

Strategic Action Plan

Pathways to Partner Self-Sufficiency: Lelt Foundation 5-Year Strategic Plan (2025–2030)



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I. Executive Summary

For the past fourteen years, the **Lelt Foundation** has partnered with local organizations in Addis Ababa, Ethiopia, to provide access to daily nutritious meals, high-quality education, and employment opportunities for communities often left at the margins of society. Through this work, Lelt has helped thousands of children and families move beyond immediate survival toward long-term stability and self-reliance.

Through Lelt's programs, while children benefit from consistent nutrition and education, their families also receive monthly food rations and hygienic necessities— ensuring that household well-being extends beyond the classroom. Through financial literacy training and small business grants, parents learn to manage money, develop business plans, and access local markets, helping them build self-sufficient futures.

Yet, as Addis Ababa grows, many families remain excluded from the city's economic progress and are pushed to its peripheries with fewer opportunities. Lelt's work remains critical — creating pathways for the underrepresented and underprivileged to achieve independence and dignity.

This five-year strategic plan, “**Pathways to Partner Self-Sufficiency (2025–2030)**,” outlines Lelt's roadmap to deepen impact, scale proven models, and strengthen program sustainability. The plan emphasizes community leadership, evidence-based decision-making, and strategic partnerships that will position Lelt as a model for locally driven development in Ethiopia.

What distinguishes this strategic plan is Lelt Foundation's intentional shift from a collection of successful, stand-alone projects toward a more integrated and resilient partner ecosystem. Building on demonstrated impact across its mission areas, Lelt will deepen coordination among its local partners to facilitate the systematic sharing of best practices, technical expertise, and operational resources. This collaborative approach is designed to reduce duplication, strengthen organizational capacity, and accelerate learning across programs.

At the same time, Lelt will prioritize the development of locally driven sustainability models that increase partners' financial independence. This includes strengthening local fundraising capacity, diversifying revenue streams, and scaling initiatives that have demonstrated measurable success and community ownership. By aligning collaboration with sustainability, Lelt seeks to move beyond short-term project support and toward long-term institutional resilience.

Through this strategy, the Lelt Foundation aims to empower its partners not only as implementers, but as leaders within a locally anchored development model, one capable of adapting to economic volatility, social change, and shifting funding landscapes while maintaining impact and accountability.

II. Organizational Identity

Vision

Every child in Lelt's communities grows up nourished, educated, and empowered — within a family that enjoys sustainable income and dignity.

Mission

To reduce poverty in Ethiopia by providing integrated programs in nutrition, education, and economic mobility that move families from crisis to self-sufficiency.

Core Values

- **Dignity:** We believe every individual deserves respect and the agency to lead their own development.
 - **Locally-Led:** We prioritize indigenous knowledge and empower local leaders to drive change.
 - **Holistic Impact:** We recognize that education, nutrition, and economic mobility are inseparable.
 - **Transparency:** We maintain rigorous accountability to our donors, partners, and the communities that we serve.
 - **Resilience:** We adapt to shifting political and economic landscapes to ensure unwavering support.
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III. Theory of Change

In an era of declining global aid and rising inequality, Lelt believes that when families are equipped with daily nutrition, access to quality education, and opportunities for financial literacy and capital, they can break the cycle of generational poverty.

By investing in children's education and family livelihoods simultaneously, Lelt creates a multiplier effect; nourished students perform better in school, and empowered parents can sustain their families without ongoing assistance.

IV. Community Needs Assessment

While assessing our partners' programming priorities for the next few years, we've asked them what types of needs they would prioritize if additional funding was available. With additional funding, the organizations plan a strategic expansion of their programs to deepen community impact and advance social inclusion. The focus areas include empowering vulnerable populations such as marginalized youth, conflict-affected individuals, women, minorities, and persons with disabilities; through education, mental health support, economic empowerment, and advocacy. Expanded initiatives would provide shelter, counseling, vocational and digital skills training, scholarships, and employment pathways to foster resilience and self-reliance.

Plans also emphasize strengthening gender equality and minority rights, promoting community engagement, and enhancing access to education and technology. Additionally, the organizations aim to modernize facilities, establish income-generating activities, and form cooperatives to ensure sustainability and create dignified livelihoods. Key operational investments would include hiring long-term staff, expanding health and savings services, and providing targeted mental health and problem-management training to support holistic community development.

V. Strategic Goals (2025–2030)

- **Nutrition Security:** Ensure consistent meal programs and nutrition wellness education.
- **Educational Equity:** Expand access to digital literacy and increase high-school completion.
- **Economic Mobility:** Launch 100+ small businesses through vocational training and grants.
- **Institutional Sustainability:** Strengthen local leadership and diversify funding to include CSR and social enterprise.

VI. Organizational Structure & Governance

To achieve the 2030 goals, Lelt will transition from a founder-led model to a decentralized, professionalized structure:

- **Board of Directors:** Strategic oversight, global fundraising, and legal compliance.
- **Addis Ababa Advisory Council:** Local partners & community leaders, business owners, and educators convening to provide local, cultural, and political context into project activities.
- **Executive Leadership:** Executive Director, Treasurer & Director of Operations guiding workflow.
- **Operations Team:** Lelt country representative providing on-the-ground support and coaching.

VII. SWOT Analysis

Strengths

- Proven success in supporting marginalized communities through integrated, holistic programming.
- Strong reputation among local partners and communities, fostering trust and collaboration.
- Deep experience implementing locally led programs that empower community ownership.

Weaknesses

- Limited full-time staff restricts capacity for program expansion and fundraising growth.
- Economic and political fluctuations in Ethiopia occasionally disrupt operations.
- Constraints in responding to increasing community demand outside the existing project framework.

Opportunities

- Increased inequality and reduced aid funding make Lelt's targeted interventions more vital than ever.
- Strong relationships with local partners provide a foundation for program expansion.
- Expanding services to new communities such as orphanages and disability-focused groups creates opportunities to establish strategic partnerships and access additional funding streams

Threats

- Economic uncertainty leading to funding constraints.
- Expanding needs in Ethiopia outpace available resources.
- Competition for limited donor funds among smaller NGOs remains a challenge.
- Ongoing monitoring is needed to ensure partner accountability and impact.

VIII. Five-Year Implementation Roadmap

8.1 Year 1 (2025–2026): Strengthen the Foundation

Focus on organizational capacity, data systems, and program quality to build a solid foundation for growth.

Key Actions:

- Conduct a comprehensive baseline impact assessment to inform long-term evaluation.
 - Establish a capital fundraising campaign to support this strategic plan
 - Improve data management and monitoring systems to enhance transparency and reporting.
 - Continue providing professional development for partners in program design, financial management, and safeguarding.
 - Diversify funding sources through corporate social responsibility (CSR) initiatives and regional grants.
 - Launch a partner advisory council to strengthen experience sharing and peer collaboration.
 - Strengthen relationships with local schools and government offices to align interventions.
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8.2 Year 2 (2026–2027): Pilot and Optimize for Impact

Test and refine new program innovations while strengthening family participation and inclusion.

Key Actions:

- Launch pilot programs in small business development and digital literacy for students.
 - Provide scholarship recipients with optimal job placement opportunities.
 - Establish community feedback mechanisms to ensure continuous learning and adaptation.
 - Expand and strengthen the advisory council.
 - Expand nutrition support to include adolescent health and maternal wellness education.
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8.3 Year 3 (2027–2028): Expand and Integrate

Scale proven initiatives into new communities while deepening integration across Lelt’s core pillars—nutrition, education, and livelihoods.

Key Actions:

- Extend successful pilot programs to additional neighborhoods on Addis Ababa’s periphery.
- Develop “graduation pathways” to help families transition from aid recipients to independent earners.
- Strengthen after-school and tutoring programs to ensure high school completion.
- Expand vocational and skills training programs linked to local job markets.
- Introduce local leadership fellowships for youth and women to build long-term capacity.

8.4 Year 4 (2028–2029): Strengthen Sustainability and Partnerships

Deepen collaboration with public and private sectors to ensure sustainability and shared ownership.

Key Actions:

- Support partners' **social enterprises** that generate local revenue and employment opportunities.
 - Formalize partnerships with Ethiopian government agencies, private sector companies, and universities to encourage innovation into Lelt's programming.
 - Launch alumni and community ambassador programs to strengthen Lelt's local visibility.
 - Invest in additional renewable energy and climate-smart solutions for program sites (e.g., solar panels for computer labs and electric vehicles for project needs).
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8.5 Year 5 (2029–2030): Consolidate, Evaluate, and Replicate

Evaluate progress, document lessons learned, and prepare for scale throughout Addis Ababa.

Key Actions:

- Commission an external evaluation to assess impact and identify improvement areas.
- Publish a “**Lelt Model for Integrated Community Development**” as a replicable framework.
- Convene a forum on poverty reduction and community-driven development.
- Strengthen the Lelt Alumni Network to support future mentorship and local advocacy.
- Finalize the next 5-year strategy (2031–2036) informed by data and experience.

IX. Financial Strategy

To support this expansion, Lelt aims to increase its annual operating budget while looking into new funding channels to diversify its funding source.

- Revenue Diversification: * 70% Individual Donors/Major Gifts.
 - 20% Institutional Grants (Foundations/Grants).
 - 10% Corporate Social Responsibility (CSR) partnerships.
 - Capital Campaign: A multi-year 2025–2028 campaign to seed the "Pathways Fund" for expanding projects and local sustainability efforts.
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X. Risk Management Framework

Risk Factor	Impact	Mitigation Strategy
Political Instability	Low	Maintain "neutral actor" status; diversify project sites across Addis Ababa peripheries.
Currency Fluctuation	High	Hold reserves in stable currency; prioritize local procurement to hedge against inflation.
Donor Fatigue	Medium	Implement "Evidence-Based Storytelling"; launch the Alumni Network to show long-term ROI.
Operational Capacity	High	Invest in Year 1 professional development and competitive local salaries to retain talent.

XI. Monitoring, Evaluation, and Learning (MEL) Strategy

Lelt will utilize a **Result-Based Management (RBM)** framework.

- **Baseline (2025):** Complete household income and literacy audits.
 - **Quarterly Reviews:** Pulse checks with partner organizations on meal delivery and school attendance.
 - **Mid-term Evaluation (2027):** Assess pilot program efficacy before full-scale expansion.
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XII. End-of-Plan Outcomes (2030)

- 1,000+ Children receiving daily nutrition.
 - 93% School retention rate.
 - 400+ Parents trained; 100+ Businesses launched.
 - 60% of families achieve financial self-sufficiency.
 - Publication of the "Advisory Council Model" for use by other NGOs.
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XIII. Conclusion

The success of *Pathways to Partner Self-Sufficiency (2025–2030)* depends on the shared commitment of donors, partners, board members, and community leaders who believe in locally led, sustainable change. Lelt Foundation invites its supporters to invest not only in programs, but in the long-term strength of the organizations and families driving their own futures. Through financial partnership, strategic collaboration, and advocacy, stakeholders can help scale proven solutions, strengthen local institutions, and ensure that children and families in Addis Ababa, Ethiopia are equipped to thrive with dignity and independence. Together, we can move beyond short-term relief toward lasting systems of opportunity — and build a model of community-driven development that endures.