



LOCAL GOVERNMENT COUNCILS SCORECARD INITIATIVE

# CIVIC ENGAGEMENT IMPACT STORIES 2015-2018



Published by ACODE

P. O. Box 29836, Kampala

Email: [library@acode-u.org](mailto:library@acode-u.org); [acode@acode-u.org](mailto:acode@acode-u.org)

Website: <http://www.acode-u.org>

### Citation

Advocate Coalition for Development and Environment. (2021). *Civic Engagement Impact Stories 2015-2018*, Kampala, ACODE.

### © ACODE 2021

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without the prior written permission of the publisher. ACODE policy work is supported by generous donations and grants from bilateral donors and charitable foundations. Reproduction or use of this publication for academic or charitable purposes or for purposes of informing public policy is excluded from this restriction.

ISBN 978 9970 56 726 3

**CIVIC ENGAGEMENT  
IMPACT STORIES  
2015-2018**

## CONTENTS

<b>ACKNOWLEDGEMENTS .....</b>	<b>IV</b>
<b>ACRONYMS AND ABBREVIATIONS .....</b>	<b>V</b>
<b>1. CIVIC ENGAGEMENT IN LOCAL GOVERNMENTS .....</b>	<b>1</b>
1.1 What is Civic Engagement? .....	2
1.2 What are Civic Engagement Action Plans (CEAPs)? .....	2
1.3 Citizen Engagement Action Plan (CEAP) Methodology .....	3
<b>2. CEAP IMPACT STORIES .....</b>	<b>5</b>
2.1 Education Sector .....	5
2.2 Health sector .....	19
2.3 Water Sector.....	23
2.4 Roads Sector.....	31
2.5 Agriculture Sector .....	47
<b>CONCLUSION. ....</b>	<b>55</b>

## LIST OF FIGURES

Figure 1: The roof of a classroom block blown off by strong winds.....	7
Figure 2: A female participant noting down the agreed positions of the women grouped at the point of drafting an Action Plan .....	8
Figure 3: A citizen letter written to the woman councillor demanding for service delivery challenges in Bugeywa primary school to be addressed.....	9
Figure 4: A picture taken at the time construction of a new classroom block was ongoing at Bugeywa primary school .....	9
Figure 5: Councillor's feedback letter to the women group and parents of Bugeywa primary school.....	10
Figure 6: Evidence of action taken by the woman councillor of Butansi Sub-county towards citizen demands.....	11
Figure 7: Citizen Action Plan for Community in Nama Sub County.....	12
Figure 8: Petition to Mukono District Council on Construction of pit latrine .....	13
Figure 9: Council's response to the petition .....	13
Figure 10 : Part of the school fence made of local poles & barbed wire (above) and (below) is the chain link fence on another part of the school .....	14
Figure 11: (Left) Children Study under a Tree. (Right) Four Classroom Block at the School Constructed .....	19
Figure12: A citizens letter drafted in the native language of Acholi by the Youth of Holy Sub-ward in Gulu Municipality.....	26
Figure 13: (Before) A water point at Holy Rosary Sub-ward before ACODE's intervention.....	27
Figure 14 : (After) Residents of Holy Rosery Sub-ward queue to draw clean and safe water from a public tap stand (a new water source).....	28
Figure 15: A resident member of Kigaju cell draws water from a newly built public water post in Kisiita Ward, Karujubu Division .....	29
Figure 16: Copy of the letter written to Water Officer by the Male Councillor of Anaka Sub-county .....	31
Figure 17: The bad section of Katagurukwa - Kinumi road in 2016 (L) and (R) a section of the same road after rehabilitation in June 2019 .....	33
Figure 18: A bad Section of the road at Nsambya swamp in 2018 (L) and the same section of the road after completion of works in June 2019 (R) .....	34
Figure 19: Citizen letter to the District Chairperson on the state of Anaka-Lulyango-Lungulu road .....	36
Figure 20: Section of Anaka-Lulyango-Lungulu road before and after rehabilitation.....	37
Figure 21: Goro-Poli to St. Thomas Moore road before and after rehabilitation	38
Figure 22: A letter to the Amuru Chairperson about the poor condition of roads in Paminalwak village .....	40

Figure 23: Bad sections of Doko to Kolony road, the basis on which citizens petitioned the district council for action.....	41
Figure 24: Copy of petition by citizens of Namabasa sub-county on the state of Mbale-Doko to Kolonyi road.....	42
Figure 25: Grading underway on Doko to Kolony road in response to the citizen petition.....	43
Figure 26: A copy of the citizen letter addressed to the Speaker of Mbale district council.....	44
Figure 27: A letter from Speaker, Mbale to UNRA on the citizen letter over the poor state of Nkonkojeru road.....	45
Figure 28: A photo of the onsite visit by members of the District Executive Committee .....	46
Figure 29: A photo of the negotiations that happened between the residents and a representative from the CCCC over the compensation process (Next to the Chinese national was Hon. Albashir Kayondo) .....	47
Figure 30: A copy of the citizen petition demanding that the three villages be withdrawn from Bushigayi Town Council .....	50
Figure 31: Participants of the CEM at Abongokongo village. (Right, in a white shirt), the area councillor responding to some of the service delivery issues that were raised during the meeting.....	53
Figure 32: The youth of Abongokongo village Clearing the road linking Abongokongo to Ayumi parish.....	53
Figure 33: The youth group after clearing a section of the road pose for a group photo .....	54

## **ACKNOWLEDGEMENTS**

ACODE is grateful to the Democratic Governance Facility (DGF) and contributing partners (Austria, Denmark, Ireland, The Netherlands, Norway, Sweden, United Kingdom (UK) and the European Union (EU) for their generosity and support to the Local Government Councils Scorecard Initiative (LGCSCI). We would also like to extend our gratitude to the Hewlett Foundation, whose support to ACODE's Centre for Budget and Economic Governance (CBEG) enabled us to further deepen civic engagement through the use of Civic Engagement Action Plans (CEAPs). We would also like to appreciate the support from USAID and UKAID to this Local Government Councils Scorecard Initiative (LGCSCI) under the Governance, Accountability, Participation and Performance (GAPP) program we were able to pilot this civic engagement.

ACODE is indebted to the Ministry of Local Government, Ministry of Finance, Planning and Economic Development, Local Government Finance Commission, the District Chairpersons, Speakers of Council, District Councils, Chief Administrative Officers, Resident District Commissioners and the District Clerks to Council for their continued support in the implementation of LGCSCI in all the 35 districts.

In the same spirit, we acknowledge the cooperation of the District Councillors have been very instrumental in ensuring that citizen demands are submitted to the right offices in local governments. We are also grateful to the hundreds of community members who attended the Civic Engagement Meetings (CEMs), wrote letters and petitions to their leaders and local councils, participated in community meetings, called in radio talk shows to demand the delivery of better services.

ACODE acknowledges the unreserved support of the Uganda Local Government Association (ULGA), a partner in the implementation of the LGCSCI. We also wish to acknowledge ACODE's network of district CSOs and researchers who are responsible for conducting fieldwork in the 35 districts.

Lastly, we would like to acknowledge the efforts of the ACODE Staff for their contribution in compiling this Booklet.

## ACRONYMS AND ABBREVIATIONS

ACODE	Advocates Coalition for Development and Environment
CAO	Chief Administrative Officer
CCCC	Chinese Communication and Construction Company
CEAPs	Civic Engagement Action Plans
CEM	Civic Engagement Meeting
CSO	Civil Society Organisation
DEO	District Education Officer
DEC	District Education Officer
DLG	District Local Government
GoU	Government of Uganda
FY	Financial Year
HC	Health Centre
Km	Kilometre
LC	Local Council
LG	Local Government
LGCSCI	Local Government Councils' Council Scorecard Initiative
LLG	Lower Local Government
Min	Minute
PLE	Primary Leaving Examination
UGX	Uganda Shillings
UNEB	Uganda National Examinations Board
UNDP	United Nations Development Programme
UPE	Universal Primary Education
UPPET	Uganda Post Primary Education and Training
VISO	Voluntary Initiative Support Organization
WHO	World Health Organisation



## **1. CIVIC ENGAGEMENT IN LOCAL GOVERNMENTS**

This is a report documenting impact stories registered from various districts where the Advocates Coalition for Development and Environment (ACODE) with support from the Democratic Governance Facility (DGF), Governance, Accountability and Participation Program under USAID, and Hewlett Foundation has been promoting civic competence under the Local Government Councils Scorecard Initiative (LGCSCI). Civic Engagement is one of the components of the Local Government Councils Scorecard Initiative (LGCSCI) a social accountability initiative that seeks to deepen local governance by strengthening political accountability of elected local leaders and citizens' demand for better delivery of public services by their local governments. The overall goal of the LGCSCI is to deepen the demand side of democracy through three major outcomes: (i) Effectiveness of citizens to demand political accountability and effective service delivery; (ii) Enhanced capacity of civil society organizations (CSO) partners to act as mediators between citizens and Local Government councils to improve service delivery; (iii) Enhanced capacity of government to respond to citizens demands at local and central government levels. Therefore, citizen engagement is meant to contribute to the achievement of the above objectives.

The design of the Civic Engagement Meetings (CEMs) and Civic Engagement Action Plans (CEAPs) in 2015 was a response to previous research findings which established a correlation between the poor quality of public services and a citizenry that had become disengaged from their civic responsibilities. Findings revealed that citizens exhibited minimal or no interest and were minimally involved in demanding accountability or better service delivery from their leaders. This attitude by the citizens was largely attributed to two major factors: (i) the low levels of civic awareness on their rights, duties, and obligations; and (ii) the non-responsiveness of government towards their demands. This gap between the demand and supply sides gave room for not only the wastage of public resources but also the deterioration of public services. The CEAPs were first piloted in 2015 in 5 sub-counties across 5 Districts of Gulu, Amuru, Nwoya, Lira and Agago in the sub-counties of Awach, Pabbo, Anaka and Lira Palwo respectively. The positive feedback inspired their rolling out to 35 districts. CEM participants are drawn from members of the community with a focus on special interest groups (youth women, PWDs, elderly); area councillors representing that sub-county at the district, youth, elderly, and PWD councillors at the district, as well as LCIII and LCI councillors (as agreed).

Thus, in the implementation of citizen engagement interventions, ACODE acts as an intermediary between the citizens and the Local Governments. The essence of promoting civic competence in local governments was intended to empower citizens with knowledge, information and skills with which they could constructively hold their leaders, local government authorities accountable for effective service delivery. This was done through a methodology called the Civic Engagement Action Plans (CEAPs). Under the CEAPs tailor-made

civic engagement strategies often used as social accountability tools. These strategies include: convening community meetings; writing letters to local Governments (LG) and LG leaders; writing petitions to the local government authorities; participating in radio call-in programs; phone calls to their leaders; attending council meetings among others. Thus, the CEAPs methodology was conceptualized to activate the demand side of democracy through enhancing citizen participation. Under this methodology, citizens would convene meetings Citizen Engagement Meetings (CEMs) to discuss issues of concern within their community and generate a plan of action to address the service delivery concerns identified Civic Engagement Action Plans (CEAPs). This booklet, therefore, presents outcomes or impacts generated from Civic Engagement Action Plans from various districts covered by the Local Government Councils Scorecard Initiative.

## **1.1 What is Civic Engagement?**

Civic Engagement is defined as the participation of private actors in the public sphere to influence decision-making or pursue common goals. It is a process in which people take collective action to address issues of public concern and are instrumental to democracy (Checkoway & Aldana, 2013). Citizens must be involved in the governance of their communities as it advances the demand and accountability sides of the governance process. Citizens' engagement refers to a variety of mechanisms; formal and informal – through which people express their preferences, opinions and views. It can include a complaint, organised protest, lobbying and participation in decision making, product delivery or policy implementation (Goetz and Gaventa 2001).<sup>53</sup> Thus, Voice and Accountability (V&A) are important dimensions of governance; it is widely acknowledged that citizens, as well as state institutions, have a role to play in delivering governance that works for the poor and enhances democracy (UNDP, 2008).

To achieve any meaningful citizen-government interaction, there is a need for some intermediaries to amplify the citizens' voices and follow up on governments' responses to the citizens' voices. This is the role of Civil Society Organisations. The CEAPs adopt this model of civic engagement that envisions the ongoing cycle of the citizen-CSO-government relationship.

## **1.2 What are Civic Engagement Action Plans (CEAPs)?**

The Civic Engagement Meetings (CEMs) are designed to deepen citizen engagement with the Scorecard results and activate citizen demand for better services. A central part of the CEMs is the CEAPs, which are citizen-generated action plans for using the tools of civic engagement to engage their councillors in addressing persistent service delivery issues. The civic engagement tools include petitions, text messages, letters, radio call-ins, participation in meetings called by councillors, inviting councillors to community meetings, and participation in council meetings. These tools act as vehicles for citizens' voices. CSOs/Researchers facilitate the CEAP process, thereby deepening their roles as important intermediaries between citizens and elected political leaders. In this role, they both amplify citizens' voices and monitor government response to the

action plans.

The Civic Engagement Action Plans are social accountability tools that enable citizens to constructively engage with their elected leaders to hold them accountable and demand service delivery. The CEAPs usually result from CEMs that are facilitated by civil society partner organisations – during which information on roles and obligations of elected political leaders, roles and responsibilities of citizens and service delivery standards are shared with the citizens.

Citizens make use of this information to develop step by step action plans (CEAPs) to hold their leaders accountable for service delivery. Whilst the process empowers citizens, it also provides opportunities for capacity building for the citizens who gain a deeper understanding of the roles of their elected leaders and an appreciation of their rights and civic duties as citizens. The process also provides an opportunity for local CSOs to appreciate their roles as intermediaries in service delivery, and above all, it improves the relationship between the citizens and their elected leaders by bringing together a more informed citizenry and responsive and accountable government leaders.

The CEAPs, therefore, seek to:

- a. Enhance the effectiveness of citizens and civil society to demand political accountability and effective service delivery.
- b. Enhance the capacity of civil society to act as mediators between citizens and Local Government Councils to improve service delivery.
- c. Enhance the capacity of government to respond to citizens' demands for better service delivery.

Specifically, they are designed to:

- Help citizens understand the score-card results and how to use them to demand accountability from LGCs.
- Increase citizens' awareness of LGC roles and responsibilities.

Increase citizens' capacity to use civic engagement tools to demand improved service delivery. Build LGC capacity in the Legislative Role, Contact with Electorate and Monitoring performance areas.

### **1.3 Citizen Engagement Action Plan (CEAP) Methodology**

The CEAP methodology involves three key actors; the citizens and their elected leaders who identify local service delivery gaps, and develop plans for engaging the district Council to address the gaps; Local Government Councils which respond to citizen demands for better services and accountability; and the local Civil Society Organizations (CSOs) which act as intermediaries between the citizens and Local Governments. The development of the CEAPs follows through a process that includes: i) mobilization of participants, ii) civic engagement meetings, iii) identification of service delivery issues and development of strategies for engagement and, iv) monitoring of the implementation of the strategies and Local Governments' response.

### *1.3.1 Strategies for Civic Engagement*

Under the CEAPs framework, citizens are encouraged to use strategies such as writing citizen letters, petitions, convene community meetings; participate in radio call-in programs; attend budget conferences and phone calls to their leaders concerning service delivery concerns among others. However, this booklet focuses on the outcomes of the citizens' letters and petitions whose outcomes have been documented in the sections that follow:

## 2. CEAP IMPACT STORIES

This section presents impact stories from citizen engagement with local government authorities arising from the Civic Engagement activities undertaken by ACODE in various districts under the Local Government Councils Scorecard Initiative (LGCSCI). The impact stories documented in this booklet are between the years 2019-2021. These impact stories are drawn from various sectors including Primary Education, Healthcare, Roads, Water and Sanitation and Agriculture.

### 2.1 Education Sector

Under the education sector, citizens raised several service delivery concerns that their local schools were facing with their elected leaders and local governments. Some of these included; Inadequate sitting facilities, teacher and pupil absenteeism, inadequate classrooms and pit latrine stances, lack of water source, inadequate teaching staff, poor performance in the national Uganda Primary Leaving Examinations (PLE) among others.

#### CASE 1: GULU DISTRICT

#### ***Women of Coopil village spearheads fight against child labour and primary school dropout***

##### Background and the problem

Coopil village, which located in Unyama Parish, Unyama Sub-county in Gulu district is known for sand mining and stone quarrying sites from which most residents derive their livelihood. Unfortunately, this activity had become major destruction to children's education as they were increasingly co-opted in the sand mining and stone quarrying activities. Schools like Coopil P7 school, and the neighbouring Ogul Primary school and Angaya primary school were losing several of their pupils to this trade. In Coopil P7 school alone 70 children were reported to have dropped out of school to take part in the sand mining and stone quarrying. Ogul primary school reported 60 while Angaya primary school reported 56 pupils who had dropped out to take on this income-generating activity. The LC III councillor for Unyama Parish who was also in attendance explained that attempts by local authorities to convince parents to stop using their children as a source of labour in the stone and sand quarry sites at the expense of their education had proved futile. The district chairperson who was also in attendance acknowledged this challenge.

##### The Intervention

On August 1, 2016, ACODE facilitated a CEAP meeting at Unyama Sub-county headquarters. The women group agreed to call for a community meeting involving their area councillors to set out a road map to address the problem. October 16, 2016, the women, under the leadership of one Grace Lanyero, the LC III councillor for Angaya Parish, held a meeting to set the ground for the community meeting whose agenda was to sensitize the community of Kidere on the dangers of child

labour and the need to send their children to school.

*"We sat in a meeting with the group community members and agreed to hold a grand meeting at the quarry site."* said one of the community leaders during follow up made by the CEAP facilitators on December 17, 2016. She also pointed out that they had agreed to involve officials from the district education department, district political leaders and the Sub-county leaders.

A bigger meeting was held on January 16, 2017, following a resolution from the first meeting. Present at this meeting was the LC III chairman, LC V woman councillor, Secretary for Education of Gulu district, the Officer in Charge Unyama of the police post, and the Inspector of Schools in charge of Aswa. The meeting that was held at Kidere sand mining site in Coopil village, Unyama parish, Unyama Sub-county resolved that all parents send all children of school-going age to school and that defaulting parents would be arrested by police and local authorities.

### The outcome

The LC III chairperson of Unyama, Justine Toorac, confirmed that this meeting took place and with excitement he shared the positive change that he had observed. He remarked that "I have seen since the start of the term; many pupils have gone back to school". These sentiments were also shared by the female LC V councillor for Unyama Sub-county who noted with a degree of content that "I am happy that there are no more children at the quarry sites, the other day, I was doing my routine monitoring and I was delighted to see that these children have all gone back to school".

## CASE 2: KAMULI DISTRICT

### ***Kamuli district constructs a classroom block in Bugeywa primary school***

#### Background

A Civic Engagement meeting in Butansi was held on July 12, 2017, at Bugeywa primary school, Bugeywa parish in Butansi Sub-county, Kamuli district. The meeting which attracted men, women and youth groups of the community realised a total of 41 participants, 27 of whom were male and 14 female. Participants at the meeting highlighted the inadequacy of teachers in Bugeywa primary school; the lack of teachers' accommodation; poor feeding and/ or lack of feeding of pupils at school and the dilapidated classrooms and furniture. At the time, the roof of one of the classroom blocks had also been blown off due to strong winds in the wet season as shown in figure 1. Members of the community noted that there was chronic absenteeism of teachers (among the various concerns) considering the long distances they had to travel to attend to their duty station. Late arrival for duty by teachers was attributed to the lack of staff accommodation at Bugeywa primary school.

*Figure 1: The roof of a classroom block blown off by strong winds*



### **The Intervention**

The action planning group comprised 22 women with aspirations to see several matters on education in Bugeywa primary school addressed by writing a letter to the LC V woman area councillor who also doubled as the secretary for education at the time. Some of the concerns discussed by the women group included: pupil absenteeism; apathy by parents towards packing lunch for their children; teacher absenteeism; lack of accommodation for the teaching staff and the dilapidated classrooms that needed repair. It was agreed at the meeting that the district council may not have the resource envelop large enough to address all the challenges of the school at once and so the women decided to place their focus on developing an action plan to constructively engage their elected leaders who represented them at the district council as shown in figure 2. The group focused on the challenge of lack of accommodation for the teaching staff.



Figure 2: A female participant noting down the agreed positions of the women grouped at the point of drafting an Action Plan

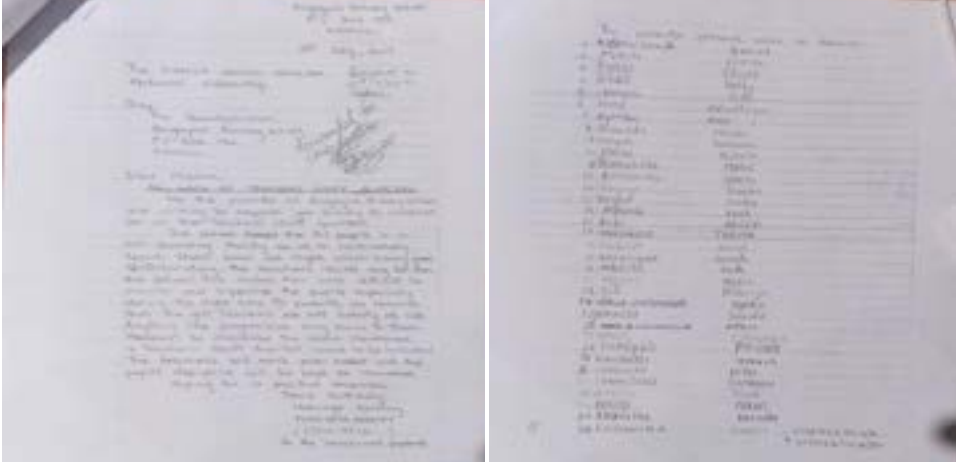


ACTION ITEM	RESPONSIBLE PERSON	DEADLINE	MEASURE	CHALLENGES	DETAILED COMMENTS/REMARKS
<u>Issue</u> Inadequate Staff housing Teachers do not reside at school yet pupils in candidate classes require immediate supervision since they lack the necessary facilities.	Mrs. Nkomo 071619512	18/7/2017 12:00 PM Venue: Bugejwa M.C.	- To write a letter to the woman councillor. - Mobilize members/women.	- Low turn up. - Poor time management.	
Deliver the letter to woman councillor.	Mrs. Nkomo 071619512	18/7/2017	-		the letter response in the dis

As a strategy, they wrote a letter and submitted it to their LCV woman councillor as shown in figure 3. The woman councillor, in turn, forwarded the letter to the District Chairperson and the Department of Education requesting for consideration to plan for the construction of teachers' accommodation as well as repair the classroom blocks as shown in figures 5 and 6. Following the meeting, the women group envisioned that the two responsible persons chosen among them would draft the letter on July 18, 2017. The letter was drafted and delivered to the woman councillor on the same date. The women envisioned that the woman councillor would convene a feedback meeting to inform them of any response from the district leadership at a date to be determined once any such response was acquired. The feedback meeting was not convened, however, on July 26, 2017, the woman councillor, wrote a feedback letter to the women group acknowledging receipt of their letter and offering feedback on what actions she had taken.



**Figure 3: A citizen letter written to the woman councillor demanding for service delivery challenges in Bugeywa primary school to be addressed**



### The outcome

During an interaction with the woman councillor for Butansi Sub-county, she noted that the construction of a classroom block was prioritised by the leadership of Kamuli district and construction has already begun as shown in figure 4. This outcome is partly attributed to dedication and enthusiasm by the woman councillor who followed up with relevant authorities at the district to ensure that they pay attention to concerns of members of the community. The involvement of the headteacher of Bugeywa primary school was also paramount. It was through him that the women group managed to realise the participation of 35 female parents. His contributions included making phone calls to parents and informing and/ or reminding them of the scheduled meeting and its purpose.

**Figure 4: A picture taken at the time construction of a new classroom block was ongoing at Bugeywa primary school**



Figure 5: Councillor's feedback letter to the women group and parents of Bugeywa primary school



Figure 6: Evidence of action taken by the woman councillor of Butansi Sub-county towards citizen demands



### CASE 3: MUKONO DISTRICT

#### ***Mukono District Council Responds to Citizen's Demand for a Pit Latrine In Wakiso Primary School***

The prevailing situation at the school

Wakiso primary school which is found in Mukono district had a population of 427 pupils (217 girls and 210 boys); all the pupils were sharing one pit latrine that

## The CEAP process

On August 3, 2016, the ACODE facilitated a Civic Engagement Meeting meeting at

Figure 7: Citizen Action Plan for Community in Nama Sub County

NAME	DATE	REMARKS	PERCENTAGE	REMARKS
...	...	...	...	...

Subsequently, another meeting was organised on August 17, 2016, where key

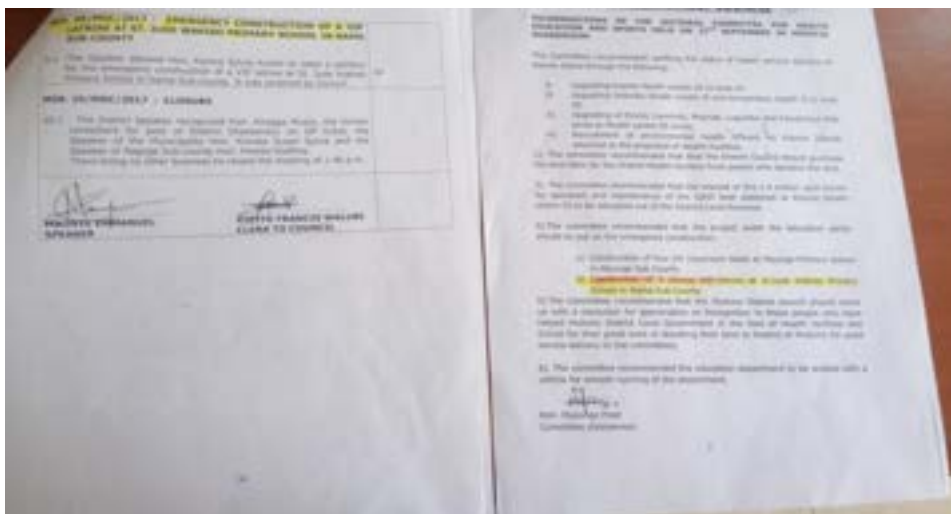
Figure 8: Petition to Mukono District Council on Construction of pit latrine



### The outcome

The area councillor presented the petition in council and it was subsequently discussed in the relevant committee and passed as a council resolution, tasking the technical team to take immediate action to resolve the problem as indicated in the citizen petition as shown in figure 9.

Figure 9: Council's response to the petition



## CASE 3: MOROTO DISTRICT

### Lia primary school gets a new fence

#### Background and Problem

Lia primary school is located in Nabuin village, Lia parish, in Katikile Sub-county, Moroto district. The major concern at the time by the citizens/ parents of Nabuin village was the lack of a school fence at Lia Primary School. They complained that there was a lot of trespass by both members of the community and animals (cattle and goats) that were often grazing in the school compound. They added

that this was interfering with the activities of the school. Beyond interference with the school activities, members of the community were also concerned with the increasing cases of theft of school property and lack of concentration by learners as they moved in and out of school at their own will and controlling them by the school authority had become a huge challenge.

### The Intervention

A Civic Engagement meeting organised and facilitated by ACODE was conducted in 2015 in Nabuin village under a fig tree within the manyattas. The meeting was attended by different categories of people including; women, men, youth, and the elderly. The area councillor was also present at the meeting. The participants during the meeting all opted to write a letter as a strategy of engaging their elected leaders as well as organise community meetings where they would discuss and prioritise the pressing issue at hand. During the community meeting, the area woman councillor was tasked by the community to take up the responsibility of follow up over the issue of the school fence; she accepted the role which was given to her.

### The outcome

The school administration together with the female councillor Hon Margaret Lotee lobbied for support from KAD (Katikékile Action for Development) which supported the fencing of the school (halfway) with a chain link, 200 metres from the front view of the school gate up to the teacher's quarters, and completed the fencing with poles & barbed wire, the community also supported the process with the digging of holes & inserting poles, planting of kay apples & watering it which was all provided by KAD. The challenge of trespassers and stray animals has since been solved with the construction of the school fence. The school is a safe place to stay; most pupils have enrolled in the boarding section. Theft of school property drastically reduced compared to the time when there was no fence completely.

*Figure 10 : Part of the school fence made of local poles & barbed wire (above) and (below) is the chain link fence on another part of the school*





## CASE 4 : AMURU DISTRICT

### ***How a Community Meeting Solved stopped Teacher And Pupil Absenteeism at Otwee Public School***

#### **Background and the problem**

In 2017, Otwee public school was the only government primary school established in Amoyokoma ward in Amuru town council, Amuru district. The school had a challenge of chronic teacher and pupil absenteeism.

#### **The CEAP process**

During the Civic Engagement meeting that was held by ACODE on July 13, 2017, in Amoyokoma ward, Amuru town council in Amuru district, members of the community were more concerned about teacher and pupil absenteeism and poor performance of their school in the primary leaving examinations (PLE). A group of youth accepted to take responsibility and agreed to use community meetings as their strategy to engage their elected leaders to address the challenge. The community held two separate meetings in the absence of their area councillors as they could not be reached. The community contact person Charles Okot said that during the meeting, the community agreed to attend a meeting of the Parents Teachers Association (PTA) organized at Otwee public school and take advantage of the meeting to raise the challenge of the school to collectively find a remedy to reduce absenteeism by both the teachers and the pupils to ensure improved performance in PLE.

#### **The outcome**

It has been reported that there was a drastic reduction in teachers and pupils' absenteeism during school hours. Some parents became aware of their roles as far as ensuring quality education in their school is concerned. Interaction with the Area Councillor, Hon. Martin Akeru further revealed there has been a reduction in absenteeism of teachers and pupils at the school.

## CASE 5: NWOYA DISTRICT

### ***Council responds to citizens' petition; recommends Lukayi community school for coding***

#### **Background and prevailing situation**

Access to primary school education services was a major challenge for the children of Dog Aswa village, Bajere Parish in Lungulu Sub-county, Nwoya district. By 2018, there was only one government-aided primary school (Lulyango P7 school) in Bajere Parish and learners had to walk about 20 kilometres to and from the school. Some pupils especially those in the lower classes had dropped out of school because of the inability to walk the long distance. In an attempt to provide a solution to their challenge, citizens tried to establish Lukayi community school, however, they were frustrated as the school lacked many basic facilities that were necessary for the conducive learning environment.

### ACODE's intervention through CEAPs

On November 23, 2018, a team of CSO partners facilitated by ACODE under the Local Government Council Scorecard Initiative (LGCSCI) mobilized residents of Dog Aswa Village, Bajere Parish in Lungulu Sub-county for a community engagement meeting at Lukayi Trading centre. The meeting was aimed at sensitizing the community members on the roles and responsibilities of their local elected leaders as well as roles and responsibilities of the citizens and to provide information on the national minimum standards for service delivery. During the meeting, the citizens were also sensitized on the ways they can meaningfully engage with their elected leaders and local council on issues of service delivery.

#### Step to action

Using the knowledge that they had acquired from the CEAP meeting facilitated by ACODE, on December 5, 2018, a group of women organized and held a community meeting without the involvement of ACODE at Lukayi trading centre in which they discussed the state of Lukayi community school. During the community meeting, the group of women wrote a letter to the district council describing the state of Lukayi community school. In the letter, the women noted that the school did not have proper classrooms, had inadequate teachers, and lacked scholastic materials. In the letter, the women requested the district council to code Lukayi primary school to become a government-aided primary school. They also requested the district council to supply the community school with desks and textbooks, construct classrooms and recruit teachers for the school. The letter was submitted to the council on December 16, 2018.

#### Council's response and the outcome

On June 8, 2019, during a visit to the district by ACODE to monitor the progress of CEAPs implementation, it was established that the council had submitted the name of Lukayi community school and 9 other schools for coding to the Ministry of Education and Sports. While interacting with the Secretary for Education and Sports of Nwoya District revealed that *"we received the letter from the Lukayi requesting that Lukayi community school be coded... The CAO and the DEO have generated and submitted a list of 10 schools to be coded by the Ministry of Education and Sports."*

### CASE 6: MASINDI DISTRICT

#### **Masindi district posts a science teacher to Kikuube Primary School**

##### Background and prevailing situation

Kikuube primary school is located in Kikuube village, Bikonzi Parish, Bwijanga Sub-county in Masindi district. While the school had seven classes (Primary 1 to Primary 7), there were only six teachers employed in the school including the Head Teacher. Worst still, there were no teachers for sciences in upper primary classes. Parents of the school had adopted a temporal measure and were paying two private teachers to cater for the teaching of science subjects in upper



primary classes. The temporal measures deployed by the parents of the school was not sustainable as some parents become defaulters on payment which was done under the auspices of the Parents Teachers Association (PTA).

### **ACODE's intervention**

During a CEM meeting conducted on November 27, 2018, the citizens decried the poor performance of pupils in the school especially in the national Primary Leaving Examinations (UPE). It was noted that children generally performed poorly, particularly in the science disciplines. At the meeting, citizens unanimously resolved that a demand letter be written to draw the attention of the district council to come to their rescue and post two teachers before the commencement of the new academic calendar in 2019.

### **The outcome**

Upon receiving the citizen demand letter demanding deployment of a teacher at Kikuube Primary School on December 4, 2019; the Speaker of the District Council pledged that the district would address this anomaly as a matter of urgency and instructed the Secretary for Finance and Education to make a follow-up on the issue with the education department.

During an interview, the Secretary for Finance and Education revealed that one teacher had been posted to the school as the district could not afford to post all the two teachers the citizens had demanded due to a staffing gap of about 150 teachers in government-aided schools in the entire district. The staffing gap had arisen due to the retirement and death of some teachers while the district was handicapped to recruit more teachers because they had not received the wage bill from the central government. The other factor that informed the transfer of only one teacher was that staff were deployed using a threshold of seven teachers for the seven classes.

According to the Chairperson of the School Management Committee, the school enrolment was 410 pupils in the academic year 2018. However, the CEM helped solve the problem of understaffing in the school when the district responded to their demand letter and posted one teacher before the beginning of the academic year 2019. As a result, the school had a minimum number of seven teachers including the Head Teacher as was required.

### ***Citizens of Kinywamurara, Nsambya villages secure better school infrastructure***

#### **Background and problem**

Kinywamurara and Nsambya villages are located in Bikonzi parish, Bwijanga Sub-county in Masindi district. The Woman Councillor representing Bwijanga Subcounty is a resident of the same parish. It was reported that the school in question had insufficient classroom blocks –a population of 786 pupils with only 6 classroom blocks and teachers' quarters.

#### **The Intervention**

During a CEM held in the same parish in 2016, citizens got skills of engaging their leaders and holding them accountable to ensure improved service delivery.

The former LC III Chairperson of Bwijanga was also a parent in the same school as three of his children studying there.

The Chairperson School Management Committee (SMC) together with LC I chairpersons mobilized the communities and engaged the two Councillors on the said subject matter with a lot of hopes of securing a better school infrastructure for the pupils. In November 2016, the community in these villages were excited when the directly elected Councillor for Bwijanga Sub-county led a delegation of the standing committee of the District Council on the social services committee to visit the school and ascertain the challenges affecting the school. The officials together with the Headteacher of the school met and agreed to call for a Parents Teachers Association (PTA) general meeting so that the community is engaged on some issues affecting the school. In Jan 2017, the Headteacher together with Chairperson SMC again called for a PTA meeting that was attended by the two district Area Councillors and the District Inspector of schools among others. It was a day of joy since it was meant to draw action plans on how the situation at school could be solved. In the same meeting, the directly elected Councillor was tasked to lobby and give feedback within one month.

About 2 months from the date of the meeting, the community did not receive any response from the district Councillor and yet the situation at the school was worsening with their children continuing to study in a poor environment. A female participant narrated during the CEMs that during the rainy season P.1 Class usually suffer from rains and this continued to raise eyebrows of the community members. On Friday, April 28, 2017, the Chairperson L.C.I of Kinywamurara convened another consultative village meeting to resolve the matter since no feedback was coming from the district leadership. During the meeting, a committee was formed comprising the representatives from L.C.I Executive of four villages and 2 opinion leaders. In the meeting, it was resolved that a notification letter be written to Chief Administrative Officer (CAO) by the committee and be taken to the concerned office within one week.

### **The outcome**

The committee received a response letter from CAO's office instructing the Chairperson L.C.I in consultation with the area Councillor to organize a general meeting where he promised to come along with the District Chairperson together with all the committee of the social services. On May 24/ 2017, the District Chairperson, CAO, Social Services Committee, District Education Officer attended the meeting organised by the community and they were assured that a 2-classroom block would be constructed at Kinywamurara Primary School in the FY 2017/18. This Classroom block was constructed as shown in figure 11

**Figure 11: (Left) Children Study under a Tree. (Right) Four Classroom Block at the School Constructed**



## 2.2 Health sector

Health care is one of the decentralised services under the local governments. The Government of Uganda has established health facilities up to the parish level who structure mirror the local council structure to bring services closer to the people. However, during the citizen engagement meetings facilitated by ACODE, citizens across the 35 districts where ACODE implemented the CEAPs raised critical issues regarding the provision of health services in their respective localities. Through the use of different strategies such as writing petitions and letters, different communities engaged their leaders and local councils where most of them registered positive responses from the local authorities and the citizen concerns were address. Notable cases from the health sector are presented below.

### CASE 7: GULU DISTRICT

#### ***Council constructs of a modern maternity ward at Lapeta HC II in Unyama Sub-county, Gulu District***

##### **Background and Problem**

Lapeta HC II is a government-aided health facility located in Lapeta Village, Pakwelo Parish, Unyama Sub-county in Gulu district. The facility served an estimated population of 5,000 people. The daily OPD attendance at the facility oscillated between 60 to 70 but grew even bigger to 100 particularly on days that drugs and medical equipment are delivered to the facility. Contrary to its design, the health centre was offering maternity services, since it was the closest health unit to the population of Pakwelo Parish in terms of walking distance.<sup>1</sup> The facility registered an average of 15 deliveries monthly. One of the biggest challenges of the health recentre was the small size of the maternity wing which was also used as an examination room for the other cases. This, according to

<sup>1</sup> By design, Health Centre IIs in Uganda are supposed to provide first-aid services and maternity services are not among the services that should be provided at a health facility at that level. However, Gulu district incorporated maternity services in all the health centre IIs and facilitated them accordingly.

the In-charge of the facility had greatly compromised the privacy of expectant mothers and access to antenatal care services.

### **The Intervention**

On March 17, 2018, a team of researchers facilitated by ACODE mobilized the community of Lapeta Village in Unyama Sub-county to sensitize them about citizen's roles and responsibilities. The package also included roles of elected leaders (those at the level of council five) and strategies that citizens could use to engage with elected leaders at the District in addressing service delivery gaps in their communities. The citizens were further trained on National Minimum standards for the delivery of public services in sectors such as education, health, water and sanitation, roads, agriculture and environment and natural resources. At the meeting, reference was also made to the planning processes at local governments to buttress the citizens' appreciation of their need to be part and parcel of the budget and planning processes of the district. The meeting that was held under the framework of CEAPs had the objective of amplifying citizens' legitimate voices on issues of service delivery and ensuring that their concerns influence the funding priorities of the Gulu District Local Government.

At the meeting, a section of the citizens (women) identified the state of the maternity unit at Lapeta HC II as the major service delivery issue that the District Council needed to address through allocations in the district budget. The women noted that the maternity unit at Lapeta HC II had been turned into an OPD in which men, women and children were attended to. The women argued that; "this inconveniences the mothers who come for antenatal services and delivery at the facility and that the situation has forced many women to deliver from their homes thereby increasing the rate of maternal deaths in the village." The women subsequently resolved to petition the district council.

The group of women petitioned Gulu District Local Council on March 19, 2018, demanding that the district address issue of the maternity unit at Lapeta HC II. The women noted in the petition that the maternity unit was too small and had been turned into an OPD. The women also noted that there was no running water and source of light in the maternity unit exposing the mothers' and newborn babies to risks of infection and impeding the health workers' response to the patients' call at night. In the petition, a group requested the district council to allocate money in the Budget of FY 2018/2019 to construct a new maternity unit at Lapeta HCII. The petitioners also requested the district council to make water and power connections to the facility.

### **Council's response and outcome**

The petition was tabled and received in the district council meeting was deferred to the Committee of Social Services which in turn submitted its recommendations to the Council. On June 30, 2018, the District Council resolved to allocate UGX 70 million to construct a modern maternity unit at Lapeta HC II. On September 10, 2019, during a follow-up meeting with the Assistant District Health Officer of Gulu (DHO), it was established that the district council had embarked on the construction of a modern maternity unit at Lapeta HCII. In an interview with the Assistant DHO-Gulu District, he noted that; *"we are going to construct the*

*maternity ward in two or three phases depending on availability of funds but what I can confirm that in this financial year, council advanced UGX 70million to start the construction work which we have started”.*

The community of Lapeta village were excited at the prospect of a modern maternity unit in Lapeta HC II. When the ACODE’s CSO partners interacted with some members during a visit at the facility on September 30, 2019, a female member of the community noted that; *“We are confident that when the construction is completed, the number of women delivering at the health centre will increase, we also think that the new maternity unit will come with more services”.* in appreciation of ACODE, a community member remarked, *“We are happy that ACODE came here and showed us the way and what to do, we are so glad.”*

## CASE 8: JINJA DISTRICT

### ***Citizens spearhead remarkable changes in the health sector in Buwenge Sub-county***

#### **Background and problem**

With the proximity of Buwenge sub-county which is an estimated 29 kilometres from the heart of Jinja district, one would have expected a closer oversight by the district leadership and in effect better services. This, however, was the contrary until the citizens presented their petition to the district council that the facilities took on some strides to improve the services. Citizens in Buwenge were concerned about poor health services including persistent drug stock-outs, late arrival by staff for duty, poor sanitation particularly in Kabaganda HC II and Mutai HC II, lack medicines to treat conditions of older persons and lack of care for patients particularly in Magamaga HC III and Buwenge HC IV. These concerns were raised by citizens during the CEAP meeting conducted on August 11, 2016, at the Sub-county headquarters.

#### **The CEAP process**

The CEAP meeting held on August 11, 2016, which was facilitated by ACODE aimed at sensitizing the citizens and building their capacity to use specific civic engagement strategies such as petitions, letters, community meetings among others to influence improved service delivery in their communities. During the CEM a citizen group agreed on actions steps that would ultimately lead to the drafting of a petition to be submitted to the council requesting the council to come up with a health ordinance to help improve the state and quality of health services in Buwenge Sub-county. The citizens convened three separate meetings to discuss the issues identified and draft the petition. Much as the area councillors were unable to support these processes, the citizens, under the leadership of one of their group members and with support from ACODE’s CSO partner based in the district, drafted the petition which was submitted through their team leader to the office of the speaker of the district council on December 12, 2016. By January 2017, the speaker confirmed having forwarded the petition to the committee of Education, Health, and Community-Based Services through

the committee Chairperson.

### **The District Council Response and the outcome**

By March 2017, significant actions had been taken by the district council to address the health concerns raised through this petition: a joint monitoring visit to health facilities in Buwenge Sub-county was conducted by the District Executive Committee (DEC) and technical officers in January. The result was the massive staff reshuffle through transfers involving seven (7) health centre staff. The in-charge and 1 nurse from Mutayi HC II were transferred to Wanyange HC II in Kakira Town Council. A nurse and the security guard who used to dispense medicines were transferred from Buwera HC II; 2 nurses from Mpungwe HC II were transferred; the one nurse in Magamaga HC III who all participants alleged was rude to patients was transferred to Buwenge HC IV. From her follow up visits made to some of the health units, the lead petitioner reported noticeable improvement in the staff arrival time in Mpungwe, Kabaganda and Buwera health centres especially after the transfers were affected. She also reported that older persons were able to access medicine at Mpungwe HCII which was not the case before the petition.

## **CASE 9: WAKISO DISTRICT**

### ***Kakiri HC III gets staff uniform with name tags after a citizens' petition to the council***

#### **The problem**

This is a case story of community members who were placed in one group of community Members from Kakiri, Wakiso district who were dissatisfied with the provision of health services at Kakiri Health Centre III. They were majorly concerned with the unprofessional conduct of some of the health unit staff who were in the habit of hurling insults or acting rudely to patients. Members of the community decided to hold a community meeting to develop an action plan to seek intervention on a Health Centre III in their area. During the meeting, citizens pointed out several concerns about the health facility, including staff asking patients for money before they were treated, late reporting and absenteeism of health workers, drug stock-outs in the health centre, and rude and harsh health personnel at the health centre.

#### **The Intervention**

This group of community members chose to write a petition through their area woman councillor representing Kakiri town council and Sub-county to bring to her attention their discontent with the quality of healthcare services at Kakiri HCIII. The group through their councillor convened a meeting on August 31, 2017, in which 64 members of the community were in attendance. In this meeting, other leaders and stakeholders were involved including the area Local Council I (LCI) chairperson and the Speaker of the Kakiri Sub-county council. In the meeting, it was agreed that the community writes a petition to the Speaker of the Council, Wakiso District Local Government. A petition dated September 7, 2017, was written and delivered to the office of the Speaker. Copies of the same

petition were given to the District Chairperson, District Health Officer (DHO), the Secretary for Health, and the Committee for Health, Education and Social Services at the district. The DHO recommended that the health inspector visits the health centre and investigate the issues raised in the petition. After visiting the health facility, the health inspector made a recommendation for procurement for new staff uniforms labelled with each staff's name. This would ensure easy identification of the health worker for accountability purposes, addressing the concern on absenteeism and unprofessional conduct.

#### **Council's response and outcome**

Subsequently, the petition was delivered, read, and debated in council on September 21, 2017. The District Council referred the matter to the Social Services Committee for further action. The Committee visited the health centre and decided to raise the issue of the need for uniforms for health workers with the Ministry of Health. When the Ministry of Health was contacted, the response was that they would deliver one uniform per health worker. The district council also passed a resolution to provide the workers with a second uniform. By the time this story was documented in 2018, the district was in the process of availing funds to be able to purchase uniforms for all the health workers in the district.

## **2.3 Water Sector**

Access to safe and clean water is one of the priorities of local governments across the country. Local governments thus devote substantial resources in their budgets to be able to address the water and sanitation needs of various communities. Due to several limitations, the local governments were found not to have addressed some concerns from various communities. It is against this background that citizens further raised these concerns with their respective local authorities. It is commendable that the local government responded to citizens' concerns. The successes registered during this process under the water sector are presented below.

### **CASE 10: AMURU DISTRICT**

#### ***The only borehole in Corner Lukung village is repaired after pressure from a women's group***

##### **Background and problem**

Corner Lukung village is in Amoyokoma Parish, Amuru Town Council in Amuru District with a population of approximately 400 households. Citizens were experiencing a water crisis that reached its peak in 2015 when the single borehole supplying the entire village developed a mechanical problem and broke down. The Secretary for Local Council 1 revealed that the residents were forced to trek 4 kilometres in search of water in the neighbouring parish of Pogo in Amuru Tek village or draw water from a stream down in the far east of the village, which stream they shared with livestock. Participants at the CEM meeting decried failure by their local leaders to take any action despite several pleas from the community. They also reported that they too had resigned to their fate.



### ACODE's intervention

During a CEM meeting conducted by ACODE on August 22, 2016, at Amuru Town council headquarters, a group composed of women resolved to organize a follow-up meeting with the area LC V councillors in attendance to engage them on the issue of the water crisis. On November 21, 2016, residents in attendance openly presented their challenges to their elected leaders who were in attendance.

### Outcome

During the CEAP follow up process, the LC V female councillor confirmed that she and her male counterpart had duly engaged the district leadership to find a lasting solution to the water problem. *"After we attended the community meeting, we met with the district engineer and his team, we also met with the Chairman and I am glad, the process of repairing the borehole was already in plan"* she explained. According to a resident of Corner Lukung, the meeting was fruitful so much that not long after the meeting, the borehole was repaired.

## CASE 11: GULU DISTRICT

### ***The water crisis in Adak village, Patiko Sub-county resolved***

#### Background and Problem

Adak village is in Pugwinyi Parish, Patiko Sub-county in Gulu district. The village has a population of approximately 400 households whose only source of water were two boreholes; one located in the heart of Adak trading centre and another one located at Pugwinyi HC II-at approximately 3Km from Adak trading centre. However, the two boreholes broke down in April 2016 almost simultaneously-and with no other option, the residents resorted to fetching water from unprotected sources like Aswa and Unyama streams that exposed residents to water-borne diseases.

#### ACODE's intervention

On August 15, 2016, ACODE organized a CEM/CEAP meeting at Kijuu Hill P7 School, in Pugwinyi Parish, Patiko Sub-county. In attendance was the Local Council III Chairperson, LC III councillors and the LC V Councillor for Patiko Sub-county. A myriad of issues was discussed, and several service delivery challenges were mentioned by participants; one issue though was prominently talked about - the water crisis across the Sub-county. Members of the community present at the meeting, especially those from Adak village noted that Adak was the most affected. The breakdown of the boreholes exposed the residents to water-borne diseases like typhoid, diarrhoea, and dysentery. In an interview with the in-charge at Pugwinyi HCII, she noted that intestinal worms had surpassed malaria as the leading cases reported to the OPD attributing this to poor sanitation and drinking of unsafe water. She said, *"We get so many of those cases; in fact, 52 per cent of the cases are of intestinal worms because people here drink water from unsafe sources."* Citizens organized themselves in different groups to develop different engagement strategies. The youth group adopted the strategy of attending meetings convened by their leaders. The youth group leader pledged to seek an audience with the councillors and other district leaders by organizing a follow-



up meeting so that citizens can present the issue at hand.

### Outcome

In an interview with the group leader in a follow-up meeting on October 5, 2016, he noted that they had faced challenges as far as meeting their elected leaders was concerned and had not made headways. In March 2017, the District Chairperson convened a meeting with residents of Adak and the youth leader was instrumental in mobilizing community members and leaders of other villages and parishes to attend the meeting. At the sideline of a CEAP meeting organized at Adak village on July 19, 2017, a youth leader noted that; *"Earlier this year when we got information about the chairperson's meeting, we mobilized other community members - we met the District Chairperson and highlighted the issue of lack of access to clean and safe water to him. On his part, the District Chairperson did promise that he would respond at a later date."*

In an interview with the District Chairperson on July 20, 2017, during Scorecard assessment, he noted that; *"we have had challenges of resources as a district and we could not do much in terms of responding to the water crisis. Although, when I visited Adak and realized the kind of problem the people there were undergoing, I had to do some lobbying and I am glad that Haree Group responded and gave us six boreholes for Patiko Sub-county."* One borehole was drilled in Adak village in Pugwinyi Parish following the District Chairperson's initiative of lobbying from Haree Group. The Secretary for Works and Technical Services noted that they had also prioritized Patiko Sub-county in the water department planning for FY 2017/2018. He noted that; *"Because we realized that Patiko is seriously affected by the water crisis, we decided to allocate them more boreholes in our planning for FY 2017/2018."*

### **Residents of Holy Rosary Sub-ward get clean piped water after a citizen letter by a youth group**

#### Background and problem

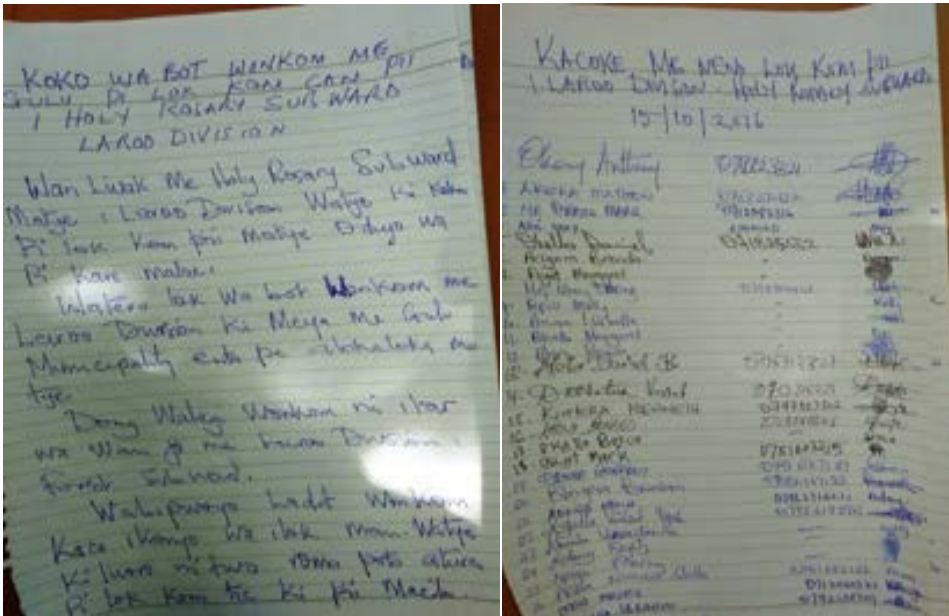
Citizens of Holy Rosary Sub-ward, Agwee Parish in Laroo Division, Gulu Municipality had faced persistent water shortage that had forced them to access water from a makeshift water point before ACODE's intervention. During the meeting, some of the citizens noted that *"We have a serious problem of water and the sewage pipes bursting every time"* one participant lamented. Also, the male councillor LCIV, revealed that *"The challenge is that the policy says the municipality should be served by national water and sewage cooperation, yet the residents here cannot afford."* He further noted that *"the Sub-ward water crisis has been worsened by the fact that residents in the area cannot afford piped water system."* To further illustrate the nature of the water problem in the area, the Local Council 1 Chairperson reiterated that, *"I have written to the Division and even to the Town Clerk many times, but nothing come through."*

#### ACODE's Intervention

During the Civic Engagement Meeting (CEM) facilitated by ACODE on August 15, 2016, at Agwee Parish, citizens noted that they were facing a water crisis. The members of the community were sensitized about their roles and responsibilities

and ways through which they can constructively engage their local elected leaders and local governments on service delivery and other community concerns. Following the CEM, the youth group held a follow-up meeting on October 15, 2016, at the residence of the LC I Chairperson that culminated in the drafting of a citizen letter on the persistent water crisis in the area with support from the LC V male councillor. This petition is indicated in figure 12.

**Figure 12: A citizens letter drafted in the native language of Acholi by the Youth of Holy Sub-ward in Gulu Municipality**



## Outcome

The petition was delivered to the District Chairperson and followed up by the male LCV councillor who established and communicated to the group that the issue had been referred to the Municipal Council for consideration. The LCV male councillor further presented this matter to a local church called “Soul Gospel Ministries” and National Water and Sewage Corporation seeking support to address the water challenge in his area. The LCV male councillor revealed that; “We could not wait for the municipal council; we knew it would take longer so we had to solicit for support from other avenues and we knocked at the door of Soul Gospel Ministries as a short-term measure to the water crisis”. Ultimately, Soul Gospel Ministries in partnership with National Water and Sewage Corporation erected a public tap stand at Holy Rosary Sub-ward as indicated in figure 13.

*Figure 13: (Before) A water point at Holy Rosary Sub-ward before ACODE's intervention*



*Figure 14 : (After) Residents of Holy Rosery Sub-ward queue to draw clean and safe water from a public tap stand (a new water source)*



## CASE 12: MASINDI DISTRICT

### ***Residents of Karujubu Division get piped water from National Water and Sewage Corporation (NWSC)***

#### **Background and problem**

Karujubu Division is one of the four Municipal Divisions that make up Masindi Municipality. Most of the Division was not connected to piped water apart from a line that goes to Kabalye Police training school and part of Kinogozi Ward.

#### **ACODE's intervention**

During a CEM/ CEAP meeting conducted in 2017, lack of access to piped water and electricity were among the most pressing issues raised by citizens. The directly elected area Councillor for Karujubu who also happens to be the Speaker of the District Council who was part of the CEAP meeting and took it upon himself to lobby the National Water and Sewage Corporation to extend piped water to his constituency.

#### **Outcome**

Efforts by the area Councillor (Speaker of Council) finally yielded fruits after more



than one year of lobbying. Towards the end of the year 2018 National Water and Sewage Corporation (NWSC) started an aggressive program of extension of piped water in all the Wards (Kibwona, Kisiita and Kihuuba) within the Division. NWSC built public water posts along the roadsides for easy accessibility (see figure 17), particularly for the dwellers of the division that could not afford to meet the cost of direct connection of water supply to their property. The management of the water posts is by individuals who were selected by NWSC. The National Water and Sewage Corporation charges the managers of the public water posts UGX 25 for a 20 Litre Jerrican who in turn charge the user community between UGX 50 and UGX 100 per 20 Litre Jerrican.

The directly elected area councillor was excited about how through the CEAP processes he had managed to cause service delivery issues that emerged from his constituent to be addressed. The area Councilor for Karujubu Division said that; *"ACODE has made my life extremely easy. Previously, considering that my office as Speaker of Council is full-time, I used to find it difficult to spare time to maintain close contact with my electoral area and consult my people on their service delivery needs. However, through the CEAPs I have been able to work so hard to ensure that the service delivery needs of my people are met... I can comfortably say that ACODE helped me to have a legacy to leave when I quit active politics. I have been feeling the weight of the pressure put on me by the empowered citizenry through ACODE's engagement..."*

**Figure 15: A resident member of Kigaju cell draws water from a newly built public water post in Kisiita Ward, Karujubu Division**



**CASE 13: NWOYA DISTRICT*****Water Crisis in Alokolum Gok – Anaka Sub-County, Nwoya District*****Background and problem**

Pabali Parish is in Anaka Sub-county, Nwoya District. It is one of the remote parishes that are hard to reach. Residents complained about the water crisis in Alokolum Gok village in which over 260 households had no access to safe water, and they resorted to drawing water from Lapono stream which was accidentally poisoned in an exercise that was intended to kill termites in an anthill near the water stream. Residents expressed fear that this would expose them to water-borne diseases. Cases of bilharzia, typhoid, and dysentery had been reported in the village and the medical superintendent of Anaka hospital attributed these cases referred from Pabali to unsafe drinking water. Cases of bilharzia, typhoid, and dysentery had been reported in the village and the medical superintendent of Anaka hospital attributed these cases referred from Pabali Parish to unsafe drinking water.

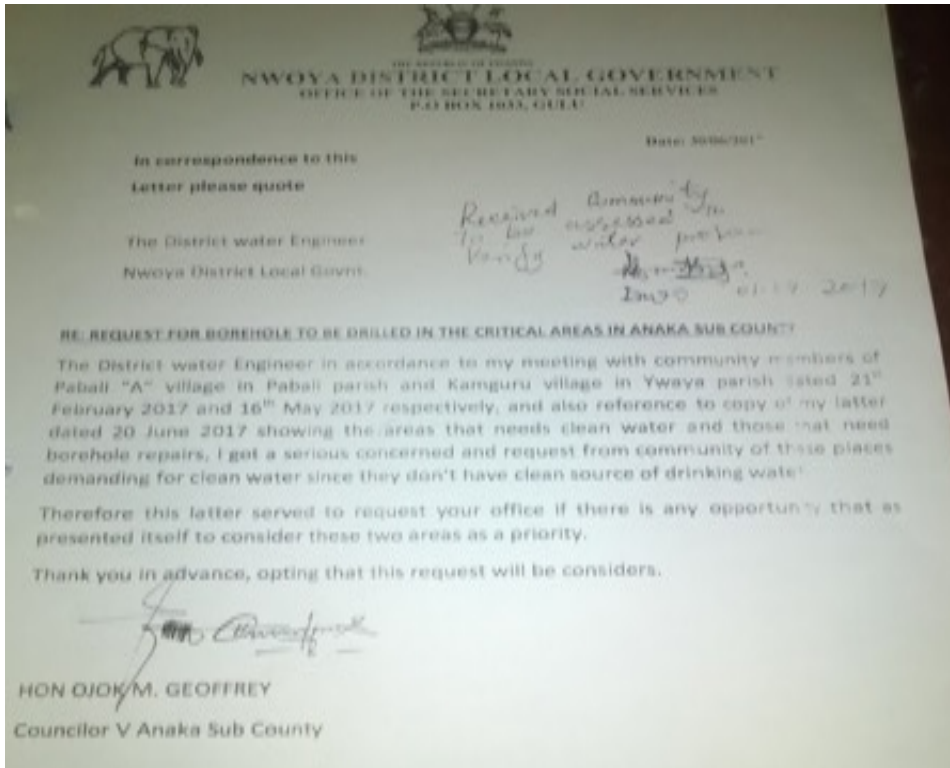
**ACODE's intervention**

On July 14, 2017, ACODE facilitated a CEAP meeting at St. Luke under Tee Olam tree. Present were the District Chairperson of Nwoya, the directly elected councillor for Anaka Sub-county and the Sub-county Chief Anaka. Another follow-up CEM held on June 17, 2016, at the Sub-county headquarters, resolved to hold a follow-up community meeting where their elected leaders would be invited to attend. The meeting was held and the elected leaders attended. Residents subsequently requested their area councillor to write a letter to the district water engineer raising their and who later investigated the matter. See the letter in figure 16.

**Outcome**

A borehole was drilled, and residents now have access to clean and safe drinking water. During a follow-up on the progress, the community expressed gratitude to their area councillor for the tireless efforts he had made in an attempt to address the water crisis in Alokolum Gok village.

Figure 16: Copy of the letter written to Water Officer by the Male Councillor of Anaka Sub-county



## 2.4 Roads Sector

The road network within a local government setting comprises central government roads, district roads and community access roads. The road sector plays an important role in interconnectivity. A viable road network is essential for the development of other sectors like agriculture, education and health. Roads also link farmers to markets. Roads especially community access roads in the villages also influences the security of persons and properties.

### CASE 14: MASINDI DISTRICT

#### **Masindi district supports Miirya Sub-county in the rehabilitation of Katagurukwa-Kinumi road in Miirya Sub-county**

##### Background and problem

There was concern about the poor state of a 14-kilometre road that links communities to different service delivery units such as Kahaara and Kinumi Primary Schools, Kijenga Health Centre III and Miirya Sub-county headquarters among others. Several service delivery concerns were raised by members of the community who attended the meeting; key among them was the poor state of roads in Miirya Sub-county which were cited by the citizens as a major setback

in accessing services within the Sub-county. The poor and unmotorable state of the Katagurukwa-Kinumi road among other roads in the sub-county was a major concern for the community. Part of the road section especially around Kiyanza swamp along Katagurukwa-Kinumi road had become impassable especially to school children whose parents had to take the difficult option to take them to attend Bigando Primary School, a relatively longer distance than Kahaara Primary School that is nearer in terms of walking distance especially for pupils from Katagurukwa village as shown in figure 17. Access to antenatal services at Kijenga Health Centre III by mothers was also a challenge because of the poor state of the road.

### **The CEAP meeting**

In a Civic Engagement Meeting conducted on November 9, 2016, at Kinumi Primary School, several service delivery concerns were raised by members of the community who attended the meeting; key among them was the poor state of roads in Miirya Sub-county which were cited by the citizens as a major setback in accessing services within the Sub-county.

### **Response by the District and Sub-county Councils and Outcome**

Given its meagre resource envelope, Miirya Sub-county had allocated UGX 100 million towards rehabilitation of the same road in the budget for the financial year 2017/18. Through lobbying efforts by the directly elected area Councillor, the Masindi district council allocated an additional UGX 190 million for rehabilitation of the same road. Works on Katagurukwa-Kinumi commenced and was commissioned by the District Chairperson in the second quarter of the financial year 2017/18 using the district road equipment.

The whole length of the road surface was gravelled and became motorable throughout the year. In addition, road gangs have been recruited to open blocked drainage channels and slashing which is being done on a routine basis.

The Chairperson LC III in his remarks during another follow-up Community Engagement meeting conducted in Miirya Sub-county on November 6, 2018, commended the Directly elected councillor for further petitioning the district to allocate UGX 190 million towards the work on Katagurukwa-Kinumi road. He further applauded ACODE for empowering both citizens and leaders to perform their constitutional roles effectively. He applauded citizens for engaging leaders on constructive issues of service delivery as opposed to petty issues as was the case in the past.



*Figure 17: The bad section of Katagurukwa – Kinumi road in 2016 (L) and (R) a section of the same road after rehabilitation in June 2019*



***Citizens of Rubani, Kyanyambubi, Nsambya and Kinywamurara villages in Rukondwa Parish, Bwijanga Sub-county get relief after completion works on the 12-kilometre road***

**Background and problem**

The very poor state of Rubani-Kyanyambubi – Nsambya-Kinywamurara that connects the four villages to service delivery units such as Kichandi Health Centre II, Kinywamurara and Kichandi Primary Schools among others was the main issue that featured in a Civic Engagement Meeting held at Nsambya village on November 16, 2018. Members of the community who attended the meeting complained about the very poor state of this road that had been neglected by the district for many years.

**The Intervention**

The CEAP meeting held on November 16, 2018, was attended by both area Councillors Mary Mujumura and Julius Kahiira who provided clarity to the citizens during the meeting that the said road was under the jurisdiction of Bwijanga Sub-county. They also informed members of the community that the Sub-county did not have the required resources to maintain the road. Bwijanga Sub-county had then requested Masindi district local government to come to their aid but the district could not respond quickly due to financial constraints and needed more time to mobilize resources. The two area Councillors were in total support of the resolve by citizens to petition the district council over the said road. The citizens of the aforementioned villages through their representatives presented their petition to the Speaker of Council, Masindi on December 4, 2018, and later held a press conference at the district gardens. This was later broadcast on the three FM radio stations in Masindi (Radio Kings, Radio Kitara and Bunyoro Broadcasting Services) which gave wider publicity and awareness about the problem.

**Responsiveness of elected leaders**

The two area Councillors together with the District Chairperson who also hailed from Kinywamurara village lobbied Kinyara Sugar limited to support the district to work on the road. Kinyara Sugar Limited responded positively and road works commenced in February 2019. This was a strategic intervention because the

same road was also used by the sugar company to ferry sugarcane from the out-growers to the factory. The heavy sugarcane load on the trucks had been identified as one of the contributing factors to the destruction of the same road.

When the road works commenced, the citizens were excited and the Chairperson LC I Nsambya village who was the chief petitioner informed ACDOE CSO partners who facilitated had facilitated the CEAP meeting of the development. See the rehabilitated road in figure 18. He attributed the quick response to their service delivery demands to the CEAP processes that enhanced their capacity to petition the Speaker of Masindi District Council.

*Figure 18: A bad Section of the road at Nsambya swamp in 2018 (L) and the same section of the road after completion of works in June 2019 (R)*



### ***Kirasa-Kasasiro road worked on a CEM in Kiraca 1 Cell, Central Division Masindi Municipality***

#### **Background and problem**

Kirasa is one of the cells in the Eastern ward, Masindi Municipality. It is one of the most rapidly growing urban centres among the divisions of Masindi Municipality. The Ward is comprised of three (3) Cells of Kirasa I, II, and III and connected by one major road: MADFA to Kirasa to Kampala (Uganda's capital) road. The Kirasa to Kasasiro - MADFA to Kirasa road in the Central Division had not been rehabilitated for a long time and the community had been informed that it would be among the priorities for FY 2018/ 19. However, the community was not seeing any progress and there was no feedback from the Municipal council about the plans to rehabilitate the said road.

#### **The Intervention**

A civic engagement meeting was conducted at Kirasa Parents primary school on November 29, 2018. This meeting was attended by local leaders including Area Councillors like Hon Afisa Karungi and Mwambu William, Councillors representing women in Central Division and PWD (Male) respectively. During the CEAP meeting, the community's major concern was tarmacking MADFA to Kirasa to Kampala road. While responding to the community's demand, Hon. Badru Mugabi further explained that works on the Kirasa to Kasasiro road had been planned for the second quarter. In the week that followed, citizens from Budongo-Kasenene

Parish and Nsambya-Rukondwa Parish in Budongo and Bwijanga Sub-counties respectively delivered their petitions to the Speaker of the district council for the district council to work on their bad roads. The petitioner invited the media to witness the process of delivering their petition and the media intern amplified and relayed their interviews live on the three FM Radios of Kitara, Kings and Bunyoro broadcasting services.

#### Council's response and outcomes

Within a fortnight, Kirasa to Kasasiro road was graded. Had it not been a CEAP meeting scheduled in Kirasa I Cell, as well as the involvement of the media in amplifying the plight of the people in this area, the Council's rehabilitation of this road would have delayed further.

### CASE 15: NWOYA DISTRICT

#### ***Nwoya District Council Rehabilitates Anaka-Lulyango-Lungulu Road after a community petition***

##### Background and the CEAP process

The ACODE facilitated a Community Engagement Meeting (CEM) with residents of Lukayi in Bajere Parish, Lungulu Sub-county in Nwoya district on November 23, 2018. During the meeting, the community raised several issues ranging from the state of education, lack of water and lack of a health centre and the poor state of roads. During the meeting, one issue stood out; the state of Anaka-Lulyango Lungulu Road. The residents complained that the 5 kilometre stretch between Lulyango trading centre and Lukayi trading centre was filled with potholes and had caused many accidents. Two participants in the meeting showed marks from fresh accidents they said they had sustained. A male participant reported that; *"I have just sustained bruises on my left eye as I tried to dodge the pothole while riding on a Bodaboda. Because of the potholes I fell off a boda boda"*.

##### The intervention

Participants at the meeting unanimously chose to write a letter to the district council over the state of the road as shown in figure 19. A separate community meeting was organized and held on December 12, 2018, to involve other members of the community who were not part of the meeting organized by ACODE. During the community meeting, citizens agreed to write a letter to the District Chairperson to complain about the poor state of the road. The letter was then delivered to the office of the District Chairperson on December 15, 2018.

Figure 19: Citizen letter to the District Chairperson on the state of Anaka-Lulyango-Lungulu road

Lukayi Trading Center  
Dag Aswa Village  
Lungulu Sub-county  
Ntaya District  
12-12-2018

To LDC Chairman  
Ntaya District

Dear Sir,

Poor Road in Anaka - Lulyango - Lungulu Road

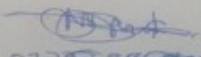
We write to you this letter because of the poor state of road of Anaka - Lulyango - Lungulu. The road is very bad because it is full of potholes. It has caused a lot of accidents. Many people fall with bicycles and motorcycles on the road.

At our community meeting held today, we resolved that the district should put murram on the road immediately to avoid such accidents.

We shall be grateful if the district respond to this complain from the people of Dag Aswa Village in Lukayi Trading Center.

Thank you

Dagya Paul - Group Leader

  
0772585980

#### Council's response and outcome

In response, the District Chairperson visited Lukayi trading centre on December 18, 2018, and held a meeting with the citizens and promised to send road equipment to work on the road. On December 22, 2018, the road grader was sent to backfill the potholes and cast murram on the 5 kilometre stretch between Lulyango and Lukayi trading centres. See the rehabilitated road in figure 20. The response of the District Chairperson to the challenge of the poor state of the road caused tremendous joy to the people of Lukayi trading centre. Sixty-five-year-old female resident of Lukayi trading centre said; *"I am very happy with the work done on the road because that would mean reduced transport cost from here to Anaka Hospital"*. Meanwhile, a 30-year-old commercial motorcycle rider (Bodaboda rider) in Lukayi trading centre noted that; *"this will help us reduce the rate of accidents that we would be involved in trying to dodge the potholes"*. It is now a smooth 20 kilometre journey from Anaka town council to Lungulu Sub-county headquarters as one rides on the smooth murram surface.

*Figure 20: Section of Anaka-Lulyango-Lungulu road before and after rehabilitation*



***The district works on Goro-Poli-St. Thomas Moore Road, in Lii Sub-County, Nwoya District***

**Background**

On November 22, 2018, the research team facilitated by ACODE under the Local Government Councils Scorecard Initiative mobilized community members to educate them about citizen roles and responsibilities. The Package also included methods that the community members could use to engage the Local Governments to address their service delivery challenges. This was done using the Civic Engagement Action Plan (CEAP) methodology that requires citizens to write letters, petitions, participate in call-in radio talk-shows, among others. During the meeting, a group of citizens identified the poor state of Goro-Poli-St. Thomas Moore Road to be a service delivery challenge that the district should address. Participants noted among others that the road had become impassable, with many potholes, and part of it had been submerged by water because the culverts at Mafuta and Korobar streams had sunk in. They noted that it had become difficult to connect to the neighbouring villages and for children to cross over and go to Goro P.7 primary school.

**The CEAP process**

On November 30, the group of men wrote a petition to the speaker of Nwoya District Council describing the poor state of the said road. In the Petition, they noted that the road had very many potholes, lacked drainage and that culvert bridges at Mafuta and Korobar streams had broken down making the road impassable. They further noted that the road had caused many accidents and farmers were unable to transport their produce to the market. Expectant mothers and sick people were finding it difficult to get transportation to Lii and Koch Goma health centres. In the petition, the petitioners led by a member of their community, and the LC I Chairperson of Korobar village requested the district council to grade the road from Goro-Poli-St. Thomas Moore and install culvert bridges at Mafuta, Okumgoro and Korobar streams.



### Council's response and outcomes

In March 2019, the district council started working on Goro-Poli to St. Thomas Moore road under force account.<sup>2</sup> On June 8, 2019, the team from ACODE visited the community to check on the progress works. It was established that the road had been upgraded to a first-class murram surface road, it had been widened and culvert bridges had been installed at Mafuta, Okumgoro and Korobar streams. See the sections of the bad and rehabilitated road in figure 21. While interacting with the members of the community during the verification visits, they revealed that when they submitted their petition to the Clerk to the council, he pledged that he would provide them with feedback regularly to keep them informed of what action the council was taking regarding their petition.

In March 2019, four months after submitting their petition, the road was worked on. Members of the community were happy and excited about the well-surfaced murram. A resident of Korobar Village noted that *"We now take about twenty minutes to ride from Korobar Village to Koch Goma HC III, a journey that would previously take two hours."*

*Figure 21: Goro-Poli to St. Thomas Moore road before and after rehabilitation*



### **Nwoya district council opens 6-kilometre Bidati-Owak-Amuka road in Ceke ward, Anaka town council**

On November 12, 2018, ACODE mobilized citizens for a community engagement meeting at Owak village, Ceke ward, Anaka town council. During the meeting, citizens were sensitized on the roles and responsibilities of their elected leaders, the roles and responsibilities of citizens and the strategies that citizens can use to constructively engage with their leaders on issues of service delivery. During the meeting, the poor state of the road network in Ceke ward was the major service delivery issue that the council should address. It was reported that the

<sup>2</sup> The force account mechanism is a means of undertaking works of a Procuring and Disposing Entity using the personnel and equipment of the Procuring and Disposing Entity or of another Procuring and Disposing Entity. It is not a method of procurement but a method of executing works. Force Account is usually used to execute simple works. Its use is not tied to any thresholds. It is used where; the Procuring and Disposing Entity has the equipment and personnel to undertake the works or where no contractor is willing to undertake the works.

poor road network was inhibiting communities from taking their produce to the markets.

### The Intervention

On November 15, 2019, a group of women petitioned the district council on the poor state of road network in Ceke ward. In the petition, the women noted that the lack of a good road network in Ceke ward was affecting business as they cannot send their merchandise to the market and that the roads had made it difficult to access other services in the area. The petitioners, led by Mercy Doreen Aloyo, requested Nwoya District Council to open the road networks in Ceke ward. This petition was submitted to the council on November 20, 2018, and was later referred to the committee of Social Services.

### Council's response and outcome

The District Council in their response allocated UGX 138 million to open the 6-kilometre Bidati-Owak-Amuka road in Ceke ward, Anaka town council. According to the council resolution, part of the money would fund the construction of a box culvert bridge over Lacek stream. In January 2019, the district council started work on the 6-kilometre road under the public works component of NUSAF III. During the monitoring and supervision of the progress on CEAP process, it was established that the road had been opened, graded and the box culvert bridge constructed on Lacek stream. While interacting with the community during the visit, they expressed happiness with the new road opened noting that they were in a position to transport their merchandise to the market in Anaka town council as well as transport the sick to the hospital.

## CASE 16: AMURU DISTRICT

***Residents of Paminalwak village in Palwong parish mobilize themselves to do manual work on their road which was in a poor state.***

### Background and problem

Paminalwak is found in Palwong parish, Pabbo Sub-county, Amuru district. The Parish is involved in both small and large-scale farming from which the local community draws their livelihood. However, the major economic activity in the area has for long been affected by poor roads within the Sub-county and those that connect them to other sub-counties within the district.

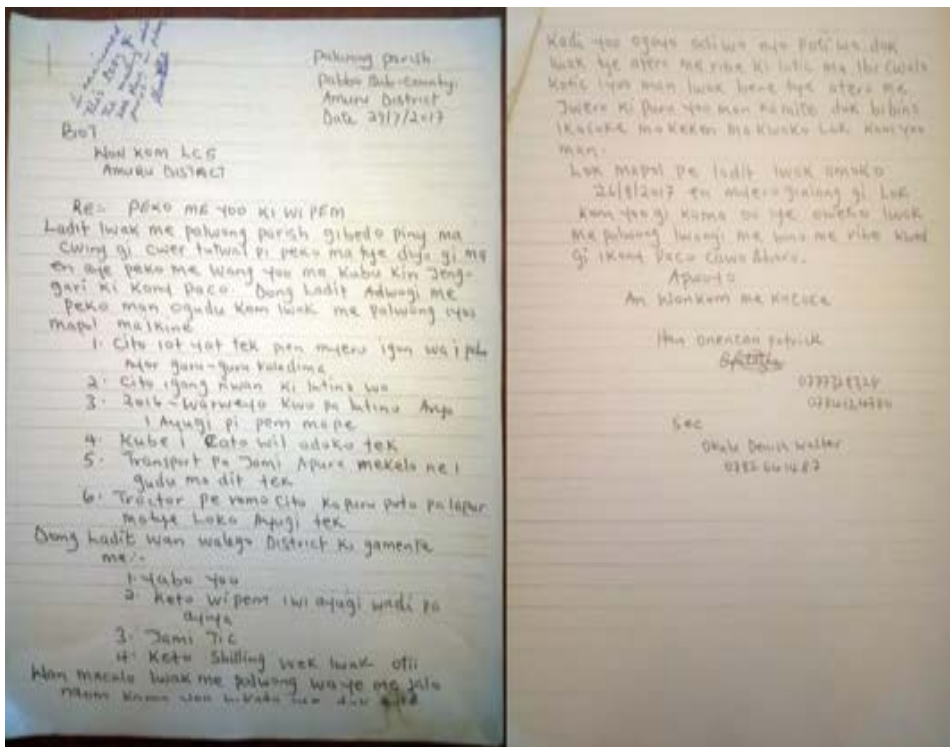
### The CEAP process

During a Community Engagement Action Plan (CEAP) meeting facilitated by ACODE and held at Palwong Parish on July 13, 2017, the poor state of roads emerged as the major problem affecting the community. They could not access markets, schools, and health centres both within their Sub-county and other areas of the district. There had been earlier attempts by local authorities without much success to mobilize the community on several occasions to help and do temporal work on the road as they would wait for heavy-duty work to be done on the road by either the Sub-county or the district. However, following the citizen's

engagement meeting of July 13, 2017, where, a group of men decided that they would use a community meeting as their strategy to help them raise the issue to their elected leaders who would be invited to attend the meeting.

The community members who attended the CEAP meeting mobilized the community and invited their area councillors on July 29, 2017, to discuss the issue and they resolved that the community should start the work as they write to the District Chairperson about the poor state of the roads as they would wait for both the district and the sub-county to take action. A letter dated July 29, 2017, was written to the LC V Chairperson of Amuru district about the issue of poor road and a broken bridge that needed repair as shown in figure 22. After the resolution realized at the meeting, the community together with their local leaders were able to slash and dig the road as they waited for the district response.

*Figure 22: A letter to the Amuru Chairperson about the poor condition of roads in Paminalwak village*



### Councillor's response

When the team interviewed the directly elected councillor for Pabbo Sub-county about the meeting and his involvement, commented that he received the copy of the letter and that he was going to table the issue of Ayugi bridge in the district council. He also added that he had it in his plan to raise the issue of the poor state of the roads during the district budget conference as well as engage with the District Engineer on the same. He also took part in mobilizing the citizens to do communal work to find a temporal solution to the poor state of the road as



they waited for the district council to take action on the citizen demand.

### The outcome

Through the community-led effort of slashing and opening the road, children were able to access schools while residents easily accessed Odokonyero HC II and Palwong HC II as well as the Market. In an interview with the L.C I Chairperson of Paminalwak village, he noted that the community access road had been of great threat to the community but on a happy note, the community were able to use the road again because of their involvement in the communal work to slash and dig the road.

## CASE 17: MBALE DISTRICT

### ***Mbale District Council upgrades Doko-Kolony Road after a Citizens' Petition***

#### Background and the problem

At a community engagement meeting held on October 30, 2017, at Kolonyi trading centre in Kolonyi parish, Namabasa sub-county. At the meeting, the 54 citizens in attendance decried the deplorable state of Mbale to Doko to Kolonyi road. This major road linked the community to the greater part of the sub-county as well as the district. The road would get extremely slippery during rainy seasons as shown in figure 23. This was particularly a challenge given that they mostly had to trek this road for health services in health centres Nakaloke sub-county and the Industrial division especially considering that Namabasa sub-county did not have a health facility at the level of a health centre III. The road was also the major avenue for them to transport their goods to markets.

*Figure 23: Bad sections of Doko to Kolony road, the basis on which citizens petitioned the district council for action*



#### The Intervention

During a Civic Engagement Meeting, the citizens unanimously agreed to prioritise the poor state of this road as the most pressing challenge upon which they petitioned the district as shown in figure 24. The directly elected councillor

was the lead petitioner who spearheaded the delivery of a copy of the petition to the office of the Speaker of the district council.

**Figure 24: Copy of petition by citizens of Namabasa sub-county on the state of Mbale-Doko to Kolonyi road**



### The Outcome

By June 2018 during a follow-up visit, it was established that the road has been worked on by the District Council as shown in figure 25. The chief petitioner noted further confirmed the district's positive response to this citizens' demand. He appreciated the CEM and CEAP processes. He remarked that, *"I appreciate what the Civic Engagement Meeting and the Action plans have done for us in Namabasa. Our road (Doko to Kolonyi) is being graded as a response to a petition that I submitted on behalf of the community of Namabasa"*.

*Figure 25: Grading underway on Doko to Kolony road in response to the citizen petition*



### **UNRA rehabilitates Mbale- Nkonkonjeru road following a Citizen Petition**

#### **Background and the problem**

Citizens from Wanale and Budwale Sub-counties expressed their concern over the impassable Mbale- Nkonkonjeru road amidst other existing service delivery challenges. The citizens' voices on this road were very outstanding in 3 out of the 4 civic engagement meetings conducted in the 2 sub-counties. In Wanale sub-county, this concern was voiced during the civic engagement meeting conducted on July 20, 2017, attended by 31 citizens.

#### **Action Strategy**

A total of 4 civic engagement meetings were held in Wanale and Budwale on July 20, 2017, and July 24, 2017, respectively. These meetings were attended by women, men, youth, and older persons. The citizens agreed to write a letter on July 24, 2017, addressed to the office of the Speaker of Council seeking the attention of the district council to their concern on the road in question as shown in figure 25. Given that this a road under the mandate of the Uganda National Roads Authority (UNRA), the Speaker forwarded this demand to the office of the Director of UNRA, Mbale regional office requesting emergency works on the road as shown in figure 26. The matter was also brought to the attention of the Area Member of Parliament (MP).

#### **Outcome**

During support supervision and monitoring visits in the Mbale District and discussions with the district leadership in November 2017, it was established that road works for the rehabilitation of Mbale- Nkonkonjeru road works on this road had commenced.

Figure 26: A copy of the citizen letter addressed to the Speaker of Mbale district council

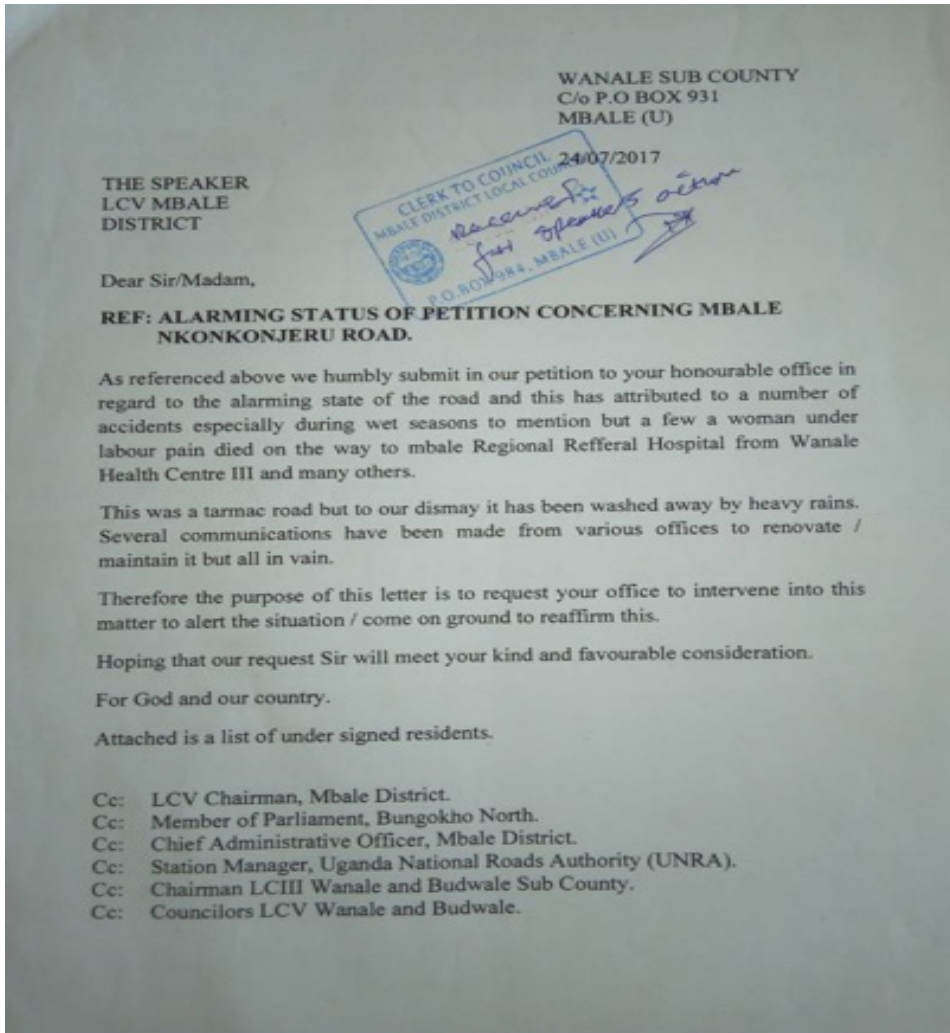
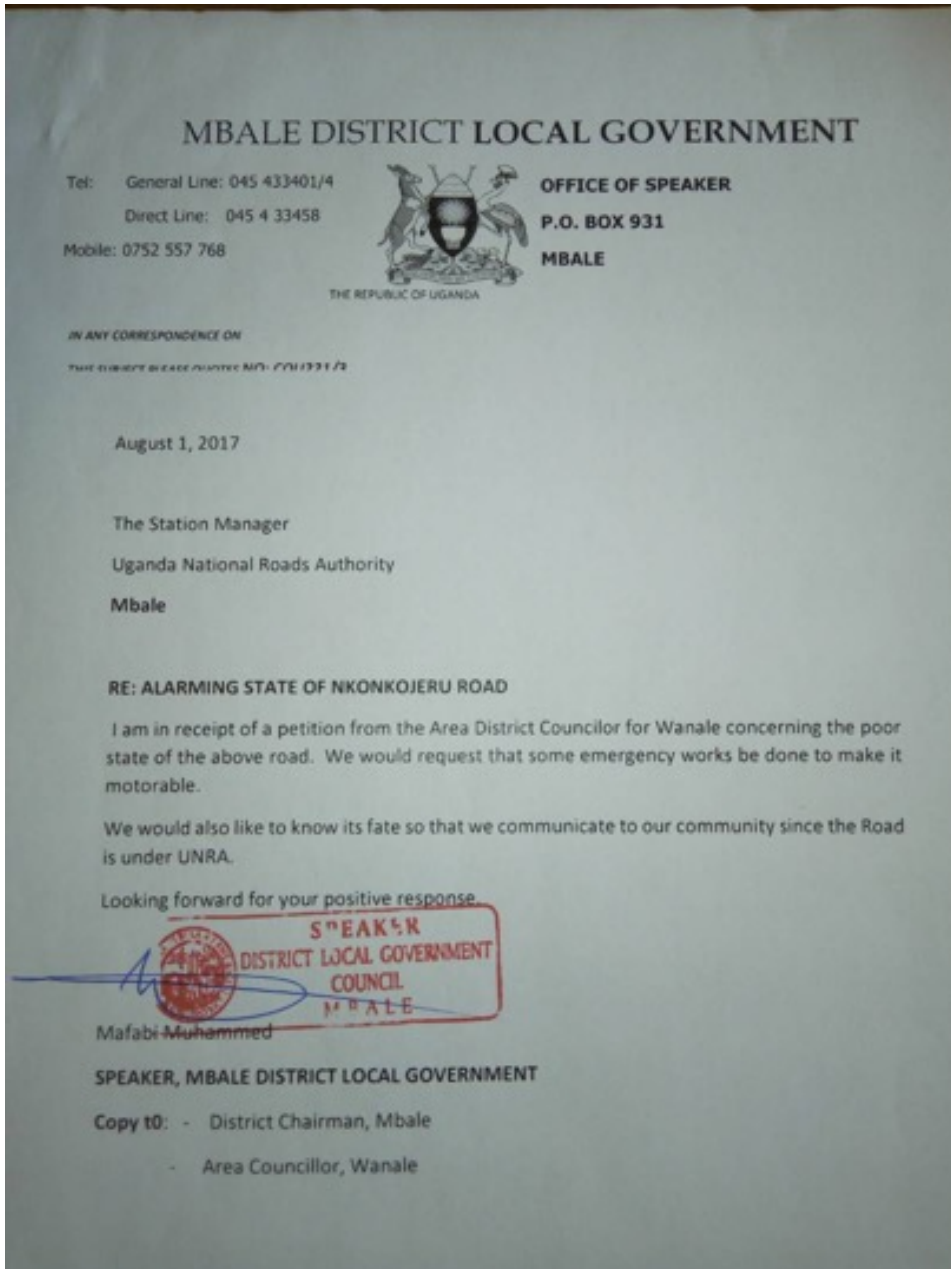


Figure 27: A letter from Speaker, Mbale to UNRA on the citizen letter over the poor state of Nkonkojeru road





## CASE 18: WAKISO DISTRICT

### ***Compensation for victims of stone blasting activities in Kajjansi town council***

#### **Background and the prevailing situation**

In 2015 a Chinese Communication and Construction Company undertook activities to work on the Kampala Express Highway. This involved numerous activities including encroachment onto the residents' land, stone blasting, among others. However, these activities did not go well with the residents of Jjanyi, Ddewe, Ddungu, and Bwebajja as they were affected by the activities. Specifically, the stone blasting activities led to the destruction of property of the residents. Attempts to get compensation from the company were futile for a long time.

#### **The Intervention**

Through capacity building from the ACODE to the councillors, as well as the residents of Kajjansi town council, the residents petitioned Wakiso district council over delayed compensation for their destroyed property. The matter was discussed in council and later the District Executive Committee and other technical officers managed to visit the area to ascertain the magnitude of the destruction caused as shown in figure 28.

*Figure 28: A photo of the onsite visit by members of the District Executive Committee*



*Figure 29: A photo of the negotiations that happened between the residents and a representative from the CCCC over the compensation process (Next to the Chinese national was Hon. Albashir Kayondo)*



### The Outcome

Thereafter, there were meetings between the members of the community and the said company and negotiations kicked off to ensure that the compensation process for the victims begins as shown in figure 29. By March 2017 some of the residents had started to obtain their compensation. At last, a smile could be seen on the faces of the victims of the stone blasting activities by the Chinese Communication and Construction Company (CCCC).

## 2.5 Agriculture Sector

In Uganda, the majority of Uganda's population (68.9 per cent) are still considered to be in the subsistence economy, most of whom are involved in some agriculture (GoU, 2020). The mandate and functions of local governments regarding the provision of decentralised Agricultural services are derived from Part Two of the Second Schedule of the Local Governments Act, Cap 243 under regulation five.

### CASE 19: KALIRO DISTRICT

#### ***Transformed lives: How a letter changed the lives of a group of women in Nawaikoke***

#### Background

In a CEM held on July 11, 2017, facilitated by the ACODE, a group of women in attendance raised a concern about the failure to access agricultural supplies from Operation Wealth Creation (OWC), a government program whose overall

goal is enhancing household participation in commercial agricultural production through community mobilization, equitable and timely distribution of agricultural inputs, and facilitation of agricultural production chains. To achieve this OWC distributes seedlings for various enterprises and heifers among others to farmers and farmer groups. However, some women groups who met the criteria for receiving these supplies were not able to receive anything. This caused agitation among some of the women citing discrimination

### The CEAP process

A Civic Engagement Meeting was held on July 11, 2017. During this meeting facilitated by ACODE in Nawaikoke Parish, Nawaikoke Sub-county, a women's group using the knowledge they had acquired, on July 27, 2017, wrote a letter to the directly elected councillor for Nawaikoke Sub-county and informing him of their displeasure with how seeds were distributed to beneficiaries under Operation Wealth Creation (OWC) programme. Upon receipt of the letter, Hon. Ivan Musasizi contacted the Kaliro district OWC Coordinator on July 28, 2017, who in turn promised to address the women's concerns.

### The Outcome of the letter

Two months after the women's group wrote their letter to their area directly elected LCV councillor requesting to be given maize and coffee seeds, the OWC Coordinator ensured that they receive the supplies. They received 13 Bags of Maize (Corn) seeds equivalent to 130 kilograms; 6 bags of bean seeds equivalent to 60 kilograms. The women beneficiaries were able to plant the seeds that were given. Follow-up by ACODE revealed that the women had harvested and sold their produce and were able to put the money to good use. Some of them started up businesses while some of the women used the money to pay school fees for their children. When we interviewed the directly elected councillor for Nawaikoke Sub-county, Honourable Ivan Musasizi remarked, *"I observed that the income of the women who received maize and beans seeds last year (2017) has greatly improved. Two of the women are now involved in petty trade to boost their income, while the other members of the group used their money to pay school fees for their children. I also discussed with the leaders at the Sub-county and agreed that the same women group should be benefitting from the OWC program every year...As a leader, I would like to thank ACODE for empowering the women of Nawaikoke and I recommend that such initiatives be rolled out to all the communities."*

## CASE 20: BUDUDA DISTRICT

### ***Citizens of Nalwanza, Nakhamosi and Masikye villages Protest being annexed to Bushigayi Town Council in Bududa district***

#### Background to the issue in Nalwanza Sub-county

In 2018, while defining the boundaries of the newly created creating new lower local governments and administrative units, the Bududa district council had made proposals to annex three villages of Nalwanza, Nakhamosi and Masikye to Bushigayi Town Council. Since then, citizens through approaches had made it



clear that they did not want to be included in the boundaries of the town council. One of the objectives of decentralization adopted by Uganda in 1992 was to encourage citizen participation in local governance and the delivery of public services.

The decision by the district council to annex the three villages to Bushigayi Town Council was an indication that local leaders did not consider their involvement (citizens) on matters that concern them as important. In their petition, the citizens raised several critical issues that, some of the issues raised include that they (citizens of the three villages) were not widely consulted by the respective leaders before a decision to annex them to Bushigayi Town Council was made. They also noted that the three villages in Nalwanza formed part of Lutsetshe County while Bushigayi Town Council which annexed them belonged to Bushigayi Constituency. They observed that the three villages had their ancestral linkages to Nalwanza Sub-county and the decision to annex them to Bushigayi Town Council would deprive them of their historical belonging. The annexed villages happened to contribute the biggest part of local revenue to Nalwanza Sub-county and adding them to the Town Council would cause the Sub-county to lose out on local revenue. They observed that the villages in question were hosts to different cultural sites.

### **The Intervention by citizens**

In a community meeting that was held on August 17, 2020, citizens of three villages of Nalwanza, Nakhamosi and Masikye in Nalwanza Sub-county applied knowledge of the CEAP methodology that they had acquired from a CEAP meeting facilitated by ACODE and on their own volition wrote a petition dated August 24, 2020, to Bududa district council protesting the annexure of their villages to the newly created Bushigayi Town Council as shown in figure 30. In their petition, they prayed that the district council rescinds its decision to add these villages to Bushigayi Town Council. That community meeting attracted attendance from citizens of the three villages and some leaders of Nalwanza Sub-county led by the Chairperson LC III Honorable David Weswa who were invited to participate at the meeting and provide technical guidance and direction. The Chairman LC III for Nalwanza Sub-county was selected at the meeting to be the lead petitioner since he had also previously participated in CEAP meetings facilitated by ACODE.

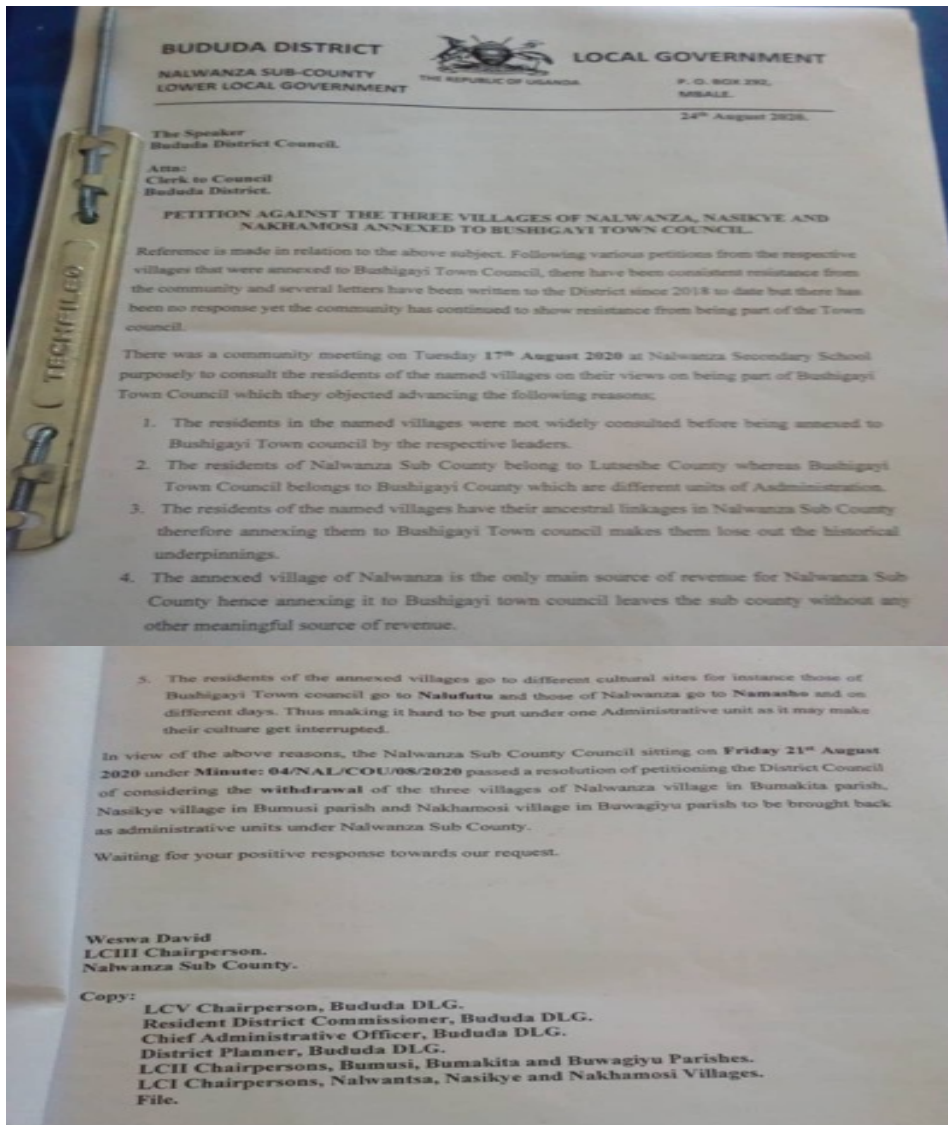
### **The outcome**

In a council meeting for Bududa district council that sat on October 28, 2020, under Minute number *MIN. DLC. 131/10/2020* (See the photo attached) the council resolved that the three cells of Nalwanza, Nakhamosi and Masikye that were annexed to Bushigayi town council be taken back to Nalwanza Sub-county. This decision of the District Council was implemented and by the time of documenting this story the three villages were in Nalwanza Sub-county.

This story from the Bududa district in Eastern Uganda is a demonstration that the CEAP methodology is a powerful tool for civic engagement. Citizens of the three villages in Nalwanza Sub-county who had been empowered with information and skills on how to constructively engage the local government

authorities on issues of public concern mobilized themselves using the Civic Engagement Methodology to raise their concerns with the Bududa District Local Government. Aware that citizens have several options at their disposal to express dissatisfaction regarding the delivery of public services such as demonstrations, the strategy that the citizens of the three villages applied and the response by the district council to address their demand might have averted a possible conflict either among communities or confrontation with law enforcers in case the citizens decided to express themselves through violent means such as riots.

*Figure 30: A copy of the citizen petition demanding that the three villages be withdrawn from Bushigayi Town Council*



## CASE 21: MASINDI DISTRICT

### ***Citizens of Kinywamurara, Nsambya villages secure a better school infrastructure***

#### **Background and problem**

Kinywamurara and Nsambya villages are located in Bikonzi parish, Bwijanga Sub-county in Masindi district. Most of their children in these communities go to Kinywamurara Primary School. This school has had insufficient classroom blocks and teachers' quarters. The school was found to have an enrolment of 786 pupils with only 6 classroom blocks. A female participant narrated during the CEMs that during the rainy season P.1 Class usually suffer from rains and this continued to raise eyebrows of the community members.

#### **The Intervention**

The Chairperson of the School Management Committee (SMC) together with L.C.I chairpersons mobilized the communities and engaged the two Councillors on the said subject matter with a lot of hopes of securing a better school infrastructure for the pupils. In November 2016, the community in these villages were excited when the directly elected Councillor for Bwijanga Sub-county led a delegation of the standing committee of the District Council on social services committee to visit the school and ascertain the challenges affecting the school. The officials together with the Headteacher of the school met and agreed to call for a Parents Teachers Association (PTA) general meeting so that the community is engaged on some issues affecting the school. In Jan 2017, the Headteacher together with Chairperson SMC again called for a PTA meeting that was attended by the two district Area Councillors and the District Inspector of schools among others. In the same meeting, the directly elected Councillor was tasked to lobby and give feedback within one month. About 2 months from the date of the meeting, the community had not received any response from the district Councillor and yet the situation at the school was worsening with their children continuing to study in a poor environment.

#### **The Outcome**

On Friday, April 28, 2017, the Chairperson L.C.I of Kinywamurara convened another consultative village meeting to resolve the matter since no feedback was coming from the district leadership. During the meeting, a committee was formed comprising the representatives from L.C.I Executives of four villages and two opinion leaders. In the meeting, it was resolved that a notification letter be written to the Chief Administrative Officer (CAO) by the committee and be taken to the concerned office within one week. Within two weeks the committee had received a response letter from CAO's office instructing the Chairperson L.C.I in consultation with the area Councillor to organize a general meeting where he promised to come along with the District Chairperson and the Standing Committee for Social services to address the community about the matter. On May 24, 2017, the District Chairperson, CAO, Social Services Committee, District Education Officer attended the community meeting and assured the community that a two-classroom block would be constructed at Kinywamurara Primary

School in the FY 2017/18. The 2 classroom block at Kinywamurara Primary School was constructed in FY2017/18 as promised.

## CASE 22: APAC DISTRICT

### **Youth of Abongokongo village mobilize to maintain the road from Abongokongo to Ayumi parish**

#### Background and the problem

Abongokongo village is located in Ayago parish which lies approximately 25 kilometres southwest of Akokoro Sub-county headquarters and approximately 35 kilometres from Apac district headquarters. It is a far-off village in the remote part of Akokoro Sub-county. The village is very isolated from other villages of Akokoro Sub-county because of the poor state of the community access road network that connects the village to the rest of the Sub-county. The poor state of the road made it difficult for the villagers to access other services within Ayago parish such as health services, education services, water and sanitation services as well as markets for agricultural produce for the farmers among others. A male elderly resident of the area noted that Abongokongo to Ayago community access road measuring four kilometres is inaccessible especially during rainy days. He expressed that *"...the road is full of potholes, which floods all over whenever it rains"*. Another member of the community also noted that the poor road network had limited development in his area. In his remarks, Otim said that *"...we cannot do commercial businesses since we can't get goods from our central business area in Ibuje due to the poor road and yet there is no other centre near our village where we can purchase goods from..."* In his remarks during the Civic Engagement Meeting (CEM), a resident of Abongokongo village reiterated that the road connecting Abongokongo village to Ayumi trading centre was narrow, bushy and had never been graded ever since the community opened it long ago. He further noted that "People are very many in Abongokongo village, we practice agriculture for a living however when we harvest our crops, we face challenges in transporting our produce to the market", Another participant noted that whenever it rained the road would be impassable and children would find it difficult to access Abongokongo primary school. Another participant supplemented by stating that *"...whenever it rains, we cannot access the Sub-county headquarters of Ibuje and all the associated service centres like Ibuje health centre III..."* This same statement was reechoed by several youths of Abongokongo village.

#### The Intervention

On November 9, 2018, a team of ACODE and district-based researchers held a CEM meeting at Abongokongo primary school organized by the Deputy Head Teacher of the School as shown in figure 31. In this meeting, the challenge of the poor state of the community access roads emerged as the most pressing service delivery need of the community.

*Figure 31: Participants of the CEM at Abongokongo village. (Right, in a white shirt), the area councillor responding to some of the service delivery issues that were raised during the meeting*



During the CEM, the youth suggested that they would use a community meeting as a strategy to address the poor road network in Abongokongo village. In their action plan, the youth suggested that they would convene a youth meeting on November 13, 2018, to discuss the best possible steps to follow to address the road problem. On November 19 and 20, 2018, the youth of Abongokongo village, armed with sharp tools such as axes, hand hoes, “pangas”, slashers among other tools, started community service by clearing and slashing bushes along the inaccessible Ayumi to Abongokongo road as a temporary measure to address the road problem in their area as shown in figures 32 and 33.

*Figure 32: The youth of Abongokongo village Clearing the road linking Abongokongo to Ayumi parish*





*Figure 33: The youth group after clearing a section of the road pose for a group photo*



## **CONCLUSION.**

Citizen engagement provides a great potential for citizen participation in the design and implementation of government programmes. It also provides an opportunity for citizens to actively demand better services and accountability from local government authorities and elected leaders. This, therefore, requires that citizens are empowered with the necessary tools to exercise this power. Over time evidence has shown that the CEMs and CEAPs have not only empowered citizens to articulate their service delivery needs but also helped them to prioritize their needs given the limited resource needs in local governments and the ever-growing service delivery demands.

## ABOUT ACODE

The Advocates Coalition for Development and Environment (ACODE) is an independent public policy research and advocacy think tank based in Uganda. ACODE's work focuses on four programme areas: Economic Governance; Environment and Natural Resources Governance; Democracy, Peace and Security; Science, Technology and Innovation. For the last eight consecutive years, ACODE has been ranked as the best think tank in Uganda and one of the top 100 think tanks in Sub-Saharan Africa and globally in the Global Think Tanks Index Report published by the University of Pennsylvania's Think Tanks and Civil Societies Program (TTCSP).



**Advocates Coalition for Development and Environment (ACODE)**

Plot 96, Kanjokya Street Kamwokya

P. O. Box 29836, Kampala UGANDA

Tel: +256 (0) 312812150

Email: [acode@acode-u.org](mailto:acode@acode-u.org)

Website: [www.acode-u.org](http://www.acode-u.org)

With support  
from

