



**UNCLAIMED
FINANCIAL
ASSETS
AUTHORITY**



Strategic Plan

(2023 – 2028)

RECEIVE • SAFEGUARD • RE-UNITE

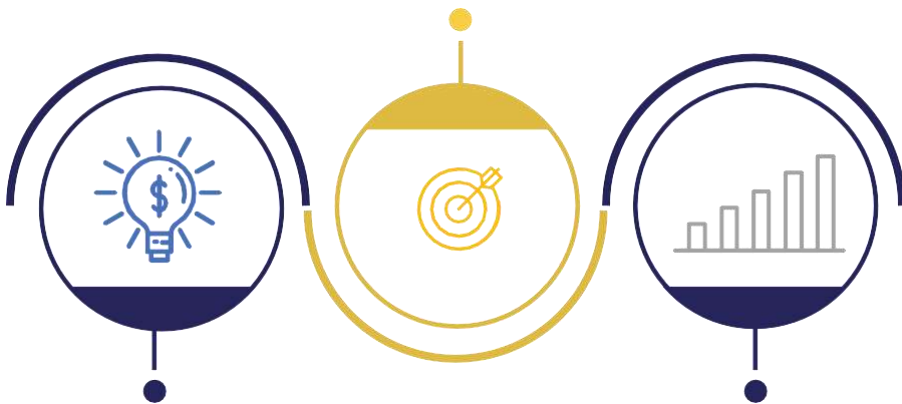


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Mission

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



Vision

A Trusted Institution in the Management of Unclaimed Assets

Core Values

Stakeholder Focus, Transparency and Accountability, Professionalism, Innovativeness, Partnerships and Collaboration

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Acronyms

A-I-A	Appropriation in Aid
AKI	Association of Kenya Insurers
BCP	Business Continuity Plan
BeTA	Bottom-Up Economic Transformation Agenda
BSC	Balanced Score Card
CAJ	Commission on Administrative Justice
CBK	Central Bank of Kenya
CBOs	Community Based Organizations
CEO	Chief Executive Officer
CMA	Capital Markets Authority
CRM	Customer Relationship Management
CS	Cabinet Secretary
CSR/I	Corporate Social Responsibility/Initiatives
CSOs	Civil Society Organizations
ERP	Enterprise Resource Planning
FSS	Financial Services Sector
GDP	Gross Domestic Product
HoD	Head of Department
ICT	Information Communication Technology
IEC	Information Education and Communication
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
KMA	Kenya Medical Association
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
MSMEs	Micro, Small and Medium-Sized Enterprises
MTP	Medium Term Plan
NAUPA	National Association of Unclaimed Property Administrators
NGAO	National Government Administration Officials
NGOs	Non-Governmental Organizations
OAG	Office of the Auditor General
PC	Performance Contract
PESTELE	Political, Economic, Social, Technological, Environmental, Legal and Ethical
PII	Personal Identifiable Information
SDGs	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities and Threats
UFA	Unclaimed Financial Assets
UFAMS	Unclaimed Financial Assets Management System
SACCOs	Savings and Credit Cooperative Organizations
SASRA	Sacco Societies Regulatory Authority
SMART	Specific, Measurable, Attainable, Realistic and Time Bound
RBA	Retirement Benefits Authority
ROI	Return on Investment
QMS	Quality Management System

Foreword



The Unclaimed Financial Assets Authority's (UFAA) Strategic Plan 2023-2028 outlines the Authority's corporate blueprint for the next five years. The thrust of the Plan is anchored on Financial Inclusion and Literacy as envisaged in the Medium-Term Plan IV (2023 - 2028) of the Kenya Vision 2030, the Sustainable Development Goals (SDGs) imperatives (Goal 17), African Union Agenda 2063 (Goal 9 & 20) and aligned to the Government Bottom-Up Economic Transformation Agenda (BeTA) for inclusive growth in the five core pillars of Agriculture; Micro, Small and Medium Enterprise (MSME) economy; Housing and Settlement; Healthcare; and Digital Superhighway and Creative Economy.

Specifically, the Plan underpins the enabler role of the Authority under government BeTA's finance and production sector through the aggregation, securitization, and socialization of the unclaimed financial assets for shared national Socio-economic Prosperity.

Having become an established actor in the financial services landscape in Kenya, the Authority is now positioned for a take-off in its strategic engagement with stakeholders, impact realization and in optimization of aligned synergies. In comparison, the former corporate Plans 2015-2018 and 2018-2023 focused on setting up the Authority and establishing the nascent unclaimed financial assets regime in the country.

The Plan articulates the Authority's mandate of receiving, safeguarding and reuniting unclaimed financial assets. This is cognizant of the Constitution of Kenya, 2010, the Unclaimed Financial Assets Act, 2011, Unclaimed Financial Assets Regulation, 2016, other relevant laws and appropriate international best practices. The Plan is alive to the place of the Authority in the dynamic finance and production sectoral configuration that requires us to innovate, adapt, craft and deploy policies, strategies, and procedures for excellent citizens' service delivery and scaled-up institutional productivity.

The corporate Strategic Plan 2023-2028 is centered on four key strategic areas that reflect the Authority's mandate, and its operational contexts. It outlines the place of holders' compliance with the Unclaimed Financial Assets Act No. 40 of 2011, safeguarding of unclaimed financial assets and other financial resources, reunification of unclaimed financial assets with the rightful owners, and institutional development.

While appreciating the dynamism of the environment in which we operate and with the overarching goal of being the ultimate reunifier of unclaimed financial asset in Kenya and beyond, the Authority has prioritized to implement below strategic objectives:

1. To enhance holders' compliance in declaration and surrender of unclaimed financial assets.
2. To strengthen accountability and sustainability in safeguarding unclaimed financial assets and other financial resources.

3. To increase the reunification rate of unclaimed financial assets with the rightful owners;
4. To strengthen Unclaimed Financial Assets Authority institutional capacity.

With this focus the Plan will fortify and consolidate our shared vision, mission and attendant initiatives. The Authority will continue to strengthen its Governance, Risk and Compliance (GRC) scope; and elevate her Environmental, Social and Governance (ESG) requirements to ensure enhanced institutional capacity for delightful delivery and performance.

The Strategic Plan 2023-2028 will be a milestone towards reaching our vision of being a Trusted Institution in the Management of Unclaimed Assets. Successful implementation of this Plan calls for meaningful participation of all industry stakeholders including holders and claimants of unclaimed financial assets, regulatory institutions just to name a few. Indeed, with everyone playing their part we shall truly reap the benefits envisioned in the Plan.

I recommend this Plan to all the Authority stakeholders and commit to the Board, Management and Staff to the required close collaboration with all parties that are essential for its success. I invite you to close collaboration and engagements to realize envisioned results.

Thank you.

HON. DR. CPA FRANCIS K NJENGA

CHAIRMAN OF THE BOARD

Preface



I am very optimistic about the ongoing development of unclaimed financial assets regime in the country. Firstly, the submissions by members of the board, staff and stakeholders in the course of developing this Strategic Plan 2023-2028 show that many people care deeply about the future of the Unclaimed Financial Assets Authority (UFAA). Secondly, among those commenting, there is an overwhelming commitment to UFAA's mission expressed in this Plan: **“To Receive, Safeguard and Reunite Unclaimed Financial Assets for Socio-economic Prosperity”**.

The mission remains fundamentally unchanged in the current Plan, reflecting the sense of identity with it, which came through strongly in all submissions.

This commitment to UFAA and its mission lends credence to enduring hope that the Authority will secure a stable and prosperous future for its stakeholders over the next five years, 2023-2028. This Plan demonstrates our commitment to achieving transformation and excellence in mission delivery.

To facilitate the delivery of our strategic objectives, UFAA is committed to growing a deep service culture, to delivering excellence within an enabling environment, and to providing fit-for purpose infrastructure to support the growing unclaimed financial assets regime in the country. At the heart of the service, is our defined value system that all at the Authority will endeavor to live by on a daily basis.

The strategic objectives aim to deepen the reunification experience for rightful unclaimed financial assets owners and beneficiaries, to enhance compliance by holders to UFA Act, 2011, and to unlock unclaimed financial assets for sustainable and shared Social-economic Prosperity.

To this end, we shall scale-up our leverage on technology, partnerships, and innovation not only in making service delivery to our stakeholders effectively and efficiently, but also in benefiting society by our institutional being and conduct. We shall continue to cultivate and nurture mutual relationships with our stakeholders as a vehicle for achieving our strategic objectives as we pursue our vision – A Trusted Institution in the Management of Unclaimed Assets.

I would like to thank the Board of Directors for their counsel and inspirational leadership over this strategic planning process. My sincere appreciation too is extended to the consulting firm, Kimstat Marketing Intelligence and Statistical Consultants Ltd; the Authority's Management team and Staff for their tireless efforts that enabled the fruition of this plan development.

The UFAA corporate Strategic Plan 2023-2028 represents the collective inputs – a wide array of contributions and thoughts – from partners and stakeholders. In this regard I would like to take this opportunity to thank all of you for supporting this effort and providing your inputs during the extensive consultation process. We look forward to working with you and all our stakeholders to vigorously pursue our collective ambitions, at and for the Authority.

Let us work together in taking collective responsibility to oversee and monitor the implementation of this new Plan. By investing in the future of UFAA, we are investing in the future of our great nation Kenya.

FA. 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, 2023 - 2028) of the Kenya Vision 2030, and which now adopts a Bottom-Up Economic Transformation Agenda approach. 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. Additionally, the Authority plays a key role in implementation of one (1) of the five (5) sectors that have been identified to deliver the fourth MTP, that is, the Finance and Productive Sector.

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 situational analysis, the Authority has identified four (4) Key Result Areas (KRAs):

Key Result Areas (KRAs):



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 Stakeholder 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. Here is a breakdown of the strategic objectives the Authority will pursue from each BSC perspective:



The Strategic Plan implementation and coordination framework, which describes how UFAA will implement this strategy, has also been developed.

Full implementation of the Plan will require Ksh7.48 billion, a sum that will call for a dynamic resource mobilization strategy. Some of the strategies to be employed include accruals from investments as well as prudent cost management of resources.

The Plan has also provided for Monitoring, Evaluation and Reporting, which will help in identifying areas needing improvement in terms of strategy and system effectiveness. The Plan will be monitored and evaluated through the identified

KRAs-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 1



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 no.40 of 2011 provides legal definition of unclaimed financial assets and tasks UFAA with the responsibility of receiving, managing, and reuniting 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 Authority is the brainchild of a 2008 taskforce that was 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. In its report, the taskforce 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 to the Authority. Under this framework, the Act established UFAA as a Government Agency tasked with 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 safe custody and reunification of unclaimed assets with the rightful owners is an important State responsibility, and the protection of the economic interest of consumers.

1.2 Mandate and Functions of UFAA

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 with, many countries around the world having 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. Even though the United States of America (USA) has been a leader in developing legal and policy frameworks that govern the management of UFAs, the rate of reunification 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 have 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 reunification rates. More so, some governments treat unclaimed assets as a source of additional revenue to assist in meeting their expenses, with elaborate plans on how to use the money. Some countries have come up with social investments using unclaimed financial assets accruals. For example, the State of Florida in the USA has designed and developed education support programmes with the 60% unclaimed assets collected annually.

However noble, the key pillar in the management of unclaimed financial assets is reunification.

In the United Kingdom (UK), the Commission on Unclaimed Assets addresses three (3) 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 that include support 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 unclaimed financial assets. Instead, 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.

1.3.2 National Development Challenges

A baseline survey commissioned in 2018 estimated that Ksh241 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 of December 2022, assets worth Ksh55.6 billion had been surrendered to the Authority.

This is a small portion of what is estimated to be held by private and public players, mainly because the UFAA has not been able to cover all institutions. Further to this, there are 19 million records, out of which 40% belong to Kenyans who have died, 10% to institutions, and about 50% to beneficiaries who are still alive. However, rightful owners 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 sub-sectors 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 UFAA. These achievements, however, need to be accompanied by a robust reunification strategy, which 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:

1. There is low level of public awareness on the Authority's mandate thus low compliance rate among holding institutions and low claim rate from the rightful owners and beneficiaries of UFA;
2. 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;
3. Inadequate human resource capacity continues to hamper the Authority's efficiency in ensuring

¹ Commission on Dormant Assets Report, 2017

² FSCA Discussion Paper on a Framework for Unclaimed Assets. Available online at <https://bowmanslaw.com/insights/banking-and-financial-services-regulatory/south-africa-fsca-discussion-paper-on-a-framework-for-unclaimed-assets/>



implementation of the Act;

4. Variation in recording and management of unclaimed financial assets across different sectors before the Act. 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 reunite 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 Kenya's Vision 2030 and Sustainable Development Goals (SDGs) targets.

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. SDGs targets 16.3 specifically advocates for promotion of the rule of law at the national and international levels and ensure equal access to justice for all, while SDGs target 16.4 calls for strengthening the recovery and return of assets, which is within the purview of the Unclaimed Financial Assets Authority.

The Authority's operations significantly interface the financial services sector, including banking,



capital markets, insurance, retirement benefits/pensions, Judiciary and Sacco societies. As such, in the Kenya Vision 2030, the Financial Services is one of the key sectors under the financial and production pillar of the MTP IV 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 financial assets and reuniting them with rightful owners is key in increasing opportunities for individual savings for personal investments in health, education, housing, among other productive sectors of the economy, and to reduce vulnerability.

Towards the implementation of Kenya's development philosophy of Bottom-Up Economic

Transformation Agenda (BeTA), specifically in the financial and production sector, the Authority will focus on: Aggregation of unclaimed financial assets; investment in government securities at a non-competitive window; and equitable reunification of unclaimed financial assets with the rightful owners for shared Socio-economic Prosperity.

The Authority will also invest in Corporate Social Responsibility/Investments (CSR/I) programmes and the national tree growing restoration campaign to support climate change adaptation, mitigation and community resilience efforts. Additionally, one of the focus areas of the incumbent government/administration is on financial inclusion as well as support to Kenya's social and productive sectors. This creates an enabling environment for the Authority to deliver its mandate.

The Financial Services Sector Plan of the fourth Medium Term Plan (MTP IV) has set an ambitious reunification 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 Unclaimed Financial Assets Authority, 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 potential fraud by holding institutions and related entities.

The role of the Authority in strengthening the framework for governing, handling and managing unclaimed financial assets as an essential component of a safe and sound financial sector is critical. The Authority is expected to play a key role of: Ensuring a stable financial system with high levels of integrity and enhanced controls over unclaimed financial assets held and managed by holding institutions; providing high levels of consumer protection to rightful owners and beneficiaries of unclaimed financial



assets; creating a strong framework for effective and efficient reunification of unclaimed financial assets with the rightful 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 unclaimed financial assets held by the Authority and the effectiveness of the reunification of the assets with the rightful owners and, or beneficiaries.

UFAA is further a key institution in establishing a framework for alignment of unclaimed financial assets as governance to relevant national policy documents, the national vision for the Medium Term Plan (MTP-IV) 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 unclaimed financial assets in Kenya both by the Authority and the holders; and enhancing the regulatory framework for management of unclaimed financial assets to conform to the national policy and laws; and

that is consistent with international best practice, through periodic reviews of existing legislation and regulations and the development of new legislation (if necessary) to enhance effective and transparent governance and administration of UFAs in Kenya.

1.4 Rationale for Preparing the Strategic Plan

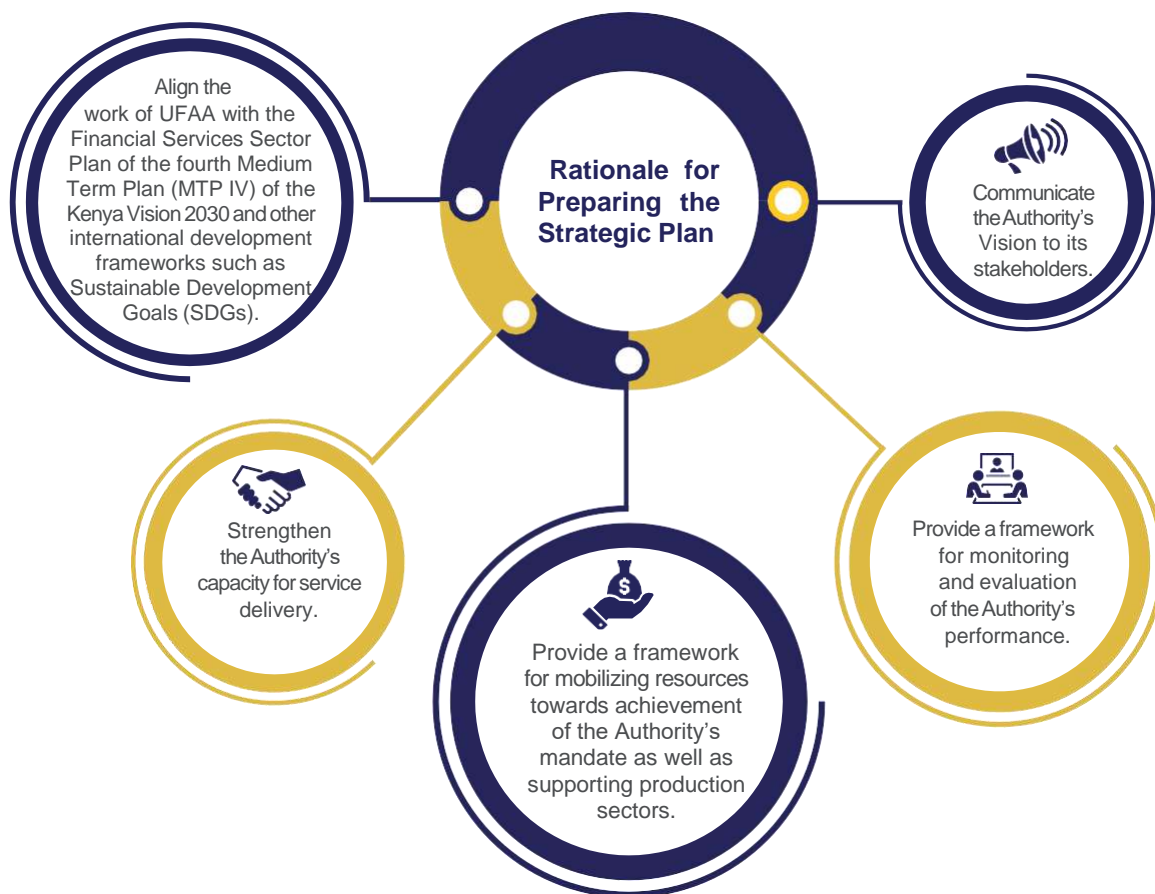
This Strategic Plan is a demonstration of the Authority's commitment to fulfilling its mandate through mapping out of key partners and resources required for successful implementation of its mandate.

The Plan sets out the basis of the Authority's existence and guides its operations for the next five (5) years. 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 Economic Transformation Agenda (BeTA) and related policy priorities.

This third strategic plan for UFAA is designed 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 Unclaimed Financial Assets:

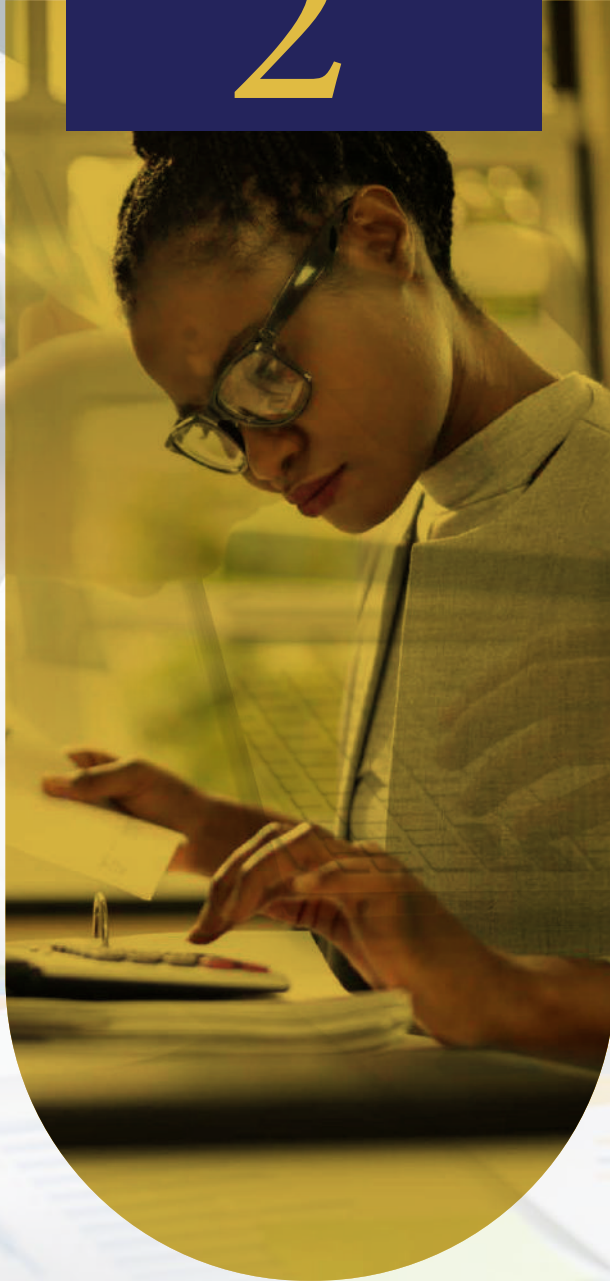


1.5 Methodology of Preparing the Strategic Plan

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 2



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 PESTSELECT tools. Stakeholders' analysis was undertaken to identify their interests, relationships, and expectations. These analyses formed the basis for the formulation of Key Result Areas (KRAs), strategic objectives and strategies.

2.1 Review of Past Performance

2.1.1 Key Achievements

a) Unclaimed financial asset receipts: 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 Alternative Dispute Resolution (ADR) as an effective way of conflict resolution; undertook targeted holders' education and awareness campaigns; implemented Unclaimed Financial Assets Management System (UFAMS) with a validation check on holders' reports for mandatory fields, among others.

As a result, the Authority received financial assets worth Ksh55.6b (composed of Ksh27.28b in cash and Ksh28.32b

in shares).

b) Safeguarding unclaimed financial assets: In the plan period, the Authority 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, created awareness with holders among others.

In the plan period, the Authority surpassed its annual investment target, except in FY 2019/20. The Authority accrued Ksh1.19b, Ksh1.4b, Ksh1.5b, Ksh1.8b and Ksh1b (half year). This translates to a total of Ksh7b against a target of Ksh6.7b. In the last four financial years (2018/19 – 2021/22), the Authority realized Ksh21.6 million in Appropriation in Aid (A- I- A), against a target of Ksh12.6 million.

This interest earned from funds in the account and not required for immediate use. This was a result of favorable interest rate regime as well as lower than expected rate of reunification.

c) Unclaimed financial assets reunification: The Authority was able to segment data using available unique primary identifiers e.g., ID/Passport Numbers; reviewed payment period downwards to seven (7) days; implemented different modes of payments through banks, SACCOS, mobile



Ksh55.6b

The Authority received financial assets worth Ksh55.6b (composed of Ksh27b in cash and Ksh28b in shares).

money, and cheques; provided a dedicated customer service desk; among others. The Authority also held awareness and education forums with claimants; established partnerships and collaboration with key service providers such as Huduma Kenya Secretariat (HKS), and with the Ministry of Interior and Co-ordination, among others. However, the rate of reunification (of cash and non-cash assets) is still less than 5% of Trust Fund value. It was recorded at 2.7% at midpoint 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 faced the following challenges:

- i. Inadequate staffing
- ii. Absence of policy framework
- iii. Inadequate monitoring of the implementation of memorandums of understanding

2.1.3 Emerging Issues

The impact of drought on livelihoods is worsening owing to their frequency and intensity. As at the time of preparing this Plan, Kenya was facing the worst drought in over four decades, with failed rains in five consecutive seasons. Addressing drought risks is further worsened by the multiplicity of other climate change related hazards such as pests (including desert locusts), and the emergence of virulent strains (such as COVID-19).

The country is currently experiencing an increase in prices of basic commodities. This coupled with unpredictable fluctuations of inflation rates, interest rates and exchange rates, increases the cost of living.

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 to 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 targets in accordance with 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 to leverage 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 a 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 a need for individualized engagement frameworks for enhanced compliance.
- v. Strong collaboration and partnerships with stakeholders lead to effectiveness and efficiency in service delivery.

2.2 Environmental Scan

2.2.1 SWOT Analysis

This section presents UFAA's Strengths, Weaknesses, Opportunities and Threats.

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 five years; and

Threats - external environment may pose.



S

STRENGTHS

W

WEAKNESSES

O

OPPORTUNITIES

T

THREATS

Table 2-1: Environment Analysis

STRENGTHS

- Properly anchored in law: It is established under an Act of Parliament. It is the only institution mandated with the management of unclaimed financial assets in Kenya.
- Competent, cohesive and an enabling Board of Directors.
- 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).
- Enhanced knowledge management framework.



S

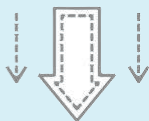
THREATS

- Cybercrime/data loss risk.
- Changing government priorities
- Low holders' compliance.
- Litigation from holders and claimants.
- Low compliance with the UFA Act by public institutions.
- Effects of pandemics, epidemics, and disasters.
- Lack of clear interpretation of non-cash assets (such as shares).



T

W



WEAKNESSES

- Lengthy claims process (given that the law is prescriptive).
- Low brand visibility and awareness
- Inadequate staff.
- Low holders' compliance and reunification.
- Non-institutionalized corporate culture.
- Limiting legal and policy framework.
- Weak Board-Management relations.

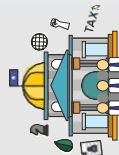
O



OPPORTUNITIES

- Partnerships and collaborations (National Government Administration Officers (NGAOs), other government institutions, private sector and non-State actors).
- Advancement in digital space enables the Authority to fully digitize its processes.
- Political good will - engagement with legislators to fast-track legislative reforms when necessary to broaden the scope.
- The existence of Huduma centres across the 47 counties.
- The 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 goodwill.
- The existence of umbrella religious and social institutions.
- Knowledge management.

PESTELCT



Political



Economic



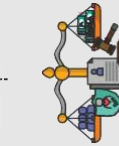
Social



Technological



Environmental



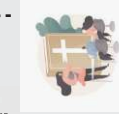
Legal



Ethical



Corporate Culture



Theological consideration

2.2.2 PESTELECT Analysis

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

Table 2-2: PESTELECT 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. Successive administrations have varied manifestos in regard 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 reunification rates.
	Conflict of interest	Whereas the Authority is a custodian of UFAs (before they are reunited 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 favorable environment. However, potential political unrests may affect the way 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.
Economic	Macroeconomic stability	A stable macroeconomic environment provides opportunity for sustainable growth. The country is currently experiencing increase in the 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 unclaimed financial assets is an economically unsustainable model given lack of complete and accurate records of unclaimed financial assets held by the holders.
	Mainstreaming of UFAs in policies, plans and budgets	UFAs management has 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.

Category	Issue	Description/Implication
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	<p>Rapid technological change will soon render existing ICT infrastructure obsolete. This necessitates continuous replacement and adaptation as demand for technology-based services calls for increased automation. The Authority will, therefore, automate most of its services for effectiveness and efficiency and for enhanced brand visibility and improved, timely provision of feedback.</p> <p>However, with increased automation, claimants are required to be technologically savvy 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 Business Continuity Plan (BCP) to ensure continuity of service delivery in the advent of illegal attacks.</p>
	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).

Category	Issue	Description/Implication
Environmental	Triple planetary crisis (threat of climate change, Biodiversity loss, and land degradation)	Has been identified as the most significant health threat of the 21st 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 to render a hand in mitigating effects of this emerging challenge.
Legal	Legislative framework	Supportive legal and policy framework is a key ingredient for the Authority to deliver on her mandate. Especially necessary is a concrete definition of a holder and the conditions that qualify an asset to be categorized as an unclaimed asset under the UFA Act. Development/review of the legal and policy framework is dependent on the parent Ministry.
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	The African Union 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.
Corporate culture	Performance-oriented corporate culture	The Authority will mainstream progressive culture amongst staff to stimulate a performance culture.
Theological consideration	Religious orientation	The Authority will be neutral with respect to religious orientations in the country.

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 her 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. 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	<ul style="list-style-type: none"> Collaboration and partnership 	<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.

Name of Stakeholder	Stakeholder's expectation from UFAA	UFAA's expectation from the stakeholder
Judiciary	<ul style="list-style-type: none"> • Collaboration and partnerships. 	<ul style="list-style-type: none"> • Fast tracking of verification of grants. • Expedition of succession cases.
Office of Auditor General (OAG)	<ul style="list-style-type: none"> • Collaboration and partnerships. • Timely submission of annual reports and financial statements. 	<ul style="list-style-type: none"> • Objectiveness. • Cooperation. • Capacity building.
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)	<ul style="list-style-type: none"> • Collaboration and partnerships. 	<ul style="list-style-type: none"> • Goodwill. • Capacity building. • Collaboration and partnerships.
Development Partners	<ul style="list-style-type: none"> • Collaboration and partnership. 	<ul style="list-style-type: none"> • 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 research on UFAs. • Knowledge management.
Non-State Actors (CSOs, NGOs, CBOs etc)	<ul style="list-style-type: none"> • 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 legislation process. • Transparency and accountability. 	<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
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 in handling Personal Identifying Information (PII). • 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. • Implement CSR/I programmes. 	<ul style="list-style-type: none"> • Goodwill and cooperation.



CHAPTER 3



STRATEGIC MODEL

3.0 Overview

This chapter delves into areas of focus for UFAA in the period 2023-2028. These areas of focus themed Key Result Areas (KRAs) have broad strategic objectives which the Authority commits itself to accomplish in the long term. The strategies include specific means, ways, and the methods by which the Authority plans to accomplish the objectives.

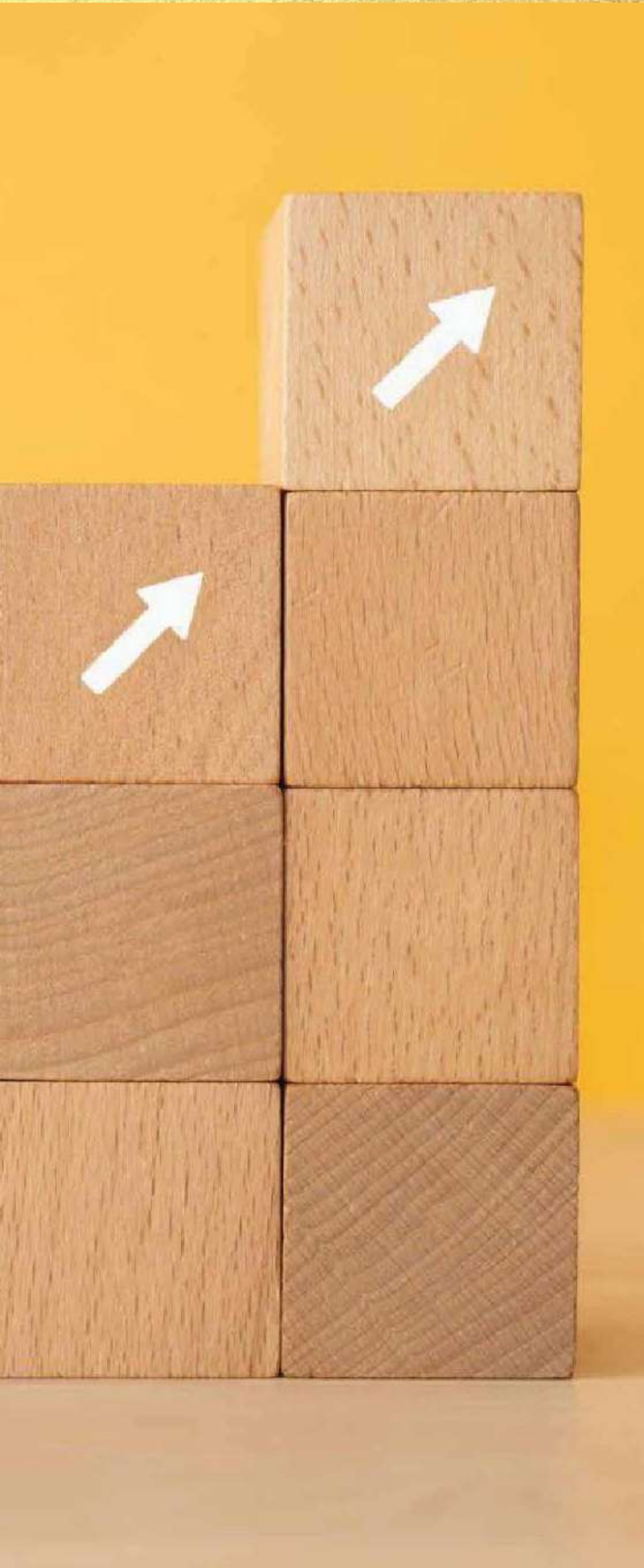
3.1 Vision, Mission and Core Values

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





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:



This will be realized through four (4) Key Result Areas:

- a. Unclaimed financial asset receipt;
- b. Trust Fund and other financial resources management;
- c. Unclaimed financial assets re-unification; and
- d. Institutional Development.

3.2.1 KRA 1 – Unclaimed Financial Assets Receipt

During the 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 asset categories. According to the survey, financial assets worth Ksh241 billion were estimated to be in custody of holders. The Authority targeted to receive Ksh100 billion in the Plan period through enhanced education and awareness creation among holders and also through strategic engagements with regulatory bodies. As of December 2022, the Authority had received assets worth Ksh55 billion (Ksh27 billion in cash and Ksh28 billion in shares). This translates

to a deficit of Ksh44 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 Sacco societies (0.3%). This is an indication that there are UFAs withholders 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,

Unclaimed Financial Assets' Receipt



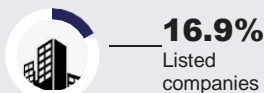
Ksh241B

According to the survey, financial assets worth Ksh241 billion were estimated.

Ksh55.6B

As of December 2022, the Authority had received assets worth Ksh55.6 billion (Ksh27.28 billion in cash and Ksh28.32 billion in shares).

Received assets



determining other 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 regimes (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 UFAs. The Authority has performed dismally in receiving assets held by court or Government departments. As such, it will be initiating engagements with Ministries, Departments and Agencies (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.

3.2.1 KRA 1 – Unclaimed Financial Assets Receipt

KRA	Strategic Objective	Strategy
Unclaimed 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.
		Deploy holders' enforcement mechanism.

3.2.2 KRA 2 – Trust Fund and Other Financial Resource Management

The Authority is mandated under section 48 of the UFA 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, a total of Ksh7 billion has been accrued against a target of Ksh6.7 billion.

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 fast tracking of the development of the national policy on UFAs as well as review of the current legal framework to guide on utilization of un-reunified unclaimed financial assets. Towards this, the Authority will further review and implement the IPS. Other strategies to actualize this KRA are as summarized below.

3.2.2 KRA 2 – Trust Fund and Other Financial Resources Management

KRA	Strategic Objective	Strategy
Trust Fund and other 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.
		Enhance transparency and accountability in financial reporting.
		Effective financial planning and resource mobilization.
		Implement and maintain effective payment management systems and processes.
		Management of procurement process.
		Onboard fund management services.

3.2.3 KRA 3 – Unclaimed 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 reunification (of all cash and non-cash assets) 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 to cash equivalent (especially shares and safe deposit contents). In the fourth MTP period, the Financial Services Sector targets a reunification rate of 20% annually.

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

Article 6(3) of the Constitution of Kenya requires every national State organ to 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, 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 regarding 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 rightful 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 licensing of custodians, fund managers and agents to assist in the re-unification 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 programmes 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.

3.2.3 KRA 3 – Unclaimed Financial Assets Reunification

KRA	Strategic Objective	Strategy
Financial Assets Reunification	Increase the reunification rate of UFAs with the rightful owners.	Strengthen claimants' engagement framework.
		Strengthen unclaimed assets database analytics.
		Strengthen supportive reunification legal and policy framework.
		Enhance automation and decentralization of service delivery.
		Engage reunification agents.

3.2.4 KRA 4 - Institutional Development

The Authority recognizes 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. Programmes 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 procedures. 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 opinion 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-based decision making and action. Strategies to actualize this KRA are as summarized below.

3.2.4 KRA 4 - Institutional Development

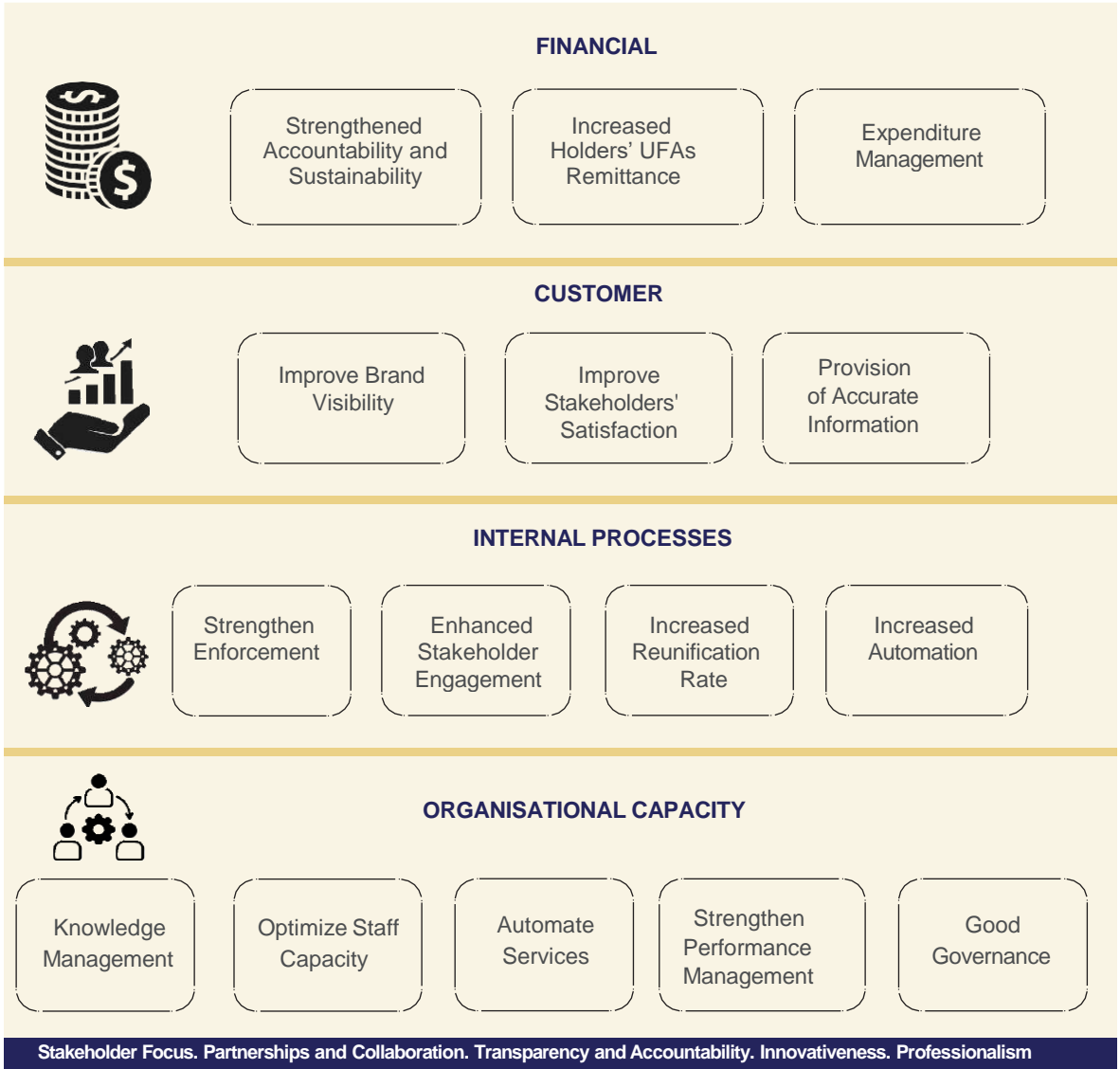
KRA	Strategic Objective	Strategy
Institutional Development	Strengthen UFAA institutional capacity.	Improve brand visibility and awareness.
		Human Resource development.
		Performance management.
		Strengthen corporate planning.
		Maintenance of standards.
		Risk management.
		Improve corporate governance.
		Automation of services.
		Work environment enhancement.
		Corporate culture management.
		Promote research and knowledge management.
		Acquisition of own office premises.

3.3 Strategy Map



MEASURES	TARGETS	INITIATIVES
Value of assets (Ksh billion)	206.4	Fund Investment
Absorption Rate (%)	100	Prudent Management
Audit Opinion/Level	Unqualified	Prudent Management
Customer Satisfaction (%)	X+5	Up scaled Awareness Creation
Brand Awareness Index	X+5	
ROI (Ksh billion)	21	Investment in line with the IPS
Annual reunification rate	20	Aggressive Stakeholders' Engagement
Turn Around Time (days)	7	
Improved PC Index	3.0000	Corporate Work Planning
Customer Satisfaction Index (%)	X+10	Aggressive Stakeholders' Engagement
Employee Satisfaction Index (%)	X+10	HR Planning and Capacity Building

3.3 Strategy Map



CHAPTER 4



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

The Authority is anticipated to have a staff establishment of one hundred and six (106) distributed under six (6) Directorates to be created. The three (3) Directorates will handle the core mandate functions and they include Claims and Stakeholder Relations; Holders Compliance, Research and Strategy; and Fund & Finance Management. The rest of the shared services will have three (3) distinct Directorates distributed as follows: Corporate Services; Board Secretarial and Legal Services; and Internal Audit and Risk Assurance.

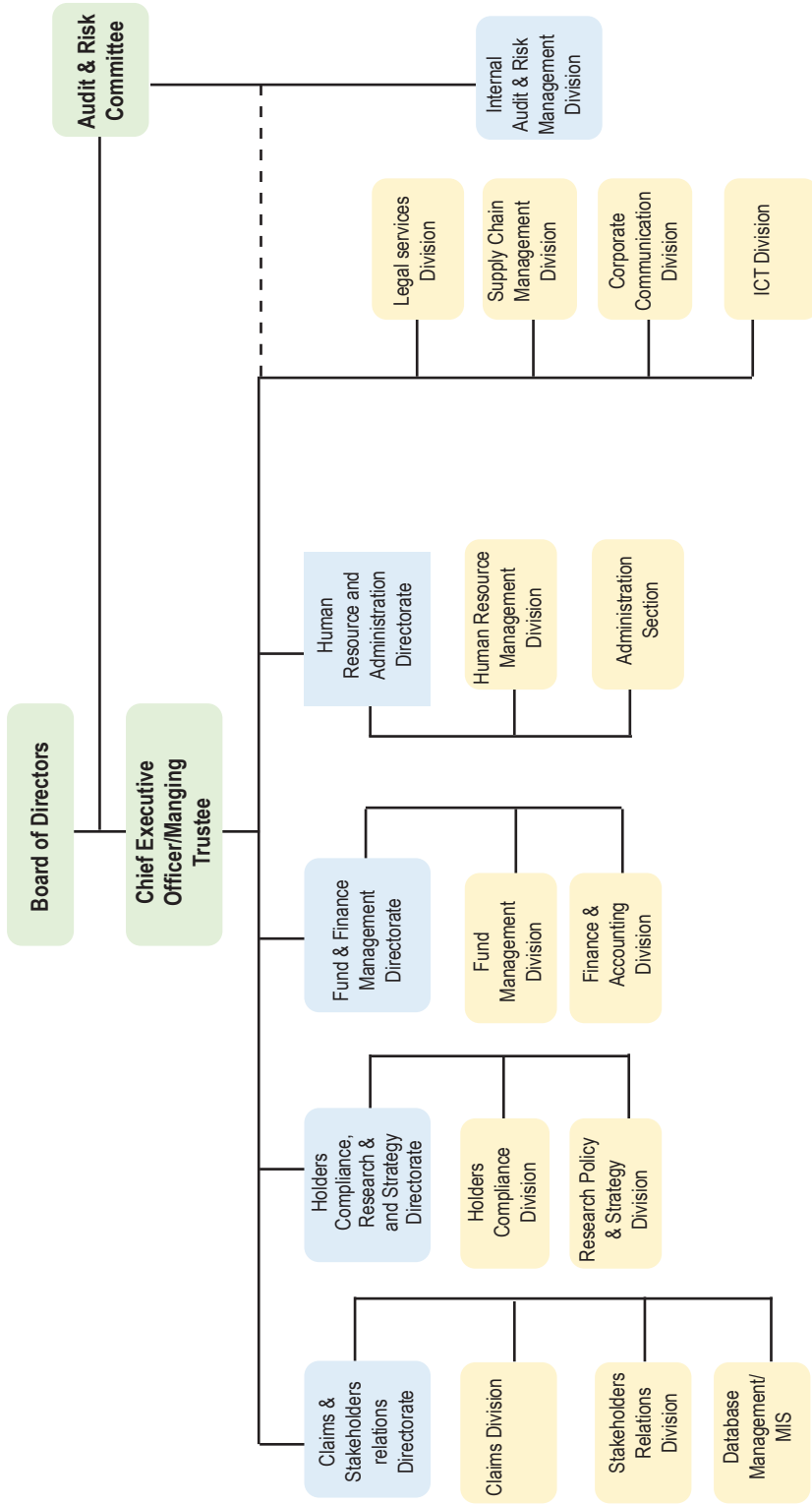
4.2.1 Staff Development Measures

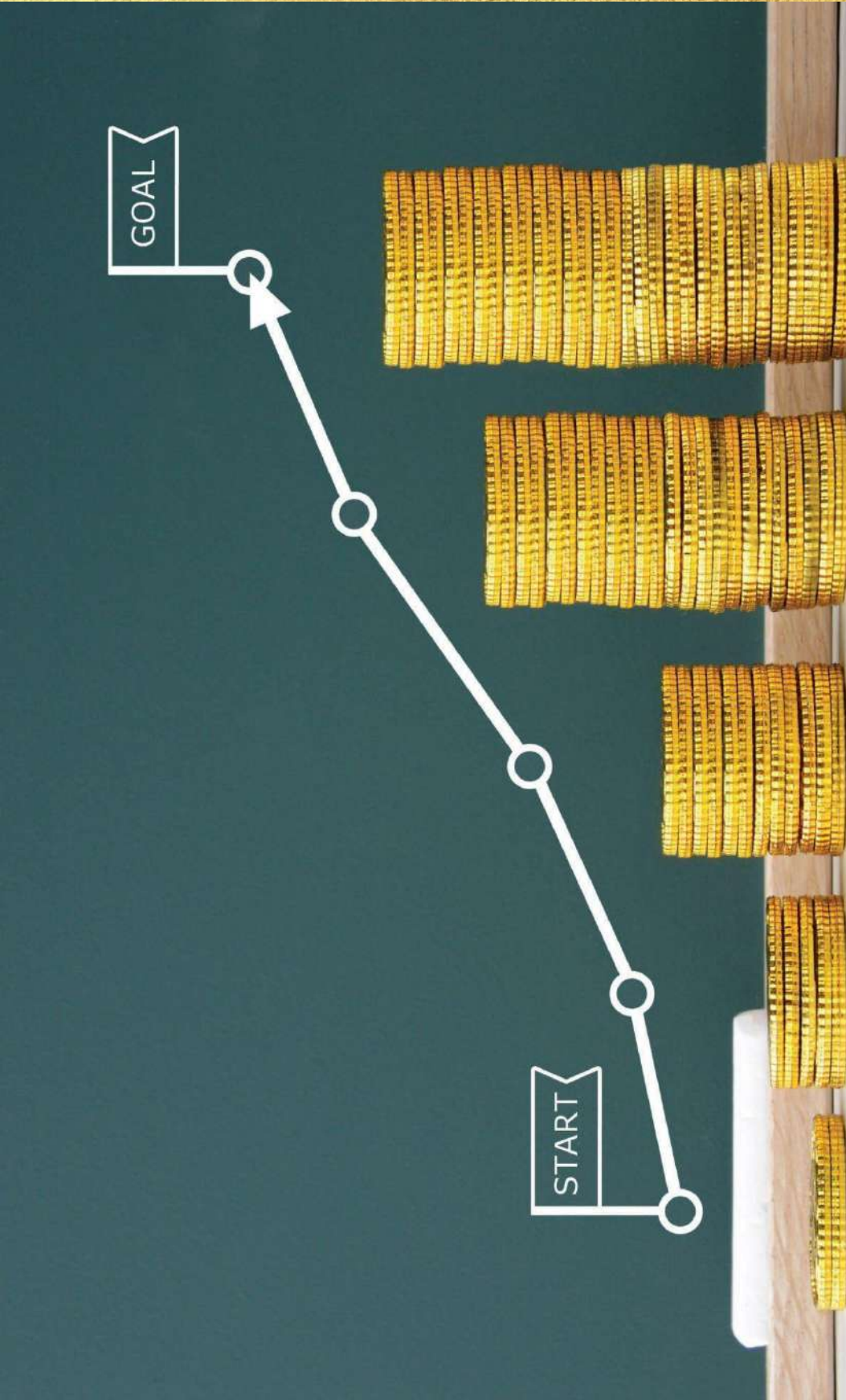
1. In the Plan period, UFAA will undertake a skills gap analysis with a view to informing the review of the current organizational structure, finalization of a career progression guidelines and Human Resource plans to ensure optimal staffing levels for effectiveness.
2. Establish mechanisms to attract and retain competent staff. The Authority will continually improve the terms of service for all staff commensurate to their skills and competencies.
3. 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.

4. The Authority will endeavor 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.
5. 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 endeavor to implement rewards and sanction policy, on continual basis.
6. To ensure teamwork and diligence, the Authority will hold team-building forums for staff and the Board and induct new staff and Board members on the roles of the Authority.
7. 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.
8. 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.

Approved Organizational Structure for the Unclaimed Financial Assets Authority





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)	(KshMn)					
		(KES. Mn)	(KES. Mn)	Y3	Y4	Y5	Total
		Y1	Y2	Y3	Y4	Y5	Total
Assets Receipt	-	134.5	131.5	101.5	100.5	100.5	568.5
Assets Management	-	14.8	66.3	40.0	45.0	50.0	216.1
Assets Reunification	-	111	99.5	102.5	104.5	107.5	525.0
Institutional Development	-	175.9	1,242.5	1,704.5	205.1	225.6	3,553.6
Board Expenses	22.1	24.3	28.8	29.4	32.4	35.6	150.5
Personnel Emoluments	202.8	235.5	309.1	324.3	327.5	329.4	1,525.8
Utilities	34.5	35	45.5	46	49.6	53.6	229.7
Insurance	21.5	22.5	32.5	42.5	44.8	47.2	189.5
Other Expenses	510.9	30	50	150	150	150	530.0
Total	791.8	783.5	2,005.7	2,541.7	1,059.4	1,099.4	7,488.7

The implementation of the Plan targets will require Ksh7.48 billion. This will call for a dynamic resource mobilization strategy including 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 and reduce wastage. These will include 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 4:3 presents summary mapping of anticipated risk events, 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 mechanism for weeding out fake news	Head, Claims and Stakeholder Relations
	Negative perception of the Authority (given that it holds public assets)	Low	High	High	Shape perceptions; provision of timely information; daily media monitoring	Head, Communications
Consultant Risks	Conflict of interest in reporting UFAs	Medium	High	High	Close supervision by UFAA staff (for external audits); Validation of UFAs survey report	Head, Claims, 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/review and implement an IPS	
Operational	Inadequate staff capacity coupled with Staff turnover	Low	High	High	Implement strategies to attract and retain qualified and competent staff. Implement the rewards and sanctions policy	Head, HR and Admin Division
	Low levels of compliance and reunification	Medium	High	High	Strengthen collaboration mechanisms with key stakeholders (holders, claimants, MDAs etc)	Head Claims and Stakeholder Relations

Risk Category	Risk and Description	Likelihood	Impact	Risk Level	Mitigation Measure	Risk Owner
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 5



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 with HoD 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 attainment 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 Board and Management will provide direction and guidance towards strategy execution.
2. **People, Systems and Policies:** The Authority will ensure that the right people, both in skill and competence, are engaged. Support 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 cascaded 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		
Unclaimed 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 ¹		100					15					
			Establish partnership and collaboration with the key public institutions	Partnerships established and strengthened	No. of new partnerships established	3 ²		3					15					Compliance and Enforcement
					No. of existing partnerships reviewed and strengthened	6 ³	6					3						
					MoUs implementation Annual monitoring reports	5	1	1	1	1	1							
		Prepare and publish complying institutions by 31 st January every year	Complying institutions published	Annual Publication	5	1	1	1	1	1	2	2	2	2	2	2	2	Communications/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	3	Compliance and Enforcement
		Identification of unclaimed financial assets	Conduct a survey on unclaimed financial assets	Survey undertaken ⁴	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				Compliance and Enforcement
					Units of Shares collected (No. in Millions)	2,127	1,351	1,518	1,702	1,904	2,127							
Value of assets (None-cash)	100				31.5	39.9	56.6	89.9	100									
			Identified and collected (Kshs. Billion).															
	Conduct holders' audits on compliance and implement feasible recommendations	Holders' compliance audits conducted and recommendations implemented	Proportion of identified non-compliant holders audited	100	100	100	100	100	100	90	90	90	90	90	90	Compliance and Enforcement		
	Undertake targeted holders' education forums across various sectors	Targeted holders' education forums undertaken	No. of forums	40	8	8	8	8	8	4	4	4	4	4	4			
	Activate whistleblowing mechanism on holders	Anonymous reporting mechanism operationalized	Anonymous reporting mechanism	1	1	1	1	1	1	1								

¹ Some of these include: NSE, Central Depository and Settlement Corporation (CDSC), Kenya Association of Stock Brokers (KASB)

² PSASB, CA and Judiciary

³ OAG, SASRA, RBA, IRA, Huduma and NGAO

⁴ 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		
			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 ⁵	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
			Develop and implement feedback mechanism to improve	Feedback mechanism developed and implemented	Feedback mechanism put in place	Proportion of feedback	1	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	
			the reporting process		received and acted upon													
			Evaluate the effect of Finance Act 2022 Moratorium on receipts of UFAs	Evaluation conducted and recommendations implemented	Evaluation report	1	1						2					
			Develop an enforcement policy that integrates ADR in dispute resolution	Holder's Enforcement policy & mechanism developed and implemented	Holder's Enforcement Action Plan instituted	1	1						2					Compliance and Enforcement, Legal and Board Services
				Proportion of holders' enforcement disputes resolved	100	100	100	100	100	100								
Trust Fund and Financial Resources Management	To strengthen accountability and sustainability in safeguarding UFAs and financial resources	Implement strategic investments	Review IPS	IPS reviewed	Revised IPS document	2		1		1								
			Invest funds in line with the IPS	Investment Income	ROI (KES. Billion)	15.76 ⁶	2.24	2.62	3.07	3.60	4.24							
			Onboard fund management services	Advisories on fund management issued	No. of investment advisories	10	2	2	2	2	2	2	2	2	2	2	2	Fund and Finance Management
			Conduct research on investments	Research 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	Compliance and Enforcement			

⁵ Classes of identified assets (Bonga points, Deposits for distribution of goods/services, Betting proceeds, Airtime balances)

⁶ 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		
			Onboarding of safe deposit boxes	Safe deposit boxes onboarded	Proportion of deposit boxes on boarded	100		100	100	100	100		10	10	10	10	Compliance and Enforcement	
			Develop a mechanism of managing on boarded shares	Mechanism developed	Mechanisms	1	1											
			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	Fund and Finance Management	
				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 gazette	Annual Gazette statement	5	1	1	1	1	1	1	1	1	1	1		1
				Audit opinion maintained (unqualified)	Unqualified audit opinion Reports	5	1	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		1
JFAA Management and reporting team trained	Training Forum			3	1		1			1	2		2		2			
Effective Financial Planning and Resource Mobilization	Prepare MTEF budget for the Authority	MTEF budget prepared	MTEF budget	5	1	1	1	1	1						Fund and Finance Management			
		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	Procurement Division			
		Quarterly reports prepared	No. of reports prepared	20	4	4	4	4	4									
	Train staff on PPDA 2015, activity-based planning & Regulations 2020	Staff Trained	Proportion of staff trained	100	100	100	100	100	100	5.4	6.9	7.2	7.8	9.2				
	Undertake Market Surveys	Market Surveys undertaken	Report	16		4	4	4	4		0.2	0.3	0.3	0.3				
	Undertake supplier sensitization	Supplier sensitization undertaken	No. of supplier sensitizations	3	1		1		1	1.5		2		2				
	Registration of suppliers	Suppliers' registration undertaken	Updated list of Registered Suppliers	3	1		1		1	0.5		1.2		1.3				

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				
			Review Procurement Manual	Procurement Manual reviewed	Procurement Manual	2		1		1			2		2			Procurement Division		
			Undertake Quarterly Stock Takes	Stock Takes Undertaken	No. of Stock takes	4		1	1	1	1		0.05	0.05	0.10	0.10				
			Implement Framework Agreements (FA) for recurring	Framework Agreements implemented	No. of FA's Implemented	4		4					0.4							
			Undertaken Post Qualifications for Open tenders	Post-qualification undertaken	Proportion of due diligences undertaken (%)	100		100	100	100	100		0.4	0.4	0.5	0.6		Procurement Division		
			Publish & Publicize procurement plan (PP), tenders, & contracts on PPIP & Website	Contracts, tenders & PP published and publicized on UFAA website and PPIP	Proportion of contracts /Tenders and PP Published and publicized (%)	100	100	100	100	100	100									
Unclaimed 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		
			Engage Reunification Agents	Develop Regulations/Guidelines for engaging reunification agents	Approved Regulations/Guidelines on Reunification Agents	1	1													
				Onboard/Contract reunification agents as per the approved regulations/guidelines	No. of Reunification Agents engaged	47		8	24	32	47									
				Implement performance contracts with onboarded reunification agents	Proportion of performance contracts with onboarded reunification agents (%)	100		100	100	100	100									
				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 key stakeholders	Annual roundtable meetings held	No. of meetings held	30	6	6	6	6	6	2	2	2	2	2		Claims, Stakeholder Relations and Communications		
			Conduct promotion events	Promotion events conducted	No. of Quarterly events	20 ⁸	4	4	4	4	4	40	42	44	46	48				
			Verification of claim documents with third parties	Documents verified	Proportion of documents verified	100	100	100	100	100	100	10	10	11	11	12				

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			
		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
			Initiate review of the UFA regulations	UFAs 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					
					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/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										Legal		
			Develop and implement regional decentralized reunification strategy	Regional decentralized reunification strategy developed	Strategy	1	1											Claims and Stakeholder Relations	
		Review and robotize redundant processes in claims processing	Claims processing tasks identified and robotized	Percentage of tasks identified and robotized	100	20	40	60	80	100	5	5	5	5	5			ICT	
		Integration of claims processing systems with payment channels	Integrated payment system in place	Level of integration	100	50	100											Claims/ Stakeholder Relations/Compliance and Enforcement	
		Review customer experience initiatives	Reports on initiatives reviewed and implemented	No. of reports	20	4	4	4	4	4									
		Review functionality of CRM module and capacity build staff	CRM functionality reviewed	CRM Module	1	1	1	1	1	1									Communications
			Staff trained on CRM	Proportion of staff	100	100	100	100	100	100									

⁷ Such as Judiciary, IPRS, Immigration, State Department for Lands, BRS and Huduma Kenya

⁸ 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	
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 communication, CSR, education and awareness, partnership, and customer service strategies	Strategies reviewed	No. of strategies	4	4					2					
			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 advertisements	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 ⁹	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
			Sensitize staff on HR instruments	Staff sensitized	Proportion of staff	100 ¹⁰	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							

⁹ Publications (Flyers, brochures, pamphlets, media kits), infomercials and documentaries, podcast (audio) and promotional items (items, corporate wear)

¹⁰ 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		
		Performance management	Prepare PC targets and reports	PC targets and reports	No. of reports	30	6	6	6	6	6						HR and Admin, 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	No. of reports	10	2	2	2	2	2							
		Strengthen corporate planning	review reports	review reports prepared													Research, Policy and Strategy	
			Preparation of corporate workplan	Corporate consolidated annual work plans prepared	Annual work plans	5	1	1	1	1	1	5	5	5	5	5		
			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
		Maintenance of standards	Implement and maintain QMS	QMS implemented	Certificate	Certificate	1	1	1	1	1	1	5	5	5	5		5
			Maintain ISMS	ISMS maintained	ISMS certificate	1	1	1	1	1	1	3	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			
			Automate and update Risk register	Risk register automated	Updated Risk Register	1	1	1	1	1	1	2	2	2	2	2		2
			Undertake risk management assessments and implement recommendations	Risk management assessments undertaken and recommendations implemented	Quarterly reports	20	4	4	4	4	4							
			Capacity build risk champions	Risk champions capacity built	No. of training forums	3		1	1			1		3	4			4
			Undertake external quality assessment	External quality assessment of internal audit undertaken	Assessment report	1			1				3			Internal Audit and Risk Assurance		
			of internal audit															
	Improve corporate Governance		Undertake Board governance audit	Board governance audit undertaken	Report	2		1		1			2		2	Legal and Board Services		
			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			
			Review Operational internal Policies & Citizens Delivery Service Charter	Reviewed UFAA internal policies & Citizen Delivery Service Charter	Proportion of Operational Policies Reviewed (%)	100	100	100	100	100	100							

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		
		Digitalization of services	Identify and prioritize citizen-facing and back-office services to be digitalized	Services identified	Catalogue of services	1	1					1					ICT and digitalization committee	
		Develop digitalization strategy.	Digitalization strategy developed	Digitalization Strategy	1	1												
		Digitalize identified services.	Services Digitalized	No. of services digitalized	100	25	25	25	25		15	15	15	15				
		On-board citizen-facing services to the e-citizen platform.	Services on-boarded	No. of services on-boarded	100	25	25	25	25		1	1	1	1				
		Integrate UFAMs with payment channel and maintain other ICT	UFAMs integrated and other ICT systems maintained	Maintained ICT systems	1	1	1	1	1	1	10	10	10	10	10			
			systems (such ERP, backup, storage)													ICT		
			Maintenance of disaster recovery site	Disaster recovery site maintained	Disaster recovery site	1	1	1	1	1	5	6	7	8	9			
			Conduct VAPT tests	VAPT tests conducted	Annual tests	5	1	1	1	1	3	3	3	3	3			
	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			
				Undertake acquisition of Office space: -own HQ Office premises	UFAA own Headquarter office premise/ space acquired	UFAA Headquarters Building	1							1,000	1,500			
	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	BCP Review report developed	BCP Review report	5	1	1	1	1	1	3	3	3	4	5	

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	
			(Risk management)														
			Implement KM framework	KM Implemented	KM framework	5	1	1	1	1	1	7	7	7	8	8	
			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 Areas	Outcome	Key Performance Indicator	Target		
			Baseline	Mid-Term	End of Plan
Unclaimed Financial Assets Receipt	Enhanced holders' compliance in declaration and surrender of unclaimed financial assets	Value of cash assets received (KshBillion)	27.6	47.8	60.6
		Unit of shares received	1.2 billion	1.702 billion	2.127 billion
		Value of non-cash assets received (KshBillion)	28	56.6	100
Trust Fund and other Financial Resources Management	Enhanced investment income	ROI (KshBillion)	-	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 (KshBillion, 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

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

Key Result Areas	Outcome	Key Performance Indicator	Baseline	Target	
				Mid-Term Period	End of Plan Period
Unclaimed Financial Assets Re-unification	Reunification rate increased	Reunification 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
Institutional Development	Improved performance	PC Index	3.0763	3.0399	3.0000
		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



**UNCLAIMED
FINANCIAL
ASSETS
AUTHORITY**



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