



REPUBLIC OF KENYA

UNCLAIMED FINANCIAL ASSETS AUTHORITY

**STRATEGIC PLAN
(2023/24 – 2027/28)**

DRAFT

APRIL, 2023

Vision

A Trusted Institution in the Management of Unclaimed Assets

Mission

To Receive, Safeguard and Reunite Unclaimed Financial Assets for Socio-economic Prosperity

Core Values

Customer Focus
Transparency and Accountability
Collaboration and Partnerships
Innovativeness
Professionalism

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ACRONYMS

AKI	Association of Kenya Insurers
BCP	Business Continuity Plan
BETA	Bottom-Up Transformation Agenda
BSC	Balanced Score Card
CBK	Central Bank of Kenya
CMA	Capital Markets Authority
CSR	Corporate Social Responsibility
FSS	Financial Services Sector
GDP	Gross Domestic Product
ICT	Information Communication Technology
ICPAK	Institute of Certified Public Accountants of Kenya
IPRS	Integrated Population Registration System
IRA	Insurance Regulatory Authority
KAM	Kenya Association of Manufacturers
KBA	Kenya Bankers Association
KEPSA	Kenya Private Sector Alliance
KM	Knowledge Management
KPIs	Key Performance Indicators
KRA	Key Result Area
MDAs	Ministries, Departments and Agencies
MoU	Memorandum of Understanding
M&E	Monitoring and Evaluation
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
OAG	Office of the Auditor General
PESTELE	Political, Economic, Social, Technological, Environmental, Legal and Ethical
SDGs	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities and Threats
UFA	Unclaimed Financial Assets
UFAMS	Unclaimed Financial Assets Management System
SASRA	Sacco Societies Regulatory Authority
SMART	Specific, Measurable, Attainable, Realistic and Time Bound
RBA	Retirement Benefits Authority

FOREWORD

This is the third Strategic Plan of the Unclaimed Financial Assets Authority (UFAA) and covers the period 2023/24 – 2027/28. The plan aims to make UFAA a '***A trusted institution in the management of unclaimed assets***' which will be achieved by '***Receiving, Safeguarding and Reuniting Unclaimed Financial Assets for Socio-economic Prosperity***'.

Kenya's long-term development strategy, the Kenya Vision 2030, has recognized Financial Services as a key sector in the Economic Pillar. Coupled with this, the Authority is a key hinge in the achievement of the 'PLAN' as it is aligned to the Government Manifesto's five (5) core pillars namely: Agriculture; Micro, Small and Medium Enterprises (MSMEs) Economy; Digital Superhighway and Creative Economy; Housing and Human Settlement; and Health Care. One of the focus areas of the administration is on financial inclusion as well as support to Kenya's social and productive sectors. This creates a better environment for the Authority to deliver its mandate. The plan is also aligned to Sustainable Development Goals, specifically Goal 17 on Partnership for the Goals and the African Union Agenda 2063.

Through this plan, UFAA commits to continue providing leadership in the management of UFAs. Importantly, the realization of the overall goals and objectives of this strategy will go a long way in positioning the Authority as a key pillar for shared socio-economic development.

The environment within which UFAA operates remains dynamic with several realignments and changing priorities and preferences. This Plan is alive to this fact and as such, has proactively articulated SMART interventions to mitigate against potential risk factors. The Plan has also mapped Strengths, Weaknesses, Opportunities and Threats, and has proposed strategies and interventions to prioritise on the available opportunities.

The Plan is a product of extensive consultation, collaboration and comprehensive feedback from our internal and external stakeholders. The implementation of this Strategic Plan is the responsibility of not just the UFAA management, but also all our key stakeholders.

HON. DR. FRANCIS K NJENGA, CHAIRMAN OF THE BOARD

PREFACE

The Unclaimed Financial Assets Authority's Strategic Plan has been prepared in recognition of its importance as a Results-Based Management tool that ensures effective and efficient delivery of services, and that provides direction towards a defined and shared vision with strategies on how to achieve the Authority's goals and aspirations. Further, it gives a road map for implementation of UFAA's priorities for the next five (5) years.

The Authority has identified key strategic issues that include the need to: ***Enhance holders' compliance with the Act; increase the rate of re-unifying UFAs with rightful owners; strengthen accountability and sustainability in safeguarding UFAs and other Authority's financial resources; and build the capacity of the Authority to be able to deliver on its mandate.***

Development of this strategic plan called for dedicated effort and commitment. To this end, I wish to express our gratitude and appreciation to all our key stakeholders for their active and effective participation and involvement. Particularly, I recognize and acknowledge UFAA staff and the Strategic Plan Technical Committee, under the leadership of the Head, Legal and Board Services, for their dedication, commitment and teamwork. I specifically thank them for mapping out the strategic direction for UFAA to effectively execute our mandate of Receiving, Safeguarding and Re-uniting UFAs with the rightful owners

Accordingly, I acknowledge the contribution of our key stakeholders towards the development of this plan. We also take note of the contribution of the consulting firm, Kimstat Marketing Intelligence and Statistical Consultants Limited, for their technical support towards the development of this Plan.

To all those individuals and organizations, that in different ways, made contribution in this strategic planning process but I could not mention by name, I say thank you and look forward to continued collaboration. We call upon all our stakeholders to continue supporting us towards the realization of this Strategic Plan.

JOHN K MWANGI, EBS
CEO/MANAGING TRUSTEE

EXECUTIVE SUMMARY

The Unclaimed Financial Assets Authority (UFAA) is a State Corporation established by the Unclaimed Financial Assets Act, 2011. The Authority's mandate is to receive unclaimed financial assets from holders of such assets, safeguard and reunite these assets with the rightful owners.

This is the third generation Strategic Plan for the Authority, and has been prepared when Kenya's development process is geared towards the fourth Medium Term Plan (MTP IV) of the Kenya Vision 2030. This has enabled the holistic integration of the national development thought process into the strategic plan. The Authority plays a critical role in the implementation of Kenya's long term strategy, and particularly the Financial Services Sector Plan.

Towards realization of set targets in this strategy, UFAA has undertaken an environmental scan to map out factors that may affect its operations. Based on the situation analysis, the Authority has identified four (4) Key Result Areas, namely: ***Financial Assets Receipts, Trust Fund and Financial Resources Management, Financial Assets Re-unification and Institutional Development.***

This Plan envisions the Authority as '***A trusted institution in the management of unclaimed assets***' which will be achieved by '***Receiving, Safeguarding and Reuniting Unclaimed Financial Assets for Socio-economic Prosperity***'. To realize the Plan aspirations, the Authority is committed to upholding utmost degree of ***Customer Focus, Transparency and Accountability, Professionalism, Innovativeness and Partnership and Collaboration.***

The Authority has adopted the following Balanced Score Card (BSC) Perspectives: ***Stakeholders, Financial Stewardship, Internal Processes and Organizational Capacity.*** From each BSC perspective, the Authority will pursue the following strategic objectives. The Stakeholders perspective aims at strengthening customer satisfaction, collaboration and partnership, and corporate brand; the Financial Stewardship will aim to grow the Authority's revenues, diversify revenue streams, and manage Authority's expenditures; the Internal Processes Perspective seeks to reduce the Turn Around Time to re-unify, strengthen innovation and process automation, while the Organizational Capacity Perspective will

aim at enhancing employee engagement, and improving corporate culture, governance, and employee competencies.

The Strategic Plan Implementation and Coordination Framework has been developed and describes how UFAA will implement this strategy. The Authority will be headed by a CEO, and will have key Directorates, namely: Claims and Stakeholder Relations; Compliance and Enforcement; and Fund and Finance Management. This will be supported by key Divisions, including: Research, Policy and Strategy; Legal and Board Services; Corporate Communication; HRM and Administration; Supply Chain Management; and Internal Audit and Risk Assurance.

Implementation of the plan targets will require **KES. 4,642.7 Million**. This will call for a dynamic resource mobilization strategy in order to realize the objects of this plan. Some of the strategies to be employed include accruals from investments as well as prudent management of resources.

The Plan has provided for Monitoring and Evaluation which helps in identifying areas of improvement in terms of strategy and system effectiveness. The Plan will be monitored and evaluated through the identified KRA specific outcomes which will be reported on an annual basis, at the mid-term as well as at the end-term of the Plan implementation. In so doing, the implementation of the Plan will be a critical mirror of the progress realized by the Authority over the next five (5) years.

CHAPTER ONE

INTRODUCTION

1.0 Overview

This Chapter presents background information about UFAA, including its mandate and functions; regional, global and national challenges that relate to UFAA; as well as its role in Kenya's development process.

1.1 Background

The Unclaimed Financial Assets Act of 2011 provides legal definition of unclaimed financial assets and tasks UFAA with the responsibility of receiving, managing, and re-uniting unclaimed financial assets with their rightful owners. It prescribes periods of dormancy beyond which unclaimed financial assets require to be identified, segregated, reported and remitted by holding institutions to UFAA.

The formation of the Authority is a brain child of a taskforce report prepared in 2008. The taskforce had been formed to ascertain the nature, extent and value of unclaimed financial assets in Kenya. It was also tasked to make recommendations for an appropriate policy, legal, regulatory, and institutional regime to govern unclaimed financial assets. The report noted that the obtaining situation in Kenya at that time contrasted sharply with the international best practice. There was no local framework to deal with unclaimed financial assets and no hope of reunifying the assets with their rightful owners or beneficiaries.

Then, reasons for lack of reunification of these assets with their rightful owners were identified as: Passage of time, death of owners, missing records, lack of asset tracking mechanisms and the absence of legal and regulatory provisions for holding institutions to declare the unclaimed financial assets in their records. This framework, the Unclaimed Financial Assets Act, 2011 established the Unclaimed Financial Assets Authority (UFAA) as a Government Agency tasked with enforcing and regulating the UFA regime in Kenya, holding and investing UFA as a trustee and paying these out to rightful owners and/or beneficiaries.

The Constitution of Kenya is the foundation of all policies, laws and actions by state agencies in Kenya. The provisions of the Constitution that underpin the establishment of UFAA include: The right to property whereby Parliament is prohibited from enacting law that permits the state or any person to deprive a person of property of any description or of any interest in or right over, any property of any description; economic and social rights. These rights are deemed to have been promoted by the State when it facilitates the residents to exercise their economic and social affairs in a conducive and facilitative environment. A framework ensuring the safety custody and reunification of assets with the owners is an important State responsibility; and the protection of the economic interest of consumers.

1.2 Mandate and Functions of UFAA

The Unclaimed Financial Assets Authority (UFAA) is a State Corporation established by the Unclaimed Financial Assets Act, 2011. The Authority's mandate is to receive unclaimed financial assets from holders of such assets, safeguard and reunite these assets with the rightful owners.

The functions of the Authority are to:

- a. Enforce and administer the provisions of the UFA Act, 2011
- b. Ensure holders of unclaimed financial assets reunite them with the rightful owners or surrender them to the Authority.
- c. Examine and inspect unclaimed financial assets to ensure accurate reporting by the holders.
- d. Ensure that all relevant information on unclaimed financial assets is submitted to the Authority and maintained in a database.
- e. Receive all unclaimed financial assets required by the Act to be made to the Unclaimed Assets Trust Fund.
- f. Assume custody of the rights of unclaimed financial assets holders in respect of surrendered assets.
- g. Locate and notify owners of the unclaimed financial assets.
- h. Make payments out of the Fund to the identified owners of unclaimed financial assets in accordance with the provisions of the Act.
- i. Act as the Trustee of the Fund in accordance with Part V of the Act.
- j. Manage and invest the funds received in the Trust Fund.
- k. Spearhead implementation of unclaimed financial assets policies and procedures.

- l. Regulate and oversee matters relating to unclaimed financial assets.
- m. Advise the Cabinet Secretary on pertinent matters relating to unclaimed financial assets.
- n. Perform such other functions as are conferred on it by the Act or any other written law.

1.3 Global, Regional and National Development Challenges

1.3.1 Global and Regional Development Challenges

Governments are becoming increasingly aware of the need to regulate unclaimed assets. Drawing from this, many countries around the globe have enacted laws that govern the management of unclaimed assets. Despite this, it is evident that different governments face challenges in the management of these assets. The rate of re-unification has been a key challenge. Even though the US has been a leader in developing legal and policy frameworks that govern the management of UFAs, the rate of re-unification is still low, recording an average rate of 40%. This has also been the case in other countries.

The lack of complete records coupled with low value financial assets has been a key challenge. Towards addressing this, countries have come up with regulations establishing a threshold for what can be claimed. For example, in Canada, assets lower than \$25 are forfeited to the state. However, this has not solved the challenge of low re-unification rates. Whereas some governments treat unclaimed assets as a source of additional revenue to assist in meeting their expenses, some governments have an elaborate plan on how to use the money. Some countries have come up with social investments using UFA accruals. For example, the State of Florida in the USA has designed and developed education support programmes with the 60% annually unclaimed assets. However noble, the key pillar in the management of UFAs is re-unification.

In the UK, the Commission on Unclaimed Assets addresses three main issues: Reuniting customers with their money and consumer protection; the transfer of unclaimed assets to a new entity; and the best use of unclaimed assets, which is the major focus of the commission. The commission proposes to support a range of activities, including: Funding

for third sector organizations, supporting communities to acquire land or buildings and promoting enterprise in disadvantaged communities.

South Africa has not been able to develop a legal or policy framework to guide the management of UFAs. The Association for Savings and Investment indicates that it reserves the right to holding and growing unclaimed policy benefits until the rightful owner is found, no matter how long it takes. A legal or policy framework is seen as a way of denying them the chance to continue holding the unclaimed benefits after some time. The association also indicates that irrespective of the source of the unclaimed assets, the life company must make sure that the money is invested in such a way that the policyholder or beneficiary, once traced, receives an amount in line with the expectation created by the risk policy or investment policy contract.

In addition to the differing understanding of UFAs and their management, holders are disputing audit findings in court. Holders continue to view escheat as an important source of revenue. There have also been varying dormancy period definitions at country level.

1.3.2 National Development Challenges

A baseline survey commissioned in 2018 estimated that KES. 241 billion in unclaimed financial assets were still unreported to UFAA by public agencies and private firms. The report further showed that about 477,112 public and private entities hold these assets in their books. As at December, 2022, assets worth KES. 55.6 Billion has been surrendered to the Authority. This is a small portion of what is estimated to be held by private and public players, mainly because UFAA has not been able to cover all institutions. Further to this, there are 19 million records out of which 40% belongs to Kenyans who have died, 10% to institutions, and about 50% to beneficiaries who are still alive. However, Kenyans remain disinterested in pursuing funds legally belonging to them or their families.

Kenya has come a long way in the development of strong governance frameworks for the various subsectors in the larger financial services industry. Specifically, with regard to the unclaimed financial assets regime, the regulatory framework conceived in 2011 has witnessed tremendous achievements that are now reflected in the work of the UFAA. These achievements, however, need to be accompanied by a robust

reunification strategy that is the most important pillar of the unclaimed financial assets regime. During the period of implementation of the Act, a lot of valuable lessons have been learnt and gaps identified in the original idea reflected in the architecture of the Act.

The current situation on unclaimed financial assets in Kenya can be summarized as follows: The current trend of low levels of public awareness on the UFAA mandate means that there is low compliance rate among holding institutions and low claim rate from owners and beneficiaries of UFA; inadequate policy and legal framework to allow differentiated claim modes. Currently, there are no regulations that allow or require differentiated claims modes depending on the value of the claims. This has led to inefficiency and ineffectiveness in reunification of the different types of assets; inadequate capacity of the UFAA - human resource plays a vital role in ensuring implementation of the Act; variation in recording and management of unclaimed financial assets - before the Act, there was wide variation in the recognition, treatment, accounting and reporting of unclaimed financial assets across different sectors. Many holding institutions operated, and unfortunately continue to operate, below the envisioned regulatory standards and best industry practices and policies on unclaimed financial assets. This justifies setting and enforcing uniform definitions, accounting and reporting requirements for unclaimed financial assets across all sectors.

1.4 UFAA's Role in Development Agenda

The primary mandate of the Authority is to receive UFAs from the holders of such assets, safeguard and re-unite them with their rightful owners. This mandate is vividly captured by the Mission Statement of the Authority which is to ***'Receive, Safeguard and Reunite Unclaimed Financial Assets for Socio-economic Prosperity'***. This is a key role in the achievement of the 2030 Agenda for Sustainable Development. Specifically, Goal 16 calls for the promotion of peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Target 16.3 specifically advocates for the promotion of the rule of law at the national and international levels and ensure equal access to justice for all, while target 16.4 calls for strengthening the recovery and return of assets, which is within the purview of UFAA.

The Authority touches on various Financial Services Sector, including: Banking, capital markets, insurance, retirement benefits/pensions, and savings and credit co-operatives (Saccos). As such, in the Kenya Vision 2030, the Financial Services is one of the key sectors under the financial and productive pillar of the fourth MTP of the Kenya Vision 2030, and has been pointed out as a critical foundation for the achievement of the 10% annual GDP growth rate. The Authority is also key in ensuring that all Kenyans participate in the economic processes of the country. Establishing status of unclaimed assets and linking them with rightful owners is key in increasing opportunities for individual savings for personal investments in health, education, housing, among other reproductive sectors of the economy, and also to reduce vulnerability.

Towards the implementation of the Bottom-Up Transformation Agenda (BETA), specifically in the financial and productive sector, the Authority will focus on: Aggregation of UFAs; investments in government securities at a non-competitive window; equitable re-unification of UFAs with rightful owners for shared socio-economic prosperity; as well as investment in CSR programmes on the widows' flagship programme and tree planting in support of climate change adaptation, mitigation and community resilience. Additionally, one of the focus areas of the current administration is on financial inclusion as well as support to Kenya's social and productive sectors. This creates a better environment for the Authority to deliver its mandate.

Financial Services Sector Plan of the fourth Medium Term Plan (MTP IV) has set an ambitious re-unification target for the Authority, at 20% per year in the medium term. Further to this, the government has stressed the need for strong institutions which are fully supported by an enabling legal, policy and institutional framework. In reference to UFAA, it is important to have laws on unclaimed assets to give holders legal compulsion to manage these assets considering the interests of the owners. Further to this, these laws reduce fraud by employees of holding institutions as well as reducing fraud and malpractice in such entities. They protect the interests of beneficiaries such as widows/ widowers, orphans and dependents among others – the less fortunate.

The role of the Authority in strengthening the framework for governing, handling and managing UFAs as an essential component of a safe and sound financial sector is critical. It is expected to play a key role of: Ensuring a stable financial system with high levels of integrity and

enhanced controls over financial assets held and managed by holding institutions; providing high levels of consumer protection to rightful owners and beneficiaries of financial assets; creating a strong framework for effective and efficient reunification of UFAs with owners and beneficiaries under an indefinite right of reunification after remittance to the Authority; and establishing a regime for transparency and prudence in the management of UFAs held by the Authority and the effectiveness of the reunification of the assets with the rightful owners and, or beneficiaries.

It is also a key institution in establishing a framework for alignment of the UFAs governance to relevant national policy documents, the national vision for the Financial Services Sector and to ensure compliance with Article 6(3) of the Constitution of Kenya regarding access to public services; providing for the ascertainment, and constant updating of data on the size, nature and extent of UFAs in Kenya both by the Authority and holders; and enhancing the regulatory framework for management of UFAs to conform to the national policy and laws and is consistent with international best practice, through periodic reviews of existing legislation and regulations and the development of new legislation (if necessary) so as to enhance effective and transparent governance and administration of UFAs in Kenya.

1.5 Rationale for Preparing the Strategic Plan

This Strategic Plan is a demonstration of the Authority's commitment to fulfilling its mandate through mapping out of key partners and resources required for successful implementation of its mandate.

The Plan sets out the basis of the Authority's existence and guides its operations for the next five (5) years. In order to ensure effective coordination with the wider Government policy agenda, it is necessary to ensure proper alignment of the Authority's strategic direction with the fourth Medium Term Plan (MTP IV), Sustainable Development Goals, the Kenya Vision 2030 and Government's Bottom Up Transformation Agenda (BETA) and policy priorities.

This is the third Strategic Plan for UFAA and aims to provide a strategic direction that will enable the Authority to achieve optimal performance. The plan seeks to re-position the Authority to respond to emerging trends

in the management of UFAs. Specifically, the Strategic Plan covering the period 2023/24 – 2027/28 has been developed to:

- i. Align the work of UFAA with the Financial Services Sector Plan of the fourth Medium Term Plan (MTP IV) of the Kenya Vision 2030 and other international development frameworks such as Sustainable Development Goals (SDGs).
- ii. Strengthen the Authority's capacity for service delivery.
- iii. Provide a framework for mobilizing resources towards achievement of the Authority's mandate as well as supporting productive sectors.
- iv. Provide a framework for monitoring and evaluation of the performance of the Authority.
- v. Communicate the Authority's Vision to its stakeholders.

1.6 Methodology of Preparing the Strategic Plan

The preparation of the Strategic Plan commenced with the appointment of a Technical Committee, drawing membership from all UFAA departments. The committee provided overall guidance during the planning process. Together with the consultant, the committee reviewed existing legal and policy documents that provided the context for preparing the Plan, and conducted stakeholders' consultations, both internal and external. The draft Plan was subjected to rigorous internal and external stakeholders' engagements where valuable inputs on the Strategic Plan were received and incorporated into the document.

CHAPTER TWO

SITUATION ANALYSIS

2.0 Overview

This chapter presents key milestones and challenges faced by UFAA including an assessment of its operating environment using SWOT and PESTEL tools. Stakeholders' analysis is undertaken to identify their interests, relationships and expectations. These analyses formed the basis for the formulation of Key Result Areas (KRAs), objectives and strategies.

2.1 Review of Past Performance

2.1.1 Key Achievements

Financial Assets Receipt: In the plan period, the Authority undertook a baseline survey on UFAs and was able to map out sources of UFAs through compliance partnerships, monitoring and reporting; it held strategic meetings with regulatory bodies on disclosure and reporting; strengthened holder compliance enforcement by promoting ADR as an effective way of conflict resolution; undertook targeted holders' education and awareness campaigns; implemented UFAMS with a validation check on holders' reports for mandatory fields, among others. As a result, the Authority received financial assets worth KES. 55.6 billion (composed of KES. 27.28 billion in cash and KES. 28.32 billion in shares).

Financial Assets Safeguarding: In the plan period, UFAA invested available funds in line with the approved Investment Policy Statement (IPS); ensured safe custody of all reported UFAs, optimal management of financial resources, timeliness, prudence, and transparency in reporting; and prepared annual budgets and resource mobilization plans, among others.

In the plan period, the Authority surpassed its annual investment target, except in FY 2019/20. The Authority accrued KES. 1,191.8 million, KES. 1,404.5 million, KES. 1,586.4 million, KES. 1,863.3 million and KES. 1,052.8 million (half year). This translates to a total of KES. 7,094.7 million against a target of KES. 6,700 million. In the last four financial years (2018/19 – 2021/22), the Authority realized KES. 21.6 million in A-

I-A, against a target of KES. 12.6 million. This is interest earned from funds in the account. This was as a result of favourable interest rate regime and also due to lower-than-expected rate of reunification.

Financial Assets Re-unification: The Authority was able to segment data using available unique primary identifiers e.g., ID, Huduma Number, Passport Numbers; reviewed payment period downwards to seven (7) days; implemented different modes of payments through banks, SACCOs, mobile money, and cheques; provided a dedicated customer service desk; among others. Held awareness and education forums with claimants; established partnerships and collaboration with key service providers such as Huduma Kenya, and with the Ministry of Interior and Coordination, among others. However, the rate of re-unification (of all assets – cash and shares) is still less than 5%. It was recorded at 2.7% at mid-point and 3.7% at the end of the plan period – for all assets and at 5.7% for cash assets.

2.1.2 Challenges

Despite the achievements realized in the last five (5) years, the Authority experienced the following challenges:

- i. Inadequate Staffing levels.
- ii. Weak policy framework.
- iii. Inadequate monitoring of the implementation of MoUs.

2.1.3 Emerging Issues

Covid - 19 Pandemic affected operations of the Authority to a large extend.

2.1.4 Lessons Learnt

- i. A mid-term evaluation of the Strategic Plan to establish the level of implementation of the Strategic Plan was undertaken. The review established the extent with which the Authority should adjust the Planned targets in relation to challenges and emerging issues that occurred during the implementation of the first phase of the plan. It is important to undertake periodic

- reviews on the implementation of the strategic plan in order to adjust target in accordance to prevailing circumstances.
- ii. The Authority has automated a substantial proportion of its services. This has led to efficiency and effectiveness in service delivery. It is therefore important for the Authority leverage on ICT in offering services, through continued automation.
 - iii. End-term review of the Strategic Plan was subjective. Most of the output targets and indicators did not meet the SMART criterion. There is need to set smart objectives and realistic targets.
 - iv. Given that the Authority works with different sectors as holders with varied levels of compliance, there is need for individualized engagement frameworks for enhanced compliance.
 - v. Strong collaboration and partnerships with stakeholders leads to effectiveness and efficiency in service delivery.

2.2 Environmental Scan

2.2.1 SWOT Analysis

This section presents the Strengths, Weaknesses, Opportunities and Threats of UFAA. Strengths - areas of key internal capabilities that UFAA can build on in implementing this strategic plan; Weaknesses - areas in which UFAA needs to improve, and which should be addressed in the strategic plan implementation framework; Opportunities - external environment that UFAA can take advantage of in the next 5 years; and Threats - external environment that may pose strategic challenges to UFAA in the next 5 years and for which it has to mitigate against.

Table 2-1: Environment Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> – Properly anchored in law [It is established under Act of Parliament and therefore Legally stable. It is the only institution mandated with the management of Unclaimed Financial Assets (UFAs) in Kenya] – Competent, cohesive and an enabling Board 	<ul style="list-style-type: none"> – Lengthy claims process (given that the law is prescriptive) – Low brand visibility and awareness – Inadequate staff – Low holders' compliance and re-unification – Non-institutionalized corporate culture

<ul style="list-style-type: none"> – A skilled, collaborative and performing management team – Competent and dedicated staff (unity of purpose, knowledgeable workforce) – Automated services (UFAA has substantially automated most of its services) – Existence of operational policies – Facilitative Workplace environment (adequate working tools, space and equipment's) 	<ul style="list-style-type: none"> – Limiting legal and policy framework – Weak cooperate social responsibility – Low budget absorption levels
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> – Partnerships and collaborations (National Governments Administration Officers (NGAO), other government institutions, private sector and non-state actors) – Advancement in digital space enabling the Authority to leverage to fully digitize its processes – Political good will - engagement with legislators to fast-track legislative reforms when necessary to broaden the scope. – Existence of Huduma centres across the 47 counties – Existence of supportive legal and policy framework, and regulatory bodies (CBK, SASRA, CMA, RBA, IRA, ICPAK) – Growth in mobile money payment and digital platforms for small value claims. – Government support and good will. – Existence of umbrella religious and social institutions (churches, vernacular radio and TV stations etc) – Mainstreaming of UFAs into laws, policies and plans 	<ul style="list-style-type: none"> – Cybercrime/data loss risk. – Conflict of interest – Changing government priorities – Low holders' compliance – Litigation from Holders and claimants – Low compliance with the UFAA Act by public institutions – Effects of pandemics, epidemics and disasters – Fraud – Lack of clear interpretation of non-cash assets (such as shares)

2.2.2 PESTELE Analysis

This section presents the effect of major Political, Economic, Social, Technological, Environmental, Legal and Ethical factors on the operations of UFAA.

Table 2-2: PESTEL Analysis

Category	Issue	Description/Implication
Political	Changing government priorities	One of the focus areas of the current administration is on financial inclusion as well as support to Kenya's social and productive sectors. This creates a better environment for the Authority to deliver its mandate. Different administration have varied manifestos in regards to UFAs
	Goodwill	UFAA has continued to enjoy goodwill from different stakeholders. Goodwill influences funding and policy. In the medium term, UFAA will continue to leverage the existing goodwill to enhance receipts and re-unification rates.
	Conflict of interest	Whereas the Authority is a custodian of UFAs (before they are re-united with the rightful owners), at times it may be viewed as 'idle' money. This calls for continued engagement with various stakeholders as well as upscaling education and awareness among stakeholders. The Authority will put in place internal controls and more verification procedures to minimize fraud as well as conflicts of interest
	Political Stability	The country is experiencing Political stability hence a favourable environment. However, political instabilities may affect the manner in which the Authority delivers its mandate.
	Devolution	Devolution has brought services closer to the people and the Authority may need to strengthen its collaboration and partnership with county governments

Category	Issue	Description/Implication
Economic	Macroeconomic stability	Stable macroeconomic environment provides opportunity for sustainable growth. The country is currently experiencing increase in prices of basic commodities. This coupled with unpredictable fluctuations of inflation rates, interest rates and exchange rates, increases the cost of living. Re-unification of Financial Assets is an economically unsustainable model given lack of complete and accurate records of unclaimed assets held by the Holders.
	Mainstreaming of UFAs in policies, plans and budgets	UFAs management had been recognized in MTP IV as key enabler of financial inclusion under the Financial Services Sector plan. There is need to strengthen the link between plans and policies.
Social	Increased awareness	Public perception that UFAA's role is part of government strategy to obtain additional revenue to fund public expenditure using the 'idle' funds. The Authority will undertake advocacy and sensitization campaigns, in addition to engaging the media through provision of timely and accurate information for objectiveness in reporting.
	Retrogressive beliefs	Cultural practices/beliefs discourage testators from preparing testamentary documents hence assets turned over to the Authority without the heirs'/beneficiaries' knowledge
		Many citizens don't declare the wealth/assets in full hence tracing next of kin becomes a problem
Technological	Advancement in technology	<ul style="list-style-type: none"> – In the near future, rapid technological change will render existing ICT infrastructure obsolete. – This necessitates continuous replacement. Demand for technology-based services calls for increased automation. – The Authority will automate most of its services for effectiveness and

Category	Issue	Description/Implication
		<p>efficiency and also for enhanced brand visibility and improved timely feedback provision.</p> <ul style="list-style-type: none"> – However, with increased automation, claimants are required to be technologically knowledgeable to navigate and make claims on the online portal. – With rapid change in technological advancement, the risk of data loss and unauthorized access also increases. – The Authority will develop a BCP to ensure continuity of service delivery in the advent of illegal attacks.
	Information Dissemination	<ul style="list-style-type: none"> – Growth in use of social media platforms amongst stakeholders offers UFAA an opportunity for disseminating information on UFAs. – For objectiveness, the Authority will review and implement a media engagement policy to guide its interactions with the media. – UFAA will regularly update its social-media platforms. – The Authority will develop new modes of communication for wider reach (such as religious umbrella bodies, vernacular radio and TV stations, champions etc)
Environmental	Triple planetary crisis (Threat of Climate change, Biodiversity laws, and Land degradation)	Has been identified as the most significant health threat of the 21 st century. It endangers billions of lives and livelihoods across every continent and threatens the systems upon which we all depend. The Authority will develop and implement a CSR action plan
Legal	Legislative framework	<p>Supportive legal and policy framework is a key ingredient in delivering the Authority mandate.</p> <p>Development/review of the legal and policy framework is dependent on the parent Ministry. Deficient understanding of who a holder is, and the conditions</p>

Category	Issue	Description/Implication
		that qualify an asset to be categorized as an unclaimed asset under the UFA Act.
Ethical	Good Governance	<ul style="list-style-type: none"> – Holders treat unclaimed financial assets as additional revenue streams and are thus reluctant to declare and surrender them to the Authority – There are inherent fraud risks
	Sustainability	Agenda 2030 encourages corporates to adopt sustainable practices and to integrate sustainability information into their reporting cycle.
	Community Social Impact	The Authority will develop and implement a CSR action plan, focusing on cross-cutting issues

2.3 Stakeholder Analysis

An analysis of the stakeholders is undertaken to clearly outline their roles/functions; their expectations from UFAA; what the Authority should do to meet their expectations; and what the stakeholders should do to assist UFAA realize its mandate.

Table 2-3: Stakeholder Analysis

Name of Stakeholder	Stakeholder's expectation from UFAA	UFAA's expectation from the stakeholder
The National Treasury	<ul style="list-style-type: none"> – Prudent management of funds – Timely submission of reports – Compliance with financial management laws and regulations – Advisories 	<ul style="list-style-type: none"> – Development of supportive legal and policy framework – Timely approval of budgets – Timely approvals of transfers from the Trust Fund – Financial advice, concurrence and approval of investment projects – Technical support upon request – Objective feedback

Name of Stakeholder	Stakeholder's expectation from UFAA	UFAA's expectation from the stakeholder
		<ul style="list-style-type: none"> – Support in resource mobilization
Holders	<ul style="list-style-type: none"> – Guidance on compliance – Capacity building on reporting and compliance – Prompt feedback 	<ul style="list-style-type: none"> – Make reasonable efforts to locate rightful owners of assets in their custody – Timely reporting of UFAs as prescribed – Accurate UFAs information – Objectiveness
Claimants	<ul style="list-style-type: none"> – Prompt settlement of claims – Simplified and cost-effective claims process – Prompt feedback – Awareness creation on re-unification 	<ul style="list-style-type: none"> – Provide complete and accurate claim documentation – Cooperation
Regulatory bodies e.g. CBK, CMA, IRA, ICPAK etc	Collaboration and partnerships	<ul style="list-style-type: none"> – Assist the Authority in the enforcement of the provisions of the UFA Act (generally ensure that the objectives of the Act are achieved). – Technical support upon request
Judiciary	Collaboration and partnerships	<ul style="list-style-type: none"> – Fast tracking of verification of grants – Expedition of succession cases
OAG	<ul style="list-style-type: none"> – Collaboration and partnerships 	<ul style="list-style-type: none"> – Objectiveness – Cooperation – Capacity building

Name of Stakeholder	Stakeholder's expectation from UFAA	UFAA's expectation from the stakeholder
	<ul style="list-style-type: none"> – Timely submission of annual reports and financial statements 	
MDAs, Commissions and Independent Offices	<ul style="list-style-type: none"> – Collaboration and partnerships – Capacity building – Timely and accurate information 	<ul style="list-style-type: none"> – Comply with the Act – Timely and accurate information
Industry and professional associations (KBA, AKI, KMA, NAUPA, KEPISA etc)	Collaboration and partnerships	<ul style="list-style-type: none"> – Goodwill – Capacity building – Collaboration and partnerships
Development Partners	Collaboration and partnership	Collaboration and partnership
Data collaborators (telecoms, IPRS etc)	<ul style="list-style-type: none"> – Collaboration and partnership on big data and information – Goodwill 	<ul style="list-style-type: none"> – Collaboration and partnership on big data and information – Goodwill
Academia and research institutions	<ul style="list-style-type: none"> – Collaboration and partnerships – Use research findings 	<ul style="list-style-type: none"> – Conduct researches on UFAs – Knowledge Management
Non-State Actors (CSOs, NGOs, CBOs etc)	Collaboration and partnerships	<ul style="list-style-type: none"> – Outreach – Objectiveness
Legislative bodies i.e. National and county assemblies	<ul style="list-style-type: none"> – Initiate and provide technical support on the 	<ul style="list-style-type: none"> – Pass favorable laws and legislations – Objective oversight – Support in resource mobilization

Name of Stakeholder	Stakeholder's expectation from UFAA	UFAA's expectation from the stakeholder
	<ul style="list-style-type: none"> – legislation process – Transparency and accountability 	
UFAA Staff	<ul style="list-style-type: none"> – Commensurate and fair remuneration – Meritocracy – Supportive policies (in place) – Career progression and development – Conducive working environment – Management and Board support 	<ul style="list-style-type: none"> – Confidentiality – Productivity, professionalism and teamwork – Compliance with laws and regulations – Accountability and transparency
Media	<ul style="list-style-type: none"> – Timely provision of accurate information – Collaboration and partnerships 	<ul style="list-style-type: none"> – Inter-mediation – Support in improving visibility – Objective reporting – Collaboration and partnerships
Service providers (e.g. consultants, suppliers)	<ul style="list-style-type: none"> – Fair and transparent tendering processes – Timely payment – Compliance with laws and regulations 	<ul style="list-style-type: none"> – Timely and quality products and services – Compliance with laws and regulations – Confidentiality
General public	<ul style="list-style-type: none"> – Accurate information 	<ul style="list-style-type: none"> – Goodwill and cooperation

Name of Stakeholder	Stakeholder's expectation from UFAA	UFAA's expectation from the stakeholder
	– Implement CSR programmes	

CHAPTER THREE

STRATEGIC MODEL

3.0 Overview

This chapter presents areas of focus for UFAA in the period 2023-2027. These areas of focus themed Key Result Areas (KRAs) have broad strategic objectives which the Authority commits itself to accomplish in the long term. Strategies are the accompanying specific means, ways, the how's and the methods by which the Authority will accomplish the objectives.

3.1 Vision, Mission and Core Values

Vision Statement

A trusted institution in the management of unclaimed assets

Mission Statement

To Receive, Safeguard and Reunite Unclaimed Financial Assets for Socio-economic Prosperity

Core Values

1. **Customer Focus:** We will always act with a sense of urgency, make timely decisions, and provide responsible solutions that meet the needs of our stakeholders. At all times, we will provide equal access to services, opportunities and resources to all. We will ensure timely provision of accurate information. All staff members will be treated fairly and equally.
2. **Transparency and Accountability:** We will conduct business in an open manner, upholding high levels of integrity, uprightness and fairness.
3. **Collaboration and Partnerships:** We are committed to working as one so as to attain our full potential and achieve the shared Authority goals. We will partner and network with our stakeholders to harness synergies for greater impact. We will continue to provide quality attention to all our partners and provide services that fit their needs.

4. **Innovativeness:** We will embrace and support creativity and adopt new products and services.
5. **Professionalism:** Staff of the Authority will demonstrate highest level of competence, efficiency and ethical values in realizing its goals.

3.2 Key Result Areas, Strategic Objectives and Strategies

Based on the situation analysis presented in Chapter Two (2), UFAA has identified key strategic issues that include the need to:

- i. Enhance holders' compliance with the Act.
- ii. Increase the rate of re-unifying UFAs with rightful owners.
- iii. Strengthen accountability and sustainability in safeguarding UFAs and other Authority financial resources.
- iv. Build the capacity of the Authority to be able to deliver on its mandate.

This will be realized through four (4) Key Result Areas, namely: ***Financial Assets Receipts, Trust Fund and Financial Resources Management, Financial Assets Re-unification and Institutional Development***. Details of each follow below.

3.2.1 KRA 1 – Financial Assets Receipt

In FY 2018/19, the Authority undertook a baseline survey to gain a deeper understanding of unclaimed financial assets with regards to tentative values, potential holders, as well as assets category. According to the survey, financial assets worth KES. 241 Billion were estimated. The Authority targeted to receive KES. 100 Billion in the plan period through enhanced education and awareness creation among holders and also through strategic engagements regulatory bodies. As at December 2022, the Authority had received assets worth KES. 55.6 billion (composed of KES. 27.28 billion in cash and KES. 28.32 billion in shares). This translates to a deficit of KES. 44.4 billion worth of assets. Most of these assets had been submitted by Banks (67.7%), by listed companies (16.9%), telecoms (9.3%), insurance companies (5.3%), other sources (0.3%), pension funds (0.1%) and Saccos (0.3%). This is an indication that there are UFAs with holders which the Authority should strive to receive.

In the medium term, the Authority will establish the status of UFAs by undertaking a survey in the first year of the plan, then develop strategies to enhance receipts. Such strategies will include targeted audits and implementation of feasible recommendations, determining others classes of assets as guided under section 18 of the Act, strengthening holders' engagement frameworks (including learning workshops involving various stakeholders to pick on areas of improvement), and enforcing compliance in reporting and surrender. Efforts will also be made towards enhancing compliance through use of Voluntary Disclosure Agreements where the holder gets an amnesty on fines and penalties. The Authority will partner with other UFA entities (such as NAUPA) to leverage on their platforms for enhanced and standardized compliance and reunification process.

The Authority will finalize reconciliation of shares in collaboration with key stakeholders, and will initiate review of the existing legal and policy framework to encourage holders to sell residue shares prior to reporting to the Authority.

The existing legal and policy framework addresses only the most common types of unclaimed financial assets. This leaves out, and does not extend to all financial asset classes and new financial instruments including balances in mobile money and banking innovations where Kenya is a world leader as well as in the emerging area of crypto-currencies. Other holders so far not included are lawyers (in respect of unclaimed balances in client accounts held by law firms) and trust accounts.

The current unclaimed financial assets framework is unclear about compliance by, institutions and entities in the public sector that hold significant financial assets. These include the Public Trustee, Kenya Deposit Insurance Corporation and other government departments. The regime does not explicitly differentiate public and private institutions as holders of different categories of UFA. The Authority has performed dismally in receiving assets held by court or Government departments. As such, it will be initiating engagements with MDAs. The Authority will partner with key public institutions such as the National Treasury; Public Sector Accounting Standards Board; Ministry of Information, Communication and the Digital Economy; and ICPAK, among others, to strengthen reporting of UFAs in Financial Statements.

The law, as currently designed, envisages penalties and fines for non-compliance against all holding institution be they private or public. The penalty system, as it applies to public entities is impractical. The legal framework shall be reviewed from time to time to include other categories of holding institutions and clearer, and more precise, definitions to extend the applicability of the Act to newly identified and emerging holding institutions to all financial asset classes and new financial instruments.

Other strategies to actualize this KRA are summarized below.

KRA	Strategic Objective	Strategy
Financial Asset Receipt	To enhance holders' compliance in declaration and surrender of unclaimed financial assets	Strengthen stakeholder engagement
		Identification of unclaimed financial assets
		Strengthen reporting Mechanism of UFAs

3.2.2 KRA 2 – Trust Fund and Financial Resources Management

According to the UFA Act, the Authority is mandated by section 48 Act to determine investments in line with the Trustee Act and as approved by the CS, National Treasury. The accrued Trust Fund Income can be used to fund economic activities including UFAA operations. The Authority has been investing in Treasury Bills in line with the current Investment Policy Statement (IPS). From these investments, to a total of KES. 7,094.7 Million against a target of KES. 6,700 Million has been accrued.

One of the focus areas of the Government is on financial inclusion as well as support to Kenya's social and productive sectors. This creates a better environment for the Authority to deliver its mandate. In the fourth MTP period, the Authority has considered the need to design and implement a social bond (with the approval of the CS, the National Treasury) to fund programmes that benefit the public. This calls for the fast tracking of the development of the national policy on UFAs and as well as review of the current legal framework to guide on utilization of un-reunified unclaimed assets. Towards this further, the Authority will review and implement the IPS. Other strategies to actualize this KRA are as summarized below.

KRA	Strategic Objective	Strategy
Trust Fund and Financial Resources Management	To strengthen accountability and sustainability in safeguarding UFAs and financial resources	Implement strategic investments
		Support sustainable development
		Management of cash and non-cash assets
		Prudent Budget and Expenditure Management
		Transparency and Accountability in Financial Reporting
		Effective Financial Planning and Resource Mobilization
		Implement and maintain Effective Payment Management Systems & Processes
		Management of procurement process

3.2.3 KRA 3 – Financial Assets Reunification

The most significant function of UFAA has not registered much success with a reunification level remaining at very low levels. The rate of re-unification (of all assets – cash and shares) is still less than 5%. It was recorded at 2.7% in 2021 and 3.7% at the end of the plan period (2023) – for all assets and at 5.7% for cash assets. Existing evidence shows that it is easier to reunify cash assets. In the medium term, the Authority will explore the option of converting non-cash unclaimed assets in cash equivalent (especially shares and safe deposit¹ contents). In the fourth MTP period, the Financial Services Sector targets a re-unification rate of 20%, annually.

Some of the reasons for this is very low awareness levels among the claimants, hence need to intensify public campaigns on UFAA's mandate and review of UFAA Regulations, 2016 to allow differentiated modes of settling different claims values, use of different re-unification channels to reach a wide scope of claimants in various parts of the country, establish various partnerships with various stakeholders to deepen re-unification and capacitate holders of UFA so as to file complete and accurate returns on UFA for ease of re-unification.

¹ As at December, 2022, 147,509,7113 shares and 3,658 Safe Deposit boxes had been surrendered to the Authority

Article 6(3) of the Constitution of Kenya, 2010 requires every national State organ ensure reasonable access to its services in all parts of the Republic, so far as it is appropriate to do so having regard to the nature of the service. Currently, the UFAA's only office is in Nairobi with no outposts or agents elsewhere in the Republic hence making its services inaccessible within the tenet of Article 6 (3) of the Constitution in so far as its services are not accessible at the grass-root level especially with regard to compliance and reunification outreach.

The percentage of assets with low values has posed a challenge to the UFAA due to the high cost of administering these assets vis-a-vis their value. UFAA shall, from time to time, determine the manner of dealing with assets of insignificant value and shall, in that regard, among other things, make use of appropriate ICT to enable the reunification of these assets with the owners at the most cost-effective way possible.

The Authority will continue to automate its services for efficiency and effectiveness. As guided in the Act, the Authority will consider the appointment or license custodians, fund managers and agents to assist in the reunification of the assets with the owners. This will, however, be informed by a comprehensive risk analysis.

Further, with increasing public awareness on their rights and with high expectations on reunification from government and the public, the Authority will deepen education and awareness/outreach programs to sensitize both holders and claimants on their respective obligations with respect to surrender of unclaimed assets and reunification. Other strategies to actualize this KRA are as summarized below.

KRA	Strategic Objective	Strategy
Financial Assets Reunification	To increase the re-unification rate of UFAs with rightful owners	Strengthen claimants engagement framework
		Strengthen unclaimed assets database Analytics
		Strengthen supportive re-unification legal and policy framework

KRA	Strategic Objective	Strategy
		Enhance automation and decentralization of service delivery

3.2.4 KRA 4 - Institutional Development

The Authority recognises the need to ensure continued growth and enhanced capacity of its human capital in line with its workload and emerging trends. In this regard, UFAA optimal staffing levels will be established. Programs to accentuate staff motivation will be implemented in addition to provision of work environment that is safe and conducive. ICT infrastructure will be harnessed and deployed to augment efficacy in back-office operations to support UFAA processes and other operations. The Authority will also integrate staff performance and productivity in all its operations, and inculcate good governance tenets to enhance efficiency and effectiveness in service delivery. It will also strengthen the communication function for improved institutional visibility, including employing different modes of information dissemination such as use of agents, social and mainstream media, churches, among others. The Authority will also identify and engage champions, including political leaders for wider reach.

Having been in existence for the last decade, the Authority has amassed immense knowledge both tacit and explicit worth documenting and replicating. The Authority will also put in place mechanisms to enhance evidence-base decision making and action. Strategies to actualize this KRA are as summarized below.

KRA	Strategic Objective	Strategy
Institution development	To strengthen UFAA institutional capacity	Improve brand visibility and awareness
		Human Resource development
		Performance management
		Strengthen corporate planning
		Maintenance of standards
		Risk management
		Improve cooperative Governance

KRA	Strategic Objective	Strategy
		Automation of services
		Work environment enhancement
		Corporate culture management
		Promote research and knowledge management

3.3 Strategy Map

Vision	A trusted institution in the management of unclaimed assets			
Mission	To Receive, Safeguard and Reunite Unclaimed Financial Assets for Socio-economic Prosperity			
KRAs	Financial Assets Recovery	Trust Fund and Financial Resources Management	Financial Assets Re-unification	Institutional Development
Strategic Results	Enhanced holders' compliance in declaration and surrender of unclaimed financial assets	Strengthened accountability and sustainability in safeguarding UFAs and financial resources	Increased re-unification rate of UFAs with rightful owners	Strengthened UFAA to deliver on its mandate

Strategy Map		Measures	Targets	Initiatives
Financial	<pre>graph BT; subgraph Financial; F1([Strengthened Accountability and Sustainability]); F2([Increased Revenue for UFAA]); F3([Expenditure Management]); end; subgraph Customer; C1([Improve Brand Visibility]); C2([Improve Customer Satisfaction]); C3([Provision of Accurate Information]); end; subgraph InternalProcesses; IP1([Strengthen Enforcement]); IP2([Enhanced Stakeholder Engagement]); IP3([Increased Re-unification rate]); IP4([Increased Automation]); end; subgraph OrganizationalCapacity; OC1([Knowledge Management]); OC2([Optimize Staff Capacity]); OC3([Automate Services]); OC4([Strengthen Performance Management]); OC5([Good Governance]); end; OC1 --> IP1; OC2 --> IP2; OC3 --> IP2; OC4 --> IP3; OC5 --> IP4; IP1 --> C1; IP2 --> C2; IP3 --> C2; IP4 --> C3; C1 --> F1; C2 --> F2; C3 --> F3;</pre>	Value of Assets (KES. Billion)	206.4	Fund Investment
		Absorption Rate (5)	100	Prudent management
		Audit Opinion/Level	Unqualified	Prudent management
Customer		Customer Satisfaction (%)	X+5	Upscaled awareness creation
		Brand Awareness Index	X+5	
		ROI (KES. Billion)	21	Investment in line with the IPS
Internal Processes		Annual re-unification rate	20	Aggressive stakeholders Engagement
		Turn Around Time (days)	7	
		Improved PC Index	3.0000	Corporate Work planning
Organizational Capacity		Customer Satisfaction Index (%)	X+10	Aggressive stakeholders Engagement
		Employee Satisfaction Index (%)	X+10	HR Planning and Capacity Building

Customer Focus. Partnerships and Collaboration. Transparency and Accountability. Innovativeness. Professionalism

CHAPTER FOUR

IMPLEMENTATION AND COORDINATION FRAMEWORK

4.0 Overview

This chapter provides information on the various types of resources required to implement this strategic plan. It includes UFAA's human resource capacity and needs, financial resource requirement, strategies for resource mobilization, the proposed organization structure as well as performance and risk management strategies.

4.1 Proposed Structure of UFAA

Office of the CEO: The UFAA CEO will be responsible for providing overall leadership in the development, implementation and evaluation of strategies to effectively address emerging issues, risks and opportunities related to UFA Act, 2011.

Claims and Stakeholders Relations Directorate: The Directorate will be responsible for claims and stakeholder (including holders and claimants) relations. This will also include researching on topical issues, reconciling databases, and undertaking detailed analytics. It will have three (3) Divisions; Claims, stakeholder relations and ICT.

Compliance and Enforcement Directorate: The Directorate will be responsible for compliance and enforcement. Specifically, it will be responsible for: Conducting compliance audits and enforcement of UFA Act. It will be made up of two (2) Divisions; Compliance and Enforcement.

Fund and Finance Management Directorate: The Directorate will be responsible for both the finance and accounting functions. Specifically, it will be responsible for: Coordinating the budget formulation, preparation, execution, accounting and reporting; ensuring appropriate and adequate financial management information systems are in place; and monitoring, evaluating and overseeing the management of finance affairs, among others. It will be made up of two (2) Divisions; Fund Management, and Finance and Accounting.

Research, Policy and Strategy Division: The Division will be responsible for providing expertise in the formulation, development, and implementation of strategies and policies for continued growth and success of the Authority. The Division will also be responsible for creating the strategic culture necessary for the organization to accomplish its strategic objectives.

Legal and Board Services Division: The Division will be responsible for ensuring the integrity of the governance framework, efficient administration of the Authority, ensuring compliance with statutory and regulatory requirements, and implementing decisions made by the Board of Directors.

Supply Chain Management Division: The Division will be responsible for ensuring that there is a continuous, cost effective and efficient procurement of goods and services for the Authority.

Human Resources and Administration Division: The Division will be responsible for the provision of professional leadership, development and implementation of human resource and administration plans, budgets and mapping-out activities to achieve strategic results.

Corporate Communication Division: The Division will be responsible for building the Authority's reputation and brand visibility as well as the establishment and management of information dissemination mechanisms.

Internal Audit and Risk Assurance Division: The Division will be responsible for ensuring the integrity of the Authority assets, quality of management decisions and mitigation of fraud and risk by ensuring the existence of appropriate internal controls and systems, the effective operation of the internal audit function, including providing the Senior Management Team and the Finance and Audit Committee with information on management follow-up actions in order to comply with audit requirements and to establish and implement systems to support and monitor compliance.

4.2 Staff Establishment

In reference to Table 4-1, currently, UFAA has 32 staff members compared to a proposed establishment of 60, meaning that the Authority

is operating at 53.3% optimal capacity. The technical areas are the highly affected with only 35.3% of the expected capacity in place, followed by top management at 38.9%.

Table 4-1: Staff Establishment

S/No.	Cadre/Category/Grade	Proposed	In-post	Variance
1.	Top Management (G 1-3)	18	7	(11)
2.	Middle Management (G 4)	6	9	3
3.	Technical Officers (G 5 - 8)	34	12	(22)
4.	Support Services (G 9 - 10)	2	4	2
Total		60	32	(28)

4.2.1 Staff Development Measures

1. In the plan period, UFAA will undertake a skills gap analysis with a view to informing the review of the current organizational structure, finalization of a career progression guidelines and Human Resource plans to ensure optimal staffing levels for effectiveness.
2. The Authority will recruit 28 staff members. Part of this recruitment will be meant to strengthen the strategy and planning, communications and Audit Departments.
3. Establish mechanisms to attract and retain competent staff. The Authority will continually improve the terms of service for all staff commensurate to their skills and competencies.
4. The realization of key success as enshrined in the four (4) Key Result Areas will depend on a wide range of skills and competencies. For improved service delivery, the Authority will conduct a Training Needs Assessment (TNA) on an annual basis and prepare and implement training interventions targeting all staff members. Efforts will be made to ensure equitable representation by diverse groups in recruitment, training and promotion.
5. The Authority will endeavour to provide a clear career progression for all staff and will ensure that whenever there are opportunities, internal staff are granted an opportunity by rewarding excellence in service delivery.
6. To strengthen performance management, UFAA will implement Staff Performance Appraisal System (SPAS) for all staff through the Balanced Score Card for staff. It will also endeavour to design and implement rewards and sanction policy.

7. To ensure teamwork and diligence, the Authority will hold teambuilding forums for staff and the Board, and induct new staff and Board members on the roles of the Authority.
8. On work environment, the Authority will undertake risk assessments and sensitize staff on issues of safety from time to time. Interventions will include stress management activities, and initiatives to keep employees safe and healthy at work. It will procure adequate working tools for staff as well as undertake oversight surveys (employee, work environment, and customer) to gauge satisfaction levels.
9. The Authority will provide a clear Business Continuity Plan (BCP) through coaching and mentorship of staff at all levels. This is aimed at transferring and retaining knowledge, skills and institutional memory of the Authority.

The Authority's organizational structure is shown in Figure 4-1.

Figure 4-1: Current UFAA Structure

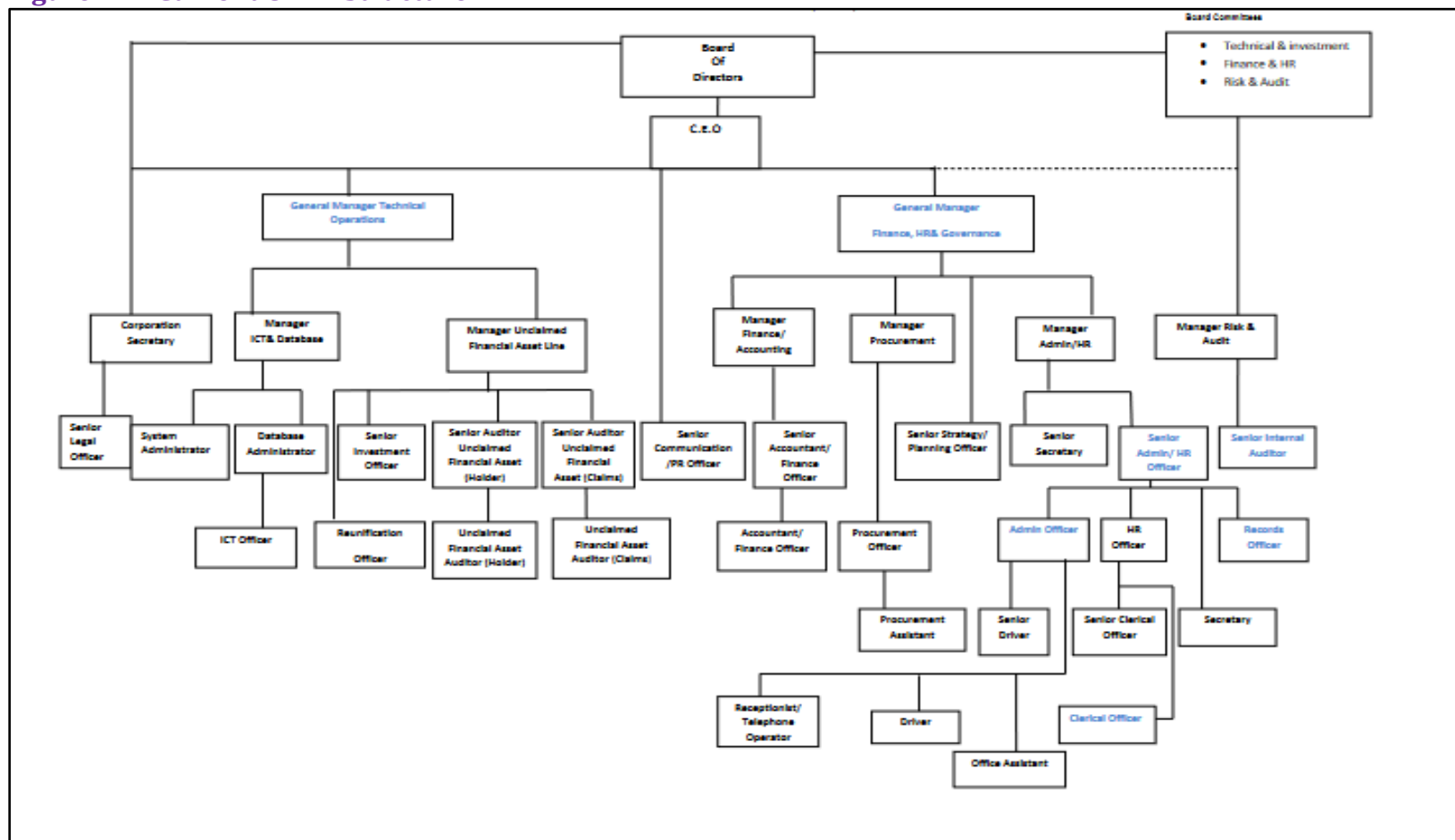
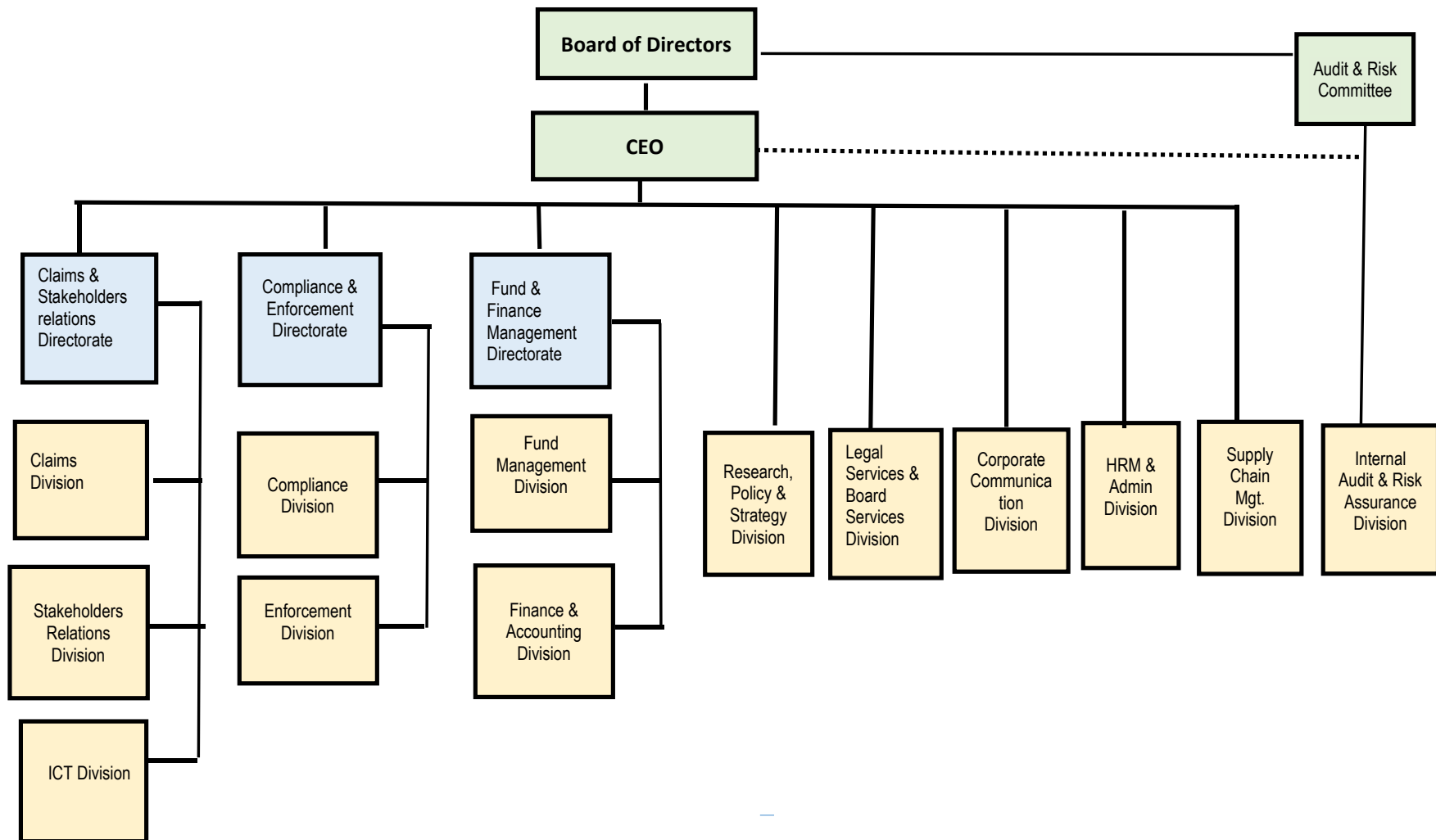


Figure 4-2: Proposed UFAA Structure



4.3 Financial Resources

Financial Resources Requirements (by Key Result Areas per Financial Year and total for plan period) are presented in Table 4-2.

Table 4-2: Resource Requirements

Key Result Area	Resource Requirements						
	Baseline (2022/23) (KES. Mn)	(KES. Mn)					
		Y1	Y2	Y3	Y4	Y5	Total
Assets Receipts	-	134.5	131.5	101.5	100.5	100.5	568.5
Assets Management	-	14.8	66.3	40	29	30	180.1
Assets Reunification	-	111	99.5	102.5	104.5	107.5	525
Institutional Development	-	175.9	242.5	204.5	205.1	225.6	1,053.6
Board Expenses	22.1	24.3	26.8	29.4	32.4	35.6	148.5
Personnel Emoluments	202.8	235.5	259.1	264.3	277.5	291.4	1,327.8
Utilities	34.5	35	35.5	36	39.6	43.6	189.7
Insurance	21.5	22.5	22.5	22.5	24.8	27.2	119.5
Other Expenses	510.9	30	50	150	150	150	530
Total	791.8	783.5	933.7	950.7	963.4	1,011.4	4,642.7

Implementation of the plan targets will require **KES. 4,642.7 Million**. This will call for a dynamic resource mobilization strategy in order to realize the objects of this plan. Some of the strategies to be employed include accruals from investments as well as prudent management of resources.

4.3.1 Resource Management

The UFAA will put in place measures to optimize use of available resources by improving efficiency and reducing wastage. This will be done through: Improved efficiency in the use of allocated funds; putting in place mechanisms to check expenditure and also ensuring the proper maintenance of UFAA facilities, equipment and vehicles.

4.4 Risk Analysis and Mitigation Measures

Table 4-4 presents summary mapping of risk events that are anticipated, their categorization and mitigation measures.

Table 4-3: Risk Mapping

Risk Category	Risk and Description	Likelihood	Impact	Risk Level	Mitigation Measure	Risk Owner
Reputational	Changing priorities and management in organizations with active MoUs with the Authority	Low	High	High	Continuous review of the MoUs	Respective Heads of Directorate/ Division
	Inaccurate/false reporting by anonymous reporters	High	Low	Medium	Develop a mechanisms of weeding out false positives	Head, Claims and Stakeholder Relations
	Negative perception of the Authority	High	High	High	Shape perceptions; provision of timely information; daily media monitoring	Head, Communications
Consultant Risks	Conflict of interest in reporting UFAs	High	High	High	Close supervision by UFAA staff (for external audits); Validation of UFAs survey report	Head, Claims and Stakeholder Relations/ Compliance and Enforcement/ /Research, Policy and Strategy
Economic and Financial	Fraudulent claims	Low	High	High	Strengthen the verification processes	Head, Claims and Stakeholder Relations
	Reduced rate of return from investments	Low	High	High	Develop and implement a resource mobilization strategy	
Operational	Inadequate staff capacity coupled with Staff turnover	Low	High	High	Implement strategies to attract and retain	Head, HR and Admin Division

Risk Category	Risk and Description	Likelihood	Impact	Risk Level	Mitigation Measure	Risk Owner
					qualified and competent staff. Implement the rewards and sanctions policy	
	Low levels of compliance and reunification	High	High	High	Strengthen collaboration mechanisms with key stakeholders (holders, claimants, MDAs etc)	Head, Head, Claims and Stakeholder Relations
Legal	Delayed review of the legal framework	Low	Medium	Medium	Initiate the review of the existing legal and policy framework. Prepare proposals and submit	Head, Legal and Board Services
	Litigations arising from interpretation of the Act and regulations	High	Medium	High	Sensitizations and capacity building	
Technological	Data loss (information security)	Low	High	High	Maintenance of disaster recovery site as well as development and updating of the Business Continuity Plan	Head, ICT Division

CHAPTER FIVE

MONITORING, EVALUATION AND REPORTING

5.0 Overview

Monitoring, evaluation and reporting of this Plan will involve a systematic and continuous process of collecting and analyzing information based on the indicators, targets and provision of feedback. Two types of indicators will be tracked and used to measure performance. These include output and outcome indicators. The results of M&E will be used to make corrective actions, improve implementation of activities and also inform plans.

5.1 Monitoring the Implementation of Strategic Plan

Monitoring will involve collecting and analyzing information relating to the various indicators and using the information to inform day-to-day operations. The Strategy Department will monitor the implementation of the Strategic Plan through regular meetings and reports. The Department will coordinate the implementation, and monitoring of this Strategic Plan.

5.2 Mid-term Review

The UFAA will conduct a mid-term review of this Strategic Plan to examine the progress towards achieving the set targets. The review will be conducted by a technical team appointed by the CEO. This will be undertaken in the third year of its implementation. The recommendations of mid-term review will help in making improvements to the Strategic Plan implementation process.

5.3 End-term Review

End-term review will be conducted at the end of the Strategic Plan period. The process will be spearheaded by a technical team appointed by the CEO. UFAA will provide secretariat services to the technical team during the review. The achievements, challenges, lessons learnt, emerging issues and recommendation will inform the next cycle of the strategic planning.

5.4 Ad hoc Review

The CEO may recommend an ad hoc review of the Strategic Plan to be conducted in case of significant and unexplained variance between the planned and achieved performance targets. Such variances will be identified through the regular quarterly and annual reports.

5.5 Reporting

All Departments will be involved in monitoring and reporting on the progress of achievement of results and objectives based on the key indicators agreed upon and aligned to the overall indicators identified in this Strategic Plan. This will be achieved by ensuring collection and provision of timely and accurate data during the plan period. The Departments will be expected to generate reports on quarterly, bi-annual and annual basis which will be submitted to the Planning and Strategy Department. The Planning and Strategy Department will prepare and issue templates for data collection. The submitted reports will be analyzed, compiled and disseminated. The monitoring and evaluation reports generated will be shared with the management and the Board through the reporting structure for decision-making and learning.

5.6 Linkage between Strategic Plan and Staff Balanced Score Card

The implementation matrix of this Strategic Plan will be integrated with the Performance Management System to enhance realization of set targets. This linkage is also expected to ensure commitment of all staff to the realization of the objectives of the Strategic Plan by cascading the targets to individual level in the Staff Balanced Score Card.

5.7 Critical Success Factors

1. **Leadership and Governance:** The Management and the Board will provide direction and guidance towards strategy execution.
2. **People, Systems and Policies:** The Authority will ensure that the right people and engaged, both in skill and competence. Supportive systems and policies will also be put in place.
3. **Monitoring and Evaluation:** The Authority will strengthen the Monitoring Information System to ensure early remedial actions. A key hinge will be the strengthening of the Strategy Department.

4. Culture: The Authority will maintain and improve a performance-oriented culture at all levels during the implementation of this plan. The performance culture will be aligned with the Authority's performance management framework. This framework will provide periodic review of the Key Performance Indicators (KPIs) for continuous improvement.
5. Communication: The Authority's strategies will be cascade down to the various levels of the organization. To enable buy-in and support, the Strategic Plan will be communicated to all employees in the most effective manner.
6. Performance-Based Budget: The Authority will ensure that the Strategic Plan initiatives are adequately budgeted for.
7. Governance: External audits will be conducted by the Office of the Auditor-General to establish compliance with Government's operations and financial regulations. These audits will also facilitate value for money as well as strengthen the financial management arrangements to make it a compliant Authority.

ANNEX I: IMPLEMENTATION MATRIX

KRA	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Financial Asset Receipt	To enhance holders' compliance in declaration and surrender of unclaimed financial assets	Strengthen stakeholders' engagement	Review and implement MOUs with various institutions and bodies	MOUs developed/ reviewed and implemented	Proportion of MoUs reviewed	100	100					6					Respective Directorate/ Division
					Proportion of strategic identified and MoUs signed	100 ²		100					15				
			Establish partnership and collaboration with the key public institutions	Partnerships established and strengthened	No. of new partnerships established	3 ³		3					15				Compliance and Enforcement
					No. of existing partnerships reviewed and strengthened	6 ⁴	6					3					
					MoUs implementation Annual monitoring reports	5	1	1	1	1	1						
			Prepare and publish complying institutions by 31 st January	Complying institutions published	Annual Publication	5	1	1	1	1	1	2	2	2	2	2	Communication & Compliance and Enforcement
			Develop and implement holder's award scheme	Holder's award scheme developed and implemented	Annual Award Forums	5	1	1	1	1	1	3	3	3	3	3	Compliance and Enforcement

² Some of these include: *NSE*, Central Depository and Settlement Corporation (*CDSC*), *Kenya Association of Stock Brokers (KASB)*

³ PSASB, CA and Judiciary

⁴ OAG, SASRA, RBA, IRA, Huduma and NGAO

KRA	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
		Identification of unclaimed financial assets	Conduct a survey on unclaimed financial assets	Survey undertaken ⁵	Survey Report	1	1					20					Research, Policy and Strategy
					Value of assets (cash) identified and collected (KES. Billion).	60.6	32	37.4	43.8	51.4	60.6	1		1			
					Units of Shares	2,127	1,351	1,518	1,702	1,904	2,127						
					Value of assets (None-cash) identified and collected (KES. Billion).	159.3	31.5	39.9	56.6	89.9	159.3						
		Conduct audits on compliance and implement feasible recommendations	Compliance audits conducted and recommendations implemented	Proportion of identified non-compliant holders audited		100	100	100	100	100	100	90	90	90	90	90	Compliance and Enforcement
					Undertake targeted holders' forums across various sectors	40	8	8	8	8	8	4	4	4	4	4	
					Anonymous reporting mechanism	1	1	1	1	1	1		1				
		Activate whistleblowing mechanism on UFAs	Anonymous reporting mechanism	Anonymous reporting mechanism													

⁵ The survey will conduct holders' analysis categorized in MTEF sectors - Agriculture Rural & Urban Dvt; Energy, Infrastructure & ICT; General Economic & Commercial affairs; Health; Education; Governance, Justice, Law & Order; Public Admin. & International Relations; National Security; Social Protection Culture & Recreation

KRA	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
				operationalized													
			Advise CS Treasury on newly identified unclaimed assets not listed in the Act (section 18).	Reports on the newly identified UFAs not listed in prepared	No. of reports	5 ⁶	1	1	1	1	1						Legal and Board Services/ Compliance and Enforcement
		Strengthen reporting Mechanism on UFAs	Reengineering of the holders' reporting process	Processes identified and reengineered	Proportion of processes	100	100	100	100	100	100	1	1	1	1	1	Compliance and Enforcement Compliance and Enforcement
			Develop and implement a feedback mechanism to improve the reporting process	Feedback mechanism developed and implemented	Feedback mechanism put in place	1	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	
					Proportion of feedback received and acted upon	100	100	100	100	100	100						
			Evaluate the effect of Finance Act 2022 on receipts	Evaluation conducted and recommendations implemented	Evaluation report	1	1					2					
			Develop an enforcement policy that	Enforcement policy developed	Enforcement Policy document	1	1					2					Compliance and Enforcement/

⁶ Classes of identified assets (Bonga points, Deposits for distribution of goods/services, Betting proceeds, Airtime balances)

KRA	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
			integrates ADR in dispute resolution	and implemented	Proportion of disputes resolved	100	100	100	100	100	100						Legal and Board Services
Trust Fund and Financial Resources Management	To strengthen accountability and sustainability in safeguarding UFAs and financial resources	Implement strategic investments	Review IPS	IPS reviewed	IPS	2		1		1							Fund and Finance Management
			Invest funds in line with the IPS	Investment Income	ROI (KES. Billion)	15.76 ⁷	2.24	2.62	3.07	3.60	4.24						
			Onboard Fund Manager	Advisories on fund management issued	No. of investment advisories	10	2	2	2	2	2	2	2	2	2	2	
			Conduct research on investments	Researches on investment conducted	No. of research reports	10	2	2	2	2	2	0.5	0.5	0.5	0.5	0.5	
		Support sustainable development	Engage NT with a view of investing in social bonds	Social Bonds designed and implemented	Social bond	1			1			0.3	0.3				
		Management of cash and non-cash assets	Reconciliation of non-cash assets	Non-cash assets reconciled	No. of reports	20	4	4	4	4	4						
			Onboarding of shares	Share accounts in UFAA custody	Proportion of share accounts in UFAA CDA account	100		100	100	100	100		40	10	5	5	
			Onboarding of safe deposit boxes	Safe deposit boxes onboarded	Proportion of deposit boxes on boarded	100		100	100	100	100		10	10	10	10	
			Develop a mechanism of managing on	Mechanism developed	Mechanisms	1	1										

⁷ Based on an average return rate of 8%

KRA	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
			boarded shares														
			Auction of financial contents in safe deposit boxes	Financial contents auctioned	Proportion of boxes	100			100					5			
		Prudent Budget & Expenditure Management	Capacity build the budget implementation committee and staff on budget implementation	Budget implementation committee capacity built	No. of training forums	2		1		1			1		1		Fund and Finance Management
				Staff trained	Proportion of staff trained	100		100					3				
		Transparency and Accountability in Financial Reporting	Prepare annual reports and financial statements of the Trust fund and the Authority	Annual report and financial statement of the Authority prepared	Annual report and Financial Statement	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	
				Financial statement of the Trust fund	Annual Financial statement	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	
				Trust fund audited accounts gazetted	Annual Gazette statement	5	1	1	1	1	1	1	1	1	1	1	
				Audit opinion maintained (unqualified)	Unqualified audit opinion Reports	5	1	1	1	1	1	4	4	4	4	4	
				Reporting Software maintained	Updated software	1	1	1	1	1	1	1	1	1	1	1	
				UFAA Management and reporting team trained	Training Forum	3	1		1		1	2		2		2	

KRA	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
		Effective Financial Planning and Resource Mobilization	Prepare MTEF budget for the Authority	MTEF budget prepared	MTEF budget	5	1	1	1	1	1						
		Implement and maintain Effective Payment Management Systems & Processes	Payment system implemented	Payment system implemented and maintained	Payment system	1	1					1	0.5	0.5	0.5	0.5	
		Management of procurement process	Prepare procurement plans and reports	Procurement Plan prepared	Annual Procurement Plan	5	1	1	1	1	1	2	2	3	3	3	
				Quarterly reports prepared	No. of reports	20	4	4	4	4	4						
Financial Assets Reunification	To increase re-unification rate of UFAs with rightful owners	Strengthen claimants engagement framework	Hold reunification clinics every two months	Bi-monthly reunification clinics held	Number of reunification clinics	30	6	6	6	6	6	40	40	40	40	40	Claims and Stakeholder Relations
			Increase re-unification rate	Re-unification rate increased	Annual increase in re-unification rate	20	5	8	12	17	20						
			Develop and implement tracing mechanisms for owners of assets	Asset owners Tracing framework developed and implemented	Framework	1	1					1.5					
					Number of asset owners traced ('000')	100	20	20	20	20	20	0.5	0.5	0.5	0.5	0.5	
			Hold roundtable meetings with	Annual round-table meetings held	No. of meetings held	30	6	6	6	6	6	2	2	2	2	2	Claims and Stakeholder Relations/

KRA	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
			key stakeholders ⁸														Communications
			Conduct promotion events	Promotion events conducted	No. of Quarterly events	20 ⁹	4	4	4	4	4	40	42	44	46	48	
			Verification of claim document's with third parties	Documents verified	Proportion of documents verified	100	100	100	100	100	100	10	10	11	11	12	
		Strengthen unclaimed assets data Analytics	Capacity build staff on unclaimed assets data analytics	Staff capacity built on data analytics	Number of staff trained	10	10					1					HR and Admin
			Mainstream data analytics in unclaimed assets reunification initiatives and decision-making	Data analytics reports prepared	No. of reports	20	4	4	4	4	4						
		Strengthen supportive re-unification legal and policy framework	Initiate review of UFA Act	UFA Act amendment proposals developed and submitted to NT	Proposals	1	1					2					Legal and Board Services

⁸ Such as Judiciary, IPRS, Immigration, State Department for Lands, BRS and Huduma Kenya

⁹ Roadshows, markets storms and clinics

KRA	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
			Initiate review of the UFA regulations	UFAA regulations' review proposals developed and submitted to NT	Proposals	1	1					2					
			Develop and implement a strategy for engagement of re-unification agents	Strategy developed and implemented	Strategy	1	1					3					
			Finalize the National UFAs policy	National UFAs policy finalized	National UFAs policy	1	1					4					
			Review of claims processing and payment timelines	Claims processing and payment timelines reviewed	Turnaround time (in days)	7	25	20	15	10	7						Claims and Stakeholder Relations/Compliance and Enforcement
		Enhance automation and decentralization service delivery	Review MoU with Huduma Kenya Secretariat	MOU with Huduma reviewed and implemented	MoU	1	1										
			Develop and implement regional decentralized reunification strategy	Regional decentralized reunification strategy developed	Strategy	1	1										Legal and Board Services
			Review and robotize redundant processes in	Claims processing tasks	Percentage of tasks identified and robotized	100	20	40	60	80	100	5	5	5	5	5	ICT

KRA	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
			claims processing	identified and robotized													
			Integration of claims processing systems with payment channels	Integrated payment system in place	Level of integration	100	50	100									Claims and Stakeholder Relations/ Compliance and Enforcement
			Review customer experience initiatives	Reports on initiatives reviewed and implemented	No. of reports	20	4	4	4	4	4						Communications
			Review functionality of CRM module and capacity build staff	CRM functionality reviewed	CRM Module	1	1	1	1	1	1						
				Staff trained on CRM	Proportion of staff	100	100	100	100	100	100						
Institutional development	To strengthen UFAA institutional capacity	Improve brand visibility and awareness	Undertake KAPs survey and implement feasible recommendations	KAPs survey undertaken and feasible recommendations implemented	Survey Report	1			1					4			Communications
			Review and implement communication, CSR, education and awareness, partnership, and customer service policies	Policies reviewed	No. of policies	4	4					2					
			Review and implement	Strategies reviewed	No. of strategies	4	4					2					

KRA	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
			communication, CSR, education and awareness, partnership, and customer service strategies														
			Hold strategic forums with key stakeholders	Strategic forums with key stakeholders held	No. of forums	10	2	2	2	2	2	2	2.5	3	3.5	4	
			Review customer journey maps	Customer journey maps reviewed	Customer journey maps	1			1					3			
			Prepare and issue advertisements and advertorials	Advertisements and advertorials prepared and issued	No. of advert placements	10	2	2	2	2	2	32	35	38	40	42	
			Develop and distribute IEC materials	IEC materials developed and distributed	No. of categories of IEC materials	4 ¹⁰	4	4	4	4	4	20	22	24	26	28	
			Implement CSR programmes	CSR programmes implemented	No. of CSR programmes	5	1	1	1	1	1	10	11	12	13	14	
		HR development	Implement the approved staff establishment	Staff establishment implemented	No. of officers recruited	28	14	14				0.5	0.5				HR and Admin

¹⁰ Publications (Flyers, brochures, pamphlets, media kits), infomercials and documentaries, podcast (audio) and promotional items (items, corporate wear)

KRA	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
			Sensitize staff on HR instruments	Staff sensitized	Proportion of staff	100 ¹¹	100	100	100	100	100						
			Undertake a skills gap analysis	Skills gap analysis undertaken	Report	1			1					3			
			Undertake TNA and implement feasible recommendations	TNAs undertaken and recommendations implemented	No. of reports	3	1		1		1	1		1		1	
			Train staff	Staff trained	Proportion of staff trained	100	100	100	100	100	100	20	20	20	20	20	
			Develop the HR plan	HR plan developed and updated	HR plan	1	1	1	1	1	1						
			Develop and implement a mentorship and coaching policy	Mentorship and coaching policy developed and implemented	Mentorship and coaching policy	1		1					2				
	Performance management		Prepare PC targets and reports	PC targets and reports	No. of reports	30	6	6	6	6	6						HR and Amin/ Research, Policy and Strategy
			Implement BSC for staff	BSC for staff implemented	Proportion of staff on BSC	100	100	100	100	100	100						
			Staff trained on PC and BSC	Staff trained	Proportion of staff trained	100		100					5				
			Prepared half year performance	Half year performance review	No. of reports	10	2	2	2	2	2						

¹¹ Career progression guidelines, staff establishment, staff grading and revised HR policy manual

KRA	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
			review reports	reports prepared													
		Strengthen corporate planning	Preparation of corporate workplan	Corporate consolidated annual work plans prepared	Annual work plans	5	1	1	1	1	1	5	5	5	5	5	Research, Policy and Strategy
			Undertake reviews of the strategic plan	Reviews undertaken	Review reports	4	1	1	1	1		5	5	5	5		
			End term review of the retiring plan and development of the next strategy	End term review of the retiring plan carried out	End term review report	1					1					10	
			2028 – 2032 Strategic plan prepared	Strategic Plan		1					1					10	
		Maintenance of standards	Implement and maintain QMS	QMS implemented	Certificate	Certificate	1	1	1	1	1	5	5	5	5	5	ICT
			Maintain ISMS	ISMS maintained	ISMS certificate	1	1	1	1	1	1	3	3	3	3	3	
		Risk management	Review risk management policy and framework	Risk management policy and framework reviewed and implemented	Risk management policy and framework	2			2					2			Internal Audit and Risk Assurance
			Automate and update Risk register	Risk register automated	Updated Risk Register	1	1	1	1	1	1	2	2	2	2	2	
			Undertake risk management assessments and implement	Risk management assessments undertaken and recommendat	Quarterly reports	20	4	4	4	4	4						

KRA	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
			recommendations	ions implemented													
			Capacity build risk champions	Risk champions capacity built	No. of training forums	3		1	1		1		3	4		4	
			Undertake external quality assessment of internal audit	External quality assessment of internal audit undertaken	Assessment report	1			1					3			
		Improve cooperate Governance	Undertake Board governance audit	Board governance audit undertaken	Report	2		1		1			2		2		
			Undertake board evaluations	Boards evaluations undertaken	No. of Board evaluations	5	1	1	1	1	1	0.4	0.5	0.5	0.6	0.6	
			Capacity build Board members	Board members capacity built	Proportion of members	5	1	1	1	1	1	20	20	20	20	20	
			Undertake legal audit	Legal audit undertaken	No. of audit reports	2	1			1		3			3		
		Automation of services	Integrate UFAMs with payment channel and maintain other ICT systems (such ERP, backup, storage)	UFAMs integrated and other ICT systems maintained	Maintained ICT systems	1	1	1	1	1	1	10	10	10	10	10	
			Maintenance of disaster recovery site	Disaster recovery site maintained	Disaster recovery site	1	1	1	1	1	1	5	6	7	8	9	
			Conduct VAPT tests	VAPT tests conducted	Annual tests	5	1	1	1	1	1	3	3	3	3	3	

KRA	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
		Work environment enhancement	Provision of working tools	Staff provided with working tools	Proportion of staff	100	100	100	100	100	100	5	6	7	8	10	HR and Admin
			Undertake satisfaction surveys (employee, customer and work environment)	Satisfaction surveys undertaken and feasible recommendations implemented	Survey reports	3			3					3			
		Corporate culture management	Hold staff and Board bonding sessions	Staff and Board bonding sessions held	No. of sessions	10	2	2	2	2	2	3	3	4	4	5	
			Undertake customer promoter score survey and implement feasible recommendations	Customer promoter score survey undertaken	Survey reports	2		1		1			4		5		
		Promote research and knowledge management	Develop and implement research framework	Research framework developed and implemented	Research framework	1	1	1	1	1	1	7	7	7	7	7	Research, Policy and Strategy
			Undertake BCP reviews and capacity build staff (risk management)	BCP Review report developed	BCP Review report	5	1	1	1	1	1	3	3	3	4	5	
			Implement KM framework	KM Implemented	KM framework	5	1	1	1	1	1	7	7	7	8	8	

KRA	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
			Organize and hold Pan African UFAs Conference	Pan African UFAs Conference held	Pan African UFAs Conference	1		1					50				

ANNEX II: MONITORING AND EVALUATION FRAMEWORK

Key Result Area	Outcome	Key Performance Indicator	Baseline	Target	
				Mid-Term Period Target	End of Plan Period Target
Financial Assets Receipts	Enhanced holders' compliance in declaration and surrender of unclaimed financial assets	Value of cash assets received (KES. Billion) ¹²	27.6	47.8	60.6
		Unit of shares received	1,200	1,702	2,127
		Value of non-cash assets received (KES. Billion)	28	56.6	159.3
Trust Fund and Financial Resources Management	Enhanced Investment Income	ROI (KES. Billion)	-	7.9	15.7
		Rate of Return (Average rate of return on cash assets)	-	8	8
		Proportion of shares disposed	-	50	80
		Proportion of safe deposit boxes opened	-	50	80
		Amount invested (KES. Billion, through Social Bonds)	-	5	10
	Strengthened accountability and sustainability in safeguarding UFAs and financial resources	Audit Opinion/Level	Unqualified	Unqualified	Unqualified
		Absorption Rate	82.7 (2021/22)	100	100
Financial Assets Reunification	Re-unification rate increased	Re-unification rate	3.7	13	20
		Claims processing and payment timeline [for original owner claims (in days)]	25	15	7
		Claims processing and payment timeline [for beneficiary claims (in days)]	90	70	50
	Improved Performance	PC Index	3.0763	3.0399	3.0000

¹² This will be driven by adequate staffing levels and supportive legal and policy framework

Key Result Area	Outcome	Key Performance Indicator	Baseline	Target	
				Mid-Term Period Target	End of Plan Period Target
Institutional Development		KAPs Score [(%) – Understanding of the UFAs Claim Process by claimants]	1.5	5	15
		Customer Satisfaction Index (%)	X	X+5	X+10
		CAJ Rating (%)	-	95	100
		Board Evaluation Score (%)	-	95	100
		Employee Satisfaction Index (%)	X	X+5	X+10
		Approved organizational structure implemented (%)	-	100	100
		Optimal staffing levels	53.3	100	100
		Level of automation	X	X+10	X+20
	Improved corporate image	Brand Awareness Index (X)	X	X+5	X+10

