



CORPORATE STRATEGY

A Ministry of the Navigators - Kenya

ECONOMIC PROJECTS TRANSFORMATIONAL FACILITY CORPORATE STRATEGY 2016 - 2020

MESSAGES FROM EPTF LEADERSHIP

FORWARD BY THE NATIONAL DIRECTOR - NAVIGATORS KENYA

It is now 27 years since the Lord laid on the hearts of The Navigator- Kenya leaders the idea of setting up the Economic Projects Trust Fund (EPTF). This was in response to the need to be holistic in our approach to ministry and to minister to people in ways that show our concern for their basic needs. At that time, many young people were graduating from college into a market that was not creating jobs at the rate at which new graduates were joining the workforce. There was also increased need for generating resources for advancing the Gospel. It was felt that if we trained and gave skills to recent college graduates and provided basic loan facilities, these people will create jobs and be able to provide for themselves and their families. Coming alongside these upcoming entrepreneurs in discipleship and mentoring was seen and continues to be seen as a vehicle for the advancement of the Gospel.

As years have gone, EPTF has grown to have name recognition and served many people in all walks of life through the various programs they run. From a small outfit domiciled at the mother organization's offices on Kindaruma road, Nairobi, it has now its own offices and staff based in a separate location. As it embarks on its second major 5 year strategic plan, we pray that God will use it as a vehicle that will help in the advancement of the Gospel into New Frontiers of Rural and Urban majority and marketplace where their services are deeply needed. We trust that the new EPTF will be responsive to the changing business environment and adapt to it without losing its focus on "Empowered Kingdom minded Entrepreneurs transforming communities."

We look forward to working together to see entrepreneurs trained and mentored, businesses started and flourishing, leaders raised and mentored to be salt and light in the marketplace. We believe this to be one of the ways of raising businessmen and women who are workers for the Kingdom next door to where they live, work and play. Indeed, we at The Navigators-Kenya are excited with what we believe God is going to do in and through EPTF.

Chris Amulo

National Director

Navigators Kenya

July, 2016.

MESSAGE FROM THE CHAIRMAN EPTF BOARD

In presenting the 5 year (2016FY-2020FY) strategic Plan, I am grateful to God who has been gracious to EPTF over the last 27 years since inception in 1989. As an organization EPTF has established itself as an enviable faith based institution committed to the empowerment of individuals and communities in the area of enterprise development. God has entrusted EPTF with stewardship for the purpose of uplifting livelihoods.

As the Chairman of this noble organization, I am honoured to present this five year strategic plan document to our esteemed stakeholders and partners, persuaded that the objectives and strategies we have elected and chosen will deliver value to all stakeholders.

Over the last 5 years of the just ended 2011 -2015 plan period, EPTF successfully executed its mandate of empowering individuals and communities as it developed and strengthened its relationships and partnerships while operating in a harsh economic environment. The current operating environment is characterized by runaway inflation rates, high unemployment levels, unaffordable interest rates and the depreciation of the Kenya shilling when compared to major world currencies. Notwithstanding these challenges, EPTF has successfully witnessed the establishment of successful performance of SMEs under the business training, mentorship and coaching programs, establishment of Business resource centres and the creation of the 3-5 Clubs.

The future of EPTF is promising on account of the growth strategies that are being put in place in this 5 year plan. Future opportunities include going digital in reaching our customers, expansion of the mentorship and coaching programs, expanding our credit linkages and introduction of crowd funding as a viable alternative to fund raising, exploring new investment opportunities, mobilizing local support for sustainability and The navigator ministry support among others.

I invite you to read the 2016FY-2020FY Strategic Plan to see for yourself the successes we achieved and the challenges we overcame over the years. As members of the navigator community, fellow Board members and I are proud to be associated with the Navigators EPTF family and to witness their dedication and commitment. EPTF has grown into a vibrant organization that makes a positive impact in the lives of so many individuals.

I take this opportunity on my own behalf and on behalf of the EPTF Board of Trustees to thank the entire EPTF management team and Staff lead by the CEO for their dedication that has driven the performance as we see it today. In addition I wish to thank all the stakeholders and partners who worked tirelessly on this Strategic Plan. Our strategic partners and stakeholders within and outside of the navigator community not only supported us but also believed in us and our ability to achieve our goals and objectives set out in this 5 year plan.

Lastly I wish to acknowledge and appreciate the support and input received from fellow Board members during my tenure as Board Chairman over the years.

Thank you and God bless you.

Nick Simani

EPTF Board Chairman



PREFACE BY THE EPTF CHIEF EXECUTIVE OFFICER

The role of Economic Projects Transformational facility (EPTF) as an institution committed to the empowerment of individuals and communities in the area of enterprise development is well recognized. Community transformation is at the heart of EPTF and it's for this reason that having a clear road map to support this course is important to us.

The EPTF Strategic Plan, 2016-2020 has been developed through a consultative process with an aim of filling the gap that has been created by the expiry of the previous Strategic Plan, 2011-2015. The key achievement during this strategic plan period included the development of a legal and institutional framework that expanded the operations and project areas leading to the increase in the number of both office and field staff. Some of the challenges identified include low uptake and prioritization of EPTF programs and initiatives, lack of adequate funding for programs/projects, weak institutional capacity as well as emerging issues.

Lessons learnt from the implementation of the 2011-2015 Plan together with the need to embrace best practices in nurturing and empowering entrepreneurs have informed the development of this Plan. In this

Plan, identification of specific achievable goals has been made in light of our vision towards „Empowered Kingdom Minded Entrepreneurs transforming Communities“

The various initiatives for the four strategic pillars identified will be implemented through Annual Workplans. A performance management system shall be put in place to ensure accountability for results. We will develop an appropriate monitoring and evaluation framework that will guarantee successful implementation of this plan. The work environment will be founded on an improved organization structure, team work, healthy competition & reward system for staff, a robust institutional knowledge management system and reaching out to the right partners.

I wish to thank the Board of Navigators Kenya, The Board of EPTF, EPTF staff and the Strategic Planning Committee, the facilitating consultant from Yitzak Associates Limited, BlueInventure Limited, Partners and Stakeholders for their valuable contribution towards the Strategic Plan development process. It is my prayer that our goals and objectives will be achieved during the Plan period both for Community Transformation and for the growth of EPTF.

Mary W. Kamore

Chief Executive Officer

EPTF

EPTF'S ENVISIONED IMPACT

Vision

Empowered Kingdom minded entrepreneurs transforming communities

Mission

To nurture and empower entrepreneurs through training, mentoring and business development support services.

Corporate Values

Excellence : Do the right thing, at the right time in the right way

- Timeliness
- High-Quality Outputs
- Commitment to work

Innovation, Creativity & Sustainability: Continuously develop ways to meet the dynamics needs of our stakeholders

- Inquisitive
- Solution-Oriented

port services.
Accountability : Exercise responsibility in utilizing organization's resources

- Be Open
- Procedural

Holistic Impact: Strive for the complete well-being of all stakeholders.

- God – Centered
- Visionary

Team work: Collaborate with other stakeholders

- Supportive
- Participative
- Self-Driven
- Respectful

EPTF'S STRATEGIC INTENT

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| Strategic Intent: | EPTF's strategic intent is to build a sustainable organization and strategic partnerships so as to enable the development of sustainable kingdom-minded entrepreneurs through training, mentorship and business development services. |
| Objective | <p>Endpoint: Timeframe: 5 years (2016- 2020)</p> <p>Key Thematic Areas:</p> <ol style="list-style-type: none"> 1. Sustainability and Institutional Strengthening: Building Organizational and Financial sustainability, 2. Strategic Partnerships: On board Strategic Partners focusing on Business, Technical and Financial 3. Transformation: Create and develop God fearing, profitable and transformed entrepreneurs who in turn transform society. |
| Scope | <ul style="list-style-type: none"> - Customer: Entrepreneurs (beginning from pre-startup) - Sector Focus: Agribusiness, Trade, Education, Hospitality and Services, Manufacturing - Offering: Incubation, Training, Mentorship, BDS and networking services (Financial linkage and 3-to-5 clubs) - Geographic Markets: Nairobi, Mombasa, Eldoret, Nakuru, Kisumu and Machakos |
| Advantage | <ul style="list-style-type: none"> - Value Proposition: (Practical application, Community empowerment, Integrating Christian values) - Key Execution Driver: EPTF Staff |
| Channels | <ul style="list-style-type: none"> - EPTF/Navigator Offices - Technological Platforms - Partners |
| Strategic tradeoffs | <ul style="list-style-type: none"> - Profitability for Sustainability - Broad Market focus for Deep Market focus - Product Variety for Product focus |

EPTF'S STRATEGIC OBJECTIVES



