



**UNCLAIMED
FINANCIAL
ASSETS
AUTHORITY**



Strategic Plan

(2023 – 2028)

RECEIVE • SAFEGUARD • RE-UNITE





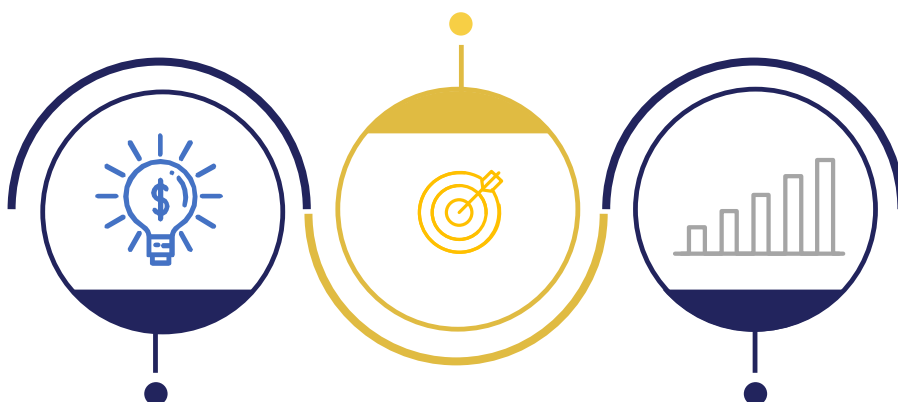
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Strategic Plan

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Mission

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



Vision

A Trusted Institution
in the Management of
Unclaimed Assets

Customer Focus

Transparency and Accountability
Collaboration and Partnerships
Innovativeness
Professionalism

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

Foreword



This is the third Strategic Plan of the Unclaimed Financial Assets Authority (UFAA). The plan covers the Financial year 2023/24 – 2027/28 and is intended to help make UFAA ‘a trusted institution in the management of unclaimed assets’. This will be achieved by ‘Receiving, Safeguarding and Re-uniting Unclaimed Financial Assets for Socio-economic Prosperity’ of the nation.

Kenya's long-term development strategy, the Kenya Vision 2030, has recognised Financial Services as a key sector in the Economic Pillar. Coupled with this, the Authority is a key hinge in the achievement of the ‘PLAN’ as it is aligned to the Government Manifesto's five (5) core pillars: Agriculture; Micro, Small and Medium Enterprises (MSMEs) Economy; Digital Superhighway and Creative Economy; Housing and Human Settlement; and Health Care.

One of the focus areas of the incumbent government administration is on financial inclusion as well as support to Kenya's social and productive sectors. This creates a better environment for the Authority to deliver its mandate. The Plan is also aligned to Sustainable Development Goals, specifically Goal 17 on Partnership for the Goals and the African Union Agenda 2063 African Union Agenda 2063 Goals 9 and 20 on Continental Financial and Monetary Institutions, and the need for Africa to take full responsibility for financing her development, respectively.

Through this Plan, UFAA commits to continue providing leadership in the management of Unclaimed Financial Assets (UFAs). Importantly, the realisation of the overall goals and objectives of this strategy will go a long way in positioning the Authority as a key pillar for shared and sustainable socio-economic development.

The environment within which UFAA operates remains dynamic with several re-alignments and changing priorities and preferences. This Plan is alive to this fact and therefore, has proactively articulated Specific, Measurable, Achievable, Realistic, Time-bound (SMART) interventions to mitigate against potential risk factors. The Plan has also mapped Strengths, Weaknesses, Opportunities and Threats (SWOT), and has proposed strategies and interventions to prioritise on the available opportunities.

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

HON. DR. CPA FRANCIS K NJENGA

CHAIRMAN OF THE BOARD

Preface



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

The Authority has identified key strategic issues, among them the need to: Enhance holders' compliance with the Act; increase the rate of re-unifying Unclaimed Financial Assets (UFAs) with rightful owners; strengthen accountability and sustainability in safeguarding UFAs and other Authority's financial resources; and develop the capacity of the Authority to deliver on its mandate.

Development of this strategic Plan called for dedicated effort and commitment. To this end, I wish to express our gratitude and appreciation to all our key stakeholders for their active and effective participation and involvement in the process.

Particularly, I recognise and acknowledge UFAA Board of Directors, staff and the Strategic Plan Technical Committee, for their dedication, commitment and teamwork. I specifically thank them for mapping out the strategic direction for UFAA to effectively execute our mandate of Receiving, Safeguarding and Re-uniting UFAs with the rightful owners.

Accordingly, I acknowledge the contribution of the consulting firm, Kimstat Marketing Intelligence and Statistical Consultants Limited, for their technical support and guidance towards the development of this Plan.

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

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 re-unite 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 realisation 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 realise the Plan

aspirations, the Authority is committed to upholding utmost degree of Customer Focus, Transparency and Accountability, Professionalism, Innovativeness and Partnership and Collaboration.

The Authority has adopted the following Balanced Score Card (BSC) Perspectives: Stakeholders, Financial Stewardship, Internal Processes and

Organisational 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 Ksh4.6 billion, a sum that will call for a dynamic resource mobilisation 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 realised 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 re-uniting unclaimed financial assets with their rightful owners. It prescribes periods of dormancy beyond which unclaimed financial assets require to be identified, segregated, reported and remitted by holding institutions to UFAA.

The Authority is the brain child 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 re-unification 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 re-unification 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 re-unite these assets with the rightful owners.

The functions of the Authority are to:

- | | |
|---|---|
| <ul style="list-style-type: none"> a. Enforce and administer the provisions of the UFA Act, 2011 b. Ensure holders of unclaimed financial assets re-unite 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 | <ul style="list-style-type: none"> 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 re-unification is still low, recording an average rate of 40%. This has also been the case in other countries.

The lack of complete records coupled with low

value financial assets has been a key challenge. Towards addressing this, countries have come up with regulations establishing a threshold for what can be claimed. For example, in Canada, assets lower than \$25 are forfeited to the State. However, this has not solved the challenge of low re-unification rates. Moreso, 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 re-unification.

In the United Kingdom (UK), the Commission on Unclaimed Assets¹ addresses three (3) main issues: Re-uniting customers with their money and consumer protection; the transfer of unclaimed assets to a new entity; and the best use of unclaimed assets, which is the major focus of the commission. The Commission proposes to support a range of activities, including: Funding for third sector organisations, 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 Investment² 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 Ksh 55.6 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 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.

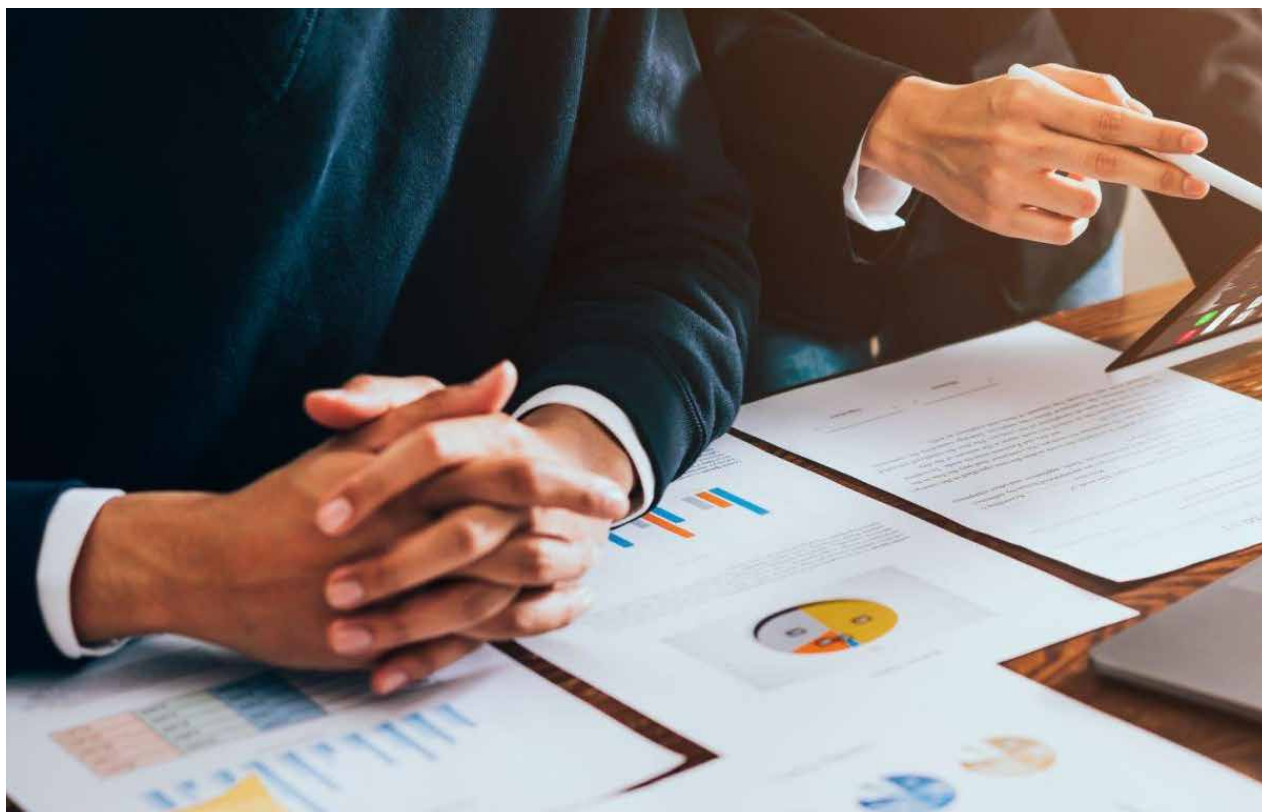
Kenya has come a long way in the development of strong governance frameworks for the various sub-sectors in the larger financial services industry. Specifically, with regard to the unclaimed financial assets regime, the regulatory framework conceived in 2011 has witnessed tremendous achievements that are now reflected in the work of UFAA. These achievements, however, need to be accompanied by a robust re-unification 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 summarised 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 re-unification 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 before 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 re-unite them with their rightful owners. This mandate is vividly captured by the Mission

Statement of the Authority which is to 'Receive, Safeguard and Re-unite 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). Specifically, Goal 16 calls for the promotion of peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels. Target 16.3 specifically advocates for the promotion of the rule of law at the national and international levels and ensure equal access to justice for all, while target 16.4 calls for strengthening the recovery and return of assets, which is within the purview of 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 productive pillar of the fourth MTP of the Kenya Vision 2030 and has been pointed out as a critical foundation for the achievement of the 10% annual GDP growth rate.

The Authority is also key in ensuring that all Kenyans participate in the economic processes of the country. Establishing status of unclaimed 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 also to reduce vulnerability.

Towards the implementation of Kenya's development philosophy of Bottom-Up Economic Transformation Agenda (BeTA), specifically in the financial and productive sector, the Authority will focus on: Aggregation of unclaimed financial assets; investment in government securities at a non-competitive window; equitable re-unification 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 on the widows' flagship programme 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 re-unification target for the Authority, at 20% per year in the medium term. Further to this, the Government has stressed the need for strong institutions which are fully supported by an enabling legal, policy and institutional framework. In reference to 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 re-unification of unclaimed financial assets with the rightful owners and beneficiaries under an indefinite right of re-unification 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 re-unification 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) so as to enhance effective and transparent governance and administration of UFAs in Kenya.

1.5 Rationale for Preparing the Strategic Plan

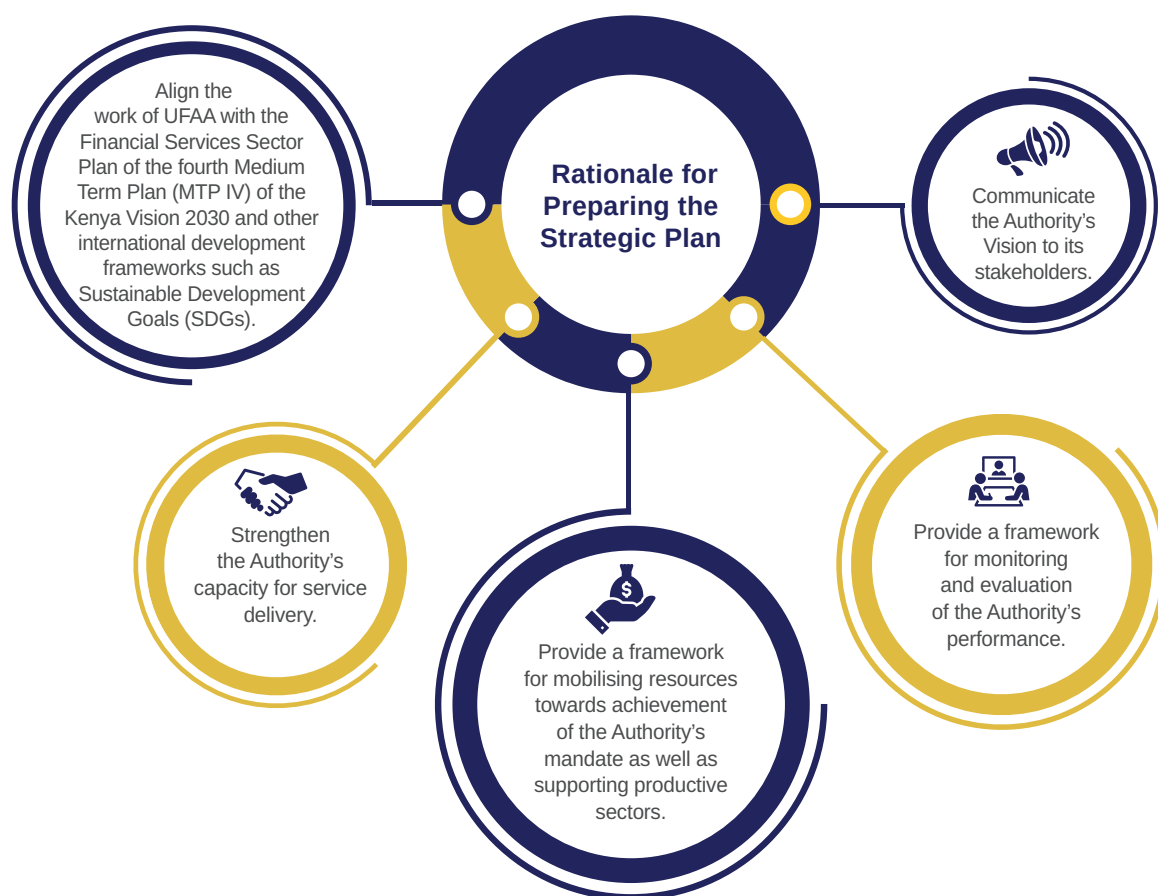
This Strategic Plan is a demonstration of the Authority's commitment to fulfilling its mandate through mapping out of key partners and resources required for successful implementation of its mandate.

The Plan sets out the basis of the Authority's existence and guides its operations for the next five (5) years. 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

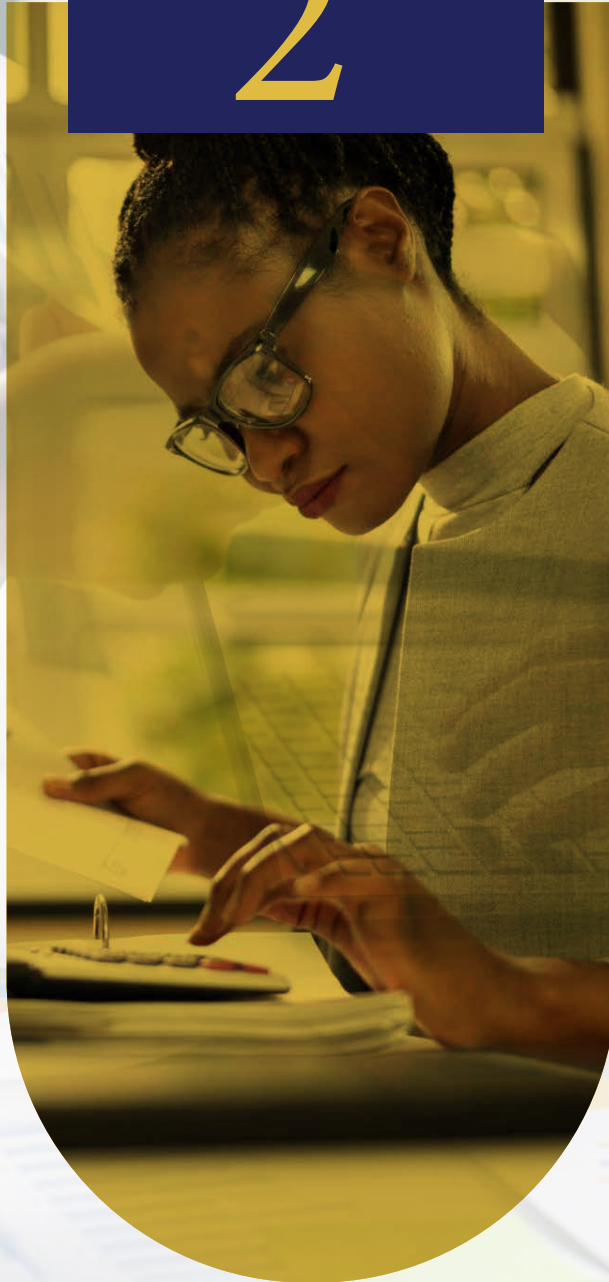


1.6 Methodology of Preparing the Strategic Plan

The preparation of the Strategic Plan commenced with the appointment of a Technical Committee, drawing membership from all UFAA departments. The Committee provided overall guidance during the planning process. Together with the Consultant, the Committee reviewed existing legal and policy documents that provided the context for

preparing the Plan, and conducted stakeholders' consultations, both internal and external. The draft Plan was subjected to rigorous internal and external stakeholders' engagements where valuable inputs on the Strategic Plan were received and incorporated into the document.

CHAPTER 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 PESTELE 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 Ksh55.6 billion (composed of Ksh27.28 billion in cash and Ksh28.32 billion

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 mobilisation plans, created awareness with holder's among others.

In the plan period, the Authority surpassed its annual investment target, except in FY 2019/20. The Authority accrued Ksh1.19 billion, Ksh1.4b, Ksh1.5b, Ksh1.8b and Ksh1 billion (half year). This translates to a total of Ksh7 billion against a target of Ksh6.7b. In the last four financial years (2018/19 – 2021/22), the Authority realised Ksh21.6 million in Appropriation in Aid (A-I-A), against a target of Ksh12.6 million.

This is interest earned from funds in the account. This was a result of favourable interest rate regime as well as lower than expected rate of re-unification.

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



Ksh55.6b

The Authority received financial assets worth Ksh55.6 billion (composed of Ksh27 billion in cash and Ksh28 billion in shares).

SACCOs, mobile 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 re-unification (of cash and non-cash assets) is still less than 5% of Trust Fund value. It was recorded at 2.7% at mid-point and 3.7% at the end of the plan period – for all assets and at 5.7% for cash assets.

2.1.2 Challenges

Despite the achievements realised 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 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 with which the Authority should adjust the planned targets in relation to challenges and emerging issues that occurred during the implementation of the first phase of the Plan. It is important to undertake periodic reviews on the implementation of the strategic Plan in order to adjust target in accordance 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 on ICT in offering services, through continued automation.
- iii. End-term review of the Strategic Plan was subjective. Most of the output targets and indicators did not meet the SMART criterion. There is need to set SMART objectives and realistic targets.
- iv. Given that the Authority works with different sectors as holders with varied levels of compliance, there is need for individualised 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 that may pose

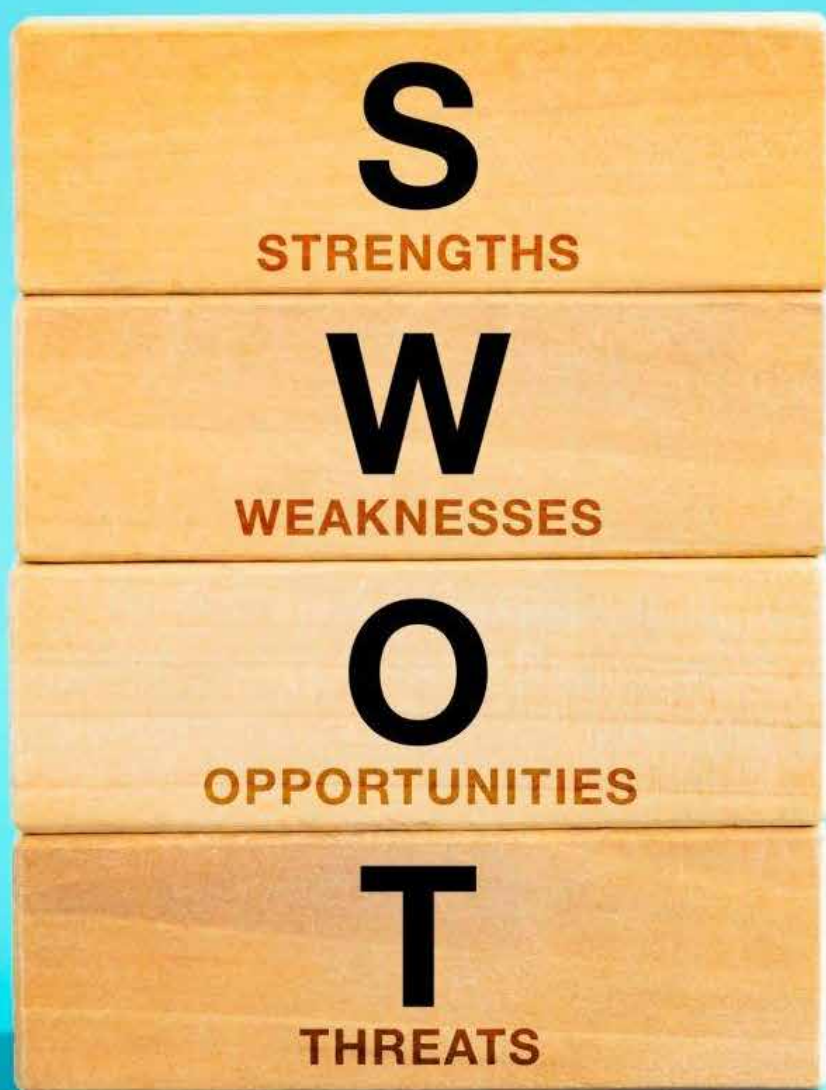


Table 2-1: Environment Analysis

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)



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 re-unification
- Non-institutionalised corporate culture
- Limiting legal and policy framework

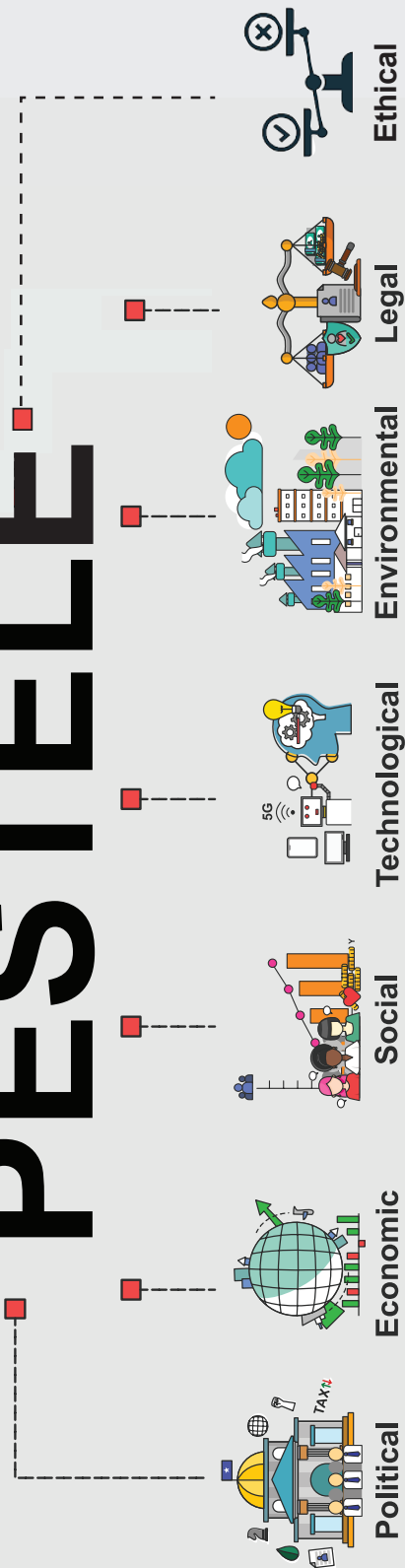
O



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 digitise its processes
- Political good will - engagement with legislators to fast-track legislative reforms when necessary to broaden the scope.
- Existence of Huduma centres across the 47 counties
- Existence of supportive legal and policy framework, and regulatory bodies (CBK, SASRA, CMA, RBA, IRA, ICPAK)
- Growth in mobile money payment and digital platforms for small-value claims.
- Government support and goodwill.
- Existence of umbrella religious and social institutions

PESTLE



2.2.2 PESTELE Analysis

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

Table 2-2: PESTELE 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 regards to UFAs.
	Goodwill	UFAA has continued to enjoy goodwill from different stakeholders. Goodwill influences funding and policy. In the medium term, UFAA will continue to leverage the existing goodwill to enhance receipts and re-unification rates.
	Conflict of interest	Whereas the Authority is a custodian of UFAs (before they are re-united with the rightful owners), at times it may be viewed as 'idle' money. This calls for continued engagement with various stakeholders as well as upscaling education and awareness among stakeholders. The Authority will put in place internal controls and more verification procedures to minimise fraud as well as conflicts of interest.
	Political Stability	The country is experiencing political stability hence a favourable 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	Stable macroeconomic environment provides opportunity for sustainable growth. The country is currently experiencing increase in prices of basic commodities. This coupled with unpredictable fluctuations of inflation rates, interest rates and exchange rates, increases the cost of living. Re-unification of 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 had been recognised 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 sensitisation 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 unauthorised 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	<p>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 categorised as an unclaimed asset under the UFA Act.</p> <p>Development/review of the legal and policy framework is dependent on the parent Ministry.</p>
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

2.3 Stakeholder Analysis

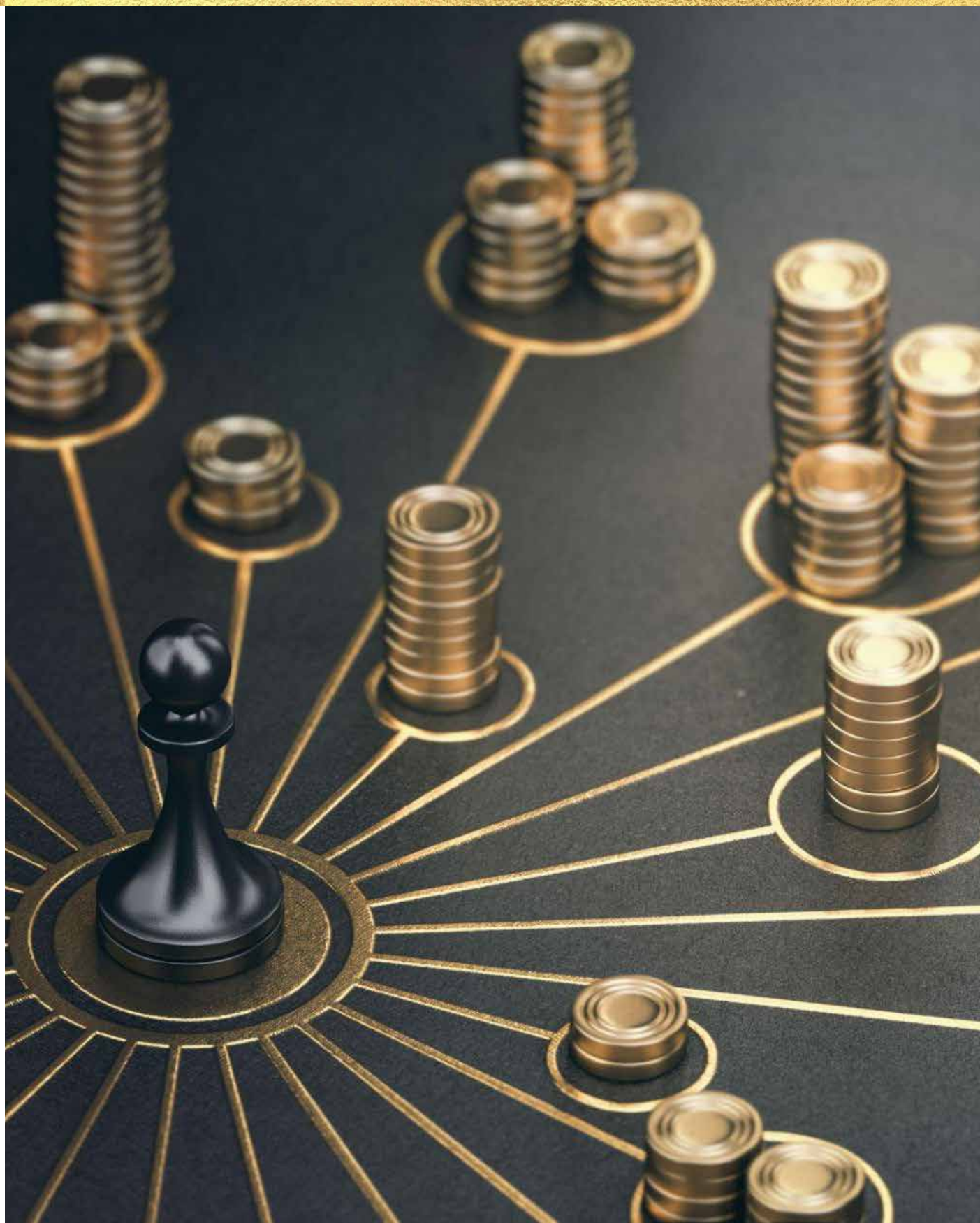
An analysis of the stakeholders is undertaken to clearly outline their roles/functions; their expectations from UFAA; what the Authority should do to meet their expectations; and what the stakeholders should do to assist UFAA realise her mandate.

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 mobilisation
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 partnerships 	<ul style="list-style-type: none"> • Assist the Authority in the enforcement of the provisions of the UFA Act (generally ensure that the objectives of the Act are achieved). • Technical support upon request

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, KEPSA 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 favourable laws and legislations • Objective oversight • Support in resource mobilisation

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 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

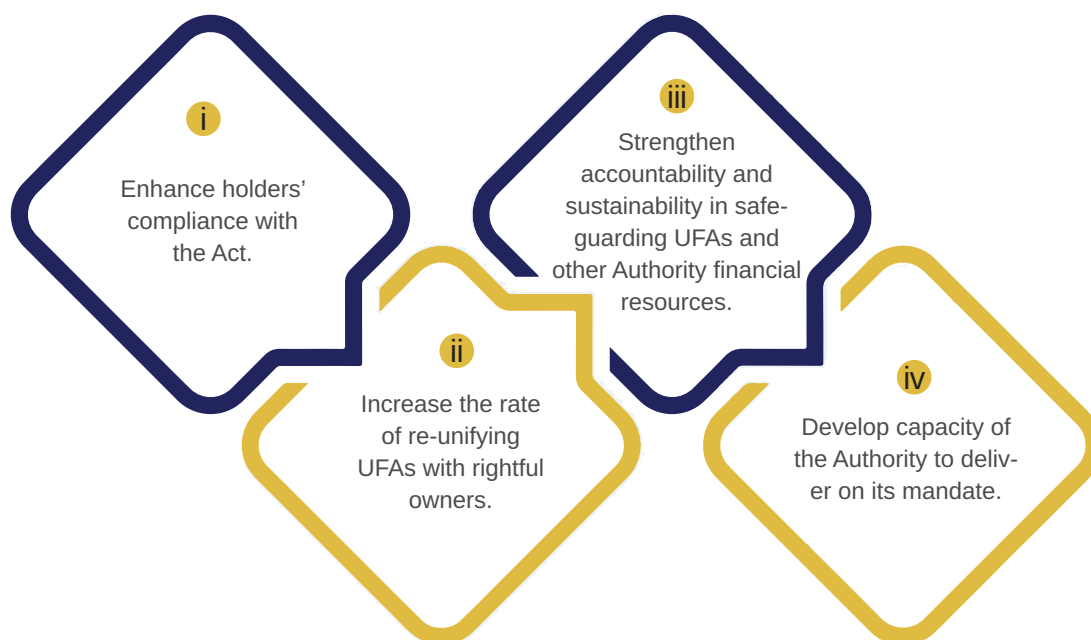
Mission Statement

To Receive, Safeguard and Re-unite 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 realised through four (4) Key Result Areas:

- a. Unclaimed financial asset receipts;
- 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 with holders which the Authority should strive to receive.

In the medium term, the Authority will establish the status of UFAs by undertaking a survey in the first year of the Plan, then develop strategies to enhance receipts. Such strategies will include targeted audits and implementation of feasible recommendations,

Unclaimed Financial Assets' Receipt



Ksh241B

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

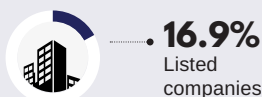
Ksh55.6B

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



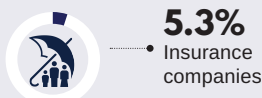
67.7%
Banks



16.9%
Listed companies



9.3%
Telecoms



5.3%
Insurance companies



0.3%
Other sources



0.3%
Saccos



0.1%
Pension funds

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 standardised compliance and re-unification process.

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

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

The current unclaimed financial assets framework is unclear about compliance by institutions and entities in the public sector that hold significant financial assets. These include the Public Trustee, Kenya Deposit Insurance Corporation, and other government departments. The regime does not explicitly differentiate public and private institutions as holders of different categories of UFA. The Authority has performed dismally in receiving assets held by court or Government departments. As such, it will be initiating engagements with 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 actualise this KRA are summarised below.

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

3.2.2 KRA 2 – Trust Fund and Other Financial Resources Management

The Authority is mandated by 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 utilisation of un-reunified unclaimed financial assets. Towards this, the Authority will further review and implement the IPS. Other strategies to actualise this KRA are as summarised below.

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 Mobilisation
		Implement and maintain Effective Payment Management Systems and Processes
		Management of procurement process

3.2.3 KRA 3 – Unclaimed Financial Assets Re-unification

The most significant function of UFAA has not registered much success with a re-unification level remaining at very low levels. The rate of re-unification (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 re-unification rate of 20%, annually.

Some of the reasons for the paltry re-unification 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 re-unification channels to reach a wide scope of claimants in various parts of the country, establish various partnerships with various stakeholders to deepen re-unification and capacitate holders of UFA so as to file complete and accurate reports on UFA for ease of re-unification.

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 with regard to compliance and re-unification 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 re-unification 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 re-unification from government and the public, the Authority will deepen education and awareness/outreach programmes to sensitise both holders and claimants on their respective obligations with respect to surrender of unclaimed assets and re-unification. Other strategies to actualise this KRA are as summarised below.

KRA	Strategic Objective	Strategy
Financial Assets Re-unification	Increase the re-unification rate of UFAs with the rightful owners	Strengthen claimants' engagement framework
		Strengthen unclaimed assets database Analytics
		Strengthen supportive re-unification legal and policy framework
		Enhance automation and decentralisation of service delivery

3.2.4 KRA 4 - Institutional Development

The Authority recognises the need to ensure continued growth and enhanced capacity of its human capital in line with its workload and emerging trends. In this regard, UFAA optimal staffing levels will be established. Programmes to accentuate staff motivation will be implemented in addition to provision of work environment that is safe and conducive.

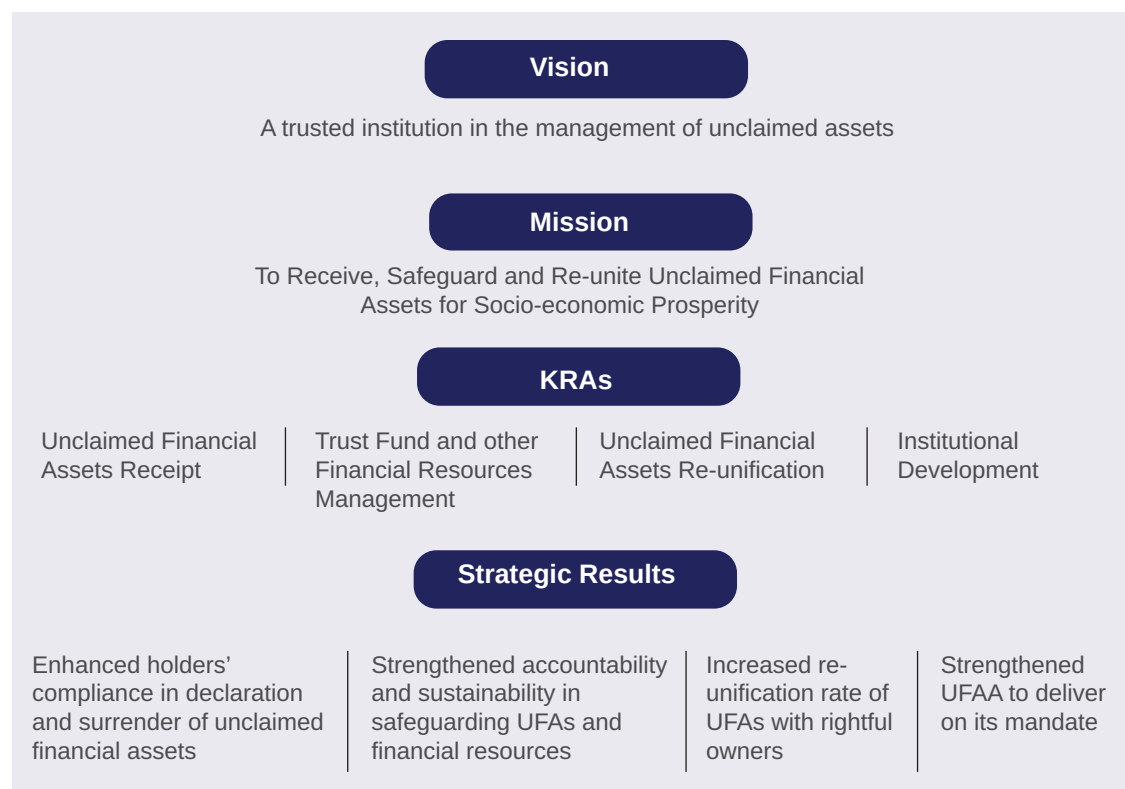
ICT infrastructure will be harnessed and deployed to augment efficacy in back-office operations to support UFAA processes and other procedures. The Authority will also integrate staff performance and productivity in all its operations and inculcate good governance tenets to enhance efficiency and effectiveness 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 actualise this KRA are as summarised below.

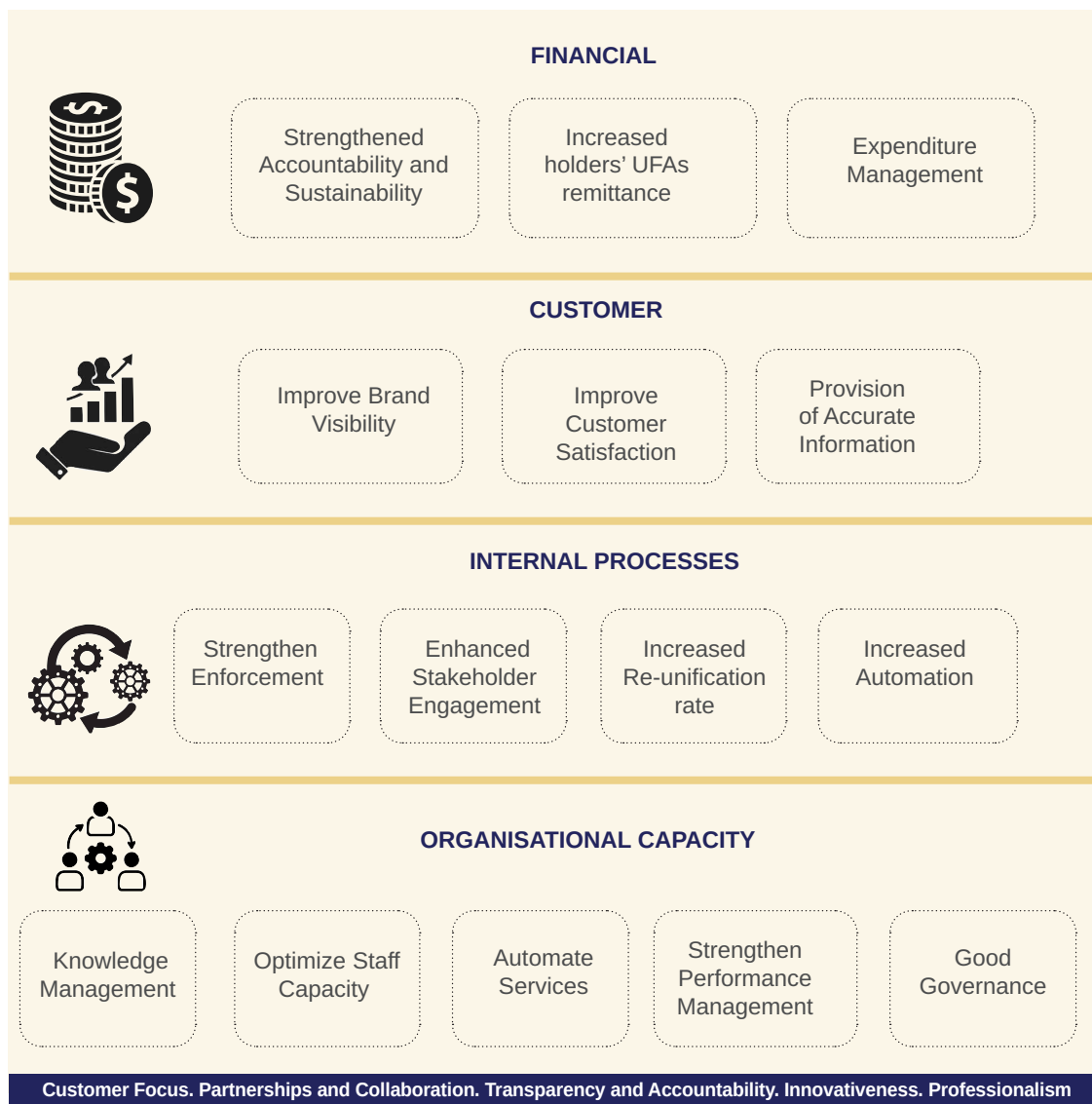
KRA	Strategic Objective	Strategy
Institutional development	Strengthen UFAA institutional capacity	Improve brand visibility and awareness
		Human Resource development
		Performance management
		Strengthen corporate planning
		Maintenance of standards
		Risk management
		Improve corporate governance
	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

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	Upscaled awareness creation Investment in line with the IPS
Brand Awareness Index	X+5	
ROI (Ksh billion)	21	
Annual re-unification rate	20	Aggressive stakeholders Engagement Corporate Work planning
Turn Around Time (days)	7	
Improved PC Index	3.0000	
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 endeavour to provide a clear career progression for all staff and will ensure that whenever there are opportunities, internal staff are granted an opportunity by rewarding excellence in service delivery.
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 endeavour to implement rewards and sanction policy, on continual basis.
6. To ensure teamwork and diligence, the Authority will hold teambuilding forums for staff and the Board, and induct new staff and Board members on the roles of the Authority.
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.

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

Figure 4-1: Current UFAA Structure

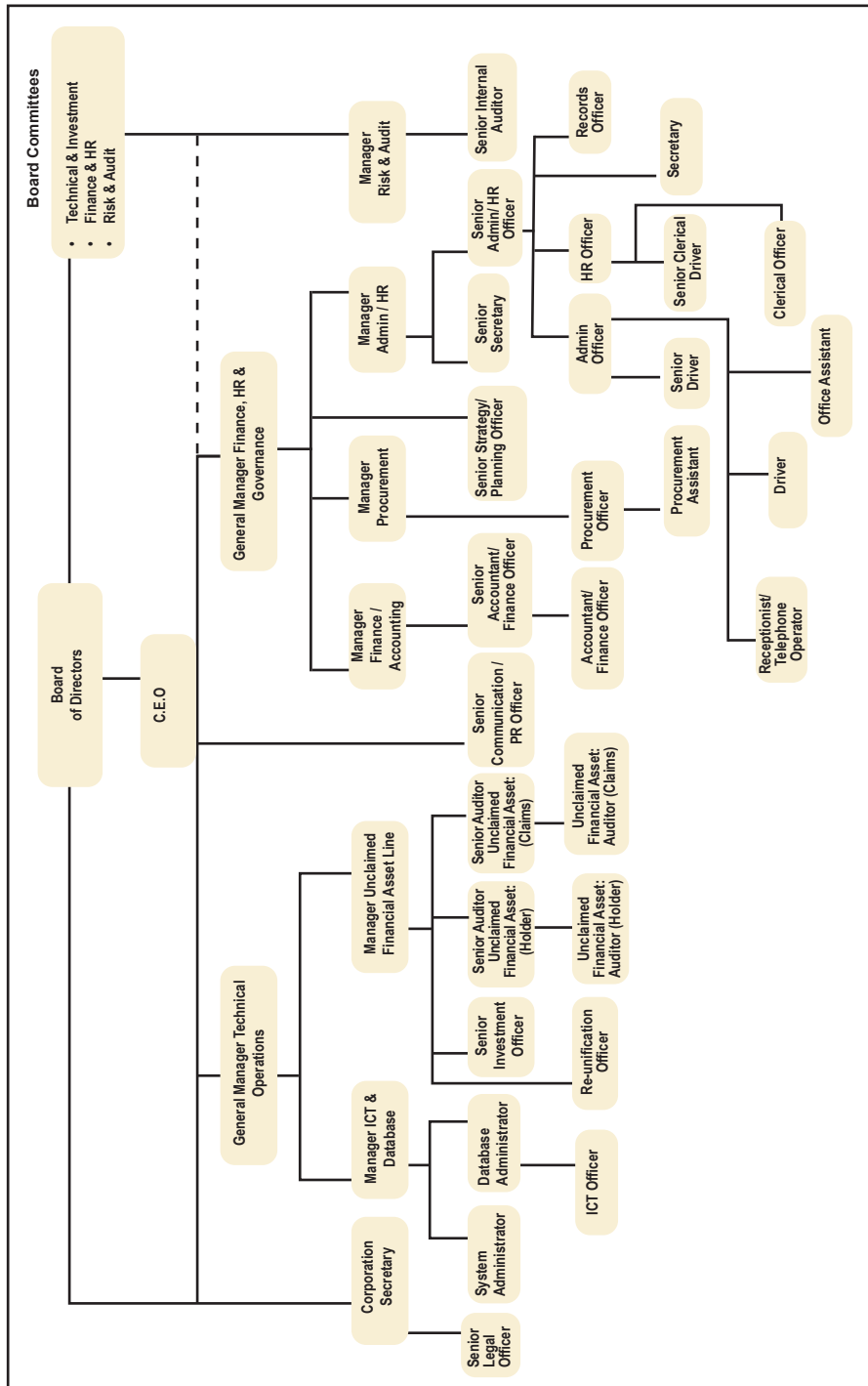
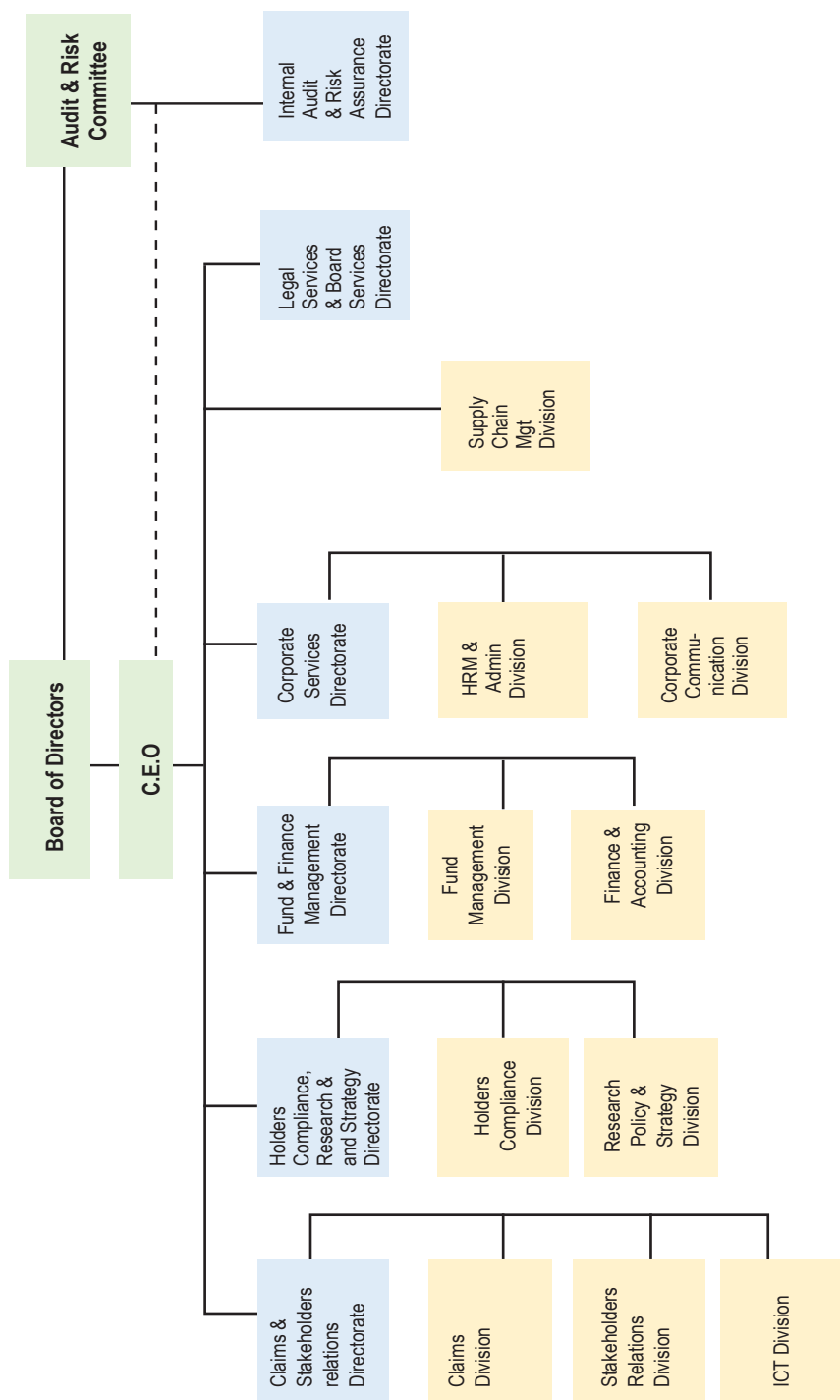


Figure 4-2: Proposed UFAA Structure - April 2023



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

The implementation of the Plan targets will require Ksh4.6 billion. This will call for a dynamic resource mobilisation 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 optimise 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 categorisation 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 organisations 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	Medium	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 and Stakeholder Relations/ Compliance and Enforcement/ / Research, Policy and Strategy
Economic and Financial	Fraudulent claims	Low	High	Medium	Strengthen the verification processes	Head, Claims and Stakeholder Relations
	Reduced rate of return from investments	Low	High	Medium	Develop/review and implement an IPS	
Operational	Inadequate staff capacity coupled with Staff turnover	Low	High	Medium	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 re-unification	Medium	High	High	Strengthen collaboration mechanisms with key stakeholders (holders, claimants, MDAs etc)	Head, 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 analysing 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 analysing 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 analysed, 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 realisation 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 organisation. 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

KRAs	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	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	No. of new partnerships established	3 ²		3					15				Compliance and Enforcement
				and strengthened	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	Complying institutions published	Annual Publication	5	1	1	1	1	1	2	2	2	2	2	Communication & Compliance and Enforcement
			Develop and implement holder's award scheme	Holder's award scheme developed and implemented	Annual Award Forums	5	1	1	1	1	1	3	3	3	3	3	Compliance and Enforcement
		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			
					Units of Shares	2,127	1,351	1,518	1,702	1,904	2,127						
					Value of assets (None-cash) identified and collected (KES. billion).	159.3	31.5	39.9	56.6	89.9	159.3						
			Conduct audits on compliance and implement feasible recommendations	Compliance audits conducted and recommendations implemented	Proportion of identified non-compliant holders audited	100	100	100	100	100	100	90	90	90	90	90	Compliance and Enforcement
			Undertake targeted holders' forums across various sectors	Targeted holders' forums undertaken	No. of forums	40	8	8	8	8	8	4	4	4	4	4	
			Activate whistleblowing mechanism on UFAs	Anonymous reporting mechanism operationalised	Anonymous reporting mechanism	1	1	1	1	1	1		1				
			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

² Some of these include: NSE, Central Depository and Settlement Corporation (CDSC), Kenya Association of Stockbrokers (KASB)³ PSAB, CA and Judiciary⁴ OAG, SASRA, RBA, IRA, Huduma and NGAO⁵ The survey will conduct holders' analysis categorised 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

KRAs	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 reporting Mechanism on UFAs	Re-engineering of the holders' reporting process	Processes identified and re-engineered	Proportion of processes	100	100	100	100	100	100	1	1	1	1	1	Compliance and Enforcement
			Develop and implement a feedback mechanism to improve the reporting process	Feedback mechanism developed and implemented	Feedback mechanism put in place	1	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	
					Proportion of feedback received and acted upon	100	100	100	100	100	100						Compliance and Enforcement
			Evaluate the effect of Finance Act 2022 on receipts	Evaluation conducted and recommendations implemented	Evaluation report	1	1					2					
			Develop an enforcement policy that integrates ADR in dispute resolution	Enforcement policy developed and implemented	Enforcement Policy document	1	1					2					Compliance and Enforcement/ Legal and Board Services
					Proportion of disputes resolved	100	100	100	100	100	100						
	Trust Fund and other Financial Resources Management	Implement strategic investments	Review IPS	IPS reviewed	IPS	2		1		1							Fund and Finance Management
			Invest funds in line with the IPS	Investment Income	ROI (KES. Billion)	15.76 ⁶	2.24	2.62	3.07	3.60	4.24						
			Onboard Fund Manager	Advisories on fund management issued	No. of investment advisories	10	2	2	2	2	2	2	2	2	2	2	
			Conduct research on investments	Researches on investment conducted	No. of research reports	10	2	2	2	2	2	0.5	0.5	0.5	0.5	0.5	
		Support sustainable development	Engage NT with a view of investing in social bonds	Social Bonds designed and implemented	Social bond	1			1			0.3	0.3				
		Management of cash and non-cash assets	Reconciliation of non-cash assets	Non-cash assets reconciled	No. of reports	20	4	4	4	4	4						
			Onboarding of shares	Share accounts in UFAA custody	Proportion of share accounts in UFAA CDA account	100		100	100	100	100		40	10	5	5	
			Onboarding of safe deposit boxes	Safe deposit boxes onboarded	Proportion of deposit boxes onboarded	100		100	100	100	100		10	10	10	10	
			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 and 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		
				Staff trained	Proportion of staff trained	100		100					3				
		Transparency and Accountability in Financial Reporting	Prepare annual reports and financial statements of the Trust fund and the Authority	Annual report and financial statement of the Authority prepared	Annual report and Financial Statement	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	
				Financial statement of the Trust fund	Annual Financial statement	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	

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

KRAs	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	Enhance holders' compliance in declaration and surrender of unclaimed financial assets	Strengthen stakeholders' engagement	Review and implement MoUs with various institutions and bodies	Trust fund audited accounts gazetted	Annual Gazette statement	5	1	1	1	1	1	1	1	1	1	1	Fund and Finance Management
				Audit opinion maintained (unqualified)	Unqualified audit opinion Reports	5	1	1	1	1	1	4	4	4	4	4	
				Reporting Software maintained	Updated software	1	1	1	1	1	1	1	1	1	1	1	
				UFAA Management and reporting team trained	Training Forum	3	1		1		1	2		2		2	
		Effective Financial Planning and Resource Mobilization	Prepare MTEF budget for the Authority	MTEF budget prepared	MTEF budget	5	1	1	1	1	1						Respectively Directorate/ Division
		Implement and maintain Effective Payment Management Systems & Processes	Payment system implemented	Payment system implemented and maintained	Payment system	1	1					1	0.5	0.5	0.5	0.5	
		Management of procurement process	Prepare procurement plans and reports	Procurement Plan prepared	Annual Procurement Plan	5	1	1	1	1	1	2	2	3	3	3	
				Quarterly reports prepared	No. of reports	20	4	4	4	4	4						
		Establish partnership and collaboration with the key public institutions	Partnerships established and strengthened	Proportion of MoUs reviewed		100	100					6					Compliance and Enforcement
				Proportion of strategic identified and MoUs signed		100 ¹		100					15				
				No. of new partnerships established		3 ²		3					15				
				No. of existing partnerships reviewed and strengthened		6 ³	6					3					
				MoUs implementation Annual monitoring reports		5	1	1	1	1	1						
Identification	Conduct a Survey	Survey Report	Survey Report	Prepare and publish complying institutions by 31 st January	Annual Publication	5	1	1	1	1	1	2	2	2	2	2	Communication & Compliance and Enforcement
				Develop and implement holder's award scheme	Annual Award Forums	5	1	1	1	1	1	3	3	3	3	3	Compliance and Enforcement

⁷ Based on an average return rate of 8%⁸ Such as Judiciary, IPRS, Immigration, State Department for Lands, BRS and Huduma Kenya

KRAs	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	
		Inventory of unclaimed financial assets	Conduct survey on unclaimed financial assets	Survey undertaken ⁴	Survey report	1	1					20					Policy and Strategy
					Value of assets (cash) identified and collected (KES. billion).	60.6	32	37.4	43.8	51.4	60.6	1		1			
					Units of Shares	2,127	1,351	1,518	1,702	1,904	2,127						
					Value of assets (None-cash) identified and collected (KES. billion).	159.3	31.5	39.9	56.6	89.9	159.3						
			Conduct audits on compliance and implement feasible recommendations	Compliance audits conducted and recommendations implemented	Proportion of identified non-compliant holders audited	100	100	100	100	100	100	90	90	90	90	90	Compliance and Enforcement
			Undertake targeted holders' forums across various sectors	Targeted holders' forums undertaken	No. of forums	40	8	8	8	8	8	4	4	4	4	4	
			Activate whistleblowing mechanism on UFAs	Anonymous reporting mechanism operationalised	Anonymous reporting mechanism	1	1	1	1	1	1		1				
			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						
		Strengthen reporting Mechanism on UFAs	Re-engineering of the holders' reporting process	Processes identified and re-engineered	Proportion of processes	100	100	100	100	100	100	1	1	1	1	1	Compliance and Enforcement
			Develop and implement a feedback mechanism to improve the reporting process	Feedback mechanism developed and implemented	Feedback mechanism put in place	1	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	
					Proportion of feedback received and acted upon	100	100	100	100	100	100						Compliance and Enforcement
			Evaluate the effect of Finance Act 2022 on receipts	Evaluation conducted and recommendations implemented	Evaluation report	1	1					2					
			Develop an enforcement policy that integrates ADR in dispute resolution	Enforcement policy developed and implemented	Enforcement Policy document	1	1					2					Compliance and Enforcement/ Legal and Board Services
					Proportion of disputes resolved	100	100	100	100	100	100						
Trust Fund and other Financial Resources Management	Strengthen accountability and sustainability in safeguarding UFAs and other financial resources	Implement strategic investments	Review IPS	IPS reviewed	IPS	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 Manager	Advisories on fund management issued	No. of investment advisories	10	2	2	2	2	2	2	2	2	2	2	
			Conduct research on	Researches on investment	No. of research	10	2	2	2	2	2	0.5	0.5	0.5	0.5	0.5	

KRAs	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	Enhance holders' compliance in declaration and surrender of unclaimed financial assets		investments	conducted	reports												Fund and Finance Management Respective Directorate/ Division
		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						
		Strengthen stakeholders' engagement	Onboarding of shares	Share accounts opened	Proportion of MoUs reviewed	100	100					6					Compliance and Enforcement
			Review and implement MoUs with various institutions and bodies	reviewed and implemented	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				
		Identification of unclaimed financial assets			No. of existing partnerships reviewed and strengthened	6 ³	6					3					Communication & Compliance and Enforcement
					MoUs implementation Annual monitoring reports	5	1	1	1	1	1						
			Prepare and publish complying institutions by 31 st January	Complying institutions published	Annual Publication	5	1	1	1	1	1	2	2	2	2	2	
			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	Research, Policy and Strategy
			Conduct a survey on unclaimed financial assets	Survey undertaken ⁴	Survey Report	1	1					20					
					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	2,127	1,351	1,518	1,702	1,904	2,127						
					Value of assets (None-cash) identified and collected (KES. billion).	159.3	31.5	39.9	56.6	89.9	159.3						
			Conduct audits on compliance and implement feasible recommendations	Compliance audits conducted and recommendations implemented	Proportion of identified non-compliant holders audited	100	100	100	100	100	100	90	90	90	90	90	
			Undertake targeted holders' forums across various sectors	Targeted holders' forums undertaken	No. of forums	40	8	8	8	8	8	4	4	4	4	4	
			Activate whistleblowing mechanism on UFAs	Anonymous reporting mechanism operationalised	Anonymous reporting mechanism	1	1	1	1	1	1		1				

⁹ Roadshows, markets storms and clinics

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

KRAs	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 reporting Mechanism on UFAs	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
			Re-engineering of the holders' reporting process	Processes identified and re-engineered	Proportion of processes	100	100	100	100	100	100	1	1	1	1	1	Compliance and Enforcement Compliance and Enforcement
			Develop and implement a feedback mechanism to improve the reporting process	Feedback mechanism developed and implemented	Feedback mechanism put in place	1	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	
					Proportion of feedback received and acted upon	100	100	100	100	100	100						
			Evaluate the effect of Finance Act 2022 on receipts	Evaluation conducted and recommendations implemented	Evaluation report	1	1					2					
			Develop an enforcement policy that integrates ADR in dispute resolution	Enforcement policy developed and implemented	Enforcement Policy document	1	1					2					Compliance and Enforcement/ Legal and Board Services
					Proportion of disputes resolved	100	100	100	100	100	100						
Trust Fund and other Financial Resources Management	Strengthen accountability and sustainability in safeguarding UFAs and other financial resources	Implement strategic investments	Review IPS	IPS reviewed	IPS	2		1		1							Fund and Finance Management
			Invest funds in line with the IPS	Investment Income	ROI (KES. Billion)	15.76 ⁶	2.24	2.62	3.07	3.60	4.24						
			Onboard Fund Manager	Advisories on fund management issued	No. of investment advisories	10	2	2	2	2	2	2	2	2	2	2	
		Support sustainable development	Conduct research on investments	Researches on investment conducted	No. of research reports	10	2	2	2	2	2	0.5	0.5	0.5	0.5	0.5	
			Engage NT with a view of investing in social bonds	Social Bonds designed and implemented	Social bond	1			1			0.3	0.3				
		Management of cash and non-cash assets	Reconciliation of non-cash assets	Non-cash assets reconciled	No. of reports	20	4	4	4	4	4						
			Onboarding of shares	Share accounts in UFAA custody	Proportion of share accounts in UFAA CDA account	100		100	100	100	100		40	10	5	5	
			Onboarding of safe deposit boxes	Safe deposit boxes onboarded	Proportion of deposit boxes onboarded	100		100	100	100	100		10	10	10	10	
			Develop a mechanism of managing on boarded shares	Mechanism developed	Mechanisms	1	1										
			Auction of	Financial con-	Proportion of												

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

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
			Financial contents in safe deposit boxes	Items auctioned	Boxes	100			100					5			
		Prudent Budget and 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		
				Staff trained	Proportion of staff trained	100		100					3				
		Transparency and Accountability in Financial Reporting	Prepare annual reports and financial statements of the Trust fund and the Authority	Annual report and financial statement of the Authority prepared	Annual report and Financial Statement	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	
				Financial statement of the Trust fund	Annual Financial statement	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	
				Trust fund audited accounts gazetted	Annual Gazette statement	5	1	1	1	1	1	1	1	1	1	1	
				Audit opinion maintained (unqualified)	Unqualified audit opinion Reports	5	1	1	1	1	1	4	4	4	4	4	
				Reporting Software maintained	Updated software	1	1	1	1	1	1	1	1	1	1	1	
				UFAA Management and reporting team trained	Training Forum	3	1		1		1	2		2		2	
		Effective Financial Planning and Resource Mobilization	Prepare MTEF budget for the Authority	MTEF budget prepared	MTEF budget	5	1	1	1	1	1						
		Implement and maintain Effective Payment Management Systems & Processes	Payment system implemented	Payment system implemented and maintained	Payment system	1	1					1	0.5	0.5	0.5	0.5	
		Management of procurement process	Prepare procurement plans and reports	Procurement Plan prepared	Annual Procurement Plan	5	1	1	1	1	1	2	2	3	3	3	
				Quarterly reports prepared	No. of reports	20	4	4	4	4	4						

Fund and Finance Management

ANNEX II: MONITORING AND EVALUATION FRAMEWORK

Key Result Areas	Outcome	Key Performance Indicator	Baseline	Target	
				Mid-Term Period Target	End of Plan Period Target
Unclaimed Financial Assets Receipts	Enhanced holders' compliance in declaration and surrender of unclaimed financial assets	Value of cash assets received (KshBillion) ¹	27.6	47.8	60.6
		Unit of shares received	1,200	1,702	2,127
		Value of non-cash assets received (KshBillion)	28	56.6	159.3
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

¹ 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 Target	End of Plan Period Target
Unclaimed Financial Assets Re-unification	Re-unification rate increased	Re-unification rate	3.7	13	20
		Claims processing and payment timeline [for original owner claims (in days)]	25	15	7
		Claims processing and payment timeline [for beneficiary claims (in days)]	90	70	50





**UNCLAIMED
FINANCIAL
ASSETS
AUTHORITY**



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UFAA KENYA