‘We have never come across a partner like Tearfund before; Tearfund journeys with us and our relationship is one of partnership rather than receiver and giver. With Tearfund’s support we have made strides towards realising our vision for holistic change.’

JANE ACHALOI, CCM MANAGER, PENTECOSTAL ASSEMBLIES OF GOD
WHOLE-LIFE TRANSFORMATION: MOBILISING THE LOCAL CHURCH AND COMMUNITY IN UGANDA

The local church has enormous potential to bring about transformation in the community. Over the last 10 years Tearfund has been inspiring and equipping churches in Uganda to touch many aspects of people’s lives through the church and community mobilisation (CCM) process. From small beginnings, CCM is now an integral feature of many of the country’s churches.

REASONS FOR OUR RESPONSE

Over the last 10 years Uganda has seen economic growth, political reform, and a halving of the number of people living in extreme poverty. However, these gains have been fragile and many households remain vulnerable to poverty. Between 2006 and 2009, for every three Ugandans who were lifted out of poverty, two fell back in.

The changing climate is leading to irregular rainfall and drought, preventing people from being able to generate enough food and income to support their families. Uganda also has one of the highest population growth rates in the world, placing great strain on the country’s natural resources and basic services, which are already weak and under-resourced.

As a result it is hard for the poorest to access good quality education and healthcare, causing children to miss out on education and leading to high incidences of life threatening but preventable diseases, such as malaria and HIV.

Poverty is highest in northern and eastern Uganda, where the total number of people living in poverty increased from 68 per cent in 2006 to 84 per cent in 2013. This region has been most severely impacted by the changes in climate, and conflict between the Lord’s Resistance Army and the government, which has displaced over a million people. Since the conflict ended in 2008 it has taken a long time for people to rebuild their lives. Thousands continue to live with the trauma of what they have seen.

In response, Tearfund has been inspiring and training churches in Uganda to play a role in meeting the needs of their communities. This builds on the unique position of the church as a trusted and respected institution, with local expertise and knowledge, wide scale and reach, and a faith-based motivation for serving others.

Through the church and community mobilisation (CCM) process, churches are envisioned to understand their role and calling to contribute to whole-life transformation in their community. With Bible studies, facilitation, training and mentoring, churches are empowered to work with their neighbours to identify key issues in the community and mobilise their own resources to address them together.

Research tells us that CCM is unlocking the potential of churches, communities and individuals to be agents of change and provides a sustainable model for them to start overcoming the vulnerabilities they face.

The success of this work shows what an important role the local church has to play in touching all aspects of people’s lives – from social and emotional dimensions, including building self-confidence and community relationships, to physical and economic aspects, such as improving health and people’s ability to provide for their families.

Tearfund’s CCM work in Uganda has also been a shining example that teams and churches in other countries have learned from, to scale and replicate this work in their own contexts.

OUR WORK IN UGANDA

CHURCHES ENVISIONED
 Churches envisioned to work with their communities to address the problems they face through CCM.

COMMUNITIES DEVELOPED
 Churches and communities working together to improve access to safe water and sanitation, increase food security and improve understanding and treatment of HIV.

POLICIES CHANGED
 Churches and communities supported to identify public policy issues, such as gaps in government services, and to lobby their national and local government officials, leading to improvements in health, water and education.

DISASTERS RESPONDED TO
 Support given to refugees fleeing to Uganda from the Democratic Republic of Congo (DRC) and South Sudan, and to those affected by neglected diseases in the north.

COUNTRY PROFILE

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>POPULATION</td>
<td>30M</td>
<td>41M</td>
</tr>
<tr>
<td>LIFE EXPECTANCY</td>
<td>52Y</td>
<td>59Y</td>
</tr>
<tr>
<td>HUMAN DEVELOPMENT INDEX</td>
<td>0.442</td>
<td>0.493</td>
</tr>
<tr>
<td>FRAGILE STATES INDEX</td>
<td>21ST</td>
<td>23RD</td>
</tr>
</tbody>
</table>

Data obtained from the World Bank (data.worldbank.org), "1 = most developed, "1st = most fragile
In 2001, Tearfund introduced CCM to Uganda through local partner Pentecostal Assemblies of God (PAG). Church leaders were trained to inspire and mobilise their churches to work with the local community to take practical, positive actions to address the issues they faced, using their own resources. An external evaluation at the end of the pilot found that CCM had a profound effect on people’s confidence and commitment to transform their situations, and helped to strengthen community relationships.

The CCM process gained a reputation in Uganda as an effective model of community-led development, and the pilot grew from six to 1130 churches by 2008. The Anglican Church of Uganda adopted the process in 2011, training pastors in five dioceses, reaching another 70 churches.

In 2011, Tearfund commissioned research to understand more about the impact of CCM on the communities where PAG had been working. CCM households were found to have significant improvements in their quality of life, including improved health, livelihoods and community participation.

To enable the communities doing CCM to incorporate new activities and technical skills into their community projects, Tearfund ran a capacity enhancement project, between 2012 and 2015, including business training, livelihood skills and sustainable agriculture techniques. Many new income-generating activities were started as a result.

However, for many poor communities their own resources are limited. So in 2012 Tearfund integrated advocacy training into the CCM process, teaching local communities about their entitlements and giving them social accountability tools to help them identify and access local government resources to address their development needs.
CCM advocacy training. The results confirmed that the church is uniquely placed to build a bridge between local communities and local governments, to help communities draw down government resources, because of the trust both sides have in the church.13

6. CCM SCALE-UP
By 2015, CCM had become an embedded model for community development in 300 churches in Uganda, with very effective results: ‘CCM changes people’s mindsets, from thinking they cannot be empowered, to realising that they can do things themselves. It’s a lifestyle that allows the church to fulfil its vision for holistic work in the community,’ reflects Jane Achaloi, CCM Manager for PAG.

7. NEW RESEARCH METHODS
In order to measure the holistic impact of CCM in a more robust way, Tearfund trialled a new methodology called the ‘Qualitative Impact Assessment Protocol’ (QuIP) in 2016 (see case study). The church and CCM came out as the most significant drivers of holistic change in people’s lives, demonstrating the continuing success of the CCM process and the importance of engaging with churches and faith leaders in development work.14

8. INSPIRING OTHERS
Tearfund hosts international gatherings to inspire and train influential leaders worldwide to stand up against poverty and injustice in their communities. In 2016, Tearfund held a gathering in Uganda, with 122 church and community leaders, from 14 countries. At the end of the gathering, the participants committed to finding ways to bring about transformation in their contexts, starting small and dreaming big.15

Photos (left to right): Charlotte Flowers, Layton Thompson, Andrew Philip, David Cavan/Tearfund
Experience tells us that the church and community mobilisation (CCM) process impacts people’s lives in a holistic way, touching many dimensions including relationships, livelihoods, physical health, emotional health and spiritual life. Tearfund calls this ‘whole-life transformation’. Unlike traditional development projects, with set activities, in CCM the church and community decide and lead their own initiatives, meaning that change is more organic and can be challenging to measure.

**QuIP: A NEW METHODOLOGY**

Tearfund has been collaborating with Bath Social and Development Research Ltd on a research methodology called the ‘Qualitative Impact Assessment Protocol’ (QuIP). The methodology is the product of the Assessing Rural Transformations work at the University of Bath funded by the UK government between 2012 and 2015.

QuIP provides a straightforward and cost-effective mechanism to ask intended beneficiaries about significant drivers of change in their lives and to analyse and present the data collected. The methodology offers Tearfund a robust approach for independently measuring the extent to which CCM is bringing about whole-life transformation.

In October and November 2016 Tearfund used the QuIP methodology with households who had been trained in CCM by Tearfund’s partners, Pentecostal Assemblies of God (PAG) and the Anglican Church of Uganda (CoU), in the districts of Kitgum, Soroti and Serere. Forty-eight households were selected at random from four fieldwork sites to take part in the research.

Semi-structured interviews and focus group discussions were used to find the key drivers and outcomes of change in people’s lives over the previous five years, with respect to a range of dimensions, including food security, assets, environment, relationships, health and faith, based on Tearfund’s LIGHT wheel framework (see introduction).

Crucially, to avoid project-bias, both the respondents and researchers were ‘blindfolded’ so that they did not know who had commissioned the research. This provided an independent and more reliable reflection of impact since respondents were free to attribute change to any source.

The qualitative feedback gathered was then coded to give a quantitative reflection of the most common changes and most significant drivers of change in people’s lives.

**EVIDENCE OF WHOLE-LIFE TRANSFORMATION**

The QuIP results came back with clear evidence to suggest that CCM is having a positive impact on people’s lives across a wide range of dimensions. Seventy-five per cent of respondents reported that their overall wellbeing had improved over the last five years and 52 per cent of households cited CCM as a positive driver of change.16

Many respondents had seen an improvement in their material assets, livelihoods, and capabilities. However, the most often cited improvements were in the softer areas of life, such as increased sense of empowerment and self-worth, improved community relationships, and hope for the future.

Eighty-three per cent of informants said that community relationships and decision-making had improved over the past five years, anti-social behaviour had reduced, and tolerance and equality had increased.

**WHAT CONTRIBUTED TO CHANGE?**

Tearfund’s local church partners, and their CCM programmes, were ranked by participants as the most valued external organisations in the area.

Embedded and trusted among the community, the local church is well placed to influence changes in relationships, attitudes, and behaviours, which is key for changing the cultural and social practices that drive community and individual wellbeing. This demonstrates the need for development programmes to engage with local faith groups and consider change holistically.

**EXTERNAL ACCREDITATION**

At a Tearfund Talk event in March 2017, James Copestake, Professor of International Development at the University of Bath, and originator of QuIP, praised Tearfund’s commitment to gathering credible evidence:

‘The QuIP study demonstrates that Tearfund aspires to being both a faith-based and an evidence-based organisation: committed enough to learning and to self-improvement to expose its most treasured actions and assumptions to independent reality checks’.

The QuIP results will be used to enable communities and partners to improve practice and leverage more impact in the future. Tearfund is applying for funding to replicate the methodology in other countries where we and our partners are actively engaged in CCM.
’If another big drought hit, it wouldn’t be like before, ample food would still be available within the community since some farmers have greatly increased their production and we have savings from previous years...we are much more secure now.’

PARTICIPANT FROM TEARFUND’S DISASTER RISK REDUCTION TRAINING, MALAWI
58. ACAPS (2016) Haiti - Special Reports www.acaps.org/country/haiti/special-reports
67. Ibid
68. Tearfund (2013) Syria Appeal Real-Time Review
69. ACAPS (2016) Iraq Key Figures www.acaps.org/country/iraq
74. UNHCR (2017) Humanitarian Response Plan Iraq
75. Markus G (2016) Operation Safe Passage – Refugee and Migrant Relief in Greece
80. Eco Church is an A Rocha UK initiative that Tearfund supports. To find out more see ecochurch.arocha.org.uk
Following Jesus where the need is greatest