



QUAM REPORT ON INCREASED KNOWLEDGE, AWARENESS AND ASSESSMENT IN KARAMOJA, WEST NILE AND ACHOLI HUMANITARIAN PARTNERS FROM 9TH TO 21ST NOVEMBER 2020 WITH SUPPORT FROM OXFAM.



Figure 1: A group photo of participants during QuAM assessment in West Nile Sub-Region

1. Introduction

The QuAM is a self-assessment initiative developed by NGOs and for NGOs. It aims to enhance the credibility and effectiveness of NGOs and contribute to the overall improvement in the public legitimacy of the NGO sector. With support from OXFAM, QuAM conducted a one day QuAM sensitization meetings and two day Quam assessment of NGOs in Karamoja, West Nile and Acholi sub-regions aimed at creating awareness on QuAM and buy-in in the reformed QuAM and elect West Nile regional QuAM committee and regional QuAM host organizations'. Uganda National NGO Forum (UNNGOF) therefore invited the Executive Directors or Coordinators of organizations for a one-day sensitization meeting which took place in the districts of Moroto, Arua and Gulu respectively.

In preparation for participants to attend the sensitization meeting, participants were requested to do the following;

- Propose the regional QuAM host organization (QuAM regional host organization terms of reference were attached to guide participants) and propose names for the regional QuAM committee members i.e. The Chairperson, Secretary, Treasurer, 2 committee members (QuAM regional committee terms of reference were attached to guide participants) (For West Nile sub-region where QuAM did not have this structures in place)
- Fill in the QuAM application form (the application form was attached to the invitation)
- Fill in the QuAM assessment tool (the tool was attached to the invitation)

For West Nile sub-region, after the participants proposed the names, the names were presented to the regional NGOs during the sensitization meeting for election.

QuAM sensitization was conducted by the National QuAM Coordinator in all the three regions and QuAM assessment of NGOs in Karamoja, West Nile and Acholi regions was conducted by the independent Regional QuAM Committee members of those specific regions with support from the QuAM secretariat and UNNGOF.

During the QuAM assessment of the 32 (Thirty-two) NGOs in Karamoja, West Nile and Acholi regions, most of the candidate NGOs had prepared for the exercise and has most of the required items during the QuAM verification as clearly shown in the assessment tool and most of them still had major gaps as stated in the improvement plan samples attached in appendix B in this report.



Figure 2: A group photo of West Nile QuAM Council member (Centre) RICE-WN staff (third from the left), National QuAM coordinator (Right) and the PALM CORPS staff after the QuAM assessment of PALM CORPS in Arua district.

2. QUAM Sensitization and assessment of NGOs in Karamoja Sub-Region

QuAM held a sensitization meeting with 25 NGOs out of the 30 NGOs as per the initial plan in Karamoja Region to create QuAM awareness. The QuAM sensitization in Karamoja region was held in November, 9th 2020 at Tita Tourist Resort, Moroto District. The QuAM sensitization was aimed at increasing knowledge, awareness and ownership of the reformed QuAM for NGOs in Karamoja Region and eventual assessment.



Figure 3: Group photo after QuAM assessment of RADO in Nakapiripirit District

After the sensitization of 25 NGOs, 11 NGOs were ready to undergo the QuAM assessment from 10th – 11th November 2020 and below is the table showing the 11 NGOs with their registration status and contact persons in different districts in Karamoja Sub-Region;

S.NO	Organisation Name	District	NGO Registration Status	Contact person and details
1.	Riam Riam CSO Network	Moroto	National	John 0783780144
2.	Karamoja Dev,t Forum	Moroto	Regional	Teba 0773044910
3.	Caritas Moroto	Moroto	Regional	Daniel 0779223203
4.	Karamoja Women Umbrella Organisation	Moroto	National	Thomas 0772174660
5.	Foundation for Rural Disabled persons	Napak	National	Lomonya 0782762417
6.	Rural Actions for Development Organisation	Nakapiripirit	National	Max 0773040006
7.	Women Integrated Development Association	Nakapiripirit	District	Susan 0782974159
8.	Amudat Inter religious development Initiatives	Amudat	National	Jonna 0784205267
9.	Grassroot Alliance for Rural Development	Kotido	National	Ambros 0392841225 0784000909

10.	Aridland Development programme	Kotido	National	Marygrace 0773505449
11.	Vision Seed of hope	Kabong	District	Dom 0789012900



Figure 4: A photo taken during the QuAM assessment of Grassroot Alliance for Rural Development, located in Kotido District, Karamoja.

3. QUAM Sensitization and assessment of NGOs in West Nile Sub-Region

QuAM held a sensitization meeting with 32 NGOs out of the 30 NGOs as per the initial in West Nile Region to create QuAM awareness. The QuAM sensitization in West Nile region was held in November, 12th 2020 at Arua Countryside. Hotel, Arua District. The QuAM sensitization was aimed at increasing knowledge, awareness and ownership of the reformed QuAM for 32 NGOs in West Nile Region.



Figure 5: The Executive Director Nebbi District NGO Forum appreciating the credibility of the QuAM assessment process

The process of election of the Regional QuAM Committee and Host organization for West Nile region was consultative and participatory whereby the QuAM secretariat sent an email to 30 NGOs in West Nile with attachments of both the Regional QuAM Committee and Host organization terms of reference and asked the NGOs to consult with other NGOs within the region and after nominate names of persons that met the ToRs as regional QuAM Committee member and as well nominate organizations that met the ToRs as Regional Host organization for QuAM before the sensitization and election meeting was held.



Figure 6: UNNGOF staff introducing about the humanitarian platform at national and regional level in Arua District

Nine (9) individual names were nominated for Regional QuAM Committee members from the different districts of West Nile Region and through voting, the following five (5) were elected as the West Nile Regional QuAM Committee members;

S.No	Elected Person/ Organisation	Sex	District	Contact
Regional QuAM committee members				
1	Can. Onesmus Dralega	Male	Arua	0787 646957
2	Mrs. Margret Ayiseni	Female	Arua	0772 514945
3	Mr. Delu Banabas	Male	Yumbe	0772 337907
4	Dr. Okwir Anthony	Male	Nebbi	0772 635397
5	Mrs. Mary Otika	Female	Adjumani	

When it came to the regional QuAM host organization, Rural Initiative for Community Empowerment West Nile (RICE WN) was nominated and elected as the West Nile regional QuAM host organization.

After the sensitization of 30 NGOs, 10 NGOs were ready to undergo the QuAM assessment from 10th – 11th November 2020 and below is the table showing the 10 NGOs with their registration status and contact persons in different districts in West Nile Sub-Region;

S.NO	Organisation Name	District	NGO Registration Status	Contact person and details
12.	West Nile-Community Action For Rural Development (Wn-Card)	Arua	National	0784659696 John
13.	Vision For Humanity	Arua	National	0782325134 Sunde
14.	People Empowering People	Arua	National	0772849623 Isaac
15.	Integrated Child Service Consult	Arua	National	0772980599 Emily
16.	Young Women Creating Opportunities for Economic Transformation	Arua	National	0777182787 Harriet
17.	Feminature- Uganda	Arua	Regional	0789747909 Saidat
18.	PALM CORPS	Arua	National	Thomas 0772540719
19.	Nebbi District NGO Forum	Nebbi	National	0772896611 Ronald
20.	Agency for Community Empowerment (AFCE)	Nebbi	National	0777630330
10.	Arua District NGO Forum	Arua	Regional	0773991496

4. QUAM Sensitization and assessment of NGOs in Acholi Sub-Region



Figure 7: A group photo of participants during the QuAM sensitization in Acholi Region

QuAM held a sensitization meeting with 18 NGOs out of the 30 NGOs has per the initial in Acholi Region to create QuAM awareness. The QuAM sensitization in Acholi region was held in November, 19th 2020 at Hotel Kakanyero, Gulu District. The QuAM sensitization was aimed at increasing knowledge, awareness and ownership of the reformed QuAM for 30 NGOs in Acholi Region.



Figure 8: QuAM regional committee members verifying the NGO documents during the QuAM assessment.

After the sensitization of 18 NGOs, 11 NGOs were ready to undergo the QuAM assessment from 20th – 21st November 2020 and below is the table showing the 11 NGOs with their registration status and contact persons in different districts in Acholi Sub-Region;

S.NO	Organisation Name	District	NGO Registration Status	Contact person and details
1.	Voluntary Initiative Support Organisation (VISO)	Gulu	National	Patrick Ashby 0782925516
2.	Center for Alternative Development	Gulu	National	Auma Kevinah 0788580551
3.	Thrive Gulu	Gulu	National	Onen Vincent 0782069125
4.	AIDS care Education and Training (ACET)	Gulu	National	Ocan Moses 0777488081
5.	Gulu War Affected Training Centre	Gulu	District	Okun Samuel 0774087753
6.	Gulu NGO Forum	Gulu	Regional	Kevin 0771640089
7.	Young Women Initiative for development	Gulu	National	Winnie 0784708913
8.	Ker K Kwaro Acholi	Gulu	Regional	Geoffrey 0782291399
9.	Northern Uganda Transparency Accountability Forum	Gulu	Regional	Okello Simon 0772457419
10.	Forum for rights awareness and monitoring Uganda	Gulu	National	Oketch 0773796690
11.	International Orthodox Christian Charity(IOCC)	Gulu	National	Alum 0782495458 Benedict Nyeko 0788747222 benedictnyeko@gmail.com

CHALLENGES FACED AND RECOMMENDATIONS.

There were several challenges we encountered as a team which include;

- Late receiving of our accommodation and dinner allowances from Oxfam. This made the QuAM staff have hard time in the field therefore next time GIZ should ensure that staff that have gone to the field receive their allowances on the day of departure to the field.
- Bad roads during the travels. The team will ensure there is enough time allocation in the next travels

Appendix A: Photos



Figure 9: QuAM team during the assessment



Figure 10: QuAM team after assessment



Figure 11: Participants During the QuAM sensitization



Figure 12: A group photo of participants in Karamoja discussing workshop Does and Don'ts



Figure 13: QuAM team after assement of an NGO in Kabong District

Appendix B: Sample of Improvement plans

SECTION E:IMPROVEMENT PLAN FOR AFCE NEBBI

STAN DARD	WHAT TO IMPROVE	WHO TO IMPROVE IT	BY WHEN
5	Finalize and ensure that the draft Strategic Plan is approved and implemented	AFCE NEBBI	31 st December 2020
8	Conduct Board elections to ensure they are fully constituted and functional Improvements required in updating Board fill with	AFCE NEBBI	31 st December 2020

	minutes		
11	Volunteers have to formalize their presence and the organization must ensure that no one volunteers for more than six months because it is against the law. It is advisable promote volunteers whose capacities have been built to become staffs or let them go if the organization cannot effort to pay them	AFCE NEBBI	31 st December 2020
14	Finalize and ensure the draft finance policy is approved and adhered to	AFCE NEBBI	31 st December 2020
17	Narrative annual reports have to be developed and disseminated to stakeholders on regular basis (Annually)	AFCE NEBBI	31 st December 2020
19	Must meet all statutory obligations that include filling returns with URSB Must expedite the formalization of their work relationship with the LGs in all the districts of operation through signing of MoUs.	AFCE NEBBI	

SECTION E:IMPROVEMENT PLAN FOR NEBBI DISTRICT NGO FORUM

STANDA RD	WHAT TO IMPROVE	WHO TO IMPROVE IT	BY WHEN
3	Adhere to the provisions of the constitution and conduct regular board meetings Update board files for reference whenever they are required (improve on filling)	Nebbi District NGO Forum and QuAM	31 st December 2020
5	No strategic plan in place. Expertise the process of developing the new strategic plan since the old one expired in 2019	Nebbi District NGO Forum and QuAM	31 st January 2021
8	Refer to comment 3.2 above	Nebbi District NGO Forum and QuAM	31 st December 2020
9	Need to provide the Board Manual as promised. Ensure that all documents are accessible to relevant stakeholders during official hours	Nebbi District NGO Forum and QuAM	31 st December 2020

16	Annual work plans and budgets not approved. Ensure these are approved in the beginning of every financial year	Nebbi District NGO Forum and QuAM	31 st December 2020
17	Ensure that consolidated annual narrative reports are produced and disseminated to the stakeholders for accountability	Nebbi District NGO Forum and QuAM	31 st December 2020
19	Start paying Local Service Tax to the Sub Counties where the staffs reside Work on Volunteer contracts to formalize their work relationships Sign MoUs with LGs File annual returns with URSB and NGO Bureau	Nebbi District NGO Forum and QuAM	31 st December 2020

SECTION E:IMPROVEMENT PLAN FOR PALM CORPS ARUA

STANDARD	WHAT TO IMPROVE	WHO TO IMPROVE IT	BY WHEN
3	1 st page of the constitution has to be signed	PALM CORPS and QuAM	31 st December 2020
5	Ensure that organizations' funded and unfunded priorities are consolidated into annual work plans and budgets and should desist from having these on project basis, these have to be approved by the BoD at the beginning of every year.	PALM CORPS and QuAM	31 st January 2021
10	Finalize, approve, operationalize and adhere to the HR Manual	PALM CORPS and QuAM	31 st December 2020
13	Performance audits should be conducted for the BoD members on annual basis	PALM CORPS and QuAM	31 st December 2020
16	Refer to 10 above	PALM CORPS and QuAM	31 st January 2020
19	Expedite the process of remitting Income Tax to URA Regularly file annual returns with URSB Formalize working relationships with LGs through signing MoUs in the operational areas	PALM CORPS and QuAM	31 st December 2020

23	The organization should have and use a seal	PALM CORPS and QuAM	31 st December 2020
25	Key policies such as Anti-Corruption, Gender Equality, Asset Management, Transport/Vehicle Management, Security policies are not yet in place. There is need to put these in place and ensure that they are adhered to	PALM CORPS and QuAM	31 st January 2021
33	Refer to 19 part 3 above	PALM CORPS and QuAM	31 st December 2020
39	Feedback from the beneficiary communities have to be documented and filed for records and reference purposes	PALM CORPS and QuAM	31 st December 2020

SECTION E:IMPROVEMENT PLAN FOR WEST NILE CARD

STANDARD	WHAT TO IMPROVE	WHO TO IMPROVE IT	BY WHEN
1	The Organization should follow-up the registration with Financial Intelligence Authority	ED and Compliance Officer (or equivalent)	31 st January 2020
9	Board manual not in place to guide the activities of the board. This manual should be developed, approved and adhered to.	ED and members/owners of the organization	31 st December 2020
10	The HR Policy is still in draft form awaiting board approval HR Policy can't be implemented since it's not approved hence the need to call for a board meeting to ensure the policy is discussed and approved	ED and members/owners of the organization	31 st December 2020
12	There is no comprehensive staff appraisal system since HR Policy is still in draft form No staff development policy and no deliberate plans for staff capacity development All staff must be appraised on regular basis and most preferably bi-annually to assess and improve effectiveness and	ED and members/owners of the organization	31 st December 2020

	efficiency		
13	Code of Conduct is imbedded in the draft HR Policy which is yet to be approved hence can't be implemented to reprimand errant officers and/or board members that act against the organization's values	ED and members/owners of the organization	31 st December 2020
14	The financial manual still in draft form and needs to be approved with the urgency it deserves since the organization receives and manages finances	ED and members/owners of the organization	31 st December 2020
16	The organization should develop consolidated annual work plans and budgets and these have to be approved at the beginning of every financial year	ED and Finance Officer/ Officer In charge of Assets	31 st December 2020
17	Both financial and narrative reports exist but are on project basis. These need to be consolidated and readily available	ED and members/owners of the organization	31 st January 2020
18	First audit report still in the process. They still have no audit reports. There is need to expedite the audit processes Not clear if the auditor was approved by the board since they had not sat in 2020. The audit firms have to be engaged by the BoD	ED and members/owners of the organization	31 st January 2020
19	Expedite the process of signing MoU with OPM because it is mandatory for all NGOs that operate in refugee settlements and the host communities	ED and Compliance Officer (or equivalent)	31 st December 2020

SECTION E:IMPROVEMENT PLAN FOR VISION FOR HUMANITY ARUA

STANDARD	WHAT TO IMPROVE	WHO TO IMPROVE IT	BY WHEN
4	Ensure that all staff and volunteers of the organization know and understand the Vision, mission and objectives of the organization	Vision For Humanity and QuAM	31 st December 2020

8	Board meetings are irregular. The board last sat in December 2018 Improve on filling	Vision For Humanity and QuAM	31 st January 2021
9	Conflict of interest cannot be checked because policies where they are highlighted are not yet approved and hence provisions cannot be implemented. Expedite the process of approving the policies in question to guard against conflict of interest	Vision For Humanity and QuAM	31 st December 2020
11	Make deliberate plans for staff capacity development even if they remain as unfunded priorities at the end of the year	Vision For Humanity and QuAM	31 st December 2020
12	All staff must be appraised on regular basis and most preferably bi-annually to assess and improve effectiveness and efficiency	Vision For Humanity and QuAM	31 st December 2020
16	Ensure that annual work plans and budgets are consolidated and approved at the beginning of every financial year	Vision For Humanity and QuAM	31 st December 2020
24	Has an asset register but it is not updated on regular basis. Hence the need to update it Assets are not engraved hence an area identified for improvement	Vision For Humanity and QuAM	31 st December 2020
25	Some key policies are missing: i) ICT Policy ii) Transport/Vehicle Management Policy iii) Security Policy iv) Approval of policies that are in draft forms	Vision For Humanity and QuAM	31 st January 2020
27	Staff recruitment not gender sensitive because all the key positions are filled by male staff No deliberate efforts in promoting women's/girl's rights	Vision For Humanity and QuAM	31 st January 2020
28	The youth should not only be targeted during implementation levels alone but planning and budgeting levels	Vision For Humanity and QuAM	31 st December 2020
29	There is no deliberate effort/plan to mainstream cross cutting issues concerning children, PWDs, and marginalized groups in activities	Vision For Humanity and QuAM	31 st January 2020
31	Complaint and Feedback mechanism document in place but not approved. There is need to approve the document and implement it	Vision For Humanity and QuAM	31 st January 2020
33	Annual reports are not submitted to LGs and National NGO Bureau	Vision For Humanity and QuAM	31 st December 2020
36	M&E Framework to be developed	Vision For Humanity and QuAM	31 st January 2020

40	All that all feedback and decisions that were influenced by the specific feedback documented	Vision For Humanity and QuAM	31 st January 2020

SECTION E:IMPROVEMENT PLAN FOR PEP INTERNATIONAL ARUA

STANDAR D	WHAT TO IMPROVE	WHO TO IMPROVE IT	BY WHEN
1	Financial Intelligence and permit not in place, ensure to work on these with the urgency they require	PEP International	31 st December 2020
8	Board should have more regular meetings in adherence to the constitution or update the board file with minutes each time they hold meetings.	PEP International	31 st January 2021
10	Finalize, approve, operationalize and adhere to the HR Manual	PEP International	31 st December 2020
12	The staff and volunteers have to be regularly appraised to ensure effectiveness and efficiency in the performance of their duties	PEP International	31 st December 2020
17	Produce and disseminate consolidated narrative and financial reports to stakeholders for accountability	PEP International	31 st December 2020
18	Books of accounts are not audited regularly. Ensure these are audited to timely act on the queries raised in the management letters.	PEP International	31 st December 2020
19	Start paying Local Service Tax to the Sub Counties where the staff reside	PEP International	31 st December 2020

SECTION E:IMPROVEMENT PLAN FOR GRASSROOT ALLIANCE FOR RURAL DEVELOPMENT (GARD) KOTIDO

STANDAR D	WHAT TO IMPROVE	WHO TO IMPROVE IT	BY WHEN
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3	All Policies in draft include HR, Finance, anti-corruption, child protection	GARD and QuAM	31 st December 2020
5	They have volunteers but no volunteer policy	GARD and QuAM	31 st January 2021
8	The board met only once in 2019 however the constitution requires them to meet quarterly	GARD and QuAM	31 st December 2020
9	No conflict of interest policy in place	GARD and QuAM	31 st December 2020
16	Strategic plan not in place	GARD and QuAM	31 st December 2020
17	No annual work plan and budget	GARD and QuAM	31 st December 2020
19	Never conducted any audit	GARD and QuAM	31 st December 2020

SECTION E:IMPROVEMENT PLAN FOR VISION SEED OF HOPE, KAABONG

STANDARD	WHAT TO IMPROVE	WHO TO IMPROVE IT	BY WHEN
4	Not registered with the URSB and NGO bureau (certificate of registration and incorporation missing)	VISION SEED OF HOPE	31 st December 2020
6	Child protection policy, HIV/AIDS, IT and gender policy all in draft stage	VISION SEED OF HOPE	31 st January 2021
7	Last board meeting held in June 2020	VISION SEED OF HOPE	31 st December 2020
8	Recruitment process not cleared (copy expected for verification)	VISION SEED OF HOPE	31 st December 2020
14	Annual plan and annual budget not in place	VISION SEED OF HOPE	31 st December 2020
18	Annual audit not conducted	VISION SEED OF HOPE	31 st December 2020

20	Annual reports to be submitted to Riamiriam	VISION SEED OF HOPE	31 st December 2020

SECTION E:IMPROVEMENT PLAN FOR RURAL ACTION FOR DEVELOPMENT ORGANIZATION (RADO), NAKAPIRIPIT DISTRICT

STANDARD	WHAT TO IMPROVE	WHO TO IMPROVE IT	BY WHEN
4	Human resource manual not signed	RADO and QuAM	31 st December 2020
6	Staff appraisals not in writing	RADO and QuAM	31 st January 2021
7	Volunteers policy are not in writing	RADO and QuAM	31 st December 2020
8	No staff development policy in writing	RADO and QuAM	31 st December 2020
14	Lack volunteers' files and staff files	RADO and QuAM	31 st December 2020
16	Not received funding's from out of their thematic areas	RADO and QuAM	31 st December 2020
	Not seen a copy of annual budget, narrative plan and strategic plans	RADO and QuAM	31 st December 2020
	No financial narrative reports	RADO and QuAM	31 st December 2020
16	Annual reports not seen	RADO and QuAM	31 st December 2020
17	Annual audits not conducted	RADO and QuAM	31 st December 2020

SECTION E:IMPROVEMENT PLAN FOR YOUNG WOMEN INITIATIVE FOR DEVELOPMENT (YWID), GULU

STANDARD	WHAT TO IMPROVE	WHO TO IMPROVE IT	BY WHEN
1	No FIA certificate	YWID and QuAM	31 st December

			2020
3	2020 BOD minutes to be shared	YWID and QuAM	31 st January 2021
4	No shared mission and vision and staff not aware of the mission and vision	YWID and QuAM	31 st December 2020
6	No strategic plan	YWID and QuAM	31 st December 2020
8	No appraisal	YWID and QuAM	31 st December 2020
9	No staff files	YWID and QuAM	31 st December 2020
18	No PAYEE files	YWID and QuAM	31 st December 2020

SECTION E:IMPROVEMENT PLAN FOR GULU WAR AFFECTED TRAINING CENTRE

STANDARD	WHAT TO IMPROVE	WHO TO IMPROVE IT	BY WHEN
7	No annual budgets	Gulu War Affected Training Centre	31 st December 2020
12	No staff appraisals	Gulu War Affected Training Centre	31 st January 2021
15	No staff development trainings	Gulu War Affected Training Centre	31 st December 2020

SECTION E:IMPROVEMENT PLAN FOR FORUM FOR RIGHTS AWARENESS AND MONITORING, GULU, UGANDA

STANDARD	WHAT TO IMPROVE	WHO TO IMPROVE IT	BY WHEN
4	Strategic plan need to be renewed 2015-2020	Forum for Rights awareness and Monitoring-Uganda and QuAM	31 st December 2020
8	No staff development trainings	Forum for Rights awareness and Monitoring-Uganda and QuAM	31 st December 2020

9	Staff appraisals is done since 2017, need to do it again and should be twice a year.	Forum for Rights awareness and Monitoring-Uganda and QuAM	31 st December 2020
14	No annual work plan and budget (have to be revised)	Forum for Rights awareness and Monitoring-Uganda and QuAM	31 st December 2020

SECTION E:IMPROVEMENT PLAN FOR CENTRE FOR ALTERNATIVE DEVELOPMENT (CEFAD), GULU

STAND ARD	WHAT TO IMPROVE	WHO TO IMPROVE IT	BY WHEN
9	No staff development trainings	CEFAD and QuAM	31 st December 2020
5	No strategic plan	CEFAD and QuAM	31 st January 2021
7	No staff appraisals	CEFAD and QuAM	31 st December 2020