

Funding Application Form

Global Standard for CSO Accountability – Extension Phase 2018/19



SECTION 1: General Information

Date of grant request: 25th September 2019

Name of organization requesting funding:

Development Network of Indigenous Voluntary Associations (DENIVA)

Project title: To Strengthen NGO Accountability and Solidarity within a Shrinking Civic Space in Eastern Africa

Wiring or Bank Information:

Beneficiary Name: Development Network of Indigenous Voluntary Association (DENIVA)

Beneficiary Address: Plot 490, Makerere Road, P.O. Box 11224 Kampala Uganda

Bank Name: Equity Bank Uganda

Bank Address: Wandegeya Branch, P.O Box 10184, Kampala, Uganda

Account Name: Development Network of Indigenous Voluntary Association (DENIVA)

Account Number: 1044201090023

Account Currency: USD Dollars

SWIFT Code: EQBLUGKA

Main contact person

Name: Catherine Kanabahita

Position Title: Executive Director, DENIVA

Telephone: +256 772 508476

Email: cathykanabs@gmail.com, ckanabahita@deniva.or.ug

Amount of funding request: Euros 24,999

Grant period: October 2019 - May 2020

Project period: October 2019 - May 2020

Key staff or volunteers leading the project:

1. Ms. Catherine Kanabahita: Executive Director
2. Mr. Daniel Okello: National QuAM Coordinator
3. Ms. Susan Sekasi: Accountant



SECTION 2: Achievements and Impact

1. Which objectives of the extension phase does this project aim to contribute to?

The project aims at contributing to the stated project objectives, namely:

1. Promote the use of, and engagement with, the Global Standard at the national, regional and international levels through partnership.
2. Strengthen CSO capacity at the national, regional and international levels to adopt the Global Standard to their needs and contexts.
3. Inspire and nurture a global community of practice on Dynamic Accountability

2. Project description:

The shrinking political and civic space is a challenge faced by all countries in the Eastern and Horn of Africa region, which consists of Kenya, Tanzania, Uganda, Ethiopia, Rwanda, Burundi, Somalia, and Southern Sudan. In most of these Eastern African countries, the political opposition is weak and Civil Society Organizations have had to take up the mantle of leadership by mobilizing citizens to advocate for accountability, democracy, and respect for human rights. This has resulted in CSOs being perceived as the opposition by governments. As a consequence, governments have retaliated against governance and human rights-oriented CSOs by restricting their operations and taking deliberate actions aimed at undermining and discrediting them. By contrast, CSOs operating in the service delivery and relief related areas are unaffected by government harassment.

Some of the most damaging ways that most of the East African governments have carried out their campaign of harassment and intimidation are by alleging that NGOs are agents of foreign governments and that they are involved in terrorism and money laundering. With this increased scrutiny and surveillance of NGOs, key questions have arisen regarding their Accountability, Transparency, Legitimacy, and Resilience. The Global Standard, with its 12 commitments and associated key actions, provides a framework on which Civil Society Organizations can strengthen their effectiveness, be more accountable to their stakeholders and, thereby, improve their credibility.

To promote the Global Standard and develop a community of practice for dynamic accountability, Development Network of Indigenous Voluntary Associations (DENIVA) and Accountable Now organized a two-day meeting, from May 7-8 2019, for NGOs in Kenya, Tanzania, Uganda, Ethiopia at MS Training Centre for Development Cooperation (MS TCDC) Arusha, Tanzania. The main outcome of that meeting was a Plan of Action developed by a core group of eight persons from the NGOs in attendance and is the basis for the first key activity in this proposal.

Of all the East African member states, only Uganda and Kenya have National Standards for Civil Society Accountability. In Uganda, the Quality Assurance Certification Mechanism (QuAM) is operational, and VIWANGO is the Kenyan version. The meeting noted that Tanzania and Ethiopia did not have evidence of any NGO Self-Regulatory/Accountability Mechanisms.



The Activities

To achieve the above goals, QuAM and its stakeholders will implement the following activities within a span of 8 months starting October 1st, 2019 to 30th May 2020; -

1. Test the QuAM tool that has been aligned to the Global Standard, while certifying 30 NGOs and developing the Improvement Plans.

The process of aligning QuAM to the Global Standard has been successfully completed. The QuAM Secretariat, the QuAM council, DENIVA and the NGOs in Uganda's central region will mobilize the regional members and disseminate the new QuAM framework, structure, and tools to the constituency during an information-sharing session of the regional assembly, a minimum of 30 NGOs will participate in the activity. There is a need to test the QuAM tool while certifying 30 NGOs, and while developing Improvement Plans. In addition, technical support would be provided, and with an emphasis on how to implement the Improvement Plans, capacity would be built in those 30 NGOs. The participating NGOs are expected to constitute 2 entities, the first being the Regional QuAM committee and second being the Regional QuAM Coordinating Organization, the 2 entities will then undergo a process training on the QuAM tools and standards, on successful training, the regional QuAM structures will be empowered by the national QuAM council to mobilize, sensitize, handle the QuAM application process, recommend to the National QuAM committee, the applicants to be awarded the QuAM certificate. The 2 entities are also expected to oversee the applicant's improvement plans in consultation with the QuAM secretariat. DENIVA/QuAM will continue its participation in the Projects Partners Meetings, coordinated by Accountable Now, and in Thematic Working Groups, as its contribution to inspiring and nurturing a global community of practice on Dynamic Accountability.

1.1. The QuAM Tool Pre-test process

The regional QuAM committees will be established in each of the proposed 14 regions in Uganda, the regional committee are to replace the district committees that existed before incorporating the Global Standards into the QuAM tool, the new arrangement seeks to establish one regional committee to oversee a whole region with about 10 districts on average, if the framework is proven to be effective, that will be rolled out in all the 14 regions after 6 months of implementation and learning

The QuAM regional committees will then be trained and empowered to receive the QuAM assessment tools from the NGOs, these committee members will undergo a QuAM assessment process and be facilitated to understand the QuAM objectives and processes, the structure and operations of QuAM and Global Standard

The committees will subject the NGO and the adjusted QuAM tool and come out with their recommendation to the National QuAM council, this is expected to be applied in all the regions of Uganda

Depending on the standard awarded by the council, the regional Committee will come up with an organizational improvement plan for the next step of assessment, be it one year for provisional certificate, 3 years for ordinary standard certificate, or Advanced certificate, an improvement



plan will facilitate the NGO in its next step of assessment as the QuAM processes are continuous.

1.2. The Improvement Plan Process.

The new and revamped QuAM tools recognize the need for inclusive but progressive learning by all actors, as learning is a process, the tool allows for growing organizations to be assessed and awarded provisional certificates (valid for 12 months), Standard certificate (Valid for 3 years) and the Advanced certificates (valid for 5 years), in order to reduce on competition among NGOs, QuAM will at the end of every assessment develop a learning process, aimed at improving the capacity of the organization, the improvement plan will enable the organization to grow in its level of achievement, from one to the other level, this can be after one year, three years or five years of certification, in the long run, the improvement plan will work for all certified NGOs as an organization's quality standard sustainability plan which will feed into the self-regulatory standard sustainability plan cycle.

1.3. Indicators of success

All the above processes will be measured through the following indicators; -

1. The QuAM regional committees established in central Uganda region
2. The committee are trained and commissioned to conduct the QuAM assessments in central Uganda regions
3. The number of NGOs picking and returning the QuAM assessment form and offering to be assessed by the regional committees
4. The number of NGOs with QuAM certificates awarded through the new tool
5. The number of NGOs with an improvement plan

2. Establish the Eastern Africa Regional Learning Platform to encourage the sharing of experiences and knowledge on the Global Standard.

DENIVA /QuAM seeks to organize a workshop in Uganda for 15 NGO representatives from the four Eastern Africa countries, The East African Regional Conference will be held in Kampala Uganda, the goal of the workshop is to begin the process of mainstreaming the Global Standard and National standards for the participating countries, and thereby develop a new community of interest. This will be done in partnership with Accountable Now, Viwango, PHE Ethiopia Consortium, and Tanzania NGO Forum. The workshop will encourage and promote the sharing of experiences and knowledge on the Global Standard and will explore a regional scope for using the Global Standard for CSO Accountability. The proposed workshop will inaugurate the Eastern Africa Regional learning platform for engagement and buy-in to the Global Standard. DENIVA/QuAM will hold a two days workshop in Kampala, bringing 2 representatives each from Kenya, Tanzania, Ethiopia, and key NGOs in Uganda as the host country, 9 members will come from Uganda.

2.1. Success indicators and outcome of the workshop

1. Through the conference, partnership will be developed between DENIVA /QuAM and Accountable Now, Viwango, PHE Ethiopia Consortium, and Tanzania NGO Forum and the regional online platform and regional workshop in Kampala to dialogue on the Global Standard and Dynamic Accountability.



2. The regional workshop will bring together 15 NGO representatives from the 4 Eastern Africa countries and 1 person from Accountable Now form the Eastern Africa Regional Learning Platform and Community of interest in the Global Standard created.
3. A Regional Plan of Action on NGO utilization of the Global Standard in the countries of Ethiopia, Kenya, Tanzania, and Uganda.

3. Desired outcomes

Outcome	Strategy for Achievement	Measurements of success (numerical when possible)
Build the capacity of NGOs in Uganda to appreciate the reformed QuAM that has been aligned to the Global Standard.	<ul style="list-style-type: none"> • Test the QuAM tool that has been aligned to the Global Standard, while 30 NGOs undergo the QuAM process and developing the QuAM Improvement Plans. • Provide technical support and build capacity on how to implement the QuAM Improvement Plans of the 30 NGOs. 	<ul style="list-style-type: none"> • 1 QuAM regional committees established in central Uganda region • The committee are trained and commissioned to conduct the QuAM assessments in central Uganda regions • 30 NGOs picking and returning the QuAM assessment form and offering to be assessed by the regional committees • 30 NGOs with QuAM certificates awarded through the new tool • The number of NGOs with an improvement plan



<p>Promote the use of, and engagement with, the Global Standard at the Eastern Africa level.</p>	<p>In partnership with Accountable Now, Viwango, PHE Ethiopia Consortium, and Tanzania NGO Forum, DENIVA /QuAM seeks coordinate an on-line platform for engagement and buy-in of the Global Standard in order to develop a community of interest.</p> <p>The discussions will culminate in a workshop in Uganda for 10 NGO representatives from the four Eastern Africa countries to convene the Eastern Africa Regional learning platform.</p> <p>The same meeting will encourage the sharing of experiences and knowledge on the Global Standard and explore a regional scope for using the Global Standard for CSO Accountability.</p>	<ul style="list-style-type: none">• A partnership developed between DENIVA /QuAM and Accountable Now, Viwango, PHE Ethiopia Consortium, and Tanzania NGO Forum. DENIVA /QuAM to organize the regional online platform and regional workshop in Kampala to dialogue on the Global Standard and Dynamic Accountability.• 15 NGO representatives from the 4 Eastern Africa countries and 1 person from Accountable Now form the Eastern Africa Regional Learning Platform and Community of interest in the Global Standard created.• A Regional Plan of Action on NGO utilization of the Global Standard in the countries of Ethiopia, Kenya, Tanzania, and Uganda.
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4. Work Plan and Timeline: October 2019 - May 2020

Objective	Activities	Delivery Date
To test the QuAM tool that has been aligned to the Global Standard, while certifying 30 NGOs and developing the Improvement Plans.	Conduct the QuAM Assessment of 30 NGOs in the Central Region and develop QuAM Improvement Plans.	1st October 2019 to 30th March 2020
	Provide technical support and capacity building on the implementation of the Improvement Plans for the 30 NGOs.	1st March 2020 to 30th May 2020
To establish the Eastern Africa Regional Learning Platform to encourage the sharing of experiences and knowledge on the Global Standard.	In partnership with Accountable Now, VIWANGO, PHE Ethiopia Consortium and Tanzania NGO Forum, DENIVA/QuAM seeks to organize a workshop in Uganda for 15 NGO representatives from the four Eastern Africa countries and Accountable Now to convene the Eastern Africa Regional on-line learning platform and workshop	1st March 2020 to 30th May 2020

5. Who will benefit from this project? Direct, indirect?

The **direct beneficiaries** of the project are as follows:

- a) A total of 15 NGOs in Ethiopia, Kenya, Tanzania and Uganda and 1 representative from Accountable Now participate in an online platform and workshop to establish the Eastern Africa Regional learning platform on the Global Standard.
- b) A total of 30 NGOs in the Central Region of Uganda that will be certified using the New QuAM tool that has been aligned to the Global Standard.
- c) A total of 30 NGOs in the Central Region of Uganda, whose capacity has been built to develop through the development and implementation of the QuAM Improvement Plans.
- d) The global partnership implementing the Global Standard through the DENIVA/QuAM participation in their platforms in person and online.

The **indirect beneficiaries** are as follows:

- a) The beneficiaries or member organizations of the 15 NGOs in Ethiopia, Kenya, Tanzania and Uganda as a result of being better equipped to hold governments accountable.
- b) The NGO sub-sectors and citizens of Ethiopia, Kenya, Tanzania and Uganda due to a more credible sub-sector.
- c) The over 700 member organizations of DENIVA that will benefit from the reformed QuAM that has been aligned to the Global Standard.
- d) The beneficiaries of the 30 NGOs that have undergone the QuAM process implemented the QuAM Improvement Plans that will serve them more effectively and efficiently.
- e) The global network of NGOs interested in the Global Standard and Dynamic Accountability that will be reached through social media and other online platforms.
- f) The Uganda NGO sector will benefit from a resilient and sustainable QuAM.

6. How will you engage various stakeholder groups?



Engagement with the various stakeholder groups will be as follows:

- a) Workshops to convene the Eastern Africa Regional learning platform
- b) The QuAM Council members will visit each the 30 NGOs and conduct the QuAM Certification process.
- c) The QuAM Secretariat and DENIVA will build the Capacity of the 30 NGOs to implement the QuAM Improvement Plans.
- d) Media coverage, website postings, social media engagements to reach the general public.
- e) Dissemination of revised QuAM tools and the Global Standard documents and publicity materials to stakeholders and the wider public.
- f) Participation in the Project Partners' Meetings organized by Accountable Now and on-line Thematic Working Groups.
- g) Monitoring and Evaluation of the project to gather feedback from various stakeholders and assess the project against the set objectives.
- h) Ensure project audit and reporting to capture best practices, lessons learnt and for accountability purposes.

7. How will you monitor and evaluate your achievements?

DENIVA uses a standard M&E template for purposes of monthly and quarterly reporting to the Board of Directors. This project will also have to use the same template, designed with a logical framework derived from the objectives, activities and milestones from this proposal. Project review meetings are planned on a quarterly basis for the DENIVA Board to provide project oversight and strategic guidance.

The National QuAM Coordinator is assigned the vital task of monitoring the projects on a quarterly basis and generates a report. The information generated from monitoring is used to improve the next part of the project implementation. Project activities, outcomes and timelines have been stated in the proposal, and at it is against these benchmarks that the project will be assessed.

More specifically, in monitoring project implementation, progress will be assessed against the pre-determined indicators which are both qualitative and quantitative. If the project is not meeting the stated results, then recommendations are made on how to improve and what corrective measures must be taken.

These monitoring sessions take place on a quarterly basis for this project. Organizing project reviews, feedback sessions and reflection meetings on a regular basis will be a fundamental part of the project and will be helpful in tracking progress, learning, and sharing best practices. If something is not working, then the project leadership will get to the root cause and fix it in time.

An end-of-project evaluation has been planned to assess the overall impact of the project and whether it achieved the set targets. The information generated from the evaluation of the project will inform the final narrative report and the enrichment of QuAM. Therefore, monitoring and



evaluations are very important for institutional learning, improvement, relevance and adaptation to change.

8. How will you ensure the results from this project are sustainable?

The project contributes to DENIVA's program of NGO Quality Assurance Certification Mechanism (QuAM). The main objective of QuAM is the creation of an accountable, credible and ethical NGO sub-sector in Uganda. The outcomes of the project will constitute sustainable solutions that will strengthen QuAM and NGOs in Uganda and the East African Region. It is of vital importance that this transformative work is sustainable. As such, DENIVA has approached key donors in Uganda, namely, GIZ and DGF (Democracy Governance Facility: A basket fund for European Union donor agencies in Uganda to support NGOs) and discussions are at an advanced stage to ensure the continued support of QuAM from September 2019, onwards.

DENIVA/QuAM has completed a project that was supported by GIZ from February to August 2019. A project proposal has been submitted to continue the support for another six months. Negotiations are underway to secure long-term financing after the two projects are completed. An effort has been made to ensure that the activities in this proposal and in those of GIZ and DGF are complimentary, and that there are no overlaps. For purposes of transparency, all the partners will be able to access the project documents as soon as DENIVA is able to sign the agreements between GIZ, DGF and Accountable Now.

The change envisioned by the project will be sustained by mainstreaming the key activities in the annual plans and strategic plans for DENIVA. The best practices of the project will be scaled up through DENIVA's wider network of member organizations. The project's ownership by local communities, their active participation, and the integration of dynamic accountability will ensure continuity of the outcomes even after the project has ended

9. Have gender specific issues and programming/budgeting been included in developing this project? If so please explain how.

DENIVA has a gender policy that guides program implementation. As such, gender mainstreaming is a cross-cutting theme in the organization's development interventions and gender issues are an integral part of the design, budgeting, implementation and evaluation of this project. A deliberate effort will be made to ensure women and men participate in the project activities in equal numbers, since women constitute 51% of the population. A multi-stakeholder approach that includes civil society organizations, local governments and the private sector in promoting all inclusive development and social cohesion will be employed. Gender Equality and Women's Empowerment are among the Standards of QuAM and the Global Standard. In the process of revising and aligning the QuAM Assessment tool to the Global Standard, women's rights and gender equality were entrenched in Commitment Two (2). Therefore, the revised QuAM Assessment tool, with a clear commitment to gender equality, will be used for certification of NGOs. Gender issues will be specifically integrated in programming and budgeting of all NGOs that will be involved in the QuAM process.



10. Are there any environmental impacts of this project and/or the organisation? If so which and how are these managed with?

One of DENIVA's programs is Sustainable Livelihoods which focuses on adaptation to climate change and disaster risk reduction. These components have strong linkages to the environmental impact of DENIVA's programming. In this particular project, the QuAM Assessment tool has a specific standard on Environmental Assessment and Protection. In the process of revising and aligning the QuAM Assessment tool to the Global Standard, Commitment Three (3): Healthy Plan, was entrenched. Therefore, the revised QuAM Assessment tool, with a clear commitment to environmental protection, will be used for certification of NGOs. Environmental issues will be specifically integrated in programmings as a cross cutting theme of all NGOs that will be involved in the QuAM process.

SECTION 3: Financial Information

11. Please list other key donors or sources of income:

Q u A M Reforms	PROPOSAL TO DGF (OCT 2019 - MAR 2020: 6 MONTHS) Euros: 49,990	PROPOSAL TO GIZ (OCT 2019 - MAR 2020: 6 MONTHS) Euros: 47,400	PROPOSAL TO THE GLOBAL STANDARD (OCT 2019 - SEPT. 2020: 1 YEAR) Euros: 24,999
Q u A M promotion, sensitization and awareness	Hold a Sensitization Meeting with 25 NGOs in the Kigezi Region to create awareness and buy-in in the reformed QuAM and elect a Regional QuAM Committee.	Hold a Sensitization Meeting with 25 NGOs in the Bugisu Region to create awareness and buy-in in the reformed QuAM and elect a Regional QuAM Committee.	NONE
	Hold a Sensitization Meeting with 25 NGOs in the West Nile Region to create awareness and buy-in in the reformed QuAM and elect a Regional QuAM Committee.	Hold a Sensitization Meeting with 25 NGOs in the Acholi Region to create awareness and buy-in in the reformed QuAM and elect a Regional QuAM Committee.	NONE
Enhancement of QuAM Publicity and Awareness	Print 300 copies of the QuAM Assessment Tool	NONE	NONE
Documentation and Publicity Materials	Design and Print 200 Posters to promote QuAM	NONE	NONE



Q u A M Reforms	PROPOSAL TO DGF (OCT 2019 - MAR 2020: 6 MONTHS)	PROPOSAL TO GIZ (OCT 2019 - MAR 2020: 6 MONTHS)	PROPOSAL TO THE GLOBAL STANDARD (OCT 2019 - SEPT. 2020: 1 YEAR)
AMOUNT in Euros:	Euros: 49,990	Euros: 47,400	Euros: 24,999
	Design and Print 300 QuAM Flyers / Brochures	NONE	NONE
	Develop an on-line QuAM Assessment Tool and promote its use through the QuAM, DENIVA and UNNGOF web-sites.	Sensitize and Train NGO to use the Electronic Assessment Tool	NONE
Establishment of QuAM Regional Committees and Coordinating Organizations in 14 regions	QuAM Council and Promoters to develop guidelines and to develop Guidelines to select the QuAM Regional Committees and their Terms of Reference.	NONE	NONE
	Establish the QuAM Regional Committee in the Kigezi Region and build their capacity on their roles and responsibilities.	Establish the QuAM Regional Committee in the Bugisu Region and build their capacity on their roles and responsibilities.	NONE
	Establish the QuAM Regional Committee in the West Nile Region and build their capacity on their roles and responsibilities.	Establish the QuAM Regional Committee in the Acholi Region and build their capacity on their roles and responsibilities.	NONE
Q u A M Assessment in 14 Regions	Conduct QuAM Assessment of 30 NGOs in the Kigezi Region	Conduct QuAM Assessment of 30 NGOs in the Bugisu Region	Conduct QuAM Assessment of 30 NGOs in the Central Region and develop Improvement Plans.
	Conduct QuAM Assessment of 30 NGOs in the West Nile Region	Conduct QuAM Assessment of 30 NGOs in the Acholi Region	Provide technical support and capacity building on the implementation of the Improvement Plans for the 10 NGOs.



Q u A M Reforms AMOUNT in Euros:	PROPOSAL TO DGF (OCT 2019 - MAR 2020: 6 MONTHS) Euros: 49,990	PROPOSAL TO GIZ (OCT 2019 - MAR 2020: 6 MONTHS) Euros: 47,400	PROPOSAL TO THE GLOBAL STANDARD (OCT 2019 - SEPT. 2020: 1 YEAR) Euros: 24,999
Q u A M Certification Process by QuAM Council	QuAM Council to certify the 10 NGOs	QuAM Council to certify the 20 NGOs	NONE
Research and Knowledge Management	Contract a Consultant to produce a research paper on the “The Assessment of Accountability in the NGO Sub-sector: Strengths, Challenges and Opportunities”. This will be presented at the Civil Society Sector Review Meeting by the external consultant	NONE	NONE
Annual NGO Sector Review	Organise a NGO Sector Review Meeting to interface with Government, Development Partners and the Public on the Accountability and Credibility of NGOs in Uganda as key partners in development for 100 persons.	Contribute for financial support to 50 extra persons at the NGO Sector Review Meeting.	NONE
Monitoring, Evaluation & Learning for QuAM using Improvement Plan	Contract a Consultant to carry out an Independent Review / Evaluation of nine QuAMed Organizations and ascertain if what is measured by QuAM is what makes the right judgement for quality organizations.	NONE	NONE
Q u A M governance meetings	NONE	Two meeting of the QuAM Council QuAM Award Ceremony.	NONE



Q u A M Reforms	PROPOSAL TO DGF (OCT 2019 - MAR 2020: 6 MONTHS) Euros: 49,990	PROPOSAL TO GIZ (OCT 2019 - MAR 2020: 6 MONTHS) Euros: 47,400	PROPOSAL TO THE GLOBAL STANDARD (OCT 2019 - SEPT. 2020: 1 YEAR) Euros: 24,999
Regional Learning Platform to encourage the sharing of experiences and knowledge on the Global Standard.	NONE	NONE	In partnership with Accountable Now, VIWANGO, PHE Ethiopia Consortium and Tanzania NGO Forum, DENIVA/QuAM seeks to organize a workshop in Uganda for 15 NGO representatives from the four Eastern Africa countries to convene the Eastern Africa Regional on-line learning platform and workshop.

Two proposals have been submitted to GIZ and DGF (Democratic Governance Facility: a basket fund for EU donors in Uganda) to support QuAM from October 2019 for six months. However, the table below shows the breakdown of the proposals sent to DGF, GIZ and Global Standard. The outcome from these proposals will be communicated and an effort has been made to ensure complementarity of interventions.

12. Due Diligence Documents: Please provide us with the following documents as attachments (if not applicable please state your reasons below):

1.1 Description of organization/ entity/ their work and structure/ key objectives and mission / board and governance structure

Development Network of Indigenous Voluntary Associations (DENIVA) is a legally constituted Ugandan Network of Non-Governmental and Community Based Organization (NGOs/CBOs). It provides a platform for collective reflection, action and voice to voluntary local associations that advocate for people-centered, accountable and sustainable development in Uganda. DENIVA was founded by 21 Civil Society Organizations in 1988 and has grown to over 700 Member Organizations (MO). DENIVA's thematic areas of operation are (i) Governance and Human Rights; (ii) Sustainable Livelihoods; and (iii) Strengthening of Civil Society Organizations. Gender mainstreaming and Youth Empowerment are cross cutting issues.

DENIVA partners with MOs to mobilize local communities through Neighborhood Assemblies (NA/People's Parliaments) to create an engaged citizenry able to raise pertinent issues that affect them. Through NAs, they devise solutions to address the identified challenges at the grassroots level and hold local governments accountable. DENIVA uses evidence-based advocacy to engage government to formulate and implement policies and programs in favor of marginalized groups like women, children, internally displaced persons and persons with disabilities. DENIVA



advocates for a conducive civil society environment while promoting institutional governance and accountability based on internationally recognized standards.

DENIVA’s Vision is “A responsible society where Ugandans meet their needs and enjoy their rights.” DENIVA’s mission is: “To promote good governance and improved livelihood through capacity development, information sharing and advocacy.” DENIVA’s goal is to advocate for good governance, quality service delivery and poverty reduction in Uganda. The three programs are i) Good governance, Democracy and Human Rights; ii) Sustainable livelihoods, Adaptation to climate change and disaster risk reduction; iii) Strengthening of Civil Society Organizations.

DENIVA BOARD OF DIRECTORS

No	NAME	SEX	MEMBER ORGANIZATION	POSITION ON THE BOARD	TELEPHONE
1	Rose Mary Taaka	Female	Kalangala NGO Forum	Chairperson	+256-772465155
2	Nelson Sande Ndugo	Male	Rwenzori Peace Bridge for Reconciliation (RPBR)	Secretary	+256-772481997 /0780815660
3	John Silco Murugahara	Male	Rwenzori Information Center -Network (RIC-Net)	Treasurer	+256-772607149
4	Eunice Oyeru (Resigned / Vacant)	Female	Rural Initiative for Community Empowerment (RICE)	Northern Region Representative	+256-774625561
4	Fredrick Kamara Baguma	Male	African Youth Initiative (AYI)	Central region Representative	+256-772479435
5	Rosette Ekiyansiimire	Female	Western Region Delta Network (WUDENA)	Western region Representative	+256772016282
6	James Okodi	Male	Soroti Rural Development Association (SORUDA)	Eastern region Representative	+256-772660906
7	Monica Emiru Enyou	Female	National Association of Women Organizations in Uganda (NAWOU)	National Representative	+256-772630589
8	Catherine Kana-bahita	Female	Executive Director, DENIVA: Ex-official	Ex-Official	+256-772508476

1.2 Legal registration status / Certificate of incorporation/ Articles of association

The Legal registration status / Certificate of Incorporation / Articles of Association are attached for your reference.



1.3 Current tax and VAT status

Owing to its status as a Non-Profit Making Organization, DENIVA is exempt from Corporate Tax and VAT. After Annual Audits, DENIVA submits Annual Tax- Returns to Uganda Revenue Authority on an annual basis. DENIVA currently has PAYE arrears that were incurred between 2011 and 2016. This led to a change of Management and Board in December 2016. The current leadership of DENIVA is addressing this challenge by having reached an agreement with Uganda Revenue Authority to pay the arrears over time. The payment of these arrears is financed from DENIVA’s internally generated funds accrued from renting the DENIVA property (as a student’s hostel), sub-letting office space, consultancy and membership subscription fees.

1.4 Most recent organizational financial audit

The DENIVA Audit 2017 is attached for your reference.

1.5 Specific anti-fraud and anti-corruption policies

These policies are attached for your reference.

1.6 Organogram or Other staff/task structure

The DENIVA organogram is attached for your reference.

1.9 Procurement Policy

This is part of the Finance Policy / Manual and it is attached for your reference.

13 Please provide us with a detailed budget proposal, laying out all expected expenditures using the attached template.

Attached is the detailed budget for your reference.

SECTION 4: Risk assessment

RISK	DESCRIPTION	POSSIBILITY AND IMPACT	MITIGATION	
1	Resistance to change by key stakeholders.	There is still need for change management concerning QuAM reforms.	Medium	Awareness and sensitization initiatives have been included in this proposal. With more sharing of the reforms and stakeholder participation in activities, there will be effective change management.
2	Capacity limitations by QuAM Secretariat at DENIVA.	There is only one full-time staff for the QuAM Secretariat. DENIVA is still undergoing restructuring and the QuAM Strategic Plan will spell out the need to strengthen the unit.	Low	DENIVA has recruited a full time National QuAM Coordinator, who will focus on the successful implementation of this project.



RISK	DESCRIPTION	POSSIBILITY AND IMPACT	MITIGATION	
3	Limited interest from the Civil Society Organizations in Uganda and Eastern Africa to participate in the planned project.	There may be apathy towards coordination, networking and alliance building in issues of accountability for NGOs in the East African region. It is hoped the funds will be disbursed in time to ensure their participation.	Low	DENIVA will promote the Global Standard as a global and premium brand worth buying-in for relevance and survival of NGOs. There is need to bring them on board as soon as possible and to plan to implement the activities together.
4	Shrinking civic space in Uganda and the East African region.	A hostile government cracking down on dissent, human freedoms, violating people's rights and generally creating a volatile and non-conducive environment for effective project implementation and civil society to operate.	Medium	DENIVA will continue to lobby and advocate for a conducive environment with fair laws, policies and regulations for civil society to operate. Human Rights approaches will be used and alliances with change agents will be sought. Transparency and communication will be pursued in project implementation.

SECTION 5: Comments

Please provide any other information you think will help us understand the project you are proposing.

REALLOCATION DUE TO COVID

Due to the COVID-19 pandemic, some activities in this proposals were amended. The delivery period of the project was also extended to 30 November 2020. The affected activities are revised as below:

- Activity 2 (Establish the Eastern Africa Regional Learning Platform to encourage the sharing of experiences and knowledge on the Global Standard) could not take place in person due to the pandemic. This activity was adapted to an online and virtual format.