



DIASPORA INITIATIVE TO
SUPPORT YOUTH TRAINING
ORGANIZATIONS (DISYTO)
IN NIGERIA AND UGANDA
SECOND QUARTER REPORT

SUBMITTED TO THE
MASTERCARD FOUNDATION



Strengthening Capacity of Youth Training Organizations

COUNTRY

Uganda
Nigeria

REGIONS/DISTRICTS

Northern Region:
Gulu (Acholi And
Lango Sub Region)

Central Region:
Kampala
Kano, Kaduna,
Abuja, Lagos

REPORTING PERIOD

April 1, 2018 —
June 30, 2018

ACTIVITIES IMPLEMENTED (FOR EACH ACTIVITY UNDERTAKEN)

MAIN ACTIVITY:

Training of youth training organizations in Nigeria (Kano, Kaduna, Abuja) and Uganda (Gulu and Kampala).

During this quarter, the project concentrated on activities under **Strategic Objective 1: Youth Organizations gain skills for organizational capacity and development**. The activities focused on development of training materials, finalization of a training manual and delivery of training in Kano, Kaduna and Abuja in Nigeria and Gulu and Kampala in Uganda. Additional trainings were held in Lagos and Nairobi, Kenya with partner organizations at no-cost to the Mastercard Foundation.

CURRICULUM DEVELOPMENT

The curriculum for the training was divided into two parts: Organizational Development and Fundraising. The section on organizational design and development was put together by between Omolola Adele-Oso and James Wagala while the fundraising section was developed by Rashida Petersen.

The training curriculum was informed by the baseline study undertaken in March and April 2018. The baseline study identified the following as key issues affecting youth training organizations in Nigeria and Uganda:

- 1. Poor corporate governance** – High-performing boards of non-profit organizations are established to accomplish the fiduciary role of the organization; are responsible for building and assuring trust and good relations between the organizations and its stakeholders, such as local government, donors, recipients, volunteers, staff, and the society; and offer advisory, oversight and resource mobilization roles to the organizations. However, most respondents have boards that perform management position upwards of 50%. Over-interference of the board in the management of the organizations, including the board tapping into the resources mobilized to support programmatic activities of the organizations constituted weak corporate governance findings.

- 2. Low financial turnover** – There was a misunderstanding of financial turnover amongst many youth organizations. Most organizations which responded to the DIA Fund baseline questionnaire had low financial turnover, responses to varied widely. These findings point to limitations in programme activities due to insufficient funding. It also points to limited capacity to mobilize resources for programme activities.

- 3. Inadequate project management, monitoring, evaluation and reporting capacity.** Most organizations showed low levels of experience of senior programme staff. Some of the staff even doubled up in roles which included operations.

In response to the needs identified above, the team developed curriculum to strengthen resource mobilization and fund-raising capacity of youth training organizations, strengthening boards of organizations, building the capacity of management to separate their functions from the influence of their boards and creating strong linkages between the board and management, highlighting case studies and examples of overcoming these challenges. The project employed the star model of organization development to sensitize the participants on the five cardinal elements of organizational development: strategy, structure, lateral capability, people and reward systems. For the resource mobilization section of the manual the focus went from broader topics such as explaining a business development lead process and reasons for diversification to a specific focus on crowdfunding. Since the DIA Fund platform leverages a crowdfunding model emphasis was placed on appealing to individuals in the diaspora.

The finalized content and training agenda were packaged into a training information manual. The manual was shared with the participants as booklets and in flash jump drives. This was in response to Activity 2.1.1 of the approved project implementation plan.

TRAINING OF YOUTH ORGANIZATIONS ON ORGANIZATIONAL DEVELOPMENT AND FUNDRAISING IN UGANDA

Locations: Northern Uganda at Bomah Hotel in Gulu district on the 3rd July 2018. In Kampala at the Innovation Village on the 5th July 2018.

Executive directors, programme coordinators and programme directors from 35 youth NGOs from Northern Uganda and 29 youth NGOs from Kampala attended the trainings in Gulu and Kampala respectively. The mandates of these organizations included:

1. Vocational skills training, internship and apprenticeship for youth;
2. Providing affordable credit and capital for youth innovation and entrepreneurship;
3. Giving youth access to information and resources about the job market
4. Providing accessible sexual reproductive health information for young people to make informed choices; and
5. Tailoring youth skills through better education to meet the needs of the job market.
6. Support for youth that are sexually abused and exploited

During training in Gulu and Kampala, the issues identified during the baseline survey came out more manifestly. Some issues specific to Ugandan local NGOs attending the training included:

1. **Corporate governance** – In many organizations, the boards were established to comply with the legal requirement as set out under the Uganda Non-Governmental Organizations' Act 2016. The process of identifying the board members was not clear, and there were no clear roles for board members. The board members were also picked by the vision holder, who in most cases doubled up as the Chair of the Board and the Executive Director of the organization. This further weakened the organizations. Board members also joined these boards with objectives of making money out of the organizations, creating a serious conflict with the management.

TRAINING OF YOUTH ORGANIZATIONS ON ORGANIZATIONAL DEVELOPMENT AND FUNDRAISING IN UGANDA CONT'D

- 2. Fundraising** – Most organizations understood resource mobilization as a concept and an essential component to successfully fulfill the organization’s mission and vision. However, they lack clear fundraising and resource mobilization strategies. This has made them lack sustainable funding for their programmatic activities. Organizations have therefore turned to short term strategies for raising fund, such as collecting monies from members to complete small scale community projects.
- 3. Ownership and resourcing** – At the formative stages of organizations, at least 80 percent were designated as membership, non-membership or volunteer organizations. The project team observed that most youth organizations started off as membership organizations then rapidly morphed into non-membership organizations with the vision holder running the show. This was mostly the case after the organization landed its first significant donor funding.
- 4. Linkages with national development plans** – While most organizations had strategic plans, there was remote linkages between these strategic plans and Uganda Vision 2040, the national development blue print. The strategic plans had weak situation analyses and poor risk identification. Stakeholders were not robustly identified. These weaknesses made the strategic plans moribund, only serving to make the organizations compliant to the legal and donor requirement. Recognizing the central importance of strategic plans in corporate communications and resource mobilization, it is important for the organizations to review their strategic plans to align them to the national development agenda and situate them within the framework of sustainable development goals.

ORGANIZATIONAL DEVELOPMENT AND FUNDRAISING TRAINING IN NIGERIA:

The team arrived in Nigeria and travelled to Abuja on June 17, 2018 to begin the training of youth focused organizations in Kano, Kaduna, and Abuja. Together with local partner, YouthHub Africa, the team comprised: Act4Accountability - Omolola Adele-Oso, DIA-Fund - Rashida Petersen, YouthHub Africa – Rotimi Olawale, Shamaki, Victor Audu, and Attah, the team departed for Kano the morning of June 18, 2018.

In Kano, the training was held at Tahir Guest House and Conference Center. Organizations represented focused on represented youth development to environmental advocacy and agriculture. Less than 50% of the organizations were nationally certified with the Corporate Affairs Commission (CAC), Nigeria’s NGO regulatory agency. Participants were informed that not having national certification inhibits their ability to raise funds internationally and on the DIA-Fund platform, it was identified that Kano State does not require NGOs to have national certification to operate. For organizations, state registration is cheaper and quicker than CAC’s process, which sometimes takes 10 – 18 months to obtain.

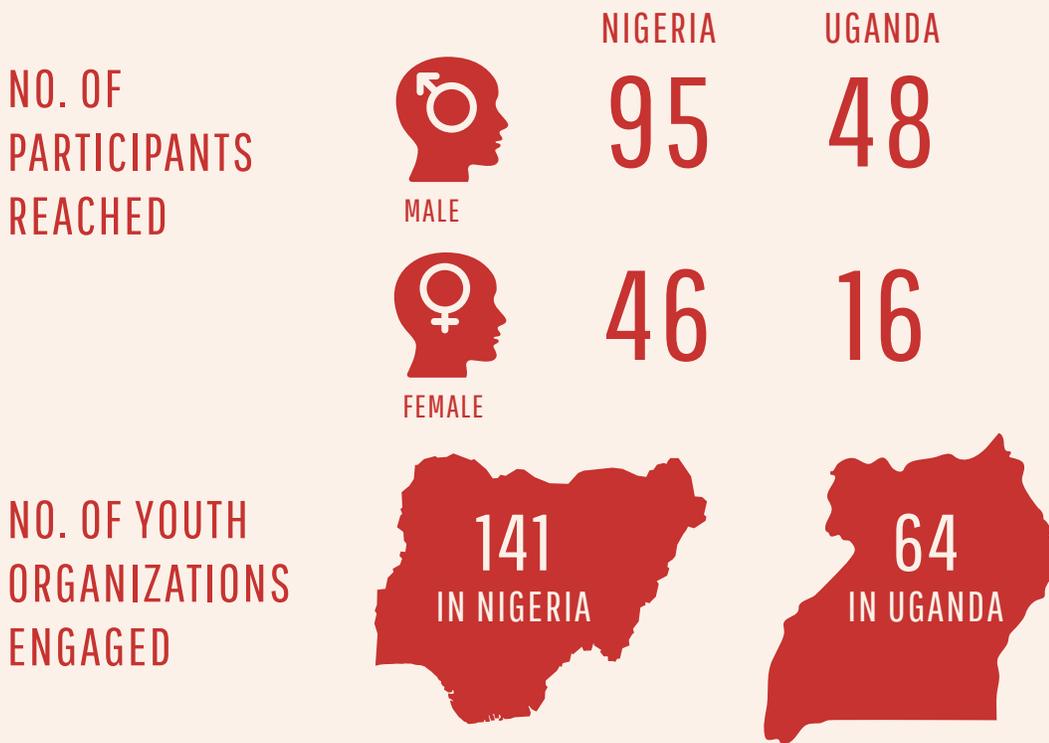
Two NGOs were selected for short taped interviews. One is a drug abuse rehabilitation center (a crisis plaguing especially young men in the north) and the other a women’s leadership empowerment program. They shared insights about their work, the impact of their services on the local populations, and the importance of having diaspora support for their programs.

During the trainings in Nigeria, the following issues were identified as affecting the work of non-profits in Abuja, Kano and Kaduna:

- 1. Inadequate funding** – Youth training non-governmental organizations experience difficulty in finding sufficient, appropriate and continuous funding for their work. Accessing donors, research, how to develop long-term relationships is still unclear. They have limited resource mobilization skills and are often not looking for funds that are available locally, preferring to wait for international donors to approach them. There is a high dependency of donors and a tendency to shift interventions to match donor priorities. This has occasioned a lack of financial, project and organizational sustainability.

- 2. Poor Governance** – The NGOs knowledge of good governance varies widely, with some indicating very little understanding of why NGOs are required to have Boards or what their roles and functions should be. Organizations find it difficult to achieve good governance with founders who wished to own their NGOs for their own purposes. Finding Board members can be difficult if you are not willing to pay them or provide allowances.
- 3. Absence of Strategic Planning** – Few organizations had strategic plans which would enable them to direction for their mission, values and activities. This leaves them vulnerable to the whims of donors and makes it difficult to measure their impact over time.
- 4. Poor Networking** – It is the cause of duplication of efforts, conflicting strategies at the community level. A lack of learning from experience and an inability of NGOs to address local structural causes of poverty, deprivation and under-development. Negative competition for resources also undermines the reputation of the sector and the effectiveness of NGO activities at community level. As a result, there is a great deal of suspicion among NGOs, secrecy and lack of transparency. Many NGOs, large and small, intervene at community level without any community mapping and implement projects without due regard to ongoing community initiatives.
- 5. Limited Capacity** – Many NGOs have limited technical, organizational and fundraising capacity. Few NGOs are able or willing to pay for such capacity building. Limited capacity was identified in fundraising, governance, technical areas of development, and leadership and management. Some NGOs felt that the existence of quality standards would assist them to develop the required capacities. The speed of technology changes, especially internet connectivity, was also identified as a challenge particularly in areas of IT capacity.

PROJECT REACH



STAKEHOLDER: UGANDA

Youth-led NGOs in Nigeria and Uganda

Youth Alive

Uganda Youth network

Kenya Association of Fundraising Professionals

Youth Hub Africa

Work Station

NATURE OF ENGAGEMENT

Training on organizational development and fundraising

Mobilization of members for training in Kampala

Mobilization of NGOs for training in Kampala and Gulu

Mobilization/ in-kind donation of organization of members for training in Nairobi

Partnership on facilitation of the training in Kano

In-kind donation of training room for the training in Lagos

SUCCESSES AND CHALLENGES



SUCCESSES

Collaboration with other organizations: Collaboration with local organizing bodies such as Youth Hub Africa, Youth Alive and Gulu NGO Forum eased the mobilization of participants for training in Uganda and Nigeria. YouthHub Africa as a local partner in Nigeria was a good selection. They created and managed an itinerary that was well thought out and their cultural competencies were invaluable from language barriers to appropriate dress code for the north of Nigeria, the menu and the need for ‘prayer time’ during trainings.

Training manual: We had remarkable feedback on the training manual. Many participants felt it provided useful reference materials, who requested for additional copies for sharing with other members of their organizations.

Storytelling for content creation:

Each trainer brought a different approach to his or her delivery of the program content. Rotimi Olawale, president of Youth Hub Africa, kicked off the trainings in Kano, Kaduna, and Abuja setting the tone for why the information is relevant. He also offered stories as a founder and executive director of a Nigeria based NGO. Omolola Adele- Oso offered her perspective as an organization development consultant and the founder of a diaspora organization. Rashida Petersen offered her expertise as a fundraising expert who has worked with many Africa based NGOs.

Participation: The participants were fully engaged, their questions were specific yet relatable to many others in the room. In Gulu and Kaduna, Kano not one participant left the training early.

Potential Partnerships:

ADDITIONAL NGOS REACHED AT NO COST TO MASTERCARD FOUNDATION:

There was so much interest from partners within other states in Nigeria and Kenya team members added two additional trainings to the schedule. Thanks to an in-kind donation of a training room from Workstation Nigeria- a co-working space, a training



was held in Lagos in response to the large number of requests. Sixteen participants representing fourteen organizations participated in an abbreviated version of the training conducted in other locations. The organization development section focused on Strategy, Structure and Governance. The fundraising portion focused on the basics of fundraising, effective storytelling, and a demonstration of the DIA-Fund platform.

Participants in Lagos organizations were advanced in their capacity needs. For example, 70% of the organizations indicated they have strategic guiding documents that guide their programs. 60% of the organizations have websites and correspond electronically with stakeholders via newsletters, social media and other communication needs. As with other locations, questions about boards were

raised. In particular, effective board management and the role of boards and their oversight of NGOs.

In Kenya, the Association of Fundraising Professional organized the training for local Kenyan NGOs of which 20 registered. There was a cost associated with the program that went to the organizers for the room rental and lunch. The organizations that attended were much more sophisticated so we focused on more of a deep dive on storytelling and fundraising culture in Kenya.

Posts on social media of our activities have been met with requests from other states in Nigeria, as well as other countries like Sierra Leone and Ghana asking when it was their turn. It was validated by the trainings that African NGOs need access to the information being provided to strengthen their capacity.

MICROSOFT NIGERIA:

Microsoft Nigeria became aware of this project and requested more information. The meeting with their philanthropy director in Lagos was a success with Microsoft requesting a short proposal. A proposal for a donation request of productivity software for NGOs that participated in the trainings was submitted on July 12th and currently awaiting next steps from Microsoft.

CHALLENGES

Late registration: Many participants had difficulty registering and getting confirmations online. This delayed their registration and confirmation, making the turnout to be lower than expected. Specifically for Kampala, many NGOs that registered did not attend the day of for the training in contrast with all other locations. We are circling back around to understand specific reasons for this result.

Poor internet connectivity: Poor internet connectivity hampered registration for training and management of the training. Organizations seeking to register on DIA-Fund platform must have reliable internet for the registration process to be seamless.

Inadequate time for training: The trainings were undertaken over a period of one day. In hindsight this was not adequate for completion of content on organizational development, review of fundraising strategies, demonstration of DIA-Fund and development of actionable action plans for follow up. The trainings should have been two days each to cover the full training curriculum. Day two of the training would have allowed for deeper dive into each organization's specific challenges and a better demonstration of the DIA-Fund platform.

Internet Access: The DIA-Fund platform demonstration had challenges because of intermittent internet access in three of the four cities. The team resorted to hot spotting data from cell phones or a MiFi that meant data was bought more frequently than anticipated. Some organizations questioned if the registration process online and via the mobile app would affect their mobile data.

Organizations at various stages: It became apparent that many of the organizations need more basic capacity support. Large portions of the participants do not have productivity or communication tools to support their operations and program management. When asked, many admitted they do not have electronic versions of participants who have either previously donated to their organizations or participated in their programs.

Incomplete organizational capacity development and fundraising plans: Due to the limited training time, organizations did not develop their capacity development and fundraising plans, as was planned under Activities 1.1.2 and 2.1.2 of the approved project implementation plan. Development of capacity development and fundraising plans will be part of the follow up activities for the next phase.

LESSONS LEARNED

The challenges identified in Nigeria and Uganda present myriad opportunities for strengthening the work of youth training non-profit organizations in both countries:

- 1. Local Resource Mobilization** provides potential for NGOs to raise funds from local businesses, individuals, government, international NGOs, diaspora organizations and locally generated income. To do this NGOs must have strong governance and accountability mechanisms, clear strategies, local and international credibility.
- 2. Local Networking** provides opportunities for mutual learning, identifying appropriate development initiatives, generating learning resources, improving coordination and cooperation with local government, harmonizing approaches to development, and pursuing effective local advocacy. NGOs should form consortia to source funding from the donor community (larger projects to access larger donors). NGOs should also form Communities of Practice for sharing information on programmes, upcoming initiatives and new sources of funding.
- 3. Regional NGO Networks:** Regional and thematic networks present opportunities to NGOs to share research, approaches, resources, capacity and work with both government and the corporate sector. Strong regional networks also provide the basis for supporting district level networks and ensuring the NGO Council remains strong by keeping its membership strong. An effective NGO Council supported by its members and responding to NGO expressed needs, could provide appropriate and affordable capacity building support and an enabling environment for the sector. Good Governance of the NGO Council would provide a positive example for all NGOs to emulate.
- 4. Use of Volunteers:** Nigeria and Uganda have a huge supply of idealistic, young, energetic and well-educated graduates who are unemployed or underemployed. Many of them are

LESSONS LEARNED CONT'D

searching for opportunities to serve their country and get work experience. There are also many older experienced professionals willing to give their time to NGOs. Finally, there are opportunities to appoint international volunteers to fill vacancies that would otherwise require unavailable funds to fill. Student exchange programmes and internships also offer NGOs low cost human resources that can support research, documentation and staff capacity building initiatives.

- 5. Development Approaches:** Communities have assets, wisdom, labour, time, and skills to be applied to their own development programmes. Communities are now willing to work for their own development. Invest in community institution building, train local people; enable them to plan, implement and evaluate their own development programmes, and to access available local resources. Innovative local solutions to local problems always attract support.
- 6. Information, Communication and Technology (ICT):** Getting connected! Internet and email are fundamental to serious organizations. Most of the local NGOs are considering setting up a simple website to start building their network and online presence.

Following the training in Nigeria and Uganda, during remaining period of its implementation, the project will closely track the following indicators to establish the extent to which the trainings and other interventions have contributed to their improvement:

- I.** Improvement in board functions and overall corporate governance;
- II.** Clarity of organizational strategic direction and alignment of strategies to national development plans and donor funding priorities;
- III.** Robust operational and programme management;
- IV.** Improvement in youth training organizations networking and information sharing; and
- V.** Improved resource mobilization, donor liaison and reporting.

PARTICIPANT FEEDBACK

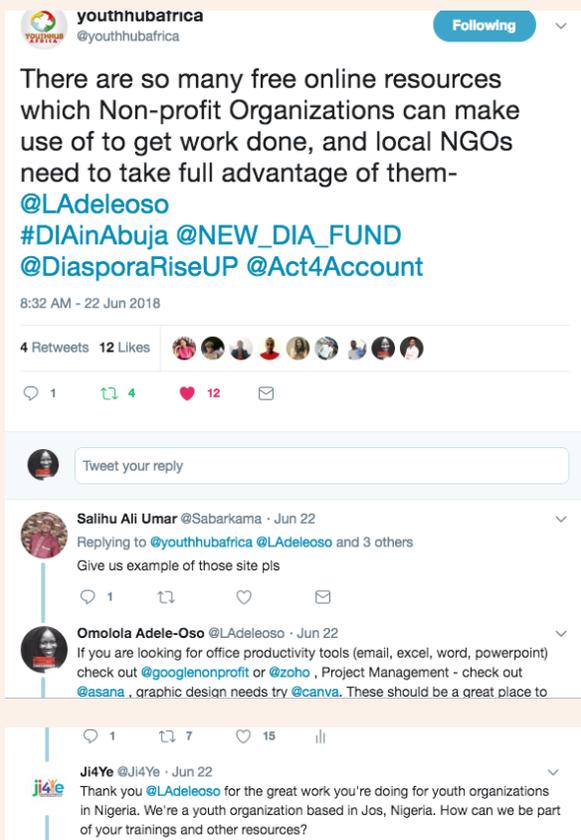
On behalf of GLOFORD Uganda, I extend our appreciation for the journey we have started together in this partnership. As an individual, I can attest to the great knowledge and skills I acquired which will continue to support us in fundraising, resource mobilization, organizational development among others. As a youth-serving organization, we are excited to partner as we empower the youth especially here in post-war Northern Uganda.

— Morris Chris Ongom, CHIEF EXECUTIVE OFFICER - GLOBAL FORUM FOR DEVELOPMENT

Greetings from Lira NGO Forum

We greatly appreciate your trust on LIRA NGO Forum and the eventual invite to attend this very beneficial training as a network and also for our member organizations who participated. We look forward to implementing the Learning and hope to replicate it as we engage with CSOs working on the Youth thematic area. We appreciate your efforts and wish you the best in supporting indigenous NGOs in Lango and Uganda at Large.

— Claudia Apio, LIRA NGO FORUM



youthhubafrika @youthhubafrika
Following

There are so many free online resources which Non-profit Organizations can make use of to get work done, and local NGOs need to take full advantage of them-
[@LAdeleoso](#)
[#DIAinAbuja](#) [@NEW_DIA_FUND](#)
[@DiasporaRiseUP](#) [@Act4Account](#)

8:32 AM - 22 Jun 2018

4 Retweets 12 Likes

1 Reply

Salihu Ali Umar @Sabarkama · Jun 22
Replying to [@youthhubafrika](#) [@LAdeleoso](#) and 3 others
Give us example of those site pls

Omolola Adele-Oso @LAdeleoso · Jun 22
If you are looking for office productivity tools (email, excel, word, powerpoint) check out [@googlenonprofit](#) or [@zoho](#) , Project Management - check out [@asana](#) , graphic design needs try [@canva](#). These should be a great place to

1 Reply 7 Retweets 15 Likes

Ji4Ye @Ji4Ye · Jun 22
Thank you [@LAdeleoso](#) for the great work you're doing for youth organizations in Nigeria. We're a youth organization based in Jos, Nigeria. How can we be part of your trainings and other resources?



ACSET UGANDA @ACSETUganda
Following

Replying to [@LAdeleoso](#) [@MastercardFdn](#)

Great to hear the news. Its soon our turn in Uganda. We cant wait any longer..
[@Act4Account](#) [@LAdeleoso](#)
[@1847Philanthrop](#) [@NEW_DIA_FUND](#)
[@ACSETUganda](#) No resting untill we unleash the potential of youth to change this world.

6:49 AM - 24 Jun 2018



TransformationalTobi! @tobi_olaitan
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I say a very big THANK YOU to [@LAdeleoso](#) [@1847Philanthrop](#) [@DiasporaRiseUP](#) [@NEW_DIA_FUND](#), YouthhubAfrica [@Act4Account](#) and [@DiasporaRiseUP](#) for greatly building our capacity during the "ACT4's ORGANIZATION DEVELOPMENT/RESOURCE MOBILIZATION Training today (22/6/18) [#Diaspora4Youth](#)

5:03 PM - 22 Jun 2018

4 Retweets 9 Likes

1 Reply 4 Retweets 9 Likes

ACTIVITIES FOR THE NEXT QUARTER

1

Road shows in the US to promote the project and raise funds from the diaspora to support organizations listed on the DIA-Fund Platform.

3

Support to organizations to complete their registration in to the DIA Fund Platform.



2

Webinars to complete the organization development portions of the curriculum not covered at in-person trainings.

4

Support organizations to develop their capacity development and fundraising plans.

5

Follow up on implementation of key organizational development and fundraising priorities identified during the trainings.