Module 14. Strategic Planning

Case study for Strategic Planning

1. The local authorities and the legal system in the host country are hostile towards refugees. The refugees live in an enclosed camp, although some do work illegally in the local economy. They are not allowed to have bank accounts and no work rights.
2. Many women have never had the opportunity to go to school. They are mainly excluded from meetings between the leaders UN bodies and camp authorities.
3. The camp is a dangerous place, women are afraid to travel alone, and bathrooms are unsafe. local men, authority figures and family and community members all pose risks to the women and girls.
4. At the moment, only refugees who speak English and who are literate are invited to meetings.
5. Male refugees are very traditional in their cultural mindset, and also very protective of their wives, daughters and other female family members because of the high rates of SGBV.
6. Some NGOs and INGOs do not work collaboratively together, in part because there is competition for scarce funding.
7. The whole site is very hierarchical, with those with most privilege having all of the power. Local NGOs are afraid they will lose their jobs if RLOs take over service provision.
8. Senior staff change frequently and donors usually only commit to short-term funding, so there has been little movement towards a Community Development model. While A Human Rights approach is often ticked on forms there is little evidence that it is implemented.

When this exercise is completed, draw up a Strategic Plan to shape future actions.

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