



STRATEGIC PLAN

2013 – 2017



TABLE OF CONTENTS

PAGE

LIST OF ABBREVIATIONS AND ACRONYMS.....	II
FOREWORD	III
PREFACE.....	IV
EXECUTIVE SUMMARY.....	V
CHAPTER ONE: INTRODUCTION	1
1.1 BACKGROUND	1
1.2 KENYA'S DEVELOPMENT CHALLENGES: GLOBAL, REGIONAL AND NATIONAL.....	2
1.3 KENYA'S DEVELOPMENT AGENDA	6
1.4 ROLE OF WEF TOWARDS NATIONAL DEVELOPMENT AGENDA.....	7
1.5 MINISTRY OF DEVOLUTION AND PLANNING STRATEGIC PLAN	8
1.6 METHODOLOGY OF DEVELOPING THE PLAN	8
1.7 ORGANIZATION OF THE PLAN.....	9
CHAPTER TWO: INSTITUTIONAL REVIEW.....	10
2.1 CORE BUSINESS.....	10
2.2 VISION	10
2.3 MISSION	10
2.4 CORE VALUES.....	10
2.5 CURRENT INSTITUTIONAL STRUCTURE	11
CHAPTER THREE: SITUATIONAL ANALYSIS.....	12
3.1 EVALUATION OF PAST PERFORMANCE	12
3.2 INTERNAL ENVIRONMENT	17
3.3 EXTERNAL ENVIRONMENT	18
3.4 STAKEHOLDER ANALYSIS.....	20
CHAPTER FOUR.....	22
STRATEGIC MODELLING	22
4.1 STRATEGIC ISSUES	22
4.2 STRATEGIC OBJECTIVES AND STRATEGIES	23
CHAPTER FIVE: IMPLEMENTATION PLAN	26
CHAPTER SIX: INSTITUTIONAL STRUCTURE.....	36
CHAPTER SEVEN: MONITORING AND EVALUATION	37
7.1 OBJECTIVES OF MONITORING AND EVALUATION.....	37
7.2 M&E FRAMEWORK	37
7.3 KEY PERFORMANCE INDICATORS.....	38
APPENDIX: RESULTS MATRIX	39

LIST OF ABBREVIATIONS AND ACRONYMS

AGPO	–	Access to Government Procurement Opportunities
CEO	–	Chief Executive Officer
C-WES	–	Constituency Women Enterprise Scheme
EPC	–	Export Promotion Council
FDI	–	Foreign Direct Investment
FI	–	Financial Institution
FIDA	–	Federation of Women Lawyers
GDP	–	Gross Domestic Product
GOK	–	Government of Kenya
HR	–	Human Resource
ICT	–	Information and Communication Technology
ILO	–	International Labour Organization
ISO	–	International Organization for Standardization
JKUAT	–	Jomo Kenyatta University of Agriculture and Technology
LPO	–	Local Purchase Order
LSO	–	Local Supply Order
MDGs	–	Millennium Development Goals
M&E	–	Monitoring and Evaluation
MFI	–	Micro-Finance Institutions
MoU	–	Memorandum of Understanding
MTP	–	Medium Term Plan
SACCO	–	Savings and Credit Cooperative
SAGA	–	Semi Autonomous Government Agency
SID	–	Society for International Development
SMS	–	Short Message Service
SWOT	–	Strengths, Weaknesses, Opportunities and Threats
TNA	–	Training Needs Assessment
UNIFEM	–	United Nations Development Fund for Women
WEF	–	Women Enterprise Fund
YEDF	–	Youth Enterprise Development Fund

FOREWORD

The Women Enterprise Fund (WEF) is semi-autonomous government institution established in August 2007 to provide accessible and affordable credit to support women start and/or expand business wealth and employment creation. The Fund also provides business support services such as capacity building, marketing, promotion of linkages and infrastructure support. The Fund is committed to the realization of the Millennium Development Goal (MDG) on gender equality and women empowerment. The Fund has the following mandates;

- i. Provision of subsidized credit for enterprise development.
- ii. Capacity building of women beneficiaries
- iii. Support and facilitate local and international marketing of goods and services produced by women entrepreneurs
- iv. Support and facilitate development of linkages between women owned enterprises and big companies.
- v. Facilitate and support investments in infrastructure that support women enterprises.

WEF is a national fund with a presence in all the 290 constituencies which ensures service delivery across the whole country without any discrimination of any kind.

The Fund's Strategic plan (2013-2017) is the result of concerted efforts by stakeholders working towards women empowerment. The plan has been developed through a participatory process where stakeholders were consulted to provide their views on the performance of the Fund and suggest strategies to enable the Fund efficiently and effectively deliver on its mandates.

The implementation of this Strategic plan will be the responsibility of the secretariat staff and I pledge my support to its successful implementation.

MADAM MUMINA BONAYA
CHAIR, WOMEN ENTERPRISE FUND

PREFACE

This Strategic Plan will serve as a road map for the Fund's operations over the next five years. It is the result of considerable effort and honest introspection to identify the factors that have been impeding performance, and more importantly, to chart out a path for providing guidance on delivering of the Fund's mandates.

The Fund will require continued support from all stakeholders including Government ministries, Departments and Agencies; the private sector, development partners and the wider public to realize the aspirations of the Strategic plan.

Lastly, this Strategic plan will go a long way in enabling the Fund achieve its objectives by the year 2017.

Eng. Charles Mwirigi
Ag. Chief Executive Officer

EXECUTIVE SUMMARY

The Women Enterprise Fund (WEF) was established through Legal Notice No. 147: Government Financial Management (Women Enterprise Fund) Regulations, 2007 and began its operations in December 2007. This is the second strategic plan that the Fund is developing since its establishment. The first strategic plan covered the period 2009 – 2012.

Following the expiry of the 2009 – 2012 strategic plan, the Fund undertook to develop a new strategic plan for the period 2013 – 2017, taking into account the changing operating environment. In developing this plan, a participatory and all inclusive approach was adopted. This entailed review of various documents, consultations with key stakeholders and workshops for the Advisory Board and Management.

An analysis of the Fund's past performance and a scan of the operating environment were carried out focusing both on internal and external environment. The analyses resulted in the identification of the strengths, weaknesses, opportunities and threats as well as stakeholder rights and obligations. The situational analysis culminated in identification of the following strategic issues:

1. Access to credit.
2. Support services to women entrepreneurs.
3. Institutional strengthening.

For each of the identified strategic issue, strategic objectives were formulated and strategies to be pursued developed. The strategic objectives are as follows:

1. To increase the cumulative loan disbursement from Kshs 2.6 billion in June 2012 to Kshs 11 billion by June 2017.
2. To increase the loan repayment rate from 78% to 93% by June 2017.
3. To increase number of women trained from 404,000 to 1,000,000 by 2017.
4. To increase number of women linked to large enterprises from 156 in June 2012 to 500 by 2017.

5. To facilitate marketing of products and services of 300 women in local and international markets.
6. To facilitate development of supportive infrastructure; 16 sheds for women groups; Awareness and sensitization of 120 women on incubation.
7. Achieve and maintain a ratio of x staff to y size of the portfolio by June 2017.
8. To attain the status of a parastatal by June 2017.
9. To attain efficiency and effectiveness in implementation and reporting of results at the Fund.

The implementation plan for operationalizing the objectives and strategies are presented in chapter five. The implementation plan identifies for each strategy, the expected impact, the activities, output indicators, timeline and implementing actors. This is followed by the proposed institutional structure to drive implementation of the strategy in chapter six and a monitoring and evaluation (M&E) framework in chapter seven. The M&E framework includes key performance indicators for tracking results.

CHAPTER ONE INTRODUCTION

1.1 BACKGROUND

Women Enterprise Fund (herein after called 'the Fund') is an initiative of the government of Kenya that was established through Legal Notice No. 147: Government Financial Management (Women Enterprise Fund) Regulations, 2007. The enactment of the Public Finance Management Act, 2012 categorizes the organization as a National Fund. As a flagship project under the social pillar in the Kenya Vision 2030, the Fund champions the realization of the 1st & 3rd Millennium Development Goals on Poverty Reduction and Gender Equality & Women Empowerment respectively.

The mandate of the Fund as stipulated in the Legal Notice No.147 is to undertake the following:

- i. Provide subsidized credit to women entrepreneurs for enterprise development.
- ii. Capacity building of women entrepreneurs and their organizations.
- iii. Attract and facilitate investment in micro, small and medium enterprises oriented infrastructure such as business markets or business incubators that will be beneficial to women enterprises.
- iv. Support women oriented micro, small and medium enterprises to develop linkages with large enterprise.
- v. Facilitate marketing of products and services of women enterprises in both domestic and international markets

The purpose of this plan is to give strategic direction to the Fund for its operations over the next five years. It spells out how resources (human, financial and material) should be utilized in the most effective and efficient manner to realize the Vision, Mission and Mandate of Women Enterprise Fund. The Strategic Plan will also provide a framework for resource mobilization from Government and other Development

Partners in order for the Fund to achieve its strategic goals. It also provides a mechanism to be used to direct the operations, delivery processes and track performance through regular monitoring, evaluation and reporting framework.

This Strategic Plan is the second since the establishment of The Women Enterprise Fund in August 2008. The first Strategic Plan 2009-2012 laid a firm foundation for the institution as the foremost public agency in the promotion of gender equality and women empowerment in Kenya.

While embracing its role in addressing the challenges that have exposed women to poverty through marginalization or exclusion, the Fund from its inception has always understood and believed that progress towards empowering the Kenyan woman is a collective effort and in this regard expects that the state as the primary duty bearer ought to provide leadership and facilitation through resources and a conducive environment.

1.2 KENYA'S DEVELOPMENT CHALLENGES: GLOBAL, REGIONAL AND NATIONAL

1.2.1 The Global, National, Local Trends and Frameworks

Kenya is faced with a number of challenges at the international, regional and national levels as acknowledged in the Vision 2030 which the Fund has taken account of in drafting these strategic responses.

1.2.2 Global Challenges

1) Global financial crisis

An important facet of the global economic crisis relates to its impact on developing countries. The global financial crisis is affecting developing economies in a variety of ways. The most significant are the decline in export prices and volumes. Largely as a result of falling prices and demand for their commodities, many countries have experienced sharp drops in primary commodity exports. Developing countries that have been dependant on remittances for the last two decades, and have typically seen remittances grow rapidly, are facing contractions in the flow of these funds. According to World Bank, remittances to Sub-Saharan Africa will continue to drop. Declines in

remittances contribute to foreign exchange shortages and increased poverty, as some of the most vulnerable and poorest populations lose a significant source of income.

Private capital flows to the region, mainly consisting of foreign direct investment (FDI), have slowed, hindering economies that had been relying on these flows to finance much-needed infrastructure and natural resource access projects. The financial crisis may reverse the recent achievements by developing countries in raising growth rates.

2) Jobless growth

Jobless growth, phenomenon in which economies' existing recession demonstrates economic growth while merely maintaining or in some cases decreasing their level of employment has become a major global challenge. It is estimated that more than 200 million people are jobless across the world. Unemployment remains high in many countries even as their economies grow mainly as a result of insufficiency of the growths being registered to absorb the unemployed, under-employed and new members entering the work force.

Jobless growth has both economic and social effects in the affected countries and globally. Unemployment leads to reduced income which results to a fall in domestic consumption expenditure and ultimately has an investment depressing impact. Socially, unemployment results into loss of skills, loss of self-respect, low morale, family disintegration and socio-political unrest. At the individual level, research links increases in suicide, homicide, cardiovascular mortality and mental illness to high unemployment.

The global players therefore need to come up with policy initiatives to arrest the trend. It is also important to increase access to quality education, training and skills development.

1.2.3 Regional Challenges

East Africa's regional integration process is deepening in terms of the expanding scope of the laws, policies and regulations that are giving effect to the decisions about and ongoing commitment to closer economic social and political cooperation. These changes have seen more trade and interaction between the east African countries. However there exist deep rooted challenges that unsettle the region.

The political instability and state building challenges in Somalia and South Sudan generate unique political, economic, and social challenges. Somali insurgent Al-shabaab militants' attacks remain key issues of concern in the foreseeable future in terms of their potential for impacting Kenya's security, trade and refugee movements.

Kenya continues to face humanitarian challenges, particularly the presence of over 500,000 refugees from Somalia and 30,000 new arrivals from South Sudan. In addition, the region still grapples with high levels of poverty food insecurity and gender inequality.

Encouraging however are the on-going regional integration efforts which offer enormous opportunities for the realization of economic and social goals for the region through the removal of trade barriers. For example they provide opportunities to meet the challenge of food security through exploiting the diversity in the region. A united Eastern Africa also has the potential to considerably reduce the impact of the political unrest and negative ethnicity that currently afflicts it.

1.2.4 National Problems

1) Insecurity

Insecurity levels in Kenya have risen over the years posing a major threat to development. The major focus on insecurity has been on terrorism emanating from extremists linked to Al Shabaab, a militant group in Somalia opposed to the Somali government.

Attacks from alleged Al Shabaab insurgents have resulted to fear among potential tourists. Tourism sector has consequently received a major blow in revenues due to the travel advisories and travel bans issued by western countries. Tourism is one of the foundation blocks of Kenya's economy, constitutes 25% of the Gross Domestic Product (GDP) and has been adversely affected by the repercussions of terrorism. This had a ripple effect on all sectors of the industry. Kenya's reputation as an attractive holiday and investment sport has plummeted and this has led to the loss of its competitive value.

2) Poverty and Inequality

Forty two percent of Kenya's population of 44 million people, live below the poverty line. Poverty and inequality continue to be some of the key challenges that the country faces. Even though overall poverty in the country declined from 45.9% in 2009, disturbing regional disparities persist. A study conducted in 2013 by Kenya National Bureau of Statistics titled "Exploring Kenya's Inequality: Pulling apart or pooling together?" in collaboration with Society for International Development (SID) indicates that half of the people in rural areas and one third in urban areas live below the poverty line, a difference of 18 percentage points between rural and urban areas. This further translates to roughly 8 out of every 10 people in Turkana, Mandera and Wajir Counties are poor. The proportion of individuals below the poverty line in Turkana (87.5 percent) is four times that in Nairobi, which has the lowest poverty at 21.8 percent.

Women Enterprise Fund will therefore have to engage these twin concerns creatively to address the root causes recognizing that they are crucial in achieving the MDGs through its mandate of empowering women.

3) Marginalization of women

Despite a range of significant advances towards gender equality, many women still lack basic freedoms and opportunities and remain marginalised. Discriminatory customs constrain their time and choices, as well as their ability to own or inherit property, open bank accounts, or access inputs such as credit or fertilizer that would boost their productivity.

WEF has the opportunity to address the existing hurdles women face in growing and sustaining enterprises. Through its products and services, the Fund aims at reducing marginalization of women by empowering them to actively participate in economic development.

4) Negative Ethnicity

Kenya’s ethnic diversity should be celebrated. Instead, by giving rise to ethnic-based discrimination it has become one of the challenges the country must confront. Ethnic polarization has been worsened by political entrepreneurs who mobilize by playing on ethnic related grievances and insecurities.

5) Constitutional Implementation challenges

Kenya ratified a new constitution in 2010 which brought in place devolution. There are challenges being experienced in terms of interpretation of the different roles of the county governments and central Government. There also exist a collision course between county heads and parliament. Revenue distribution between national and county governments is a heated debate with each side justifying its demand for a bigger piece of the national cake.

WEF has the opportunity to engage the county government for capacity building and infrastructure support in carrying out its mandate.

1.3 KENYA’S DEVELOPMENT AGENDA

The Kenya Vision 2030 lists the Women Enterprise Fund as one of flagship projects under the social pillar. The vision provides that the Fund will be institutionalized to ensure that the overall amounts and the efficiency in projects launched by its beneficiaries.

The second Medium Term Plan (2013-2017) lays down the following specific interventions that will be undertaken:

- i. Women Enterprise Fund: The Fund’s products and services will be reviewed. In addition, the Women Enterprise Fund will be re-branded and re-launched.

- ii. Implementation of the 30 percent public procurement preference for women entrepreneurs. The sub-sector will carry out a public awareness campaign on the provisions of the Public Procurement and Disposal [Preference and Reservation] Regulations 2013 for women.

The government also commits itself to increase support for policies and institutions devoted to promoting gender equity. It will also increase allocation of resources to enterprises led by youth and women. In addition to the Youth Enterprise Development Fund and Women Enterprise Fund, the Uwezo Fund will provide more funds for loans to the youth, women and vulnerable groups in order to support them start small business.

1.4 ROLE OF WEF TOWARDS NATIONAL DEVELOPMENT AGENDA

In carrying out its mandates, the Fund will seek a holistic approach to product and service offering by providing the following:

- i. Individual loan product to women including LPO/LSO financing and issuance of bid bonds.
- ii. Project based funding to women entrepreneurs -The Fund will leverage on cash flows of specific projects for which the assets will be held as security by the Fund.
- iii. Focused and demand driven training programmes.
- iv. Linking women entrepreneurs with insurance providers.
- v. Promote saving culture among women entrepreneurs.

To deliver on set targets, the Fund will enhance and strengthen her core competencies/capabilities. In addition, the Fund will seek to improve her operational efficiency through leveraging on emerging technologies and innovations, as well as establish a robust and effective Monitoring and Evaluation framework.

1.5 MINISTRY OF DEVOLUTION AND PLANNING STRATEGIC PLAN

In its 2013-2017 strategic plan, the Ministry of Devolution and Planning has identified gender equity and the empowerment of youth, women, persons with disabilities and other vulnerable groups as a strategic issue. The strategies identified in addressing the issue that relate to women include the following:

- i. Mainstreaming issues of gender, youth and people with special needs in all aspects of national development.
- ii. Develop, review and implement gender and youth responsive policies.
- iii. Increase access to funds through YEDF, WEF and Uwezo Funds.
- iv. Monitor and report the implementation of 30% public procurement reservations and preferences for youth, women and persons with disabilities.

Given its mandate, WEF is thus expected to play critical role in attainment of the Ministry's objectives.

1.6 METHODOLOGY OF DEVELOPING THE PLAN

A participatory strategic planning process was used to ensure ownership of the strategic plan by the stakeholders and enhance effective and efficient implementation of the plan. The process entailed involvement of the Fund's Advisory Board, WEF staff and stakeholders including WEF partners and representatives of development partners. Specifically the following methodology was used:

1.6.1 Document review

Various documents were reviewed for the purposes of extracting relevant information for use in the Strategic Plan. These documents included:

- i. WEF's previous strategic plan, 2009 – 2012;
- ii. The Fund's financial and performance reports;
- iii. WEF's proposed new strategic direction document;
- iv. Sector reports;
- v. Various studies commissioned by WEF;
- vi. Vision 2030 and second Medium Term Plan;
- vii. Jubilee manifesto; and
- viii. Ministry of Devolution and Planning's strategic plan.

1.6.2 Pre-workshop interviews

Discussions were held with the management staff of WEF.

1.6.3 Strategic planning workshops

To incorporate the views of key stakeholders and in order to enhance ownership of the strategic plan, the following workshops were held:

- i. A one day planning workshop with management staff.
- ii. A two day planning workshop with the management staff and Advisory Board.
- iii. A half day workshop with the WEF staff to review the draft strategic plan
- iv. A one-day validation workshop was also held with key stakeholders. *(to be held)*

1.7 ORGANIZATION OF THE PLAN

This Strategic Plan consists of seven chapters:

Chapter one is the introduction, which covers the Fund's background, Kenya's development challenges, Kenya's development agenda, the role of WEF towards national development agenda, the methodology of developing the Plan and organization of the Plan.

Chapter two provides the institutional review covering the core-business, vision, mission, core values and the current institutional structure.

Chapter three presents situational analysis covering evaluation of WEF's past performance and lessons learnt, the internal and external environment and stakeholder analysis.

Chapter four looks at the strategic modelling, which covers the strategic themes, objectives and strategies.

Chapter five presents the implementation matrix, which covers for each of the strategic objectives, the strategies, impacts, activities, implementing actors, and time frame and resource requirements.

Chapter six covers the proposed institutional structure.

Chapter seven highlights the mechanisms for monitoring and evaluation of the implementation process.

An **Appendix** that captures the results matrix.

CHAPTER TWO

INSTITUTIONAL REVIEW

2.1 CORE BUSINESS

The core business of the Fund is derived from its mandate as stipulated in the Legal Notice No. 147: Government Financial Management (Women Enterprise Fund) Regulations, 2007. The role of the Fund can thus, be interpreted to be the provision of support, both technical and financial, to women entrepreneurs that will enable them contribute to national development.

2.2 VISION

Our vision is:

A transformed Kenyan woman contributing to sustainable socioeconomic development.

2.3 MISSION

Our mission is:

To mobilize resources for sustainable access to affordable financial and business support services to empower Kenyan women.

2.4 CORE VALUES

In its endeavor to realize its vision and mission, WEF upholds the following core values:

1. **Integrity:** The Fund undertakes to act morally and ethically in the course of carrying out its operations. We will always observe high degree of probity in dealing with stakeholders.
2. **Accountability and Transparency:** The Fund will always be answerable to the stakeholders for its policies, decisions and actions, including their administration, governance and implementation. The Fund will therefore promote access and free flow of relevant information.
3. **Team work:** We work effectively with others across functional areas to accomplish the Fund's objectives.
4. **Innovativeness:** We believe in generation of creative and innovative ideas for attainment of the Fund's mandate.

5. **Professionalism:** The Fund has a pool of qualified staff who carry out their responsibilities diligently and with no compromise to service quality.
6. **Respect for diversity:** We appreciate the different backgrounds and beliefs of the people we interact with and will always respect these diversities.
7. **Customer focus:** We are committed to achieving the highest levels of customer satisfaction.

2.5 CURRENT INSTITUTIONAL STRUCTURE

The Women Enterprise Fund is currently managed through the following institutions:

2.5.1 The Advisory Board

The Advisory Board is responsible for overseeing the management of the Fund and advising the Ministry generally on the operations of the Fund. It is composed of the following members:

- A non-executive chairperson;
- Principal Secretary, Ministry of Devolution and Planning;
- Principal Secretary, The National Treasury;
- Principal Secretary, Ministry of industrialization and Enterprise Development;
- Principal Secretary, Ministry of Agriculture, Livestock and Fisheries; and
- Five persons with expertise and experience in Enterprise Development and Financial Management.

2.5.2 Secretariat

The secretariat is responsible for the day to day management of the affairs of the Fund. It is headed by a Chief Executive Officer who, like other staff, is appointed competitively.

CHAPTER THREE

SITUATIONAL ANALYSIS

3.1 EVALUATION OF PAST PERFORMANCE

A review of the Fund's performance was undertaken in order to isolate factors that may have had favourable or unfavourable influence on the results. This was carried out through an analysis of the financial performance and implementation of the 2009 – 2012 strategic plan.

3.1.1 FINANCIAL PERFORMANCE

Analysis of the performance of the Fund on financial indicators focused on exchequer allocations, revenues and expenses, and the Fund's balance sheet.

i. Exchequer allocations

Over the years of its existence, the government has supported the Fund in realizing her mandates through annual exchequers. The funds received from the exchequer since 2007 are as captured in Table 1.

Table 1: Exchequer Allocation of funds

	2007/08 (Kshs '000')	2008/09 (Kshs '000')	2009/10 (Kshs '000')	2010/11 (Kshs '000')	2011/12 (Kshs '000')	2012/13 (Kshs '000')	2013/14 (Kshs '000')	2014/15 (Kshs '000')	Total (Kshs '000')
Recurrent Expenditure allocation		0	0	0	0	0	0	15,222	15,222
Capitalized allocation	1,000,000	215,000	440,000	390,000	390,000	246,400	133,800	153,800	2,579,000
Total GOK Funding	1,000,000	215,000	440,000	390,000	390,000	246,400	133,800	169,022	2,594,222

Over the years, no allocations were provided for recurrent expenditure. It is also noted that the exchequer allocation has been reducing over the years.

ii. Loan disbursements

Since its inception, the Fund has managed to disburse Kshs 6 billion to 1 million beneficiaries. The distribution over the years is captured in Table 4.

Table 4: Loan disbursements

FY	CWES		FIs		TOTAL		
	No of groups	No. of beneficiaries	Loan amount (Kshs)	No. of beneficiaries	Loan amount (Kshs)	No. of beneficiaries	Loan amount (Kshs)
2007/2008	58	1,740	2,870,000	6,074	317,000,000	7,814	319,870,000
2008/2009	3,476	104,280	163,964,180	22,280	186,750,000	126,560	350,714,180
2009/2010	2,458	73,740	124,767,150	40,160	286,000,000	113,900	410,767,150
2010/2011	3,354	100,620	184,179,200	17,448	346,000,000	118,068	530,179,200
2011/2012	8,827	132,405	507,700,000	37,902	507,580,000	170,307	1,015,280,000
2012/2013	10,644	159,660	660,950,000	17,200	198,500,000	176,860	859,450,000
2013/2014	9,946	149,190	1,055,550,000	10,058	0	159,248	1,055,550,000
2014/2015	12,821	165,054	1,600,000,000	12,079	0	177,143	1,600,000,000
Total	51,584	886,689	4,299,980,530	163,201	1,841,830,000	1,049,900	6,141,810,530

3.1.2 Implementation of the 2009 – 2012 strategic plan

Objective	Status	Reasons for variance
To increase the loan portfolio from the current Kshs. 682 million to Kshs. 4 billion by the year 2012	2,626,810,530	Inadequate staff capacity
To grow the Fund from Kshs. 1.215 billion to Kshs. 3 billion by 2012	2,271,529,000	Insufficient funding from GOK.
To increase the number of target women entrepreneur borrowers from 92,000 to 600,000 by 2012	536,649	<ul style="list-style-type: none"> • Inadequate staff capacity • Insufficient funding from GOK.
To link at least 60 women micro, small and medium enterprises in each province with large enterprises by 2012	Over 1,438 women linked. Women linked through ASK shows, inter-county visits	
To enhance and strengthen the knowledge, skills and capacity of women entrepreneurs	50% achieved	
To facilitate marketing of products and services of women owned enterprises in local and international markets	Achieved through EPC, shows and exhibitions	
To facilitate development of supportive infrastructure of women enterprises	Women enterprises were linked with various institutions for incubation	
To strengthen institutional capacity of WEF	<ul style="list-style-type: none"> • Regional offices established • Established constituency officers • Acquired assets • Optimal staff establishment not yet attained • The Fund is not yet autonomous 	<ul style="list-style-type: none"> • There was government freeze on employment in government entities earmarked for restructuring • A bill seeking autonomy of the Fund was drafted and is under review
To enhance advocacy and publicity of the Fund	Done through radio, newspapers, public barazas, stakeholder forums	
To enhance efficiency in the operations and processes of the Fund	<ul style="list-style-type: none"> • Semi Automated ICT in place • Formulated policies and procedures • Monitoring and evaluation framework still weak 	<ul style="list-style-type: none"> • Critical staff lacking in line with business growth • Too large area to be covered that affects monitoring and evaluation.

The Fund also sensitized over 9,000 women entrepreneurs on formation of cooperative societies with over 15 Saccos being formed. Further, some independent studies on the impact of the Fund demonstrate that the institution has been faithful to her mandates.

Examples of such studies include:

- i) “Rapid Assessment of the Fund” 2009 by Rhino Consultants funded by UNIFEM
- ii) “Appraisal for Women Enterprise Fund” 2009 by FIDA
- iii) “Baseline Survey” 2010 by The National Commission on Gender and Development
- iv) “Impact Assessment Survey” 2011 by VAS Consultants
- v) ‘Micro, Small and Medium Enterprise Growth and Innovation in Kenya’: A case study on the Women Enterprise Fund

In recognition of the Fund’s contribution towards achieving the UN Millennium Development Goals in Kenya of promoting gender equality and women empowerment, the MDGs Trust Fund honoured the Fund with the 2011 Achievement Award.

Whereas the Fund has achieved the above successes, numerous challenges continue to be encountered thereby negatively affecting service delivery. These include among others;

- i. Weak legal status (i.e. Fund established through a legal notice) lacks the legal capacity to contract and this discourages potential financiers/strategic partnerships.
- ii. Low financial literacy by women borrowers resulting in lack of self-confidence & fear of loans.
- iii. Vagaries of weather e.g. droughts/floods. Most of the Fund loans are invested in agricultural related activities.
- iv. Cultural / religious factors, e.g. women are inferior, Islamic perception of interest e.tc.
- v. Lack of suitable financial institution (FI) partners in far flung counties.
- vi. Culture/mind sets of “free goodies” from the Government affect loan repayments.
- vii. Decline in funding from the Treasury.

In her quest to address the above challenges and improve on service delivery, the Fund undertook benchmarking exercises in Bangladesh, the Philippines and Colombia in 2012.

3.1.3 Lessons Learnt

1. Stakeholder involvement - There is immense value in stakeholder involvement. This is demonstrated by the reservation of 30% procurement opportunities for women, youth and persons with disabilities by the Government of Kenya which is expected to benefit women immensely. WEF played a great role in this, including lobbying and advising. In recognition of the fact that women tend to lack sufficient finances to fund such arising opportunities, the government is involved in further efforts to make banks provide LPO financing, with the government as the guarantor.
2. Partnership - Some partnerships that WEF has had include that with ILO, JKUAT and Export Promotion Council (EPC). Each of them helped WEF to progress in the achievement of its mandates. ILO partnered in capacity building while EPC has exposed the women to international markets.
3. Technology - in the last 5 years, WEF has applied technology in immense ways. Noteworthy is the adoption of Bankers Realm for loan processing and other Fund activities, the use of M-Pesa for loan repayments, the use of SMS banking via WEF's code 22501 which supports querying for information on various topics by subscribers, marketing via SMS, online recruitment platform, and WEF Soko amongst other accomplishments. WEF has been keen to leverage on technology to deliver objectives more efficiently resulting in better service delivery with less resources.
4. Some financial institutions (FIs) have not complied with conditions set by WEF, with some lending at market rate instead of the recommended 8% on reducing balance. As a result, individual women borrowers have not been adequately served. This calls for formation of FIs owned by women who are expected to be more cooperative, hence the need for SACCO formation by the women groups.

5. Use of volunteers - WEF embraced volunteerism, an idea that affords it representation in every constituency. WEF is keen to review the model with an aim of enhancing its effectiveness since the volunteers who are the first contact between WEF and its customers.
6. Market dynamics - Several other organizations are offering the same services that WEF offers. WEF will have to position itself in order to remain a strong brand amongst all the competition.
7. Monitoring & Evaluation Framework - There is need to enhance the monitoring and evaluation framework in the current planning period in order for WEF to achieve the set objectives effectively.
8. The outcome of the benchmarking tour demonstrates that in each of the institutions visited, financial sustainability is paramount to the realization of set goals and objectives. It was also clear the Fund is yet to establish optimal product mix and pricing to attain both operational and financial sustainability.

3.2 INTERNAL ENVIRONMENT

Analysis of the internal environment identifies factors within the organization that may influence the Fund positively (strengths) or negatively (weaknesses).

3.2.1 Strengths

The main strengths of WEF include:

1. Established distribution channels
2. Established secretariat with adequate knowledge and skills
3. Robust ICT system
4. Knowledge and familiarity with target market
5. Well established and dependable network that allows for nationwide presence.

3.2.2 Weaknesses

The weaknesses of WEF are:

1. Insufficient information in the database concerning the Fund's beneficiaries.
2. Inadequate staff capacity.
3. Inadequate monitoring and evaluation framework to assess impact of the funds and services.

3.3 EXTERNAL ENVIRONMENT

Analysis of the external environment identifies factors outside the control of the organization that impact on the organization positively (opportunities) or negatively (threats).

3.3.1 Opportunities

The opportunities available to the Fund are:

1. Customer definition and segmentation. The target group (women) is low risk and has high appetite for funds.
2. AGPO group opportunity created by the Government in which the Fund's target market falls.
3. Good environment for rebranding and re-launching of the Fund as a way of enhancing visibility.
4. Alternate delivery channels. Presence of financial institutions and women owned Saccos where the Fund can partner with the institutions and use their existing policies for on-lending and in the process absorb lending risk.
5. Embracing holistic approach to product and service offering.
6. Existence of demand for various products that allows the Fund to venture into product diversification.
7. Legislation of the WEF bill that aims at changing the Fund from a SAGA to parastatal.
8. Existence of technological platforms that the Fund can leverage on e.g. MPESA, mobile banking, in-house cheque printing.

9. Support/goodwill from Government and other stakeholders. The Fund is a flagship project under Vision 2030 therefore Government's priority. There is also increased interest in women empowerment through affirmative action.
10. Leveraging on political engagements.

3.3.2 Threats

Threats to WEF are:

1. Inadequate funding from the exchequer.
2. Insecurity i.e. Terrorism, Tribal clashes, clanism.
3. Uncertainty and vulnerability in climatic conditions such as drought and floods.
4. The proposed merger is likely to slow down implementation of some projects at the Fund.
5. Limiting legal status that affects the Fund's operations.

3.4 STAKEHOLDER ANALYSIS

Stakeholder	Expectations of Stakeholder from WEF	Expectations of WEF from Stakeholder	WEF Commitment to stakeholders
1. Government	<ul style="list-style-type: none"> • Fulfillment of mandate through parent Ministry 	<ul style="list-style-type: none"> • Legal and policy formulation and financial support 	<ul style="list-style-type: none"> • Enforcement of the Act, • Formulation and implementation of policies, • Proper utilization of resources, • Timely reporting.
2. WEF Board	<ul style="list-style-type: none"> • Policy implementation • Implementation of the Strategic Plan. 	<ul style="list-style-type: none"> • Support and direction in the development of responsive policies, • Budget approval and decision making. 	<ul style="list-style-type: none"> • Effective implementation of policies and decisions. • Proper utilization of resources, • Timely reporting.
3. WEF Staff	<ul style="list-style-type: none"> • Conducive working environment • Favourable terms and conditions of service • Support in the implementation of the Strategic Plan. • Staff development 	<ul style="list-style-type: none"> • Dedicated and efficient service delivery • Institutional loyalty • Commitment to result based performance • Adherence to the core values 	<ul style="list-style-type: none"> • Provision of a safe, secure and conducive work environment • Regular review of terms and condition of service • Provision of adequate budgetary support, working tools, equipment and material.
4. Consultants/ Experts	<ul style="list-style-type: none"> • Information • Fairness in selection • Support and reasonable remuneration • Professionalism 	<ul style="list-style-type: none"> • Provision of quality services • Professionalism and integrity 	<ul style="list-style-type: none"> • Fairness and transparency during selection • Timely and commensurate payments • Collaboration and cooperation

Stakeholder	Expectations of Stakeholder from WEF	Expectations of WEF from Stakeholder	WEF Commitment to stakeholders
5. Suppliers	<ul style="list-style-type: none"> • Information • Fairness in selection • Support and payment • Professionalism and integrity 	<ul style="list-style-type: none"> • Professionalism and integrity • Prompt delivery of quality goods and services • Compliance with procurement regulations • Prompt provision of quality goods and services. 	<ul style="list-style-type: none"> • Provision of timely information • Fairness and transparency in selection • Compliance with procurement regulations • Prompt payment for goods and services rendered
6. Donors/ Development partners	<ul style="list-style-type: none"> • Relevant and accurate information • Collaboration • Professionalism • Accountability, transparency and proper use of resources 	<ul style="list-style-type: none"> • Professionalism and integrity • Support for financial, human resource, infrastructure and technological capacity development 	<ul style="list-style-type: none"> • Provision of accurate and relevant information • Proper utilization of resources • Timely reporting
7. Special Interest Groups	<ul style="list-style-type: none"> • Information • Collaboration • Programmes for affirmative action 	<ul style="list-style-type: none"> • Relevant and accurate information • Effective participation in the affirmative action programmes and feedback 	<ul style="list-style-type: none"> • Recognition and respect for diversity • Professionalism and integrity • Relevant and accurate information • Compliance to the Constitution and the rule of law
8. Public	<ul style="list-style-type: none"> • Information • Prompt and timely provision of service 	<ul style="list-style-type: none"> • Goodwill and general support 	<ul style="list-style-type: none"> • Corporate Social Responsibility
9. Research Institutions	<ul style="list-style-type: none"> • Information • Collaboration and partnerships. 	<ul style="list-style-type: none"> • Information • Collaboration and partnerships 	<ul style="list-style-type: none"> • Professionalism and integrity

CHAPTER FOUR

STRATEGIC MODELLING

4.1 STRATEGIC ISSUES

Strategic issues are the thematic areas of performance for an organization in a given time period. The following are the strategic issues of WEF for the planning period.

4.1.1 Access to Credit

One of WEF's mandates is to provide subsidized credit to women entrepreneurs for enterprise development. The demand for the Fund's credit services has been on the rise. It is based on this high demand for loans by women entrepreneurs that the Fund plans to mobilize more resources to reach more beneficiaries. In the process of advancing loans to women entrepreneurs, the Fund target to maintain the portfolio at risk at optimal levels.

4.1.2 Support services to women entrepreneurs

The support services to be provided will include capacity building, infrastructure development, facilitation of marketing and linkages with large organizations. Interventions aimed at upgrading entrepreneurial skills among women and improving business processes will be pursued with the aim of enabling women entrepreneurs achieve economic empowerment. In addition, strategies that will improve women's access to new markets as well as coming up with the necessary infrastructure will be executed.

4.1.3 Institutional strengthening

To effectively deliver on its mandate, the Fund will undertake capacity development of its internal structures. The areas that will require attention are building of an effective monitoring and evaluation system and addressing the need for adequate human resources. Further, the way WEF is currently constituted as a semi-autonomous government agency (SAGA) hinders the attainment of its mandate as potential partners are reluctant to engage with the Fund since its legal status is neither permanent nor certain. There is therefore need to strengthen its legal capacity.

4.2 STRATEGIC OBJECTIVES AND STRATEGIES

The following are the strategic objectives and respective strategies under each of the strategic themes:

Objective	Strategy
Strategic Issue 1: Access to Credit	
<p>1. To increase the cumulative loan disbursement from Kshs 2.6 billion in June 2012 to Kshs 11 billion by June 2017</p> <ul style="list-style-type: none"> • To increase the annual loan disbursement by 23% per annum from Kshs. 1 billion in 2012 to Kshs 2.8 billion in 2017 • To increase the number of beneficiaries from 536,649 in June 2012 to 1,391,150 by June 2017 (21% annual increase) 	<ul style="list-style-type: none"> i. Enhance resource mobilization ii. Enhance sensitization of borrowers iii. Development of products that meet customer needs iv. Review of the loan disbursement channels v. Increased use of ICT platforms
<p>2. To increase the loan repayment rate from 78% to 93% by June 2017</p>	<ul style="list-style-type: none"> i. Enhance information sharing with key stakeholders ii. Strengthen compliance to the lending credit policy and procedures manual iii. Strengthen Monitoring and Evaluation iv. Improve performance based rewards/incentives for field officers and good performing groups v. Capacity building of loanees

Objective	Strategy
Strategic Issue 2: Support services to women entrepreneurs	
1. To increase number of women trained from 404,000 to 1,000,000 by 2017	<ul style="list-style-type: none"> i. Review of training curricula ii. Capacity building of trainers iii. Partnerships/Strategic alliances
2. To increase number of women linked to large enterprises from 156 in June 2012 to 500 by 2017	<ul style="list-style-type: none"> i. Leverage on partnerships for training on business incubation and other linkages ii. Capacity building for women owned institutions such as Saccos and business clubs iii. Organize targeted trade fairs
3. To facilitate marketing of products and services of 300 women in local and international markets	<ul style="list-style-type: none"> i. Conduct capacity building for women entrepreneurs on online marketing ii. Leverage on partnerships iii. Organize for women entrepreneurs to participate in international and domestic investment forums, exhibitions and trade fairs iv. Provide a link for women to access the 30% preferential government procurement
4. To facilitate development of supportive infrastructure; 16 sheds for women groups; Awareness and sensitization of 120 women on incubation	Leverage on partnerships
Strategic Issue 3: Institutional strengthening	
1. Achieve and maintain a ratio of 1 staff to 10Million size of the portfolio by June 2017	Attract, develop & retain competent staff

	Objective	Strategy
2.	To attain the status of a parastatal by June 2017	Enactment of the WEF Bill
3.	To attain efficiency and effectiveness in implementation and reporting of results at the Fund	ISO certification Establish an effective monitoring and evaluation system

CHAPTER FIVE IMPLEMENTATION PLAN

STRATEGIC ISSUE 1: ACCESS TO CREDIT

Objective 1: To increase the loan disbursement from Kshs 2.6 billion in June 2012 to Kshs 11 billion by June 2017

Strategy	Impact (s)	Activity	Output Indicator	Time Frame	Implementing Actors
Enhance resource mobilization	Increased funds for loaning to women	(i) Lobby for increased government funding	Exchequer allocation	2013-2017	F&A
		(ii) Prepare and submit proposals for funding and other support to identified donors/partners	Amount of support received from donors/development partners No. of formal partnerships formed (MoUs, contracts, agreements)	2015-2017	MRC
Enhance sensitization of borrowers	Increased uptake of loan products among Kenyan women	(i) Review and update the awareness creation materials	Up to date awareness creation materials	2013-2017	CREDIT & MRC DEPTS.
		(ii) Create awareness on the Fund's products through WEF's Structured training programmes; Barazas, road shows, radio and TV talk shows, advertisements, publications and social media, and enhanced branding of WEF officers as well as women groups	Increase in number of beneficiaries through lending channels Increase in amounts disbursed	2013-2017	CREDIT & MRC DEPTS.
Development of products that meet customer needs	Increase in loan uptake	(i) Continuously undertake market research to identify clients needs that are not met	Report on identified opportunities for product development	2016-2017	MRC/CREDIT
	Improved livelihoods	(ii) Carry out a feasibility study to establish the viability of proposed products	Feasibility study reports	2015-2017	MRC

Strategy	Impact (s)	Activity	Output Indicator	Time Frame	Implementing Actors
		(iii) Launch the new products	New products launched	2015-2017	MRC/CREDIT
		(iv) Carry out a client satisfaction survey	Client satisfaction index	2014-2017	MRC/CREDIT
Review of the loan disbursement channels	Increased loan uptake by women Improved livelihoods	(i) Identify and engage financial intermediaries with branches at grassroots and with proven record of disbursing loans to WEF's target women	Number of FIs engaged Number of beneficiaries through FIs	2015-2017	CREDIT
		(ii) Engage women owned Saccos with capacity to disburse loans	Number of women owned Saccos engaged	2015-2017	CREDIT
		(iii) Capacity building of WEF formed Saccos	Number of beneficiaries through women owned Saccos	2015-2017	CREDIT
		(iv) Identify and strengthen staffing and structural weaknesses with the CWES distribution Channel	Optimal structure in place	2015-2017	HR
Increased use of ICT platforms	Enhanced efficiency & effectiveness in loan management	(i) Review and identify ICT gaps that need filling	Report on ICT gaps	2015-2017	ICT/CREDIT
		(ii) Acquire the necessary ICT systems to fill the identified gaps	Required ICT systems in place	2015-2017	ICT
		(iii) Train staff on optimal use of appropriate technology	Percentage of staff trained Timely & reliable reports	2015-2017	ICT/HR

Objective 2: To increase the loan repayment rate from 78% to 93% by June 2017

Strategy	Impact (s)	Activity	Output Indicator	Time Frame	Implementing Actors
Enhance information sharing with key stakeholders	Improved portfolio quality	(i) Identify key stakeholders in the credit management process	List of identified stakeholders	2015-2017	CREDIT
		(ii) Provide regular relevant updates to the identified key stakeholders	Reports submitted to stakeholders	2015-2017	CREDIT
		(iii) Refer loan defaulters to Credit Reference Bureau (CRB)	Information on loan defaulters available on CRB system	2015-2017	CREDIT
		(iv) Partner with other administrative organs like county governments and Central government administrative units at local levels to enhance recovery	Reports on partnerships established with administrative units	2015-2017	CREDIT
Strengthen compliance to the lending credit policy and procedures manual	Improved portfolio quality	(i) Review the lending credit policy to ensure provisions are relevant	Updated lending credit policy	2015-2017	CREDIT
		(ii) Ensure common understanding on the agreed on terms for repayments with the clients in line with the credit policy	Documentation of agreed on terms of repayment with clients	2015-2017	CREDIT
		(iii) Implement the terms of repayment as provided for in the credit policy	Repayments made within stipulated timelines	2015-2017	CREDIT
		(iv) Review vetting mechanisms to ensure groups are meticulously assessed before being advanced loans	Revised loanee vetting procedures	2015-2017	CREDIT
Strengthen Monitoring and Evaluation	Readily available information on loan portfolio performance for timely corrective	(i) Identify and address structural and staffing gaps within the credit department, regions and constituencies	Requisite structures and staff in place	2015-2017	HR

Strategy	Impact (s)	Activity	Output Indicator	Time Frame	Implementing Actors
	measures	(ii) Identify and acquire ICT systems for management of loan portfolio	Necessary ICT systems in place	2015-2017	ICT
		(iii) Develop an assessment tool for gauging utilization of previous borrowed funds prior to graduating groups to higher loans scales	An assessment tool for gauging utilization of previous borrowed funds in place	2016	CREDIT
		(iv) Prepare regular reports on performance of the loan portfolio	Reports on loan portfolio performance	2015-2017	CREDIT
		(v) Develop and implement risk management policy	Operational risk management policy in place	2015-2017	AUDIT
Improve performance based rewards/incentives for field officers and good performing groups	Increased loan uptake and repayment	(i) Develop a reward system that is linked to performance of field staff and loanees	Reward/incentive system in place	2015	CREDIT/HR
		(ii) Communicate the reward system to staff and loanees, and implement		2015-2017	CREDIT/HR
Capacity building of loanees	Increased loan uptake and repayment	(i) Sensitize beneficiaries on effective ways of utilizing borrowed funds thus enhancing capability to repay	Report on sensitizations forums conducted	2015-2017	HR
		(ii) Introduce mentorship programmes where successful groups are used as role models	Number of role models engaged	2015-2017	HR
		(iii) Encourage groups to develop sound business plans that are sustainable so that groups remain cohesive and are not formed for the sole purpose of accessing loans	Report on sensitizations forums conducted	2015-2017	HR
		(iv) Sensitize groups on need to have credible and visionary leaders who can effectively steer group objectives	Report on sensitizations forums conducted	2015-2017	HR

STRATEGIC ISSUE 2: SUPPORT SERVICES TO WOMEN ENTREPRENEURS

Objective 1: To increase number of women trained from 404,000 in June 2012 to 1,000,000 by June 2017

Strategy	Impact (s)	Activity	Output Indicator	Time Frame	Implementing Actors
Review training curricula	Increased loan uptake and repayment	(i) Undertake a training needs assessment	Reviewed training curricula	2015-2017	HR
	Improved business skills	(ii) Revise the training modules/curricula to reflect the training needs.	Comprehensive training curricula in place	2015-2017	HR
Capacity building of trainers	Increased loan uptake and repayment	(i) Recruit adequate field officers for all regions	Optimal Staff recruited	2015-2017	HR
	Improved business skills	(ii) Review the monthly targets for the WEFOs	Number of groups allocated to each WEFO for training	2015	HR
		(iii) Train field officers on various aspects in the training curriculum	Trained trainers	2015-2017	HR
		(iv) Undertake training of trainers on the WEF curriculum to increase the number of women trained	Number of Trainers trained	2015-2017	HR
		(v) Undertake regular certification and monitoring of trainers and volunteers to ensure quality is delivered	Reports on certification and monitoring of trainers	2015-2017	HR
Partnerships/ strategic alliances	Increased funding and other support for the Fund	(i) Identify and send proposals to potential development partners and sponsors.	Number of proposals sent	2015-2017	HR
		(ii) Enter into MOUs with partners and sponsors for training of women entrepreneurs	Number of MOUs signed Level of support from partners and donors	2015-2017	HR
		(iii) Identify and collaborate with other stakeholders in undertaking capacity building	Partnership reports	2015-2017	HR/MRC

Objective 2: To increase number of women linked to large enterprises from 156 in June 2012 to 500 by 2017

Strategy	Impact (s)	Activity	Output Indicator	Time Frame	Implementing Actors
Leverage on partnerships for training on business incubation and other linkages	Sustainable women enterprises	(i) Identify and enter into agreement with institutions that are willing to incubate women enterprises ¹	MOUs signed with institutions	2015-2017	MRC/CREDIT
		(ii) Identify the enterprises that qualify for incubation training and link them with the various partners	Number of women trained on business incubation	2015-2017	MRC/CREDIT
		(iii) Organize local exchange programmes with large enterprises	Number of exchange programmes	2015-2017	MRC/CREDIT
Capacity building for women owned institutions such as Saccos and business clubs	Increased access to the Fund's loans and successful management of loan funds	(i) Mobilize and assist women entrepreneurs to develop and operationalize business clubs and Saccos	Number of Saccos and business clubs formed	2015-2017	MRC/CREDIT
		(ii) Train leaders of the formed Saccos and business clubs on ways of assisting their members access large enterprises	Number trained	2015-2017	MRC
		(iii) Undertake periodic assessment of the performance of the women Saccos and business clubs	Reports on performance of the women Saccos and business clubs	2015-2017	MRC
Organize targeted trade fairs	Increased number of women entrepreneurs linked to large enterprises	(i) Identify resources needed for the trade fairs	Budget for the trade fairs	2015-2017	MRC
		(ii) Identify and approach donors and development partners to offer support for the trade fairs	Support received from donors/ development partners	2015-2017	MRC
		(iii) Mobilize women entrepreneurs and large businesses through adverts to attend the trade fairs	Number of participants in the trade fairs	2015-2017	MRC

¹ Some of the organizations to be targeted are Jomo Kenyatta University of Agriculture and Technology, Maendeleo ya Wanawake, International Labour Organization, UNWomen and other likeminded partners.

Objective 3: To facilitate marketing of products and services of 300 women in local and international markets

Strategy	Impact (s)	Activity	Output Indicator	Time Frame	Implementing Actors
Conduct capacity building for women entrepreneurs on online marketing	Increased involvement of women entrepreneurs in business activities	(i) Train women entrepreneurs on online marketing	Number of women trained	2014-2017	MRC
		(ii) Educate women on benefits of marketing their products through the online marketing platform			
	Increased sales turnover by women enterprises	(iii) Facilitate the development of websites and online shops for women enterprises	Websites and online shops developed	2014-2017	MRC
		(iv) Link women beneficiaries to marketing organizations e. g. EPC, ASK	Number of women linked	2015-2017	MRC
Leverage on partnerships	Increased number of women entrepreneurs selling locally and internationally	(i) Identify and engage institutions involved in promotion of trade ²	MOUs signed	2015-2017	MRC
		(ii) Link women entrepreneurs with the identified institutions	Number of women linked	2015-2017	MRC
Organize for women entrepreneurs to participate in international and domestic investment forums, exhibitions and trade fairs	Expanded market opportunities for goods and services by women entrepreneurs	(i) Liaise with organizers of local and international trade fairs and exhibitions for affordable charges to women entrepreneurs	Number of women entrepreneurs participating in trade fairs	2015-2017	MRC
		(ii) Organize product & service demonstrations/shows by large enterprises to women entrepreneurs	Number of demonstrations organized	2015-2017	MRC
		(iii) Lobby the government to waiver tax on items taken to international trade fairs	Favourable tax regime for items produced by women	2015-2017	MRC

² Some of the institutions to be involved are EPC, KEBS, KIRDI, KIPI, among others.

Strategy	Impact (s)	Activity	Output Indicator	Time Frame	Implementing Actors
Provide a link for women to access the 30% preferential government procurement	Increased involvement of women entrepreneurs in business activities	(i) Create awareness of AGPO(Access to Government Procurement Opportunities) to women entrepreneurs	Awareness campaigns conducted	2015-2017	MRC
		(ii) Create a link within the Fund's website to the database on government procurements	Link to government procurement database created	2015-2017	MRC

Objective 4: To facilitate development of supportive infrastructure; 16 sheds for women groups; Awareness and sensitization of 120 women on incubation

Strategy	Impact (s)	Activity	Output Indicator	Time Frame	Implementing Actors
Leverage on partnerships	Conducive work environment for women entrepreneurs	(i) Enter into partnerships with organizations e.g. County governments, Universities, etc. for refurbishment and development of sheds for women entrepreneurs	Number of sheds refurbished/developed	2015-2017	MRC
		(ii) Venture into public-private partnerships aimed at developing sheds/working areas for women entrepreneurs	Number of sheds refurbished/developed	2015-2017	MRC

STRATEGIC ISSUE 3: INSTITUTIONAL STRENGTHENING

Objective 1: Achieve and maintain a ratio of 1 staff to 10Million size of the portfolio by June 2017

Strategy	Impact (s)	Activity	Output Indicator	Time Frame	Implementing Actors
Attract, develop & retain competent staff	Enhanced productivity and competencies of human capital	(i) Carry out a work load analysis in order to identify staffing gaps	Workload analysis report	2015-2017	HR
		(ii) Implement the recommendations of the work load analysis	Optimal staffing level in place	2015-2017	HR
		(iii) Review human resource policies, procedures and terms and conditions for staff	Reviewed policy documents	2015-2017	HR
		(iv) Competency development	TNA report Skills inventory Number of staff trained	2015-2017	HR

Objective 2: To attain the status of a parastatal by June 2017

Strategy	Impact (s)	Activity	Output Indicator	Time Frame	Implementing Actors
Enactment of the WEF Bill	Efficiency & effectiveness in service delivery	(i) Organize discussions with the relevant authorities e.g. the Parent Ministry, parliamentary committees, Kenya Vision 2030, Attorney General, State Corporations Advisory Council, Cabinet Office, aimed at making the Fund autonomous	An autonomous WEF	2015-2017	CEO/Advisory Board
		(ii) Seek an executive order			

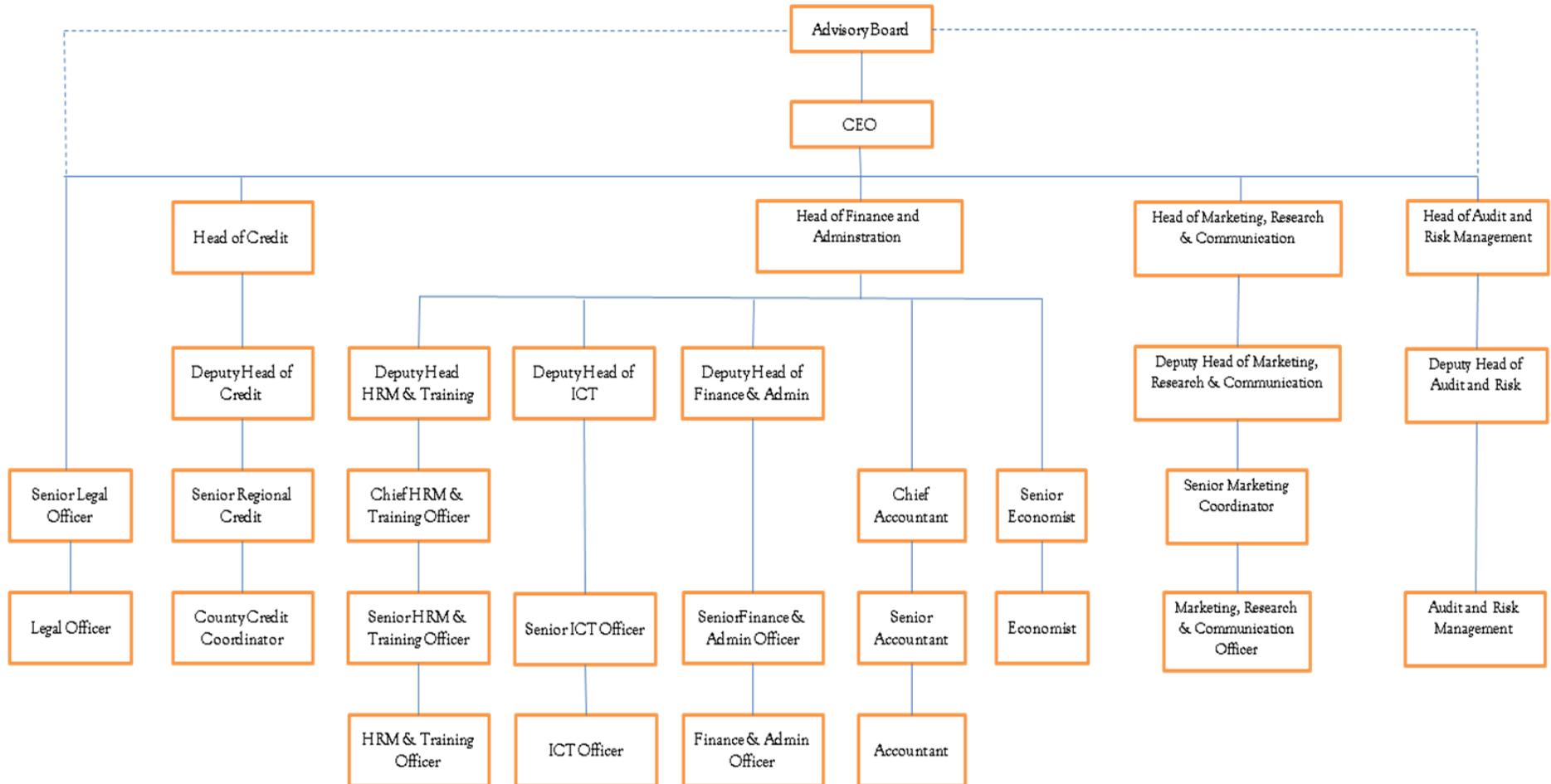
Objective 3: To attain efficiency and effectiveness in implementation and reporting of results at the Fund

Strategy	Impact (s)	Activity	Output Indicator	Time Frame	Implementing Actors
ISO certification	Efficiency in operations	(i) Develop standard operating procedures	Standard operating procedures	2014-2017	All HODS
		(ii) Engage consultant to steer the ISO	ISO certification		
Enhance the effectiveness of the monitoring and evaluation system	Increased effectiveness of the Fund	(i) Identify and address structural weaknesses that hinder monitoring and evaluation	Addressed structural weaknesses	2015-2017	All HODS
		(ii) Develop a monitoring and evaluation tool	M&E tool in place	2015-2017	All HODS
		(iii) Review the existing risk register	Updated risk register	2015-2017	Audit
		(iv) Conduct a baseline survey on impact of the Fund	Baseline survey report	2015-2017	All HODS

CHAPTER SIX

INSTITUTIONAL STRUCTURE

The proposed organisation structure for the Fund is as follows:



CHAPTER SEVEN

MONITORING AND EVALUATION

7.1 OBJECTIVES OF MONITORING AND EVALUATION

Identification of strategic issues and subsequently defining appropriate objectives, strategies and action plans cannot ensure success. To succeed the strategic plan must be carefully implemented. Successful implementation of the plan requires putting in place an adequate M & E framework right at the onset.

7.2 M&E FRAMEWORK

The strategic plan will be monitored through routine supervision, data collection, evaluation, analysis and reporting. Data collection will be undertaken by the Secretariat. The collected data will be collated and availed to the monitoring and evaluation (M&E) committee who will carry out the analysis and reporting.

Supervision will involve visits to the implementing actors and checking the progress in the implementation of planned activities.

The following M&E framework will be put in place by the management in order to ensure implementation of the strategic plan:

1. Establish an M&E committee composing of the Chief Executive and heads of departments to champion implementation of the strategic plan.
2. All heads of departments will hold regular departmental meetings (preferably monthly) to review the status of the strategic plan implementation as it relates to their respective departments. In addition, areas requiring strategy change should be identified.
3. The M&E committee will be meeting and reporting regularly (preferably quarterly) to the Advisory Board on the progress made towards the attainment of the strategic plan goals.

4. The strategic plan will be reviewed annually so as to ensure that necessary changes in the objectives, strategy and activities (informed by new information regarding the Fund or the environment) are effected.

Note: The key performance indicators in section 7.3 will provide guidance on more objective review of the progress of the strategic plan implementation.

7.3 KEY PERFORMANCE INDICATORS

Table 5 shows the projected key performance indicators (KPIs) for various targets set in the strategic plan.

Table 5: Key performance indicators

KPI	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Cumulative loan disbursement (Kshs 'Billion')	2.6	3.48	4.67	6.26	8.38	11.23
Annual loan disbursement (Kshs 'Billion')	1	1.23	1.51	1.6	2.29	2.82
Number of beneficiaries	536,649	649,345	785,708	950,706	1,150,345	1,391,928
Loan repayment rate	78%	81%	84%	87%	90%	93%
Number of women trained ('000')	404	485	582	698	838	1,000
Number of women linked to large enterprises	156	198	252	320	406	515
Number of women enterprises marketed locally and internationally		100	150	200	250	300
Number of sheds developed/refurbished					4	10
Number of women trained on business incubation				37	120	150
Staff to loan portfolio ratio				5M	7.5M	10M
Customer satisfaction index (%)				58	65	70
Employee satisfaction index (%)				63.5	68	73

APPENDIX: RESULTS MATRIX

Strategic Issue 1: Access to Credit

Objective 1: To increase the loan disbursement from Kshs 2.6 billion in June 2012 to Kshs 11 billion by June 2017								
Strategy	Expected output	Output indicators	Unit	Target				
				Y1	Y2	Y3	Y4	Y5
1.1.1 Enhance resource mobilization	Increased funds for loaning to women	Exchequer allocation	Kshs (million)	246.4	133.8	130.5		
		Amount of support received from donors/ development partners	Kshs (million)	-	1.4	7.8	2.4	6
		No. of formal partnerships formed (MoUs, contracts, agreements)	No.	4	1	2	1	1
1.1.2 Enhance sensitization of borrowers	Increased uptake of loan products among Kenyan women	Up to date awareness creation materials	Status	Updated	Updated	Updated	Updated	Updated
		Increase in number of beneficiaries through lending channels	No.					
		Increase in amounts disbursed	Kshs (billion)	3.48	4.67	6.26	8.38	11.23
1.1.3 Development of products that meet customer needs	Increase in loan uptake	Report on identified opportunities for product development	Status	-	-	Available	Available	Available
		Feasibility study reports	Status	-	-	Available	Available	Available
		New products launched	No.	-	-	-	1	-
		Client satisfaction index	%	-	-	58	65	70

Objective 1: To increase the loan disbursement from Kshs 2.6 billion in June 2012 to Kshs 11 billion by June 2017

Strategy	Expected output	Output indicators	Unit	Target				
				Y1	Y2	Y3	Y4	Y5
1.1.4 Review of the loan disbursement channels	Increase in loan uptake	Number of FIs engaged	No.					
		Number of beneficiaries through FIs	No.					
		Number of women owned Saccos engaged	No.					
		Number of beneficiaries through women owned Saccos	No.					
		Optimal structure in place	Status	-	-	In place	In place	In place
1.1.5 Increased use of ICT platforms	Enhanced efficiency & effectiveness in loan management	Report on ICT gaps	Status	-	-	Available	Available	Available
		Required ICT systems in place	Status	-	-	In place	In place	In place
		Percentage of staff trained	%	100	100	100	100	100

Objective 2: To increase the loan repayment rate from 78% to 93% by June 2017

Strategy	Expected output	Output indicators	Unit	Target				
				Y1	Y2	Y3	Y4	Y5
1.2.1 Enhance information sharing with key stakeholders	Improved portfolio quality	List of identified stakeholders	Status	Available	Available	Available	Available	Available
		Reports submitted to stakeholders	Status	Submitted	Submitted	Submitted	Submitted	Submitted
		Information on loan defaulters available on CRB system	Status	-	-	Available	Available	Available
		Reports on partnerships established with administrative units	Status	-	-	Available	Available	Available

Objective 2: To increase the loan repayment rate from 78% to 93% by June 2017

Strategy	Expected output	Output indicators	Unit	Target				
				Y1	Y2	Y3	Y4	Y5
1.2.2 Strengthen compliance to the lending credit policy and procedures manual	Improved portfolio quality	Updated lending credit policy	Status	Updated	Updated	Updated	Updated	Updated
		Documentation of agreed on terms of repayment with clients	Status	Available	Available	Available	Available	Available
		Repayments made within stipulated timelines	Status	Compliant	Compliant	Compliant	Compliant	Compliant
		Revised loanee vetting procedures	Status	-	-	Available	Available	Available
1.2.3 Strengthen Monitoring and Evaluation	Readily available information on loan portfolio performance for timely corrective measures	Requisite structures and staff in place	Status	-	-	Available	Available	Available
		Necessary ICT systems in place	Status	-	-	In place	In place	In place
		An assessment tool for gauging utilization of previous borrowed funds in place	Status	-	-	In place	In place	In place
		Reports on loan portfolio performance	Status	Available	Available	Available	Available	Available
		Operational risk management policy in place	Status	-	-	Available	Available	Available
1.2.4 Improve performance based rewards/incentives for field officers and good performing groups	Increased loan uptake and repayment	Reward/incentive system in place	Status	-	-	Available	Available	Available
1.2.5 Capacity building of loanees	Increased loan uptake and repayment	Report on sensitizations forums conducted	Status	-	-	Available	Available	Available
		Number of role models engaged	No.					

Strategic Issue 2: Support Services to Women Entrepreneurs

Objective 1: To increase number of women trained from 404,000 in June 2012 to 1,000,000 by June 2017								
Strategy	Expected output	Output indicators	Unit	Target				
				Y1	Y2	Y3	Y4	Y5
2.1.1 Review training curricula	Increased loan uptake and repayment	Reviewed training curricula	Status	Reviewed	Reviewed	Reviewed	Reviewed	Reviewed
	Improved business skills	Comprehensive training curricula in place	Status	In place				
2.1.2 Capacity building of trainers	Increased loan uptake and repayment	Optimal Staff recruited	Status	Attained	Attained	Attained	Attained	Attained
	Improved business skills	Trained trainers	No.	16	16	290	290	290
2.1.3 Partnerships/ strategic alliances	Increased funding and other support for the Fund	Number of proposals sent	No.	5	2	3	1	1
		Number of MOUs signed	No.	4	1	2	1	1
		Level of support from partners and donors	Kshs (million)	-	1.4	7.8	2.4	6
		Partnership reports	Status	Received	Received	Received	Received	Received

Objective 2: To increase number of women linked to large enterprises from 156 in June 2012 to 500 by 2017								
Strategy	Expected output	Output indicators	Unit	Target				
				Y1	Y2	Y3	Y4	Y5
2.2.1 Leverage on partnerships for training on business incubation and other linkages	Sustainable women enterprises	MOUs signed with institutions	No.	1	-	-	-	-
		Number of women trained on business incubation	No.	-	-	37	120	150
		Number of exchange programmes	No.	-	-	-	20	30

Objective 2: To increase number of women linked to large enterprises from 156 in June 2012 to 500 by 2017								
Strategy	Expected output	Output indicators	Unit	Target				
				Y1	Y2	Y3	Y4	Y5
2.2.2 Capacity building for women owned institutions such as Saccos and business clubs	Increased access to the Fund's loans and successful management of loan funds	Number of Saccos and business clubs formed	No.	-	23	39	24	24
		Number Sacco/business club leaders trained	No.	95	147	165	200	230
		Reports on performance of the women Saccos and business clubs	Status	-	-	Available	Available	Available
2.2.3 Organize targeted trade fairs	Increased number of women entrepreneurs linked to large enterprises	Budget for the trade fairs	Kshs (million)	1.0	1.0	1.2	2.649	2.8
		Support received from donors/ development partners	Kshs (million)	-	-	-	2	2

Objective 3: To facilitate marketing of products and services of 300 women in local and international markets								
Strategy	Expected output	Output indicators	Unit	Target				
				Y1	Y2	Y3	Y4	Y5
2.3.1 Conduct capacity building for women entrepreneurs on online marketing	Increased involvement of women entrepreneurs in business activities Increased sales turnover by women enterprises	Number of women trained on online marketing	No.	-	-	80	120	140
		Websites and online shops developed for women enterprises	Status	-	-	Developed	Developed	Developed
		Number of women linked to marketing organizations e. g. EPC, ASK	No.	100	150	200	250	300
2.3.2 Leverage on partnerships	Increased number of women entrepreneurs selling locally and internationally	MOUs signed with institutions involved in promotion of trade	No.	-	1	-	1	-
		Number of women linked the identified institutions	No.	10	10	10	20	24

Objective 3: To facilitate marketing of products and services of 300 women in local and international markets								
Strategy	Expected output	Output indicators	Unit	Target				
				Y1	Y2	Y3	Y4	Y5
2.3.3 Organize for women entrepreneurs to participate in international and domestic investment forums, exhibitions and trade fairs	Expanded market opportunities for goods and services by women entrepreneurs	Number of women entrepreneurs participating in trade fairs	No.	10	15	20	25	30
		Number of product & service demonstrations by large enterprises to women entrepreneurs organized	No.	-	10	15	20	25
2.3.4 Provide a link for women to access the 30% preferential government procurement	Increased involvement of women entrepreneurs in business activities	Awareness campaigns conducted	Status	-	-	Conducted	Conducted	Conducted
		Link to government procurement database created	Status	-	-	Created	Created	Created

Objective 4: To facilitate development of supportive infrastructure; 16 sheds for women groups; Awareness and sensitization of 120 women on incubation								
Strategy	Expected output	Output indicators	Unit	Target				
				Y1	Y2	Y3	Y4	Y5
2.4.1 Leverage on partnerships	Conducive work environment for women entrepreneurs	Number of sheds refurbished/developed	No.	8	8	8	4	10

Strategic Issue 3: Institutional Strengthening

Objective 1: Achieve and maintain a ratio of 1staff to 10Million size of the portfolio by June 2017								
Strategy	Expected output	Output indicators	Unit	Target				
				Y1	Y2	Y3	Y4	Y5
3.1.1 Attract, develop & retain competent staff	Enhanced productivity and competencies of human capital	Workload analysis report	Status	-	-	Available	Available	Available
		Optimal staffing level in place	Status	-	-	In place	In place	In place
		Reviewed policy documents	Status	-	-	Available	Available	Available
		TNA report Skills inventory	Status	-	-	Available	Available	Available
		Number of staff trained	No.					

Objective 2: To attain the status of a parastatal by June 2017								
Strategy	Expected output	Output indicators	Unit	Target				
				Y1	Y2	Y3	Y4	Y5
3.2.1 Enactment of the WEF Bill	Efficiency & effectiveness in service delivery	An autonomous WEF	Status	-	-	-	Achieved	-

Objective 3: To attain efficiency and effectiveness in implementation and reporting of results at the Fund								
Strategy	Expected output	Output indicators	Unit	Target				
				Y1	Y2	Y3	Y4	Y5
3.3.1 ISO certification	Efficiency in operations	ISO certified WEF	Status	-	-	-	Achieved	-
3.3.2 Enhance the effectiveness of the monitoring and evaluation system	Increased effectiveness of the Fund	Addressed structural weaknesses	Status	-	-	Addressed	Addressed	Addressed
		M&E tool in place	Status	-	-	Available	Available	Available
		Updated risk register	Status	-	-	Available	Available	Available
		Baseline survey report on impact of the Fund	Status	-	-	Available	Available	Available