



# CORPORATE GOVERNANCE BOOTCAMP

## REPORT



## Executive Summary

The RECAN Governance Bootcamp, held from 10th to 12th September 2025 at the AYAN Centre in Kyaka II, was a three-day intensive training program aimed at equipping Refugee-Led Organization (RLO) leaders with essential skills and knowledge in corporate governance, strategic leadership, and NGO compliance. Facilitated primarily by Mawa Alatawa, the bootcamp featured interactive sessions, video presentations, and discussions to enhance participants' understanding of effective organizational management and legal frameworks for NGOs in Uganda. The event saw active participation from RLO leaders, with clear objectives met through structured sessions and practical insights.

## Introduction

The RECAN Governance Bootcamp was designed base on its needs assessment conducted in July 2025 indicating that RLOs are not compliant to Governance mechanisms even if the only constitution/articles of association is rated at 87.5% practicing but the rest of mechanisms are of lack among RLOs in Kyaka II refugee Settlement. In this regards RECAN prepared the 3 days capacity sharing called “Governance Bootcamp” for 29<sup>1</sup> RLOs from Kyaka II Refugee Settlement to manage their organizations effectively, ensure compliance with legal frameworks, and foster sustainable leadership. The program addressed critical topics such as corporate governance, team leadership, strategic management, and NGO compliance in Uganda. The bootcamp was attended by **28** participants (8 females 20 males) representing 27 RLOs (*Annex one of this report showing list of Participated RLOs*), which is 96.5% of the applied participants for the Bootcamp, and was facilitated by Mawa Alatawa, with the training hall support from the AYAN.

## Objectives

The bootcamp aimed to:

- Equip participants with knowledge of corporate governance and its relevance to organizational management.
- Enhance understanding of leadership roles, responsibilities, and team dynamics.
- Provide insights into strategic management and partnership management.
- Educate participants on the legal and compliance requirements for NGOs operating in Uganda.
- Foster networking and collaboration among RLO leaders.

## Expected Outcomes

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<sup>1</sup> Consolidated expectations and suggested training package depending on RLOs captured predictions for recan governance bootcamp cohort one

- **Enhanced Governance:** 28 RLO leaders equipped with practical tools to develop governance structures and policies, improving organizational credibility and sustainability.
- **Strengthened Leadership:** Participants emerge as authentic leaders with skills in transparency, accountability, and inclusivity.
- **Increased Awareness:** RECAN’s mission and advocacy priorities are widely understood, fostering support for RLO resourcing.
- **Network Building:** A strengthened network of RLO leaders committed to collaboration and advocacy in Kyaka II.

### Program Overview

The bootcamp was structured over three days (10-12 September 2025), with a detailed agenda covering key governance and leadership topics.

Below is a summary of the activities:

#### DAY ONE: Key Outcomes:



Participants gained a foundational understanding of governance structures, leadership responsibilities, and common pitfalls in board management.



Figure 1 Mawa Alituwa leading the sessions at AYAN Center

## DAY TWO: Key Outcomes:



Participants explored strategic leadership and team-building strategies, with the video session providing practical examples of effective team management. The evaluation session highlighted participants' appreciation for the actionable insights provided.

## DAY THREE: Key Outcomes:

Participants gained a comprehensive understanding of Uganda's NGO legal framework and compliance requirements. The



discussion session allowed for practical application of the knowledge to participants' organizations.

*Figure 2 CD, Phiona Niyijena Introducing Day three of the RECAN\_Bootcamp*

## Key Highlights

- **Engagement and Participation:** Participants actively engaged in discussions, particularly during video sessions and open forums, sharing real-world challenges faced by their organizations.
- **Practical Insights:** Alatawa's facilitation was highly praised for its clarity, context and relevance and its blending into Uganda refugee context, with participants noting the applicability of governance and compliance principles to their RLOs.

- *Bootcamp participant Feedback:* the participants declared positive feedback towards the Bootcamp regarding the structure and organization of the Bootcamp, the content and facilitator and to the satisfaction regarding their expectations. Participants have also suggested financial management and resources Mobilization to be the next topic. (*Go to annex 2 of this report showing the Bootcamp Participants Feedback*).
- *Collaboration with key stakeholders:* UNHCR Kyaka II was represented by Field Associate **Mr Julius Muhenda** who appreciated the uniqueness of RECAN’s presentation towards to RLOs in Kyaka II which will result into sustainable impact and trust among RLOs and the Kyegegwa District community at large. The office of the Prime Minister \_ Department of Refugees was represented by the Kyaka II Settlement commandant, **Mr Daniel Kisaamo** who emphasized on the RLOs compliance and recognized the noble data-oriented implementation which is exemplar of RECAN and invited the participants representing the RLOs to apply the acquired skills and requested RECAN to invite the OPM and other partners for the future bootcamps.



Figure 3 Mr Julius Kahindo, UNHCR Associate addressing the RECAN \_ Governance Bootcamp participants



Figure 4 Mr Daniel Kiseemo, the Kyaka II Settlement Commandant, speaking to the RECAN \_ Governance Bootcamp Participants

## Challenges

- *Time Constraints:* Some sessions, particularly on NGO compliance, required more time for in-depth discussion due to the complexity of the topic.
- *Participant Diversity:* Varying levels of prior knowledge among participants occasionally required additional clarification during sessions.

## Recommendations

- *Extend Session Durations:* Allocate more time for complex topics like NGO compliance to allow for deeper exploration and Q&A.
- *Pre-Training Assessment:* Conduct a pre-training survey to gauge participants' knowledge levels and tailor content accordingly.
- *Technical Preparations:* Ensure robust technical setups like public address system to ensure the audibility among participants.
- *Follow-Up Sessions:* Organize follow-up workshops or mentorship programs to support RLOs in implementing governance and compliance strategies.

## Conclusion

The RECAN Governance Bootcamp successfully equipped RLO leaders with critical skills in corporate governance, strategic leadership, and NGO compliance. The interactive sessions, facilitated by Alatawa Mawa, provided actionable and contextualized insights that participants can apply to strengthen their organizations. The bootcamp also fostered networking and collaboration among RLOs, laying the foundation for sustained impact in Kyaka II. Future iterations should address the identified challenges to enhance the training experience further.

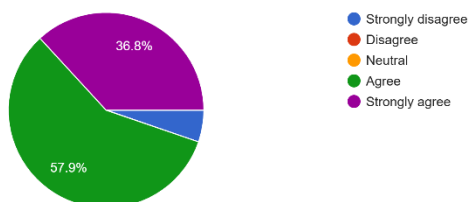
## Annex 1: List of Organizations Participants to the Governance Bootcamp

Index	RLO Name	Represented by
1	Conviction Power of Future Organisation	Rwabashi Raphael Rafiki
2	Refugee empowerment for sustainable development in Africa (RESDA)	Bienvenue Jeremie
3	Volunteer for Peace (V/Peace)	Jonathan Kabikwa
4	Humanitarian Action for Sustainability (HAS)	Iraguha Elinah
5	Local Initiative for Integrated Development (LIID)	Museme Moke
6	Innovation Talent Academy (ITA)	Penemagu Gasto
7	Let's Help International (LHI)	Enock Mapendano
8	SPOKESE AFRICA	Uwase Christine
9	Hope Away From Home - HAH	Binezere Hirwa Gilbert
10	HODARI Foundation	Janvier Hafasha
11	Youth and women's Refugee alliance foundation	Econia Winnie
12	Vision for Child Development in Africa (VICDA)	Jacques Namutole
13	SELF LEARNING AND MUTUAL AID SELEMA	Immaculate Mundanikure
14	EMAP FOUNDATION	Alain Nganda Mugisha
15	Potenzia Vita Organization	Leticia Prime
16	Mulikuza Hope Vision	Chuma Mulikuza
17	Dynamic Youth For Community Transformation (DYCT)	Safari Ntangano
18	YOUTH AND WOMEN ENGAGED FOR DEVELOPMENT(YWED)	Leah Niragire
19	Youth United for African Transformation	Derrick Agaba
20	Kyaka Refugee-Led Organizations Network	Esreal Thembo
		Mutabazi Eliya
21	Triple T foundation	Baguma Tomas
22	New Global Vision (NVG)	Biringanire Ravie
23	Blessed to bless life ministries	Jure Castro Iraguha
24	Mutukama na Wewe Association Of PSN's And People with Disability	Polepole Kigombo
25	AYAN	Patrick b Kangehamba
26	Solidarity Women Organization	Euthalie Dusengeyezu
27	<u>Union for Women Development Bukere</u>	Tukamusaba Christine

## Annex 2: Participants Bootcamp Feedback:

The structure and organization of the Bootcamp (e.g., schedule, flow of sessions, and logistics) was well-planned and effective.

19 responses

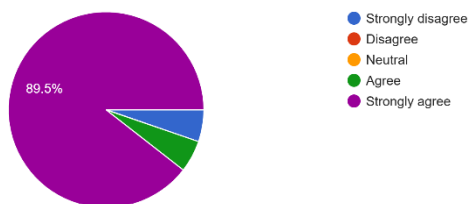


agreeing and 36.8% strongly agreeing. There is minimal evidence of disagreement, indicating that participants found the bootcamp to be well-organized and beneficial. Overall, the responses suggest that the event was successful in meeting participants' expectations regarding its organization and delivery.

The feedback from the 19 participants of the Governance Bootcamp for RLOs in Kyaka II refugee settlement reflects a high level of satisfaction with the event's structure and organization. Most respondents either strongly agree or agree that the schedule, session flow, and logistics were well-planned and effective, with approximately 57.9%

The content of the training was relevant, clear, and applicable to the needs of refugee-led organizations.

19 responses

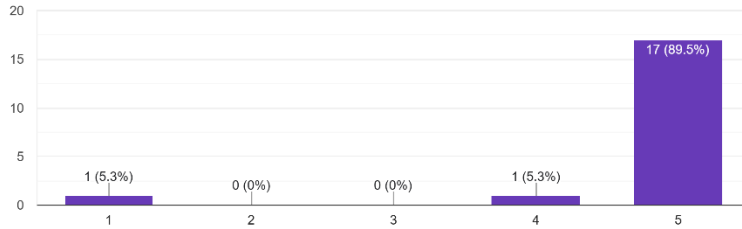


led organizations. A small percentage expressed agreement, while very few responses indicated disagreement or dissatisfaction. This suggests that the training was well-received, effectively addressing the participants' needs and expectations, and contributing to their capacity to lead and manage within their communities. Overall, the feedback reflects a successful session that resonated well with those involved.

The feedback from the 19 participants of the Governance bootcamp for RLOs in Kyaka II refugee settlement indicates a highly positive response to the training. The majority of participants, approximately 89.5%, strongly agreed that the content was relevant, clear, and applicable to their work within refugee-

The facilitator MAWA Alatawa was knowledgeable, engaging, and effective in delivering the sessions, including handling questions and promoting group interactions.

19 responses

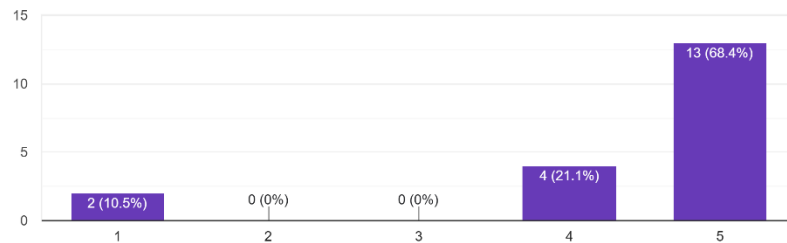


The feedback from the 19 participants indicates a very positive perception of MAWA Alatawa's facilitation skills during the sessions. The majority of respondents, approximately 89.5%, rated the facilitator's knowledgeability, engagement, and effectiveness as a 5, highlighting strong confidence in their ability to handle questions and promote

group interactions. Only a small fraction, about 5.3%, rated the facilitator as a 1 or 4, with no responses indicating lower ratings of 2 or 3. This suggests that most participants found the facilitator highly capable and impactful in delivering the session content, contributing to a successful and engaging training experience.

Overall, the Bootcamp met my expectations and will help improve governance in my organization.

19 responses

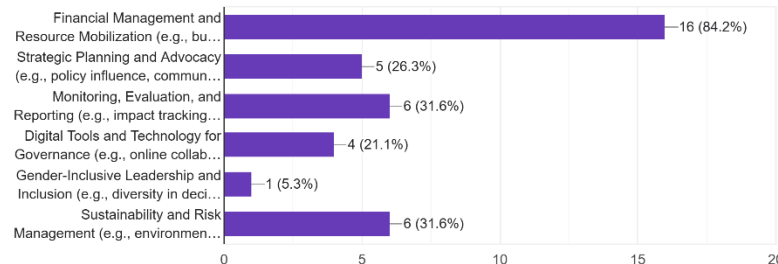


The feedback indicates that the majority of participants felt the bootcamp met their expectations and will contribute to improving governance in their organizations. Specifically, 68.4% of respondents rated their agreement with the statement as a 5, reflecting strong satisfaction, while 21.1% rated it as a

4, indicating agreement. Only a small portion, 10.5%, rated it as a 1, suggesting some dissatisfaction. Overall, these responses demonstrate that most participants found the bootcamp valuable and aligned with their needs, reinforcing its effectiveness in fostering better governance practices within their organizations.

What topics would you like the next episode of the Bootcamp to focus on for this cohort? (Select only 2)

19 responses



The responses to the question about topics for the next episode of the Bootcamp show a clear preference among participants. The most selected topic was "Financial Management and Resource Mobilization," with 16 out of 19 responses (84.2%), indicating strong interest in this area. "Monitoring, Evaluation, and Reporting" was also

avored, with 6 responses (31.6%), while "Strategic Planning and Advocacy" received 5 responses (26.3%). Other topics like "Digital Tools and Technology for Governance" and "Gender-Inclusive Leadership and Inclusion" garnered fewer responses, with 4 (21.1%) and 1 (5.3%) respectively. Additionally, "Sustainability and Risk Management" was also rated by 6 respondents (31.6%), highlighting their interest in these subjects. Overall, participants expressed a strong desire to deepen their knowledge in financial management, resource mobilization, and monitoring and evaluation, which can guide future session planning.

## What are the topics you enjoyed the most? 19 responses

### Responses

Leadership and management

Partnerships

Leadership and management, the government policies, the 4 high performers, kinds of boards etc

Corporate governance

Legal Compliance

Leadership and Management  
Partnership

Building partnership, building our organizational team, difference between, leadership and Management

Governance, compliance

Partnership, leadership and management

Governance

Governance, leadership structure.

Organization Culture, Leadership, Structures of Organization, Partnership, and Regulation

Almost Everything

Team work and to be honest and sincere according to my position

Team work, leadership and management and team building

Organization Performance management

Organization culture, Governance principals, social enterprise Leadership Vs management, principles of partnership and staffing structure

The participants expressed a strong interest in topics related to leadership and management, highlighting their importance in organizational success. Several responses emphasized leadership skills, management strategies, and the distinction between leadership and management roles, reflecting a desire to enhance their personal and organizational leadership capabilities.

In addition to leadership, many respondents showed enthusiasm for topics centered around governance, partnerships, and organizational structures. Responses mentioning "Governance," "Corporate Governance," "Building Partnership," and "Organization Culture" suggest that participants are interested in strengthening their understanding of governance principles, building effective partnerships, and establishing strong organizational frameworks. The recurring themes of teamwork, organizational culture, and performance management further underscore a comprehensive interest in improving both the internal dynamics and external relationships of their organizations to achieve sustainable growth and compliance.

**What suggestions do you have for improving future Governance Bootcamps (e.g., additional topics, better materials, or logistical changes)? Please provide your thoughts below.**

### Responses

Additional topics  
 Organizational policies and  
 Finance magement  
 Logistical changes and  
 additional topics  
 Provide training materials  
 Participants could be given  
 more breakout sessions where  
 they discuss practically the  
 application of the lessons  
 learnt. An exercise would help  
 Increase the number of days  
 Additional Topics  
 I would suggest certification  
 and a continued advocacy in  
 having at least trainings once  
 in three months during a whole  
 year  
 Filed exchange  
 Conduct more training for a  
 long period of time, not just  
 3 days. The training was so  
 eye opening  
 Next training should be  
 organized for good five days  
 on board  
 To do the same in this 1  
 cohort  
 I have no suggestions as per  
 now , everything is good  
 Wish to proceed with this  
 facilitator Mawa because he is  
 knowledgeable and experienced  
 Additional topics .we need  
 learn more about policy becose  
 some time we committee the law  
 which we don ,t know .  
 On my side things were well,  
 and I wish if possible to  
 invite Mr Mawa, so he can  
 provide us with some  
 additional topics on financial  
 issues  
 I appreciate avery efforts and  
 provision you put in my  
 growth.  
 More trainings are required to  
 equip our teams

Participants generally expressed a positive outlook on the Governance Bootcamps but also offered several suggestions for improvement. Many recommended expanding the scope of topics covered, such as including organizational policies, financial management, and legal or policy issues, to deepen participants' understanding and application of governance principles. Several respondents emphasized the need for more practical exercises, breakout sessions, and field exchanges to facilitate experiential learning and practical application of the lessons learned. Additionally, there was a common call for increasing the duration of the training sessions, with some suggesting extending the bootcamps to five days or conducting multiple sessions throughout the year to reinforce learning and sustain engagement.

Logistical and material enhancements were also frequently suggested. Participants proposed providing comprehensive training materials for future reference and expressed interest in certification to recognize their participation and competencies gained. Some respondents highlighted the importance of ongoing efforts, recommending continuous training every three months or over an extended period to ensure sustained capacity building. A few participants specifically requested the involvement of knowledgeable facilitators like Mr. Mawa to cover topics such as financial issues and policies. Overall, the feedback indicates a strong desire for more in-depth, practical, and ongoing training opportunities, as well as improvements in materials and facilitation to maximize the impact of future Governance Bootcamps.

## Annex 3: Gallery



Figure 5 RECAN Country Director Phiona Niyijena officially opening the Governance Bootcamp at AYAN Centre

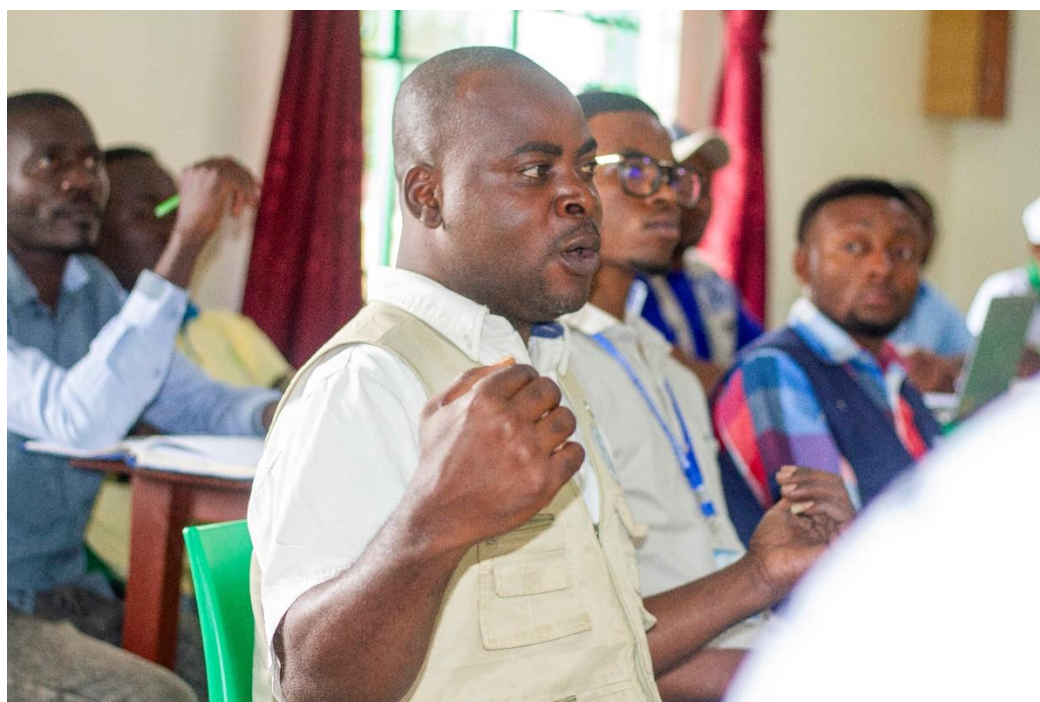


Figure 6 RLOs with Person living with disability were also represented at the Bootcamp





*Figure 7 The facilitator captured participants attention*



*Figure 8 Facilitator Mawa never get tired, contextualizing his sessions to refugee settings in Uganda.*



*Figure 9 The participants had more than enough energizers though themselves were 100% committed*



*Figure 10 The bootcamp connected and refreshed ideas. it was touching the souls.*



*Figure 11 Participants made it easy to the facilitator, as recap moment was a complete reflection of what was learnt in the previous days*





Figure 12 A group photo of Women -Led RLOs and RECAN with the Settlement Commendant (OPM)



Figure 13 a group photo of the participants with the RECAN team, facilitator, UNHCR and OPM Representatives