

PROJECT IMPACT REPORT

Building Youth Leadership Capacity in Nonprofit Management





PROJECT IMPACT

R E P O R T

Building Youth Leadership
Capacity in Nonprofit Management

A project funded by the Ford Foundation and executed by Lagos Business School Sustainability Centre

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Thank You



Prof Enase Okonedo
Dean, Lagos Business
School

"I am certain that the project, **Building Youth Leadership Capacity in Nonprofit Management**, has significantly improved the leadership capacity of the beneficiaries. It is our expectation that the participants will advance socio-economic development in Nigeria."



Prof Chris Ogbechie
Director, Lagos Business
School Sustainability
Centre

The development of responsible managers and leaders for Africa is central to our mission at Lagos Business School. With the support of Ford Foundation West Africa, we have developed and implemented rigorous nonprofit leadership programmes to train the next generations of nonprofit leaders.

I want to say THANK YOU to The Ford Foundation for making this project a reality. Considering the impact it has created, we are keen on working with you to further advance the leadership capacity of youth in the nonprofit sector.

Manager's Note

Recognising the need to build the capacity of youth in the nonprofit sector, LBS Sustainability Centre with the support and guidance of the Ford Foundation developed and implemented the project **'Building Youth Leadership Capacity in Nonprofit Management'**. The project began in June 2017 and has led to the development of a certificate programme for youth in the sector, Nonprofit Leadership and Management Programme (NPLM). The project has also connected youth to experienced mentors through the senior fellows in residence programme and the participation of industry experts as facilitators which is an integral part of NPLM. Knowledge creation and dissemination is also being achieved through the development of a **'Nonprofit Management Handbook'** and several teaching case studies focused on leadership and management challenges in nonprofit organisations and social enterprises. The project has also created social, economic and environmental value through MBA student-led community service, known as **'Personal Social Responsibility (PSR)' projects**.

The NPLM programme has reached over 200 youth and is helping to equip the talent pool in Nigeria's nonprofit sector. These young leaders and managers are from various states across the country and work on issues including youth and women empowerment, education,

health, environment, governance, technology and more. The publications and teaching tools developed will have even more reach and impact going forward.

We are immensely grateful to Ford Foundation West Africa for buying into the idea of this project thus making it a reality. I would also like to thank our dedicated team members and volunteers, resilient beneficiaries, and very capable partners working endless hours to ensure this project makes a valuable impact. It has been a two-year journey of impacting generations of nonprofit leaders and managers in Nigeria. I hope to continue this impact-driven journey with you moving forward. Welcome to our project impact assessment report.



Dr Ijeoma Nwagwu

Faculty, Strategy and Sustainability,
Lagos Business School
Project Lead

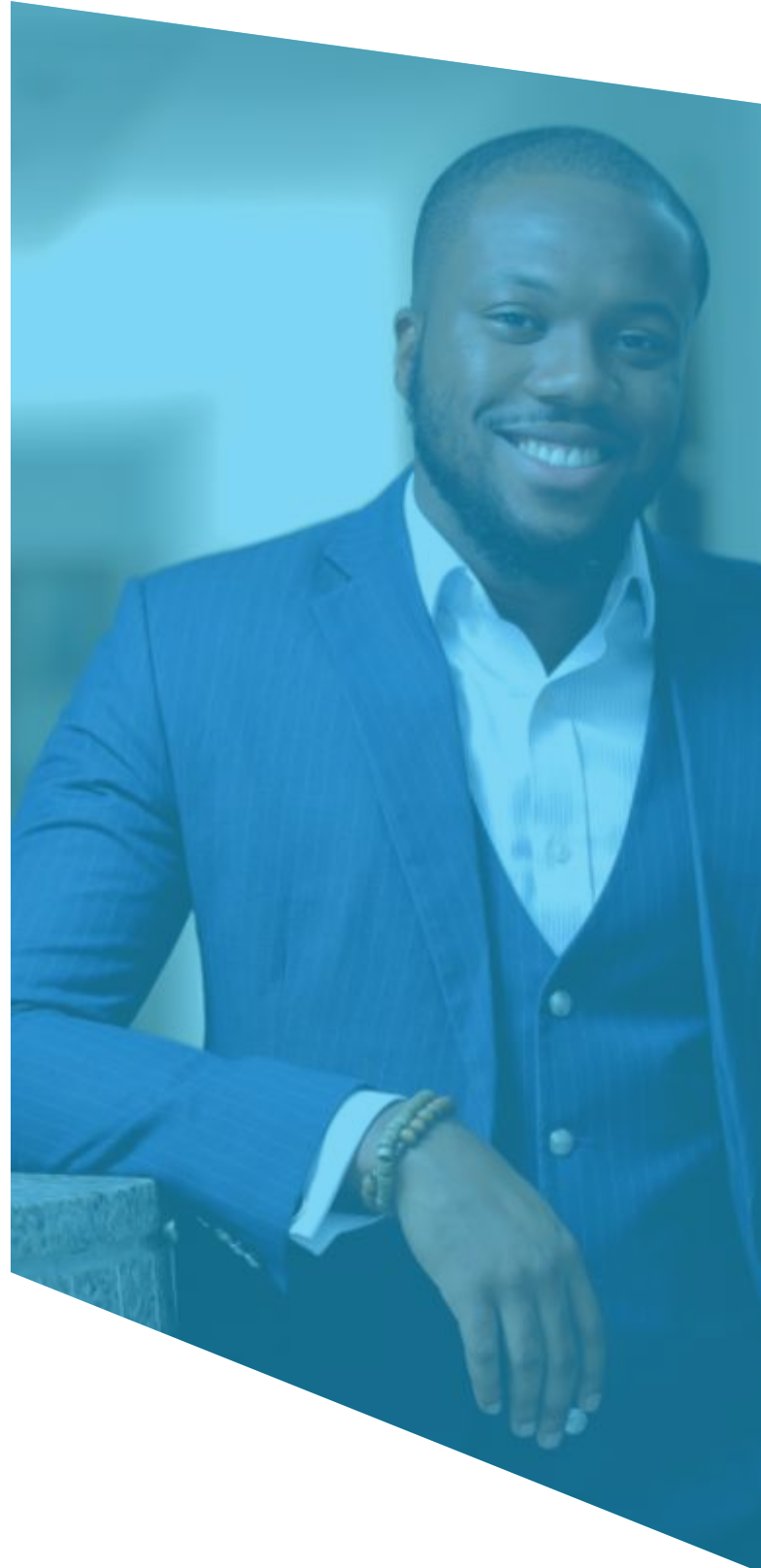
“ We are immensely grateful to **Ford Foundation West Africa** for buying into the idea of this project thus **making it a reality** ”

Executive Summary

To ensure the sustainability of this great initiative, we conducted an impact assessment of the Nonprofit Leadership and Management Programme. We assessed the positive or negative impact of the project on the participants, their organisations and society at large. The impact is to track the Social Return on Investment (SROI) of the grant by the Ford Foundation. The impacts of the NPLM programme were assessed through research survey and interviews with participants mainly from the first three cycles of the programme. It was conducted using a constructive model that emphasises the breadth and depth of the impact.

- The Nonprofit Leadership and Management Certificate Programme (NPLM), a rigorous month-long course was delivered on a highly practical, experiential and interactive approach that exceeded expectations. We trained 207 participants in four cycles, starting from February 2018 and ending on July 2019. Participants learned through a series of online and in-class faculty-facilitated lectures, guest lectures, case study discussions, and videos.
- As part of this project, full time MBA students of the Lagos Business School, under the PSR project, developed and implemented four community initiatives: SME Empowerment (Financial Advisory and Training for SMEs); Environment (LBS Plastic Free Day); Education (iRead Initiative) and Health (Come Alive Initiative).
- A comprehensive handbook on nonprofit management is being drafted as a teaching tool. Seven case studies were also developed around social enterprises and nonprofit organisations that are driving social change in the society.

This report is not a comprehensive account of the impact of the project as a whole, rather, it is an attempt to capture the spirit of the partnership. We hope it gives you a sense of the many ways that LBS and Ford Foundation are making a positive social change in Nigeria and Africa.



The Project





BUILDING YOUTH LEADERSHIP CAPACITY IN NONPROFIT MANAGEMENT

Project Components

Certificate Programme in Nonprofit Leadership and Management (NPLM): Lagos Business School developed course content and delivered a rigorous month-long course (four cycles of the course was conducted) on nonprofit organisations leadership and management in Nigeria. The Nonprofit Leadership and Management Programme at LBS provides young and aspiring nonprofit leaders the tools, perspectives and frameworks required to strengthen the leadership of their organisations, engage constituent communities, and cultivate long-term partnerships for scale.

Senior Fellows Programme: Lagos Business School will engage with experienced nonprofit founders and leaders to serve as senior fellow in residence. The goal of this aspect of the project is to share practical insights on nonprofit management strategies and distill the knowledge and experience of veterans through content development for media articles and scholarly publications.

Student-led Community Service Projects: The grant will support Lagos Business School graduate and undergraduate students to develop sustainable and innovative community service projects that make positive impacts on society, in partnership with community-based nonprofit organisations.

Research and Document Case Studies: The project will also conduct research to build a body of knowledge comprising business cases on nonprofit management strategies and innovation in Africa, outputs will include a case book, book chapters and articles. The case studies will be used in teaching nonprofit management courses, social innovation, social entrepreneurship, sustainability and related courses. The cases will be shared widely on global online platforms, bringing the work of local nonprofit organisations to a global audience.

The Project's Theory of Change



NPLM Programme



**LAGOS
BUSINESS
SCHOOL**

PAN-ATLANTIC UNIVERSITY



NONPROFIT LEADERSHIP AND MANAGEMENT

CERTIFICATE PROGRAMME

Empowering and Training a New Generation
of African Leaders to Create Sustainable
Change.

For more information:

Email : oadeyinka@lbs.edu.ng or
nonuzo@lbs.edu.ng

THE CERTIFICATE PROGRAMME IN NONPROFIT LEADERSHIP AND MANAGEMENT (NPLM)

The Certificate Programme in NonProfit Leadership and Management (NPLM) is a detailed introduction to nonprofit management that takes on a highly practical, experiential and interactive approach. Participants learn through a series of online and in-class faculty-facilitated lectures, guest lectures, case study discussions, and videos. This is to ensure they learn to advance powerful innovative ideas into high-impact realities, and effectively apply management skills to the nonprofit sector. The Certificate programme is targeted at young and emerging nonprofit leaders in Nigeria, and has been designed to cultivate three pillars of competencies required to develop and grow a nonprofit organisation:

- Leadership effectiveness,
- Business fundamentals, and
- Social innovation.

The programme particularly focuses on management and funding structures unique to the nonprofit sector. Participants have an immersive experience in strategic planning for nonprofits, exploring current issues in nonprofit policy and legal issues; organisational development; human resources and volunteer management; financial management and fundraising; programme evaluation, marketing, and risk management.

During the programme, participants gain a deeper understanding of nonprofit leadership, including how to define strong mission statements, manage operational and financial controls, and strengthen fundraising and revenue generation efforts – all of which directly impact the continuity of their organisations. Participants also explore fundraising options and learn how to access them through prospect research, marketing communications, etc. The programme comprises online and in-class sessions that run for four weeks – the online session runs for three weeks, followed by a one-week in-class session at the Lagos Business School campus. The course has sufficient quizzes, assignments, interactive sessions and supplementary resources to ensure that participants are appropriately engaged and collaborate where necessary. Participants are required to join in class discussions, provide peer feedback, and engage facilitators and guest speakers. There are group presentations at the end of the course to ensure that participants imbibed principles and practices taught during the programme.



Impact Assessment Framework & Approach

The impact of the NPLM programme was assessed using a constructive model that emphasises the depth and breadth of the impact. While the **breadth of the impact or scale** indicates the number of people and organisations that benefited from the NPLM programme, the **depth of impact** enabled us gain insights on how exploring this programme is changing participants' lives – whether it has had a positive effect, negative effect or no effect.

Approach to Impact Analysis:

A mixed methods approach comprising the Mission Alignment and Theory of Change methods adopted to analyse the impacts of the NPLM programme:

Mission Alignment Approach: We assessed and measured the programme impacts and project management strategy against the mission and end goals using the mission alignment impact analysis method. This included the use of critical KPIs (the number of participants, knowledge improvement, scale of community impact, expert knowledge sharing etc) in the NPLM.

Theory of Change Approach: To make our thinking visible and see if really the programme is having intended impact, we isolated the variables that need to be measured. These variables guided us on what to assess from the participants. We listened to them and compared the feedback to our hypothesis (theory of change) or impact that we intended to create. The Theory of Change, therefore, explains activities and a series of results that contributed to achieving the final outcomes.



Methodology

The impacts of the NPLM programme were assessed through a survey and interviews with participants of the NPLM programme. The data collected was analysed and is presented in this report in charts and short case studies.

Surveys & Desk Research: The use of research survey was first adopted to kick-off the impact data collection process and findings from the survey helped to validate or guide the development of open-ended interview questions. Reference was also made to data gathered from participants in the course registration and pre-programme engagement. While survey link was sent to all 121 participants in the first, second and third cycles of the programme, feedback was received from 58 participants.

Interviews: We collected first-hand information from beneficiaries more efficiently, impact data was collected through written interviews and in-depth interviews conducted via telephone with 28 participants from the first three programme cycles.

NONPROFIT LEADERSHIP AND MANAGEMENT (NPLM)



NPLM 1 = 43 Participants (Male 21, Female 22)
NPLM 2 = 37 Participants (Male 14, Female 23)
NPLM 3 = 39 Participants (Male 11, Female 28)
NPLM 4 = 84 Participants (Male 43, Female 41)



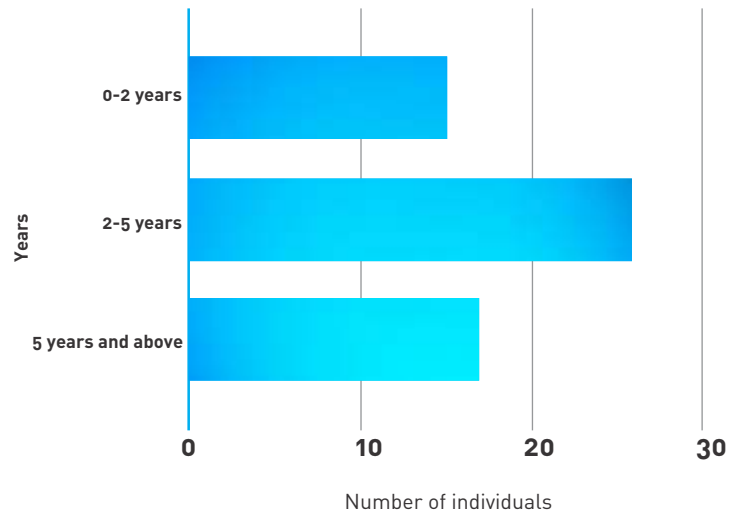
114 Female



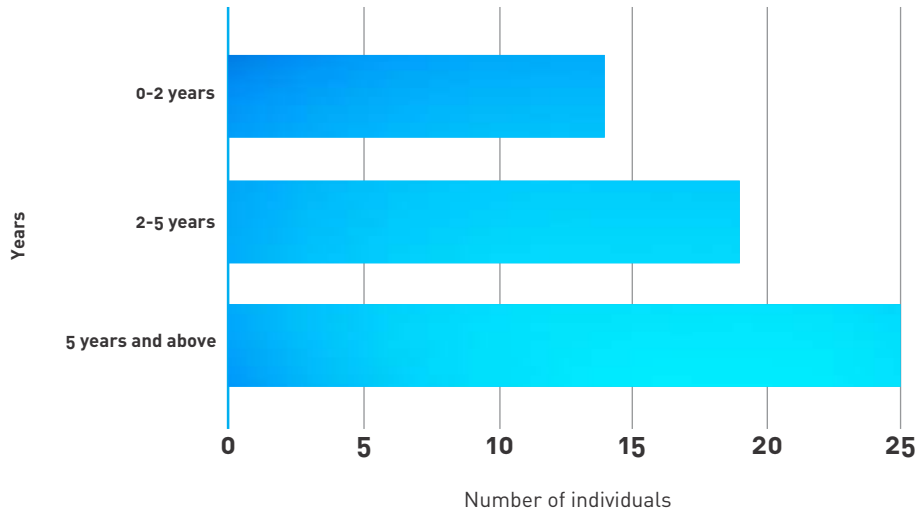
89 Male

Total Participants = 203

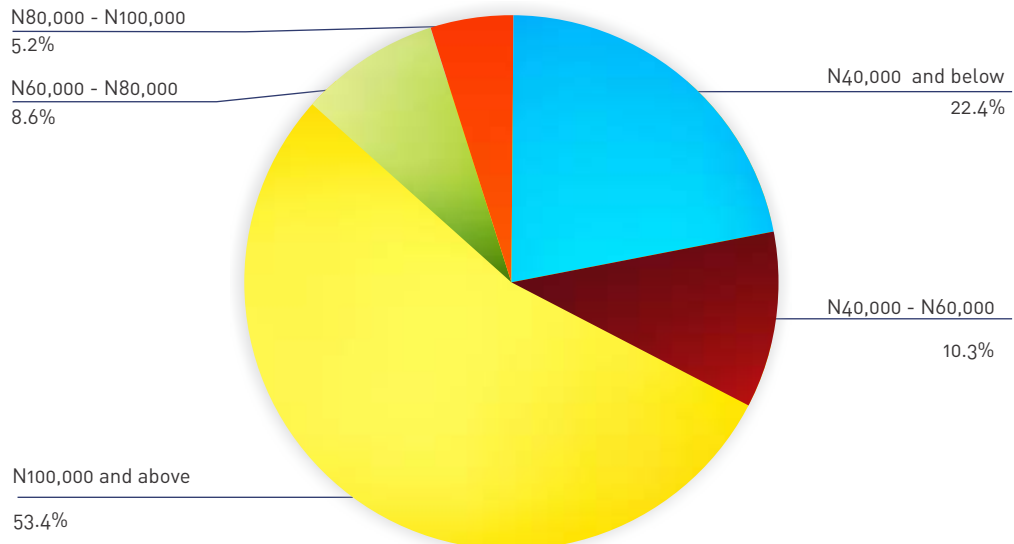
Years of experience in the sector



Number of years nonprofit has existed



Monthly Income of participants





“It really felt good to be around people faced with the same challenges and pushing to impact lives as I was. Greater was the experience of meeting with people who have been where I am now and applied the right processes and had better results. I left the programme certain of one thing, my vision is attainable. I can encourage, educate and empower 10 million vulnerable children in underserved communities by 2030”.

Arit Aduke Abolade, NPLM CLASS 2019

Founder/ Project Coordinator, Stella Teaching and Relief Foundation, Ogun State.

Twelve years ago, I joined a group of church folks from Abeokuta for an outreach at Asabaala village, Obafemi Owode LGA, Ogun State. I was completely stunned at the state of the village which was just off the Sagamu Papanlanto expressway. The villagers, most of who lived in mud houses, had no access to electricity or pipe borne water. Most striking was the number of children walking around, some of them young mothers clutching their babies to their side, many of which I got to know had never been to school as the closest government elementary school was far away in Ofada. The distance making it undesirable for the children. I got to know there were three other villages around Asabaala - Asaelegun, Asaelegbada, and Agewen - that were in the same state as Asabaala was.

Emotionally wrecked by what I had seen that day, I felt the need to do something about it. Having come from a background where I was raised to understand education as a major form of empowerment, it grieved me to think of the emptiness that awaited the future of these young children. Being fresh out of the university, with no job and little or no personal resources but for the allowance that I received from my family I was driven simply by passion to help the children from these four villages. Setting up school was the best way I believed I could bring the children together to encourage, educate and empower them for easy integration into the larger society. I barely gave thought to all that it would entail to keep a free school running, but was more interested in what impact a school would have on the life of the children. I had passion and I was determined to make it work and to me then, that was all that was necessary. A few months later, with some funds raised from family and friends with whom I had shared the plight of the children and my vision for the school, I established the school. Because I had to provide everything including writing materials, textbooks and school uniforms for free, funding the project was a challenge from the beginning. Soon after we (two teachers I had employed and myself) enrolled and gathered the children from the four villages together (all of whom could only communicate in the local Yoruba dialect), I was privileged to hear each of their stories and realised the severity of their challenges, most of which were beyond academics. I had a renewed determination to push on, and with all categories of challenged children in the school: abused children; children abandoned by their

birth parents to live with relatives; even children sold as slaves. I couldn't think of anything else but to keep the school running daily which had become therapeutic to the young ones. Since most of the funds for the school was coming from my immediate family, I never thought it necessary to keep records. I just worked and ensured the staff at the school got paid at the end of the month.

I was totally immersed in the day to day running of the school and encouraged by the impact education was making in the lives of the children, some of whom had learnt to write and communicate in English. But I did not foresee the challenges ahead. As the years went by and the children had to graduate from our elementary school to secondary school I saw the need to work at formalising registration with the government. So much was demanded for the school's registration that the little donations we were getting could not cover for. It was at that point I started to focus on proper administration for the school. A complete novice, I did the best that I could with documentation and keeping accounts. I got the organisation registered with the Corporate Affairs Commission after the first six years but I still struggled at improving the quality of education we were offering the children and we could not expand to accommodate as many children as were coming to us at the beginning of each school session.





the love I had for the children wouldn't permit me to abandon them in that state.

Eleven years after I founded Stella Teaching and Relief Foundation, fate smiled at me in the midst of my numerous challenges. I met a lady, who is an alumna of the Lagos Business School's Nonprofit Leadership and Management Programme. While we discussed the school project, she encouraged me to apply for Nonprofit Leadership and Management Programme. I did and it was a rebirth for me - a totally mind transforming experience.

From knowledge gained on the programme, I could see our faults: from involving the board of trustees in making decisions and management, involving the stakeholders, to strategic planning with our vision, mission and core values as our focus. After eleven years, I realised there was need to measure what impact the project was making and decide what we didn't need to do and what to improve on. I didn't need to sit and assume anymore, I realised I had to have my numbers right and my books intact. I had to work with my staff as a team being as transparent as I needed to. It would save me so much of the pressure I put on myself and we achieve more.

There was also the challenge of the graduating pupils, as most of them felt too old to continue to secondary school. There was no means of empowering them with skills necessary to forge on as our resources were hardly sufficient to even keep the school running. Countless times I thought to stop, end the project and move on but



“Since returning, the effect of NPLM has been massive on our organisation, especially as it has helped us to focus on solidifying our company structure and creating more standard organisational processes and documentation, all of which are requirements for rapid sustainable growth.”

Adebowale Oparinu, NPLM CLASS 2019
LifePro

LifePro is a social enterprise that manufactures Hiru. Hiru is developed from the African locust beans, a local product that is widely regarded as one of the cheapest sources of vital nutrients available in Nigeria but businesses dealing the product have failed to scale due to limitations like short shelf life, bad smell, and unhygienic processing conditions in the rural areas where it is found.

Hiru overcomes all those limitations yet remains 100% organic. It is also available in unconventional forms like the ground form and the bouillon cube form to satisfy different consumer preferences. Our inclusive model





ensures that women in rural communities are empowered with the necessary skills to pre-process locust beans such that we also purchase pre-processed seeds from them for our own production, thereby ensuring they are financially empowered as well.

We have always dreamt of how big we can grow and ensure that our impact reaches hundreds of millions of people across Africa and other parts of the world, but we clearly lacked a deep understanding of how to position ourselves for such a massive growth. However, fortunately through the NPLM programme, we practically learnt about organisations whose impact has already reached millions of people and how they managed to achieve that.



“Prior to the NPLM, we were fettered with challenges of poor programme execution, increased administrative costs, slow decision-making processes, poor partnership network, lack of financing options and a limited approach to work. But the NPLM programme provided us with a deeper sense of responsibility and shone light in the areas of ignorance and came just in the nick of time to our rescue.”

Joseph Omale, NPLM CLASS 2018
Jummai Aduda Organization, Abuja.

Jummai Aduda Organization (JAO) is an Indigenous Development-based Charity Organisation inspired by the Life of Late Mrs Jummai Aduda. A Renowned Philanthropist and Business woman. JAO was founded to uphold her legacy and passion. With a focus on Community Health initiatives, we provide: insecticide-treated Nets (LLIN); offer free medical diagnosis; treat malaria; and enhance health awareness in communities and schools in the rural areas of the FCT.

We also train traditional birth attendants and integrate them into the Primary Health Care System, promote the girl-child education by supporting community libraries and orphans and





experience, there was enough information to make a good decision on how to run the project as a social enterprise, and a for-profit in partnership with other stakeholders to make the project achievable. Consequently, the project is growing well. More partners are finding their place in the project and progress is evident. For instance:

- Sterling Bank Plc. offers to give support to top students on this project.
- We conducted sensitisation programme for all 20 facilitators/lecturers in C.E.D, Yaba College of Technology, Yabatech on August 20, 2018.
- As at now, 142 Yabatech students have registered and registration is still ongoing for the project pilot to run in the school.
- The project is becoming an extension of the school entrepreneurial education curriculum as the institution has consent to run the pilot.

Mobell Consult Limited is a new and emerging company leveraging on collaboration and partnership to create her link to the target market. However, the above project was

designed to enable undergraduates to tap into the opportunity in agriculture value chain and consequently be empowered. For the future, we have outlined a strategic plan to achieve the following:

- Create the Agripreneur Pedagogy (Model) and online platform for undergraduates to learn and understand the opportunities in agriculture value chain and technology.
- Establish “The Agripreneur” Cooperative Society which its membership constitutes undergraduates/graduates of various colleges and universities in Nigeria.
- To locally recreate a technology-driven 2-acres-model-farm that has the capacity to feed minimum of 250 households and facilitate resources and facilities for undergraduates/graduates who will venture into agriculture after school.
- Empower minimum of 1000 graduates yearly by providing them opportunities through agriculture.



vulnerable children to bridge the achievement gap and finally empowering women at the grassroots level through trainings in leadership and skills acquisition. With the training, we have now adopted an effective

leadership structure, integrated volunteerism in our operations, collaborated with relevant agencies and organisations, and are efficiently managing our resources - doing more with less.



“From the NPLM programme, I got the knowledge of creating a social enterprise and took the bold step to register a new company, MOBELL Consult Limited. Then “THE AGRIPRENEUR PROJECT” was developed. Its execution is ongoing in collaboration with the Centre For Entrepreneurship Development, Yaba College of Technology, and African Centre For Business Development Strategy & Innovation supported by Sterling Bank Plc.”

Opeyemi Bello, NPLM CLASS 2018
Mobell Consult Limited.

The Agripreneur, a social enterprise project was conceived to engage and empower youth through agriculture and agribusiness. Under this project, youth are engaged in practical training along the agriculture value chain and given a platform to harness technology for agriculture. Youth are also given institutional support to facilitate access to finance, exchange of knowledge, mentorship, and access to market and networking. The aim is to engage young people especially undergraduates to tap into business opportunities in agriculture value chains and become business owners (see www.agripreneur.com.ng)

Prior to the NPLM, there was a struggle on where to place the project concept - either as “not-for-profit” or “for-profit”. However, from the NPLM



Organisational Processes and Structure

- Participants identified new management processes and structures which they adopted due to learnings from NPLM Programme. These include:
 - Adoption of formal organisational structure
 - Change from charity funding model to social enterprise
 - Incorporation of standard compliance measures
 - Understanding of legal perspective in nonprofit management
 - Creation of more specific offices - finances, accounts, PR and marketing
 - Updated and active board members
 - Improved documentation and delegation
 - Documented organisational policy and structure
 - Time accountability
 - Auditing and reporting of financial performance
 - Incorporating volunteers into projects
- Participants identified the following changes in their programme implementation approach due to learnings from NPLM:
 - M&E as key part of programme implementation
 - Collaboration and partnership
 - Story telling
 - board involvement
 - Standard operation practices
 - Conduct project impact assessment
 - Result and impact oriented approach
 - Development of theory of change

Networking

- Participants indicated that they benefited from NPLM networking opportunity in the following ways:
 - Partner with other participants in project delivery
 - Consulting and knowledge sharing with other participants
 - Gained referrals from other participants for different engagements
 - Collaboration and partnership
 - Story telling
 - board involvement
 - Standard operation practices
 - Conduct project impact assessment
 - Result and impact oriented approach
 - Development of theory of change
 - Beneficiaries engagement prior to programme implementation

Collaborations made with other participants due to training

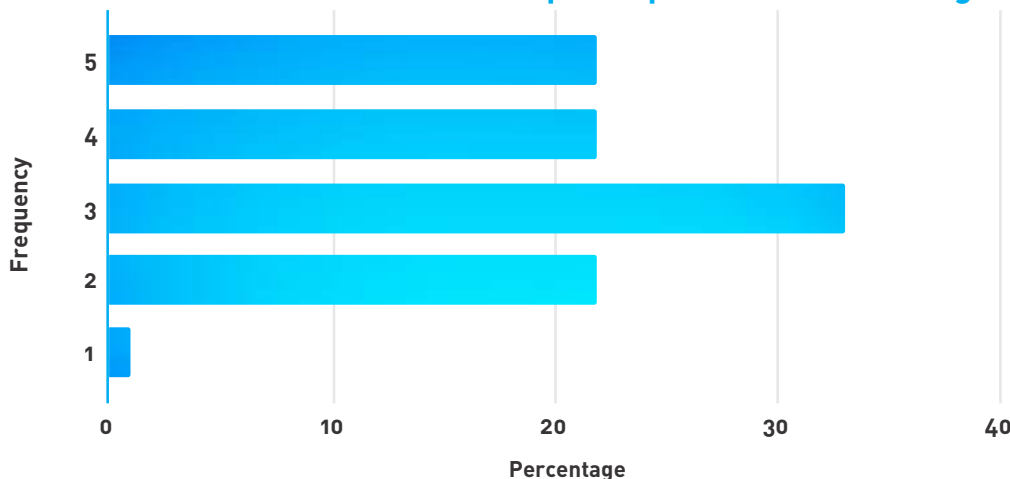


Figure 3

Programme Impact Snapshot

Knowledge Improvement

1. What positive change occurred in participants' organisations?

Participants told us that the following positive changes occurred in their organisations as a result of the programme:

- Proper implementation of M&E
- Improvements in beneficiary engagement
- Increase in capacity
- Proper organisational and programme structure
- Improved people management
- Redirect and clarified strategy
- Improved understanding of the non-profit space

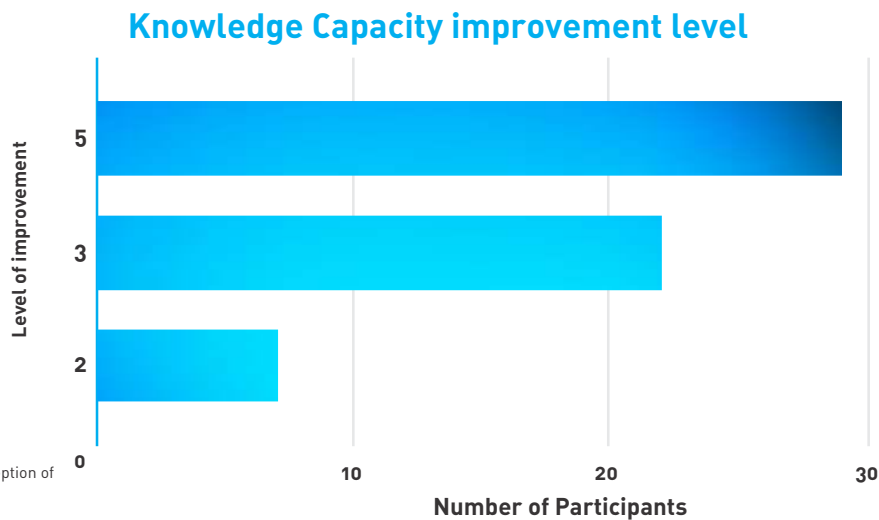


Figure 1: Participants Perception of Knowledge Improvement

Tasks and Responsibilities

1. What changes did participants experience with regards to upward leadership growth?

We explored leadership growth by reference to increase in tasks and responsibility:

- Participants reported upward growth in their respective organisation.(Yes)
- Participants reported an increase in tasks with no upward growth (5 respondents)
- Participants reported that there was no upward leadership growth (No)

Percentage of individuals with increased tasks

No

13.8%

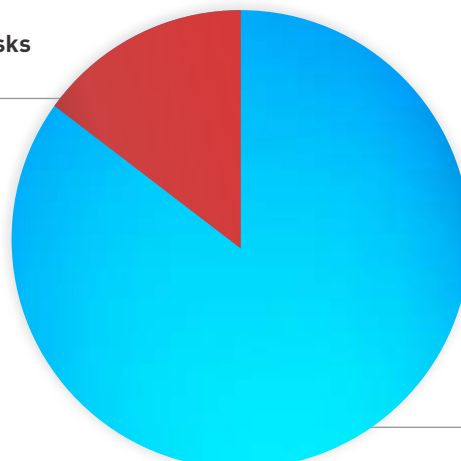


Figure 2: Percentage of participants with increased tasks

Yes

86.2%

Scaling Impact of Nonprofit Projects

- Participants indicated that their organisations scaled more social impacts following the programme. These include:
 - Development of new community projects (14 initiatives)
 - Development and restructuring of old programme (5)
 - Partnership and collaboration for more impact

Increase in social project impact

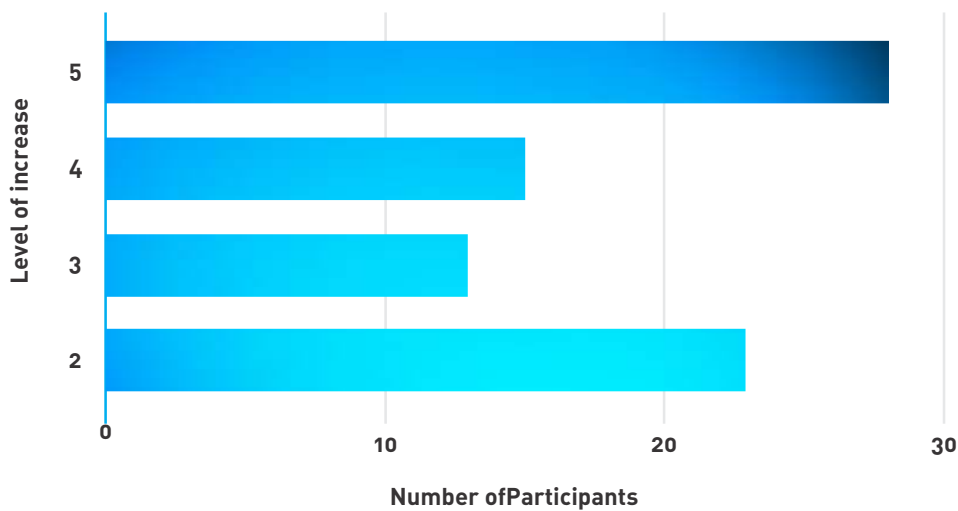


Figure 4

- Participants indicated that they developed new initiatives due to learnings from NPLM. These include:
 - More sustainable support method: assisting mothers with capital and financial education
 - Soilless farming using local materials
 - Childhood cancer early symptoms training for health workers
 - Empowerment platform where young aspiring female leaders can have access to mentors
 - School for children with reading disabilities
 - On-demand home delivery STEM programmes

Scale of impact/reach due to the training

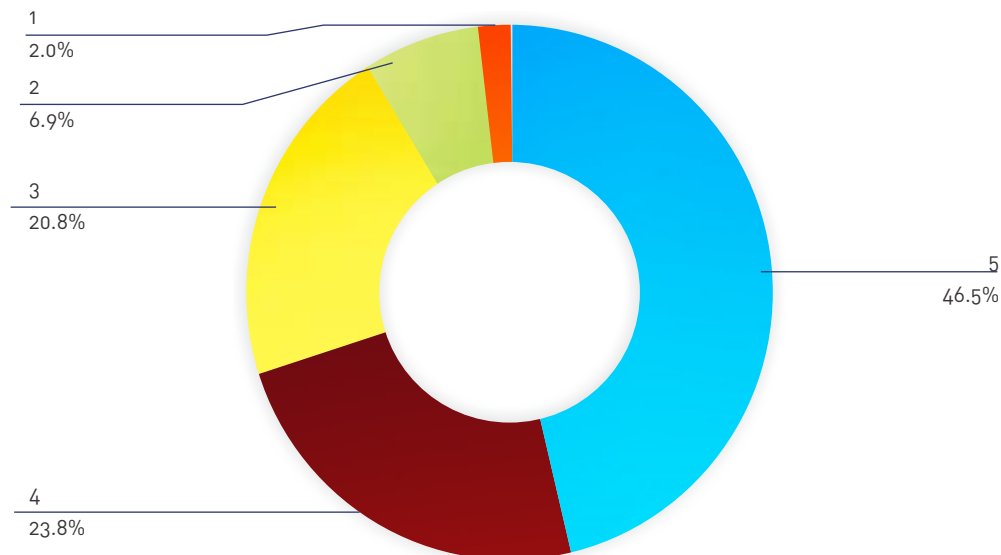


Figure 5

Areas where new community projects are undertaken

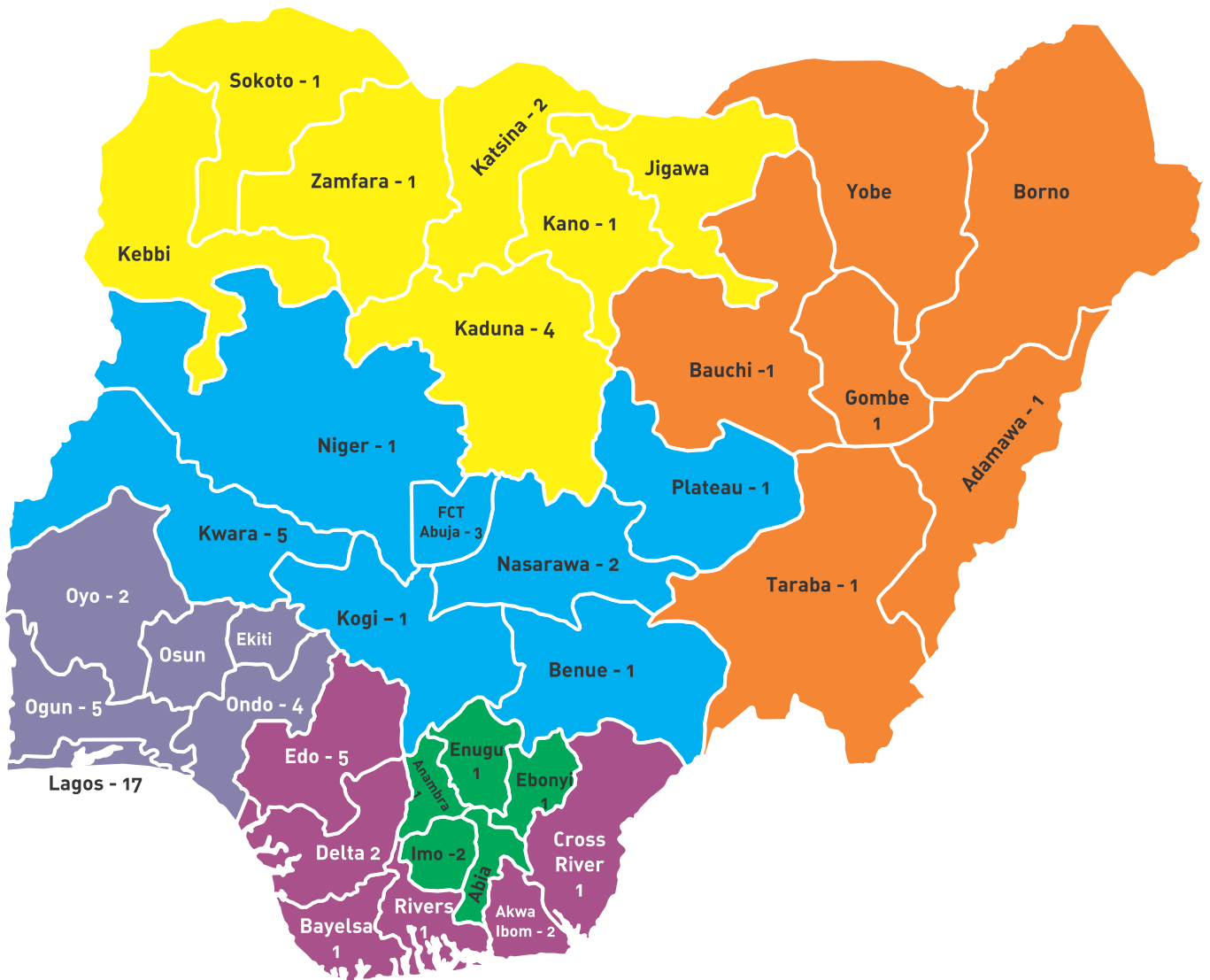


Figure 6

Others: Benin and Togo

- North East Region
- North West Region
- North Central Region
- South South Region
- South West Region
- South East Region

Degree of Participants Exposure to Experts

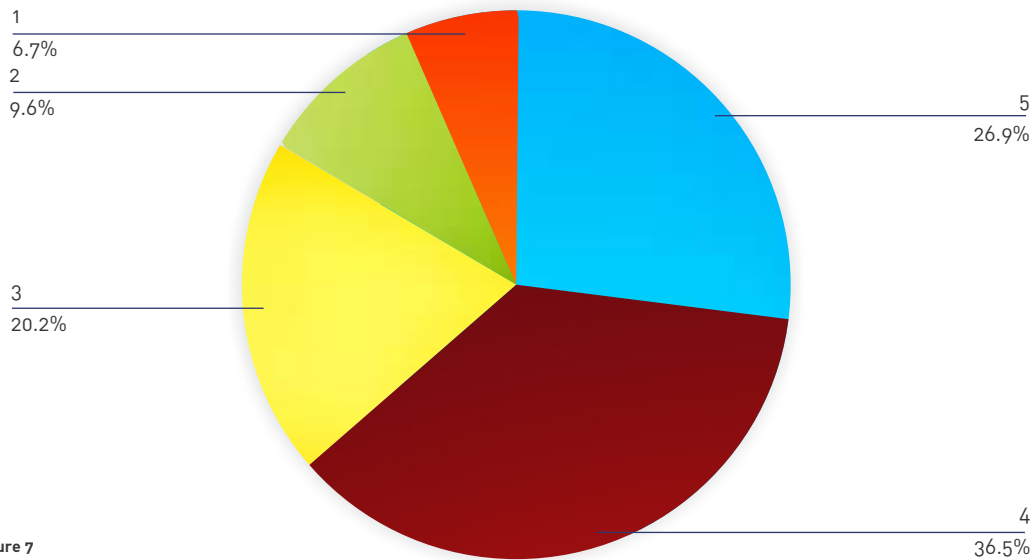


Figure 7

Facilitators and Resource Persons

Amina Oyagbola	Founder, WISCAR
Asantewa Afadzinu	Executive Director, West Africa Civil Society Institute
Chidi Odinkalu	Senior Team Manager, Open Society Justice Initiative
Dr. Chudi Ihenacho	Managing Director, Educational Co-operative Society
Dr Dabesaki Mac	Ikemenjima, Programme Officer, Ford Foundation
Esi Emerhi	Project Director, KIISI Trust Fund
Eze Onyekpere	Lead partner of Centre for Social Justice
Fabia Ogunmekan	Executive Secretary, WISCAR NIGERIA
Femi Taiwo	Executive Director, Leap Africa
Funke Amobi	Country Head, Human Capital, Stanbic IBTC Holdings Plc
Gbenga Sesan	Executive Director, Paradigm Initiative
Ito Eze-Anaba	Founder Mirabel Centre
Iyadunni Olubode	Non-Profit Consultant
Josephine Nzerem	Country Representative, Ashoka Fellowship
Katja Schiller	Founder, Philanthropy Circuit
Linda Bembatoum	Development Practitioner/Founder, Third Sector Development Solutions
Michael Ajayi	Country Director, Enactus Nigeria
Mira Mehta	Founder, Tomato Jos
Misan Rewane	CEO, WAVE Academies
Nana Caleb Adebayo	Lawyer, founder EarthPlus, NPLM alumni
Nike Adeyemi	Executive Director, FATE Foundation
Nonny Ugboma	Executive Secretary, MTN Nigeria Foundation
Ngozi Princewill Utchay	Founder/CEO, ARTELIER Lifestyle Consultants
Olumide Akinjo	Director, Institute for Industrial Technology (IIT)
Oluwatoyin Emmanuel-Olubake	Associate Director of Portfolio, Acumen West Africa
Osayi Alile, CEO	Aspire Coronation Trust Foundation
Otto Orondaam	CEO, Slum to School
Segun Awosanya	Founder and ED, Social Intervention Advocacy Foundation
Simi Nwogwugwu	Executive Director, Junior Achievement Nigeria
Temie Giwa-Tubosun	Founder of LifeBank
Tolulope Sangosanya	Founder, Lots Foundation
Victor Gbenga Afolabi	Founder/Chief Executive Officer, Eko Innovation Centre
Victoria Uwadoka	Corporate Communications & Public Affairs Manager, Nestle Nigeria

Testimonials



The programme has really rejuvenated me in terms of new ideas, connections, and collaborations. I want to say thanks once again.

- Olawumi Francisca Obayemi
Programme Coordinator, John Ujeh Ajiboye Foundation

The NPLM gave MIFAA (Medical Initiative For Africa, Abuja) a formal non-profit structure and allowed us to function more efficiently. It improved our understanding of networking with other non-profits especially those working in the health service provision and advocacy and this helped us to reach 36 states and the FCT with our latest programmes. NPLM helped us to get a better financial structure that focused on result-oriented programmes rather than administrative or running cost.

- John Ida- Michael
Medical Officer, Medical Initiative For Africa, Abuja



Personally, the programme added a lot of value to me and has caused a major shift in the organisation I lead. I have also been able to put an order in what we do, increase visibility and define a strategic plan.

- Alex Balogun
CEO, VIP World

NPLM helped us at BHA to redirect and clarify our strategy as an organisation and this contributed to achieving more on giving back and making an impact. Our project implementation has taken a different turn because after NPLM we realised we could partner with organisations that had the expertise that we did not hence it brought more professionalism to our project delivery

- Titilayo Ogunbambi
Executive Director, Boundless Hands Africa (BHA)





My understanding of the non-profit space has increased. More importantly and specifically, I now understand the issues that make an organisation tick. I have a better understanding of the role the board should be playing. The board here has been relatively passive. The session on staff management was also key for me. Also, our administrative and finance department has become the strongest in the organisation now. Transactions have moved to a near cashless state. Procedures are followed better now. It is tough but then, we are getting along with this better.

- Sola Fagorusi
Programmes & Media Manager, Onelife Initiative for Human Development

Applying the knowledge has tremendously improved my productivity and also impacted greatly on my organisation "The Dorcas Cancer Foundation", which ultimately led to my promotion recently. I have been able to build a collaboration that translated into results. The programme also enabled us to properly implement M&E on a project. NLPM was a quantum leap for me.

- Korede Akindele,
Programs Officer, Dorcas Cancer Foundation



Our implementation has changed, we now conduct M&E and use that knowledge to properly target our programmes to the communities that we service.

- Toyin Olanrewaju
Chief Operating Officer, Gamaliel & Susan Onosode Foundation (GAMSU)

We have changed to a more result-oriented approach.

- Ayomide Faleye
Senior Programme Officer, BudGIT Foundation,



Because of the programme, the organisation is fully evolving to become a social enterprise. Thus, we are now looking at customising programmes that can attract and engage the community and bring about even more positive social impact.

- Shakirat Oluwatosin Raji
Chief Coordinating Trustee, The Shade of Women Foundation

A photograph of a woman in a black blazer and green top smiling at a man in a yellow and blue plaid shirt. They are in an office setting. The woman is on the left, and the man is on the right. In the background, another woman is visible, and there is a laptop on a desk. The text 'Senior Fellowship in residence' is overlaid on the left side of the image.

Senior Fellowship

in residence

Senior Fellows



Kole Shettima

Director, MacArthur Foundation,
Africa Office

Kole Shettima is the Director of the Foundation's Africa Office in Abuja, Nigeria. He is responsible for grant making in the Population & Reproductive Health area, Human Rights and International Justice, and the Partnership for Higher Education in Africa.

Prior to joining the Foundation in 1999, Shettima taught at the University of Maiduguri (Nigeria), the University of Toronto, and at Ohio University. He was State Coordinator, and National Education Coordinator of Women in Nigeria; Coordinator of the Working Group on Nigeria, Toronto; and Co-chair of the Economic Justice Working Group of the Inter-Church Coalition on Africa, Toronto. Shettima is on the board of several organizations including the Center for Democracy and Development. He has published in several academic journals including Africa Development, Review of African Political Economy, African Studies Review and Journal of Asian and African Studies.

Shettima has a Ph.D. from the University of Toronto, a Masters Degree from Ahmadu Bello University in Zaria and his undergraduate degree is from the University of Maiduguri where he has also been a faculty member.



Itoro Eze-Anaba is the Founder, Mirabel Centre, a foundation set up to provide rehabilitation for rape victims.

Awarded the Commonwealth Point of Light Award from Her Majesty the Queen of England. She has an LL.M from American University Washington College of Law. Managing Partner, Partnership for Justice with a demonstrated history of working in the non-profit organization management industry. Strong business development professional skilled in Nonprofit Organizations, International Law, Policy Analysis, Program Evaluation, and Public Policy. She drafted the first-ever Domestic Violence Bill in Nigeria and engaged in the advocacy campaign for its passage into law in 12 states and at the National Assembly.

In 2015, Itoro Eze-Anaba was listed as an AWP Network Power Woman for her work. That same year, her organisation was recognised by the network as one of 14 leading organisations changing the lives of Nigerian women and girls.



Itoro Eze-Anaba

Founder, Mirabel Centre

Student-Led Projects

BE
PLASTIC
FREE



Student-Led Community Projects

Through the project '*Building Youth Leadership Capacity in Nonprofit Management*', Lagos Business School's full-time MBA students were supported to develop and implement community service projects known as 'Personal Social Responsibility' projects.

A core pillar of the LBS MBA experience is building professional ethics and community service. In line with this, the PSR Project affords MBAs opportunities to develop sustainable solutions to specific social problems faced by target communities. The PSR project creates an opportunity for these managers in the making to work with youth in the nonprofit space to invest in the well-being of others and the community. Working in collaboration with participants of the NPLM Programme, the MBA students went through a full-range project activities, from opportunity identification to project implementation.

These initiatives have led to further action around the role of LBS and business leaders in solving social problems. The LBS Plastic-Free day project has influenced departments within the school to effect

changes in our facilities by reducing single-use plastic items on campus. The school is working towards replacing PET bottles with reusable water bottles, cutting down on plastic bags with the use of paper bags as alternatives.

The sustainability centre has also taken the discussion further by hosting a sustainability forum on sustainable waste management with Lafarge Africa and the Nigerian Economic Summit Group (NESG). The centre also plans to host a CEO Roundtable on the Plastic Waste Mitigation in September 2019, corporate partners have been very receptive of the idea and we are looking forward to driving national action on the issue through partner organisations like the Food and Beverage Recycling Alliance (FBRA) and the Private Sector Advisory Group on SDGs (PSAG Nigeria).



Student-Led Projects Gallery

EDUCATION GROUP

iRead Initiative: A book donation initiative aimed at improving the accessibility of reading materials to pupils attending primary schools. The project is geared towards transferring books from families who have no need for them to pupils and schools who need them, by creating channels through which people can reach out and get help.



HEALTH GROUP

Come Alive Initiative: To educate youth on the dangers, myth, identification and solutions to mental health conditions within their society. The aim is to reduce and/or eliminate the occurrence of depression by creating channels through which people can reach out and get help.



Student-Led Projects Gallery

FINANCE GROUP

FAT SMEs (Financial Advisory and Training SMEs): To render free advisory services to small scale businesses across various business segments. The project aims to provide financial empowerment through education.



ENVIRONMENT GROUP

LBS Plastic Free Day: An awareness building project to educate everyone on the LBS campus about plastic pollution and encourage them to reduce the use of plastics where possible, recycle, reuse and properly dispose of plastic items.



Research and Case Studies

NONPROFIT LEADERSHIP AND MANAGEMENT HANDBOOK

The nonprofit sector has emerged over several historical developments as well as through grand challenges requiring the particular intervention of the sector where markets and governments have failed. Nonprofit organizations have played a pivotal role in the advancement of a nation's health, economic, and social well-being. These organisations have become central in identifying and addressing national and international issues relating to health care, human rights, women's rights, climate change, economic development, democratization of justice, and much more.

This handbook, a combination of insightful interviews and illuminating essays with nonprofit and social experts, provides a valuable resource to nonprofit leaders and managers. It highlights practical and relevant subjects that promote effective leadership and management in the nonprofit sector in order to achieve social impact. Nonprofit leaders can access practical knowledge and documented experiences on best practices to build a sustainable organization, paying attention to key institutional issues such as corporate governance, leadership, accountability, workforce development, financial management, as well as branding and marketing. Throughout this book, there are pragmatic steps on how best to grow nonprofits to drive social impact, particularly in the contexts of African countries.



CASE STUDIES ON SOCIAL ENTERPRISE AND PARTNERSHIP MODELS

1. Creating Value from Waste: The Wecyclers Model of Social Entrepreneurship

Recycling is a key component of modern waste reduction and is the third component of the ``Reduce, Reuse, and Recycle`` waste hierarchy. Recycling has been part of the Nigerian informal economy for a long time, often represented by the sight of a man with a bag or wheelbarrow gathering scrap materials, especially metal or elderly women collecting used plastic bottles. The case explores Wecyclers journey to address the social and environmental problem of waste management in a densely populated and volatile business environment. While Wecyclers' aims were social and environmental, the firm was still a business and had to be run as such. Bilikiss had managed the start-up phase of the enterprise and Adewale, the new CEO, was charged with scaling the business' impact and profitability.



2. Grooming Centre

A recent World Bank report reveals that ``commercial banks in Nigeria focus their lending on the oil and gas, telecommunications sectors and the associated value chains...`` with minimal engagement of the poor and small businesses. This leads to the escalation of unemployment and poverty in the country due to lack of alternative funding institutions. The Grooming Centre is a membership based Non-Governmental Organisation (NGO) founded in 2006 to empower the economically-active poor by taking a range of tailor-made micro financial services to their doorstep, using globally tested best practice methodologies. The Centre addresses the perennial challenge of low access to financial services by its members, economically active poor people engaged in small trading and productive activities in many parts of Nigeria.



The major objective of the Grooming Centre case study is to develop a case study to constitute a teaching and learning resource in courses on inclusive business, social impact and alternative funding model for social enterprises. The case study will be used on Executive programmes and across the MBA programmes at Lagos Business School and other business schools and universities globally.

3. The Kidney Angels: Adcem Healthcare Ltd

The case explores how an entrepreneur in Nigeria built a business to address the challenges in the health sector through partnerships. Adcem Healthcare Ltd is a business which organically developed a social enterprise model, as a result of their operating environment, Nigeria. The unique feature of Adcem's model was that rather than just provide renal care equipment, drugs and services to those who could afford it, Adcem's founder, Adeyemi and his team found a way to fund their service delivery by enlisting support from corporate foundations and partners to cover the overhead cost of building and equipping dialysis centres. The government-owned health institutions relied on the generosity of philanthropists and the corporate social responsibility drive of companies and organisations to make up for some of the gaps in funding, equipment and drug availability. Their partnerships with the government health institutions (general and teaching hospitals) gave Adcem access to their market (everyday Nigerian patients).



The model worked for the patient, the government, corporate sponsors and Adcem. However, the company needed to strategise for the long term. Government policies were unpredictable in their operating environment and the running of the dialysis centres depended largely on their approval and staff. Corporate sponsors could also be unpredictable, their CSR preferences could change and so Adcem needed to build more means of self-sustenance for their centres and the organisation at large. The case is ideal for examining responsible business tenet in the context of small and medium enterprises and businesses operating in emerging and underdeveloped economies.

CASE STUDY ON CORPORATE FOUNDATIONS

4. MTN Foundation

The MTN Nigeria Foundation (MTNF) was a result of the longing for MTN Nigeria Communications Limited (MTNN), to center its endeavours in terms of its Corporate Social Responsibility. Its activities have aided in diminishing destitution and fostering sustainable development in Nigeria. By doing this, it looks to have a long haul positive bearing on the communities within which it operates, making specific structures which guarantee that its empowerment and intervention activities can be replicated across the country. Established on May 11, 2005, MTNF has focused its Corporate Social Responsibility initiatives to help reduce poverty and foster sustainable development in Nigeria. MTNF resolutely develops, pursues and executes these strategies and plans in collaboration with local and international partner organisations, and remains committed to improving individual and communal lives through social investment projects that nurture people's inherent abilities and help create economic value in their lives. With its leading status of being the first foundation to be established by a Nigerian Telecommunications company, the foundation has spent over 11 billion Naira in 341 project sites each executed sedulously across the six geopolitical zones of the country in its first 10 years of existence. The objective of the MTN Foundation case is to lay emphasis on monitoring and re-evaluation of projects undertaken in the nonprofit sector; an aspect often neglected or not properly handled. The case would be used in Nonprofit Leadership Programmes, and across the MBA programmes at Lagos Business School.



5. The Tolaram Group

Nigeria was a country distraught with serious social problems, but poverty stood out as both the leading cause and consequence of many troubles in society – unemployment, poor education, poor healthcare. Mr Deepak Singhal remarked that Tolaram had to play its part to relieve the suffering of people, especially in light of staggering data like rapid increase of people living in poverty from almost 35% in 1992 to over 70% in 2010. Tolaram Group International had a culture of corporate philanthropy, this was epitomised in the group's Foundation and the social initiatives of the various business units.

The Foundation was founded in 2009 as a not-for-profit organisation endowed with 25% ownership of the total shares in the Tolaram Group globally. The creation of the foundation was a step forward in the group's community-investment philosophy that focused on five objectives in the regions where the group had operations. The case study explores the methods and challenges of meeting the group's objectives of promoting good sanitation (including hygiene and clean drinking water), promoting education, supporting orphans and orphanages, providing equal opportunities for women, and empowering the mentally and physically handicapped.



CASE STUDIES ON INNOVATION IN NONPROFIT MANAGEMENT

6. Innovation and Growth: A case of Junior Achievement Nigeria

Junior Achievement Nigeria (JAN) is a nonprofit organisation that came to Nigeria in 1999 under the leadership of Simi Nwogugu, its executive director. JAN uses volunteers to teach young Nigerians essential skills to allow them to bridge the gap between education and work through hands-on programmes on financial literacy, work readiness, and entrepreneurship. Since its inception, JAN has faced a myriad of societal, bureaucratic and organisational challenges as it continues to grow and impact young Nigerians. This case study explores innovation and growth in a non-profit against the broad scope of challenges it faces in partnership, human resource, and talent management.



7. Adopting and Scaling Sustainable Agriculture: Songhai Centre

Songhai Farm is a Non-Governmental Organisation (NGO) that was established in October 1985 in Port Novo, Benin, borrowing its name from a powerful and flourishing West African Empire of the fifteenth century. The uniqueness of the Songhai farm is its no waste model. Songhai farms run an integrated farming model and trains young agricultural entrepreneurs to become stewards of African development through agriculture. The case aims is to bring to light the various challenges and learning of adopting an integrated farming model in a daunting agricultural and eco-tourism sector.



8. Promoting effective governance in Nigeria through Technology: A case on BudgIT

Founded by electrical engineer turned banker and civic tech social entrepreneur, BudgIT, a product of the Tech-in Governance event hosted by Co-Creation Hub (CC-Hub), was established in 2011. BudgIT aims to influence the national agenda on public spending, with its policy papers covering government finance, sub-national viability, Open Government schemes, as well as the analyses of anti-corruption and transparency initiatives. The case aims to explore the success, challenges, and the dilemma of adopting technology to promote good governance in Nigeria.



Project Learning

NPLM Certificate Programme

- To improve class diversity and inclusion levels in the programme, we had to get out-of-state participants on board to benefit from the training. This action piles more cost on the programme as we had to accommodate and transport the participants throughout the welcome day session and in-class week.
- The programme is designed to train young leaders and managers in the nonprofit space but we also received a large number of applications that are above the required age and are willing to partake in the training. We have been able, in cycle four, to welcome an intergenerational class mixing younger participants with older peers.
- A path to professionalism is needed domestically for the nonprofit sector
- Institutionalising learning for the nonprofit sector in a credible African institution makes a difference for sustainability.
- Long-term advisory/mentorship is key to scale social innovation and institution building in these typically small and impactful nonprofits.
- For more advanced Non-Governmental Organisations (NGO), evidently clarity of vision, mission and structure is needed. Continuous and advanced education to enable further sophistication of operations and structure as well as ensure community engagement at scale.
- Now that we have a sizeable cohort of trained NGO professionals' further alumni activities are necessary, plugging into developments both regionally and globally.
- Blended learning enabled us to overcome the barrier to affordability, inclusive classroom, and geographical spread.
- The in-class sessions enabled team building and network development and continued interest.

Senior Fellows

- There is a need for continuous hand holding and follow-up for the trained participants. This could be a form of mentorship program following the certificate programme
- The integrated learning and mentoring programme provided a platform for experienced mentors to be part of the programme despite their very busy schedule.

Student-led Community Project

- It is difficult to bring together postgraduate business students and civil society. It took a lot of bridge building to drive the collaboration.
- The project and projects implementation would be more effective if the timelines are integrated in the MBA calendar

Cases

- Case style is good for the nonprofit sector but more cases and teaching materials need to be developed to address the context of nonprofits in Nigeria and Africa at large
- Case studies and research takes time, the development of these materials should be considered a long term and continuous activity
- Cases on the current alumni participants can be developed as well

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ABOUT LAGOS BUSINESS SCHOOL

Lagos Business School (LBS) is the graduate business school of Pan-Atlantic University (formerly Pan-African University). LBS offers academic programmes, executive programmes and short courses (customised to specific company needs, as well as open-enrolment courses) in management education. Besides the quality bar set at world-standards, LBS programmes also stand out because of the emphasis on professional ethics and service to the community.

Education at LBS is comprehensive, drawing on the experiences of a multinational faculty and participants. Learning is participant-centred and uses the case study method and the group work approach. Activities hold on the school's purpose-built facilities whose lecture halls see more than 3,000 participants yearly from indigenous and multinational companies. LBS is a member of the Association of African Business Schools (AABS), the Global Business School Network (GBSN), the Principles for Responsible Management Education (PRME), AACSB International-The Association to Advance Collegiate Schools of Business and the Graduate Management Admission Council (GMAC), alongside 220 leading graduate business schools worldwide.

In recognition of the quality of Lagos Business School's programmes and of being structured in line with global best practices, it has received several international accreditations. LBS is the first business school in West, East and Central Africa regions to be accredited by The Association of MBAs (AMBA). This puts LBS amongst the exclusive group of only 2% of business schools in 70 countries to achieve this accreditation. The Association to Advance Collegiate Schools of Business (AACSB) has also accredited LBS, the first institution to be so recognised in all of West Africa. LBS thus joined the league of less than 5% of business schools globally, to be accredited by AACSB in December 2016. This accreditation affirms Lagos Business School's undeniable commitment, over the last 28 years, to world-class standards in teaching, learning, and research, academic and professional management.

LBS is listed among the top 50 global business schools on The Economist magazine's 2018 Executive MBA ranking. The School has also been ranked every year since 2007 by the Financial Times of London, among the top global providers of open enrolment executive education and in custom executive education since 2015. LBS is the only school in Africa to feature on CEO Magazine's global MBA rankings.

www.lbs.edu.ng

ABOUT LBS SUSTAINABILITY CENTRE

Lagos Business School Sustainability Centre, Pan-Atlantic University, was launched in 2010. The centre is designed to refocus the relationship between business and its stakeholders by ensuring a consistent development of responsible business leaders, working with organisations on becoming positive change agents that incorporate sustainable practices in their operations, develop innovative products and services that transform their communities while at the same time generate economic value. The centre is committed to equipping decision-makers and managers with the relevant skills to design and implement responsible and sustainable business strategies.

The Centre brings together theory and practice on sustainability, builds leadership skills and supports constructive dialogue and collaboration between business, government, civil society and academics to find solutions to critical sustainability challenges. The Centre achieve its mission through conducting research that is academically rigorous and policy-relevant; delivering courses on sustainability management in Executive Education, MBA, and custom programmes; and hosting business action platforms to enable constructive dialogue and collaboration between business, government, civil society and academics to find solutions to critical sustainable development challenges in Nigeria.

The Centre's commitment to collaborative partnership has seen it engage with leading businesses and organisations in mainstreaming the sustainability agenda in Nigeria and Africa at large. LBS Sustainability Centre also supports organisations in the design, development, implementation and assessment of their sustainability strategy, initiatives and projects.

- Sustainable Strategy Development
- Socio-Economic Impact Assessment
- Corporate Social Responsibility (CSR) Programme Design
- Sustainable Development Goals (SDGs) Initiative Implementation
- Sustainability Reporting

For more information, contact us at sustainabilitycentre@lbs.edu.ng



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