

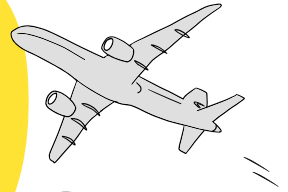
*Uplifters*

# 2026–2028 STRATEGIC PLAN





# Uplifters



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*Note: Where this document refers to Uplifters, it covers both Uplifters Limited (incorporated in Hong Kong, 2018) and Uplifters (Singapore) Limited (incorporated in Singapore, 15 April 2024), both sharing a comparable charitable mission. While separate legal entities, they share common Board Directors and a CEO. This strategy guides both entities, with local adjustments as needed.*

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TOGETHER WE UPLIFT

## WHY WE EXIST

Millions of migrant domestic workers across Asia and the Middle East face chronic insecurity driven by illegal recruitment fees, loan sharks, scams, and strong pressure to financially support families back home.

Predominantly from Indonesia and the Philippines, migrant domestic workers are recognised by the International Labour Organisation (ILO) as among the most vulnerable migrant populations globally.

Despite years of work abroad:

- fewer than **10% return home financially secure**,<sup>1</sup>
- and **more than 80% carry debt**.<sup>2</sup>



1. Seefar (2016, 2019)

2. Enrich & Experian (2018)

## THE SCALE IS SIGNIFICANT AND GROWING.

**Hong Kong** is home to over 368,000 migrant domestic workers, projected to reach 460,000 by 2030 and over 600,000 by 2050.

In **Singapore**, migrant domestic workers account for **around 5% of the total population**, with numbers rising 25% over five years — from 247,400 in 2020 to 308,700 in 2025.

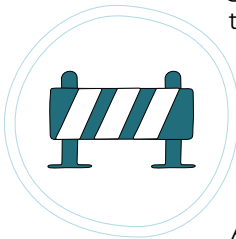


Both countries are driven by ageing populations and rising care needs. Beyond individual workers, financial distress ripples outward — affecting employers, host societies, and families in countries of origin, where reliance on remittances without long-term security perpetuates poverty cycles across generations.

**> 600,000 migrant domestic workers by 2050 (Hong-Kong)**

## ACCESS REMAINS A MAJOR BARRIER.

Long working hours, limited free time, and a fear of appearing to have failed prevent many workers from seeking help or educating themselves — even when services are available.



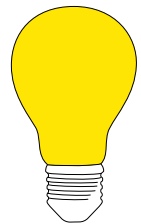
Effective solutions require more than information: they **require innovative educational approaches that lead to behavioural change**, peer trust, and community support. At scale.

## UPLIFTERS WAS FOUNDED IN HONG KONG IN 2018 TO CLOSE THIS GAP.

We provide free, mobile-friendly online education and peer-led community support — combining trusted, accessible learning with the power of community.

In 2024, we expanded to Singapore, where we registered as a charity in 2025.

Both entities operate with independent budgets and audit frameworks, with shared leadership across locations.



# OUR APPROACH

Uplifters delivers education through the community, combining:



## FREE, MOBILE-FIRST ONLINE COURSES

covering financial literacy, migration preparedness, well-being, leadership, and work-related skills.



## PEER SUPPORT

through WhatsApp class chats, learning clubs, and in-person activities.



## LEADERSHIP PATHWAYS

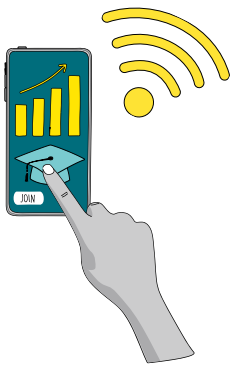
that enable graduates to become Team Leaders, Mentors, and Ambassadors.

This blended model combines **depth** (behaviour change, self-care, confidence, leadership) with **breadth** (large-scale access).



## WHAT SETS US APART

### TRULY DIGITAL FIRST



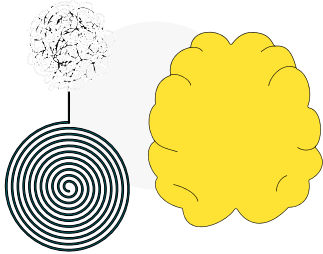
Our programmes drive accessibility and scalability, leveraging familiar platforms like Facebook and WhatsApp. They are optimised for basic Wi-Fi connections, requiring minimal bandwidth, and are fully self-paced to fit students' schedules.

### BY THE COMMUNITY, FOR THE COMMUNITY



Program design and delivery incorporate alumni as peer-coaches—creating a sustainable, ever-growing support network. This peer-to-peer model fosters motivation, mutual learning, and deepens impact by combining technology with community leadership.

## FOSTERING LONG-TERM BEHAVIOUR CHANGE



Grounded in behavioural science, our programmes focus on building students' skills, sustaining motivation, and creating a supportive environment.

Through animated stories, self-coaching activities, and peer coaching, we drive meaningful, lasting change and empower students to achieve their goals.

## COLLABORATION



We see ourselves as a connector and a gateway to services accessible to migrant domestic workers. We also strive to collaborate for course design and delivery whenever possible to avoid duplicate effort and amplify impact.

# WHAT GUIDES US

## OUR VISION

A world where every person—regardless of their background or circumstance—can shape and uplift their lives.

## OUR MISSION

Our mission is to enable migrant domestic workers in Asia and the Middle East to achieve successful migration outcomes for themselves and their families by combining accessible online education with community support through innovative and scalable solutions.



## OUR VALUES

### EMPOWERMENT

Empowerment is the core of all we do. We strive to provide a fulfilling experience for all our participants, regardless of their background, and to build a global movement of Uplifters — people who uplift others while learning and growing themselves. We focus on strengths and opportunities for change, without denying real challenges. We reject victimising narratives and work to shift how underprivileged communities are perceived — by others and by themselves.

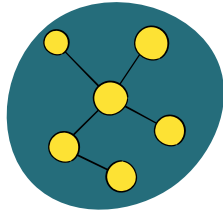
### COURAGE

We draw strength from the courage of migrant domestic workers who leave their homes, families, and countries to build a better future. We dare to try. We accept mistakes as part of learning, reflect on what doesn't work, and adapt rather than repeat. Courage means questioning ourselves, listening to feedback, and continuing to move forward together.

### CARE

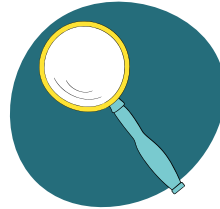
We are here for each other. We bring people together and make sure no one feels alone. We create safe spaces where everyone belongs, is respected, and matters. We show up in good times and difficult moments — like a family far from home.





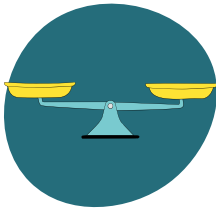
**COMMUNITY-LED:**

Empower beneficiaries to shape and deliver our programmes.



**EVIDENCE-BASED:**

Decide with data, improve with impact.



**TRANSPARENCY & INTEGRITY:**

Stay open, easy to understand by all, independent, and mission-focused.



**SCALABILITY:**

Build cost-efficient solutions that grow widely.



**COLLABORATION:**

Partner to multiply impact and avoid duplicate effort.



# OUR THEORY OF CHANGE

## LONG TERM OUTCOMES

Successful migration outcomes for migrant domestic workers and their families back home.  
Migration becomes a force for shared prosperity, uplifting both departure and host countries.

## INTERMEDIARY OUTCOMES

Improved financial situation (no debt, more savings, productive assets)  
Better work adjustment  
Improved self-perception  
Improved migrant mother-child relationships

*Empowerment theory*

*Social support & behaviour change theory*

## SHORT TERM OUTCOMES

Better financial decisions and self efficacy

Better health & mental health

Leadership self efficacy

Better employer - employee relationship

Capable in domestic work skills

Better mother-child relationship

Improved connections

## ACTIVITIES

### ONLINE EDUCATION

Domestic work-related skills

Economic empowerment

Health & Mental Health

Parenting

### COMMUNITY

Peer support

Leadership training

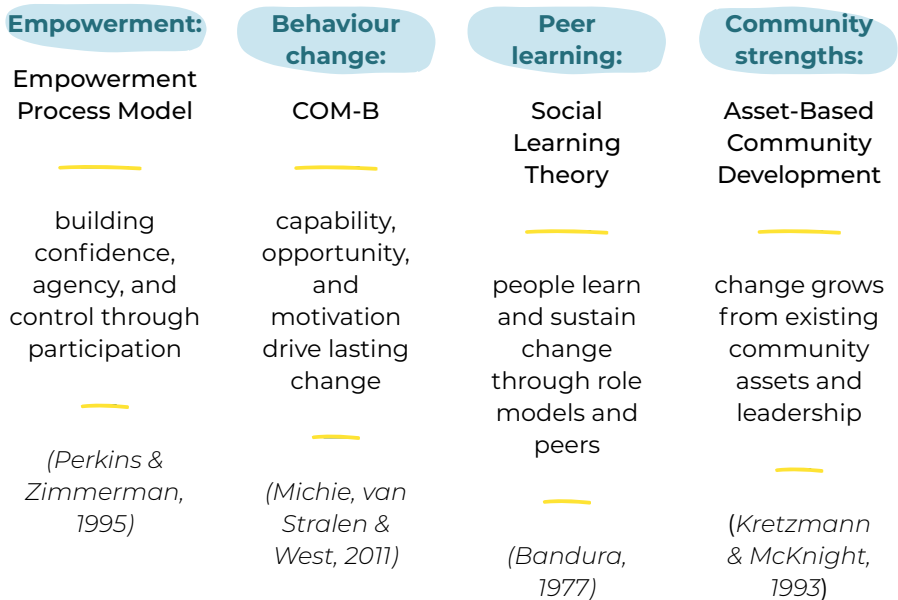
### INFORMATION FOR EMPLOYERS

Resources (e.g. toolkits, videos)

*Uplifters' community-led education turns knowledge into confidence, agency, and action—driving sustained behaviour change through peer support.*

When migrant domestic workers access accessible, free, mobile-first education and are supported by peers with lived experience, they develop stronger financial habits, work-related skills, confidence, and agency. With repetition, community support, and time, learning translates into behaviour change. As graduates become leaders, they extend impact to new learners and, over time, to families and systems.

**Uplifters' model is grounded in established empowerment, behaviour-change, and community-development frameworks:**

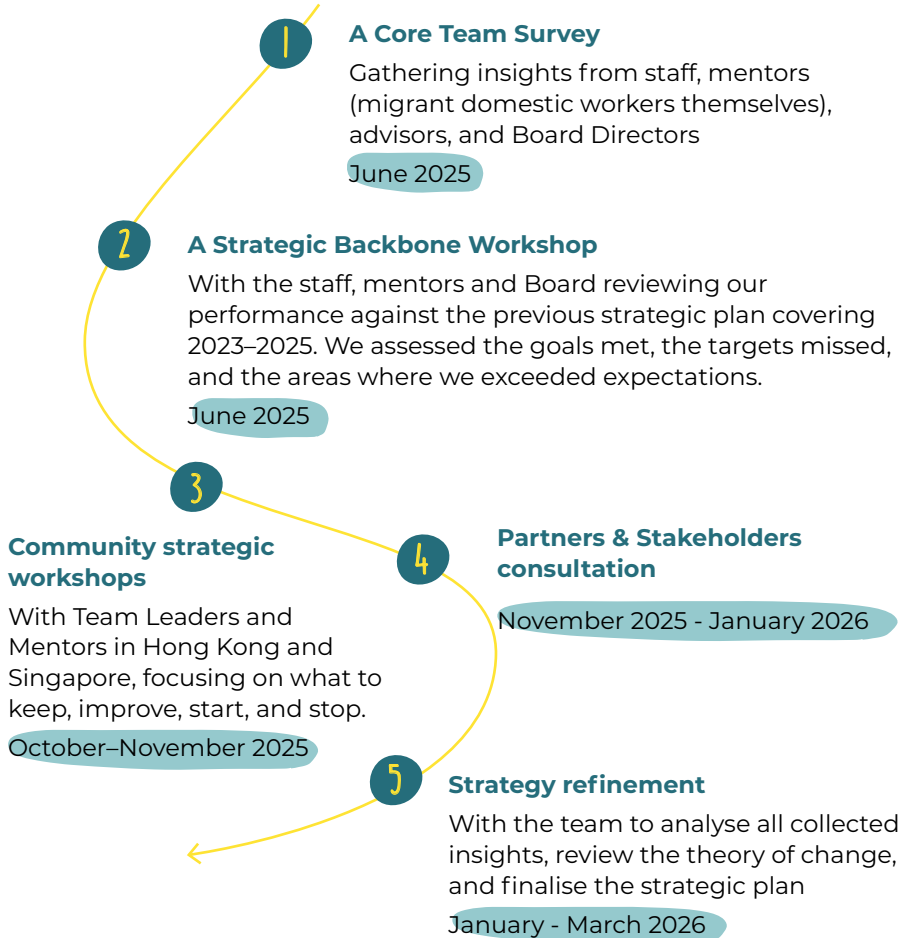


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DEVELOPING OUR  
STRATEGY

# I. THE PROCESS

This strategic plan is the result of a participatory, community-informed process conducted between June 2025 and March 2026. It was shaped through:



These consultations helped clarify Uplifters' core unit and provided critical insights into how to scale it responsibly. They highlighted the importance of protecting Uplifters' community-led model, strengthening systems and team capacity before scaling further, and prioritising depth of impact alongside growth.

## 2. KEY COMMUNITY NEEDS AND STAKEHOLDER INSIGHTS

### 1. PEER SUPPORT

Peer-led support is vital for keeping learners engaged, maintaining high course completion rates, and reducing dropout risk to achieve meaningful behavioural change (e.g., improved mindset, health, mental health, financial literacy, and overall migration experience).

### 2. TECHNOLOGY

Technology should reduce friction for both learners and Team Leaders by ensuring smooth progress tracking and prompt response to questions, sustaining motivation and connection.

### 3. FAMILY

Family engagement back home remains a critical missing link for long-term financial stability, mental health, and better life outcomes for migrant domestic workers and their children. Many families lack understanding of the realities of working abroad—such as high living costs and long hours—and may idealise the migration journey. Children left behind face their own challenges: growing up with an absent parent can affect their emotional development, educational outcomes, and sense of security. Addressing the needs of these families and children is not a side programme—it is central to what sustainable migration looks like.

### 4. SKILLS

Course expansion into skill-based areas—such as elderly care and English/Cantonese language training—can enhance the employability of migrant domestic workers.

### 5. CAPACITY

Sustainable funding, brand building and team capacity are prerequisites for scale.

“ PEER-LED  
SUPPORT  
IS VITAL ”



# 3. OUR REPLICATION MODEL: FROM WHAT WORKS TO WHAT SCALES

The strategic planning process helped us identify our replication model and how to scale it.

## THE CORE UNIT

**Uplifters' impact is built around a simple, repeatable core unit:**

### STEP 1: ENROLL

Enrol 5–10 motivated migrant domestic workers through outreach events, referrals or online channels.



### STEP 2: ASSIGN AND CONNECT

Assign a trained peer Team Leader to guide the group. Learning takes place online, and participants are connected via a WhatsApp group to share experiences and support one another in a safe environment.

### STEP 3: DELIVER AND ENGAGE

Deliver high-quality, mobile-friendly courses complemented by peer discussions to reinforce learning and community connection.



### STEP 4: ACHIEVE LASTING CHANGE

Achieve lasting behavioural change—improving financial management, goal setting, well-being, work-related skills and improving family relationships—leading to a more successful migration journey.

This model is proven by consistently high completion rates (over 45% of learners complete our 25-hour entry course, Dare to Dream, compared to 5–10% on most online platforms, highly positive learner feedback, real progress toward personal and financial goals, and the emergence of alumni leaders who go on to support new cohorts.

“ A MODEL PROVEN BY CONSISTENTLY HIGH COMPLETION RATES ”



## THE CHALLENGE: SUSTAINABLE GROWTH

In the past, we've relied on paid advertising to grow our participant base. While our model is effective once learners are engaged, paid digital advertising is neither scalable nor a sustainable growth lever. The challenge for the next phase is therefore how to grow organic demand and reach sustainability without proportional increases in cost.

**Our 2026–2028 strategy focuses on activating a self-sustaining growth flywheel built on three mutually reinforcing conditions:**

1

### STRATEGIC PARTNERSHIPS

Partnerships with trusted institutions — governments, embassies and consulates, grassroots organisations, and key opinion leaders — position Uplifters as the default educational resource for migrant domestic workers, attracting new learners without relying on paid advertising.

2

### HIGH COMPLETION RATIO

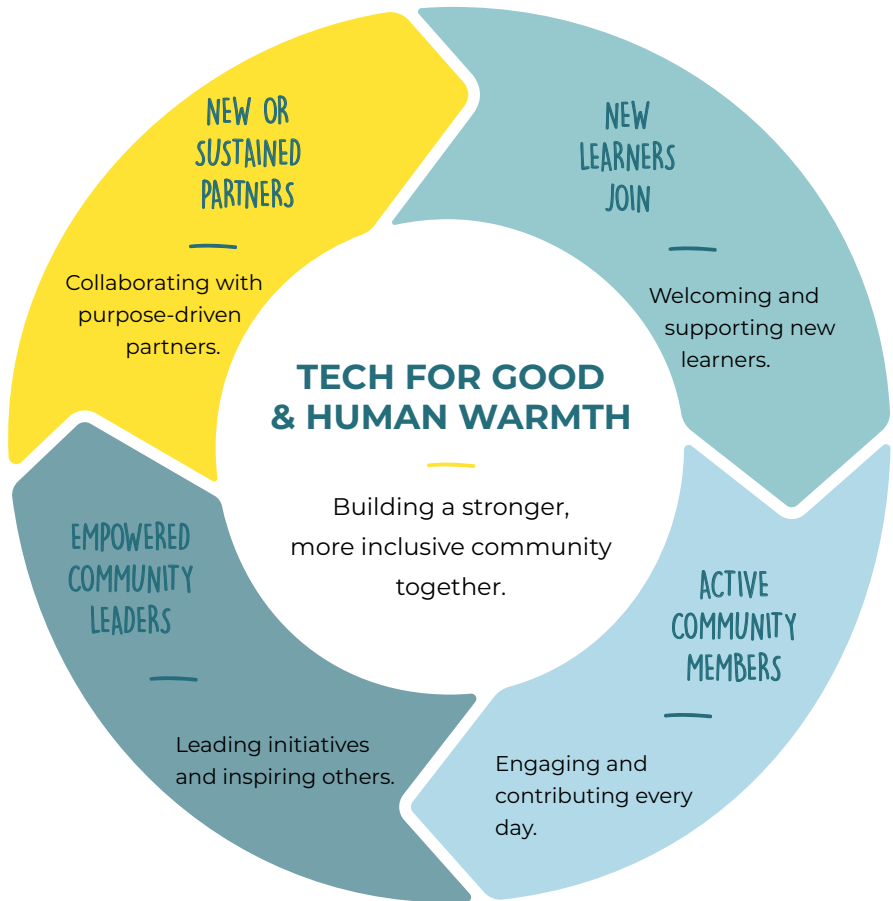
Completion rates of 50+% generate referrals and alumni leaders. Peer leadership increases engagement, and completion for new learners.

3

### EFFICIENT OPERATIONS

Technology, automation, and clear learner journeys reduce the cost per completed learner while maintaining quality, enabling us to reach more people without proportionally increasing costs.

**Our data shows the flywheel is already turning. The strategy is about building the conditions for it to turn faster.**



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2026–2028  
STRATEGIC GOALS

Our seven strategic goals — grouped into three pillars — are designed to build and sustain this flywheel over the next three years.

## PILLAR 1. DEEPEN OUR IMPACT

### GOAL 1.

#### BE THE END-TO-END LEARNING PLATFORM FOR MIGRANT DOMESTIC WORKERS

- Offer **free online courses** from pre-departure to return home, covering migration preparedness, financial literacy, well-being, work-related skills such as caregiving and language skills, and small business skills
- Ensure all courses are **culturally relevant**, translated into Bahasa Indonesia, and co-designed with community leaders
- Continuously **improve content** and learning tools, including animated videos and gamification
- Partner with other organisations to **amplify reach** and avoid duplication
- Ensure all learners have access to a directory of support organisations in their location



### GOAL 2.

#### REINFORCE OUR COMMUNITY-LED MODEL

- **Involve community members** in every aspect of the organisation — from programme delivery to senior leadership
- **Grow our number of Team Leaders and Learning Clubs**, create new leadership opportunities, and invest in their development so they can better support learners to complete and thrive.
- Foster a **strong sense of belonging** for every learner — from their first session through to graduation
- Regularly review our impact framework and share results with the community

### GOAL 3.

## USE TECHNOLOGY TO MAKE LEARNING SEAMLESS

- Map the full participant journey and address friction points at each stage
- Use **technology and AI** to create a more responsive enrolment experience
- Pilot alternative enrolment channels, including WhatsApp
- Continuously **improve our systems** to handle growing numbers efficiently



### GOAL 4.

## REACH THE FAMILIES LEFT BEHIND

- Conduct **research and pilot programmes** designed for the families and children of migrant domestic workers in countries of origin
- Shortlist and formalise partnerships with **local organisations** — NGOs, schools, women's and children's groups
- Co-develop **culturally and religiously appropriate** content, reviewed by a community advisory group of Team Leaders and Mentors





NDB Uplifters

Uplifters  
FREE ONLINE EDUCATION & SUPPORT  
FOR MIGRANT DOMESTIC WORKERS

Uplifters  
Empowering migrant domestic workers to make their migration successful

Uplifters

## PILLAR 2. EXPAND OUR REACH

### GOAL 5.

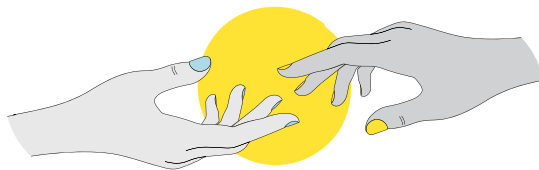
#### TRIPLE THE NUMBER OF LEARNERS WE REACH

- Growth targets are set to maintain a completion rate of starters of at least 50%.
- Develop and implement an **online marketing strategy**
- Forge **partnerships** with governments and organisations to co-promote our courses
- Build a **strong referral programme** and train community ambassadors to bring in new learners through trust
- Develop **offline touchpoints** — taster workshops and community events

### GOAL 6.

#### DRIVE SYSTEMIC CHANGE BEYOND OUR PLATFORM

- Collaborate with the **Labour Department** (HK) and the **Ministry of Manpower** (Singapore), and with other government agencies as much as possible
- Grow engagement with **corporates, schools, and agencies** through Lunch and Learn sessions
- Collaborate with **academic institutions** on research projects relating to migrant domestic workers
- Contribute opinion pieces and commentary to **local media** on issues affecting the community



## PILLAR 3. SECURE OUR FOUNDATION

### GOAL 7.

#### BUILD THE FOUNDATIONS TO LAST

- Expand and **diversify our Board of Directors** in Hong Kong and Singapore
- **Ensure best-practice** HR policies, work culture, and operational processes, with a staff retention target of at least 80%
- **Diversify funding** so no single source exceeds 33% of income, with 20% flexible funding
- Grow unrestricted funding to 10% of total income through corporate donations, individual donors, and community fundraising
- **Establish a CRM** to manage funder and partner relationships
- Translate our website and materials into **Chinese** and grow our media presence in both locations



UPLIFTERS CONTRIBUTION  
TO UNITED NATIONS  
SUSTAINABLE DEVELOPMENT  
GOALS



# ALIGNMENT WITH SUSTAINABLE DEVELOPMENT GOALS

Our strategy directly contributes to several United Nations Sustainable Development Goals by addressing the structural drivers of vulnerability that migrant domestic workers and their families face.

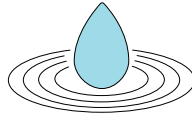


*Uplifters*

MONITORING AND  
EVALUATION

We measure what matters: whether migrant domestic workers are reached, whether they learn, and whether that learning leads to real change in their lives.

Our monitoring and evaluation framework tracks progress across our three strategic pillars.

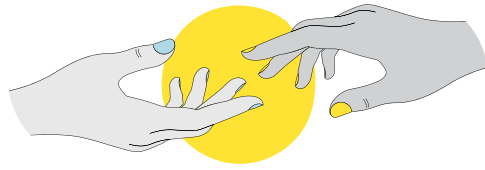


## DEEPEN OUR IMPACT

### WHAT WE MEASURE

### HOW

- |   |  |
|---|--|
| ● <b>COURSE COMPLETION RATE</b>             | E-learning platform data (target: maintain 40%+ on flagship courses) |
| ● <b>LEARNER-REPORTED BEHAVIOUR CHANGE</b>  | Pre/post course surveys  |
| ● <b>NUMBER OF ACTIVE COMMUNITY LEADERS</b> | Leadership programme records   |
| ● <b>COURSE PORTFOLIO GROWTH</b>            | Annual curriculum review   |



## EXPAND OUR REACH

### WHAT WE MEASURE

### HOW

- **UNIQUE LEARNERS ENROLLED PER YEAR**

E-learning platform data

- **REFERRAL RATE**

Enrolment source tracking

- **PARTNERSHIP OUTREACH INITIATIVES**

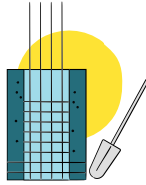
Programme records (target: 3+ active co-promotion partnerships per year)

- **SOCIAL MEDIA REACH & ENGAGEMENT**

Platform analytics

“ WE MEASURE OUR UNIQUE LEARNERS ENROLLED PER YEAR THROUGH THE E-LEARNING PLATFORM. ”





## SECURE OUR FOUNDATION

### WHAT WE MEASURE

### HOW

- |                                  |   |
|----------------------------------|---|
| ● <b>STAFF RETENTION RATE</b>    | HR records (target: 80%+)                                     |
| ● <b>FUNDING DIVERSIFICATION</b> | Financial reporting (target: no single source >33% of income) |
| ● <b>FLEXIBLE FUNDING SHARE</b>  | Financial reporting (target: 20% of total income)             |
| ● <b>SOPS DOCUMENTED</b>         | Operations records  |

We use a **Plan-Do-Check-Act (PDCA) cycle** to continuously improve our programmes based on the data, and we share key results with our community, funders, and partners annually.



*Uplifters*

ACKNOWLEDGEMENTS

This strategic plan is the result of a collective effort — and we are deeply grateful to everyone who helped shape it, and especially our **consultant Marine Veillon**, who guided us throughout the process.

To our **funders**: your trust and generosity make this work possible. You believe in a model that is community-led, evidence-based, and built for scale — and that belief gives us the confidence to be ambitious.

To our **Board of Directors in Hong Kong and Singapore**: thank you for your guidance, your rigour, and your commitment to keeping Uplifters true to its mission as we grow.

To our **staff team**: you show up every day with care and dedication for a community that deserves the best. This plan is as much yours as it is ours.

To our **Team Leaders, Mentors, and Ambassadors**: you are the heart of Uplifters. Everything we build, we build around you. The fact that graduates become leaders — and leaders change lives — is what makes this model extraordinary.

And to the **migrant domestic workers** who have trusted us with their time and their learning: you are why we exist. Your courage, resilience, and willingness to grow inspire everything we do.

A special thank you to our **graphic designer Lydia Kerverdo**, who brought this document to life visually.

TOGETHER WE UPLIFT.

# Uplifters



Uplifters

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