Nice Place Foundation
Dream. Learn. Lead.

STRATEGIC PLAN
2025 - 2030

SEPTEMBER 9, 2025

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List of Abbreviations

Acronym	Definition
AIDS	Acquired Immune Deficiency Syndrome
AND	Analysis and Design
AOP	Annual Operating Plan
CEFM	Child, Early and Forced Marriage
COVID	Coronavirus Disease
FGM	Female Genital Mutilation
GBV	Gender-Based Violence
HIV	Human Immunodeficiency Virus
HNWI	High-Net-Worth Individual
ICT	Information and Communication Technology
KDHS	Kenya Demographic and Health Survey
KES	Kenya Shillings
KII	Key Informant Interview
MERL	Monitoring, Evaluation, Research, and Learning
MHHM	Menstrual Health and Hygiene Management
MHPSS	Mental Health and Psychosocial Support
MIS	Management Information System
NPF	Nice Place Foundation
OCA	Organizational Capacity Assessment
OVC	Orphans and Vulnerable Children
PMS	Performance Management System
SGBV	Sexual and Gender-Based Violence
SRHR	Sexual and Reproductive Health and Rights
STEM	Science, Technology, Engineering and Mathematics
SWOT	Strengths, Weaknesses, Opportunities and Threats
UNICEF	United Nations Children's Fund
USD	United States Dollar

Foreword

This Strategic Plan (2022-2026) charts the future course of Nice Place Foundation (NPF), building on five years of foundational work to scale our impact for girls and young women in Kenya. Established to address profound socio-cultural challenges, NPF provides a critical safe space, protecting girls from harmful practices like FGM/C, child marriage and other forms of gender-based violence (GBV) while empowering them through education, leadership, and entrepreneurship.

Our recent baseline data underscores the persistent nature of these challenges, with deeply entrenched norms still placing girls at risk. Yet, our experience has proven that change is possible. The success of our Leadership Academy graduates, the resilience of scholarship recipients, and the growing support from community leaders demonstrate a clear pathway to transformation.

This plan is our formal commitment to accelerate this progress. It is structured around four strategic pillars designed to create a comprehensive ecosystem of support:

1. Expanding Outreach and Rescue to ensure more at-risk girls are reached and brought to safety.
2. Enhancing the Leadership Academy to equip thousands more with the skills to lead and advocate.
3. Increasing Access to Education through scholarships and resources, unlocking long-term potential.
4. Strengthening Community Engagement to shift norms and build a protective environment for all girls.

Underpinning these programmatic goals is a robust framework for organizational sustainability. We will diversify our funding, strengthen our operational systems, and enhance our monitoring and evaluation to ensure accountability and maximize every resource.

We extend our deepest gratitude to our partners, donors, dedicated staff, and the communities we serve. Your trust and collaboration are invaluable. As we embark on this next chapter, we are confident that this strategic direction will enable NPF to deliver on its mission, creating a lasting legacy of empowered, confident, and financially independent young women who will shape a more equitable future.

Sincerely,

Chair, The Board of Directors
Nice Place Foundation

Executive Summary

A safe space where girls are empowered to live a dignified life

Nice Place Foundation (NPF) is driven by a singular mission: to empower girls and young women in Kenya through education, leadership development, and social enterprise. Guided by core values of Integrity, Accountability, Diversity & Inclusion, Collaboration, Commitment, and Creativity, we are committed to creating a lasting impact in communities. Our vision is a world where girls are empowered, protected, and equipped to become leaders, advocates, and entrepreneurs, breaking down societal barriers and realizing their full potential.

Recent baseline evidence from the In-School SRHR Survey in Kajiado South (2025) confirms that while progress has been made, gender inequalities and harmful practices remain deeply entrenched. About 54% of students believe FGM/C brings social or hygiene benefits, and nearly half (48.9%) reported that most girls in their community are married by age 17. Moreover, 77% of respondents felt that women are primarily responsible for domestic work, revealing persistent patriarchal norms that justify gender-based violence. These findings reaffirm the urgency of NPF's mission and validate its focus on leadership, education, and community transformation.

Over the next five years, NPF aims to transform the lives of 4,000 girls through our Leadership Academy. This flagship program blends STEM, financial literacy, vocational training, and social advocacy, preparing participants to thrive and to champion gender equality, human rights, and social justice. The survey also found that 29% of girls lack menstrual materials, highlighting the need to integrate menstrual health and hygiene (MHHM) into the Academy's training and support. In tandem with educational initiatives, NPF is scaling up income-generating social enterprises, including the Nice Ecolodge, Nice Place Organic Farm, and a line of branded merchandise. These enterprises not only generate sustainable revenue but also offer young women hands-on experience in entrepreneurship and financial independence. Baseline data noted that lack of economic autonomy limits girls' ability to report or resist abuse — reinforcing NPF's focus on livelihood and enterprise development. We are also focused on strengthening our financial sustainability by:

- Establishing fundraising entities in the Netherlands, Sweden, UK, and the US
- Targeting large donors and high-net-worth individuals
- Expanding digital fundraising platforms
- Strengthening grant-writing and business development capacity
- Developing a business development strategy

Partnerships with schools, chiefs, and religious leaders — as recommended in the baseline — will anchor fundraising in evidence-based advocacy to end FGM/C, child marriage and other forms of GBV.

The total budget for the five-year period is estimated at KES 7,556,320,000 (USD 5,690,000), with allocations directed to education and training, rescue and shelter, community advocacy, and enterprise development. Funding will come from a mix of donor support, local fundraising, and income-generating activities as described above.

NPF is at a pivotal moment of growth. With a clear strategy and a focus on resource mobilization and sustainability, we are confident in our ability to scale our impact and build a lasting legacy of empowered, confident, and financially independent young women who will shape the future of their communities and beyond. These strategic priorities directly respond to baseline evidence on entrenched gender norms, FGM/C, and child marriage in Kajiado, ensuring NPF's work remains data-driven and impactful.

CHAPTER 1: INTRODUCTION

1.1 Introduction and Context of the Strategic Plan

Nice Place Foundation (NPF) is a non-profit organization established in 2021 to address the socio-cultural challenges faced by families and children in Kenya, particularly young girls and women who are especially vulnerable. The organization operates in Loitoktok, within the Maasai community of Kajiado County. NPF is the brainchild of Nice Leng'ete, a Post Code Lottery Global Ambassador and Laureate Freedom Awardee, recognized for her exceptional leadership and dedication to promoting equality and social justice. Our In-School SRHR baseline findings (2025) reaffirm these challenges, showing that nearly 49% of girls in Kajiado South are married by age 17 and 54% of students still perceive FGM/C as socially beneficial—demonstrating the persistence of harmful practices NPF was founded to address.

NPF provides a safe space for Maasai girls and young women, protecting them from harmful cultural practices such as Female Genital Mutilation/Cut (FGM/C), child and forced marriages, and other forms of gender-based violence. Since its inception, NPF has provided rescue, mentorship, leadership training, rescue, counseling, and career guidance, while supporting reconciliation and integration into the community. NPF's flagship nine-week Leadership Academy equips adolescent girls with leadership, advocacy, personal development, computer coding, and environmental conservation skills. Graduates also gain strong grounding in sexual and reproductive health and rights (SRHR), enabling them to educate peers and advocate for gender equality in their communities. The baseline noted that gender norms remain restrictive, with 77% of respondents believing women should handle domestic work, underscoring the importance of NPF's gender-transformative leadership training

Our approach also includes providing scholarships for girls from vulnerable backgrounds in the Maasai community to access primary, secondary, tertiary education, or vocational. The Maasai community is patriarchal in nature, giving girls fewer educational opportunities compared to boys. Findings from the baseline show that lack of economic empowerment contributes to silence around GBV cases, reinforcing NPF's focus on education and digital livelihoods as key pathways to protection and independence. The scholarship programme increases opportunities for women, reduces incidences of sexual gender-based violence, and promotes gender equality. Additionally, the girls participate in the 'Ajira for She'[1] partnership program, which trains them to use technology for digital marketing, entrepreneurship, and content creation. They are also provided with apprenticeships that enhance job creation opportunities, fostering self-sustainability.

We collaborate with the Government of Kenya at both the county and national levels on policy formulation and the enforcement of children's rights, adolescent sexual and reproductive health, and various legislative frameworks to promote human rights and progressively end sexual gender-based violence. We also partner with like-minded organizations such as the Kenya Wildlife Service, a government conservation agency, to train our girls on environmental conservation as a mitigation measure against climate change. The In-School baseline recommends expanding school and community partnerships to promote alternative rites of passage and menstrual health management—areas that align closely with NPF's advocacy and collaboration priorities

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[1] Ajira For She—is a women-targeted apprenticeship initiative under Kenya's broader Ajira Digital Program, driven by the Ministry of Information, Communication & Digital Economy

Stories of lives changed

1.2 Purpose of the Strategic Plan

The strategic plan sets out a roadmap to ensure that NPF vision of protecting, educating, and empowering girls is achieved. This plan provides a structured approach that will guide NPF from formulation to implementation and ongoing monitoring and evaluation, ensuring that our interventions remain impactful and relevant. Key purposes of the plan include:

- **Clear Direction and Focus:** Defines NPF's vision, mission, and goals, aligning shelters, the Leadership Academy, scholarships, and social enterprises to create opportunities for girls to thrive.
- **Unified Effort:** Provides a common agenda uniting staff, board, partners, and communities — from local caregivers to international allies — around girls' safety, education, and empowerment.
- **Resource Mobilization and Allocation:** Lays the foundation for diversifying funding, growing enterprises like the Ecolodge and Organic Farm, and channelling resources where they have greatest impact.
- **Performance Measurement:** Establishes an M&E framework to track progress — from girls rescued and trained to leadership strengthened — and assess effectiveness of interventions.

1.3 Strategic Planning Process

The process of developing the strategic plan involved key informant Interviews (KII) with key stakeholders both from the ministry of education and Gender, and interviews with members of staff, community members, and the past beneficiaries. Information was also gathered through focus group discussions (FGDs) with members of staff. The process also involved interviews with the board members through a KII guide. Participants were taken through the theory and practice of strategic planning and reviewed the previous strategic plan. They also participated in an intensive scanning of the environment through SWOT, PESTEL and stakeholder analysis. The team then reviewed the vision, mission and the core values of NPF to align with the emerging priorities. The 2025 In-School SRHR Baseline Survey was also a key input, providing quantitative and qualitative evidence on persistent FGM/C, child marriage, and menstrual health gaps that now inform NPF's strategic priorities

At Nice Place Foundation, we believe that every girl deserves a safe, nurturing environment, a voice and a chance to dream

CHAPTER 2: REVIEW OF NICE PLACE ACTIVITIES

2.1 Lessons from the current Situation

During the planning process, NPF team reviewed previous program implementation. This sought to examine the extent to which the planned activities were realized, identify any capacity gaps and lessons learnt. The findings are summarized in the table 1 below. A number of challenges were also highlighted:

- Low resource mobilization was highlighted among the recurrent issues because the expansion was curtailed.
- Lack of business development /resource mobilization strategy
- Continued harmful cultural practices such as FGM/C,Forced and early marriages and other forms of GBV making it hard to meet the ever-increasing number of girls.
- Inadequate monitoring and evaluation of activities and reporting.
- Inadequate communication strategy to the relevant stakeholders.
- Inadequate capacity of organizational systems (HR, procurement, Finance, safeguarding policies etc.)
- Lack board governance charter

The organization will require to carry out an organizational capacity and technical assessment to know the extent of the gaps and how to address them -Organization Capacity Assessment (OCA), that will assess the governance, HR, Finance and procurement systems that are in place. Besides, the assessment with equally look at the programmatic areas such as Monitoring and Evaluation and Learning (MERL) and program design and execution including business development and execution.

IMPACT AT A GLANCE 2021-2025

- ✓ **500**+ girls rescued from FGM/C, child marriage, and abuse
- ✓ **700**+ girls trained through the Leadership Academy
- ✓ **300**+ scholarships awarded to vulnerable students
- ✓ **3** social enterprises launched (Ecolodge, Organic Farm, Merchandise)
- ✓ **30,000**+ community members empowere as advocates of change to prevent GBV (leaders, parents, and youth
  - ✓ **1 million reaced through media**
- ✓ **100%** of Leadership Academy graduates engaged in peer education and community advocacy

Table 1. Analysis of NPF organizational Pillars

PROGRAM PILLAR			
Key Achievements	**Unachieved targets**	**Causes of non-achievements**	**Recommendations**
• Leadership training • Computer training • Offering a space for girls at safe shelter • Vocational training skills for safe shelter girls • offering Scholarship for needy girls at risk of harmful practices and GBV	• School based training. • A monitoring tool for the existing and previous beneficiaries in all programs • • Conforming to the new government guidelines on care reforms • -Training staff on childcare and protection. • Clear empowerment plans for girls in need of vocational training during and after the training.	• limited resources to facilitate the consultants developing the tool. • Government restrictions • Existing cases that did not conform from the rescue stage. • Limited funds	• Change tact to target school prefects as leaders/TOTs/Peer educators • Development of an App (Queens App) through the help of an experienced service provider • All new cases should follow the care reforms. • Consider the training as a priority. • Develop clear guidelines for safe shelter for girls who requires vocational training.
HUMAN RESOURCES PILLAR			
Key Achievements	**Unachieved targets**	**Causes of non-achievements**	**Recommendations**
• JDs/profiles developed for clarity of all jobs • Appraisals done to help improve staff performance • Annual salary reviews • Enhanced team cohesion • Staff continuous development • Establishment of budget lines for staff training • Team building activities	• • Salary reviews have not been done for the majority of the team. • Medical insurance for the staff. • Gratuity. • No budget has been allocated • No team building has been done.	• Limited funds • Limited funds • Limited funds	• Work with an external consultant to assist in the HR manual as a guideline for all HR processes including appraisals • Capacity building of staff on a quarterly or semi- annual basis to bridge the gap and capacity strengthening • Diversify funding opportunities to create sustainability including individual donors, venture philanthropy, IGAs etc.
INSTITUTIONAL DEVELOPMENT PILLAR			
Key Achievements	**Unachieved targets**	**Causes of non-achievements**	mmendations
• Governance board in place • Policies and procedure manuals developed • Finance, HR etc. in place	• -Change of board members/constituting new board • -Some functional units such as HR &	• limited funds to hire consultants or full time HR, procurement and M & E functions	

• Annual external audits in place • Website in place • Rebranding • Formulation of policies including the board charter • M & E	procurement not fully established • Lack of an M & E unit		

INVESTMENT PILLAR			
Key Achievements	**Unachieved targets**	**Causes of non-achievements**	**Recommendations**
• Land for farming as a sustainability measure through irrigated agriculture • Potential opportunity for Nice Place echo investment	• securing a title for the land curved out of the larger title • Nice Place Echo lodge still at concept stage	• Government registration policies delay the process/bureaucracy • Limited funds to fasten the registration process • innovative ideas from the business plan perspective	• source for multiple players who can take over the registration process faster • source for services for development of business plan for Nice Place Echo lodge • Look for potential investors once the business plan is ready • -utilize the farm investment throughout the year to ensure supply of fresh vegetables for the girls

SUMMARY OF KEY LESSONS

Strong program reputation but limited institutional capacity

High community trust, creating a foundation for expansion

Need for formal systems in HR, finance, M&E, and governance

Social enterprises offer sustainable financing opportunities if structured properly

CHAPTER 3: SITUATIONAL ANALYSIS
3.1 Community Context
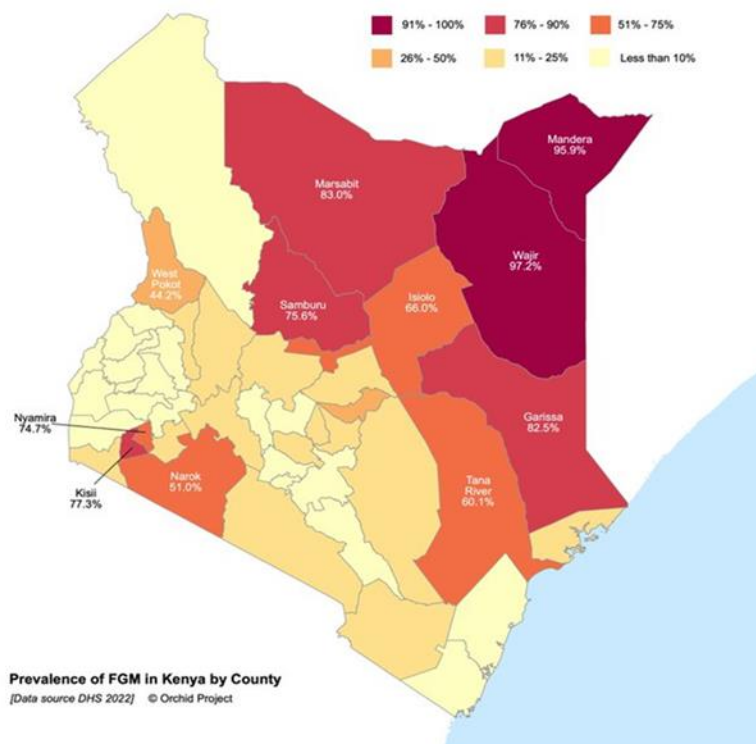
3.1.1 Major Vulnerabilities

In Kenya, child abuse remains a significant cause of child vulnerabilities, affecting children disproportionately across genders. Major issues include child neglect, child labor, sexual and gender-based violence, Female Genital Mutilation/Cutting (FGM/C), and Child Early and Forced Marriage (CEFM). Baseline data (2025) from Kajiado South reaffirmed these challenges — 54% of students viewed FGM/C as bringing social or hygiene benefits, and 49% said most girls marry before age 17, indicating that harmful practices persist despite awareness and legal frameworks. These persist despite governmental and non-governmental interventions. According to UNICEF (2018), the prevalence of FGM/C and CEFM was 68% and 38%, respectively, which is extremely high compared to the national averages of 16% for FGM and 14% for child marriages (KDHS, 2022). The median age for FGM/C is 9 years, and for marriage, it is 12 years. FGM/C is often a prerequisite for CEFM, but girls may still attend school, leading to a gap between FGM (90%) and child marriage 38%).

In pastoralist communities such as the Maasai, Samburu, Pokots, and Somali, but also Meru, Kisii, and Kuria, uncut girls and women face ostracism, ridicule, exclusion from marriage, and feelings of being "incomplete." FGM/C is deeply embedded in these communities' social, cultural, economic, political, and traditional religious contexts. CEFM is considered a source of income and pride for the girl's family. The patriarchal nature of these cultures disempowers women, leading to gender inequalities. Women and girls suffer short-term and long-term health and social effects from FGM/C and CEFM, have low literacy levels, and high fertility rates (6.3%), exacerbating the cycle of poverty.

Education improves health and socio-economic outcomes, reducing the likelihood of FGM/C and CEFM. For instance, in Kajiado County, girls' transition rates to secondary education are only 11.6% (Basic Education Statistical Booklet, 2014). Disparities are higher in primary school enrolment rates, with boys at 60% and girls at 40%. Overall literacy is 28%, and poverty levels are 76%, compared to the national average of 36% (Kenya Economic Survey, 2018).

FGM/C and CEFM are outlawed by the Kenyan government through the Anti-FGM Prohibition Act 2011 and Marriage Act 2014. Despite this, community resistance continues, with practices conducted

clandestinely to avoid authorities. The 2nd Children Devolution Conference (2019) highlighted prevalent teen pregnancies among girls aged 13-15, with 70-80% resulting from defilement. Girls face the greatest risk of sexual violence within close relationships, including family, friends, and intimate partners. Lack of safe access to water, sanitation, and schools in rural areas increases the risk of sexual abuse and rape. Sexual abuse by teachers compromises education, increases dropout rates, degrades girls, threatens their health, and can endanger their lives.

Key factors contributing to adolescent pregnancies include child marriage, coerced sex, sexual abuse, poverty, lack of education, and limited economic opportunities. The lack of reproductive healthcare services, contraceptive education, and affordable contraceptives also contributes to low contraceptive use among adolescents.

Kenya currently has over 3 million Orphans and Vulnerable Children (OVCs) is, 47% of who lost their parents due to HIV/AIDS. HIV/AIDS, compounded by high poverty levels, exacerbates the situation of OVCs. Girls often care for ailing parents and siblings. In some regions, over 25% of orphans are acutely malnourished. The weakened extended family system can no longer effectively support the high OVC burden. Children without proper social support face unpredictable futures, lacking access to basic needs such as healthcare, education, shelter, and nutrition. Orphans suffer stigma, stress, and trauma, in addition to losing parental love, care, and protection. They often face abuse, exploitation, physical abuse, defilement, sexual exploitation, child labor, and early marriages. Many turn to the streets for survival, reducing their capacity to participate in their communities. Issues such as HIV/AIDS, drug abuse, gender-based violence, and family neglect affect households, with children and women bearing the brunt. Combined with inadequate social services, limited access to balanced diets, and limited livelihood opportunities, this environment perpetuates poverty and reduces coping capacities and development.

3.1.2 Poverty Rate

Poverty is a significant issue in both Kenya and Kajiado County. Locally, poverty is understood as the inability to meet basic needs such as food, shelter, and education. According to the Kenya Integrated Household and Budget Survey (2016), 35.5% of Kenya's population lives below the poverty line, defined as living on less than $1.90 per day. While this is an improvement from 52.2% in 2007, poverty remains a significant issue, particularly in rural areas.

Poverty is not only about material wealth but also the deprivation of necessities such as food, health, and education (World Bank Report, 2019). Factors contributing to high poverty levels include retrogressive cultural practices, socioeconomic issues, gender-based violence, poor physical infrastructure, and socio-political issues. Early marriages, polygamy, female genital mutilation, and discrimination against women and girls are prevalent socio-cultural practices. In Kajiado County, these issues are compounded by low literacy rates and high poverty levels, with 76% of the population living in poverty. The agricultural sector plays a crucial role in poverty reduction, but it is vulnerable to weather patterns. An unexpected drought could reverse progress made against poverty.

3.1.3 Household Income

Household income includes earnings from employment, household enterprises, agricultural produce, rent, pensions, and financial investments. Nationally, 7.2% of households receive income from rent, pensions, and financial investments, providing resources for families, including children. Agriculture and pastoralism are the leading contributors to household income, food security, and employment, with

agriculture accounting for about 57% of household incomes and providing employment to over 40% of the population. Changing weather patterns and the effects of COVID-19 have significantly impacted various regions, leading to droughts and food insecurity. In Kajiado County, agriculture is a major source of income, but the region faces challenges due to changing weather patterns and limited economic opportunities. The effects of COVID-19 have exacerbated these issues, leading to increased poverty and food insecurity.

3.1.4 Insecurity, Crime, and Family Breakups

Family instability—often caused by domestic violence, separations, and economic stress—has increased, leaving many children neglected or abandoned. The In-School SRHR baseline further found that 77% of respondents believe women should handle domestic work and 26% think women should tolerate violence to keep families together, underscoring entrenched gender norms that normalize abuse Community conflicts, such as cattle rustling, inter-clan disputes, and wars, affect children, especially girls. These activities result in displacement, loss of lives, and disruption of socio-economic activities, increasing vulnerabilities. Other crimes

Forced Child Marriage and GBV in action in the community

include child trafficking and internet-based crimes. In Kajiado County, family breakups and community conflicts are prevalent, further exacerbating vulnerabilities among children. The region experiences issues such as cattle rustling and inter-clan disputes, leading to displacement and increased risks for children. The combination of poverty, limited economic opportunities, and social issues creates a challenging environment for children and families in the county.

3.1.5 The overall situation in the country

Kenya is currently grappling with a strained economy and a severe economic meltdown, characterized by a high cost of living, soaring food prices, and increased taxation. According to recent reports, inflation rates have surged to double digits, severely eroding the purchasing power of ordinary Kenyans. This dire situation has sparked mass demonstrations in major towns across the country, predominantly led by Gen Z, who are frustrated by the lack of economic opportunities and the government's response to the crisis.

The health system is in crisis, suffering from insufficient medicine, essential commodities, and staff shortages. Recent surveys indicate that up to 40% of public health facilities face regular stockouts of essential medicines, and the doctor-to-patient ratio remains critically low. These healthcare deficiencies exacerbate the already extreme levels of youth unemployment and poverty, creating a cycle of hardship that is difficult to break. The newly introduced education financing model poses significant challenges,

especially for parents and communities. School fees have become prohibitive, and the new model, which shifts a greater financial burden onto families, is particularly detrimental to disadvantaged groups. Studies show that girls are more likely than boys to be pulled out of school when families face financial hardships, leading to a gender gap in education that threatens future economic and social equality. The baseline highlighted that fear of stigma and lack of economic autonomy limit girls' ability to report GBV, linking national economic hardship to local gender vulnerabilities.

A PESTLE analysis reveals numerous economic, political, and cultural challenges impeding the implementation of NPF programs. Politically, instability and governance issues have undermined efforts to improve infrastructure and social services. Economically, widespread poverty and unemployment stifle growth and development. Socially and culturally, practices such as Female Genital Mutilation (FGM) and Child, Early, and Forced Marriage (CEFM) persist, particularly in rural areas, severely affecting girls' health, education, and future prospects.

Kajiado, county many girls walk long distances in pursuit of education — a journey still threatened by poverty and harmful practices.

NPF operates in areas where these challenges are most pronounced. Female Genital Mutilation (FGM) affects approximately 21% of women and girls in Kenya, despite ongoing efforts to eradicate the practice. Child, Early, and Forced Marriage (CEFM) remains prevalent, with nearly one in four girls married before the age of 18. These practices not only violate human rights but also hinder the socio-economic development of communities.

To address these issues, a comprehensive Situation Analysis (SWOT) has been conducted. This analysis considers the various contexts and aligns them through PESTLE, SWOT, and Stakeholder Analyses. By highlighting the critical issues and providing a strategic framework, this integrated approach aims to tackle the challenges faced by the most vulnerable populations in Kenya. Key stakeholders, including government agencies, NGOs, community leaders, and international organizations, are essential to the successful

implementation of NPF programs. Collaborative efforts and sustained investment are crucial to breaking the cycle of poverty and creating a more equitable and prosperous future for all Kenyans.

3.2 PESTLE (Political, Economic, social, technological and Ecological)

Table 2: Summary of PESTLE Analysis Findings

Factors	Issues	Analysis
Political	- Different political ideologies - Consistent top down polices. - Tax regime. - Unpredictable government polices - Insecurities - Trainings	- Cost of living is too high - Loyalty - Lack of tax exemptions
Economic	- Taxes - Exchange - Prices - Wages - Finance bill 2023/2024 - Low middle income	- Donor withdrawals - High Cost of Goods and services - High operation Costs - Budgeting - Details - Growth of org - More pressure - Lay offs
Social culture	- Religion - Poverty - Lifestyle - Early marriage - Forced Marriage - GBV - Illiteracy	- Referrals from the wrong girls - Patriarchy - Poverty
Technology	- Rapid technological change - Moral decay - Mental Health	- Adoption of integration of new technology - Enhanced training - Dissemination of information - Increased visibility - Improved knowledge update
Environmental	- Drought - Human Midlife Conflict - Pest and Diseases - Demography	- Low food production - Displacement - Over dependency - Loss of livelihood - Accessibility - Diseases
Legal	- Insufficient legal framework - Volatile Markets	Aligning with legal requirement

Summary:
The PESTLE analysis shows that Nice Place Foundation (NPF) operates in a volatile socio-economic environment characterized by policy uncertainty, economic hardship, and entrenched cultural norms.

While these conditions pose challenges, they also present opportunities for innovation, advocacy, and partnerships that can advance NPF's mission. Key strategic implications include:

- Strengthening advocacy and policy engagement to address harmful practices.
- Diversifying funding sources to cushion against economic shocks.
- Investing in digital transformation and capacity building to improve operational efficiency.
- Mainstreaming climate resilience and safeguarding measures in all programming.

Baseline findings reinforce this, calling for stronger school-community partnerships, teacher engagement, and menstrual health interventions as key resilience measures within this environment.

3.3 SWOT Analysis
Table 3: Summary of SWOT Analysis Findings

Strengths:	Weaknesses:
- Visibility - Partnership - Organization reputation - Quality Institution - Comprehensive training Package - Great brand name - Digital payment system - Adequate Staff - Technical and experienced staff - Documentation. - Community goodwill	- No Donor Management System - Inadequate NPF structures and implementation. - Insufficient resource mobilization strategy - No Monitoring and Evaluation tools, plan and framework - Inadequate financial resources to respond to many community needs - No Board Chater - Inadequate internal and external communication - Data Management System - Knowledge Management System, Fundraising Sustainability - Lack of capacity to admit more girls.
Opportunities: - Good brand and strong working relationship with stakeholders - Political goodwill through devolved County Government - Opportunity for expansion - Strategic partnerships - Network and collaboration - Community Support - Cultivating new Donor Support - Farming as a social enterprise - Proposals & well-designed programs - Use of technology	**Threats**: - Safe Shelter Cultural Resistance Technology - Changing Fundraising Landscape - Declining donor funding - Climate Change - Economic instability and high inflation rates. - Retrogressive /harmful cultural practices e.g. FGM, forced and early marriages - Negative Government Policies - Unexpected Disease Outbreaks - Weak governance leading to lack of separation of power and roles - Loss of funding - Cross border threats - Wildlife human conflicts
ROGRAMMES AND SERVICES **Strengths:** - Stake holder supports Teamwork. - Capacity building - Transformative programs - Scholarship support - Mentorship - Physiological support - Ajira partnership	**Weaknesses:** - Lack of transport - Inadequate space - Lack of job placement - Policy gaps reintegration programme - Inadequate capacity - Business development plan and fundraising - Monitoring and evaluation plan.

• Available of internal capacity • Working with Government	
Opportunities: • Cultivate more partnerships. • Community leadership engagement • Targeted fundraising • Programme for staff training on fundraising.	**Threats:** • High school dropout • Lack of co-operative parents for Reintegration • Community back lash • Inadequate donor services • Cross border FGM/C and child marriage
STAFF AND MANAGEMENT **Strengths:** • Staff have capacity • Clear reporting links • Capacity building internal • Competition staff	• **Weaknesses:** • Digitization • Succession plan • Internship plan • Volunteer • Polices HR • Polices Safe Shelter.
Opportunities:	**Threats:** • Lack of proper JD's • Contracts • Hiring clear process.
BOARD AND GOVERNANCE **Strengths:** • Strong Partnerships • Fundraising • Network • Goodwill.	**Weaknesses:** • Unfunctional Board • Poor oversight
Opportunities: • Consistent fully functional boards, • Visibility • Oversight • Strengthen networks.	**Threats:** • Increase demand for services offered by NPFLack of clear vision
TECHNOLOGY AND EQUIPMENT **Strengths:** • ICT personnel	**Weaknesses:** • New tech opportunities • lack of capacity
Opportunities: • Websites • Donor database • Upgrade Software • Web Managers	**Threats:** • Hacking and loss of data • Miss information

Overall   Summary:

The SWOT analysis demonstrates that Nice Place Foundation (NPF) has a solid foundation built on community trust, partnerships, and technical expertise, but it faces significant challenges related to institutional capacity, resource mobilization, and governance. To move forward effectively, NPF should:

- Strengthen governance systems and Board functionality.
- Invest in digital transformation, data systems, and M&E frameworks.

- Diversify funding sources and social enterprise models.
- Enhance staff development, retention, and succession planning.
- Leverage its strong community reputation to expand partnerships.

These strengths are well-aligned with baseline recommendations, especially the need for culturally sensitive SRHR education, alternative rites of passage, and targeted support for adolescent girls.

CHAPTER 4: MANDATE, VISION, MISSION AND STRATEGIC DIRECTIONS

4.1 Vision
A center of excellence providing comprehensive opportunities for the girl child to survive and thrive in leadership, education and socio-economic areas.

4.2 Mission
We exist as a protection center that provides a safe space for girls and empowers them through the development of leadership skills, advocacy, and entrepreneurship to nurture talents for a sustainable future.

4.3 Broad Objectives or Pillars
1. To enhance girl child protection and safeguarding through community empowerment and support by 2030
2. To develop and strengthen community structures and systems to protect the vulnerable members, especially women and girls in Kajiado County.
3. To develop strong partnerships to care for and protect children and women in vulnerable situations
4. To provide reliable protection systems that focus on, report, rescue, rehabilitation and reintegration of groups in danger.

CORE VALUES

- **Integrity** – Always uphold honesty and truthfulness.
- **Accountability** – Take responsibility for actions and decisions.
- **Diversity & Inclusion** – Respect differences while affirming our shared humanity.
- **Collaboration** – Engage all stakeholders without discrimination.
- **Commitment** – Act for children with professionalism, justice, and solidarity.
- **Creativity** – Foster practical ideas that work, and nurture creativity in children and communities.

4.5 NPF Theory of Change

Table 4: Theory of Change for Nice Place Foundation

Nice Place Foundation's Theory of Change is grounded in the belief that protecting and empowering girls leads to stronger, more equitable communities. By investing resources in safe shelter, education, leadership training, and community advocacy, NPF rescues at-risk girls, equips them with skills, and builds supportive environments that challenge harmful practices. These efforts lead to reduced FGM and child marriage, increased school retention, and stronger female leadership. The ultimate impact is empowered young women who drive social and cultural transformation. A summary of the Theory of Change is presented in Table 4.

4.6 Strategic Directions

The following strategic objectives results and activities were identified under each of the 4 pillars of

1. Expanding outreach and rescue operations at Nice Place Foundation
2. Enhancing the Leadership Academy programs at Nice Place Foundation
3. Increase access to scholarships and educational resources at Nice Place Foundation
4. Strengthening community engagement and advocacy at Nice Place Foundation

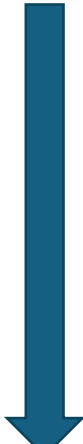- 2,500 girls rescued from harmful cultural practices & GBV
- 4,000 girls equipped with leadership skills & opportunities
- 2,000 scholarships for marginalized students
- 1,000,000 community members reached with awareness programs

PILLAR 1: Expanding outreach and rescue operations at Nice Place Foundation
Strategic objective: To expand outreach and rescue efforts to protect more vulnerable girls and provide them with immediate care, safety, and empowerment opportunities.

Pathway	Processes and Indicators
Inputs	• Staff, volunteers, funding, partnerships, safe shelter, Leadership Academy, scholarship program, social enterprises, community goodwill, government support
Activities	• Rescue and provide safe shelter; provide life skills and vocational training; offer scholarships; operate the Leadership Academy; conduct community advocacy; engage policymakers; run social enterprises to support programs
Outputs	• Girls rescued and provided shelter; girls trained in leadership, life skills, and vocational skills; scholarships awarded; community sensitization forums held; social enterprises established to generate income
Outcomes	• Reduction in FGM/C, child marriage, and SGBV cases; increased school enrolment and retention of girls; improved leadership among girls and young women; greater community support for protecting girls
Impact	• Empowered women leading change in their communities; safe, educated, and economically independent girls and young women; cultural shift toward abandoning harmful practice

Expected Outcome: An increased number of vulnerable girls rescued and supported, enhanced outreach programs, and improved access to safety, education, and empowerment services for at-risk girls.

The thematic areas under Pillar 1: Expanding Outreach and Rescue Operations using NPF 4R safe space model at Nice Place Foundation could include:

- **Recognize** risks through engagement of target communities and school alerts
- **Report** to child protection authorities and police
- **Rescue** with trauma-sensitive extraction; and crucially,
- **Reintegrate** through family mediation, scholarships, and skills training.

i. **Identification and Rescue**: Enhancing systems to identify, locate, and safely rescue vulnerable girls at risk of abuse, exploitation, or neglect.
ii. **Protection and Safe Sheltering**: Providing immediate care, shelter, and support to rescued girls, ensuring their physical and emotional safety.
iii. **Health and Psychosocial Support**: Offering medical care, mental health services, and trauma counseling to address the physical and emotional well-being of rescued girls.
iv. **Education and Skills Development**: Ensuring rescued girls have access to education and vocational training to empower them for long-term independence and success.
v. **Community Outreach and Awareness**: Raising awareness in communities to identify signs of vulnerability and promote the protection of girls through partnerships with local leaders, schools, and organizations.
vi. **Reintegration and Family Support**: Working with families and communities to reintegrate rescued girls in a safe and supportive environment, when possible, or providing alternative long-term solutions.

Table 5: Pillar 1: Expanding outreach and rescue operations at Nice Place Foundation:
Strategic Objective: Rescue 2,500 girls from harmful cultural practices and other forms of gender-based violence within the next four years.

Strategic area	Key Activity	Expected Output/Indicators	Lead actors
1. Identification & Rescue	Build community partnerships; run awareness campaigns; operate helpline.	More at-risk girls identified & rescued; ↑ community reports.	Shelter Manager, Legal Officer, Community
2. Protection & Sheltering	Provide safe housing, holistic care, individualized case plans.	Safe shelter, food, health & psychosocial support provided.	Case Manager, Admin Staff
3. Health & Psychosocial Support	Deliver MHPSS, counseling, referrals, community support groups.	Girls receive counseling & referrals; stigma reduced.	Case Manager, Counselors
4. Education & Skills	Leadership & entrepreneurship training, vocational/technical courses, ICT skills.	Girls gain leadership, vocational, and digital skills; certification achieved.	Partnerships Coordinator, Community Liaison
5. Community Outreach & Advocacy	GBV awareness, advocacy on girls' education, train community leaders.	More awareness events; ↑ school enrolment; leaders trained on reporting cases.	Communications Officer, Training Officer
6. Reintegration & Family Support	Develop reintegration plans, provide family counseling, monitor reintegrated girls.	Reintegration achieved; stable family environments sustained.	Case Manager, Social Workers

	Acquire rescue vehicle; establish counseling room.	Vehicle operational for rescues & reintegration; counseling room equipped.	Fundraising Manager, Facilities Mana
7. Infrastructure & Logistics			

Pillar 2: Enhancing the Leadership Academy Programs at NicePlace Foundation

Strategic objective: Increase the capacity and impact of the Leadership Academy to empower and develop the leadership skills of 4,000 girls by the end of five years.

Expected Outcome: 4,000 girls equipped with leadership skills and opportunities for personal and professional growth, contributing to their empowerment and impactful participation in their communities by the end of four years.

Pillar 2: Enhancing the Leadership Academy Programs at Nice Place Foundation

i. **Program Expansion and Enrollment**: Increase the number of girls enrolled in the Leadership Academy to meet the target of 4,000 by the end of four years.
ii. **Curriculum Development and Delivery**: Develop and refine a comprehensive curriculum that includes leadership, advocacy, life skills, and personal development.
iii. **Capacity Building for Trainers and Mentors:** Enhance the skills and effectiveness of trainers and mentors involved in the Leadership Academy.
iv. **Monitoring and Evaluation:** Implement a robust monitoring and evaluation system to assess the progress, impact, and effectiveness of the Leadership Academy.

Table 6: Pillar 2: Enhancing the Leadership Academy Programs at NICE Place Foundation
Strategic Objective: Enroll 4,000 girls in the Leadership Academy by the end of four years.

Strategic Area	Key Activities	Expected Outputs / Indicators	Lead Actors
1. Program Expansion	Introduce prefects' training in schools; partner with schools & CBOs.	Prefects trained; school partnerships established.	Training Coordinator, School Liaison
2. Curriculum Development	Design curriculum (leadership, life skills, advocacy); pilot test; refine.	Approved curriculum: pilot feedback incorporated.	Program Coordinator
3. Trainer Capacity	Train educators, mentors, and facilitators on new curriculum.	Trainers & mentors certified; improved delivery capacity.	Training Coordinator
4. Enrichment Programs	Establish debating clubs, inter-school debates; integrate digital economy & entrepreneurship modules.	Debating clubs active; new modules delivered; students gain 21st-century skills.	Club Coordinator, Curriculum Developer
5. Technology & Innovation	Launch 3-month web development course; introduce annual virtual training cohorts.	Web dev course delivered; virtual cohorts	Program Manager, IT Team

		completed; participants certified.	
6. Mentorship	Recruit & train mentors; match with mentees; provide ongoing support.	Mentor pool established; mentees paired; >80% satisfaction.	Mentorship Coordinator

Pillar 3: Expand access to scholarships and educational resources at Nice Place Foundation

Strategic objective: Expand access to scholarships and educational resources at Nice Place Foundation, ensuring equitable opportunities for students from vulnerable and underserved backgrounds, with a special focus on girls.

Expected Outcome: By the end of four years, 2,000 additional students from marginalized communities, particularly girls, will have received scholarships and access to essential educational resources, empowering them to pursue their education and break the cycle of poverty.

Thematic areas under Pillar 3: Expand access to scholarships and educational resources at Nice Place Foundation
   i.   Gender Equity in Education: Promoting access and reducing barriers to education for girls.
   ii. Financial Support for Vulnerable Students: Providing scholarships and financial aid to underserved and marginalized students.
   iii. STEM Education and Skills Development: Encouraging participation in STEM fields, particularly for girls, through targeted resources and learning opportunities.
   iv. Digital Literacy and E-learning: Promoting digital literacy and expanding access to online learning platforms for students in underserved areas.
   v.   Monitoring and Evaluation: Establishing systems to track the progress and impact of scholarship programs, ensuring that resources are effectively used to improve educational outcomes.

Table 7: Pillar 3: Expand access to scholarships and educational resources at Nice Place Foundation
Strategic Objective: Provide scholarships to 2,000 additional students from vulnerable and underserved backgrounds, with a strong emphasis on supporting girls, over the next four years.

Strategic Area	Key Activities	Expected Outputs / Indicators	Lead Actors
1. Scholarships & Partnerships	Build partnerships with corporates, philanthropists, and institutions; raise funds for scholarships.	Partnerships signed; scholarship funds raised; ↑ girls enrolled.	Partnerships Manager, Proposal Team
2. Financial Support	Identify vulnerable students; run transparent application & selection process.	Scholarships awarded; high retention of supported students.	Partnerships Manager, Legal Team
3. STEM Education	Organize workshops, bootcamps; partner with tech firms & universities for mentorship/internships.	More girls in STEM programs; ↑ pursuit of STEM careers.	Counseling Team, Mentorship Coordinator

4. Mentorship & Role Models	Connect female students with mentors and role models in education & leadership.	Ongoing mentorship program; improved academic confidence & completion.	Mentorship Coordinator
5. Monitoring & Evaluation	Develop MIS to track scholarships; monitor academic performance & retention.	Centralized database; regular progress reports; high retention rates.	Program Manager, M&E Team

Pillar 4: Strengthening Community Engagement and Advocacy

Strategic objective: Foster an empowered and engaged community through enhanced participation and advocacy efforts, driving sustainable development and systemic change in alignment with Nice Place Foundation's mission to improve educational outcomes and leadership opportunities for girls.

Objective: Enhance community involvement and advocacy efforts to amplify the impact of Nice Place Foundation's programs and initiatives, ensuring sustainable and inclusive development.

i.   **Community Mobilization and Participation:** Engage community members actively in the planning, execution, and evaluation of programs. Build local ownership and commitment to the Foundation's initiatives through participatory approaches.

ii. **Advocacy and Policy Influence:** Amplify the Foundation's voice on critical issues such as girls' education and leadership by advocating for supportive policies and mobilizing support from stakeholders.

iii. **Capacity Building and Training:** Strengthen the skills and knowledge of community leaders, local organizations, and advocacy networks to effectively support and drive the Foundation's mission.

iv. **Partnership and Collaboration:** Build and sustain strategic partnerships with local organizations, government bodies, and other stakeholders to enhance program impact and resource mobilization.

Table 8: Pillar 4: Strengthening Community Engagement and Advocacy
strategic Objective: Reach 1,000,000 community members with awareness programs, local radio and TV on gender equality and the importance of girls' education by leveraging targeted outreach, advocacy campaigns, and community engagement initiatives.

Strategic Area	Key Activities	Expected Outputs / Indicators	Lead Actors
1. Community Mobilization	Organize forums & workshops; set up feedback mechanisms; establish advocacy groups.	Communities more aware & engaged; feedback informs programs; local advocacy groups active.	Community Engagement Coordinator, M&E Officer
2. Advocacy & Policy Influence	Run advocacy campaigns; hold policy dialogues with stakeholders.	More public awareness; stronger policy support; policy recommendations adopted.	Media Specialist, Advocacy Coordinator
3. Anti-FGM/C & GBV Campaigns	Multimedia campaigns (videos, radio, social media); influencer engagement; community events; media partnerships; monitor impact.	Greater visibility & attitude shifts against harmful practices; ↑ community knowledge.	Advocacy Coordinator, Media Relations Manager

4. Capacity Building for Leaders	Train leaders & CBOs; provide materials; hold structured dialogues with gatekeepers.	Leaders gain skills; ongoing capacity support; regular dialogues held.	Program Manager, Training Team
5. Partnerships & Collaboration	Build formal partnerships with orgs & government; organize joint events; implement stakeholder engagement plan.	Partnerships signed; joint projects/events held; more resources mobilized; high stakeholder satisfaction.	Partnerships Manager, Program Manager

CHAPTER 5: IMPLEMENTATION

5.1 Implementation Overview

The successful implementation of this strategy will be carried out by the staff of Nice Place Foundation (NPF) under the guidance and oversight of the NPF Board. As the apex body within the organization (refer to Appendix 1 for the organizational structure), the Board will set policies, provide strategic direction, and

ensure accountability. The Executive Director will provide overall leadership, oversee day-to-day implementation, and ensure alignment with the Foundation's strategic goals. Progress will be measured based on the strategic pillars, with key performance indicators (KPIs) tracked across each area of focus.

Entrepreneurship, governance & advocacy training for women group

5.2 Budget Allocation and Flexibility

Budget allocation will align with strategic pillars, distributing resources to priority areas and goals. This approach ensures effective use of funds to achieve strategic objectives. To ensure adaptability in an evolving operational environment, NPF will maintain the flexibility to revise the strategy as needed. External factors such as changes in the social, economic, or political landscape may necessitate adjustments to budgets and programs. These changes will be carefully evaluated to respond effectively to emerging opportunities or risks.

5.3 Annual Operational Plan and Monitoring

An Annual Operating Plan (AOP) has been developed, capturing detailed activities, timelines, and resource requirements for each year of the strategic plan. The AOP will guide implementation and allow continuous monitoring and adjustments. The implementation process will be supported by the **operational matrix**,

which outlines specific tasks, timelines, and responsible personnel across all pillars. This matrix will also track performance, ensuring milestones are met and accountability maintained.

CHAPTER 6: RESOURCE MOBILIZATION AND FINANCIAL PROJECTIONS

6.1. Introduction

Resource mobilization is critical for the sustainability and growth of Nice Place Foundation. To achieve its strategic goals from 2022-2026, the organization will need to secure diverse funding sources and optimize financial management. This resource mobilization strategy outlines how NPF will secure financial and non-financial resources to ensure long term sustainability and impact. Key goals of this strategy include:

- Diversifying funding streams through partnerships with donors, government, corporate entities, and individual philanthropists.
- Enhancing internal fundraising capabilities, including digital fundraising and income-generating activities.
- Building long-term financial resilience through innovative financial mechanisms.

6.2. Human Resources

The success of the resource mobilization strategy depends on a skilled and adequately staffed team. Human resource planning will ensure that the foundation has the right personnel deliver effectively.

Key roles required for resource mobilization:

- Fundraising and Partnerships Manager: Responsible for identifying funding opportunities, managing donor relationships, and overseeing grant writing.
- Business Development Officer: Focuses on building partnerships with corporate donors, philanthropic institutions, and private sector entities.
- Social Media and Digital Fundraising Manager: Develops and manages digital fundraising campaigns through social media, crowdfunding, and other online platforms.
- Finance Officer: Ensures transparent financial management, reporting, and compliance with donor requirements.
- Program Officers: Responsible for proposal development and monitoring of grant-funded projects.

6.3 Staff Capacity Requirements

To deliver effectively, Nice Place Foundation will invest in staff capacity building to ensure they have the necessary skills for resource mobilization. This includes:

- Grant writing and proposal development training for staff involved in securing donor funding.
- Partnership building and negotiation skills to enhance the organization's ability to secure strategic partnerships.
- Digital marketing and online fundraising training to expand the foundation's reach and attract individual donors.
- Financial management training to ensure proper budgeting, tracking, and reporting of donor funds.
- Monitoring and evaluation (M&E) training to ensure effective tracking and reporting of program outcomes, which will enhance accountability and attract more funding.

6.4. Organizational and Culture Change

Nice Place Foundation will need to foster a culture that supports proactive resource mobilization and financial accountability. To achieve this, the organization will:

- Cultivating a fundraising mindset: Encourage staff at all levels to participate in fundraising efforts by identifying potential donors or partners and promoting the foundation's work.
- Promoting accountability and transparency: Foster an organizational culture that prioritizes financial stewardship, ensuring that all resources are used efficiently and that donors receive regular, transparent reports on the use of funds.
- Enhancing collaboration and cross-functional teamwork: Ensure that fundraising efforts are supported by all departments, with program and finance teams working closely to create compelling funding proposals.

6.5. Implementation

The implementation of the resource mobilization strategy will follow a phased approach:

Phase 1: Laying the Foundation

- Set up a resource mobilization task force: This team will spearhead efforts to engage potential donors and partners.
- Develop a fundraising and partnership strategy: Identify key donors and funding mechanisms that align with the foundation's strategic priorities.
- Establish digital fundraising platforms: Create and implement digital fundraising campaigns via the foundation's website, crowdfunding platforms, and social media.

Phase 2: Fundraising Campaigns

- Launch donor engagement campaigns: Create targeted campaigns to engage high-net-worth individuals (HNWI), foundations, corporations, and international donors.
- Apply for grants: Target large donors, foundations, and multilateral agencies with well-crafted proposals.
- Generate income from social enterprises: Strengthen the financial sustainability of the Nice Ecolodge and Nice Place Organic Farm as key income-generating projects.
- Host fundraising events: Organize galas, charity auctions, or other events to raise funds and build relationships with donors.

Phase 3: Monitoring and Adaptation

- Monitor progress against financial goals: Track success using key performance indicators such as funds raised, donor retention rates, and cost per dollar raised.
- Adapt strategy based on results: Use the lessons learned from fundraising efforts to refine and adapt future campaigns.

6.6 Financial Projections

Financial projections are essential to determine the funds required to implement the foundation's strategic plan and resource mobilization strategy over the 2022-2025 period. Below is an outline of the projected revenue and expenditure. This section presents the resources and changes in the pro

7.6.1 Projected Revenue Sources (2025-2028):

Revenue Source	2025 (USD)	2026 (USD)	2027 (USD)	2028 (USD)
Grants and Donor Funding	$500,000	$700,000	$900,000	$1,200,000
Corporate Partnerships	$200,000	$300,000	$400,000	$500,000
Individual Donations and Crowdfunding	$50,000	$100,000	$150,000	$200,000
Income from Social Enterprises	$100,000	$150,000	$200,000	$250,000
Fundraising Events	$50,000	$75,000	$100,000	$120,000
Total Revenue	**$900,000**	**$1,325,000**	**$1,750,000**	**$2,270,000**

6.7 Budget Projections

The budget projections outline the foundation's projected expenditure to achieve the strategic goals. The budget will cover program implementation, staffing, administration, and operational costs.

7.7.1 Projected Expenditures (2025-2028):

Expenditure Item	2025 (USD)	2024 (USD)	2026 (USD)	2028 (USD)
Program Implementation	$400,000	$600,000	$800,000	$1,000,000
Staffing and Capacity Building	$250,000	$300,000	$350,000	$400,000
Operational Costs (Admin, Rent, etc.)	$150,000	$200,000	$250,000	$300,000
Digital and Fundraising Costs	$50,000	$75,000	$100,000	$120,000
Marketing and Communication	$30,000	$50,000	$70,000	$80,000
M&E and Reporting	$20,000	$25,000	$30,000	$40,000
Total Expenditure	**$900,000**	**$1,250,000**	**$1,600,000**	**$1,940,000**

In summary, Nice Place Foundation's resource mobilization and financial projections are designed to support the successful implementation of its strategic plan from 2022-2025. By focusing on diversifying revenue streams, building staff capacity, and fostering a culture of accountability, the foundation will ensure its financial sustainability and the achievement of its mission to empower vulnerable girls and promote community-led development.

CHAPTER 7: MONITORING AND EVALUATION

7.1 Introduction

The development of this strategic plan affirms NPF's commitment to its vision for 2025–2030 through well-defined goals, strategies, and areas of investment. It outlines goals and aspirations for 2025-2030, through clear strategies, investments and areas of focus. To ensure successful implementation of the plan, NPF will establish a robust monitoring and evaluation (M&E) framework that will guide continuous planning, execution, analysis, and utilization of evidence-based information for decision-making throughout the strategic plan's implementation period.

7.2 Communication and Cascading the Strategic Plan

The success of this strategic plan depends heavily on the active engagement of staff, board, and stakeholder. Effective communication and cascading of the strategic plan will be supported through:
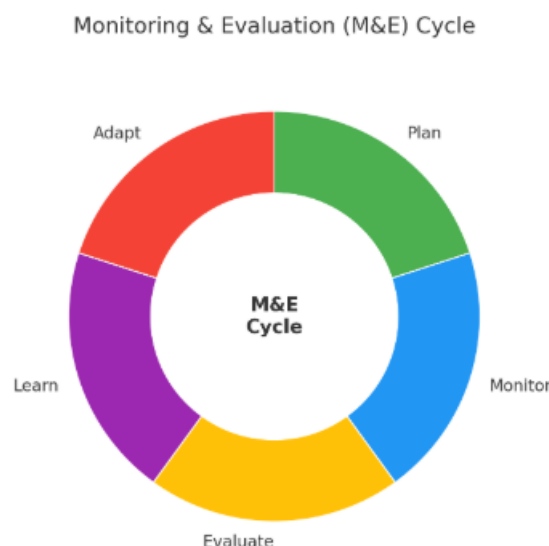
1. **Validation** of the strategic plan before finalization to incorporate multiple stakeholders' views.
2. **Formal launch** to ensure broad awareness of the Foundations goals.
3. **Internal rollout** across board, management, and departments to clarify roles and responsibilities.
4. **External communication** through meetings, forums and media to inform stakeholders of their roles.
5. **Linking strategic objectives to performance goals** by aligning the strategic pillars and key performance indicators (KPIs) with performance targets.

7.3 Monitoring

Monitoring will track progress and ensure that inputs, schedules, and outputs are aligned with the overall objectives of the Strategic Plan. Key elements of monitoring include:

1. **Overall responsibility** for strategic plan implementation will rest with the Implementation Task Force, Board committee, and management, who will report to the Board on a quarterly basis.
2. **The implementation team/task force** will oversee day-to-day monitoring of the plan's execution.
3. **The Executive Director** will monitor progress and provide results to the Board for decision-making.

Monitoring & Evaluation (M&E) Cycle

Progress will be reported through quarterly and annual reports, highlighting key achievements, challenges, lessons learned, and recommendations for improvement

7.4 Evaluation

NPF will conduct both a mid-term and an end-term evaluation, with findings and reports submitted to the Board. Evaluation will assess the relevance, effectiveness, and efficiency of the strategic plan in achieving the specified objectives. The organization will conduct both a mid-term and final evaluation, with reports submitted to the Board:

- **Mid-term evaluation** will determine whether the plan is on track and guide corrective actions.
- **Final evaluation** will measure overall achievement, identify successes and gaps, and document outcomes.

Periodic reviews will compare actual results against planned targets, with corrective actions and recommendations submitted to the Board by the Executive Director and Department Heads.

7.5 M&E Process

1. **Data Collection**:
   - **Methods**: Surveys, focus group discussions, interviews, case management reports, and secondary data from schools and community organizations.
   - **Tools**: Paper and digital survey tools, enrollment forms, service tracking sheets, MoU agreements, and feedback forms.
2. **Data Management**:
   - Data will be stored in a central monitoring database.
   - Regular updates will be provided to the M&E Officer for reporting and analysis.
3. **Reporting**:
   - **Monthly reports** will track key program indicators.
   - **Quarterly reviews** will assess progress toward targets and adjust strategies as necessary.
   - **Annual impact assessments** will provide a comprehensive evaluation of program outcomes and impact.
4. **Learning and Adaptation**:
   - Findings from reviews will be discussed in quarterly meetings to ensure the programs are responsive to emerging needs and opportunities.
5. **Evaluation**:
   - **Mid-term and final evaluations** will assess the effectiveness, efficiency, and sustainability of programs, using both quantitative and qualitative data.

This M&E plan will enable NPF to track progress systematically, measure impact, and use data-driven insights to improve performance continuously. The detailed M&E plan will be derived from NPF Theory of Change (chapter 4) and implementation matrix presented in Annex 1.

CHAPTER 8: RISK ANALYSIS AND MITIGATION

8.1 Risk Analysis

Nice Place Foundation (NPF) operates in a dynamic environment that presents various risks. Identifying and mitigating these risks is essential or successful strategy implementation and program sustainability. The table below presents a comprehensive risk analysis covering the key operational and strategic areas of NPF's work.

Table 11: Risk Analysis.

Risk Category	Description	Likelihood	Impact	Mitigation Strategy
1. Financial Risks				
Donor dependency	Reliance on external donors may cause funding gaps if support ends.	🟥	🟥	- Diversify funding streams through partnerships, digital fundraising, and social enterprises. - Build reserves.
Economic instability	Inflation/currency fluctuations could affect program costs and financial stability.	🟧	🟧	- Hedge against currency risks. - Adjust budgets periodically to reflect economic conditions.
Income from social enterprises	ow performance of enterprises (e.g., Nice Ecolodge) could reduce revenue.	🟧	🟧	- Regularly assess business models. - Strengthen marketing and operational efficiencies for income-generating projects.
2. Operational Risks				
Human resource capacity	Inadequate staff capacity or skills could hinder the effective implementation of projects.	🟧	🟥	- Invest in capacity-building and staff retention. - Establish succession plans and talent development programs.
Program scalability	Inability to scale projects to meet increasing demand for services could affect impact.	🟧	🟥	- Strengthen partnerships to expand reach. - Continuously assess project scalability and resources needed.
3. Strategic Risks				
Failure to meet strategic goals	Ineffective implementation could result in the failure to meet key objectives outlined in the strategic plan.	🟩	🟥	- Monitor progress through regular reviews. - Adapt strategies based on findings from M&E. - Engage stakeholders.
Community resistance	Lack of buy-in from local communities could hinder project success.	🟧	🟧	- Conduct community engagement and sensitization. - Work closely with community leaders and stakeholders.
4. Compliance Risks				
Legal and regulatory issues	Non-compliance with local regulations or changes in government policies could lead to legal challenges.	🟩	🟥	- Ensure compliance with local laws. - Maintain a legal advisor to navigate regulatory changes.
Safeguarding concerns	Potential safeguarding breaches (e.g., related to child protection) could damage the organization's reputation.	🟩	🟥	- Strengthen safeguarding policies and procedures. - Provide regular staff training on safeguarding protocols.
5. Reputational Risks				

Negative publicity	Mismanagement of funds or failure to deliver on promises could result in reputational damage.			- Implement strong governance and transparency measures. - Ensure clear communication with stakeholders.
Donor trust	Misalignment between donor expectations and program outcomes could lead to loss of trust and future funding.			- Align program goals with donor priorities. - Provide clear and transparent reporting to donors.

Key

Low	Medium	High

8.2 Conclusion

Nice Place Foundation (NPF) is strategically positioned to drive transformative change for vulnerable girls across Kenya. Through its core pillars—education, leadership development, and community engagement—NPF has already reached over 5,000 girls, with 87% reporting improved academic performance and 72% demonstrating increased leadership capacity. These outcomes reflect the foundation's commitment to evidence-based programming and continuous impact measurement.

Operating in a dynamic and often challenging environment, NPF recognizes the importance of proactive risk management. By diversifying funding streams, strengthening internal capacity, and ensuring regulatory compliance, the foundation has built a resilient operational model that supports long-term sustainability.

For donors, this strategic plan offers a clear roadmap for high-impact investment. Every contribution is leveraged through transparent governance and rigorous monitoring, ensuring that resources directly support scalable, measurable outcomes. For community stakeholders, NPF remains deeply embedded in local contexts, fostering ownership and collaboration to ensure that change is both inclusive and enduring. For government partners, the foundation aligns with national development priorities, including Kenya's Vision 2030 and the Sustainable Development Goals, offering a proven model for advancing gender equity and educational access.

Looking ahead, NPF will continue to innovate, adapt, and expand its reach—guided by data, driven by partnerships, and anchored in its mission to empower every girl to realize her full potential. Central to this mission is the urgent need to end harmful practices such as Female Genital Mutilation (FGM/C) and early marriage. NPF will intensify its efforts through structured community dialogues, engaging elders, parents, and youth to shift cultural norms and protect girls' rights. By fostering safe spaces for conversation and collaboration, the foundation will help build communities where girls are valued, protected, and free to thrive. This strategic plan is not just a framework for action—it is a bold commitment to justice, equity, and the full realization of every girl's potential.