



STRATEGIC PLAN

2025 – 2030



May 2025



BIDIBIDI REFUGEE WOMEN ORGANIZATION (REWO)

Strategic theme

Empowering Refugee Women & Youth: Pathways to Self-Reliance, Resilience, and Inclusive Growth in Yumbe District.

This strategic plan has been developed by REWO with support from the Bridge project which is implemented by War Child Canada and REWO in partnership with the Mastercard Foundation. The contents of this publication are the sole responsibility of REWO and can under no circumstances be regarded as reflecting the position of War Child Canada and the Mastercard Foundation.



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List of abbreviations and acronyms

CBOs	Community Based Organizations
CRRF	Comprehensive Refugee Response Framework
CSOs	Civil Society Organizations
EU	European Union
GBV	Gender Based Violence
M&E	Monitoring and Evaluation
NGOs	Non- Governmental Organizations
OCA	Organization Capacity Assessment
OPM	Office of the Prime
PESTEL	Political, Economic, Social, Technological, Environmental, and Legal
PSEA	Protection from Sexual Exploitation and Abuse
REWO	Refugee Women Organization
RLO	Refugee Led Organizations
RWCs	Refugee Welfare Committees
SOs	Strategic Objectives
SWOT	Strengths, Weaknesses, Opportunities, and Threats
ToC	Theory of Change
UCRRP	Uganda Country Refugee Response Plan
UNHCR	United Nations High Commissioner for Refugees
WCC	War Child Canada

Acknowledgement by the Executive Director



It is with great excitement and pride that I share a defining milestone for **Refugee Women Organization (REWO)** for the development of this first five-year strategic plan (– 2025 2030). This plan serves as a bold and visionary roadmap to advance our mission of empowering women, children, and youth by enhancing their social-economic and spiritual and spiritual capacities to achieve self-sufficiency and address navigate life's challenges in a sustainable manner.

Our strategy prioritizes transformative programs and initiatives that will deliver lasting impacts for the communities that we serve. At REWO, we envision a world where every woman, child, and youth have the opportunity to reach their full potential equipped with the tools, resources, and opportunities to thrive.

This plan reflects our unwavering commitment to:

» **Empowering refugees and marginalized groups**

through education, skills development, and community-driven solutions.

» **Amplifying the voices** of those we serve, ensuring their stories and perspectives are at the heart of our work.

» **Fostering a brighter, more just, inclusive, and sustainable future** for all.

The realization of this strategic plan would not have been possible without the tireless efforts of our dedicated team, the invaluable support of from War Child Canada and the Mastercard Foundation, and the trust of the communities we serve. Your continued belief in the power of resilience, empowerment, and collaboration inspires us every day.

We would like to appreciate the guidance of Mr. Charles Ebunyu, War Child Canada's Advocacy and Partnership Lead for the generous support and continued guidance during the process of developing this strategic plan. We take your technical support in high regard.

As we embark on this ambitious journey, we invite all stakeholders in your capacities to join us. Together, we can push boundaries, transform lives, and build a society where dignity, opportunity, and hope are accessible to everyone, regardless of their background.

Bimo Anisi Anibie Wandu
Executive Director

Foreword by the chairperson board



With great honor, I am privileged to introduce the first Strategic Plan of the Refugee Women Organization (REWO) for the period 2025 - 2030. This strategy outlines REWO's vision and strategic direction for the next five years. It was developed through a consultative process involving a wide range of experts and stakeholders in Yumbe District. I would like to express my appreciation for the contributions of our development partners, local government authorities, civil society organizations, the Office of the Prime Minister, REWO staff, members of the board, and the War Child Canada technical team.

As an organization, we are acutely aware of the challenging operating context not only in Bidibidi but also in Yumbe District as a whole. With roots in the settlement, we have witnessed the socio-political and economic dynamics that impact the poor and the most marginalized groups. To execute this plan successfully, REWO will

continue to work closely with War Child Canada, the Mastercard Foundation, the Office of the Prime Minister, UNHCR, donor communities, civil society organizations, and community structures with whom we share values, goals, and commitments.

On behalf of the Board, I would like to thank War Child Canada and the Mastercard Foundation for providing the technical and financial support that enabled us to develop this strategic plan. We look forward to their continued support in implementing the core program areas outlined in this strategic plan over the next five years.

My sincere appreciation goes to my colleagues, members of the Board, the consulting team, and staff, led by the Executive Director, who ensured the timely completion of this Strategic Plan.

A handwritten signature in blue ink, appearing to read 'Betty Loyang'.

Betty Loyang
Chairperson – Board of Directors

Executive summary

With support from War Child Canada and the Mastercard Foundation, REWO developed this 5-year strategic plan through a consultative process informed by organizational documents and projects. This plan serves as a critical policy document and guiding framework for project development, implementation, and evaluation of progress towards strategic objectives and outcomes. It will be implemented through five core program areas:

- 1. Education**
- 2. Livelihoods**
- 3. Protection & gender**
- 4. Peace building**
- 5. Environmental protection and clean energy**
- 6. Institutional strengthening**

The strategic plan acknowledges the changing donor dynamics globally, impacting Non-State Actors in Uganda. Despite reduced external funding sources, the needs of the vulnerable poor and refugees continue to rise.

This plan aims to empower women and youth to become self-reliant, sustainable, and developed socially, economically, and spiritually. REWO focuses on education opportunities for youth, peacebuilding, trauma healing, skills development, and entrepreneurship. The plan outlines how REWO will achieve its Vision, Mission, and Strategic Objectives over the next five years.

REWO will accelerate and scale up operations in Yumbe District, targeting refugees and host communities. We will work with proven models, leveraging partnerships, influencing practice, capacity building, and resources. Strategic partnerships and networks will be established at various levels, engaging Civil Society Organizations, Local Government Authorities, and other government entities. Institutional capacity development will be prioritized for effective program development and governance.

The strategic plan includes a financing approach focused on education, skills development, and capacity building. The target revenue of UGX 4,235,000,000 over the next five years will be achieved through fundraising from donors, consortium arrangements, social business ventures, local philanthropy, and membership contributions. This plan will help grow REWO's program portfolio and respond to community needs.

By 2030, REWO aims to achieve:

1. Improved access to quality education for refugees and host community youth in Yumbe District.
2. Improved access to basic health and WASH services in target communities.
3. Sustainable, inclusive livelihood opportunities for youth in Yumbe District.
4. Strengthened institutional capacity, growth, and development of REWO.

The strategic plan will be implemented through approaches such as research, learning and documentation, information sharing, capacity building, partnerships, networking and collaboration with like-minded CSOs, lobbying, and advocacy with a focus on sustainability.

Background and introduction of REWO

Refugee Women Organization (REWO) is a non-governmental organization and non-partisan refugee lead Organization (RLO) dedicated to empowering refugee women, boys, girls and host communities in Yumbe District, Uganda. **Our mission** is Uplifting women, children and youth by enhancing their socio- economic and spiritual capacity to achieve self-sufficiency and effectively manage their demands in a sustainable manner.

REWO got registered in Yumbe District. Founded and registered by a group of Refugee women in Bidibidi at Romogi sub county on the 11th, August 2020, registration number: RMG/000650. Also registered with Uganda URBS, registration no: 80020003930046.

REWO strengths lies in its abilities to transform life and knowledge that improve livelihoods, uplift vulnerable people, and end societal bondages and to develop the capacity of people in the refugee settlement to strive socially and economically.

Over the last three years, REWO has been implementing a Bridge project targeting refugees and host communities supporting education and skilling intervention. This project opened opportunities for REWO to develop projects, institutional strengthening, systems development and networking with likeminded development agencies. REWO has been able to support women interventions, formal education and skilling for youth in Bidibidi settlement.

REWO works with women, girls, and boys aged 15 to 35 years to unlock their potential for societal benefit. We focus on saving lives and promoting long-term development through our programs, while multiplying impact through evidence and influencing quality service delivery for refugees and host communities. Our team members have decades of experience working with marginalized and vulnerable people in various settlements and extensive experience in the humanitarian sector with different organizations.

REWO's primary goal is to empower women and youth to become self-reliant, sustainable, and developed socially, economically, and spiritually. We focus on peacebuilding, trauma healing, skills development, and entrepreneurship, among other activities.

The impact of REWO is evident in the increased representation of women in leadership positions. In Yumbe District, women's representation on Refugee Welfare Committees (RWCs) has increased significantly, with women now holding %48 of leadership positions.

The Strategic direction

REWO vision

A society where refugee and host community women, children, youth thrive with dignity and self-reliance.

REWO mission

To empower refugee and host community women, children, and youth through inclusive education, sustainable livelihoods, and transformative protection programs, fostering resilience and spiritual growth.

Strategic goal

By 2030, empower 10,000 refugee and host community youth (70 % women) in Yumbe District with market-driven skills and entrepreneurship opportunities, enabling 80 % to achieve sustainable incomes and self-reliance.

Institutional objectives

1. Increase secondary school enrollment for refugee girls in Yumbe by 30 % in 2030 through scholarships, mentorship, and menstrual hygiene support.
2. Reduce GBV cases by 40 % by 2030 via male engagement clubs, survivor support groups, and mobile legal aid clinics.
3. Foster social cohesion in Yumbe communities through conflict resolution and trauma healing.
4. By 2030, increase access to basic healthcare and safe WASH services for 15,000 refugees and host community members in Yumbe District.
5. By 2030, equip 3,000 youth (50 % female, 5 % PWDs) with market-relevant skills and entrepreneurship training.
6. Build REWO's operational sustainability by 2030.

Core Values

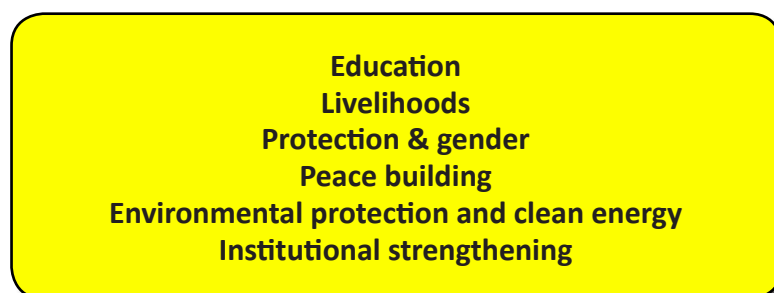
- 1. Empowerment:** We believe in empowering refugee women to take control of their lives, make informed decisions, and become leaders in their communities.
- 2. Resilience:** We value the resilience and strength of refugee women, who have faced incredible challenges and trauma, and we work to support and amplify their voices.
- 3. Inclusivity & cultural sensitivity:** We believe in inclusivity and diversity, recognizing that refugee women have different backgrounds, experiences, and needs. We work to create a safe and welcoming space for all, ensuring our programs are culturally relevant and responsive.
- 4. Solidarity & community-led development:** We believe in the power of solidarity and collective action, building a community of refugee women who support and empower each other. We support and amplify the voices and initiatives of refugee women in Yumbe District.
- 5. Dignity:** We value the dignity and worth of every refugee woman, creating programs and services that promote dignity, respect, and human rights.
- 6. Accountability:** We value accountability and transparency, ensuring our programs are

effective, efficient, and responsive to the needs of refugee women.

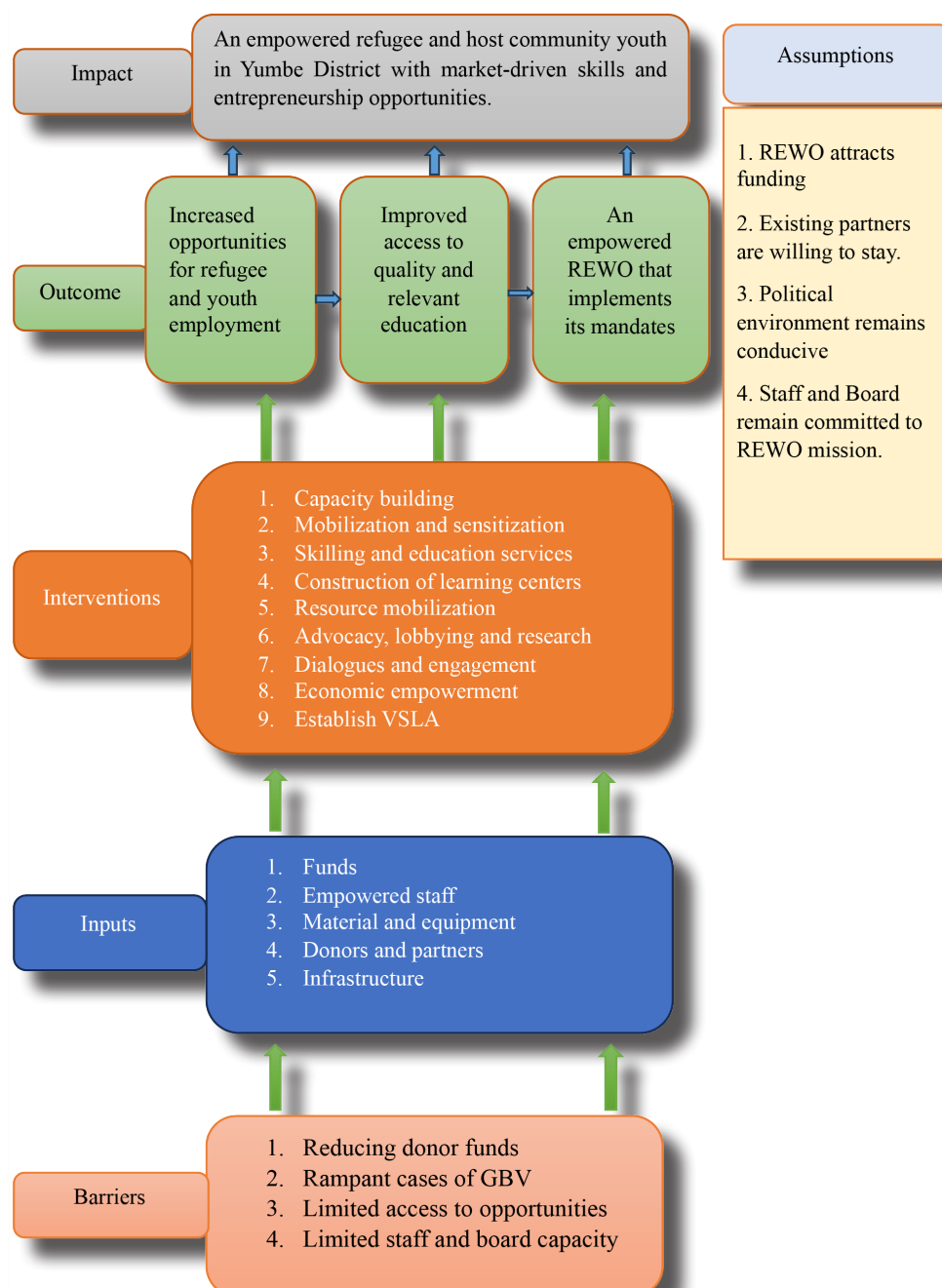
7. Participation: We involve refugee women in all aspects of our programs and services.

Thematic areas

REWO develops and implements interventions through the following thematic areas:



Theory of change



Situation analysis

Achievements in the past five years

REWO's five years of existence have been marked by both successes and challenges, especially considering the organization started during the COVID19- pandemic. Despite the increasing number of refugees and dwindling support from development agencies, REWO has registered the following achievements:

- 1. Organizational capacity assessment:** Conducted a comprehensive assessment and developed a capacity development plan which is under implementation.
- 2. Long-term partnership:** Secured a partnership with War Child Canada and the Mastercard Foundation to implement the Bridge project (2027-2022), targeting refugee and host community youth in Yumbe District.
- 3. Coordination office:** Established a coordination office in Yumbe District with support from UNHCR and the Office of the Prime Minister.
- 4. Policy and manual implementation:** Established and enforced the use of various policies and manuals, including finance and administrative policy, Human Resource Management policy, procurement policy, PSEA, Code of conduct, Gender policy, child protection and safeguarding, anti-corruption policy and board manual.
- 5. Adaptation and restructuring:** Adapted to the changing environment by transitioning from emergency/humanitarian programming to development programming and restructuring the institution to align with essential.

Challenges encountered in the past period

It is worth noting that while REWO boasts several achievements, there are still many institutional, programmatic, political, economic, social, and partnership challenges impeding REWO's progress towards achieving its mission and vision:

- 1. Limited funding:** Despite efforts to secure financial support, REWO faces significant challenges in obtaining sufficient funding to sustain and expand its programs given the reduced donor cuts in funding and competition for the meagre grants. REWO still relies entirely on the Bridge project funding. This limitation affects the organization's ability to reach more beneficiaries and implement comprehensive initiatives leaving the marginalized groups in dire need.
- 2. Weak governance structures:** The organization struggles with establishing robust governance frameworks. Weak governance structures have led to some inefficiencies in decision-making processes, programme development and resource mobilization.
- 3. Inadequate staff capacity:** REWO's staff capacity is still insufficient to meet the demands of its programs including resource mobilization which is key for institutional sustainability. This inadequacy can hinder the effective delivery of services, limit the organization's ability to scale operations, and affect overall program quality.
- 4. Effects of the COVID - 19 pandemic:** The COVID - 19 pandemic has had a profound impact on REWO's operations. It worsened existing challenges, disrupted program implementation, and strained resources. The pandemic has also increased the vulnerability of the population that REWO serves, making its mission even more critical.

Mitigation measures

To improve its operations, REWO has implemented mechanisms to overcome challenges and continue making a positive impact on the communities it serves:

- 1. Diversify funding sources:** REWO will explore various funding avenues, including grants, donations, crowdfunding, social enterprises, and partnerships with private sector entities. This will be achieved by developing a comprehensive Resource Mobilization Strategy and organizing fundraising events. Additionally, REWO will collaborate with other organizations to apply for joint funding opportunities.
- 2. Board development:** REWO will establish clear governance structures, defining roles, responsibilities, and decision-making processes. Regular capacity-building sessions will be conducted for board members to enhance their governance skills. Additionally, a Board Operational Manual will be developed.
- 3. Continuous capacity building for staff:** REWO will invest in training and professional development to enhance staff skills in programming and resource mobilization. Continuous mentorship programs will be offered to support staff growth and development.
- 4. Adapt program development and delivery:** REWO will modify program delivery to accommodate restrictions and safety protocols. To mitigate future outbreaks, digital platforms will be used for meetings and training. Furthermore, REWO will develop and maintain emergency response plans to quickly adapt to changing circumstances in different refugee settlements.

Contextual analysis

This section provides an analysis of REWO's internal and external operational environment using a SWOT matrix. The analysis identifies concerns within REWO's control and those outside its control, offering a comprehensive understanding of the environment in which REWO operates.

The refugee situation in Yumbe

According to UNHCR, Uganda presently hosts more than 1.8 million refugees, representing one of the largest refugee populations in the world. In Yumbe District alone, as of 30th April 2025, the population of the refugees was approximately 207,136 according to the recent statistics from UNHCR (<https://data.unhcr.org/en/country/uga>). This number has been steadily increasing due to the influx of South Sudanese refugees.

Approximately 95% of Ugandan refugees live alongside host communities in designated settlements, within which Government of Uganda allows freedom of movement and provides shelter and land for agriculture. The Uganda Country Refugee Response Plan (UCRRP) provides a framework covering the period 2025-2022, with an updated detailed planning for 2025-2024.

Strength, Weakness, Opportunities, and Threats (SWOT) analysis

The SWOT analysis is a strategic planning technique used to identify and evaluate the Strengths, Weaknesses, Opportunities, and Threats within and outside of an organization. REWO used the SWOT matrix to understand its internal capabilities, identify areas for improvement, and determine how external factors can be leveraged for growth. This tool provided a structured approach to analyzing REWO's operating environment, resulting in guided and informed decision-making. Presented in the matrix below is a participatory and inclusive SWOT analysis of REWO, conducted as part of the strategic plan development process.

The SWOT matrix

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> » Legally registered with URSB and the local government. » REWO has qualified staff and dedicated Board members. » Has clear vision, objectives and mission. » Well-developed policies like HR, Finance, gender, safeguarding and code of conduct, and a board manual. » Expertise in education programming areas. » A guaranteed running project with funding from WCC. » Strong community structures. 	<ul style="list-style-type: none"> » Inadequate staff skills on resource mobilization. » Inadequate funding for expansion to the underserved population. » Inadequate resources such as motorcycles and laptops to aid project implementation. » Limited staff capacity in project development. » Over dependence on one donor funding. » Weak financial management systems. » High staff turnover rate.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> » Being a women led Organization » Strategically located » A refugee led Organization » Favorable government policy on NGO operation » High demand for services from the communities » Visibility on social media platforms » Existence of potential donors within the settlement. » Donor shift on localization 	<ul style="list-style-type: none"> » Competition from other NGO's for funding » Political interference » Funding cuts and donor shifting priorities. » URSB is tightening registration procedures » Competition in Staff retention. » Language barrier due to several ethnicities in the settlement. » High monetary expectations from program participants.

PESTEL analysis

PESTEL analysis is a strategic planning tool which was used to identify and evaluate the external factors that can impact REWO's operations. Using the tool, we examined the Political, Economic, Social, Technological, Environmental, and Legal factors. By examining these elements, REWO gained a comprehensive understanding of the environment in which they operate.

Political context

REWO operates in a politically complex environment shaped by Uganda's progressive refugee policies, which grant refugees the right to work and freedom of movement. However, prolonged instability in South Sudan continues to drive refugee inflows into Bidibidi, increasing demand for services amidst dwindling resources. While partnerships with local government and the Office of the Prime Minister (OPM) provide programmatic support, shifting donor priorities and bureaucratic delays in NGO permits pose risks to REWO's operational continuity. The current collaboration with OPM and local government authorities provides political backing and facilitate operations.

Economic factors

The Growing donor emphasis on localization favours refugee-led organizations like REWO, while high inflation (5.7 % in 2024) caused budget strains. Youth unemployment in Bidibidi settlement remains critical, creating urgency for livelihood programs, yet competition for funding from larger NGOs threatens resource mobilization. The poverty among the host community continues to fuel tensions over resource allocation, requiring inclusive economic interventions in Yumbe. The Long-

term partnerships with War Child Canada and the Mastercard Foundation provide financial stability and support for education and empowerment interventions.

Social dynamics

Bidibidi's social landscape is characterized by strong refugee networks and deep vulnerabilities. Community involvement and support has enhanced REWO's program effectiveness and sustainability. With 60 % of the population under 18, youth-focused programs are essential, focusing on improving access to quality education, health, and WASH services. Language barriers due to multiple ethnicities complicate service delivery. High rates of domestic gender-based violence (affecting 30 % of women) necessitate targeted protection efforts. Cultural and religious diversity offers opportunities for peacebuilding. Host-refugee tensions over scarce resources highlight the need for social cohesion initiatives.

Technological context

Technology offers transformative potential but faces limitations in rural areas of Yumbe. Most young people have embraced technology in their daily lives, necessitating the adoption of digital platforms and investment in staff professional development to improve program delivery. With mobile money penetration at 75 % in Uganda, cash-based programming is feasible, and solar innovations align with clean energy goals. However, poor internet connectivity in rural Yumbe restricts digital livelihoods, and high costs hinder renewable energy adoption. REWO envisions strategic partnerships with telecom service providers to leverage technology for innovative solutions in both programming and resource mobilization.

Environmental factor

Environmental degradation threatens the sustainability of REWO's programming. Rampant deforestation for firewood and charcoal, evidenced by bags of charcoal along main roads, exacerbates soil erosion. Seasonal flooding further disrupts REWO's operations. However, the demand for climate-smart agriculture and UNHCR's green energy initiatives create opportunities for innovative programming. REWO intends to develop environmental protection and clean energy programs, including tree-planting into livelihoods to mitigate ecological damage.

Legal framework

Uganda's Refugee Act (2006) provides a solid foundation for REWO's work, guaranteeing refugees' rights to education and employment. However, stringent NGO compliance requirements increase administrative burdens, and land ownership restrictions limit agricultural expansion. Proactive legal training for staff will ensure adherence to evolving regulations. The Yumbe District local government offers a supportive environment for REWO, with compliance mechanisms ensuring adherence to national and international laws and regulations. REWO has established comprehensive institutional policies to guide its operations and engages in advocacy to influence policies affecting refugees and host communities.

Summary

To navigate this landscape, REWO must leverage political goodwill while diversifying funding to mitigate economic risks. Social programs should prioritize GBV prevention and youth empowerment, complemented by tech-enabled solutions where feasible. Environmental sustainability must be

mainstreamed across all sectors, with strict adherence to legal frameworks ensuring long-term operational viability. This multi-dimensional approach will position REWO as a resilient, adaptive force for refugee empowerment in Bidibidi.

The Strategic plan 2030 – 2025

After implementing projects based on annual plans for a long time, REWO recognized the need for a long-term strategy to provide clear direction, ensure effective resource mobilization, set performance targets, and identify opportunities. This need was further confirmed by two Organizational Capacity Assessments (OCA) conducted by War Child Canada and an external firm. These OCAs identified institutional gaps and recommended reviewing institutional policies, aligning operations with strategic goals, and establishing mechanisms to expand the funding base beyond the current Bridge project.

The purpose of the strategic plan

This strategic plan will enhance REWO Uganda's competitive advantage among refugee NGOs, create more opportunities, provide a clear road map for achieving its core program activities, and allow for self-assessment against proposed strategic objectives, goals, and mission over the next five years.

The strategic plan will provide a framework for achieving institutional goals guided by the mission, vision, and thematic areas. REWO seeks to transition from project-based to program-based planning to create more sustainable engagements with targeted stakeholders and strengthen institutional sustainability. This shift will offer development partners and key stakeholders' opportunities for long-term engagement and foster external and internal organizational collaboration, learning, and adaptation.

The plan will help REWO Uganda define strategic directions and departmental focus, establish realistic objectives and goals, and align projects with strategic directions, NDPIII, Uganda Vision 2040, and the Community Reintegration and Rehabilitation Programme (CRRP) framework.

Strategic planning session and development process

The strategic plan was developed through extensive consultations with stakeholders in Yumbe District, supported by hired consultants and War Child Canada technical staff who provided continuous guidance throughout the development process ensuring that the plan is comprehensive and aligns with the best practices in development and humanitarian settings.

The plan is based on high level input from the members of the board, management, staff and other stakeholders of REWO in Bidibidi settlement to gather diverse perspectives and insights. The process involved reviewing existing organizational documents including work plans, project reports to understand past performance and lessons learned.

After meetings with stakeholders to set REWO's strategic priority areas for the next five years, a draft strategic plan was developed, shared and discussed with REWO and War Child Canada. The contributions from the stakeholders enriched the draft strategy, consequently leading to developing this final Strategic Plan (2030 – 2025).

Strategic interventions

Strategic goal

By 2030, empower 10,000 refugee and host community youth (70 % women) in Yumbe District with market-driven skills and entrepreneurship opportunities, enabling 80 % to achieve sustainable incomes and self-reliance.

Core programme areas and strategic objectives

Core Programme Areas	Strategic Objectives (SO)
Livelihood	Create sustainable inclusive and livelihood opportunities for youth in Yumbe district.
Education	Improve access to quality education by refugees and host community youth in Yumbe District.
Protection and Gender	Improve access to justice, enhance child protection, reduce GBV incidents, promote women's leadership, and address harmful gender norms among refugees and host community youth in Yumbe District.
Peace Building	Promote social cohesion and community engagement and support conflicts resolutions and mediations.
Environmental Protection and Clean Energy	Promote sustainable environmental practices and increase access to clean energy among the refugees and host community youth in Yumbe District.
Institutional Development	Strengthen institutional capacity, growth and development of REWO.

Description of core program areas, Strategic interventions and Outcomes

The five-year strategic plan will be clustered in six programme areas as discussed below:

In the next 5 years, REWO will devote time to developing programmes in different areas that are beneficial to the refugees and host community members. REWO will pay special attention to the youth and other marginalized members of the community. Below are the details of the description of each programme area.

Core Program Areas	Strategic Objectives	Strategic Activities / Interventions	Outcomes
Livelihood	Equip refugees and host community women and youth with market relevant vocational and entrepreneurship skills for increased household income.	<ol style="list-style-type: none"> 1. Increase access to education and skills development. 2. Establish social enterprises for community youth. 3. Organize short courses for skilling refugees in profitable trades. 4. Enhance economic empowerment interventions. 5. Conduct capacity building trainings in financial literacy. 6. Conduct business development and resource mobilization drives. 7. Enhance Food Security and Nutrition. 	<ol style="list-style-type: none"> 1. Increased opportunities for employment and self-managed businesses. 2. Job creation from established social enterprises. 3. Improved knowledge on relevant skills for self-reliance. 4. Increased financial independence of refugees and host community members. 5. Increased knowledge on good financial management practices including savings, investment and debt management. 6. Expanded local business that foster community growth and development. 7. Enhanced food security and improved nutrition in the community.

Core Program Areas	Strategic Objectives	Strategic Activities / Interventions	Outcomes
Education	Improve access to quality education by refugees and host community youth in Yumbe District.	<ol style="list-style-type: none"> 1. Conduct awareness campaigns on education. 2. Support teacher's capacity building in Education delivery. 3. Provide scholastic materials. 4. Support menstrual hygiene and sanitation of female's learners. 5. Provide counseling and psychosocial support services to learners. 6. Engage parents and leaders to support Education initiative. 	<ol style="list-style-type: none"> 1. Improved access to education for refugee children, youth, women and girls. 2. Increased number of refugee children enrolled in school. 3. Increased awareness of the importance of education and child protection among refugee communities. 4. Increased citizen's awareness of education opportunities. 5. Empowered teachers who are able to deliver quality education. 6. High enrollment of female learners in schools and improved hygiene.
Protection and Gender	Improve access to justice, enhance child protection, reduce GBV incidents, promote women's leadership, and address harmful gender norms among refugees and host community youth in Yumbe District.	<ol style="list-style-type: none"> 1. Establish community based prevention committees. 2. Conduct awareness-raising campaigns, community. 3. Provide access to protection services, including counseling, legal aid, and medical care, for survivors of GBV. 4. Support refugee women and girls to access justice, including reporting cases of GBV, accessing legal aid, and participating in court proceedings. 5. Provide economic empowerment opportunities, including vocational training, entrepreneurship support, and access to financial services, to promote self-reliance and independence. <p>Build the capacity of REWO staff, community leaders, and other stakeholders to respond to GBV and promote gender equality.</p>	Refugee women, children, girls, and youth, as well as host communities, are protected from gender-based violence, and have access to justice, protection services, and economic empowerment opportunities.

Core Program Areas	Strategic Objectives	Strategic Activities / Interventions	Outcomes
Peace Building	Promote social cohesion and community engagement and support conflicts resolutions and mediations.	<ol style="list-style-type: none"> 1. Establish community-based peace building initiatives, including peace clubs, community dialogues, and mediation services. 2. Provide conflict resolution and mediation training and services to refugee women, children, girls, and youth, as well as host communities. 3. Promote social cohesion and reconciliation through cultural events, sports, and other community-based activities. 4. Advocate for policies and practices that promote peace, social cohesion, and reconciliation in Yumbe District. 5. Foster partnerships and collaborations with local authorities, community leaders, and other stakeholders to promote peace building initiatives. 	<ol style="list-style-type: none"> 1. Improved social cohesion among refugee and host community women, children, girls, and youth. 2. Reduced conflicts among refugees and host community women, children, girls and youth. 3. Increased participation of members in peace building and community-based interventions. 4. Established policies and practices that promote peace, reconciliation and social cohesion.
Environmental Protection and Clean Energy	Access to clean energy among the refugees and host community youth in Yumbe District.	<ol style="list-style-type: none"> 1. Promote access to renewable energy sources. 2. Procure and distribute solar lamps and clean cook stoves new refugee arrival. 3. Conduct capacity building for community farmers in climate smart agriculture. 4. Develop waste management systems in refugee settlements and host communities. 5. Conduct environmental education and awareness-raising programs for refugees and host communities. 6. Replant trees in degraded settlement zones 	<ol style="list-style-type: none"> 1. Improved access to clean energy by refugees and host communities. 2. Adopt to environmentally sustainable practices, contributing to a healthier and more sustainable environment.

Core Program Areas	Strategic Objectives	Strategic Activities / Interventions	Outcomes
Institutional development	Strengthen institutional capacity, growth and development of REWO.	<ol style="list-style-type: none"> 1. Develop institutional policies and orient staff and board members. 2. Building capacity for staff and board members in project management areas. 3. Enhance resource mobilization drives which diversifies sources of funding. 4. Establish a robust MEL system including data collection, analysis, and reporting, to inform program design, implementation, and decision-making. 5. Develop and implement a knowledge management system. 6. Expand partnerships, collaborations with local, national and international development agencies. 	<ol style="list-style-type: none"> 1. An empowered organization that effectively implements her mandates. 2. Enhanced capacity of staff that possess skills and competence to deliver high quality programs and services. 3. A functional MEL MEL system that provides accurate and timely data to inform program design, implementation, and decision-making. 4. Well established knowledge management system that facilitates learning and sharing of knowledge. 5. REWO has fostered strategic partnerships with donors, stakeholders, and other development agencies.

Implementation strategies

Implementation strategies are the specific actions and approaches that REWO will take to achieve its strategic objectives. These strategies are tailored to the organization's specific context, resources, and goals.

Partnerships

REWO will establish strategic partnerships with local, national, and international organizations to leverage resources and expertise for mutual benefit. Formalizing alliances with organizations such as UNHCR and local NGOs will establish a platform to pool resources, share expertise, and co-design programs aligned with REWO's goals.

Networking

REWO intends to establish and maintaining a network of contacts and stakeholders to facilitate information sharing, support, and opportunities for growth. The networking is expected to strengthen relationships with stakeholders including donors, government, private sector with the aim of accessing opportunities, information, and engagement platforms.

Collaboration

REWO will work collaboratively with various stakeholders, including community members, government agencies, and NGOs, to achieve common goals and enhance project outcomes. Jointly development and implement projects with communities and agencies to ensure inclusivity and avoid duplication.

Capacity building

REWO will invest in mentorship and capacity building of staff, program participants, and stakeholders to enhance program delivery and sustainability. Providing training and development opportunities to staff and community members will not only strengthen skills, knowledge, and competencies necessary for effective project implementation but also ensures continuity and knowledge management.

Advocacy and policy influence

REWO will continue to engage in advocacy efforts to influence policy changes that support strategic objectives in this strategic plan. This involves raising awareness, building relationships with policymakers, and mobilizing stakeholders to support policy initiatives. REWO Leverage evidence from programs to advocate for refugee-inclusive policies at local and national levels.

Stakeholders analysis

The successful implementation of REWO Uganda's strategic plan hinges on the effective engagement and management of various stakeholders. This strategic plan will systematically map each stakeholder according to their level of interest and influence on REWO's work. By understanding these dynamics, REWO Uganda can develop tailored programmes and projects to address the needs and expectations of each stakeholder group. This approach ensures that REWO can carry out its operations smoothly, fostering collaboration, minimizing conflicts, and maximizing the impact of its initiatives. Below is a detailed stakeholder analysis:

N/o	Stakeholders' Categories	Interest in our work	Level of influence	Strategy to handle
1	Political and Technical Leaders	High	High	1. Engage during project implementation and monitoring. 2. Share REWO's plans, budgets and progress reports.
2	Refugee and host community program participants	High	High	Periodic participation in activity planning, implementation, monitoring and feedback sessions.
3	Community Leaders	High	High	Regular consultative meetings, support mobilization, implementation and recognizing their efforts were due.
4	OPM	High	High	Provide updates during quarterly sector coordination meetings.
5	UNHCR	High	High	Share periodic project implementation updates and establish partnerships.
6	Donors/Funders	High	Medium	Provide regular updates on progress and impact.
7	International NGOs	Medium	Medium	Collaborate on joint projects and initiatives to leverage on each other's strength.
	National and Local NGOs, CBOs	Medium	Low	Collaborate with resource pooling, joint advocacy and resource mobilization.
8	Media	Medium	Medium	Provide press releases and periodic media briefing on implementation progress.
9	The private sector (businesses and local artisans)	Low	Medium	Jointly organize corporate social responsibility activities and seek apprenticeship opportunities.
10	Academic institutions	Low	Medium	Partnership for internship opportunities and knowledge exchange
11	REWO staff	High	High	1. Involve in planning and implementing the strategy. 2. Provide continuous training and development opportunities to enhance skills and knowledge.
12	REWO Board	High	High	Regular meetings to discuss strategic progress, financial performance and challenges.

Risk analysis and management

Risk analysis and mitigation are critical components of effective project management and organizational planning. REWO identified potential risks that could negatively impact the implementation of this strategic plan, and they are summarized in the matrix below:

Risk category	Risk description	Likelihood	Impact	Mitigation measures	Responsibility
Internal risks					
Funding shortfalls	Reduced funding to support strategic plan implementation.	Medium	High	Diversify funding sources by seeking grants, donations, and partnerships.	Executive Director
Staff turn over	Staff seeking greener pastures.	Medium	High	Establish staff career development plans.	Board of Directors
High donor dependance	Dependence for program and institutional funds.	High	High	Pursue unrestricted funding sources and partnerships.	Executive Director
Delayed project timelines	Projects are not implemented as scheduled.	Low	High	Comply with rules and timely reporting.	Executive Director
In active board	The board is unable to implement the strategy.	Medium	Impact	Develop board capacity strengthening plan.	Board Chair
External risks					
High expectations	Communities and districts raise monetary and physical benefits.	Low	Medium	Provide adequate information on projects.	Program Manager
Tension within settlements	Scramble for resources among refugees and between refugees and hosts.	Low	Medium	Develop peaceful and cohesion activities and engagements.	Program Manager
Changes in government policies	Stringent regulations which make NGO work difficult.	Low	High	Build strong relationships with government agencies and advocate for pro-citizen policies.	Executive Director
Political interference	Government halts implementation of certain activities.	Low	Medium	Disseminate the objectives of the projects in advance.	Program Manager

Financing and sustainability plan

REWO developed a simple plan which outlines strategies to secure and manage financial resources for the next five years while also embedding sustainability practices across the organization. REWO can achieve its vision and mission by integrating financial sustainability in her long term plans.

The budget

The estimated budget to finance the strategic plan is presented in a summary below

PROGRAM AREAS	ANNUAL ESTIMATES IN UGX				
	26/2025	27/2026	28/2027	29/2028	30/2029
Education	190,000,000	200,000,000	250,000,000	300,000,000	350,000,000
Livelihoods	50,000,000	150,000,000	200,000,000	250,000,000	250,000,000
Protection & Gender	50,000,000	100,000,000	100,000,000	150,000,000	150,000,000
Peace Building	50,000,000	80,000,000	100,000,000	130,000,000	150,000,000
Environmental Protection and Clean Energy	50,000,000	150,000,000	150,000,000	200,000,000	250,000,000
Institutional Strengthening	25,000,000	50,000,000	30,000,000	30,000,000	50,000,000
GRAND TOTAL	415,000,000	730,000,000	830,000,000	1,060,000,000	1,200,000,000

Funding sources

Identifying and securing diverse funding sources is crucial for the successful implementation of REWO strategic initiatives for the next five years. This includes exploring grants, donations, partnerships, social enterprises, and other innovative financing options to ensure financial sustainability and growth. The matrix below lists potential funders and respective sectors.

Sn	Potential funder	Program areas /sectors
01	Mastercard Foundation	Livelihoods, Education and youth empowerment
02	War Child Canada	Refugee Education and Livelihoods
03	UNHCR	Refugee Livelihoods
04	UNDP	Livelihoods and climate resilience
05	UN Women	Gender Based Violence Prevention
06	Ford Foundation	Gender programming
07	GIZ Uganda	Green Economy and Climate Amart Agriculture
08	European Union Trust Fund	Refugee support
09	Segal Family Foundation	Local NGO support
10	Plan International	Child Protection Support
11	Save the Children	Education, Child Protection
12	Care International	Gender and protection support
13	World Vision	Livelihoods, gender and economic empowerment
14	Acumen Fund	Entrepreneurship support
15	The Danish Embassy	Refugee support
16	War Child Alliance	Refugee support

Financing strategy

REWO's financing strategy provides a targeted roadmap to secure and manage funds needed to achieve its 2029-2025 goals. It ensures financial sustainability by diversifying

income sources, optimizing resource use, and mitigating funding risks as presented below:

Diversification of funding sources

REWO will diversify its funding sources by exploring new opportunities from government departments, foundations, bi-lateral donors, corporations, and individual philanthropists to reduce dependence on a single donor. Additionally, REWO will venture into social enterprises to further broaden its sources of funds, ensuring a sustainable and resilient financial foundation for its programs and organizational goals.

Develop a resource mobilization strategy

REWO will develop a comprehensive resource mobilization strategy that outlines how the organization will secure program and organizational funds from diverse sources, including governments, foundations, corporations, and individual donors. This strategy will include detailed plans for grant writing, corporate partnerships, fundraising events, membership programs, digital marketing, and legacy giving, ensuring a sustainable and resilient financial foundation.

Corporate partnerships

REWO will actively pursue corporate partnerships to secure funding and resources, focusing on companies that align with REWO's values and mission. This strategy will involve identifying potential partners with strong Corporate Social Responsibility (CSR) programs, proposing mutually beneficial collaborations, and engaging employees in volunteer opportunities and fundraising events. By fostering these relationships, REWO aims to create impactful partnerships that support its programs and organizational goals.

Local philanthropy

REWO will establish partnerships with individuals committed to supporting social development and humanitarian efforts in refugee and host community areas. This strategy will involve identifying potential donors, conducting targeted fundraising campaigns, and building sustainable relationships to ensure ongoing support for REWO's initiatives. By engaging local philanthropists, REWO aims to strengthen its impact and foster community-driven change.

Financing strategy matrix

Funding source	target %	Required actions	Potential partners
Donors / funders	70 %	<ul style="list-style-type: none"> - Submit 6 – 4 grant proposals annually. - Respond to RFPs - Seeking multiyear partnerships 	<ul style="list-style-type: none"> - War Child Canada - UNHRC - Mastercard Foundation - Bi-lateral funders
Social enterprises	10 %	<ul style="list-style-type: none"> - Write concept notes for support. - Establish an IGA of business (printery, training center, sell labor). - Prepare youth to pitch ideas. 	<ul style="list-style-type: none"> - Acumen Funders - Ashoka East Africa - Village capital - Mastercard Foundation - Women's Refugee Commission - Private Sector Foundation
Local Philanthropy	5 %	<ul style="list-style-type: none"> - Fundraising campaigns - Crowd sourcing 5 	<ul style="list-style-type: none"> - Local giving - Friends in diaspora - Local businesses - South Sudanese Diaspora in Uganda - Uganda North America Association

Private sector	10 %	Engage for agribusiness support, financial literacy and digital support for e-learning	<ul style="list-style-type: none"> - MTN Foundation Uganda - Stanbic and Centenary Banks - Equity bank
Government	5 %	Visit district community departments to establish application processes	Uganda Women Enterprise Program (UWEP).

Monitoring and evaluation plan

The Monitoring and Evaluation (M&E) plan is a critical component of REWO's strategic initiatives. The plan presented in the form of a matrix below provides a structured approach to track progress, measure effectiveness, and ensure accountability. It will help in making informed decisions, improving project outcomes, and demonstrating impact to stakeholders.

Monitoring and evaluation plan

Thematic area	Outcome	Indicators	Frequency of data collection	Data collection methods	Data sources	Responsibility
Education	Improved access to education for refugee children, youth, women and girls.	% of refugee children, youth, women and girls with improved access to education	Biannual	Survey Interviews	Assessment report	M&E Officer Project officer
	Increased number of refugee children enrolled in school.	# of refugee children enrolled in schools	Termly	School enrollment form	Activity field report	Project Officer and M&E Officer
	Increased awareness of the importance of education and child protection among refugee communities.	% of refugees and the host communities with increased awareness on the importance of education and child protection	quarterly	Survey assessment tool	Survey assessment report	PO, PM and M&E Officer
	Increased citizen's awareness of education opportunities.	% of citizens with popularly increased on education opportunities	Quarterly	Assessment tool	Survey report	M&E Officer and Project Officer
	Strengthened capacity of teachers who are able to deliver quality education.	% of teacher's capacity built and strengthened on delivering quality education.	Quarterly	Survey assessment form	Survey report and activity performance progress report	M&E Officer and Project Officer
	High enrollment of female learners in schools and improved hygiene.	# Of female learners with high enrollment and improved hygiene.	Weekly	School enrollment register	School enrollment report and project databases.	M&E Officer and Project Officer

Thematic area	Outcome	Indicators	Frequency of data collection	Data collection methods	Data sources	Responsibility
Livelihood	Increased opportunities for employment and self-managed businesses.	% of refugee youth and the host community with Increased opportunities for employment and self-managed businesses	Quarterly	Survey assessment form	Survey report	M&E Officer and Project Officer
	Job creation from established social enterprises.	# of youth with job creation from established social enterprises.	Monthly	Monitoring checklist	Monthly and quarterly performance progress report	M&E Officer and .Project Officer
	Improved knowledge on relevant skills for self-reliance.	% of youth Improved knowledge on relevant skills for self-reliance.	Yearly	Impact evaluation form	Impact evaluation report	M&E Officer and PM
	Increased financial independence of refugees and host community members.	% of refugees and host community members with Increased financial independence	Quarterly	Survey	Survey report and saving records	M&E Officer and PM
	Increased knowledge of good financial management practices including savings, investment and debt management.	# of refugees and host community members with Increased knowledge on good financial management practices including savings, investment and debt management.	Monthly	Saving record books	Activity field report	M&E Officer and PM
	Expanded local business that foster community growth and development.	# of local business that foster community growth and development expanded.	Weekly	Attendance list	Weekly activity report	PO and PM
	Enhanced food security and improved nutrition in the community.	% of HHs with Enhanced food security and improved nutrition in the community.	Quarterly	Survey tool	Survey assessment report	M&E Officer

Thematic area	Outcome	Indicators	Frequency of data collection	Data collection methods	Data sources	Responsibility
Protection and Gender	Refugee women, children, girls, and youth, as well as host communities, are protected from gender-based violence, and have access to justice, protection services, and economic empowerment opportunities.	# of Refugee women, children, girls, and youth, as well as host communities, are protected from gender-based violence, and have access to justice	Monthly	GBV intake form	Project database and monthly activity report	M&E Officer
		Percentage of refugee women and girls accessing protection services	Quarterly	Assessment tool	Quarterly report	PM, ED and M&E Officer
		Number of cases of GBV reported and addressed	Weekly	GBV intake form	Project database and monthly activity report	M&E officer and Project Officer
		Percentage of refugee women and girls accessing economic empowerment opportunities.	Monthly	FGD guide and survey	Survey report	M&E Officer and PM
		Number of community leaders and stakeholders trained.	Monthly	Attendance list	Activity report	PO and M&E Officer
		Number of awareness-raising campaigns conducted.	Monthly	Attendance list	Activity field report	PO and PM

Thematic area	Outcome	Indicators	Frequency of data collection	Data collection methods	Data sources	Responsibility
Peace building	Improved Social Cohesion: Refugee women, children, girls, and youth, as well as host communities, demonstrate improved social cohesion and reconciliation.	% of Refugee women, children, girls, and youth, as well as host communities, demonstrate improved social cohesion and reconciliation.	Quarterly	Assessment tool	Assessment report	M&E Officer
	Conflicts among refugee women, children, girls, and youth, as well as host communities, are reduced through effective conflict resolution and mediation mechanisms.	# of refugee women, children, girls, and youth, as well as host communities supported with conflicts resolutions and mediations.	Monthly	Tracking tool	Monthly field report	PO and PM
	Refugee women, children, girls, and youth, as well as host communities, are actively engaged in peace building initiatives and community-based activities.	# of Refugee women, children, girls, and youth, as well as host communities, are actively engaged in peace building initiatives and community-based activities.	Monthly	Field monitoring sheet	Field activity report Attendance sheets	PO and PM
	Policies and practices that promote peace, social cohesion, and reconciliation are strengthened and implemented in Yumbe District.	Policies and practices that promote peace, social cohesion, and reconciliation are strengthened and implemented in Yumbe District.	Monthly	Tracking sheet	Activity reports Policies	PO and PM
Environmental Protection and Clean Energy	Refugee women, children, girls, and youth, as well as host communities, have improved access to clean energy, and adopt environmentally sustainable practices, contributing to a healthier and more sustainable environment.	Percentage of refugee women, children, girls, and youth accessing renewable energy: Increase from 10 % to 50 % by 2029.	Quarterly	Field monitoring tool	Quarterly report	M&E Officer

Thematic area	Outcome	Indicators	Frequency of data collection	Data collection methods	Data sources	Responsibility
Institutional development	1. Improved Organizational Effectiveness: REWO's governance, management, and leadership structures are strengthened, enhancing its effectiveness and efficiency.	Number of policies and procedures developed	Yearly	Tracking tool	Annual performance report	PM and M&E Officer
	2. Enhanced Staff Capacity: REWO staff possess the necessary skills, knowledge, and competencies to deliver high-quality programs and services.	Percentage of REWO staff trained and equipped with skills and knowledge to deliver high quality services.	Quarterly	Pre and post test tool	Training report	M&E and HR Officer
	3. Robust MEL System: REWO has a functional MEL system, providing accurate and timely data to inform program design, implementation, and decision-making.	# of robust MEL system established	Yearly	Monitoring and supervisory checklist	MEL department report	M&E officer
	4. Effective Knowledge Management: REWO has a well-established knowledge management system, facilitating learning, sharing, and application of knowledge.	# of staff equipped with knowledge management.	Quarterly	Monitoring checklist	Capacity building report	HR and MEAL Officer
	5. Strategic Partnerships: REWO has fostered strategic partnerships and collaborations with stakeholders, leveraging resources, expertise, and influence.	Number of partnerships established: Increase from 2 to 5 by 2029.	Quarterly	MOU	Partnership MOU signed	ED and PM

Mainstreaming of crosscutting activities

In the context of Bidibidi's refugee and host communities, mainstreaming cross-cutting issues is critical to achieving sustainable empowerment and equity. REWO's strategic plan embeds gender equality, environmental resilience, and social inclusion into all programs ensuring that no one is left behind. By addressing systemic barriers such as gender-based violence, climate vulnerabilities, and disability exclusion at every level, we amplify the impact of our interventions while aligning with Uganda's National Development Plan III, the CRRF framework, and the SDGs. Below are key areas to consider in the mainstreaming of cross cutting issues.

Gender mainstreaming

REWO will integrate gender mainstreaming across all programs by ensuring equal participation of women, men, and marginalized groups in decision-making processes, designing gender-responsive interventions such as childcare support for trainees and program participants, gender analysis, and systematically tracking sex-disaggregated data to identify and address barriers to empowerment. This approach aims to foster inclusivity and equity, promoting sustainable development and social justice within refugee and host communities. We shall continue to observe the 50-50 % approach to gender programming as informed by UNHCR and OPM.

Environmental mainstreaming

In all her programming, REWO will integrate environmental mainstreaming into its strategic plan by ensuring that all programs and initiatives prioritize sustainable practices and environmental stewardship, thereby promoting long-term ecological health and resilience in refugee and host community areas. This will include conducting environmental impact assessments prior to initiating large projects, mainstreaming climate smart agriculture into livelihoods, promoting climate change adaptation and resilience among refugees and host communities, and prioritizing sustainable livelihoods and economic empowerment programs that support environmental conservation.

Disability and inclusion mainstreaming

To ensure equitable participation and empowerment of persons with disabilities (PWDs) across all programs, REWO will integrate disability inclusion at every level of its strategic plan and programme implementation. REWO commits to removing barriers in alignment with Uganda's Disability Act (2019) and the UNCRPD. Key actions include conducting accessibility assessments, adapting vocational tools, and offering materials in Braille, audio, and visual formats. REWO will continue reserve 6 % of total outreach to PWDs. We shall partner with organizations like NUDIPU, Light for the World, Sight Savers among others for outreach and capacity building of staff and board members on disability inclusion. Protection services will be disability-sensitive, with accessible safe spaces and trained staff. We shall deliberately track PWDs participation and outcomes, with feedback gathered through accessible channels. We shall model inclusive practices to advance our mission of holistic community empowerment.

HIV/AIDS Mainstreaming

REWO will mainstream HIV/AIDS initiatives by conducting assessments to identify needs and risks, developing prevention, treatment, and care programs, promoting awareness and education, and supporting HIV/AIDS support groups, thereby fostering a more inclusive, equitable, and sustainable

approach to supporting refugee women and girls, recognizing that refugees often face heightened risks of HIV infection and limited access to care. We shall integrate HIV/AIDS awareness and prevention into all programs by providing gender-sensitive health education, promoting access to testing/treatment, and addressing stigma particularly for women and youth through partnerships with local clinics and peer-led initiatives, aligning with Uganda’s National HIV/AIDS Strategy and SDG 3.

Governance and management structure

To ensure effective execution of the 2030-2025 strategic plan, REWO adopts a participatory governance model with clear accountability lines where the Board provides oversight, the Executive Director leads implementation, and community structures co-design solutions, all aligned with refugee-led principles and Uganda's NGO governance standards. Below are the structures that will be responsible for executing this plan.

The board of directors

The board of directors will provide strategic oversight and governance, ensuring that REWO's initiatives align with its mission, values and donor requirements. The board will approve the strategic plan, policies, budgets, monitor its implementation, and ensure accountability and transparency in all operations. The board's roles will also extend to lobbying for partnerships and funds from potential donors.

The executive director

With support from the board, the executive director will lead the implementation of the strategic plan, overseeing all organizational activities and ensuring effective coordination among departments. The executive director will represent REWO in external engagements, secure funding, and drive the overall vision and mission of the organization supported by the program team. The executive director will further oversee staff performance, resource mobilization and organizational sustainability.

Program manager

The program manager will translate the strategic plan into actionable projects while managing teams to deliver timely on all core programme areas articulated in this strategic plan. In other words, the program manager will manage the development and implementation of all programs, ensuring they align with strategic objectives. He / she will oversee program staff, coordinate with partners, and ensure that programs are effective, sustainable, and responsive to the needs of the communities that REWO serve.

Human resources and administration manager

The Human Resources and Administration Manager will ensure that REWO has the necessary human resources to execute the strategic plan. This office will execute staff capacity development programs, oversee staff performance reviews and welfare, ensure compliance with labour laws as well as creating a supportive and conducive working environment.

Finance manager

All financial operations will be overseen by the finance manager ensuring that funds are responsibly and transparently managed by implementing staff. The finance manager will develop budgets, monitor expenditures, oversee audits and ensure compliance with financial regulations and donor requirements.

Monitoring and evaluation officer

The monitoring and evaluation officer will be responsible for tracking progress and impact of REWO's programs, ensuring that they meet their objectives and deliver measurable outcomes. The Officer

working with project officers, will collect and analyse data, prepare reports, and provide feedback to REWO stakeholders for continuous improvement.

Procurement and logistics officer

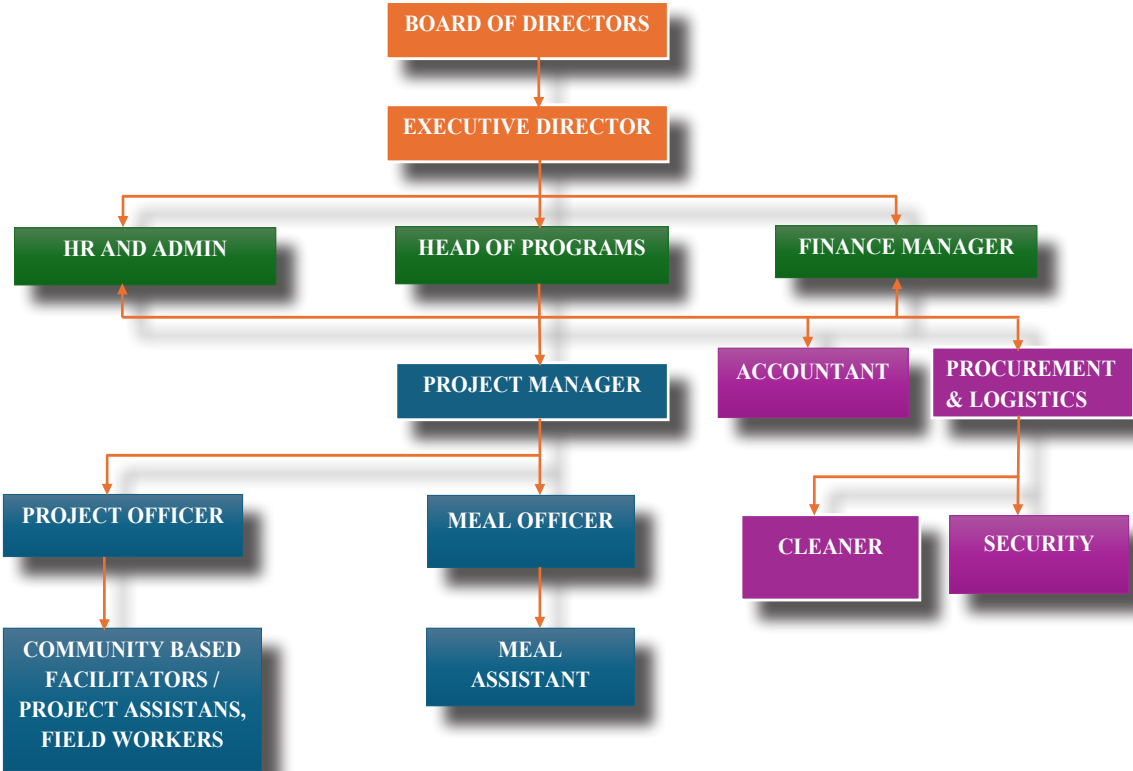
The Procurement and logistics officer will manage the procurement of goods and services, ensuring that all resources are acquired efficiently and cost-effectively. He / she will also oversee logistics, manage inventory and vendor contracts ensuring that materials and supplies are delivered on time and in good condition to support program activities.

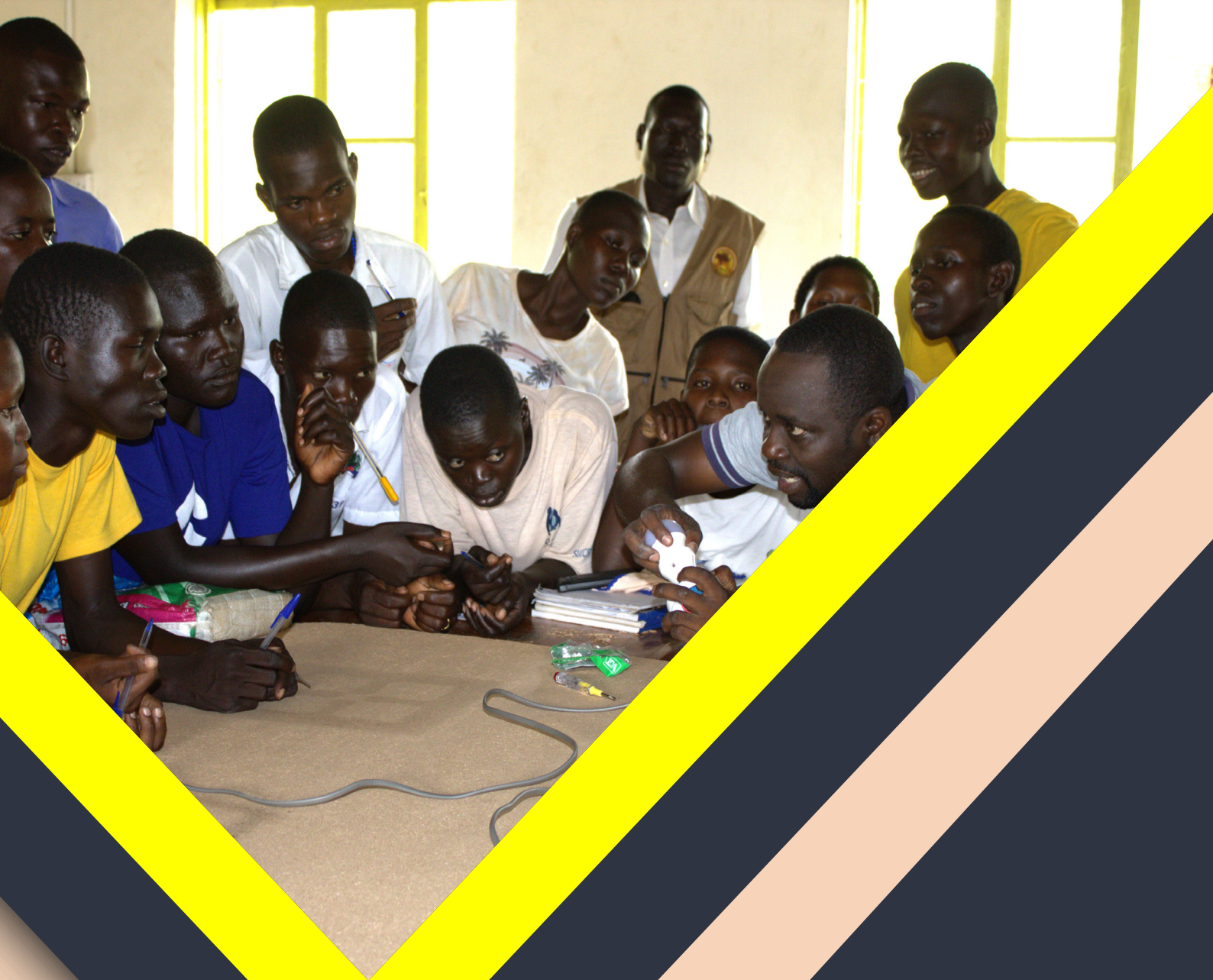
Project officers and project assistants

Project officers will oversee the planning, implementation, and monitoring of specific projects within REWO's strategic plan. The officers will ensure that projects are executed efficiently, meet their objectives, and adhere to timelines and budgets. Project officers will coordinate with stakeholders, manage project teams, and provide regular updates and reports on project progress.

Project assistants will support project officers in the execution of projects, handling administrative tasks, and assisting with coordination and communication. They will help with data collection, report preparation, and logistical arrangements, ensuring that projects run smoothly and effectively. Project assistants will also engage with community members and partners to facilitate project activities and gather feedback.

The structure of Refugee Women Organization (REWO)





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