

ENDAM HOME OF HOPE (EHHOP)



ENDAM HOME OF HOPE STRATEGIC PLAN 2025-2030



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ABBREVIATIONS

UNHCR – United Nations High Commissioner for Refugees

UNHCR is the UN agency responsible for protecting refugees and displaced persons, providing humanitarian aid, and advocating for refugee rights globally.

AU – African Union

The African Union is a continental body consisting of 55 member states, aiming to promote unity, development, and peace across Africa.

SDGs – Sustainable Development Goals

A set of 17 global goals established by the United Nations, focusing on sustainable development and addressing global challenges such as poverty, inequality, and climate change.

GBV – Gender-Based Violence

Refers to any harmful act that is perpetrated against a person based on their gender, often including sexual violence, domestic violence, and harmful traditional practices.

M&E – Monitoring and Evaluation

A system used to track the progress and assess the effectiveness of programs or projects, ensuring that objectives are being met and providing accountability.

IGAD – Intergovernmental Authority on Development

An East African regional body aiming to promote peace, security, and economic development among member countries.

ECOWAS – Economic Community of West African States

A regional group of West African countries focused on economic integration and cooperation, as well as political stability and security in the region.

ARWLA – African Refugee Women Leadership Academy

A proposed academy to enhance leadership skills and capacity-building for refugee women in Africa, focusing on policy advocacy and political engagement.

AMREF – African Medical and Research Foundation

AMREF is a health NGO in Africa dedicated to improving the health and well-being of marginalized communities, including refugees, through healthcare access and awareness programs.

MOUs – Memoranda of Understanding

Formal agreements between two or more parties outlining terms of collaboration or partnership, often used to establish mutual understanding and cooperation.

IGAD – Intergovernmental Authority on Development

A regional organization in East Africa focused on promoting peace, security, and economic development among its member states.

UN Women – United Nations Entity for Gender Equality and the Empowerment of Women

A UN body dedicated to advocating for women's rights, promoting gender equality, and advancing the empowerment of women worldwide.

CBOs – Community-Based Organizations

Local organizations that work directly with community members, often at the grassroots level, provide services, advocate for change, or address specific local needs.

CBO – Community-Based Organization

CSR – Corporate Social Responsibility

EHHOP – Endam Home of Hope

FBO – Faith-Based Organization

GBV – Gender-Based Violence

IDPs – Internally Displaced Persons

IEC – Information, Education, and Communication

KPI – Key Performance Indicator

MEAL – Monitoring, Evaluation, Accountability, and Learning

NGO – Non-Governmental Organization

RECs – Regional Economic Communities

SDGs – Sustainable Development Goals

SRHR – Sexual and Reproductive Health and Rights

TVET – Technical and Vocational Education and Training

VAPP Act – Violence Against Persons Prohibition Act

FOREWORD

In a world where conflict, displacement, and economic hardship increasingly impact the most vulnerable, Endam Home of Hope (EHHOP) stands as a testament to resilience, compassion, and innovation. As a refugee-led organization, founded and driven by the remarkable leadership of Yvonne Endam Ndaga, EHHOP embodies the true spirit of community-led transformation.

EHHOP's journey from modest beginnings to winning the prestigious 2022 UNHCR NGO Innovation Award illustrates what is possible when lived experience meets purpose and determination. With a strong presence in Nigeria, EHHOP addresses the complex challenges faced by refugees, internally displaced persons (IDPs), and vulnerable host communities by providing livelihood skills, psychosocial support, and protection from violence.

This Strategic Plan 2025–2030 represents our unwavering commitment to deepening impact and scaling solutions that work. It aligns with global humanitarian principles, national legal obligations, and international development goals, particularly the Sustainable Development Goals (SDGs). It is grounded in professionalism, legal compliance, and transparency, ensuring our organization remains accountable to the people we serve, our partners, and the broader humanitarian community.

The strategic priorities outlined herein are the result of inclusive consultations, rigorous analysis, and the aspiration to be a model of good practice for refugee-led initiatives worldwide. We are confident that with continued support from partners, donors, communities, and our committed staff and volunteers, EHHOP will remain a source of dignity, hope, and lasting change for thousands.



EXECUTIVE SUMMARY

Endam Home of Hope (EHHOP) is a refugee-led, community-based humanitarian organization based in Nigeria, founded by Yvonne Endam Ndaga, herself a refugee and recipient of the 2022 UNHCR NGO Innovation Award. EHHOP emerged in response to the growing humanitarian crisis affecting displaced women, children, and vulnerable host community members in West Africa. The organization is committed to providing protection, empowerment, psychosocial support, and sustainable livelihoods to those affected by displacement, conflict, and poverty.

This Strategic Plan for 2025–2030 is informed by key global, regional, and national frameworks, including the 1951 Refugee Convention, the Kampala Convention (African Union Convention for the Protection and Assistance of Internally Displaced Persons), the Sustainable Development Goals (SDGs), Nigeria's National Migration Policy

(2015), National Gender Policy, Violence Against Persons Prohibition (VAPP) Act, and the ECOWAS Common Approach on Migration (2008). EHHOP's approach is rights-based, inclusive, and gender-transformative.

The plan is anchored on five core thematic pillars: (1) Vocational Empowerment, (2) Gender-Based Violence (GBV) Prevention and Protection, (3) Shelter Development, (4) Health and Psychosocial Wellbeing, and (5) Institutional Capacity Development and Advocacy.

STRATEGIC OBJECTIVES

EHHOP's Strategic Objectives for 2025–2029 are:

1. Vocational Empowerment: Deliver skills training and entrepreneurship incubation to 1,000 displaced persons and host community members by 2029, aligned with Nigeria's TVET Policy, ILO's Decent Work Agenda, and AU's Continental Education Strategy for Africa (CESA).
2. GBV Prevention and Survivor Services: Implement legally compliant GBV programming to reduce incidents by 30%, referencing the VAPP Act (Nigeria), CEDAW, Maputo Protocol (AU), and UNFPA guidelines on GBV response.
3. Shelter and Infrastructure Development: Construct and operationalize a trauma-informed shelter with 200-bed capacity for vulnerable women and children, in accordance with Sphere Standards, UNHCR shelter guidelines, and Nigerian Building Code.
4. Health and Psychosocial Support: Provide SRHR and mental health services to at least 5,000 women and adolescents by 2029, grounded in WHO's Mental Health Gap Action Programme (mhGAP) and UNFPA's Minimum Initial Services Package (MISP).
5. Institutional Capacity and Advocacy: Develop robust internal systems, secure ECOSOC consultative status, and engage AU and ECOWAS institutions on refugee, youth, and women's rights frameworks.
6. Promote Climate-Smart Agriculture (CSA) by supporting the adoption of sustainable farming practices that increase productivity, enhance resilience to climate change, and reduce greenhouse gas emissions, while simultaneously building the capacity of communities to anticipate, prepare for, and respond to climate-related shocks and disasters. The organization will integrate disaster risk reduction strategies into both humanitarian and development programs, ensuring that food security is strengthened alongside efforts to conserve biodiversity and restore degraded ecosystems. Furthermore, EHH will actively advocate for the inclusion of refugee and displaced community perspectives in national and regional climate change and DRR policy frameworks, ensuring that these voices shape policies and interventions that directly affect their livelihoods and resilience.

1. INTRODUCTION

VISION, MISSION AND CORE VALUES

Vision

To be a model refugee-led organization in Africa that champions dignity, equity, and resilience for displaced persons through sustainable, legally compliant, and community-owned initiatives.

Mission

To empower displaced populations—especially women, youth, and children—by delivering gender-sensitive, rights-based programs in livelihoods, protection, shelter, and mental health and Climate-smart solutions, thereby enhancing social cohesion, safety, and self-reliance.

Core Values

- Dignity and Respect
- Equity and Inclusion
- Empowerment and Resilience
- Gender Sensitivity
- Accountability and Transparency
- Innovation and Sustainability

BACKGROUND

The West African region continues to grapple with conflict, forced displacement, and climate-related crises. Nigeria alone hosts over 3.1 million internally displaced persons, particularly in the North-East and Central regions, according to IOM's Displacement Tracking Matrix (DTM). Refugee women and girls face a double burden—displacement and gender-based violence.

EHH was born out of this context. Inspired by personal experience and propelled by community needs, Yvonne Endam Ndaga founded the organization to address protection gaps, economic exclusion, and inadequate service delivery among refugees. Her innovation, Soyamond, a locally developed nutritional supplement for mothers and children, demonstrated that locally driven solutions can meet international standards (validated under NAFDAC guidelines in Nigeria).

STRATEGIC PILLARS AND KEY ACTIONS

Pillar 1: Vocational skills, Climate Smart Agriculture, Community Resilient and Livelihoods

Legal reference: Nigeria's tvet policy (2013); ECOWAS protocol on free movement of persons; ILO convention no. 122.

- Develop market-driven curricula with tvet partners.
- Provide vocational certifications in catering, tailoring, agribusiness, and digital literacy.
- Issue micro-grants and toolkits post-training.
- Build social climate- smart agriculture, enterprises for women-led cooperatives and community resilient focused projects

Pillar 2: Gender-based violence prevention and survivor care

Legal reference: VAPP Act; CEDAW; AU Maputo protocol; UN Women global compact on women, peace and security.

- Establish survivor support centers with legal and psychological services.
- Train law enforcement and community leaders in gbv referral protocols.
- Facilitate male engagement forums to transform patriarchal norms.
- Monitor gbv cases in alignment with the national gbv information management system.

Pillar 3: Shelter and protection infrastructure

Legal reference: Kampala convention; UNHCR shelter manual; Nigeria's IDP policy draft framework.

- Secure land and permits through local authorities.
- Construct environmentally sustainable, gender-segregated shelter facilities.
- Integrate a legal aid desk and safe room facilities.
- Operate in accordance with sphere minimum standards and cultural sensitivity

Pillar 4: Health and Psychosocial support

Legal reference: Nigeria's national health policy; WHO's global strategy on women's, children's and adolescents' health; UNHCR MHPSS guidelines.

- Deliver mobile health outreach to refugee camps and urban settlements.
- Implement srhr curricula adapted from UNFPA modules.
- Develop trauma counseling services led by trained peer educators.
- Advocate for menstrual health support and dignified care.

Pillar 5: Institutional Development and Strategic Advocacy

Legal reference: AU ECOSOC constitution; UN ECOSOC Resolution 1996/31; Nigeria's Company and Allied Matters Act (CAMA) 2020.

- Build a digital meal system aligned with the Core Humanitarian Standard (CHS).
- Engage ECOWAS gender centre and AU humanitarian affairs department.
- Publish annual reports and policy position papers.
- Formalize relations with the Pan-African network on statelessness, African Commission on Human and Peoples' Rights (ACHPR), and relevant parliamentary caucuses.

Pillar 6: Climate change adaptation, Disaster Risk Reduction (DRR), and Sustainable Agriculture

Goal: Strengthen the resilience of refugees, IDPs, and host communities to climate change impacts through climate-smart agricultural practices, proactive disaster risk management, and sustainable natural resource use.



Strategic Objectives:

1. Promote climate-resilient livelihoods through the adoption of regenerative agriculture, organic farming, and water-efficient irrigation systems. Build the capacity of communities to anticipate, prepare for, and respond to climate-related shocks and disasters.
2. Integrate disaster risk reduction strategies into humanitarian and development programs.
3. Enhance food security while conserving biodiversity and restoring degraded ecosystems.
4. Advocate for the inclusion of refugee and displaced community perspectives in national and regional climate change and DRR policy frameworks.



DRR policy frameworks.

Key Activities:

- Conduct community training on climate-smart agriculture (CSA) including composting, crop diversification, agroforestry, and organic soil fertility enhancement.
- Establish demonstration farms and Climate-Smart Livelihood Hubs in refugee and host communities.
- Develop early warning systems and disaster preparedness plans in collaboration with local authorities and meteorological services.
- Promote the use of renewable energy technologies such as solar-powered irrigation pumps and energy-efficient cooking stoves.
- Support tree planting, reforestation, and watershed protection initiatives.
- Partner with government agencies (e.g., Ministry of Agriculture, Ministry of Environment) and research institutions to introduce innovative and context-specific farming solutions.
- Facilitate market linkages for smallholder farmers to enhance income generation and economic resilience.

THEORY OF CHANGE

If EHHOP empowers displaced women, youth, and families through integrated, trauma-sensitive programs based on international and national rights frameworks, then beneficiaries will transition from vulnerability to self-reliance, resulting in stronger communities and reduced reliance on emergency aid.

Inputs Activities Outputs Outcomes Impact

Guided by UNHCR's Results-Based Management Framework and AU's Humanitarian Policy Framework (2016).



EHHOP Identity and Approach

Who We Are

EHHOP is a National women-led initiative committed to transforming the narrative and lived realities of refugee and migrant women in Africa. EHHOP exists to amplify their leadership, protect their rights, and create inclusive spaces where displaced women and girls can thrive, influence policy, and lead change.

Founded by refugee women for refugee women, EHHOP operates as a dynamic, multi-state network in Nigeria, that mobilizes, connects, and equips women across the Nigeria refugee-hosting states. It bridges the gap between policy and practice by elevating local voices to regional and global platforms and by fostering collective action to ensure that no woman is left behind in the journey toward peace, justice, and sustainable development.

Our Identity

EHHOP's identity is anchored in five core values:

1. **Refugee-led and Women-centered:** EHHOP is governed, shaped, and driven by refugee and migrant women, prioritizing their lived experiences, agency, and leadership.
2. **Intersectional:** With chapters across diverse regions and communities, EHHOP champions a united approach to displacement while recognizing the multiple, intersecting forms of marginalization that refugee women face.
3. **Transformative and Inclusive:** We advocate for structural change that dismantles the systems that exclude women from leadership and justice, and we include youth, persons with disabilities, voices in our agenda.
4. **Collaborative and Evidence-based:** We work in strategic partnership with governments, NGOs, international organizations, and academic institutions to ensure that our advocacy and programs are grounded in research, policy, and community realities.
5. **Resilient and Visionary:** We believe in the power of resilience and imagination. EHHOP is a space of hope and forward-thinking leadership rooted in justice and equity.

Strategic Positioning

EHHOP occupies a unique space in the refugee protection and women's rights ecosystem—bridging the humanitarian-development divide through localized, gender-transformative, and leadership-driven solutions. We do not simply serve refugee women; we co-create with them to redefine protection, participation, and power in displacement contexts.

Through this identity and approach, EHH positions itself as a powerful force for inclusive governance, refugee justice, and African feminist leadership for generations to come.



Our Approach

EHHOP adopts a multi-pronged, grassroots-to-global approach that centers the voices and agency of refugee women. Our work is designed around four strategic pillars:

1. Leadership and Advocacy:

EHHOP equips women with tools, training, and platforms to engage in decision-making at community, national, continental, and global levels. We nurture a new generation of refugee women leaders through fellowships, campaigns, and dialogue spaces.

2. Socio-Economic Empowerment:

We foster economic inclusion through vocational training, entrepreneurship, digital literacy, and access to financial services. Our initiatives promote sustainable livelihoods, social cohesion, and resilience.

3. Policy Influence and Legal Empowerment:

EHHOP conducts research, documents lived experiences and contributes to national and regional policy dialogues. We engage governments and institutions to strengthen refugee protection frameworks and gender-responsive migration policies.

4. Institutional Strengthening and Solidarity Building:

We invest in the organizational development of refugee women-led groups, facilitating peer learning, mentorship, and cross-border networks. EHHOP builds solidarity across movements to drive collective action for systemic change.



Our Ideas on Advocating for Refugee Women

EHHOP's advocacy approach is rooted in amplifying the voices, dignity, rights, and leadership of refugee and migrant women across Africa. Our advocacy is not merely representation, it is about power, justice, and transformation. Refugee women are not victims in need of saving; they are agents of change who deserve equitable participation in shaping the policies and systems that affect their lives. Below are EHH's key ideas and strategies for advocating on behalf of refugee women:

Women-led Policy Influence in Climate change, DRR and Agriculture

- Promote the inclusion of refugee women in national, regional, and global policy-making platforms, including the African Union (AU), United Nations High-Level Meetings, and national refugee boards.
- Advocate for refugee women's seats at the table where migration, asylum, peacebuilding, Climate change, DRR, agriculture and humanitarian decisions are made.
- Push for gender-transformative refugee policies that reflect the specific needs and experiences of displaced women and girls.

Local to Global Storytelling

- Develop and amplify refugee women's narratives through digital storytelling platforms, publications, podcasts, and media collaborations.
- Organize "Her Voice" campaigns to humanize refugee experiences and challenge stereotypes in host countries and donor states.
- Train refugee women in media engagement and public speaking to elevate their voices across the continent and internationally.

Continental Solidarity and Movement Building

- Build alliances with women's rights organizations, refugee rights groups, Pan-African networks, and feminist movements.
- Engage regional blocs such as IGAD, ECOWAS, and SADC to ensure cross-border protections for refugee women.
- Host the Africa Refugee Women Summit as a platform for solidarity, strategy, and innovation.

Legal and Human Rights Advocacy

- Promote awareness and implementation of rights under the 1951 Refugee Convention, Maputo Protocol, and national refugee legislation.
- Engage national human rights institutions and legal aid organizations to support refugee women facing legal exclusion, GBV, or discrimination.
- Advocate for stateless refugee women's legal identity, registration, and access to services.

Gender-Based Violence Prevention and Protection

- Call for the integration of refugee women into national GBV prevention frameworks and services.
- Advocate for the establishment of safe spaces, trauma-informed health care, and survivor-led justice mechanisms.
- Promote laws and services that address sexual exploitation, early marriage, and trafficking in displacement settings.

Economic Justice and Financial Inclusion

- Lobby for refugee women's access to work permits, vocational training, markets, and financial services.
- Advocate for investment in women-led refugee enterprises, cooperatives, and green livelihood initiatives.
- Promote gender-responsive economic recovery packages post-COVID and in humanitarian contexts.

Education and Leadership for the Next Generation

- Campaign for the inclusion of displaced girls in national education plans and the removal of barriers to access.
- Advocate for scholarships and mentorship programs targeting refugee adolescent girls and young women.
- Promote youth-led advocacy by refugee girls through leadership bootcamps, creative arts, and school-based clubs.

Evidence-Informed Campaigns

- Generate data and publish annual reports on the "State of Refugee Women in Africa."
- Use participatory research and policy briefs to influence donors, host governments, and development actors.
- Base advocacy on real-time data collected through EHHOP's national chapters and community monitoring tools.

Our Founding Mandate

At its core, the founding mandate of EHHOP is to:

1. Create a unified continental platform that connects refugee and migrant women-led initiatives to build collective voice, strength, and solidarity.
2. Influence policy and systems at the national, regional, and global levels to promote gender-responsive refugee protection and integration.
3. Foster leadership and agency by equipping refugee women with the tools, training, and support to advocate for their rights and lead in their communities.
4. Bridge humanitarian and development agendas to ensure long-term resilience, socio-economic inclusion, and sustainability for refugee women.
5. Combat all forms of discrimination, violence, and exclusion experienced by displaced women and girls, with special focus on legal identity, gender-based violence, statelessness, and access to justice.
6. Champion the localization agenda by ensuring that funding, programming, and decision-making power is directed toward women-led organizations and grassroots networks.
7. Document and amplify stories of courage, innovation, and resistance among refugee and migrant women, contributing to a new narrative of hope, power, and possibility.



EHHOP



Doctrinal Basis

I. Human Dignity and Gender Equality: We affirm that every refugee and migrant woman has the right to live with dignity, free from violence, discrimination, and fear. EHHOP embraces the full equality of women and girls, and advocates for systems that uphold gender justice in humanitarian and development settings. We are committed to confronting patriarchal norms and structures that marginalize displaced women and hinder their full potential.

II. Human Rights-Based Approach: EHHOP is rooted in the belief that refugee protection is not charity but a matter of rights. Our doctrinal foundation is aligned with international and regional instruments such as:

- The Universal Declaration of Human Rights (1948)
- The 1951 Refugee Convention and its 1967 Protocol
- The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)
- The Maputo Protocol on the Rights of Women in Africa
- The Kampala Convention on Internally Displaced Persons

We work to ensure that the rights enshrined in these instruments are realized in the lives of displaced women across Africa.

III. African Feminist and Pan-African Principles: Our foundation draws strength from African feminist thought, community resilience, and Ubuntu values that emphasize humanity, solidarity, and collective upliftment. We believe that the liberation of refugee women is integral to the liberation of the continent. EHH advances a Pan-African approach that unites women across borders to build shared movements for justice, peace, and equity.

IV. Faith-Inspired Compassion and Social Justice: Recognizing that many refugee women come from deeply spiritual and faith-rooted backgrounds, EHH embraces the moral teachings across religious traditions that call for justice for the oppressed, care for the stranger, and empowerment of the vulnerable. We partner with faith-based actors who promote human dignity and challenge exploitation, gender-based violence, and exclusion.

V. Local Ownership and Women-Led Transformation: We believe that those closest to the challenge are also closest to the solution. EHH is committed to the localization agenda, ensuring that refugee women are not only beneficiaries of programs but are at the forefront of designing, leading, and evaluating interventions. We champion the leadership of grassroots women-led organizations as drivers of systemic change.

VI. Global Solidarity and Responsibility Sharing: EHH subscribes to the principles of international solidarity, burden-sharing, and inclusive development. We believe that durable solutions to forced displacement require equitable partnerships, meaningful participation of refugee communities, and global accountability to address the root causes of displacement and inequality.

METHODOLOGY FOR THE DEVELOPMENT OF THE SP

The development of SP has been done through a particular process that entailed stakeholder mapping and engagement. The steps taken are broken down onto the table below:

Step	Activity	Description	Tools/Approach Used	Key Participants
1	Situational Analysis	Assessed the current socio-political, legal, and humanitarian context affecting refugee women in Africa.	Desk review, policy analysis, environmental scan	EHHOP Secretariat, consultants, researchers
2	Stakeholder Mapping	Identified key actors at national, regional, and international levels influencing refugee women's outcomes.	Mapping matrix, stakeholder influence-interest grid	EHHOP team, refugee women-led groups, partners
3	Participatory Consultations	Conducted inclusive consultations with refugee women and local organizations across Nigeria.	FGDs, surveys, interviews, virtual forums	Refugee women, community leaders, NGOs
4	Thematic Workshops	Held workshops to identify strategic themes, priorities, and long-term goals for EHHOP.	Hybrid workshops, SWOT analysis, visioning exercises	EHHOP board, regional coordinators, thematic experts
5	Alignment with Global Frameworks	Mapped EHHOP objectives to key frameworks like the UNHCR Compact, AU Agenda 2063, SDGs, etc.	Policy mapping, framework alignment tools	Policy advisors, AU & UN liaisons, consultants
6	Drafting the Strategic Plan	Compiled inputs from all stages into a coherent strategy with goals, outputs, and indicators.	Strategic planning templates, M&E frameworks	Lead consultants, EHHOP Secretariat
7	Validation & Peer Review	Reviewed and refined the draft through feedback from stakeholders and expert reviewers.	Validation workshops, peer reviews, expert panels	Refugee women leaders, partners, M&E specialists
8	Finalization & Approval	Approved final strategy by EHHOP Governing Board and disseminated to partners and public.	Board meetings, digital & physical publication	

2. OUR ACHIEVEMENTS

Registration and Official Launch: EHHOP was officially registered marking the beginning of a transformative journey for refugee and migrant women across Africa hosted in the Federal Republic of Nigeria. The official launch event, held both virtually and in-person, attracted significant attention and support from key stakeholders across the continent and internationally. This event provided EHH with a strong foundation to build its identity and set the stage for impactful advocacy and initiatives.

First Regional Advocacy Training (2024): In 2024, EHHOP successfully organized its first national advocacy training, which was aimed at empowering refugee women with the skills and knowledge necessary to influence policy decisions and advocate for their rights. The training brought together leaders from various refugee women-led organizations and provided a platform for knowledge exchange, capacity-building, and fostering stronger networks. This event has been instrumental in strengthening the leadership of refugee women at the regional level.

Strategic Partnerships: EHHOP has established key partnerships with prominent organizations to further its mission. Through its collaboration with Oxfam, Nigeria Refugee Commission, UNHCR, EHHOP works on initiatives focused on economic empowerment, gender equality, and refugee women's protection. The partnership with Independent Diplomats has provided EHHOP with access to diplomatic channels and international policy discussions, amplifying refugee women's voices in global forums. The partnership with UNHCR strengthens EHHOP's policy advocacy and resource mobilization efforts, supporting the advancement of refugee women's rights at the global level.



3. CHALLENGES AND LESSONS LEARNED



EHHOP has encountered several challenges in its mission to empower refugee women:

- **Limited Funding:** Insufficient funding has hindered the scaling of EHHOP's programs. The lesson learned is the need to diversify funding sources to ensure sustainability.
- **Political and Legal Barriers:** Refugee women often face legal and political challenges that limit their access to services. EHHOP has learned to develop targeted advocacy strategies to engage local governments and regional institutions.
- **Cultural and Social Norms:** Gender norms impede refugee women's participation in leadership. EHHOP's lesson here is to approach advocacy in culturally sensitive ways, working with community leaders to break down these barriers.
- **Coordination and Communication:** As EHHOP expands, maintaining coordination between national chapters has been challenging. Effective communication systems have become essential for strengthening the network.
- **Access to Data:** Limited data on refugee women's needs has made it difficult to design focused interventions. EHHOP learned to prioritize data collection and research for better programmatic impact.

4. EHHOP VALUE PROPOSITION

Target Group	Key Value Propositions (Minimum of 4 per Group)
Refugee Women	• Leadership training and representation in policy platforms • Access to economic empowerment and entrepreneurship programs • Psychosocial support and GBV services • Inclusion in EHHOP's advocacy and storytelling platforms
Refugee Children	• Advocacy for access to inclusive education • Family strengthening initiatives for safety and development • Campaigns against child labor and exploitation • Linkages to child protection services through partners
Refugee Men	• Engagement as allies in gender equality programs • Peacebuilding and family-based dialogue forums • Awareness creation on positive masculinity • Livelihood and skills training for supportive male leadership
Vulnerable Children in Camps	• Provision of safe spaces for learning and recreation • Support for unaccompanied and separated children • Advocacy for child-friendly humanitarian responses • Mental health and trauma care services through partners
Public & Host Communities	• Awareness campaigns on refugee rights and integration • Community engagement dialogues on inclusion and coexistence • Positive storytelling to counter stigma • Mobilization of solidarity for displaced women and children
Media	• Authentic refugee-led stories and case studies • Access to trained refugee women spokespeople • Partnership in ethical reporting on migration and gender • Data and analysis on displacement from a gender lens
Partners & Donors	• Women-led, grassroots-driven implementation credibility • Strategic alignment with global and continental frameworks (e.g., SDGs, Agenda 2063) • Access to diverse refugee communities across 25 countries • Transparent monitoring, reporting, and impact measurement systems

5. SITUATIONAL ANALYSIS

The refugee landscape across Africa is marked by increasing displacement due to conflict, climate change, economic instability, and governance challenges. As of 2024, over 30 million forcibly displaced persons reside on the continent, with women and children comprising more than 70% of this population. Refugee women face compounded vulnerabilities, including gender-based violence, limited access to education and health services, exclusion from leadership spaces, and economic marginalization.

While progressive frameworks such as the UNHCR Global Compact on Refugees, AU Kampala Convention, and various national refugee policies provide guidance, implementation gaps remain wide. Refugee women-led organizations are often underfunded and underrepresented, lacking platforms to influence policy or deliver services at scale.

EHHOP emerges in this context as a critical movement to address the structural exclusion of refugee women, promote their leadership, and build solidarity through regional and global partnerships. The network fills a crucial void by ensuring refugee women lead in shaping solutions that affect their lives and communities.



6. CONTEXTUAL ANALYSIS

The African continent continues to grapple with complex and interconnected humanitarian, socio-political, and economic challenges that disproportionately affect displaced populations—particularly refugee and migrant women. Armed conflicts in countries such as Sudan, South Sudan, the Democratic Republic of Congo, Ethiopia, and the Sahel region have significantly contributed to displacement, while climate-induced disasters like droughts and floods exacerbate existing vulnerabilities.

Across host countries, refugee women face systemic inequalities rooted in patriarchal norms, weak institutional support, and inconsistent policy implementation. Although frameworks like the African Union Agenda 2063, Kampala Convention, and UNHCR's Global Compact on Refugees advocate for the inclusion and protection of refugees, the lived reality for most refugee women remains marked by exclusion from policy-making spaces, limited access to essential services, and minimal economic opportunities.

In many countries, national refugee laws either lack gender-sensitive provisions or fail to adequately fund and operationalize the inclusion of women. Despite some positive steps, such as Kenya's Refugees Act (2021) and Uganda's progressive integration policy, implementation challenges persist due to underfunding, political will, and fragile institutional frameworks.

Compounding this, refugee-led organizations—especially those led by women—remain under-resourced and often invisible in formal coordination mechanisms. This marginalization limits their ability to advocate for systemic change or scale their impact.

However, there is a growing continental and global momentum to “localize humanitarian responses” and invest in refugee leadership, with donor agencies, development actors, and civil society recognizing the critical role of refugee women in peacebuilding, recovery, and resilience-building. These shifts present EHH with a unique opportunity to catalyze regional change, mobilize resources, and shape gender-responsive refugee policies and programs.

As EHHOP launches its 2025–2030 Strategic Plan, it does so in a context that both demands urgent action and offers unprecedented opportunities for transformative impact—anchored in refugee women's leadership, continental solidarity, and intersectional approaches to protection and empowerment.

Strengths	Strategic Implications
Strong founding leadership rooted in lived experiences of displacement.	Leverage leadership authenticity to strengthen advocacy credibility and foster trust across refugee communities and partners.
Broad reach with active national chapters in 25 African countries.	Consolidate and formalize national chapters into a decentralized but cohesive continental network structure.
Strategic partnerships with UNHCR, Oxfam, AMREF, and Independent Diplomats.	Expand co-designed programming and joint resource mobilization efforts to scale EHHOP's presence and impact.
Trusted grassroots engagement and representation of refugee women.	Position EHHOP as the go-to intermediary between refugee communities and policymakers.

Weaknesses	Strategic Implications
Limited core operational funding and over-dependence on short-term grants.	Prioritize development of a sustainable financing model, including unrestricted funding and donor diversification.
Underdeveloped institutional systems (e.g., HR, finance, M&E).	Invest in institutional capacity building to meet international standards and improve delivery efficiency.
Inconsistent digital presence and technological infrastructure.	Develop a centralized digital hub for communication, training, and digital advocacy across all chapters.
Fragmented visibility and branding across regions.	Launch a branding and communication strategy to unify EHHOP's image and increase continental and global recognition.

Opportunities	Strategic Implications
Rising global support for refugee-led organizations and gender-responsive funding.	Position EHHOP to lead continental campaigns and access gender-focused donor opportunities.
Positive shifts in national and AU policies promoting refugee inclusion.	Engage with policymakers to institutionalize refugee women's participation in national action plans and policy reforms.
Increased demand for refugee women-led economic empowerment programs.	Design scalable, income-generating programs and advocate for refugee women's inclusion in national economic systems.
Digital platforms offer new spaces for storytelling and influence.	Develop EHHOP's digital storytelling strategy to elevate refugee women's voices in global conversations.

Threats	Strategic Implications
Political instability and shrinking civic space in some host countries.	Strengthen risk mitigation frameworks and build discreet advocacy pathways in restrictive contexts.
Humanitarian funding cuts due to economic crises and donor fatigue.	Build strategic alliances with philanthropic foundations and explore social enterprise models for revenue.
Gender-based violence and exclusion persist as systemic barriers.	Deepen partnerships with protection actors and integrate GBV prevention and response in all programming.
Limited refugee participation in formal policy spaces at global level.	Advocate for refugee women's representation in AU, UN, and national decision-making bodies, using EHHOP as a platform.

7. Pestle ANALYSIS

Factor	Description	Strategic Implications for EHH
Political	- Varying political will and policies toward refugees across African states. - Regional instability and conflict exacerbate displacement. - Some governments increasingly restrict NGO operations.	- EHHOP must strengthen national-level advocacy and policy engagement strategies. - Develop risk mitigation approaches and secure legal registrations in fragile contexts. - Enhance collaboration with intergovernmental institutions (AU, IGAD, ECOWAS).
Economic	- Humanitarian and development funding is shrinking in some areas. - High unemployment and poverty levels affect refugee integration. - Growing interest in locally led solutions and social enterprises.	- Diversify funding sources, including philanthropy and refugee-led social enterprises. - Promote economic empowerment programs to reduce dependency. - Establish a financial sustainability roadmap.
Social	- Persistent gender inequality, GBV, and harmful cultural norms. - Increasing youth population and urbanization. - Public attitudes toward refugees vary by country.	- Expand EHHOP's work on GBV prevention, leadership, and mental health. - Use storytelling, arts, and media to shift narratives. - Engage youth in refugee communities as changemakers and leaders.
Technological	- Digital divide affects access to opportunities and information. - Technology offers new tools for advocacy, training, and storytelling. - Rise in online misinformation and data privacy concerns.	- Invest in digital inclusion and e-learning platforms. - Develop an EHHOP digital media and communications strategy. - Ensure data protection protocols for vulnerable populations.
Legal	- Refugee laws vary widely; some countries lack progressive legislation. - Legal protection for refugee women is often weak or poorly enforced. - New frameworks like Kenya's Refugee Act (2021) present opportunities.	- EHHOP should monitor legal trends and advocate for gender-sensitive refugee policies. - Support legal empowerment and awareness campaigns for refugee women. - Strengthen partnerships with legal aid providers.
Environmental	- Climate change increasingly drives displacement and affects refugee hosting capacity. - Refugees often live in environmentally vulnerable areas. - Environmental degradation affects livelihoods and health.	- Integrate climate adaptation and green livelihoods into programming. - Advocate for inclusion of refugee women in environmental policy planning. - Partner on climate-resilient shelter, water, and sanitation projects.

RALLYING CALL



9. EHHOP THEORY OF CHANGE

At EHHOP, our Theory of Change is grounded in the belief that the empowerment and leadership of refugee women are essential for transforming their communities, and by extension, shaping Nigeria's development, peace, and humanitarian landscapes. We aim to create a future where refugee women are not just survivors of displacement but active agents of change. By providing refugee women with the tools, resources, and platforms they need, we believe they can challenge existing power dynamics, redefine their roles in society, and contribute meaningfully to their communities' resilience, security, and prosperity.

We envision a model where refugee women's voices are at the heart of decision-making, where they actively shape policies, community responses, and local development strategies. This can only be achieved through a comprehensive approach that includes advocacy for policy reform, leadership development, economic empowerment, and access to essential services such as healthcare, education, and legal protection. We recognize that refugee women face specific barriers, including gender-based violence, exclusion from leadership, limited economic opportunities, and systemic underfunding of women-led initiatives. Our mission is to dismantle these barriers by engaging refugees as agents of change rather than passive recipients of aid.

Our Theory of Change operates on the premise that refugee women, when provided with the necessary support, are capable of leading their communities towards sustainable, inclusive, and gender-responsive solutions. By focusing on empowering women, especially through leadership programs, economic and educational opportunities, and advocacy efforts, we create a platform for refugee women to lead and advocate for the rights of not only themselves but also their families and communities.

We work from the assumption that the transformation of refugee women's status within their communities will require systematic, multi-layered interventions. Our activities focus on enhancing the agency of refugee women, addressing both their immediate needs and long-term aspirations. This includes building their capacity for leadership, increasing their representation in decision-making forums, and ensuring their access to economic resources and opportunities that are critical for self-reliance. We recognize the necessity of partnerships with governments, civil society organizations, and international bodies to ensure that the interventions are sustainable and have far-reaching impacts.

Through this holistic approach, EHHOP believes that refugee women can drive the necessary changes within the refugee ecosystem. By expanding opportunities for their leadership and participation in both local and international platforms, refugee women will be empowered to not only advocate for better policies but also to contribute to community resilience, economic development, and the peaceful coexistence of refugees and host populations.

10. STRATEGIC PRIORITIES 2025–2030

The strategic priorities for EHHOP from 2025 to 2030 focus on advancing the rights, empowerment, and well-being of refugee women. These priorities are rooted in the need to overcome structural challenges faced by refugee women, including limited access to leadership opportunities, gender-based violence, economic dependence, and lack of educational and healthcare resources. The priorities outlined below detail key objectives and strategies for achieving these goals.



Strategic Priority	Key Objectives	Strategies
1. Leadership Development and Advocacy	- Strengthen the leadership capacity of refugee women. - Advocate for the inclusion of refugee women in decision-making processes.	- Establish national EHHOP chapters in 5 States across Nigeria to ensure local engagement. - Implement leadership training programs for refugee women to build advocacy skills. - Host National advocacy workshops to facilitate policy dialogues and amplify the voices of refugee women at national, regional, and global forums. - Foster partnerships with local and international organizations for joint advocacy initiatives.
2. Economic Empowerment and Self-Reliance	- Enhance economic opportunities and financial independence for refugee women. - Promote women-led businesses and entrepreneurship.	- Develop vocational training programs to equip refugee women with marketable skills. - Establish microfinance and loan programs to support refugee women in starting businesses. - Support refugee women-led cooperatives and economic ventures. - Create mentorship and networking opportunities to connect refugee women with potential investors and entrepreneurs.
3. Gender-Based Violence (GBV) Prevention and Protection	- Reduce the incidence of gender-based violence (GBV) in refugee communities. - Provide comprehensive protection and support for survivors of GBV.	- Launch community-based GBV prevention campaigns focusing on awareness and education. - Develop safe spaces for survivors, offering counseling, legal support, and medical care. - Partner with international organizations to provide specialized services for GBV survivors. - Strengthen local protection systems and legal frameworks to ensure safe environments for refugee women.
4. Access to Education and Health Services	- Improve access to quality education for refugee women and girls. - Enhance access to health services, particularly sexual and reproductive health services.	- Advocate for policies that prioritize education for refugee women and girls. - Implement mobile education programs and learning centers in refugee camps. - Provide comprehensive healthcare services, including mental health, sexual and reproductive health, and general healthcare. - Collaborate with health and education providers to expand access to critical services for refugee communities.
5. Institutional Strengthening and Sustainability	- Build the operational and financial capacity of EHHOP - Ensure long-term sustainability of ARWNET's programs and initiatives.	- Enhance EHHOP's resource mobilization capacity through fundraising and partnerships with governments, donors, and private sector actors. - Strengthen internal governance, systems, and human resources to improve operational efficiency. - Develop sustainable funding mechanisms, including the Global Solidarity Fund for Refugee Women. - Establish a Research and Policy Institute to support evidence-based advocacy and policy influence. - Invest in climate smart agriculture
6. Global Advocacy and Representation	- Strengthen EHHOP's global presence and advocacy for refugee women's rights. - Increase the participation of refugee women in global policy discussions.	- Secure EHHOP's representation at major international platforms like the Global Refugee Forum, UNHCR meetings, and the UN General Assembly. - Launch the Global Solidarity Fund to generate support for refugee women-led initiatives. - Advocate for the inclusion of refugee women's perspectives in international migration and refugee policies. - Build strategic alliances with global stakeholders, including international organizations, governments, and civil society.

IMPLEMENTATION MATRIX 2025–2030

The Implementation Matrix outlines the specific actions, timelines, responsible parties, and required resources for achieving EHHOP's strategic priorities from 2025 to 2030. It also highlights the key performance indicators (KPIs) for each strategic priority, ensuring that the organization can track progress and adjust interventions where necessary.

Strategic Priority	Key Objective	Action Steps	Time-line	Responsible Parties	Resources Required	Key Performance Indicators (KPIs)
1. Leadership Development and Advocacy	Strengthen the leadership capacity of refugee women. Advocate for the inclusion of refugee women in decision-making processes.	- Establish national EHHOP Centers. - Conduct leadership training programs. - Organize regional advocacy workshops. - Partner with local NGOs for joint advocacy. - Organize policy forums. - Foster partnerships for joint advocacy. - Lobby for the inclusion of refugee women in decision-making bodies at the regional and global levels.	2025–2026 On-going, 2025–2030	EHHOP centers, Local NGOs, UNHCR EHHOP, AU, UNHCR, Independent Diplomats	Resources Required Funding for training, partnership management Advocacy tools, partnerships	- Number of national chapters established. - Number of refugee women trained in leadership. - National advocacy workshops conducted. - Number of policy forums held. - Number of refugee women in decision-making forums.
2. Economic Empowerment and Self-Reliance	Enhance economic opportunities for refugee women.	- Develop vocational training programs. - Provide microloans to refugee women. - Promote refugee women-led cooperatives. - Create mentorship programs for entrepreneurs.	2026–2028	EHHOP, Oxfam, AMREF, Local Business Groups	Funding for loans, training materials	- Number of women trained. - Number of businesses launched. - Amount of funds disbursed in loans.
	Promote women-led businesses and entrepreneurship.	- Launch entrepreneurship workshops. - Create networking opportunities for refugee women. - Provide grants for innovative business ideas.	2026–2028	EHH, Oxfam, Local Economic Development Bodies	Business mentors, grants	- Number of women-led businesses. - Number of networking events held. - Total value of grants provided.
3. Gender-Based Violence (GBV) Prevention and Protection	Reduce the incidence of GBV in refugee communities.	- Launch awareness campaigns. - Train community leaders in GBV prevention. - Provide legal support for GBV survivors	2025–2027	EHHOP, Local NGOs, UNHCR, AMREF	Campaign materials, trained facilitators	- Number of awareness campaigns. - Number of survivors receiving legal support. - Incidence rate of GBV in camps.
	Provide comprehensive protection and support for GBV survivors.	- Establish safe spaces for survivors. - Provide healthcare, legal, and mental health support. - Partner with NGOs for protection services.	2025–2030	EHHOP, UNHCR, Local Health Organizations	Safe spaces, healthcare facilities	- Number of survivors receiving support. - Number of safe spaces established. - Survivor satisfaction surveys.

Strategic Priority	Key Objective	Action Steps		Responsible Parties	Resources Required	Key Performance Indicators (KPIs)
4. Access to Education and Health Services	Improve access to quality education for refugee women and girls.	- Advocate for education policies that prioritize refugee women. - Establish mobile learning centers. - Offer scholarships for refugee girls.		EHH, Education Ministries, Local Schools	Educational materials, teachers	- Number of scholarships awarded. - Number of mobile learning centers established. - Number of girls enrolled in school.
	Enhance access to health services, particularly sexual and reproductive health services	- Provide mobile health services. - Collaborate with AMREF for health interventions. - Offer sexual and reproductive health education.		EHH, AMREF, Local Health Providers	Health personnel, medical supplies	- Number of healthcare visits. - Number of women receiving sexual and reproductive health services.
5. Institutional Strengthening and Sustainability	Build EHH's operational and financial capacity.	- Increase resource mobilization through partnerships and fundraising. - Strengthen EHH's internal systems.		EHH, Donors, Private Sector Partners	Funding, capacity-building resources	- Amount of funds raised. - Number of new partnerships secured. - Internal efficiency metrics.
	Ensure long-term sustainability of ARWNET's programs and initiatives.	- Develop a sustainability plan. - Establish a Global Solidarity Fund. - Increase EHH's presence in global forums.		EHH, Donors, UNHCR	Financial sustainability tools, global presence	- Amount of money raised through Global Solidarity Fund. - Number of new global platforms EHH participates in.
6. Global Advocacy and Representation	Strengthen EHH's global presence and advocacy for refugee women's rights.	- Secure EHH's participation in international conferences and forums. - Launch the Global Solidarity Fund.		EHH, UNHCR, Global Refugee Forum	Advocacy materials, networking events	- Number of international conferences attended. - Amount raised for the Global Solidarity Fund.
	Increase refugee women's participation in global policy discussions.	- Advocate for refugee women's inclusion in policy discussions at the UN and other global platforms. - Build alliances with international stakeholders.	On-going,	EHH, UN Women, Independent Diplomats	Networking resources, advocacy strategies	- Number of policy discussions attended by refugee women. - Number of alliances formed with international stakeholders.

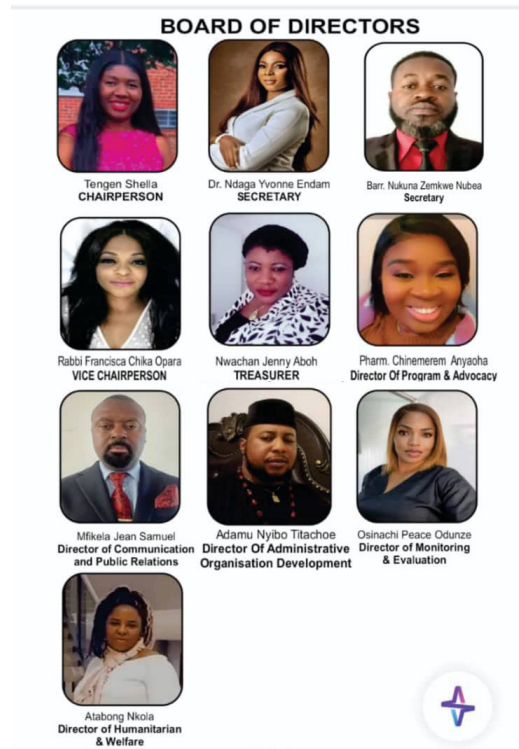
12. CONSOLIDATED BUDGET 2025–2030



Estimated Total Budget: \$4,000,000 USD

Strategic Priority	Key Budget Areas	Estimated Budget (USD)
1. Leadership Development and Advocacy	Training materials, capacity building workshops, regional forums, chapter support	\$500,000
2. Economic Empowerment and Self-Reliance	Vocational training, microfinance fund, cooperatives, entrepreneurship support	\$800,000
3. GBV Prevention and Protection	Awareness campaigns, legal aid, safe spaces, survivor support, mental health programs	\$600,000
4. Access to Education and Health Services	School fees, scholarships, mobile health clinics, reproductive health materials	\$300,000
5. Institutional Strengthening and Sustainability	Capacity building, financial systems, staffing, equipment, internal audits, global solidarity fund setup	\$300,000
6. Global Advocacy and Representation	Participation in international forums, diplomacy, media campaigns, global fund mobilization	\$100,000

ORGANIZATIONAL



The Endam Home of Hope (EHHOP) operates through a decentralized and participatory structure that ensures refugee women are at the heart of its leadership, decision-making, and program implementation. At the top of the governance structure is the Governing Board, composed of diverse experts and refugee leaders who provide strategic direction, policy oversight, and ensure accountability. The day-to-day operations are managed by the Executive Secretariat, headquarters at the continental level and led by an Executive Director. The Secretariat oversees programs, advocacy, finance, partnerships, communications, and monitoring and evaluation. It serves as the nerve center for coordinating EHHOP's work across Africa and internationally.

EHHOP's reach is extended through State Hubs in Abuja, Ogoja, Oron, Lagos and more we look forward to establishing. These hubs offer technical assistance to country chapters, lead regional advocacy, and coordinate with intergovernmental institutions and local

STRUCTURE

EXECUTIVE MEMBERS



Dr. Ndiaga Yvonne Endam
Executive Director



Lum Angela Ngwa
Project Manager



Barr. Nukuna Zemkwe Nubea
Secretary



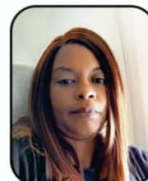
Edidiong Patrick
Ass. Secretary



Sarah Esene
Account Manager



Shufai Jackline
Ass. Project Coordinator



Osil Teem Vanesa
Administrative & Communication Officer



Unwana John
Head Of Monitoring & Evaluation



Pemambu Ruth
Programs Officer-Outreach

At the grassroots level, EHHOP Centers operate in over 5 states and are led by state Coordinators—primarily refugee women leaders. These chapters adapt EHHOP's programs to local contexts, engage with national governments, and support refugee-led initiatives.

To ensure inclusive engagement, EHHOP has established a Refugee Women Leaders Forum, a consultative body of refugee women-led organizations that inform program design and advocacy. Additionally, a Youth and Children's Arm promotes leadership and empowerment among refugee girls and adolescents. Lastly, a Technical Advisory Group of professionals in gender, law, health, livelihoods, and policy provides expert input to strengthen EHHOP's programs and advocacy strategies. This structure reinforces EHHOP's vision of being a refugee-led, accountable, and transformative continental platform.

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Risk Area	Description of Risk
1. Political and Legal Instability	Changes in national refugee policies, political unrest, or restrictive laws may limit access to refugee communities or hinder program implementation.
2. Funding Gaps and Donor Fatigue	Limited or delayed donor funding may affect the implementation of core activities and sustainability of programs.
3. Operational Capacity and Staffing Constraints	Inadequate human resources or organizational systems may hinder effective coordination across countries.
4. Security Risks and Gender-Based Violence (GBV)	Refugee women and staff may be exposed to conflict, violence, or GBV in insecure regions.
5. Weak Policy Influence or Political Will	Limited access to policy-making spaces or lack of governmental commitment to refugee women's rights.
6. Technological and Digital Barriers	Limited internet access or digital literacy among refugee communities may constrain digital inclusion strategies.
7. Cultural and Social Resistance	Harmful gender norms, community pushback, or lack of buy-in from men may hinder women's leadership initiatives.
8. Climate-Related Shocks and Natural Disasters	Floods, droughts, or other climate events may disrupt program sites and worsen refugee vulnerabilities.

STRUCTURE

Potential Impact	Proposed Mitigation Measures
Disruption of operations in affected countries; safety risks to staff and refugees.	Engage in continuous policy dialogue, diversify geographic footprint, establish rapid response protocols, and strengthen legal compliance.
Inability to meet targets, downscaling of operations, and reduced impact.	Diversify funding sources, develop a Global Solidarity Fund, build partnerships with philanthropic institutions, and strengthen internal resource mobilization capacity.
Inefficiencies in program delivery, monitoring gaps, and reduced stakeholder confidence.	Invest in staff development, streamline operational systems, and implement decentralized decision-making through regional hubs and national chapters.
Threats to personal safety, disruption of fieldwork, and emotional trauma.	Strengthen safety protocols, provide psychosocial support, collaborate with protection actors, and implement survivor-centered GBV response programs.
Reduced impact of advocacy efforts and missed opportunities to influence key policies.	Build strategic alliances, leverage media and international platforms, and empower refugee women to lead advocacy efforts.
Reduced participation in virtual leadership programs and limited access to EHH platforms	Develop offline tools, invest in community ICT hubs, and offer basic digital literacy programs in refugee communities.
Barriers to women's participation and acceptance of EHH's programs.	Conduct community sensitization, involve male allies, and integrate cultural mediators into program design.
Displacement, destruction of facilities, and resource scarcity.	

15. KEY GENERAL ASSUMPTIONS



The successful implementation of EHHOP's Strategic Plan (2025–2030) is based on several foundational assumptions. It is expected that the political and security environments in refugee-hosting countries will remain relatively stable, allowing for sustained engagement and program delivery. Furthermore, the continued commitment of international and regional bodies such as the UN, AU, and development partners is assumed, especially in supporting refugee protection, gender equality, and inclusive development.

EHHOP also assumes strong and consistent participation of refugee women in shaping and owning the network's programs and leadership structures. Partnerships with NGOs, UN agencies, and government institutions are expected to remain functional and collaborative, contributing technical and policy support. Additionally, the strategic plan assumes the availability of predictable and sufficient funding from donors and other stakeholders to ensure continuity and scalability of programs.

Internally, it is assumed that EHHOP will maintain and strengthen its institutional capacity to manage operations, finances, and governance effectively. National policy frameworks are also expected to stay supportive of refugee rights and integration. At the community level, acceptance and cooperation from host populations, including men and local leaders, are assumed to promote inclusive and peaceful coexistence. Finally, the plan relies on improved digital access among refugee communities and the ongoing global emphasis on achieving the Sustainable Development Goals (SDGs), particularly those focused on gender equality and inclusive institutions.

16. STRATEGIC ROADMAP AND IMPLEMENTATION PLAN (2025–2030)

	YEAR	THEMATIC ACTIVITIES	KEY ACTIVITIES	STRATEGIC PARTNERS
1	2025	Foundation & Visibility	- Launch EHHOP through virtual and in-person events - Conduct continental refugee women needs mapping - Host regional advocacy and leadership workshops - Develop a digital storytelling platform for refugee women	- UNHCR - AU Gender Directorate - National Refugee Agencies - Development partners like OXFAM, UKAID - UN Agencies like IOM
2	2026	Expansion & Capacity Building	- Establish at least 30 national EHHOP Centers - Scale up leadership, policy advocacy, and digital training programs - Publish “State of Refugee Women in Africa” report - Initiate local integration and community resilience projects	☑ Ministries of Gender ☑ Local NGOs and CBOs ☑ National Refugee Bureaus
3	2027	Policy Influence & Economic Empowerment	- Launch National Refugee Women Leadership Academy (NRWLA) - Facilitate refugee women’s participation in AU and UN policy forums - Expand financial literacy, vocational training, and entrepreneurship - Strengthen GBV prevention and mental health services	- AU - UN Women - Donors - IGAD - ECOWAS
4	2028	Institutional Strengthening	- Host the Annual Africa Refugee Women Summit - Establish EHHOP Research & Policy Institute - Sign MOUs with think tanks and regional institutions - Launch refugee women leadership fellowships	- Universities - Think Tanks - Regional Economic Communities - Other partners like OXFAM - Regs at country level and regions
5		Sustainability & Global Influence	- Launch Global Solidarity Fund for Refugee Women - Secure permanent EHHOP representation at global platforms - Publish annual Refugee Women Policy Scorecard - Scale up refugee-led co-operatives and green livelihoods	- Global Refugee Forum - UN Agencies - Development Banks - Other partners like OXFAM

IMPLEMENTATION ROADMAP

PHASE	YEAR	THEMATIC ACTIVITIES	KEY ACTIVITIES
1	2025	Foundation & Visibility	• Baseline Report: Publish a “State of Refugee Women in Africa” report from the data collection efforts. • Branding Kit & Identity: Develop EHHOP branding materials (logo, toolkit, media kit) to support visibility and consistency across regions.
2	2026	Strengthening and Expansion	• Refugee Women Advocacy Ambassadors: Identify and mentor grassroots advocates in each country to lead awareness and training. • Community Media Training: Equip women with mobile journalism and media production skills to tell their stories directly.
3	2027	Policy Influence & Economic Empowerment	• Public-Private Partnerships (PPP): Engage corporates in tech, finance, and manufacturing to support economic empowerment initiatives. • Legal Clinics: Partner with legal aid groups to help refugee women understand their rights and access services.
4	2028	Institutional Strengthening	• Knowledge Hub: Launch an online platform for EHHOP members to share research, advocacy tools, and opportunities. • EHHOP Fellowship Alumni Network: Create a lifelong network for past fellows and leaders trained through EHHOP programs.
5	2029–2030	Sustainability & Global Influence	• Impact Investment Fund: Beyond grants, explore socially responsible investment opportunities that support refugee-led ventures. • Tech for Advocacy: Develop a mobile app for women to report issues, access resources, and stay updated on advocacy efforts.

17. MONITORING AND EVALUATION

(M&E)

EHHOP's Monitoring and Evaluation (M&E) framework is designed to ensure the effective implementation of its Five-Year Strategic Plan (2025–2030) and maximize impact for refugee women. M&E will track progress, assess outcomes, and guide decision-making, providing transparency and accountability to stakeholders, including refugees, donors, and partners.

Key Components of EHHOP's M&E System

Component	Description
Baseline Assessments	In 2025, EHHOP will conduct baseline studies across priority regions to establish benchmarks on women's participation, access to services, economic status, and organizational capacity.
Indicators & Results Framework	The M&E team will develop clear indicators tied to each strategic objective. These indicators will be SMART (Specific, Measurable, Achievable, Relevant, Time-bound) and disaggregated by age, gender, region, and nationality.
Data Collection & Management	A combination of quantitative (surveys, administrative data) and qualitative (interviews, focus groups) methods will be used. Data will be collected quarterly and stored securely in a centralized M&E platform.
Monitoring Tools	EHHOP will deploy digital tools such as mobile-based surveys, dashboards, and GIS mapping to improve efficiency and responsiveness in data tracking.
Mid-Term and Final Evaluations	Mid-term review (2027) and final evaluation (2030) will be conducted by independent evaluators to assess relevance, effectiveness, efficiency, impact, and sustainability.
Learning & Adaptive Management	M&E will be integrated with knowledge management systems. Findings will be translated into practical learning products—case studies, policy briefs, lessons learned—and used to refine implementation strategies.
Participatory Monitoring	Refugee women leaders and national chapter representatives will be trained and engaged in community-based monitoring processes to ensure grassroots ownership and real-time feedback.



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