



B.C. Global

FIVE-YEARS STRATEGIC WORK PLAN

2023-2028

Jan. 2023

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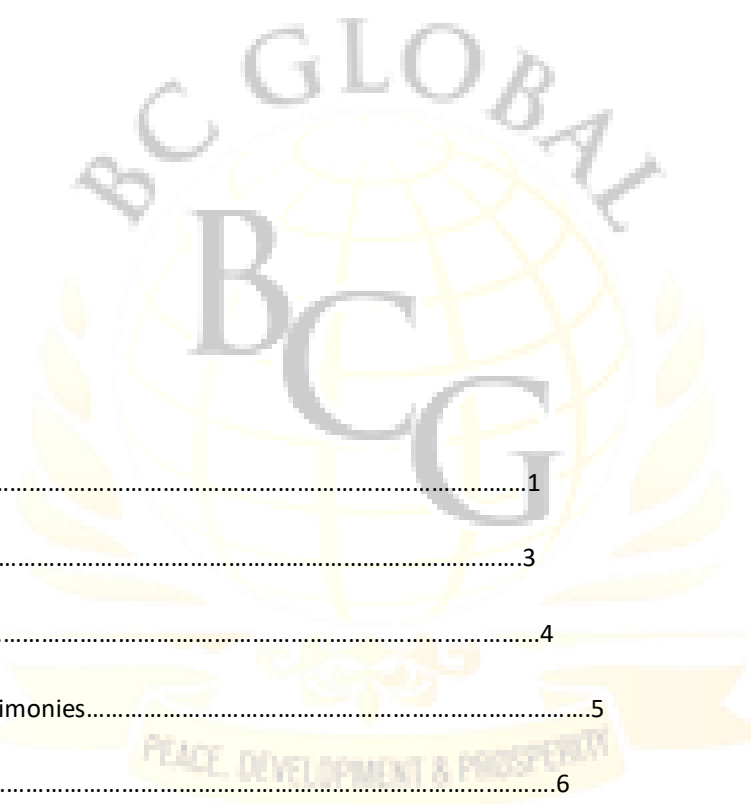
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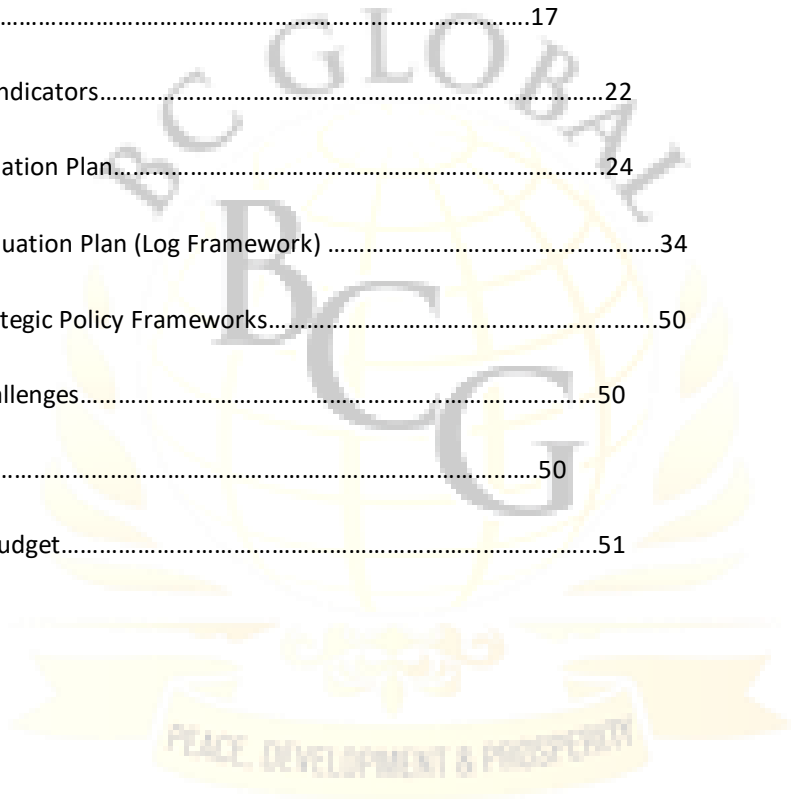
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Background

BC Global is an International Nongovernmental Organization (INGO) serving in the USA, Uganda, and South Sudan to empower local communities to recognize their role in social and economic development.

Since its establishment, the organization has conducted several activities in social, economic, and peace-building that involved assessments in remote areas of South Sudan and refugees' settlement in Uganda through telephone and observations. It also has well-organized youth empowerment programs such as sports, back-to-school, and agriculture-farming for food security in South Sudan.

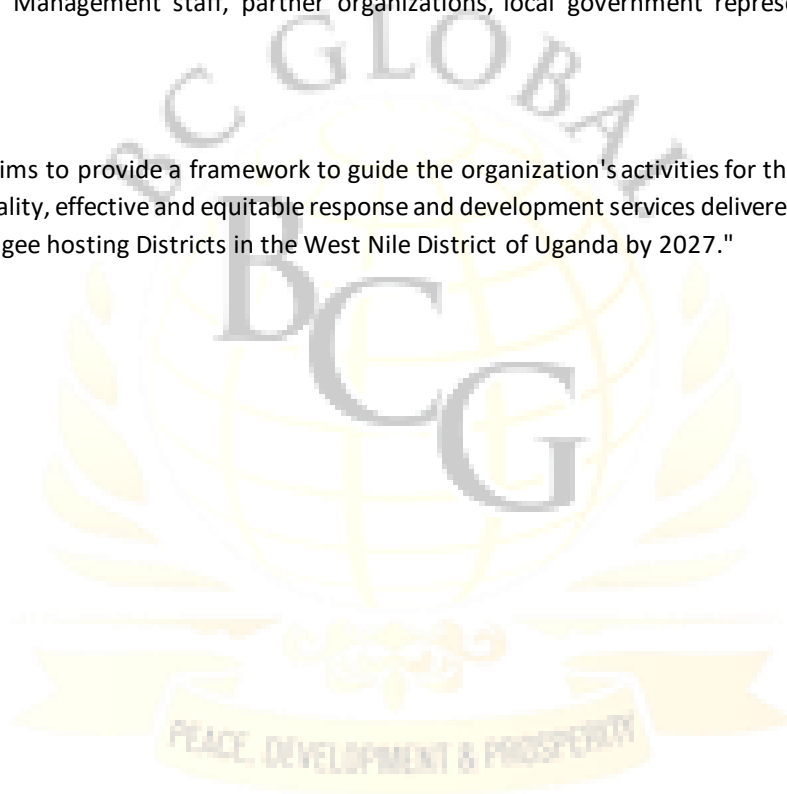
This five-year strategic plan is the first long-term planning framework the organization has developed. Its focus is on its thematic and intervention programming for meaningful resource mobilization and to enable proper, result-oriented implementation of Programs and projects for the benefit of the refugees and host communities in Uganda.

With this all-inclusive and participatory process undertaken in developing this strategic plan, we are optimistic for proper implementation of this plan and urge the management to use it all the time in routine activities of the organization.

We are indebted and delighted to all who have contributed ideas to this strategic plan; I recognize the willful contribution of the Management staff, partner organizations, local government representatives, and Board members.

This strategic plan aims to provide a framework to guide the organization's activities for the next five years. The strategic goal is "Quality, effective and equitable response and development services delivered to refugees and host communities in refugee hosting Districts in the West Nile District of Uganda by 2027."

Thank you.



For God and my Country

Dear Country Executive Director, BC Global

ACKNOWLEDGEMENT

The five-years Strategic planning (2023-2027) is now here for B.C. Global to use. Our heartfelt and humane acknowledgment to those whose efforts have yielded this critical document. We appreciate and are immensely thankful to the Yumbe District Local Government and Government of Uganda, particularly the OPM, for providing an enabling environment. We also thank development partners, including South Sudan, UNCHR, OPM, SSURA, and other U.N. agencies, for building the organization's capacity. The efforts of our beneficiaries have inspired us to have this dream come true. The Almighty God should always give strength as we are persons of concern.

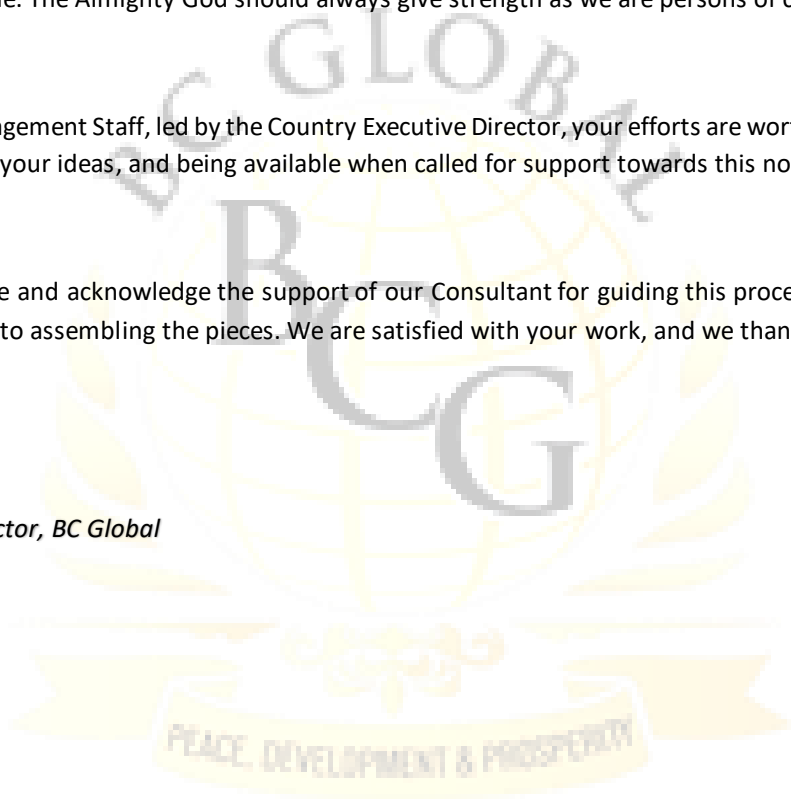
The Board and Management Staff, led by the Country Executive Director, your efforts are worthy. We thank you for sparing time, giving your ideas, and being available when called for support towards this noble cause.

Lastly, we appreciate and acknowledge the support of our Consultant for guiding this process professionally and committing himself to assembling the pieces. We are satisfied with your work, and we thank you.

Sincerely,

Chief Executive Director, BC Global

Francis Limbe



ABBREVIATIONS AND ACRIMONIES

UN	United Nations.
SSURA	South Sudanese Refugees Association.
CSOs	Civil Society Organizations.
CBOs	Community Based Organizations
UASC	Unaccompanied and Separated Child.
SGBV	Sexual Gender Based Violence
OPM	Office of Prime Minister.
WFP	World Food Program.
UNHCR	United Nations High Commissioner for Refugees.
BOD	Board of Directors.
SWOT	Strengths, Weakness, Opportunities and Threats.
NGOs	Non-Governmental Organizations.
MOU	Memorandum of Understanding.
CEO	Chief Executive Officer
VSLA	Village Savings and Loan Associations.
HIV/AIDS	Human Immune Virus/Acquired Immune Deficiency Syndrome.
CSA	Climate Smart Agriculture.
GAPs	Good agricultural Practices
IEC	Information, Education and Communication
COVID19	Corona Virus
SDGs	Sustainable Development Goals.
CD	Country Director

STRATEGIC BACKGROUND

This five-year strategic plan 2023-2028 is the first strategic plan of B.C. Global. This plan's development process started in Jan. 2023 with consultation meetings with the BOD, Management, and an Individual Consultant. This process gave room to scrutiny in the various interventions of B.C. Global, including short-term, medium-term plans, and project-based interventions.

The need for growth and proper empowerment programming for the population of concern has been the driving force in this Strategic Plan. Founded in 2020 in the USA and legally registered in Uganda as a national organization 2022, B.C. Global has consistently joined other developing partners to address Relief and rehabilitation services, health, nutritional and behavioral change, Education and compassion, water and Sanitation. B.C. Global will strive to improve its contribution and create a supportive image to the population in West Nile.

The strategic plan builds on the findings of several significant needs assessments by the government of Uganda, the USA, South Sudan, and CSOs and humanitarian agencies that have taken place in recent years. The findings have frail recognition of persons of concern in urban centers, policy gaps that have failed to recognize groups in the community, resource conflict between refugees, IDPs, asylum seekers, host communities, and other aliens, and care for unaccompanied children. The conclusions of these respective assessments provided a wealth of information that has been factored into the planning process.

This plan sets out how B.C. Global can deliver optimum impact within a realistically achievable resource framework. It will be reviewed and revised annually to accommodate any necessary changes arising from the internal and external environment for purposes of programming and intervention relevancy.

BENEFICIARIES AND ACCOUNTABILITY

This strategic plan has owners who are the beneficiaries and the consumers of services to whom we shall account periodically. The refugee, IDPs, and asylum seekers population in and outside settlements in West Nile, the host communities, and other persons of concern among the alien communities in West Nile. B.C. Global will always have a moral mandate and accountability to the beneficiaries.

Whilst holding itself ultimately accountable to these "owners," the organization recognizes further substantial duties of accountability to donors, the government of Uganda, South Sudan, the USA, and international humanitarian agencies under the protocol to serve the population in need and concern.

CONTEXTUAL ANALYSIS

The current context in South Sudan is characterized by what can be referred to as the worst humanitarian crisis in the East African countries and Africa since independence from Sudan. The economic status is in the lowest of standards with unstable security. The outbreak of violence in the African countries has continuously exhausted the existing food insecurity and the nutritional situation, which has deteriorated progressively since early 2000. As a

result, an estimated 1.9 million people have sought refuge in the neighboring countries of Uganda, Kenya, Ethiopia, and the Democratic Republic of Congo, with 1.4 million others internally displaced.

Humanitarian overview in Africa

Taking South Sudan refugees in Uganda and internally displaced within South Sudan as a reference for the need for intervention, the following statistics offer us the need for the organization's existence.

Figure 01: Showing the number of South Sudanese internally displaced and those in refugee camps

SOUTH SUDAN SITUATION

Regional overview of population of concern

as of 30 September 2017



KEY FIGURES



4.24 MILLION
population of concern

2.09 million
total refugees
from South Sudan

By country of asylum



2.15 million
pop. of concern
in South Sudan

By population of concern



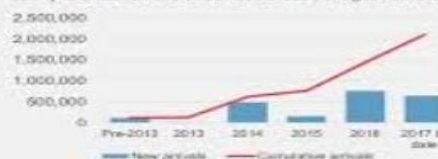
USD 883.5 million requested
USD 277.8 million received (31%)
by UNHCR in 2017 for the South Sudan situation (as of 2 Oct)

SOUTH SUDANESE REFUGEES

Sex and age breakdown of registered refugees in the region



Yearly and Cumulative South Sudanese Refugee Arrivals



2017 arrivals (1 Jan - 30 Sept): 637,445

based on field reports, UNHCR and Government registration

The population figures are based on best available information at the time of production. UNHCR continues to verify figures. Future updates may vary as new information becomes available.



Uganda is one of the top refugee-hosting countries in the world, with a protracted refugee situation and ongoing influxes of refugees from neighboring countries. The country hosts 1,462,164 refugees as of 1 April 2021, with nearly 95% of refugees living in settlements primarily in the West Nile and Southwest regions of Uganda (REACH-Market Place Monitor, 2021)

Currently, the West Nile Districts of Arua, Yumbe, Koboko, Obongi, Moyo, and Adjumani have settlements for Refugees due to escalations in armed conflict. Research also shows that many refugees have shifted from the refugee settlements to live in urban locations such as Koboko, Moyo, Adjumani, and Arua in search of better social services such as health and education for their children. UNHCR reports indicate that the Bidi Bidi settlement in Yumbe District-Uganda is the largest in Africa.

West Nile Sub Region of Uganda comprises 12 Districts: Arua, Moyo, Adjumani, Yumbe, Koboko, Maracha, Obongi, Nebbi, Zombo Pakwach, Terego, and Madi-Okolo. Of these, there are five refugee hosting Districts, namely Koboko (hosting Congolese Refugees in Lobule Sub County), Madi Okollo, Obongi, Adjumani and Yumbe.

West Nile is among the poorest Sub Regions of Uganda, next to Karamoja and Busoga, according to 2020 UBOS reports. The refugee influx and settlements pressure already-constrained services to the host communities in West Nile, which brings conflicts over sharing social services such as water and strain on education and health services in refugee-hosting West Nile Districts and urban centers.

There are many challenges facing the refugees, asylum seekers, and host communities in West Nile, including protection issues with an increasing demand for service delivery, especially for children and women. There are unaccompanied and separated children due to the conflict in South Sudan and Congo, and these children require care and psychosocial support in trauma healing centers. Women have continued to be breadwinners in many West Nile refugee households and host communities. Yet, they suffer unimaginable discrimination and denial of opportunities due to harmful cultural norms, yet SGBV remains a thorn in their flesh.

B.C. Global will continue to ensure children's rights are upheld. And women's rights are protected through interventions that address protection issues and protection needs of women and children among the refugees, asylum seekers, and host communities in West Nile refugee hosting Districts.

Access to quality health services is another challenge coupled with the increasing need for psychosocial support emanating from the trauma effects of the war in the neighboring areas. Access to maternal care services and child morbidities have remained ineffective as the existing government health services have become constrained. There are limited opportunities for trauma healing centers managed by professional caregivers, thus increasing cases of mental health diseases. It is through this strategy that B.C. Global will link and network with the government of Uganda, humanitarian agencies, and other partners to contribute to addressing this challenge.

Educating the refugee child, asylum seekers, and host community has become complicated, and this has worsened during the COVID 19 pandemic as schools were closed and learning severely hampered. The Government of Uganda instituted standard operating procedures, locked down the country, and later started enforcing the curfew. Children remained at home for over two years. Distribution of learning materials and teaching using radios and T.V.s was ineffective since this required access and guidance by a literate person. The refugees, asylum seekers, and host communities have failed to cope with the new guidelines for reopening schools, and many children of refugees, asylum seekers, and host communities have remained at home. The girl child has been affected negatively as many got defiled, married off, and forced to drop out of school. This education situation requires joint efforts between government agencies and B.C. Global, through this strategy, strives to build partnerships in addressing the educational needs of the refugee child and host communities and boost adult literacy.

The energy requirement of refugees and host communities need to be addressed. There is an increasing loss of green cover due to excessive use of wood fuel for cooking and trading in charcoal business by the host communities. Wood fuel use accounts for over 98% in refugee settlements and host communities in West Nile, thus degrading the environment. At this rate, the West Nile will lose most of its tree cover if avenues for alternative energy sources remain unsought. The environment needs to be used sustainably and renewing tree cover through afforestation and training on the use of energy-saving alternatives need to be promoted, accessed, and utilized by the refugees and the host communities.

Putting food on the table does need not only relief but also the production of food by the refugees and the host communities. Most refugees survive on relief food, which has worsened with the initiation of cash distribution. There is a scramble for food in the market between the refugees and the host communities. Food prices have also remained high as production is affected by harsh weather conditions such as prolonged dry seasons and delayed rains for farming. Production factors for agriculture, such as land and production input kits, are expensive to access by the Refugees. Therefore, BC Global, through this strategy, would hold contributions to livelihood needs by supporting VSLA groups, distributing production kits, and training refugee and host community farmers on GAPs and CSA to boost food production and increase chances of accessing food, thus building secure food households among refugees and host communities in the West Nile.

METHODOLOGY

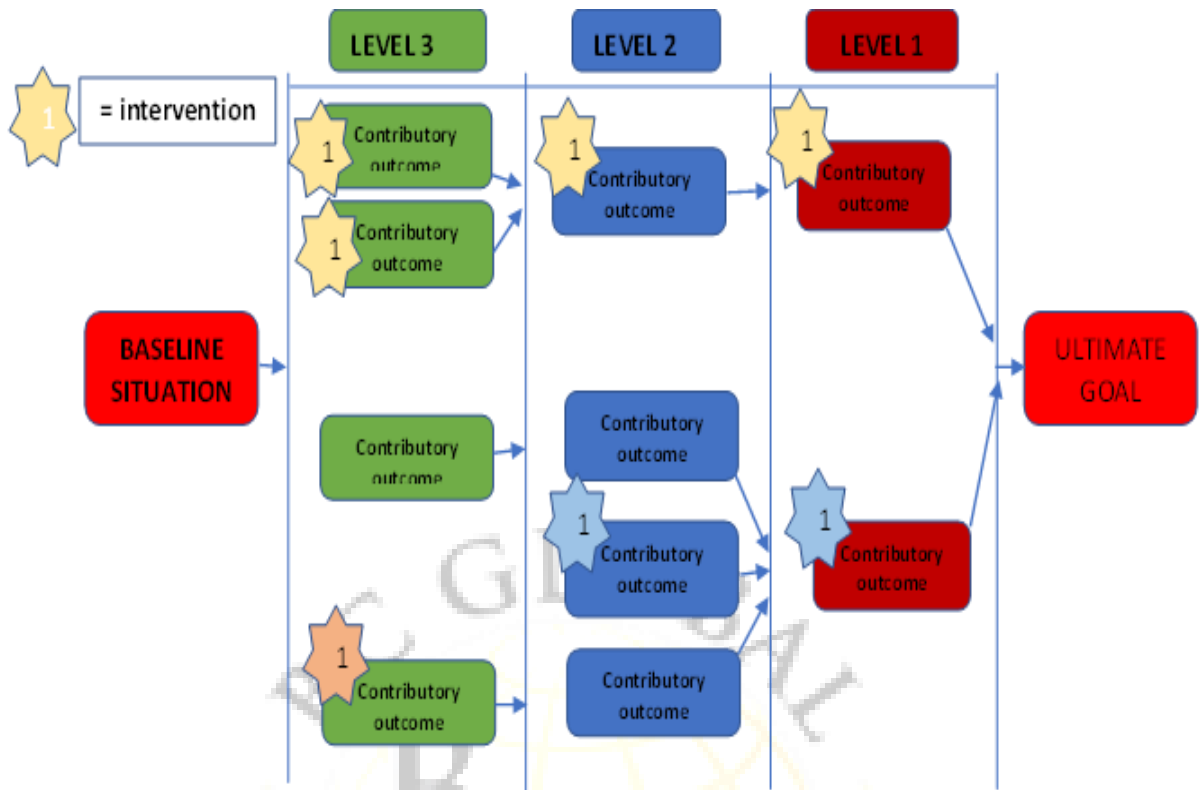
BC Global used a multi-faceted methodology to come up with this strategic plan. Consultations were headed by the Consultant who guided the discussions. A structured interview guide was used for the Board, Staff, and selected individuals among the beneficiaries. Ten of these were refugees, and five were host communities.

The Consultant also used desk review by perusing through policies, work plans, donor MOUs and assessment reports conducted by other organizations, including SSURA, CECI, and STAD.

THEORY OF CHANGE

This strategic plan was developed using an approach based on the twin concepts of 'theory of change' (Weiss, Quinn Patton, Rossi) and 'theory of practice' (adapted from Argyrols and Schön).

A theory of change sets out the various contributory outcomes that must be achieved to bring about a 'goal' in each 'baseline situation' (see figure below).



Theories of practice set out the interventions required to bring about specific contributory outcomes, or sequences of contributory effects, within the context of a broader theory of change (see figure below).

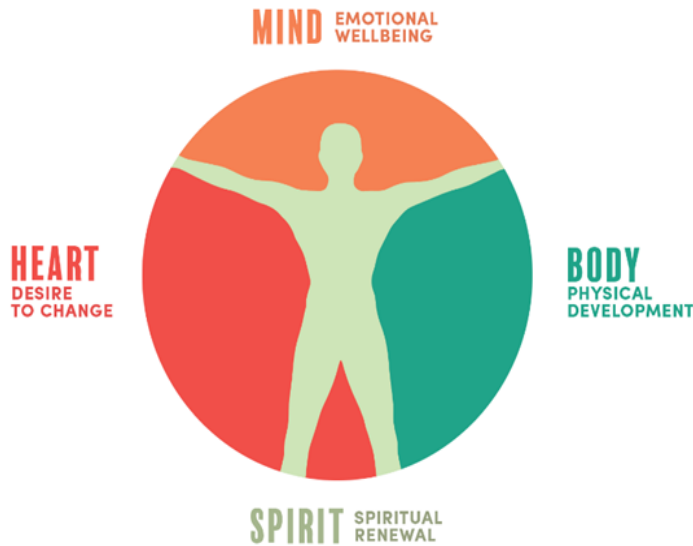


It is now widely recognized that complex change generally requires the involvement of a multiplicity of actors. Therefore, a credible theory of change rarely encompasses only outcomes that a single organization can achieve. Each organization must identify the specific outcomes within its theory of change towards which it can make a strategic contribution. It must then develop theories of practice to account for how it will advance those specific outcomes, either through direct intervention or by using its influence to catalyze intervention by others. The theories of practice adopted by an organization define its 'purview': i.e., the proper scope of its work in a context where other actors also have essential roles to play.

B.C. Global methodology in implementation of humanitarian crisis

B.C. Global will mobilize the society through local community leaders and national authorities in collaboration with the Ministry of Education, Health and Environment of the refugees' settlement in Uganda and the Republic of South Sudan and uses the model below for operations.

We work with the mind for emotional and mental support, soul for spiritual renewal and development, body for any physiological needs, and hear a desire to change for revival.



STRATEGIC DEVELOPMENT OF BC Global

B.C. Global in Uganda is a refugee national non-government national organization founded in 2020 and registered in May 2020.

B.C. Global operates in the West Nile currently. Its mandate is to empower refugees, asylum seekers, and the local community through peace-building, inclusive education, psychosocial trauma healing, and poverty eradication. Through economic empowerment methods and income-generating activities, social injustice

and conflict through social and economic interventions enable them to realize their full potential.

B.C. Global has effective and efficient financial, physical and human resources, i.e., professionals, strong field presence, Program delivery approaches, and cost-effectiveness.

B.C. Global has demonstrated the ability to deliver the most effective results, committing itself to alleviating the affected and needy refugees' communities.

B.C. Global has strong community support, which is vital in developing project management in the conflict-affected communities as far as African conflict is concerned.

B.C. Global works with local leaders and, most importantly, community groups and volunteers who can reach the most vulnerable and invisible people.

B.C. Global has continually supported returnees and other vulnerable groups to access essential services and opportunities.

B.C. Global has carried-out lobby and advocacy efforts to enhance the capacity of women, youth, elderly, and other vulnerable groups to access social services. It works for improved child protection and security to assist unaccompanied and separated children (UASC). It has provided livelihood opportunities through economic empowerment on Village and Loan Association to earn a living in the urban towns.

B.C. Global has adopted responsive and preventive mechanisms essential to promoting and protecting the rights and welfare of refugee women, girls, children, and vulnerable groups.

B.C. Global has periodically organized Respect and Respond campaigns to raise public awareness on issues related to protecting women and girls from sexual and gender-based violence (SGBV).

B.C. Global has established effective working relationships with the local government of Koboko and Yumbe, the District, civil society actors, OPM, WFP, and UNCHR for improving coordination and advocacy on refugee safety, protection, and rights. It has created a common platform among local authorities, civil society actors, media, and the private sector to strengthen institutional capacities to resolve disputes, improve community security and build peace.

B.C. Global adopts a well-integrated and comprehensive social protection approach that helps reduce risk and vulnerability by enhancing resilience to shocks and stresses. In line with the Secretary General's bulleting,


B.C. Global is committed to Promoting peace-building and psychosocial trauma healing approaches and modalities.

B.C. Global has an emergency response team specializing in providing lifesaving food.

The vision of B.C. Global is to establish enduring modalities to improve the lives of the vulnerable population in conflict and disaster-affected areas through peace-building and promotion of social-cultural and socio-economic multiplicity.

THEORY OF PRACTICE

In what follows, analyses are presented of the theories of practice that underpin the core strategies B.C. Global proposes to use over the coming five years:

PROVIDING A STRATEGIC PROGRAMMATIC FRAMEWORK FOR CARRYING OUT INTERVENTIONS		
Prompting Situation		Intended Consequences
<i>Without a valid programmatic framework, beneficiaries and the stakeholders may not advance the contributory outcomes in B.C. Global theory of change.</i>		<i>Beneficiaries will own, and other stakeholders will accept to operate within a programmatic framework that advances the contributory outcomes in B.C. Global theory of change.</i>

INTERNAL CAPACITY

Organizational policies and regulations shall guide B.C. Global as an organization. These documents have spelled-out control mechanisms in reporting models within the organization and transactional analysis between the BOD, Management, and the work environment. They are also used to coordinate between and across development partners at local, regional, national, and international levels.

The B.C. Global Foundation has demonstrated its capacity to deliver about mandates in the Constitution and policies to ensure an inclusive, quality, and effective service delivery to concerned beneficiaries, including refugees and host communities in the West Nile.

The organization has a capable Board of Directors and solid organizational governance. B.C. Global has a Code of conduct and carries out periodicals of both the Board and Country Director. Committees of the Board include an Audit Committee, a Human Resource Committee, a Finance and Planning Committee, and a Procurement and Disposal of Assets Committee. The Board and Committee's work uses policies addressing themes such as partnership, monitoring and evaluation, financial management, governance, child protection, and donor relations. There is a strong consideration of value for money implementation, efficient financial management systems, and low Program costs. This has made good progress in introducing results-based frameworks.

B.C. Global has 10 Management Staff to implement planned activities enshrined in the strategic plan, annual plans, and other short-term plans and strategies, translating the paperwork into essential services to the beneficiaries and stakeholders. Among others, the key positions and personnel able to promote the implementation of this plan are:

The country's Executive Director is responsible for strategy, policy, program management, financial management, fundraising, and external communications.

The program manager is responsible for program planning and coordination, partner liaison, monitoring and evaluation, and institutional fundraising.

The finance manager is to provide financial reports and interpret financial information to managerial staff while recommending further courses of action on organization financial health.

The skilled officer is the office administration, book-keeping, communication, and fundraising support.

Field project staff provide financial management and advice, oversee the management account systems, and undertake financial reporting to their heads of department).

With an increasing demand for services and expanding programming, there is an anticipated rise in the staffing to support and implement interventions effectively.

THEMATIC AREAS

Figure 02: Strategic framework of agape international organization 4 thematic areas

2.6 THE THEMATIC AREAS/ STRATEGIC OBJECTIVES

Figure 02: Strategic framework of agape international organization 8 thematic areas

2.6 THE THEMATIC AREAS/ STRATEGIC OBJECTIVES

1. Relief for refugees, IDPs, and asylum seekers
2. Livelihoods, Agriculture- Framing

3. Health, nutrition, and behavioral change
4. Education
5. Peace building
6. Water and Sanitation
7. Organizational development



SWOT ANALYSIS

Internal variables			
Strengths	Building on them	Weaknesses	Overcoming them
Highly motivated management staff ready to work	Appraise and build capacity and reward good performance	Lack of own office premises	Build good relationships with the landlord as options for land and construction of own offices should be there.
Legally registered with the District and at the National level	Adherence to the terms and conditions of registration	Lack of transport means for the organization.	Lobby from the partnership and plan to acquire through negotiation from projects
Strong and committed Board and Secretariat	Continuous and regular meetings and consultations between the Board and Secretariat	Only one source of funding	Develop and implement a strong fundraising strategy and try options for consortium building.
Committed volunteers	Build on their capacity and encourage internal recruitments for good performers.	Slow organizational growth	Undertake a capacity assessment of the organizations and after that, build their capacity
Legal and policy documents in place	Observing and following up on policies and reviewing them for suitability.	Few and highly depreciating equipment	Acquire new equipment and dispose of the old ones and ineffective equipment

High level of cooperation between the Board and the Secretariat	Constant and routine communications and continuous engagement	Inadequate staff with the specialized skills in monitoring and evaluation.	Recruit more staff, immediately fill the gap in Monitoring and Evaluation, and continuously build staff capacity.
External Variables			
Opportunities	Harnessing them	Threats	Mitigating them
Good relationship with authorities in the refugee hosting districts and the host communities.	Involve them in the activities and continue working together with stakeholders Continue to further lobby for support from local authorities.	High bureaucracies for registration as a national NGO and changing legal environment in foreign funding.	Use services of a legal person, and share information with national NGOs.
Beneficiaries own and participate in the activities of B.C. Global and this has resulted in increased demand for interventions.	Respond to their concerns, level their trajectory demands, and always be with them.	Constrained economies as a result of COVID19, thus reduction in funding for NGOs in the developing countries	Utilize the available funding opportunities and fit into the global reforms such as the grain bargain.
Existing of donors and funding partners to partner with B.C. Global to implement interventions in the thematic areas.	Adherence to MOUs and ensure transparency and accountability in Program implementation. Develop and submit a proposal to funding agencies	Slow implementation of the Great bargain in response to the humanitarian agenda	While lobbying for inclusion, also align planning and frameworks with global agenda and declarations.
There is peace and security and supportive security agencies.	Involve on invitation basis the security organ representatives in B.C. Global activities and have office visits.	Competition for funding opportunities between established NGOs and nascent but high prospect NGOs.	Smart planning, lobbying, and implementation. Proper planning and response to calls for proposals.

Existence of like-minded NGOs and humanitarian agencies ready to form consortia with B.C. Global	Vet the NGOs and join in consortia that will build a reputation of B.C. Global.	Pressure from authorities to join the implementation of activities and sharing plans and budgets.	Harmonization of Program areas and activities between the authorities and the B.C. Global.
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STRATEGIES

To effectively implement this five-year strategic plan, B.C. Global will employ the following strategies:

- 1) Lobby and Advocacy
- 2) Sensitization, campaigns, and commemorations
- 3) Resource Mobilization and Utilization
- 4) Coordination, networking, and partnership building
- 5) Periodic review of policies and frameworks
- 6) Capacity building for human resources
- 7) Democratic participation and inclusion
- 8) Promotion of transparency and accountability
- 9) Proper documentation, sharing, and learning
- 10) Consultancy and hired services
- 11) Monitoring, evaluation, and learning.

STRATEGIC GOAL

BC Global will deliver quality, effective and equitable response and development services to refugees, internally displaced persons, asylum seekers, and host communities in the refugee hosting districts in West Nile by 2023 -2028.

STRATEGIC OBJECTIVES

BC Global has thematic area interventions that operationalize the mission and contribute to the organization's vision. This strategic plan has derived the strategic objectives based on the thematic areas and consultations and assessments. The strategic objectives are the following:

Strategic Objective 1:

To provide relief to refugees, internally displaced persons (IDPs), and asylum seekers by 25%, the refugee population by 15%, and internally displaced by 10% of asylum seekers within the districts in West Nile by the end of 2028.

Strategic objective 2:

To promote access and utilization of productive agriculture and other sustainable economic activities among 20% of the refugees, 10% IDPs, 10% asylum seekers, and 10% of host communities for equitable, sustainable subsistence needs in refugee settlements and host communities in refugee hosting districts in West Nile by the end of 2028.

Strategic Objective 3:

B.C. Global will improve the health and nutritional status of refugees, internally displaced (IDP), and asylum seekers and increase access to trauma healing through psychosocial support services for 20% of refugees, 20% of displaced persons, and 10% of asylum seekers in refugee hosting districts of West Nile by 2028

Strategic objective 4:

To enhance holistic functional formal and informal education and compassion for critical children's refugees, internally displaced (IDP), asylum seekers, and nationals in the West Nile Region of operation, with the ratio of 20% IDPs, 15% asylum, and 15% national by the end of 2028

Strategic Objective 5:

To increase the participation of refugees and host community members in refugee hosting districts for promotion, protection, and fulfillment of human rights and protection protocols for refugees, displaced persons, and asylum seekers in West Nile by 2028.

Strategic Objective 6:

To increase access to and utilization of safe water and promotion of good Sanitation among 20% refugee population, 15% of internally displaced persons, 5% of asylum seekers, and 10% of host communities in the refugee hosting Districts by 2028.

Strategic Objective 7:

To improve internal management and increase organizational support for growth and development by 2028.

ACTIVITIES

BC Global's 2023-2028 strategic plan will implement interventions to achieve the targets and indicators enshrined in the strategic objectives. These activities are mentioned under each of the strategic objectives.

Activities under Strategic Objective:

1- Relief and rehabilitation services to refugees, internally displaced (IDP), and asylum seekers

1. Humanitarian relief assistance,
 - a- Provision of food items: flour, beans, cooking oil, sugar, salt, etc.
 - b- Non-food: Clothing, shoes, blankets, bed sheets, mosquito nets: shelter tents, flashlights, and batteries, washing soap,

Strategic objective:

2: Livelihood

2. Distribution of agricultural tools and seeds
3. Formation and support of village savings and loan association groups for both youth and women.
4. Formation of women and youth groups for income-generating activities (IGAs)
5. Formation and training of community-based farmer groups on group dynamics, group management, record keeping, and meeting management. These groups shall target women, youth, and the engendered groups with a mix of all males, and females across age, ability, and status.
6. Training of refugees, IDPs, asylum seekers, and host community farmers on good agricultural practices and climate-smart agriculture and livestock farm management. This is intended to maximize output quality, reduce input wastage, and ensure operation on optimal capacity.
7. Promotion of urban and greenhouse vegetable farming in main towns to increase access to homegrown vegetables. Common and easily obtainable and cheap planting materials such as old tyres, buckets, and sacks.
8. Carry out livestock vaccination and treatment against common livestock diseases and outbreaks that require emergency response
9. Environmental protection and conservation.

Activities under Strategic Objective:

3-Health and nutrition and behavioral change

1. Training of community members on prevention of communicable diseases.
2. HIV/AIDS awareness and prevention modalities.
3. Medical supplies.
4. Training on nutrition and healthy lifestyle changes.
5. Promote and facilitate maternal health childcare through sensitizations.
6. Linkages, support, and referrals of mothers in labor.
7. Disseminate public health education using different media and languages for improved health-seeking behavior.
8. Organize sensitization meetings through radio talk shows, face-to-face meetings, and forum plays on trauma healing methods.
9. Organize dialogues on the dangers of drug and substance abuse, drug and substance business, and its effects and document the discussions for future sharing.
10. Promote the use of community-led health initiatives for increased latrine use in the refugee settlements and host communities to achieve a reduction in open defecation.
11. Facilitate a referral mechanism for victims of refugees, IDPs, asylum seekers, and host communities to manage the victims better.
12. Conduct refugees, IDPs, asylum seekers, and host communities on reproductive health clinics in West Nile.
13. Organize training and dialogues on road safety.

Activities under Strategic Objective:

4- Education and compassion to critical children's refugees, internally displaced (IDP), asylum seekers, and nationals in the country of operation

1. Provision of access to quality education, democracy & good governance.
2. Organize capacity-building training for local communities-based education committees
3. Provide scholastic materials for the pupils and teaching aids to the teachers.
4. Provide sanitary kits and towels for girl child

5. construction and reconstruction of makeshift and permanent classrooms and latrines
6. Lobby for provision of furniture for pupils and teachers
7. Establishment of school gardens for learning and food security purposes.
8. Lobby and build partnerships for school feeding programs.
9. Lobby for the facilitation of life skills training for youth and women.
10. cultural heritage and language development, i.e., teaching English as a second language
11. Computer Literacy development,
12. Christian education and supplies,
13. Access to technology and information for the disadvantaged groups among refugees and host communities.
14. Commemorate the day of the African child.
15. Establishment of a community library and computer lab

Activities under Strategic Objective:

5-Protection and Human Rights

1. Awareness creation on the protection of women and girls from sexual and gender-based violence (SGBV).
2. Child rights promotion and protection to the unaccompanied and separated children (UASC) and orphaned-child sponsorship program through the community system,
3. Sensitization on refugee laws, rights, and responsibilities.
4. Organize community dialogues on refugee concerns and needs.
5. Organize the commemorations of world refugee day, international women's day, and the day of the African Child.
6. Mobilize the refugee and host communities to participate in the activities of 16 days of activism on gender-based violence.
7. Follow-up and access to justice for victims of gender-based violence.
8. Establish a functional child mentorship center for refugees and host communities in the Districts of West Nile.

9. Awareness creation on human rights,
10. Provision of women & gender development program.

Activities under Strategic Objective:

6-Water and Sanitation

1. Carry out periodic water and sanitation surveys for up-to-date data for intervention measures.
2. Clean water, sanitation & hygiene promotion.
3. Participate in the annual sanitation week through sensitization meetings by organizing an annual water and sanitation dialogue.
4. Create awareness in the settlements and rural and urban host communities on good health and hygiene practices to ensure healthy and good public health in the community.
5. Advocate and lobby for safe water sources and clean water for human use and other domestic chores.
6. Organize and participate in the organization of world water day.

Activities under Strategic Objective:

7-Institutional Development

1. Recruit and retain skilled, knowledgeable, and experienced staff and volunteers
2. Establish and equip offices in the refugee hosting districts and settlements.
3. Procure, manage office equipment, and dispose-off assets unutilized and with high running costs
4. Maintain website and internet
5. Facilitate resource mobilization and consortium building
6. Conduct regular reviews of policies, work plans and budgets, and frameworks
7. Facilitate Board, partnership, and coordination meetings
8. Conduct annual audit.

STRATEGIC OUTCOME INDICATORS		
No	Narrative	Indicators
1	To provide relief to refugees, internally displaced (IDP), and asylum seekers in 25% of the refugee population and 15% internal displaced and 10% asylum seekers within the districts in West Nile by 2028.	Percentage of refugees, IDPs, and asylum seekers who receive relief services
2	Access and utilization of productive agriculture and other economic activities will be promoted among 60% of the refugees and 10% of host communities for equitable, sustainable subsistence needs in refugee settlements and host communities in refugee hosting districts in West Nile by 2028.	Percentage in access and utilization of productive agricultural and other economic activities.
3	Improved health service delivery promoted and increased access to trauma healing through psychosocial support services to 20% of refugees and host communities in refugee hosting districts of West Nile by 2028.	- Percentage increase in accessing trauma centers. Number of trauma cases referred for further Management
4	Holistic functional formal and informal education systems will enhance 25% of the refugee population and 10% of host communities in West Nile host communities in refugee hosting districts by 2028.	Percentage in the functionality of formal and informal education systems.
5	Increased participation of refugees and host community members in refugee hosting District to promote, protect, and fulfill human rights and protection protocols on refugees in West Nile by 2028.	Percentage increase in promotion, protection, and fulfillment of rights of refugees.
6	Increased access to and utilization of safe water and promotion of good Sanitation among 40% refugee population and 10% of host communities in the refugee hosting Districts by 2028.	Percentage increase in access and utilization of safe water and good Sanitation.

7	Improved internal management and increased organizational support for growth and development by 2028.	A number of policy guidelines were approved.
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STRATEGIC PLAN IMPLEMENTATION PLAN

Goal	Quality, effective and equitable response and development services will be delivered to refugees and host communities in refugee hosting districts in West Nile District by 2028.							
Objective -1	To provide relief to refugees, internally displaced persons (IDPs), and asylum seekers in 25% of the refugee population and 15% internal displaced and 10% asylum seekers within the districts in West Nile by 2028.							
Activities	Responsible	Time Frame (in years)					Out Put	Assumption
		2023	2024	2025	2026	2027/ 28		
<p>10. Humanitarian relief assistance,</p> <p>a- Provision of food items: flour, beans, cooking oil, sugar, salt, etc.</p> <p>b- Non-food: Clothing, shoes, blankets, bed sheets, mosquito nets: shelter tents, flashlights, and batteries, washing soap,</p>		X	X	X	X	X	Households received the support of relief throughout the monthly cycle	The household will be saved with both food items and non-food items for satisfactory meals, hygiene, and shelters
		X		X		X	Households received non-food items and housing materials	
Objective -2	To promote access and utilization of productive agriculture and other sustainable economic activities among 20% of the refugees, 10% IDPs, 10% asylum seekers, and 10% of host communities for equitable, sustainable subsistence needs in refugee settlements and host communities in refugee hosting districts in West Nile by 2028.							

Activities	Responsible	Time Frame (in years)					Out Put	Assumption
		2023	2024	2025	2026	2027/ 28		
1. Distribution of agricultural tools and seeds	B.C. Global	X		X			A baseline survey was carried out, and emergency kits were distributed.	Farmers embrace and adopt modern farming methods, and they use their support to contribute to food-secure households in the settlements and host communities. Prices of inputs remain stable and affordable for the farmers.
2. Formation and support of village savings and loan association groups for both youth and women.		X	X				VSLA groups formed, trained, and supported	
3. Formation of women and youth groups for income-generating activities (IGAs)		X	X				Formation of women and youth to support economic recovery	
4. Formation and training of community-based farmer groups on group dynamics, group management, record keeping, and meeting management. These groups shall target women,							Farmer groups formed, and farmers trained.	

<p>youth, and the engendered groups with a mix of all males and females across age, ability, and status.</p>		X	X		X			
<p>5. Training of refugee, IDPs, asylum seekers and host community farmers on good agricultural practices and climate-smart agriculture and livestock farm management. This is intended to maximize output quality and reduce input wastage and ensure operation on optimal capacity.</p>							Farmers trained on GAPs and CSA.	
<p>6. Promotion of urban and greenhouse vegetable farming in main towns to increase access to homegrown vegetables. Common and easily obtainable and cheap planting materials such as old tyres, buckets, and sacks.</p>		X		X		X		
<p>7. Carry out livestock vaccination and treatment against common livestock diseases and outbreaks that require emergency response</p>		X	X				Vegetable farming is promoted and supported with vermin,	

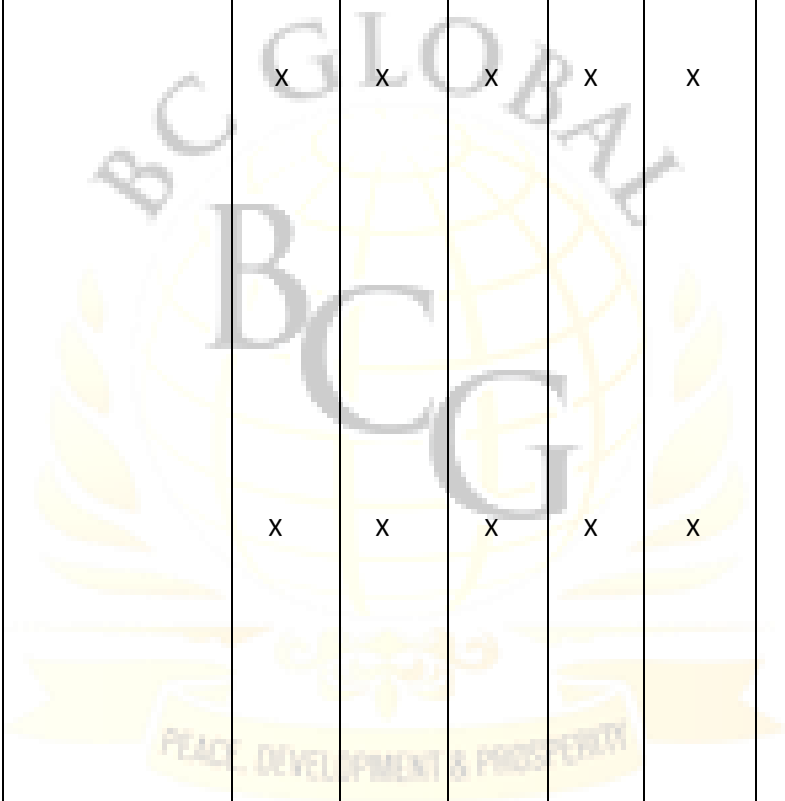
<p>8. Environmental protection and conservation.</p>		<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>pests and worms controlled.</p> <p>Livestock vaccinated and treated.</p>	
<p>Objective -3</p>	<p>To improve the health and nutritional status of refugees, internally displaced (IDP), and asylum seekers and increase access to trauma healing through psychosocial support services for 20% of refugees, 20% displaced, and 10% of asylum seekers in refugee hosting districts of West Nile by 2028</p>							

Activities	Responsible	Time Frame (in years)					Out Put	Assumption
		2023	2024	2025	2026	2027/28		
<p>1. Awareness and training of community members on the prevention of communicable diseases.</p> <p>2. HIV and AIDS awareness and prevention</p> <p>3. Maternal and childcare.</p>	B.C. Global	X		X		X	<p>Massive campaign and training for the community to get rid of communicable (contiguous) disease</p> <p>Voluntary testing and protective gears are promoted, distributed, and facilitated.</p> <p>Messages on maternal health and childcare are disseminated to productive mothers</p> <p>Supplies of medicines for chronic illness and</p>	There exists positive health service-seeking behavior by the community and good client care at facilities by the caregivers.
		X	X	X	X	X		
		X	X	X	X	X		

<p>4. Medical supplies.</p>		X	X	X	X	X	<p>patience with special needs</p>	
<p>5. Training on nutrition and healthy lifestyle changes.</p>		X		X		X	<p>Training of parents on health and nutrition dietary at household level.</p> <p>Referrals facilitation.</p>	
<p>6. Linkages, support, and referrals of mothers in labor</p>			X	X	X	X	<p>Development of IEC materials, radio talk shows, use of magazines and newspapers to disseminate health education Programs</p>	
<p>7. Disseminate public health education using different media and languages for improved health-seeking behavior.</p>		X	X	X	X	X	<p>Sensitization meetings are organized.</p>	

<p>8. Organize sensitization meetings through radio talk shows, face-to-face meetings, and forum plays on trauma healing methods.</p> <p>9. Organize dialogues on the dangers of drug and substance abuse, drug and substance business, and its effects and document the discussions for future sharing.</p> <p>10. Promote the use of community-led health initiatives for increased latrine use in the refugee settlements and host communities to achieve a reduction in open defecation.</p> <p>11. Conduct refugees, IDPs, asylum seekers, and host community on reproductive health clinics for refugees in West Nile.</p>		X	X	X	X	X	<p>Dialogues are organized</p> <p>Community health campaigns are promoted.</p> <p>Reproductive health clinics conducted.</p>	
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<p>12. Organize training and dialogues on road safety.</p>		<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>Road safety training and dialogue organized.</p>	
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Objective 4	Holistic functional formal and informal education systems will enhance 25% of the refugee population and 10% among host communities in refugee hosting districts in West Nile by 2028.							
Activities	Responsible	Time Frame (in years)					Out Put	Assumption
		2023	2024	2025	2026	2027 /28		
1. Provision of access to quality education, democracy & good governance.	B.C. Global						Teachers and students'/pupils' leaders are given training in good governance and democracy	There is positive response by the refugees and host communities; supportive policy environment to implement the interventions in the strategic plan 2023-2027.
2. Organize capacity-building training for local communities-based education committees		X		X		X	Capacity building trainings organized.	
		X	X	X	X	X	Scholastic materials provided.	

3.	Provide educational materials for the pupils and teaching aids to the teachers.		X	X	X	X	X	Sanitary kits and towels provided
4.	Provide sanitary kits and towels for girl child							Classrooms and latrines constructed
5.	Construction and reconstruction of makeshift and permanent classrooms and latrines			X	X			Furniture lobbied and provided
6.	Lobby for provision of furniture for pupils and teachers			X	X			School gardens established School children fed at school
7.	Establishment of school gardens for learning and food security purposes.		X	X	X	X	X	
8.	Lobby and build partnerships for the school feeding program.							Schools support on feeding programs Youth and women are trained in life skills.

9.	Lobby for the facilitation of life skills training for youth and women.		X		X		X	
10.	Cultural heritage and language development, i.e., teaching English as a second language		X	X	X	X	X	Local languages are introduced school curriculum and taught in class
11.	Computer Literacy development,		X	X	X	X	X	The upper class is given computer knowledge Supplies of Christian materials for schools
12.	Christian education and supplies,		X		X			Unaccompanied children, dropouts, and orphans supported to accelerate back for studies
13.	Access to technology and information for the disadvantaged groups among refugees and host communities.		X	X	X	X	X	Libraries established and fully supported

14.	Establishment of community libraries and computer lap		X	X						Day of African child commemorated.
15.	Commemorate the day of the African child.		X	X	X	X	X			
Strategic Objective -5		To increase the participation of refugees and host community members in refugee hosting districts for promotion, protection, and fulfillment of human rights and protection protocols on refugees in West Nile by 2028.								
Activities		Responsible	Time Frame (in years)					Outputs	Assumptions	
			2023	2024	2025	2026	2027 /28			
1.	Sensitize stakeholders on protection.	B.C. Global	X	X	X	X	X	Stakeholders are sensitized on protection.	Partners, refugees, and host communities embrace non-discrimination and inclusive approaches in implementation, and all partner interventions shall mainstream protection into program designs.	
2.	Child rights promotion and protection.		X	X	X	X	X	Child rights promoted.		

3.	Sensitization of refugee laws, rights, and responsibilities	X	X	X			Communities are sensitized on refugee law.	
4.	Organize community dialogues on refugee concerns and needs	X	X	X			Community dialogues were organized.	
5.	Organize the commemorations of world refugee day, international women's day.	X	X	X	X	X	International days commemorated. Communities Mobilized and fully participated.	
6.	Mobilize for 16 days of activism	X	X	X	X	X	Cases followed.	
7.	Follow up and access to justice.	X	X	X	X	X		

8. Establish a child mentorship center				X	X	X	Mobilize street kids and have a child development program.	
Strategic Objective -6	To increase access to and utilization of safe water and promotion of good Sanitation among 40% refugee population and 10% of host communities in the refugee hosting Districts by 2028.							
Activities	Responsible	2023	2024	2025	2026	2027 /28	Outputs	Assumptions
1. Carry out periodic water and sanitation surveys 2. Organize the annual sanitation week 3. Sensitize communities on good health and hygiene practices. 4. Advocate and lobby for the construction of safe water sources	B.C. Global	X		X			Water and sanitation surveys were carried out. Sanitation week organized. Communities are sensitized on health and hygiene.	Investments in water and Sanitation are owned and maintained by the beneficiaries and information is timely shared in case of concerns for clean and safe water and response shall be timely given to the needy and concerned people.

5. Organize and participate in the organization of world water day.		X	X	X	X	X	Safe and clean water facilities were constructed. World water day was organized.	
Strategic Objective 7	To improve internal management and increase organizational support for growth and development by 2028.							
Activities	Responsible	2023	2024	2025	2026	2027 /28	Outputs	Assumptions
1. Recruit and retain skilled, knowledgeable, and experienced staff and volunteers 2. Establish and equip offices one each in the refugee hosting districts and settlements. 3. Procure and manage office equipment.	B.C. Global	X	X				Right staff recruited and retained. Field offices were established.	Opportunities for growth and development will be available, and B.C. Global Board and Management will ably utilize these opportunities to develop the organization.

4. Design and maintain website and internet.		X					Office equipment procured.	
5. Facilitate resource mobilization and consortium building.		X	X		X	X	Website designed and maintained.	
6. Conduct regular reviews of policies, work plans, budgets, and frameworks.		X	X				Consortium building facilitated.	
7. Organize Board, partnership, and coordination meetings.		X	X	X	X	X	Review of policies and plans conducted.	
8. Conduct an annual audit.		X	X	X	X	X	Coordination meetings were organized.	
							Annual audit conducted	
M&E Activities	Responsible	2023	2024	2025	2026	2027 /28	Outputs	Assumptions
	B.C. Global						A baseline survey was conducted.	Monitoring and evaluation shall be considered part, and partial of strategy

1.	Conduct one baseline survey.		X						Sectoral assessments were conducted.	implementation and documentation shall be done to measure success and impact.
2.	Conduct 3 sector and working group assessments.		X			X			Strategic plan mid-term review conducted.	
3.	Conduct one strategic plan mid-term review with stakeholders.					X			Follow-up meetings were conducted.	
4.	Conduct follow-up meetings.		X	X	X	X	X		Documentation done.	
5.	Document and develop success stories and impact stories.		X	X	X	X	X		Plan evaluation conducted	
6.	Conduct end of strategic plan evaluation.							X	Strategic plan beyond 2026 began.	
								X		

7.	Begin the process for the next strategic planning beyond 2026							
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MONITORING AND EVALUATION PLAN (LOGICAL FRAMEWORK)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Goal: Quality, effective and equitable response and development services delivered to refugees and host communities in refugee hosting districts in West Nile by 2028.	Percentage contribution to quality service delivery to the refugees and host communities.	Baseline report	Other partners design and implement interventions like B.C. Global.
Outcome 1: Holistic functional formal and informal education systems enhanced in 25% of the refugee population and 10% among host communities in refugee hosting districts in West Nile by 2028.	Percentage in the functionality of formal and informal education systems.	Assessment reports and mentions from other publications by media and partners.	There is a positive response by the refugees and host communities; a supportive policy environment to implement the interventions in the strategic plan 2023-2027.
Output 1.1 Capacity building training organized.	Number of training conducted	Activity concept paper, Contact attendance list, training report.	
Output 1.2 Scholastic materials provided.	Quantity and type of scholastic materials.	Procurement documents, list of beneficiaries, photos during the activity.	
Output 1.3 Sanitary kits and towels provided	Number of kits provided	List of beneficiaries, activity report, concept paper of the activity.	

Output 1.4 Classrooms and latrines constructed	Number of classrooms and latrines constructed.	Contractual agreements, activity reports, photos during monitoring, signed visitors' book.	
Output 1.5 Furniture lobbied and provided	Quantity and type of furniture provided	A partnership agreement, contract agreement with a service provider, photos during activity.	
Output 1.6 School gardens established	Number of gardens established	List of schools with established gardens, photos of plants in the garden, and a list of students engaged in school gardening.	
Output 1.7 School children fed at school	Number of children in the school feeding program.	List of students of the feeding program, list of support staff, photo of the activity, i.e., food in a store, children taking meal.	
Output 1.8 Youth and women trained on life skills.	Number of women and youth trained	List of training, facilitation contract, list of skills provided, activity concept paper.	
Output 1.9 The Day of African child commemorated.	Number of days for commemoration	Concept paper of activity, list of guests signed in visitors' books, audio recordings of speeches, photos.	
Activities	Inputs		

<ol style="list-style-type: none"> 1. Organize capacity-building training for local communities-based education committees. 2. Provide scholastic materials for the pupils and teaching aids to the teachers. 3. Provide sanitary kits and towels for girl child 4. Construct makeshift and permanent classrooms and latrines 5. Lobby for provision of furniture for pupils and teachers 6. Establishment of school gardens for learning and food security purposes. 7. Lobby and build partnerships for the school feeding program. 8. Lobby for the facilitation of life skills training for youth and women. 9. Commemorate the day of the African child. 	<ul style="list-style-type: none"> - Human resource - Finances - Machinery - Equipment - Time - Furniture - Venue 		
<p>Outcome 2: Access and utilization of productive agriculture and other economic activities promoted among 60% of the refugees and 10% of host communities for equitable, sustainable subsistence needs in refugee settlements and host communities in refugee hosting districts in West Nile by 2028.</p>	<p>Percentage in access and utilization of productive agricultural and other economic activities.</p>	<p>Assessment reports, stakeholder review meetings, market surveys, and reports on prices of food and inputs.</p>	<p>Farmers embrace and adopt modern farming methods, and they use the support given to them to contribute to food-secure households in the settlements and host communities. Prices of inputs remain stable and affordable for the farmers.</p>
<p>Output 2.1 Farmer groups formed, and farmers trained.</p>	<p>Number of farmer groups formed and trained</p>	<p>Activity reports, attendance list, photos.</p>	

Output 2.2 Farmers trained on GAPs and CSA.	Number of farmers trained on GAPs and CSA.	Copy of training report, photos, MOU with facilitators.	
Output 2.3 Vegetable farming promoted.	Number of farms established	Location chart/map, photos, list, and contact of farmers.	
Output 2.4 Baseline survey carried out.	Number of baselines conducted	Baseline report, list of data collectors, copy of data collection tool, field photos.	
Output 2.5 Livestock vaccinated and treated.	Number of animals vaccinated	The list of animal owners, list of drugs used, photos of the activity, copy of contract of a service provider.	
Output 2.6 Vermin, pests, and worms controlled.	Number and species of vectors, pests, and vermin control	Copy of contract with a service provider, list of pesticides procured and used, photos of the activity.	
Output 2.7 Emergency kits distributed.	Quantity and type of kits distributed	List of inputs distributed, list of beneficiaries, activity report.	
Output 2.8 VSLA Groups formed, trained, and supported.	Number of groups	List of groups, copies of savings and credit documents	
Activities 1. Formation and training of community-based farmer groups.	Inputs - Human resource		

<ol style="list-style-type: none"> 2. Training of refugee and host community farmers on GAPS and CSA. 3. Promotion of urban and greenhouse vegetable farming. 4. Carry out baseline on food security and agricultural needs. 5. Carry out livestock vaccination and treatment. 6. Control of vermin, pests, and worms. 7. Emergency farm kit distribution 8. Form, train, and support VSLA groups 	<ul style="list-style-type: none"> - Finances - Machinery - Equipment - Time - Furniture - Venue 		
<p>Outcome 3: Increased participation of refugees and host community members in refugee hosting District to promote, protect, and fulfill human rights and protection protocols for refugees in West Nile by 2028.</p>	<p>Percentage increase in promotion, protection, and fulfillment of rights of refugees.</p>	<p>Assessment reports, monitoring reports, review reports, beneficiary audio clips.</p>	<p>Partners, refugees, and host communities embrace non-discrimination and inclusive approaches in implementation, and all partner interventions shall mainstream protection into program designs.</p>
<p>Output 3.1 Stakeholders sensitized on protection.</p>	<p>Number of sensitization meetings held</p>	<p>List of participants, concept paper for the activity, photos for the activity.</p>	
<p>Output 3.2 Child rights promoted.</p>	<p>Number of events conducted</p>	<p>Concept paper, activity report, photos of the events, list of unaccompanied children.</p>	
<p>Output 3.3 Communities sensitized on refugee law.</p>	<p>Number of sensitization meetings held</p>	<p>Concept paper for the activity, list, and contacts of participants, copy of</p>	

		presentation prepared for the meetings.	
Output 3.4 Community dialogues organized.	Number of community dialogues	Photos of participants, concept paper for the event, and photos during the event.	
Output 3.5 International days it commemorated.	Number of days commemorated	Concept paper of activity, list of guests signed in visitors' books, audio recordings of speeches, photos.	
Output 3.6 Communities mobilized and fully participated during 16 days of activism.	Number of groups, number of events held	List and contact groups, stories recorded, and report on 16 days of activism.	
Output 3.7 Cases followed.	Number cases	Documents for reported cases, follow-up reports, list of issues disposed-off	
Output 3.7 Child mentorship center established	Number of centers	Photos, reports, list of children on mentorship.	
Activities <ol style="list-style-type: none"> 1. Sensitize stakeholders on protection. 2. Child rights promotion and protection. 3. Sensitization of refugee laws, rights, and responsibilities 	Inputs <ul style="list-style-type: none"> - Human resource - Finances - Machinery - Equipment 		

<p>4. Organize community dialogues on refugee concerns and needs</p> <p>5. Organize the commemorations of world refugee day, international women's day.</p> <p>6. Mobilize for 16 days of activism</p> <p>7. Follow up and access to justice.</p>	<ul style="list-style-type: none"> - Time - Furniture - Venue 		
<p>Outcome 4: Increased access to and utilization of safe water and promotion of good Sanitation among 40% refugee population and 10% of host communities in the refugee hosting Districts by 2028.</p>	<p>Percentage increase in access and utilization of safe water and good Sanitation.</p>	<p>Assessment reports, partner reports, and water-user committee reports.</p>	<p>Investments in water and Sanitation are owned and maintained by the beneficiaries, and information is timely shared in case of concerns for clean and safe water, and response shall be timely given to the needy and concerned people.</p>
<p>Output 4.1 Water and sanitation surveys carried out.</p>	<p>Number of surveys carried out</p>	<p>Survey report, list of data collectors, and concept paper for the activity.</p>	
<p>Output 4.2 Sanitation week organized.</p>	<p>Number of events organized</p>	<p>List and report on the events organized, photos taken during the event.</p>	
<p>Output 4.3 Communities sensitized on health and hygiene.</p>	<p>Number of sensitization meetings held.</p>	<p>Activity report, list of participants during the event, session photos.</p>	
<p>Output 4.4 Safe and clean water facilities constructed.</p>	<p>Number of safe water sources constructed</p>	<p>MOU with service provider, location of source, photo with beneficiaries.</p>	
<p>Output 4.5 World water day organized.</p>	<p>Number of days</p>	<p>Concept paper of activity, list of guests signed in visitors' books, audio</p>	

		recordings of speeches, photos.	
Activities <ol style="list-style-type: none"> 1. Carry out periodic water and sanitation surveys 2. Organize the annual sanitation week 3. Sensitize communities on good health and hygiene practices. 4. Advocate and lobby for the construction of safe water sources and clean water. 5. Organize and participate in the organization of world water day. 	Inputs <ul style="list-style-type: none"> - Human resource - Finances - Machinery - Equipment - Time - Furniture - Venue 		
Outcome 5: Peaceful coexistence will be promoted through peace-building interventions for reduced conflicts among refugees in the settlements and host communities in the refugee hosting districts of West Nile by 2028.	Number of peace-building interventions held.	Assessment reports and case files in local courts on conflict resolutions.	Coordinated efforts are in place to mitigate conflict and resolve conflicts to prevent conflict escalation, and there exist peaceful and harmonious relations among refugees and host communities in West Nile hosting Districts.
Output 5.1 Sensitization meetings held.	Number of meetings held	Concept paper and report of the activity.	
Output 5.2 Peace ambassadors recruited and trained.	Number of persons recruited	List and contact of peace ambassadors, activity reports including photos, and attendance lists during training.	
Output 5.3 Community radios established.	Number of radios	Contractual agreement with a service provider, list of	

		participants with audio records, list of messages of announcements read.	
Output 5.4 Peace promotion meetings initiated and facilitated.	Number of meetings held	Activity report, photos, concept paper, attendance list.	
Output 5.5 Functional school peace clubs formed.	Number of peace clubs	List and names of schools with established peace clubs, activity plans of peace clubs, and reports from the peace clubs.	
Output 5.6 Commemoration days organized.	Number of days commemorated	Concept paper of activity, list of guests signed in visitors' books, audio recordings of speeches, photos.	
Activities <ol style="list-style-type: none"> 1. Carry out sensitization meetings on land use and peaceful coexistence. 2. Recruit and train community and settlement-based peace ambassadors. 3. Establish local community-based radios. 4. Initiate and facilitate peace promotion meetings. 5. Form and facilitate inclusive school-level peace clubs. 	Inputs <ul style="list-style-type: none"> - Human resource - Finances - Machinery - Equipment - Time - Furniture - Venue 		

6. Organize the commemoration of national and international days.			
Outcome 6: Improved health service delivery promoted and increased access to trauma healing through psychosocial support services to 20% of refugees and host communities in refugee hosting districts of West Nile by 2028.	<ul style="list-style-type: none"> - Percentage increase in accessing trauma centers. - Number of trauma cases referred for further management 	Assessment reports, reports from health facilities, and periodic reports from trauma healing caregivers.	There exists positive health service-seeking behavior by the community and good client care at facilities by the caregivers.
Output 6.1 Maternal health promoted and facilitated.	Number of events held	Reports, concept papers developed and funded	
Output 6.2 Messages on maternal health disseminated.	Number of events	Copies of messages developed and disseminated, photos	
Output 6.3 Voluntary testing promoted and facilitated.	Number of persons tested	Reports documented the activity.	
Output 6.4 Trauma centers constructed, equipped, and operationalized.	Number of centers constructed	Contract agreement with a service provider, photos of center, list of persons accessing services.	
Output 6.5 Sensitization meetings organized on health and trauma healing.	Number of meetings	Meeting reports, audio recordings from the radio	
Output 6.6 Dialogues on health and psychosocial organized	Number of dialogues	Photos, concept papers for the activities, copy dialogue action plan.	

Output 6.7 Community health and access to trauma healing centers promoted.	Number of events held	Reports of events carried out.
Output 6.8 Referrals facilitated.	Number of referrals	Copies of referral documents and periodic reports by caregivers.
Output 6.9 Reproductive health clinics conducted.	Number of clinics conducted	Training and dialogue reports, list of participants.
Output 6.10 Road safety training and dialogue organized.	Number of training and dialogues organized	Training reports, copies of training Program.
Activities <ol style="list-style-type: none"> 1. Promote and facilitate maternal health. 2. Disseminate public health education messages. 3. Promote and facilitate voluntary testing. 4. Construct, equip and operationalize two trauma centers. 5. Organize sensitization meetings 6. Organize dialogues on the dangers of drug and substance abuse. 7. Promote the use of community-led health initiatives. 	Inputs <ul style="list-style-type: none"> - Human resource - Finances - Machinery - Equipment - Time - Furniture - Venue 	

<p>8. Facilitate a referral mechanism for trauma victims.</p> <p>9. Organize reproductive health clinics.</p> <p>10. Organize training on road safety</p>			
<p>Outcome 7: Improved internal Management and increased organizational support for growth and development by 2028.</p>	<p>Number of policy guidelines approved.</p>		<p>Opportunities for growth and development will be available, and AHIO Board and Management will ably utilize these opportunities to develop the organization.</p>
<p>Output 7.1 Right staff recruited and retained.</p>	<p>Number recruited</p>	<p>Staff contracts</p>	
<p>Output 7.2 Field offices established.</p>	<p>Number of offices</p>	<p>Location and contact person, photos</p>	
<p>Output 7.3 Office equipment procured.</p>	<p>Number of equipment</p>	<p>Assets register procurement documents and asset serial numbers.</p>	
<p>Output 7.4 Website designed and maintained.</p>	<p>Accessibility of website</p>	<p>Website I.D and web address</p>	
<p>Output 7.5 Consortium building facilitated.</p>	<p>Number of consortia</p>	<p>List of partners in the consortia, terms, conditions, and mandates document.</p>	
<p>Output 7.6 Review of policies and plans conducted.</p>	<p>Number of policies reviewed</p>	<p>Copies of policies, plans, and frameworks</p>	
<p>Output 7.7 Coordination meetings organized.</p>	<p>Number of meetings</p>	<p>Meeting minutes and attendance list</p>	
<p>Output 7.8 Annual audit conducted</p>	<p>Number of audits</p>	<p>Audit report, contract of a service provider.</p>	

<p>Activities</p> <ol style="list-style-type: none"> 1. Recruit and retain skilled, knowledgeable, and experienced staff and volunteers 2. Establish and equip offices, one each in the refugee hosting Districts and settlements. 3. Procure, and manage office equipment. 4. Design and maintain website and internet. 5. Facilitate resource mobilization and consortium building. 6. Conduct regular reviews of policies, work plans, budgets, and frameworks. 7. Organize Board, partnership, and coordination meetings. 8. Conduct an annual audit. 	<p>Inputs</p> <ul style="list-style-type: none"> - Human resource - Finances - Machinery - Equipment - Time - Furniture - Venue 		
<p>COVID19 Response</p>			
<p>Output1 Hand washing equipment procured and distributed.</p>	<p>Number of equipment procured</p>	<p>List of beneficiaries, contract document with a service provider, procurement documents signed.</p>	
<p>Output2 Reusable masks procured and distributed.</p>	<p>Number of masks procured</p>	<p>List of beneficiaries, contract document with a service provider, procurement documents signed</p>	

Output3 Temperature guns procured and distributed.	Number of temperature guns procured.	List of beneficiaries, contract document with a service provider, procurement documents signed.	
Output4 IEC materials were developed, printed, and distributed.	Number and type of IEC materials	List of beneficiaries, contract document with a service provider, procurement documents signed	
Output5 Institutional sessions held on COVID19.	Number of sessions	Action plan on the recommendations of sessions.	
Activities <ol style="list-style-type: none"> 1. Recruit and retain skilled, knowledgeable, and experienced staff and volunteers 2. Establish and equip offices in the refugee hosting districts and settlements. 3. Procure, and manage office equipment. 4. Design and maintain website and internet. 5. Facilitate resource mobilization and consortium building. 6. Conduct regular reviews of policies, work plans, budgets, and frameworks. 7. Organize Board, partnership, and coordination meetings. 	Inputs <ul style="list-style-type: none"> - Human resource - Finances - Machinery - Equipment - Time - Furniture - Venue 		

8. Conduct an annual audit.			
M&E in the strategy			
Output1 Baseline survey conducted.	Number of baseline surveys	Baseline survey reports	
Output2 Sectoral assessments conducted.	Number of sectoral assessments	Sectoral assessment reports	
Output3 Strategic plan mid-term review conducted.	Number of mid-term meetings	Copies of meeting reports, list of recommendations, and plan for implementation.	
Output4 Follow-up meetings conducted.	Number of follow-ups	Follow-up reports	
Output5 Documentation done.	Number of reports documented	Copies of stories of change reports written in soft and hard files	
Output6 Plan evaluation conducted	Number of evaluations	Evaluation report, contract with Consultant	
Output7 Strategic plan beyond 2025 began	Number of events	Draft copy of strategic plan beyond 2025.	
Activities	Inputs		
1. Conduct one baseline survey.	- Human resource		
2. Conduct 3 sector and working group assessments.	- Finances		
3. Conduct one strategic plan mid-term review with stakeholders.	- Machinery		
4. Conduct follow-up meetings.	- Equipment		
	- Time		

<p>5. Document and develop success stories and impact stories.</p> <p>6. Conduct end of strategic plan evaluation.</p> <p>7. Begin process next strategic planning beyond 2027</p>	<ul style="list-style-type: none">- Furniture- Venue
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CONTRIBUTION TO STRATEGIC POLICY FRAMEWORKS

BC Global will implement this strategy in line with the international growth and development framework. The organization, directly and indirectly, contributes to realizing and achieving the Sustainable Development Goals (SDGs) and the Uganda National Refugee Response Framework. It will also comply with refugee and host community treaties, conventions, protocols, and declarations.

B.C. Global shall use the humanitarian principles and response standards to provide service to the beneficiaries and stakeholders. Transparency and accountability in service delivery are core values and mandates considered by the organization and other principles enshrined in the SPHERE Book.

IMPLEMENTATION CHALLENGES

Key challenges that may impact the possibility of delivering this plan include the following:

- Unavailability of adequate funding.
- Security issues in the Program countries.
- Restrictions on NGO and/or civil society activity in the Program countries.

Recognized challenges that will be addressed as part of the implementation of this plan include the following:

- Ensuring an appropriate staff complement.
- Developing partner capacity in relation to the fostering of community-based organizations.
- Defining valid indicators for community capacity-related outcomes.
- Defining valid indicators for the development of education-related outcomes.

RISK ANALYSIS

The following are the key risks identified under each risk type and the proposed mitigation strategies:

Risk	Level	Mitigation
High staff turnover	Medium	Reward, capacity, and sign staff contracts
Unsecure office premises	Medium	Ensure equipment, keep money in the bank, and employ a security guard.
Unpredictable weather for livelihood interventions	Medium	Share early warning information from the Disaster management committee
Health and safety hazards	Medium	Regular medical tests, riding using protection gears.

Strategic Plan Budget Estimates 2023-2025 (In Ugandan Shs)

Code s	Activities	2021	2022	2023	2024	2025	TOTAL
1.1	organize capacity building trainings for local community-based education committees	30,000,000	20,000,000	0	0	0	50,000,000
1.2	Provide scholastic materials for pupils and teaching aids to the Teachers	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	250,000,000
1.3	Provide sanitary kits and towels for girl child	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000	150,000,000
1.4	Construct makeshift and permanent classrooms and latrines	0	500,000,000	300,000,000	0	0	800,000,000
1.5	Lobby for provision of school furniture	0	50,000,000	50,000,000	0	0	100,000,000
1.6	Establish school gardens	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000
1.7	Lobby and build partnership feeding program	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000
1.8	Life skills training for youth and women	30,000,000	0	50,000,000	0	0	80,000,000
1.9	Commemorate the Day of the African Child	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
	Sub Total	165,000,000	675,000,000	505,000,000	105,000,000	105,000,000	1,595,000,000

2.1	Form and train community-based farmer groups	5,000,000	5,000,000	-	-	-	10,000,000
2.2	Training of farmers on CSA and GAPs	15,000,000	10,000,000				25,000,000
2.3	Promote urban vegetable training farming	10,000,000	10,000,000	8,000,000	8,000,000	5,000,000	41,000,000
2.4	Conduct baseline survey on food security and Agric needs	20,000,000		-	-	-	20,000,000
2.5	Carry out livestock vaccination and treatment	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
2.6	Control vermin, pests and worms	3,000,000	3,000,000	5,000,000	5,000,000	4,000,000	20,000,000
2.7	Distribute emergency input kits	20,000,000	20,000,000	-	-	-	40,000,000
2.8	Form and train VSLA groups	30,000,000	10,000,000	-	-	-	40,000,000
	Sub Total	108,000,000	63,000,000	18,000,000	18,000,000	14,000,000	251,000,000

3.1	Sensitize stakeholders on protection issues	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000
3.2	Child rights promotion and protection	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000
3.3	sensitize on refugee laws, rights and responsibilities	10,000,000	10,000,000	10,000,000	0	0	30,000,000
3.4	Organize dialogues on refugee concerns and needs	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000
3.5	Commemorate World Refugee Days	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000
3.6	Mobilize communities for 16 days of activism	10,000,000	10,000,000	12,000,000	15,000,000	15,000,000	62,000,000
3.7	Follow-up and access to justice	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	40,000,000
3.8	Establish child mentorship center	50,000,000	30,000,000	40,000,000	0	0	120,000,000
	Sub Total	128,000,000 0	108,000,000 0	120,000,000 0	73,000,000	73,000,000	502,000,000
4.1	Carry out water and sanitation surveys	10,000,000	0	15,000,000	0	0	25,000,000
4.2	Organize annual sanitation week	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000
4.3	Sensitize on good health and sanitation	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000
4.4	Lobby for construction of safe and clean water sources	54,000,000	36,000,000	40,000,000	60,000,000	30,000,000	220,000,000
4.5	Organize annual world water day	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000

	Sub Total	94,000,000	66,000,000	85,000,000	90,000,000	60,000,000	395,000,000
5.1	Carry out sensitization meeting on land use and peaceful coexistence	10,000,000	15,000,000	15,000,000	10,000,000	10,000,000	60,000,000
5.2	Recruit and train community and settlement-based peace ambassadors	25,000,000	0	0	0	0	25,000,000
5.3	Establish local community-based radios	30,000,000	0	20,000,000	0	0	50,000,000
5.4	Initiate and facilitate peace promotion meetings	10,000,000	20,000,000	20,000,000	35,000,000	20,000,000	105,000,000
5.5	Form and facilitate inclusive school level peace clubs	12,000,000	10,000,000	10,000,000	10,000,000	10,000,000	52,000,000
5.6	Organize the commemoration of national and international days	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
	Sub Total	92,000,000	50,000,000	70,000,000	60,000,000	45,000,000	317,000,000
6.1	Promote and facilitate maternal health	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000
6.2	Disseminate public health education messages	5,000,000	5,000,000	5,000,000			15,000,000
6.3	Promote and facilitate voluntary testing	7,000,000	10,000,000	10,000,000	15,000,000	0	42,000,000
6.4	Construct, equip and operationalize two trauma centers	120,000,000	50,000,000	0	0	0	170,000,000

6.5	Organize sensitization meetings	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000
6.6	Organize dialogues on dangers of drug and substance abuse	8,000,000	10,000,000	10,000,000	0	0	28,000,000
6.7	Promote community-led health initiatives	5,000,000	0	8,000,000	0	0	13,000,000
6.8	Facilitate a referral mechanism for trauma victims	5,000,000	5,500,000	6,000,000	6,000,000	6,000,000	28,500,000
6.9	Conduct settlement and host community reproductive health clinics for refugees and host communities	30,000,000	20,000,000	15,000,000	18,000,000	10,000,000	93,000,000
6.1	Organize trainings and dialogues on road safety	10,000,000	5,000,000	8,000,000	10,000,000	5,000,000	38,000,000
	Sub Total	210,000,000	125,500,000	82,000,000	69,000,000	41,000,000	527,500,000
7.1	Conduct training of training of trainers on building energy saving ovens and stoves	25,000,000	0	20,000,000	0	0	45,000,000
7.2	Promote access and utilization of affordable energy saving stoves	5,000,000	10,000,000	3,000,000	0	0	18,000,000
7.3	Promote access and utilization of solar lighting and solar energy use	5,000,000	8,000,000	3,000,000	0	0	16,000,000
7.4	Establish community forests	12,000,000	15,000,000	10,000,000	10,000,000		47,000,000

7.5	Promote greening of education, health and public institutions	10,000,000	0	15,000,000	0	0	25,000,000
7.6	Establish nursery beds for wood and fruit seedlings	0	35,000,000	0	0	0	35,000,000
7.7	Commemoration of World Environment Day	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
	Sub Total	62,000,000	73,000,000	56,000,000	15,000,000	5,000,000	211,000,000
8.1	Recruit and retain staff	15,000,000	20,000,000	0	-	-	35,000,000
8.2	Establish and equip offices	15,000,000	10,000,000	0	-	-	25,000,000
8.3	Procure and manage office equipment	30,000,000	0	50,000,000	-	-	80,000,000
8.4	Design and maintain website and internet	5,000,000	1,500,000	1,500,000	2,000,000	2,000,000	12,000,000
8.5	Facilitate resource mobilization and consortium building	3,000,000	3,000,000	5,000,000	5,000,000	5,000,000	21,000,000
8.6	Conduct regular review of policies, plans and budgets	5,000,000	5,000,000	5,000,000	8,000,000	10,000,000	33,000,000
8.7	Organize partner coordination meetings	5,000,000	5,000,000	8,000,000	8,000,000	10,000,000	36,000,000

8.8	Conduct annual audits	5,000,000	5,500,000	5,500,000	5,000,000	5,000,000	26,000,000
	Sub Total	83,000,000	50,000,000	75,000,000	28,000,000	32,000,000	268,000,000
1	Procure and distribute hand washing equipment	20,000,000	0	0	0	0	20,000,000
2	Procure and distribute reusable masks	10,000,000	10,000,000	12,000,000	15,000,000	0	47,000,000
3	Procure and distribute temp guns	10,000,000	0	15,000,000	0	0	25,000,000
4	Develop, print and distribute IEC materials	12,000,000	0	15,000,000	0	0	27,000,000
5	Hold regular COVID19 institutional response	2,000,000	2,000,000	5,000,000	7,000,000	0	16,000,000
	Sub Total	54,000,000	12,000,000	47,000,000	22,000,000	0	135,000,000
1	Conduct one baseline survey	30,000,000	0	0	0	0	30,000,000
2	Conduct sectoral assessments	10,000,000	0	15,000,000	0	0	25,000,000
3	Conduct strategic plan mid-term review	0	0	10,000,000	0	0	10,000,000
4	Conduct follow-up meetings	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
5	Document and develop success and impact stories	5,000,000	5,000,000	8,000,000	8,000,000	10,000,000	36,000,000

6	Conduct end of strategic plan evaluation					20,000,000	20,000,000
7	Begin process for next strategic plan beyond 2025					8,000,000	8,000,000
	SUB TOTAL	50,000,000	22,000,000	85,000,000	13000000	43000000	213,000,000
	TOTALS						4,411,500,000
	Administrative costs 30%						1,135,650,000
	GRANT TOTAL						5,547,150,000



