Project Title: Repositioning the NGO Quality Assurance Certification Mechanism (QuAM) to promote Civil Society Accountability in Uganda.

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To: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH (GIZ)

From: Development Network of Indigenous Voluntary Association (DENIVA)

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# ABBREVIATIONS

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<th>Abbreviation</th>
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<tr>
<td>DENIVA</td>
<td>Development Network of Indigenous Voluntary Associations</td>
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<td>UNNGOF</td>
<td>Uganda National NGO Forum</td>
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<td>QUAM</td>
<td>NGO Quality Assurance Mechanism</td>
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<td>CUSP</td>
<td>Civil Society in Uganda Support Programme</td>
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<td>CSO</td>
<td>Civil Society Organization</td>
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<td>NGO</td>
<td>Non-Governmental Organization</td>
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<td>CBOs</td>
<td>Community Based Organizations</td>
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<td>INGOs</td>
<td>International Non-Governmental Organizations</td>
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1.0 EXECUTIVE SUMMARY

Development Network of Indigenous Voluntary Associations (DENIVA in partnership with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH carried out a project to reposition the NGO Quality Assurance Certification Mechanism (QuAM) to promote civil society Accountability in Uganda from 1st February to 31st August 2019. The project worth Uganda shillings 170,076,336 enabled DENIVA to implementation of QuAM reforms.

QuAM is a self-regulation mechanism developed and administered by and for the NGOs in Uganda to a generally accepted standards and ethical conduct. The QuAM initiative was spearheaded by DENIVA and UNNGOF and is hosted by DENIVA. QuAM was established in 2006 and therefore there was need to review it so that it fits within the civil society environment that is ever changing.

In the first month of the project, meetings were held between the QuAM Secretariat and the QuAM Council, the governing body of QuAM to seek ways on how to best implement the project. The QuAM council and the steering committee met at the secretariat offices in Muyenga and agreed on how to progress with the project implementation.

The project therefore kicked off with the assessment of 32 organizations in West Nile, Kigezi and central regions of Uganda. After that, the QuAM Council met for two days at the secretariat to certify the assessed organizations and a total of 25 were awarded QuAM certificates during the National QuAM Assembly that took place on July, 25th 2019 at Imperial Royale Hotel, Kampala.

The secretariat alongside the representatives from GIZ also carried out regional consultations with civil society organizations from across the country. The consultations were held to review and modify QuAM. The reports from the regional consultations were presented during the retreat of the two boards of QuAM promoters (DENIVA and UNNGOF) and the QuAM council at Golf Course View Hotel, Entebbe. A number of resolutions were passed at the retreat, which were then presented to the National QuAM Assembly for consideration and approval.

The repositioning of QuAM also came along with the establishment of a new QuAM website and publishing various materials. These were; Assessment tools (100), Application forms (200), posters (200), flyers (200) and pull ups (2). The project also contributed to DENIVA’s administrative costs. In addition, the report captures the project’s key achievements, challenges and recommendations.

DENIVA is hereby expressing gratitude to GIZ for the financial and technical support to QuAM. Based on this support, DENIVA has revived QuAM, after about three years of limited activity. This support that enabled the development of the QuAM reforms has been very instrumental in laying a strong foundation for the future of QuAM and thereby making a major contribution to the credibility of the NGO sector. The revival of QuAM has been applauded by various stakeholders, especially the NGOs that participated in this project.
2.0 PROJECT ACTIVITIES

2.1 Four Regional Consultations to Review and Modify QuAM

DENIVA/QuAM secretariat carried out four regional consultations on QuAM reforms in the West Nile, Eastern, Northern and Western regions of Uganda. A total of 72 participants representing 72 NGOs attended the consultation meetings during the month of April 2019.

During the consultations, there was a review of the QuAM structure, systems and processes as well as the alignment of the QuAM Assessment tool to the Global Standard. According to participants the QuAM Assessment Tool should be restructured to address the needs of NGOs and civil society context that is ever changing.

The participants observed that QuAM was not widely spread and pledged to sensitize their member organizations about QuAM. With the revived QuAM, there will be prompt feedback after assessment and the QuAM committees will be knowledgeable and experienced about the civil society sector.

Since most NGO networks have their membership rooted in community based organizations, the participants proposed the development of quality standards for community based organizations.

A participant makes reference to the QuAM Assessment Tool during one of the regional consultations
2.2 Retreat for Board of Directors of QuAM Promoters (DENIVA and UNNGOF) and QuAM Council to Review the QuAM Framework.

The Boards of Directors of Development Network of Indigenous Voluntary Associations (DENIVA) and Uganda National NGO Forum (UNNGOF) met with the QuAM Council on 27th and 28th May 2019 at Golf Course View Hotel Entebbe to review QuAM reforms and discuss ways on how to promote QuAM. The two days meeting entailed discussions on the status of QuAM, presentations of the draft revised QuAM tool and reports from the regional consultations on QuAM. The retreat was therefore beneficial in creating a reflection moment to seek ways on how to carry the mechanism forward. The following are the resolutions of the retreat.

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| 1 Legal status of QuAM (registration) | a. QuAM should be registered as a trademark and its tools registered with URSB and with the National Bureau for NGOs.  
b. The promoters of QuAM should get together to conclude on the legal status of QuAM with the legal team within one month from 29th May 2019. |
| 2 QuAM Assessment Fees (Prescribed fees) | The District NGOs: 100,000 UGX  
Regional NGOs: 150,000UGX  
Regional Network NGOs: 200,000 UGX  
National NGOs: 300,000 UGX  
Regional/International NGOs: 500,000UGX |
| 3 Composition of the National QuAM Assembly | This will be composed of only QuAMed organizations |
| 4 Determination of the QuAM council Chair-person and vice Chair | This will be eminent and independent persons in Uganda. The following names were proposed;  
| 5 Number of QuAM promoters | The two lead promoters should be maintained and all the QuAMed organizations will ultimately become promoters |
| 6 Hosting QuAM secretariat | The hosting of QuAM secretariat will be rotational with guidelines starting with the lead promoters. However the guidelines of hosting the QuAM secretariat should first be developed before this can begin. The guidelines should be developed within one month from 29th May 2019. |
| 7 Criteria for selection and replacement of members of the regional QuAM committees | A guideline for the selection and replacement of the regional QuAM committee will be developed. There will be a meeting with the District QuAM Committees to develop this guideline. This should be done within 3 months from 29th May 2019. |
| 8 Mentioning non-partisan Agenda on Assessment form | The word non-partisan agenda on the QuAM Assessment should be maintained. This is because Section 44 of the NGO act is clear that we must not be partisan(Quote) |
2.3 National Dialogue on NGO Accountability and the Shrinking Civic Space

On 16\textsuperscript{th} November 2018, DENIVA organized a National Dialogue on the importance of dynamic accountability for a credible civil society in light of the shrinking civic space at Hotel Protea, Kampala. The aim of the dialogue was to promote civil society accountability by showcasing initiatives from the region and around the globe to advance the understanding of dynamic accountability.

A total of 85 participants inclusive of civil society organizations, donors, government and the media attended the event that comprised of; (a) a Public dialogue on the Importance of dynamic accountability for a credible civil society in the context of the shrinking civic space, (b) The launch of the Global standard for Civil Society Organizations Accountability and (c) Consultations on the QuAM reforms and roadmap.

Participants of the National Dialogue pose for a group photo after the launch of the Global Standard for CSOs Accountability in Uganda
2.4 QuAM Assessment and Certification of 32 NGOs

The QuAM assessment exercise took place from 3rd - 29th March 2019 in West Nile, Kigezi and Central Regions. DENIVA/QuAM secretariat facilitated the QuAM Regional Committees and a representative of the QuAM Council to assess the organizations.

During the course of the exercise, the QuAM teams were able to reach consensus with host organizations on areas of strengths and those which needed improvement. Some organizations were applying for the first time while others were renewing their certificates that had expired.

The target was to assess 30 organizations with an aim of awarding certificates to 20 organizations. However, we are glad to report that 32 NGOs were assessed and 25 of them received QuAM certificates.

The QuAM Council met at DENIVA offices from 27th - 29th March 2019 and carried out the certification of the 32 assessed organizations. The meeting resolved to offer 25 NGOs QuAM certificates out of the 32 NGOs that were assessed. A total of six NGOs were offered Advanced certificates, ten standard certificates and nine provisional certificates.

Rev. Borald Matovu, a QuAM Council Member during the verification exercise of one of the assessed organizations.
2.5 National QuAM Assembly/ QuAM Award Ceremony

Twenty five NGOs were awarded QuAM certificates during the National QuAM Assembly that took place on 25th July 2019 at Imperial Royale Hotel in Kampala. The NGOs that received the QuAM certificates were part of the 32 that were assessed in March 2019. Participants included QuAMed organizations, representatives from government/ National Bureau for NGOs and development partners.

Out of the 25 organizations that were awarded the certificates, six received Advanced QuAM Certificates, ten received Standard QuAM certificates and nine received Provisional QuAM certificates. Subsequently, these certified NGOs become members of the National QuAM Assembly and will also be responsible to promote QuAM.

During the National QuAM Assembly, there was a presentation on the QuAM reforms and future plans for QuAM. The Assembly was able to approve the recommendations from the regional consultative meetings and the retreat of the Boards of the promoters concerning QuAM reforms. These informed the following publications that were developed namely; QuAM Assessment tool, QuAM flyer/brochures, QuAM posters and QuAM Assessment Form.

The term for the previous QuAM Council is due to expire in September 2019 and therefore election of new Council Members took place for three representatives. These were representatives of Eastern and Northern regions, central and western regions and from thematic networks. The following persons were elected; Swadik Abass, Rev.Borald Matovu and Goretti Amuriat.

Some of the organizations that received the QuAM certificate pose for a group photo during the QuAM Award ceremony at Imperial Royale Hotel, Kampala
A representative of one of the QuAMed organizations testified on how QuAM has been beneficial to his organization.

Robert Kakuru the Executive Director of KICK-U said QuAM helped his organization to get donors. KICK U started in 2006 as a small organization hosted by Kabale civil society forum to fight corruption. In 2010, the organization was lucky to get support from DENIVA and UNNGOF to carry out monitoring of health service units and schools. KICK U managed a budget of 4 million that was given to them by NGO Forum in 2013. The organization was also awarded a sub-grant by DENIVA and NGO Forum on civic education in 2015. These enabled them to recruit a finance officer who helped them to put financial regulations and also manage their finances.

It is after this that KICK-U found themselves ready to apply for a provisional QuAM Certificate that was awarded to them. This certificate earned them 800 million from DGF after they found out that KICK-U had a QuAM certificate and good internal mechanisms in place. This initiative marked the beginning of a great relationship between KICK-U and the donors as other donors started coming in. Therefore KICK-U that was previously managing a budget of 4 million now manages 1.5 billion.

Ever since then KICK-U has believed in the QuAM mechanism as a tool that has enhanced its credibility and has continued to apply for the QuAM certificate. From a provisional QuAM certificate, KICK-U applied for a standard certificate that was also awarded to them. During the National QuAM Assembly, KICK-U was one of the recipients of the advanced certificate. The QuAM tool has also enabled the organization to get a certificate from Ministry of internal Affairs after they were impressed with the way how they ran their organization.
2.6 Publications, QuAM Website and Contribution to Administration Costs

The following publications were purchased during the execution of the project; 100 QuAM Assessment Tools, 200 Application Forms, 200 QuAM Posters, 200 QuAM Flyers/Brochures and two pull up stands. These were very instrumental for the branding and visibility of QuAM while carrying out the project activities. In addition, the QuAM website (www.quamuganda.org) was created and information uploaded on a regular basis. The project also contributed to DENIVA’s administrative costs.

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Hon. Dr. Miria Matembe, former Minister of Ethics and Integrity, was one of the participants of the National Dialogue on Dynamic Accountability that was held in November 2018, stressing the need for a credible civil society.

3.0 KEY ACHIEVEMENTS

3.1 A total of 32 organizations from West Nile, Kigezi and Central regions of Uganda underwent a QuAM Assessment process. Out of these, 25 were awarded QuAM certificates and for those who were not successful, they were advised on how to improve
3.2 A total of 72 organizations were consulted on the QuAM reforms and also sensitized about QuAM in Eastern, Northern, western and west Nile regions. These organizations pledged to promote QuAM to their stakeholders and other NGOs.

3.3 The following were the results of the reformed QuAM: QuAM Assessment Tool, Revised QuAM structure, processes and systems. A website for QuAM was also created. This has eased information sharing between the QuAM secretariat and stakeholders.

3.4 The global standard for civil society organizations accountability (Global Standard) was launched during the national dialogue on the importance of dynamic accountability for a credible civil society in light of the shrinking civic space.

3.5 Three members of the QuAM Council were elected during the National QuAM Assembly and the remaining four will be nominated by the QuAM promoters.

3.6 The project provided an opportunity for the QuAM promoters (DENIVA and UNNGOF) to have a common position towards QuAM and strengthened their partnership.

3.7 QuAM was able to showcase its achievements for the last 12 years and thereby attract more good will from civil society and government and development partners.

The QuAM Secretariat and the verification team with staff of Arua District NGO Network, that mobilized NGOs in the region to be QuAM certified.
4.0 CHALLENGES

4.1 During the regional consultations, it was noted that most organizations have limited information on QuAM. Therefore, the need for more awareness and sensitization to ensure a buy-in and ownership of QuAM.

4.2 There are some organizations that are not able to pay the QuAM fees, which is a requirement to undergo the QuAM Assessment.

4.3 The QuAM secretariat is not fully-fledged as there are positions that are still vacant.

4.4 Some NGOs are reluctant to subject themselves to the QuAM Assessment and there is need to stress the benefits that accrue from being QuAMed.

4.5 There is inadequate financing of QuAM activities. There is need for a resource mobilization and sustainability strategy, focusing on NGO contributions to be developed.

5.0 RECOMMENDATIONS AND WAY FORWARD

5.1 The electronic version of the QuAM Assessment tool will be developed. The QuAM secretariat should create a social media platform for QuAM. QuAM should be marketed by all QuAMed organizations.

5.5 There should be documentation of QuAM success stories to inspire other organizations to get QuAMed.

5.6 The QuAM Promoters, QuAM Council and regional organizations’ representatives will develop the Terms of reference for regional QuAM Committees.

5.7 A new QuAM Strategic Plan should be developed for 2021-2025. This should be based on the review of the current Strategic Plan.

5.8 For purposes of sustainability, QuAM should be supported by NGOs as a sector and development partners can supplement that. A resource mobilization and sustainability strategy should be developed.

DENIVA representatives receiving the QuAM Certificate from Ms. Ricken
5.9 A study that will look specifically on self-regulation for community based organizations should be commissioned. The proposed approach and tool should be presented at the next QuAM National Assembly.

5.10 QuAM regional coordination organizations should be established in 14 regions of Uganda.

5.11 A civil society sector review should be organized for NGOs to interface with government, development partners and other stakeholders.

5.12 There should be an independent assessment of QuAM and QuAMed organizations to ascertain if what is measured by QuAM is what makes the right judgement for quality organizations.

5.13 The QuAMed organizations should develop improvement plans and an independent consultant/firm should be contracted to rebuild their capacity.

5.16 QuAM should continue to be part of eastern Africa and global initiatives to strengthen accountability mechanism for NGOs in light of the shrinking civic space.

These are among the QuAMed NGOs in Uganda that attended the National QuAM Assembly and witnessed the award ceremony of 25 NGOs received their certificates, at Grand Imperial Royale Hotel, Kampala, Uganda. The event took place on 25th July 2019.
6.0 ORGANIZATIONS THAT RECEIVED A QUAM CERTIFICATE DURING THE 8TH QUAM AWARD CEREMONY ON 25TH JULY 2019 AT IMPERIAL ROYALE HOTEL, KAMPALA.

Category A: Advanced Certificates
1. Community Empowerment For Rural Development (Ceford)
2. Rural Initiative For Community Empowerment (Rice)
3. Kick Corruption Out Of Uganda
4. Uganda National Ngo Forum
5. Partners In Community Transformation
6. Cultural Foundation Of Uganda (Ccfu)

CATEGORY B: STANDARD CERTIFICATES
1. Approaches To Rural Community Development (Arcod)
2. Community Development Initiative
3. Koboko Civil Society Network (Kocisonet)
4. Nutri Care International
5. Caritas Arua Diocese
6. Munguchi Medical CEntre
7. African International Christian Ministry
8. Development Network Of Indigenous Voluntary Associations
10. Rural Action Community Based Organisation (Racobao)

CATEGORY C: PROVISIONAL CERTIFICATES
1. Community Organization For Rural Enterprise Activity Management (Cream)
2. Community Empowerment And Rehabilitation Initiative For Development
3. Here Is Life (Hil)
4. Community Development Network Uganda (Codnet)
5. Centre For Economic Empowerment Uganda
6. Participatory Rural Action For Development (Praford)
7. Kyamulibwa Anti-Aids Program (Kap)
8. Uganda National Renewable Energy And Energy Efficiency Alliance
9. Women Of Uganda Network (Wougnet)