REPUBLIC OF KENYA

UWEZO FUND

STRATEGIC PLAN 2023 - 2027

KENYA VISION 2030

AHADI YETU KAZI KWAKO

REPUBLIC OF KENYA

VISION, MISSION, CORE VALUES

Vision
A Fund of global excellence in social-economic empowerment of youth, women and Persons with Disabilities.

Mission
To provide accessible and affordable credit, capacity enhancement, market linkages to youth, women and people with disabilities for economic growth.

Core Values
- Integrity
- Professionalism
- Transparency and Accountability
- Inclusivity
- Equality and Equity
- Innovation and creativity
- Mentorship

AHADI YETU KAZI KWAKO

FOREWORD

HON. WYCLIFFE AMBETSA OPARANYA, FCPA, EGH

Cabinet Secretary, Ministry of Cooperatives and Micro Small and Medium Enterprises (MSME) Development

It is with great pride and a strong sense of purpose that I unveil the second Strategic Plan designed by Uwezo Fund Oversight Board. This plan is more than a roadmap; it is a testament to our unwavering commitment to the socioeconomic empowerment of youth, women, and persons with disabilities across Kenya.

The government is resolutely committed to enhancing the living standards of every Kenyan and has emphasized empowering the youth, women, persons with Disabilities (PWDs) and other vulnerable groups. Affirmative Funds, including the Uwezo Fund, play a critical and catalytic role in the realization of the Government's Bottom-Up Economic Transformation Agenda (BETA).

The evolution of the Fund's focus to nurture and support grassroots groups represents a commendable step towards fostering a more inclusive and robust economic landscape. The introduction of the table banking model, designed to instill financial discipline among members, stands as a pivotal strategy in this transformative journey.

This Strategic Plan articulates a shared Vision, Mission, values, strategic issues, strategic goals, Key Results Areas, Strategic Objectives and Key Activities for the next five years. Overall, the Plan is aligned with a National-level goal to ensure equitable benefits for all Kenyans, as envisioned under the stewardship of the Ministry of Co-operatives and Micro, Small and Medium Enterprises Development (MSME-D).

The Strategic Objectives outlined here contribute significantly to the mandate of the Ministry of Co-operatives and MSME-D regarding socio-economic empowerment. Developed in accordance with Kenya Vision 2030 and aligned with the BETA, the Plan recognizes poverty eradication, youth and women empowerment as primary drivers of upward social mobility, national cohesion, and socio-economic development.

By aligning itself with both National and international development frameworks, such as the Constitution of Kenya 2010, Vision 2030, East African Community Vision 2050, Africa Agenda 2063 and Sustainable Development Goals, the Fund demonstrates a commitment to sustainable economic growth, thereby addressing poverty, inequality, and unemployment, particularly in the MSME space.

The Ministry remains committed to all efforts directed at socio-economic empowerment of citizens and will provide oversight support and guidance to the Fund. We call upon all other stakeholders to continue to work in collaboration with Uwezo Fund for a better and prosperous Kenya.

I have full confidence in the leadership, staff, and all stakeholders of the Fund as they work towards realizing this strategic plan. It is through their dedication and strategic initiatives that we can collectively strive toward a more prosperous and equitable society.

HON. WYCLIFFE AMBETSA OPARANYA, FCPA, EGH
Cabinet Secretary, Ministry of Cooperatives and Micro Small and Medium Enterprises (MSME) Development.

REMARKS

PS SUSAN MANG'ENI

Principal Secretary State Department for Micro Small and Medium Enterprises (MSME)

It is with great pleasure and a profound sense of responsibility that I present the Uwezo Fund's Strategic Plan for the period 2023-2027. This plan is more than a roadmap; it is a testament to our unwavering commitment to the socio-economic empowerment of youth, women, and persons with disabilities across Kenya.

The Uwezo Fund has been a cornerstone of our efforts to uplift these key demographics, providing them with accessible and affordable financial resources necessary for their economic and social development. As we embark on this new strategic cycle, we reflect on the substantial progress made since the inception of the Fund and acknowledge the challenges and lessons learned from our previous strategic plan. This strategic plan was developed through an extensive and inclusive process, engaging various stakeholders to ensure that the diverse needs and perspectives of our beneficiaries are well represented. Our focus remains steadfast on four critical areas: Financial Inclusion and Resource Mobilization, Business Development Services and Publicity, Fund Reengineering, and the Strengthening of Legal, Policy, Institutional Capacity, and Infrastructure.

To expand access to finances, we will enhance loan uptake and improve loan recovery, ensuring that more youth, women, and persons with disabilities can start and grow their enterprises. Through strategic partnerships and robust resource mobilization, we aim to enhance the reach and impact of our initiatives.

Business Development Services will be pivotal in equipping our beneficiaries with the necessary skills and knowledge to succeed. Publicity efforts will ensure that the opportunities offered by the Fund are widely known and accessible to all.

In re-engineering the Fund, we are committed to leve rage technology streamline processes, enhance efficiency, and facilitate digital financial services. This will make it easier for our beneficiaries to access our services and achieve their entrepreneurial goals. Strengthening our legal and policy framework, as well as our institutional capacity, is essential for the sustainability and effectiveness of the Fund.

We will promote prudent financial management, implement effective audit and risk management frameworks, and uphold the highest standards of governance and accountability.

The strategic plan is aligned with both National and International Development Frameworks. By doing so, we demonstrate the commitment to addressing poverty, inequality, and unemployment, particularly in the MSME sector in alignment with the Kenya Kwanza Manifesto. As we move forward, the Ministry of Cooperatives, Micro, Small and Medium Enterprises Development through the State Department of MSME will continue to provide oversight, support, and guidance to ensure the successful implementation of this strategic plan.

We call upon all stakeholders to collaborate with us in this endeavor, as it is only through collective effort that we can achieve a prosperous and equitable society for all Kenyans.

I extend my gratitude to the dedicated team, partners, and stakeholders whose collaboration and commitment are integral to the realization of our shared vision.

PS SUSAN MANG'ENI
Principal Secretary State Department for Micro Small and Medium Enterprises (MSME)

PREFACE

MS ANN NJUGUNA

Chair, Uwezo Fund Oversight Board

It is with great pleasure and a sense of purpose that I present the second-generation strategic plan for Uwezo Fund 2023-2027, which was prepared through a consultative and collaborative process with key stakeholders. This detailed plan is crafted to steer our efforts and initiatives towards the Fund's strategic focus for the upcoming five years, ensuring efficient resource utilization and the fulfillment of our strategic goals. As the Chair of the Oversight Board, I am honored to guide this institution towards a future defined by sustainable impact and positive change. Uwezo Fund was established to empower youth, women, and persons with disabilities by providing accessible and affordable financial resources for socio-economic empowerment Our commitment to fostering entrepreneurship and community-driven initiatives such as a structured table banking model underscores our belief in the transformative power of financial inclusion among the very bottom of the pyramid citizens. We envision a Kenya where economic opportunities are accessible to all, fostering a spirit of self-reliance and collective progress.

The strategic plan 2023-2027 is anchored on consideration of challenges and lesson learnt from the strategic plan 2019-2023. Through situational analysis opportunities, threats, weaknesses and strengths were identified forming a foundation for a strategic response that will empower youth, women and person with disabilities for social and economic development. Our strategic focus revolves around four Key Result Areas: Financial Inclusion and resource mobilization, Business Development services and publicity, Fund Reengineering and strengthening legal, policy, institutional capacity and infrastructure. These KRAs form the foundation of our approach to addressing the multifaceted challenges faced by youth, women and persons with disabilities.

Uwezo fund Strategic Plan 2023-2027 strategic objectives are to: expand access to finances, generate gainful self- employment for the youth and women and persons with disabilities, model an alternative framework in funding community driven development initiatives, automate the Fund's processes and strengthen legal, policy, institutional capacity and infrastructure of the fund. These have been carefully identified by consideration of contextual factors, stakeholder expectations, strategic issues, goals and KRAs. For each of the objective, strategies have been crafted, key activities, expected output with annual targets and responsibilities allocated. The strategic plan has been prepared based on guidelines provided by the state department for economic planning, relevant government policies and adhered to the MTP IV, BETA, regional and global blueprints.

The Oversight Board commits to ensure the strategic plan is implemented to steer the organization toward the vision to empower the youth, women and persons with disabilities.(delete yellow and insert the vision). The Board will also endeavor to leverage on technology to streamline processes, enhance efficiency, and facilitate digital financial services to ensure a seamless and accessible experience for our beneficiaries, implement robust monitoring and evaluation mechanisms to measure the social and economic impact of our interventions, and finally forge strategic partnerships with stakeholders to amplify our impact and create synergies for sustainable development. In conclusion, this strategic plan sets the stage for the Fund to evolve into a dynamic force for positive change. As we embark on this transformative journey, we remain committed to our mission, guided by the principles of inclusivity, innovation, and impact.

MS ANN NJUGUNA
Chair, Uwezo Fund Oversight Board

ACKNOWLEDGEMENT

PETER LENG'APIANI, MBS

Head of Secretariat

The strategic transformation outlined in this 2023-2027 strategic plan marks a crucial moment for the Fund. The outlined priorities are a testament to our commitment to empower and uplift the most vulnerable segments of our society, aligning with national, continental, and global development agendas.

Further, the success of this plan's implementation will necessitate greater coordination of the Fund's programs and activities over the next five years to better target and impact the livelihoods of our stakeholders. The management remains steadfast in supporting socio-economic empowerment.

This Strategic Plan's development is a result of rigorous analysis, stakeholder engagement, and a commitment to learning from past experiences. The inclusive nature of the plan ensures that the voices of those we aim to serve are central to our strategies, programmes and activities.

The process of developing this plan was highly consultative and participatory involving many stakeholders both directly and indirectly. In this regard, I would like to thank all those who contributed to the development of this document.

Special thanks go to the Cabinet Secretary for Ministry of Cooperatives, Micro, Small & Medium, Enterprises Development, for providing the overall policy guidance and direction in the development of this Plan.

The Fund also recognizes the huge contribution of the Principal Secretary, State Department for MSME-D, State Department for economic planning, and its staff during the preparation of the strategic plan. The Uwezo Fund Oversight Board's dedication, guidance and commitment cannot go without a special mention. We are truly grateful.

It is commendable that this Plan has been developed entirely in-house. This is an indication of the commitment and expertise that are present amongst the staff of our Fund. Allow me to thank the technical team that worked on this strategic plan under the Strategic Plan Committee. Their hard work, unwavering commitment and teamwork are duly acknowledged.

I extend my gratitude to other government officials professionals and stakeholders whose invaluable input helped in shaping this plan.

I am confident that the implementation of this plan will mark a significant milestone on our journey towards creating a more economically vibrant, inclusive and empowered society.

We look forward to implementing these strategies collectively with optimism and a deep sense of responsibility towards empowering women, youth and people with disabilities to grow savings, and investments.

PETER LENG'APIANI, MBS
Head of Secretariat

CONTENTS

Definition of Concepts and Terminologies

Benchmarking: Comparing the organization's performance and processes against industry standards or best practices.

Bottom-up Economic Transformation Agenda (BETA): Government economic transformation strategy that emphasizes grassroots-level development and involvement in shaping economic policies.
Change Management: The structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state.
Competitive Advantage: Unique qualities or attributes that give an organization an edge over its competitors.

Competitive Analysis: Evaluates competitors' strengths and weaknesses and informs strategies to gain a competitive advantage.

Continuous Improvement: The ongoing effort to enhance processes, products, or services to increase efficiency and effectiveness.

Core Competencies: Identifies the unique capabilities that give the organization a competitive edge and guides resource allocation and investment decisions.

Core Values: Fundamental beliefs that guide the behavior and decision-making of individuals within the organization.

Endeleza Loan: Uwezo Fund loan product for repeat borrowers/ subsequent funding.
Environmental Scan: Identifies trends, opportunities, and challenges in the external environment and helps the organization adapt to changes and seize opportunities.

Guiding Policies: Policy documents or initiatives or approaches that were used to guide the development of the strategic plan

Implementation Plan: A detailed plan outlining how the organization will execute its strategies and achieve its goals

Key Performance Indicators (KPIs): Quantifiable measures used to evaluate the success or performance of an organization in achieving its objectives.

Key Result Area (KRAs): They are broad areas in which organization is expected to deliver results
Mission Statement: A concise declaration of an organization's purpose and reason for existence.

Monitoring and Evaluation: Is a process for tracking progress and evaluating the effectiveness of the plan and allows for adjustments based on performance data.

National Development Agenda: A comprehensive plan or strategy formulated by a country to guide its overall development, often addressing economic, social, and environmental dimensions.

Outcome: The intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation because of an intervention output(s).

Output: Products, services, or immediate results, tangible or intangible resulting directly from the implementation of activities or applying inputs.

Performance Review: Regular evaluations of the organization's progress toward its strategic objectives. Process of Strategic Plan Development: Describes the steps, methodologies, and considerations involved in formulating the strategic plan for the organization during the specified time frame.

Resource Allocation: Efficient distribution of resources, including finances, personnel, and technology, to support strategic initiatives.

Risk Management: The process of identifying, assessing, and mitigating potential risks that could impact the achievement of strategic objectives.

Stakeholders: Individuals or groups (internal or external) who have an interest in or are affected by the organization's activities and performance.

Strategic Alignment: Ensuring that all activities and initiatives are in line with the overall strategic direction of the organization.

Strategic Goal: General qualitative statements on what an organization is hoping to achieve in the long term. Each strategic goal is linked to a strategic issue.

Strategic Initiatives: Major projects or programs designed to achieve specific strategic goals.

Strategic Issues: These are problems or opportunities emanating from situational analysis that an organization must manage to be able to fulfil its mandate and mission.

Strategic Objectives: These are what the organization commits itself to accomplish to achieve strategic goals.

Strategic Partnerships: Collaborative relationships with other organizations to achieve mutual goals.

Strategic Priorities: The most important areas of focus for the organization based on its strategic objectives.

Strategies: Broad abstractions which are descriptive of the means for achieving the strategic objectives. Sustainable Development Goals (SDGs): A set of 17 global goals established by the United Nations to address social, economic, and environmental challenges with the aim of creating a more sustainable and equitable world by 2030.

SWOT Analysis: An assessment of an organization's internal strengths and weaknesses, as well as external opportunities and threats.

Table Banking: A group funding strategy where members of a group meet occasionally, place their savings, loan repayments and other contributions on the table and then proceed to borrow immediately either as long or short-term loans according to individual interest.

Vision Statement: A forward-looking statement that describes the desired future state or long-term goals of the organization.

Wezesha Loan: This is the first loan given to Uwezo Fund beneficiaries.

Acronyms and Abbreviations

AU	African Union
BETA	Bottom-Up Economic Transformation Agenda
BDS	Business Development Services
CEO	Chief Executive Officer
CoK	Constitution of Kenya
CRB	Credit Reference Bureau
CTWOO	Come Together Widows and Orphans Organization
CUFMCs	Constituency Uwezo Fund Management Committees
EAC	East African Community
ERP	Enterprise Resource Planning
FDGs	Focus Discussions Groups
FGM	Female Genital Mutilation
HODs	Heads of Department
HOS	Head of Secretariat
HR	Human Resources
IEC	Information, Education and Communication materials
ICT	Information and Communications Technology
IFMIS	Integrated Financial Management Information System
IVP	Institutional Value Based Products
KBC	Kenya Broadcasting Corporation
KCB	Kenya Commercial Bank
KEWOPA	Kenya Women Parliamentary Association
KIBT	Kenya Institute of Business Training
M&E	Monitoring and Evaluation
MDACs	Ministries, Departments, Agencies and Counties
MDGs	Millennium Development Goals
MSMEs	Micro Small & Medium Enterprises
MSME-D	Micro Small & Medium Enterprises Development
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NGAAF	National Government Affirmative Action Funds
PESTEL	Political, Economic, Social, Technology, Environmental, Legal
PFM	Public Finance Management
PPG	Pastoralist Parliamentary Groups
PSIP	Public Service Internship Program
PWDs	People with Disabilities
SCAC	State Corporations Advisory Committee
SDGs	Sustainable Development Goals
SLA	Service Level Agreement
SWOT	Strengths, Weaknesses, Opportunities and Threats
TNT & P	The National Treasury and Economic Planning
TOR	Terms of Reference
UFOB	Uwezo Fund Oversight Board
UN	United Nations
WEF	Women Enterprise Fund
YEDF	Youth Enterprise Development Fund

Executive Summary

Uwezo Fund is a State Agency established under the Public Finance Management Act, 2012 and operationalized through The Public Finance Management (Uwezo Fund), Regulations, 2014 with the core mandate to enhance the socio-economic empowerment of women, youth and persons with disabilities. The development of the strategic plan 2023 – 2027 is anchored on the Revised Guidelines for Preparation of the Fifth-Generation Strategic Plans by the State Department for Economic Planning. It takes due cognizance of key policy and legal documents including: the Constitution of Kenya 2010; The Kenya Vision 2030 and the Fourth Medium Term Plan (MTP IV); Bottom-Up Economic Transformation Agenda (BETA); Public Service Commission Performance Management Regulations, 2021; Public Finance Management Act, 2012; Medium Term Expenditure Framework Report; and enabling legislations, legal and policy documents among others. Regionally and globally is aligned to the Africa Agenda 2063, The EAC Vision 2050 and the Sustainable Development Goals. The Plan sets out a coherent and systematic roadmap to guide the implementation of the Fund's program and activities in the next five years.

This Strategic Plan is organized and presented in eight chapters. Chapter one describes the centrality of this Strategic Plan in achieving the fund's success in a dynamic environment and the context of strategic planning in consideration of the fund's role vis-a-vis national development priorities, regional and international blue prints: United Nations 2030 Sustainable Development Goals, African Union Agenda 2063,East Africa Community Vision 2050, Constitution of Kenya, Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan and the Sector Policies and Laws. Additionally, the chapter provides a brief history of the fund. The methodology adopted in the development of this Strategic Plan is also covered in this chapter.

Chapter Two of the Plan highlights the mandate of the Fund, Vision, Mission, Strategic Goals, Core values and Quality Policy Statement. The third chapter presents a situational analysis of the Fund's external and internal environment, as well as the key achievements of the 2019-2023 strategic plan objectives, challenges, lessons learnt and stakeholder's analysis. The fourth chapter highlights the strategic issues, strategic goals and the key result areas that the Fund will address. The fifth chapter outlines the strategic objectives, strategies and strategic choices. Chapter six provides information on the implementation plan, coordination framework and risk management framework. Chapter seven provides highlights on the financial requirements, resource mobilization strategies and resource management. Chapter eight focuses on the Monitoring, Evaluation and Reporting mechanisms that will be used to track the implementation of this Strategic Plan and assess the practical outcomes that will further improve performance of the Fund.

CHAPTER

01

INTRODUCTION

1.0 Overview

This chapter presents the context of strategic planning and highlights how the Fund addresses global, regional and national development challenges vis-à-vis the national development agenda, sector policies and laws, history of the organization as well the methodology for the development of the Strategic Plan.

1.1 Strategy as an imperative for Organizational Success

Organizations both in public and private sector operates in a dynamic and turbulent environment presenting challenges, threats and opportunities. The concept of strategy has become a cornerstone for organization success. Strategy helps to define the long-term direction of an organization and in setting priorities, making informed decisions, allocating resources effectively and adapting to changing circumstances. It also ensures that the organizational activities are aligned and geared towards achievement of the set goals and objectives in an effective and efficient manner. Strategy instills a shared sense of responsibility and commitment by employees thereby bringing together all members of an organization and its stakeholders to contribute towards the success of the organization. It as well establishes a means of realizing objectives and a framework for measuring the milestones towards the realization of the organizational goals.

Uwezo Fund by recognizing the paramount role of strategy to realize her purpose embraces strategic planning. This plan is developed within the facets of the Fund mandate and consideration of national, regional and global dimensions. The Fund's 2023-2027 strategic plan outlines the various strategies to realize the strategic objectives. These objectives are anchored on Key Result Areas with strategic goals to address the strategic issues. A well-defined strategy is crucial for achieving the Fund's success by providing a roadmap that aligns the Fund's goals, resources, actions and programmes.

1.2 The Context of Strategic Planning

The Strategic Plan has been developed in consideration of international, regional and national development priorities. Through this Strategic Plan, the Fund will seek to identify key results areas with strategic objectives whose implementation will be supported by appropriate strategies and activities to ensure the achievements of its mandate.

1.2.1 United Nations 2030 Agenda for Sustainable Development

The Fund addresses Sustainable Development Goals No. 1 (end poverty in all its forms), No. 5 (Achieve gender equality and empower all women and girls), No. 8 (promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all) and No. 10 (Reduce inequality within and among countries) by providing affordable credit to youth, women and persons with disabilities. Further, the Fund enhances the socio-economic empowerment of women, youth and Persons with Disabilities through entrepreneurial training.

1.2.2 African Union Agenda 2063

The 2063 Africa's Agenda aims to bolster an enduring pan Africanist vision of an integrated, prosperous and peaceful continent driven by its own citizens and representing a dynamic force within the international arena. It seeks to ensure that aspirations reflect the desire of shared prosperity and wellbeing for unity and integration of the continent's citizens and expanded horizons in which the full potential of women, youth and PWDs live in freedom from fear, disease and want. The Fund seeks to address aspirations of a Prosperous Africa based on Inclusive Growth and Sustainable Development towards the improvement of standards of living, quality of life and well-being for all citizens. The Fund will achieve this through the provision of affordable credit for the establishment and promotion of income generating activities for sustainable and inclusive economic growth.

1.2.3 East African Community Vision 2050

The overarching theme of the East African Community Vision 2050 is Transformation, Value Addition and Growth. The Fund through its provision of affordable credit will transform the MSMEs by the vulnerable groups into economically viable entities which will accelerate growth in the long run. The Fund will address vital development concerns emphasized in the Vision including poverty, distribution of resources, social cohesion and unemployment.

1.2.4 Constitution of Kenya

The Fund plays an instrumental role in achieving the mandate of the Constitution of Kenya, particularly in addressing the needs of vulnerable groups, increasing public participation in development, promoting inclusivity, equality and equity, empowering women, youth and persons with disabilities, and enhancing non-discrimination and protection of marginalized groups.

1.2.5 Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan

Kenya Vision 2030 recognizes poverty eradication, youth and women empowerment as the primary means of upward social mobility, national cohesion and socio-economic development. The Fund supports implementation of Kenya Vision 2030 especially ending poverty and hunger, gender equality, empowerment of youth, women and persons with disabilities.

In aligning to the current Government Development Agenda; Bottom-Up Economic Transformation Agenda (BETA), the Fund aims to spearhead efforts towards ensuring that women, youth and persons with disabilities participate in productive socio-economic and political activities to realize their potential. The Fund aims to expand access to loans for the promotion of businesses and enterprises for youth, women and PWDs towards gainful self-employment. It will support investment in identified value chains in various production clusters through value addition as a viable alternative employment.

Towards enhancing financial inclusion of persons at the bottom of the pyramid, the Fund will strengthen the saving and borrowing culture through table banking. This will be achieved through intensive training and mentorship programs geared towards transformation of individuals' business mindset as well as sustainable enterprise development.

Within MTP IV (2022/23 -2027/8) the government aims at enhancing "Equity in Access, Control and Participation in Resource Distribution for Improved Livelihoods of Women, Youth and Vulnerable Groups." The Fund will emphasize on the promotion of groups-based income generating activities into formal MSMEs towards sustainable development.

1.2.6 Sector Policies and Laws

The Fund will integrate sector policies and laws relating to Micro, Small and Medium Enterprises (MSMEs), Co-operatives, Gender, Youth and Vulnerable Groups, Devolution, Financial Services, Trade, Agriculture and Manufacturing through its economic empowerment and capacity building programmes.

These policies include the Kenya Youth Development policy 2019, where the fund is focused on strengthening and expanding the fund to support youth entrepreneurship. The fund is aligned with Vision 2030 policy focus on gender equality and women empowerment, Women Economic Empowerment Strategy 2020-2025 by providing financial support to women entrepreneurs. The fund strategic plan addresses three objectives in Sessional Paper No. 05 of 2020 on Kenya Micro and Small Enterprises Policy for Promoting Micro and Small Enterprises (MSEs) for Wealth and Employment Creation; Skills and capacity development; Access to markets and Access to a diversified and affordable range of financial products and services.

1.3 History of Uwezo Fund

Uwezo Fund is a State Agency established by vide a legal notice no 21 of the Public Finance Management Act, 2012 and operationalized through The Public Finance Management (Uwezo Fund), Regulations, 2014. The Fund is administered by the State Department for Micro, Small and Medium Enterprises Development under the Ministry of Cooperatives, Micro, Small and Enterprises Development (MSME-D), with an aim to enhance the socio-economic empowerment of women, youth and persons with disabilities through entrepreneurial training and provision of affordable credit.

The Objectives of the Fund are; -

i. To expand access to finances for the youth, women and persons with disabilities at the constituency level for businesses and enterprises development;
ii. o generate gainful self- employment for the youth and women; and Persons with disabilities
iii. To model an alternative framework in funding community driven development initiatives

These interventions are delivered at the constituency level by the Constituency Uwezo Fund Management Committees (CUFMCs) as a revolving Fund that provides accessible and affordable credit, capacity building and market linkages to women, youth and persons with disability owned enterprises for their socio-economic development.

1.4 Methodology of Developing the Strategic Plan

The strategic plan development process was initiated by the Oversight Board and commenced with the Top Leadership preparing the TORs and appointing the technical committee. The development of the Strategic Plan was participatory steered by a select committee from the Fund comprising representatives of various departments' experts. The methodology entailed Focus Group Discussions (FDGs) and review of the various key documents which include the Constitution of Kenya, Vision 2030, Medium Term Plan IV, Strategic Plan 2019-2023, independent study reports on, the Fund, and programme performance review reports.

A number of strategic planning meetings, retreats and workshops were then held with key stakeholders in order to provide relevant planning inputs. Their inputs were used to produce a draft, which was further enriched through extensive interviews and discussions with our parent Ministry, Advisory Board and Senior Management. The draft was then shared with staff to give their input. Their comments were incorporated and a final validation workshop by a select internal team of management and external experts was conducted to make the development of the plan all inclusive. The final review was done by the State Department of Economic Planning before finalization and presentation to the oversight board for approval and dissemination.

CS Hon.Wycliffe Ambetsa Oparanya, FCPA, EGH (4th from left), PS Susan Auma Mang'eni, Ms. Anne Njuguna, Chair Uwezo Fund with Uwezo Fund Board and Management during Governance and strategic focus workshop in Kisumu

CHAPTER

02

STRATEGIC DIRECTION

2.0 Overview

This chapter highlights the mandate of the Fund, Vision, Mission, Strategic Goals, Core values and Quality Policy Statement.

2.1 Mandate

The Fund derives its mandate from Public Finance Management Act (2012) which was operationalized through Public Finance Management (Uwezo Fund), Regulations, 2014 to achieve the following objectives:

i. To expand access to loans for the promotion of youth and women businesses and enterprises at the constituency level and thereby enhance economic growth towards the realization of the goals of Vision 2030;
ii. To generate gainful self-employment for the youth and women; and
iii. To model an alternative framework in funding community driven development.

2.2 Vision Statement

A Fund of excellence in social economic empowerment for Micro and small enterprises

2.3 Mission Statement

To enhance provision of accessible and affordable credit, business development services (BDS) leveraging on technology for sustainable Micro and Small enterprises towards economic growth.

2.4 Strategic Goals

Uwezo Fund is responsible for enhancing entrepreneurship through financial inclusion and innovative business support services. An integral aspect of the economic empowerment of the people at the bottom of the pyramid lies in their ability to control productive resources, enhanced entrepreneurial skills and equal access to existing markets and meaningfully participate in decision making processes.

During this strategic plan period, the Fund will address the following strategic goals: -

i. Enhance scope and increased loan uptake towards economic empowerment of women, youths and PWDs owned MSMEs
ii. Foster sustainable enterprises, enhanced capacity of MSMEs and fund visibility.
iii. Enhance efficiency and effectiveness of the fund to reduce turnaround time
iv. Promote good governance and strengthen institutional capacity.

2.5 Core Values

The Fund is guided by the national values as guided in the Constitution of Kenya (2010). These core values are: -

Integrity –The fund upholds honesty and strong moral principles in all decisions and actions.

Professionalism: We strive to maintain the highest standards in the discharge of responsibilities, delivery of services and our interactions with stakeholders. By fostering a culture of professionalism, we ensure the effective and efficient delivery of our mandate while building trust and credibility within the communities we serve.

Transparency and Accountability: At Uwezo Fund, we recognize the importance of accountability and transparency in all our activities. We uphold openness in all activities in provision of services, demonstrate and take responsibility in all decisions and actions.

Inclusivity: Inclusivity lies at the heart of Uwezo Fund's mission to empower communities and promote socio-economic development. We are committed to ensuring that our programs and services are accessible to all, regardless of gender, ethnicity, age, or socio-economic status.

Equality and Equity: Treat everyone fairly and equally according to their individual needs and recognize their individual differences.

Innovation and creativity: Uwezo Fund embraces a culture of innovation and creativity to drive positive change and foster sustainable development by harnessing technology and innovation to achieve our goals.

Mentorship: We believe in the power of mentorship to unlock the potential of individuals and communities, enabling them to overcome barriers, develop new skills, and achieve their goals.

2.6 Quality Policy Statement

The Fund commits to inculcate quality in the implementation of all its activities towards continuous improvement and re-engineering of its internal business processes, procedures, services and products offered as per its core values.

To enhance efficiency and effectiveness, the Fund will re-engineer its processes so as to reduce human interaction, reduce operating costs and turn-around time taken to access the loans. This will ultimately enhance loan uptake and repayment from the beneficiaries. The Fund is committed to continuous improvement, transparency, and the well-being of our clients and stakeholders.

Chairlady, Kapkio Women's Group feeding her cow from the proceeds of Uwezo fund, in Siksik village Kaptum Kaboi Ward In Nandi County

CHAPTER

03

SITUATIONAL AND STAKEHOLDER ANALYSIS

3.0 Overview

The chapter presents an analysis of the external and internal environment, strengths, Weaknesses, Opportunities and threats, performance of the previous strategic plan, the challenges encountered, lessons learnt and stakeholder analysis which informs the strategic models to be implemented during the Plan period.

3.1 Situational Analysis

The situation analysis provides for an environmental scan to identify opportunities, threats, strengths and weaknesses of the Fund. Analysis of the internal and external environment identified factors influencing Fund's operations during the planned period. The internal environment explores strengths and weaknesses of the Fund while the external environment reviews opportunities and threats that may affect its operations.

3.1.1 External Environment

The Fund will address all issues related to the external environment as manifested in the opportunities and/or threats. A comprehensive analysis of the external environment demonstrates the implication of opportunities and threats facing the Fund. An analysis of the Fund's macro and micro environment is provided below

3.1.1.1 Macro-environment

An environmental scan based on the PESTEL analysis has been conducted to understand the current position of the Fund and the emerging issues that inform the strategic direction of the Fund.

3.1.1.2 Micro-environment

The analysis of the immediate operating environment: funds clients, suppliers and other affirmative funds was done to assess how they affect access to resources necessary for realization of fund's mandate.

3.1.2 Summary of Opportunities and Threats

This gives a summary of available opportunities for Uwezo fund and threats in external environment. This is paramount to enable the fund management understand the strategic impact and appropriate strategic responses in a dynamic turbulent environment.

Environmental Factor	Opportunities	Threats
Political	Political goodwill, fund is aligned to BETA and MTPIV	Misconception that the Funds is a grant and for political purposes. Proposal for merger with other affirmative funds
Economic	National visibility and high demand for Uwezo Fund products. Government focus on MSMES and self-employment	Competition from Affirmative Funds and other financial institutions, e.g. Women Enterprise Fund, Youth Enterprise Development Fund Unpredictable exchange rate affects business cost. Poverty and low-income levels increase risk of diversion of loan to addressing pressing basis needs

Environmental Factor	Opportunities	Threats
Social	Potential network and partners for collaboration Global, regional and national sensitization on affirmative actions	Some unethical and corrupt committees, who can damage the reputation of the fund. Retrogressive cultural and religious beliefs that marginalizes women and PWDs Cultural orientation that discriminates against some segments of society towards their ability to own or inherit property, open bank accounts or access inputs
Technological	Technological advancement in money transfer to improve loan management. Automation to enhance e-markets for MSMEs	Cyber security risks Data protection concerns
Legal	Existing legal framework PFM Act 2012 and 2014 regulations	Gaps in the legal framework- PFM(Uwezo Fund) Regulations of 2014 Enactment of law for merger
Ecological	Green funding for MSMEs	Unpredictable climatic changes due to global warming affecting MSMES and livelihoods
Micro Factors	Availability and access to resources from government and donors	Segmented customers

3.1 Situational Analysis

The situation analysis provides for an environmental scan to identify opportunities, threats, strengths and weaknesses of the Fund. Analysis of the internal and external environment identified factors influencing Fund's operations during the planned period. The internal environment explores strengths and weaknesses of the Fund while the external environment reviews opportunities and threats that may affect its operations.

3.1.1 External Environment

The Fund will address all issues related to the external environment as manifested in the opportunities and/or threats. A comprehensive analysis of the external environment demonstrates the implication of opportunities and threats facing the Fund. An analysis of the Fund's macro and micro environment is provided below

3.1.3 Internal Environment

The Fund's internal environment is composed of the elements within the organization, including governance structure, resources, capabilities, skills, competences, processes and corporate culture. The Fund will endeavor to cultivate a culture that spurs leadership and vision among its staff. The internal scan was anchored on Resource Based view of a firm.

3.1.3.1 Governance and Administrative Structures

The Fund's governance and administrative structures ensure that decision-making processes remain structured, transparent and focused on achievement of the Fund's mandate. The fund is domiciled in the Ministry of Cooperatives, Micro Small and Medium enterprises Development, under the State Department of MSMEs. The top decision-making organ is the Oversight Board which comprises of eight members. The board sets the Fund's vision, mission, core values, formulates overall policies and strategies and approves significant decisions of the Fund. The Board also approves the Fund's organogram and oversees the Chief Executive Officer's day-to-day operations for efficient and cost-effective internal management structures.

3.1.3.2 Internal Business Processes

The Fund processes have taken into account the inputs required, activities, resources needed, expected outputs, responsibilities and authorities including associated risks and opportunities. The funds undertake scheduled audits on internal business processes to check continued conformity and compliance to set standards and for kaizen.
The Fund endeavors to strengthen business systems and processes to enhance productivity by re-engineering its products, systems and processes, developing standard operating procedures, undertaking productivity mainstreaming and performance management.

3.1.3.3 Resources and Capabilities

The Fund possesses a distinct set and robust portfolio of resources and capabilities that make us unique in the financial inclusion space. Our core strengths lie in our ability to leverage these assets effectively to meet the evolving needs of accessing credit to spur economic growth by the underserved and unserved members of the society. These collective resources and capabilities empower the Fund to not only meet our strategic goals but also to be agile in the face of market disruptions and challenges.

The Fund will continue to leverage and build upon these strengths to ensure sustained success and growth, create an enabling environment for credit access, training, and promote awareness and publicity on the Fund programmes and activities. Targeted potential partnerships will be established, and appropriate frameworks will be established to support both human capacity development; infrastructural development and financial access to enhance performance of the Fund.

An analysis of the fund's resources disaggregated into Assets, Skills, Capabilities and intangibles and examined against the criteria of being Valuable, Rare/Scarce, Inimitable, Durable, and Unsubstitutable is presented in Table 3.1.3.3

Resources and Capabilities		Valuable	Rare/Scarce	Inimitable	Durable	Unsubstitutable
Assets	Non-current Assets	✓			✓	
	Financial Resources	✓	✓		✓	✓
Skills	Well trained and competent human capital	✓			✓	
Capabilities	Visionary fund leadership	✓				✓
	Strategic partnerships	✓				✓
	Capacity Building	✓				
	Innovation and Agility	✓			✓	✓
	Loan Management	✓			✓	✓
Intangibles	Reputable public image	✓			✓	✓
	Corporate culture	✓		✓		✓

3.1.4 Summary of Strengths and Weaknesses

After an in-depth analysis of the Governance and Administrative Structure, Internal Business Process, Resources and Capabilities the identified strengths and weaknesses are summarized in Table 3.2.

Factor	Strengths	Weaknesses
Governance and Administrative Structures	• Board Charter • M & E framework • Political Support and participation in the mobilization of the fund beneficiaries. • Supportive governance framework • Existing Policies: Risk management policy, Investment policy, loans and credit, resource mobilization • Existence of strategic • Partnerships	• Lack of a robust management information system which affects the efficiency and accuracy of the Fund's records and service delivery. • The delay in gazettement of CUFMCs • Gaps in the fund legal framework
Internal Business Processes	• Well established and defined operational structure • Existing policies, regulations and procedures.	• No interest on Loanable Funds, hence limiting the growth of the fund. • Lack of knowledge management policy • Lack of quality policy

Factor	Strengths	Weaknesses
Resources and Capabilities	• Committed funding from the Government. • Competent and skilled staff deployed from various ministries to the secretariat and CUFMCs • Fund leadership embraces best management practices in the conduct of duties and responsibilities. • Adequate office space at the headquarters and other facilities and assets	• Low loan repayment which affects the sustainability of the Fund • Inadequate funds for facilitating the constituencies operations and on lending to groups. • Inadequate office space at the constituencies • The Fund has a single group loan product • Overstretched Staff in the performance of their duties. • Dependency on deployed staff from MDAs.

3.1.5 Analysis of Past Performance

This section provides a summary of the key achievements of the previous strategic plan, challenges and lessons learnt.

3.1.5.1 Key Achievements

During the 2019-2023 strategic plan period, the Fund was able to achieve the following: -

i. Fund Management and Resource Mobilization

The Fund continued to implement its mandate by enhancing socio-economic empowerment of women, youth and persons with disabilities through provision of affordable credit and entrepreneurial training and partnered with key stakeholders towards the implementation of its mandate

a) Loan Disbursement

Since its inception the Fund has disbursed a total of Kshs.6,749,762,937 to the constituencies for on-lending to groups. Out of these funds, an amount of Kshs. 5,649,963,600, have been loaned to groups, with an amount of Kshs.1,583,414,889 having been revolved in 189 constituencies. This has amounted to Kshs. 7,233,378,489 as the cumulative disbursement to 79,145 groups of youth, women and persons with disabilities. The groups comprise 26,399 youth groups, 50,733 women groups and 2,013 persons with disabilities' groups. The loans have benefited 1,117,681 individuals comprising 336,058 males and 781,623 females.

During the strategic plan period, the Fund disbursed a total of Kshs. 1.936 billion to 19,077 groups of youth, women and persons with disabilities. The groups comprised 4,835 youth groups who benefited with Kshs. 465.1 million, 13,736 women groups benefiting with Kshs 1.434 billion and 506 groups of persons with disabilities who benefited with Kshs. 45.9 million. Further, a total of Kshs.965.6 million was revolved during the implementation period.

Kshs.6,749,762,937

has been disbursed to the constituencies for on-lending to groups

Kshs. 5,649,963,600

have been loaned to groups

Kshs.1,583,414,889

having been revolved in 189 constituencies.

During the strategic plan period, the Fund disbursed a total of **Kshs. 1.936 billion** to **19,077 groups** of youth, women and persons with disabilities.

b) Capacity Building

Towards capacity building of the beneficiaries, the Fund trained 20,193 groups of youth, women and PWDs. In addition, 290 constituency committees were inducted on their roles and responsibilities in the implementation of the Fund besides training 169 committees with special needs.

Further, the Fund reviewed and developed training content to guide the CUFMCs on induction of Committees and training of groups. This was informed by gaps identified from the evaluation reports received from the field and feedback from key stakeholders which enhanced standardization of the induction and training.

c) Loan Repayment

In the period under review, the overall repayment rate increased from Kshs.1,722,754,654 (34.3%) to Kshs. 2,819,625,323 (41%). This was achieved through development and implementation of constituency-customized loan recovery strategies towards enhanced loan recovery for constituencies whose loan repayment was below 50%. The Fund developed and implemented loaning guidelines that catalyzed repayment. The strategies included prioritizing refinancing especially in constituencies that had low loan repayment, introduction of top ups, optimum lendable thresholds and use of paybill as an alternative mode of repayment to ease the challenges of poor access to banking infrastructure. This yielded an overall increment of 63.7 % in the loan repayment.

d) Facilitation of CUFMCs

The Fund facilitated the constituencies' operations to the amounts of Kshs.533,931,400. This enabled effective implementation of the Fund's activities including loan disbursement, training of groups, follow-up of funded groups and implementation of loan recovery campaigns.

e) Market linkages

The Fund has facilitated access to markets by exposing beneficiaries through exhibitions, trade shows and public sensitization forums. Specifically, the Fund supported over 3,000 groups and marketed over 2,000 products by women, youth and persons with disabilities owned or led enterprises through Google marketing platform. This expanded the market opportunities for the beneficiaries' products and services.

f) Partnership Development

The Fund initiated and developed partnership proposals that resulted to the following engagements;

1. **UN-Women**- Toward induction of Interns and training of media fraternity on the Affirmative Funds.
2. **Ecobank**- Training and sensitization of beneficiaries
3. **Cooperative Bank and KCB**- Support towards induction of CUFMCs
4. **Equity Bank**- Training of beneficiary groups and support for tree planting
5. **E-mobilis and Google** - training interns and youth beneficiaries on digital media/marketing, software and technological skills
6. **Spread Truth Africa** -nutritional support to the Fund's beneficiaries
7. **Come Together Widows and Orphans (CTWOO)**- outreach to widows
8. **Other strategic Government Agencies**- Joint publicity forums across the country

In the period under review, the overall repayment rate increased from **Kshs.1,722,754,654 (34.3%)** to **Kshs. 2,819,625,323 (41%).**

20,193

groups of youth, women and PWDs were trained towards capacity building of the beneficiaries

ii. Awareness Creation

During the period under review, the Fund adopted the stakeholder engagement strategy as guided by the Board. Through this, the Fund identified its key stakeholders for collaboration and partnership bringing on board ten (10) stakeholders, participation in five (5) forums with parliamentary groups (PPG, KEWOPA) and over 10 meetings with parliamentary departmental and select committees. Through these forums the Fund sensitized stakeholders on their roles in the implementation of the Fund.

The Fund developed a communication strategy, which guided on joint communication and sensitization programmes undertaken with other Affirmative Funds where over 3 million members of the public were reached. This was complemented by printing and distribution of Information, Education and Communication (IEC) materials, and documentation of success stories across the constituencies. In addition, the Fund engaged with local FM stations, social media platforms and constituency-based programmes to reach out to the public. The Fund continued to engage with mainstream media quarterly with 14 media houses sensitized on the mandate and achievements of the Fund. This enhanced publicity where the Fund's programmes were covered by KBC, KTN, Royal Media, Mediamax Ltd, Nation Media Group and many others. During the engagement programmes, emphasis was put on refocusing Affirmative Funds' outputs in the media to counter the negative publicity. This was achieved through messaging on sensitization and repayment of loans.

Towards enhanced publicity, the Fund published its programmes and activities in the Ministry's monthly newsletter, government newspaper, MyGov and weekly releases of info bytes. Further, its website was revamped and migrated from a third party to ICT Authority for professional management and security. It was updated 144 times from the targeted 156 times in the period.

On the corporate social responsibility, tree planting as a mitigation against climate change was prioritized. To achieve this target, the Fund partnered with Equity Bank in planting over 30,000 trees in Samburu, Baringo, Kilifi, Kisumu, Bomet, West Pokot, Makueni, Elgeyo Marakwet, Nandi, Meru, Siaya, Bungoma, Kajiado, Laikipia, Kitui, Busia and Migori counties.

iii. Leadership and Governance

During the term of the plan, the Board developed operational guidelines and policies to streamline and enhance implementation of the Fund's mandate. These included loans and credit, investment, communication, ICT, resource mobilization, risk management, Alcohol, Drug and Substance Abuse, HIV & Aids, Whistle Blowing and Gender Mainstreaming Policies. Other important documents developed included Monitoring & Evaluation framework, training manuals and the Board Charter.

In adherence to the tenets of good governance, the Fund in liaison with the State Corporations Advisory Committee (SCAC) evaluated its Board members and the CEO. The overall evaluation report indicated good performance with a score of 87.9% for the corporate full board. In recognition of outstanding performance among the Constituency committees the Fund developed an evaluation tool for Constituency Uwezo Fund Management Committees.

The Fund continued to operationalize effective complaints handling mechanisms as well as institutionalizing compliance to legal and financial provisions towards effective corporate governance. This was achieved through the Internal Audit unit which instituted various measures targeting strengthening institutional capacity to streamline compliance to the existing legal and financial regulations.

iv. Strengthening Institutional Capacity and Infrastructure

a. Human Resource management

During the term of the strategic plan, the Board reviewed the organizational structure and determined optimal staffing levels to align it with the Strategic Plan. The Fund identified training needs of the staff and board members which formed the basis for training and development. Some of the key training and development programs that were provided included corporate governance, Board Master Class training, professional, work improvement and career progression courses.

In addition, the Fund engaged Public Service Internship Program (PSIP) interns as a government strategy to mitigate youth unemployment by providing unemployed young graduates an opportunity to gain skills required by employers and to compete in the job market. During the Plan term, the Fund engaged 717 interns deployed under the programme to assist in the implementation of its activities with an average of 143 interns in the constituencies per year.

b. Information Communication Technology (ICT)

During the term of the plan, the Board spearheaded the automation of the Fund's operations. The Management Information System was revived with four modules completed which include Credit, Accounts, Procurement and Records Management. In addition, the Board partnered with e-Mobilis and Google, to train the 229 PSIP interns and 310 youth beneficiaries (156 females, 154 males) on digital media/marketing, software and technological skills.

The Fund further acquired new ICT infrastructure and facilities such as a teleconferencing unit, and ensured dedicated connection to the Wide Area Network (WAN) and the Local Area Network (LAN) to enhance efficiency and effectiveness in service delivery.

v. Monitoring, Evaluation, Learning and Reporting

The Fund developed an M & E framework for guiding data collection, data analysis and reporting the achievements of the Fund's activities. The Fund further reviewed and updated existing M & E tools. In addition, the Fund developed a tool for appraising PSIP interns and the CUFMCs.

3.1.5.2 Challenges

The implementation of the plan was affected by the following challenges;

(i) Manual Operations

The Fund's processes and procedures are largely manual which has presented several challenges that adversely affect efficiency, timeliness, accuracy, scalability, reliability and validity. Additionally, manual operations contribute to delayed decision making. To address this challenge, the Fund needs to automate its processes and procedures to streamline and optimize operations.

(ii) Legal Framework

The Public Finance Management (Uwezo Fund) Regulations of 2014, which operationalized the Fund, have gaps that hinders effective operations. These include; the structure and operations of the Fund, staffing, credit terms, mechanisms for enforcing loan management among others.

(iii) Financial Constraints

The Fund received inadequate exchequer which affected the implementation of the following key deliverables during the implementation period;

- Facilitation of the key operations at the head quarter and field which included implementation of the loan recovery strategies.
- Sufficient engagement of key stakeholders like the patrons towards improved performance of the Fund.
- Publication of Fund's newsletter to communicate its achievements.
- Undertake road shows towards enhanced publicity of the Fund
- Implementation of the Annual Awards scheme

(iv) Limited Entrepreneurial Knowledge and Skills

Most of the Fund's beneficiary groups i.e., women, youth and persons with disabilities are yet to embrace entrepreneurship as a form of employment. This adversely affects the group members ability to run profitable enterprises and to repay their loans. The few that are entrepreneurial lack adequate knowledge and skills to start, grow and sustain their businesses thereby necessitating rigorous capacity building before the groups can access the loans.

(v) Succession Management

The delay in gazettement of CUFMCs disrupted the constituency operations such as appraisal, training, sensitization, follow up, monitoring of groups and loan recovery. Further, inadequate members of the CUFMC secretariat in the constituencies affected the day-to-day operations of the Fund.

(vi) Low Loan Repayments

In some regions, low loan repayment has resulted in non-revolving of the Fund as it was envisaged. This has especially been prevalent amongst initial beneficiaries between the years 2014 and 2016, whose repayment was adversely affected by the misconception that the loan was a grant. This has affected the realization of revolving in the constituencies which is geared towards enhancing the ultimate reach of the Fund.

(vii) Cultural orientation

Some communities, despite advances towards gender equality, their cultural orientation discriminates against some segments of society towards their ability to own or inherit property, open bank accounts or access inputs such as credit that would boost their productivity.

(viii) High levels of Poverty

As a result of the high levels of poverty in some parts of the country, the loans were diverted to the provision of basic necessities and not to the intended economic activities.

(ix) Insecurity
Insecurity fueled by perennial tribal conflicts in some areas adversely affected the beneficiaries' ability to meet their loan obligation.

3.1.5.3 Lessons Learnt

(i) Leverage on technology
There is a need to embrace technology by adoption of emerging innovations to ease operations and improve service delivery. This will ensure smooth management and implementation of the Fund's mandate.

(ii) Sustainability of the Fund
For the sustainability of the Fund, there is a need for introduction of an interest/administration fee. This will avail more resources for on-lending to the beneficiaries.

(iii) Capacity Building
It is important to enhance continuous training of beneficiaries, constituency Uwezo Fund Management Committees and employees for efficiency in the implementation of the Fund's objectives. There is a need to restructure and revamp table banking practices in the groups as a vehicle to enhance enterprise development skills and resource mobilization.

(iv) Awareness Creation and Public Sensitization
It is imperative to organize for joint sensitization programmes with other affirmative Funds and stakeholders as a cost cutting measure. The awareness campaigns are key to enhancing uptake, utilization and servicing of the loans.

(v) Constituency Operations' Facilitation
There is need for timely and adequate facilitation to the constituency committees to enhance efficiency and effectiveness in the implementation of Fund's activities.

(vi) Legal Framework
A review and amendment of the legal framework governing the Fund is necessary for improved management.

(vii) Default Management Mechanisms.
Towards default management, there is a need to include deliberate default management clauses in the legal framework such as penalties and legal action on defaulters. In addition, there is a need to continuously undertake rigorous loan recovery campaigns in the constituencies.

(viii) Partnership and Resource Mobilization
As a result of the dwindling budgetary allocations from the National Treasury, there is a need to map and engage potential partners in resource mobilization in order to bridge the identified gaps. Effective implementation of the Fund requires sustained partnership development.

3.2 Stakeholder Analysis

This Strategic Plan takes cognizance of the Fund's stakeholders as well as the expectations of the Fund and its stakeholders. This will serve as a mechanism of ensuring that the set strategic goals and objectives are met, and as a measure for capturing challenges and best practices in the implementation processes. The stakeholder analysis is summarized in Table 3.3 below

PWD group taking part in Mombasa International show.

Table 3.3 Stakeholder Analysis

S/No	Stakeholder	Role	Expectation of the Stakeholder	Expectations of the Organization
1	Management	Leadership in the implementation of activities	• Exemplary services, performance and professionalism in the delivery of services • Accountability and integrity in the use of resources • Adherence to laid down regulations and respect for the rule of law. • Adherence to the policies and guidelines. • Joint cooperation and partnership in the adjudication of matters • Effective and prompt communication	• Accountability and commitment to the organization • Exemplary performance and professionalism in the delivery of services • Accountability and integrity - in the use of resources • Mutual respect • Adherence to the policies and guidelines.
2	CUFMCs	Implementation of Fund activities	• Timely financial facilitation to undertake administrative tasks and responsibilities • Due guidance and direction • Transparency and accountability • Effective and prompt communication • Timely approval of funds disbursements • Timely approval of groups proposals • Training • Clarity of roles and responsibilities • Recognition and motivation	• Adherence to laid down regulations and respect for the rule of law. • Effective and prompt communication • Transparency and accountability • Implementation of activities and programmes • Provision of clear roles and responsibilities

S/No	Stakeholder	Role	Expectation of the Stakeholder	Expectations of the Organization
3	Beneficiary groups (Women, Youth, PWDs)	Utilization of the loans	• Timely approval of loans • Prompt and quality training • Prompt release of cheques • Ease of access to general information of the Fund • Prompt feedback	• Apply for the loans • Optimal utilization of the loans • Prompt servicing of loans • Feedback on service delivery
4	Ministry of Co-operatives and Micro, Small and Medium Enterprises	Policy Formulation and Guidance	• Prudent utilizations of resources • Timely implementation of planned programmes and activities • Prompt submission of quarterly reports to the relevant statutory bodies, and annual reports • Oversight through stipulated rules, regulations and policies	• Technical support and guidance • Timely release of funds • Allocation of funds to the Board • Joint cooperation and partnership
5	Affirmative Action fund: WEF, YEDF, Hustler fund, & NGAAF	Partnership in implementation of programmes	• Support in community mobilization and outreach • Technical support • Joint partnership in project implementation and policy formulation	• Support in community mobilization and outreach • Technical support and Information sharing • Joint implementation of activities, • Collaboration in training and awareness creation
6.	State Department For Youth Affairs and Creative Economy	Deployment of staff	• Necessary support to deployed staff to perform task and duties	• Second staff with prerequisite knowledge and skills

S/No	Stakeholder	Role	Expectation of the Stakeholder	Expectations of the Organization
7	Financial institutions	Provision of financial services	• Prompt communication on updates of information pertaining to the Fund • Release of funds to them	• Submission of bank statements • Facilitate financial transactions
8	Research institutions/ academia	Undertake research	• Partnership in research and evaluation of Uwezo Fund - undertaking the Impact Assessment • Provision of timely data and information for research	• Conduct research relevant to the Fund's needs • Share accurate and timely research data
9	Suppliers	Provision of goods, services and works	• Timely payment on goods supplied and services rendered • Ease of access to information on goods, services and work required by the Fund • Fair and professional treatment of suppliers	• Timely delivery of quality goods, services and work • Provision of legitimate and professional tenders • Timely feedback on services
10	Members of Parliament	Law enactment and regulations	• Gazettement of CUFMC members • Approve group proposals • Prudent utilization and timely disbursement of funds • Reports on disbursements • Implement the Funds regulations	• Nomination of committee members • Allocation of funds • Reviewing of the Legal Notice • Political goodwill • Publicize Funds programs and activities • Mobilize target beneficiaries
11	Staff	• Implementation of fund's mandate and delivery of services to	• Training & Development • Conducive work environment	• Quality service • Resource mobilization

S/No	Stakeholder	Role	Expectation of the Stakeholder	Expectations of the Organization
		clients	• Competitive remuneration • Career progression • Adequate working tools and resources	• Maintenance of high ethical standards • Adhere to rules, polices and regulations
12	Media	• Disseminate information. • Enhance Fund visibility	• Business and Partnership	• Accurate and timely reporting • Offer platform for marketing & advertisement
13	Development Partners	• Provision of donations and grants Partnerships	• Timely and accurate reports • Transparency & accountability	• Resources support and mobilization
14.	Faith Based Organizations (FBOs), Community Based Organizations (CBOs), Civil Society Organizations (CSOs), Non-Government Organizations (NGOs), Youth Serving Organizations (YSOs)	Collaboration	• Inclusivity • Equity and equality	Sharing of information Advocacy

CHAPTER

04

STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.0 Overview

This chapter outlines the strategic issues, goals and key result areas, which provide the Fund's aspirations over the period 2023-2027. The Plan has four (4) Key Results Areas (KRAs) which are in line with the Fund's mandate, vision and mission statements.

4.1 Strategic Issues

The strategic plan addresses the following strategic issues; Loan management; Entrepreneurial incapacity and fund publicity shortfalls, Turnaround time and Institutional capacity.

4.1.1 Loan Management

This includes challenge on loan disbursement, allocation and default management. Low loan repayment in some regions has resulted in non-revolving of the Fund. This has especially been prevalent amongst initial beneficiaries whose repayment was adversely affected by the misconception that the loan was a grant.
Onboarding of the groups into the Fund's table banking model, would incubate and enables member to have sound financial discipline of saving, borrowing and repayment. A loan product that focuses on activities within the priority value chain in the different ecological zones of the country should be introduced.

4.1.2. Entrepreneurial capacity and fund visibility shortfall

Some fund beneficiaries lack the entrepreneurship skills. The MSMEs owners needs sensitization on production clusters, value chains as well as value addition.

The Constituency Uwezo Fund Management Committees requires continuous training to understand their roles in the promotion of value chains. There is a dire need to promote linkages with relevant Government agencies for complementary support of accessing market information, technical and financial assistance. The fund should develop a portal to link beneficiary groups to online markets where they can advertise, buy and sell products besides facilitating them to attend trade fairs and exhibitions.

There are gaps in Fund publicity and visibility of its activities. There is a need to review and implement communication strategy; revamped website, continuous stakeholder engagement, road shows, targeted CSR programmes, collaboration and networking; review and dissemination of branded materials and sustained implementation of targeted campaigns on the value chains.

4.1.3. Turnaround Time

Turnaround time is a critical issue as it impacts the accessibility, efficiency, effectiveness and transparency of the Fund. Prolonged turnaround time can hinder the ability of the beneficiaries to capitalize on timely business opportunities. Delays can lead to frustrations among applicants, reducing trust in the fund's efficiency and potentially discouraging future applicants. There is a need to digitalize fund operations by on-boarding loan processes and products in the financial inclusion platform. Paramount to re-engineer activities towards digitalization of the Fund's products, processes which includes training, loan application, loan appraisal, credit scoring, disbursement and repayment of the loans.

4.1.4 Institutional Capacity

The Public Finance Management (Uwezo Fund) Regulations of 2014, have gaps that hinders effective operations. These include; the structure, processes, and operations of the Fund, staffing, credit terms, mechanisms for enforcing loan issue and recovery. The institutional infrastructure is inadequate to meet her mandate. The fund requires requisite policies and standard operating procedures, to support its operations, establish complaints handling and reporting mechanisms as feedback towards efficient service delivery.

The Fund needs to strengthen its adherence to the legal and financial regulations by instituting necessary internal controls and undertake regular monitoring, evaluation and reporting. The organizational structure should be aligned to the Strategic Plan.

4.2 Strategic Goals

The Fund will address the following goals during the strategic plan period: -

i. Enhance scope and increased loan uptake towards economic empowerment of women, youths and PWDs owned MSMEs
ii. Foster sustainable enterprises, enhance capacity of MSMEs and fund visibility.
iii. Enhance efficiency and effectiveness of the fund to reduce turnaround time
iv. Promote good governance and strengthen institutional capacity.

4.3 Key Result Areas

During the Plan period, the Fund will focus on the following key result areas: -

i. Financial inclusion and resource mobilization
ii. Business development services and publicity
iii. Re-engineering of the Fund
iv. Strengthening legal, policy, institutional capacity and infrastructure

Strategic Issues	Goals	KRAs
Loan management	Enhance loan uptake	Financial Inclusion and Resource Mobilization
	Enhance loan repayment	
	Increase loan portfolio	
Entrepreneurial incapacity and fund visibility shortfall	Enhance growth and development of enterprises (MSMEs)	BDS and Publicity
	Increase market access and networks for beneficiary products and services	
	Model an alternative framework for funding community initiatives	
	Enhance visibility of the Fund	
Turnaround time	Develop and redesign products that are flexible and aligned to the value chains to spur economic growth	Fund Re-engineering
	Develop a structured table banking model, mentorship and coaching programme and market linkages framework	
	Digitalize the Fund Products and processes	

Strategic Issues	Goals	KRAs
Institutional capacity	Review and develop the legal and policy framework to respond to emerging issues.	Strengthening Legal, Policy and Institutional Capacity and infrastructure
	Enhance human resource management and capacity	
	Acquire and maintain optimal level of key assets to facilitate smooth operations of the Fund	
	Enhance management capacity to promote good governance practices	
	Strengthen constituency management structures and institutional infrastructure	
	Improve implementation of the Fund's activities	
	Ensure Adherence and compliance with the relevant laws, regulations, policies and guidelines	
	Enhance efficiency in service delivery and corporate visibility	

Ms. Lillian from Karanja Women group, a beneficiary group of Uwezo Fund showcasing the groups product to the Uwezo board Chair Ms. Ann Njuguna at the Nairobi international trade fair

CHAPTER

05

STRATEGIC OBJECTIVES AND STRATEGIES

5.0 Overview

This chapter outlines strategic objectives, strategies, choices and activities in the empowerment of people at the bottom of the pyramid, with specific focus on the youth, women and persons with disabilities.

5.1 Strategic Objectives

The crafting of the strategic objectives for each Key Result Area adopted the Balance Scorecard of financial performance, customer focus, internal business processes and organizational capacity. The Fund has five strategic objectives namely:

1. To expand access to finances for the youth, women and persons with disabilities at the constituency level for businesses and enterprise development;
2. To generate gainful self- employment for the youth, women and persons with disabilities and enhance publicity of the Fund
3. To model an alternative framework in funding community driven development initiatives.
4. To Automate the Fund's processes
5. To Strengthen legal, policy, institutional capacity and infrastructure of the Fund.

a. Strategic Objective 1:

To expand access to finances for the youth, women and persons with disabilities at the constituency level for businesses and enterprises development

Strategies

1. Enhance loan uptake
2. Improve loan recovery
3. Forge Strategic Partnerships and Resource Mobilization

b. Strategic Objective 2:

To generate gainful self- employment for the youth, women, and persons with disability

Strategies

1.Promote sustainable enterprises

2. Enhance publicity and visibility of the Fund

c. Strategic Objective 3:

To model an alternative framework in funding community driven development initiatives.

Strategy

1.Promote structured table banking practice

d. Strategic Objective 4:

To Automate the Fund's Processes

Strategy

Digitalization of the Fund’s processes

e. Strategic Objective 5:
To Strengthen legal, policy, institutional capacity and infrastructure of the Fund.

Strategies
1. Promote prudent financial management
2. Strengthen institutional infrastructure
3. Development of policies and guidelines
4. Institutionalize good practices in human resource management and development
5. Promotion of good governance and adherence to corporate governance tenets
6. Implement effective audit and risk management framework and enhance compliance
7. Strengthen the implementation of Fund's activities

Ms. Susan Mang'eni PS MSME, Ms. Ann Njuguna, Chair, UFOB visiting the Ministry's stand at the Nairobi International Trade fair

Table 5.1 Outcomes Annual Projections

KRA1: 1. Financial Inclusion and Resource Mobilization							
			Projections				
Strategic Objective	**Outcome**	**Outcome Indicator**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
SO1.1 To expand access to finances for women, youth and persons with disabilities at the constituency level for businesses and enterprises development	Enhanced Economic Empowerment	Amount of Loans Disbursed	500M	550M	600M	800M	1B
		No. of groups accessing loans	20,000	40,000	50,000	55,000	60,000
	Enhanced sustainability	Amount of interest raised on loans	28M	35M	42M	49M	56M
		Amount of loan recovered	1B	2B	2B	2.5B	3B
		Amount in Ksh. of resources mobilized	1,244.9	1,475.9	1,766.2	1,864.7	1,925.8
KRA 2: Business Development Services and Publicity							
SO2.1 To generate gainful self-employment for the women, youth and persons with disability and enhance publicity of the Fund	Sustainable enterprises	Number of implementors trained	870	870	870	870	870
		Number of groups trained	4,000	6,000	8,000	10,000	12,000
	Improved visibility of the Fund	Number of potential and existing clients reached per year	100,000	200,000	300,000	400,000	500,000
SO2:2 To model an alternative framework in	Increased Access to Finance	Amount of Savings mobilized by groups	6b	15b	21b	30b	45b

funding community driven development initiatives	Groups Empowerment	Number of groups accessing capital from table banking savings	20,000	50,000	70,000	100,000	150,000
	Increased Employment Opportunities	Number of jobs created	200,000	500,000	700,000	1M	1.5M
KRA 3: Re-Engineering the Fund Processes							
SO3.1 To Automate the Fund's processes	Reduced turn-around time	Number of processes automated	2	2	2	1	1
	Increased number of groups practicing table banking via digital table banking App	Number of groups onboarded to the digital table banking App	20,000	50,000	70,000	100,000	150,000
	Increased number of enterprises trading on the market portal	Number of enterprises trading on the market portal	4,000	6,000	8,000	12,000	15,000
KRA 4: Strengthening legal, policy, institutional capacity and infrastructure							
SO4.1 To Strengthen legal, policy, institutional capacity and infrastructure of the Fund.	Enhanced budgetary projections for five years	MTEF Budget reports	1	1	1	1	1
	Enhanced Productivity and efficiency	Revised HR tools	4	-	-	4	-
	Improved service delivery.	Number of policies developed	4	9	-	-	-
	Enhanced utilization of funds.	Audit reports	150	150	150	150	150
	Improved audit issues resolved,	Committee report	4	4	4	4	4

	Efficient Implementation of Fund Activities	Reports	4	4	4	4	4

5.2 Strategic choices

The Fund after strategic analysis and selection, has chosen the following strategies to realize the strategic objectives.

KRAs	Strategies Objectives	Strategies
KRA1: Financial Inclusion and Resource mobilization	To expand access to finances for the women, youth and PWDs at the constituency level for businesses and enterprises development	• S1. Enhance loan uptake • S2. Improve loan recovery • S3. Strengthen strategic partnerships and resource mobilization
KRA2: Business Development Services and Publicity	To generate gainful self- employment for the women, youth and persons with disability and enhance publicity of the Fund	• S1. Promote sustainable enterprises • S2. Enhance publicity and visibility of the Fund
	To model an alternative framework in funding community driven development initiatives.	• S1Promote structured table banking practice
KRA3: Re-Engineering the Fund Processes	To automate the Fund's processes	• S1. Digitalization of the Fund's processes
KRA4: Strengthening Legal, Policy, Institutional Capacity and Infrastructure	To Strengthen legal, policy, institutional capacity and infrastructure of the Fund.	• S1. Promote prudent financial management • S2. Strengthen institutional infrastructure • S3. Development of policies and guidelines • S4. Institutionalize good practices in human resource management and development • S5. Promotion of good governance and adherence to corporate governance tenets • S6. Implement effective audit and risk management framework and enhance compliance • S7. Strengthen the implementation of Fund's activities

CHAPTER

06

IMPLEMENTATION AND COORDINATION FRAMEWORK

6.0 Overview

This chapter provides information on the implementation plan, annual work plan and budget, performance contracting, coordination framework, institutional framework, staff establishment, skills set and competence development, leadership, systems and procedures and risk management framework.

6.1 Implementation Plan

The Implementation Plan describes how the Strategic Plan will be operationalized, provides an exhaustive description of the various components which includes the action plan, budgeting, and performance contracting.

6.1.1 Action Plan

The Action Plan constitutes the Strategic Issues, Strategic Goals, KRA, Outcomes, Strategic Objectives, Strategies, Key Activities, Expected Outputs, Output Indicators, Annual Targets, Annual Budgets and Responsibility for execution of the activities. The Plan is presented as an Implementation Matrix.

6.1.2 Annual Workplan and Budget

The annual work plans will be extracted and costed from the Action Plan and inform the annual budgets. The annual work plans will be extracted in time for the annual budgets. Activity based costing will be adopted in the development of the annual budgets.

6.1.3 Performance Contracting

The performance contract for FY 2023/2024 was guided by the costed Annual Work Plans in Section

6.2 Coordination Framework

The coordination framework in the implementation of the Strategic Plan will be reflected in the organization structure.

The overall coordination for implementation of the Strategic Plan rests with the Chief Executive Officer of the Fund. Each implementing unit will be responsible for the implementation, and reporting of the assigned activities in the implementation matrix. The functional and operational units will derive their respective work plans from the implementation matrix. The strategic plans for departments will cascade through work plans developed by the respective Heads of Departments. The work plans will form the basis for target setting between the staff and their supervisors.

Pre-implementation Activities

i. Heads of departments will develop annual work plans aligned to the strategic plan, to ensure strategic cohesion.
ii. Heads of departments will communicate the plan to all staff in their department and ensure that each person understands their role in the plan and that they are familiar with the monitoring and evaluation mechanisms established by the Fund through the M&E department.
iii. Heads of departments will liaise with staff responsible for any key result areas (KRA) to build a work plan for the achievement of the KRA and evaluate their needs and any resources and training that may be necessary

Implementation Activities

i. Heads of departments will monitor activities as they roll out and provide guidance and mentorship where necessary. They will review the plan performance each month and prepare a quarterly report.
ii. Heads of departments will monitor plan performance and take any necessary action in consultation with the CEO to ensure timely plan performance.
iii. Heads of department will take stock of monthly achievements as well as the cumulative achievements realized and present this information to the M&E department.
iv. Heads of departments will liaise with the M&E department to ensure that performance indicators and other evaluation parameters are clear to all and are uniformly applied and evaluated.
v. Departments providing internal services to other departments will ensure that they provide these services in a timely manner to avoid derailing other departments' plans. Service Level Agreements will be established to ensure timeliness and accountability.

Post-implementation Activities:

i. The management will carry out a comprehensive review of the Strategic Plan at the end of each financial year and establish priorities and key result areas for the next financial year.
ii. Heads of departments will evaluate plan performance in the light of identified priorities and will determine from time to time whether any changes in the objectives are warranted.
iii. Heads of departments will prepare the annual rolling plans at the end of each year, to establish detailed departmental targets for subsequent years in line with the overall Strategic Plan.

6.2.1 Institutional Framework

The Fund is domiciled under the Ministry of Cooperatives and Micro Small and Medium Enterprises Development with the Principal Secretary as the administrator. The Oversight Board will be responsible for overseeing the management of the Fund and advising the Cabinet Secretary generally on the operations of the Fund. The Fund's organizational structure will play an important role in the successful implementation of this Strategic Plan. The structure places the Chief Executive Officer as the overall in-charge of the day-to-day operations of the Fund. The Public Finance Management (Uwezo Fund), Regulations, 2014 will be reviewed to address the existing identified gaps as well as expand on the loan products.

6.2.2 Staff Establishment, Skills set and Competence Development

The current organization structure is as follows; the Uwezo Fund Oversight Board oversees the implementation of the Fund at the national level. The Board is supported by a secretariat led by the Head of Secretariat/ Chief Executive Officer who reports to the Board. At the constituency level, the Fund's activities are undertaken by Constituency Uwezo Fund Management Committee whose membership is drawn from nominees of County and Constituency patrons and gazetted by the Cabinet Secretary.
The National Secretariat
The Secretariat has three departments and two independent units as shown below: -

i. Programmes Coordination Department

The Department is charged with development and review of policies and guidelines on Loan Management, capacity building, partnership, linkages development and Resource mobilization, Monitoring and Evaluation and field operations. Further the department also coordinates and oversees the implementation of loan management, capacity building, field operations, monitoring and evaluation.

ii. Corporate Affairs Department

This Department oversees publicity of the Fund's activities, public relations and maintains the image of the Fund. The department is also charged with the development and review of relevant policies and guidelines. This Department has two units thus Information Communication Technology and Public Communication and legal

iii. Administration Coordination Department

This Department is in charge of general administration and coordination of the activities of the Fund. The department coordinates activities of general administration, accounts, finance and Human Resource Management.

iv. Internal Audit & Risk Management

The Department advises, oversees and recommends on internal controls and risk mitigation.

v. Supply Chain Management

The department is in charge of procurement, storage and distribution of supplies to the user departments.

The Fund proposes to change its structure. The Board will have a secretariat that will be headed by the Chief Executive Officer. There will be 3 directorates and each directorate will have divisions as listed below;

1. Loan & Credit Management Directorate with two divisions;

i. Loan Management & Product Division,
ii. Credit Recovery & Risk Management,

2. Business Development Services (BDS) Directorate with 2 divisions namely;

i. Capacity Building & Mentorship Division
ii. Market & Linkage Division

3. Planning, Research, Monitoring & Evaluation and Partnership Directorate with 3 divisions;

i. Planning, QMS & Risk Management Division
ii. Partnership & Resource Mobilization Division,
iii. Research, Monitoring & Evaluation Division

4. Support divisions reporting to the CEO

i. Finance and Accounts Division
ii. Human Resource & Administration Division
iii. Information Communication Technology (ICT) Division
iv. Corporate Communications Division
v. Supply Chain Management Division
vi. Legal Services Division
vii. Internal Audit & Risk Assurance Division

Human Resource/Capital Management and Development Strategies
The Fund will strengthen its human resource management and development through

i. Review of the organizational structure and determination of optimal staffing levels
ii. Promote Continuous Staff Training and Development and
iii. Institutionalize Performance Management.

The Fund proposes an establishment of 413 both at the headquarters and the field offices

Uwezo Fund Board and Management during an orientation retreat

Table 6.2 Staff Establishment

S/No	S/No	S/No	S/No	S/No	S/No	S/No
	Office of the Secretary/CEO					
1	Chief Executive Officer	1	1	1	1	0
2	Personal Assistant	-				
3	CUFMC Liason Officer	-				
4	Security Officer (Bodyguard)	-				
5	Principal Office Administrator	5	1	1	1	0
6	Senior Office Administrator	6	1	1	1	0
7	Principal Driver	8	1	1	1	0
8	Office Assistant Supervisor	9	1	1	0	-1
	Total					-5
	Loan & Credit Management Directorate					0
1	Director Loans and Credit Management	2	1	1	0	-1
2	Loan Management & Product Division					0
3	Deputy Director Loan Management and Product Development	3	1	1	1	0
4	Assistant Director Loan Management and Product Development	4			2	2
5	Principal Credit Management Officer	5	40	40	0	-40
6	Senior Credit Management Officer	6				0
7	Credit Management Officer II/I	8/7	50	50	0	-50
	Sub Total		92			-92
						0
						0
5	Credit Recovery & Risk Management Division					
6	Deputy Director Credit Recovery and Risk Management	3	1	1	0	-1
7	Assistant Director Credit Recovery and Risk Management	4			0	0
8	Principal Credit Management Officer	5	40	40	0	-40
9	Senior Credit Management Officer	6				
10	Credit management Officer I	7-Aug	50	50	0	-50
11	Credit management Officer II				0	0
	Total		91			-91
	Business Development Services Directorate					
1	Director, Business Development Services	2	1	1		0

S/No	S/No	S/No	S/No	S/No	S/No	S/No
	Capacity Building and Mentorship Division			**1**		**0**
1	Deputy Director, Enterprise Development	3	1	1	1	0
2	Assistant Director Enterprise Development	4	2	2	1	-1
3	Principal Enterprise Development Officer	5	30	30	0	-30
4	Senior Enterprise Development Officer	6			0	0
5	Enterprise Development Officer II/I	8/7	40	40	0	-40
	Sub Total		74			-74
	Markets and Linkages Division					**0**
1	Deputy Director, Enterprise Development	2	1	1		0
2	Assistant Director Enterprise Development	4			0	0
3	Principal Enterprise Development	5	30	30	0	-30
4	Senior Enterprise Development	6			0	0
5	Enterprise Development Officer II/I	8/7	40	40	0	-40
	Sub-Total		71			-71
	Total					0
	Planning, QMS & Risk Management, Research, M&E, Partnerships, Resource Mobilization Directorate					**0**
1	Director, Planning, QMS & Risk Management, Research, M&E, Partnerships, Resource Mobilization Directorate	2	1	1	0	-1
	Planning, QMS and Risk Management Division					0
1	Deputy Director Planning, QMS and Risk Management	3	1	1	1	0
2	Assistant Director, Planning, QMS and Risk Management	4	1	1	0	1
3	Principal Planning, QMS and Risk Management Officer	5	1	1	0	1
4	Senior Planning, QMS and Risk Management Officer	6			0	0
5	Planning, QMS and Risk Management Officer II/I	8/7		1	0	-1
	Sub Total		5			-5
	Research, Monitoring and Evaluation Division					0
1	Assistant Director Research,	3	1	1	0	-1
2	M & E					0
3	Assistant Director, Research, M & E	4	1	1	0	-1
4	Principal Officer, Research, M & E	5	1	1	0	-1
5	Senior Officer Research, M & E	6				0

S/No	S/No	S/No	S/No	S/No	S/No	S/No
6	Research, M & E Officer II/I	8/7	1	1	0	-1
	Sub Total		4	4	0	-4
	Partnerships and Resource Mobilization Division					**0**
1	Deputy Director Partnerships and Resource Mobilization	3	1	1	0	-1
2	Assistant Director Partnerships and Resource Mobilization	4	1	1	0	-1
3	Principal Officer, Partnerships and Resource Mobilization	5	1	1	0	-1
4	Senior Officer, Partnerships and Resource Mobilization	6			0	0
5	Officer II/I Partnerships and Resource Mobilization	8/7	1	1	0	-1
	Sub Total		4			-4
	Total		13			-13
	Finance & Accounts Division					**0**
1	Deputy Director, Finance and Accounts	3	1	1	0	-1
	Finance Section					0
1	Assistant Director Finance	4	1	1	0	-1
2	Principal Finance Officer	5	1	1	0	-1
3	Senior Principal Finance Officer	6			0	0
4	Finance Officer II/I	8/7	1	1	0	-1
	Sub Total		4			-4
	Accounts Section					**0**
1	Assistant Director Accounts	4	1	1	1	0
2	Principal Accountant	5	1	1	0	-1
3	Senior Accountant	6	1	1	1	0
4	Accountant II/I	8/7	2	2	1	-1
	Sub Total		5			-5
	Total		9			-9
	Human Resource & Administration Division					**0**
1	Deputy Director, Human Resource & Administration	3	1	1	1	0
	Human Resource Management & Development Section					0
1	Assistant Director, Human Resource Mgt & Dev.	4	1	1	0	-1
2	Principal Human Resource Officer/ Senior	6/5	1	1	0	-1
3	Human Resource Assistant/Senior	8/7	1		0	-1
	Sub-Total		**4**			**-4**

S/No	S/No	S/No	S/No	S/No	S/No	S/No
	Administration Section					**0**
1	Assistant Director, Administration					
2	Senior/Principal Officer	6/5	1	1	0	-1
	Sub-Total		2			-2
	Records Management					**0**
1	Records Management Officer/Senior	6/5	1	1	1	0
2	Records Management Assistant/Senior	8/7	1	1	0	-1
	Sub-Total		2			-2
	Office Administrators					**0**
1	Office Administrator/Senior	6/5	1	1	0	-1
2	Assistant Office Administrator/Senior	8/7			0	0
	Sub-Total		1			-1
	Clerical Officers					**0**
1	Principal Clerical Officer	8	1	1	0	-1
2	Senior Clerical Officer	9			0	0
3	Clerical Officer II/I	11/10	2	1	0	-2
	Sub-Total		3			-3
	Drivers					**0**
1	Principal Driver	8	1	1	1	0
2	Senior Driver	9	2	1	1	-1
3	Driver II/I	11/10	3	3		-3
	Sub-Total		6			-6
	Office Assistants					**0**
1	Senior Office Assistant	10	1	1	0	-1
2	Office Assistant II/I	12/11	1	1	0	-1
	Sub-Total		2	2		-2
	Total		20			-20
	ICT Division					**0**
1	Deputy Director, Information and Communication Technology	3	1	1	0	-1
2	Assistant Director, Information and Communication Technology	4	1	1	0	-1
3	Principal Information and Communication Technology Officer	5	1	1	1	0
4	Senior Information Communication Officer	6			0	0
5	Information and Communication Technology Officer II/I	8/7			0	0

S/No	S/No	S/No	S/No	S/No	S/No	S/No
6	Senior ICT Assistant	7	1	1	0	-1
7	ICT Assistant II/I	9/8	1	1	0	-1
	Sub-Total		5			-5
	Corporate Communication					**0**
1	Deputy Director, Corporate Communication	3	1	1	0	-1
2	Assistant Director, Corporate Communication	4	1	1	1	0
3	Principal Communication Officer	5			0	0
4	Senior Corporate Communication Assistant	7	1	1	0	-1
5	Corporate Communication Assistant II	8/9	1	1	0	-1
	Sub-Total		4			-4
	Supply Chain Management Division					**0**
1	Deputy Director, Supply Chain Management	3	1	1	0	-1
2	Assistant Director, Supply Chain Management	4	1	1	0	-1
3	Principal, Supply Chain Management Officer	6	1	1	1	0
4	Supply Chain Management Officer/ Senior	7/8			0	0
5	Supply Chain Management Assistant/Senior	10/9	1	1	1	0
	Sub-Total		4			-4
	Legal Services					**0**
1	Deputy Director, Legal Services	3	1	1	0	-1
2	Assistant Director, Legal Services	4			0	0
3	Principal Legal Services officer	5	1	1	0	-1
4	Senior Legal services Officer	6			0	0
5	Legal Officer II/I	8/7			0	0
	Sub-Total		2			-2
	Internal Audit					0
1	Deputy Director, Internal Audit	3	1	1	0	-1
2	Assistant Director, Internal Audit	4	1	1	1	0
3	Principal Auditor	5				0
4	Senior Auditor	6			0	0
5	Auditor II/I	7/8	1	1	0	-1
	Sub-Total		3			-3
	Total		393	393	22	-371

Table 6.3: Skills Set and Competence Development

Cadre	Skills set	Skills Gap	Competence Development
Chief Executive Officer	Analytical skills; Communication skills; Strategic and innovative thinking; interpersonal skills; Resource mobilization skills, and Negotiation skills.		Resource mobilization and strategic and innovative thinking
Credit Officers	Interpersonal skills; Analytical skills Creativity and innovativeness; Self-driven; Result oriented; and Emotional intelligence.	Artificial intelligence credit analysis skills	Interpersonal skills; Analytical skills Creativity and innovativeness;
Enterprise development officers	Interpersonal skills; Creativity and innovativeness; Self-driven; Result oriented; and Emotional intelligence. Analytic skills	Analytical skills	Creativity and innovativeness

6.2.3 Leadership

The implementation of the Strategic Plan will be led by the Head of Secretariat supported by the various Head of Departments and Units as indicated in the Implementation matrix.

6.2.4 Systems and Procedures

The Fund will digitize all its products and procedures with the aim of expanding the reach and implement the priority value chains identified by the State Department for Micro, Small and Medium Enterprises Development.

6.3 Risk Management Framework

The Fund will enhance risk assessment by identifying and evaluating hazards and risks that have the potential to cause harm in the organization's operations. The following is an analysis of the potential risks that the Fund faces.

Table 6.4 Risk Management Framework

Risk Class/ Category	Risk and Description	Likelihood	Impact	Overal l Risk Level	Mitigation Measures	Risk Owner
	Accuracy of data	High	High	High	Develop an Information Management System	Admin
	Data/Records retrieval	High	High	High	Develop an Information Management System	Admin

Risk Class/ Category	Risk and Description	Likelihood	Impact	Overal l Risk Level	Mitigation Measures	Risk Owner
	Non-repayment of loans (Default	High	High	High	Develop and implement a default management	Loans and Credit
Risk Class/Categ ory	Risk and Description	Likelihood	Impact	Overal l Risk Level	Mitigation Measures	Risk Owner
	rate)				strategy	
	Inadequate financial resources	High	High	High	Lobby for more funds from the National Treasury. Develop an elaborate resource mobilization strategy	CEO/ Finance and Accounts
	Inadequate staff	High	High	High	Review the regulations to enable the Fund to employ its own staff. Request the Ministry to deploy more staff to the Fund.	HR
	Misconceptions about the Fund	Medium	Medium	Medium	Continuous and enhanced public sensitization	Corporate Affairs and Communi cation

The Fund will establish a Risk Management System that will eliminate or significantly reduce the levels and impact of risks in achieving its objectives in terms of quantity, quality, cost, and time.
The key components of the proposed Risk Management System are:

i. Establishment of a risk management policy that will guide the development and operationalization of the system in the Uwezo Fund departments as well as among the agents.
ii. An Uwezo Fund Risk Management Committee composed of all HODs, and chaired by the CEO shall be established. The Committee's main responsibility will be to consider and adopt risk management measures;
iii. A Risk Management Coordinator to harmonize and oversee the risk management activities in all Departments. These activities include: risk identification; risk assessment; development and implementation of appropriate mitigation measures.

CHAPTER

07

RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

7.0 Overview

The chapter highlights the financial requirements, resource gaps, resource mobilization strategies and resource management.

The successful implementation of this Strategic Plan will depend on availability and efficient utilization of resources. The Fund will implement the new organizational structure and more financial and human resources will be required.

Other financial requirement will be for the automation and expansion of the loan products.

7.1 Financial Requirements

The implementation of this Strategic Plan over the 5-year period will require approximately Kshs 10,132.8 million.

Table 7.1. Financial Requirements for Implementing the Strategic Plan

Cost Area	Projected Estimates (Ksh. Mn.)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
KRA 1	1,000	1,200	1,400	1,500	1,600	6,700
KRA 2	153.7	160.5	179	199.3	222	914.4
KRA 3	130	60	30	30	30	280
KRA 4	46.9	131.4	162.5	162.6	160	663.4
Administrative Costs	310	315	315	325	310	1,575
Total	**1,640.6**	**1,866.9**	**2,086.5**	**2,216.9**	**2,322**	**10,132.9**

Table7.2 Resource Gaps

Financial Year	Estimated Financial Requirement (Kshs. Mn)	Estimated Resources Allocations (Kshs. Mn)	Variance (Ksh. Mn)
Year 1	1,640.6	395.70	1,244.9
Year 2	1,866.9	391.00	1,475.9
Year 3	2,086.5	320.30	1,766.2
Year 4	2,216.9	352.20	1,864.7
Year 5	2,322.0	396.20	1,925.8
Total	**10,132.9**	**1,855.4**	**8,277.5**

7.2 Resource Mobilization Strategies

The Fund will endeavor to collaborate and partner with the private sector in an effort to mobilize additional resources in the amounts of Ksh.8,277.5M. Further, the Fund will mobilize resources internally by introducing interest and administration fee to all loans disbursed and penalties on loans defaulted.

The resource gaps have informed resource mobilization strategies the Fund will pursue. Specifically, The Fund has outlined strategies to enable it fill the resource gaps and ensure Fund sustainability.

i. Exchequer – The Fund is financed 100% by the Exchequer through annual budget appropriation, hence the most important source of funding. The Fund will therefore develop a framework for engagement with the National Treasury.
ii. Grants and donations – The Fund will develop and implement a framework and resource mobilization strategy to net donor grants. This will include the creation of partners' profiles to identify their funding mechanisms, budgetary cycles, policy priorities and potential opportunities for funding. In addition, the Fund will foster Public-Private Partnership for women-owned projects.
iii. Interest on Loan – The Fund will charge interest on loan.
iv. Loan repayments – The main source of cashflow for the Fund is loan repayments hence the Fund will match shilling for shilling through effective loan recovery strategies to sustain the revolving funds mechanism to meet the high loan disbursement resource requirements.

The Fund will continue to seek for additional resources from the National Government and expand on its revenue collection and goodwill from the development partners to facilitate implementation of its programmes. The Fund will also scale up its engagement with development partners as an alternative mode of resource mobilization. A vibrant Resource and Mobilization and Partnership unit to oversee both financial and human resource mobilization from local and international partners. This will go a long way in helping the Fund to meet its financial and other resource gaps.

7.3 Resource Management

Efficiency, effectiveness, and prudence in utilization of resources will be key in bridging the resource gap. The guidelines by the National Treasury will guide management of resources. The Fund will ensure value-for-money by inculcating best practices to make its systems and processes run seamlessly. Uwezo Fund will ensure effective resource management to optimize the allocation and efficient utilization of its resources to support the strategies outlined. Emphasis will be on resource mobilization and oversight on expenditure. The measures for implementation include: Development and implementation of a detailed budget that aligns with the priorities and activities as set out in the MTEF.

i. Prioritization of resources allocation based on the level of importance, urgency and expected impact of interventions.
ii. Utilization of technology to effectively streamline processes, improve efficiency, and enhance resource management.
iii. Development and implementation of annual work plans that align the budget with specific activities, timelines, and desired outcomes.
iv. Monitoring expenditure, tracking financial and programme performance for adherence to budgetary guidelines.
v. Effectively manage the Fund's human resources to maximize productivity. This includes implementation of human resource manuals and procedures which provide for workforce planning, recruitment, training and development, performance management, and succession planning.
vi. Forging concrete collaboration with other government agencies, civil society organizations, and development partners to share resources, expertise, and best practices.

CHAPTER

08

MONITORING, EVALUATION AND REPORTING FRAMEWORK

8.0 Overview

This chapter provides the Monitoring, Evaluation and Reporting mechanism that will be used to track the implementation of this Strategic Plan and assess the practical outcomes that will further improve performance of the Fund.

8.1 Monitoring Framework

Continuous monitoring and periodic evaluation of the implementation of this strategy shall be undertaken at different levels upon adoption for successful realization of the strategic objectives. This will ensure that proposed activities are undertaken as scheduled and within general compliance with the set standards while making necessary adjustments to ensure successful realization of planned outcomes.

8.2 Performance Standards

This will be guided by the Monitoring and Evaluation Framework that will be reviewed regularly to take care of emerging issues. During the re-engineering process, an automated monitoring, evaluation and reporting system will be entrenched for efficiency and effectiveness.

8.3 Evaluation Framework

Monitoring and evaluation is a participatory process involving all employees at all levels and other stakeholders in collecting, collating, processing, and communicating information that will help in decision making. Effective implementation of this Strategic Plan will involve a quarterly performance review wherein managers responsible for particular result areas will present progress reports in line with the Fund budgetary cycles. The Head of Sections will review internal progress at the end of every month and aggregate performance for the three months of each quarter. These cumulative quarterly reviews will translate into annual performance reviews.

The Board will track the progress, successes, and challenges of this Strategic Plan. Further, the Board, through management, will ensure that strategies are being implemented, performance measured,

8.3.1 Mid-Term Evaluation

The Fund shall conduct a mid-term evaluation of this strategy to ascertain the extent to which planned activities are being implemented in relation to timeframes, costs incurred, and the extent to which the results are being realized. Findings of the review shall be shared with all involved partners and stakeholders and shall also be used to make necessary planning adjustments.

Below is a detailed description of how and when this will be undertaken:

i. **Time:** The mid-term evaluation will be undertaken at the midpoint of the implementation of the strategic plan.
ii. **Evaluation Team:** Midterm evaluation will be conducted by a technical team appointed from different departments and the State Department for Economic Planning with expertise in the evaluation processes.
iii. **Evaluation Scope:** The mid-term evaluation will focus on assessing the progress made in achieving the goals and objectives outlined in the Strategic Plan. It will also examinethe implementation of strategies, activities, and resource allocation to determine their effectiveness.
iv. **Data Collection:** The technical committee will gather relevant data through various methods, such as surveys, interviews, document reviews, and quantitative analysis. They will collect both qualitative and quantitative information to gain a comprehensive understanding of the plan's performance.
v. **Evaluation Criteria:** The evaluation criteria will be established beforehand, aligned with the goals and objectives of the Strategic Plan. These criteria will serve as a benchmark for measuring progress and success, allowing for a consistent and objective evaluation process.
vi. **Analysis and Reporting:** Once all the data is collected, the technical committee will analyze it to assess the progress and effectiveness of the Strategic Plan. They will identify strengths, weaknesses, challenges, and opportunities encountered during the implementation process.
vii. **Feedback and Recommendations:** Based on the findings of the evaluation, the committee will prepare a comprehensive report outlining their conclusions, recommendations, and suggested adjustments or improvements to the Strategic Plan. These recommendations will help guide future actions and ensure the successful achievement of the plan's goals.
viii. **Stakeholder Engagement:** The committee will engage relevant stakeholders, such as employees, managers, and external partners during mid-term evaluation. Their input and feedback will provide valuable insights and perspectives that contribute to a comprehensive evaluation.

8.3.2 End-Term Evaluation

An end term review shall assess how efficiently the resources will have been utilized, the extent to which the strategy is effectiveness in realizing its strategic objectives and intended goal and planned results, the connectedness between the activities of the Fund and the country's development blueprints and the national, continental and global agenda for the empowerment of women, youth and PWDs. An external audit focusing on both financial resources and performance will be undertaken annually to verify legality, regularity and prudent utilization of financial resources for the intended purposes.

8.4 Reporting Framework and Feedback Mechanism

Clear reporting and feedback mechanisms are important in managing Strategic Plan results at different levels. Reports will aid decision making, accountability and above all learning. An inbuilt reporting system and template will be developed to facilitate standardized and timely record of the activities and milestones of the project.

Type of Report	Frequency	Unit Responsible	Consumer
The State of the Fund Report (Public Accountability Statement)	Annually	CEO	Internal stakeholders and Public.
MTP and statutory reports	Quarterly, annually	CEO	MDAs
Fund's Strategic Plan Progress Reports	Annually, bi-annually, quarterly	M&E	Board and Management
Performance Review Report	Annual	M&E	Board and Management
Performance Appraisal Reports	Annually	HRM	Board and Management

Continuous evaluation of results (outputs and outcomes) will be undertaken by the Monitoring and Evaluation Department. The department shall continuously evaluate all strategies, activities and outputs or outcomes with a view to advising the CEO on any performance gaps as well as offer feasible strategy alternatives. The evaluation will entail the following:

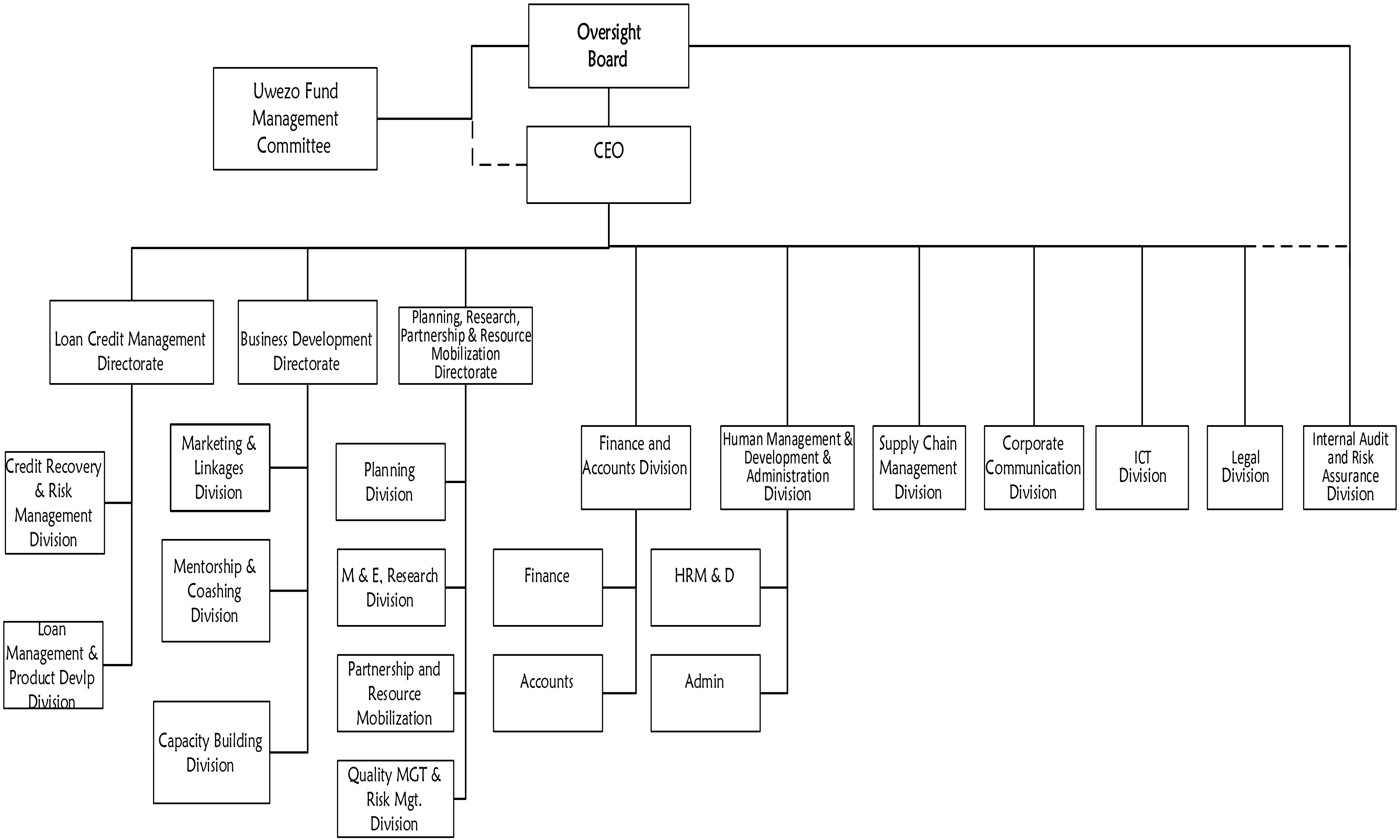
a. Measuring actual performance against target levels and establishing size of gap or variance, if any
b. Conducting a root cause analysis to identify factors responsible for the variance.
c. Identifying and recommending appropriate remedial measures including a review of the objectives and/or strategies or activities.
d. Undertaking service delivery efficiency and effectiveness surveys.
e. Coordinating or facilitating impact assessment for various interventions.

Long-term evaluation of results (impact) shall be conducted externally, particularly the midterm review and end term impact assessment.

Ms. Susana Mang'eni, PS MSME welcomes Hon. Wycliffe Oparanya, CS Ministry of Cooperatives and MSMEs at NSSF building

Appendices

Appendix 1: Proposed Organizational Structure of Uwezo Fund Oversight Board



Appendix 11: Implementation Matrix

Strategies	Key activities	Expected Output	Output Indicators	Target for 5 years	Target (Yearly)					Budget (Mn)					Responsibility
					1	2	3	4	5	1	2	3	4	5	
Strategic Issue: Loan Management															
Strategic Goal: Enhance Scope and Increased Loan Uptake															
KRA: Financial Inclusion and Resource Mobilization															
Outcome: Enhanced Economic Empowerment Enhanced Sustainability															
Strategic Objective: To Expand Access to Finances for the Women, Youth and Persons with Disabilities at the Constituency Level for Businesses and Enterprises Development															
To enhance loan Uptake	Conduct a needs assessment on suitability of new products	Gaps identified	Needs assessment report	10	2	2	2	2	2	2	2	2	2	2	Loans and M & E
	Diversify Uwezo Fund loan products	Loan products developed to meet beneficiaries needs	Number of beneficiaries / groups	3	3		-	-	-	1	1	1	1	1	Loans Finance
	Align the products with BETA and MTP IV to Identify high yielding business opportunities	Identify value chains	% of the loan the Fund marked for value chains	150	30	30	30	30	30	1	1	1	1	1	Loans
	Pilot testing of the new products for any modifications	New products piloted	Pilot test report	3	3	-	-	-	-	2	-	-	-	-	Loans

	Mapping of groups and institutions along the priority value chains	Groups and institutions mapped within the identified priority value chains	Number of groups and institutions identified	40,000	4000	6000	8000	10,000	12000	6	6	6	6	6	Loans
	Launching of new products	New products launched	Number of products launched	3	3	-	-	-	-	2	-	-	-	-	Loans and credit
	Map out high yielding business opportunities	Increased loan uptake	Number of groups accessing loans	225,000	20000	40000	50000	55000	60000	2	2.5	3	3.5	4	Loans and credit
	Revise eligibility criteria, loaning procedures and guidelines	Revised and improved eligibility criteria, loaning procedures and guidelines	Number of developed procedures and guidelines shared	1	1	-	-	-	-	0.2	-	-	-	-	Loans and credit, ICT, Finance
	Enhance Fund sustainability by introducing interest rates of 5%	175M raised from Interest on Loans	Amount of loan interest	175M	21M	28M	35M	42M	49M	-	-	-	-	-	Loans and Finance
To improve on Loan recovery	Re-engineering of the products and processes	Increased loan recovery	Amount of loan recovered	10.5B	1B	2B	2B	2.5B	3B	3	3	3	3	3	Loans
	Review the loan and credit policy	Loan repayment strategy reviewed	Loan repayment	2	1	-	1			0.2	-	0.2	-	-	Loans and credit
	Disburse loans to the beneficiary groups	Groups and institutions funded	Number of Groups and institutions	40,000	4000	6000	8000	10000	12000	-	-	-	-	-	Loans and Finance

	Sensitization to beneficiaries on loan repayment (messaging, calls, meetings)	Beneficiaries sensitized on loan repayment	Number of beneficiaries sensitized	225,000	2000	40000	50000	55000	60000	2	2.5	3	3.5	4	Corporate Loans and credits
	Introduce a withholding 1% admin fee, 3% interest and 5% levy penalty	Withholding fee, interest and levying penalty introduced	1% withholding fee, 3%interest and 5% penalty levy institute	1	1	-	-	-	-	-	-	-	-	-	Loan, Finance, CUFMCs
	Review of the risk management policy	Risk management policy reviewed	Risk Management Policy	1	1	-	-	-	-	0.2	-	-	-	-	Audit and Loans
	Roll out repayment strategy in targeted constituencies	Targeted constituencies visited	Number of constituencies visited	290	290	290	290	290	290	10	10	10	10	10	Loans & BDS
	Undertake loan recovery meetings with area CUFMCs	Increased loan repayment	Action plans, reports, financial reports	290	58	58	58	58	58	3.7	3.7	3.7	3.7	3.7	CEO, Loans, Finance & BDS
	Engage the patrons for improved loan repayments	Meetings held by patrons	Number of meetings held	2	1	-	1	-	-	15	5	5	5	5	CEO, Loans, Finance Finance
To strengthen strategic partnerships	Proposals written and submitted	Proposals developed	Number of proposals submitted	20	4	4	4	4	4	0.1	0.1	0.1	0.1	0.1	BDS, Accounts and Finance, Loans,

and resource mobilization	Map out the potential partners to engage	Partners mapped	List of potential partners and formal contacts initiated	25	5	5	5	5	5	0.2	0.2	0.2	0.2	0.2	BDS& CA
	Hold sensitization meetings with identified potential partners	Sensitization meetings held	Number of meetings, reports, minutes	20	4	4	4	4	4	0.1	0.1	0.1	0.1	0.1	Finance, Loans, and BDS& CA
	Identify the needs and hold meetings	Resource mobilization strategy developed	The resource mobilization Strategy	1	-	-	1	-	-	1.5	-	-	1.5	-	Programm es , Loans, Finance
	Undertake proposal writing for funding	Proposals written and submitted	Number of proposals	20	4	4	4	4	4	0.1	0.1	0.1	0.1	0.1	Programm es , Loans, Finance
	Engage the partners for resource mobilization	Enhanced resources	Amount in Kshs. of resources mobilized	8,27 7.5	12 44. 9	1475. 9	1766 .2	1864 .7	192 5.8	1	0.1	0.1	0.1	0.1	Programm es , Loans, Finance
	Review investment policy	Investment policy developed	Investment policy	1	1	-	-	-	-	0.1	-	-	-	-	Programm es , Loans, Finance

Strategic Issue: Entrepreneurial Incapacity and Fund Visibility

Strategic Goal: Foster Sustainable Enterprises, Enhanced Capacity of MSMEs and Fund Visibility

KRA: Business Development Services and Publicity

Outcome: Sustainable Enterprises
Improved Visibility of the Fund

Strategic Objective: to Promote Gainful Self-Employment for The Women, Youth and Persons with Disability and Enhance Publicity of the Fund

Promote Sustainable Enterprises	Review and digitize induction guidelines and training content	enhanced entrepreneurship capacities of beneficiaries	Training content	2	1	-	1	-	-	3	-	1.5	-	-	Capacity Building
	Digitize the training content	Faster and wider access to the training content	Digital training manual	1	1	-	-	-	-	3	-	1.5	-	--	BDS/ ICT
	Train Fund implementors	Fund implementors trained	No. of implementors trained and training reports	4350	870	870	870	870	870	51	53	55	57	60	BDS
	Coordinate and follow up on capacity building of groups	Fund beneficiaries trained in sampled constituencies	Number of beneficiaries trained and reports	40000	4000	6000	8000	10000	12000	4	5	6	8	10	BDS
	Develop coaching and mentorship guidelines	Guidelines developed	Guidelines	2	1	-	1	-	-	1.5	-	-	0.5	-	BDS
	Implement the coaching and mentorship programmes	Enhanced entrepreneurial skills	The number of beneficiaries coached and mentored	20000	2000	3000	4000	5000	6000	3	4.5	6	7.5	9	BDS
	Train the CUFMCs as coaches and mentors	CUFMCs trained as coaches and mentors	No. of CUFMCs coaches and mentors	4350	870	870	870	870	870	16	18	19	20	21	BDS
	Sensitize the beneficiaries on the marketing portal	The number of beneficiaries sensitized on marketing portal	The Sensitization Report	40000	4000	6000	8000	10000	12000	2	2	2	2	2	BDS

	Map the groups to be linked	Groups linked to markets	Number of groups linked	45000	4000	6000	8000	12000	15000	2	3	4	5	6	BDS
Enhance Publicity of the Fund and visibility of the fund	Review the communication strategy	Gaps identified	Reviewed communication strategy	1	-	-	1	-	-	2	-	2	-	-	Corporate Affairs
	Hold review meetings	Meetings held	Meetings Reports	10	2	2	2	2	2	2	2	2	2	2	Corporate Affairs
	Develop a stakeholder engagement framework	Framework developed	Framework	2	4000	-	1	-	-	0.5	-	0.1	-	-	Corporate Affairs
	Hold engagement meetings	Meetings held	Meeting Reports	40	8	8	8	8	8	33	-	3	3	3	Corporate Affairs
	Enhanced visibility by procuring of the Fund's IEC materials	IEC materials procured	Number of IEC materials Procured and disseminated	195000	37000	38000	39000	40000	41000	27	28	30	25	20	Corporate Affairs/ Procurement
	Identify partners	Partners identified	Numbers of partners and fora held	50	10	10	10	10	10	2	2	2	2	2	CA/CB/PRM
	Hold sensitization forums	Fora held	Number of fora held	10	2	2	2	2	2	1	1	1	1	1	Corporate Affairs
	Hold publicity campaigns	Campaigns held	Number of publicity campaigns	20	4	4	4	4	4	6	6	6	6	6	Corporate Affairs
	Identify offices to be branded	Constituency offices branded	No. of offices branded	290	58	58	58	58	58	1	1	1	1	1	Corporate

	Develop and implement CSR framework	CSR framework developed	Corporate social responsibility framework	2	1	-	1	-	-	4	5	6	7	8	Corporate Affairs
Strategic Issue: Entrepreneurial Incapacity and Fund Visibility **Strategic Goal: Foster sustainable Enterprises, Enhanced Capacity of MSMEs** **KRA: Business Development Services and Publicity** **Outcome: Increased Access to Finance** **Group Empowerment** **Increased Employment Opportunities** **Strategic Objective: To Model an Alternative Framework in Funding Community Driven Development Initiatives**															
To Promote structured table banking practice	Develop and review table banking policy	Enhanced savings through table banking	Table banking policy	2	1	-	1	-	-	1	-	0.5	-	-	BDS
	Train the CUFMCs as table banking champions	Number of CUFMCs trained as table banking champions	Training reports	4350	870	870	870	870	870	16	18	20	21	22	BDS
	Oversee the development of the table banking App	Enhanced table banking practice	Table banking App	1	1	-	-	-	-	0.5	0.1	-	-	-	CB & ICT
	Sensitization of beneficiaries on table banking digital App	Beneficiaries sensitized on the table banking digital App	Number of groups sensitized	150000	2500	4000	5000	6500	7000	3	5	7	8	10	CB, CA, Loans
	Onboard beneficiaries into the digital App	Enhanced table banking practice	Number of groups saving via the table banking App	390000	20000	50000	70000	100000	150000	1	1	1	1	1	CB& Loans
	Monitor and evaluate the effectiveness of the Digital App	Timely implementation of the Digital App	Reports	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	M& E, ICT & BD

Strategic Issue: Turnaround Time

Strategic Goal: Enhance Efficiency and Effectiveness of the Fund to Reduce Turnaround Time

KRA: Reengineering

Outcome: Reduced Turnaround Time, Increased Number of Groups Using Digital Table Banking App, Increased Number of Enterprises Trading on the Market Portal

Strategic Objective: To Automate the Fund's Processes

Digitize the Fund's Processes banking practice	Digitize the Fund processes and services	Reduced turnaround time and improved efficiency	Number of Apps developed	5	1	4	-	-	-	330	-	-	-	-	CEO & ICT
	Install and operationalize an information management system	Improved information management	Information management system installed and operationalized	1	-	1	-	-	-	-	-	-	-	-	CEO and ICT
	Develop a table banking transaction App	Table banking App developed	Table banking App	2	1	-	-	1		20	-	10	-	-	CEO, ICT and BDS
	Sensitize the beneficiaries on the digital TB App	Users sensitized on use of App	Number of beneficiaries sensitized on the use of TB App	4800 000	20 00 00	30000 00	4000 00	6000 00	800 000	5	2	2	2	2	ICT, CA and BDS
	Onboard groups to the digital TB App	Increased efficiency in TB practice	Number of groups practicing TB via the digital App	390,0 00	20 00 0	50000	7000 0	1000 00	150 000	0.5	0.1	0.1	0.1	0.1	ICT, Loans, BDS
	Develop marketing portal	Enhanced market accessibility	Marketing portals	2	1	-	1	-	-	-	6	-	3	-	ICT
	Develop user manual	User Manual developed	No. of user manual developed	1	-	1	-	-	-	-	0.5	-	-	-	ICT

	Train beneficiaries on user manual	Beneficiaries trained	No. of beneficiaries trained	4000	-	1000	1000	1000	1000	-	2	2	2	-	ICT/BDS
	Onboarding of existing groups and new groups	Groups onboarded into the Market portal	Number of onboarded to the platform	80,000	10,000	20,000	30,000	10,000	10,000	2	1	0.5	0.5	0.5	ICT
Strategic Issue: Institutional Capacity															
Strategic Goal: Promote good governance and strengthen institutional capacity															
KRA: Strengthening Legal, Policy and Institutional Capacity and infrastructure															
Outcome: Enhanced Budgetary Projections, Enhanced Productivity and Efficiency, Improved Service Delivery, Enhanced Funds Utilization, Improved Audit Issues Resolved, Efficient Implementation of Fund Activities															
Strategic Objective: To Strengthen Legal, Policy, Institutional Capacity and Infrastructure of The Fund															
Promote prudent financial management	Prepare MTEF Budgets	Budgetary projections for five years	MTEF Budget reports	5	1	1	1	1	1	2.4	2.4	2.4	2.4	2.4	Finance
	Operationalization loan repayment systems	Improved loan repayment	% increase of loans repaid	100	20	20	20	20	20	3.5	3.5	3.5	3.5	3.5	Finance & ACC
	Prepare account balances	Updated accounts balances	No. of ledgers created and maintained	290	290	290	290	290	290	1	1	1	1	1	Finance & Accounts
	Preparation of financial reports	Financial status of the Fund	No. of reports prepared	85	17	17	17	17	17	-	1	1	1	1	Finance & Accounts
Strengthen institutional infrastructure and provision of goods and services	Prepare and implement annual procurement plans	Approved and implemented procurement plan	No. of procurement plan implemented	5	1	1	1	1	1	0.2	0.2	0.2	0.2	0.2	CEO/SC
	Implement the procurement plan	Goods, services and works procured	Procurement plan reports	-	-	-	-	-	497	90	92	95	100	110	CEO/ SC

Develop Fund's policies and guidelines	Develop and review policies and guidelines	Improved service delivery	Policies developed	13	4	9	-	-	-	8	18	-	-	5	HRM
Institutionalize good practices in human resources management and development.	Review existing human resource tools	Productivity and efficiency enhanced	Revised HR tools	8	4	-	-	4	-	2.2	-	-	1.5	-	CEO, HR/ Administration
	Implement the approved staff establishment	Optimal staff level achieved	Staff establishment report and appointment letters	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	HRM
	Recruitment and induction of new staff members	New staff members recruited and inducted	Recruitment and induction reports	303	150	50	50	30	23	300	330	360	380	400	HRM
	Induct and deploy interns to both the Headquarters and constituencies	Interns deployed to the headquarters and constituencies	Number of interns inducted and deployed	1,570	314	314	314	314	314	5.5	6.5	8	10	12	HRM
	Conduct a training needs assessment	Training needs conducted and report prepared	TNA report	5	1	1	1	1	1	0.1	0.1	0.1	0.1	0.1	HRM
	Train Board and staff	Highly skilled and competent Board and staff	Training certificates and training reports	5	1	1	1	1	1	9	9	9	9	9	HRM
	Develop and implement appraisal tool	Performance evaluation tool developed	Performance appraisal tool	5	1	1	1	1	1	-	-	-	-	-	HRM
	Administer the appraisal tool	Appraisals undertaken	Performance appraisal reports	4	1	-	1	1	1	-	-	-	-	-	HRM

	Re-strategizing the service delivery systems	Initiating ISO certification processes	ISO certification	4		1	1	1	1		10	15	10	10	Administration
	Engage the patrons and CUFMCs	Enhanced stakeholders buy in.	Number of stakeholders engaged	20	4	4	4	4	4	15	15	15	15	15	Administration
	Facilitation of CUFMCs	Improved performance of CUFMCs	Amounts released to Constituencies	-	290	290	290	290	290	200	250	300	300	200	Finance
Promotion of good corporate governance practices	Conduct annual evaluation and governance audit	5 annual evaluations conducted	5 annual evaluation reports produced	5	1	1	1	1	1	2.5	2.5	2.5	2	3.2	HR
	Undertake the Fund's regulatory framework revision	Enabling regulatory framework	Revised regulations	1	1	-	-	-	-	12	5	-	-	-	CEO/ Administration
Implement effective audit and risk management framework and enhance compliance	Conduct regular audits.	Enhanced utilization of funds.	Audit reports	750	150	150	150	150	150	7	10	10	12	12	IA
	Conduct regular audits.	Improved internal controls, compliance	Audit reports.	40	8	8	8	8	8	0.1	0.1	0.1	0.1	0.1	IA
	Report to committee meetings.	Reported audit issues reviewed, deliberated and recommendations issued.	Committee report	20	4	4	4	4	4	0.2	0.2	0.2	0.2	0.2	CEO/ IA
Strengthen Implementation of the	Undertake an impact assessment	Impact assessment report	Report	1	1	-	-	-	-	16	-	-	-	-	M&E

Fund's programmes, strategies and Activities	Undertake periodic monitoring visits	Monitoring reports	Reports	20	4	4	4	4	4	7	15	15	15	15	M&E
	Biannual evaluation of the departments and units	Performance appraisal of the departments and units	Performance report	10	2	2	2	2	2	0.1	0.1	0.1	0.1	0.1	M & E and Audit
	Undertake annual evaluations of the Fund	Evaluations reports	Evaluation report	1	1	1	1	1	1	8	8	8	8	8	M&E
	Periodic monitoring of reengineering	Interaction with platform/Smooth Transition from manual to digital platform	Daily, weekly and monthly progress reports	5	1	1	1	1	1	.0.1	0.1	0.1	0.2	0.5	M&E
	Monitoring of the reengineering process	Timely implementation of the reengineering Process	Daily, weekly and monthly progress reports	1	1	1	1	1	1	0.7	0.6	3.5	0.4	5.3	M&E
	Undertake quarterly monitoring visits of sampled constituencies	Timely implementation of the fund activities	M&E reports of the constituencies visited	220	54	54	54	54	54	7	15	15	10	10	M&E
										1640.6	**1866.9**	**2086.5**	**2216.9**	**2322**	**10132.9**

PICTORIAL

Residents of Muran'ga showcasing their products at the Murang'a Basket Weavers event

Keyo Pottery Women group,a beneficiary of Uwezo Fund, showcasing their products as the Fund's exhibitors during the FESTAC AFRICA FESTIVAL in Kisumu

Keto pottery group show casing their work at FESTAC Africa 2024 Festival in kisumu

Ms. Nelly Nyambura of Baraka Women and Youth Centre showcasing the group's products to one of the youth at the Skill Up Africa Expo at KICC

H.E Rigathi Gachagua, the Deputy President of the Republic of Kenya, PS Susan Mang'eni, Ms. Ann Njuguna, Hon.Simon Chelugui and Mr.Peter Lengapiani precede over the cheque issuance at Kesses

Uwezo Fund partcipating in an exhibition during the 5th Graduation ceremony of The International Youth Fellowship (IYF) at the IYF center, Kasarani

Uwezo Fund Board and management

Uwezo Fund beneficiaries showcasing their product during a joint sensitisation program at Ikolomani Constituency

CEO UFOB, Mr. Peter Lengapiani and one of the Directors of the UFOB Board, Ms. Flora Kiprop participate in a tree planting exercise in Timboroa constituency

Director Samuel Ogolla at the Bomas of Kenya during a tree planting exercise on National tree planting Day, 2024.

Chairperson UFOB, Ms. Ann Njuguna, Director Samuel Ogolla and HHRM UFOB, Mr. Gad Etyang lead the UFOB team in a tree planting exerciese at the Bomas of Kenya.

Ms.Ann Njuguna chairperson Uwezo Fund, in collaboration with Hon. Dr. Ann Gathoni Wamuchomba, Member of Parliament for Githunguri Constituency, during a cheque issuance event that was held at Githunguri Stadium, Githunguri Town, Githunguri Constituency, Kiambu County.

REPUBLIC OF KENYA

UWEZO FUND

AHADI YETU - KAZI KWAKO

KENYA VISION 2030

AHADI YETU KAZI KWAKO