



**Refugee Empowerment International**

# Strategic Plan 2026 - 2031

Moving Into the Next Phase of  
Empowering Communities from Local  
Seeds to Global Impact

**Maternal Health Care Program**



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DARE Meeting



Karenni Social Development Center



Nairobi Business Initiative, Kenya



# Our Mission

To provide a hand-up to refugees for long-term recovery by investing in grassroots projects in forgotten communities around the world, ensuring the refugees own and build their future.

# Our Vision

At REI, we envision a world where refugees and displaced communities are empowered to rebuild their lives and futures with dignity through self-sufficiency and independence. Our funding prioritises grassroots projects that leverage the inherent strengths and knowledge of refugees, an approach that is proven to lead to sustainable outcomes.

We seek to create a trustworthy, supportive ecosystem where fundraisers, donors, and administrators feel valued and engaged, fostering a sense of shared purpose and collaboration. We aspire to be a beacon of good news, showcasing the resilience and achievements of those we support. Ultimately, we aim to cultivate stable communities that can withstand future challenges and thrive, benefiting all stakeholders involved in the journey.

# FOREWORD

## **Over the next five years, REI will position itself as a global leader in refugee-led development.**

At the heart of our strategy is a simple but powerful belief: refugees are not passive recipients of funding but leaders, innovators, and agents of change within their own communities. REI's "hand-up" approach empowers refugees to drive solutions from within—restoring dignity, fostering hope and building lasting self-reliance.

Our unwavering commitment to this model defines who we are and how we work. Over the last 20 plus years of visiting refugee communities I have seen the value of this. REI invests in small, refugee-led initiatives that are often overlooked—too local for large agencies, yet too impactful to ignore. These grassroots projects generate meaningful change because they are rooted in lived experience, trust and community ownership.

Over the next five years, we will strengthen and scale this model, amplifying the impact of refugee-led initiatives and demonstrating how refugee-driven solutions can transform communities and build a stronger future for us all.



Jane Best - Executive Director

## **Looking back, looking forward**

The launch of our new five year strategic plan gives us an opportunity to reflect on our progress and also look forward to new goals.

It has been very pleasing to see the collective teamwork of all those involved with REI successfully achieve the goals set out in our prior strategic plan for 2020 to 2025. Notwithstanding the extreme challenges faced during that period, not least by the global pandemic of COVID-19, REI more than met its goals in terms of fund raising and project support. The team has grown in size, new ways of connecting to supporters have been established and the level of activity has been sustained.

As we look forward to the next five year period, it is critical that we each continue this engagement, effort and enthusiasm in order to maintain these improvements, and so better support the refugee-led initiatives. With sustained progress along this path we will surely continue as a positive force delivering meaningful support for those projects we identify, mentor and encourage.

Thank you all for being a part of REI's onward journey. We can each take pride in our involvement.



Simon Collins - Board Chair





Over the next five years, our goal is to reach the funding levels outlined in our Funding Criteria for each of the five current projects we support, while remaining flexible and able to adapt to changing circumstances.

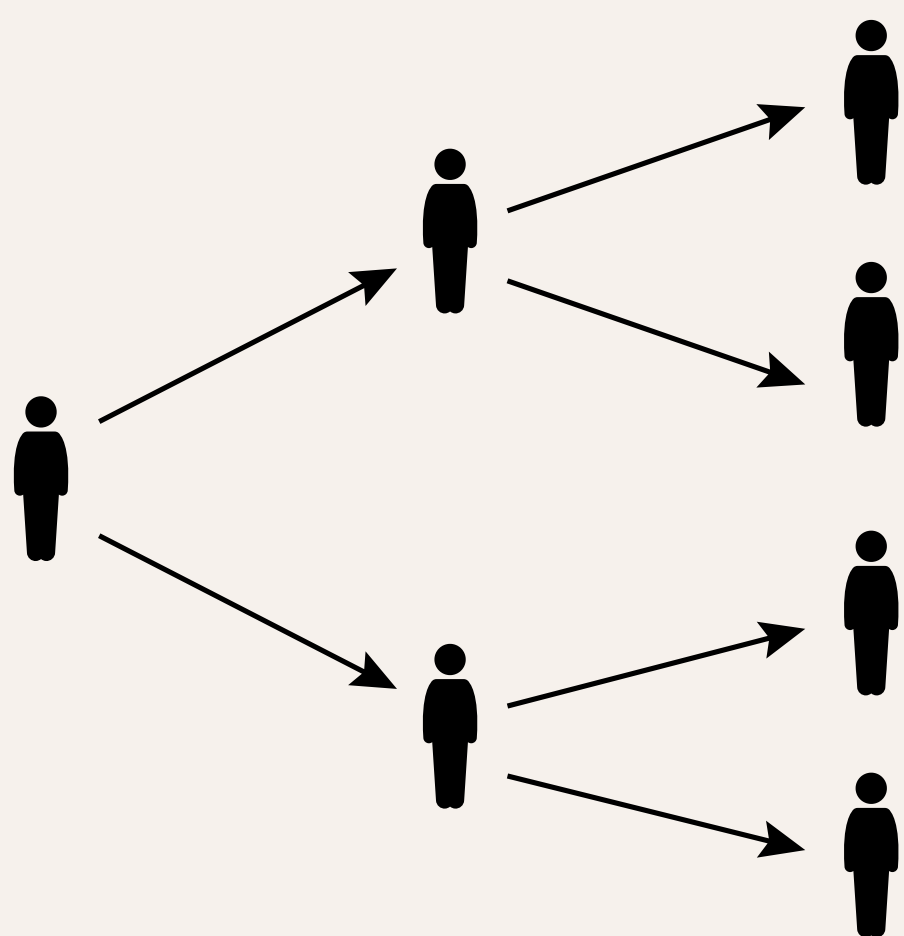
# Financial Targets

Investing in human potential—for all our future



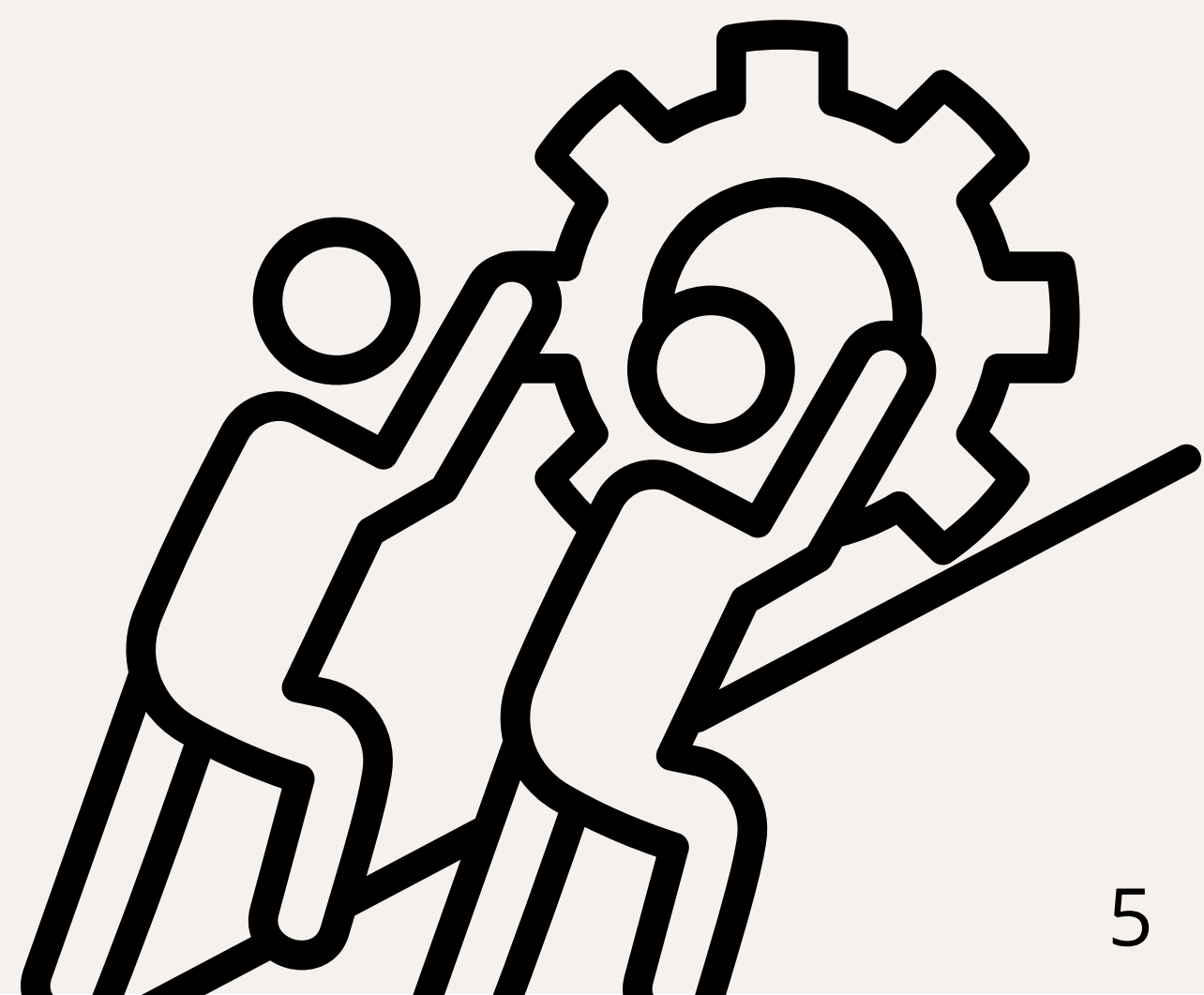
Generating an annual income of ¥30 million by the end of 2031. The increase in income will ensure our ratio of revenue-project funding can be improved to 85%.

Expanding our efforts through field visits to identify and mentor additional refugee-led initiatives, strengthening our impact.



With this increased funding, we aim to connect established refugee-led projects with new ones, creating a multiplier effect of empowerment that amplifies success across communities.

This strategy underscores our belief in the power of local skills, leadership, and innovation to build stronger, more resilient communities.





# Community Leadership

We will strengthen our position as a leader in community engagement by building a broader, stronger, and more active network of supporters, donors, ambassadors, and fundraisers. We will focus on fostering meaningful relationships, and inspiring long-term commitment to our mission.

## Key Initiatives:

**Expanding** our community base through targeted outreach and campaigns that attract new supporters while deepening existing relationships..

**Activating** ambassadors and fundraisers with structured programs that provide recognition, and leadership opportunities.

**Leveraging** alumni networks to extend our reach and cultivate a sense of shared purpose.. Empowering the next generation.

**Building** digital and in-person engagement channels to ensure consistent communication, collaboration, and visibility.

Through these actions, we aim to establish a sustainable, connected, and empowered community that champions our goals, amplifies our impact, and drives organizational growth.



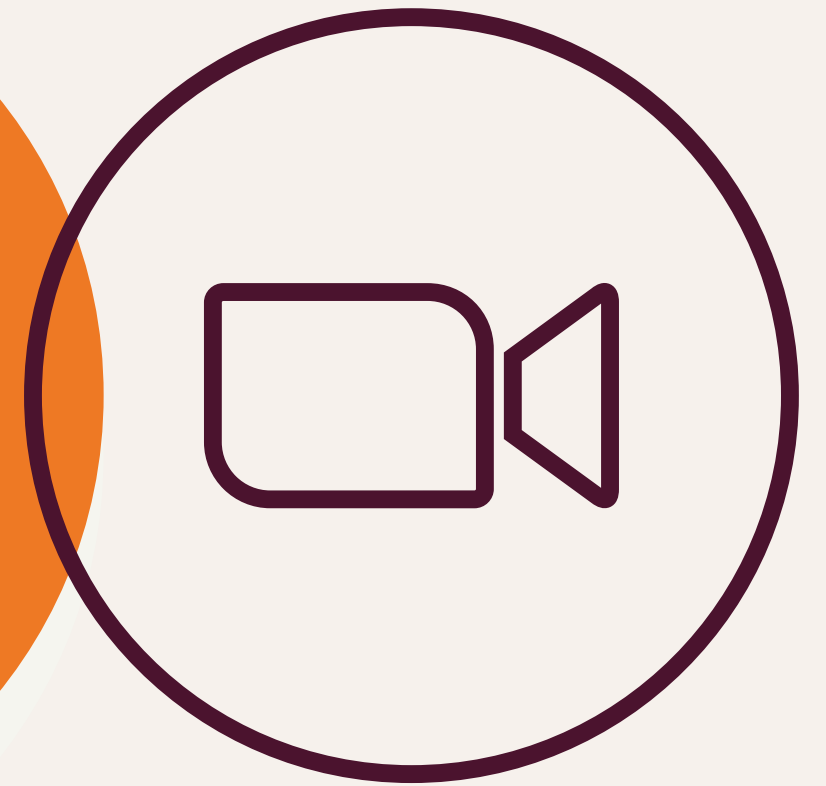
Karenni Social Development Center for Refugee Youth



# Technology

We will harness innovative technologies to enhance both our external engagement and internal operations, ensuring we remain responsive and relevant in order to increase reach, improve efficiency, and connect with diverse audiences.

**Enhancing digital presence** by integrating dynamic and engaging content across our website and communication platforms to better capture audience attention.



**Leveraging emerging technologies** to expand our reach and visibility, ensuring our brand and message are accessible, particularly engaging a younger audience.

**Building internal digital capability** by adopting the latest operational technologies within REI to streamline processes where resources allow.



Through these initiatives, we will drive both organizational efficiency and audience connection as the technological landscape evolves.

# Innovation

## Positioning REI as a thought leader

### Key Initiatives:

Training volunteers to organise activities for their own empowerment.

Innovation will be at the core of our growth strategy. We will combine forward-thinking ideas with practical implementation to ensure long-term impact and resilience.

Developing new donor engagement through personalized experiences, and impact-driven storytelling.

By fostering a mindset of continuous innovation, we will open new pathways for growth, and strengthen our ability to deliver lasting value..

Exploring alternative funding sources that align with our mission and values.

Encouraging a culture of experimentation to enhance effectiveness and address generational diversity.

Leveraging data and insights to identify emerging opportunities and optimize fundraising strategies.



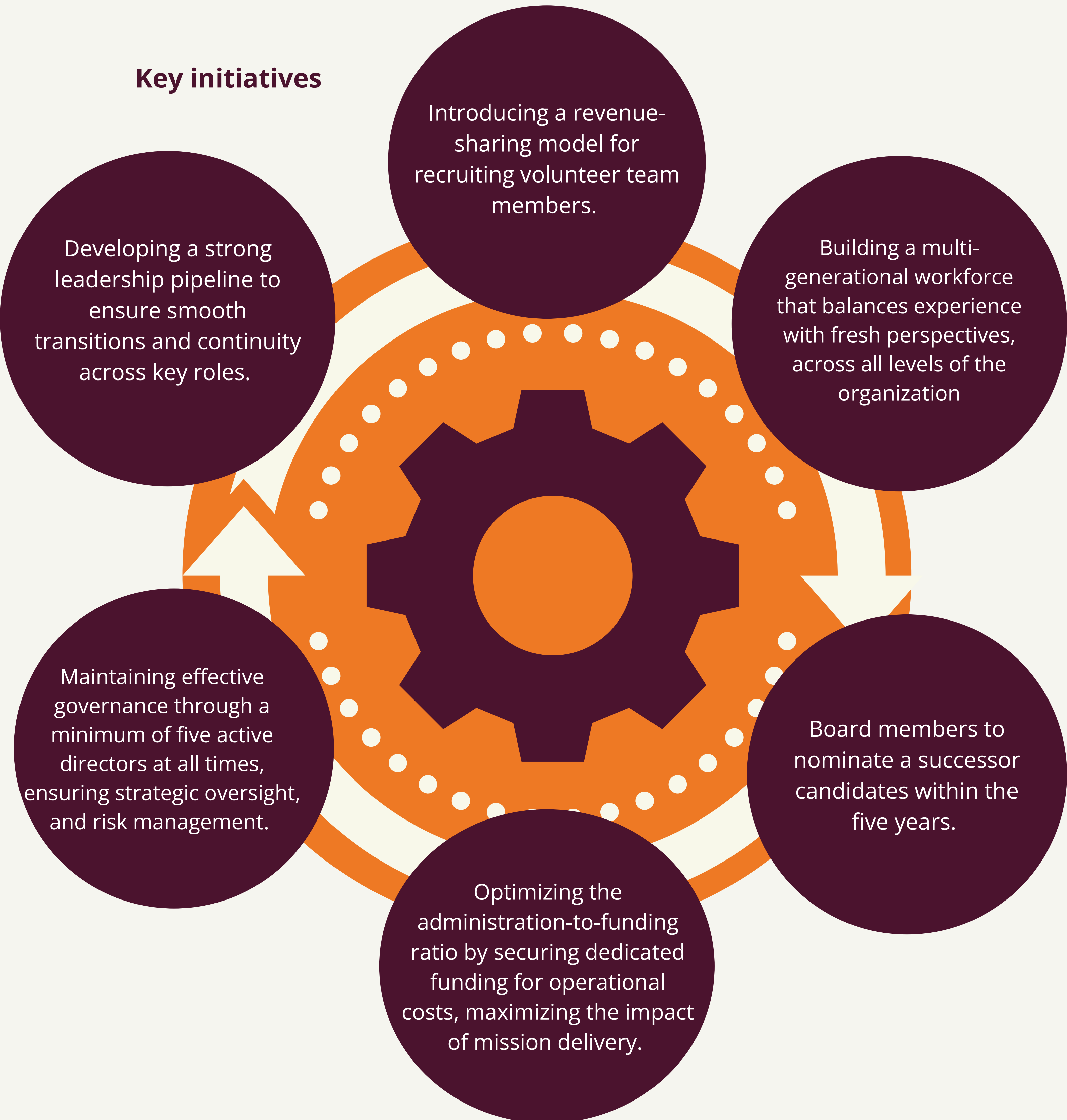
Kindergarten in Lebanon



# Operations

We will strengthen our operational foundation to ensure long-term sustainability, efficiency, and leadership continuity. Our focus is on building a capable, resilient, and solid team structure that supports strategic growth and organizational excellence.

## Key initiatives



Through these measures, we will enhance operational resilience, ensure leadership continuity, and create an agile, efficient organization positioned for sustainable success.



# Strategic Partnerships



Karenni Social Development Center for Refugee Youth

We will expand and strengthen our network of strategic partnerships to drive growth, increase visibility, and create shared value. By fostering enduring relationships we will build a diverse and stable base of support that advances our long-term goals.

## Key Initiatives:

Establishing long-term partnerships with aligned foundations, corporate entities, philanthropic individuals, and visionary leaders.

Leveraging the alumni network and LinkedIn platform to deepen engagement through professional and personal connections.

Developing a structured partnership framework to ensure consistent relationship management, and transparent value exchange.

Creating mutually beneficial collaborations that deliver measurable impact for both partners and our organization.

Through these initiatives, we will position ourselves as a trusted and strategic partner, fostering collaborations that enhance our reach, influence, and capacity to achieve our mission.





Karenni Social Development Center

Refugee Empowerment International (REI) is an independent non-profit organization that funds projects for people displaced by conflict around the world.

REI supports projects that provide opportunities for people to lead an independent normal life while staying near to home and their loved ones; projects that enable people to give back to the community and make valuable contributions to the local economy as well as rebuilding their own future.

### **Contact Us:**

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