



REPORT

RECONSTITUTION AND INDUCTION OF THE BOARD OF DIRECTORS OF THE COMMUNITY EMPOWERMENT FOR CREATIVE INNOVATION (CECI UGANDA)

November 30th, 2021

By Patrick Chandiga Justine
Chair, Board of Directors

Plot No.2, 'Bakole Road, 'Dikasinga Village, Koboko
ceciuganda@gmail.com | Tel: +256 392986444
P.O. Box 158, Koboko (U) | www.ceciuganda.org

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OVERVIEW

Community Empowerment for Creative Innovation (CECI UGANDA) is a Refugee-led Organization helping communities to stop violence, build peace, and develop self-reliance. Since its inception in May 2017, CECI's community-based programming focuses on innovative use of recreational activities, education, and innovations to address root causes of violent conflicts and poverty, build a culture of peace and self-reliance, and facilitate youth engagement and empowerment at the grassroots level.

This report provides detailed information about the processes and procedures undertaken during the reconstitution and induction of CECI's board of directors. It presents a rationale for reconstitution of the board and discusses in depth the processes and strategies partaken in restructuring of the board and recruitment of board members. Likewise, it highlights the key processes and initiatives undertaken for induction of the board to achieve its effective performance in steering the organization growth.

The report shows how the board got restructured into a 5-person committee from the initial 7-person committee in a bid to revamp it following the identification of gaps within the latter that hindered its effectiveness and functionality in steering the growth of the organization. Lastly, it depicts how members of the reconstituted board of directors underwent an intense induction following their admission into the board with most of them attesting to having increased understanding of CECI as a whole, the environment in which it operates, and their role in making it a success.

BOARD RECONSTITUTION

In line with article 9 Sec. A(Vii)(Viii) of the Constitution of Community Empowerment for Creative Innovation (CECI), the Board of Directors of Community Empowerment for Creative Innovation (CECI) conducted an emergency business meeting on February 10th,

2021 in Koboko to assess the strategic progress of the organization as well as the overall performance of the board in discharging its roles and responsibilities. Gaps were identified within the board and its members that hindered the effectiveness and functionality of the board despite several capacity building initiatives undertaken by CECI and other partners. These included:

- a) **Distance:** board members were scattered far apart from each other making it difficult to convene both physically and virtually when there is a need to. Most members (4) were in different parts of South Sudan with intermittent access to internet while only a few (3) were in Uganda and in a position to convene.
- b) **Size:** the large size of the board of directors of CECI that contained seven board members and only allowed a 50%+1 quorum to be able to make decisions affected the functionality of the board as well as the frequency of its meetings as the quorum is always never met for so many reasons including distance and poor internet connectivity, affecting the operations of both the board and the management of CECI.
- c) **Capacity:** the organization lacks the financial muscle to facilitate logistical needs of its large-size board in terms of accommodation, transportation of distant members, remuneration for members as well as costs of routine meetings and trainings. Also, the members lacked capacity to contribute effectively towards the organization growth and board efficacy as some of them lacked nonprofit leadership and management experiences and skills.
- d) **Meetings:** the board failed to organize annual board meetings and annual general assemblies since its assumption of office in 2019, affecting the organization operation and placing a huge workload on the Executive Director.
- e) **Commitment:** board members were committed to personal issues at the expense of the organization business affecting their performance and that of the board as most of them never responded or sent late replies to communications

made, don't show up in meetings, affecting functionality of the board in implementing its mandate of governance and oversight.

Under resolutions (CECI-01-2021, CECI-02-2021, and CECI-05-2021), the board resolved to restructure the board of directors of the Community Empowerment for Creative Innovation (CECI) as follows by the end of 2021 to achieve some level of effectiveness of the board's performance in steering the organization.

1. Reduce the number of the board members to five (5) and that all should be within Uganda with exception of the vision bearers.
2. Conduct quarterly board meetings on every fourth week of the last month in the quarter. The dates will be communicated three weeks prior and subsequently followed by reminders. The meetings will be virtual, physical, and hybrid and the scope of the logistical support will be communicated three weeks prior.
3. The following titles Chairperson, Secretary, Treasurer, Human Resource, and Strategist shall apply to the five members of the board.
4. The roles of the Chairperson, Secretary, Treasurer, and Human Resource will be as defined in the constitution of CECI.
5. The strategist roles and responsibilities will include Grants and proposal writing, development and reviewing of organizational strategy documents, and public relations functions of the organization.
6. Review the organization strategic Plan, Resource Mobilization Strategy, and Annual Work Plan and Budget.
7. Develop safeguarding policy, feedback reporting & complaints mechanism, asset policy, and children safeguarding and protection policy.

Four months later on July 6th, 2021, the board of directors conducted an emergency meeting chaired by Juma Robet John Paul (Board Chair) and attended by two other board members namely Patrick Chandiga Justine (Secretary) and Atako Dorothy (Advisor). And the following resolutions were made:

- a) Recruit a new executive director at CECI
- b) Appointed the Patrick Chandiga Justine as chairperson of the CECI board
- c) Restructure and revamp the CECI board to become functional and active.

RECRUITMENT OF NEW BOARD MEMBERS

Reconstitution of the board started with a board meeting in August 2021 attended by the chair, secretary, and co-founders wherein a nomination and evaluation committee involving three persons was established to identify skilled and experienced persons to be co-opted into the board. The three persons were the Chair, the Executive Director, and a founder member. By late August, the committee developed a tool called the ***"Prospective Board Member Key Details Collection Form"*** that was used to identify and assess academic qualification, skills, expertise, and experience of the nominees. The names of the nominees are then forwarded to the Chair who then sent out an invitation to apply to join the board to the nominees. The committee identified and submitted four names of nominees to the chair by September 30th, 2021. The nominees were two female and two males from diverse backgrounds of finance, administration, organization management and civil service all based within the West Nile Region of Uganda.

By October 5th, 2021, a total of four nominees were invited to apply using the application form below expressing their interest to join the board of CECI as a non-executive director member. Four applications were received via email and evaluated by the Nomination and Evaluation Committee out whom three applicants were selected and appointed as Non-executive Director members to the Board of Community Empowerment for Creative

Innovation (CECI) for a period of two years from October 2021 to October 2023. The process was fair, transparent, and merit based. Nominees were given 14 days to prepare and submit their application. The recruitment process that started out on August 10th, 2021 lasted 81 days (ending on November 1st, 2021).

Application Form

Section A: Personal Information							
Full Name	Title	Profession	Date of birth	Gender	Current Address	Phone	Email
Section B: Biography (100-150 words Max.)							
Section C: Statement of Interest (100-150 words Max.)							
Section D: Areas of Expertise (List 2 to 3)							
1.							
2.							
3.							

All the three selected applicants were presented with Appointment letters detailing the roles and responsibilities of board members, the duration of engagement, timing and location of board meetings, and time commitment, remuneration, committee involvement, board and individual director evaluation processes, confidentiality, and an overview of CECI UGANDA. All the appointees read, understood, and agreed to adhere to the terms and conditions of engagement.

All unsuccessful applicants were sent letters of regrets regarding the status of their applications to join CECI’s Board of Directors by the board chair via email.

RECONSTITUTED BOARD OF DIRECTORS

In line with the resolutions of the previous board, the current board of directors of Community Empowerment for Creative Innovation (CECI) has been restructured to consist five (5) persons only from the initial seven-person committee. [See list of board members

below for more information]. A quorum of 50%+1 [3 persons] is needed to be able to hold a meeting and make decisions at the Quarterly Board of Directors Meetings, promoting functionality of the board. Unlike the previous one, the current board is it stands is both cheaper and easy to convene.

LIST OF BOARD MEMBERS								
S/N	FULL NAME	TITLE	PROFESSION	DATE OF BIRTH	Sex	CURRENT ADDRESS	PHONE	EMAIL
1	Patrick Chandiga Justine	Chair	Political Scientist and Evangelist	20/11/1995	M	Canada	+1 (226) 577 2706	P1995chandiga@gmail.com pabure@uwo.ca
2	Benson Soro Lako	Secretary	Social Worker	11/11/1986	M	Uganda		ceciuganda@gmail.com director@ceciuganda.org
3	Luate Emmanuel	Member	Humanitarian Aid Worker (Clinician)	8-May-1994	M	Uganda	+256 770916660	luateemmanuel122@gmail.com
4	Ayoo Irene Hellen	Member	Administrator	13/11/1993	F	Uganda	+256 778614398	Ayooirene13@gmail.com
5	Topista Oleru	Member	Accountant	01/03/1975	F	Uganda	+256 782781626	topistaoleru@gmail.com

The board consists of three males (60%) and two females (40%). All the female members are university graduates with outstanding experiences working for both local, national, and international organizations. One of them has a bachelor's degree in Public Administration from Kampala University while the other holds a degree (hons) in Business Administration from Uganda Christian University and is a Certified Public Accountant (CPA) as well. Among the males, one holds a bachelor's degree in public Administration from Uganda Christian University, the other has a diploma in Clinical Medicine & Community Health and is currently a fourth-year student Pursuing a Bachelor of Science in Civil Engineering at Ndejje University. The third is an evangelist currently pursuing a bachelor's degree in political science at Western University, Canada.

The board members possess valuable skills and expertise that align with the vision, mission, objectives, and programmatic areas of the organization. These skills include the following:

- Financial Reporting
- Financial Accounting
- Auditing
- Peace building and mediation
- Advocacy on Gender, girl child education and refugee rights
- Leadership
- Health, Nutrition & WASH
- Proposal Development and Writing
- Resource Mobilization.

INDUCTION OF BOARD MEMBERS

A board members induction meeting was conducted on Zoom following the recruitment of qualified and competent members into CECI's Board of Directors. The purpose of the induction was to:

- Provide board members with all the information and support they need to be confident and productive in their role,
- Help board members to understand the CECI, the environment in which it operates, and their role in making CECI a success.

The induction started out with a one-hour-and-half board planning meeting held on Tuesday 9th November 2021 on Zoom attended by three persons: the chairperson board; the Executive Director; and the Cofounder. Following the meeting, an induction pack was adopted to guide the induction of the board members.

The induction pack is a framework developed and adopted by the board of CECI and it defines the following: purpose of induction; duration; content and scope of induction; expectations; logistics and support; induction plan or program; list of board members; note on sexual and gender misconduct; and health and wellbeing. The pack focused on four key areas for the induction of board members that is: Governance; Strategic planning; Internal relations; and Finance. Under Governance, the focus rested on

equipping members with knowledge about the rich history of CECI: vision and mission; ethics, values, and philosophy; operational areas; board governance and procedures; departmental structure and hierarchy; and policies and procedures. The following policies and procedures were set out for the induction of the board members: code of conduct; finance policy manual; Human resource Policy manual; gender policy manual; board policy manual; procurement and disposal policy; Anti-corruption and Fraud policy; protection from sexual exploitation and abuse policy manual; Asset management policy; resource mobilization policy; and constitution. While under Finance, internal relations, and strategic planning the focus rested on equipping board members with knowledge and information on annual reports and accounts, strategic plan and resource mobilization, annual plans, and budgets, discuss progress of the strategic plan as well as introduce board members to senior staff and vice versa.

Following the adoption of the induction pack, a doodle poll with date suggestions was sent out on email to all board members including senior staff to select suitable dates for the Board Members Induction Meeting. Four out of seven recipients of the poll marked *Monday 29th November* and *Tuesday 30th November 2021* as ideal dates for the induction meeting. Consequently, the board members induction meeting was slated for the aforementioned dates and a Zoom meeting invitation for the induction meeting was sent out on email together with the induction pack and organizational profile to all board members including senior staff for their information ahead of time. This was then followed by reminders together with a program for the induction. On another note, with consensus of all board members, a WhatsApp group was created for the Board for quick communication and information sharing amongst board members. This will continue to be used for that purpose beyond the induction. The group administrators are the board chair and secretary.

The board members induction meeting started on 29th November and ended on 30th November 2021 facilitated by three persons namely: Patrick Chandiga Justine, the Board Chairperson; Benson Khemis Soro, the Executive Director and board secretary; and Agayika Peace, the Finance Officer at CECL. The facilitators engaged participants in learning different elements of Governance, internal relations, strategic planning, and finance through presentations and Questions and Answers sessions. A total of seven persons attended the two-day board members induction meeting on Zoom: Four board members; and three senior staff. And one case of absence without apology was registered too. Amongst the attendees, three (3) were female [42.8%] and four (4) were males [57.1%]. Amongst the four board members in attendance were two (2) males and two (2) females while amongst the senior management staff were one (1) female and two males. The Attendance rate for the two-day induction meeting was 87.5% registering a shortfall of 12.5% largely due to poor internet connectivity and health matters that affected the ability of some members to join the meeting or attend it fully. A number of actionable recommendations including upgrading zoom or switching to free-to-use virtual meeting platforms like Microsoft Teams or Google Meet were strongly emphasized to prevent effects of time limits as well as the distraction that comes thereof.

SUMMARY OF PARTICIPANTS

TOTAL	Male	Female	Board Member	Senior staff
7	4	3	4	3

Participants attested to having basic knowledge of the rich history of CECL, its vision and mission, objectives, values, thematic areas, target population as well as its organizational structure following the two-day board members induction meeting. Members were introduced to and learned CECL's board governance and procedures, strategic plan and

resource mobilization strategies, progress of the strategic plan and annual reports and budgets. As alluded to by more than 71.4% of the participants, the induction has equipped board members with at least all the information and support they need to become more confident and productive in their roles. Equally, members have gained valuable knowledge and first-hand exposure to areas needing the support of the board, through the induction, to strengthen existing structures within the organization. The evaluation results of the board induction meeting showed that more than 57% of the participants found the induction and its presentations, in their own words, “inspiring, energizing, informative, educative, creative and innovative, and well thought” with most of them ranking it as high as Eight (8) in a scale of one-to-ten”. For the purpose of continued learning and reflection beyond the induction, the meeting recordings and presentations have been shared with all board members and senior staff through email for their appreciation. “I am most delighted that the board is fully reconstituted, inducted, and functional after a long waiting.”, said Benson Khemis Soro, the Executive Director of Community Empowerment for Creative Innovation (CECI). As in the words of Benson, a significant level of capacity has been built through the induction capable of helping board members to productively contribute to the execution of the roles and responsibilities of the board, manage and monitor affairs of the management as well as building a strong sense of coordination and collaboration both between CECI’s management and partners.

CONCLUSION

The reconstitution and induction of the board of directors of the Community Empowerment for Creative Innovation was necessary to revamp the board into becoming more effective and functional than ever in discharging its governance and oversight role crucial for organization growth. Board members now feel they have the essential information and support they need to become more confident and productive in their role.

ANNEXES

A.1 Board Minutes

A.1.1: Board Meeting

**COMMUNITY EMPOWERMENT FOR CREATIVE INNOVATIONS (CECI)
BOARD MEETING HELD ON
FEBRUARY 10, 2021**

Juma Robert John Paul (Chairman BOD), Chandiga Patrick Justine Abure (Executive Director & Secretary to the BOD)	MEMBERS PRESENT
Juma Robert John Paul	OPENING PRAYER
The chairman welcomed the members present in the meeting and highlighted the major projects that CECI has so far implemented and those still under implementation since its founding in 2017. They are as follows: 2018 ❖ DefyHateNow (funded by BMZ IFA with r0g Agency as implementing partner) 2019 ❖ CECI Saving Lives & Future Project-Peacebuilding 1 (funded by Oxfam Denmark (IBIS)) 2020 ❖ Dangerous Speech Network (funded by WellSprings, USA) ❖ CECI Saving Lives Now & Future Project 2 (funded by Oxfam Denmark, IBIS) ❖ CECI Covid-19 Response 1 (funded by Oxfam IBIS) ❖ CECI Covid-19 response 2 (funded by OSF & Oxfam America) ❖ ELNHA –Partnership with Oxfam Novib (funded by IKEA) 2021 ❖ CECI Saving Lives & Future Project 3 – (Funded by OXFAM IBIS) ❖ CECI Covid-19 Response 3 (funded by IRRJ) ❖ Covid-19 Innovation Price (Save the Children) The Chairman further talked about the European Union Trust Fund (EUTF) that was about to be signed. This EU project will be implemented for a period of three (3) years.	COMMUNICATION FROM THE CHAIRMAN

<p>WHEREAS</p> <p>There is need for restructuring the Board of Directors for effectiveness,</p> <p>VOTED</p> <p>To lower the number of the board members to five (5) and that all should be within Uganda with exception of the vision bearers.</p> <p>VOTED</p> <p>The following Titles to be used officially for the five members of the board.</p> <ul style="list-style-type: none"> ❖ Chairperson ❖ Secretary ❖ Treasurer ❖ Human Resource ❖ Strategist <p>The following to occupy the above positions respectively:</p> <ul style="list-style-type: none"> ❖ Mr. Juma Robert John Paul (Chairperson) ❖ Patrick Chandiga Justine Abure (Secretary) ❖ Oleru Topista (Treasurer) ❖ Atako Dorothy (Human Resource) ❖ Towongo Peter (Strategist) <p>The roles of the Chairperson, Secretary, Treasurer, and Human Resource will be as defined in the CECI's constitution.</p> <p>The strategist will help in;</p> <ul style="list-style-type: none"> ❖ Grants and proposal writing. ❖ Developing and reviewing organizational strategy documents. ❖ Public relations functions of the organization. 	CECI-01-2021
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<p>WHEREAS</p> <p>There is need for conducting Board meetings regularly for efficiency of the organization;</p> <p>VOTED</p> <p>To conduct quarterly BOD meetings which will be on the fourth week of the last month in the quarter. The dates will be communicated three weeks prior and subsequently followed by reminders. The meetings will be both virtual and physical and the scope of the logistical support will be communicated three weeks prior.</p>	CECI-02-2021
<p>WHEREAS</p> <p>There is need for the organization to keep running constantly, which is presumed to be through the funding received from donors through winning grants, and whereas we have a limited number of people focusing on grant and proposal writing;</p> <p>VOTED</p> <p>To offer 5% of the total grant to the person who wrote and looked for the funding.</p>	CECI-03-2021
<p>WHEREAS</p> <p>CECI's program manager left for studies and whereas there is need for a program Manager to oversee all projects being implemented;</p> <p>VOTED</p> <p>To make Bida Simon Sebit an interim program manager for a period of three months effective March 1, 2021.</p>	CECI-04-2021

<p>VOTED</p> <p>To review and make the following documents functional;</p> <ul style="list-style-type: none"> ❖ Strategic Plan (2021-2023) ❖ Resource Mobilization Strategy (2021-2023) ❖ Annual Work Plan and Budget <p>FURTHER VOTED</p> <p>To develop the following policy documents:</p> <ul style="list-style-type: none"> ❖ Safeguarding policy ❖ Feedback reporting & complaints mechanism ❖ Asset policy ❖ Children safeguarding and protection policy 	CECI-05-2021
The meeting was adjourned at 4:45 p.m.	ADJOURNMENT
Chandiga Patrick Justine Abure	CLOSING PRAYER

VERIFICATION SIGNATURES

Chairman _____ Date _____
Mr. Patrick Chandiga Justine Abure

Secretary _____ Date _____
Mr. Juma Robert John Paul

A.1.2: Emergency Board Meeting

EMERGENCY MEETING OF THE CECI BOARD OF DIRECTORS	
Location:	Voice call
Date:	Tuesday 6 th July 2021
Time:	2:30pm – 3:20pm
Member:	<p>Board Members Present:</p> <ol style="list-style-type: none"> 1. Juma Robert John Paul, Chair 2. Atako Dorothy, Advisor 3. Patrick Chandiga Justine, Secretary <p>Staff Absent with Apology:</p>
Agenda:	<ol style="list-style-type: none"> 1. Opening Prayer 2. Communication from chair 3. Change of executive director 4. Reactions and way forward 5. Closure

Meeting Points	Action point	Unachieved Action points	Responsible person
<p>Min01: Opening Prayer This was said individually.</p>			
<p>Min02: Communication from Chair The chairperson board welcomed and thanked everyone for turning up for the meeting. He also informed members about the urgency of the meeting that calls the attention and response of the board.</p>			

<p>Min03: Change of Executive Director The chair highlighted on the approaching departure of the current executive director of CECI to school which would create a critical gap that needs filling with urgency. And also appealed that a resolution be reached on bringing in a new executive director to head the organisation.</p>			
<p>Min04: Reactions and Way Forward The board resolved as follows:</p> <ul style="list-style-type: none"> • Recruit a new executive director to head CECI following the approaching departure of the current director to school. • The current board chair, Juma Robert John Paul, step in as the new executive director of CECI effective July 2021. • The outgoing executive director, Patrick Chandiga Justine, take on the role of chairperson of the CECI board of directors. • Restructure and revamp the CECI board to become functional and active. 	<ul style="list-style-type: none"> • Current board chair step in as the new executive director of CECI by July 2021. • Share CECI strategic plan, resource mobilization strategy, annual workplans and budgets with board • Develop board policy and share with board by July 2021 • Restructure and revamp the CECI board to become functional and active. 		Board Chair Board Secretary
<p>Min05: Closure The meeting ended at 3:20pm.</p>			

Prepared by: Patrick Chandiga Justine

Date:

Sign:

Verified by: Juma Robert John Paul

Date:

Sign: 

A.1.3: Board Members Induction Planning Meeting

BOARD OF DIRECTORS: BOARD MEMBERS INDUCTION PLANNING MEETING				Meeting REF: BOD/21/M01/Q4
Date	Tuesday 9 th Nov. 2021	Venue	Zoom	
Agenda	<ol style="list-style-type: none"> 1. Opening prayers 2. Communication from chair 3. Communication from ED 4. Presentation of induction pack 5. Feed back 6. Way forward 7. Closure 			
Attendance	<ol style="list-style-type: none"> 1. Patrick Chandiga Justine (Chair) 2. Benson Khemis Soro (Secretary) 3. Vita Geoffrey (member/Co-founder) 			
Members Absent	<ol style="list-style-type: none"> 1. Bida Simon Sebit 			
Note taker: Benson Khemis Soro				
Discussion points	Recommendations/Action points		Responsible	
Min. 1 The meeting started at exactly 5.00pm EAT with prayer			Geoffrey	
Min. 2 <ul style="list-style-type: none"> • The chair welcomed the members and thanked them and said what he sees from the team is a true spirit of hard work. • He expressed disappointed because of delays in recruiting and effective Board members since the old Board could not performance their roles as expected. • He said the purpose of the meeting is to discuss the draft induction pack for the newly reconstituted Board members. • He also discussed how the recruitment was which the chair mentioned that; 	<ul style="list-style-type: none"> • Fasten the process for induction of the new board members co-opted into in the reconstituted board of directors of CECI 		ED and FO	

<ul style="list-style-type: none"> - An expression of interest template was shared identified potential persons - And key detail collection template also is filled by the members identified <ul style="list-style-type: none"> • He finally said the members recruited have voluntarily accepted to be part of CECI Board membership which we hope that they contribute to development and growth of the organization <p>ED</p> <ul style="list-style-type: none"> • He thanked the chair for scheduling a time for this important meeting which is overdue though. • He mentioned challenges that require the attention of the board in the current state of the organization, among which are; <ul style="list-style-type: none"> - Reviewing the HR policy, code of conduct, and Finance and procurement policy and other important policies which are required by the donor/partners. • He also appreciated Vita who was the finance manager for actively taking his role as a cofounder and securing his time being a new student with a lot of assignments to accomplish. 		ED & Chair
Min. 3. <ol style="list-style-type: none"> a. The chair presented the list of the reconstituted board members as of 28th October 2021. <ol style="list-style-type: none"> 1. Patrick Chandiga- Chair 2. Benson Khemis Soro- Secretary 3. Luete Emmanuel – member 4. Ayoo Irene Hellen 5. Topista Oleru b. The chair then presented the Induction pack which contains the following details a lay out of program with; <p>Purpose</p> <ul style="list-style-type: none"> • Provide new board members with all the information and support they need to be confident and productive in their role. 	<ul style="list-style-type: none"> • Conduct the Induction meeting for the new board members on the 4th week of Nov. 2021 • Conduct the induction meeting for two days • Send out a Doodle Poll for the board members to select two-days from the 4th-week of November 2021 in which the induction will take place • Send out the invitation for the induction meeting a week or two earlier to the board members with details including the induction pack, organisation profile, among others for advance information of members. 	Chair Chair Chair and ED Chair

<ul style="list-style-type: none"> Help new members to understand the CECI, the environment in which it operates, and their role in making CECI a success. <p>Duration</p> <ul style="list-style-type: none"> A month <p>Content</p> <ul style="list-style-type: none"> Welcoming the new board member to CECI Introducing the new members to the board team and other key personnel (Co-founders & executive director) An introduction to the strategic plan and financial position of CECI UGANDA An introduction to the governance arrangements in place at CECI Meeting with key stakeholders where relevant Regular reviews with the chair to check understanding, identify issues and encourage development <p>Methodology</p> <ul style="list-style-type: none"> Virtual In-person Hybrid <p>Inputs</p> <ul style="list-style-type: none"> Time Data Laptop or Smart Phone Presence ETC. <p>Min. 7: Closure And finally, the chair presented an induction plan with details of the highlighted content above, and the meeting ended at 6:12pm.</p>	<ul style="list-style-type: none"> Conduct virtual induction meeting for the new board members Facilitate the amount of data (budget) required by each board member to attend the induction meeting effectively Prepare annual and recent budget reports for presentation during the induction <p>Prepare presentations on the below subjects for use during the facilitation of the induction meeting:</p> <ul style="list-style-type: none"> History of organization (Chair) Vision and mission (Chair) Ethics, values, and philosophy (Chair) Board and committee structure (Chair) Departmental structure and hierarchy (ED) Operational areas (Tour of site) (ED) Terminology, jargon and glossary of company (specific terms) (ED) Outline of appraisal / review process (ED) Training needs analysis (ED) Introduction to senior staff and outline of each functional area of CECI (ED) Strategic plan (Chair) Discuss strategic plan and progress (ED) Expenses (Geoffrey) Conflict of interest (ED) Code of conduct (ED) Finance and audit (Geoffrey) Human Resource Policy (ED) Anticorruption Policy and Fraud (Chair) Resource Mobilisation Framework (ED) Gender Policy (Geoffrey) Board Policy (Chair) 	<p>ED</p> <p>ED, FO</p> <p>Chair, ED, FO</p>
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	<ul style="list-style-type: none"> Procurement (Geoffrey) relevant meeting notes: (Chair) Schedule of dates of board meetings (Chair) last year's board minutes (Chair) board manual, including: Constitution document (Chair) Pen portraits, photos and contact details of board and committee members (Chair) Annual report and accounts (ED, Geoffrey) Most recent budget report (ED, Geoffrey) 	
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VERIFICATION SIGNATURES

Chairman _____ Date _____
Mr. Patrick Chandiga Justine

Secretary _____ Date _____
Mr. Benson Khemis Soro

Hit the link for the meeting recordings: <https://drive.google.com/drive/folders/1gKTZorg6so8Jqyrsw2ZJmeq3j8CGvGa2?usp=sharing>

A.2 Invitation to Join CECI's Board of Directors



Patrick Chandiga Justine <p1995chandiga@gmail.com>

Invitation to Join CECI's Board of Directors

8 messages

Patrick Chandiga Justine <p1995chandiga@gmail.com>
To: Ayoo Irene <ayooirene13@gmail.com>
Cc: CECI Uganda <ceciuganda@gmail.com>

Thu, Sep 23, 2021 at 3:06 PM

Dear Madam,

I am pleased to invite you to become a member of the board of directors of **Community Empowerment for Creative Innovation (CECI)** for the years 2021-2023. This is to replace members whose terms expired and enhance a diverse leadership for the organization.

Community Empowerment for Creative Innovation (CECI) is a registered Refugee-led Organization incorporated as a Company Limited by Guarantee based in Koboko, Uganda. Founded in May 2017 by a group of South Sudanese youth who were granted asylum or refugee in Uganda when they fled the war in their native country. CECI works with refugees in Koboko Municipality, Lobule, and Bidibidi Refugee Settlements in Uganda in the areas of peacebuilding and reconciliation, education, livelihood, and environmental conservation to address the dire relationships and prospects for young people and respond to the need for resilience activities that increase peace and livelihood prospects. CECI's mission is to use recreational activities, education, and innovations to transform violent conflicts to build peace, facilitate youth engagement and empowerment, and accelerate self-reliance. Being a board member of Community Empowerment for Creative Innovation (CECI) provides you with a unique opportunity to:

- Contribute to the growth, sustainability, and success of the organization.
- Make a positive impact on community development and transformation.
- Serve your community.
- Expand your network and meet people with similar interests.

Community Empowerment for Creative Innovation (CECI) is a dynamic, fast-growing Refugee-led organization and needs the support and input of people with your experience and insight.

The primary function of the Board, in accordance with the CECI Board Policy, is to be responsible for the governance, stewardship of, and overall strategy and policy formulation for CECI and the management of the affairs of the CECI. This means the Board of the CECI is responsible for ensuring that the organization fulfils its purpose and achieves its intended outcomes and, in doing so, meets all the legal and moral responsibilities and requirements consistent with 'best practice' corporate governance.

Individually, Board members of the CECI are expected to:

- **Attend board meetings.** Board meetings are held quarterly usually on the fourth week of the last month in the quarter. The Invitation details: date, time, location, draft meeting agenda which requires members' inputs, including logistical arrangements are communicated two or three weeks

11/29/21, 3:20 PM

Gmail - Invitation to Join CECI's Board of Directors

prior and subsequently followed by reminders. The meetings will be both virtual and physical and the scope of the logistical support will as well be communicated two or three weeks prior. Each meeting will be about 2-3 hours.

Please note that this is a voluntary role. However, expenses board members might have in connection with serving on the board of directors of CECI, including transport or travel, communication, etc. are reimbursable.

Thank you for taking the time to read this email and consider being a part of the Community Empowerment for Creative Innovation's board of directors. As you consider this invitation, I am available to discuss any questions you may have. You can reach me by phone or WhatsApp at +12265772706 or via email at p1995chandiga@gmail.com or pabure@uwo.ca

with best regards,

ABURE, Patrick Chandiga Justine

Co-founder & Chair Board of Directors



CECI UGANDA
Community Empowerment for Creative Innovation

Plot 2, 'Bakole Rd, 'Dikasinga Village, Koboko, Uganda

Mobile/WhatsApp: +12265772706 | Email: pabure@uwo.ca

Website: www.ceciuganda.org

Social Media: [Facebook](#) | [Twitter](#) | [LinkedIn](#)

Postal Address: P.O. BOX 158, KOBOKO

A.3 Expression of Interests (EOI) or Key Details Collection Form

Prospective Board Members' Key Details' Collection Form

Section A: Personal Information							
Full Name	Title	Profession	Date of birth	Gender	Current Address	Phone	Email
Section B: Biography (100-150 words Max.)							
Section C: Statement of Interest (100-150 words Max.)							
Section D: Areas of Expertise (List 2 to 3)							
1. 2. 3.							

Note:

- *Attach a portrait photo of yourself along with this form in one email*

A.4: Applications or Expression of Interest

Prospective Board Members' Key Details' Collection Form

Section A: Personal Information							
Full Name	Title	Profession	Date of birth	Gender	Current Address	Phone	Email
LUATE Emmanuel	Mr.	Humanitarian Aid Worker (Clinician)	8-May-1994	Male	Arua	+256 770916660	luateemmanuel122@gmail.com
Section B: Biography (100-150 words Max.)							
<p>LUATE Emmanuel Biography: I am a South Sudanese by nationality aged 27 years old (Born on 8th, May, 1994), A graduate with a Diploma in Clinical Medicine & Community Health in the year 2016 and Currently a fourth year student Pursuing a Bachelor of Science in Civil Engineering at Ndejje University. I previously worked with series of local, national and international humanitarian organizations including Across South Sudan as a Clinical officer (June-October, 2016), Medecins Sans Frontieres (MSF) as an Epidemic Disease Surveillance Officer (2017-2018) and Community Action for Transformation (CAFOT) as the HR/Admin Officer (2019-2020) and Covid-19 Project Officer (June-July, 2020).</p>							
Section C: Statement of Interest (100-150 words Max.)							
<p>I am an enthusiastic individual who is willing to work with any local, national and international organization to further develop my career and expertise. This is mainly on basis of; learning and improving my personal skills, knowledge and experience in the fields of; Health & Nutrition, WASH, Proposal Development & Writing, and Resource Mobilization. Therefore, working as a team and group to maximize individual efforts is what interests my most above all.</p>							
Section D: Areas of Expertise (List 2 to 3)							
<ol style="list-style-type: none"> 1. Health, Nutrition & WASH 2. Proposal Development and Writing 3. Resource Mobilization. 							

Note:

- Attach a portrait photo of yourself along with this form in one email

Prospective Board Members' Key Details'Collection Form

Section A: Personal Information							
Name	Title	Profession	Date of birth	Gender	Current Address	Phone	Email
AYOO IRENE HELLEN	Finance and Admin	Administrator	13/11/1993	female	Kiyandongo refugee camp	+256778614398	Ayooirene13@gmail.com
Section B: Biography (100-150 words Max.)							
<p>I am AYOO IRENE HELLEN, South Sudanese by nationality and born in kiryandongo refugee settlement in 1993. I recently graduated from Kampala international university with a Bachelor of public administration, I am peace builder and gender activist, I have never been a teacher because I love to remain student so that I have opportunity to learn more and more</p>							
Section C: Statement of Interest (100-150 words Max.)							
<p>I am writing letter of interest <u>in regards to</u> invitation sent by CECI to join the board of directors, I am confident that my experience and skills in working with different entities will be an asset to your organization. I have proven record of achievements which will allow me <u>make</u> major contribution to growth and sustainability of CECI. I had volunteered with different organizations namely <u>IRC</u>, NOSSCOU ,INTERAID UGANDA, DRC and currently working with TOCH Uganda as finance and Admin</p>							
Section D: Areas of Expertise (List 2 to 3)							
<ol style="list-style-type: none"> 1. Peace building and mediation 2. Advocacy on <u>Gender ,girl</u> child education and refugee rights 3. Leadership 							

Note:

- Attach a portrait photo of yourself along with this form in one email

Prospective Board Members' Key Details' Collection Form

Section A: Personal Information							
Full Name	Title	Profession	Date of birth	Gender	Current Address	Phone	Email
Topista Oleru	Finance Officer	Accountant	01/03/1975	Female	Plot 4B , Ociba Lane, Anyafio West Cell, Arua City	0782781626	topistaoleru@gmail.com
Section B: Biography (100-150 words Max.)							
I am a Certified Public Accountant (CPA) Finalist with Institute of Certified Public Accountants of Uganda (ICPAU). I hold a Bachelor's Degree (Hons) in Business Administration from Uganda Christian University. I completed my Advanced Level and Uganda Certificate of Education in Mvara Senior Secondary School. I completed my Primary Leaving Education in Ombachi Primary School. I currently work as a Finance Officer with Youth Social Advocacy Team (YSAT) a refugee led organization. I have worked in the field of accounting and finance for 9 years. I am married with 3 children, My aspiration is to be a certified professional accountant and a Certified professional tax advisor so that I can help organizations and businesses to grow.							
Section C: Statement of Interest (100-150 words Max.)							
I would like to express my interest as a Board member of Community Empowerment for Creative Innovation (CECI). This prospect has appealed to me as a result of your mission statement that clearly looks at ways of resolving conflict and empowerment for self-reliance. Being a lover of peace I believe it is a collective responsibility to support organizations with similar thought to build a better world where everyone has the right to be happy, make decisions that are free of any bias and are able to use available resources for self-sustainability. I am also drawn to interventions in areas of environmental conservation which is one of your areas of focus							
Section D: Areas of Expertise (List 2 to 3)							
<ol style="list-style-type: none"> 1. Financial Reporting 2. Financial Accounting 3. Auditing 							

Note:

- Attach a portrait photo of yourself along with this form in one email

A.5 Photos

The screenshot shows a Zoom meeting interface. At the top, there are recording and status indicators. The main content is a slide titled "Lessons learnt" with four bullet points. On the right side, there is a vertical list of participants: Patrick Chandiga Justine, Topista Oleru, Peace, and Patrick Chandiga Justine. At the bottom, the Zoom control bar is visible with various icons for muting, video, security, participants, chat, screen sharing, recording, reactions, and apps, along with an "End" button.

Lessons learnt

- The projects implemented are community driven, this explains reasons for the set targets to double in most of the activities planned and conducted.
- The breakout of the corona virus has been a barrier to most of the community engagements if so continues, most projects would be affected.
- Team spirit and professionalism is key in building an institution. To strengthen partner relation, many partners would have gone away due to the continuous lockdown in the country.
- Throughout the year most of the issues addressed became cross-cutting i.e. Livelihood, education, peacebuilding etc.

Participants: Patrick Chandiga Justine, Topista Oleru, Peace, Patrick Chandiga Justine

Figure 1: CECI's Executive Director Benson Khemis Soro discussing the progress of the strategic plan of CECI in the past one year during the Board induction meeting on Zoom.