BRHO

BUILD RESILIENCE HUMANITARIAN ORGANIZATION

ORGANIZATIONAL STRATEGY

2026-2031

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BRHO

BUILD RESILIENCE HUMANITARIAN ORGANIZATION

STRATEGIC PLAN

2026–2031

Building Resilience. Restoring Hope.

Six-Year Institutional and Programme Strategy
1 January 2026 – 31 December 2031

Prepared for: Board of Trustees, Management, Staff, Partners and Stakeholders
Head Office: Maiduguri, Borno State, Nigeria
Website: www.brho.org

FIVE-PILLAR APPROACH

Education & Capacity Building | Site Management & Settlement | Health & Well-Being
Protection & Rights | Environment & Disaster Response

Document Control

Item	Details
Organization	Build Resilience Humanitarian Organization (BRHO)
Document	Institutional Strategic Plan 2026–2031
Strategic period	1 January 2026 – 31 December 2031 (six calendar years)
Status	Draft for management and Board review and approval
Approval authority	Board of Trustees
Implementation lead	Executive Director and Senior Management
Primary users	Board, management, staff, volunteers, communities, partners and donors
Review cycle	Annual reviews; mid-term review in 2028/2029; final evaluation in 2031
Institutional motto	Building Resilience. Restoring Hope.

Planning note: 2026–2031 covers six calendar years. The plan therefore uses a six-year implementation horizon, with annual operational plans and budgets. Numerical targets in this document are proposed management directions, not verified achievements; they must be confirmed through a 2026 baseline and Board approval.

Foreword

BRHO enters the 2026–2031 period with a clear humanitarian purpose: protecting human dignity, alleviating suffering and building resilience among people affected by conflict, displacement, disasters and poverty. This Strategic Plan provides a common direction for programme quality, institutional development, partnerships, resource mobilisation and accountability.

The strategy builds on BRHO's five-pillar approach and its community-driven, rights-based and inclusive identity. It recognizes that effective humanitarian action requires both timely assistance and longer-term investment in the capacities, systems and opportunities that allow communities to recover and thrive.

The plan is intended to guide decisions rather than replace context-specific project design. Annual operational plans will translate the strategic objectives into costed activities, assigned responsibilities, measurable indicators and realistic targets based on needs, security, funding and organisational capacity.

1. Executive Summary

Build Resilience Humanitarian Organization (BRHO) is a non-profit, non-political and non-religious humanitarian and development organisation. BRHO's public website describes its mission as protecting human dignity, alleviating suffering and building resilience through impartial and inclusive humanitarian assistance to vulnerable populations affected by conflict, displacement and disasters. Its vision is a safe and just society where all people live with dignity, security and equal opportunities to rebuild resilient lives.

The 2026–2031 Strategic Plan sets out a six-year direction for strengthening BRHO as a locally rooted, accountable, technically capable and financially sustainable organisation. It links life-saving humanitarian action with protection, community-led settlement management, education, health and well-being, environmental resilience and livelihoods.

The plan has two mutually reinforcing layers: (1) five programme pillars that organise BRHO's work with communities; and (2) institutional priorities that strengthen the systems needed to deliver that work safely and effectively. The five programme titles remain unchanged: Education & Capacity Building; Site Management & Settlement; Health & Well-Being; Protection & Rights; and Environment & Disaster Response.

Within Pillar 02, BRHO will strengthen Area-Based Approaches and SLSC-aligned practice through settlement mapping, inclusive community governance, service coordination and referrals, reception-centre and mobile settlement management, safe and accessible infrastructure, community feedback, maintenance and durable-solutions linkages. SLSC terminology and tools should be applied in accordance with the relevant coordination architecture and guidance.

Within Pillar 04, BRHO will include Rights Awareness, Legal Information & Access to Justice as a BRHO programme activity. This may cover rights awareness, general legal information, administrative guidance, civil documentation pathways, HLP information and referrals to qualified legal service providers. The label does not by itself establish a distinct technical service; any legal advice or representation must be delivered by qualified providers in line with applicable law and agreed referral arrangements.

The strategy's overall goal is to strengthen BRHO as a resilient, accountable, locally rooted and sustainable humanitarian and development organisation delivering high-quality, inclusive and evidence-based interventions that protect lives, restore dignity and strengthen community resilience.

Implementation will be phased: establish and validate the foundations in 2026; consolidate systems and partnerships in 2027; review and scale what works in 2028; deepen sustainable programming and influence in 2029; strengthen continuity and evidence in 2030; and evaluate impact and prepare the 2032–2037 strategic cycle in 2031.

2. Organisational Identity

2.1 Vision

A safe and just society where all people live with dignity, security and equal opportunities to rebuild resilient lives.

2.2 Mission

To protect human dignity, alleviate suffering, and build resilience by providing impartial and inclusive humanitarian assistance to vulnerable populations affected by conflict, displacement, and disasters.

2.3 Strategic Motto

Building Resilience. Restoring Hope.

2.4 Core Values

Value	Meaning in practice
Humanity	Place the dignity, safety and well-being of affected people at the centre of decisions.
Neutrality	Do not take sides in hostilities or political, religious or other disputes.
Independence	Make humanitarian decisions based on needs and principles, free from inappropriate political or military influence.
Accountability	Be transparent, listen to communities, manage resources responsibly and act on feedback.
Inclusivity	Promote equitable access and meaningful participation, including for women, girls, children, older people and persons with disabilities.
Resilience	Support people and systems to anticipate, withstand, recover from and adapt to shocks.

2.5 Mandate and strategic positioning

BRHO's mandate is to provide timely, impartial and inclusive humanitarian assistance that saves lives, protects rights and strengthens resilience. Its programme identity connects emergency response, protection, community leadership, education, health, settlement support, livelihoods and environmental action. The organisation will grow in a phased and responsible way, based on demonstrated need, community acceptance, technical competence, security, permissions, partnership and available funding.

3. Strategic Context and Situation Analysis

BRHO works in contexts affected by conflict, displacement, poverty, limited access to essential services, livelihood insecurity and environmental pressure. These challenges often overlap: displacement can disrupt education, livelihoods, documentation, housing security, health access and community networks, while climate shocks can intensify existing vulnerabilities.

BRHO's existing strategy document identifies limited and unpredictable funding, growing needs that may exceed capacity, the need for stronger organisational systems, and the importance of improved evidence, partnerships and digital systems. These issues remain central considerations for the 2026–2031 period.

3.1 Strategic implications

- Protect programme quality and community accountability while growing the portfolio.
- Prioritise integrated interventions based on assessed needs, risk, access and available resources.
- Strengthen governance, finance, procurement, HR, safeguarding, security, compliance and MEAL systems.
- Diversify funding and improve the quality, predictability and flexibility of resources.
- Invest in technical staff, community facilitators, local partners and leadership development.
- Use reliable data, community feedback and learning to guide programme decisions.
- Integrate gender equality, disability inclusion, child safeguarding, conflict sensitivity, PSEA and environmental sustainability across all pillars.
- Expand geographically only when operational readiness, permissions, security, partnerships and funding are confirmed.

3.2 SWOT analysis

Strengths	Constraints / weaknesses
Clear humanitarian mission and values; five-pillar framework; community-level experience; programme work in protection, site management and community engagement; existing partner relationships.	Funding limitations and unpredictability; need for continued system strengthening; possible capacity gaps as needs grow; need to improve flexible funding, technical capacity, evidence and knowledge management.
Opportunities	Threats
Localisation and consortium opportunities; institutional donor and pooled-fund calls; digital data and GIS; climate resilience and livelihoods; philanthropy, private-sector support and research partnerships.	Insecurity and access restrictions; donor competition and funding volatility; inflation and rising costs; increasing humanitarian needs; compliance, safeguarding and reputational risks; climate and disaster shocks.

3.3 Stakeholders

Stakeholder	Engagement approach
Affected communities and rights holders	Co-design, accessible information, community committees, feedback and complaints, participation in monitoring and decisions.
Board of Trustees	Strategic oversight, risk review, financial stewardship, policy approval and annual performance review.
Staff and volunteers	Induction, supervision, staff care, training, performance management and safe working arrangements.
Donors and foundations	Evidence-based proposals, realistic budgets, timely reporting, compliance and transparent communication.
UN agencies, clusters/sectors and coordination groups	Technical engagement, information sharing, referral coordination and alignment with agreed standards and coordination guidance.
INGOs, NNGOs and civil society	Joint design, consortiums, technical exchange, referral agreements and mutual capacity strengthening.
Government and traditional/community authorities	Constructive engagement, service linkages, permissions, community dialogue and coordination within respective mandates.
Universities, research institutions and private sector	Research, innovation, skills, technical assistance, responsible corporate support and market linkages.

4. Theory of Change

If BRHO strengthens its governance, people, systems, funding, partnerships, programme quality, safeguarding, community accountability, evidence and learning and if affected communities meaningfully influence the design and delivery of assistance then BRHO will be better able to deliver relevant, inclusive and high-quality interventions that protect lives, improve access to services, uphold rights and strengthen resilience.

If the five pillars are implemented in an integrated manner, with Pillar 02 supporting area-based settlement coordination and Pillar 04 strengthening protection and rights, then displaced people, returnees and host communities can experience more coordinated services, safer and more dignified living conditions, improved access to learning and well-being, stronger protection pathways and increased ability to recover from shocks.

This contribution depends on access, funding, community acceptance, partner performance, security, government services and wider humanitarian conditions. BRHO will therefore monitor both its direct outputs and the assumptions that affect outcomes.

5. Strategic Goal and Institutional Priorities

5.1 Overall strategic goal

To strengthen BRHO as a resilient, accountable, locally rooted and sustainable humanitarian and development organisation delivering high-quality, inclusive and evidence-based interventions that protect lives, restore dignity and strengthen community resilience.

5.2 Seven institutional strategic priorities

Priority	Objective
1. High-Quality Humanitarian and Development Programming	Improve programme relevance, quality, integration, effectiveness and sustainability.
2. Protection, Rights and Community Accountability	Strengthen protection systems, rights awareness, safe referrals, safeguarding and meaningful accountability to affected people.
3. Institutional Strengthening and Organisational Development	Build strong governance, policies, systems, people and organisational capacity.
4. Resource Mobilisation and Financial Sustainability	Diversify funding and improve financial predictability, compliance and institutional continuity.
5. Partnerships, Localisation and Network Development	Build strategic partnerships and strengthen locally led action and consortium readiness.
6. Innovation, Digital Transformation, Research and Learning	Use evidence, appropriate technology and learning to improve decisions and demonstrate impact.
7. Climate Resilience, Environment and Sustainable Livelihoods	Strengthen resilience to environmental, climate and economic shocks.

6. Programme Framework: The Five Pillars

The five pillars are BRHO's programme architecture. They are interlinked rather than stand-alone: settlement coordination can identify service gaps; protection can mitigate risks; health and education services can support well-being and recovery; and environmental and livelihood action can strengthen resilience.

Pillar 01 — Education & Capacity Building

Purpose: Improve access to safe, inclusive learning, practical skills and community capacity for children, young people and adults affected by crisis.

- Construction, rehabilitation and support to Temporary Learning Centres (TLCs), subject to technical standards and approvals.
- Digital learning and digital inclusion, including safe access to learning tools.
- Vocational, employability and entrepreneurship skills linked to market assessments.
- Adult literacy, foundational learning and non-formal learning opportunities.
- Life skills, community awareness and learning on rights, health, safety and disaster preparedness.
- Capacity building for community leaders, volunteers, committees, teachers and facilitators.
- Referral and linkage to formal education, child protection and specialised services.

Pillar 02 — Site Management & Settlement

Purpose: Support safe, dignified, inclusive and well-managed displacement-affected settlements through community-led site management, area-based coordination, service mapping and settlement improvement.

- Area-Based Approach (ABA) and SLSC-aligned coordination, according to relevant coordination guidance.
- Mobile camp and settlement management, including informal sites and out-of-camp settings where appropriate.
- Reception Centre Management: information, registration support, orientation, referrals, feedback, coordination and safe onward movement in line with applicable protocols.
- Community-led projects and inclusive settlement committees with transparent roles and participation.
- Shelter, non-food items (NFIs) and basic infrastructure support, subject to needs assessments, technical standards and available resources.
- Service mapping, service-gap analysis, coordination meetings, referral directories and follow-up with providers.
- Community governance, participation, accessible communication, complaints and feedback mechanisms.
- Settlement improvement and maintenance, including community-prioritised small-scale improvements and links to responsible service providers.
- Inclusive, accessible and safer settlements, including identification of lighting, pathways, WASH, drainage and other environmental or protection risks.
- Durable-solutions linkages, social cohesion and community self-reliance, respecting voluntariness, safety, dignity and informed choice.

Pillar 03 — Health & Well-Being

Purpose: Improve access to health-promoting environments, WASH, hygiene, nutrition information, community health education and appropriate referrals.

- Safe water, sanitation and hygiene promotion for disease prevention.
- Hygiene education and community health awareness.
- WASH facilities in health-care and displacement settings, with appropriate technical and maintenance arrangements.
- Food security and nutrition support, including screening/referral only where trained staff and authorised protocols are available.
- Maternal, newborn and child health awareness and referrals to qualified providers.
- Mental health and psychosocial support (MHPSS) appropriate to staff competence and referral pathways.
- Disease outbreak prevention, risk communication and community health education.
- Accessible health information and referrals for people facing barriers to services.

Pillar 04 — Protection & Rights

Purpose: Prevent and mitigate protection risks, support safe referrals, promote rights and strengthen access to appropriate services for vulnerable and crisis-affected people.

- Peacebuilding, conflict sensitivity and community mediation where safe and appropriate.
- Protection monitoring and community-based protection.
- Protection case management and Individual Protection Assistance (IPA), using approved procedures and qualified personnel.
- Rights Awareness, Legal Information & Access to Justice: general legal information, rights awareness, administrative guidance and referral to qualified legal service providers.
- Housing, Land and Property (HLP) awareness and referrals, including documentation of concerns and safe pathways for specialised support.
- Civil documentation information and referrals to relevant authorities and qualified providers.
- Migration governance, safe migration awareness and counter-trafficking support.
- Gender-Based Violence (GBV), child protection and other specialised risks: safe, survivor-centred referrals and support within approved technical capacity.
- Safeguarding, PSEA, confidentiality, informed consent and accessible complaints and reporting pathways.
- Community self-protection, early warning, risk analysis and protection mainstreaming across all pillars.

Pillar 05 — Environment & Disaster Response

Purpose: Strengthen community preparedness and response to disasters, climate shocks and environmental degradation while supporting recovery and sustainable resource use.

- Flood and fire preparedness, response planning and community drills.
- Disaster Risk Reduction (DRR) education, early warning and locally appropriate preparedness systems.
- Climate change adaptation and community resilience planning.
- Environmental rehabilitation and restoration, including tree planting where ecologically appropriate.
- Waste management, community clean-up and safe environmental practices.
- Drainage, erosion and settlement-level environmental risk reduction, coordinated with responsible authorities.
- Natural resource conservation and community environmental awareness.
- Links to green livelihoods and climate-resilient agriculture through appropriate technical and market partnerships.

6.1 Pillar integration rules

- Each activity must have one accountable lead pillar, with supporting pillars identified in the project design.
- Protection, gender, disability inclusion, safeguarding, PSEA, conflict sensitivity, community accountability and environmental sustainability are cross-cutting commitments.
- Referrals must use current service mapping, informed consent, confidentiality and follow-up proportionate to risk.
- Do not promise specialised services, infrastructure or legal representation unless qualified staff, partners, permissions and resources are in place.
- Use community feedback and monitoring to adapt services and avoid duplication with other actors.

7. Cross-Cutting Commitments

Commitment	Minimum organisational standard
Gender equality and inclusion	Assess barriers and risks; support meaningful participation of women and girls; engage men and boys constructively; monitor equitable access.
Disability inclusion	Make information, consultation, facilities and feedback accessible; identify and address participation barriers.
Child safeguarding	Use safe recruitment, codes of conduct, risk assessment, reporting and referral procedures.
PSEA and safeguarding	Maintain zero tolerance for sexual exploitation and abuse; train staff and partners; provide safe and confidential reporting channels.
Accountability to Affected Populations (AAP)	Provide timely information, accessible complaints and feedback channels, response tracking and feedback closure.
Protection mainstreaming	Analyse safety, dignity, access, participation and accountability risks in all projects.
Conflict sensitivity	Analyse local dynamics and avoid reinforcing tensions, exclusion or harmful power relations.
Data protection	Collect only necessary data, restrict access, protect sensitive records and apply retention and deletion procedures.
Environmental sustainability	Assess environmental risks and minimise avoidable harm in activities, procurement and operations.

8. Geographic and Operational Strategy

BRHO's public website identifies work in Nigeria and describes broader regional engagement, including Sudan and Chad, while different website pages vary in how they describe operational status. For this reason, the plan treats Nigeria as the core planning geography and any cross-border expansion as conditional on confirmed registration or permissions, security, access, funding, partners and organisational readiness.

8.1 Geographic principles

- Consolidate work in Borno, Adamawa and Yobe where community relationships, needs, technical capacity and funding support implementation.
- Consider selected Northwest locations, including Sokoto, Kebbi and Zamfara, when a documented assessment and readiness review justify entry or expansion.
- Prioritise local government areas and communities based on assessed needs, protection risks, service gaps, access, community acceptance, partner presence and available resources.
- Where Sudan or Chad activities are considered, complete country-specific legal, security, partnership, staffing, financial and safeguarding readiness checks before committing to implementation.
- Do not expand merely to increase geographic coverage; expansion must maintain programme quality and duty of care.

8.2 Area-based selection criteria

Criterion	Questions for decision-makers
Humanitarian need	Are there verified needs, unmet service gaps and affected groups that BRHO can reasonably support?
Community acceptance	Have communities and relevant stakeholders been consulted, including marginalised groups?
Safety and access	Can staff, volunteers and partners operate with acceptable risk and contingency arrangements?
Technical capacity	Does BRHO have the competencies, partners and systems required for the proposed services?
Coordination	Can activities complement existing services and align with relevant coordination mechanisms?
Financial viability	Is funding sufficient for direct activities, support costs, monitoring, safeguarding and close-out?

Sustainability	Is there a realistic maintenance, referral, transition or exit approach?

9. Institutional Strategic Priorities and Action Plans

Priority 1 — High-Quality Humanitarian and Development Programming

Objective: Improve programme relevance, quality, integration, effectiveness and sustainability.

- Use context analysis, participatory needs assessments and stakeholder mapping before programme design.
- Standardise project-cycle management, technical review, risk analysis, procurement planning and close-out.
- Require project MEAL plans, indicator definitions, data-quality checks and learning reviews.
- Integrate the five pillars where needs and funding justify it, with clear lead and support roles.
- Improve donor reporting, documentation, case studies and ethical evidence collection.
- Use community feedback and monitoring data to adapt implementation.

Priority 2 — Protection, Rights and Community Accountability

Objective: Strengthen protection systems and promote the rights, dignity and safety of vulnerable populations.

- Strengthen protection monitoring, safe case management, referral pathways and follow-up.
- Develop BRHO's Rights Awareness, Legal Information & Access to Justice activity with defined boundaries, qualified referral partners and clear service information.
- Strengthen HLP, civil documentation, migration/counter-trafficking, child protection and GBV risk mitigation within technical capacity.
- Mainstream safeguarding and PSEA across all programmes and partners.
- Maintain accessible complaints and feedback channels, track responses and report back to communities.
- Train staff and volunteers on confidentiality, informed consent, safe referrals, data protection and do-no-harm.

Priority 3 — Institutional Strengthening and Organisational Development

Objective: Build strong governance, systems, people and organisational capacity.

- Review policies and procedures against current legal requirements, donor obligations and operational risks.
- Strengthen Board oversight, delegation of authority, conflict-of-interest controls and management reporting.
- Improve finance, procurement, HR, logistics, security, compliance and asset-management systems.
- Conduct annual organisational risk reviews and maintain a live risk register.
- Introduce staff competency frameworks, performance management, succession planning and annual learning plans.
- Strengthen staff welfare, duty of care, safeguarding and volunteer management.

Priority 4 — Resource Mobilisation and Financial Sustainability

Objective: Diversify funding and improve predictability, flexibility, compliance and continuity.

- Maintain a rolling donor map, funding calendar and proposal pipeline linked to the five pillars and institutional priorities.
- Develop high-quality concept notes, proposals, budgets, budget narratives and monitoring frameworks.
- Build consortium and co-financing opportunities with clear roles, cost recovery and risk-sharing.
- Engage UN agencies, pooled funds, institutional donors, foundations, private-sector partners and philanthropy where eligibility and strategic fit are confirmed.
- Develop local giving, individual contributions, corporate social responsibility and carefully governed crowdfunding.
- Improve grant compliance, partner due diligence, timely reporting, cash-flow forecasting and financial analysis.
- Seek unrestricted or flexible funding where feasible and maintain reserves only under a Board-approved policy.

Priority 5 — Partnerships, Localisation and Network Development

Objective: Build strategic partnerships and strengthen locally led action.

- Maintain an annual partnership map and engagement plan.
- Strengthen participation in relevant clusters, sectors, working groups and local coordination structures.
- Develop consortium readiness documents, capability statements, due diligence packs and partnership SOPs.
- Promote joint programme design, mutual accountability, capacity sharing and appropriate local procurement.
- Establish written referral agreements and service directories where needed.
- Develop academic and research partnerships to strengthen evidence and innovation.

Priority 6 — Innovation, Digital Transformation, Research and Learning

Objective: Use evidence, appropriate technology and learning to improve decisions and demonstrate impact.

- Expand secure digital data collection, dashboards and standardised reporting.
- Strengthen GIS and settlement/service mapping where it improves operational decisions.
- Introduce controlled electronic document management and a central knowledge repository.
- Improve digital finance, grant tracking, asset registers and compliance calendars.
- Produce learning briefs, case studies, research outputs and policy notes based on verified evidence.
- Use AI and automation only where approved, proportionate and protected by privacy, security and accountability safeguards.
- Maintain data minimisation, access controls, backups, retention schedules and incident response.

Priority 7 — Climate Resilience, Environment and Sustainable Livelihoods

Objective: Strengthen community resilience to environmental, climate and economic shocks.

- Integrate climate and environmental risk analysis into relevant programme designs.
- Strengthen community preparedness, early warning and flood/fire response.
- Support environmental rehabilitation, waste management and resource conservation.
- Link vocational training and livelihoods to market assessments and realistic income opportunities.
- Explore climate-resilient agriculture, small enterprise development and women/youth economic participation with competent partners.
- Monitor livelihood sustainability and avoid providing grants or assets without risk assessment, follow-up and accountability.

10. Six-Year Implementation Roadmap

Year	Strategic theme	Priority actions and milestones
2026	Build and validate the foundation	Board approval; baseline and organisational capacity assessment; update priority policies; map donor pipeline and partners; validate five-pillar indicators; strengthen safeguarding, feedback, finance, procurement and MEAL systems; define Pillar 02 SLSC-aligned operating procedures.
2027	Consolidate and expand responsibly	Implement annual pillar workplans; strengthen technical training; deepen local coordination and referral agreements; improve digital reporting; develop multi-year and consortium proposals; review geographic priorities and readiness.
2028	Review and scale what works	Conduct formal mid-term review; assess outcome evidence and community feedback; scale successful models only where funding and capacity allow; strengthen research and learning; adjust targets and budgets.
2029	Sustain and influence	Strengthen strategic partnerships, advocacy and evidence products; increase flexible

		funding efforts; improve local resource mobilisation; deepen climate and livelihood integration; prepare succession and continuity plans.
2030	Demonstrate results and institutional maturity	Assess programme outcomes and organisational performance; strengthen financial sustainability and partner accountability; document replicable approaches; conduct readiness review for next strategy cycle.
2031	Evaluate, consolidate and plan next cycle	Conduct final evaluation; validate results with communities and partners; complete institutional capacity and financial review; document lessons and unresolved risks; develop and approve the 2032–2037 strategy.

The annual roadmap is a management framework. Annual workplans must include costed activities, responsible officers, funding status, quarterly timelines, indicators, risk mitigations and learning questions.

11. Results Framework and Proposed Indicators

The indicators below are proposed for strategic management. BRHO should establish 2026 baselines and approve realistic annual and 2031 targets. Do not report proposed targets as achieved results or adopt numeric targets that exceed funding, staffing or operational capacity.

Result area	Proposed indicator	Baseline / target-setting approach
Programme quality	Percentage of active projects with approved MEAL plans, risk analysis, technical review and documented learning review.	Baseline in 2026; progressively improve, with a management ambition of all active projects meeting minimum requirements by 2031.
Community reach	Number of people reached, disaggregated by sex, age, disability and location where safe and feasible.	Use verified project records; set annual targets by funded project and avoid double counting.
Pillar 02 / settlement	Number of supported settlements with updated service maps, inclusive committees, community action plans and functional feedback mechanisms.	Establish baseline by supported settlement; targets based on funded coverage and coordination requirements.
Service coordination	Number and proportion of identified service gaps referred, resolved or followed up with providers.	Define resolution categories and follow-up rules; establish baseline in 2026.
Protection and rights	Number of people receiving protection services, rights information or referrals; percentage of high-risk referrals followed up safely.	Use confidential, disaggregated records; avoid counting awareness contacts as specialised legal services.
AAP	Percentage of projects with accessible complaints/feedback channels and documented response tracking.	Baseline in 2026; target full coverage of active projects by 2031, subject to feasibility and safety.
Safeguarding/PSEA	Percentage of staff and volunteers completing induction and refresher training; availability of safe reporting channels.	Set baseline and annual training plan; monitor quality, not attendance alone.
Education	Number of learners accessing supported learning opportunities and proportion completing planned learning cycles where measurable.	Set by project, age group, sex, disability and learning modality.
Health and well-being	Number of people reached through WASH, hygiene, nutrition information and health referral activities.	Define unique reach and avoid double counting across services.
Environment/DRR	Number of communities with preparedness plans or completed community-prioritised environmental risk-reduction actions.	Baseline by target community; track functionality and maintenance.
Staff capacity	Percentage of staff with role profiles, annual performance reviews and development plans.	Establish HR baseline; set annual improvement milestones.
Financial sustainability	Number and diversity of funding sources; proposal success rate; share of income from flexible funding where measurable.	Establish 2026 financial baseline; Board approves annual diversification targets.

Partnerships	Number of active strategic partnerships and consortium arrangements with documented roles and reviews.	Map current partnerships; assess quality, not just quantity.
Digital/data quality	Percentage of projects submitting complete and timely data; number of documented data-quality checks.	Set definitions and baseline in 2026; review quarterly.
Learning and evidence	Number of learning products or evaluations produced and used in programme decisions.	Set realistic annual target and record examples of management action.

12. Monitoring, Evaluation, Accountability and Learning (MEAL)

BRHO will establish a Strategic Plan Performance Management System linked to project-level MEAL plans. Monitoring will track implementation, outputs, risks and indicators; evaluation will assess relevance, effectiveness, outcomes, sustainability and contribution. Community feedback will be treated as evidence for adaptation, not only as a compliance requirement.

12.1 Monitoring schedule

Frequency	Minimum review
Monthly	Project progress, expenditure, risks, staffing, procurement, complaints status and reporting deadlines.
Quarterly	Pillar and institutional dashboard; data quality; donor pipeline; risk register; referral and service-gap trends; corrective actions.
Annually	Strategic performance review, community feedback synthesis, financial and institutional performance, updated operational plan and budget.
2028/2029	Formal mid-term review to test relevance, progress, context, resources and organisational capacity; Board-approved adjustments.
2031	Final evaluation, lessons learned, sustainability review and development of the 2032–2037 strategy.

12.2 Annual review questions

- What did BRHO plan and what was achieved?
- Which groups were reached or left behind, and why?
- What did communities say through feedback, complaints and participation?
- What evidence supports the reported results?
- What changed in the context, funding, access or risks?
- What was not achieved and what explains the variance?
- What should be adapted, stopped, continued or scaled in the next year?

12.3 Data quality and ethical practice

- Define indicators, calculation methods, sources, frequency and responsibilities.
- Verify records and avoid double counting across projects or services.
- Disaggregate data where safe and relevant; protect identities and sensitive protection information.
- Obtain informed consent for interviews, photographs, stories and data sharing where required.
- Maintain secure access controls, retention and deletion procedures.
- Record management decisions arising from monitoring and learning reviews.

13. Governance, Management and Accountability

The Board of Trustees provides strategic oversight and approves the plan, key policies, risk appetite and major strategic adjustments. The Executive Director and Senior Management are responsible for implementation, resource allocation, performance monitoring and timely reporting. Programme and support functions translate the strategy into annual plans and workplans.

Function	Strategic responsibilities
Board of Trustees	Approve strategy and annual review; oversee risk, finance, compliance, safeguarding and organisational performance; review major deviations.
Executive Director / Senior Management	Lead implementation; assign accountabilities; approve annual workplans within delegated authority; monitor performance and address underperformance.
Programme and technical teams	Deliver pillar activities; maintain technical quality; coordinate with communities and partners; manage referrals and risks.
MEAL / Information Management	Maintain indicator reference sheets, data quality checks, dashboards, evaluations and learning products.
Finance / Operations / HR / Procurement	Ensure budget control, procurement integrity, staffing, asset management, logistics, compliance and duty of care.
Partnerships / Communications	Manage donor pipeline, partnership relationships, visibility, reporting and ethical storytelling.
Community structures	Support inclusive planning, feedback, service prioritisation and monitoring without replacing the duties of public authorities or specialised providers.

13.1 Minimum governance controls

- Annual Board strategic review and documented decisions.
- Clear delegation of authority and segregation of duties.
- Conflict-of-interest declarations and transparent procurement processes.
- Anti-fraud, whistleblowing and safeguarding reporting channels.
- Regular financial and budget-variance reporting.
- Documented partner due diligence, written agreements and risk reviews.
- Incident reporting, security management and staff duty-of-care procedures.

14. Resource Mobilisation and Financial Sustainability

BRHO will pursue funding that aligns with its mission, technical capacity and five pillars. The goal is not simply to increase the volume of funding but to improve predictability, quality, flexibility, compliance and continuity.

Funding stream	Approach
Institutional donors	Maintain donor mapping, funding calendar, proposal pipeline, compliance checks and relationship management.
UN agencies and pooled funds	Engage through relevant coordination structures, due diligence, technical positioning and eligible proposals.
INGO partnerships	Pursue joint design, sub-implementation, consortium roles and mutual capacity strengthening with clear budgets and responsibilities.
Foundations and philanthropy	Develop focused proposals for protection, education, livelihoods, climate resilience, innovation and community-led solutions.
Corporate/private sector	Explore responsible CSR, in-kind support, technical partnerships, market links and employee giving.
Local giving and individuals	Use transparent campaigns, recurring contributions and supporter engagement with documented controls.
Unrestricted/flexible resources	Seek flexible funding for institutional systems, co-financing and continuity; use reserves only under Board-approved policy.

14.1 Resource mobilisation controls

- Screen opportunities for eligibility, mission fit, delivery capacity, risk and full-cost recovery.

- Maintain a pipeline with probability, decision dates, proposal lead, budget and follow-up actions.
- Use approved cost assumptions and include MEAL, safeguarding, security, operations and close-out costs where eligible.
- Do not commit to unfunded activities or geographic expansion without management approval.
- Track proposal outcomes and capture learning from unsuccessful applications.

15. Human Resources, Staff Development and Duty of Care

- Develop annual workforce plans linked to funded projects and strategic priorities.
- Use competency-based recruitment, reference checks and safeguarding screening appropriate to role.
- Provide induction on humanitarian principles, code of conduct, safeguarding, PSEA, security, data protection and complaints procedures.
- Conduct regular performance reviews and individual learning plans.
- Provide technical training across the five pillars and cross-cutting commitments.
- Strengthen staff welfare, psychosocial support, safety, security and duty-of-care measures.
- Develop leadership, succession and volunteer management arrangements.
- Ensure staffing plans are realistic, budgeted and responsive to access and operational risks.

16. Digital Transformation, Communications and Knowledge Management

Digital systems should reduce administrative burden, improve reporting and support decisions without creating unnecessary privacy or security risks.

- Use approved digital data collection and reporting tools with clear data ownership and access rules.
- Develop programme dashboards for reach, activities, outcomes, expenditure, referrals and feedback status.
- Maintain an electronic document repository with version control, access permissions and backup procedures.
- Use GIS and settlement mapping when it adds value to area-based planning and service coordination.
- Maintain an institutional knowledge repository for policies, lessons, evaluations, donor reports and technical resources.
- Publish annual reports, programme briefs, factsheets and evidence-based stories that protect dignity and confidentiality.
- Obtain consent for photos, testimonials and case stories; do not publish identifying protection information.
- Use AI and automation only with approved safeguards, human oversight and data-protection controls.

17. Institutional Risk Management

Risk	Potential effect	Mitigation
Security and access	Interrupted implementation, harm to staff/participants, limited monitoring.	Context and security assessments, access protocols, incident reporting, contingency and evacuation plans.
Funding volatility	Staffing gaps, programme interruptions and cash-flow pressure.	Diversified funding, realistic budgeting, pipeline monitoring, cash-flow forecasting and approved reserves policy.
Operational capacity	Poor quality, missed deadlines or overextension.	Capacity assessment, phased growth, workload planning, technical review and partner support.
Safeguarding and PSEA	Harm to participants, reputational and legal consequences.	Prevention, training, safe reporting, survivor-centred referral, investigations and accountability consistent with policy.
Fraud and corruption	Loss of resources and trust.	Segregation of duties, due diligence, documented procurement, whistleblowing and timely investigation.
Data protection	Exposure of personal or sensitive information.	Data minimisation, access controls, secure storage, retention rules and breach response.
Partnership failure	Delayed delivery, unclear responsibilities or compliance issues.	Due diligence, written agreements, monitoring, risk sharing and exit/continuity arrangements.
Climate and disaster shocks	Damage to infrastructure, livelihoods and programme continuity.	Preparedness, early warning, climate risk analysis, resilient design and contingency plans.
Reputational risk	Loss of community, donor or partner confidence.	Quality assurance, transparency, complaints management, ethical communications and Board oversight.

18. Six-Year Implementation Matrix

Strategic area	Key actions	Lead function	Timing
Programme quality	Needs assessments, technical review, integrated pillar planning, project quality assurance and learning.	Programme / Technical Leads / MEAL	2026–2031
Pillar 02: Site Management & Settlement	Settlement mapping, inclusive committees, reception-centre/mobile management, service coordination, feedback and settlement improvement.	Site Management / Programme Team	2026–2031
Pillar 04: Protection & Rights	Protection monitoring, case management, rights information, safe referrals, HLP/civil documentation pathways, safeguarding and AAP.	Protection / Programme Team	2026–2031
Institutional strengthening	Policy review, governance, finance, HR, procurement, security, compliance and risk management.	Executive Director / Support Functions	2026–2031
Resource mobilisation	Donor map, proposal pipeline, consortiums, local fundraising, financial forecasting and grant compliance.	Partnerships / Resource Mobilisation / Finance	2026–2031
Partnerships and localisation	Coordination engagement, partner due diligence, written agreements, joint design and community leadership.	Executive Director / Partnerships / Programme	2026–2031
Digital and learning	Dashboards, secure digital systems, GIS, knowledge repository, learning products and responsible innovation.	MEAL / Information Management / Operations	2026–2031
Climate and livelihoods	DRR, environmental rehabilitation, climate adaptation, market-informed livelihood links.	Programme / Technical Leads	2027–2031

Staff development	Competency frameworks, training, supervision, staff welfare and succession.	HR / Management / Technical Leads	2026–2031
Strategic review	Annual review, mid-term review, final evaluation and next-strategy development.	Executive Director / Board / MEAL	Annual; mid-term; 2031

19. Strategic Success Criteria and 2031 Ambition

By the end of 2031, BRHO aims to demonstrate measurable progress toward the following ambitions, subject to baseline validation and available resources.

- Communities experience more relevant, inclusive, coordinated and accountable services.
- All active projects have proportionate needs analysis, risk management, MEAL and community feedback arrangements.
- Supported settlements have stronger community participation, service mapping and follow-up on agreed priorities.
- Protection and safeguarding systems are functioning, understood by staff and accessible to communities.
- Staff and volunteers have clearer roles, stronger competencies and appropriate support.
- Funding is more diversified, proposals are better aligned with capacity and financial management is stronger.
- Partnerships are deeper, with clearer responsibilities, due diligence and mutual accountability.
- Evidence and learning products inform programme adaptation and institutional decisions.
- Digital systems improve reporting and information management while protecting personal data.
- Climate and environmental risks are integrated into relevant programme designs.
- BRHO has completed a credible final evaluation and adopted a realistic next strategic cycle.

19.1 Transition to the next strategy

In 2031, BRHO should commission or conduct a final evaluation, consult communities and partners, review organisational capacity and financial sustainability, and develop the next strategic plan for 2032–2037. The next plan should be based on verified results, changes in humanitarian context, lessons learned and the organisation’s readiness for future growth.

20. Conclusion

The BRHO Strategic Plan 2026–2031 provides a six-year framework for connecting immediate humanitarian assistance with protection, community leadership, service access, education, health and well-being, environmental resilience and sustainable recovery. It preserves BRHO's five-pillar programme identity while strengthening the institutional systems needed to deliver quality and accountable work. The success of this plan will depend on disciplined prioritisation, realistic funding, competent staff, effective partnerships, strong governance and meaningful community participation. BRHO should measure success not only by the number of people reached, but also by the safety, relevance, quality, accountability and sustainability of its contribution.

From responding to needs to building resilience.\nFrom project implementation to institutional sustainability.\nFrom community participation to meaningful community leadership.\nFrom activity reporting to evidence, learning and impact.

Annex 1 — Annual Strategic Review Template

Review question	Evidence / response
What were the annual strategic priorities?	
What targets were achieved?	
What targets were not achieved and why?	
What did communities tell us?	
What changed in funding, access, security or context?	
What programme and organisational lessons emerged?	
What major risks occurred and how were they managed?	
What corrective actions are required next year?	
What budget and resource decisions are needed?	

Annex 2 — Board Strategic Dashboard

Dashboard area	Suggested measures
Programme quality	Reach, outcome indicators, quality reviews, learning actions and project close-out.
Protection and AAP	Services/referrals, risk trends, safe referral follow-up, feedback access and response status.
Pillar 02 / settlements	Supported settlements, service maps, community plans, service gaps and completed improvements.
Finance	Income, expenditure, cash flow, budget variance, audit actions and funding diversity.
Resource mobilisation	Pipeline value/status, proposals submitted, awards, success rate and donor diversity.
People	Staffing, retention, training, performance reviews, welfare and vacancies.
Governance and compliance	Board reviews, policy updates, compliance deadlines, risk and audit actions.
Safeguarding	Training coverage, reporting channel functionality and completion of corrective actions.
Partnerships	Active strategic partnerships, due diligence, agreements and consortium participation.
MEAL and learning	Data quality, evaluations, learning products and documented management decisions.
Digital systems	Reporting timeliness, data protection controls, system use and incidents.
Climate and resilience	Projects with relevant climate analysis, preparedness plans and environmental actions.

Annex 3 — 2026 Baseline and Target Validation

Before the Board approves final numerical targets, BRHO should conduct a 2026 baseline covering:

- Programme portfolio and verified reach by location, sex, age and disability where feasible.
- Technical capacity and staffing across all five pillars.
- Organisational systems, policies, governance, risk and compliance.
- Funding sources, donor concentration, proposal pipeline and financial sustainability.
- Active partnerships, coordination participation and referral arrangements.
- MEAL systems, data quality, digital tools and knowledge management.
- Safeguarding, PSEA, community accountability and feedback mechanisms.
- Geographic access, security, operational readiness and community acceptance.
- Settlement-level service mapping and SLSC-related coordination capacity where relevant.

All targets should be documented with a definition, baseline, target year, data source, frequency, accountable function and disaggregation requirements. Targets should be adjusted if the humanitarian context, funding or operational capacity materially changes.

Annex 4 — Source and Planning Notes

This draft is based on the user-provided BRHO Strategic Plan 2026–2030 PDF and the supplied five-pillar infographic, with the planning period extended to 2026–2031 and the pillar activities updated to reflect the agreed improvements.

BRHO's public website was consulted for its mission, vision, values, stated mandate, geographic description and programme areas. The website contains varying descriptions of regional operational status across pages; accordingly, international expansion in this plan is conditional rather than assumed.

Strategic recommendations, proposed indicators, governance arrangements and implementation mechanisms are planning proposals for BRHO review. They are not a substitute for Board approval, legal review, country-specific registration or permissions, donor requirements, technical standards or a verified organisational baseline.