

Rural Orphans & Widows AIDS Network

STRATEGIC PLAN



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December 31, 2025

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ROWAN

www.loverowan.org

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EXECUTIVE SUMMARY

Rural Orphans & Widows AIDS Network (ROWAN) was founded in 2008 in response to the critical needs of vulnerable widows, widowers, and orphans in rural Eastern Uganda. Organized as a local nongovernmental organization, ROWAN Uganda partnered with a small passionate team in the United States of America (ROWAN USA) to create a sustainable means through which to address the lack of access to health care, education, and opportunities for self-sufficiency in these rural villages. In order to show the love of Christ Jesus in a practical and culturally relevant fashion and to be directly accessible by these vulnerable people, ROWAN's center of operations continues to be in the villages it serves.



VISION

Every widow a leader and every orphan a beloved child being transformed into the image of Christ to fulfill their divine purposes.

MISSION

In partnership with the global body of Christ, we support & strengthen indigenous organizations & leaders to meet the spiritual, physical, & social needs of widows & orphans through education, health care, provision of basic needs, entrepreneurship, & emergency relief.

GOALS

1. Participate in fulfilling the **Great Commission** by serving more widows & orphans in ROWAN programs.
2. Strengthen & expand the **ministry** of ROWAN by increasing its capacity to serve and ensuring its long-term sustainability.
3. Strengthen & expand the **impact** of ROWAN through the development and expansion of effective external partnerships.
4. Increase **awareness** & social impact of ROWAN through creative, effective communication.

BOARD OF DIRECTORS

UGANDA

Dr. Malinga, Chair
Tom Musira, Vice-Chair
Sam Kuloba, Secretary
Edith Nyende, Intercessor

U.S.A.

Tom Trott, Chair
David Thurlow, Vice-Chair
Amber Thurlow, Secretary
Mike White, Treasurer
Ileen White, Intercessor



ROWAN INTERNATIONAL

RURAL ORPHANS AND WIDOWS AIDS NETWORK



INTRODUCTION

Pastor Paul Nyende envisioned ROWAN in 2005, to be founded in 2008 by locals from Mawanga, Uganda. The team began evaluating local needs, helping vulnerable widows, widowers, & orphans who were impacted by AIDS, developing strategies to support people in the villages, & implementing programs.

Organized as a local nongovernmental organization, ROWAN Uganda partnered with a small passionate team in the United States (ROWAN USA) to create a sustainable means through which to address the lack of access to health care, education, & opportunities for self-sufficiency in these rural villages. In order to show the love of Jesus in a practical & culturally relevant way, ROWAN's center of operations continues to be directly accessible in the villages it serves.



Mawanga is located in the Bugiri District, the largest & most populated of the 8 Districts of the Busoga Sub-region. Despite its high population, Bugiri is the most peripheral District of the sub-region's most industrialized & commercial center, Jinja. Its major economic activity is subsistence farming & animal husbandry, putting it far below the national poverty line. As a result, its people can barely afford food, necessities, basic education, or health care.

INTRO, CONT.

Combined with the fact that women & children have few rights and no voice, they are in an increasingly vulnerable position. Saying “NO” is not allowed by women, resulting in rapes at the hands of corrupt local leaders, teachers, & even husbands. Children & children-headed-households are very vulnerable, facing prostitution, early marriage, rape & defilement, abuse, & child labor. There is no Care Center for at-risk children in the region, (with the exception of sponsorship programs through ROWAN or Compassion International). Children suffering from abuse have nowhere to seek protection & no one to advocate on their behalf. Children who report abuse can be kicked out of the home with no recourse. Only those children who are cared for by ROWAN, the church, or Compassion International have opportunity for support.

Culturally, education is a low priority compared to agriculture & animal husbandry. Parents keep children home to work the land rather than sending them to public school. Despite AIDS support from other nations, lack of healthcare-related & academic education remains a primary cause of the continued spread of AIDS.



Burdened by the impact of these challenges on the people of Mawanga, Pastor Paul envisioned a community in Mawanga that would bring widows & orphans from helplessness to hope in Eastern Uganda. This vision expanded when, while on a mission trip to the region, Kelsey Hargadine experienced the burdens of the people first-hand & as Pastor Paul shared “Kelsey, God hears the cries of my people, & there is purpose for you.” As co-founders of ROWAN, Pastor Paul & Kelsey formally established this vision & purpose in the commitment of ROWAN to serve, support, & love the widows & orphans of rural Uganda. It is through relationship with Jesus Christ & the work of ROWAN that the widows & orphans are empowered to step into roles of leadership, influentially effect change, & reduce vulnerability.



COMPREHENSIVE ORGANIZATIONAL STRATEGIC PLAN



VISION

See every widow as a leader & every orphan as a beloved child being transformed into the image of Christ to fulfill their divine purposes.

MISSION

In partnership with the global body of Christ, we support and strengthen indigenous organizations and their leaders to meet the spiritual, physical, and social needs of widows and orphans through:

- Education
- Health Care
- Provision of Basic Needs
- Entrepreneurship
- Emergency Relief

GOALS

1. Participate in fulfilling the **Great Commission** by serving more widows & orphans in ROWAN programs.
2. Strengthen & expand the **ministry** of ROWAN by increasing its capacity to serve and ensuring its long-term sustainability.
3. Strengthen & expand the **impact** of ROWAN through the development and expansion of effective external partnerships.
4. Increase **awareness** & social impact of ROWAN through creative, effective communication.

ABOUT OUR PROGRAMS

Jesus issued the Great Commission to his followers in Matthew 28:18–20: “All authority in heaven & on earth has been given to me. Go therefore & make disciples of all nations, baptizing them in the name of the Father & of the Son & of the Holy Spirit, & teaching them to obey everything that I have commanded you; & lo, I am with you always, to the end of the age.”

ROWAN is committed to sharing the deep, abiding love of Christ with orphans & widows in rural Uganda by looking after “widows & orphans in their distress” (James 1:27).

ROWAN serves the people of rural Uganda in their homes & communities & is committed to investing in these communities by developing local leaders & supporting existing family units through consistent culturally-sensitive programs.

Through local leadership & a holistic approach to programming & development, ROWAN alleviates poverty, preserves dignity, strengthens relationships, & protects the health & wellbeing of individuals, families, & villages in rural Uganda.

Locally-developed & culturally-relevant programs have trained, equipped, & empowered widows & orphans to reduce vulnerability since ROWAN's inception.

Within the ROWAN family, these individuals discover how to be better mothers, sisters, entrepreneurs, & friends to others in the community.

OUR PROGRAMS

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|------------------|---|
| <p>PROGRAM 1</p> | <p>ROWAN supports the spiritual development of widows & orphans primarily through home visits & mentorship (James 1:27). ROWAN Uganda staff make themselves available to minister, pray, & share the Gospel with every beneficiary. Many widows & orphans come from a Muslim background, but every program offered is led by one of our faith-filled staff who incorporate Jesus Christ in every aspect of life.</p> <p>Through the commitment of local & international resources, the Hall of Hope was built in 2018, creating a place for the community to come together to worship. In addition to the main gathering hall, the building also houses offices for our staff & two large classrooms for our weekly programs.</p> <p>Since 2008, ROWAN has supported the spiritual development of widows & orphans across 70 villages by organizing beneficiaries into “zones,” with local zonal leaders communicating regularly with families to deliver encouragement & updates. ROWAN Uganda equips zonal leaders with discipleship training & practical tools (such as bicycles) for visits. In addition, ROWAN Uganda hosts a required staff retreat annually during which there are scheduled times for Biblical devotion, reflection on the past year, vision-casting for future years, & team bonding activities.</p> |
| <p>PROGRAM 2</p> | <p>Students attending government schools in Uganda are supported through a program that pays the required annual fees, covers the costs of books, and provides uniforms and scholarships to ROWAN orphans.</p> <p>To ensure that students are able to attend classes regularly, ROWAN was blessed by the contributions of donors specifically for the purchase of a small bus.</p> <p>The bus was purchased in 2020 just prior to the closure of Ugandan schools due to the COVID-19 global pandemic.</p> <p>ROWAN immediately repurposed the bus to deliver food to widows and orphans who were locked down due to health concerns.</p> <p>In addition, as a result of the 2020 Christmas Campaign, ROWAN opened a local learning center that provides educational support to the people of the villages.</p> |

OUR PROGRAMS

| | |
|--------------------------|---|
| PROGRAM 3 | |
| HEALTH INITIATIVES | <p>ROWAN is committed to improving the health of the people of Mawanga through medical care, counseling, providing HIV/AIDS medication, & serving mothers in its prenatal unit.</p> <p>In addition, because the lack of health-related education serves to perpetuate the spread of HIV/AIDS & other disease in the region, ROWAN works to improve the health education of the surrounding people in the region.</p> |
| PROGRAM 3 | |
| PROVISION OF BASIC NEEDS | <p>In a region challenged by extreme poverty, the lack of basic resources continues to threaten the health & lives of rural Uganda's widows & orphans. With the knowledge that the love of Christ is reflected in the care we provide to those in need, ROWAN regularly provides access to clean water, nutritious food, & clothing to widows & orphans in Uganda</p> <p>.The exceedingly successful 2021 Blessing Baskets Christmas Campaign, provided 400 families with 40 pounds of food, seeds to plant, a frying pan, educational materials, & sweet treats.</p> |
| PROGRAM 4 | |
| ENTREPRENEURSHIP | <p>ROWAN trains & equips widows in literacy & the development & management of entrepreneurial opportunities through its Legacy Program. This four-year program delivers a locally-designed curriculum that provides business & financial training to widows.</p> <p>Since 2021, ROWAN has run two sustainable businesses, including a goat farm & a medical center. In order to ensure program integrity & effective stewardship, ROWAN has hired additional local staff, including a farm manager, a program office manager, & two sponsorship coordinators.</p> |
| PROGRAM 5 | |
| EMERGENCY RELIEF | <p>Addressing emergent issues faced by widows & orphans in rural Uganda is a pillar of ROWAN's service. If not addressed, emergencies undermine the long-term ministry efforts in the community.</p> <p>Since 2008, ROWAN has provided funding to mitigate the impact of clean water & nutritious food shortages, to respond to the COVID-19 global pandemic, & to protect its people from aggressive mining in the region. ROWAN's approach includes built-in flexibility in order to support the widows & orphans in their most critical moments.</p> |

PROGRAM NOTES & DESCRIPTIONS

Regional Mining Crisis: In early 2022, ROWAN discovered that mining companies from other countries had been granted exploratory licenses in order to capitalize on and exploit the mineral-rich soil of Mawanga and the surrounding area. This mining activity threatens the livelihood and homes of the region's vulnerable people. ROWAN has begun partnering with organizations and companies in new and exciting ways in order to develop a plan to mitigate the impact of aggressive mining on the widows and orphans who make their home in rural Uganda.

COVID-19 Global Pandemic: Like much of the world, the COVID-19 pandemic drastically impacted the health and well-being of Uganda's widows and orphans. With the repeated and lengthy closures and lockdowns leaving hungry children at home with limited or no family resources, ROWAN decentralized its programs, brought learning home, and empowered local leaders to love those around them when others would not. In 2021, ROWAN launched the Mothers to Mothers Campaign resulting in the sponsorship of many of the widows raising their children alone. In addition, the Food for Families Campaign was launched, using the ROWAN bus for deliveries in spite of prohibited travel in the region.

Shelter, food, and water: ROWAN is present to support widows and their families, including providing nutritious food and clean water. During emergencies, such as weather catastrophes, we provide funding and workers to fix damaged homes, including rebuilding them if necessary. ROWAN has built over 40 houses since it began, and over 10 water wells.

Banking policies: Changing banking policies in Uganda, including bank closures or decisions that impact electronic banking transactions, continually threaten the livelihood of widows and orphans. ROWAN is committed to working with decision-makers to minimize the impact of changing policies on the people of Mawanga.

ROWAN GOALS

GOAL 1: GROW PROGRAMS

Participate in fulfilling the Great Commission by increasing the number of widows and orphans served in ROWAN programs.

ROWAN programs are developed & administered by members of the local community. The importance of this is reflected in the targeted approach to program development, the cultural appropriateness of the services, the delivery of services in the homes & communities, the respect for the history & dynamics of the villages, & the trusted relationships between the community members & ROWAN Uganda leadership, administrators, & direct support providers.

The influence of ROWAN has steadily grown in the past 15 years, & with the ever-increasing threats to the region from global events & policies, ROWAN remains steadfast in its love & support for the people of rural Uganda. Our commitment remains the same – to continue to meet the spiritual, physical, & social needs of widows & orphans in the region.

ROWAN will accomplish its program goal by:

1. Ensuring the sustainability of community programs through policies, programs, plans, evaluations, & strategies that increase organizational capacity to serve; &
2. Improving the lives of widows & orphans through Christ-centered programs.

We are successful when:

- Widows & orphans of rural Uganda recognize their value & potential as creations of Almighty God, experience the life-changing love of Jesus Christ, live in the power of the Holy Spirit, & experience the beauty of healthy relationships with others.
- The people of rural Uganda are empowered to lead & serve in their own communities, families, businesses, & country to reduce vulnerability & effect positive change for themselves.
- The people of rural Uganda have access to life-changing food, water, shelter, healthcare, education, & emergency resources.

GOAL 2: INCREASE SUSTAINABILITY

STRENGTHEN & EXPAND THE MINISTRY OF ROWAN BY INCREASING ITS CAPACITY TO SERVE & ENSURING ITS LONG-TERM SUSTAINABILITY

The Uganda & USA Boards of Directors work together to govern ROWAN administration & program activities. Members are committed to strengthening the relationship & partnership between the Boards in order to effectively share the love of Jesus Christ with & minister to the widows & orphans of rural Uganda.

ROWAN will accomplish its sustainability goal by:

1. Ensuring the long-term sustainability of ROWAN USA by building strong governance, organizational infrastructure, & leadership;
2. Maximizing the potential of sustained & increasing revenue;
3. Strengthening relationships with & communication between ROWAN USA & ROWAN Uganda Boards of Directors in order to improve organizational accountability;
4. Developing adequate resourcing of ROWAN Uganda & ROWAN USA in order ensure appropriate organizational staffing & operations;
5. Mitigating the fiscal impact on the organization of socio-economic challenges in the region, including changing bank policies, bank closures, political and policy changes, inflation, & emergent issues; &
6. Protecting ongoing operations of ROWAN and the people of rural Uganda.

We are successful when:

- The relationship between the ROWAN Uganda & ROWAN USA Boards of Directors reflects the love of Jesus Christ, respect for & accountability between the Boards, & a heart of service for the people of rural Uganda.
- The strength of ROWAN leadership will ensure consistent & ongoing fulfillment of the mission, realization of vision, sustainability of the organization, & implementation of programs.
- ROWAN Uganda & ROWAN USA are adequately resourced to effectively serve the widows & orphans of rural Uganda.
- Widows & orphans are empowered & able to commit personal resources toward effecting change in their communities & families.

GOAL 3: EXPAND PARTNERSHIPS

STRENGTHEN & EXPAND THE IMPACT OF ROWAN THROUGH THE DEVELOPMENT & EXPANSION OF EFFECTIVE EXTERNAL PARTNERSHIPS

ROWAN International's success in serving the widows & orphans of rural Uganda is dependent upon strategic partnerships with other nongovernmental organizations, churches, private businesses, & individuals who are committed to sharing the love of Christ through practical programming. Sponsorships of widows & orphans, funding provided in response to special campaigns, committed & dollars earmarked for programs such as the health & maternity clinics are critical for spreading the Gospel of Jesus Christ & meeting the practical needs of the people in that region.

Proposed aggressive mining in the parish threatens the livelihood & homes of the widows & orphans, & threatens ROWAN itself. It has provided an opportunity for ROWAN leadership to develop partnerships with other international faith-based nongovernmental organizations. ROWAN has also begun working with entities that focus on protecting communities & the environment from the adverse impacts of mining & promoting sustainable solutions. ROWAN is committed to supporting the widows & orphans during the challenging months ahead.

ROWAN's commitment to serve will benefit from external partnerships by:

1. Maximizing organizational effectiveness by partnering with other non-governmental organizations in the region;
2. Expanding partnerships with churches, faith-based organizations, corporations, & business across the United States;
3. Strengthening relationships with Ugandan government & banks; &
4. Expanding the influence of ROWAN through the education of stakeholders, advocacy for the people of rural Uganda, sustainability of programs, & the delivery of services.

We are successful when:

- Partnerships with others expand the effectiveness of ROWAN resources.
- The strength & commitment of the partnering individuals and organizations are recognized as having a positive impact on the challenges faced by widows & orphans in rural Uganda.
- The negative impacts of local, national, or international policies & initiatives on the people of rural Uganda are reduced.

GOAL 4: RAISE AWARENESS

INCREASE AWARENESS & SOCIAL IMPACT OF ROWAN THROUGH CREATIVE & EFFECTIVE COMMUNICATION

The ability and capacity of ROWAN to fulfill its mission is dependent upon the knowledge and awareness by existing and future partners of the challenges faced by widows and orphans in rural Uganda.

ROWAN will raise awareness by:

1. Expanding the reach of ROWAN through effective marketing and communication;
2. Increasing internal and external awareness of the challenges experienced by the people in rural Uganda; and
3. Strengthening consistent communication between ROWAN USA and ROWAN Uganda.

We are successful when:

- Individuals, families, churches, and communities experience the love of Almighty God for His creation when they come in contact with a ROWAN representative
- Passion for caring for the widows and orphans of rural Uganda is contagious and extends beyond the current donors, sponsors, and prayer partners
- The Uganda and USA Boards of Directors are knit as one in the governance and leadership of ROWAN International.

BOARD OF DIRECTORS

ROWAN International is a nongovernmental organization with legal registration in both Uganda & the USA. The two legal entities exercise a symbiotic covenant partnership in order to transform & empower the people & villages of rural Uganda through practical & culturally-relevant programs, developed & implemented by the local people.

ROWAN International is committed to meeting the basic needs of the communities it serves through health care, education, nutrition, & self-sufficiency through entrepreneurial opportunities.

Above all, we are committed to reaching the heart of every widow & orphan with the love of Jesus Christ so that each person will fully understand the value of their life & who they are in Christ.

Dr. Malinga
Uganda Chair

Tom Musira
Uganda Vice-Chair

Sam Kuloba
Uganda Secretary

Edith Nyende
Uganda Intercessor

Tom Trott
USA Chair

David Thurow
USA Vice-Chair

Amber Thurow
USA Secretary

Mike White
USA Treasurer

Ileen White
USA Intercessor

BOARD OF DIRECTORS: UGANDA

ROWAN Uganda is a locally founded & developed registered nongovernmental organization in Uganda and is responsible for directly interacting with the people of rural Eastern Uganda.

The local Board of Directors & staff members develop deep, meaningful relationships with people & create opportunities to address spiritual, physical, & social needs.

Local leaders are committed to honoring the culture & empowering the people by visiting families in their homes, addressing the practical needs of these families, & minimizing disruption to these foundational relationships.

Community members support the organization through a commitment of non-financial resources, including labor, produce, and livestock.

Dr. Malinga
Uganda Chair

Tom Musira
Uganda Vice-Chair

Sam Kuloba
Uganda Secretary

Edith Nyende
Uganda Intercessor

BOARD OF DIRECTORS: USA

ROWAN USA is a 501(c)(3) nonprofit organization that bolsters indigenous-led Ugandan programs with support & accountability. This partnership adds value to local leadership implementing faith-based initiatives, independent of outside assumptions.

Sponsorships of widows & orphans are managed by ROWAN USA to ensure accountability & support the activities of ROWAN Uganda. The majority of the funding raised by ROWAN USA is sent directly to ROWAN Uganda for its programs, with less than 20% of the funding used to cover the administrative costs of both entities.

The ROWAN USA Board of Directors is in a period of transition as the challenges impacting the people of rural Uganda have multiplied. The future sustainability of ROWAN initiatives & its capacity to serve widows & orphans in Uganda will depend upon the strength of leadership, commitment of each Board member, & the integration of the two Boards.

MEET THE BOARD



Tom Trott
USA Chair

David Thurow
USA Vice-Chair

Amber Thurow
USA Secretary

Mike White
USA Treasurer

Ileen White
USA Intercessor



Tom Trott
USA Chair

Tom lives in Colorado's Rocky Mountains with his wife & two teenagers. A civil engineer by trade & pastor at heart, Tom has held many leadership roles in Christian organizations over the past 25 years. He loves seeing people connect to God & each other, embrace unity, & choose connection over fear & grudges, whether that's in the home, church, workplace, or local community.



David Thurow
USA Vice-Chair

David manages a large ranch in Parshall, Colorado. He is a leader at Kremmling Community Church. David has been married to his wife, Amber, for 15 years, & they have 5 children. His skills involve entrepreneurship especially in regards to agriculture.



Amber Thurow
USA Secretary

Amber is a stay-at-home mom of 5 & a small business owner. She is a member of Kremmling Community Church & leads various ministries. Her skills involve program development, & she has travelled internationally to ROWAN Uganda in 2019 & 2022.



Mike White
USA Treasurer

Mike is an OB/GYN in Grand Junction. His heart for missions began when he saw health as a way to introduce people to Christ. In medical school, he worked with a Haiti-focused medical foundation. He is passionate about local partnership to spread the Gospel & empower communities. He is the women's service line director at Saint Mary's & medical director for Mesa County Jail. He enjoys spending time with his wife of 25 years & teenagers, trail running with his dog, & putting his private pilot's license to good use.



Ileen White
USA Intercessor

Ileen is a Colorado native resid in Grand Junction with her husband (& high school sweetheart) of 25 years, Mike, & two teenagers, Max & Kate. She is passionate about Jesus, intercession, the prophetic arts, & kingdom entrepreneurs. She is an elder in her church, small business owner, & president of the board of a Christian dance company, Reverent Rhythms.

ROWAN EXECUTIVE DIRECTORS



Pastor Paul Nyende
ROWAN UGANDA

Paul was born in 1964 & raised in Mawanga, Uganda. When he was in his 30's, he received Kelsey as a visitor in 2002. He shared his vision to serve the widows & orphans in the region, & he registered an NGO in 2008 called ROWAN. He continues to steward that vision through his leadership. His responsibilities include facilitating the Uganda board of Directors, overseeing the 20+ local staff, communicating to the USA board weekly, managing & overseeing financial transactions, & networking with local leaders in our partnership approach.

Kelsey Hargadine
ROWAN USA

Kelsey first visited Uganda in 2002, & in 2008 registered ROWAN as a non-profit in Colorado. She is the Executive Director of USA fundraising & coordination for the implementation of the Uganda operations. Her main responsibilities are managing the organizational needs, fundraising events, campaigns, & efforts as well as communicating with the Uganda board & staff weekly.



ROWAN

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