

**BUHWEJU WOMEN AND CHILDREN’S RIGHTS FOUNDATION (BWCRF)**  
**STRATEGIC PLAN (2026–2030)**

**Period:** January 2026 – December 2030

**Document Reference:** BWCRF/SP/2026–2030/01

**Approved By:** Board of Directors / Executive Committee

**FOREWORD**

This Strategic Plan (2026–2030) provides the long-term direction for Buhweju Women and Children’s Rights Foundation (BWCRF) in promoting the rights, welfare, and empowerment of women, children, youth, and vulnerable communities.

The Plan outlines BWCRF’s strategic priorities, objectives, implementation approaches, and institutional strengthening measures for the period 2026–2030.

The plan is intended to guide programming, partnerships, governance, sustainability, and resource mobilization efforts while ensuring accountability and measurable impact.

**EXECUTIVE SUMMARY**

The BWCRF Strategic Plan (2026–2030) presents the organization’s roadmap for five years.

Strategic priorities focus on:

1. Women empowerment and livelihoods
2. Child protection and safeguarding
3. Health and community wellbeing
4. Education and youth empowerment
5. Governance and institutional strengthening
6. Resource mobilization and sustainability

The Strategic Plan adopts a results-based approach with measurable indicators and implementation mechanisms.

## **ORGANIZATIONAL PROFILE**

### **Organization Name**

**Buhweju Women and Children's Rights Foundation (BWCRF)**

### **Legal Status**

Community-Based Organization (CBO)

### **Area of Operation**

Buhweju District and other areas of operation as approved.

### **Target Groups**

- Women
- Children
- Youth
- Vulnerable households
- Persons with disabilities
- Community structures

## **BACKGROUND**

BWCRF was established to promote and protect the rights and welfare of women and children through community-based interventions, advocacy, empowerment, and partnerships.

The organization recognizes persistent challenges affecting women and children including:

- Gender inequality;
- Poverty;
- Child abuse and neglect;
- Limited access to services;
- Low household income;
- Health challenges;
- Youth unemployment.

This Strategic Plan provides a framework for responding to these challenges.

### 3. SITUATIONAL ANALYSIS

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"><li>• Community presence</li><li>• Dedicated leadership</li><li>• Existing governance systems</li><li>• Volunteer network</li><li>• Community trust</li></ul>	<ul style="list-style-type: none"><li>• Limited funding</li><li>• Few staff</li><li>• Emerging institutional systems</li><li>• Limited assets.</li></ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"><li>• Partnerships</li><li>• Grant opportunities</li><li>• Government collaboration</li><li>• Community participation</li></ul>	<ul style="list-style-type: none"><li>• Funding instability</li><li>• Economic changes</li><li>• Climate risks</li><li>• Staff turnover</li></ul>

### 4. VISION, MISSION AND VALUES

#### **Vision**

An empowered Buhweju District where women and children enjoy their rights and families sustain resilient livelihoods.

#### **Mission**

To advance the rights of women and children and strengthen sustainable household livelihoods in Buhweju District through community-led, rights-based, and inclusive development interventions.

#### **Core Values**

- Equity and inclusion
- Child Rights and Protection
- Women's Empowerment and Gender Equality
- Community Ownership and Participation
- Accountability and transparency
- Sustainable Livelihoods, Agriculture, and Poultry Development
- Health, Reproductive Rights, Child Health, and HIV Prevention
- Environmental Stewardship and Climate Resilience
- Safe Water, Sanitation, and Hygiene (WASH)

### 5. STRATEGIC GOAL

To strengthen the wellbeing, protection, and empowerment of women, children, and vulnerable communities while building a sustainable and resilient organization.

## **6. STRATEGIC THEMATIC AREAS**

### **Strategic Area 1: Women Empowerment and Livelihoods**

#### **Objective 1**

Improve economic empowerment and resilience of women.

Key interventions:

- Skills development;
- Village savings and loans groups;
- Entrepreneurship support;
- Financial literacy;
- Household economic strengthening.

Indicators:

- Number of women trained in entrepreneurship and livelihood skills.
- Number of women accessing livelihood support services.
- Percentage of supported women experiencing improvements in household income.

### **Strategic Area 2: Child Protection and Safeguarding**

#### **Objective 2**

Strengthen child protection systems and safeguarding.

Interventions:

- Child rights awareness
- Community safeguarding structures
- Child protection referrals
- Parenting support
- Prevention of violence.

Indicators:

- Number of children reached with child protection and welfare interventions
- Number of safeguarding cases identified, reported, and managed
- Number of child protection committees supported and strengthened

## **Strategic Area 3: Health and Community Wellbeing**

### **Objective 3**

Improve access to health and wellbeing services.

Interventions:

- Health education
- HIV/AIDS interventions
- Nutrition support
- Immunization advocacy
- Mental health awareness
- SRHR programs.

Indicators:

- Number of beneficiaries reached with health promotion interventions.
- Number of health campaigns conducted.
- Number of community dialogues held on health and well-being issues.

## **Strategic Area 4: Education and Youth Empowerment**

### **Objective 4**

Promote education and youth participation.

Interventions:

- School retention initiatives;
- Life skills training;
- Youth engagement;
- Mentorship programs;
- Digital literacy.

Indicators:

- Number of youth trained in life skills, vocational skills, leadership, or entrepreneurship.
- Number of learners supported through educational assistance programs.
- Percentage of supported learners retained in school.

## **Strategic Area 5: Governance and Institutional Strengthening**

### **Objective 5**

Strengthen organizational systems and governance.

Interventions:

- Policy development;
- Board strengthening;
- Staff capacity building;
- MEAL systems;
- Digital systems.

Indicators:

- Number of organizational policies developed, reviewed, and approved.
- Number of staff and board members trained in organizational capacity development.
- Number of governance meetings conducted in accordance with organizational requirements.

## **Strategic Area 6: Resource Mobilization and Sustainability**

### **Objective 6**

Strengthen sustainability and resource mobilization.

Interventions:

- Proposal development;
- Partnership building;
- Fundraising initiatives;
- Social enterprise development.

Indicators:

- Amount of funds mobilized to support BWCRF programs and operations.
- Number of strategic partnerships established and maintained.
- Number of funding sources diversified.

## 7. STRATEGIC OBJECTIVES MATRIX

Strategic Objective	Key Indicators	Baseline (2025)	2030 Target
Strengthen child protection and safeguarding systems to ensure the safety, rights, and well-being of children.	Number of children reached with child protection services	0	10,000 children
	Number of safeguarding cases managed according to policy	0	500 cases
	Number of child protection committees supported and strengthened	0	50 committees
2. Empower women economically and socially through skills development and livelihood support.	Number of women trained in entrepreneurship and livelihood skills	0	3,000 women
	Number of women accessing livelihood support services	0	2,000 women
	Percentage of supported women reporting increased household income	0%	80%
3. Improve community health and well-being through health promotion, awareness, and community engagement.	Number of beneficiaries reached with health interventions	0	20,000 beneficiaries
	Number of health campaigns conducted	0	60 campaigns
	Number of community dialogues held on health and well-being	0	120 dialogues
4. Enhance access to quality education and	Number of youth trained in life skills, leadership, digital	0	5,000 youth

youth development opportunities.	literacy, or entrepreneurship		
	Number of learners supported through educational assistance	0	2,500 learners
	Percentage of supported learners retained in school	0%	90%
5. Strengthen organizational governance, systems, and institutional capacity.	Number of organizational policies developed, reviewed, and approved	0	15 policies
	Number of staff and board members trained	0	100 personnel
	Number of governance meetings conducted	0	60 meetings
6. Strengthen resource mobilization, partnerships, and organizational sustainability.	Amount of funds mobilized	UGX 0	UGX 1 billion
	Number of strategic partnerships established and maintained	0	30 partnerships
	Number of funding sources diversified	0	10 funding sources

## Summary of 2030 Strategic Targets

Strategic Area	2030 Target
Children reached	10,000
Safeguarding cases managed	500
Child protection committees supported	50
Women trained	3,000
Women receiving livelihood support	2,000
Health beneficiaries reached	20,000
Health campaigns conducted	60
Community dialogues held	120
Youth trained	5,000
Learners supported	2,500

## 8. IMPLEMENTATION ARRANGEMENTS

### General Assembly

Responsibilities:

- Strategic oversight;
- Policy approval.

### Board / Executive Committee

Responsibilities:

- Governance oversight;
- Resource mobilization.

### Executive Director

Responsibilities:

- Coordination;
- Strategic implementation.

### Staff and Volunteers

Responsibilities:

- Program delivery;
- Reporting.

## **9. PARTNERSHIP STRATEGY**

BWCRF shall collaborate with:

Government:

- District Local Government
- Community Development Office
- Health facilities
- Schools.

Civil society:

- NGOs
- Networks
- CBOs

Private sector:

- Banks
- Businesses
- CSR partners

Communities:

- Local leader
- Women groups
- Youth groups

## **10. RESOURCE MOBILIZATION STRATEGY**

Funding sources:

Internal:

- Membership fees
- Fundraising
- Donations
- Social enterprises

External:

- Grants
- Donors
- Partnerships
- Government programs

Target:

Increase internally generated resources to **30% by 2030**.

## **11. RISK ANALYSIS**

<b>Risk</b>	<b>Mitigation</b>
Donor dependency	Diversify funding
Staff turnover	Capacity building
Economic shocks	Partnerships
Safeguarding incidents	Safeguarding systems
Climate risks	Resilience measures

## **12. MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING (MEAL)**

BWCRF shall conduct:

- Monthly monitoring
- Quarterly reviews
- Annual assessments
- Mid-term review (2028)
- End-term evaluation (2030)

Performance reports shall be prepared regularly.

## **13. COMMUNICATION AND VISIBILITY**

BWCRF shall strengthen:

- Website
- Social media
- Community engagement

- Documentation
- Visibility materials

#### 14. BUDGET FRAMEWORK

Strategic Area	% Allocation	Estimated 5-Year Budget (UGX)
Child Protection & Safeguarding	20%	200,000,000
Women Empowerment & Livelihoods	20%	200,000,000
Health & Community Well-being	15%	150,000,000
Education & Youth Development	20%	200,000,000
Governance & Institutional Capacity	10%	100,000,000
Resource Mobilization & Partnerships	10%	100,000,000
Monitoring, Evaluation & Learning (MEL)	5%	50,000,000
<b>TOTAL</b>	<b>100%</b>	<b>1,000,000,000 UGX</b>

#### Detailed Budget Framework by Strategic Area

Strategic Area	Budget Lines
<b>Child Protection &amp; Safeguarding</b> <ul style="list-style-type: none"> <li>• Child protection awareness campaigns</li> <li>• Case management and referral systems</li> <li>• Training of child protection committees</li> <li>• Community outreach activities</li> <li>• Safeguarding materials and IEC tools</li> </ul>	<ul style="list-style-type: none"> <li>• Training costs</li> <li>• Community outreach</li> <li>• Transport &amp; field activities</li> <li>• IEC materials</li> <li>• Case management support</li> </ul>
<b>Women Empowerment &amp; Livelihoods</b> <ul style="list-style-type: none"> <li>• Skills training (vocational, entrepreneurship)</li> <li>• Savings groups (VSLA) support</li> <li>• Startup kits and seed funding</li> </ul>	<ul style="list-style-type: none"> <li>• Training facilitation</li> <li>• Startup capital support</li> <li>• Materials and tools</li> <li>• Field supervision</li> <li>• Mentorship programs</li> </ul>

<ul style="list-style-type: none"> <li>• Financial literacy programs</li> <li>• Mentorship and business coaching</li> </ul>	
<p><b>Health &amp; Community Well-being</b></p> <ul style="list-style-type: none"> <li>• Health awareness campaigns (HIV, malaria, nutrition)</li> <li>• Community dialogues and outreach</li> <li>• Health screening activities</li> <li>• IEC material production</li> <li>• Referral support systems</li> </ul>	<ul style="list-style-type: none"> <li>• Campaign logistics</li> <li>• Health outreach costs</li> <li>• Community meetings</li> <li>• Printing IEC materials</li> <li>• Transport</li> </ul>
<p><b>Education &amp; Youth Development</b></p> <ul style="list-style-type: none"> <li>• Scholarships and school support</li> <li>• Youth life skills training</li> <li>• Mentorship programs</li> <li>• School retention initiatives</li> <li>• School supplies and materials</li> </ul>	<ul style="list-style-type: none"> <li>• Education support grants</li> <li>• Training workshops</li> <li>• School materials</li> <li>• Mentorship activities</li> <li>• Youth outreach</li> </ul>
<p><b>Governance &amp; Institutional Capacity</b></p> <ul style="list-style-type: none"> <li>• Board and staff training</li> <li>• Policy development and review</li> <li>• Governance meetings</li> <li>• Organizational audits</li> <li>• HR development</li> </ul>	<ul style="list-style-type: none"> <li>• Training costs</li> <li>• Meeting allowances</li> <li>• Policy development</li> <li>• Audit fees</li> <li>• Administration</li> </ul>
<p><b>Resource Mobilization &amp; Partnerships</b></p> <ul style="list-style-type: none"> <li>• Proposal writing and donor engagement</li> <li>• Partnership development meetings</li> <li>• Branding and visibility</li> <li>• Fundraising events</li> <li>• Communication materials</li> </ul>	<ul style="list-style-type: none"> <li>• Proposal development</li> <li>• Travel &amp; meetings</li> <li>• Marketing &amp; branding</li> <li>• Events</li> <li>• Communication</li> </ul>
<p><b>Monitoring, Evaluation &amp; Learning (MEL)</b></p> <ul style="list-style-type: none"> <li>• Data collection and analysis</li> <li>• Baseline and endline surveys</li> <li>• Field monitoring visits</li> <li>• Reporting and documentation</li> <li>• Learning workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys and assessments</li> <li>• Data tools and systems</li> <li>• Monitoring visits</li> <li>• Reporting costs</li> <li>• Evaluation consultants</li> </ul>

## Annual Budget Distribution

Year	Budget (UGX)
2025	150,000,000
2026	180,000,000
2027	200,000,000
2028	220,000,000
2029	250,000,000
2030	0 (closing evaluation year or continuation planning)

## 15. PLAN REVIEW

This Strategic Plan shall be reviewed:

- Mid-term: 2028
- Final review: 2030

## APPROVAL AND ADOPTION

This Strategic Plan (2026–2030) was reviewed and approved by the Board/Executive Committee of BWCRF at a meeting held on 1<sup>st</sup> April 2026 and takes effect from 2<sup>nd</sup> May 2026.

Name	Position	Signature	Date
Dr. Edyedu Isaac	Chairperson	edyedu	1 <sup>st</sup> April 2026
Nambooze Jesca	Secretary	nambooze	1 <sup>st</sup> April 2026
Ssejjengo Kennedy	Executive Director	ssejjengo	1 <sup>st</sup> April 2026

**Resolution No.: BWCRF/SP/2026–2030/01**