



BOLDLY BUILDING OUR FUTURE

HERE WE GO

Our effort to spark our growth, establish long-term sustainability, and ensure every child we serve has the chance to learn, grow, and thrive.



THE CHALLENGE BEFORE US

WAITING TO GROW

FOR NEARLY 20 YEARS, Friends of Ngong Road has transformed the lives of children growing up in Nairobi's informal settlements. Our model is simple: surround each student with the resources, relationships, and stability needed to thrive. **Education is the cornerstone, but our holistic program also provides healthcare, nutrition, community support, and pathways to employment.**

The results are proven. Nearly three out of four of our alumni are employed—far exceeding Kenyan national averages. More than two-thirds hold leadership roles, and three in four are now primary providers for their families. Girls are thriving, 58% of our alumni are female and are employed at rates 20 points higher than their male peers. This is generational transformation, built one student at a time.

Today, over 100 qualified children are waiting to join our program. Schools are ready, families are prepared, and case managers stand by—but funding is the barrier. As we enter our 20th year, we are committed to eliminating that waitlist by the end of 2026.

Here We Go is both our rallying call and our strategy. Over the next five years, we will grow to serve 1,000 active students by 2030, pilot expansion to ensure sustainability, strengthen our Kenyan partner organization, expand our U.S. capacity, and diversify revenue streams.

The first step begins now: enrolling 100 new students through our 2026 pilot. This moment is about more than reaching numbers. It's about belonging.

For students, “*Here We Go*” means stepping into a community where they are supported and known. For donors, it means joining a global family committed to breaking cycles of poverty through education and opportunity.

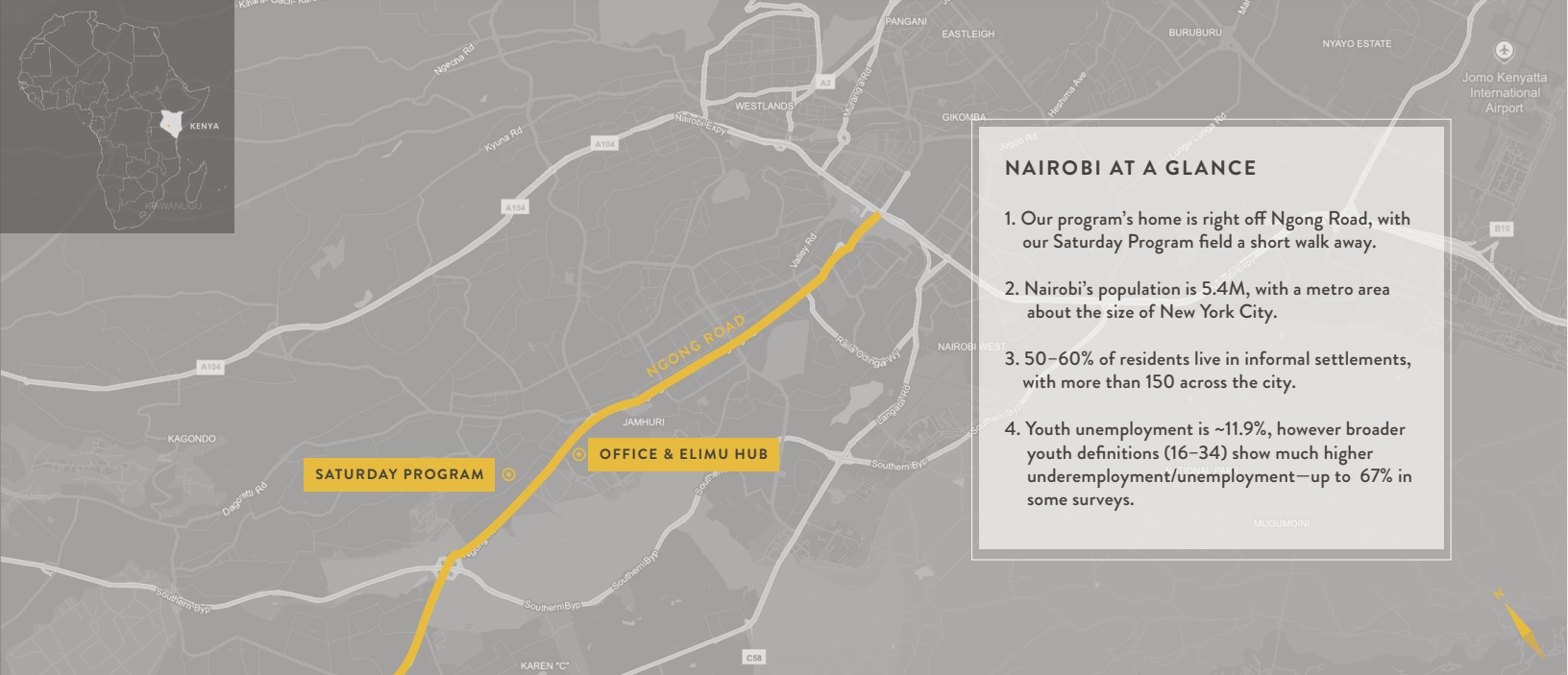
We don't aim to serve millions of students; we aim to serve millions of hours—hours of tutoring, mentorship, meals, healthcare, and support. With your support, those hours add up to lives changed, families uplifted, and futures reimaged.

PICTURED ABOVE

The entryway to our office in Nairobi, and in the back right, Elimu Hub, which holds a computer lab on the first floor and a library above.



HERE WE GO OUR 20TH ANNIVERSARY



NAIROBI AT A GLANCE

1. Our program's home is right off Ngong Road, with our Saturday Program field a short walk away.
2. Nairobi's population is 5.4M, with a metro area about the size of New York City.
3. 50–60% of residents live in informal settlements, with more than 150 across the city.
4. Youth unemployment is ~11.9%, however broader youth definitions (16–34) show much higher underemployment/unemployment—up to 67% in some surveys.

OUR WORK WITHIN CONTEXT

BEYOND NGONG ROAD

KENYA IS A YOUNG COUNTRY, with an estimated 40% of the population under the age of fifteen. With more than 150 informal settlements housing 50–60% of the population of Nairobi, the challenges youth in Nairobi face are steep —meeting basic needs and instability are a daily reality.

Despite these challenges for a large portion of the country, it has been Friends of Ngong Road's experience that Kenya is also a country brimming with joy, resiliency, connection, and generosity. It is difficult to spend any time in Nairobi's neighborhoods without seeing a smiling face or the exchange of laughter amongst youth and adults alike.

Our office and Elimu Hub — the home for our computer lab and library — are just off Ngong Road, one of Nairobi's major thoroughfares in which tens of thousands of people drive, bike, and walk every day.

While our beneficiaries represent just a few hundred individuals, the interconnectedness of Kenyans means impacting just one student creates a ripple of positive impact for their friends, family, and community. One example is our alumni group, a self-organized association that shares resources, helps each other, and is a source of stability through community.



A KENYAN-DRIVEN, HOLISTIC APPROACH

OUR PROGRAMS & OUTCOMES

BREAKING THE CYCLE OF POVERTY for Kenyans living in informal settlements is our goal — but it doesn't just take an education. It requires basic healthcare, a caring and supportive community, and employment assistance. Our program is built on four pillars:

Education: Support from primary school through post-secondary, with placement in strong local schools, boarding during high school, and scholarships for post-secondary.

Health & Well-Being: Meals, medical care, and training in sexual and reproductive health, mental health, and drug awareness—ensuring students' health empowers learning.

Supportive Community: Case managers, Saturday Program, annual camp, and sponsor relationships provide stability, mentorship, and belonging.

Employment: Life skills, computer training, internships, TechMates program, and alumni support ensure students can move from school into meaningful employment or entrepreneurship.

OUR OUTCOMES ARE PROVEN built on a two-decade track record of transforming lives. Through annual alumni surveys and qualitative assessments, our outcomes show:

Employment: Nearly 3 in 4 alumni are employed—far above national youth averages—77% holding jobs for over a year.

Leadership: 66% of employed alumni serve in supervisory roles, and 21% received a promotion in the past year.

Family Impact: 3 in 4 alumni are now primary household providers; 61% report personal savings, showing financial stability.

Women Thriving: 58% of alumni are female, employed at rates 20 points higher than their male peers.

Programs That Work: Life skills, computer training, apprenticeships, and TechMates directly improve employability and long-term success.



HERE WE GO OUR 20TH ANNIVERSARY

WHERE WE'RE GOING

We honor our 20-year legacy with a clear, measurable, and phased plan to sustain our impact, moving from eliminating today's waitlist to serving 1,000 active students by 2030.

PHASE 1: 2026 PILOT & ASSESSMENT

In 2026, we will admit 100 students from our waitlist in two cohorts of 50. This pilot will:

- Test and refine our student recruitment and onboarding processes to ensure the highest potential for long-term success.
- Assess NRCF's capacity to manage expanded caseloads.
- Demonstrate proof of concept for sustainable growth.

PHASE BUDGET: \$300K covers the cumulative cost for the cohorts' first year.

FY26 BUDGET: \$1.46M is our projected total budget, including Phase 1.

PHASE 2: 2027 EXPANSION & EVALUATION

In 2027, we will admit 150 students in two cohorts, while investing in:

- Expanding our staff capacity both in Kenya and the US.
- Leveraging programmatic evaluation to inform FY28-30 planning.
- Actively diversify revenue streams by launching targeted major donor and corporate partnership campaigns in the US, and increasing locally-generated revenue in Kenya
- Conducting a space and staff evaluation to determine future needs.

PHASE BUDGET: \$475K covers the cumulative cost for the cohorts' first year.

FY27 BUDGET: \$1.77M is our projected total budget, including Phase 2.

PHASE 3: FY28 TO FY30 — STEADIED & FOCUSED GROWTH

The last phase calls for steadied growth while monitoring and responding to change.

We will sustain our impact by:

- Executing plans to meet our space and staffing needs.
- Increasing our ongoing, mid-year assessment of active students and alumni.
- Bolstering employment programs to maintain our high rate of alumni leadership and family provision.

ESTIMATED BUDGET: \$1.95-2.39M is our projected annual budget for FY28-30.

2026 PILOT

The first step towards our 2030 goal is piloting the recruitment of 50 new students by January and 50 by April 2026. These cohorts will serve as the foundation for scaling our recruitment capacity to 150 students annually starting in 2027, setting us on the path towards 1,000 students in the program by 2030.

FONR is committing \$300,000 to onboard these cohorts of students into the program for the first year, as well as allocate the funds to support NRCF as they assess and monitor their ability and capacity to onboard at this rate.

PILOT MILESTONES & ACTIVITIES

2025

OCTOBER	50 students approved for sponsorship, signed the MOU & Consent, and are ready to go in programmatic systems.
NOVEMBER	Student requirements are planned (school placement, uniforms, shoes, books). NRCF begins in-kind fundraising to offset school material costs.
DECEMBER	Distribution of school supplies, uniforms, shoes, and books. At least 5 local companies are committed to an in-kind donation.

2026

JANUARY	Students officially join their respective focus schools and NRCF programming. Measurement of KPIs and reporting on the Pilot to assess the success of the first phase of the Pilot.
FEBRUARY	Kick off the second cohort recruitment of 50 kids in preparation for the April onboarding. Continued monitoring and evaluation of the overall program.
MARCH	Second cohort (50 Students) requirements are planned (school placement, uniforms, shoes, books).
APRIL	The second cohort is issued school requirements (uniforms, shoes, and books) in readiness for the school term.
MAY	Students officially join their respective focus schools and NRCF programming. Measurement of KPIs and reporting on the Pilot to assess the success of the second phase of the Pilot.

2026 PILOT CONTINUED

ASSUMPTIONS

- **Capacity:** The staff have the capacity to handle this pilot while managing their day-to-day work, especially case managers.
- **Procurement:** The procurement department will have the capacity to plan and procure requirements for the 50 in two months, while doing the same for all active students.
- **Qualified Students:** That we will get qualified students from the waiting list to meet our selection criteria-our success rates have been 50% of the selectees meet criteria to join.
- **Cost Management:** The cost does not include any fixed cost increment (No new staff hire or facility fee). The facility will accommodate this growth.

EXPECTED OUTCOMES

- **Proof of Concept and Strategic Alignment:** NRCF demonstrates its ability to scale intake efficiently and sustainably. Pilot directly supports the NRCF/FoNR strategic plan of achieving 1,000 active students by 2030.
- **Immediate Relief:** 100 children from the waiting list receive timely sponsorship and education support.
- **Sustainability Pathway:** Launch of “Here We Go” campaign secures donor confidence and long-term financial support commitment for student growth.

KEY PERFORMANCE INDICATORS & MEASUREMENT

OBJECTIVE KPIs

- **Recruitment success:** 50 students recruited and onboarded by January 2026.
- **Smooth onboarding:** Timelines observed to onboard 50 students within a period of three months without hiccups, by Jan 2026.
- **Campaign Launch:** “Here We Go” campaign developed and launched in October. An in-person event to engage our Kenyan stakeholders held in late October, also used to launch the “Here We Go” campaign in Kenya.
- **Donor Engagement:** At least 10 major donor prospects identified and approached for multi-year commitments by March 2026.

2026 PILOT CONTINUED

SUBJECTIVE KPIs

- **Student Experience:** Feedback from students and families on the onboarding process and readiness for school (via surveys and focus groups), by Jan 2026.
- **Donor Sentiment:** Positive response from donors toward pilot strategy, gauged through feedback sessions and campaign participation, by Jan 2026.
- **Staff Readiness:** Internal team capacity strengthened through pilot execution, preparing for larger intakes in 2026. Team feedback (Primary department and procurement) on how the process was and the major challenges faced in the process, Jan 2026

LONG-TERM KPIs

- **Case Management:** Feedback from casemanagers and families on the case management process and its effectiveness with such a big number, by Dec 2026.
- **Programs impact:** Feedback from Saturday program coordinators on the ability to hold the program with 237 students in primary and JSS, by Dec 2026.
- **Performance over time:** Performance of the 100 students over time compared with the ongoing students, by Dec 2026.



CONNECTING OUR VISION WITH OUR

COMMITMENT

This photo shows the path to our Nairobi offices—a path most students walk many times during their 10-year journey with Friends of Ngong Road. Each year, it costs \$3,000 to support a student's transformation; over the course of our relationship, we invest about \$30,000 in each of them.

We steward your investment with care: selecting high-potential students from families who value education; placing them in strong schools; supporting them through adolescence with boarding schools, Sexual & Reproductive Health and computer training; and preparing them for employment through Life Skills and Interview Skills once they graduate. Thank you for walking this path with us.