mukuumo E. Musunku	M	Community member	Kisojjo
88	Nalubiri Jannet	F	Community member	Kigoma
89	Namyalo Miliyamu	M	Community member	Kigoma
90	Nakamatte Nasiimu	F	Pupil	Nkandwa Moslem P/S
91	Nakitende Afuwa	F	Pupil	Nkandwa Moslem P/S
92	Nabasirye Jamiya	F	Pupil	Nkandwa Moslem P/S
93	Tugume	F	Pupil	Nkandwa Moslem P/S
94	Nakaweesa Egulasi	F	Pupil	Nkandwa Moslem P/S
95	Namugoji Nagidu	F	Pupil	Nkandwa Moslem P/S
96	Ntabaresa Richard	M	Pupil	Nkandwa Moslem P/S
97	Kato Abdu	M	Pupil	Nkandwa Moslem P/S
98	Ssemukasa Michael	M	Pupil	Nkandwa Moslem P/S
99	Genza Buluhani	M	Pupil	Nkandwa Moslem P/S
100	Sserwadda	M	Pupil	Nkandwa Moslem P/S
101	Nyenje Saidi	M	Pupil	Nkandwa Moslem P/S
102	Yamuleme Jonah	M	Pupil	Nkandwa Moslem P/S
103	Nabbanja Regina	F	Community member	Lwanda
104	Sserugo John Bosco	M	Community member	Gogonya
105	Kibaya Christopher	M	Community member	Gogonya
106	Kabunga Dissan	M	Community member	Gogonya
107	Bwandagaye David	M	Community member	
108	Odongo Venasiyo	M	Community member	Gogonya
109	Nakate Shamimu	F	Community member	Gogonya
110	Sserumagga Jonathan	M	Community member	Gogonya
111	Nakafero Kikomeko	F	Community member	Busakya
112	Naggayi Vicensia	F	Community member	Lwanda
113	Nakazibwe Efrance	F	Community member	Gogonya
114	Namaganda Flora	F	Community member	Gogonya
115	Ssempijja Mathias Musisi	M	Community member	Lwanda
116	Muyanja Costantin	M	Community member	Gogonya
117	Ssekajugo James	M	Community member	Busakya

118	Wasswa Alex	M	Community member	Gogonya
119	Ssekanjako Allan	M	Community member	Gogonya
120	Byenkya N. Amon	M	Community member	Lwanda
121	Odubi John Bosco	M	CBO Member	Ndibata
122	Mafumu Job	M	CBO Member	Sserunyonyi
123	Nambogo Milly	F	CBO Member	Ndibata
124	Gwaliwa Christine	F	Wealth Of Eden CBO C/person	
125	Bucana Fred	M	CBO Member-Sec`Youth	Ntiba
126	Mukuuma E. Musunku	F	CBO Treasurer	Kisojo
127	Nakityo Sarah	F	CCW	Kabinduula
128	Kakooza Yese	M	Office attendant-FOSEDE CBO	Ntwetwe
129	Lukyama Sam K	M	FOSEDE-Publicity Secretary	
130	Kihika Edward	M	FOSEDE-Secretary	
131	Ssenzizi Kaweesi Mike	M	Coordinator-Wealth of Eden	
132	Nalugo Oliver	F	Secretary- FOSEDE	
133	Kiwanuku Sulaiman Salongo	M	Chair person SMC	Nkandwa P/S
134	Kyalisiima Mary	F	Foundation Body member	Nkandwa P/S
135	Ntabalesa Isaaya	M	Parent	Nkandwa P/S
	Kiwanuka Isa Salongo	M	Vice Chairperson	Nkandwa P/S
136	Amina Kayemba	F	Parent	Nkandwa P/S
137	Kyalisiima Christine	F	Parent	Nkandwa P/S
138	Nakafeero Nuur	F	Parent	Nkandwa P/S
139	Caren Ce	F	Parent	Nkandwa P/S
140	Namuli Fatuma	F	Parent	Nkandwa P/S
141	Bakulinya`Rehema	F	Parent	Nkandwa P/S
142	Kasumba Stanley	M	Parent	Nkandwa P/S
143	Male Muhadi	M	Parent	Nkandwa P/S
144	Nakagwa Vena	F	Parent	Nkandwa P/S
145	Nakityo Amiina	F	Parent	Nkandwa P/S
146	Saadi Ssebuliba	M	Parent	Nkandwa P/S
147	Kayongo Sulaiman	M	Parent	Nkandwa P/S
148	Bazira Jovia	F	Parent	Nkandwa P/S
149	Namutebi Asiya	F	Parent	Nkandwa P/S
150	Nakimuli Jalia	F		
151	Naseetta Zafalani	F	Parent	Nkandwa P/S
152	Namuyomba Agnes	F	Parent	Nkandwa P/S
153	Babigumila Hadijja	F	Parent	Nkandwa P/S
154	Sheik Kasakya Muhamudu	M	Parent	Nkandwa P/S
155	Twinokwikiriza Gad Alfred	M	Deputy Head teacher	Mulagi
156	Nafuna Juliet	F	Health Assistant	Mulagi Sub County
157	Nsereko Hussein	M	CDO/Sub County Chief	Mulagi Sub County
158	Ntege Andrew	M	Chairperson LCIII	Mulagi Sub County
159	Kasirye Leonard	M	Technical Planning Committee member	Mulagi Sub County
160	Kasozzi Patrick	M	Chairperson LCI	Mulagi
161	Serwanga John Wilson	M	Parish chief	Mulagi
	Sserugo Charles	M	Chairperson-Goruda CBO	Kibiga
162	Kwesiga Priscilla	F	Secretary- Goruda CBO	Kibiga
163	Kasozzi Patrick	M	Chairperson-Aganaafa CBO	Kibiga
164	Nabuuso Catherine	F	Treasurer- Aganaafa	Kibiga
165	Ganaafa Mike	M	Secretary for Production-Aganaafa	Kibiga
166	Kayin James	M	Treasurer -Goruda	Kibiga
167	Nakakawa Christine	F	Counselor-Goruda	Kibiga
168	Kakooza Charles S	M	Publicity Secretary-Goruda	Kibiga
169	Kasumba Mathias	M	Marketing- Goruda	Kibiga
170	Nantaba Christine	F	Teacher	Gogonya P/S
171	Nabulya Jacqueline	F	Teacher	Gogonya P/S
172	Mutatira Joseph	M	Teacher	Gogonya P/S



173	Okello Denis Marvins	M	Teacher	Gogonya P/S
174	Kaahwa Anna Mary	F	Teacher	Gogonya P/S
175	Kwesiga Priscilla	F	Teacher	Gogonya P/S
176	Omaidi John	M	Head teacher	Gogonya P/S
177	Angella Nabukeera	F	Teacher	Gogonya P/S
178	Eluju Joseph	M	Gen. Sec VDC	Olodoi Village
179	Enangu P	M	Borehole Mobiliser	Olodoi Village
180	Onume Nelson	M	Community member.	Olodoi Village
181	Aliano Nike	F	Community member.	Olodoi Village
182	Aselo Susan	F	Community member.	Olodoi Village
183	Amunyo Susan	F	Community member.	Olodoi Village
184	Amulo Caroline	F	Community member.	Olodoi Village
185	Alimo Rose	F	Community member.	Olodoi Village
186	Apio Teddy	F	Community member.	Olodoi Village
187	Ayapo Agnes	F	Community member.	Olodoi Village
188	Alobo Immaculate	F	Community member.	Olodoi Village
189	Akello Sarah	F	Community member.	Olodoi Village
190	Alobo Norah	F	Community member.	Olodoi Village
191	Ebamu Alfred	M	Community member.	Olodoi Village
192	Itengo G	F	Community member.	Olodoi Village
193	Agero Mary	F	Community member.	Olodoi Village
194	Igoru Loisi	F	Community member.	Olodoi Village
195	Aliba Joyce	F	Community member.	Olodoi Village
196	Odiku Julius	M	Community member.	Olodoi Village
197	Etigu Daniel	M	General Secretary LCI	Obar Village
198	Ijobu Betty	F	Community member.	Obar Village
199	Acuga Stella	F	Community member.	Obar Village
200	Ariango Rose	F	Community member.	Obar Village
201	Elou Emma	M	Community member.	Obar Village
202	Anecu Tonny	M	Community member.	Obar Village
203	Ereco	M	Community member.	Obar Village
204	Elou	M	Community member.	Obar Village
205	Emma	M	Community member.	Obar Village
206	Ainyo	F	Community member.	Obar Village
207	Asio Sarah	F	Community member.	Obar Village
208	Aplo	F	Community member.	Obar Village
209	Alacu Martin	M	Community member.	Obar Village
210	Apam Sam	M	Community member.	Obar Village
211	Ainyo Margaret	F	Community member.	Obar Village
212	Ariekot Sarah	F	Community member.	Obar Village
213	Ariso Loyce	F	Community member.	Obar Village
214	Aculo Josephine	F	Community member.	Obar Village
215	Etotu	M	Community member.	Obar Village
216	Alobo	F	Community member.	Obar Village
217	Agolo	F	Community member.	Obar Village
218	Agnes Etangu	F	Community member.	Obar Village
219	Apio Eput	F	Community member.	Obar Village
220	Apale Florence	F	Vice Chairperson	Obar Village
221	Obedi Michael	M	Community member.	Obar Village
222	Ekoju Joseph	M	SMC Member	Onyakai P/S
223	Ejudu Mark	M	Head teacher	Onyakai P/S
224	Apedun Agnes	F	Teacher	Onyakai P/S
225	Anyait Rose	F	Teacher	Onyakai P/S
226	Egabu John	M	Teacher	Onyakai P/S
227	Etyau Yuventine	M	Vice Chairperson SMC	Onyakai P/S
228	Otodo Stephen	M	Chairperson SMC	Onyakai P/S
229	Emiru Peter	M	Teacher	Onyakai P/S
230	Eliyai Michael	M	Teacher	Onyakai P/S
231	Eladu John	M	Member SMC	Onyakai P/S
232	Rev.Pr. Enyahu	M	PTA Chairperson	Onyakai P/S
233	Ikono Rose	F	Teacher	Onyakai P/S

234	Ejuku John Wilfred	M	SMC Member	Onyakai P/S
235	Enyauw Enian James	M	WV Arapai staff	Onyakai P/S
236	Ebwongu Moses	M	Headteacher/Secretary	Osudo P/S
237	Elenyu Robert	M	Parent	Osudo P/S
238	Ebiaru Emmanuel	M	Treasurer	Osudo P/S
239	Aruto James	M	Student	Osudo P/S
240	Ochung Charles	M	Parent	Osudo P/S
241	Ojang Martin	M	LCI	Osudo P/S
242	Alingu Moses	M	Student	Osudo P/S
243	Aruto Richard	M	Parent	Osudo P/S
244	Opagi Sam	M	Student	Osudo P/S
245	Agwang Martha	F	Parent	Osudo P/S
246	Abuga Margaret	F	Parent	Osudo P/S
247	Elwongu S	M	Parent	Osudo P/S
248	Egedu Ignatius	M	Parent	Osudo P/S
249	Eyeru Emmanuel	M	Chairperson Kamudda ADP	
250	Igira Moses	M	Chairman SMC	Dokolo P/S
251	Etagu Joseph	M	PTA Chairman	Dokolo P/S
252	Epietu Robert	M	Child Monitor	Dokolo P/S
253	Eluku William	M	Elder	Dokolo P/S
254	Onebe William	M	Community member	Dokolo P/S
255	Epoku Isirais	M	Community member	Dokolo P/S
256	Apwoyo Irene	F	Community member	Dokolo P/S
257	Asango Goretti	F	Community member	Dokolo P/S
258	Arupo Loyce Sarah	F	Community member	Dokolo P/S
259	Amoti Lucky	F	Community member	Dokolo P/S
260	Inedo Alice	F	Community member	Dokolo P/S
261	Aropo Gladys	F	Community member	Dokolo P/S
262	Ebongo William	M	Elder	Dokolo P/S
263	Ereu Samuel	M	Child Monitor	Dokolo P/S
264	Epolu Samuel	M	Child Monitor	Dokolo P/S
265	Eyangu Nicodemus	M	Child Monitor	Dokolo P/S
266	Ojupa Patrick	M	Community member	Dokolo P/S
267	Apio Teddy	F	Community member	Dokolo P/S
268	Odeke Emmanuel	M	Community member	Dokolo P/S
269	Ewicu Rogers	M	Child Monitor	Dokolo P/S
270	Ekwamu Raymond	M	Child Monitor	Dokolo P/S
271	Oyara Simon	M	Child Monitor	Dokolo P/S
272	Eyoku Julius	M	Community member	Dokolo P/S
273	Oboke Charles	M	Community member	Dokolo P/S
274	Agudo Grace	F	Head teacher	Dokolo P/S
275	Alacu James	M	Volunteer	Dokolo P/S
276	Alion George	M	O/C Kamudda Police post	Kamudda Health centre III
278	Ekweru Ambrose	M	GISO	Kamudda Health centre III
279	Ochimwa Peter	M	Health Worker	Kamudda Health centre III
280	Egangu Charles	M	Chairperson Health Unit Management Committee	Kamudda Health centre III
281	Eriku Micheal	M	Elder	Kamudda Health centre III
282	Edonyu Charles	M	Sponsorship Volunteer	Kamudda Health centre III
283	Egonu Peter	M	Health Worker	Kamudda Health centre III
284	Omaje Washington	M	Member Health Unit Management Committee	Kamudda Health centre III
285	Eyamu Amos	M	Community member	Kamudda Health centre III
286	Epau Sam	M	Community member	Kamudda Health centre III
287	Oyuru Julius	M	LCIII Chairperson	Kamudda S/C
288	Aripo Loyce	F	Community member	Kamudda Health centre III
289	Achaki Norah Eresu	F	Court Member	Kamudda S/C
290	Ebinyu Michael	M	Member-Area Land Community	Kamudda Health centre III
291	Ekisu David	M	Community member	Kamudda Health centre III
292	Egiru Martin	M	Community member	Kamudda Health centre III
293	Akello Lakeri	F	Community member	Kamudda Health centre III

294	Adimo Angella	F	Mid wife/In Charge	Arapai H/C II
295	Edielu John	M	HUMC Member	Arapai H/C II
296	Otekat Phillip	M	HUMC Member	Arapai H/C II
297	Yossa Annet	F	Nursing Assistant	Arapai H/C II
298	Engoru Washington	M	Secretary	Olimai-Ribere en teko CBO
299	Obuga Joseph	M	Treasurer	Olimai-Ribere en teko CBO
300	Ereu Peter	M	Member	Kamudda Multi purpose Christian Mission
301	Eludu Thomas	M	Chairperson	Olimai-Ribere en teko CBO
302	Erimu Samuel	M	Secretary	Kamudda Multi purpose Christian Mission
303	Opio James Peter	M	Chairperson	Kamudda Multi purpose Christian Mission
304	Epedu Joseph	M	Coordinator	Kamudda Multi purpose Christian Mission
305	Agede Mary	F	Member	Kamudda Multi purpose Christian Mission
306	Isaa M	M	Member	Kamudda Multi purpose Christian Mission
307	Elasu Robert	M	Member	Kamudda Multi purpose Christian Mission
308	Ojange Michael	M	Treasurer	Kamudda Multi purpose Christian Mission
309	Opio David	M	Coordinator	Olimai-Ribere en teko CBO
310	Rhoda Nyakato	F	PM	Kiboga Cluster
311	Baluku Richard	M	CDF	Kimu ADP
312	Kizza William	M	CDF	Kimu
313	Barasa	M	CDF	Ntwetwe ADP
314		F	Sponsorship Coordinator	Kiboga Cluster
315	Charles Mugowa	M	Acting PM	Soroti cluster
316	John Ekusai	M	CDF	Arapai ADP
317	Juliana Masagwai	F	CDF	Tubur ADP
318	Margaret	F	CDF	Gweri ADP
319	Job Max	M	CDF	Kamudda ADP
320	Wency	M	CSDA	Arapai ADP
321	Joseph	M	CDF	Gweri ADP
322	Dickson	M	CDF	Gweri ADP
323	Grace	F	CSDA	Arapai ADP

### Appendix 3: Case study team members

1. Betty Wamala Mugabi-CVA Specialist.
2. Judith Nakamannya Okech-CVA Officer.
3. Peter Walyaula-D,M,and E National Coordinator
4. Humphrey Rwabugahya-Program Officer-Institutional Development
5. Wilson Mwanja MIS Officer
6. Dennis Bwanika -Nkozi CSDA/CVA Contact person.
7. Frank Okongo -Tororo CSDA/CVA Contact Person.
8. James Ssonko -CBO representative-Foundation for Social Economic Development (FOSEDE)-Kiboga

### Appendix 4: WV Documents:

1. World Vision Uganda National Office strategy FY 10-FY 12
2. WVU Education strategy 2010-2012
3. WVU Health Strategy 2010-2012
4. WVU CBPM Design document 2006-2009
5. Arapai ADP design document 2007-2010
6. Kamudda ADP PDD 2007-2011