



NAVIGATORS (EPTF) KENYA TRUST
A Ministry of the Navigators Kenya

STRATEGIC PLAN

2023 – 2027

May 2023

TABLE OF CONTENTS

TABLE OF CONTENTS	2
LIST OF TABLES	3
LIST OF FIGURES	3
LIST OF ABBREVIATIONS AND ACRONYMS.....	4
FOREWORD	5
EXECUTIVE SUMMARY	6
SECTION ONE: INTRODUCTION AND BACKGROUND	8
1.1 About Navigators (EPTF) Kenya Trust	8
1.2 Rationale for Strategic Plan	9
1.3 Process of Strategic Plan Development.....	9
1.4 Structure of the Strategic Plan	10
SECTION TWO: EPTF STRATEGIC MODEL	11
2.1 EPTF Vision	11
2.2 EPTF Mission	11
2.3 EPTF Core Values	11
SECTION THREE: STRATEGIC INSTITUTIONAL ANALYSIS	12
3.1 EPTF Performance for the Period -2020-2022.....	12
3.2 Challenges in the Implementation of the 2020 – 2022 Strategic Plan.....	14
3.3 Internal Analysis.....	15
3.4 External Environmental Analysis.....	16
3.5 Stakeholder Analysis.....	21
3.6 SWOT ANALYSIS	22
3.7 Key Strategic Issues Facing EPTF.....	26
SECTION 4. STRATEGIC DIRECTION	27
4.1 EPTF Strategic Themes.....	27
4.2 Strategic Priorities Results Measurement Framework.....	27
4.3 Strategic Priority 1: Transformed Communities	29
4.4 Strategic Priority 2: Human Capital Development	31
4.5 Strategic Priority 3: Stakeholder Engagement	33
4.6 Strategic Priority 4. Organizational Development	34
4.7 Strategic Priority 5: Resource Mobilization	36
4.8 Risk Analysis.....	36
SECTION 5: STRATEGIC PLAN IMPLEMENTATION.....	39
5.1 Strategy Implementation Framework	39
5.2 Strategy Implementation Key Success Factors	39
5.3 Alignment of Organizational Structure with the Strategic Plan	41
SECTION 6: PERFORMANCE MONITORING, EVALUATION, REPORTING and LEARNING	42
6.1 Introduction.....	42
6.2 Strategic Plan Monitoring and Evaluation Framework.....	42
6.3 Performance Management	43
APPENDICES	45
Appendix I: EPTF Implementation Matrix.....	45
Appendix 2: Operational Budget for the 2023 – 2027 Strategic plan	Error! Bookmark not defined.

LIST OF TABLES

Table 1: EPTF Core Values	11
Table 2: EPTF Performance for the Period -2020-2022	13
Table 3: Summary Internal Analysis	15
Table 4: Political Factors	18
Table 5: Economic Factors	18
Table 6: Social – Cultural Factors	19
Table 7: Technological Factors	19
Table 8: Legal Factors	20
Table 9: Ecological / Environmental Factors.....	20
Table 10: Stakeholder Analysis	21
Table 11: EPTF Strength Analysis	23
Table 12: EPTF Weaknesses Analysis.....	24
Table 13: EPTF Opportunities Analysis	24
Table 14: Key Strategic Results for 2023 – 2027 Strategic Period	27
Table 15 Risk Analysis	37
Table 16 : The Implementation Framework Key Success Factors	40

LIST OF FIGURES

Figure 1: EPTF Strategy Implementation Key Success factors.....	39
Figure 2: EPTF Organizational Structure.....	41

LIST OF ABBREVIATIONS AND ACRONYMS

BoT	Board of Trustees
CSR	Corporate social responsibility
EPTF	Economic Projects Transformational Facility
FMP	Field Ministry Partners
KPI	Key Performance Indicators
OCA	Organizational Capacity Assessment
PESTEL	Political, Economic, Socio-cultural, Technological, Environmental and Legal
SDG	Sustainable Development Goals
SWOT	Strength, Weakness, Opportunity, Threat
TBA	To Be Advised

FOREWORD

EXECUTIVE SUMMARY

Navigators (EPTF) Kenya Trust is a registered organization that provides entrepreneurship skills, technical skills, and mentorship to women and youth to create job opportunities and alleviate poverty. In response to the changing socio-economic environment, EPTF has developed a new strategic plan for 2023-2027, which was created through a consultative process involving interviews, document reviews, and a strategy workshop.

EPTF Strategic Model outlines the organization's vision, mission, and core values. The vision is to empower entrepreneurs in restoring dignity in their homes and communities. The mission is to nurture and empower entrepreneurs through training, mentoring, and business development support services. EPTF adheres to six core values, represented by the acronym iTEACH: Innovation, Trustworthiness, Excellence, Accountability, Collaboration, and Holistic Impact. These values guide the organization's interactions with its partners, and stakeholders.

The SWOT analysis outlines EPTF's internal and external factors. Its core strengths include Christian values, gospel-centered approach, experienced staff, effective governance, clear vision, unique training curriculum, and strong partnerships. However, EPTF faces challenges due to financial constraints, capacity gaps (e.g. resource mobilization and MEAL officers), ineffective communication with key stakeholders, an organizational structure lacking key positions, and low remuneration.

EPTF has several opportunities for growth and development, such as a constituency of friends/partners who have an interest and are able to give towards EPTF's vision, continued commitment from existing partners, potential for further cooperation with regional networks, and leveraging expanding information and communications technology. However, EPTF must also navigate various threats, including funding cuts, competition with other NGOs, negative public perception, and potential religious discrimination.

At the strategic workshop retreat, EPTF identified strategic themes that served as the foundation for the establishment of its strategic objectives for 2023-2027. These objectives are centered around Community Transformation, Human Resources, Stakeholder Engagements, Organizational Development, and Resource Mobilization, and EPTF has set specific goals to be accomplished in each of these areas by 2027.

Community Transformation: EPTF aims to improve livelihoods through supporting business growth, expanding programs to new areas, implementing innovative initiatives, and reaching more participants. In the next 5 years, EPTF plans to increase its annual participants by 50% every year and increase number of enterprises by 10% every year compared to 2022, with a goal of an 85% participant satisfaction index.

Human Resources: EPTF seeks to enhance employee satisfaction, retention, competencies, and performance. By 2027, EPTF targets an 85% employee satisfaction index, 90% employee retention index, 90% competencies coverage, and 80% performance goals met.

Stakeholder Engagements: EPTF will focus on improving stakeholder management and initiating strategic partnerships. By 2027, EPTF aims to achieve an 85% stakeholder satisfaction index and a 50% increase in partnerships.

Organizational Development: EPTF's objectives include enhancing its corporate image, ensuring good corporate governance, increasing corporate accountability, aligning the

organizational structure to the strategic plan, and improving organizational culture. By 2027, EPTF aims for a 75% corporate image, an 85% corporate governance index, 100% compliance with legal and statutory requirements, 90% implementation of the desired organizational structure, and 60% implementation of the desired organizational culture.

Resource Mobilization: EPTF plans to grow its resources, diversify revenues, and ensure sustainability. By 2027, EPTF aims to increase its funds from Ksh 63.9M to Ksh 506.7M, achieve a 90:10 revenue mix between international and local donors from current 100% international donors, a 56:44 mix between restricted versus unrestricted funds from the current 77:23 mix and maintain a 12-month operating expenses reserve at \$ 95,000 unrestricted net assets.

By focusing on these strategic priorities, EPTF aims to create a lasting impact on the communities it serves and ensure its long-term sustainability and success.

EPTF faces both external and internal risks that could impact its operations and success. External risks include intensified competition for resources, reduced donor funding due to Kenya's shift to a middle-income country, and unforeseen events such as pandemics, terrorism, or natural disasters. To mitigate these risks, EPTF should document its work, seek partnerships, gather evidence of poverty persistence, maintain donor support, and establish a reserve for disaster financing.

Internal risks involve Human resources risks, reduced resource mobilization, and decline in unrestricted funds from donors. EPTF can address these risks by implementing strong internal controls, investing in program monitoring and evaluations, and prioritizing overhead cost recovery through project-based fundraising. By proactively addressing these risks, EPTF can ensure its long-term sustainability and the continued effectiveness of its programs.

SECTION ONE: INTRODUCTION AND BACKGROUND

1.1 About Navigators (EPTF) Kenya Trust

EPTF, a ministry of Navigators Kenya, was officially registered under the Laws of Kenya in 2011. The ministry was previously known as Economic Projects Transformational Facility. It was later renamed and registered as Navigators (EPTF) Kenya Trust in 2019 under Cap 164. The organization's purpose is stated in its Deed of Trust and includes:

1. To provide entrepreneurship skills to women and youth with an aim of creating more jobs opportunities among the less fortunate in the society.
2. To provide technical skills to beneficiaries (women and youth) with an aim of alleviating poverty by making them job creators.
3. To provide mentorship to women and youth.

Within the 2012-2022 Navigators Kenya strategic plan, EPTF ministry is aligned with the Transformed Communities objective and acts as a witness and platform for incarnational evangelism and discipleship. Through its mission, EPTF contributes to the overall work of Navigators while addressing wider societal needs such as economic empowerment alongside serving the Body of Christ. In the Navigators Kenya 'next five years' (2021-2025) strategy, EPTF's primary focus area falls under Ministry Breath. Specifically, it aims to bring the gospel into marketplaces among urban and rural majorities - which aligns with EPTF's target group, with the expectation to fulfil the Navigators calling.

The purpose of EPTF, as outlined in its Deed of Trust, is closely aligned with the objectives of the County Integrated Development Plan (CIDP), particularly in the areas of agriculture, MSME development, and youth and women empowerment. To maximize its impact, EPTF can work in partnership with county governments to harmonize its programs with the county's development priorities and tap into existing government initiatives. By collaborating with county governments, EPTF can offer entrepreneurship and technical skills training to women and youth, as well as mentorship programs, in line with the CIDP's focus on poverty alleviation and job creation. This strategic partnership can further reinforce the sustainability and efficacy of EPTF's interventions, while also contributing to the county's development objectives.

The Kenya Kwanza government's manifesto identified five pillars for driving economic growth and prosperity in the country - Agriculture, Micro, Small and Medium Enterprise (MSME), Housing and Settlement, Healthcare, Digital Superhighway and Creative Economy through the bottom-up economic model. These pillars were to be implemented over a five-year period, with an injection of Ksh.250 billion in each of the two pillars of agriculture and MSME, including Ksh. 500 million in the hustlers' fund. EPTF directly contributes to the implementation of these pillars, with a particular focus on the first two - Agriculture and the MSME economy. The multiplier effect for the agricultural sector is estimated at 2.63, while for trading activity, it is 3. This means that for every job created by EPTF in the agricultural and MSME sectors, there is the potential for an additional 2.63 to 3 jobs to be created along the Agriculture and the MSME value chain. While EPTF's focus is on the first two pillars, it is also expected to indirectly contribute to the other three pillars through backward and forward integration. As such, nationally EPTF is poised to make a contribution to Kenya's economic growth and development, and to help realize the Kenya Kwanza Government's vision of a more prosperous and equitable future for all.

Globally each of EPTF's purpose listed contributes to the Sustainable Development Goals (SDGs). For example, Enhanced Community Transformation - EPTF aims to promote community transformation through its programs, which provide entrepreneurship skills and technical training to women and youth. By equipping them with these skills, they are empowered to create job opportunities, contribute to the local economy, and improve their own lives and those of their families. This, in turn, contributes to SDG 1 (No Poverty), SDG 5 (Gender Equality), and SDG 8 (Decent Work and Economic Growth). Enhanced Human Resources - EPTF provides technical training and mentorship to women and youth, helping them to acquire the necessary skills and knowledge to become job creators. By investing in human resources, EPTF is contributing to SDG 4 (Quality Education) and SDG 8 (Decent Work and Economic Growth). Enhanced Stakeholder Engagements - EPTF recognizes the importance of engaging with stakeholders, including the government, private sector, and communities, to ensure the success and sustainability of its programs. By building partnerships and collaborations, EPTF is able to leverage resources and expertise to achieve its goals. This contributes to SDG 17 (Partnerships for the Goals). Enhanced Organizational Development - EPTF is committed to continually improving its organizational effectiveness and efficiency, including its governance, management, and operations. This contributes to SDG 16 (Peace, Justice and Strong Institutions). Enhanced Resource Mobilization - EPTF seeks to mobilize resources to support its programs and activities. By attracting funding and resources, EPTF is able to expand its reach and impact, contributing to SDG 17 (Partnerships for the Goals).

1.2 Rationale for Strategic Plan

Due to the changing social-economic environment and the need to deliver on her vision, and mission, EPTF has reviewed its strategic framework and developed a new strategic plan that will outline key strategic priorities for the period 2023-2027. The plan is also poised to address various challenges facing EPTF. This will allow a focus on more sustainable value adding engagements for the benefit of its key stakeholders. EPTF Strategic Plan will be used in various ways, including:

- ✓ To align EPTF and its activities with the aspirations of the participants and partners.
- ✓ To evaluate and adapt EPTF's direction in response to changing environments, including socioeconomic and political changes in the environment and development world.
- ✓ To offer a disciplined effort to produce fundamental decisions and actions that will shape and guide what EPTF is, what it does, and why it does it, with a focus and orientation on the future and the creation of positive impacts through its activities.
- ✓ To help EPTF do a better job of focusing its energy, and ensuring that its participants and partners are working towards the same goals, and have shared expectations and vision.
- ✓ As a tool to support the implementation of EPTF's strategic direction and as a guide to response, coordination, monitoring, and evaluation.

1.3 Process of Strategic Plan Development

This draft strategic plan was developed through a consultative process. Data was gathered from various sources including in-depth interviews with EPTF Board of Trustee members,

Kenya Navigators Field ministry Partners, EPTF management and staff members, as well as historical and operational information from Friends of EPTF, Donors, and others deemed to have specific information. In addition, various internal and external documents were reviewed indicating the current status of EPTF. Some of the documents included:

- Navigators calling-core-vision
- EPTF Legal documents
- EPTF internal working documents
- Project Documents
- Community Need Assessment based on Household Incomes, Food Security, Nutrition and Value Chains Analysis
- EPTF Corporate Strategy (2016 - 2020)
- EPTF Strategic Note
- EPTF Strategic Plan_2020-2022
- EPTF mini documentary.

The strategy workshop held on February 4th and 5th, 2023 aimed at gathering additional information and develop EPTF's strategic priorities for the next five years, 2023-2027. The outcome of the workshop was a draft plan that was the result of synthesizing the information gathered during the event. The workshop brought together key stakeholders, including BoT, and selected employees of EPTF, to deliberate on EPTF's priorities and objectives for the next five years. The workshop was a crucial step towards ensuring that EPTF remains focused on its mission and continues to deliver impactful services to marginalized communities and small and medium enterprises in Kenya. The strategic plan will provide a roadmap for EPTF's activities and programs over the next five years, guiding its efforts towards achieving its goals and delivering tangible results for its beneficiaries.

1.4 Structure of the Strategic Plan

This strategic plan is divided into the following sections:

1. Section One: Introduction and Background
2. Section Two: EPTF Strategic Model
3. Section Three: Strategic Institutional Analysis
4. Section Four: Strategic Direction
5. Section Five: Strategic Plan Implementation
6. Section Six: Performance Monitoring, Evaluation and Reporting
7. Appendices

SECTION TWO: EPTF STRATEGIC MODEL

2.1 EPTF Vision

Empowered Entrepreneurs Restoring Dignity in their Homes and Communities

2.2 EPTF Mission

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

2.3 EPTF Core Values

The core values of EPTF are considered fundamental and encapsulate the beliefs held by the organization. These values serve as a guide for EPTF's interactions with both internal and external stakeholders

iTEACH

- Innovation
- Trustworthiness
- Excellence
- Accountability
- Collaboration
- Holistic Impact

Table 1: EPTF Core Values

innovation	We challenge assumptions, remain alive in context and develop relevant solutions
Trustworthiness	We faithfully steward resources and operate above
Excellence	We set the bar for high quality execution and deliver beyond expectations.
Accountability	We operate in a transparent manner and remain answerable to all stakeholders
Collaboration	We team up with strategic and like-minded partners to accelerate holistic impact.
Holistic impact	We aim to transform the whole person.

SECTION THREE: STRATEGIC INSTITUTIONAL ANALYSIS

3.1 EPTF Performance for the Period -2020-2022

EPTF had four pillars namely Institutional Strengthening; Strategic Partnerships and Collaborations; Transformation and Community Focus. The strategic objectives for the pillars and their achieved targets for EPTF in 2020 and 2022 are summarised below:

Institutional Strengthening: EPTF aimed to invest in income-generating activities, develop project management and M&E plans, strengthen financial accountability, enhance governance, and people management, promote institutional learning, and enhance HR systems. EPTF aimed to develop 2 programs and on-board an experienced project manager, which was achieved by having an assistant project manager on-board. The M&E plan was approved and utilized, with staff involvement in the review of the strategic plan. The retention of staff was 90% in 2022, and all staff underwent re-induction on organizational manuals and policies. The organization aimed to on-board 3 new board members and review all policy manuals, which was achieved.

Strategic Partnerships and Collaborations: EPTF aimed to diversify funding sources, serve marginalized entrepreneurs, develop programs with partners, leverage synergies with Navigators FMPs, and enhance accountability and transparency. They aimed to have 2 new funding source, which was not achieved. All of the marginalized entrepreneurs served by EPTF were selected because of their marginalized status. The amount of funds for prospective programs was 52 million, with 2 new programs planned, but not yet achieved. EPTF aimed to involve FMP in existing and new programs, with some level of involvement achieved.

Transformation: The organization aimed to invest in promoting holistic, social and mind-set transformation, develop spiritually disciplined entrepreneurs, develop community-focused environmentally-friendly programs, and manage knowledge sharing. They aimed to develop one program for holistic transformation, with some level of curriculum review achieved. They aimed to train 50% of entrepreneurs going through discipleship programs, with 25% achieved in Eldoret-Cheplaski. The level of increase in income by those who have gone through training was targeted at 60% but achievement is pending assessment. The organization aimed to publish 2 articles per year, which has been achieved.

Community Focus: The organization aimed to invest in initiatives with long-term community focus, serve communities where Navigators have presence, develop innovative programs in line with felt needs/SDGs, and leverage and partner with CSR programs of like-minded institutions. They aimed to develop 2 programs, with 4 achieved. They aimed to train 80% of entrepreneurs where Navigators have presence. All programs have SDGs in mind, with 100% featuring a component of felt needs/SDGs. The organization aimed to participate in 3 corporate-linked CSR programs, which was not achieved. The table 2 summarises the above information.

Table 2: EPTF Performance for the Period -2020-2022

Strategic Objective	Key Performance Indicators	Target (2020)	Achieved (2022)
Pillar i: Institutional Strengthening			
1.1 Invest in Income Generating Activities/ Self-Sustaining Programs	Number of programs developed and implemented	1	0
	Breakeven Achieved	100%	0
1.2 Develop Project Management plans	On-board experienced project manager	1	Assistant Manager in place
	Staff assigned to spearhead M&E	1	1
1.3 Develop M and E plans	Approved M&E plan	1	1
	Utilized M&E tools	75%	Utilized
1.4 Develop advocacy plans	Approved advocacy plan	1	Implemented
1.5 Strengthen Financial Accountability	3-Policy plans reviewed & implemented	3	3
	Submission of returns	100%	No
	Approved risk plan	1	1
1.6 Enhance Governance	Number of new board members	3	3
	Review all policy manuals in the organization	All	3
	Approved strategic plan (with reviewed organization structure)	100%	50%
	Staff involvement in review of SP	50%	100%
1.7 Enhance People Management and HR Systems	Staff retention	90%	90%
	Re-induction of staff on organizational manuals and policies	No yet	Yes
	Approved staff handbook	1	No
	Signed appraisal & development plans	100%	Yes
1.8 Promote Institutional Learning	Number of capacity development activities carried out per staff	2	3
Pillar II : Strategic Partnerships and Collaborations			
2.1 Diversify Funding Sources	Number of new sources	1	2
	Amount of funds	Ksh.5,000,000	5%
2.2 Serve Marginalized Entrepreneurs	Marginalized entrepreneurs served in the community	80%	100%
2.3 Develop Programs with Partners	Amount of funds for prospective programs	52M	105%
	Number of new programs	2	2
2.4 Leverage Synergies with Navigators FMPs	Involve FMP in existing programs (where The Navigators have presence)	100%	100%
	Involve FMP in new programs (where The Navigators have presence)	100%	100%

Strategic Objective	Key Performance Indicators	Target (2020)	Achieved (2022)
2.6 Enhance Accountability and Transparency	Number of community engagement meetings per project	1	1
	Participatory M&E evaluation	100%	100%
Pillar 3: Transformation			
3.1 Invest in Promoting Holistic, Social and Mindset Transformation	Number of programs developed and implemented	3	4
	Curriculums with relevant topics reviewed	100%	100%
	Number of review meetings with stakeholders	3	Done in all projects
3.2 Develop spirituals disciple-d Entrepreneurs	Trained entrepreneurs going through discipleship programs	50%	50%
3.3 Develop Community Focused Environmentally Friendly Programs	Trained entrepreneurs with access to credit from partners through EPTF	60%	Pending assessment
	Level of increase in income by those who have gone through training	60%	Pending assessment
3.4 Manage Knowledge Sharing	Number of publications per year (print & website)	2	Regular email updates and website
Pillar 4 : Community Focus			
4.1 Invest in Initiatives with Long Term Community Focus	Number of programs developed and implemented	2	4
4.2 Serve Communities where The Navigators have presence	Entrepreneurs being trained where Navigators have presence	80%	TBA
4.3 Develop Innovative Programs in line with felt needs/SDGs	Programs that feature a component of felt needs/SDGs	100%	100%
4.4 Leverage and Partner with CSR programs of likeminded organizations	Number of (corporate-linked) CSR programs participated in.	3	0

3.2 Challenges in the Implementation of the 2020 – 2022 Strategic Plan

In implementing the 2020 – 2022 Strategic Plan, EPTF encountered various challenges emanating from both the internal and external operating environments. These challenges will be addressed in the 2023 – 2027 Strategic Plan period to ensure successful strategy implementation. The challenges included:

- COVID-19 effects which led to stagnation and scaling down of operations
- Insufficient funds to cater for all needs/all plans, affecting implementation of strategies
- Donor withdrawing and change of strategy/priorities affecting program continuity and sustainability
- Delayed release of Donor funding
- Overreliance on donor support.

3.3 Internal Analysis

The table below presents an analysis of key internal factors. The analysis isolates issues under those factors and how to address the same.

Table 3: Summary Internal Analysis

Strategy: Issues	Mitigation / Enhance / Exploit
<ul style="list-style-type: none"> • Existing Strategic Plan • Financial sustainability issues • Non-existent sustainability strategy • Minimal use of the synergy that can be created by use of Navigators family of ministry • Lack of alignment between strategy and performance 	<ul style="list-style-type: none"> • Current Strategic plan has incorporated lessons learned from the 2020-2022 strategic plan • Develop capacity in resource mobilization • Develop sustainability and Resource Mobilization frameworks • Utilize the synergy that can be created by working in close collaboration with the wider Navigators family of Ministries • Implement a results based performance management system • Enhance the monitoring, evaluation and accountability system
Structure: Issues	Mitigation / Enhance / Exploit
<ul style="list-style-type: none"> • Lean organizational structure • Key roles not filled • Understaffed Head office 	<ul style="list-style-type: none"> • Enhance structure efficiencies • Review the organizational structure • Implement an optimal structure aligned to the strategic direction
Systems: Issues	Mitigation / Enhance / Exploit
<ul style="list-style-type: none"> • Some documented policies and procedures manuals • ICT Systems available • Lack an integrated reporting system • Monitoring and evaluation system gaps • Lack of a Knowledge Management framework 	<ul style="list-style-type: none"> • Budget for and provide for enhanced system infrastructure needs • Optimize the use of ICT for internal and external service delivery and develop integrated reporting system • Review all policies and procedures to align with the strategy • Implement a knowledge management framework
Staffing Issues	Mitigation / Enhance / Exploit
<ul style="list-style-type: none"> • Staff motivation levels • High staff turnover • Understaffing • Overworked staff • Qualified staff with both the necessary skills and a shared commitment to the organization's mission 	<ul style="list-style-type: none"> • Enhance staff motivation strategies • Analyze exit survey data and develop mitigation strategies towards staff turnover • Enhance institutional people supervision and leadership skills • Enhance the performance management system
Skills	Mitigation / Enhance / Exploit
<ul style="list-style-type: none"> • Key competencies available • Some critical competencies lacking e.g. fundraising • Existence of capacity gaps in various areas 	<ul style="list-style-type: none"> • Develop a skills matrix / competencies matrix for EPTF and implement • Capacity building of staff based on identified capacity gaps • Include skills metrics in the performance management system
Style – Leadership	Mitigation / Enhance / Exploit

Strategy: Issues	Mitigation / Enhance / Exploit
<ul style="list-style-type: none"> • Centralized leadership • Diverse Board Committee and management • Succession planning at board level 	<ul style="list-style-type: none"> • Decentralize some of the leadership functions • Develop and implement a succession policy at top management level
Shillings/resources	Mitigation / Enhance / Exploit
<ul style="list-style-type: none"> • Limited financial resources to support operations • Over reliant on donor funding • Lack of financial sustainability • Ensuring financial sustainability of programs and initiatives beyond donor funding 	<ul style="list-style-type: none"> • Develop a resource mobilization strategy for long-term funding • Develop partnerships for funding • Donor diversification: Identifying new and potential donors funding • Manage operational costs
Shared Values/Culture	Mitigation / Enhance / Exploit
<ul style="list-style-type: none"> • Non defined organizational culture • Lack of an innovative culture • Lack of a results oriented culture • Projectization of EPTF mission • Balancing religious values with development goals and cultural sensitivity 	<ul style="list-style-type: none"> • Map out and define EPTF desired culture and create awareness among all staff • Integrate innovation in the Performance Measurement System to enhance an innovative culture • Include culture training in all new staff induction and orientation

3.4 External Environmental Analysis

The external environment analysis identifies factors outside EPTF that may affect performance positively (opportunities) or negatively (threats). The analysis reviews Political, Economic, Socio-cultural, Technological, Legal and Environmental (PESTLE) factors. The analysis looks at the past and draws the likely environmental situation that EPTF should be prepared to respond to.

3.4.1 Political Factors

Political factors that can impact EPTF include changes in government and government policies, political conflicts, and ideological differences. A shift in government leadership, as seen during the last general elections, can result in new policies and ideologies that may directly impact EPTF operations. As devolution gains ground in Kenya, there are new opportunities to work with County governments and support initiatives aimed at addressing climate change, empowering youth and women, and promoting small and medium business enterprises. It is crucial for the organization to stay vigilant and adapt to these changes in order to continue carrying out its mission effectively.

3.4.2 Economic Factors

Economic factors can greatly impact the performance of EPTF, including changes in Gross Domestic Product (GDP), inflation, and fluctuations in currency exchange rates. For instance, in Kenya, the current high cost of living, widespread drought, and uncontrolled inflation may pose challenges for the organization in implementing its activities and securing funding from local sources as donors may prioritize providing humanitarian support. These economic conditions also have a ripple effect on EPTF 's partners and beneficiaries, making it important for the organization to monitor and respond to these economic indicators in order to effectively carry out its mission.

3.4.3 Social Cultural Factors

When dealing with social and economic issues, it is important to consider various factors within the community, such as deeply ingrained cultural norms that limit the role of women, a growing population, a rapidly increasing population of young people, increased access to education and other opportunities (which can be leverage by developing more training programmes and delivery channels). These changes in demographics and shifting preferences have led to high levels of unemployment and a rise in social problems, affecting the partners and communities served by the faith-based organization negatively. These issues pose a threat to the stability and well-being of families in the community, making it essential for the organization to address and mitigate their impact in order to achieve its mission.

3.4.4 Technological Factors

Technological factors are increasingly playing a crucial role in shaping the operations of EPTF. Some of these factors include the widespread adoption of mobile phones, the growing penetration of the internet, the influence of social media, and the increasing availability and use of technology-based solutions. Mobile phone and internet usage make communication easier and more cost-effective, allowing EPTF to reach a wider audience. Technology-based solutions can help EPTF improve its efficiency and effectiveness, and advances in online learning provide opportunities for the organization to expand its capacity-building initiatives to previously unreached communities and locations. Additionally, it is important for EPTF to be aware of and address the potential challenges posed by cyber security in order to protect its confidential information and ensure the secure transfer of sensitive data.

3.4.5 Ecological Factors

Environmental factors are an important consideration for EPTF, and include issues such as climate change, ongoing degradation of the environment and its water catchment areas, and increasing regulations and legislation surrounding environmental matters. EPTF operates in regions that have already been impacted by the devastating effects of climate change, such as flooding and drought, making it crucial for the organization to incorporate measures to mitigate and adapt to these changes in its operations. Additionally, it is important for EPTF to remain compliant with relevant environmental laws and regulations to ensure the sustainability of its projects and operations.

3.4.6 Legal and Regulatory Factors

Legal and regulatory factors play a significant role in shaping the operating environment for EPTF. Changes in laws and regulations can have both positive and negative impacts on the organization and its beneficiaries. The increased litigation and emphasis on constitutional freedoms in the country makes it important for EPTF to remain vigilant and proactive in monitoring these changes, and to adapt its operations and activities as necessary to remain compliant and relevant. It is crucial for EPTF to be informed and up-to-date on the latest legal developments in order to effectively carry out its mission and achieve its goals for its beneficiaries.

Table 4: Political Factors

Factor	Strategic Implication	Mitigation / Enhance / Exploit
Political instability can create uncertainty and disrupt economic activity.	Political instability can create new market opportunities, increased demand for services, EPTF may be able to provide goods and services to communities in need during times of crisis.	Develop a contingency framework for response in case of political instability
Violence associated with political unrest in areas of EPTF operations.	Limited movement in areas of EPTF operations Violence affecting vulnerable communities that are targeted by EPTF	Proactive engagement with counties before, during and after political unrest
Government control of civil liberties may affect the work of EPTF	Hostile environment for EPTF operations	Work with other development partners to create awareness among other partners

Table 5: Economic Factors

Factor	Strategic Implication	Mitigation / Enhance / Exploit
Declining incomes of larger populations I	Increased poverty levels and likely exploitation of the vulnerable	Providing education, training and mentoring opportunities to disadvantaged communities that will help improve their economic prospects and reduce poverty.
Changing donor priorities for funding	Reduced funding for Economic causes and initiatives by EPTF	Diversify sources of funding Develop income generating activities Institutionalize resource mobilization competencies in EPTF
Growth in infrastructure development in some counties	Development induced displacements e.g demolitions of housing in low income settlement areas	Expanding activities and providing business skills training can help EPTF contribute towards reducing poverty by enabling individuals and communities to start and grow successful businesses, increasing income and creating job opportunities

Table 6: Social – Cultural Factors

Factor	Strategic Implication	Mitigation / Enhance / Exploit
Increased gender based violence	Gender-based violence can negatively impact the success and sustainability of an economic empowerment program by hindering women's full participation and access to resources, thereby limiting their ability to improve their economic situation	Educate to Reduce GBV and its effects on economic empowerment
Increased unemployment among the youth	Increased levels of crime Increased chances of joining extremist groups and government response Labour exploitation	Introduce youth friendly interventions that will fully occupy the youth.
Increasing space for cultural and religious values that are in conflict with the belief and values of EPTF such as Islam or traditional beliefs	By demonstrating a commitment to cultural and religious sensitivity and responsiveness, EPTF will enhance its reputation and standing in the community, increasing its ability to remain relevant in the communities where we are present.	Sensitize on the rights of those of alternative cultural and religious believes.

Table 7: Technological Factors

Factor	Strategic Implication	Mitigation / Enhance / Exploit
Growth in technologies for communication	Availability of multiple communication and training delivery options	<ul style="list-style-type: none"> Enhance communication strategies to target population, partners, and publics. Partner with institutions like Google, Mastercard Foundation, and collaborate with government under Ajira program to enhance digital literacy and deliver entrepreneurship courses
Increasing acceptance of online meeting and conferencing platforms	Increased ability to engage stakeholders, partners and other stakeholders at a lower cost	Enhance virtual meetings and conferencing. Develop virtual / online capacity building initiatives for EPTF staff.

Growth in use of technology to enhance EPTF productivity	The internet and other technologies can be used as tools to enhance productivity of EPTF.	Minimizing the negative impacts of technology growth, such as reducing the risk of data breaches, and managing the challenges of remote work. Adopting technology for improved outreach.
--	---	--

Table 8: Legal Factors

Factor	Strategic Implication (opportunities)	Mitigation / Enhance / Exploit
labour laws and regulations to avoid potential legal and financial risks.	Strong labour laws and regulations in place provides basic protections and rights, such as fair pay, safe working conditions, protection from exploitation and data protection policy.	Encouraging open communication and providing mechanisms for the resolution of disputes can help to mitigate the risk of legal action being taken against EPTF Explore and promote awareness of labour regulations in the organization to ensure compliance
Need to ensure compliance with the relevant laws and statutes around the environment when implementing Climate Smart Agribusiness interventions.	Need for having interventions that respect environmental laws in Climate Smart Agribusiness interventions	Explore and promote awareness and ensure compliance with environmental laws in Climate Smart Agribusiness interventions

Table 9: Ecological / Environmental Factors

Factor	Strategic Implication	Mitigation / Enhance / Exploit
Changing climatic conditions	Increased demand for environmentally sustainable programs	Climate change may shift the focus of community development programs from poverty alleviation to disaster risk reduction and climate adaptation. Climate change may lead to new partnerships and collaborations between EPTF, governments, and the private sector, as well as the development of new funding opportunities
Over-exploitation of natural resources, such as water, forests, and farming land, may limit	May limit the ability of EPTFs to carry out their agribusiness, conservation and	Opportunity to designing and implementing new interventions that support communities in finding alternative sources of income and livelihoods

Factor	Strategic Implication	Mitigation / Enhance / Exploit
the availability of resources for communities and reduce the effectiveness of EPTF's programs	sustainability programs	Opportunity to building partnerships and collaborations between communities, the private sector, and government to support the development of alternative livelihood

3.5 Stakeholder Analysis

Stakeholder analysis is a process to determine stakeholder interests in EPTF Strategic Plan. EPTF stakeholders and interests/expectations are noted below.

Table 10: Stakeholder Analysis

Stakeholder	Stakeholder interests in EPTF – what they expect from EPTF	What does EPTF expect stakeholder to provide?	Potential Strategies for obtaining support or reducing obstacles
Navigators	EPTF should strive to align itself with the Calling and vision of the Navigators Kenya, including becoming champions of Navigators Kenya New Frontier initiatives.	To get support from the Navigators Kenya Board and the National leadership.	EPTF should carry out its work in coordination with Field ministry Partners in a way that provides an environment that leads to discipleship and mentoring relationships leading to the advancement of the gospel in all its regions of operations.
Board of Trustees	Cultivation of a group of individuals dedicated to ministry and focused on economic stability through entrepreneurship with a focus on the triple bottom line (People, Profit and Planet)	Offer oversight on strategy, sustainability and policy	Ensure that all involved in the leadership and service of EPTF are aligned with the calling, vision, mission of the Navigators Kenya and implementation of EPTF strategic plan.
EPTF Employees	Conducive working environment, Commensurate remuneration Recognition, respect and Career growth	Loyalty, Achievement of set targets and Embrace core values of EPTF	<ul style="list-style-type: none"> • Provide staff welfare benefits • Timely and effective communication • Having consultative forums
The community	Information about EPTF Activity Engagement in EPTF events	Unbiased, sustained and sensitive coverage of EPTF activities	Regular community briefing and information sharing through Barazas, and leveraging already existing community

Stakeholder	Stakeholder interests in EPTF – what they expect from EPTF	What does EPTF expect stakeholder to provide?	Potential Strategies for obtaining support or reducing obstacles
		Information to influence the different public's perception about frontier communities	structures like women groups. Invitation to EPTF events Networking: Building relationships with key stakeholders and allies who can support your cause or help remove obstacles.
Central Government and County Governments	To work within the government framework	The government to act as a responsible stakeholder and support their efforts to contribute to the welfare and development of society. The government to partner with EPTF to jointly address social and development issues, and leverage their networks and resources.	<ul style="list-style-type: none"> • Develop a framework of engagement with governments • Strengthen the capacity of EPTF staff to engage with their governments
Donors and friends of EPTF	<ul style="list-style-type: none"> • Improved economic welfare of the targeted participants • Sustainability of EPTF • Accountability of funds • Value for money • Timely reporting 	Technical and financial support and participation in EPTF initiatives	<ul style="list-style-type: none"> • Adherence to project/grant agreements • Timely reporting as agreed • Development of funding proposal aligned to EPTF's strategy and the felt need • Strong governance and accountability system

3.6 SWOT ANALYSIS

This section presents the identified strengths, weaknesses and opportunities for EPTF. They are as identified by BoT, National Coordinator, Navigators Field ministry Partners, Friends of Navigators and EPTF, Donors, EPTF Staff and Other Stakeholders. The summary is discussed hereunder.

3.6.1 Strength

Table 11: EPTF Strength Analysis

Strength	How do we enhance or maintain?
Strong Christian values and gospel-centered approach	<ul style="list-style-type: none"> • Encouraging biblical reflection and spiritual growth for staff and participants through intentional discipleship programs.
Experienced and qualified project staff	<ul style="list-style-type: none"> • Providing regular training and professional development for project staff to ensure they remain qualified and up-to-date. • Providing support and guidance to staff, including opportunities for mentorship, feedback and career growth.
Effective management and responsive to staff needs	<ul style="list-style-type: none"> • Strengthening governance structures through transparent and accountable processes, regular evaluations and reporting. • Maintaining positive internal organization culture through open communication, recognition and appreciation of staff, and addressing conflicts constructively.
Clear vision and unique training curriculum	<ul style="list-style-type: none"> • Consistent communication and alignment of vision and mission with stakeholders, including participants, partners and donors. • Regular monitoring and evaluation of programs to ensure effectiveness and continuous improvement
Good track record in training, mentoring and follow up	<ul style="list-style-type: none"> • Regular training and professional development for project staff to ensure they remain qualified and up-to-date. • Regular monitoring and evaluation of programs to ensure effectiveness and continuous improvement. • Providing support and guidance to staff, including opportunities for mentorship, feedback and career growth.
Excellent Relationships with partners and strong management systems	<ul style="list-style-type: none"> • Building and maintaining relationships with partners and donors through clear communication, transparency and mutual accountability. • Strengthening governance structures through transparent and accountable processes, regular evaluations and reporting.
Entrepreneurship development programs with a biblical foundation	<ul style="list-style-type: none"> • Engaging in market research to identify new frontiers and felt needs, and continuously adapting programs accordingly. • Encouraging biblical reflection and spiritual growth for staff and participants through intentional discipleship programs.

3.6.2 Weaknesses

Table 12: EPTF Weaknesses Analysis

Weakness	How do we eliminate or minimize?
Low salaries and limited benefits contribute to staffing shortages and difficulties retaining employees. These staffing issues can lead to excessive workloads, burnout, and decreased productivity	<ul style="list-style-type: none"> EPTF should increase compensation, improve staffing levels, enhance employee engagement through recognition and training opportunities, and fostering adaptable work arrangements to promote work-life balance
Staffing Needs and Turnover: Inadequate staffing, poor remuneration, high staff turnover for a lean organization .	<ul style="list-style-type: none"> Recruit and train staff to the vision, offer competitive salaries and benefits, provide professional development and training, increase staff-related expenses budget, and implement a performance evaluation system.
Financial Constraints: Lack of sufficient finances, dependence on donors.	<ul style="list-style-type: none"> Implement cost-saving measures, diversify funding sources, and develop a sustainable funding strategy to secure long-term resources.
Capacity Building: Low salaries, high bureaucracy, limited resources, need for improvement in staff performance capacity.	<ul style="list-style-type: none"> To build the capacity of staff, EPTF can provide training programs, hire experienced trainers, and provide mentorship opportunities to help staff develop their skills and knowledge.
Organizational Structure and Communication: Not well structured, communication flow issues, lack of cohesion in some regions.	<ul style="list-style-type: none"> Improve communication flows, review and revise policies, and create a culture of transparency and accountability.
Business Development Support Services: Need for financial assistance for solidarity groups, improving community buying in.	<ul style="list-style-type: none"> To improve community buying-in, EPTF can provide business development support services, increase capacity building activities, and motivate partners and staff to better understand the changing needs of the community.
Storytelling and Motivation: Lack of telling success stories, need for improved motivation of partners and staff.	<ul style="list-style-type: none"> To increase visibility and impact, EPTF can work to tell their stories, showcase their successes, and communicate the value of their work to stakeholders and the broader public

3.6.3 Opportunities

Table 13: EPTF Opportunities Analysis

Opportunities	How do we achieve or exploit?
Increased interest in the organization by new development partners	Network and engage with potential partners: Attend industry events, conferences, and other networking opportunities to meet potential partners and share information about EPTF and its work.

Opportunities	How do we achieve or exploit?
Continued commitment by existing partners	<ul style="list-style-type: none"> • Deliver and exceed partner expectations • Develop new programmes aligned to the partners objectives
Potential for further cooperation with regional networks	<ul style="list-style-type: none"> • Foster partnerships with organizations in complementary fields: Partnering with organizations that complement EPTF mission will help attract new partners who are interested in similar areas. • Offer opportunities for collaboration and co-creation: Offer opportunities for potential partners to get involved in the organization's work and co-create new initiatives and projects.
Expanding information and communications technology	<ul style="list-style-type: none"> • Harness for effective communication or both staff and beneficiaries • Develop virtual capacity building initiatives • Harness the ICT to optimize EPTFs operations to achieve effectiveness and efficiency

3.6.4 Threats

Table 14: EPTF Threats Analysis

Threats	How do we mitigate or avoid?
Funding cuts: Economic recessions, changes in government policies or priorities, and competition for funding can lead to a reduction in financial support for EPTF.	<ul style="list-style-type: none"> • Diversify sources of funds to include non-traditional fundraising strategies such as online, cloud fundraising, local fundraising among others • Explore Income generating activities/projects
Competition: The presence of other NGOs with similar goals and objectives can make it difficult for EPTF as a faith-based development NGO to attract funding and resources.	<ul style="list-style-type: none"> • Building strong partnerships with donors , government agencies, and communities can help mitigate the impact of competition
Negative public perception: Negative media coverage, lack of transparency, or negative public perception of EPTF can damage its reputation and hinder its ability to secure support from donors, volunteers, and communities.	<ul style="list-style-type: none"> • Demonstrating transparency and accountability in EPTF operations can help build trust with stakeholders and overcome negative public perception. • Regularly evaluating the organization's performance and implementing best practices can help overcome challenges and improve outcomes.
Religious discrimination: EPTF may face discrimination in counties where their beliefs are not widely accepted.	<ul style="list-style-type: none"> • Preparedness and risk management: developing contingency plans and risk management strategies will help EPTF respond effectively to religious discrimination

3.7 Key Strategic Issues Facing EPTF

Strategic issues are the key challenges facing an organization that need to be addressed if the organization is to improve its performance and realize its mandate. Inadequate attention to these issues will adversely affect the performance of the organization. These issues are therefore the focal points of the strategic planning process. As a result of the situational analysis, both the internal and external environments, key issues facing EPTF were identified. The following are the key issues that must be addressed in this strategic phase if EPTF has to succeed. These issues included:

- Programmatic
- Financial sustainability
- Human resources management
- Stakeholder management and
- Institutional development

SECTION 4. STRATEGIC DIRECTION

4.1 EPTF Strategic Themes

Strategic themes are the key performance areas in which EPTF must excel to achieve its mission and vision and deliver value to its Members. They are the organization’s pillars of excellence. The strategic themes of EPTF for the period 2023-2027 will be:

1. Community Transformation;
2. Human Resources;
3. Stakeholder Engagements
4. Organizational Development.
5. Resource Mobilization.

The identified strategic themes formed the basis for the setting of EPTF’s strategic objectives. for 2023-2027. These strategic objectives are:

1. Enhanced Community Transformation.
2. Enhanced Human Resources.
3. Enhanced Stakeholder Engagements.
4. Enhanced Organizational Development.
5. Enhanced Resource Mobilization;

4.2 Strategic Priorities Results Measurement Framework

The results Measurement Framework provides EPTF with means of ensuring that the identified strategic priorities achievements will be measured and tracked. In order to do this, various strategic outcomes and their indicators have been identified in the table below. Key performance targets for the 5 years have also been indicated to allow measurement of success during and after strategy implementation period.

Table 14: Key Strategic Results for 2023 – 2027 Strategic Period

Pillar	Strategic Priority	Strategic Outcomes	Key Performance Indicators	Results by end 2027
1	Community Transformation	Improved livelihoods – increased incomes, improved food security and improved well being	Improved livelihoods (Participants reached) in existing or new areas/groups/ communities including Navigators church and student ministries	5,000
			New individual/household/group enterprises established	Triple of 2023 endline survey findings
		Improved access to markets	Number of businesses created or expanded	4,400
			level of direct employment created	13,200
		Enhanced value addition	Increase in the number of value-added products or services	2,500

Pillar	Strategic Priority	Strategic Outcomes	Key Performance Indicators	Results by end 2027
			Increase in the sales revenue of value-added products or services	200%
		Promoting environmental sustainability	Number of trees planted	10,000
		Enhanced Participant Satisfaction	Participant satisfaction Index	85%
2	Human Resources.	Enhanced employee satisfaction	Employee satisfaction index	85%
			Employee Retention Index	90%
		Enhanced employee competencies	Competencies Coverage	90%
		Enhanced employee performance	Percent of Performance Goals Met	80%
3	Stakeholder Engagements	Enhanced stakeholders management	Stakeholders satisfaction index	85%
		Strategic partnerships initiated	Percent increase in partnerships/collaborations	50%
4	Organizational Development	Enhanced EPTF Corporate Image	EPTF Cooperate Image	75%
		Enhanced good corporate governance	Corporate governance index	85%
		Increased Corporate accountability	Compliance with legal and statutory requirements such as data protection act, tax regulations, employment laws immigration laws, regulatory requirements, anti-terrorism laws and regulations among others	100%
		Alignment of the organizational structure to the strategic plan	Percent implementation of desired organizational structure	100%
		Enhanced organizational culture	Percent implementation of desired organizational culture	60%
5	Resource Mobilization.	Growth in resources	Funds raised to implement the 5 Year Strategic Plan	446M (Ksh)
		Revenues diversification	Revenue Mix – Restricted versus Unrestricted funds	56%:44%
			Revenue Mix – International Donors versus Local Donors	90%:10%
		Sustainability	Operating expenses cover / reserve fund	12 Months

4.3 Strategic Priority 1: Transformed Communities

Empowering individuals, transforming communities

The Navigators Kenya strongly believe that God desires for His people to thrive and flourish in all areas of life, including financially. However, the communities served by EPTF are often characterized by multiple forms of deprivation, including limited income, inadequate housing, and insufficient access to basic infrastructure and services. This situation is compounded by a lack of socio-economic safety nets and decision-making power, leading to increased vulnerability. Women-headed households in these communities are particularly susceptible to social exclusion and marginalization, while spatial segregation occurs due to the concentration of low-income households in informal and remote areas.

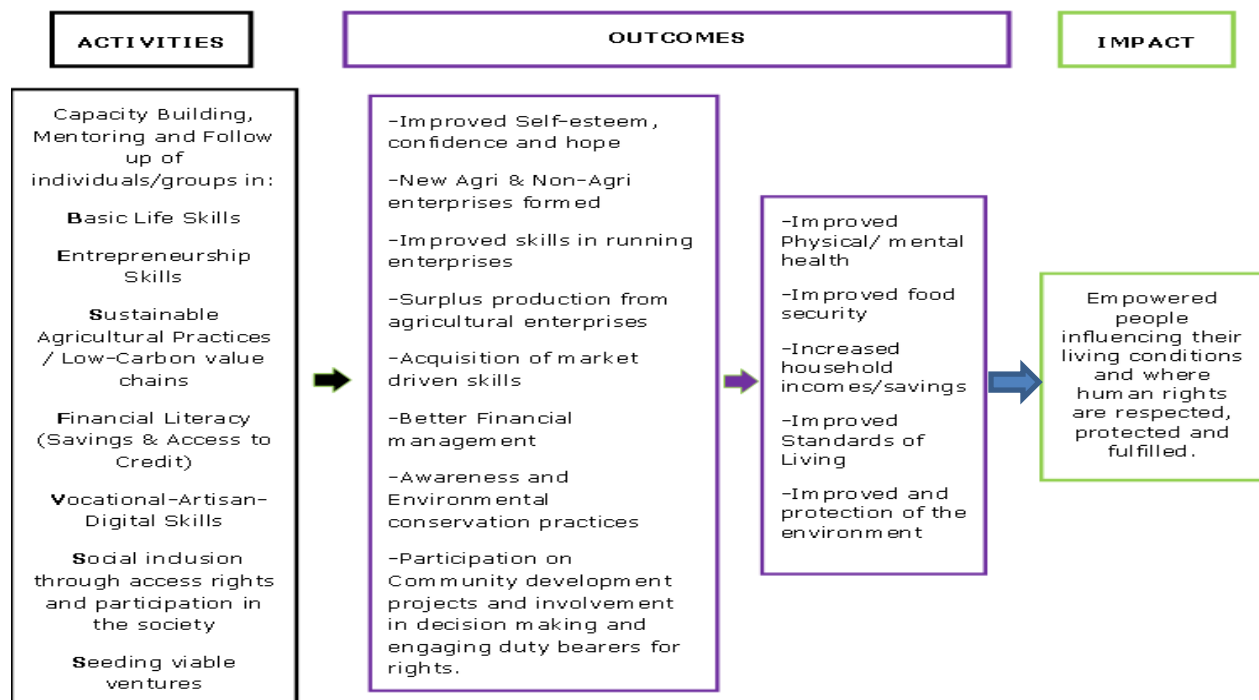
To address these challenges in Urban and peri-urban areas of Kenya, EPTF will implement sustainable interventions aligned with the United Nations' Sustainable Development Goals. These interventions will aim at achieving several key objectives, including ending poverty (SDG 1), ensuring food security (SDG 2), promoting good health and well-being (SDG 3), achieving gender equality (SDG 5), promoting decent work and economic growth (SDG 8), and taking action on climate change (SDG 13). EPTF will utilize a Human Rights-Based Approach with the goal of empowering target communities. The approach is based on a universal set of values consisting of the United Nations Universal Declaration of Human Rights and the binding conventions adopted that address human rights. It contains four fundamental principles based on the normative framework for human rights: non-discrimination, participation, transparency, and accountability. In addition, EPTF will provide the community with the necessary tools to build critical awareness of their situation, organize and mobilize themselves for individual and collective action, and develop the capacity to engage in the monitoring and development of community development projects, public policies, and budgets. The expected outcomes for the intervention implemented by EPTF will include socio-economic empowerment, environmental stewardship, and political empowerment or advocacy to engage community leaders.

To build towards socio-economic empowerment of the participating households, EPTF programs will deliver sessions on mindset change, social behaviours, entrepreneurship skills training and gender considerations. By incorporating a gender lens EPTF will ensure that its interventions are responsive to the specific needs of women and men in the target communities, and promote gender equality and social inclusion. These interventions will generate outputs that will enable participants to behave and practice skills consistent with the training obtained. Outputs will include undertaking income-generating activities, formation of table banking groups, and beginning to save and take loans for investment purposes. At the group level, EPTF interventions will include training in group dynamics and facilitation to institutionalize solidarity groups, followed by necessary technical skills to undertake business ventures as groups. The outputs include the institutionalization of solidarity groups and the establishment of low-carbon social enterprises. Interventions at the community and society level aim to address political barriers, shortcomings in laws and policies, and structures that frustrate the efforts of the poor and marginalized from accessing the available opportunities. Outputs at this level will be enhanced awareness of government policies and plans, active engagement with duty bearers, and active engagement in advocating for change. Through

these interventions and outputs, EPTF aims to create a more just and equitable society where all individuals have the opportunity to thrive and reach their full potential.

To succeed in its approach, EPTF will invest in comprehensive community needs assessments and the flexibility to adapt to feedback and changing conditions. Through continuous product development and innovation, EPTF will be able to serve its target population and achieve its goals of economic empowerment. In addition to the above interventions, EPTF recognizes the importance of environmental conservation, particularly in addressing climate change. EPTF aims to promote tree planting and other environmental conservation activities to address environmental degradation in the communities it serves. This will not only mitigate climate change effects but also promote environmental stewardship and increase economic opportunities for the target community. By addressing environmental challenges, EPTF is taking action towards achieving a sustainable future for all. Tree planting will also incorporate climate change through EPTF's efforts in promoting environmental stewardship and combating deforestation and soil erosion, as well as promoting the adoption of sustainable agricultural practices. By addressing environmental challenges, EPTF will not only contributing to the fight against climate change but also improving the quality of life for the communities it serves. EPTF will implement standard operating procedures, build capacity for sustainability, and establish a monitoring and evaluation system to track progress and impact over time. The ultimate goal is to create a self-sustaining system that can continue to support the economic empowerment of the target community even after the intervention period ends. The following schematic diagram depicts what EPTF intends to do in the community transformation pillar.

Figure 1 Transformed Communities Vertical Logic



EPTF will explore the potential of leveraging technology to enhance community transformation by identifying existing gaps and opportunities in digital literacy. Strategic partnerships with organizations such as Google or Mastercard Foundation and collaborations with the National Government under Ajira program and Hustlers fund among others will be explored for funding support for EPTF's endeavours in this area. In addition, EPTF will develop a curriculum that will be designed specifically to foster digital (mobile) skills among participants. Other opportunities include mechanisms for delivering training such as short online courses using social media for example shorts in Tik Tok, Facebook or YouTube on mobile platforms. EPTF will also undertake regular evaluations to ensure continuous improvement and measure program effectiveness once implemented. These steps will form an essential foundation for EPTF's efforts towards developing impactful digital-empowerment-focused programs that have the capacity to attract sponsor commitments while generating positive outcomes for participants and society at large.

Target communities also include wider Navigators alumni, Church and student ministries who can benefit from tailor made events, workshops, seminars or conferences in, enterprise development, life skills and other professional capacity building and development opportunities that build upon their skills and knowledge.

4.3.1 Strategic Initiatives

In order to address the Strategic Priority 1 and transform communities, the following strategic initiatives will be undertaken.

1. Adopting a programmatic approach towards improving livelihoods
2. Introducing the concept of improved access to markets and enhanced value chain activities in the programs
3. Increasing the number of rural and peri-urban participants including Navigators alumni, church and student ministries.
4. Implementing digital literacy as part of capacity building and leveraging on technology
5. Enhance the curriculum, review the mentorship model, and equip trainers/mentors to enhance their capacity.

4.4 Strategic Priority 2: Human Capital Development

"Creating a Thriving Workforce for a Sustainable Future"

The Human Resource (HR) strategy will be an essential aspect of EPTF's success. A well-developed HR strategy will help to align EPTF's mission with the workforce and foster a positive work environment. EPTF Strategy will include a review of the, organizational structure, employee benefits and welfare review, HR policy review, employee journey management, and performance management.

EPTF Structure: A revised organogram to facilitate the achievement of this strategic plan has been included in section 5.3 figure 2.

Employee Benefits and Welfare: Employee benefits and welfare will play an important role in enhancing positive employee engagement and satisfaction. This will include initiatives aimed at enhancing the employee experience and promoting their overall well-being. This will encompass providing competitive compensation and benefits packages, offering ample opportunities for professional development, and fostering a supportive and inclusive work environment. In addition, positive employee engagement will be achieved by encouraging

open communication, providing opportunities for feedback and input, and promoting a sense of purpose and connection to EPTF's mission.

Review HR Processes: Regular review and evaluation of HR processes will be essential to ensure that they remain relevant and effective. The HR strategy will include a process for regularly reviewing and updating HR policies and procedures to ensure that they align with EPTF 's mission and are in line with current best practices.

Employee On-boarding Journey Management: At the start of an employee's journey with EPTF, they will undergo a comprehensive onboarding process. During this stage, EPTF will provide orientation, training, and support to facilitate a smooth transition into their new role. Additionally, the HR department will focus on enhancing their competence and capacity in key areas such as talent management, employee relations, and compensation and benefits. Through these initiatives, the HR department will be equipped and supported to effectively carry out their responsibilities and contribute to the successful implementation of projects and programs.

Performance Management: To effectively manage performance, EPTF will regularly evaluate employee performance, set clear expectations and goals, provide regular feedback and coaching, and offer opportunities for skill development and growth. It is important to create a culture of continuous improvement, where performance will not just be measured but also improved upon, and where employees will be encouraged and supported in their professional development.

Building the competencies required to achieve EPTF mission.

EPTF will identify core competencies, develop a competency framework, establish an employee grading and job levelling system, and regularly review and update both to align with strategic objectives and changing business needs. This will effectively develop EPTF's human capital and build required competencies for long-term success.

An effective HR strategy that covers these themes will aid EPTF to attract, retain, and develop a highly motivated and competent workforce. By investing in its HR department and employees, EPTF will create a supportive work environment that fosters innovation and drives pragmatic success.

4.4.1 Strategic Initiatives

In order to address the Strategic Priority 2 and ensure employee engagement and satisfaction, the following strategic initiatives will be undertaken.

1. Reviewing and updating EPTF organizational structure, HR policies, and employee journey.
2. Reviewing employee benefits and welfare
3. Enhancing capacity building and training programs
4. Enhancing team building and collaboration initiatives
5. Enhancing Performance management systems
6. Develop competency framework.

4.5 Strategic Priority 3: Stakeholder Engagement

“ Empowering relationships, driving results ”

EPTF being a ministry of the Navigators, plays a crucial role in supporting the organization's calling and vision. It is therefore crucial to ensure that EPTF work is aligned with the rest of the Navigators. Communication and collaboration between EPTF and the Navigators Field ministry partners is critical for ensuring alignment. EPTF will also develop other strategic partnerships that will bring a multitude of benefits. One of the most significant benefits is increased access to resources. By partnering with other entities, EPTF will gain access to new intervention areas, technologies, and skills that may be difficult or expensive to implement on its own. This partnership can lead to improved efficiency as well, as the sharing of resources and working together can often achieve more than what EPTF could achieve separately.

Another benefit is enhanced innovation. Strategic partnerships bring together different perspectives, experiences, and ideas, leading to greater innovation and the development of new and improved products and services. This can also lead to increased reach, as partnerships can provide access to new beneficiary's bases and help EPTF grow and expand its reach. Moreover, strategic partnerships can also enhance EPTF 's reputation and brand recognition, particularly if the partner is well-respected and has a strong reputation in the industry. Finally, by partnering with other entities, EPTF can gain a competitive advantage by leveraging their strengths and resources, while focusing on its own core competencies.

Finally, under stakeholder management pillar, EPTF will develop a stakeholder relationship management policy. This will assist in creating and maintaining positive relationships with stakeholders, including donors, implementing partners, government agencies, and community groups. Developing a stakeholder relationship management policy will require a systematic approach, starting with identifying all stakeholders who have an interest in EPTF and its activities. Once the stakeholders have been identified, EPTF will assess their needs and interests by gathering information about what they value and what they hope to achieve through their relationship with EPTF. Based on this information, a communication plan will be developed, outlining how the organization will engage with each stakeholder, what type of information will be provided, and how often communication will occur.

In order to ensure the successful implementation of its programs, EPTF recognizes the need to engage various stakeholders. These include local and international Navigators families, field ministries, and the government of Kenya, especially in the implementation of Pillar 1 (Agriculture), Pillar 2 (MSME), and Pillar 5 (Digital Highway). Additionally, the County Governments and Council of Governors have entrepreneurship development programs, which present an opportunity for partnership with EPTF. At the national level, EPTF can engage corporate bodies with a common vision or inclination to implement their CSR activities or interventions. Examples of such entities include Equity Bank, Cooperative Bank and Safaricom, among others. Internationally, EPTF can approach enterprises with entrepreneurship intentions, such as Mastercard. EPTF can also deepen its relationships with existing donors, including Children Mission Sweden/Africa, ASSIST/CKU Denmark, and local and international friends of EPTF.

Moreover, EPTF can enhance its engagement with institutions such as the International Labour Organization, Food and Agricultural Organization, World Food Program, the Bill and Melinda Gates Foundation, the DeVos Family Foundation, the John Templeton Foundation, the W.K. Kellogg Foundation, and the Walton Family Foundation. By engaging these stakeholders, EPTF can tap into their resources, expertise, and networks to achieve its goals and improve the lives of women and youth in the society

Building positive relationships with the stakeholders will be the next step, using the communication plan as a guide. This may involve regular meetings, feedback sessions, or events that bring stakeholders together. To ensure the success of this strategic pillar, it will be important to monitor and evaluate the policy regularly, gathering feedback from stakeholders, analyzing data, and making adjustments as needed. Finally, it will be important to continuously look for ways to improve the policy, adopting best practices, and seeking feedback from stakeholders on what they would like to see improved.

4.5.1 Strategic Initiatives

In order to address the Strategic Priority 3 and ensure positive stakeholder engagements, the following strategic initiatives will be undertaken.

1. Develop a stakeholder management policy
2. Enhance communication and collaboration with its stakeholders including the Navigators Field Ministry partners.
3. Develop strategic partnerships with likeminded institutions such as Kenya 4 Resilience members, SINAPIS, Kingdom Bank, Nehemiah Project, Young Professionals in Christ, Christian Business Men's Connection, Christians United In Business, among others and stakeholders like community groups and government agencies.

4.6 Strategic Priority 4. Organizational Development

Transforming EPTF, Improving Outcomes

This objective is in line with the overall mission of EPTF and aims to build a foundation for the program's success. By focusing on capacity building, EPTF will improve its performance, increase efficiency, and attain its objectives more effectively. This will help its programs to stand out in the respective intervention areas and improve EPTF's reputation, visibility, and credibility. The goal will be to ensure that EPTF is well-equipped to achieve its mission and sustain its success in the long term. Institutional capacity development will aid in:

Attraction and retention of talented employees: A positive organizational culture and strong governance can help EPTF attract and retain talented employees, which is essential for success in the long term.

Branding, marketing, and communication: This involves creating a strong brand image and communicating effectively with stakeholders to build the organization's reputation and increase its visibility. This will also include improving marketing and outreach efforts to reach a wider audience.

Review of Organizational Structure, Systems, and Processes/Automation: This will involve reviewing the organization's structure, systems, and processes to ensure they are efficient, effective, and aligned with the organization's goals. This will also involve implementing new technologies or automating processes to increase efficiency.

Review of Organizational Culture: This will involve evaluating the organization's culture, values, and practices to ensure they align with EPTF 's vision and are supportive of its employees.

Strengthening Institutional Governance: This will involve strengthening the organization's governance structure, including the board of directors and management, to ensure they are effective and accountable. This will also include implementing governance practices and policies to promote transparency and integrity.

In achieving the above, there is need for EPTF to stay informed and comply with applicable legislation in Kenya to ensure smooth operations, maintain a positive reputation, and leverage growth opportunities while minimizing legal risks and operational costs. Such legislation include:

- i. Non-Governmental Organizations Coordination Act (1990): Governing registration, regulation, and coordination of NGOs; EPTF must comply with requirements, maintain records, and submit reports.
- ii. Public Benefits Organizations (PBO) Act (2013): Provides legal framework for PBOs; EPTF should understand provisions for registration, governance, reporting, tax exemptions, and funding access.
- iii. Income Tax Act (Cap 470): EPTF may be eligible for tax exemptions on certain income sources; understanding and applying for exemptions maximizes resources fo EPTF.
- iv. Value Added Tax (VAT) Act (2013): NGOs may be exempt from VAT on specific goods and services; EPTF should apply for exemptions to reduce costs.
- v. Employment Act (2007): Governs employment practices; EPTF must comply with labour laws to maintain a positive work environment and avoid disputes
- vi. Occupational Safety and Health Act (2007): Regulates workplace safety and health standards; EPTF should ensure staff and volunteer safety and well-being.
- vii. Data Protection Act (2019): Governs personal data collection, processing, and storage; EPTF must establish policies and procedures for data protection and privacy.
- viii. Environmental Management and Coordination Act (1999): Provides framework for environmental management, conservation, and protection; EPTF should comply with regulations to maintain a positive reputation and avoid legal issues.

4.6.1 Strategic Initiatives

In order to address the Strategic Priority 4 and ensure organizational development, the following strategic initiatives will be undertaken.

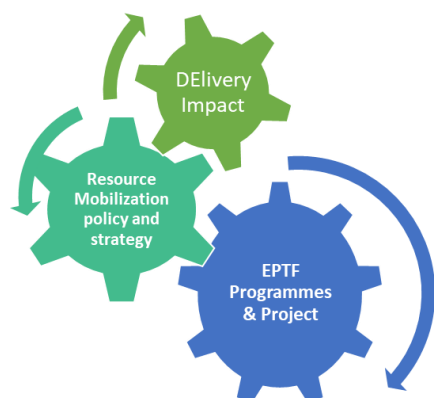
1. Creation and maintenance of a unique brand identity
2. Review organizational structure systems and processes/automation.
3. Strengthen organizational culture
4. Strengthen institutional governance and accountability (board and management)

4.7 Strategic Priority 5: Resource Mobilization

"Empowering Development through Strategic Resource Mobilization"

In today's competitive environment, with numerous development actors and limited resources due to the global economic crisis, resource mobilization has become a more challenging exercise that requires a combination of knowledge and skills. To address this challenge, EPTF will need to develop a well-designed resource mobilization policy that will provide a clear and sustainable roadmap that will guide fundraising efforts. This policy will ensure efficient and effective mobilization of resources, alignment with EPTF 's mission and goals, flexibility to adapt to changes in the environment, transparency and accountability in resource management, and be based on clear and realistic strategic objectives that consider the available resources and the needs of the target population.

A resource mobilization policy/Fundraising plan needs to be developed to ensure the financial sustainability of EPTF. This should include building capacity of a fundraising team with the necessary skills and competencies for successful fundraising, creating a comprehensive fundraising plan, defining clear roles and responsibilities, and establishing monitoring and evaluation systems. In addition, focus will be on diversifying revenue sources, establishing a clear framework for resource mobilization activities, including Income Generating Activities (IGA) and building strong relationships with stakeholders. A reserve fund will be used as a crucial tool for enhancing the sustainability of EPTF. It will provide financial stability, flexibility, and the ability for long-term planning. It will also increase the organization's credibility, attracting more funding from donors and partners. To establish a reserve fund, EPTF shall set aside a portion of its budget each year and monitor its size regularly to ensure its adequacy.



These activities will help EPTF to become more self-sufficient and less reliant on external funding, while also generating new sources of income for communities.

With a clear and coordinated approach to mobilizing funds, EPTF will be better equipped to deliver on its programmes; and maximize the benefits from development assistance from both local and international donors.

4.7.1 Strategic Initiatives

In order to address the Strategic Priority 5 and

ensure EPTF financial sustainability, the following strategic initiatives will be undertaken.

- 1 Developing a resource mobilization policy/Fundraising plan.
- 2 Growing resources and diversification from both local and international donors and in restricted and unrestricted funds, including Income Generating Activities
- 3 Enhance EPTFs' sustainability

4.8 Risk Analysis

The table below summarizes the potential risks that EPTF may encounter during the implementation of this strategic plan. Incorporating risk analysis into the plan is crucial for proactive risk management, informed decision-making, and effective resource allocation. This approach enhances stakeholder confidence, ensures regulatory compliance, and fosters organizational resilience and adaptability, ultimately delivering a competitive advantage.

Table 15 Risk Analysis

Explanation of Risk	Potential Impact High / Medium / Low	Probability Low	Mitigation Measures
EXTERNAL RISKS			
As the world increasingly acknowledges that enterprises play a crucial role in driving economic and social progress, the competition for resources is likely to intensify	Medium	Medium	To maintain credibility and maximize impact, EPTF should document their work and seek partnerships with similar organizations for joint initiatives.
Kenya's shift to a middle-income country, despite high poverty levels, is a positive development. However, it may also result in reduced donor funding, potentially limiting available resources.	Medium	Medium	Gathering evidence of needs (persistent poverty) and the effectiveness of EPTF programs can help maintain donor support.
Donor changes on EPTF values system can affect operations and values, potentially leading to a shift in priorities or activities and impacting EPTF's ability to achieve its mission, leading a loss of credibility and trust among the communities EPTF serves.	High	Low	EPTF may need to diversify its funding sources and develop long-term partnerships with donors who share its values and goals. Additionally, EPTF may need to remain flexible and adaptable in its programming to respond to changing donor priorities while remaining true to its mission and values
Unforeseen events such as pandemics, terrorism, natural disasters, and post-election violence can affect the countries or counties where we support programs, leading to humanitarian crises that may require urgent attention.	High	Low	EPTF to target reserves of \$50,000 to bridge the need to cover short-term bad debts/additional disaster financing.
INTERNAL RISKS			
Internal control breakdowns / weaknesses can severely impact the functioning of programs supported by EPTF and damage the organization's local and international reputation, which	Medium	Low	Strong financial controls, audits, and board representation will help EPTF prevent and address mismanagement.

Explanation of Risk	Potential Impact High / Medium / Low	Probability High / Medium / Low	Mitigation Measures
may hinder fundraising efforts for years to come.			
High turnover of staff and inability to attract talent due to low remuneration.	High	High	Prioritise review and adjustment of staff pay and benefits
<p>Inability to fill key positions to enhance performance.</p> <p>Recruitment in order of priority</p> <ol style="list-style-type: none"> 1. Meal officer to enhance programming 2. Resource Mobilization officer to enhance 3. Resource Mobilization Committee 4. HR officer 	Medium	Medium	Prioritise recruitment and filling these positions
If EPTF's ability to mobilize resources for its programs is reduced, it may limit the organization's capacity to provide the necessary support to communities in need.	High	Low	A robust fundraising plan and investing in program evaluations can help mitigate the risk of reduced resource mobilization.
A decline in EPTF's share of core (unrestricted) income may limit the organization's flexibility to pursue new opportunities or continue to innovate.	High	Low	To mitigate the impact of limited unrestricted income, EPTF can prioritize recovering overhead costs through project/program proposal-based fundraising. Additionally, EPTF could negotiate with the donors for more funds for overheads.
Compliance risk which refers to the potential EPTF to violate laws, or regulations, leading to financial or reputational harm. Changes in Government regulations may affect EPTF compliance risk. For example if new regulations were to be introduced, EPTF may need to update its policies and procedures to ensure compliance, which can be time-consuming.	Medium	Medium	EPTF will develop policies and procedures that outline the organization's approach to compliance and provide guidance on how to comply with laws and regulations. These policies and procedures will be regularly reviewed and updated to reflect changes in regulations or the organization's operations.

SECTION 5: STRATEGIC PLAN IMPLEMENTATION

5.1 Strategy Implementation Framework

Plan implementation is the action stage of the strategic plan. The activities central to plan implementation are: establishing annual objectives; devising appropriate policies; allocating resources and reviewing organizational arrangements/structures. Critical to strategy implementation is the Implementation Matrix attached in the Appendix. For the operationalization of the deliverables in the implementation matrix, the management will be required to derive annual action plans from the matrix to guide month on month activities and performance.

5.2 Strategy Implementation Key Success Factors

In implementing strategy, EPTF will need to consider several key success factors. These factors will need to be addressed in order to make the transition from the development of this Strategic Plan and the identified strategies to the implementation phase. The Table below shows the key factors.

Figure 2: EPTF Strategy Implementation Key Success factors

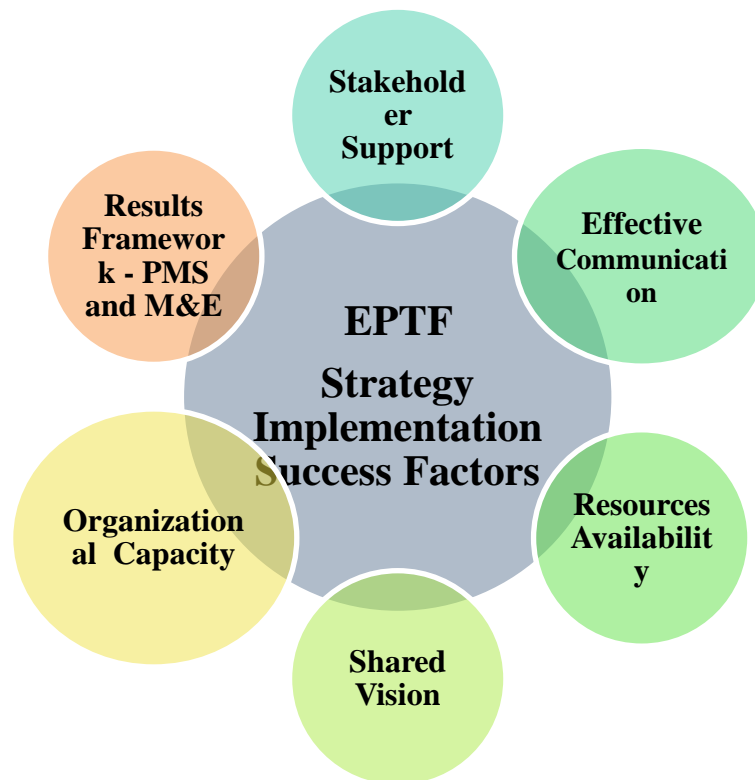


Table 16 : The Implementation Framework Key Success Factors

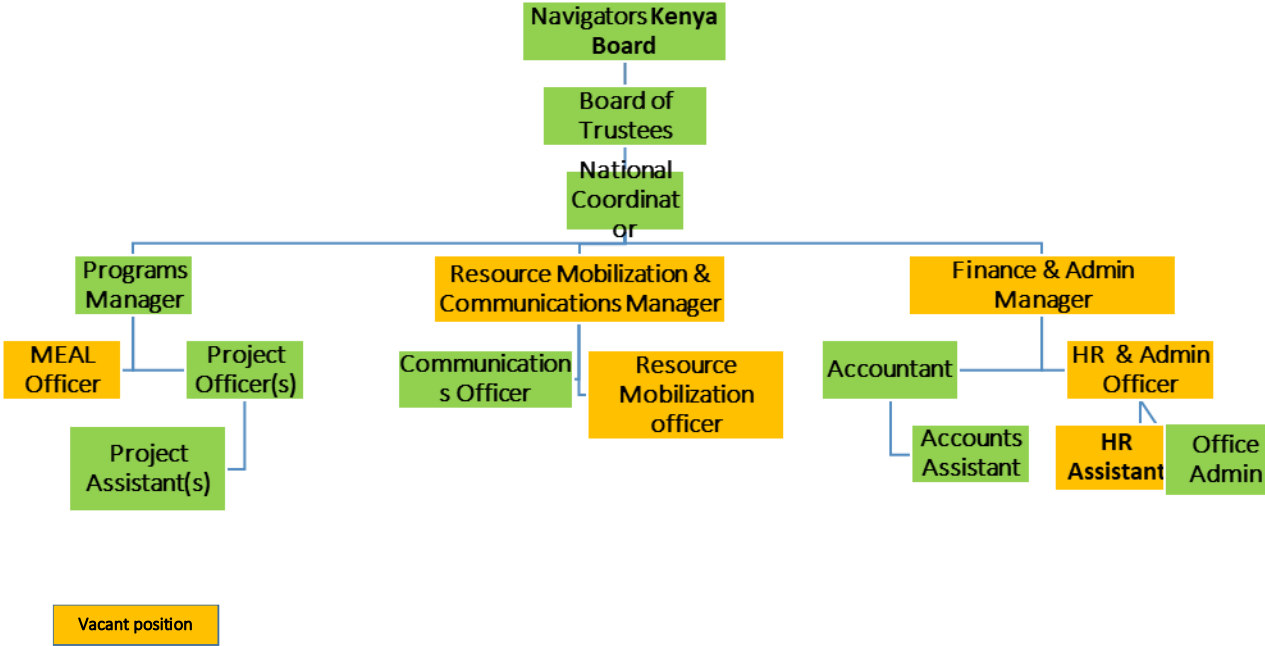
Must-Have Conditions	Critical Success Factors	What it Means for EPTF
Shared Vision	Implementation of EPTF s Strategic framework	<ul style="list-style-type: none"> • Staying focused to the pursuit of the vision of EPTF and calling of the Navigators Kenya • Working closely with Navigators Field Ministry Partners • Better communication: quality, timely, proactive and aligned to Navigators vision and mission.
Organizational Capacity	<ul style="list-style-type: none"> • Ability to attract and retain high-performing staff • Necessary capacity to implement the Strategic Plan 	<ul style="list-style-type: none"> • Capacity in all areas including program management, M&E, resource mobilization, communications, etc. • Knowledge Management capacity
Resources Availability	<ul style="list-style-type: none"> • Secure and diversify funding sources to enable growth of quality programmes while addressing efficiency of all operations. • A sustainable financial framework 	<ul style="list-style-type: none"> • More efficient and effective resource mobilization and allocation policies and procedures • Ability to adequately and consistently meet funding requirements
Results Framework - PMS and M&E	Robust management of the Strategic Plan to monitor and track progress of strategic objectives.	<ul style="list-style-type: none"> • A common Results-Based Management framework across the organization • Assigned accountabilities for delivery of strategic objectives • Performance Management system
Stakeholder Support	Stakeholders may influence EPTFs decision-making by providing feedback, expressing opinions, or advocating for specific issues. Their support can help to ensu	<ul style="list-style-type: none"> • EPTF stakeholder support may include: • Donor support • Community/participants support • Staff support • Government support etc <p>stakeholder support is essential for the success of EPTF strategy because it can provides access to resources, expertise, and networks that are critical for achieving EPTF mission.</p>
Effective Communication	Effective communication ensures that all stakeholders are aligned and working towards EPTFs mission. This includes	Effective communication is essential for the success of an EPTFs strategy implementation because it enhances donor engagement, community participation, volunteer recruitment,

Must-Have Conditions	Critical Success Factors	What it Means for EPTF
	employees, management, partners, and other stakeholders. When everyone is on the same page, it's easier to implement the strategy successfully.	government relations, and partnership development. By communicating effectively throughout the implementation process, EPTF will ensure that the strategy is implemented successfully and achieves its intended outcomes.

5.3 Alignment of Organizational Structure with the Strategic Plan

In order to deliver the requirements of the current strategic plan, EPTF must implement the desired human resource structure by employing required key personnel. The implementation of the organization structure can be phased in the strategic plan implementation period depending on available resources. A review of the organizational structure is recommended within the strategy period as part of the strategic plan review. The figure below is the proposed organisational structure:

Figure 3: EPTF Organizational Structure



Recruitment of interns will be based on the organization's

SECTION 6: PERFORMANCE MONITORING, EVALUATION, REPORTING and LEARNING

6.1 Introduction

Effective planning ends up with effective strategy implementation. But this can only be achieved with an effective functional monitoring and evaluation framework. An effective monitoring and evaluation mechanism will help ensure cost effectiveness, timeliness and quality in achieving the objectives in the strategic plan. This Strategic Plan will be subjected to a continuous review of performance on the various deliverables. There shall also be annual reviews of the plan. The reviews will be focused on how the available inputs have been used and what outputs and short term outcomes have been produced. This review shall also focus on challenges, issues and key lessons learnt.

6.2 Strategic Plan Monitoring and Evaluation Framework

The following M&E framework will be adopted in order to ensure successful implementation of the strategic plan: -

- i. The sole prerogative of strategy implementation and as a result monitoring and evaluation of the strategy rests on the Board of Trustees of EPTF
- ii. The Board delegates power to the different relevant committees with the role of monitoring the implementation of the strategic plan
- iii. The management (the National Coordinator, the programme manager, resource mobilization manager and the Accountant) should hold regular meetings (preferably monthly) chaired by the NC, to review the status of the strategic plan implementation as it relates to their respective roles. In addition, areas requiring strategy change should be identified and proposed to the Board through the relevant Committees.
- iv. The management will avail progress reports quarterly to the Board on the progress made towards the attainment of the goals.

6.2.1 Monitoring

This will involve monitoring the implementation of the planned activities and evaluating their impacts on the desired goals. The monitoring activities will result to identifying any gaps or deficiencies which will then be addressed by management. Daily, weekly, monthly, and quarterly reporting will be critical for the monitoring function. To ensure effective participation in project and strategic plan implementation, there will be need to:

- Establish standard formats for data collection and reporting to the donors.
 - Clearly spelt out documents to be prepared, periods covered, and details of information to be supplied;
 - Implement a Performance Management system making every staff to be accountable to the use of resources and attainment of set objectives; and
 - Effectively use available resources to ensure smooth implementation of the strategic plan.

6.2.2 Evaluation

The purpose of evaluation is to measure the actual performance against target levels and establishing the size of variance, causal factors for the variance and recommending appropriate remedial measures, including a review of the objectives and/or strategies. The evaluation plan will help determine objectively the relevance, effectiveness and efficiencies of the activities proposed in the strategic plan. A mid-term evaluation will be undertaken with the purpose of verifying that the plan is on the right track and provide information to correct observed deficiencies including the revision of objectives, strategies or activities. The mid-term review will be conducted mid-2025. The final evaluation will assess the achievement of the activities of the plan and identify and document the success or failure. The final evaluation will be undertaken at the end of the plan period which is 2027.

The evaluations will be guided by key questions to address key evaluation criteria including relevance, effectiveness, efficiency, impacts and or sustainability. Some of the questions shall include:

- To what extent were the planned objectives consistent with customer needs and expectations?
- How were the financial resources utilized to achieve the desired results?
- To what extent were the objectives were achieved, or are expected to be achieved, taking into account their relative importance?
- What were/are the positive and negative effects achieved/produced during the strategy implementation period?
- What were/are the major obstacles to reaching the desired goals in the strategic plan? What can be done to overcome these obstacles?
- What are the lessons learnt that can inform further strategy development for EPTF?

6.3 Performance Management

For EPTF strategic plan to be implemented successfully, it is imperative to link strategies to an implementation framework. Such a framework will entail linking activities and resources to desired results. In ensuring that the strategic priorities are implemented an appropriate methodology will be developed based on the following three areas.

- Performance Objectives - **What strategy must be achieved and what is critical to its success**
- Measure - **How success will be measured and tracked**
- Target - **Performance expectation.**

For any organization, for successful strategy implementation through performance management, it becomes imperative that such an organization adheres to some factors. EPTF will need to focus on:

- Translating its strategic priorities to operational terms through a process of cascading and breaking down the strategies to specific outcomes
- Aligning the organization to the strategy through ensuring that the organization structure, policies, procedures and organization systems support the strategy
- Making strategy everyone's everyday job through individual employee's performance plans

- Making strategy a continual process through a constant monitoring and review of performance in relation to strategic outcomes expected
- Mobilizing change through executive leadership by ensuring that all the employees of have a shared vision and are given effective leadership by way of coaching, mentoring, motivating and inspiration towards the vision.

APPENDICES

Appendix I: EPTF Implementation Matrix

No	Strategic Outcomes	Target (5Yrs)	Baseline	Annual Targets					Key Activity	Actor
				Y1	Y2	Y3	Y4	Y5		
Strategic Pillar 1 – Transformed Communities										
1	Improved livelihoods (Participants reached) in existing or new areas/groups/communities including Navigators church and student ministries	1,000 per year	600 in the last 2 years	1,000	1,000	1,000	1,000	1,000	Knowledge transfer/Exchange and community capacity development	NC+ Programs Manager
	New individual/household/group enterprises established	50% increase compared to baseline survey	Endline survey to be conducted in June2023	10%	10%	10%	10%	10%	Establishment of New and enhancement of existing Agri/Non-Agri enterprises	
	Increase in income levels, improved food security and improved well being	50% increase compared to baseline survey	Endline survey to be conducted in June 2023	10%	10%	10%	10%	10%		
	Enhance the curriculum, review the mentorship model, and equip			review					Review curriculum/Equip trainers and mentors	

No	Strategic Outcomes	Target (5Yrs)	Baseline	Annual Targets					Key Activity	Actor
				Y1	Y2	Y3	Y4	Y5		
	trainers/mentors to enhance their capacity.									
	Participant satisfaction Index	85%	Nil	85%	85%	85%	85%	85%	Undertake participant satisfaction surveys	
Strategic Pillar 2 – Human Resources										
2	Enhanced employee satisfaction	85%	Undertake employee satisfaction survey	85%	85%	85%	85%	85%	-Conduct HR policy review -Conduct a review of staff remuneration and align it with current market standards.	NC
	Enhanced employee competencies	80%	Undertake an employee appraisal	TBA	TBA	TBA	TBA	TBA	Undertake annual employee appraisal and use a score sheet totalling to 100%	
	Increased effectiveness and productivity	80%	TBA	80%	80%	80%	80%	80%	Establish clear performance expectations and provide regular feedback and recognition for good work	NC
Strategic Pillar 3 – Stakeholder Engagement										
3	Enhanced engagement with different stakeholders			1					-Develop a stakeholder management policy	NC

No	Strategic Outcomes	Target (5Yrs)	Baseline	Annual Targets					Key Activity	Actor
				Y1	Y2	Y3	Y4	Y5		
		85%	No stakeholder analysis undertaken	85%		85%		85%	-Conduct stakeholder analysis to identify and prioritize key stakeholders, their needs, interests, and influence	
	Strategic partnerships initiated	20 Initiatives	TBA	4	4	4	4	4	Develop and implement partnership strategies that align with organizational objectives and priorities	
Strategic Pillar 4 – Organizational Development										
4	Enhanced EPTF Brand/Image	75%	Based on Cooperate Image indicator-TBA						Develop and implement a visual identity system that includes a logo, colour palette, typography, and brand guidelines.	NC+Communications Officer
	Enhanced good corporate governance and increased accountability	85%	Corporate governance index	85%	85%	85%	85%	85%	Investing in Board and management and leadership capacity building activities.	Board Development & HR Committee +NC
		100%	Increased Corporate accountability	100%	100%	100%	100%	100%	Compliance with legal and statutory requirements	

No	Strategic Outcomes	Target (5Yrs)	Baseline	Annual Targets					Key Activity	Actor
				Y1	Y2	Y3	Y4	Y5		
	Enhanced organizational culture	80%	Based on Annual OCA	80%	80%	80%	80%	80%	Annually assess and evaluate the organization's culture to identify areas for improvement and adaptation	
	Alignment of the organizational structure to the strategic plan	100%	4 vacant non project positions	Fill 1 vacant position	Fill 2 vacant positions		Fill 3 rd vacant position	Fill 4 th vacant position	Alignment of the organizational structure to the strategic plan	
Strategic Pillar 5 – Resource Mobilization										
5.	Resource Mobilization Policy	1		1					Develop a Policy document to guide the function in the organization	Resource Mobilization Committee +NC
	Growth in resources	Ksh 446 M	Available Ksh 63.9M	Ksh. 60.6M	Ksh.72.6M	Ksh.92.6M	Ksh.97M	Ksh. 123M	Raise funds from both local and international donors targeting 10% from local donors	
		67% (10% from local donors)	0%	23%	17%	29%	6%	5%		
	Revenues diversification between restricted and unrestricted funds	56%:44%	77%: 23%	66:36	59:41	57:43	55:45	56:44	Increase in unrestricted funds from individual donors	
	Sustainability (Restricted Reserves)	\$ 95,000	\$50,000	\$70,000	\$70,000	\$70,000	\$70,000	\$95,000	Establish and maintain a reserve fund that will	Resource Mobilization

No	Strategic Outcomes	Target (5Yrs)	Baseline	Annual Targets					Key Activity	Actor
				Y1	Y2	Y3	Y4	Y5		
									provide coverage for operational costs for a period of 12 months	Committee +NC

Appendix 2: Operational Budget for the 2023 – 2027 Strategic plan

2023-2027 Income & Expense Projections (Kshs)

INCOME	2023	2024	2025	2026	2027	TOTAL
SMC 20010 KSH	6,471,431.00				-	6,471,431.00
SMC SLP	8,374,708.99	11,510,247.55	10,374,247.55	8,530,593.45	10,000,000.00	48,789,797.55
CKU-22-B-09 - KSH	1,308,002.30	-	-	-	10,000,000.00	11,308,002.30
CKU-2	666,666.67	2,666,666.67	2,666,666.67	2,000,000.00	3,000,000.00	11,000,000.00
EPTF OPERATIONS-(Book Balance)	14,216,262.08	-	-	-	-	14,216,262.08
OTHER SOURCES/unrestricted	60,000,000.00	70,000,000.00	90,000,000.00	95,000,000.00	100,000,000.00	415,000,000.00
Total Income	91,037,071.04	84,176,914.22	103,040,914.22	105,530,593.45	123,000,000.00	506,785,492.93
EXPENSES						
SMC	11,596,997.71	9,549,246.45	8,413,246.45	6,569,592.36	7,768,957.69	43,898,040.66
CKU-22-B-09 (less personel & admin)	1,078,202.30	2,071,722.05	2,071,722.05	1,553,791.54	10,099,645.00	16,875,082.94
OTHER COMMUNITY DEVP. PROJECTS	46,613,746.14	54,382,703.83	69,920,619.21	73,805,098.05	77,689,576.90	322,411,744.13
Payroll - indirect staff	12,228,168.91	14,818,925.35	14,818,925.35	15,227,035.75	15,473,810.13	72,566,865.49
Bank & Mpesa Charges	131,150.00	144,265.00	158,691.50	174,560.65	192,016.72	800,683.87
Nairobi Office Rent	921,277.30	1,013,405.03	1,114,745.53	1,226,220.09	1,348,842.09	5,624,490.04
Office Rent	331,000.00	364,100.00	400,510.00	440,561.00	484,617.10	2,020,788.10
Business Permits	100,000.00	110,000.00	121,000.00	133,100.00	146,410.00	610,510.00
Utilities	40,000.00	44,000.00	48,400.00	53,240.00	58,564.00	244,204.00
Communications & Internet	140,000.00	154,000.00	169,400.00	186,340.00	204,974.00	854,714.00
Errands	50,000.00	55,000.00	60,500.00	66,550.00	73,205.00	305,255.00
Repairs & Maintainance (Office Equipment)	80,000.00	88,000.00	96,800.00	106,480.00	117,128.00	488,408.00
Travel & Subsistence Expense	99,055.00	108,960.50	119,856.55	131,842.21	145,026.43	604,740.68
Seminars & Conferences- Staff training & development	100,000.00	110,000.00	121,000.00	133,100.00	146,410.00	610,510.00
Office sanitation & refreshments	80,000.00	88,000.00	96,800.00	106,480.00	117,128.00	488,408.00
Professional Services & Consultancy	120,000.00	132,000.00	145,200.00	159,720.00	175,692.00	732,612.00
Insurance	700,000.00	770,000.00	847,000.00	931,700.00	1,024,870.00	4,273,570.00
Web Hosting	16,000.00	17,600.00	19,360.00	21,296.00	23,425.60	97,681.60
Printing & Stationery	75,000.00	82,500.00	90,750.00	99,825.00	109,807.50	457,882.50
RESERVES	7,000,000.00				2,500,000.00	9,500,000.00
OTHER ADMINISTRATIVE PROJECTS/SERVICES	2,900,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	10,900,000.00
Fundraising	1,504,533.33	1,802,133.33	2,298,133.33	2,405,600.00	3,050,400.00	11,060,800.00
Miscellaneous	200,000.00	220,000.00	242,000.00	266,200.00	292,820.00	1,221,020.00
Total Expenses	86,105,130.70	88,126,561.54	103,374,659.98	105,798,332.64	123,243,326.16	506,648,011.01
DEFICIT/SURPLUS	4,931,940.34	982,293.02	648,547.26	380,808.07	137,481.92	137,481.92

2023-2027 Income & Expense Projection (Kshs)

INCOME	end of month	2023	2024	2025	2026	2027	TOTAL
SMC 20010 KSH		6,471,431.00				-	6,471,431.00
SMC SLP		8,374,708.99	11,510,247.55	10,374,247.55	8,530,593.45	10,000,000.00	48,789,797.55
CKU-22-B-09 - KSH		1,308,002.30	-	-	-	10,000,000.00	11,308,002.30
CKU-2		666,666.67	2,666,666.67	2,666,666.67	2,000,000.00	3,000,000.00	11,000,000.00
EPTF OPERATIONS-(Book Balance)		14,216,262.08	-	-	-	-	14,216,262.08
OTHER SOURCES/unrestricted		60,000,000.00	70,000,000.00	90,000,000.00	95,000,000.00	100,000,000.00	415,000,000.00
Total Income	-	91,037,071.04	84,176,914.22	103,040,914.22	105,530,593.45	123,000,000.00	506,785,492.93
EXPENSES							
SMC		11,596,997.71	9,549,246.45	8,413,246.45	6,569,592.36	7,768,957.69	43,898,040.66
CKU-22-B-09 (less personel & admin)		1,078,202.30	2,071,722.05	2,071,722.05	1,553,791.54	10,099,645.00	16,875,082.94
OTHER COMMUNITY DEVP. PROJECTS		46,613,746.14	54,382,703.83	69,920,619.21	73,805,098.05	77,689,576.90	322,411,744.13
Payroll - indirect staff		12,228,168.91	14,818,925.35	14,818,925.35	15,227,035.75	15,473,810.13	72,566,865.49
Bank & Mpesa Charges		131,150.00	144,265.00	158,691.50	174,560.65	192,016.72	800,683.87
Nairobi Office Rent		921,277.30	1,013,405.03	1,114,745.53	1,226,220.09	1,348,842.09	5,624,490.04
Office Rent		331,000.00	364,100.00	400,510.00	440,561.00	484,617.10	2,020,788.10
Business Permits		100,000.00	110,000.00	121,000.00	133,100.00	146,410.00	610,510.00
Utilities		40,000.00	44,000.00	48,400.00	53,240.00	58,564.00	244,204.00
Communications & Internet		140,000.00	154,000.00	169,400.00	186,340.00	204,974.00	854,714.00
Errands		50,000.00	55,000.00	60,500.00	66,550.00	73,205.00	305,255.00
Repairs & Maintainance (Office Equipment)		80,000.00	88,000.00	96,800.00	106,480.00	117,128.00	488,408.00
Travel & Subsistence Expense		99,055.00	108,960.50	119,856.55	131,842.21	145,026.43	604,740.68
Seminars & Conferences- Staff training & development		100,000.00	110,000.00	121,000.00	133,100.00	146,410.00	610,510.00
Office sanitation & refreshments		80,000.00	88,000.00	96,800.00	106,480.00	117,128.00	488,408.00
Professional Services & Consultancy		120,000.00	132,000.00	145,200.00	159,720.00	175,692.00	732,612.00
Insurance		700,000.00	770,000.00	847,000.00	931,700.00	1,024,870.00	4,273,570.00
Web Hosting		16,000.00	17,600.00	19,360.00	21,296.00	23,425.60	97,681.60
Printing & Stationery		75,000.00	82,500.00	90,750.00	99,825.00	109,807.50	457,882.50
RESERVES		7,000,000.00				2,500,000.00	9,500,000.00
OTHER ADMINISTRATIVE PROJECTS/SERVICES		2,900,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	10,900,000.00
Fundraising		1,504,533.33	1,802,133.33	2,298,133.33	2,405,600.00	3,050,400.00	11,060,800.00
Miscellaneous		200,000.00	220,000.00	242,000.00	266,200.00	292,820.00	1,221,020.00
Total Expenses		86,105,130.70	88,126,561.54	103,374,659.98	105,798,332.64	123,243,326.16	506,648,011.01
DEFICIT/SURPLUS		4,931,940.34	982,293.02	648,547.26	380,808.07	137,481.92	137,481.92

Appendix 2: 5 year Funds Summary

2023-2027 Budget	TOTAL (Ksh)	%	Restricted (Ksh)	%	Unrestricted (Ksh)	%
Available	60,785,493	12.0%	46,569,231	76.6%	14,216,262	23.4%
Needed	446,000,000	88.0%	238,500,000	53.5%	207,500,000	46.5%
TOTAL	506,785,493	100.0%	285,069,231	56.3%	221,716,262	43.7%

2023 – Restricted vs Unrestricted funds = 77%: 23%

2027 - Restricted vs Unrestricted funds = 56%: 44%