



STRATEGIC PLAN 2026–2030

**Empowering Women, Youth, and Single Mothers through Safe,
Rights-Based Livelihoods, Life Skills, and Protection**

FOREWORD

On behalf of Neloshan International, I extend profound appreciation to our donors, faith partners, community leaders, volunteers, and program participants who have journeyed with us since the organization's inception. Your trust, generosity, and collaboration have enabled Neloshan to design and deliver compassionate, practical, and faith-inspired responses to poverty, vulnerability, and social exclusion affecting women—particularly single mothers—and youth across our areas of operation. These partnerships have not only supported programs, but have strengthened community trust, accountability, and collective ownership of change.

This 2026–2030 Strategic Plan represents Neloshan's second five-year roadmap and reflects a significant step forward in organizational maturity. It is informed by lessons learned, evolving global and regional development challenges, and increasing alignment with international NGO standards, donor compliance requirements, and quality and safeguarding frameworks. The plan provides a clear and structured pathway for consolidating impact, strengthening systems, and responsibly expanding into new geographies while maintaining ethical integrity, protection, and accountability.

The Board and leadership view this strategy as both a guiding framework and a moral commitment. It is a commitment to uphold dignity, protect women and children from harm, steward resources responsibly, and deliver measurable, sustainable outcomes. We recognize that contexts evolve, risks shift, and opportunities emerge, and therefore commit to continuous learning, adaptive management, and regular review. Together with our partners, we look forward to advancing Neloshan's mission and ensuring that women and youth are empowered not merely to survive, but to thrive economically, emotionally, socially, and spiritually.

Immaculate Njeru
Executive Director

1. EXECUTIVE SUMMARY

Neloshan International is a Canadian-registered, faith-based non-governmental organization currently operating in Kenya, Nigeria, and Canada, with planned expansion into Uganda in 2027 and South Africa in 2028. Neloshan exists to address multidimensional poverty and vulnerability through an integrated empowerment model that combines livelihoods, life skills, psychosocial wellbeing, spiritual nurture, and strong protection systems. The organization focuses particularly on women-headed households—including single and adolescent mothers—and vulnerable youth who face systemic barriers to economic opportunity, safety, and social inclusion.

This Strategic Plan recognizes that poverty is not solely a lack of income, but a condition shaped by limited access to skills, productive assets, markets, financial services, safe employment, decision-making power, and supportive networks. Over the 2026–2030 period, Neloshan will scale empowerment pathways that address these root causes through:

1. Market-relevant vocational training and entrepreneurship development.
2. Structured livelihood pathways that move participants from skills acquisition to income generation and stability.
3. Comprehensive life skills programming that strengthens agency, resilience, financial literacy, communication, and personal safety.
4. Integrated safeguarding and protection systems that prevent exploitation, abuse, and gender-based violence.

Across all programs, Neloshan will implement robust safeguarding measures aligned with INGO and donor expectations, including Protection from Sexual Exploitation and Abuse (PSEA), prevention and response to Sexual and Gender-Based Violence (SGBV), child safeguarding, women and children's rights, and inclusive programming for persons with disabilities and other marginalized groups. By 2030, Neloshan aims to directly reach more than 22,000 women and youth, strengthen institutional systems, and mobilize approximately USD 14.5 – 20 million to deliver safe, dignified, and sustainable impact.

2. INTRODUCTION AND BACKGROUND

2.1 Organizational Genesis and Identity

Neloshan International was founded in response to the lived realities of women and youth experiencing economic hardship, stigma, social exclusion, and psychosocial distress. The organization's leadership was shaped by lived experience of single motherhood and a deep Christian conviction that dignity, opportunity, and hope should be accessible to all people, regardless of circumstance. From its inception, Neloshan has viewed women—particularly single mothers—not as passive recipients of aid, but as capable leaders and agents of transformation within their households and communities.

While faith inspires Neloshan's compassion and ethical grounding, the organization operates according to professional, rights-based, and evidence-informed standards. This strategic plan therefore integrates faith-inspired values with internationally recognized principles of safeguarding, accountability, inclusion, and quality assurance. Neloshan positions itself as a long-term partner to communities, committed to sustainable change rather than short-term relief, and to systems strengthening rather than isolated interventions.

2.2 Problem Statement

Across Sub-Saharan Africa and in marginalized communities globally, women-headed households and vulnerable youth face systemic barriers that perpetuate cycles of poverty and exclusion. Single mothers often shoulder disproportionate caregiving responsibilities while lacking access to capital, land, vocational training, safe employment, and supportive networks. These conditions increase exposure to exploitation, unsafe labor, harmful coping strategies, and gender-based violence.

In Kenya, over 33% of households are headed by women, translating to more than 4 million women-headed households. In Nigeria, female-headed households accounted for 14.9% of all households in 2021, according to data from the World Bank. Studies show that children raised in single-parent households are more likely to experience lower educational attainment and reduced life opportunities, perpetuating cycles of poverty. Single mothers face compounded challenges: juggling multiple roles, limited social support, stigma, and psychological stress.

Youth face parallel challenges, including high unemployment, weak pathways from education to employment, limited access to mentorship, and social pressures that heighten vulnerability to crime, violence, exploitation, and psychosocial distress. Uganda has one of the youngest populations globally, with a median age of 16.5 years. South Africa faces a youth unemployment rate of approximately 47.5%, one of the highest in the world. Youth unemployment is a pressing issue, with many young people lacking the skills and opportunities to enter the labor market.

Poverty in these contexts is compounded by trauma, stigma, and chronic stress, which can undermine confidence, decision-making, and the ability to sustain economic gains.

Neloshan exists to address these interconnected challenges through holistic empowerment that combines livelihoods, life skills, psychosocial support, and protection.

3. ORGANIZATIONAL IDENTITY

3.1 Vision

Neloshan International envisions a world where women and youth live free from poverty, violence, and exclusion, and where they are economically empowered, socially included, emotionally resilient, and spiritually grounded. This vision reflects the belief that sustainable development must be rooted in dignity, safety, and rights, and that empowerment is most effective when economic opportunity is paired with protection and supportive community systems.

3.2 Mission

Neloshan's mission is to equip women-headed households, particularly single mothers, and vulnerable youth with skills, resources, supportive relationships, and guidance that enable economic independence, psychosocial wellbeing, and resilient life outcomes. This mission is pursued through integrated programming that combines vocational skills, enterprise development, mentorship, psychosocial support, and spiritual nurture. Neloshan delivers this mission while adhering to safeguarding principles, survivor-centered practices, and rights-based approaches that uphold women's rights, child protection, inclusion, and accountability to communities and donors.

3.3 Core Values

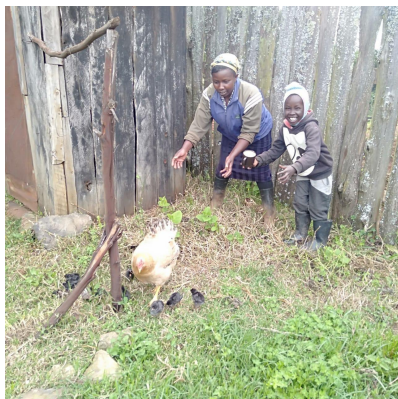
Neloshan's values are the ethical foundation of program delivery and organizational governance. Integrity and accountability ensure that funds are managed transparently, commitments are honored, and data is reported honestly. Compassion guides the organization's approach to serve with dignity and respect, especially when working with women and youth affected by poverty or trauma. Stewardship reflects the duty to use resources responsibly and to maximize impact. Empowerment ensures participants are active partners in their development and that programs strengthen agency rather than dependency. Inclusion and equity ensure Neloshan adapts programs so marginalized groups, including persons with disabilities, can participate meaningfully. Safeguarding and protection commit the organization to prevention of harm, including PSEA and SGBV, and to strengthening safe reporting and response systems. Excellence and learning commit Neloshan to continuous improvement,

quality assurance, and evidence-based decision-making. Neloshan's values guide decision-making, partnerships, and program delivery:

1. **Integrity and Accountability** – Ensuring transparency, ethical conduct, and responsible stewardship of resources.
2. **Compassion and Dignity** – Serving individuals with respect, empathy, and cultural sensitivity.
3. **Stewardship** – Maximizing impact through responsible use of financial and human resources.
4. **Empowerment and Rights** – Strengthening agency, participation, and self-reliance.
5. **Safeguarding and Protection** – Preventing harm and responding appropriately to abuse and exploitation.
6. **Inclusion and Equity** – Ensuring access for marginalized and vulnerable groups.
7. **Excellence and Learning** – Committing to quality, evidence, and continuous improvement.

Current Operations and Achievements

Neloshan has built a track record of community-based programming that integrates skills development, mentorship, psychosocial support, and faith-rooted encouragement. Through collaboration with local churches, training institutions, community groups, and informal support networks, Neloshan has supported women and youth to build livelihoods, increase confidence, and strengthen social connections. The organization has implemented approaches such as Village Savings and Loan Associations (VSLAs), vocational and enterprise training, mentorship for youth, and structured psychosocial and spiritual support activities.



Chicken Rearing Project – Kenya

Dorper Sheep Project – Kenya

Neloshan’s key learning from its early years is that sustainable transformation requires both opportunity and protection. As programs grow, Neloshan will strengthen systems to ensure services are consistently safe, ethical, accountable, and inclusive across countries. This includes building robust safeguarding procedures, formalizing referral partnerships, improving data systems, and strengthening governance and compliance. These improvements are essential for scaling responsibly and meeting donor and INGO expectations.

Rationale for Geographic Expansion

The 2026–2030 strategy includes phased expansion into Uganda (2027) and South Africa (2028) based on identified needs, feasibility, and partnership opportunities. Expansion is not pursued as growth for its own sake; it is pursued to replicate and adapt proven models in contexts where women-headed households and youth face significant vulnerability, and where credible local partnerships can enable effective, culturally relevant delivery. Neloshan will apply clear entry criteria for expansion, including safeguarding readiness, legal compliance pathways, partner due diligence, minimum funding coverage, and country-level capacity to deliver quality programming.

Expansion will be implemented through a pilot-and-scale approach. Neloshan will begin with small cohorts and strong monitoring to test relevance, safety, and effectiveness. Only after

demonstrating measurable outcomes and compliance with quality and protection standards will the organization scale to larger footprints. This approach protects program participants, strengthens donor confidence, and reduces operational and reputational risk.

4. SAFEGUARDING, PSEA, SGBV, AND RIGHTS-BASED APPROACH

4.1 Safeguarding Commitment and Scope

Neloshan International maintains zero tolerance for any form of sexual exploitation, abuse, harassment, and all forms of violence against women, children, and youth. This safeguarding commitment applies to all staff, volunteers, board members, contractors, partners, and any person representing the organization in the field. Safeguarding is not treated as a standalone “policy requirement” but as a core dimension of program quality, trust, and ethical responsibility. Neloshan recognizes that women, children, and youth experiencing poverty can face increased exposure to exploitation, coercion, and abuse, including in spaces meant to provide support. For this reason, safeguarding is integrated into governance, operations, training, partnerships, MEAL, and risk management.

4.2 Protection from Sexual Exploitation and Abuse (PSEA)

Neloshan will develop and enforce a PSEA system consistent with humanitarian operations expectations. This includes a clear Code of Conduct, mandatory training for all representatives, confidential reporting and complaint channels, survivor-centered response protocols, and documented disciplinary processes. Neloshan will ensure reporting pathways are accessible, culturally appropriate, and safe for women and youth to use without fear of retaliation. Where local systems allow, Neloshan will offer multiple reporting channels, including in-person reporting to designated safeguarding focal points, protected phone or digital reporting, and community feedback structures that maintain confidentiality. Neloshan will take all allegations seriously, ensure timely and appropriate action, and cooperate with lawful investigations while prioritizing survivor safety and consent.

4.3 SGBV Prevention and Response

Neloshan acknowledges that sexual and gender-based violence is both a cause and consequence of poverty, inequality, and social exclusion. The strategic plan therefore includes proactive SGBV prevention and response embedded across program pillars. Prevention includes community sensitization, strengthening protective norms, integrating life skills and rights education, and building women’s economic autonomy to reduce vulnerability. Response includes psychosocial support, safe referral pathways, and trauma-informed practices across staff and partners. Neloshan will not position itself as a substitute for formal protection systems; instead, it will strengthen links with competent local services (health, psychosocial, legal) and ensure referrals occur with informed consent, confidentiality, and safety planning.

4.4 Women's Rights and Children's Rights

Neloshan adopts a rights-based approach that recognizes women and children as rights-holders rather than passive recipients of charity. The organization aligns programming to principles reflected in international and regional frameworks supporting women's rights, child rights, and non-discrimination. Rights-based programming means Neloshan designs interventions to reduce barriers, strengthen participation, ensure safe access, and uphold dignity in all service interactions. It also means Neloshan will actively monitor and mitigate protection risks, including risks linked to stigma, exploitation, child labor, early marriage, and harmful social norms. Where programs involve adolescents or children, Neloshan will ensure child safeguarding measures are in place, including parental/guardian consent requirements, safe engagement protocols, and appropriately trained staff.

Neloshan International maintains zero tolerance for sexual exploitation, abuse, harassment, and all forms of violence against women, children, and youth. Safeguarding is a core organizational responsibility embedded across governance, operations, partnerships, and program delivery. All staff, volunteers, board members, consultants, and partners are required to adhere to a Code of Conduct and participate in mandatory safeguarding and PSEA training.

Neloshan's safeguarding system includes:

1. Clear policies on PSEA, child safeguarding, and ethical conduct.
2. Confidential, accessible, and culturally appropriate reporting mechanisms.
3. Survivor-centred response protocols that prioritize safety, consent, and dignity.
4. Disciplinary and corrective action procedures.
5. Integration of safeguarding risks into MEAL and risk management systems.

Sexual and Gender-Based Violence (SGBV) prevention and response are embedded across all program pillars. Prevention efforts focus on economic empowerment to reduce dependency, life skills to strengthen decision-making and rights awareness, and community sensitization to challenge harmful norms. Response efforts include psychosocial support, referral pathways to competent services, and trauma-informed practices. Neloshan aligns its work with international and regional frameworks on women and children's rights and ensures referrals occur with informed consent, confidentiality, and safety planning.

5. INCLUSION AND ACCESSIBILITY

Neloshan's strategic plan is guided by a Gender Equality and Social Inclusion (GESI) approach, ensuring services are equitable and accessible to participants who may experience multiple forms of marginalization. Neloshan recognizes that disability, age, gender, poverty, stigma, and social identity can combine to increase exclusion and vulnerability. Therefore, Neloshan will

deliberately design programming so women with disabilities, adolescent mothers, SGBV survivors, and marginalized youth are able to participate safely and meaningfully.

Inclusion will be operationalized through accessible training environments, supportive participation options, adapted materials where necessary, and staff training on inclusion and dignity. Neloshan will collect and use disaggregated data (gender, age, disability) to monitor whether programming is reaching intended groups and whether outcomes are equitable. Inclusion will also be reflected in safeguarding practices, ensuring reporting channels are accessible and safe, and that staff are trained to respond appropriately when participants disclose experiences of violence or exploitation.

Neloshan adopts a Gender Equality and Social Inclusion (GESI) approach to ensure programs are accessible and equitable for women with disabilities, adolescent mothers, SGBV survivors, marginalized youth, and other excluded groups. Inclusion is operationalized through:

1. Accessible venues and adapted training methods.
2. Staff training on inclusion, dignity, and bias awareness.
3. Disaggregated data collection (gender, age, disability).
4. Accessible safeguarding and feedback mechanisms.

By embedding inclusion into design and monitoring, Neloshan ensures empowerment outcomes are equitable and that no group is unintentionally excluded.

6. GEOGRAPHIC FOCUS

6.1 Kenya: Consolidation and Deepening Impact

Kenya remains Neloshan's foundational operational hub and will be prioritized for consolidation and quality strengthening during 2026–2030. Neloshan will deepen impact by strengthening standardized training systems, strengthening VSLAs, expanding enterprise support, and integrating stronger psychosocial, protection, and inclusion systems across communities served. Neloshan's approach in Kenya will focus on both urban and rural pathways to economic empowerment, with deliberate strategies to reach single mothers facing the highest vulnerability and to strengthen linkages to markets and supportive services. Kenya will also serve as a learning hub for replicating models in other countries, with improved documentation, curriculum systems, and outcome tracking.

6.2 Nigeria: Scaling Programs and Enhancing Reach

Nigeria presents significant needs and opportunities due to its large population, high levels of youth unemployment, and the vulnerability faced by women-headed households. Neloshan will scale proven economic empowerment and mentorship models while ensuring delivery is

grounded in strong partnerships and safeguarding compliance. Nigeria’s strategy will prioritize urban clusters where access to training and market linkages is feasible and where faith-based networks and local NGOs can support recruitment and community engagement. Neloshan will strengthen capacity-building for local partners and adopt a phased growth strategy to ensure quality, protection, and accountability are maintained as reach expands.

6.3 Uganda: Expansion Through Pilots (2027–2030)

Uganda will be approached as a strategic expansion country beginning in 2027 through pilot cohorts and partnership-led delivery. Neloshan will enter Uganda with clear readiness criteria including partner due diligence, safeguarding infrastructure, funding coverage for pilots, and compliance planning for any registration requirements. The early focus will be on Kampala and selected communities where women-headed households and youth face limited pathways to decent livelihoods. Neloshan will adapt programming to local economic realities, including agricultural and microenterprise models, and will use strong monitoring to determine scale-up feasibility. Uganda’s work will emphasize protection integration from the outset, ensuring safe programming spaces, staff training, and referral networks are established before expansion.

6.4 South Africa: Urban Pilots and Innovation (2028–2030)

South Africa will be introduced as a 2028 expansion geography, initially through urban pilots that focus on employability, entrepreneurship, digital skills, and psychosocial resilience. Neloshan will collaborate with local institutions, training providers, and community-based and faith-based organizations that meet minimum safeguarding and quality criteria. Given the complex urban vulnerability environment, the South Africa strategy will place strong emphasis on protection risk mitigation, ethical engagement, and measurable outcomes. Success in South Africa will be defined by tested models that demonstrate both impact and safe delivery, creating a pathway for longer-term scaling beyond 2030 if conditions are favorable.

7. PROGRAMMATIC PILLARS

7.1 Pillar 1: Women’s Empowerment, Livelihoods, and Economic Justice

Women’s empowerment is central to Neloshan’s poverty reduction strategy because women’s income and agency are strongly linked to child wellbeing, household stability, and community resilience. Neloshan will implement a layered livelihood pathway that begins with skills training and moves toward sustained income generation. This pathway will include vocational skills, enterprise development, access to savings and credit mechanisms, business mentorship, market linkages, and ongoing coaching that helps women apply skills in real economic settings. Neloshan will ensure trainings respond to local market demand and are paired with practical supports such as financial literacy, digital business skills, cost planning, pricing, customer care, and simple bookkeeping. Where feasible, Neloshan will also support women to form

cooperatives or group enterprises to strengthen purchasing power, access markets, and reduce individual risk.

Livelihood programming will be accompanied by life skills that support women to strengthen agency and reduce vulnerability. This includes decision-making skills, negotiation skills, communication, personal boundaries, rights awareness, parenting support, stress management, conflict resolution, and safe help-seeking behaviours. Because poverty can increase exposure to exploitation, coercion, and SGBV, Neloshan will integrate protection messaging and referral pathways into livelihood delivery, ensuring women understand safe work practices, safe migration principles, and where to seek support when facing violence or exploitation. The intended result is a participant who is not only economically skilled, but also empowered, resilient, and supported by protective community structures

1. Market-relevant vocational and entrepreneurial skills training.
2. Financial literacy, savings, and access to credit mechanisms.
3. Business mentorship and coaching.
4. Market linkages and cooperative opportunities.
5. Post-training follow-up and income stabilization support.

Life skills such as decision-making, negotiation, parenting support, rights awareness, and resilience are embedded to strengthen agency and reduce vulnerability to exploitation and SGBV.

7.2 Pillar 2: Youth Empowerment, Employability, and Life Skills for Self-Reliance

Youth empowerment programming will focus on equipping young people with employability skills, entrepreneurship capabilities, and the personal development competencies needed to navigate complex social and economic realities. Neloshan will strengthen youth pathways to decent work through practical training in vocational trades and digital skills, entrepreneurship incubation, mentorship, internships where feasible, and peer learning platforms that increase confidence and exposure to real-world opportunities. Youth programming will emphasize market relevance, ensuring training corresponds to local employment opportunities or viable self-employment options. Neloshan will also incorporate structured follow-up support—such as job readiness coaching, CV/interview preparation, networking, and small business advisory support—to improve conversion from training to actual livelihoods.

Life skills will be a core driver of youth programming, recognizing that economic training alone does not guarantee success. Neloshan will deliver youth life skills modules on self-awareness, discipline, goal setting, communication, teamwork, leadership, problem solving, digital citizenship, emotional regulation, conflict resolution, and decision-making. Because youth may face heightened risks of exploitation, violence, and harmful coping strategies, Neloshan will embed safeguarding in all youth engagements, including mentor codes of conduct, safe engagement protocols, and confidential referral systems for protection concerns. The goal is to

develop youth who are employable, resilient, morally grounded, and equipped to contribute constructively to their communities.

7.3 Pillar 3: Spiritual Nurture

Spiritual nurture supports resilience, hope, and ethical leadership. Participation is voluntary, non-coercive, and aligned with safeguarding principles. Spiritual nurture remains a core component of Neloshan's identity and contributes to resilience, purpose, hope, and moral leadership. Neloshan will provide structured mentorship, discipleship-style engagement, and supportive faith-based communities that encourage ethical decision-making, perseverance, and relational healing. Spiritual nurture is not offered as coercion or as a substitute for professional services; it is offered as voluntary support grounded in respect, dignity, and inclusion.

Neloshan will ensure spiritual programming aligns with safeguarding principles by maintaining boundaries, confidentiality, and ethical mentorship. Volunteers and mentors involved in spiritual programs will receive safeguarding training and be guided by a code of conduct that prioritizes participant dignity and safety.

7.4 Pillar 4: Psychosocial Support

Psychosocial support strengthens wellbeing and sustains economic gains. Services include peer support groups, counseling-informed sessions, resilience building, and referral pathways for advanced care. Psychosocial support strengthens wellbeing and enables participants to sustain economic and social gains over time. Neloshan will provide group and individual support interventions that are trauma-informed, culturally appropriate, and integrated into other program areas. Psychosocial programming will include peer support groups, counseling-informed sessions, resilience-building, and pathways to professional support through referral networks.

Because participants may experience trauma linked to SGBV, exploitation, stigma, or chronic poverty stress, Neloshan will apply survivor-centered practices that prioritize confidentiality, informed consent, and safety. Staff and mentors will be trained in psychosocial first aid and appropriate referral protocols, and Neloshan will establish partnerships with competent local service providers for cases requiring advanced clinical or legal support.

8. LIFE SKILLS FRAMEWORK (CROSS-CUTTING)

Cross-Cutting Life Skills Framework

To strengthen sustainability of outcomes, Neloshan will implement a standardized Life Skills Framework **across** all program pillars. The Life Skills Framework will be designed as a practical curriculum delivered through group sessions, mentorship, and coaching, with content tailored by age and participant needs. For women, life skills will focus on confidence building, financial literacy, entrepreneurship mindset, parenting skills, boundary setting, conflict resolution, rights awareness, and resilience. For youth, life skills will focus on employability readiness, decision-making, communication, leadership, teamwork, digital safety, healthy relationships, consent awareness, and civic responsibility. Life skills content will be culturally adapted and delivered through participatory methods such as role plays, coaching circles, peer learning, and mentorship.

Neloshan will also integrate safety and protection literacy into life skills, ensuring participants understand what exploitation and abuse look like, how to report concerns safely, and how to access services in their community. This approach aligns with donor and INGO expectations that empowerment programming must include protection measures, risk awareness, and accountability channels. Life skills delivery will be monitored through pre/post assessments, participant feedback, and follow-up tracking to confirm whether skills are being applied in daily life and contributing to sustained economic and wellbeing outcomes.

Neloshan's Life Skills Framework is delivered across all pillars and tailored by age and gender. Core competencies include:

1. Financial literacy and budgeting.
2. Communication and conflict resolution.
3. Decision-making and goal setting.
4. Rights awareness and personal safety.
5. Stress management and resilience.
6. Leadership and civic engagement.

Life skills are delivered through participatory methods and monitored through pre/post assessments and follow-up tracking.

Empowerment Outcomes

Neloshan defines empowerment as the measurable growth of agency, skills, safety, and economic capability that enables individuals to make informed decisions and pursue sustainable livelihoods free from exploitation. Over 2026–2030, Neloshan will measure empowerment not only through output counts (e.g., numbers trained) but through practical outcomes such as increased income stability, improved decision-making confidence, improved ability to plan and budget, increased access to savings/credit, improved ability to negotiate fair work conditions, reduced vulnerability to exploitation, improved psychosocial wellbeing, and strengthened community participation. These indicators reflect global best practice that empowerment should be evaluated through both economic and behavioural change.

In the Theory of Change, livelihoods and life skills operate as reinforcing pathways. Livelihood programs build the economic base for stability and resilience, while life skills strengthen participants' ability to manage resources, handle conflict, protect themselves from harm, seek support when needed, and sustain long-term progress. Neloshan will treat safeguarding and inclusion as enabling conditions for empowerment, ensuring programs are delivered in safe and dignified environments where participants are respected, protected, and supported to thrive.

Safeguarding integration in Livelihoods

Neloshan acknowledges that livelihood programming can unintentionally create protection risks if not implemented carefully—such as exposure to exploitation in informal markets, unsafe training environments, abuse of power by facilitators, or pressure to accept unsafe work. Neloshan will therefore implement safeguarding measures within livelihood delivery, including safe recruitment and participation processes, clear codes of conduct, staff and volunteer vetting, and multiple confidential feedback/complaints channels. All trainers, mentors, and partner organizations involved in livelihood delivery will be required to adhere to safeguarding standards and participate in mandatory training on PSEA, child safeguarding, and survivor-centred response. These safeguards ensure Neloshan's empowerment work improves opportunities while also actively preventing harm.

6) Practical additions to your “Key Activities” (still written as narrative, but comprehensive)

In practical terms, Neloshan will deliver empowerment and livelihood activities through structured training cycles that include participant screening and needs assessment, baseline data collection, curriculum delivery, mentorship, start-up planning, savings group formation, and post-training follow-up. Neloshan will strengthen market linkages by connecting participants to buyers, cooperatives, microfinance institutions, and local business networks. Where feasible, Neloshan will support women and youth to access digital finance tools, mobile money literacy, and online marketing methods that increase market access. This end-to-end approach ensures Neloshan moves beyond training to sustained outcomes.

9. THEORY OF CHANGE AND OUTCOMES

Neloshan's Theory of Change is based on the understanding that when women and youth gain livelihoods, life skills, psychosocial resilience, and protection, they are more likely to achieve sustainable self-reliance and reduced vulnerability. Safeguarding, inclusion, and accountability act as enabling conditions for impact. Outcomes will include income growth, employment, and improved wellbeing, reduced exploitation risk, and strengthened community participation.

Neloshan's Theory of Change is grounded in the belief that when women and youth gain market-relevant skills, financial tools, psychosocial resilience, safe community supports, and ethical grounding, they are more likely to achieve sustainable self-reliance and contribute positively to their households and communities. However, these outcomes are only sustainable when programming is delivered in a safe, rights-based, and accountable way. Therefore, Neloshan integrates safeguarding, PSEA, SGBV risk mitigation, inclusion, and quality assurance as enabling conditions for impact.

The strategic goals for 2026–2030 are: to strengthen economic independence for women-headed households, increase employability and entrepreneurship pathways for youth, deepen spiritual resilience and ethical leadership, and improve psychosocial wellbeing and social inclusion. Success will be measured through both quantitative outcomes (income growth, employment, savings group functionality) and qualitative outcomes (confidence, resilience, reduced stigma, improved safety and wellbeing). Neloshan will also measure institutional outcomes such as safeguarding compliance, partner adherence to standards, and responsiveness to community feedback.

10. PARTNERSHIPS AND STAKEHOLDER ENGAGEMENT

Neloshan collaborates with faith-based organizations, training institutions, NGOs, government agencies, and private sector actors. Partnerships are governed through MOUs that include safeguarding, data protection, accountability, and quality standards. Neloshan recognizes that meaningful scale and sustainable impact require multi-stakeholder collaboration. Partnerships enable the organization to combine strengths, reduce duplication, strengthen referral pathways, and increase community trust. Neloshan will build partnerships with faith-based organizations, training institutions, microfinance actors, local NGOs, community-based groups, government departments, and private sector entities that can support market linkages, mentorship, and resource mobilization.

To align with donor and INGO standards, Neloshan will strengthen partner governance through formal MOUs that clearly define roles, safeguarding requirements, data-sharing protocols, and accountability standards. Partners will be engaged not only in delivery but in joint learning, joint monitoring, and shared problem-solving. Neloshan will also implement partner due diligence to ensure alignment with ethics, safeguarding, and quality expectations before formal collaboration.

11. RESOURCE MOBILIZATION AND FINANCIAL SUSTAINABILITY

Neloshan will diversify funding sources across institutional donors, foundations, corporates, faith-based giving, individuals, and ethical social enterprises. Financial sustainability will be

strengthened through reserves, cost recovery, transparent reporting, and audits aligned with donor requirements. Year 2026 will be critical for Neloshan’s operational stabilization to cover salaries for key staff for at least 12 months. Securing the leadership of the organization is an imperative that will help put things into place and sustain the funding-raising initiatives.

Delivering this strategic plan requires diversified and sustainable financing that reduces dependency on a single donor stream and enables reliable multi-country programming. Neloshan will pursue a balanced resource mobilization strategy combining institutional donors, private foundations, corporate partnerships, faith-based fundraising, individual giving, and social enterprise initiatives linked to women’s livelihoods. Neloshan will position its programs to align with donor priorities including gender equality, youth employment, mental health, protection, and inclusive economic development.

Strategy Funding Projections

Funding Source	Target by 2030 (USD)	% of Total Budget
Institutional Donors	\$12,000,000	60%
Individual Giving and Diaspora	\$3,000,000	15%
Foundations and Philanthropy	\$2,000,000	10%
Corporates (CSR and sponsorships)	\$1,500,000	7.5%
Faith-Based Fundraising	\$1,000,000	5%
Social Enterprises	\$500,000	2.5%
Total	\$20,000,000	100%

Financial sustainability will be strengthened through reserve-building, indirect cost recovery, shared services models across countries, and disciplined financial controls. Neloshan will maintain transparent reporting, conduct regular audits, and uphold anti-fraud measures that meet donor expectations. A key strategic objective is to strengthen donor confidence through consistent narrative and financial reporting that links spending to measurable outcomes and documented learning.

Resource mobilization will be guided by sustainability principles, prioritizing multi-year funding, flexible financing where possible, and investments that strengthen long-term institutional and community capacity rather than short-term outputs.

12. MEAL AND ACCOUNTABILITY

A robust MEAL system tracks outputs, outcomes, safeguarding indicators, and inclusion metrics. Accountability to communities is ensured through accessible complaints mechanisms, feedback loops, and learning reviews. Neloshan’s Monitoring, Evaluation, Accountability, and Learning (MEAL) system will ensure programs are measurable, ethical, adaptive, and transparent.

Monitoring will track implementation quality and output delivery, while evaluation will assess effectiveness, relevance, sustainability, and impact. Importantly, accountability will not be treated as donor reporting alone; it will include accountability to communities through accessible feedback and complaints mechanisms, safeguarding-sensitive reporting pathways, and clear response standards.

MEAL will incorporate protection and inclusion as cross-cutting dimensions. Data will be disaggregated by gender, age, and disability wherever feasible. Neloshan will conduct periodic data quality checks, ensure confidentiality, and maintain safe data storage compliant with applicable laws and donor requirements. Learning will be institutionalized through after-action reviews, annual learning reports, and program adaptations based on evidence and participant feedback.

13. OPERATIONS AND HUMAN RESOURCES

Clear governance structures, safeguarding focal points, staff training, and performance management systems ensure quality, compliance, and ethical delivery across all countries.

Neloshan will operate through a coordinated structure that balances central oversight with strong country-level ownership. Canada-based leadership will focus on governance, donor engagement, policy development, compliance oversight, and organizational strengthening. Country teams will lead implementation, community engagement, local partnership development, and contextual adaptation. Neloshan will clarify roles, reporting relationships, and accountability mechanisms to ensure quality delivery and consistent standards across all sites.

Human resource strategy will prioritize merit-based recruitment, safeguarding competency, and values alignment. All staff, volunteers, and key partners will receive safeguarding and PSEA training, and key roles will include designated safeguarding focal points. Neloshan will invest in staff development through ongoing training in program quality, MEAL, ethics, inclusion, and protection, and will implement performance management systems that reinforce accountability and continuous improvement.

14. RISK MANAGEMENT AND SUSTAINABILITY

Neloshan will implement proactive risk management to protect participants, staff, resources, and organizational credibility. Risks will include operational disruptions, funding uncertainty, contextual instability, partner compliance risks, and safeguarding risks such as SGBV and PSEA exposure. Neloshan will maintain an active risk register with assigned risk owners, quarterly

reviews, and Board oversight for high-level risks. Mitigation will include contingency planning, reserve funds, partner due diligence, staff training, and documented crisis response protocols.

Sustainability will be pursued through financial diversification, strong local partnerships, capacity building of community structures, and development of participant-led networks that continue beyond project cycles. Program sustainability will be strengthened by market linkages, strong mentoring structures, and alumni networks that support peer learning and “pay-it-forward” community transformation. Key risks—including safeguarding, funding, and contextual risks—are actively managed through a living risk register, Board oversight, contingency planning, and partner due diligence.

Sustainability risks—including over-dependence on external funding, staff turnover, partner capacity gaps, and contextual instability—will be monitored alongside operational and safeguarding risks. Mitigation strategies include succession planning, partner strengthening, reserve policies, and adaptive program design

COMMUNICATIONS, ADVOCACY, AND BRAND STRATEGY

Neloshan’s communications strategy will strengthen donor confidence, promote transparency, and increase visibility of impact. Communications will prioritize ethical storytelling that protects participant dignity, avoids harm, and uses informed consent. Neloshan will invest in digital channels including website and social media, while also strengthening donor communications through newsletters, annual reports, and structured impact updates tied to MEAL findings.

Advocacy will focus on elevating issues affecting single mothers, women-headed households, youth employment, mental health, and protection from violence and exploitation. Neloshan will work with partners to contribute to community awareness campaigns and policy conversations that strengthen protections and opportunities for women and youth. Brand identity will remain consistent, values-driven, and impact-focused, reflecting both faith inspiration and professional standards.

Communications prioritize ethical storytelling, donor transparency, and advocacy for women’s rights, youth employment, mental health, and protection from exploitation.

FINANCIAL PLAN AND BUDGET

Neloshan’s financial plan is designed to ensure that expansion and program scale are adequately resourced without compromising quality or safeguarding. Budget allocations will prioritize direct program costs, staff capacity, MEAL systems, safeguarding implementation, and essential operational functions such as finance, procurement, and compliance. Recognizing the

need for prudence and discipline in financial and human resource management, Neloshan will explore a phased approach to its growth and implementation of the strategic plan.

- Phase 1 (2026): Stabilization and staffing in Kenya and Nigeria
- Phase 2 (2027): Expansion to Uganda only after Phase 1 is fully funded
- Phase 3 (2028): Expansion to South Africa

Neloshan will maintain transparent budgeting processes, monthly financial monitoring, and annual independent audits, and will ensure donor funds are tracked and reported according to agreement terms and accepted accounting practices.

To strengthen sustainability, Neloshan will build a reserve fund target and implement cost recovery policies where permitted by donors. Social enterprise initiatives will be designed carefully to avoid participant exploitation and to ensure that income-generating activities are ethical, protective, and reinvested in community benefit. Financial planning will also account for foreign exchange risks, inflation pressures, and operational cost differences across countries, with clear assumptions documented in internal budgeting.

15. SUSTAINABILITY AND LONG-TERM IMPACT

Neloshan International's sustainability approach is designed to ensure that empowerment outcomes endure beyond project cycles and that women, youth, and communities can continue progressing without long-term dependency on external support. Neloshan defines sustainability as the practical ability of participants to maintain safe livelihoods, improved wellbeing, and increased agency over time, supported by stronger local systems and a resilient organization that consistently meets quality, safeguarding, and accountability expectations.

Sustainability is not treated as an end-stage activity. It is embedded from the start through program design, implementation, monitoring, learning, and responsible transition planning. Neloshan's sustainability model integrates four reinforcing dimensions: (1) participant economic resilience, (2) community and systems ownership, (3) institutional capacity and financial resilience, and (4) environmental and operational responsibility, all delivered through a strong rights-based and safeguarding-centered approach.

1. Sustainable Economic Empowerment for Women and Youths

Neloshan's livelihood programming is structured to move participants beyond training toward long-term income stability and safe economic independence. This is achieved through market-relevant vocational skills, entrepreneurship development, and structured pathways that support participants from skills acquisition to enterprise launch, income generation, and stabilization. Sustainability is strengthened through financial literacy, savings mechanisms, and linkages to safe and appropriate financial services. Where feasible, Neloshan supports cooperative and group enterprise models to strengthen bargaining power, reduce individual economic risk, and improve access to markets.

Neloshan recognizes that economic gains are most sustainable when paired with life skills that strengthen decision-making and self-reliance. Therefore, livelihood programming is integrated with life skills such as budgeting, communication, negotiation, parenting support, conflict resolution, goal setting, and resilience. This enables participants to manage income effectively, respond to setbacks, and sustain progress over time. Post-training follow-up, mentorship, and coaching are treated as core program components rather than optional add-ons, ensuring that participants receive continued support as they transition into stable livelihoods.

2. Community and Systems Sustainability

Neloshan's approach strengthens sustainability by building local ownership and reinforcing community-based support structures. Programs are embedded within local community systems, including faith and community institutions, training entities, women's networks, and youth structures that can continue supporting participants beyond a single funding cycle. Sustainability is also reinforced through peer learning groups, alumni networks, and mentorship structures that enable participants to "pay it forward," strengthen social cohesion, and maintain motivation and accountability after graduation.

Rather than creating parallel service structures, Neloshan prioritizes collaboration and capacity-building with local partners. This includes strengthening partner competencies in quality delivery, safeguarding, referral pathways, inclusion, and outcome monitoring. Clear partnership agreements establish shared standards for ethical conduct, confidentiality, and participant safety, ensuring that local ownership does not compromise protection or quality.

3. Safeguarding, Protection, and Rights as Sustainability Enablers

Neloshan's sustainability model is grounded in the understanding that outcomes cannot be sustained if participants are exposed to harm, exploitation, or unsafe programming environments. Safeguarding is therefore integrated as an essential enabling condition for sustainable impact. Neloshan maintains zero tolerance for sexual exploitation and abuse, harassment, and all forms of violence against women, children, and youth. Prevention and response mechanisms—including codes of conduct, training, reporting channels, survivor-centred response, and referral systems—are embedded into governance, operations, partnerships, and program delivery.

Neloshan also integrates prevention and response to sexual and gender-based violence across program pillars. Economic empowerment reduces vulnerability by strengthening autonomy and reducing harmful dependency; life skills and rights education strengthen protective decision-making and help-seeking behaviours; and community engagement contributes to safer norms and strengthened support networks. When disclosures occur, Neloshan applies survivor-centred practices and links participants to competent services through safe, consent-based referral systems. This ensures programming remains ethical, trusted, and sustainable for communities and funders.

4. Inclusion as a Sustainability Requirement

Neloshan recognizes that empowerment outcomes are not sustainable if programming excludes those most marginalized. Sustainability therefore includes a commitment to equitable access and fair outcomes for women with disabilities, adolescent mothers, survivors of violence, marginalized youth, and others who face systemic barriers. Programming is designed to reduce access barriers through adapted methods, inclusive participation practices, staff training on dignity and bias awareness, and disaggregated data monitoring (gender, age, disability) to ensure equitable reach and results. Inclusion is also reflected in safeguarding systems, ensuring feedback and reporting channels are accessible, safe, and culturally appropriate.

5. Institutional Sustainability and Responsible Growth

Sustainable impact requires an organization that is financially stable, well governed, and capable of delivering consistent quality across contexts. Neloshan therefore prioritizes institutional sustainability through strengthened governance, robust financial controls, strong accountability systems, and continuous staff development. Growth and expansion are pursued responsibly through a readiness-based approach that includes legal compliance planning, partner due diligence, funding coverage, safeguarding capacity, and monitoring readiness before scaling.

Financial sustainability is strengthened through diversified funding streams, ethical income-generating initiatives where appropriate, reserve-building, cost recovery practices aligned with funder rules, and transparent reporting supported by audits and anti-fraud measures. Neloshan positions organizational sustainability not only as financial stability but also as ethical consistency, staff capacity, quality assurance, and reputational integrity.

6. Environmental and Operational Responsibility

Neloshan recognizes that environmental stress and climate impacts can undermine livelihoods, food security, and economic stability—especially for women. Where contextually relevant, Neloshan integrates environmentally responsible livelihood options and basic environmental awareness into entrepreneurship and skills training. Operationally, Neloshan promotes responsible procurement and resource use, aligning practices to quality expectations while keeping interventions proportionate and community-appropriate.

7. Transition, Exit Pathways, and Long-Term Continuity

Neloshan designs programs with clear transition pathways to ensure long-term continuity. This includes participant “graduation” models that define readiness for reduced support, alumni engagement structures that sustain peer mentorship and networks, and strengthened local partner capacity to continue services and support systems. Neloshan documents learning and results to support replication and scale, ensuring that sustainable practices are institutionalized rather than dependent on individuals or short-term projects.

15.5 Environmental and Climate Responsibility

While Neloshan’s core mandate focuses on livelihoods and protection, the organization recognizes that environmental degradation and climate change directly affect poverty, food security, and economic stability—particularly for women and youth.

Neloshan commits to:

1. Promoting environmentally responsible livelihoods where feasible, including sustainable agriculture, waste reduction, and eco-conscious enterprises.
2. Integrating basic environmental awareness into life skills and entrepreneurship training.
3. Minimizing environmental footprint in operations, including responsible procurement and resource use.
4. Aligning with donor and partner environmental standards, particularly for projects linked to livelihoods and enterprise development.

Environmental responsibility will be applied proportionately, ensuring relevance without overburdening community-based programming.

15.6 Exit, Transition, and Scale Sustainability

Neloshan plans for sustainability from project inception rather than at closure. Each program will include a transition or exit pathway that defines how benefits continue beyond Neloshan’s direct support.

Exit and transition strategies include:

1. Graduation models for participants moving toward self-reliance.
2. Handover to local partners or community structures where appropriate.
3. Alumni engagement to sustain peer learning and mentorship.
4. Documentation and learning to enable replication and scale.

Scaling decisions will be based on evidence, safeguarding readiness, financial viability, and local capacity, ensuring that growth strengthens rather than dilutes impact.

Conclusion

Neloshan’s integrated sustainability approach ensures that empowerment results are durable, ethical, and locally grounded. By combining safe livelihoods, life skills, psychosocial resilience, protection systems, inclusion, local ownership, and strong organizational capacity, Neloshan

delivers sustainable transformation for women and youth while maintaining high standards of accountability, quality, and dignity.