



**DEVELOPMENT NETWORK OF INDIGENOUS VOLUNTARY ASSOCIATIONS  
(DENIVA)**

**ANNUAL REPORT**

**2019**



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## ACRONYMS

QuAM	Quality assurance Mechanism
DENIVA.	Development Network of Indigenous Voluntary Associations
UNNGOF	Uganda National NGO Forum
CSOs	Civil Society Organizations
FHRI	Foundation for Human Rights Initiative
RAG	Regional Advisory Group
GNDR	Global Network for Disaster Reduction
NCO	National Coordinating Countries
DRR	Disaster Risk Reduction
OSIEA	The Open Society Initiative for Eastern Africa
NGOs	Non-Governmental Organizations
GIZ/CUSP	Civil Society in Uganda Support Programme

## 1.0 CHAIRPERSON'S REMARKS



***Rose Mary Taaka, Acting Chairperson DENIVA***

This Annual report has detailed information on the activities that we were able to carry out in 2019. I hope that you will enjoy reading and learn from it.

In 2019, we had a lot of activities that we carried out. As the host of the NGO Quality Assurance Certification Mechanism (QuAM), I am glad to inform you that we have a revised QuAM form aligned to the global standard tool. We hope that this revised QuAM form will go ahead to enhance the credibility of the civil society sector. We therefore call upon all civil society organizations to embrace the form and use it to put their houses in order.

We would like to thank our member organizations that are spread throughout the country. DENIVA as a network organization carries out implementation through member organizations and we applaud our member organizations for partnering with us in executing a number of activities. We hope that we can continue to work together in the coming years. Therefore I would like to urge our member organizations to pay their annual subscription fees so as to be part of our activities and also benefit from our civil society strengthening programs among others.

I would also like to thank all our friends, well-wishers and development partners like the GIZ/ Civil Society in Uganda Support Program (CUSP), Global Standard, Global Network for Disaster Reduction (GNDR), The Open Society Initiative for Eastern Africa (OSIEA) for believing in us and rendering us both the financial and technical support to promote good governance and improved livelihoods through capacity development, information sharing and advocacy.

I would also like to thank the board and staff of DENIVA for working tirelessly hard in keeping the secretariat well-organized. Internally, we embarked on the revision of a number of policies and other documents to make them speak to the current time so as to make it easy for the smooth operation of the organization to better serve you.

## 2.0 MESSAGE FROM THE EXECUTIVE DIRECTOR



*Catherine Kanabahita, Executive Director DENIVA*

The year 2019 was a recovery year for DENIVA after a setback. It is when we started to get support for most of our activities. Therefore we are grateful to everyone who has been beneficial in the revving of DENIVA. We are not quite there yet but with your support we will be able to continue to promote good governance and improved livelihoods through capacity development, information sharing and advocacy.

We had activities centered on revamping QuAM in a six months project that ended in August 2019. We carried out the assessment and certification of NGOs from west Nile, Kigezi and central region of the country. There were regional consultations on the review of the systems, processes and structures of QuAM. The project was climaxed with a QuAM award ceremony and a national QuAM Assembly. Despite the end of the project, we will continue to build the mechanism.

In 2019, we implemented the VFL 2019 project that aims at gathering views from the different stakeholders in the community to create a way on how to battle disaster. A Survey was carried out in Kasese, Kabale and Kampala districts to generate data that would provide a basis upon which changes in the condition of the affected communities (women, men, girls and boys) would be measured during and after the DRR programme implementation within programme results and targets.

We have also continued to promote accountability among civil society sector within the east Africa through strengthening the NGO Accountability & Solidarity within a shrinking civic space in eastern Africa. We were also able to align the QuAM Assessment Form to the Global Standard for CSO Accountability.

### 3.0 ABOUT DEVELOPMENT NETWORK OF INDIGENOUS VOLUNTRAY ASSOCIATIONS (DENIVA)

Development Network of Indigenous Voluntary Associations (DENIVA) is a Non-Governmental Organization (NGO) that provides a platform for collective reflection, action and voice to voluntary local associations to advocate for people-centered, accountable and sustainable development in Uganda.

DENIVA was founded in 1988 by 21 Civil Society Organizations as a network of indigenous NGOs and Community Based Organizations (CBOs) and has grown to over 700 Member Organizations (MOs) located in all regions of Uganda.

#### **Vision**

A responsible society where all Ugandans meet their needs and enjoy their rights

#### **Mission**

Promoting good governance and improved livelihoods through capacity development, information sharing and advocacy.

#### **VALUES**

***Openness:*** We are able to speak without fear or favor.

***Responsiveness:*** We strive to be timely, approachable, and sensitive and respond to injustice and obstacles to sustainable development.

***Tolerance:*** We are open-minded in our analysis of actions on poverty and injustice while recognizing diversity of contributions.

***Mutual support:*** We value interdependence in pursuit of our aspirations.

***Integrity:*** We are bound by truthfulness and honesty in the way we do business.

***Gender equality:*** We demonstrate and advocate for equal opportunities and mutual respect for both men and women.

***Learning:*** Based on our experience, we continuously expand our capacity to create desired results, be innovative and nurture new knowledge.

***Listening:*** We strive for mutual respect for alternative and diverse views to create situations where everyone wins

***Trust:*** We have belief and confidence in the goodwill and ability to achieve our aspirations as network.

## DENIVA'S IDENTITY

DENIVA's identity is its indigenous nature that is jealously guarded to preserve local development ideologies and principles while taking into perspective regional and global dimensions. This is portrayed in the DENIVA logo with the following features:

**Crested Crane** represents Uganda and is one of its national symbols.

**The black color** indicates indigenesness and pride in the African people.

**The red chain** signifies brotherhood/sisterhood and the sacrifices our ancestors have made to build our nation.

**Green grass** celebrates the network's originality and a grassroots link with the people and communities.

**The black chain** signifies togetherness and synergy generated by the network.

## DENIVA'S GOAL

To advocate for good governance, quality service delivery and poverty reduction in Uganda.

## DENIVA'S PURPOSE

To promote research, documentation, and capacity building initiatives for Member Organizations and Civil Society Organizations for effective advocacy and policy influencing at all levels of Uganda's development.

## DENIVA'S PROGRAM AREAS ARE:

### 1. Good Governance, Democracy and Human Rights

The Good Governance, Democracy and Human Rights Program advocates for a government that serves all citizens of Uganda; demands accountability for quality service delivery, promotes respect of human rights and calls for adherence to Constitutionalism.

The program has the following objectives:

1. To promote civic and voter education among Ugandan citizens in order to actively participate in democratic governance at all levels.
2. To empower citizens to demand for the respect of their human rights as stated in the Uganda Constitution and International Conventions.
3. To promote quality service delivery and accountability at local and central government levels with a focus on the sectors of Education, Health and Agriculture.
4. To advocate for a favorable operating environment for civil society organizations in Uganda.
5. To promote women and youth participation in local and national politics and build their capacity in transformative leadership.

### 2. Sustainable Livelihoods: Adaptation to Climate Change in Agriculture and Disaster Risk Reduction.

The Sustainable Livelihoods Program aims at supporting local communities with skills and knowledge on climate change adaptation, resilience, disaster risk reduction and economic empowerment.

The program has the following objectives:

1. To building the capacity of local communities to adapt to climate change in Agriculture through awareness campaigns, piloting of adaptation actions, and strengthening public private partnerships.
2. To strengthen the resilience of local communities and build capacity for disaster risk reduction.
3. To mobilize local communities to protect the environment, utilize and preserve natural resources for the benefit of national development and for posterity.
4. To analyze the impact of agricultural policies and programs on local populations in order to make proposals for reform and food security in favor of the poor.
5. To promote women's economic empowerment programs and support youth groups with innovative entrepreneurship initiatives.

**DENIVA as host of the Regional Secretariat for the Eastern Africa Regional Network on Disaster Risk Reduction (DRR).**

DENIVA is a member of the Global Network of Civil Society Organizations on Disaster Risk Reduction (GNDR) and currently hosts the Regional Network on Disaster Risk Reduction (DRR) that brings together representatives from eight countries from Eastern Africa, namely: Burundi, Ethiopia, Kenya, Rwanda, Somalia, South Sudan, Tanzania, Uganda to share experiences and plan strategies on resilience and disaster reduction.



**3. Strengthening the capacity of Civil Society Organizations**

DENIVA is committed to institutional strengthening of its Member Organizations and the wider Civil Society by providing technical support in the development of Policies, Programs and Processes. Support in organizational development is provided to develop Strategic Plans, Finance Policies, Human Resource Policies, Gender Policies, Monitoring & Evaluation Frameworks, among others. In additions, skills and knowledge are shared in Communication, Networking, Advocacy, and Proposal Writing & Resource Mobilization. The program has the following objectives:

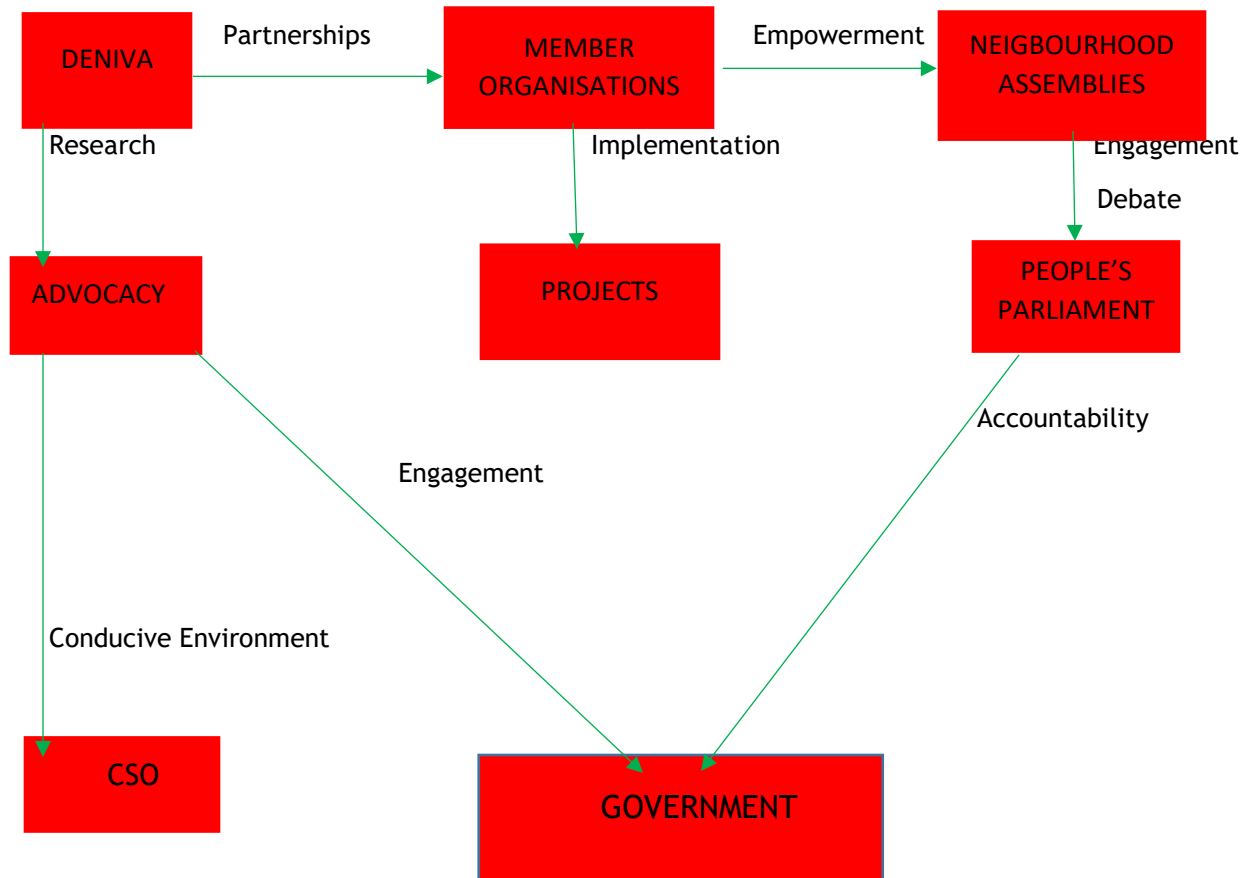
1. To build the capacity of Civil Society Organizations to be more efficient, effective and able to comply with NGO Quality Assurance Certification Mechanism (QuAM) standards.
2. To align QuAM standards with the Global Standard for CSOs Accountability (Global Standard) and create awareness of the Global Standard at the national and regional levels.
3. To create a platform where DENIVA member organizations exchange ideas and information to promote the development of Uganda.
4. To support communication, information sharing and co-operation between indigenous voluntary associations, government, development partners and the international community on Uganda's development.
5. To strengthen DENIVA's strategic and operational management for an efficient organization that effectively delivers its mandate.

**DENIVA as host of the Quality Assurance Mechanism (QuAM) Secretariat.**

In 2006, DENIVA and Uganda National NGO Forum as co-promoters developed the NGO Quality Assurance Certification Mechanism (QuAM) for NGOs working in Uganda. QuAM is a voluntary self-regulatory mechanism designed to strengthen the credibility, ethics, professionalism and transparency of NGOs in Uganda. DENIVA hosts the secretariat for QuAM and is responsible for certifying all NGOs operating in Uganda based on a set of standards. QuAM, together with eight other accountability mechanisms from all continents developed the Global Standard that seeks to invigorate QuAM with a more dynamic from of accountability. For more details: [www/quamuganda.org](http://www/quamuganda.org) & [www.csostandard.org](http://www.csostandard.org)



## HOW WE WORK



### DENIVA ANNUAL GENERAL MEETING 2019

DENIVA held its 26<sup>th</sup> Annual General Meeting on September 19, 2019 at DENIVA office in Muyenga, Kampala. The AGM was attended by DENIVA Board of Directors, Staff and active member organizations who had paid their membership fees.

The AGM focused on the Annual and Financial reports of 2018 and the filling up of the vacant positions on the board i.e. the Chairperson and Northern Uganda Representative positions. The AGM also discussed DENIVA projects, financial and human resources as well as fundraising opportunities for the organization.

Among the key issues agreed at the AGM was that the next AGM would be an elective one where new board members would be elected. However the Acting Board Chairperson, Rosemary Taaka was unanimously confirmed as the Board Chair. Robert Kakuru, ED KICK-U was elected as the Vice Chairperson and Mildred Ocoru, from RICE as the Northern Uganda Representative on the board.

## **4.0 THE NGO QUALITY ASSURANCE CERTIFICATION MECHANISM (QUAM)**

### **4.1 REPOSITIONING THE NGO QUALITY ASSURANCE MECHANISM**

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 1<sup>st</sup> February to 31<sup>st</sup> 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, 25<sup>th</sup> 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.

#### 4.1 PROJECT ACTIVITIES

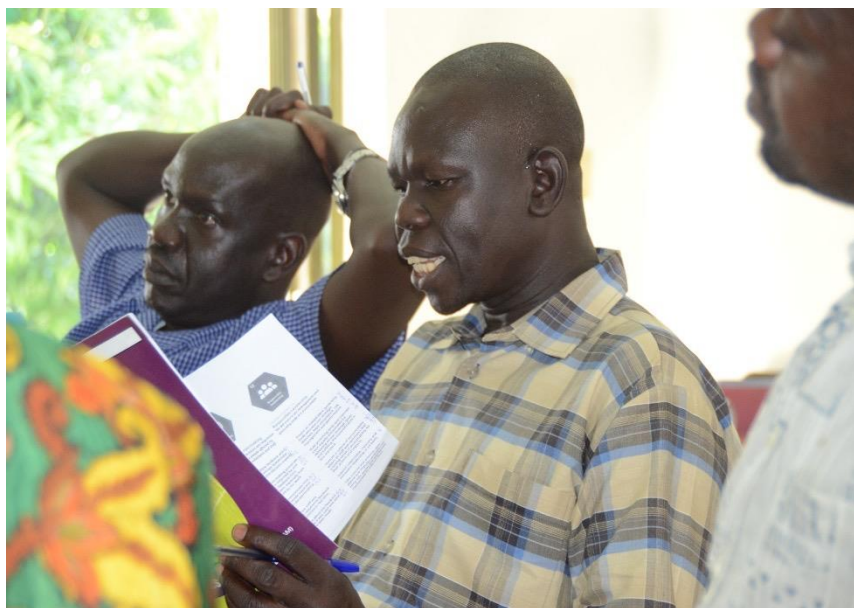
##### 4.2 Four Regional Consultations to Review and Modify QuAM

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*

##### 4.3 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 27<sup>th</sup> and 28<sup>th</sup> 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.

	ISSUE	RESOLUTION
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 29 <sup>th</sup> 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 Chairperson and vice Chair	This will be eminent and independent persons in Uganda. The following names were proposed; 1. Dr. Awori Thelma; 2. Ms. Senyonyi Ruth 3. Dr. Matembe Miria 4. Diana Barlow, 5 Dr. Orombi Luke 6. Bishop Zac 7. Mr. Herbert Balyareba 8. Dr. Maggie Kigozi
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 29 <sup>th</sup> 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 29 <sup>th</sup> 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)

#### 4.4 National Dialogue on NGO Accountability and the Shrinking Civic Space

On 16<sup>th</sup> 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*

#### **4.5 QuAM Assessment and Certification of 32 NGOs**

The QuAM assessment exercise took place from 3<sup>rd</sup> - 29<sup>th</sup> 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 27<sup>th</sup> - 29<sup>th</sup> 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.*

#### **4.6 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.*

#### TESTIMONY

**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.



*Robert Kakuru, Executive Director, KICK-U poses for a photo after receiving the QuAM Advanced Certificate*

#### **4.7 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](http://www.quamuganda.org)) was created and information uploaded on a regular basis. The project also contributed to DENIVA's administrative costs.



*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.*



#### 4.8 KEY ACHIEVEMENTS

- 4.8.1 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
- 4.8.2 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.
- 4.8.3 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
- 4.8.4 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.
- 4.8.5 Three members of the QuAM Council were elected during the National QuAM Assembly and the remaining four will be nominated by the QuAM promoters.
- 4.8.6 The project provided an opportunity for the QuAM promoters (DENIVA and UNNGOF) to have a common position towards QuAM and strengthened their partnership.
- 4.8.7 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.*

#### 4.9 CHALLENGES

- 4.9.1 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

- 4.9.2 There are some organizations that are not able to pay the QuAM fees, which is a requirement to undergo the QuAM Assessment.
- 4.9.3 The QuAM secretariat is not fully-fledged as there are positions that are still vacant.
- 4.9.4 Some NGOs are reluctant to subject themselves to the QuAM Assessment and there is need to stress the benefits that accrue from being QuAMed.
- 4.9.5 There is inadequate financing of QuAM activities. There is need for a resource mobilization and sustainability strategy, focusing on NGO contributions to be developed.



Africa International Christian Ministry receiving the Standard QuAM Certificate from Ms. Konstanze Ricken, Head of Component of GIZ-Civil Society in Uganda Support Programme.

#### 4.10 RECOMMENDATIONS AND WAY FORWARD

- 4.10.1 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
- 4.10.2 There should be documentation of QuAM success stories to inspire other organizations to get QuAMed.

- 4.10.3 The QuAM Promoters, QuAM Council and regional organizations' representatives will develop the Terms of reference for regional QuAM Committees
- 4.10.4 A new QuAM Strategic Plan should be developed for 2021-2025. This should be based on the review of the current Strategic Plan.
- 4.10.5 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
- 4.10.6 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.
- 4.10.7 QuAM regional coordination organizations should be established in 14 regions of Uganda.
- 4.10.8 A civil society sector review should be organized for NGOs to interface with government, development partners and other stakeholders.



DENIVA representatives receiving the QuAM Certificate from Ms. Ricken

- 4.10.9 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.

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

4.10.12 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.

**4.11 Organizations that received a QuAM certificate during the 8<sup>th</sup> QuAM Award ceremony on 25th July 2019 at imperial royale hotel, Kampala.**

#### **CATEGORY A: ADVANCED CERTIFICATES**

- COMMUNITY EMPOWERMENT FOR RURAL DEVELOPMENT (CEFORD)
- RURAL INITIATIVE FOR COMMUNITY EMPOWERMENT (RICE)
- KICK CORRUPTION OUT OF UGANDA
- UGANDA NATIONAL NGO FORUM
- PARTNERS IN COMMUNITY TRANSFORMATION



*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*

- CULTURAL FOUNDATION OF UGANDA (CCFU)

#### **CATEGORY B: STANDARD CERTIFICATES**

- APPROACHES TO RURAL COMMUNITY DEVELOPMENT (ARCOD)
- COMMUNITY DEVELOPMENT INITIATIVE

- KOBOKO CIVIL SOCIETY NETWORK (KOCISONET)
- NUTRI CARE INTERNATIONAL
- CARITAS ARUA DIOCESE
- MUNGUCHI MEDICAL CENTRE
- AFRICAN INTERNATIONAL CHRISTIAN MINISTRY
- DEVELOPMENT NETWORK OF INDIGENOUS VOLUNTARY ASSOCIATIONS
- NATIONAL ASSOCIATION OF WOMEN'S ORGANISATIONS IN UGANDA (NAWOU)
- RURAL ACTION COMMUNITY BASED ORGANISATION (RACOB AO)

#### **CATEGORY C: PROVISIONAL CERTIFICATES**

- COMMUNITY ORGANIZATION FOR RURAL ENTERPRISE ACTIVITY MANAGEMENT (CREAM)
- COMMUNITY EMPOWERMENT AND REHABILITATION INITIATIVE FOR DEVELOPMENT
- HERE IS LIFE (HIL)
- COMMUNITY DEVELOPMENT NETWORK UGANDA (CODNET)
- CENTRE FOR ECONOMIC EMPOWERMENT UGANDA
- PARTICIPATORY RURAL ACTION FOR DEVELOPMENT (PRAFORD)
- KYAMULIBWA ANTI-AIDS PROGRAM (KAP)
- UGANDA NATIONAL RENEWABLE ENERGY AND ENERGY EFFICIENCY ALLIANCE
- WOMEN OF UGANDA NETWORK (WOUGNET)

#### **5.0 REPOSITIONING THE NGO ACCOUNTABILITY MECHANISM IN UGANDA AND EASTERN AFRICA.**

The QuAM secretariat (DENIVA) partnered with Global Standard for CSO Accountability to strengthen the NGO Accountability and solidarity within the civic space in Eastern Africa. The project started on 1<sup>st</sup> September 2018 and ended on 31<sup>st</sup> May 2019. The purpose of the project was to reposition the NGO Accountability mechanisms in Uganda and East Africa by aligning them to the Global Standard for CSO Accountability so as to promote dynamic accountability in light of the shrinking civic space.

DENIVA participated in meetings and workshops with Accountable Now, the Global standard secretariat and other project partners to build the Global Standard for CSO Accountability and raise awareness about the tool. During one of the Project partners' meeting that took place from 4<sup>th</sup> - 7<sup>th</sup> February 2019 in Berlin ideas that enriched the QuAM implementation, strategic planning and dynamic accountability were discussed.

In partnership with Accountable Now DENIVA also organized a two days meeting on 7<sup>th</sup> & 8<sup>th</sup> May 2019 for NGOs in Kenya , Tanzania , Uganda and Ethiopia at MS- Training Center for Development Cooperation in Arusha, Tanzania to promote the Global Standard and develop a plan of Action to promote the Global standard in eastern Africa . The main outcome of that meeting was a plan of action developed by a core group of eight persons from the NGOs in attendance.

Together with the Uganda National NGO Forum (UNNGOF), DENIVA was able to deepen coalitions with the National NGO Bureau and donors especially German Cooperation (GIZ) and European Union.



*A participant reads the Global Standard booklet during the launch of the tool at Hotel Protea, Kampala.*

## 5.1 INTRODUCING THE NATIONAL QUAM COORDINATOR



In order for the QuAM secretariat to be fully fledged, there is need for the QuAM Staff to be independent of DENIVA staff. DENIVA therefore recruited a National QuAM Coordinator to oversee the activities of QuAM at the secretariat. Daniel Okello, was appointed as the National QuAM Coordinator. Mr. Okello who commenced his duties at the QuAM secretariat on October 1, 2019 was selected from a pool of candidates interviewed by the joint Board of the key QuAM promoters; Development Network of Indigenous Voluntary Associations (DENIVA) and Uganda National NGO Forum (UNNGOF).

Mr. Okello joins the secretariat with over 16 years of experience in the civil society sector working in areas of governance and management. He holds a Master's Degree in Conflict Transformation Studies and a Bachelor's Degree in Commerce majoring in financial management.

As the National QuAM Coordinator, Mr. Okello will be responsible for providing strategic leadership and operational management of the QuAM secretariat. He will also among other duties be responsible for undertaking all the necessary tasks related to the planning, management, implementation, reporting and monitoring of QuAM.

## 5.2 QUAM SENSITIZATION

Upon joining the QuAM secretariat, Daniel Okello, the National QuAM Coordinator embarked on a vigorous QuAM sensitization exercise. He reached out to civil society organizations in the country with not only a call for them to embrace QuAM as a tool for CSO accountability but also discussed ways for the smooth operation of civil society organizations in Uganda.

### I. QuAM exemplified at the 6<sup>th</sup> DGF partnership conference



**Daniel Okello, the National QuAM Coordinator making a presentation about QuAM during the 6<sup>th</sup> DGF partnership conference.**

QuAM was represented at the 6<sup>th</sup> Democratic Governance Facility (DGF) partnership conference that took place on 2<sup>nd</sup> and 3<sup>rd</sup> October 2019 at Xanadu in Kampala under the theme partnering for democratic governance: trends, innovations and opportunities.

A presentation on QuAM was made by Daniel Okello, the National QuAM Coordinator. Okello preached about QuAM to a room fully packed with not only civil society organizations but also the academia and selected government officials. He pointed out the need for all civil society organizations to embrace the Mechanism for a more transparent civil society sector.

During the conference, there was a display of QuAM materials; brochures, posters, QuAM Assessment tools and its application forms. A total of 22 QuAM Assessment tools and its application forms were picked by civil society organizations at the event.

The Democratic Governance Facility (DGF) has been a key pillar in the growth of QuAM notably from July 2013 - June 2016 during which DGF supported QuAM and its activities.

## II. QuAM tipped NGOs on the importance of partnerships



During the 1<sup>st</sup> Annual Members meeting of the Humanitarian Platform that happened on November 18, 2019 at Hotel Africana, Daniel Okello, the National QuAM Coordinator called upon NGOs to promote meaningful stakeholder engagements by putting people at the center of decision making process.

According to Okello NGOs should make the voices of their beneficiaries heard because it increases trust. “Don’t undermine others because we learn from each other and partnerships creates an environment for learning.” Okello noted that QuAM was about providing an enabling environment for NGOs to operate.

“QuAM looks at both internal and external issues that affect organizations. It is aligned to all NGOs irrespective of what areas they are working on. This it does by providing a minimum standard of operation for NGOs. Once NGOs have the QuAM certificate, it is an indication that they have passed the minimum requirement.

## III. Youth Networks urged to embrace QuAM



Daniel Okello, the National QuAM Coordinator urged youth networks to embrace the Ngo Quality Assurance Certification Mechanism (QuAM). This he said while speaking at a workshop organized by Uganda Youth Network on December 19, 2019 at Ridar Hotel.



Okello said embracing the NGO Quality Assurance Certification Mechanism (QuAM) would enable the youth networks to build their capacity. According to Okello there was capacity building trainings for Youth NGOs who undergo the QuAM Assessment Exercise. In partnership with Development Network of Indigenous Voluntary Associations (DENIVA), QuAM would facilitate individuals from DENIVA member organizations to MS Training Cooperation Development Center in Arusha for capacity building.

## 6.0 VIEWS FROM THE FRONTLINE 2019

### A. DATA COLLECTION

DENIVA through the support of Global Network for Disaster Risk Reduction (GNDR) partnered with its member organizations; Uganda Women for Water and Sanitation (UWWS), Foundation for Urban and Rural Advancement (FURA), Support Transformation Effort Program (STEP-UG) and Africa Disaster Reduction Research & Emergency Missions (ADRREM) to carry out a survey on Disaster Risk Reduction (DRR) strategy 2019 - 2021. These surveys were carried out in Kasese, Kabale, Bududa, Kampala, and Mbale which are the most disaster prone areas in Uganda. The aim of the survey was to collect data and information from households, communities and informants (Civil Society and Local Government officials) so as to guide the country's DRR Programme processes for the next three years.

### 6.1 ACTIVITIES.

#### 6.2 Kasese District

In Kasese district, Data collection started in mid-February 2019 and ended in April, 2019. 500 households were randomly selected; 250 from Kyarumba sub county and 250 from Maliba Sub County in Kasese district. These households were inclusive of local leaders and civil society organizations.



#### Observations

- Lack of trust among community members, it was a common complaint that very many organizations profile disasters but never come back. It was thus observed among respondents that they recognize the disaster effects, the contributions and the support that they receive from well-wishers.
- It was also observed that in Kinyuku and Bikone whenever disasters like landslides and floods occur, children cannot cross to go to school, neither can people access health services, market among others services. It was observed that the road infrastructure is in a bad state as there are no bridges.
- It was also observed that the community members are ready to work with any institutions that come to their rescue. Awareness about the problem is high among all categories of the people in the survey communities.

### 6.3 Kampala District

The survey was conducted in the communities of Katanga, Bwaise and Namwongo where Data collection was carried out successfully within 30 Local Government officials, 30 Civil Society officials, 36 FGD participants, and 375 Household Participants making a total of 471 respondents.



#### Findings

- In both Katanga, Bwaise II and Namwongo, lack of water, proper sanitation and flooding worsens health situations. During flooding, when storm water runoff is mixed with excreta people are put at an increased risk of infectious water-borne diseases.
- The polluted runoff can infiltrate the poorly functioning water supply systems when fecal and other unsafe matter contaminates the flood waters and spill into open wells. Also, wet soils in poorly drained areas are ideal breeding sites for parasitic worms that cause intestinal infections.
- Stagnant water are also an ideal breeding sites for the anopheles mosquitoes that transmit malaria. This makes flooding both a direct and indirect cause of disease outbreaks in Kampala. Stagnant water, lack of safe drinking water and damaged sanitation systems cause a high rate of diarrheal diseases, malaria, respiratory infections and skin diseases after heavy rains and flood incidences.
- Improving water and sanitation systems would alleviate some of the present health challenges. Cholera, dysentery and malaria outbreaks have recently been occurring every year during the rainy seasons in Kampala.

### 6.4 Kabale District

The survey was carried out in the following communities in Kabale district; Muyebe bahingi turinde Obuhangwa group, Kijuguta turinde obuhangwa group, Maziba group (Kigararma Kahondo) and Nfasha group. The survey started on 18th February 2019 and ended in May 2019 with data entry. 125 households, 10 local governments, 10 civil society organizations and 5 focus group discussions were interviewed as part of the 600 respondents.

#### The activity outcome.

- The activity outcome was two folds, one was that farmers/ community members' attendance was best meaning that mobilization was done successfully and all the respondents were interviewed as required i.e. Households, Civil society organizations, focus group discussions (FGD) and Local governments.
- Secondly, data entry for all the questionnaires were filled and data was collected from 600 respondents and was successfully completed and submitted online for analysis.

## 6.5 Bududa District

The survey was carried out within the communities of Namabasa Zone 4upper, 4 lowers, Namafulyungu and Namakuyu with an aim of identifying challenges, risks, problems and hazards that affect them on a daily basis. This was done so that the community and the different stakeholders establish benchmarks against the issues/ community challenges that can be addressed.

In total 500 people were interviewed inclusive of; 400 households, 20 Focus Group Discussions (FGDs), 40 civil society organizations and 40 local Governments. A team of researchers interviewed the respondents using the guiding tool (The questionnaire).

The consultations investigated threats, consequences/impacts produced by these threats, the actions taken by communities or individuals to address the consequences or threats, actions that have been or can be under taken to address the consequences or impacts, and the barriers that limit their ability to take actions.

### Issues from the Community Meeting

**Domestic Violence;** There was a challenge of domestic violence due to continuous wrangles and conflicts. This is majorly caused by moral decadency and lack of an active religious leaders to teach them religious principles.

## B. COMMUNITY ACTION PLANS

DENIVA partnered with four of its member organizations to implement the Views from the Frontline (VFL) 2019, a project supported by GNDP with resources from the European Union. VFL 2019 aims at strengthening inclusion and collaboration between people in disaster prone areas, civil society and government in the design and implementation of policies and practices in order to reduce risks and strengthen resilience.

The four partner organizations chosen to implement the project in Mbale, Bududa, Kasese, Kabale and Kampala were Support Transformation Effort Program (STEP-UG), Foundation for Urban and Rural Advancement (FURA), Africa Disaster Reduction Research & Emergency Missions (ADRREM) and Uganda Women for Water and Sanitation (UWWS) respectively.

VFL 2019 was conducted in the disaster prone areas of Uganda targeting decision makers, selected households, local leaders, civil society organizations and communities that living within the affected areas. It focused on identifying challenges, risks, problems and hazards that affect communities at risk areas on a daily basis. These communities were invited to participate in reflection meetings on the frontline findings and thereafter came up with community disaster resilience action plans which spelled out relevant activities and community members' responsibilities in executing the plan.

The communities that were part of VFL 2019 were a mixture of all categories in terms of age and sex and mostly people of the rural areas/ setting who were permanent residents of that area. The population in these areas were dominated by the youths between the ages of 18-35 years (60%). In these communities, it was estimated that an average family of 6 members were staying in a single household. The partner organizations respected the different background and experience of the community members and took into consideration variations in social, political and cultural aspects of the stakeholders involved in the baseline study.

## **1.0 OBJECTIVE OF THE PROJECT**

The overall objective of VFL 2019 was to identify priority community concerns as baselines that would inform CSO advocacy agenda in 2019 and beyond. The project would lay a foundation for conducting participatory citizen-based advocacy with regional partners in a manner that would build organic and sustainable linkages between citizens, their organizations and duty bearers.

Specifically, the project was;

1. To introduce the project to the identified partners and build consensus on the implementation modalities/logistics.
2. To build consensus on the methodology for the project and specifically the community dynamics that enhance effective implementations.
3. To gain a deeper insight into the causes of community problems and the impact/damage created.
4. To enable local communities to identify key threats affecting their living conditions and empower them to work as a team to strengthen local capacity and leadership.
5. To ensure community participation in order to find local solutions to problems that affect the communities.
6. To generate community action plans to address identified issues.

## **2.0 METHODOLOGY**

The partner organizations used lectures, discussions, question and answer approaches and field visits to help community members give out their views on how to address the identified issues.

### **a) Participation**

The development of the community action plans were done by the community members themselves and partner organizations only facilitated the process. The community members during the meetings gave leadership roles to their trusted members to ensure that they implement the proposed actions successfully.

### **b) Facilitation/Moderation of the Meeting**

The partner organizations used resource persons to moderate the meetings. The meetings were participatory in nature whereby the resource person moderated and participants agreed on the response before it was put as the action plan. Either the moderator filled the action or one of the participants was appointed to design the action plan.

### 3.0 FINDINGS FROM THE COMMUNITY

- I. **Domestic Violence**  
The communities face a challenge of domestic violence due to continuous wrangles and conflicts. This is majorly caused by moral indecency and lack of active religious leaders to teach the community religious principles.
- II. **Floods and windstorms**  
The communities reported experiencing floods and windstorms every year in the rainy seasons. These sweep away their homes, gardens, and livestock and even claim lives in acute instances. The floods have also contributed to poor living conditions since homes are carried away by the heavy flowing waters leading to increase in the poverty rates due to destruction of property.
- III. **Absence of Education services**  
The community members expressed the need to educate their children but there are no schools within the communities. Most of the communities lack secondary and vocational schools or institutes to shape the future of their children.
- IV. **Poverty**  
This issue was cutting across in most communities. The community members showed willingness to work although there were no opportunities. Due to poverty, many youths have resorted to desperate measures like theft, sports betting and alcoholism.
- V. **Diseases**  
Cholera, Kipindu-pindu, malaria, HIV/AIDS, TB, High Blood Pressure, tuberculosis, Sexually transmitted diseases (STDs), urinary tract infections (UTI), and Gonorrhoea are the major threatening ailments in the communities. This is as a result of inefficiency of the available Health Centre II in the communities.
- VI. **Poor Harvests**  
This was a serious problem to the communities because it accelerated to the challenge of hunger and starvation in families. The poor harvests are majorly due to the increased wind storms, droughts, floods, soil erosion, landslides, poor farming methods and banana bacterial wilt.
- VII. **Corruption**  
The communities noted that local leaders were very corrupt and unwilling to help them without bribes. They said although programmes like NAADs were meant to be free, the services are only rendered to those who bribe.
- VIII. **Unemployment**  
Most of the people in the communities were unemployed and as a result there was a high rate of poverty in the communities.
- IX. **Landslides**  
This was a major problem faced by the community in Bududa District. The community noted that landslides occur on an annual basis causing deaths and crop failures.
- X. **Other problems or challenges were**  
Famine, Road accidents, alcoholism, climate change, improper waste disposal, poor waste collection, air and water pollution, poor drainage system, abuse of women's rights, deforestation, marital infidelity, lack of sensitization on important issues, nepotism, lack of

the fear of God, drug abuse, prostitution/ under age sex workers, theft, child abuse, domestic violence, insecurity and improper housing plan.

#### **4.0 ACHIEVEMENTS**

- The set objectives were achieved.
- There was proper time management by participants and staff of the partner organizations.
- Community members actively participated and engaged on the idea of “starting now.”
- Community action plans were developed by the community members basing on the key priorities identified.

#### **5.0 LESSONS LEARNT**

- The community has all it takes to be in charge of their own problems and therefore with clear planning and skills, the community is able to cause change.
- The community members are ready to work with other Development Partners.
- Involvement of the community right from the start of the project, makes work easy especially during implementation due to ownership.
- Community members have basic knowledge but need to be guided in order to address their issues.
- Establishment of kitchen gardens among the community members to fight hunger/ famine and malnutrition among communities. It was evident that whenever disasters affect the communities, crops are destroyed resulting into food shortage.
- The community should develop business ideas for poverty reduction.
- Increase capacities of local actors to engage in resilience actions, and increase engagement between difference actors in resilience building processes at community level.
- Designing and promoting Community-based Disaster Risk Management (CBDRM) and integrating key aspects of DRM for livelihood development.
- Coordination between government and authorities should be improved.
- There is need to support the community to improve on environmentally friendly ways of living like reforestation.
- Awareness education and training should be conducted in the community.
- Early warning systems must be installed by government to vulnerable communities and Food security actions must be improved through introduction of short term and weather resistant crops in the vulnerable communities.
- The government should allocate resettlement sites for the most affected communities.
- The CSOs and government should empower the community on areas of climate change mitigation.

#### **6.0 RECOMMENDATIONS**

1. There should be more engagements at the community level.
2. The development partners should develop a plan for addressing the identified needs so as to promptly respond to the confirmed disasters.
3. The information on the current disaster situation in the regions should be shared with the different stakeholders so as to mobilize resources for prompt responses.
4. The capacity of local management teams in disaster response and reporting should be built.
5. Various interventions should be introduced to improve the community welfare.
6. There is need for guidance on the monitoring and supervision of the seed fund.

## **7.0 CONCLUSION**

VFL 2019 was successfully concluded in Uganda and a national conclusions report was developed. We would therefore like to thank GNDR for trusting us with the resources to manage this project. We also extend our gratitude to the partner organizations who were at the forefront of the implementation of this project in the different communities.



## **7.0 YOUTH FOR CHANGE PROJECT**

DENIVA in partnership with The Alternative through the support of The Open Society Initiative for Eastern Africa (OSIEA) embarked on a two year project with the aim of creating a critical mass of youth actively engaged within their communities in the transformation of Uganda. This project is planned from June 2018 to June 2020 for a budget of USD 100,000.

In the first 11 months of the project, we were able to fulfill the objectives planned for the period. A pool of youth trainers in non-violence activism was created, who will skill more youths to build a critical mass that will influence communities to actively participate in the governance of the country. This was done through the Training of Trainers Workshops in five public Universities; Makerere, Kyambogo, Gulu, Busitema and Kabale. A training manual to facilitate the training was developed. The project was able to buy equipment, namely: a laptop, a printer, a camera and audio recorders. The DENIVA Board was also facilitated to meet and provide guidance and play its oversight role to the project. Project staff also received salary contributions on time.

So far the mapping of constituencies with ineffective representation in parliament has been done and a draft Mentoring Guide of Transformative Leadership has been developed. This will be used to build the capacity of youths in transformative leadership skills that will enable them position themselves as potential parliamentary candidates for 2021 parliamentary elections. The remaining part of the project objectives include articulating the youths' vision for the "Uganda we Need" that will feed into the National Dialogue.

In addition, a Mentoring Guide on Transformative Leadership and Elective Politics has been developed and will be used to train 20 youths. The trained youths will be linked to mentors for follow up and coaching in preparation for 2021 parliamentary elections. The Auditor General's reports will also be reviewed to provide key policy messages for advocacy in demand for accountability and good governance in Uganda. This reports presents the project's activities, achievements, challenges as experienced in the first 11 months and also states the way forward, according to the project proposal.

### **7.1 Activities**

#### **7.1.1 Development of the training manual on non-violence activism and Training of Trainers Workshops in non-violence activism in five Universities in Uganda.**

#### **7.1.2 Training manual on non-violence activism**

A consultant was contracted from June to September 2019 to develop a training manual on nonviolent movement building which was used as training guide for non-violent training in five public universities. A total of 150 copies of the Manual were designed, printed and disseminated to the trainees. It covered topics like: Introduction to non-violent activism, understanding power and movements, grievances, targeting, brainstorming and planning. The soft copy of training manual on non-violence activism is attached.

### 7.1.2 Training of Trainers on Non-violence Activism in Gulu University.



*Top: Use of participatory approaches is key in our trainings.*

*Bottom: Illustrating pillars of support theory in movement building.*

*Right: Norman Tumuhimbise, National Coordinator, The Alternative conducting the training.*

### 7.1.3 Conducted a Training of Trainers on Non-violent movement building in Busitema University.



*Top: Creative way of sitting to illustrate theories of power.*

*Right: University students attentive to the non-violent movement training*

*Bottom: Trainees demonstrate team work, critical thinking and planning in movement building*

**7.1.4 Conducted a Training of Trainers on Non-violent movement building in Kabale University.**



*Top: Norman Tumuhimbise, National Coordinator, The Alternative conducting the training.*

*Bottom: Hajati Asia Nagudi conducting training on the role of organization and mobilization in movement building. Right: Namusabi Hadijah training on the Spectrum of Allies Theory*

**7.1.5 Conducted a Training of Trainers on Non-violent movement building in Kyambogo University.**



*Left: Trainees demonstration the pillars of support in movement building.*

*Right: Trainees being taught the difference between non-violent and violent movement.*

**7.1.6 Conducted a Training of Trainers on Non-violent movement building in Makerere University.**



*Left: Trainees demonstrating team work, critical thinking and planning in movement building.*

*Right: Catherine Kanabahita, Executive Director, DENIVA participating in the session on the importance of nurturing communication, coordination and trust.*

## 7.2 Build capacity of 20 youths in transformative leadership

### 7.2.1 Consultancy -Mapping of constituencies with ineffective representation of their issues in parliament. (Jan-March)

This is a mapped out list of Members of Parliament with minimal chances of bouncing back to parliament. The main reasons are: a) they allegedly annoyed/disappointed their voters by supporting the age limit bill opposed to their (voters) views. b) Arrogance and pride after being voted.

	<b>Name of Member of Parliament</b>	<b>Constituency</b>
1.	Magezi Rapheal	Igara West
2.	Judith Nabakooba	Mityana Woman MP
3.	Mwine Mpaka	Youth MP Western Region
4.	Muyomba Kasozi	Bukoto Midwest Lwengo
5.	Judith Babirye	Buikwe Woman MP
6.	Daniel Muheirwe	Buhaguzi Kikuube
7.	Beatrice Atim Anywa	Kitgum Municipality
8.	Moses Balyeku Grace	Jinja municipality west
9.	Chris Balyomunsi	Kinkizi West Kanungu district
10.	Bategyeka Lawrence Nkooto	Hoima Municipality
11.	Kato Lubwama	Lubaga Division South
12.	Peter Ssematimba	Busiro County South
13.	Semeo Nsubuga	Kasanda County North
14.	Amelia Kyambadde	Mawokota North Mpigi
15.	Namuju Cissy	Lwengo Woman Mp
16.	Elioda Tumwesigye	Sheema Municipality
17.	James Kakooza	Kabura County
18.	James Waluswaka	Bunyole County
19.	Persisi Namuganza	Busiki County
20.	Kiizza Stellah	Kyegegwa Woman MP

### **7.2.2 Compile a Mentoring Guide on Transformative Leadership and Elective Politics in Uganda**

A mentoring guide on Transformative Leadership and Electoral politics has been developed and shall be designed and printed. When this is done, it will be used in our next activity of mapping and mentoring of young people who will contest as members of parliament come 2021 elections.

The Manual on Transformative Leadership and Electoral politics covers the following topics:

Introduction to transformative leadership, qualities of a transformed leaders and how to become one. A section is also devoted to the current elective politics in Uganda. A final guide will be completed in the next phase of the project.

### **7.3 Institutional Support**

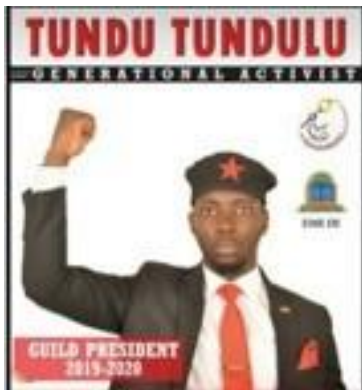
The equipment that was purchased was as follows: One laptop, one printer, one camera and two radio recorders. They have been very instrumental in enabling the recording and documentation of the various project activities. In addition, the DENIVA Board, the highest governing body, was facilitated to meet in September 2018 and they provided the oversight role to the project.

#### **Key achievements**

- 8.1 Over 250 students and on average, 50 trainees per university went through first exposure training referred to Trainer of trainers (TOT). In most of the trainings except Busitema and Kabale Universities, the ratio of male to females remains wanting, with men more than women.
- 8.2 Having trained over 250 students of the five universities, The Alternative had to make follow ups in pursuit to retain and recruit more members. As a result some of the trainees contested for different leadership positions in these universities including guild presidency, GRCs, halls of residence representatives among others.
- 8.3 The Alternative movement has in the past months of 2019, been engaged in guild leadership campaigns and elections in these universities as one of the means to make a clear follow up and keeping the movement on ground and intact with its members.



*On our trainees of Kyambogo University, Jonathan Tundulu took on the challenge to contest as a Guild President for Kyambogo University. He applied some of the principles and skill we shared on him and provided support. He eventually emerged as the winner and we are proud of his success (see pictures below). Note that the some of campaign poster (right) have The Alternative Logo. Trainees in other universities also contested on various leadership position. In the five Universities we trained a total of 73 candidates for various leadership positions who had gone through our training, 51 emerged as winners. Below is Norman Tumuhimbise, chief guest at the victory of the Kyambogo University Guild President, Jonathan Tundulu (centre) our trainee.*



8.4 Due to our creative and non-violent movement training skills, we have attracted some youth focused NGOs, youth movements and individual activists.

8.5 We have begun the process of identifying candidates for next year for easy preparations and more victories.

8.6 We got some allies from security agencies who are always tipping us, cautioning and availing escape channels whenever they feel that we're not secure or could face security wrath.

### Challenges

9.1 Security threats and arrest upon some of our members, candidates and interfering with some of the meetings.



- 9.2 Monetization of guild campaigns especially from the main legally registered national political parties.
- 9.3 Male to Female ratio recruitment has failed to balance as females still feel insecure in the current state of governance.
- 9.4 Due to the government's monetization of politics, workshops and trainings, we were faced with demands for money by participants/trainees.

**Recommendations:**

- 10.1 There is need for more anti-monetized election campaigns and more sensitizations should be carried out.
- 10.2 We need to create more allies in the security agents in order to reduce threats and arrests of our members.
- 10.3 We need to be more prepared of any number of students who express interest in vying for University leadership in the next coming elections to overcome the overwhelming demand of potential candidates.
- 10.4 There should be mechanisms to safe guard victories of our members. More trainings on mobilization and organization should be carried out in order to claim more victories.
- 10.5 For purposes of our data base safety we recommend an online tracking system application.

**Way forward:**

In the remaining period of the two year project, we intend to fulfill three major objectives, namely: Build the capacity of 20 youths in transformative leadership, Mobilize 800 youths to articulate a vision for "The Uganda We Need" through 4 regional dialogues and Review the Auditor General's Reports of 2016, 2017, 2018 and generate information for advocacy for a better Uganda. The detailed plans are as follows:

**11.1 Build capacity of 20 youths in transformative leadership**

11.1.2 From May - June 2019, a total of 4 days training for the 20 youths on Transformative Leadership from May to June 2019 shall be conducted.

11.1.3 Fifty copies of mentoring guide on "Transformative Leadership and Elective Politics in Uganda" will be printed from July to Aug 2019.

11.1.4 From July to September 2019, the project will carry out mapping and competitive selection of 100 youths to position themselves for parliamentary seats in 2021/2023

11.1.4 From October to November 2019, three mentors will be identified and facilitated to mentor a total of 20 potential youths as potential parliamentary candidates 2021 elections.

**11.2 Mobilize 800 youths to articulate a vision for “The Uganda We Need” through 4 regional dialogues**

11.2.1 The project will conduct four regional dialogues for 80 youths from Northern, Eastern, Western and Central regions on the “Uganda We need” in August to November 2019.

11.2.1 We plan to conduct a National Symposium of 200 youths in December 2019, representing the four regions of Uganda to synthesize their views on the “Uganda We Need”.

11.2.2 We shall produce a Youth Voices Report on “The Uganda We Need” from December 2019 - February 2020.

**11.3 Review the Auditor General’s Reports of 2016, 2017, 2018 and generate information for advocacy for a better Uganda.**

11.3.1 A consultant shall be procured to carry out an analysis of the Auditor General’s Reports to inform policy advocacy and civic action in January and February 2020.

11.3.2 A public dialogue shall be held, to highlight key messages from the review of the Auditor General’s Reports through a workshop and media coverage. This will be done

## 8.0 YOUTH FOR CHANGE PROJECT - PUBLIC DIALOGUE

Development Network of Indigenous Voluntary Associations (DENIVA) in partnership with the Alternative organized a public dialogue on October 8, 2019 at Grand Imperial Hotel to discuss key issues from the Auditor General's reports of 2017 and 2018.

The public dialogue was attended by over 250 participants inclusive of politicians, civil society organizations, world activists and movements, scholars, students, peasants, lawyers, human rights defenders and journalists. Movement groups like Redtop brigade, The Jobless Brotherhood, Peasants brigade, Women for Uganda, Uganda Poor Youth Movement, Kawempe Republic, and Sisimuka Uganda among others also attended the dialogue.

Daniel Okello, an expert analyzed and generated a 40 page review of the Auditor General's reports of 2017 and 2018 on the key sectors of health, education and Agriculture. This prompted a discussion by the panelists that consisted of Hon. Nobert Mao, the DP President, Hon. Alice Alaso, ANT, Isabella Akitenge, a CSO Representative and Suliaman Kakaire, a seasoned Journalist. The keynote address on the other hand was given by Maj. Gen. Mugisha Muntu, the ANT President.

The dialogue was fully covered by both the local and international main stream and citizen's media (social media); especially through the Alternarive Facebook Live stream and regular twitter updates that enabled even those outside Uganda to be part of it.

Every participant received a copy of the compressed presentation of the expert's paper which was a guiding paper at the dialogue organized to advance citizens Audit for sustainable development. The dialogue was also particularly organized to;

- To raise public awareness on value for money, nature of service delivery and opportunity cost of key sectors of Health, Education, Agriculture and Justice, Law and Order Sector, as well as demand for accountability of funds as stated in the Auditor General's Repots
- To advance public debate on auditor general's Reports.
- To analyze loopholes and mismanaged resources and its would be value.
- To hold leaders accountable on value for money, nature of service delivery and opportunity costs of key sectors of Health, Education and Agriculture.
- To break the Reports into a simplified form to enable an ordinary citizen to understand its relevance

### 8.1 PICTORIAL OF THE EVENT.



Above: The fully attended public dialogue on October 8, 2019 at Grand Imperial Hotel in Kampala.

**Below:** Panelists discussing the Auditor General's Reports of 2017 and 2018.



**Above:** Mr. Olinga Fredrick, Acting ED DENIVA, Mr. Norman Tumuhimbise, The Alternative National Coordinator and Mr. Okello Daniel the report analyst giving remarks in dialogue.

**Below:** Maj. Gen. Mugisha Muntu the keynote speaker and Mr. Sabiti Joseph the moderator shaking hands after the dialogue.



**Above:** Participants contributing and discussing key messages of the Audits.

**Below:** Media giving both live and recorded broadcast of the event



9.0 STAFF AT DENIVA



**Catherine Kanabahita**  
*Executive Director*



**Susan Sekasi**  
*Accountant*



**Fredrick Olinga**  
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