



SOFTBALL FEDERATION OF KENYA STRATEGIC PLAN 2024-2028

President's Foreword

It is with great enthusiasm and optimism that I present the Softball Federation of Kenya's Strategic Plan for 2024-2028. This plan marks a pivotal moment in our journey as we seek to elevate the sport of softball and baseball5 in Kenya to new heights.

Over the past years, we have seen tremendous growth in participation, talent development, and community engagement. However, there is still much work to be done. Our strategic plan outlines a clear path forward, focusing on key pillars such as talent development, infrastructure, governance, marketing, international engagement, and overall growth of the sport.

Our vision is to make softball and baseball5 leading sports in Kenya, accessible to all, and recognized for excellence both nationally and internationally. This ambitious goal can only be achieved through the collective efforts of our players, coaches, officials, supporters, and partners. Together, we will foster a vibrant, inclusive, and competitive softball and baseball5 community.

I extend my heartfelt gratitude to all stakeholders who have contributed to the development of this strategic plan. Your insights and dedication are invaluable. As we embark on this new chapter, I am confident that, with your continued support, we will achieve our goals and create a lasting legacy for softball and baseball5 in Kenya.

Let us all work together towards a brighter future for Kenyan softball and baseball5.

Sincerely,

Francis Njeru Karugu

President
Softball Federation of Kenya

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HISTORY OF SOFTBALL IN KENYA

Softball was first introduced in Kenya in the early 1990s by a group of Physical Education (PE) teachers who started playing the sport as a hobby. In 1992, the PE teachers registered Baseball and Softball as a Federation under the leadership of Nahashon Akaranga as the Chairman and Solomon Gacece as the Vice Chairman.

In 1996, the Kenya National Sports Council advised that softball and baseball be registered and managed separately. Following this directive, the Softball Federation of Kenya (SFK) was registered with Fridah Shiroya as the chairperson. Ms. Shiroya led the SFK until her retirement in 2016.

The first softball teams in Kenya were the National Youth Service (NYS) and Makongeni Softball Team. The SFK started a national league in 2009 with 6 teams. Currently, the league has grown to 12 women's and 12 men's teams, with the majority coming from various universities around the country.

The Kenya national women's softball team has represented the country in several international competitions. In 2005, the team participated in the Africa Olympics qualifiers in Harare, Zimbabwe. In 2016, the women's national team took part in the World Women Softball Championship held in Surrey, Canada.

In February 2022, the men's national under-23 and senior teams represented Kenya in the world cup qualifiers in Pretoria, South Africa. In February 2023, the women's national team represented Kenya in the world cup qualifiers in Gaborone, Botswana.

Today, the SFK serves as the national governing body for softball and senior baseball5 in Kenya, overseeing 12 active premier-level clubs and numerous junior teams across the country. The federation aims to promote softball and baseball5 with integrity and fairness to all players.

HISTORY OF BASEBALL5 IN KENYA

In 2022, Baseball Kenya and Softball Kenya joined forces to develop the country's national Baseball5 teams. The senior team will be overseen by the softball body while the national baseball organization is responsible for the youth squads.

The decision to collaborate came after the World Baseball Softball and baseball5 Confederation (WBSC) introduced Baseball5. The two federations realized there could be a problem selecting national teams since they operate separately.

Baseball5 is a pitcher-free discipline that requires only a rubber ball to play and no bat, designed to bring baseball to previously inaccessible areas. Any playing surface can be used, and hitting is done by hand. The sport is on the program for the Dakar 2026 Youth Olympic Games and the 2023 African Beach Games in Tunisia.

SWOT ANALYSIS FOR THE SOFTBALL FEDERATION OF KENYA

STRENGTHS	WEAKNESSES
Established national governing body for softball and baseball5 -SFK	Limited financial resources and budget constraints
Affiliation with international bodies (WBSC, WBSC Africa)	Lack of widespread awareness and popularity of softball and baseball5 in Kenya
Passionate and dedicated core group of administrators, players and coaches	Shortage of qualified and certified coaches and trainers across the country
Some existing infrastructure in some institutions e.g Meru, JKUAT	Inadequate facilities and infrastructure in many regions
Potential for gender inclusivity (softball and baseball5 and B5 played by both men and women)	Lack of structured youth development programs and talent identification systems
Successful organization of the leagues.	Inadequate marketing and promotion efforts to raise the sport's profile.
Growing interest in schools and universities	Limited participation and representation at international and regional events
Potential for cross-sport athleticism (baseball/cricket players)	Insufficient data and statistics on participation rates
Community engagement through softball and baseball5 programs	Limited media coverage and public visibility
OPPORTUNITIES	THREATS
Increasing government focus on sports development	Competition from more popular sports for resources and attention
Potential for corporate sponsorships and partnerships	Economic challenges affecting sports funding
Growing interest in non-traditional sports among youth	Lack of interest and participation from youth due to perceived lack of opportunities
Integration of softball and baseball5 into school and university sports programs.	Difficulty in attracting and retaining talented players and coaches due to limited career prospects.
Hosting international tournaments to raise profile	Changing preferences of youth towards e-sports and digital entertainment
Collaboration with other sports federations for resource sharing e. g Baseball	Potential for mismanagement or corruption in sports organizations
Leveraging social media for increased visibility and engagement	Health concerns (e.g., injuries) deterring participation
Potential inclusion in major multi-sport events (e.g., All-Africa Games)	Impact of climate change and environmental factors on outdoor facilities
Establishing softball and baseball5 academies for talent development	Stringent regulations and requirements for facility development and land acquisition
Leveraging technology for training and performance analysis	Risk of doping scandals affecting the sport's reputation
Developing partnerships with international softball and baseball5 powerhouses/clubs	

STAKEHOLDER ANALYSIS FOR SOFTBALL FEDERATION OF KENYA

By analyzing our stakeholders SFK will develop targeted strategies to engage effectively with each group, ensuring their support and involvement in the growth and development of softball and baseball⁵ in the country.

STAKEHOLDER	POWER	INTEREST	LEVEL OF INFLUENCE	ENGAGEMENT STRATEGY
Government (Ministry of Sports)	High	High	High	Regular meetings, formal reports, collaboration on funding and policy initiatives
International Bodies (WBSC, WBSC Africa)	High	High	High	Active participation in international events, compliance with international standards, regular communication.
Local Businesses/Sponsors	High	Medium	High	Partnership development, sponsorship packages, regular updates on events and successes
Schools and Educational Institutions	Medium	High	Medium	Engagement programs, school competitions, coaching clinics, and educational outreach.
Players and Coaches	Medium	High	High	Regular training programs, feedback mechanisms, engagement in decision-making processes
Local Communities	Medium	Medium	Medium	Community outreach, awareness campaigns, local events and tournaments, and feedback sessions
Media	High	Medium	High	Press releases, media events, regular communication, leveraging social media platforms.
Volunteers	Low	High	Medium	Volunteer appreciation programs, training and development, regular communication and engagement.
Other Sports Federations	Medium	Medium	Medium	Collaborative events, regular communication, sharing best practices
Donors and Grant Providers	High	Medium	High	Detailed reports, regular updates on project progress, meetings to discuss impact and future opportunities.

RISK ASSESSMENT AND MITIGATION STRATEGIES.

This risk assessment identifies potential risks that SFK might face and outlines mitigation strategies to manage these risks effectively. The goal is to ensure the federation's smooth operation and the successful implementation of its strategic plan.

Risk Category	Risk	Likelihood	Impact	Mitigation Measures	Responsibility
Operational	Lack of adequate training and competition facilities	High	High	- Partner with schools and other institutions for facility use	Executive board
	Poor governance practices	Medium/low	High	- Implement strict governance policies and regular audits	Governance Officer
				- Train officials on governance standards	Training and Education committee
	Inefficiency in administrative processes	Medium/low	Medium	- Streamline administrative processes	Executive board
- Invest in administrative software and tools				Executive board	
Financial	Insufficient funding	High	High	- Diversify funding sources (sponsorships, grants, fundraisers)	Executive board/ Sponsorship committee
				- Develop a robust financial management plan	Executive board
	Mismanagement of funds	Medium/low	High	- Conduct regular financial audits	Executive board

				- Implement transparent financial reporting systems	Executive board
Human Resources	Inadequate skilled personnel/ volunteers	High	High	- Invest in training and development programs	Training and Education committee
				- Implement mentorship and internship programs	Executive board
Legal and Compliance	Non-compliance with local and international regulations	Low	High	- Stay updated on relevant regulations	Executive board
				- Regular training on compliance requirements	Executive board
Reputation	Negative publicity due to scandals or poor performance	Low	High	- Develop a crisis management plan	Executive board
				- Ensure transparency and accountability in all operations	Governance Officer
Technological	Cybersecurity threats	Low	Medium	- Implement strong cybersecurity measures	Media committee
				- Regularly update and backup data	Media committee
External	Political instability affecting sports activities	Low/medium	High	- Engage with government bodies to stay informed and prepared	Executive board
				- Develop contingency plans for political disruptions	Executive board

	Economic downturn affecting sponsorships and funding	Medium/high	High	- Secure long-term sponsorship agreements - Develop a financial contingency plan	Sponsorship committee Executive board
Health and Safety	Injuries to players during training or games	High	High	- Implement strict health and safety protocols	Executive board
				- Ensure availability of medical personnel during events	Executive board
	Pandemics affecting sports events	Low	High	- Develop and implement a pandemic response plan	Executive board
- Promote remote and virtual training programs when necessary				Executive board	

Vision



Vision

“To be the leading authority in softball and baseball5 in Africa, inspiring and empowering Kenyan athletes to achieve greatness on the global stage, while cultivating a nationwide passion for the sport.”



Mission

"To govern and oversee the development of Softball and Baseball⁵ in Kenya, ensuring adherence to international standards, organizing national and regional competitions, and supporting athletes in their pursuit of excellence on the global stage."

Our core values

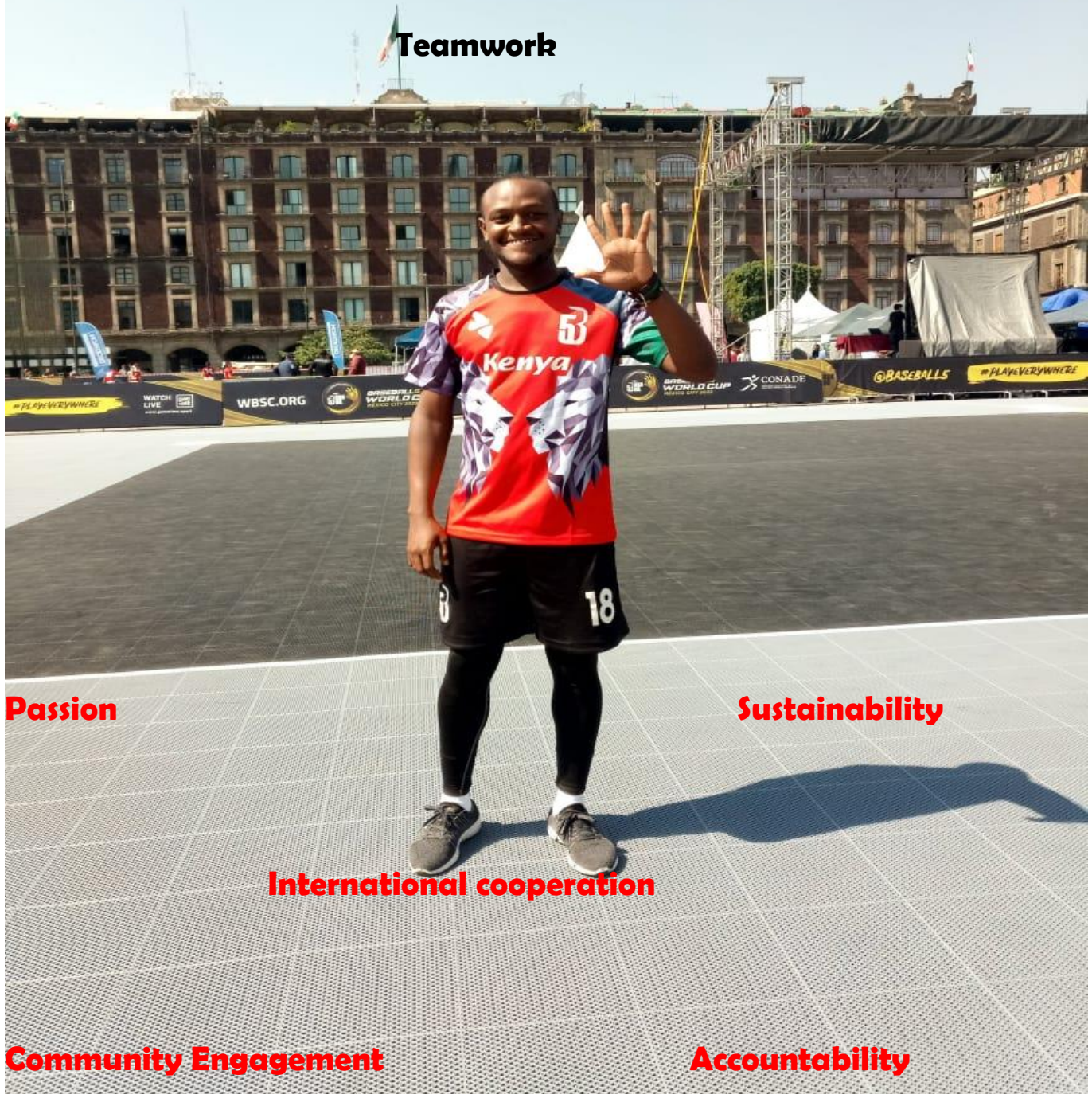
Integrity

Excellence

Respect

Sportsmanship

Teamwork



Passion

Sustainability

International cooperation

Community Engagement

Accountability

SOFTBALL FEDERATION OF KENYA STRATEGIC PILLARS

PILLAR ONE: TALENT DEVELOPMENT	
Objective	Develop and nurture talent across all levels to ensure a sustainable pipeline of skilled players.
Strategies	<ul style="list-style-type: none"> - Establish regional training centers. - Implement a national talent identification program. - Develop coaching clinics and certification programs. - Organize national and regional competitions.
KPIs	<ul style="list-style-type: none"> - Number of regional training centers established. - Number of players identified through talent programs. - Number of certified coaches. - Number of competitions held and participants.
Timeline	2024-2028
Responsibility	Technical Committee, Regional Coaches, National Team Coaches
Resources	Funding for training centers, coaching staff, equipment, and competition logistics.

Action Plan

PILLAR	YEAR	ACTION	RESPONSIBLE	RESOURCES REQUIRED
Talent Development	2024	<ul style="list-style-type: none"> - Establish initial regional training centers. - Launch national talent identification program. 	Technical committee	Funding, training materials, equipment
	2025	<ul style="list-style-type: none"> - Expand regional training centers. - Conduct national coaching clinics. 	Talent Development Manager	Funding, training resources
	2026	<ul style="list-style-type: none"> Organize national and regional competitions. Monitor progress of identified talents 	National team coaches	Competition logistics, monitoring tools
	2027	<ul style="list-style-type: none"> Assess the effectiveness of training programs. Refine talent identification and development processes. 	Technical committee	Assessment tools, training resources
	2028	<ul style="list-style-type: none"> Review and finalize talent development framework. Plan for next strategic period. 	Technical committee	Assessment tools, strategic planning resources

Proposed Budget

Item	Year 1 (2024)	Year 2 (2025)	Year 3 (2026)	Year 4 (2027)	Year 5 (2028)	Total
Regional Training Centers (Establishment)	KES 2,000,000	KES 1,500,000	KES 1,000,000	KES 1,000,000	KES 1,000,000	KES 6,500,000
Talent Identification Program	KES 1,000,000	KES 1,000,000	KES 1,000,000	KES 1,000,000	KES 1,000,000	KES 5,000,000
Coaching Clinics and Certification	KES 1,500,000	KES 1,500,000	KES 1,500,000	KES 1,500,000	KES 1,500,000	KES 7,500,000
Competitions (National & Regional)	KES 2,500,000	KES 3,000,000	KES 3,500,000	KES 4,000,000	KES 4,500,000	KES 17,500,000
Total	KES 7,000,000	KES 7,000,000	KES 7,000,000	KES 7,500,000	KES 8,000,000	KES 36,500,000

PILLAR TWO :- GOVERNANCE AND ADMINISTRATION	
Objective	Strengthen the governance and administrative structures to ensure effective management and operations.
Strategies	<ul style="list-style-type: none"> - Develop and implement governance policies and procedures. - Conduct regular training for staff and volunteers. - Establish a transparent and accountable financial management system. - Enhance communication and reporting mechanisms.
KPIs	<ul style="list-style-type: none"> - Number of governance policies implemented. - Number of staff and volunteers trained. - Financial audits conducted. - Frequency and quality of communication reports.
Timeline	2024-2028
Responsibility	Executive Committee
Resources	Funding for training programs, governance consultancy, financial management systems.

Action Plan

PILLAR	YEAR	ACTION	RESPONSIBLE	RESOURCES REQUIRED
Governance and Administration	2024	- Develop and implement governance policies. - Conduct initial staff training sessions.	Executive Committee	Governance consultancy, training resources
	2025	- Implement financial management system. - Enhance communication mechanisms.	Executive Committee	Financial management tools, communication platforms
	2026	- Conduct regular staff and volunteer training sessions. - Implement continuous improvement processes.	Executive Committee	Training materials, consultancy services
	2027	- Conduct financial audits. - Review and update governance policies as needed.	Executive Committee	Audit tools, governance consultancy
	2028	- Conduct comprehensive review of governance and administration. - Plan for next strategic period.	Executive Committee	Evaluation tools, strategic planning resources

Proposed budget

Item	Year 1 (2024)	Year 2 (2025)	Year 3 (2026)	Year 4 (2027)	Year 5 (2028)	Total
Governance Policies Development	KES 100,000	KES 100,000	KES 100,000	KES 100,000	KES 100,000	KES 500,000
Staff and Volunteer Training	KES 100,000	KES 100,000	KES 100,000	KES 100,000	KES 100,000	KES 500,000
Financial Management System	KES 2,000,000	KES 200,000	KES 200,000	KES 200,000	KES 200,000	KES 2,800,000
Communication and Reporting	KES 200,000	KES 200,000	KES 200,000	KES 200,000	KES 200,000	KES 1,000,000
Total	KES 2,400,000	KES 600,000	KES 600,000	KES 600,000	KES 600,000	KES 4,800,000

PILLAR THREE:- MARKETING AND PROMOTION

Objective	Increase the visibility and popularity of softball and baseball5 across Kenya through strategic marketing and promotion efforts.
Strategies	<ul style="list-style-type: none"> - Develop and implement a comprehensive marketing plan. - Engage with media partners for coverage of events. - Utilize social media and digital platforms for promotion. - Organize promotional events and campaigns.
KPIs	<ul style="list-style-type: none"> - Reach and engagement on social media platforms. - Media coverage and partnerships. - Attendance at promotional events. - Increase in registered players and teams.
Timeline	2024-2028
Responsibility	Marketing committee, Media Liaison Officer, Digital Content Coordinator
Resources	Marketing budget, media partnerships, social media tools.

Action Plan

PILLAR	YEAR	ACTION	RESPONSIBLE	RESOURCES REQUIRED
Marketing and promotion	2024	<ul style="list-style-type: none"> - Develop comprehensive marketing plan. - Initiate media partnerships. 	Marketing committee	Marketing budget, media contacts
	2025	<ul style="list-style-type: none"> - Launch social media campaigns. - Organize promotional events. 	Digital Content Coordinator	Social media tools, event planning resources
	2026	<ul style="list-style-type: none"> - Evaluate marketing plan effectiveness. - Adjust strategies based on feedback and data. 	Marketing committee	Evaluation tools, feedback systems
	2027	<ul style="list-style-type: none"> - Expand digital and media outreach. - Organize large-scale promotional campaigns. 	Marketing committee	Media contacts, marketing budget
	2028	<ul style="list-style-type: none"> - Conduct comprehensive review of marketing and promotion activities. - Plan for next strategic period. 	Marketing committee	Evaluation tools, strategic planning resources

Proposed Budget

Item	Year 1 (2024)	Year 2 (2025)	Year 3 (2026)	Year 4 (2027)	Year 5 (2028)	Total
Comprehensive Marketing Plan	KES 500,000	KES 200,000	KES 200,000	KES 200,000	KES 200,000	KES 1,300,000
Media Partnerships	KES 1,000,000	KES 1,000,000	KES 1,000,000	KES 1,000,000	KES 1,000,000	KES 5,000,000
Social media and Digital Platforms	KES 100,000	KES 100,000	KES 100,000	KES 100,000	KES 100,000	KES 500,000
Promotional Events	KES 200,000	KES 200,000	KES 200,000	KES 200,000	KES 200,000	KES 1,000,000
Total	KES 1,800,000	KES 1,500,000	KES 1,500,000	KES 1,500,000	KES 1,500,000	KES 7,800,000

PILLAR FOUR: - INTERNATIONAL ENGAGEMENT.

Objective	Enhance international presence and competitiveness by engaging in international competitions and collaborations.
Strategies	<ul style="list-style-type: none"> - Participate in international tournaments. - Develop partnerships with international softball bodies. - Organize exchange programs and training camps abroad. - Host international events in Kenya.
KPIs	<ul style="list-style-type: none"> - Number of international tournaments participated in. - International partnerships established. - Exchange programs and training camps conducted. - International events hosted.
Timeline	2024-2028
Responsibility	Executive board, National Team Coaches
Resources	Funding for international travel, partnerships with international bodies, logistics for hosting events.

Action Plan

PILLAR	YEAR	ACTION	RESPONSIBLE	RESOURCES REQUIRED
	2024	<ul style="list-style-type: none"> - Plan participation in key international tournaments. - Establish initial partnerships with international softball bodies. 	Executive committee	Funding for travel, partnership agreements

International Engagement	2025	- Participate in initial international tournaments. - Organize exchange programs and training camps.	Executive committee National Team Coaches	Funding for travel, logistics for camps
	2026	- Strengthen international partnerships. - Plan for hosting international events in Kenya.	Executive committee	Logistics for hosting, partnership agreements
	2027	- Host initial international events. - Evaluate international engagement strategies.	Executive committee	Hosting logistics
	2028	- Conduct comprehensive review of international engagement activities. - Plan for next strategic period.	Executive committee	Evaluation tools, strategic planning resources

Proposed Budget

Item	Year 1 (2024)	Year 2 (2025)	Year 3 (2026)	Year 4 (2027)	Year 5 (2028)	Total
Participation in Tournaments	KES 8,000,000	KES 8,000,000	KES 8,000,000	KES 8,000,000	KES 8,000,000	KES 40,000,000
International Partnerships	KES 1,000,000	KES 1,000,000	KES 1,000,000	KES 1,000,000	KES 1,000,000	KES 5,000,000
Exchange Programs and Training Camps	KES 3,000,000	KES 3,000,000	KES 3,000,000	KES 3,000,000	KES 3,000,000	KES 15,000,000
Hosting International Events	KES 2,000,000	KES 3,000,000	KES 3,000,000	KES 4,000,000	KES 4,000,000	KES 16,000,000
Total	KES 14,000,000	KES 15,000,000	KES 15,000,000	KES 16,000,000	KES 16,000,000	KES 76,000,000

PILLAR FIVE: - TRAINING AND EDUCATION

Objective	Enhance the skills and knowledge of players, coaches, and officials through comprehensive training and education programs.
Strategies	- Develop certification programs for coaches and officials. - Conduct regular training workshops and seminars. - Create online training resources and materials. - Partner with educational institutions for specialized training.
KPIs	- Number of certified coaches and officials.

Timeline Responsibility Resources	<ul style="list-style-type: none"> - Number of training workshops conducted. - Usage and engagement with online training resources. - Partnerships established with educational institutions.
	2024-2028
	Training and Education Committee, Program Coordinators
	Funding for training programs, online platforms, partnerships with educational institutions.

Action Plan

PILLAR	YEAR	ACTION	RESPONSIBLE	RESOURCES REQUIRED
Training and Education	2024	<ul style="list-style-type: none"> - Develop certification programs for coaches and officials. - Conduct initial training workshops. 	Training and Education committee	Training resources, online platforms
	2025	<ul style="list-style-type: none"> - Create online training resources. - Partner with educational institutions for specialized training. 	Training and Education committee	Online platforms, partnership agreements
	2026	<ul style="list-style-type: none"> - Assess the effectiveness of training programs. - Refine certification and training processes. 	Training and Education committee	Assessment tools, training resources
	2027	<ul style="list-style-type: none"> - Expand training programs to more regions. - Continue partnerships with educational institutions. 	Training and Education committee	Training resources, partnership agreements
	2028	<ul style="list-style-type: none"> - Review and finalize training and education framework. - Plan for next strategic period. 	Training and Education committee	Evaluation tools, strategic planning resources

Proposed budget

Item	Year 1 (2024)	Year 2 (2025)	Year 3 (2026)	Year 4 (2027)	Year 5 (2028)	Total
Online Training Resources	KES 500,000	KES 500,000	KES 500,000	KES 500,000	KES 500,000	KES 2,500,000
Partnerships with Educational Institutions	KES 1,500,000	KES 1,500,000	KES 1,500,000	KES 1,500,000	KES 1,500,000	KES 7,500,000

Specialized Training Programs	KES 1,000,000	KES 1,000,000	KES 1,000,000	KES 1,000,000	KES 1,000,000	KES 5,000,000
Certification and Training Processes	KES 500,000	KES 500,000	KES 500,000	KES 500,000	KES 500,000	KES 2,500,000
Total	KES 3,500,000	KES 3,500,000	KES 3,500,000	KES 3,500,000	KES 3,500,000	KES 14,000,000

PILLAR SIX:- SPONSORSHIP AND FUNDING

Objective	Secure sustainable funding and sponsorships to support the growth and development of softball baseball5 in Kenya.
Strategies	<ul style="list-style-type: none"> - Develop a comprehensive sponsorship proposal. - Identify and approach potential sponsors. - Organize fundraising events and campaigns. - Establish partnerships with corporate entities and donors.
KPIs	<ul style="list-style-type: none"> - Amount of funds raised through sponsorships. - Number of sponsorships secured. - Success of fundraising events. - Partnerships established with corporate entities.
Timeline	2024-2028
Responsibility	Sponsorship committee, Fundraising Coordinator
Resources	Marketing materials, proposal templates, event planning resources.

Action Plan

PILLAR	YEAR	ACTION	RESPONSIBLE	RESOURCES REQUIRED
Sponsorship and funding	2024	<ul style="list-style-type: none"> - Develop sponsorship proposal. - Identify potential sponsors. 	Sponsorship committee, Fundraising Coordinator	Marketing materials, proposal templates
	2025	<ul style="list-style-type: none"> - Organize initial fundraising events. - Establish partnerships with corporate entities. 	Sponsorship committee, Fundraising Coordinator	Event planning resources, partnership agreements
	2026	<ul style="list-style-type: none"> - Evaluate sponsorship and fundraising strategies. - Expand donor base and sponsor list. 	Sponsorship committee, Fundraising Coordinator	Evaluation tools, donor engagement materials

	2027	- Organize annual fundraising gala. - Secure long-term sponsorship agreements.	Sponsorship committee, Fundraising Coordinator	Event planning resources, sponsorship contracts
	2028	- Conduct comprehensive review of sponsorship and fundraising activities. - Plan for next strategic period.	Sponsorship committee, Fundraising Coordinator	Evaluation tools, strategic planning resources

Proposed Budget

Item	Year 1 (2024)	Year 2 (2025)	Year 3 (2026)	Year 4 (2027)	Year 5 (2028)	Total
Initial Fundraising Events	KES 1,000,000	KES 1,000,000	KES 1,000,000	KES 1,000,000	KES 1,000,000	KES 5,000,000
Corporate Partnerships	KES 2,000,000	KES 2,000,000	KES 2,000,000	KES 2,000,000	KES 2,000,000	KES 10,000,000
Annual Fundraising Gala	KES 1,500,000	KES 1,500,000	KES 1,500,000	KES 1,500,000	KES 1,500,000	KES 7,500,000
Sponsorship Agreements	KES 2,000,000	KES 2,000,000	KES 2,000,000	KES 2,000,000	KES 2,000,000	KES 10,000,000
Total	KES 6,500,000	KES 6,500,000	KES 6,500,000	KES 6,500,000	KES 6,500,000	KES 32,500,000

PILLAR SEVEN:- COMMUNITY ENGAGEMENT AND SOCIAL RESPONSIBILITY

Objective	Strengthen the connection between the sport of softball and baseball, with the community, fostering a sense of ownership, participation, and social impact.
Strategies	<ul style="list-style-type: none"> - Organize softball clinics and workshops in communities. - Collaborate with local organizations for joint initiatives. - Develop volunteer programs. - Implement inclusive programs for underrepresented groups. - Promote environmental sustainability.
KPIs	<ul style="list-style-type: none"> - Number of community outreach programs conducted. - Number of partnerships established. - Number of volunteers recruited. - Participation rates in inclusive programs. - Sustainability practices implemented.

Timeline	2024-2028
Responsibility	Executive Board, Program Coordinators, Volunteer Coordinators, Environmental Sustainability Officer
Resources	Funding for outreach programs, partnerships with local organizations, volunteer support tools.

Action Plan

PILLAR	YEAR	ACTION	RESPONSIBLE	RESOURCES REQUIRED
Community engagement and social responsibility	2024	- Develop community engagement framework. - Identify key community partners.	Executive Board, Program Coordinators, Volunteer Coordinators	Funding, outreach materials
	2025	- Launch initial community outreach programs. - Develop volunteer programs and inclusive initiatives.	Program Coordinators, Volunteer Coordinators	Funding, volunteer support tools
	2026	- Implement sustainability practices. - Organize environmental campaigns.	Environmental Sustainability Officer	Sustainable products, promotional materials
	2027	- Evaluate community engagement programs. - Implement improvements based on feedback.	Executive Board, Program Coordinators, Volunteer Coordinators	Evaluation tools, outreach materials
	2028	- Conduct comprehensive review of community engagement and social responsibility programs. - Plan for next strategic period.	Executive Board, Program Coordinators, Volunteer Coordinators	Evaluation tools, strategic planning resources

Proposed budget

Item	Year 1 (2024)	Year 2 (2025)	Year 3 (2026)	Year 4 (2027)	Year 5 (2028)	Total
Community Outreach Programs	KES 1,000,000	KES 1,500,000	KES 1,500,000	KES 2,000,000	KES 2,000,000	KES 8,000,000

Volunteer Programs	KES 1,000,000	KES 1,000,000	KES 1,000,000	KES 1,000,000	KES 1,000,000	KES 5,000,000
Inclusive Initiatives	KES 1,000,000	KES 1,000,000	KES 1,000,000	KES 1,000,000	KES 1,000,000	KES 5,000,000
Environmental Campaigns	KES 500,000	KES 500,000	KES 500,000	KES 500,000	KES 500,000	KES 2,500,000
Total	KES 3,500,000	KES 4,000,000	KES 4,000,000	KES 4,500,000	KES 4,500,000	KES 20,500,000

OVERALL BUDGET SUMMARY

Pillar	Total Cost (2024-2028)
Talent Development	KES 36,500,000
Governance and Administration	KES 4,800,000
Marketing and Promotion	KES 7,800,000
International Engagement	KES 76,000,000
Community Engagement and Social Responsibility	KES 20,500,000
Training and Education	KES 14,000,000
Sponsorship and Funding	KES 32,500,000
Total	KES 192,100,000

MONITORING AND EVALUATION OF SFK STRATEGIC PLAN 2024-2028

This M&E plan will ensure that the SFK's strategic plan is effectively tracked, assessed, and adjusted to achieve its goals.

Key Steps for Monitoring and Evaluation:

1. **Data Collection:** Collect data regularly through the specified data sources.
2. **Data Analysis:** Analyze the data to assess progress towards the targets.
3. **Reporting:** Prepare quarterly and annual reports to document the progress and any issues encountered.
4. **Feedback:** Provide feedback to the relevant stakeholders to ensure continuous improvement.
5. **Adjustments:** Make necessary adjustments to strategies based on the evaluation findings.

Responsibilities and Reporting

- **Quarterly Reports:** Each responsible officer will submit quarterly reports summarizing the data collected and analyzed. These reports will be due by the 15th of the following month after the quarter ends (April 15, July 15, October 15, January 15).
- **Annual Report:** A comprehensive annual report summarizing all the quarterly data and annual metrics will be compiled and presented in January of the following year.
- **Annual Review Meeting:** A review meeting will be held every January to discuss the annual report, evaluate progress, address challenges, and adjust strategies as needed for the upcoming year.

Strategic Pillar	Objective	Indicator	Data Source	Frequency	Responsible	Baseline	Target
Talent Development	To identify and develop softball talent across Kenya	Number of new athletes identified	Talent scouting reports	Quarterly	Talent Development Officer	0	100 athletes by end of 2025
		Number of training sessions conducted	Training program records	Monthly	Training Coordinator	0	24 sessions per year
		Athlete performance improvement	Performance evaluations	Bi-annually	Coaches	Baseline performance scores	10% improvement annually
Governance and Administration	To ensure effective governance and administrative processes	Number of governance meetings held	Meeting minutes	Quarterly	Secretary General	4 meetings in 2023	6 meetings per year
		Policy implementation rate	Governance reports	Annually	Governance Officer	0% in 2023	60% by end of 2025
		Staff training sessions conducted	Training logs	Bi-annually	Executive board/consultant	0 sessions in 2023	4 sessions per year
	To increase	Number of marketing	Campaign reports	Quarterly	Marketing committee	0 camp	4 campaigns per year

Marketing and Promotion	the visibility and popularity of softball	campaigns launched				campaigns in 2023	
		Media coverage frequency	Media monitoring reports	Monthly	PR Officer	? articles in 2023	10 articles per year
		Event attendance numbers	Event reports	Per event	Executive Board/ Event Coordinator	100 attendees per event	500 attendees per event
International Engagement	To foster international relationships and competitions	Number of international partnerships	Partnership agreements	Annually	Executive Board	0 partnerships in 2023	2 partnerships by end of 2025
		Participation in international events	Event participation records	Annually	Team Manager	events in 2023	6 events by 2025
		Hosting international teams/events	Event reports	Annually	Event Coordinator	1 event in 2023	1 or 2 events by 2025
Training and Education	To provide comprehensive training and education programs	Number of workshops conducted	Workshop records	Quarterly	Training Coordinator	0 workshops in 2023	3 workshops per year
		Participant satisfaction rate	Workshop feedback forms	Quarterly	Training Coordinator	0% satisfaction in 2023	70% satisfaction
		Certification completion rate	Certification records	Annually	Training Coordinator	0% in 2023	60% by 2025
Sponsorship and Funding	To secure sustainable sponsorship	Amount of sponsorship funds raised	Financial reports	Quarterly	Sponsorship Manager	KES 0 in 2023	KES 2,000,000 per year

	ip and funding						
		Number of new sponsors acquired	Sponsorship agreements	Annually	Sponsorship Manager	0 new sponsors in 2023	5 new sponsors by 2025
		Fundraising event attendance	Event reports	Per event	Event Coordinator	0	100 attendees per event
Community engagement and social responsibility	Promote community involvement in softball activities	Number of community events organized	Event reports	Quarterly	Executive Board/Community Engagement Officer	0 events in 2023	4 events per year
		Number of participants in community events	Attendance records	Quarterly	Community Engagement Officer	0 participants in 2023	200-300 participants per year
		Level of community satisfaction with events	Survey responses	Annually	Community Engagement Officer	0% satisfaction in 2023	60% satisfaction
	Enhance social responsibility initiatives	Number of social responsibility projects initiated	Project reports	Quarterly	Social Responsibility Manager	0 projects in 2023	8 projects per year
		Amount of funds raised for social projects	Financial reports	Quarterly	Fundraising Coordinator	KES 0 in 2023	KES 200,000 per year
		Number of beneficiaries of social projects	Project beneficiary records	Quarterly	Social Responsibility Manager	0 beneficiaries in 2023	100 beneficiaries per year
	Increase awareness of softball in communities	Number of awareness campaigns conducted	Campaign reports	Quarterly	Marketing committee	0 campaigns in 2023	5 campaigns per year
		Reach of awareness campaigns (e.g., social media engagement, number of flyers distributed)	Social media analytics, distribution logs	Quarterly	Marketing committee	1,700 people in 2023	5,000 people per year

	Build partnerships with community organizations	Number of partnerships formed	Partnership agreements	Annually	Partnership Manager	0 partnerships in 2023	5 partnerships by 2025
		Level of partner satisfaction	Partner feedback forms	Annually	Partnership Manager	0% satisfaction in 2023	65% satisfaction

Monitoring and evaluation plan summarized 2024-2028

Pillar	Activity	Frequency	Timeline	Responsible
Talent Development	Talent scouting events organized	Quarterly	March, June, September, December	Technical committee/ Talent Development Officer
	New players identified and trained	Quarterly	March, June, September, December	Technical committee/ Talent Development Officer
	Regional training centers established	Annually	December	Technical committee/ Talent Development Officer
	Performance of players in national events	Annually	December	Technical committee/ Talent Development Officer
Governance and Administration	Governance policies implemented	Quarterly	March, June, September, December	Executive board/ Governance Officer
	Training sessions for officials conducted	Quarterly	March, June, September, December	Executive board/ Governance Officer
	Compliance with governance standards	Annually	December	Governance Officer
	Audits and reviews of governance practices	Annually	December	Governance Officer
Marketing and Promotion	Marketing campaigns launched	Quarterly	March, June, September, December	Marketing committee
	Social media presence increased	Quarterly	March, June, September, December	Marketing committee
	Brand partnerships established	Quarterly	March, June, September, December	Marketing committee

International Engagement	Fan engagement and following increased	Quarterly	March, June, September, December	Marketing committee
	Participation in international tournaments	Quarterly	March, June, September, December	Executive board
	Connections with international softball bodies	Quarterly	March, June, September, December	Executive board
Training and Education	Hosting of international tournaments	Annually	December	Executive board
	Exchange programs established	Annually	December	Executive board
	Coaching clinics conducted	Quarterly	March, June, September, December	Training and Education committee
	Educational materials developed	Quarterly	March, June, September, December	Training and Education committee
	New coaches/umpires certified	Annually	December	Training and Education committee
Sponsorship and Funding	Introduction of softball in new schools	Annually	December	Training and Education committee
	Sponsorships secured	Quarterly	March, June, September, December	Sponsorship committee
	Sponsorship package developed	Annually	December	Sponsorship committee
	Long-term relationships with sponsors built	Annually	December	Sponsorship committee
Community Engagement and Social Responsibility	Sustainable funding ensured	Annually	December	Sponsorship committee
	Community events organized	Quarterly	March, June, September, December	Community Engagement committee
	Participants in community events	Quarterly	March, June, September, December	Community Engagement committee

Social responsibility projects initiated	Quarterly	March, June, September, December	Social Responsibility Manager
Funds raised for social projects	Quarterly	March, June, September, December	Fundraising Coordinator
Beneficiaries of social projects	Quarterly	March, June, September, December	Social Responsibility Manager
Awareness campaigns conducted	Quarterly	March, June, September, December	Marketing committee
Reach of awareness campaigns	Quarterly	March, June, September, December	Marketing committee
Community satisfaction with events	Annually	December	Community Engagement Officer
Partner satisfaction	Annually	December	Executive board/ sponsorship committee
Partnerships formed	Annually	Continuous tracking with an annual summary in December	Executive board/ sponsorship committee

Summary of short-term, medium term and long term goals

Pillar	Short-Term Goals (2024-2025)	Mid-Term Goals (2026-2027)	Long-Term Goals (2028 and beyond)
Talent Development	<ul style="list-style-type: none"> - Identify and train 100 new players - Organize 4 talent scouting events annually 	<ul style="list-style-type: none"> - Establish 5 regional training centers - Increase participation to 500 new players annually 	<ul style="list-style-type: none"> - Develop a robust national talent pipeline - Produce players who compete in international events
Governance and Administration	<ul style="list-style-type: none"> - Implement new governance policies - Conduct 4 training sessions for officials 	<ul style="list-style-type: none"> - Achieve 100% compliance with governance standards - Regular audits and reviews of 	<ul style="list-style-type: none"> - Establish a reputation for best governance practices in sports administration

		governance practices	
Marketing and Promotion	<ul style="list-style-type: none"> - Launch 3 major marketing campaigns - Increase social media presence by 50% 	<ul style="list-style-type: none"> - Establish partnerships with 5 major brands - Double fan engagement and following 	<ul style="list-style-type: none"> - Achieve widespread recognition and support for softball and baseball5 across Kenya
International Engagement	<ul style="list-style-type: none"> - Participate in at least 2 international tournaments annually - Establish connections with 3 international softball bodies 	<ul style="list-style-type: none"> - Host 1 international tournament - Establish exchange programs with at least 3 countries 	<ul style="list-style-type: none"> - Become a key player in international softball - Regularly compete and excel in global tournaments
Training and Education	<ul style="list-style-type: none"> - Conduct 4 coaching and umpiring clinics annually - Develop educational materials 	<ul style="list-style-type: none"> - Certify 50 new coaches - Introduce softball and baseball5 into 20 new schools 	<ul style="list-style-type: none"> - Develop a comprehensive coaching and umpiring curriculum - Establish a national coaching certification program
Sponsorship and Funding	<ul style="list-style-type: none"> - Secure KES 2,000,000 in sponsorships annually - Develop a sponsorship package 	<ul style="list-style-type: none"> - Increase annual sponsorship funding to KES 5,000,000 - Build long-term relationships with sponsors 	<ul style="list-style-type: none"> - Ensure sustainable funding for all programs - Establish an endowment fund for long-term financial security

Plan Review and Future Updates

Overview

The Softball Federation of Kenya (SFK) strategic plan for 2024-2028 is a dynamic document designed to guide the development and growth of softball and Baseball5 in Kenya. To ensure its relevance and effectiveness, it is essential to regularly review and update the plan based on ongoing performance, changing circumstances, and emerging opportunities.

Review Process

1. **Quarterly Monitoring and Evaluation (M&E) Reports:**
 - **Responsible Parties:** Each officer responsible for their respective pillar.
 - **Content:** Summary of activities, achievements, challenges, and recommendations.
 - **Deadline:** 15th of the following month after each quarter ends (April 15, July 15, October 15, January 15).
2. **Annual Comprehensive Review:**
 - **Responsible Parties:** Strategic Plan Review Committee.
 - **Content:** Compilation of quarterly reports, assessment of overall progress, identification of areas needing adjustment, and recommendations for the coming year.
 - **Deadline:** January of each year.
3. **Mid-Term Review (2026):**
 - **Responsible Parties:** External evaluators in conjunction with the Strategic Plan Review Committee.
 - **Content:** In-depth evaluation of the first half of the strategic plan, assessment of major milestones achieved, and formulation of strategic adjustments for the second half of the plan.
 - **Deadline:** June 2026.

Future Updates

1. **Annual Updates:**
 - **Objective:** Ensure the plan remains relevant and aligned with the evolving environment.
 - **Process:**
 - Review annual report findings.
 - Conduct stakeholder consultations to gather feedback and insights.
 - Update strategies, timelines, and KPIs based on review outcomes.
 - **Responsible Parties:** Strategic Plan Review Committee.
 - **Approval:** Updated plan sections to be approved by the SFK Board.
2. **Mid-Term Adjustments:**
 - **Objective:** Make significant adjustments based on the mid-term review findings.

- **Process:**
 - Conduct a comprehensive evaluation of the first half of the strategic plan.
 - Identify major achievements, challenges, and opportunities.
 - Formulate and integrate necessary strategic adjustments.
- **Responsible Parties:** Strategic Plan Review Committee and External Evaluators.
- **Approval:** Adjusted plan to be ratified by the SFK Board and key stakeholders.

3. Final Review (2028):

- **Objective:** Assess the overall success of the strategic plan and document lessons learned.
- **Process:**
 - Conduct a final evaluation covering the entire strategic plan period.
 - Document successes, challenges, and lessons learned.
 - Formulate recommendations for the next strategic planning cycle.
- **Responsible Parties:** Strategic Plan Review Committee and External Evaluators.
- **Approval:** Final report to be presented to the SFK Board and key stakeholders.

Continuous Improvement

1. Stakeholder Engagement:

- Regularly engage with stakeholders, including players, coaches, sponsors, and community members, to gather feedback and insights.
- Conduct annual stakeholder meetings to discuss progress and future directions.

2. Capacity Building:

- Invest in capacity-building initiatives for SFK staff and volunteers to enhance their skills and knowledge.
- Provide training on M&E processes, data collection, and analysis.

3. Adapting to Change:

- Stay abreast of changes in the sports environment, including new technologies, trends, and regulations.
- Be proactive in adapting strategies and plans to align with these changes.