



# **KENYA NATIONAL COMMISSION FOR UNESCO**

**FIFTH-GENERATION STRATEGIC PLAN (2024 - 2029)**

*Service to Kenya and UNESCO*



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## **Vision**

A leading organization in the advancement of peace, sustainable development and intellectual collaboration

## **Mission**

To promote building of peace, sustainable development, intellectual collaboration through UNESCO areas of competence namely education, the sciences, culture, and communication and information

## **Core Values**

- Integrity
- Professionalism
- Teamwork
- Excellence in Service
- Courtesy
- Fidelity to the Law

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## **FOREWORD**

In 1964, Kenya joined UNESCO as a Member State number seventy-three, driven by the aspiration to foster an enduring peace through intellectual cooperation and collaboration with fellow Member States. In adherence to Article VII of the UNESCO Constitution, the Government of Kenya founded the Kenya National Commission for UNESCO (KNATCOM) in 1964, initially as a department of the Ministry of Education.

To optimize its efficiency and effectiveness in fulfilling its mandate, KNATCOM underwent a transformation into a State Corporation in 2013, facilitated by the enactment of the Kenya National Commission for UNESCO Act, 2013 by the National Assembly. As a state corporation, KNATCOM initiated an ambitious yet crucial agenda to realize its new status by establishing essential structures and pertinent policies. A significant accomplishment within this transformative agenda was the formulation of the initial KNATCOM Strategic Plan, encompassing the period from 1<sup>st</sup> July 2014 to 30<sup>th</sup> June 2019. Subsequently, a second Strategic Plan was developed, covering the timeframe from 1<sup>st</sup> July 2019 to 30<sup>th</sup> June 2024, along with other noteworthy milestones. Among these milestones was the creation of relevant policies to further support the Commission's objectives.

The third KNATCOM Strategic Plan will commence from 1<sup>st</sup> July 2024 to 30<sup>th</sup> June 2029, and was formulated in accordance with the guidelines outlined in the Fifth-generation Strategic Plan (2023–2027). It was developed through a consultative process, drawing insights from the lessons learned during the End Term Evaluation of the second Strategic Plan, and considering national, regional, and global priorities. In 2024, KNATCOM conducted an End-Term Evaluation (ETE) of the 2019-2024 Strategic Plan to evaluate progress, highlight achievements, and identify challenges. This Strategic Plan is aligned to the Bottom-Up Economic Transformation (BETA) of the Government of Kenya, and with UNESCO's Strategies and Programmes, specifically the UNESCO Mid-Term Strategy for 2022-2029 (41 C/4).

I extend my heartfelt gratitude to the Board members, management, and all stakeholders for their invaluable contributions to the development of this 3<sup>rd</sup> KNATCOM strategic plan. The Board is dedicated to fulfilling its oversight responsibilities to ensure that the Commission consistently provides high-quality services to all Kenya citizens and stakeholders. I am confident that the government and Commission partners will continue to support the Commission in the successful implementation and execution of this strategic plan.

**Dr. Kiprop Lagat**

**Sessional Board Chairperson**

**Kenya National Commission for UNESCO**

## **PREFACE AND ACKNOWLEDGEMENT**

KNATCOM is the designated focal point for all UNESCO programmes, initiatives, and activities in Kenya. The Commission has a distinctive role in fortifying the underpinnings of enduring peace and sustainable development through intellectual dialogue across education, sciences, culture, communication, and information. To fulfill its mandate, the Commission has formulated its Third Strategic Plan encompassing the timeframe from 1<sup>st</sup> July 2024 to 30<sup>th</sup> June 2029.

The development of this Strategic Plan involved aligning with key documents, which included the Constitution of Kenya 2010, the Kenya Government's Vision 2030, and its Fourth Medium Term Plan (MTP IV) 2023-2027, and the Bottom-Up Economic Transformation Agenda (BETA) 2022-2027. At regional level, this Strategic Plan is aligned with the East Africa Community Vision 2050 and the Africa Union's Agenda 2063. At global level it is aligned with the Sustainable Development Goals (SDGs), UNESCO's Constitution, the UNESCO Charter of National Commissions, UNESCO Medium-Term Strategy 2022-2029 (41C/4) and UNESCO Programme and Budget document 2022-2025 (42 C/5), and the New Operational Strategy for Priority Africa 2022-2029, among others. Further, this Strategic Plan is informed by the outcome of the End-Term Evaluations of the second Strategic Plan (2019-2024) and the input from key stakeholders.

The development of this Strategic Plan involved a consultative approach and was significantly guided by the Revised Guidelines for the Preparation of the Fifth-Generation Strategic Plan (2023 – 2027). The process comprised various stages, including initiation, development, validation, and finalization of the Strategic Plan (2024-2029). The initiation phase involved planning by the management and with the KNATCOM Board involved in setting the strategic direction. This was cognizant of the end of term of the Second Strategic Plan (2019-2024), and this was captured in the FY 2023/2024 work plan and translated into a concept paper justifying the need for development of the Third strategic plan (2024-2029). A dedicated technical committee, supported by a secretariat, with clear Terms of Reference was appointed to lead the process. This comprised of senior management at the Commission which included Programme Directors and Deputy Directors, Heads of Departments and Divisions, who worked under the guidance of the Secretary-General and Deputy Secretary-General. This initial planning phase also coincided with the End-Term Evaluation of the second Strategic Plan (2019-2024).

The Strategic Plan development phase involved desktop work, and a retreat by the senior management and the Board that was facilitated by two staff members from the State Department for Economic Planning.

The Technical Committee held several meetings to come up with approval documents, reference materials including development of a strategic framework for the development of the Strategic Plan. The framework included definition of the context of Strategic Planning and the organization's Strategic Direction, which comprised the Vision, Mission, Goals, Core Values, and the Quality Policy Statement. This also comprised a comprehensive analysis of the organization's external and internal contexts as well as its stakeholders and past performance; Identification of strategic issues emerging out of the situational and stakeholder analyses; formulation of strategic goals and determination of KRAs to address the strategic issues; adoption and adaptation of the Sustainable Balance Scorecard in formulating strategic objectives to address the strategic goals; determination of the strategies to achieve the strategic objectives; development and description of the Implementation and Coordination Framework for effective implementation and execution of the strategic plan; description of a comprehensive Risk Management Framework; description of the Resource Requirements and Mobilization Strategies for effective implementation of the Strategic Plan; and description of the Strategic Plan's Monitoring, Evaluation and Reporting Framework.

On completion of the first draft strategic plan, it was subjected to a stakeholders' validation. A copy was sent to key stakeholders for the review and sharing of their comments and a validation workshop which was physically held in May 2024. This was then followed by consideration of the comments provided by stakeholders. The final draft was compiled and subjected to final editorial and formatting into the prescribed style and Board approval to print, disseminate and initiate implementation.

I would like to express my sincere gratitude to the individuals and teams whose dedication and expertise contributed to the successful development of this strategic plan. Special thanks to the Cabinet Secretary Ministry of Education, Hon. Ezekiel Machogu, the Chairperson of UNESCO affairs in Kenya, and the Principal Secretary, State Department for Basic Education, Dr. Richard Belio Kipsang for providing the financial resources and guidance and the Commission Board members with the leadership of the sessional Chairperson Dr. Kirop Lagat for their insightful guidance and oversight throughout the process.

I thank the officers sent by the Principal Secretary for the State Department for Economic Planning, Ms. Mirium Mwiti and Ms. Patricia Gachoki, who used their expertise to guide the development of the third Commission Strategic Plan. My appreciation extends to the committed management team, whose collaborative efforts were instrumental in shaping the plan's vision and objectives.

I acknowledge the invaluable input and perspectives provided by all stakeholders who participated in the consultative process, especially the UNESCO Headquarters, UNESCO Regional Office for Eastern Africa, Kenya's Permanent Delegation to UNESCO, KNATCOM Programme and Expert Committees, specialized committees, and networks. Their feedback and engagement were crucial in ensuring a comprehensive and inclusive strategic plan. This accomplishment reflects the hard work and commitment of everyone involved. I look forward to the collective efforts in implementing and realizing the goals outlined in our strategic plan.

Thank you for your unwavering support and dedication to our organization's continued success.

**Dr. James Njogu, HSC**

**Ag. Secretary General/CEO**

**Kenya National Commission for UNESCO**



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## ACRONYMS AND ABBREVIATIONS

<b>ASP net</b>	Associated Schools Project Network
<b>BETA</b>	Bottom-Up Economic Transformation Agenda
<b>BR</b>	Biosphere Reserves
<b>CESA</b>	Continental Education Strategy for Africa
<b>CSR</b>	Corporate Social Responsibility
<b>EAC</b>	East Africa Community
<b>ECDE</b>	Early Childhood Development Education
<b>EFA</b>	Education for All
<b>EMCA</b>	Environmental Management and Coordination Act
<b>ESD</b>	Education for Sustainable Development
<b>ETR</b>	End-Term Review
<b>GCED</b>	Global Citizenship Education
<b>GHA</b>	General History of Africa
<b>Gok</b>	Government of Kenya
<b>ICCAR</b>	International Coalition of Cities Against Racism
<b>ICT</b>	Information and Communications Technology
<b>ISE</b>	International Standard of Education
<b>ISMS</b>	Information Security Management Systems
<b>ISO</b>	International Organization of Standardization
<b>KeNIA</b>	Kenya National Innovation Agency
<b>KICD</b>	Kenya Institute of Curriculum Development
<b>KNATCOM</b>	Kenya National Commission for UNESCO
<b>KNEC</b>	Kenya National Examination Council
<b>KRAs</b>	Key Result Areas
<b>KUO</b>	Kenya UNESCO Office
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MCDAs</b>	Ministries, Counties, Departments and Agencies
<b>MTP IV</b>	Fourth Medium Term Plan
<b>MTPs</b>	Medium Term Plans
<b>NACOSTI</b>	National Commission for Science, Technology, and Innovation
<b>NAM S&amp;T Centre</b>	Centre for Science and Technology of the Non-Aligned and other Developing Countries
<b>NatCom</b>	National Commission

<b>NGOs</b>	Non-Governmental Organizations
<b>NRF</b>	National Research Fund
<b>PA</b>	Physical Activity
<b>PACE</b>	Pan-African Conference on Education
<b>PE</b>	Physical Education,
<b>PESTEL</b>	Political, Economic, Social, Technological, Environmental, Legal
<b>PPP</b>	Public Private Partnership
<b>PWDs</b>	Persons With Disabilities
<b>QMS</b>	Quality Management System
<b>SDGs</b>	Sustainable Development Goals
<b>SP</b>	Strategic Plan
<b>SRC</b>	Salaries and Remuneration Commission
<b>STEM</b>	Science, Technology, Engineering and Mathematics
<b>STEP4Y</b>	Students Training and Entrepreneurial Promotion for Youth
<b>STI</b>	Science Technology and Innovation
<b>SWOT</b>	Strengths, Weaknesses, Opportunities, Threats
<b>ToRs</b>	Terms of Reference
<b>TSC</b>	Teachers Service Commission
<b>TVET</b>	Technical and Vocational Education and Training
<b>UN</b>	United Nations
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNEVOC</b>	UNESCO Vocational Education
<b>UNITWIN</b>	University Twinning and Networking Scheme
<b>WADC</b>	World Anti-Doping Code

## KEY CONCEPTS AND TERMINOLOGIES

**Baseline:** A description of the initial state of an indicator before the start of a project/programme, against which progress can be assessed or comparisons made.

**Commercial State-Owned Enterprises:** Legal entities created by Government to engage in commercial activities on its behalf.

**Creative Industries:** those sectors that rely on the creation, production, distribution and exploitation of intellectual properties.

**Cultural Heritage:** legacy of physical artefacts (cultural property) and intangible attributes of a group of society inherited from the past.

**Equity:** focuses on fairness and justice in the distribution of resources and opportunities. It recognizes that each person has different circumstances and allocates resources based on those specific needs. It acknowledges that social systems aren't naturally inequitable but intentionally designed to favor specific demographics.

**Inclusion:** in the context of education, inclusion involves integrating students with disabilities into the general student population as well as accommodating and welcoming individuals who have historically been excluded due to factors such as ethnicity, race, gender or ability.

**Indicator:** A means for measuring progress/change that results from an intervention. It measures a change in a situation or condition and confirms progress towards achievement of a specific result. It is used to measure a project impact, outcomes, outputs, and inputs that are monitored during project implementation to assess progress.

**Key Activities:** Actions taken, or work performed, through which inputs are mobilized to produce outputs.

**Key Results Areas:** They are the broad areas in which you are expected to deliver results.

**Natural Heritage:** natural features, geological and physiographical formations and delineated areas that constitute the habitat of threatened species of animals and plants and natural sites of value from the point of view of science, conservation and natural beauty.

**Outcome:** The intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation as a result of an intervention output(s) such as changed practices as a result of a programme or project.

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

**Social justice:** Refers to a fair and equitable division of resources, opportunities, and privileges in society to ensure that everyone receives equal rights, treatment, and access to economic benefits, regardless of their ethnicity, economic status, or gender.

**Strategic Goal:** General qualitative statements on what an organisation is hoping to achieve in the long term. Each strategic goal is linked to a strategic issue. Goals are the foundations of your plan and need to be set at the start of the planning process.

**Strategic Issues:** These are problems or opportunities emanating from situational analysis that an organisation has to manage in order to be able to fulfil its mandate and mission.

**Strategic Objectives:** These are what the organization commits itself to accomplish in order to achieve strategic goals. Strategic objectives should be SMART; they establish performance levels to be achieved on priority issues and measures of success in fulfilling critical mission statement elements.

**Strategies:** Broad abstractions which are descriptive of the means for achieving the strategic objectives.

**Target:** A result to be achieved within a given time frame.

**Top Leadership:** Individuals or groups of people who carry the Vision of an organization and are responsible for achieving its mandate. For Ministries top leadership includes Cabinet Secretary and Principal Secretary, Board of Directors for State Corporations and Chairpersons or Heads of Commissions and Independent Offices, and respective CEOs.

**Value Chain:** A description of the production-to-market linkages, generating value to the customer through efficient processes and procedures. Value chains are about understanding how creation of value is distributed along the chain.

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## **EXECUTIVE SUMMARY**

The third KNATCOM Strategic Plan (2024-2029) has been developed against the backdrop of the need to have a Strategic Plan for the Commission following the lapse of the Commission's second Strategic Plan (2019-2024). This coincides with the beginning of the preparation of the Fifth-Generation Strategic Plans (2023 - 2027) for the Government of Kenya developed by the State Department for Economic Planning. The development of the KNATCOM Strategic Plan 2024-2029 aims to align with the transformative national development aspirations as espoused in the Bottom-Up Economic Transformation Agenda (BETA) and the Kenya Vision 2030 and the Fourth Medium Term Plan (MTP IV) 2023 – 2027. The Strategic Plan also aligns with core UNESCO strategic documents, such as the UNESCO Medium-Term Strategy 2022-2029 (41C/4), UNESCO Programme and Budget document 2022- 2025 (42 C/5), and the UNESCO Operational Strategy for Priority Africa 2022-2029, among others. This Strategic Plan, covers the period 1<sup>st</sup> July 2024 to 30<sup>th</sup> June 2029, and its development was informed by an End Term Evaluation conducted on the second Strategic Plan (2019-2024). The assessment was done based on the targeted objectives in the planned period and the operational performance in terms relevance, impact, efficiency, visibility, and effectiveness of activities implemented from 2019-2024 by the Commission. Lessons learnt from this end term evaluation informed the level and nature of activities to be undertaken in the 3<sup>rd</sup> KNATCOM Strategic Plan. Based on the End Term Evaluation, the major achievements and challenges experienced were highlighted and informed the development of this third KNATCOM Strategic Plan. Description of the Strengths, Weakness, Opportunities and Threats (SWOT), as well as Political Economic, Social, Technological, Environmental and Legal (PESTEL) analysis of aspects of stakeholders was undertaken. It is upon these that decisions for activities to be conducted in the new plan period were made.

The Commission's Strategic Plan provides the strategic direction and is expected to guide the Commission to achieve its mandate, vision, and mission through activities to be implemented by its five programmes departments and divisions. The vision, mission and values have not changed. Nevertheless, they are still in tandem with the changing needs and priorities. The objectives and strategies of each of the programmes, departments and divisions have been articulated as well as how the monitoring and evaluation of activities will be undertaken. Risks have been identified and mitigation measures prescribed. For increased efficiency in implementation of the third Strategic Plan, 2024-2029, capacity assessment was undertaken, and a detailed description presented. Strategies on how to increase resource mobilization from government and partners have been proposed. Strengthening existing partnerships and forging new partners remain a priority for the Commission and have been emphasized.

This Strategic Plan is structured along eight (8) Chapters: Chapter One sets the context for strategic planning; Chapter Two provides the Strategic Direction for the Organization; Chapter Three presents the Situational and Stakeholder Analyses; while Chapter Four covers the Strategic Issues, Goals and Key Result Areas (KRAs). Chapter Five outlines the Strategic Objectives and Strategies; Chapter Six provides the Implementation and Coordination Framework; Chapter Seven presents Resource

Requirements and Mobilization Strategies; while Chapter Eight describes the Monitoring, Evaluation and Reporting Framework. The relevant Annexures (Annex I - Action Plan Implementation Matrix, and Annex II - Outcome Performance Matrix) are attached to the Strategic Plans.

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## **CHAPTER ONE: INTRODUCTION**

This Chapter delves into the imperative role of strategy in ensuring the Commission's success by outlining the background and rationale of the strategic plan. This chapter also encompasses the strategic planning context providing alignment of the strategic plan to national development priorities, regional and international development framework. Furthermore, it sheds light on the history of the Commission. Understanding this historical context is important in crafting a strategic plan that builds upon past successes and learns from challenges. The methodology employed in developing the strategic plan is also expounded, shedding light on the systematic approach undertaken.

### **1.1.Strategy as an Imperative for KNATCOM's Success**

The success of KNATCOM hinges on a meticulously developed and executed robust strategy. In today's rapidly evolving global landscape, where challenges and opportunities abound, having a well-defined strategic plan is imperative. A strategic plan acts as a guiding beacon, aligning KNATCOM's goals with its mission and vision. It provides a roadmap that steers the organization through uncertainties. It allows proactive adaptation to emerging trends and demands, including those related to global disruptors like pandemics (e.g., COVID-19), climate change, economic crises, and technological transformations. Strategy serves as the linchpin for KNATCOM's success. It ensures a clear direction, enabling effective resource utilization and informed decision-making. KNATCOM positions itself as a dynamic and influential player on both national and international stages. KNATCOM's mandate spans education, science, culture, communication, and information. A comprehensive strategy harmonizes these diverse facets. It fosters synergy among different departments, enhancing operational efficiency and addressing multifaceted challenges. In a world of dwindling financial resources, a strategically informed approach is crucial. KNATCOM's strategic plan facilitates effective engagement with the global community. It identifies key collaboration areas, articulates unique contributions, and aligns with UNESCO's overarching objectives. In summary, the strategy not only ensures internal coherence but also bridges KNATCOM to the broader international landscape, amplifying its impact.

### **1.2.The Context of Strategic Planning**

This strategic plan has been developed in context of Kenya's national development priorities, regional and international development frameworks described below.

#### **i. United Nations 2030 Agenda for Sustainable Development**

The 2030 Agenda for Sustainable Development is a plan of action for people, planet and prosperity. The agenda is made up of 17 Sustainable Development Goals (SDGs) and 169 targets designed to assist the international community free humanity from hunger, poverty and oppression. The agenda looks to mend and secure our planet through local, regional and international cooperation. The SDGs are interlinked, integrated, indivisible and universally applicable, considering different national realities, capacities and priorities. The interlinkages require mutually reinforcing and synchronized efforts in all dimensions (Environmental, Social and Economic) and by all actors of sustainable development. The SDGs were launched in Kenya in 2016 and have since created awareness among

stakeholders and rallied them behind implementation. During the Plan period, the KNATCOM will implement programmes geared towards the realization of all the 17 SDGs.

**Table 0.1: Commission Activities geared towards achieving SDG targets**

	<b>SDGs</b>	<b>SDG Targets</b>	<b>Commission's Activities</b>
1	No Poverty	1	Empowering the youth through programmes such STEP4Y aims at reducing poverty among the youth.
2	Zero Hunger:	2	Education helps people gain the knowledge they need to increase agricultural production and small farmers' incomes and prevent problems that can lead to famine, such as drought, floods, and other disasters.
3	Good Health and Wellbeing:	3	Mainstreaming safety measures at the workplace and development of policies and practices that promote the well-being of employees
4	Quality Education:	4	Ensuring that all girls and boys complete free, equitable, and quality primary and secondary education. Other targets include early childhood development, universal pre-primary education, equal access to higher education, and relevant skills for decent work.
5	Gender Equality:	5	Mainstreaming of gender equality strategies in all the programming and activities.
6	Clean Water and Sanitation:	6	Promotion of water research, conservation, and management
7	Affordable and Clean Energy:	7	Developing capacity of stakeholders around biosphere reserves and geopark in clean energy
8	Decent Work and Economic Growth:	8	Developing capacity of communities in entrepreneurship, value addition, and marketing through STEP 4Y  Providing a suitable workspace with a positive corporate culture  Ensuring compliance with the statutory and Policy framework including the Constitution, relevant laws, rules and regulations on Labour and Employment.
9	Industry, Innovation and Infrastructure:	9	Mainstreaming the application of STI in the operations of programmes, projects and activities  Promote the uptake of STEM for increased capacity for innovation

10	Reduced Inequalities:	10	Promotion of the uptake of STEM amongst women and girls to close the gender gap
11	Sustainable Cities and Communities:	11	KNATCOM will contribute towards sustainable cities and communities through promotion of adoption of UNESCO Creative Cities Network policies and initiatives aimed at making culture and creativity a driving factor of sustainable development and urban regeneration among Kenyan cities.  Promotion the adoption of green and circular economies for sustainable Development
12	Responsible Consumption and Production:	12	Creating awareness about sustainable lifestyles that are consistent with sustainability and efficient resource use
13	Climate Action:	13	Implementing programmes, projects and activities that address climate change mitigation, adaptation and coping strategies  Increasing offering the coverage of UNESCO designated areas  Develop capacity of stakeholders in mainstreaming climate change mitigation, adaptation and coping strategies
14	Life Below Water:	14	Developing capacity of stakeholders in management and conservation of aquatic and marine ecosystems
15	Life on Land:	15	Protecting, conserving and support of effective management and conservation of ecosystems  Creating awareness about conservation and management of ecosystems
16	Peace, Justice and Strong Institutions:	16	Embracing Corporate Governance principles to improve governance and leadership through the MOST programme
17	Partnerships for the Goals:	17	Strengthening linkages through partnerships with state and non-state stakeholders and cross border institutions for the realization of the Commission's mandate and mobilization of resources

## ii. African Union Agenda 2063

The African Union's Agenda 2063 envisions an integrated, prosperous, and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena. This forms the overarching guide for the future of the African continent. As part of this strategic plan, the Commission not only aligns, but puts up a mechanism to enable able assessment/measure its

contributions towards the realization of the aspirations outlined in the Agenda 2063. Table 1.2 has a column on the Agenda 2063 aspirations aligned with the Commission’s activities.

**Table 0.2: Activities alignment with Agenda 2063 Aspirations**

<b>Aspirations</b>	<b>Commission’s Activities</b>
Aspiration 1: A prosperous Africa, based on inclusive growth and sustainable development	Contributes to the implementation of the SDGs through the Commission work in education, natural sciences, social and human sciences, culture, communication, and information
Aspiration 2: An integrated continent, politically united, based on the ideals of Pan Africanism and the vision of Africa’s Renaissance	Supporting pan Africanism through the History and Memory activities in the Social and Human Sciences Programme
Aspiration 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law	Supports social development through the Social and human sciences programmes which leverages on the contributions that the sciences can make to build inclusive and sustainable economies and societies.
Aspiration 4: A peaceful and secure Africa	All the Commission programmes support peace, intellectual collaboration and sustainable development
Aspiration 5: Africa with a strong cultural identity, common heritage, values and ethics	The culture programme activities in the strategic plan aims to contribute towards a strong cultural identity, common heritage, shared values and ethics through promotion of UNESCO Culture conventions and best practices for fostering international cooperation and shared values to protect and safeguard world’s cultural and natural heritage and creativity
Aspiration 6: An Africa whose development is people-driven, relying on the potential offered by African people, especially its women and youth, and caring for children	The Social and Human Sciences programmes on youth empowerment and gender equality
Aspiration 7: An Africa as a strong, united and influential global player and partner	Sustainable development activities spearheaded by the programmes and departments at the Commission.

### iii. East Africa Community Vision 2050

The EAC Vision 2050 unfolds a compelling narrative of East Africa's future, envisioning a region that maximizes the efficient use of its resources to propel productivity and enhance the social well-being of its people. This visionary outlook paints a picture of a transformed East Africa characterized by escalating personal prosperity within harmonious societies, competitive economies, and robust inter-regional interaction. The EAC Vision 2050 not only serves as a roadmap for strategic development but also aspires towards a collective future where the inherent potential of the region is harnessed to foster sustainable growth. It underscores the importance of unity, economic strength, and social cohesion, emphasizing the interdependence of these elements in shaping a vibrant and prosperous East Africa by the year 2050. The EAC Vision charts a comprehensive East African perspective, emphasizing the region's acknowledgment that a well-educated, enlightened, and healthy human workforce is paramount for facilitating development. It underscores the critical role of investing in human capital as a cornerstone for wealth creation and employment opportunities. Aligned with the aspirations of the EAC Vision 2050, the Commission's strategic plan integrates targeted activities, directly or indirectly contributing to the realization of a future where a highly educated and healthy populace propels sustainable development across the East African region. The table below depicts the alignment:

**Table 0.3: Alignment with the EAC Vision 2050 Goals**

<b>EAC Vision 2050 Goals</b>	<b>Commission's Activities</b>
Goal 1: Access to affordable and efficient transport, energy, and communication for increased regional competitiveness	Communication and Information programme supports development of communication for competitiveness
Goal 2: Enhanced agricultural productivity for food security and a transformed rural economy	Education helps to gain the knowledge on increase agricultural production and small farmers' incomes
Goal 3: Structural transformation of the industrial and manufacturing sector through value addition and product diversification based on comparative advantage for regional competitive advantage	The Social and Human Sciences programme through the STE4Y programme.
Goal 4: Effective and sustainable use of natural resources with enhanced value addition and management	Promoted through the Natural Sciences programmes activities on sustainable use of natural resources through the MAB programme and IOC
Goal 5: Leverage on the tourism and services value chain and building on the homogeneity of regional cultures and linkages	Promoted through the Culture programme on promotion and preservation of Culture, UNESCO world heritage sites and the natural Sciences man and the Biosphere Programme and Geoparks
Goal 6: Well-educated and healthy human resource	Promoted through the Education programmes and activities in the Social and human Sciences Programme on promotion of physical education.

#### **iv. The Constitution of Kenya**

KNATCOM's mandate is to promote Kenya's national interests in UNESCO and UNESCO's international interests in Kenya, regionally and globally in the areas of education, sciences, culture, and communication and information. The Constitution of Kenya is the supreme law of Kenya. It establishes the relationship between the government and the citizens. The Constitution provides a fundamental basis for monitoring and evaluation of the implementation of MTPs to ensure transparency and accountability at both levels of government. The Commission is committed to fully comply with the constitution. In implementation of this strategic plan, the Commission commits to adhere to the Kenyan Constitution, especially respect for Articles 232, which addresses values and principles of public service and Article 10, which addresses national values and principles of governance. The strategic plan pledges to advance openness, engage the public, guarantee accountability in the administration of public resources, uphold respect for human rights, foster national cohesion, respect professional ethics, make merit-based appointments, and integrate national values into programmes and activities. The Constitution of Kenya has several articles addressing the five areas of UNESCO competence highlighted in the subsequent paragraphs. KNATCOM's mandate resonates with various constitutional provisions, emphasizing the importance of education, cultural diversity, scientific progress, communication and information and international cooperation. By actively participating in UNESCO activities, KNATCOM contributes to the constitutional goals of fostering national development, protecting fundamental rights, and engaging in meaningful global partnerships.

#### **v. Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan**

The Kenya Vision 2030 aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens by 2030, in a clean and secure environment. It was adopted in June 2008 as the long-term development blueprint and collective aspiration for a better society by the year 2030. The vision has three pillars: Economic pillar, social pillar, Political pillar. The Social Pillar aims to improve the quality of life for all Kenyans by targeting a cross-section of human and social welfare projects and programmes. This quest is the basis of transformation in eight key social sectors, namely, Education & Training, Health, Water & Sanitation, Environment, Housing & Urbanization and Gender, Youth, Sports & Culture where the Commission plays a critical role. This pillar also makes special provisions for Kenyans with various disabilities and previously marginalized communities. The vision is implemented through five-year Medium-Term Plans (MTPs). So far, three Medium Term Plans (I, II and III) have been implemented and currently Fourth Medium Term Plan (MTP IV) that has incorporated into the Bottom-up economic transformation Agenda (BETA) in furtherance of implementation of the Vision. The Medium-Term Plans are implemented through Strategic plans.

#### **Bottom-Up Economic Transformation Agenda (BETA) 2022 – 2027**

Bottom-Up Economic Transformation Agenda (BETA) aims to create jobs and reduce poverty by focusing on the informal sector and small and medium-sized enterprises (SMEs). The Commission commits to contribute to BETA by advocating for integration of the blueprint into its programmes and activities by deliberately focusing on the five key priorities i.e. Agriculture, MSMEs, Affordable housing, Digital & Creative Economy and Health. Particularly, the culture programme activities aim at promoting the creative economy and micro small and medium enterprises leveraging on UNESCO culture conventions and best practices on promotion and protection of cultural heritage and fostering arts and creativity. In addition, intellectual collaboration conference will be organized to strengthen



linkages between institutions and skills development on production of quality creative/cultural products for local and international markets. Communities and counties will also be empowered on protection of cultural heritage, UNESCO World Heritage Sites, UNESCO Creative Cities and support of unique cultural festivals for diversification of tourism products and appreciation of national and values.

#### **Fourth Medium Term Plan (MTP IV) 2023 – 2027 and its Sector Plans**

MTP IV will implement the second-last phase of Kenya Vision 2030 and will set the momentum for transition to the next long term development agenda for the Country. MTP IV will prioritize implementation of economic recovery strategies to re-position the economy on a steady and sustainable growth trajectory. KNATCOM will support the implementation of the Fourth Medium Term Plan (MTP IV) 2023 – 2027 and its Sector Plans through its programmes and activities in Education, sciences, culture and communication and information.

#### **vi. Sector Policies and Laws**

The KNATCOM Act, 2013 is the principal law that created the Commission as a State Corporation and guides its activities. Due to the Commission's broad mandate, cutting across various sectors, there are several sector specific policies and laws that are crucial in the operations of the Commission. To achieve a comprehensive and multi-faceted approach to the Commission's mission, integration of sector-specific policies, laws, and international treaties and conventions into the strategic plans is imperative. KNATCOM, as the national body responsible for coordinating Kenya's participation in UNESCO activities, aligns its strategic plans with national policies and laws related to education, sciences, culture, and communication and information. This includes complying with relevant laws and adhering to international commitments. The integrated approach ensures a cohesive and effective implementation of UNESCO-related activities in Kenya working closely with other government entities, while promoting global cooperation and adherence to shared values and standards.

The following is a highlight of some of the legislations and policies that guide the Commission in the implementation of its mandate:

**Kenya National Commission for UNESCO Act, 2013;** As the constitutive act which transformed the Commission from a department under the Ministry of Education into the state corporation, this act sets out the mandate and the functions of the Commission, as well as the offices established under it.

**State Corporations Act, Cap 446;** This Act frames the functions and powers of state corporations, as well as the roles and responsibilities of accounting officers as well as the Board of directors.

**Treaty and Ratifications Act, 2012;** KNATCOM exists by virtue of Kenya ratifying the UNESCO's constitutive convention. This act is also key in the ratification of other conventions in education, sciences, culture, communication, and information thus also plays an operational role.

**Basic Education Act - No. 14 Of 2013;** Gives effect to Article 53 of the Constitution and other enabling provisions; to promote and regulate free and compulsory basic education. The Kenya National Commission for UNESCO Act 2013 identifies the Principal Secretary for Basic Education as a primary Board Director for the Commission

**Kenya Institute of Curriculum Development Act, 2013 (Revised 2018);** This act provides for the establishment of the Kenya Institute of Curriculum Development; to establish the governing Council for the Institute and for connected purposes. The Kenya National Commission for UNESCO Act, 2013 identifies KICD as a Board Director for the Commission

**Kenya National Examinations Council Act, No. 29 of 2012;** provides for the establishment, powers and functions of the Kenya National Examinations Council and the conduct of examinations. The Kenya National Commission for UNESCO Act, 2013 identifies KNEC as a Board Director for the Commission

**Teachers Service Commission Act No.20 of 2012;** An Act of Parliament to make further provision for the Teachers Service Commission established under Article 237 of the Constitution, its composition; functions and powers; the qualifications and procedure for appointment of members; and for connected purposes. The Kenya National Commission for UNESCO Act, 2013 identifies TSC as a Board Director for the Commission

**Children Act, 2022;** that gives effect to Article 53 of the Constitution; to make provision for children rights, parental responsibility, alternative care of children including guardianship, foster care placement and adoption; to make provision for care and protection of children and children in conflict with the law; to make provision for and regulate the administration of children services; to establish the National Council for Children's Services and for connected purposes.

**Technical and Vocational Education And Training Act No. 29 Of 2013;** The Technical and Vocational Education and Training Regulations, 2015; The TVET Act provides for the establishment of a technical and vocational education and training system; to provide for the governance and management of institutions offering technical and vocational education and training; to provide for coordinated assessment, examination and certification; to institute a mechanism for promoting access and equity in training; to assure standards, quality and relevance; and for connected purposes.

**Universities Act No. 42 Of 2012, (amended 2019);** together with The Universities Regulations, 2023; That provide for the development of university education; the establishment, accreditation, and governance of universities; the establishment of the Commission for University Education, the Universities Funding Board and the Kenya University and Colleges Central Placement Service Board; the repeal of certain laws, and for connected purposes. The Kenya National Commission for UNESCO Act, 2013 provides for Board Directorship from the Universities

**Kenya National Qualifications Framework Act 2014;** provides for the establishment, powers and functions of the Kenya National Examinations Council and the conduct of examinations; to provide for the repeal of the Kenya National Examinations Council Act, chapter 225a and for connected purposes.

**Science Technology and Innovation Act of 2013;** which established the National Commission for Science, Technology, and Innovation (NACOSTI) to regulate STI and National Research Fund (NRF) to mobilize research funds and Kenya National Innovation Agency (KeNIA) to develop and manage the national innovation system.

**Forest Conservation and Management Act, 2016;** aims to conserve and sustainably manage Kenya's forests. The act includes provisions for the management and conservation of public, community, and private forests. It also defines rights in forests and prescribes rules for forest land use.

**Environmental Management and Coordination Act 2012 (EMCA);** provides for environmental protection and the Commission works in this area through the Natural Sciences Programme

**Sports Act, 2013** seeks to harness sports for development, encourage and promote drug-free sports and recreation; and provide for the establishment of sports institutions, facilities, administration and management of sports in the Country. The National Sports Fund is established under section 12 of the Sports Act.

**Protection of Traditional Knowledge and Cultural Expressions Act, 2016;** KNATCOM deals with many aspects of traditional knowledge and cultural expressions.

**County Governments Act, 2012;** Because some of the functions for government are devolved, such as ECDE and Culture, KNATCOM interfaces with counties within the law's framework.

**Foreign Service Act, 2021;** this Act guides in the operations of the Permanent Delegation to UNESCO which is also established through the Kenya National Commission for UNESCO Act, 2013.

**Kenya Information and Communications Act, 1998;** provides the framework for regulating the communications sector in Kenya.

**Kenya's Data Protection Act, 2019;** is the primary legislation for data protection in the country.

**National Youth Council Act (2010);** established the National Youth Council, to provide for its incorporation, powers and functions,

**Anti-Doping Agency of Kenya Act Revised 2022;** recognizes and promotes anti-doping education programmes in compliance with the World Anti-Doping Code (WADC) Article 18.2 and the International Standard of Education (ISE)

**Industrial Training Act, 2012;** regulates the training of apprentices and others in industry

**Public Procurement and Asset Disposal Act, 2015;** aims to implement a framework for policies relating to procurement and asset disposal and provide procedures for efficient public procurement

**Public Officer Ethics Act 2003;** provides that a public officer must not provide false or misleading information to the public or other public officers.

**Public Private Partnership Act 2013;** The Act defines PPP as an agreement between a contracting authority and a private party. The private party agrees to perform a public function or service on behalf of the contracting authority, and in return, receives a benefit.

**Public Finance Management Act 2012;** aims to ensure the effective management of public finances by the national and county governments. The act also provides for the oversight responsibility of parliament and county assemblies.

**Employment Act 2007;** defines the fundamental rights of employees and provides basic employment conditions. It also regulates the employment of children and handles related matters.

**Occupational Safety and Health Act 2007;** aims to ensure the safety, health, and welfare of workers and others at work.

**Persons with Disabilities Act 2003;** recognizes the marginalization of people with disabilities (PWDs) and provides for the rights of PWDs to mobility and accessibility. This includes the right to a barrier-free environment that allows them to access buildings, roads, and other social amenities.

**County Government Act 2012;** defines the powers, functions, and responsibilities of county governments. It also provides for the delivery of services.

**Mwongozo Code of Governance 2015;** the code sets out principles and recommendations for structures and processes that State Corporations should adopt to make good corporate governance a part of their business culture. It also advocates for organizations to adopt standards that go beyond the minimum required by legislation.

The following selected policies also provide a robust policy framework to guide the Commission in implementation of its mandate:

**Sessional Paper No. 1 of 2023 on Kenya National Population Policy for Sustainable Development;** responds to new and emerging population and development issues that affect efforts of achieving development, while considering the achievements of the past policy initiatives.

**Sessional Paper No 1 of 2021 on National Water Policy;** aims at improving water harvesting and storage, enhancing sustainable water resource management, and moving the water sector forward.

**National Plan of Action for Children in Kenya (2015);** helps stakeholders and partners coordinate, plan, implement, and monitor programmes for children and outlines priorities and interventions to help children realize their rights.

**Sessional Paper No 2 of 2019 on National Policy on Gender and Development;** outlines the government's commitment to gender equality and social inclusion.

**Sessional Paper No 5 of 2016 on National Climate Change Framework Policy;** outlines the government response priorities to climate change and variability.

**The National Youth Development Policy (2019);** aims to improve the quality of life for young people by involving them in economic, democratic, civic, and community processes.

**Sessional Paper No 5 of 2014 on National Policy for Peacebuilding and Conflict Management;** aims to improve coordination in conflict prevention, mitigation, and management, as well as peacebuilding processes.

**Sessional Paper No 6 of 2014 on the National Children Policy;** provides a framework for addressing children's rights and welfare and establishes social and child protection mechanisms.

**Sessional Paper No 10 of 2014 on the National Environment Policy;** provides a framework for an integrated approach to planning and sustainable management of Kenya's environment and natural resources.

**Sessional Paper No 9 of 2013 on National Cohesion and Integration;** outlines commitments to promoting national cohesion and integration and aims to address issues such as intolerance, discrimination, and violence based on various factors, including religion.

**Sessional Paper No 8 of 2013 on National Values and Principles of Governance;** presents fundamental beliefs of Kenya, guiding the choices, actions and behaviour of its citizens and exert influence on the way citizens relate with each other and how communities engage each other.

**Policy Framework for Science, Technology, and Innovation (2012)**; aims to build capacity and capability in ST&I to transform Kenya into a newly industrialized country.

**Technical and Vocational Education and Training Policy (2014)**; aims to revitalize the TVET sector to produce skilled graduates who can meet the needs of Vision 2030.

### 1.3. History of KNATCOM

KNATCOM was first established as a department under the Ministry of Education through a Cabinet Decision no. 170 of 1964. This establishment was in effect following Kenya's accession to UNESCO as the 73<sup>rd</sup> Member State on April 7<sup>th</sup>, 1964, in accordance with the 1945 UNESCO's Constitution. To enhance its effectiveness and efficiency in service delivery and in line with its mandate, KNATCOM was transformed into a State Corporation on 25<sup>th</sup> January 2013 through the enactment of the Kenya National Commission for UNESCO (KNATCOM) Act 2013. This transformation was consistent with Article VII of the 1945 Constitution of UNESCO and the provisions of the 1978 Charter of National Commissions for UNESCO, which define the responsibilities vested in National Commissions, UNESCO Member States, and the guidelines governing their operations.

UNESCO was founded in 1945 after the Second World War to build peace in the world through international cooperation in Education, Sciences, Culture, Communication, and Information. This is founded on the premise that “*since wars begin in the minds of men, it is in the minds of men that defenses of peace must be constructed*”, as captured in the preamble of its constitution. It is on this ground that UNESCO has a mission to contribute to the building of a culture of peace, the eradication of poverty, sustainable development and intercultural dialogue through education, the sciences, culture, communication and information. In this context, UNESCO is recognized as the intellectual arm of the United Nations (UN) and is the only UN agency to have a global network of national cooperating bodies known as the National Commission for UNESCO.

Through the Charter for National Commissions for UNESCO (Natcoms); Natcoms support implementation of UNESCO programmes and activities at the global and local levels and make up part of the overall constitutional architecture of UNESCO.

### 1.4. Methodology of Developing the Strategic Plan

The methodology for development of the KNATCOM Strategic plan entailed the following four steps:

#### i. **STEP ONE: Initiation of the Strategic Planning Process**

This involved engagement of top leadership, particularly the Board and senior management. As per the *Mwongozo Code of Conduct*, it is the responsibility of the Board to steer the development of the strategic plan by setting the vision, mission, and values. The management is responsible for dealing with the logistics and seeking the relevant approvals by the Board to proceed with the strategic plan processes that involved End-Term Evaluation for the second edition of the KNATCOM strategic plan and development of the third edition of the KNATCOM Strategic Plan. This stage had three key milestones as follows:

- a) Initiation of the strategic planning process by determining the rationale and scope of the end-term evaluation of the second edition Strategic Plan and the development of the third edition Strategic Plan;
- b) Developed the Terms of Reference (ToRs) for the End-Term Evaluation and development of this Strategic Plan; and
- c) Created and guided a technical committee that led the end-term evaluation of the second edition SP and also coordinated the development of this third edition strategic plan.

## ii. STEP TWO: Strategic Plan Development

This involved three critical steps:

- a) The Technical Committee held several meetings where the initial one involved interpreting, reviewing, and adopting the ToRs issued by the top leadership.
- b) Based on the ToRs, the committee developed an action plan with clear budget and timelines for the end-term evaluation and development of the Strategic Plan. The action plan was then presented to management for approval.
- c) The committee developed a Strategic Framework for the end-term evaluation and development of the Strategic Plan. The Framework consisted of the following:
  - i. Definition of the context of Strategic Planning by way of a comprehensive description of the relevant global, regional and national policy, legal and regulatory frameworks, clear demonstration of the organization's contribution towards the realization of the aspirations of such frameworks, and their linkage with the National Development priorities;
  - ii. The organization's Strategic Direction, which comprises the Vision, Mission, Goals, Core Values, and the Quality Policy Statement;
  - iii. A comprehensive analysis of the organization's external and internal contexts as well as its stakeholders and past performance;
  - iv. identification of *strategic issues* emerging out of situational and stakeholder analyses;
  - v. formulation of *strategic goals* and determination of KRAs to address the strategic issues;
  - vi. Determination of the *strategies* to achieve the strategic objectives;
  - vii. Development and description of the *Implementation and Coordination Framework* for effective implementation and execution of the strategic plan;
  - viii. Description of a comprehensive *Risk Management Framework*;
  - ix. Description of the *Resource Requirements and Mobilization Strategies* for effective implementation of the Strategic Plan; and
  - x. Description of the Strategic Plan's *Monitoring, Evaluation and Reporting Framework*.

## iii. STEP THREE: Strategic Plan Validation

The draft strategic plan was shared with internal and external stakeholders for validation and feedback. This was done by sending out copies to stakeholders and the feedback analyzed and integrated. After considerations of the feedback, the draft strategic plan was sent to the State Department for Economic Planning for review and feedback to inform finalization of the Plan.

## iv. STEP FOUR: Finalization and Dissemination of the Strategic Plan

The State Department for Economic Planning provided feedback and gave a go ahead to finalize the strategic plan and publicized in readiness for implementation at the beginning of the plan period.

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## **CHAPTER TWO: STRATEGIC DIRECTION**

The chapter highlights the Commission's Mandate, Vision, Mission, Strategic goals, Core values and the Quality Policy Statement of the Commission.

### **2.1 Mandate**

KNATCOM's mandate is to promote Kenya's national interests in UNESCO and UNESCO's international interests in Kenya, regionally and globally, in the areas of education, sciences, culture, and communication and information.

The Kenya National Commission for UNESCO Act 2013 (revised 2014) provides for the functions of KNATCOM as:

- i. ensure permanent presence of UNESCO in Kenya;
- ii. involve in UNESCO's activities the relevant line ministries, departments, agencies, organizations and individuals dealing in UNESCO's areas of competence;
- iii. implement UNESCO activities and budgeted programmes;
- iv. disseminate information and innovations on the activities of UNESCO;
- v. foster liaison between UNESCO and State agencies and organs concerned with Education, Science, Culture, Communication and Information;
- vi. collaborate with other national Commissions in UNESCO member states, UNESCO headquarters and field offices;
- vii. coordinate participation in international meetings on education, science, culture, and communication and information;
- viii. disseminate information on UNESCO prizes and awards to potential candidates and ensure their participation;
- ix. disseminate information on UNESCO fellowships and study grants to potential applicants and facilitate their participation;
- x. co-ordinate ratification of UNESCO related conventions and protocols;
- xi. coordinate capacity building in education, science, culture and communication;
- xii. participate in the formulation of UNESCO's programmes and activities;
- xiii. participate in mobilization of resources for implementation of UNESCO programmes and activities; and
- xiv. provide expert advisory service to the government in education, science, culture, and communication and information.

### **2.2 Vision Statement**

A leading organization in the advancement of peace, sustainable development and intellectual collaboration in the UNESCO areas of competence.



## 2.3 Mission Statement

To promote building of peace, sustainable development, intellectual collaboration through UNESCO areas of education, the sciences, culture, and communication and information

## 2.4 Strategic Goals

The Strategic Goals for the Commission in addressing the strategic issues are as follows;

- i. **GOAL 1:** Promote inclusive, equitable, quality education, lifelong learning opportunities and creative societies.
- ii. **GOAL 2:** Strengthened mechanisms for promoting sustainable societies and protecting the environment through the advancement of science, technology, innovation, and preservation of natural heritage.
- iii. **GOAL 3:** Reduce inequalities and build more inclusive societies.
- iv. **GOAL 4:** Enhanced Research, Consultancy, knowledge and information dissemination in Education, Sciences, Culture, Communication, and Information.
- v. **GOAL 5:** Enhance efficient and effective information resources management for knowledge sharing.
- vi. **GOAL 6:** To promote cultural heritage values, identity, and vibrant creative sector.
- vii. **GOAL 7:** Enhance effectiveness and efficiency in service delivery.

## 2.5 Core values

The operational environment will be governed by a set of moral standards, which constitute the desired organizational culture. These values are:

- i. **Integrity:** Commitment to operate in an honest, accountable and transparent manner in all undertakings;
- ii. **Professionalism:** Commitment to the highest levels of achievement obtainable through competence and critical skills;
- iii. **Teamwork:** Embracing teamwork and collaboration both within the KNATCOM for UNESCO and partners;
- iv. **Excellence in Service:** Upholding the highest standards in customer service delivery to all;
- v. **Courtesy:** Endeavoring to be always courteous to all clients; and
- vi. **Fidelity to the Law:** Commitment to respecting the rule of law in all undertakings.

## 2.6 Quality Policy Statement

KNATCOM shall endeavor to promote the building of peace, sustainable development and intellectual collaboration through education, the sciences, culture, communication, and information. This shall be achieved by:

- i. providing products and services that meet the needs and expectations of interested parties;
- ii. providing the necessary resources;
- iii. complying with applicable requirements;
- iv. establish and review quality objectives on annual basis;
- v. ensuring that the quality policy is communicated to all employees at all levels; and
- vi. continual improvement of the Quality Management System (QMS)

## CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSES

This chapter provides a situational analysis of the internal and external environment of the Commission and reviews the implementation of the Commission's strategic plan (2019-2024) as well as a stakeholder analysis of the Commission's stakeholders. An analysis of the external environment of the Commission focuses on political, environmental, social, technological, economical, and legal (PESTEL) factors followed by a tabulated summary of the Commission's opportunities and threats. The Commission's internal environment provides an assessment and analysis of the Commission's governance and administrative structures, its internal business processes, and resources and capabilities. This chapter also provides a summary of the weaknesses and strengths of the internal environment.

### 3.1.Situational Analysis

#### 3.1.1 External Environment

The external environment focuses on an analysis of the macro-environment and provides implications of the external factors as manifested in opportunities or threats. The opportunities and threats inform the identification of appropriate strategic responses.

##### 3.1.1.1 Macro - environment

To appreciate the environment under which the Commission operates, an analysis of the Commission's external environment was undertaken. It focused on the political, environmental, social, technological, economical, and legal (PESTEL) factors. The following are the key highlights:

**Political Factors:** The Commission has continued to enjoy a lot of goodwill from different quarters, such the national executive, state departments, various MDAs, Counties, Development Partners, and the Private Sector. The Commission will continue to leverage the existing goodwill to accelerate the implementation of its programmes and activities by enhancing and strengthening financial and technical partnerships. Political stability and the predictable planning cycle is essential for the uninterrupted implementation of the Commission's programmes and activities.

**Economic Factors:** The global economic shocks caused by the Covid19 pandemic, climate change, the Russia-Ukraine conflict and volatile exchange rates continue to impact negatively and has resulted to high inflation and a high cost of living. There will be greater need to leverage on Public Private Partnerships (PPPs) to mobilize funds for the implementation of the Commission's Programmes and activities.

**Social Factors:** Kenya's population is majorly youthful with 76.7% aged between 18 to 35 years. This creates an opportunity for the engagement of the youth for demographic dividends and to boost socio-economic development. There has been increased awareness among Kenyans on government services and this has led to enhanced accountability.

**Technological:** The Commission plans to leverage technology to be efficient and effective service delivery. Cloud-based storage ensures data accessibility and integrity, while blockchain initiatives bolster security. Emphasizing cybersecurity, the Commission acknowledges the risk of cyber threats among them the data breaches and focuses on protection against unauthorized access of its information and **digital infrastructure**. These measures aim to enhance data management, security, and accessibility, facilitating more informed decision-making and efficient implementation of KNATCOM objectives.

**Ecological:** Ecological challenges present formidable obstacles to the successful realization of Commission programmes and activities. Unpredictable weather patterns, including drought and flood, significantly impact on the Commission activities. Rural areas heavily depend on natural resources and face pressing challenges stemming from issues like deforestation, impacting the sustainability of livelihoods. Addressing these ecological concerns is imperative to ensure sustainable livelihoods for communities.

**Environmental factors** focus on the contribution of the Commission to environmental degradation and climate change as well as the impact of climate-induced natural disasters on programmes. Frequent occurrences of natural disasters can damage the infrastructure in biosphere reserves, world heritage sites and the planned geoparks.

**Legal:** Incorporating the legal process into the execution of the Commission mandate requires a holistic strategy, encompassing the formulation of supportive legislation, the reinforcement of regulatory structures, and the resolution of potential project-related disputes. Effective collaboration among legal, regulatory, and policy-making entities is essential for the successful achievement of the Commission's objectives such as ratification of UNESCO Conventions and Protocols.

### 3.1.1.2 Micro-environment

Based on the analysis of the PESTEL the following emergent opportunities and threats have been summarized as per the table below;

**Table 0.1: PESTEL Analysis**

<b>Environmental Factor</b>	<b>Opportunities</b>	<b>Threats</b>
<b>Political</b>	A good working environment	Changes of GoK policies
	Political stability GoK goodwill	Political interference
<b>Economic</b>	Leverage Public Private Partnerships	Over-reliance on exchequer funding Global economic shocks
	Adequate budgetary allocation	Austerity measures
	Increased funding from GoK	Reduced funding from donors
	Competitive prices for services	Substandard goods and products
<b>Social</b>	Leverage youthful population for demographic dividend and to boost socio-economic development	Youthful population is a strain to the health and education services and potential youth unemployment

		-pandemics
	New avenue for communication	Erosion social values cyberbullying
	Facilitated connectivity with other Natcoms	Erosion of Kenyan cultural norms
	Social integration	
<b>Technological</b>	Commission services digitalized.	Cyber security threats Hacking, Phishing, data breaches, malicious attacks.
	Improved service delivery	Cyber crimes
<b>Legal</b>	Amendment of the Kenya National Commission for UNESCO Act, 2013	Litigation
<b>Ecological</b>	Presidential directive on the national 15B tree growing campaign in climate mitigation	Water Scarcity due to drought
	Climate financing	Natural calamities Floods

### 3.1.3 Internal Environment

The internal environment entails governance, administrative structures, internal business processes and resources and capabilities that influence operations, culture, and overall effectiveness of the Commission. A summary of weaknesses and strengths is outlined in section 3.1.4.

#### 3.1.3.1 Governance and Administrative Structures

KNATCOM was established a State Corporation on 25<sup>th</sup> January 2013 through the enactment of the Kenya National Commission for UNESCO Act 2013. It was then placed under the State Department of Basic Education in the Ministry of Education. It is important to observe that the Commission remained a department in the Ministry of Education since 1964 when Kenya became a member state of UNESCO until 2013 when it was converted to become a State Corporation.

The Commission has a functional Board with the responsibility of providing overall leadership, oversight, guidance, and policy direction in implementation of the Commission programmes and activities. In the implementation of programmes and activities the Commission collaborates with various Ministries, Departments, Agencies and Counties (MDACs), NGOs and various experts in actualization of its mandate.

The Commission is led by a Secretary General with two technical directorates of Programmes and Research and Resource Mobilization led by Deputy Secretaries General. The two technical

departments are supported by a corporate department led by a Director and comprises of a human resources and administration division, finance and accounts division, ICT division and a corporate communications division. Departments of Supply Chain, Corporate Strategy and Planning, Legal Departments and Audit and Risk support the Commission to achieve its mandate.

The Commission has developed various internal policies to support its operations and is ISO certified under the 9001:2015 International Standard.

### 3.1.3.2 Internal Business Processes

The Commission has well documented its processes and procedures. The Commission's internal business processes are manual, and digitization and integration are needed to enhance efficiency and effectiveness. The existing internal processes, policies and manuals are under review to align them with this third strategic plan. Commitment to stakeholders is well documented in the Commission’s Citizens Service Delivery Charter and is well anchored in the annual Commission Performance Contract. The Commission has proactively embraced new media in communicating its work and activities.

### 3.1.3.3 Resources and Capabilities

The Commission relies heavily on financial resources from the exchequer to deliver on its mandate and functions. These financial resources from the Government of Kenya are limited and not sufficient to meet the financial requirements of the Commission to adequately deliver on its mandate. It is therefore prudent for the Commission to formulate workable resource mobilization strategies including but not limited to lobbying for resources from the exchequer; engagement of bilateral and multilateral development partners and enhancing synergies with other MDACs and the private sector. The Commission utilizes and has put in place a robust finance and accounts management system but there is a need to automate all the other Commission services. The Commission has a dedicated team of highly qualified staff, but the staffing levels are still inadequate to effectively deliver on the mandate. There are currently 40 members of staff against an approved staff establishment of 94. Inadequate funds have been a barrier to regular capacity building of staff to improve skills and competencies.

The Commission has adequate working space, furniture, and ICT equipment. However, there are inadequate motor vehicles to adequately support its operations. There is low Commission brand visibility. There is need for proactive and innovative corporate communication and branding initiatives to enhance the visibility of the Commission to avoid its recognition as UNESCO in many quarters.

### 3.1.4 Summary of Strengths and Weaknesses

The strengths and weaknesses analysis has been conducted to evaluate the Commission’s operating environment to develop the desired Strategic Plan for 2024-2029. The following Strengths and Weaknesses were identified and are presented in Table 3.2 below.

**Table 0.2: SUMMARY OF STRENGTHS AND WEAKNESSES**

Factor	Strengths	Weaknesses
Governance and	<ul style="list-style-type: none"> <li>Existence of legal and institutional framework supporting the Commission</li> </ul>	<ul style="list-style-type: none"> <li>Weak linkages with county levels of government</li> </ul>

<p>Administrative Structures</p>	<ul style="list-style-type: none"> <li>• Well-established administrative systems within the Commission ensuring efficient operations</li> <li>• Transparent decision-making processes fostering accountability</li> <li>• Robust communication networks with the Commission’s stakeholders</li> <li>• Continuous professional development for staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Ineffective data management</li> <li>• Bureaucratic hurdles slowing down decision-making processes</li> <li>• Limited adaptability to rapid changes</li> <li>• Insufficient mechanisms for gathering and incorporating stakeholder feedback.</li> <li>• Challenges in keeping up with technological advancements</li> <li>• Limited resources allocated for programmes</li> </ul>
<p>Internal Business Processes</p>	<ul style="list-style-type: none"> <li>• ISO 9001:2015 certification</li> <li>• Management support and commitment</li> <li>• Adoption of ICT in service delivery has streamlined operations, enhancing accessibility and efficiency</li> <li>• Well-defined and documented business processes</li> <li>• Quality control measures to ensure the consistency of Commission services</li> <li>• Regular performance assessments and improvement initiatives</li> <li>• Effective communication channels between different MCDAS</li> </ul>	<ul style="list-style-type: none"> <li>• Ineffective feedback and complaints handling mechanism</li> <li>• Lack of flexibility in adapting to changes</li> <li>• Inadequate integration of technology into internal processes</li> <li>• Limited innovation in developing new and more effective internal processes</li> <li>• Weak linkages between the informal sector</li> <li>• lack of a clear structure to operationalize partnerships</li> </ul>
<p>Resources and Capabilities</p>	<ul style="list-style-type: none"> <li>• Highly skilled and qualified manpower</li> <li>• Accessible training opportunities</li> <li>• Regular budget allocation</li> <li>• Access to a diverse range of experts</li> <li>• Strategic partnerships with reputable international organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequacy of staff across all cadres</li> <li>• Limited budget for implementing programmes</li> <li>• Insufficient monitoring and evaluation mechanisms</li> </ul>

### 3.1.5 Analysis of Past Performance

This Chapter outlines the key achievements made by the Commission during the implementation of its Strategic Plan 2019-2024 across all its departments and divisions. The Chapter also presents the challenges the Commission faced, and lessons learned during the implementation period.

#### 3.1.5.1 Key Achievements

##### Education Programme Achievements

- i. Built capacity on Andragogy skills for inmate “teachers” at the Kamiti Maximum and Security Prison.
- ii. Built capacities of teacher educators on mainstreaming Gender Responsive Pedagogy.
- iii. Created forums for sensitization on ratification of the Global and Regional conventions on recognition of Studies and Higher Education amongst key stakeholders namely: Qualifications Awarding institutions, Ministry of Education officers, Kenya National Qualifications Authority, Technical and Vocational Education and Training Authority, Commission for University Education, National Assembly Committee on Education.
- iv. Conducted research on “The Effects of Teenage Pregnancy on Girls’ Primary and Secondary School Education in Narok County.”
- v. Trained teachers, learners, and community youth on Global Citizenship Education through fashion and art in collaboration with other partners.
- vi. Developed a monitoring and Award System for ASPnet institutions.
- vii. Developed and finalized the mainstreaming matrices for General History of Africa in collaboration with various stakeholders.
- viii. Conducted a pilot on ethics education in schools and teacher education.
- ix. Built capacities of teachers and educators on Peace and Ethics Education, Education for Sustainable Development and Global Citizenship Education.
- x. Developed and finalized the ICT integration training manual for Early Childhood and Development Education.
- xi. Sensitized teachers on uptake of TVET course by learners.
- xii. The Education Programme mobilised an estimated KSh. 85.04 million both directly (funds sent to KNATCOM) and in kind during the end-term under review. This was possible through engaging with UNESCO entities who provided a total of KSh 60.99 million direct funding to the programme activities.

##### Natural Sciences Achievements

- i. Conducted sensitization camps in STEM subjects for secondary school students.
- ii. Undertook a tracer study to assess the impact of six years of STEM mentorship in Kenya and a report published ([https://en.unesco.org/sites/default/files/unescos\\_stem\\_mentorship\\_programme.pdf](https://en.unesco.org/sites/default/files/unescos_stem_mentorship_programme.pdf)).

- iii. Conducted capacity building of STEM teachers in gender transformative STEM and Digital Education, coding, 3D printing, Robotics and artificial intelligence.
- iv. Conducted capacity building of TVET trainers on emerging technologies.
- v. Significant progress made with the nomination of Kenya's Baringo Great Rift valley aspiring Geopark.
- vi. Coordinated a regional conference on Geoparks bringing together 17 countries in Africa and Europe.
- vii. Produced periodical status report for Mount Kulal and Kiunga Biosphere Reserves in Kenya.
- viii. Branded five Biosphere reserves and the Geopark (signages, brochures, website, banners)
- ix. Trained MCDAs and communities on mainstreaming STI in climate action, biodiversity, water and ocean management, and disaster risk reduction.
- x. Coordinated an Eastern Africa regional workshop on disaster and risk reduction.
- xi. Established and develop capacity of MAB Youth Networks in Kenya on entrepreneurship, access to credit facilities, resource mobilization, tour guiding, project management, tree nursery development and management, advocacy.
- xii. Organized and celebrated International Days.
- xiii. Coordinated the process of designation of the first Transboundary Biosphere Reserve for Kenya and Uganda – Mount Elgon TBR.
- xiv. Undertook a baseline socio-economic survey of Geopark products and services and capacity needs assessment and a report published.
- xv. Conducted capacity building for Geopark communities on entrepreneurship, access to credit facilities, resource mobilization, tour guiding, project management, tree nursery development and management, advocacy, communication.
- xvi. Coordinated the UNESCO-India-Africa Hackathon where Kenyan University students participated in the hackathon hosted by India.

### **Social and Human Sciences Achievements**

- i. Capacity building for sports stakeholders on the UNESCO convention against doping in sports and the UNESCO charter of physical education and sport was conducted where 757 stakeholders were engaged.
- ii. Three studies were carried out during the period of the strategic plan. These studies were: '*Underlying Causes of Conflict in Laikipia county*'- 2019, '*Socio-Economic Resilience of young immigrants in Kenya and Somalia*', '*Assessing Redefinition of Gender Norms in Nairobi and Mombasa Counties*'. These studies also involved stakeholder validation and dissemination activities.
- iii. Collaboration with the UNESCO Futures Literacy UNESCO Chair at DeKUT and to promote Futures Literacy as a competency for the 21st Century was promoted and enhanced.
- iv. The integration of the UNESCO General History of Africa works into the curriculum including in teacher training was a major achievement which has made Kenya to be considered as a best practice nation. Kenya is the first African country to integrate the works of GHA into curriculum. Eight workshops on the integration of UNESCO GHA pedagogical



content into the curriculum were successfully undertaken in collaboration with UNESCO ROEA, KICD and MoE.

- v. Documentation of slave sites and compilation of a slave routes dossiers was undertaken.
- vi. capacity building on Student Training on Entrepreneurial Promotion (STEP4Y) programme in collaboration with Kenyatta University and Mount Kenya University where over 531 youth were engaged and trained under this programme.
- vii. The Commission in collaboration with Thriving Communities Africa, Kenya School of Government and Equity Bank Iten carried out capacity building for promotion of gender equality especially during the 16 days of Activism for prevention of all forms of violence against women and girls during the period.
- viii. Development of a youth civic engagement curriculum in collaboration with Kenya School of Government and other relevant actors on leadership, values and civic engagement.
- ix. UNESCO Clubs were established in 1070 institutions through capacity building for UNESCO Club patrons and stakeholders.
- x. Two forums were organized to sensitize stakeholders on ethical issues associated with Artificial Intelligence.
- xi. Capacity building for 231 HEC members to facilitate establishment of Hospital Ethics Committees in the country was undertaken by the programme.
- xii. Capacity building of 203 members of Institutional Research Ethics Committee (ISERC) was done.
- xiii. Two studies were conducted in bioethics where stakeholders were also capacity built based on the same.
- xiv. International days that relate to the mandate of the programme such as the International Day for Sport for Development and Peace and the International Peace Day were marked.
- xv. The programme was able to successfully implement all its Performance Contracting commitments on STEP4Y and on Sports and scored highly on all.
- xvi. The development and launch of Kenya's first ever Physical Education Policy for learning institutions was an important milestone for the promotion of health and wellbeing of all learners in Kenya. The Kenyan model of mobilizing resources internally to develop the policy was commended by UNESCO as best practice.
- xvii. The SHS programme mobilized resources from state and non-state partners which enabled the programme to achieve its objectives and implement most of the SP activities.
- xviii. The programme worked effectively with the line Ministries, Department, Counties and Agencies (MCDAs) in implementation of SHS activities.
- xix. Collaboration and engagement with the Ministry of Health to establish Hospital Ethics Committees in Kenya was a great achievement as the activity will now be done as planned.

### **Culture Programme Achievements**

- i. Though part of the Evaluation period was affected by COVID-19 restrictions use of virtual platforms enhanced delivery of activities.

- ii. Success story of promoting traditional foods and safeguarding traditional foodways in Kenya Listed by UNESCO as a best ICH safeguarding practice.
- iii. Worked with NMK, and other Stakeholders to revised and submitted to UNESCO Kenya's World Heritage Properties on the Tentative List.
- iv. Worked with NMK, UNESCO Regional Office for Eastern Africa and other stakeholders and submitted to the World Heritage Centre Kenya's Nomination of the Historic Town and Archaeological Site of Gedi for Listing as a World Heritage Site by the Committee.
- v. Developed a Mobile Dictionary APP for Waata Language as an endangered indigenous language in Kenya.
- vi. Election of Kenya in the World Heritage Committee and further elected as the Vice Chair of Group V(A) Africa Region
- vii. Implemented two Participation Programme Projects
- viii. Designation of Nakuru City among UNESCO Creative Cities Network in December 2021.
- ix. Co- hosting with UNESCO the African Regional Consultation on Culture and Arts Education in February 2023
- x. The programme enhanced partnerships in programmes and received financial report from UNESCO, German NatCom, CISP
- xi. Designation World Kiswahili day by UNESCO and recognition of Kiswahili as an international language in 2022 & 2023
- xii. Development of policy brief on promotion of dynamic and inclusive culture and creative industries 2023
- xiii. Designation of Kabarak University UNESCO Chair on Culture and Arts in Education for sustainable development
- xiv. Adoption by KIPPRA a creative economy chapters in their annual Report
- xv. Participation in development of Global Fair Culture Charter 2023.

### **Communication and Information Achievements**

- i. The Communication and Information programme has surpassed several targets including the capacity building on youth mobile App development and content development for community media. This has been possible partially because of the use of virtual meetings and because of partnerships.
- ii. The programme has established/maintained beneficial partnerships with stakeholders in the communication and information sector. Some of the key partnerships established/ maintained include with Ministry of ICT Youth and Innovation, public Universities, different media houses, Editors' guild, media Council of Kenya, Kenya Union of Journalists, Communication's Authority, among others. Out of the partnerships, most of the UNESCO communication and Information Sector activities have been picked up by partners. Rongo University for instance has partnered with a Canadian University to use community media to disseminate development information. Media Council is spearheading policy development in Media and Information Policy and in AI. Moi University Institute of Open and Distance Learning Education is fundraising for an innovation center.

- iii. The CI programme has constantly promoted the visibility of the commission. The activities of the programme have in the past five years been featured in more than twenty (20) media houses and in partner websites/ social media pages.
- iv. The programme has fundraised for different activities and has received funding from UNESCO Regional Office (MoW and AI for DRR), Government of Japan (AI for DRR) CODEMAO (Coding for youth) Rongo University (Content Development) Editor's guild have sponsored meetings, UNESCO has supported trainings for the MoW members and stakeholders.
- v. Participated in discussions in regional forums in Communication and Information such as the World Press Freedom Day, World Radio Day, Regional Memory of the World Committees meeting.

### **Research and Consultancy Achievements**

- i. Publication of four volumes of the KNATCOM Journal (<https://journals.unesco.go.ke/>), one in print and three online following the migration of the Journal to the Open Journal System in 2022.
- ii. Training of staff on the Open Journal System as well as acquisition of DOI's through the Commission's CrossRef Membership.
- iii. Research policy developed and approved by the KNATCOM Board.
- iv. Consultancy policy developed and approved by the KNATCOM Board.
- v. Development of STI strategy and approved by the KNATCOM Board.
- vi. Capacity needs assessment (CNA) for staff in research, consultancy, scientific writing undertaken.
- vii. Dissemination of calls for research funding, grants, awards, fellowships, and prizes done on a rolling basis.
- viii. Consultancy bids and several proposals for funding submitted.
- ix. Partnered with Daystar University/NACOSTI during the 2022 Ethics in Research Conference
- x. Partnered with KIPPRA in their KIPPRA Annual Regional Conference 2023.
- xi. Affiliation to a Research Consortium bringing on board NACONEK, MoE, Universities, Education Development Trust, World Institute of Social Education Development (WISE-ED) – a Consortium that participated in the CIES 2023 in Washington DC where KNATCOM activities in STEM/STI and Journal featured.
- xii. Partnered with Natural Science and Social and Human Sciences to coordinate a baseline socio-economic survey in Baringo Great Rift Valley Geopark and a survey on assessing redefinitions of Gender norms in Kenya, both under the UNESCO PP programme.

### **Partnership and Resource Mobilization Achievements**

- i. Development and implementation of Partnerships and Collaborations Policy
- ii. Development of the Commission's Resource Mobilization Policy
- iii. Sensitization of staff on both the Partnership, Collaborations and Resource Mobilization Policy
- iv. Capacity building on Grant and proposal writing undertaken by Kenya School of Government trainer.

- v. Several partnerships entered by the KNATCOM and MoUs signed with various Universities and Agencies.
- vi. Over 80 million Kenya shillings was raised in the past five years of the second Strategic Plan.

### **Resource Centre Achievements**

- i. The Resource Centre Policy and Procedure Manual was developed and approved by the KNATCOM Board.
- ii. Subscription for membership to Kenya Libraries and Information Services Consortium (KLISC) was done.
- iii. The processing of print information materials is ongoing.
- iv. Automation of print information resources using KOHA automated library system was done.
- v. The My Library on Fingertips (MyLoft) software was implemented and is in use.
- vi. Subscription to relevant electronic resources was done.
- vii. Content for the Resource centre on the website was uploaded.
- viii. Acquisition of an antiplagiarism software (iThenticate) was done.
- ix. Capacity building on access and utilization of the electronic resources was done.
- x. KNATCOM staff were sensitized on the antiplagiarism software.
- xi. Sensitization on use of the Online Public Access Catalogue (OPAC) was done.

### **Human Resource and Administration Achievements**

- i. Eighteen (18) members of staff were recruited to fill vacant positions in the staff establishment.
- ii. An effective performance management system was established and implemented over the Evaluation period.
- iii. Staff welfare is a priority area, to ensure sound employee relations measures have since been taken to handle grievances and create a conducive work environment.
- iv. KNATCOM provided numerous Internship and Industrial Attachment opportunities with the objective of establishing an avenue for youth to gain work experience, acquire relevant skills and improve competitiveness in their job search.
- v. The Commission has continued to implement the Kulturweit German Programme and in the period under review has engaged seventeen (17) German Volunteers at the Biosphere Reserves and the Commission's Head office.
- vi. Furniture was procured for newly renovated office premises on 14th and 15th floors.
- vii. The Commission procured insurance services for all motor vehicles.
- viii. Repairs and maintenance of the Commission's fleet and documentation are undertaken regularly.
- ix. Renovations for the office premises were undertaken for 14th, 15th and 16th floor.

### **Finance and Accounts Key Achievements**

- i. Developed & implementation of the KNATCOM Finance & Accounts Policy and Procedures Manual
- ii. Funds mobilized and revenues accounted for.
- iii. Budgets approved, Implemented and Monitored.
- iv. Compliance in preparation of financial statements
- v. Prudent cash-flow management
- vi. Prudent investment decisions
- vii. Development of KNATCOM's Assets and Liabilities Register
- viii. Asset tagging done.
- ix. Assets Policy Developed draft)

x. Financial Reporting( FiRe) Award 2023

**ICT Achievements**

- i. Upgraded the network infrastructure improving the network reliability.
- ii. Increased the internet bandwidth by over 300%.
- iii. Upgraded the Commission ICT Infrastructure.
- iv. Improved the Commission information security.
- v. Automated and modernized the Commission’s business processes.

**Corporate Communications Achievements**

- i. Establishment and operationalization of the division to handle corporate communications, separate from the Communications and Information Directorate.
- ii. Hiring of professional staff to run the division.
- iii. Continuation of the Jarida La KNATCOM as an instrument to keep the publics informed.
- iv. Biennial Stakeholders Forum have been held and have been key in ensuring that stakeholder input is centralized in the work of the Commission.
- v. Developed the main policies required for effective management of corporate communications in the organization.

**Corporate Strategy and Planning Key Achievements**

- i. There has been a progressive improvement of performance contracting.
- ii. Annual workplans were developed and implemented.
- iii. Strategic Plan developed and reviewed. The 2024/2028 Strategic Plan development in progress.
- iv. Monitoring and evaluation of the Commission’s projects was undertaken.
- v. One Enterprise Risk Management (ERM) policy was developed and implemented.
- vi. Compliance and Risk Management Coordination Division was operationalized, and an officer recruited.
- vii. Attained ISO 9001:2015 Certification and undertook internal audits. Undertook activities geared towards getting ISMS/IEC 9001:2013 certification. This was championed through the Management Representative and Committee responsible for handling ISO and ISMS matters.
- viii. Staff were trained on Business process re-engineering, and two processes were Re-engineered i.e. capacity building and research, implementation is in progress.
- ix. The various policies were developed and implemented, such as code of conduct and ethics, Human Resource procedure manual, corruption prevention policy, finance policy, as a fraud corruption prevention mechanism in the Commission and implementation is in progress and staff were sensitized on fraud prevention.

**Internal Audit Key Achievements**

- i. Training of the audit, risk, and compliance board committee
- ii. Implementation of the audit, risk, and compliance committee charter
- iii. Carried out various audits: Records management, ICT Audit, Programmes Audit, HR Audit, Procurement Audits, Financial Statement audits.

### **Legal Division Achievements**

- i. Draft Amendment of the KNATCOM Act, 2013.
- ii. Drafting the Conflict-of-Interest Policy.
- iii. Drafted the Gift Policy.
- iv. Drafted the Whistleblowing Policy.
- v. Drafted the Corruption Prevention Policy.
- vi. Quarterly reporting to Ethics and Anti- Corruption Commission.
- vii. Sensitized staff on the policies above listed 2-5.
- viii. Drafting and reviews of Memoranda of Understanding (MoUs) in consultation with the need department.
- ix. Reviewed the ICT and Finance departments' contractual documents upon expiry of the term.
- x. Development of the Corruption Risk Assessment & Corruption Risk Mitigation Pan (CRA & CRMP).
- xi. Facilitated the training of at least 10 Corruption Champions for the Commission.
- xii. Participate in the ratification process of the 2 Education Conventions (The Regional and Global Higher Education).

### **Supply Chain achievements**

- i. Procurement Policy & Procedure Manual developed, printed and implemented.
- ii. Suppliers of various categories registered bi-annually as guided by the Law including the AGPO Suppliers continuously registered as guided by law.
- iii. Annual Procurement Plan developed at the commencement of every financial year.
- iv. Part of the obsolete and unserviceable assets disposed as guided by the PPDA,2015
- v. Youth have been sensitized during the STEP trainings in collaboration with SHS every year. Women and Youth sensitized in Lamu during the Culture Capacity Building for women and Youth.
- vi. Quarterly and Annual stock reports done as guided by the PPADA,2015
- vii. Statutory reports to PPRA, Ministry of Trade and to NCPWD submitted on time as required.

#### **3.1.5.2 Challenges**

The following were challenges faced by KNATCOM during the implementation period:

- i. COVID-19 hampered the implementation of activities;
- ii. misconception and unrealistic expectations by some stakeholders that KNATCOM has adequate funds by virtue of being associated with UNESCO;
- iii. insecurity in parts of the country adversely affecting implementation of some activities;
- iv. insufficient, unavailability, and affordability of internet and connectivity in some parts of Kenya; and
- v. inadequate human and financial resources and budgetary cuts.

#### **3.1.5.3 Lessons Learnt**

##### **Lessons Learnt in Programmes, and Research and Resource Mobilization Directorates**

Documenting lessons learnt during programme implementation is very important especially since these lessons are used in subsequent planning of future activities. During the implementation period of the Commission's 2019-2024 Strategic Plan, the programmes identified the following as lessons learnt in the plan period:

- i. The use of online platforms provided a key opportunity for programme implementation during the pandemic period. This needs to continue as well as face to face engagements to enable achievement of some programme activities.
- ii. Partnerships and Collaborations are very important as they provide an opportunity for greater outcomes and enhance the visibility of the Commission. • Focusing on UNESCO's projects and programmes supports in enhancing implementation of the country's national development goals.
- iii. Inter-programme collaboration within the Commission leads to higher target achievement and greater national impact.
- iv. Young professionals and internship program in the Commission enhances achievement of programme activities.
- v. Collaboration with UNESCO Headquarters, Regional Office, Category I & II Centers, enhanced programme activities.
- vi. The programme invested much resources (time, finances and energy) implementing emerging activities which were related to the main strategies.
- vii. Regular monitoring and evaluation of programmes activities should be enhanced to inform performance.
- viii. Programme and Expert Committees remain a critical component to programmes performance.
- ix. Contributing to existing body of knowledge through research is an important function of KNATCOM and UNESCO and should be conducted regularly to enhance KNATCOM's visibility and impact.
- x. The KNATCOM Journal if well sustained, can raise the visibility of the Commission while providing a platform where local researchers can publish their findings.
- xi. There is an opportunity to continuously leverage on available technology in the Resource Centre.
- xii. The field of information services has numerous technology advancements which the Resource Centre can adapt to ensure excellent service delivery.

### **Lessons Learnt in Corporate Services**

Department Adaptive management would require drawing from lessons learnt to improve performance. During the implementation period of the Commission's 2019- 2024 Strategic Plan, the Corporate Services Department identified the following as lessons learnt:

- i. Inadequate staffing is a challenge hampering the efficiency and effectiveness across all programmes, departments, and divisions.
- ii. Achievement of the strategic objectives was greatly hampered by inadequate funding and staffing at the Divisional levels. This can be addressed through increased funding to support automation, youth empowerment initiatives, office renovations and publicity initiatives.
- iii. Inadequate staffing is a challenge hampering the efficiency and effectiveness across all programmes, departments, and divisions.
- iv. Achievement of the strategic objectives was greatly hampered by inadequate funding and staffing at the Divisional levels. This can be addressed through increased funding to support automation, youth empowerment initiatives, office renovations and publicity initiatives.
- v. Over-reliance on specific partners such as the Ministry of Education for providing opportunities to participate in trade fairs and exhibitions or the National Treasury as the main source of funds. In order to mitigate against this and avoid recurrence, more stakeholders and partners will be engaged in the second half of the Strategic Plan period.

- vi. Ensure knowledge transfer from vendors, suppliers, or consultants to reduce over-reliance and empower staff to gain expertise and benefit from new skills or knowledge in new areas.
- vii. Enforcement of policies, guidelines and contracts should be enforced for increased compliance, effectiveness, and impact.
- viii. Activities under Corporate Services should be coordinated by the respective offices to avoid loss of crucial data and seal reporting loopholes arising from fragmented implementation.
- ix. The COVID-19 pandemic affected the achievement of planned activities such as exhibitions which are heavily reliant on physical attendance for its success. Unfortunately, the options to undertake the same through virtual platforms were limited.
- x. Partnerships are vital to the Commission and assist in reduce the financial strain experienced by Programmes. Consequently, regular engagement and communication with donors and partners is important to foster mutually beneficial relationships.
- xi. The risk management process at KNATCOM requires an inclusive team-based approach for effective application and hence does not reside in any individual or function. The Compliance and Risk Management Coordination Division has been established to coordinate this.
- xii. The inclusion of performance contracting reporting at senior management meetings improved, to a great extent, the level of understanding and subsequently, reporting and scoring of performance contracting activities by relevant agencies.
- xiii. The inclusion of the Corporate Strategy and Planning Division in budget planning can help to address gaps in policy, achievement of the mandate and general activities of the Commission as well as guide monitoring and evaluation efforts.
- xiv. Early identification and preparation of the CRMP and CRA contributes to achievement of high scores from the relevant agencies and timely implementation and reporting should be encouraged.
- xv. Cross Programme or Departmental consultation is important during drafting of contractual agreements for internal or external audiences since this can also reduce the number of litigation cases that may arise as a result of misunderstandings.

### 3.2 Stakeholder Analysis

**Table 3.3: Stakeholder Analysis**

Table 3.3 below includes the Commission’s key stakeholders and their expected functions. Also included is the Commission’s interests as well as the respective stakeholders’ needs.

**Table 0.3: Stakeholder functions, KNATCOM interests and stakeholder needs**

S/No	Stakeholder	Role	Stakeholder Expectation	KNATCOM Expectation
1.	Ministry of Education	<ul style="list-style-type: none"> <li>• Plays an oversight role over UNESCO activities in Kenya</li> <li>• Formulation of relevant policies</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively discharging liaison role</li> <li>• Prudent utilization of the allocated resources</li> <li>• Timely provision of</li> </ul>	<ul style="list-style-type: none"> <li>• goodwill and support to the liaison function of KNATCOM between</li> </ul>



		<ul style="list-style-type: none"> <li>and guidelines</li> <li>• Support KNATCOM programmes</li> <li>•</li> </ul>	<p>relevant information</p>	<p>Kenya and UNESCO</p> <ul style="list-style-type: none"> <li>• Enabling policies and legislations to enforce KNATCOM mandate</li> <li>• Ministry support in the UNESCO programmes in Kenya</li> </ul>
	The National Treasury and Planning	<ul style="list-style-type: none"> <li>• Provide funding</li> <li>• Formulation of financial policies</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with financial laws, policies and regulations</li> <li>• Prudent utilization of the allocated resources</li> </ul>	<ul style="list-style-type: none"> <li>• Increased funding</li> <li>• Policy direction on financial matters</li> </ul>
	Ministry of Foreign Affairs	<ul style="list-style-type: none"> <li>• Accreditation of international conference delegates</li> <li>• Provision of diplomatic privileges and immunities of KUO staff</li> <li>• Facilitate the ratification of Conventions,</li> </ul>	<ul style="list-style-type: none"> <li>• Timely communication and dissemination of relevant information and documents</li> </ul>	<ul style="list-style-type: none"> <li>• Timely accreditation of conference delegates</li> <li>• Timely provision of privileges and immunities to the KUO Staff</li> <li>• Speedy ratifications of Conventions when presented</li> </ul>

		<ul style="list-style-type: none"> <li>• Authorizat ion of international agreement s</li> </ul>		<ul style="list-style-type: none"> <li>• by KNATCO M</li> <li>• Speedy concurren ce on internatio nal agreement s</li> </ul>
	Ministry of Water, Sanitation, and Irrigation	<ul style="list-style-type: none"> <li>• Formulati on and implement ation of relevant policies</li> <li>• Collaborat ion in the areas of water resources conservati on and developm ent in the context of UNESCO programm es and activities</li> <li>• Provision of technical expertise in water, sanitation and irrigation matters</li> </ul>	<ul style="list-style-type: none"> <li>• Timely communication and dissemination of relevant information</li> <li>• Partner and collaborate in programme implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Alignment of relevant KNATCO M mandates within the policies</li> <li>• Active participati on and collaborati on in UNESCO Areas of competen ce</li> <li>• Acquire technical expertise in water and sanitation matters</li> </ul>
	Office of the Attorney General	<ul style="list-style-type: none"> <li>• Approval and interpretat ion of legal instrument s</li> </ul>	<ul style="list-style-type: none"> <li>• Timely communication and dissemination of relevant information</li> <li>• Partner and collaborate in</li> </ul>	<ul style="list-style-type: none"> <li>• Speedy approvals of ratificatio ns of Conventio ns, Protocols</li> </ul>

		<ul style="list-style-type: none"> <li>• Provision of policy guidelines in relevant field</li> </ul>	programme implementation	<p>and other relevant instruments</p> <ul style="list-style-type: none"> <li>• Provision of technical expertise in relevant matters</li> </ul>
	Government Ministries, Counties, Departments, Agencies (MCDAs) and constitutional Commissions	<ul style="list-style-type: none"> <li>• Collaboration and partnership in research, programme development,</li> <li>• Implementation and provision of efficient services, policy guidelines, synergies,</li> <li>• Provision of technical expertise in capacity building and provision of enabling infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Timely communication and dissemination of relevant information</li> <li>• Partner and collaborate in programme implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Technical expertise</li> <li>• Collaborations and Partnerships</li> <li>• Funding</li> <li>• Policy and legal backing of KNATCOM activities</li> <li>• Facilitate Community and stakeholder engagement</li> </ul>
	Parliament	<ul style="list-style-type: none"> <li>• Support of KNATCOM programmes</li> <li>• Approval of budget</li> <li>• Approval of legislative</li> </ul>	<ul style="list-style-type: none"> <li>• Prudent utilization of resources</li> <li>• Timely reporting</li> <li>• Partner and collaborate in programme implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Enactment of relevant policies and legal instruments</li> <li>• Ratification of Conventio</li> </ul>

		frameworks		ns and Protocols
	Council of Governors	<ul style="list-style-type: none"> <li>• Collaboration and partnerships in programme implementation and stakeholder mobilization</li> <li>• Support of KNATCOM programmes</li> <li>• Linkage with the County Governments</li> </ul>	<ul style="list-style-type: none"> <li>• Timely communication and dissemination of relevant information</li> <li>• Partner and collaborate in programme implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborations and Partnerships</li> <li>• Community participation and ownership of KNATCOM Activities</li> </ul>
	Partners	<ul style="list-style-type: none"> <li>• Collaboration and partnerships in programme implementation and stakeholder mobilization</li> <li>• Technical and financial support</li> </ul>	<ul style="list-style-type: none"> <li>• Timely communication and dissemination of relevant information</li> <li>• Partner and collaborate in programme implementation</li> <li>• Prudent utilization of the allocated resources</li> <li>• Compliance with contractual obligations</li> </ul>	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Technical expertise</li> <li>• Collaborations and Partnerships</li> </ul>
	The Public	<p>Participate in KNATCOM activities.</p> <p>Participate in policy formulation</p>	<ul style="list-style-type: none"> <li>• Prudent utilization of the allocated resources</li> <li>• Timely feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Active participation and feedback on performance</li> </ul>

			<ul style="list-style-type: none"> <li>• Transparency and accountability</li> <li>• Timely communication and dissemination of relevant information</li> <li>• Resolution of public complaints</li> </ul>	<ul style="list-style-type: none"> <li>• Ownership of policies and uptake of KNATCOM Services</li> </ul>
	Suppliers of goods and services	<ul style="list-style-type: none"> <li>• Supply of goods and services</li> </ul>	<ul style="list-style-type: none"> <li>• Timely communication of relevant information</li> <li>• Timely payment</li> </ul>	<ul style="list-style-type: none"> <li>• Quality goods and services</li> </ul>
	Civil Society [Community and Faith Based Organizations]	<ul style="list-style-type: none"> <li>• Advocacy</li> <li>• Collaboration and partnerships in programme implementation and stakeholder mobilization</li> </ul>	<ul style="list-style-type: none"> <li>• Timely communication and dissemination of relevant information</li> <li>• Partner and collaborate in programme implementation</li> <li>• Compliance with contractual obligations</li> </ul>	<ul style="list-style-type: none"> <li>• Creating awareness</li> <li>• Collaborations and Partnerships</li> </ul>
	Universities	<ul style="list-style-type: none"> <li>• Provision of expertise to support UNESCO Programmes,</li> <li>• Collaboration and partnerships in programme implementation and stakeholder</li> </ul>	<ul style="list-style-type: none"> <li>• Timely communication and dissemination of relevant information</li> <li>• Partner and collaborate in programme implementation</li> <li>• Facilitate establishment of UNESCO/UNITWIN Chairs and UNEVOC centers</li> </ul>	<ul style="list-style-type: none"> <li>• Technical expertise</li> <li>• Support in programme implementation and stakeholder mobilization</li> </ul>

		<ul style="list-style-type: none"> <li>mobilization</li> <li>Support the hosting of UNESCO/UNITWIN Chairs and UNEVOC centers</li> </ul>		<ul style="list-style-type: none"> <li>Host UNESCO Chairs</li> </ul>
	Local and international research organizations	<ul style="list-style-type: none"> <li>Collaboration and synergy in research and capacity building</li> </ul>	<ul style="list-style-type: none"> <li>Timely communication and dissemination of relevant information</li> <li>Partner and collaborate in programme implementation</li> </ul>	<ul style="list-style-type: none"> <li>Partnerships and support in research and capacity building</li> </ul>
	Youth		<ul style="list-style-type: none"> <li>Timely communication and dissemination of relevant information</li> <li>Partner and collaborate in programme implementation</li> <li>Provide capacity building and mentorship opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Uptake of Internship and attachment opportunities</li> <li>Participate in KNATCOM activities</li> </ul> <p>Participate in the Kenya UNESCO Youth forum</p>
1.	Foreign missions in Kenya and Kenyan Missions abroad	<ul style="list-style-type: none"> <li>Collaborate and partner in programme implementation</li> </ul>	<ul style="list-style-type: none"> <li>Timely communication and dissemination of relevant information</li> <li>Partner and collaborate in programme implementation</li> </ul>	<ul style="list-style-type: none"> <li>Support KNATCOM Activities</li> </ul>
	Local communities,	<ul style="list-style-type: none"> <li>Collaborate and</li> </ul>	<ul style="list-style-type: none"> <li>Timely communication</li> </ul>	<ul style="list-style-type: none"> <li>Support KNATCOM</li> </ul>

	groups, and individuals	partner in programme implementation	and dissemination of relevant information <ul style="list-style-type: none"> <li>• Partner and collaborate in programme implementation</li> </ul>	M Activities <ul style="list-style-type: none"> <li>• Disseminate information</li> </ul>
	Kenya Bureau of Standards	<ul style="list-style-type: none"> <li>• Standardization and accreditation</li> </ul>	<ul style="list-style-type: none"> <li>• Conformity and compliance to the Standard</li> </ul>	<ul style="list-style-type: none"> <li>• Training and Certification in ISO</li> </ul>
	Media	<ul style="list-style-type: none"> <li>• Awareness creation, advocacy and dissemination of information</li> </ul>	<ul style="list-style-type: none"> <li>• Timely communication and dissemination of relevant information</li> <li>• Partner and collaborate in programme implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of awareness of KNATCOM products and services and wide dissemination of information</li> </ul>
	Private sector	<ul style="list-style-type: none"> <li>• Provision of supplementary services</li> <li>• Provide funding</li> </ul>	<ul style="list-style-type: none"> <li>• Timely communication and dissemination of relevant information</li> <li>• Partner and collaborate in programme implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborate and partner in programme implementation</li> <li>• Funding of KNATCOM Programmes</li> </ul>
	Internal customers (employees)	<ul style="list-style-type: none"> <li>• Delivery of quality services to clients</li> </ul>	<ul style="list-style-type: none"> <li>• Favourable terms and conditions of employment</li> <li>• Conducive work environment</li> </ul>	<ul style="list-style-type: none"> <li>• Customer satisfaction</li> </ul>
	UNESCO Headquarters	<ul style="list-style-type: none"> <li>• Provide technical and</li> </ul>	<ul style="list-style-type: none"> <li>• Timely communication and</li> </ul>	<ul style="list-style-type: none"> <li>• Technical expertise</li> </ul>

		<p>financial support, provide strategic direction</p> <ul style="list-style-type: none"> <li>• Approval of participation programmes</li> <li>• Provision of policy guidelines</li> <li>• Monitor and evaluate UNESCO funded programmes</li> </ul>	<p>dissemination of relevant information</p> <ul style="list-style-type: none"> <li>• Partner and collaborate in programme implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Alignment of KNATCOM mandate in the policy guidelines</li> <li>• Facilitation of M&amp;E exercise and feedback</li> </ul>
	UNESCO Regional Office	<ul style="list-style-type: none"> <li>• Provision of logistical, technical, and financial support to programmes</li> <li>• Joint implementation of programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Timely communication and dissemination of relevant information</li> <li>• Partner and collaborate in programme implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Technical expertise and financial support</li> <li>• Collaborations and Partnerships</li> </ul>
	Permanent Delegation of Kenya to UNESCO	<ul style="list-style-type: none"> <li>• Provide strategic guidance and linkages with UNESCO and other member states</li> </ul>	<ul style="list-style-type: none"> <li>• Timely communication and dissemination of relevant information</li> <li>• Partner and collaborate in programme implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Liaison services</li> <li>• Timely communication and dissemination</li> </ul>



		<ul style="list-style-type: none"> <li>• Represent Kenya at UNESCO</li> <li>• Facilitate effective participation of Kenya's delegations to UNESCO meetings</li> </ul>		<p>ion of relevant information</p> <ul style="list-style-type: none"> <li>• Coordination for participation, logistics and stay of Kenya delegations in UNESCO meetings</li> </ul>
	Salaries and Remuneration Commission	<ul style="list-style-type: none"> <li>• Set and regularly review the remuneration and benefits of all state officers</li> </ul>	<ul style="list-style-type: none"> <li>• Timely communication and dissemination of relevant information</li> </ul>	<ul style="list-style-type: none"> <li>• harmonize and rationalize salaries and benefits in line with SRC</li> </ul>

## CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

This Chapter presents the Strategic Issues to be addressed by the Commission during the 2024-2029 plan period. This Chapter also provides the Commission's Key Result Areas (KRAs). The Commission has also identified seven strategic issues, seven strategic goals and seven Key Result Areas (KRAs) in which implementation will be carried out, performance measured, and results communicated or reported.

### 4.1 Strategic Issues

The identified Strategic Issues for the Commission are:

- a) Existing Gaps in equity, inclusion, and quality education pathways.
- b) Mechanisms to advance sustainable societies and environmental protection.
- c) Inequalities in societies.
- d) Awareness, appreciation, safeguarding of cultural heritage and promotion of creative industries.
- e) Shrinking democratic space for freedom of expression, access to information and media development.
- f) Research, Consultancy and Information Dissemination
- g) Commission's Institutional Capacity

### 4.2 Strategic Goals

The Commission will pursue the following seven (7) strategic goals during the strategic plan period;

**GOAL 1:** Promote inclusive, equitable, quality education, lifelong learning opportunities and creative societies.

**GOAL 2:** Promote conservation and management of natural heritage and sustainable societies.

**GOAL 3:** Reduce inequalities and build more inclusive societies.

**GOAL 4:** To promote cultural heritage values, identity, and vibrant creative sector.

**GOAL 5:** Increased freedom of expression, media development and access to information and knowledge.

**GOAL 6:** Enhanced Research, Consultancy, knowledge and information dissemination in Education, Sciences, Culture, Communication, and Information.

**GOAL 7:** Enhance effectiveness and efficiency in service delivery.

### 4.3 Key Results Areas

The Commission has identified Key Result Areas (KRAs) in which implementation will be carried out, performance measured, and results communicated. These KRAs have been carefully identified to cover the entire range of programmes implemented by the Commission and provide the areas along which reporting will be carried out.

The KRAs are as follows:

- 1) **KRA 1:** Inclusive and Equitable Quality Education
- 2) **KRA 2:** Sustainable societies and protected environment and natural heritage.
- 3) **KRA 3:** Social justice and inclusion in societies
- 4) **KRA 4:** Cultural heritage and inclusive creative sector
- 5) **KRA 5:** Media Development
- 6) **KRA 6:** Knowledge Management
- 7) **KRA 7:** Institutional Capacity development

**Table 0.1: Strategic Issues, Goals and KRA**

<b>Strategic Issue</b>	<b>Goal</b>	<b>KRAs</b>
Existing Gaps in equity, inclusion, and quality education pathways	Promote inclusive, equitable, quality education, lifelong learning opportunities and creative societies	KRA 1: Inclusive and Equitable Quality Education
Mechanisms to advance sustainable societies and environmental protection	Promote conservation and management of natural heritage and sustainable societies	KRA 2: Sustainable societies and protected environment and natural heritage.
Inequalities in societies	Reduce inequalities and build more inclusive societies	KRA 3: Social justice and inclusion in societies
Awareness, appreciation, safeguarding of cultural heritage and promotion of creative industries	To promote cultural heritage values, identity, and vibrant creative sector	KRA 4: Cultural heritage and inclusive creative sector
Shrinking democratic space for freedom of expression, access to information and media development	Increased freedom of expression, media development and access to information and knowledge.	KRA 5: Media Development
Research, Consultancy and Information Dissemination	Enhanced Research, Consultancy, knowledge and information dissemination in Education, Sciences, Culture, Communication, and Information	KRA 6: Knowledge Management

Institutional Capacity	Enhance effectiveness and efficiency in service delivery.	KRA 7: Institutional Capacity development
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## CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

This chapter focuses and outlines the strategic direction of the Commission. It highlights the Strategic Objectives and Strategies that will enable the Commission to deliver on the plan and its mandate. The chapter also highlights Strategic Choices, illustrating how these choices are linked to the Strategic Objectives.

### 5.1 Strategic Objectives

This section focuses on the strategic objectives the Commission commits to accomplish in the next five years 2024-2029 to achieve its strategic goals and realize its vision. The strategic objectives establish levels of performance to be achieved on identified strategic issues. The Plan has seven Strategic Objectives aligned to address the various KRAs under the strategic issues. The section also highlights the outcomes of annual projections for the plan period. The outcomes result directly from activities or programmes to be implemented for each key result area.

**Table 0.1: Outcomes Annual Projections**

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
SO1 <b>Strategic Objective 1:</b> Ensure inclusive and equitable quality education	Education systems equipped to promote inclusion, address marginalization and advance education rights	Increased percentage of learners completing primary and secondary in selected counties	10	10	10	10	10
	Learners empowered through Gender-transformative education systems	Number of institutions mainstreaming Gender Responsive initiatives	136	136	136	136	136
	Learners equipped with relevant skills to meet individual, labour market and societal demands through literacy, technical and vocational education, and training (TVET)	Percentage increase in number of learners taking TVET	10	10	10	10	10
		Number of structures established, and guidelines developed by the qualifications regulatory bodies for implementation of the Global and Regional	1	1	3	6	9

	and higher education	conventions on Higher Education Qualifications					
	Learners empowered on sustainable development, global citizenship education, GHA and healthy lifestyles	Number of Schools implementing Climate change and greening education programmes	50	100	150	200	250
		Number of schools implementing peace, GHA and Global citizenship education	50	100	150	200	250
		Number of learners reached with life skills-based HIV and sexuality education	300	300	500	500	1000
	Improved coordination, monitoring and reporting on implementation of SDG4 and CESA 2016-25	National Monitoring, Evaluation and Reporting Framework in Place	0	0	1	0	0
		Number of SDG and CESA 2016-2025 reports in place	1	1	1	1	1
	Engagement in interdisciplinary research and policy dialogues	Number of Interdisciplinary studies carried out	0	1	0	1	0
		Number of Publications and Policy briefs	0	1	0	1	0
		Technologies and digital innovations leveraged to ensure more inclusive, effective, and relevant learning	Number of institutions mainstreaming ICT in learning	60	60	60	60
Number of institutions implementing Media and Information Literacy			50	100	150	200	250
<b>KRA2: Inclusive, equitable and quality STEM education</b>							
			<b>Projections</b>				
<b>Strategic Objective</b>	<b>Outcome</b>	<b>Outcome Indicator</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>

SO1.1: Strengthen inclusive and equitable quality education	reduce inequalities for life-long learning and creative societies	% level of enrolment in STEM courses	30	35	40	45	50
KRA2: Sustainable societies and protected environment and natural heritage.							
<i>Strategy 2.1: Establish and promote innovative approaches and models to conservation and sustainable development</i>	Innovative solutions and models to conservation and promoted	Number of models established and promoted	0	1	0	1	1
SO2.1: <i>Enhance knowledge and capacity for climate action, biodiversity, water and ocean management, and disaster risk reduction.</i>	Enhanced knowledge and capacity for climate action, biodiversity, water and ocean management, and disaster risk reduction	Number of stakeholders with skills and competencies	40	40	40	40	40
SO2.2: <i>Advance international cooperation in Science,</i>	Advanced international cooperation in STI	Number of STI related engagements	2	2	2	2	2

<i>Technology, and Innovation</i>							
<b>KRA3: Social justice and inclusion in societies</b>							
<b>Strategic Objective</b>	<b>Outcome</b>	<b>Outcome Indicator</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
SO1.1 To enhance social justice, inclusion and peace	Enhanced inclusivity and quality of physical education, physical activity, and sport	% level of implementation of the PE Policy  % of stakeholders from marginalized groups participating in PE, PA, and Sport	-	2%	3%	4%	5%
	Increased inclusivity and reduced discrimination, hate speech and stereotypes	% increase in awareness on issues of slavery  % of stakeholders from vulnerable groups included in capacity building activities  % decrease in discrimination, hate speech and stereotypes	-	2%	3%	4%	5%
	Reduced unethical issues arising from innovative technologies and digital transformation	% increase in the utilization of ethical standards, norms, and framework in institutions  % increase in awareness on ethical standards, norms and frameworks of innovative technologies and digital transformation	-	2%	3%	4%	5%

<b>KRA4: Cultural heritage and inclusive creative sector</b>	
	<b>Projections</b>



<b>Strategic Objective</b>	<b>Outcome</b>	<b>Outcome Indicator</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Strategic Objective 1:</b> Improve management and governance of cultural heritage.	Management and governance of cultural heritage improved	% improvement level on management and governance of cultural heritage	5%	7%	10%	15%	-
<b>Strategic Objective 2:</b> Strengthen capacities for promotion and protection of inclusive creative sector	Increased opportunities, synergies, and investment in the creative sector	% increase in awareness on economic opportunities for the creative sector.	5%	10%	15%	20%	-
<b>Strategic Objective 3:</b> Enhance intercultural dialogue and rapprochement of cultures in Kenya	Increased awareness and appreciation of cultural values and diversity	% increase in awareness and appreciation of cultural values and diversity	5%	10%	15%	20%	-
<b>KRA5: Media development</b>							
			<b>Projections</b>				
<b>Strategic Objective</b>	<b>Outcome</b>	<b>Outcome Indicator</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Strengthen the media environment for improved	Media professionals and stakeholders trained on the UN plan of Action and the issue of impunity	Number of media professionals trained on the UN plan of	50	50	50	50	50

democratic engagements		action and the issue of impunity						
	Forums on freedom of expression organised (World Radio Day, World Press Freedom Day)	Number of forums on freedom of expression and access to information organised	5	5	5	5	5	5
	Conferences, workshops, seminars, and dialogue forums to promote access to and preservation of information and knowledge organised.	Number of forums on freedom of expression and access to information organised	5	5	5	5	5	5
	The capacity of journalists from community media built in editorial formatting and content development.	Number of journalists from community media trained on editorial formatting and content development	30	30	30	30	30	30
SO.2 Enhance access to information among the citizenry	Capacity of youth on emerging technologies and Artificial Intelligence built.	Number of youths trained in innovative technologies and AI	50	50	50	50	50	50
	Capacity of preservation professionals on preservation of documentary heritage built	Number of preservation officers trained on documentary heritage	10	10	10	10	10	10
	Documentary heritage within the counties identified.	Number of counties where documentary heritage is identified	5	5	5	5	5	5
<b>KRA6: Knowledge Management</b>								
			<b>Projections</b>					
<b>Strategic Objective</b>	<b>Outcome</b>	<b>Outcome Indicator</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	

To enhance effective and efficient mechanisms knowledge management	Effective and efficient knowledge management mechanisms enhanced	% improvement in knowledge management mechanisms enhanced.	20	20	20	20	20
		% improvement in Research and knowledge dissemination	10	15	20	25	25
		% improvement in Research Linkages and Collaboration	10	10	15	15	15
		% improvement in Consultancy framework development and implementation	10	20	30	20	10
<b>KRA7: Institutional Capacity development</b>							
			<b>Projections</b>				
Strategic Objective	Outcome	Outcome Indicator	Year 1	Year 2	Year 3	Year 4	Year 5
SO 1.1. Enhance prudent management of financial resource in accordance with the existing legal and regulatory framework	Improved effectiveness of Finance Operations	% level of Improved effectiveness of Finance Operations	100%	100%	100%	100%	100%
SO 1.2. Attract, Develop and Retain Human Capital	Improved productivity	% level of Improved Productivity	100%	100%	100%	100%	100%

SO 1.3. Enhance Supply Chain Management Processes	Enhanced efficiency and effectiveness in Supply Chain Management Processes	% level of Enhanced efficiency and effectiveness in Supply Chain Management Processes	10 0%	100 %	1 0 0 %	10 0%	10 0%
SO 1.4. Leverage on Technology to enhance efficiency and effectiveness in service delivery	enhanced efficiency and effectiveness in service delivery.	% Level of technology uptake to enhance efficiency and effectiveness in service delivery.	10 0%	100 %	1 0 0 %	10 0%	10 0%
SO 1.5. Enhance visibility and increase awareness of KNATCOM's Programmes and Activities	Visibility of KNATCOM's programmes and activities enhanced	% increase in visibility	10 0%	100 %	1 0 0 %	10 0%	10 0%
SO 1.6. Provision of independent assurance on the effectiveness of governance, risk management and control process	Enhanced efficiency and effectiveness in risk Assurance, governance, and internal processes	% level of Enhanced efficiency and effectiveness in risk Assurance, governance, and internal processes	10 0%	100 %	1 0 0 %	10 0%	10 0%
SO 1.7. strengthen performance management practices for continual	Performance management practices enhanced	% level of Improved performance management	10 0%	100 %	1 0 0 %	10 0%	10 0%

improvement							
SO 1.8. Promote effective and efficient risk management processes to support achievement of the Commission's mandate.	Improved risk management processes	%level of Improved risk management processes.	100%	100%	100%	100%	100%
SO 1.9. Enhance compliance with legal, statutory, and contractual agreements	Enhanced compliance with legal, statutory, and contractual agreements	% level of Enhanced compliance with legal, statutory, and contractual agreements	100%	100%	100%	100%	100%
SO 1.10. strengthen KNATCOM's legal mandate	Strengthened KNATCOM's legal mandate.	%level of strengthens KNATCOM's legal mandate.	100%	100%	100%	100%	100%
SO 1.11. Enhance partnership and collaborations for resource mobilization	Improved resource mobilization and partnership framework	% level of improvement in Partnerships and collaboration framework for resource mobilization	100%	100%	100%	100%	100%

## 5.2 Strategic Choices

This section describes the course of action and means that the Commission will pursue to achieve results on priority key issues. Each strategic goal has a strategic objective(s) that the Commission aspires to achieve and defined key results areas, and each strategic objective has a strategy that defines a specific course of action to be taken to realize the defined key results. The Commission commits to making the following strategic choices in achieving the identified strategic objectives.

Table 5.2 Strategic Objectives and Strategies

KRA	Strategic Objective(s)	Strategies
KRA 1: Inclusive and Equitable Quality Education	<b>Objective 1:</b> Ensure inclusive and equitable quality education	<b>S1:</b> promote inclusion to address marginalization and advance education rights
		<b>S 2:</b> empower learners through gender transformative initiatives
		<b>S 3:</b> equip learners with relevant skills to meet individual, labour market and societal demands through literacy, technical and vocational education, and training (TVET) and higher education
		<b>S4: empower</b> Learners on sustainable development, global citizenship education and healthy lifestyles
		<b>S5 :</b> improve coordination, monitoring and reporting on implementation of SDG4 and CESA 2016-25
		<b>S6:</b> engage in interdisciplinary research and policy dialogues
		<b>S7:</b> leverage technologies and digital innovations to ensure more inclusive, effective and relevant learning
KRA	Strategic Objective(s)	Strategies
<b>KRA 2:</b> Inclusive, and equitable quality STEM education	<b>Objective 1:</b> Strengthen inclusive and equitable quality gender transformative STEM and digital education	<b>S1:</b> Institutional and human capacities strengthened in basic sciences, STI and engineering to advance knowledge for sustainable development.
Sustainable societies and protected environment and natural heritage.	Work towards sustainable societies and protecting the environment through the promotion of science, technology, innovation, and natural heritage	<b>S1:</b> Establish and promote innovative approaches and models to conservation and sustainable development <b>S2:</b> Enhance knowledge and capacity for climate action, biodiversity, water and ocean management, and disaster risk reduction. <b>S3:</b> Advance international cooperation in Science, Technology, and Innovation
KRA 3	Strategic Objectives	Strategies
		1.Advance inclusive and quality physical education, physical activity, and sport

Social justice and inclusion in societies	To enhance social justice, inclusion, and peace	
		1.Promote human rights and non-discrimination practices for social development
		2.Support adoption of social and human sciences knowledge for inclusive development
		3.Strengthen the capacities for gender equality
		4.Enhance youth capacities for development
		1.Enhance human rights and freedom through promotion of ethical standards, norms, and frameworks
<b>KRA 4:</b> Cultural heritage and inclusive creative sector	<b>SO1:</b> Improve management and governance of cultural heritage.	<b>S1:</b> Build capacities on management and governance of cultural heritage.
		<b>S2:</b> Foster collaborations and partnerships in management and governance of cultural heritage
	<b>SO 2:</b> Enhance capacities for promotion and protection of inclusive creative sector	<b>S1:</b> S1 Build capacities of stakeholders on promotion of inclusive culture and creative industries
		<b>S2:</b> Capacity build stakeholders on standards and frameworks for monitoring /measuring contribution of culture to development and 2030 agenda
		<b>S3:</b> Enhance collaboration and linkages in promotion of cultural diversity and creative sector
	<b>SO3:</b> Enhance intercultural dialogue and rapprochement of cultures in Kenya	S1 foster inter-cultural dialogue and appreciation of cultural diversity and values in partnership with stakeholders
		S2. Build capacities of Youth on cultural values and ethics
<b>KRA</b>	<b>Strategic Objective(s)</b>	<b>Strategies</b>
<b>KRA 5: Media Development</b>	Objective 1: Strengthen the media environment for improved democratic engagements	S1 Develop ethical standards, norms, and frameworks for action to meet the challenges of innovative technologies and digital transformation
	Objective 2: Enhance access to information among the citizenries	S1 Foster knowledge sharing and skills development in the digital age

	Objective 3: Promote freedom of expression among the citizenry	S1 Engage in activities that enhance the right to freedom of expression
<b>KRA</b>	<b>Strategic Objective(s)</b>	<b>Strategies</b>
<b>KRA 6:</b> Knowledge Management	Objective 1: To enhance effective and efficient mechanisms knowledge management.	<p><b>S1:</b> Enhance research and knowledge generation.</p> <p><b>S2:</b> Enhance research and knowledge dissemination.</p> <p><b>S3:</b> Enhance the Commission's external Research linkages and collaborations.</p> <p><b>S4:</b> Enhance the institutional capacity to undertake consultancy in UNESCO areas of competence for knowledge and expertise.</p> <p><b>S5 :</b>Undertake stakeholders and external consultancy in UNESCO areas of competence for purposes of institutional Resource mobilization.</p> <p><b>S6:</b> Enhance access to information on UNESCO areas of competence.</p> <p><b>S7:</b> Enhance capacity of users to utilize resources Centre services.</p>

<b>KRA 7</b>	<b>Strategic Objective</b>	<b>Strategies</b>
Institutional Capacity development	Promote efficient and effective partnership and resource mobilization strategies for the Commission.	Enable resource mobilization for KNATCOM
		Enhance collaboration and partnerships for resource mobilization
	Enhance prudent management of financial resource in accordance with the existing legal and regulatory framework	Enhance prudent Financial Management
		Promote Efficient Financial Planning and Budgeting
		Enhance Prudent Asset Management



Attract, Develop and Retain Human Capital	improve Employee satisfaction.
	improve the Human Resource capacity of the Commission.
	Enhance efficient KNATCOM’s fleet management.
	Enhance the infrastructure of the Commission.
Enhance Supply Chain Management Processes	Enhance effective supply chain management practices.
Leverage on Technology to enhance efficiency and effectiveness in service delivery	Improve the Commission’s ICT infrastructure.
	Enhance automation of processes in the Commission by digitalizing Services.
	Enhance the Commission’s ICT Security
	Enhance Disaster Recovery environment.
	Compliance with ICT standards and regulatory requirements.
	Business Processes re-engineering
Enhance visibility and increase awareness of KNATCOMs Programmes and Activities	Improve KNATCOM’s Corporate Image
	Increase public awareness of KNATCOM programmes and activities
Provision of independent assurance on the effectiveness of governance, risk management and control process	Enhance Internal Controls
	Enhance Governance
	Strengthen the Audit Functions
strengthen performance management practices for continual improvement	Enhance planning, budget prioritization, Monitoring and evaluation and compliance reporting.
	Establish an innovation culture

	<p>Promote effective and efficient risk management processes to support achievement of the Commission’s mandate.</p>	<p>Enhance Risk management mechanism</p>
	<p>Strengthen good governance practices and provide legal guidance to the Commission</p>	<p>Enhance compliance with legal, statutory, and contractual agreements strengthen KNATCOM’s legal mandate.</p>

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## **CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK**

This chapter sets out how the KNATCOM 2024-2029 strategic plan will be implemented. It further explains the Implementation Action Plan, Annual Work Plan and the Budget, Performance Contracting, Coordination Framework and the Institutional Framework. The chapter details the Coordination Framework covering aspects such as the Institutional Framework, Staff Establishment, Skills Set, and Competence Development, Leadership, and Systems and Procedures. The chapter also delves into the Risk Management Framework, emphasizing the importance of identifying, assessing, and mitigating risks within the organization. Together, these sections provide a comprehensive overview of key elements essential for effective management and strategy implementation.

### **6.1 Implementation Plan**

For successful Implementation of the KNATCOM Strategic Plan 2024 - 2028, there will be a need for a clear and well thought out implementation plan. This will be based on existing structures of the Commission and will serve as the guiding roadmap for execution of strategic objectives, strategies, and activities outlined in these various planning instruments. This comprehensive plan not only delineates the sequence of activities, responsibilities, and timelines but also ensures alignment with available resources and financial allocations, thereby fostering efficiency and accountability throughout the execution process. Moreover, it functions as the bridge between strategic planning and operational execution, facilitating the translation of the Commission's goals into tangible actions, budgetary allocations, and contractual commitments, thereby enabling monitoring of progress and achievement of the desired outcomes effectively.

#### **6.1.1 Action Plan**

An action plan outlines specific activities, responsibilities, timelines, and resources needed to achieve concrete goals and objectives. The implementation matrix below will help the Commission to prioritize activities, track progress, and stay on course toward desired outcomes.

### **6.1.2 Annual Workplan and Budget**

The Annual Work Plan and Budget is a critical strategic plan and implementation tool for an organization. The Annual Workplan and Budget outlines the specific tasks, activities, and projects that need to be executed to achieve strategic objectives for a given year. They also allocate resources, including finances and workforce, to ensure that these initiatives are carried out effectively. By delineating clear timelines, responsibilities, and performance targets, the Annual Work Plan and Budget facilitates accountability, transparency, and alignment with the overarching strategic plan. They serve as dynamic guides, helping the department adapt to changing circumstances and enabling it to monitor progress toward its strategic goals while making informed decisions to optimize the Commission's operational efficiency and effectiveness.

### **6.1.3 Performance Contracting**

Performance contracting is part of broader public sector reforms aimed at improving efficiency and effectiveness in the management of public services. It is an agreement between two parties that specifies their mutual performance obligations, intentions, and responsibilities. The Secretary General will sign the contract with the Cabinet Secretary. Similarly, the Secretary General will sign the PC Contracts with Heads of Departments while the Heads will sign the annual contracts with the Division Heads. The Secretary General shall also undertake Staff Performance Appraisals for all staff. The Commission shall ensure that its activities and programmes are aligned and mainstreamed in its annual Performance Contract. This will then be cascaded to programmes and departments.

## **6.2 Coordination Framework**

The coordination framework for the implementation of the Strategic plan is a well-structured and cohesive approach that ensures the effective realization of the Commission's goals. At its core, the Commission's organizational structure is designed with clear hierarchies and responsibilities, fostering accountability and transparency. Staffing levels are optimized to match the plan's requirements, with a focus on recruiting individuals possessing diverse skill sets and competencies to cover a wide range of technical skills. Strong leadership is emphasized, with visionary leaders who provide direction, motivation, and strategic guidance to the workforce. Systems and procedures are meticulously crafted, enabling efficient workflow, data management, and performance tracking. This comprehensive framework synergizes the Commission's human resources, expertise, and administrative processes, facilitating the successful execution of the Plan. To ensure effective coordination of the implementation of Strategic plan, a secretariat of .....members will be constituted to spearhead the overall implementation of the Plan. It will draw representatives from all Commission departments and a Team Leader identified to coordinate implementation of each Key Result area. Each Team Leader will ensure the achievements of this plan. Monthly, quarterly, annual, mid-term and end term reviews will be done.

### 6.2.1 Institutional Framework

The institutional framework encompasses the organizational structure, policies, procedures, and decision-making mechanisms within an entity. It serves as the backbone for translating strategic objectives into actionable steps by defining roles, responsibilities, and accountability mechanisms. It establishes a clear hierarchy of authority and fosters alignment across various departments, ensuring that resources are allocated efficiently, and that the strategic plan's goals and objectives are pursued effectively. Additionally, it helps in adapting to changing circumstances and provides a platform for monitoring progress, evaluating outcomes, and making necessary adjustments to ensure the successful execution of the strategic plan.

### 6.2.2 Staff Establishment, Skills Set and Competence Development

Currently, the Commission has 48 serving staff members against an approved Establishment of 94, hence operating at 51.06 per cent capacity. For effective execution of the Commission's core mandate, Commission plans to fill the vacant positions during the plan period. The proposed staffing level for the next five years is provided in table 6.1 below

**Table 6.2: Staff Establishment**

Cadre/Job Post	Job Grade	Approved Establishment (A)	Optimal Staffing Level (B)	In Post (C)	Variance D= B-C
Secretary General/CEO	KNC 1	1	1	0	1
DSG, Programmes	KNC 2	1	1	1	0
DSG, Research & Resource Mob	KNC 2	1	1	0	1
Director, SHS Programme	KNC 3	1	1	1	0
Director, NS Programme	KNC 3	1	1	0	1
Director, Education Programme	KNC 3	1	1	1	0
Director, Culture Programme	KNC 3	1	1	0	1
Director, C&I Programme	KNC 3	1	1	0	1
Director, Corporate Services	KNC 3	1	1	0	1
Corporation Sec & Dir. Legal Services	KNC 3	1	1	0	1

Director, Partnership & Resource Mob	KNC 3	1	1	0	1
Director, Research & Consultancy	KNC 3	1	1	0	1
Director, KNATCOM Resource Centre	KNC 3	1	1	0	1
Director, Corporate Strategy & Planning	KNC 3	1	1	0	1
Manager, Internal Audit & Risk Assurance	KNC 3	1	1	0	1
Principal SHS Prog Officer/ Deputy Director, SHS Programme	KNC 5/4	2	2	2	0
Principal NS Prog Officer/ Deputy Director, NS Programme	KNC 5/4	2	2	2	0
Principal Education Prog Officer/ Deputy Director, Education Prog	KNC 5/4	3	3	1	2
Principal Culture Prog Officer/ Deputy Director, Culture Programme	KNC 5/4	2	2	2	0
Principal C&I Prog Officer/ Deputy Director, C&I Programme	KNC 5/4	2	2	1	1
Principal/ Deputy Director, Partnership & Resource Mobilization	KNC 5/4	1	1	0	1
Deputy Director, Research & Consultancy	KNC 4		1	1	0
Manager, KNATCOM Resource Centre	KNC 4	1	1	0	1
Principal Officer Planning /Manager, Strategy & Planning	KNC 5/4	1	1	0	1
Manager, Human Resource & Admin	KNC 4	1	1	0	1

Manager, Finance & Accounts	KNC 4	1	1	1	0
Manager, ICT	KNC 4	1	1	0	1
Manager, Corporate Communication	KNC 4	1	1	0	1
Principal /Manager, Supply Chain Management	KNC 5/4	1	1	0	1
Manager, Internal Audit & Risk Assurance	KNC 4	1	1	0	1
Manager, Legal Services	KNC 4	1	1	1	0
Legal Officer/ Senior /Principal Legal Officer	KNC 7/6/5	1	1	0	1
Research & Consultancy Officer /Senior /Principal	KNC 7/6/5	3	3	2	1
Officer, Resource Centre /Senior /Principal	KNC 7/6/5	1	1	1	0
Principal Compliance Officer	KNC 5	1	1	0	1
Principal HRM Officer	KNC 5	1	1	0	1
Administration Officer /Senior /Principal	KNC 7/6/5	1	1	2	-1
Principal Accountant	KNC 5/D3	1	1	0	1
ICT Officer /Senior /Principal	KNC 7/6/5	1	1	2	-1
Corporate Communication Officer/Senior/Principal	KNC 7/6/5	1	1	0	1
Auditor /Senior/Principal	KNC 7/6/5	1	1	1	0
Principal Officer Administrator	KNC 5	1	1	0	1

Office Administrator /Senior	KNC 7/6	9	9	5	4
Education Programme Officer /Senior	KNC 7/6	2	2	2	0
NS Programme Officer /Senior	KNC 7/6	2	2	1	1
SHS Programme Officer /Senior	KNC 7/6	2	2	0	2
Culture Programme Officer /Senior	KNC 7/6	2	2	1	1
C&I Programme Officer /Senior	KNC 7/6	2	2	1	1
Partnership & Resource Mobilization Officer /Senior	KNC 7/6	2	2	0	2
Planning Officer /Senior	KNC 7/6	1	1	0	1
Compliance Officer /Senior	KNC 7/6	1	1	1	0
Assistant HRO/ Senior Assistant HRO	KNC 9/8	1	1	2	-1
HR Officer /Senior HRO	KNC 7/6				
Records Management Officer /Senior	KNC 7/6	1	1	1	0
Accountant /Senior	KNC 7/6	2	2	1	1
Supply Chain Management Officer /Senior	KNC 7/6	1	1	2	-1
Principal Driver	KNC 8	1	1	0	1



Administration Assistant /Senior	KNC 9/8	3	3	1	2
Driver /Senior	KNC 10/9	5	5	5	0
Customer Care Assistant /Senior	KNC 10/9	3	3	2	1
Supply Chain Mgt Assistant /Senior	KNC 9/8	1	1	0	1
Office Assistant /Senior	KNC 11/10	3	3	1	2
<b>Total</b>		<b>94</b>	<b>94</b>	<b>48</b>	<b>46</b>

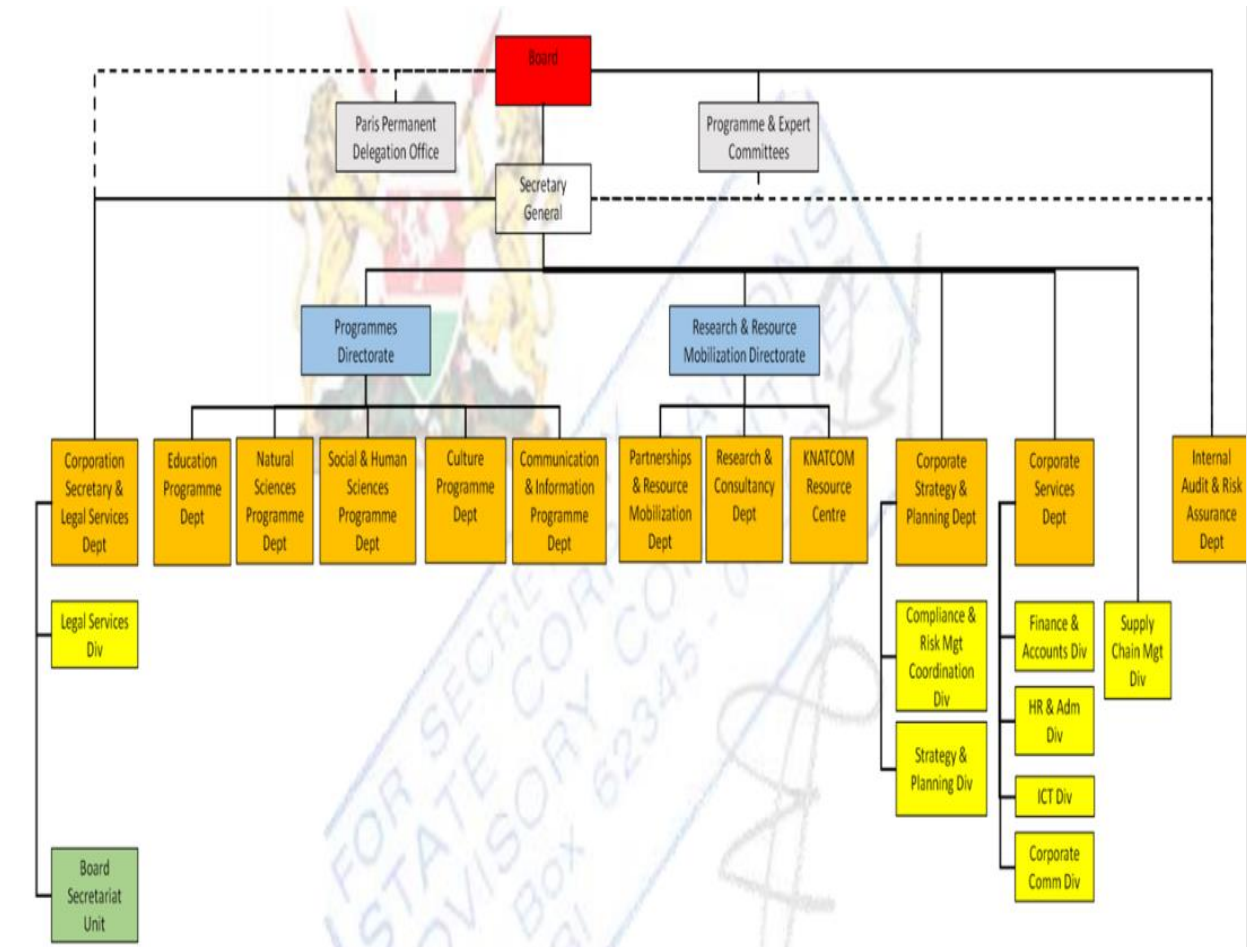
**Table 6.3: Skills Set and Competence Development**

<b>Cadre</b>	<b>Skills Set</b>	<b>Skills Gap</b>	<b>Competence Development</b>
<b>Top Management Staff (KNC 1-3)</b>	<ul style="list-style-type: none"> <li>▪ Bachelor's degree</li> <li>▪ Minimum of a master's degree in the relevant training/profession</li> <li>▪ Doctorate in the relevant area</li> <li>▪ Strategic Leadership and Management Skills</li> <li>▪ Minimum experience of 12-15 years, where applicable</li> <li>▪ At least 4-10 years in Management /Senior Management where applicable</li> <li>▪ Post Graduate Diploma in relevant area</li> <li>▪ Professional qualification and membership where applicable</li> <li>▪ Proficiency in Computer Applications</li> </ul>	<ul style="list-style-type: none"> <li>▪ Leadership and Resource Management Skills</li> <li>▪ Policy and Strategy Implementation Skills</li> <li>▪ Project Management Skills</li> <li>▪ Monitoring &amp; Evaluation Skills</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strategic Leadership Development Programme</li> <li>▪ Policy Implementation Course</li> <li>▪ Financial &amp; Project Management Training</li> <li>▪ M&amp;E Training</li> </ul>
<b>Professional, Management &amp; Administrative Staff (KNC 4-5)</b>	<ul style="list-style-type: none"> <li>▪ Bachelor's degree</li> <li>▪ Master's degree in the relevant training/profession</li> <li>▪ Post Graduate Diploma in relevant area</li> </ul>	<ul style="list-style-type: none"> <li>▪ Planning and Organizing Skills</li> <li>▪ Resource Management Skills</li> </ul>	<ul style="list-style-type: none"> <li>▪ Planning and Organization Training</li> <li>▪ Strategic Leadership</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Relevant Professional Qualification</li> <li>▪ Management/ Leadership Training where applicable</li> <li>▪ Minimum experience of 8-10 years, where applicable</li> <li>▪ At least 3 years' experience in Management/ Supervisory role</li> <li>▪ Proficiency in Computer Applications</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project Planning and Management Skills</li> <li>▪ Analytical problem-solving and decision-making Skills</li> </ul>	<ul style="list-style-type: none"> <li>Development Programme</li> <li>▪ Resource Management Training</li> <li>▪ Senior Management Course</li> <li>▪ Project Management Training</li> <li>▪ Analytics Programme</li> </ul>
<b>Middle Level Staff (KNC 6-7)</b>	<ul style="list-style-type: none"> <li>▪ Minimum qualification of a bachelor's degree in the relevant field</li> <li>▪ Relevant Professional Qualification, where applicable</li> <li>▪ At least 4 years of work experience, where applicable</li> <li>▪ Proficiency in Computer Applications</li> </ul>	<ul style="list-style-type: none"> <li>▪ Supervisory Skills</li> <li>▪ Effective Communications Skills</li> <li>▪ Policy Implementation Skills</li> <li>▪ Problem-Solving Skills</li> </ul>	<ul style="list-style-type: none"> <li>▪ Senior Management Course</li> <li>▪ Supervisory Skills Course</li> <li>▪ Communication Course</li> <li>▪ Policy Implementation Course</li> </ul>
<b>Operations Staff (KNC 8-9)</b>	<ul style="list-style-type: none"> <li>▪ Higher National Diploma or Diploma with minimum KCSE C- (minus) or its equivalent.</li> <li>▪ Relevant Experience – 4 years</li> <li>▪ Proficiency in Computer Applications</li> </ul>	<ul style="list-style-type: none"> <li>▪ Supervisory Skills</li> <li>▪ Effective Communications Skills</li> <li>▪ Support and Public Relations Skills</li> <li>▪ Customer Care Skill</li> </ul>	<ul style="list-style-type: none"> <li>▪ Supervisory Skills Course</li> <li>▪ Communication Course</li> <li>▪ Public Relations Training</li> <li>▪ Customer Care course</li> </ul>
<b>Service Staff (KNC 10- 11)</b>	<ul style="list-style-type: none"> <li>▪ KCSE D+ or Equivalent</li> <li>▪ 4 years Relevant Experience or</li> <li>▪ KCSE D+ or equivalent</li> <li>▪ A professional certificate/craft.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Effective Communications Skills</li> <li>▪ Support and Public Relations Skills</li> <li>▪ Customer Care Skill</li> <li>▪ Skills in the relevant profession where applicable</li> </ul>	<ul style="list-style-type: none"> <li>▪ Communication Course</li> <li>▪ Public Relations Training</li> <li>▪ Customer Care course</li> <li>▪ Refresher courses in the relevant profession where applicable</li> </ul>

*Note. The skills set should be as per respective career progression guide*

**Figure 0.1: KNATCOM APPROVED ORGANIZATION STRUCTURE**



### **6.2.3 Leadership**

The Commission's top management is dedicated to meeting customer expectations by ensuring that the Commission's strategic objectives and strategies lead toward continual improvement and prevention of issues that reduce the ability to meet set strategic goals.

Establishment of this plan and Quality Policy and dedicating the resources necessary to ensure proper implementation of Policies, coupled with the Goals and strategic Objectives established in the plan demonstrates management's commitment. Periodic performance contracting evaluation and Quarterly Reviews will ensure that management is effectively monitoring the progress of the various initiatives and objectives of the Commission. The vertical and horizontal working relationship of the various directorates, departments and divisions is shown in the organogram and the *roles and responsibilities are expounded in Appendix 3.*

### **6.2.4 Systems and Procedures**

The Commission has established, implemented documented plans and procedures that describe the processes identified for the Key Result Areas and the controls required for the provision of products and services in cognizance of the Commission objectives, the potential for planned or unintended change, and the risks and opportunities identified by the Commission. During the planning phase, top management, identify the following parameters:

- i. Objectives and requirements for the product or service;
- ii. Verification, validation, monitoring, inspection and test requirements;
- iii. Documented information to demonstrate conformity;
- iv. Related risks and opportunities;
- v. Resources necessary to support the ongoing operation and maintenance of the product.

This planning output includes annual work plans, annual budgets, processes, procurement plans, procedures, and design outputs.

## **6.3 Risk Management Framework**

The Commission will adopt a strategic risk management approach in implementing the Strategic Plan. This shall entail the identification, analysis, evaluation, and management of hazards likely to threaten achievement of the objectives spelt-out under each key result area of the plan. Further, the Commission will accommodate risks associated with innovations and are commensurate with the potential reward - outcome. Risk management will be integral to management processes in the Commission. Risk management framework is tabulated in Table 6.1.

**Table 0.1: Risk Management Framework**

S/No.	Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
1.	<b>Reputational risks</b> - risks arising from adverse events including ethical violations, lack of sustainability, unreliability, poor quality of services, not meeting commitments in time leading to damage to reputation and/ or destruction of trust and relations	H	H	H	Robust Communication strategies; Meeting commitments in a timely manner; Training on ethics in operations and customer/ client relations; Partnerships and collaboration for sustainability of programmes and projects
2.	<b>Strategy risks</b> – risks arising from poorly defined strategies or based on flawed or inaccurate data or fails to support the delivery of objectives due to changes in the external environment	L	H	M	Alignment to Kenya Vision 2030, BETA, MTP IV, East Africa Community 2050, Africa Agenda 2063, SDGs Agenda 2030; UNESCO Strategy documents and End term evaluation results of the Strategic Plan 2019-2023
3.	<b>Governance risks</b> – risks arising from political environment, transition periods, unclear plans, priorities, accountabilities and/ or ineffective or disproportionate oversight of decision making and performance	M	H	H	Development of annual work plans, annual performance targets; Development of relevant policies and establishment of committees for implementation of various statutory targets; Internal policies and SOPs; Compliance to policy and statutory requirements
4.	<b>Programme/ project risks</b> – risks arising from non-alignment of activities and programmes to strategies resulting in non-delivery of intended benefits	M	H	H	Midterm review of Strategic Plan; Continuous monitoring and evaluation of programmes
5.	<b>Operational risks</b> – risk arising from inadequate, poorly designed, ineffective, inefficient internal processes resulting in fraud, non-compliance	M	H	H	Development of policies, standard operating procedures; Effective audit, risk and compliance units within the organization; Compliance to policy and statutory requirements

6.	<b>Legal risks</b> - risk arising from defective transactions and legal processes including third party risks; litigation which result in liability; non-compliance with laws and regulations	M	H	H	<p>Review of all contracts, MoUs, MoAs by legal department for due diligence;</p> <p>Strict adherence to all terms of transactions;</p> <p>Use of ADR mechanisms;</p> <p>Regular sensitization of staff on legal and regulatory requirements;</p> <p>Establishment of a database for all relevant laws, regulations, circulars and directives;</p> <p>Compliance to policy and statutory requirements</p>
7.	<b>Financial risks</b> – risks arising from inadequate financial resources; Fraud, mismanagement of available resources resulting in poor, failure to obtain value for money; non-compliance with relevant legal and regulatory requirements	H	H	H	<p>Deployment of robust resource mobilization strategies;</p> <p>Compliance to policy and statutory requirement;</p> <p>Anti-fraud and corruption prevention policies;</p> <p>Enable anonymous reporting of fraud, theft, corruption;</p> <p>Timely reporting;</p> <p>Regular sensitization of staff on relevant requirements</p>
8.	<b>People risks</b> – risks arising from ineffective leadership, engagement and management of staff; inadequate staff; incompetence; litigation, suboptimal culture and inappropriate workplace behaviour; non-compliance with relevant policies, laws and regulations	M	H	H	<p>Annual performance targets;</p> <p>Training and coaching;</p> <p>Mentorship;</p> <p>Use of ADR mechanisms;</p> <p>Regular sensitization on workplace culture and appropriate behaviour;</p> <p>Enable anonymous reporting of human resource concerns/ issues;</p> <p>Recruitment and use of suitable retention strategies;</p> <p>Compliance to policy and statutory requirements</p>
9.	<b>Technology Risks</b> - risks arising from cyber-attacks, technology not delivering the expected services due to inadequate or deficient system/ process	M	M	M	<p>Continuous improvement of ICT resources;</p>

	development or performance or inadequate resilience				Continuous training of staff of utilization of ICT resources and cyber security; Compliance to policy and statutory requirements
10.	<b>Information risks</b> – risks arising from failure to produce robust, suitable and appropriate data/information and to exploit data/ information to its full potential	M	M	M	Continuous training and dissemination of information; Development of data protection and privacy policies and tools; Use of inventories to track information flow; Limit access to information or have levels of access; Compliance to policy and statutory requirements
11.	<b>Business Continuity Risk-</b> risks arising from unpredictable events and potential threats including. terrorism, natural disasters, pandemics, war, state of emergency, human error	M	H	H	Development of Business continuity policy and plan; Training and Sensitization of staff on business continuity; Business Continuity Testing and Review; Developing emergency preparedness plans; Establish clear and concise emergency response protocols; Develop remote work policies and infrastructure
12.	<b>Security risks</b> -risks arising from failure to prevent unauthorised and /or inappropriate access to assets, premises and information including cyber security and non-compliance with data privacy laws and regulations	M	H	H	Access control to premises and registries; Access control to offices; Installation of functional of CCTV with back up; Insurance covers for various categories of assets
13.	<b>Environmental risk</b> – risks arising from failure to adhere to occupational health and safety measures; inappropriate use of paper, printers, lighting resulting in health and safety incidences and a high carbon footprint by the organization	M	H	H	Adhering to environmental, health and safety regulations; Adopting pollution prevention practices; Paperless mechanisms Enhancing climate change resilience;

					Promoting sustainable resource management
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## **CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES**

This chapter outlines the financial resource requirements projected by Key Result Area and corresponding activities for a five-year period. In addition to the costs, the chapter presents the financing gaps of implementing the strategies given the prospective resources that are likely to be available in the Commission.

### **7.1 Financial Requirements**

The table below provides the financial requirements for implementation of the strategic plan. In particular, the projected resource requirements for the five years as well as total resource requirements for each of the KRAs are provided.

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**Table 0.1: Financial Requirements for Implementing the Strategic Plan**

Cost Item (KRA)	Projected Resource Requirements (Ksh. Mn)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total in Millions
Education <i>KRA: Equitable, Inclusive, and quality education</i>	17.5	19.5	15.5	19.5	13	85
Natural Science <i>KRA: 1. Inclusive, and equitable quality STEM education 2. Sustainable societies and protected environment and natural heritage.</i>	30	35	40	45	50	200
SHS <i>KRA: Social justice and inclusion in societies</i>	19	25.3	21.1	26	17.7	109.1
Culture <i>KRA: Cultural heritage and inclusive creative sector</i>	15.6	27.1	18.6	29.6	21.6	112.5
CI <i>KRA: Media development</i>	12.2	13.4	15	16.3	17.9	74.8
Research and Consultancy <i>KRA: Knowledge Management</i>	12.35	18.525	17.15	22.25	19.55	89.83
Resource Centre <i>KRA: Knowledge Management</i>	8.0	7.0	7.5	8.1	7.7	38.3
Partnerships and Resource Mobilization <i>KRA: Institutional Capacity Development</i>	8.0	6.1	6.9	7.6	10.3	38.9
HR & Admin <i>KRA: Institutional Capacity Development</i>	5	5	6	7.2	8.6	31.8
Finance	6.5	7	6.5	6.5	7	33.5

<i>KRA: Institutional Capacity Development</i>						
ICT	19.1	76.8	48.1	33.8	30.1	207.9
<i>KRA: Institutional Capacity Development</i>						
Corporate Communication	12	11	12	14	12	61
<i>KRA: Institutional Capacity Development</i>						
Strategy and Planning	0	0	5.5	9	9.5	24
<i>KRA: Institutional Capacity Development</i>						
Compliance and Risk Management Coordination	10	7	10.7	9.9	12.7	50.3
<i>KRA: Institutional Capacity Development</i>						
Internal Audit and Risk assurance	22	15	12	7	7	63
<i>KRA; Institutional Capacity Development</i>						
Corporation Secretary and Legal Services	8.0	2.0	2.0	2.0	2.0	16
Supply Chain Management	1.8	1.7	1.7	1.7	1.7	8.6
<i>KRA: Institutional Capacity Development</i>						
Administration Cost	283.5	314	347.2	380.3	404.3	1729.6
<b>Total</b>	<b>490.55</b>	<b>591.43</b>	<b>593.45</b>	<b>645.75</b>	<b>652.95</b>	<b>2974.13</b>

**Table 0.2: Resource Gaps**

<b>Financial Year</b>	<b>Estimated Financial Requirements</b>	<b>Estimated Allocations (KSh. Mn)</b>	<b>Variance</b>
	<b>(KSh. Mn)</b>		<b>(KSh. Mn)</b>
Year 1	485.05	398.6	86.45
Year 2	591.43	423.01	168.42
Year 3	593.95	444.06	149.89
Year 4	646.25	467.25	179
Year 5	652.65	491.93	160.72
<b>Total</b>	<b>2969.325</b>	<b>2224.85</b>	<b>744.475</b>

## 7.2 Resource Mobilization Strategies

The economic forecasting and the resource projections are used in this section to calculate the costs established in the implementation plan. Table 7.1 presents resource requirements for

implementing the Strategic plan while Table 7.2 shows the financing gap for the Commission. Financing of programmes and projects will be primarily under budgetary allocation and resources mobilized. To complement the exchequer component, the Commission will prioritize activities, broaden the resource channels and coordinate non-state actors for mobilization and effective resource utilization. Cumulatively, the Commission is likely to receive **KES 364 million** in the recurrent budget and **KES 1,820,000,000** over the next five years. Over the 5-year plan implementation period the the Commission needs **KES 2,974,130,000** to implement the plan. To bridge the determined resource gap, the Commission will:

- i. Revise the Commission’s Resource Mobilization policy to address budget gaps
- ii. Revise the Commission's Partnership and Collaboration Policy.
- iii. Develop a framework for Public Private Partnerships.
- iv. Engage with multilateral and bilateral international development partners, foundations, and trusts including new climate change funding streams to support agreed priorities

### **7.3 Resource Management**

In implementing the strategic plan, the Commission will ensure prudent resource utilization of allocated funds in strict conformity with the principles and frameworks of public finance. Cost saving measures will be implemented in every functional area in adherence to the subsequent circulars from the National Treasury. All Commission staff will be accountable for resources allocated to them. The Commission intends to adhere to the following strategies.

- i. Strict adherence to the Public Finance Management Act 2012 and the Public Finance Management 2015
- ii. Adherence to the Public Audit Act 2015, Public Procurement and Asset Disposal Act (2015) and its attendant Regulations (2020), and regulations as guided the National Treasury
- iii. Correct costing of programmes and projects to ensure proper resource allocation across the vote head.
- iv. Ensure all expenditure is within the Commission approved budget.
- v. Ensure all payments are approved by the accounting Officers and supported by relevant documents.

## **CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK**

This chapter provides the Commission’s monitoring and evaluation framework that will seek to assess progress made towards achieving the planned objectives and provide feedback on the status of implementation for informed decision making. Monitoring and reporting mechanisms for tracking implementation of the Plan are discussed to support periodical reviews and evaluation. These include a monitoring framework, performance standards, evaluation framework, mid-term evaluation, end -term evaluation, and reporting and feedback mechanisms.

### **8.1 Monitoring Framework**

The Commission will review the progress made during the implementation of the Strategic Plan. The methodology for collection of data on specific indicators to monitor the extent of the progress and achievement of the strategic plan objectives will be developed. The outputs will be continuously tracked in the action plan implementation matrix. The tracking will;

- i. Determine key performance indicators from the action plan
- ii. Establish the baseline data on indicators to be monitored and
- iii. Plan for continuous improvement on the targeted results for efficiency and effectiveness.

Monitoring will track implementation of planned activities and programs (formative evaluation) to take corrective actions. Monitoring will entail routine data collection and analysis of implementation progress. Monitoring reports will inform relevance, efficiency, impact, and sustainability of planned activities / programs in relation to both on-going and future policies. Monitoring will track implementation of the Key Result Areas, strategic objectives, strategies, activities and expected outputs (Annex I). Monitoring will focus on input and output indicators of annual targets of the Plan (Annex II).

The progress in terms of performance implementation of this strategic plan will be monitored against a comprehensive set of indicators. Annex II details the sequence of activities under each KRA, expected outputs and related indicators, resourcing per activity, and responsible officers. Quarter reporting will be the key source of monitoring data for each programme/department/division during implementation. The responsibility for monitoring the Plan rests with the Board of the Commission. A Strategic Plan Implementation Committee will be appointed within the Commission that will be responsible for coordinating this plan's implementation monitoring.

Monitoring, report documentation and dissemination is an integral function of attaining planned activities and programmes. The Commission Department of Strategy and Planning will consolidate quarterly and annual monitoring reports using designated templates. Reporting will focus on the inputs, process, outputs, and recommendations.

## 8.2 Performance Standards

Monitoring and Evaluation reporting shall be an integral part of the Commission’s performance management system and will be linked to KNATCOM Performance Appraisal System (PAS). The Secretary General shall ensure that a performance management system is implemented across the Commission actual performance is measured against negotiated targets at all levels and feedback provided to key actors in the implementation of this strategic plan.

## 8.3 Evaluation Framework

Evaluation of the strategic plan will be informed by the outcome performance matrix that defines outcome indicators, baselines and targets as summarized in Table 8.1. KRAs and Outcomes will be drawn from the Action Plan Implementation matrix in Appendix I

**Table 0.1: Outcome Performance Matrix**

### KRA 1: inclusive and equitable quality education

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
<b>KRA: 1 inclusive and equitable quality education</b>	Education systems equipped to promote inclusion, address marginalization and advance education rights	Number of Participants in the advocacy forums during World Literacy Day, World Teachers Day and International Day of Education	80	2024	100	200
	Learners empowered through Gender-transformative education systems	Percentage delivery of Gender-Responsive initiatives	20	2024	50	100
	Learners equipped with relevant skills to meet individual, labour market and	Percentage increase in number of	10	2024	25	25

	societal demands through literacy, technical and vocational education, and training (TVET) and higher education	learners taking TVET				
		Number of structures established, and guidelines developed by the qualifications regulatory bodies for implementation of the Global and Regional conventions on Higher Education Qualifications	1	2024	3	5
	Learners empowered on sustainable development, global citizenship education, GHA, and healthy lifestyles	Number of forums held for biennial award for best teachers and institutions in ASPnet in promotion of Global Citizenship Education and Education for Sustainable Development	1	2025	1	1
	Number of schools implementing peace, GHA and Global citizenship education	50	2024	125	250	

		Number of learners reached with life skills-based HIV and sexuality education	100	2024	250	500
Improved coordination, monitoring and reporting on implementation of SDG4 and CESA 2016-25	National Monitoring, Evaluation and Reporting Framework in Place		1	2025	0	1
	Number of SDG and CESA 2016-2025 reports in place		1	2025	0	1
Engagement in interdisciplinary research and policy dialogues	Number of Interdisciplinary studies carried out		1	2024	1	1
	Number of Publications and Policy briefs		1	2025	1	1
Technologies and digital innovations leveraged to ensure more inclusive, effective, and relevant learning	Number of institutions to mainstreaming ICT in learning		50	2024	150	300
	Number of institutions implementing Media and		50	2024	125	250



		Information Literacy				
<b>KRA 1: Inclusive, equitable and quality STEM education</b>	Reduce inequalities for life-long learning and creative societies	% level of enrolment in STEM courses	-	2024	50%	100%

**KRA2: Sustainable societies and protected environment and natural heritage**

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
<b>KRA2: Sustainable societies and protected environment and natural heritage</b>	Innovative solutions and models to conservation established and promoted	Number of models established and promoted	-	2024	50%	100%
	Enhanced knowledge and capacity for climate action, biodiversity, water and ocean management, and disaster risk reduction	Number of stakeholders with skills and competencies	-	2024	50%	100%
	Advanced international cooperation in STI	Number of STI related engagements	-	2024	50%	100%

**KRA 3: Social justice and inclusion in societies**

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period

<b>KRA 3: Social justice and inclusion in societies</b>	Enhanced inclusivity and quality of physical education, physical activity, and sport	% level of implementation of the PE Policy  % of stakeholders from marginalized groups participating in PE, PA, and Sport	70	2024	50%	100%
	Increased inclusivity and reduced discrimination, hate speech and stereotypes	% increase in awareness on issues of slavery  % of stakeholders from vulnerable groups included in capacity building activities  % decrease in discrimination, hate speech and stereotypes		2024	50%	100%
	Reduced unethical issues arising from innovative technologies and digital transformation	% increase in the utilization of ethical standards, norms, and framework in institutions  % increase in awareness on ethical standards, norms and frameworks of innovative		2024	50%	100%

		technologies and digital transformation				
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#### KRA 4: Cultural heritage and inclusive creative sector

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
KRA 4: Cultural heritage and inclusive creative sector	Management and governance of cultural heritage improved	% improvement level on management and governance of cultural heritage	82%	2024	90%	100%
	Increased opportunities, synergies, and investment in the creative sector	% increase in awareness on economic opportunities for the creative sector.	136%	2024	80%	140%
	Increased awareness and appreciation of cultural values and diversity	% increase in awareness and appreciation of cultural values and diversity	154%	2024	80%	160%

#### KRA 5: Media development

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
KRA 5: Media development	Media professionals and stakeholders trained on the UN plan of Action and the issue of impunity	Number of media professionals trained on the UN plan of action and the issue of impunity	250	2024	50%	100%

	Forums on freedom of expression organised (World Radio Day, World Press Freedom Day)	Number of forums on freedom of expression and access to information organised	25	2024	50%	100%
	Conferences, workshops, seminars, and dialogue forums to promote access to and preservation of information and knowledge organised.	Number of forums on freedom of expression and access to information organised	25	2024	50%	100%
	The capacity of journalists from community media built in editorial formatting and content development.	Number of journalists from community media trained on editorial formatting and content development	150	2024	50%	100%
	Capacity of youth on emerging technologies and Artificial Intelligence built.	Number of youths trained in innovative technologies and AI	250	2024	50%	100%
	Capacity of preservation professionals on preservation of documentary heritage built	Number of preservation officers trained on documentary heritage	50	2024	50%	100%
	Documentary heritage within the counties identified.	Number of counties where documentary heritage is identified	25	2024	50%	100%

## KRA 6: Knowledge Management

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
<b>KRA 6: Knowledge Management</b>	Effective and efficient knowledge management mechanisms enhanced.	% improvement in knowledge generation	20%	2024	50%	100%
		% improvement in Research and knowledge dissemination	20%	2024	50%	100%
		% improvement in Research Linkages and Collaboration	10%	2024	50%	100%
		% improvement in Consultancy framework development and implementation	5%	2024	50%	100%

## KRA 7: Institutional Capacity development

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
<b>KRA 7: Institutional Capacity development</b>	Improved resource mobilization and partnership framework	% level of improvement in Partnerships and collaboration framework for resource mobilization	30%	2024	50%	100%
	Improved effectiveness of Finance Operations	% level of Improved effectiveness of Finance Operations	87%	2024	50%	100%
	Improved productivity	% level of Improved Productivity	95%	2024	50%	100%

Enhanced efficiency and effectiveness in service delivery	% Level of technology uptake to enhance efficiency and effectiveness in service delivery.	89%	2024	50%	100%
Improved Public Communication and Corporate Image	% improvement in public communication and corporate image	30%	2024	50%	100%
Enhanced efficiency and effectiveness in risk Assurance, governance, and internal processes	% level of Enhanced efficiency and effectiveness in risk Assurance, governance, and internal processes	60%	2024	50%	100%
Enhanced efficiency and effectiveness in Supply Chain Management Processes	% level of Enhanced efficiency and effectiveness in Supply Chain Management Processes	96%	2024	50%	100%
Strengthened KNATCOM's legal mandate	%The level of Strengthened KNATCOM's legal mandate	62%	2024	50%	100%
Performance management practices enhanced	% level of Improved performance management	80%	2024	50%	100%
Improved risk management processes	% level of Improved risk management processes	75%	2024	50%	100%

*NB: Evaluation of the Plan should be undertaken at least mid-term and end-term.*

### **8.3.1 Mid-Term Evaluation**

After two and a half years, a mid-term review of this strategic plan will be undertaken giving a status report on the implementation of the strategic plan and circulated to the Commission stakeholders.

### **8.3.2 End-Term Evaluation**

An End Term Evaluation of this strategic plan will be undertaken at the end of June 2029 to determine: (a) the extent to which the activities undertaken achieved the stated objectives; (b) the sustainability of the achievements made; (c) the challenges faced; (d) the lessons learnt; (e) the mitigation measures; and (f) the Terms of Reference for the next Commission Strategic

Plan 2029-2033. A report giving details on the implementation of the plan will be provided at the end of each financial year and circulated to the Commission stakeholders.

#### **8.4 Reporting Framework and Feedback Mechanism**

The Commission Strategic Plan shall be cascaded to all the staff who serve at the Commission to enable them to understand and plan for their respective roles in the implementation of this strategic plan. Functional and individual work plans with clear outcomes and performance indicators, resource requirements and responsibility shall be developed. The Secretary General shall ensure coordination of the implementation of the strategic plan to review the progress made and resolve issues that may arise. Monthly meetings at programme, departmental and divisional levels shall be convened to ensure effective implementation of the Strategic Plan. Quarterly meetings at various functional levels and at the KNATCOM Board level shall be convened to receive reports on the implementation of the Strategic Plan and Workplans. A Strategic Plan implementation meeting shall be held annually to evaluate the progress made on the implementation of the Strategic Plan. To facilitate reporting on performance, data and information collection templates and procedures shall be developed for use by the programmes, departments and divisions. Progress reports on the implementation of the strategic plan status will be made available on a quarterly and annual basis by the Commission's management. The Commission's Corporate Strategy and Planning department will be required to submit the following progress reports to management as well as to the Board: a) Quarterly reports to the management and the KNATCOM Board; and b) Annual reports to the management, the KNATCOM Board and all relevant stakeholders

## APPENDIX 1: Implementation Matrix

### Education Programme

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic Issue:</b> Existing Gaps in Equity, inclusive and quality education																
<b>Strategic Goal:</b> Promote inclusive, equitable, quality education and lifelong learning opportunities																
<b>KRA:</b> Equitable, Inclusive, and quality education																
<b>Outcome:</b> inclusive, equitable, quality education and lifelong learning opportunities promoted																
<b>Strategic Objective: Ensure inclusive and equitable quality education</b>																
Promote inclusion to address marginalization and advance education rights	Hold advocacy forums during the World Literacy Day, World Teachers Day and International Day of Education	promoted education rights for all	Number of participants	1000	240	240	240	240	240	1	1	1	1	1	Education Programme Director	SG
Empower learners through gender transformative initiatives	Capacity building on integration of gender responsive	Gender Responsive pedagogy in schools and teacher	Percentage delivery of Gender	100	20	40	60	80	100	2	2	2	2	2	Education programme Director	SG



Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	pedagogy in schools and teachers training institutions.	training colleges integrated	Responsive pedagogy													
Equip learners with relevant skills to meet individual, labour market and societal demands through literacy, technical and vocational education and training (TVET) and higher education	Sensitise secondary school teachers on uptake of TVET among young people.	increased in number of learners taking TVET courses	Percentage increase in number of learners taking TVET	10	10	10	10	10	10	2	2	2	2	2	Education Programme Director	SG

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Organise forums for higher education institutions on implementation of the regional and global conventions on qualifications in higher education.	Regional and Global Conventions implemented in Kenya	Number of implementation structures established	1	0	0	1	0	0	2	2	2	0	0	Education Programme Director	SG
			Implementation guidelines developed	1	0	0	1	0	0	2	2	2	0	0	Education Programme Director	SG
	engage UNESCO networks in Kenya to promote collaboration and enhance	UNESCO networks in Kenya strengthened	Increased number of UNESCO networks	2	2	2	2	2	2	0	0	0	0	0	Education Programme Director	SG

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	achievement of education targets.		Consultative meetings held with UNESCO Networks held	5	1	1	1	1	1	1	1	1	1	1	Education Programme Director	SG
improve coordination, monitoring and reporting on implementation of SDG4 and CESA 2016-25	Organise forums for developing coordination, monitoring, and reporting on implementation of SDG4 and CESA 2016-25	coordination, monitoring and reporting on implementation of SDG4 and CESA 2016-25 strengthened	coordination, monitoring and reporting framework on implementation of SDG4 and CESA 2016-25 in place  Number of SDG and CESA 2016-2025 reports in place	0	0	1	0	0	0	2	2	2	2	2	Education Programme Director	SG

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
				1	1	1	1	1	1	1	1	1	1	1	Education Programme Director	
engage in interdisciplinary research and policy dialogues	Carry out interdisciplinary research and policy dialogues	Research carried out on UNESCO priority areas	Number of interdisciplinary studies carried out	2	0	1	0	1	0	0	1	0	1	0	Education Programme Director	SG
		publications and policy	Number of publications and policy												Education Programme Director	SG

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		briefs published.	briefs published	2	0	1	0	1	0	0	1	0	1	0		
empower Learners on sustainable development, global citizenship education and healthy lifestyles;	Conduct capacity building for ASPnet patrons in primary, secondary and Teacher Training Colleges , TVET institutions as well as Universities on peace, GCED and ESD innovative approaches.	Capacity of Aspnet Patrons enhanced	Number of Aspnet Trained	250	50	50	50	50	50	2	2	2	2	2	Education Programme Director	SG
	Conduct capacity building for teachers and	Capacity of teachers and teacher educators on	Number of teachers and teacher educators	250	50	50	50	50	50	2	2	2	2	2	Education Programme Director	SG

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	teacher Educators on integration of Education for Sustainable Development, Global Citizenship Education and healthy lifestyles.	ESD, GCED, Healthy Lifestyles	trained on ESD, GCED and healthy Lifestyles													
	Operationalize a biennial award for best teachers and institutions in ASPnet in promotion of Global Citizenship Education and Education for Sustainable Development	Biennial Awards operationalised	Number of Award forums held	2	0	1	0	1	0	0	2	0	2	0	Education Programme Director	SG

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Integrate GHA into the curriculum and teacher education	GHA integrated into the curriculum and teacher education	Number of Institutions integrating GHA	250	50	100	150	200	250	2	2	2	2	2	Education Programme Director	SG
leverage on Technologies and digital innovations	Conduct capacity building for ECDE and SNE teachers on ICT mainstreaming in learning.	ECDE and SNE teachers trained on ICT integration	Number of ECDE and SNE teachers trained on ICT integration	300	60	60	60	60	60	2	2	2	2	2	Education Programme Director	SG
	Build capacity of Primary and secondary school teachers on Media and Information Literacy	Teachers trained on Media and Information Literacy	Number of teachers trained on Media and Information Literacy	250	50	50	50	50	50	1	1	1	1	1	Education Programme Director	SG
	<b>TOTAL AMOUNT</b>									22	26	22	22	18		
	<b>Total Budget</b>									<b>110</b>						

### Natural Science Programme

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic Issue: 1. 1. Uptake of Science, Technology, Engineering and Mathematics (STEM) pathways</b>																
<b>Strategic Goal:</b> 1. Increased uptake of STEM for girls and participation of women in STEM pathways for inclusive and equitable quality STEM education, life-long learning and creative societies leveraging on the digital era																
<b>KRA:</b> Inclusive, equitable and quality STEM education																
<b>Outcome:</b> Increased uptake of STEM pathways among girls and women																
<b>Strategic Objective: Strengthen inclusive and equitable quality education to reduce inequalities and promote life-long learning and creative societies leveraging on the digital era</b>																
<i>Strategy 1.1: Institutional and human capacities strengthened in basic sciences, STI and engineering to advance knowledge for sustainable development.</i>	Conduct sensitization camps in STEM subjects and emerging technologies for secondary school students	Capacity of STEM secondary school students	Numbers	750	150	150	150	150	150	2.5	2.5	2.5	2.5	2.5	PDNS	SG/CEO



Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Conduct capacity building of STEM teachers on gender responsive STEM education and emerging technologies.	Capacity of STEM secondary school teachers built	Numbers	150	30	30	30	30	30	1.5	1.7	1.83	2.2	2.5	PDNS	SG/CEO
	Conduct capacity building of TVET trainers on emerging technologies	Capacity of TVET trainers built	Numbers	150	30	30	30	30	30	1.5	1.7	2.0	2.2	2.5	PDNS	SG/CEO
	Conduct a survey on ICT infrastructure in secondary schools	Two surveys undertaken	Numbers	2	0	1	0	1	0	0	2.0	0	2.5	0	PDNS	SG/CEO
Strategic issue: <b>Mechanisms for promoting sustainable societies and protecting the environment through the promotion of science, technology, innovation, and natural heritage</b>																

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic Goal:</b> Mechanisms for promoting sustainable societies and protecting the environment and natural heritage leveraging on science, technology, innovation and strengthened																
<b>KRA:</b> Sustainable societies and protected environment and natural heritage																
<b>Outcome:</b> mechanisms for promoting sustainable societies and protection of environment strengthened																
<b>Strategic Objective: Work towards sustainable societies and protecting the environment through the promotion of science, technology, innovation, and natural heritage</b>																
<i>Establish and promote innovative approaches and models to conservation and sustainable development</i>	Establish a Geopark in Kenya	Geopark established in Kenya	%	100%	70	75	80	90	100	2.2	2.5	2.5	3.5	3.5	PDNS	SG/CEO
	Establish an additional Biosphere Reserve in Kenya	Additional Biosphere established in Kenya	%	100%	10	30	50	80	100	1.8	2.5	2.5	2.5	2.5	PDNS	
	Undertake periodic review and produce status report for Biosphere Reserves	Status report of two biosphere reserves developed	Numbers	2	0	1	0	1	0	0	1.8	0	2.0	0	PDNS	SG/CEO

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Brand Biosphere reserves and the Geopark	Biosphere Reserve and a Geopark branded	Numbers	3	0	1	0	1	1	0	1.0	0	1.5	1.5		
<i>Enhance knowledge and capacity for climate action, biodiversity, water and ocean management, and disaster risk reduction.</i>	Undertake research in natural sciences	Two studies undertaken	Numbers	2	0	1	0	1	0	0	1.5	0	2.0	0	PDNS	SG/CEO
	Train MCDAs and communities on mainstreaming STI in climate action, biodiversity, water and ocean management, and disaster risk reduction	MCDAs and communities trained		150	30	30	30	30	30	1	1.5	1.8	1.9	2.2	PDNS	SG/CEO
	Conduct capacity building of Man and the Biosphere (MAB) Youth	Capacity of MAB Youth Forum built	Numbers	100	0	30	30	0	40	0	1.5	1.5	2.0	0	PDNS	SG/CEO

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Networks in Kenya															
<i>Advance international cooperation in Science, Technology, and Innovation</i>	Organize and celebrate International Days	International days' celebrations organized	Numbers	10	2	2	2	2	2	1.5	1.5	1.5	1.5	1.5	PDNS	SG/CEO
	Organize forums, symposia and conferences to best practices in STI and STI diplomacy,	Forums on STI organized	Numbers	3	0	1	1	1	0	0	1.5	1.5	1.5	0	PDNS	SG/CEO
										<b>12</b>	<b>23.2</b>	<b>17.63</b>	<b>27.8</b>	<b>18.7</b>		
	<b>Total</b>									<b>99.33</b>						

### Social and Human Sciences Programme

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic Issue:</b> Inequalities in societies																
<b>Strategic Goal:</b> Reduce inequalities and build more peaceful and inclusive societies																
<b>KRA:</b> Social justice, peace and inclusion in societies																
<b>Outcome:</b> Enhanced social justice, peaceful and inclusive societies																
<b>Strategic Objective 1:</b> To enhance social justice, inclusion and peace																
1.Advance inclusive and quality physical education, physical activity and sport	1.Conduct activities for the UNESCO Fit for Life Initiative	Activities for Fit for Life Initiative conducted	Number of activities	5	1	1	1	1	1	0.7	0.7	0.7	0.7	0.7	SHS Programme Director	SG UNESCO ROEA, Kenya Academy of Sports ADAK NGOs

	2. Build capacities for sports' stakeholders on the UNESCO International Convention against Doping in Sport 2005 and the UNESCO International Charter of Physical Education, Physical Activity and Sport	Sports stakeholders capacity built	Number of stakeholders	250	50	50	50	50	50	50	0.8	0.8	0.8	0.8	0.8	SHS Programme Director	SG UNESCO ROEA Kenya Academy of Sports ADAK State Department for Sports NGOs
	3. Commemorate the International Day for Sport Development and Peace	International Day for Sports and Development and peace commemorated	Report	5	1	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	SHS Programme Director	UNESCO ROEA Kenya Academy of Sports ADAK State Department for Sports

																	NGOs
	4.Undertake studies on quality physical education, physical activity and sport	Studies undertaken	Number of studies	2	-	1	-	1	-	-	2	-	2	-	SHS Programme Director or	SG UNESCO ROEA Kenya Academy of Sports ADAK State Department for Sports NGOs	
	5.Support the implementation of the Physical Education and Sport Policy for Basic Education (2021) Institutions in Kenya	Technical and financial Support given	% level of support given	100%	100%	100%	100%	100%	100%	0.2	0.2	0.2	0.2	0.2	SHS Programme Director or	SG UNESCO ROEA Kenya Academy of Sports Higher learning institutions ADAK	

																	State Department for Sports NGOs
2.Promote human rights and non-discrimination practices for social development	1.Build capacities of stakeholders using UNESCO framework on intercultural dialogue, intercultural competencies Story Circles and the ArtLab Tools	Stakeholders' capacity built	Number of stakeholders	150	30	30	30	30	30	0.6	0.6	0.6	0.6	0.6	SHS Programme Director	SG UNESCO ROEA NCIC Experts Higher Learning Institutions NGOs	
	2.Undertake activities on UNESCO's General History of Africa	Activities on UNESCO's GHA undertaken	Number of activities	3	1	1	1	-	-	1	1	1	-	-	SHS Programme Director	SG UNESCO ROEA KICD Higher Learning Institutions NGOs	



																	Private Sector
	3. Conduct activities on the UNESCO Roadmap against racism and Discrimination	Activities on the Roadmap against racism and discrimination conducted	Number of activities	3	1	-	1	1	-	0.6	-	0.6	0.6	-	SHS Programme Director	SG UNESCO ROEA NCIC NGENC KSG Experts Higher Learning Institutions NGOs	
	4. Conduct activities on the Routes of Enslaved Peoples Project	Activities on the Routes of Enslaved Peoples Project conducted	Number of activities	3	1	1	-	1	-	1.7	0.6	-	1.7	-	SHS Programme Director	SG UNESCO ROEA NMK State Department for Culture Experts	

																	Higher Learning Institutions NGOs
	5.Undertake stakeholder forums to advance the right to science, scientific freedom and the right to share and benefit from scientific advancement in line with the 2017 Recommendation on Science and Scientific Researchers	Forums on the 2017 Recommendation on Science and Scientific Researchers for scientific freedom and the right to share in scientific advancement undertaken	Number of Forums	3	-	1	1	1	-	-	1	1	1	-	SHS Programme Director	SG UNESCO ROEA KIPPRA Experts Higher Learning Institutions NGOs	
	6.Commemorate the International Day of Peace	International Day of Peace commemorated	Report	5	1	1	1	1	1	1	1	1	1	1	SHS Programme Director	SG UNESCO ROEA NCIC Experts	

																	NGOs
3.Support adoption of social and human sciences knowledge for inclusive development	1.Conduct activities on the UNESCO Management of Social Transformations (MOST) Programme interventions, UNESCO Future Literacy and Inclusive Policy initiatives	Activities on UNESCO Management of Social Transformations (MOST) Programme interventions, UNESCO Future Literacy and Inclusive Policy initiatives conducted	Number of activities	5	1	1	1	1	1	0.8	0.8	0.8	0.8	0.8	SHS Programme Director	SG UNESCO ROEA KIPPRA NCIC Experts NGOs	
	2.Support in tracking the implementation and reporting on the 2017 Recommendation on Science and Scientific Researchers	Support offered in tracking the implementation and reporting of the Recommendation	% level of support	100%	100%	-	100%	100%	100%	-	1	1	1	1	SHS Programme Director	SG UNESCO ROEA KIPPRA NRF NACOS TI State Department for Higher	

																	Educational Experts NGOs
	4.Undertake research on social transformations and development	Studies undertaken	Number of studies	2	-	1	-	1	-	-	2	-	2	-	SHS Programme Director	SG UNESCO ROEA Experts NGOs	
	5. Commemorate the World Philosophy Day	World Philosophy Day commemorated	Report	5	1	1	1	1	1	0.7	0.7	0.7	0.7	0.7	SHS Programme Director	SG UNESCO ROEA Learning Institutions Experts NGOs	
4.Strengthen the capacities for gender equality	1.Conduct activities for the UNESCO Transforming	Activities on Transforming Mentalities' Programme conducted	Number of activities	3	-	1	1	-	1	-	1	1	-	1	SHS Programme Director	SG UNESCO ROEA	

	Mentalities' Initiative																NCIC NGEC KSG State Department for Gender Experts NGOs Private Sector
	2. Conduct forums on gender biases and stereotypes against Women through Artificial Intelligence	Forums for Women and Artificial Intelligence conducted	Number of forums	4	1	-	1	1	1	1	-	1	1	1	SHS Programme Director	SG UNESCO ROEA NCIC NGEC KSG State Department for Gender State Department for ICT and DE	

																	Experts NGOs Private Sector
	3. Conduct workshops to promote positive role modelling and fight Gender Based Violence (GBV)	Workshops for Positive role modelling and fight GBV conducted	Number of workshops	3	-	1	1	-	1	1	1	1	1	1	1	SHS Programme Director	SG UNESCO ROEA State Department for Gender NCIC NGEC Experts Higher Learning Institutions NGOs Private Sector
5. Enhance youth capacities for development	1. Conduct activities for youth civic engagement and	Activities for youth engagement and holistic	Number of activities	5	1	1	1	1	1	1	1	1	1	1	1	SHS Programme	SG UNESCO ROEA

	holistic youth development	youth development conducted													Director	NCIC NGEC KSG State Department for Youth Experts NGOs Private Sector
	2.Implement the Student Training on Entrepreneurship Promotion (STEP4Y) training programme in counties	STEP4Y implemented in counties	Number of trainings	5	1	1	1	1	1	2.3	2.3	2.3	2.3	2.3	SHS Programme Director	SG UNESCO ROEA Kenyatta University Mount Kenya University Experts NGOs Private Sector

	3. Build capacities for UNESCO Club stakeholders	Stakeholders' capacity built	Number of stakeholders	250	50	50	50	50	50	1	1	1	1	1	SHS Programme Director	SG UNESCO ROEA UNESCO Club patrons KEFUC A Learning Institutions NGOs	
6. Enhance human rights and freedom through promotion of ethical standards, norms and frameworks	1. Conduct activities for the implementation of Ethics of Artificial Intelligence (A.I)	Activities for the implementation of ethics of A.I conducted	Number of activities	5	1	1	1	1	1	1	1	1	1	1	SHS Programme Director	SG UNESCO ROEA Experts NGOs Private Sector Higher Learning Institutions	



	2.Organize activities on the Declaration of Ethical Principles in relation to Climate Change	Activities on the Declaration of Ethical Principles in relation to climate change organized	Number of activities	5	1	1	1	1	1	1	1	1	1	1	SHS Programme Director	SG UNESCO ROEA Experts NGOs Private Sector Higher Learning Institutions
	3.Conduct activities for Hospital Ethics Committee (HEC) members in line with UNESCO guidelines on Bioethics	Activities for HEC members conducted	Number of activities	5	1	1	1	1	1	1	1	1	1	1	SHS Programme Director	SG UNESCO ROEA Experts NGOs Private Sector Higher Learning Institutions

	4. Build capacities for Institutional Scientific Ethics Review Committee members in line with UNESCO Guidelines on Bioethics	ISREC members capacity built	Number of stakeholders	250	50	50	50	50	50	50	1	1	1	1	1	SHS Programme Director	SG UNESCO ROEA Experts NGOs Private Sector Higher Learning Institutions
	5. Undertake studies in ethics of science and technology	Studies undertaken	Number of studies	2	-	1	-	1	-	-	2	-	2	-	SHS Programme Director	SG UNESCO ROEA Experts NGOs Private Sector Higher Learning Institutions	

	6.Support and promote Kenya's expertise into UNESCO platforms and networks	Forums for stakeholders held	Number of forums	5	1	1	1	1	1	0.8	0.8	0.8	0.8	0.8	SHS Programme Director	SG UNESCO ROEA Experts NGOs Private Sector Higher Learning Institutions
	<b>Totals</b>									<b>19.7</b>	<b>26</b>	<b>22</b>	<b>26.7</b>	<b>18.4</b>		
	<b>Total Budget</b>									<b>112.8</b>						

**Culture Programme**

Strategy	Key Activities	Expected Output	Output Indicators	Target	Budget (KSh. Mn)	Responsibility*
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				Target For 5 Years	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic Issue: Awareness, appreciation, safeguarding of cultural heritage and promotion of creative industries</b>																
<b>Strategic Goal:</b> To promote cultural heritage values, identity, and vibrant creative sector																
<b>KRA:</b> Cultural heritage and inclusive creative sector																
<b>Outcomes:</b>																
Improved management and governance of cultural heritage,																
Increased opportunities and investment in the creative sector																
Increased awareness and appreciation of cultural values and diversity																
<b>Strategic Objective 1: Improve management and governance of cultural heritage.</b>																
S1: Build capacities on management and governance of cultural heritage. S2: Foster collaborations and partnerships in management and governance of cultural heritage	<ul style="list-style-type: none"> <li>Conduct stakeholder engagement forums on management and governance of cultural heritage.’</li> </ul>	management and governance of cultural heritage forums held.	Number of engagement fora.	5	1	1	1	1	1	0.8	1.0	1.2	1.4	1.6	Culture Programme Director	SG Finance Procurement County Government UNESCO
	<ul style="list-style-type: none"> <li>Engage in preservation activities for</li> </ul>	preservation activities for cultural heritage sites organized.	Number of preservation activities,	5	1	1	1	1	1	1.0	1.2	1.4	1.6	1.8	Culture Programme Director	SG Finance Procurement

	cultural heritage sites																County Governments UNESCO
	<ul style="list-style-type: none"> <li>Promote visibility of heritage sites in Kenya</li> </ul>	visibility of heritage sites promoted.	Number of sites whose visibility is promoted	5	1	1	1	1	1	1.0	1.2	1.4	1.6	1.8	Culture	SG Finance Procurement County Government	
	<ul style="list-style-type: none"> <li>Organize sensitization meetings for management and governance of cultural heritage</li> </ul>	sensitization meetings for management and governance of cultural heritage organized.	Number of sensitization meetings.	5	1	1	1	1	1	0.8	1.0	1.2	1.4	1.6	Culture Programme Director	SG Finance Procurement County Government UNESCO	
Strategic Objective 2: Enhance capacities for promotion and protection of inclusive creative sector																	

S1 Build capacities of stakeholders on promotion of inclusive culture and creative industries	Organize stakeholder fora for promotion of culture and creative industries	Training on policies and skills for promotion of the creative sector	Number of stakeholders trained Report	300	60	60	60	60	60	3M	3M	3M	3M	3M	Culture Programme Director	SG Finance Procurement Counties Experts MDAS
	Support creatives to promote and market cultural expressions in the digital environment	Exhibitions and fora to promote and market cultural expressions	Number of for a supported	5	1	1	1	1	1	1M	1M	1M	1M	1M	Culture Programme Director	SG Finance Procurement Counties Creative s & Art Organizations Experts
	Conduct sensitization on sustainable UNESCO Creative Cities	2 Cities Trained on sustainable Cities &UCCN	Number of Cities Trained	2	1	-	1	-	1	1M	0.5	1M	0.5	1M	Culture Programme Director	SG Finance Procurement Counties UNESCO Experts

S2 Capacity build stakeholders on standards and frameworks for monitoring and measuring contribution of culture to development	Train and support stakeholders on UNESCO standards for monitoring measuring contribution of culture to development	5 Counties trained	Number of counties trained Number of domesticated standards	5	1	1	1	1	1	1	1	3M	3M	3M	3M	Culture Programme Director	SG Finance Procurement Counties UNESCO Experts
<b>Strategic Objective 3: Enhance intercultural dialogue and rapprochement of cultures in Kenya</b>																	
S1: foster and partner in intercultural dialogue for appreciation of cultural diversity and values	ii. Partner with stakeholders organizing intercultural dialogue and	Partnerships In intercultural dialogue for a & festivals	Number of partnerships in intercultural dialogue fora and festivals	5	1	1	1	1	1	1	1M	1M	1.5M	2M	Culture Programme Director	SG Finance Procurement Counties Universities Communities MDAs	

	festivals																
	iii. Organize KNA TCOM National Cultural Celebrations		Number of celebrations organized	2	-	1	-	1	-	-	10M	-	10M	-	Culture Programme Director	SG Finance Procurement Counties MDAs Foreign	
	iii. Build capacities of Youth on cultural values and ethics	Capacities of youth on cultural values and ethics built	Number of workshops	5	1	1	1	1	1	1.0	1.2	1.4	1.6	1.8	Culture Programme Director	SG Finance Procurement County Government UNESCO	



																	Regional Office
	iv. Commemorate UNESCO Culture days	Six UNESCO international days commemorated Knowledge and information shared Partnerships	Number of partnerships and UNESCO Days commemorated	6	1	2	1	1	1	2M	3M	3M	3M	3M	Culture Programme Director	SG Finance Procurement Counties UNESCO Experts Ministry of Culture Foreign Affairs	
										13.6	26.1	18.6	29.6	21.6			
<b>Total</b>										<b>Budget</b>					<b>109.5M</b>		

### Communication and Information Programme

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic Issue:</b> Shrinking democratic space for freedom of expression, access to information and media development																
<b>Strategic Goal:</b> Increased freedom of expression, media development and access to information and knowledge.																
<b>KRA:</b> Media development																
<b>Outcome:</b> Increased media freedoms for democratic engagement																
<b>Strategic Objective:</b> Strengthen the media environment for improved democratic engagements																
Engage in activities that enhance the right to freedom of expression	Conduct capacity building of media professionals and stakeholders on freedom of expression, freedom of information and safety of journalists (UN Plan of Action on the	Capacity building conducted	Training report		50	50	50	50	50	200000	220000	242000	266200	292820	Programme Director	SG MCK

	Safety of journalists and the Issue of Impunity)															
	Co-organize forums on freedom of expression, access to information and media development	Forums on freedom of expression organized (World Radio Day, World Press Freedom Day	Report		5	5	5	5	5	1000000	1100000	1210000	1331000	1464100	Programme Director	SG MCK KIJ
Foster knowledge sharing and skills development in the digital age	Build the capacity of community media in editorial formatting and content development	The capacity of journalists from community media built in editorial formatting and content development	Report		30	30	30	30	30						Programme Director	SG MCK ACMO
	Conduct capacity building of youth on Mobile	Youth trained on mobile app	Report		50	50	50	50	50	2000000	2200000	2420000	2662000	2928200	Programme Director	Moi University

	App developme nt	developme nt															
	Conduct capacity building of preservatio n professiona ls on preservatio n of documentar y heritage				10	10	10	10	10	300000 0	330000 0	363000 0	399300 0	439230 0	Programme Director	SG CoG	
	Co- ordinate, identificati on of documentar y heritage in the counties.				5	5	5	5	5	120000 0	132000 0	145200 0	159720 0	175692 0	Programme Director	SG Counties	
	Organize conferences , workshops, seminars and dialogue forums to promote				5	5	5	5	5	150000 0	165000 0	181500 0	199650 0	219615 0	Programme Director	SG MoW	

	access to and preservatio n of information and knowledge																
Totals									<b>10.7</b>	<b>11.8</b>	<b>13</b>	<b>14.3</b>	<b>15.7</b>				
Total Budget									<b>65.5M</b>								

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## Research and Consultancy and Resource Centre

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic Issue:</b> Research, Consultancy, Knowledge, and information																
<b>Strategic Goal:</b> Enhanced Research, Consultancy, knowledge and information dissemination in Education, Sciences, Culture, communication, and information																
<b>KRA:</b> Knowledge Management																
<b>Outcome:</b> Effective and efficient knowledge management mechanisms enhanced																
<b>Strategic Objective:</b> To enhance effective and efficient mechanisms knowledge management.																
S1: Enhance research and knowledge generation.	Review the KNATCOM Research Policy	Policy reviewed and approved	Approved policy	100 %	20 %	20 %	20 %	20 %	20 %	0	0.975	1.2	1.5	1.5	Director RC	DSG-RRM SG
	Undertake baseline surveys to collate research data across programmes	Survey reports.	No. of reports	15	3	3	3	3	3	2.4	2.4	2.6	2.6	2.6	Ag. Director RC	DSG-RRM SG
	Train staff in Research methods, research proposal	Staff trained on Research methods, research proposal	No. of staff trained	40	10	10	10	-	10	0.4	0.4	0.5	0.5	0.6	Director RC	DSG-RRM SG

	writing, cabinet memorandum and policy briefs	writing, cabinet memorandum and policy briefs															
S2: Enhance research and knowledge dissemination	Publish the Journal of Kenya National Commission for UNESCO	Commission journals Published	No. of Journal issues	10	2	2	2	2	2	2.2	2.3	2.4	2.5	2.6	Director RC	DSG-RRM SG	
	Organize annual Journal of Kenya National Commission for UNESCO review Forum	Forums on annual Journal of Kenya National Commission for UNESCO review organized	No of Forums held	5	1	1	1	1	1	0.95	0.95	0.95	0.95	0.95	Director RC	DSG-RRM SG	
	Organize biennial KNATCOM Conference on the thematic areas of UNESCO	KNATCOM conferences on UNESCO thematic areas held	No. of conferences held	2	-	1	-	1	-	0	1.8	0	2.0	0	Director RC	DSG-RRM SG	
S3: Enhance the Commission's	Engage in collaborations and	Collaborations and	No. of collaborations and	10	2	2	2	2	2	0.9	1.0	1.1	1.3	1.4	Director RC	DSG-RRM	

s external Research linkage and collaborations	partnerships to advance the KNATCOM's research agenda	partnerships executed	partnerships executed.														SG
	Collaborate with other research consortiums to advance KNATCOM's research agenda	Collaborations with research consortium undertaken	No. of collaborations with consortiums undertaken	3	1	-	1	-	1	3.0	3.0	3.4	3.5	3.7	Director RC	DSG-RRM SG	
S4: Enhance the institutional capacity to undertake consultancy in UNESCO areas of competence for knowledge and expertise	Review the KNATCOM's Consultancy Policy	Policy reviewed and approved	Reviewed and approved policy	100%	20%	20%	20%	20%	20%	1.0	1.2	1.5	1.6	1.7	Director RC	DSG-RRM SG	
	Train staff to undertake consultancy services	Staff trained on consultancy	No. of staff trained	40	10	10	10	10	10	1.0	1.2	1.4	1.6	1.8	RC	DSG-RRM SG	
S5: Undertake stakeholders and external	Map out key consultancy areas in UNESCO's	Consultancy mapped areas Report developed	Report on Consultancy areas	100%	-	50%	-	50%	-	0	1.5	0	1.8	0	Director RC	DSG-RRM	



consultancy in UNESCO areas of competence for purposes of institutional Resource mobilization	thematic areas.																
	Identify and engage in collaborations to undertake consultancy in UNESCO areas of competence	Collaborations on Consultancy in UNESCO areas of competence undertaken	No. of Collaborations on Consultancy engaged in	3	1	-	1	-	1	0.5	0.7	0.8	0.9	1.0	Manager RC	SG	
	Develop a KNATCOM Consultancy Framework	Consultancy Framework Developed	No. of frameworks	100%	-	20%	30%	30%	20%	0	1.1	1.3	1.5	1.7	Director RC	DSG-RRM SG	
S6: Enhance access to information on UNESCO areas of competence.	Facilitate subscription to Kenya Libraries and Information Services Consortium-(KLISC).	Up to date KLISC subscription	No. of subscriptions	5	1	1	1	1	1	0.3	0.3	0.3	0.3	0.3	Manager Resource Centre	SG Director, Research & Consultancy DSG-RRM	
	Review and update the Resource Centre Policy and Procedure Manual.	Reviewed and Approved Resource Centre Policy and Procedure Manual.	%	100	20	20	20	20	20	1.0	1.0	1.0	1.1	1.1	Manager Resource Centre	SG Director, Research & Consultancy DSG-RRM	

Process all information materials in the Resource Centre	Processed information materials	No. of processed material	1,000	200	200	200	200	200	200	0.4	0.4	0.4	0.4	0.4	Manager Resource Centre	SG Director, Research & Consultancy DSG-RRM
Facilitate automation of print information resources through library automation system	Automated print information resources	No. of print information resources automated	1,000	200	200	200	200	200	200	1.0	1.0	1.0	1.0	1.0	Manager Resource Centre	Director, Research & Consultancy DSG-RRM
Facilitate subscription to relevant electronic resources	Access to relevant electronic resources	No. of electronic databases accessible at the Commission	3	0	1	0	1	1	1	0.5	0.5	0.5	0.5	0.5	Manager Resource Centre	SG Director, Research & Consultancy DSG-RRM
Acquire a software that can facilitate off-site access to the electronic resources, a Radio Frequency	Software to facilitate offsite access to the electronic resources, an RFID security	No. of software's and systems	1	0	1	0	0	0	0	2.0	1.5	2.0	2.5	2.0	Manager Resource Centre	SG Director, Research & Consultancy DSG-RRM

	Identification (RFID) security system and an anti-plagiarism software	system and antiplagiarism															
	Acquire Resource Centre furniture, books, computers, photo albums and signages	Resource Centre materials acquired	% improvement on acquired materials	100	20	20	20	20	20	1.0	1.0	1.0	1.0	1.0	Manager Resource Centre	SG Director, Research & Consultancy DSG-RRM	
S7: Enhance capacity of users to utilize resources Centre services	Built capacity of stakeholders on access and utilization of electronic resources	Stakeholders' capacity built on access and utilization of electronic resources	No. of stakeholders-built capacity	50	10	10	10	10	10	0.5	0.5	0.5	0.5	0.5	Manager Resource Centre	SG Director, Research & Consultancy DSG-RRM	
	Sensitize stakeholders on the antiplagiarism software	Stakeholders sensitized on antiplagiarism software	No. of stakeholders sensitized	50	10	10	10	10	10	0.2	0.3	0.3	0.3	0.4	Manager Resource Centre	SG Director, Research & Consultancy DSG-RRM	

	Sensitize stakeholders on use of the Online Public access Catalogue	Stakeholders sensitized on online Public Access (OPA)	No. of stakeholders sensitized	50	10	10	10	10	10	0.4	0.5	0.5	0.5	0.5	Manager Resource Centre	SG Director, Research & Consultancy DSG-RRM
<b>Totals</b>										<b>19.7</b>	<b>25.6</b>	<b>24.7</b>	<b>30.4</b>	<b>27.3</b>		
<b>Total Budget</b>										<b>127.7</b>						

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**Partnership and Resource Mobilization**

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic Issue:</b> 1. Weak partnerships and low resource mobilisation by KNATCOM																
<b>Strategic Goal:</b> Partnership and Resource Mobilization																
<b>KRA:</b> Partnerships and Resource Mobilization																
<b>Outcome:</b> KNATCOM Resource Mobilization and partnerships framework improved																
<b>Strategic Objective 1: Promote efficient and effective partnership and resource mobilization strategies for the Commission.</b>																
Enhance Resource Mobilization at KNATCOM	Review KNATCOM Resource Mobilization Policy	Policy Reviewed	Reviewed and approved policy	100 %	20	20	20	20	20	2	1.0	1.2	1.3	1.4	DPRM	Programme Directors, Manager, Finance SG/CEO
	Build capacity of staff in grant and proposal writing	Staff capacity built	No of staff trained	250	30	40	50	60	70	0.9	1.3	1.5	1.6	1.8	DPRM	SG/CEO
	Coordinate the development of funding proposals in response to funding calls	Funding calls responded to	% increase in funding calls	150	10	20	30	40	50	1.0	1.3	1.4	1.5	1.7	DPRM	Programme Directors, Manager, Finance SG/CEO

	Organize forums for negotiation in possible funding areas	Negotiations on funding forums held	number of funding negotiations held	75	5	10	15	20	25	1.0	1.2	1.4	1.7	1.8	DPRM	Programme Directors, Manager, Finance SG/CEO
Enhance collaboration and partnerships for resource mobilization	Enhance Public Private Partnerships	PPPs initiated	No of PPPs engaged in	1	0	0	1	0	0	2.0	0	0	0	2.0	DPRM	Programme Directors, Manager, Finance SG/CEO
	Identify and engage strategic partners in Government, NGO's, Private sector, and UN	strategic partners identified and engaged	No strategic partners	5	1	1	1	1	1	1.1	1.3	1.4	1.5	1.6	DPRM	Programme Directors, Manager, Finance SG/CEO
	<b>TOTALS</b>									<b>8</b>	<b>6.1</b>	<b>6.9</b>	<b>7.6</b>	<b>10.3</b>		
	<b>Total Budget</b>									<b>38.9</b>						

## CORPORATE SERVICES

### Finance and Accounts Division

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
<b>Strategic Issue:</b> Institutional Capacity																	
<b>Strategic Goal:</b> Enhance effectiveness and efficiency in Service Delivery																	
<b>KRA:</b> Institutional Capacity Development																	
<b>Outcome:</b> Improved effectiveness of Finance Operations																	
<b>Strategic Objective:</b> Enhance prudent management of financial resource in accordance with the existing legal and regulatory framework																	
<b>1.1 Enhance prudent Financial Management</b>	Review and implement the Finance & Accounts Policy and Procedure Manual	Reviewed and implemented Finance & Accounts Policy and Procedure Manual	Approved, Revised Finance & Accounts Policy and Procedure Manual	100%	100%	100%	100%	100%	100%	1.5	1.5	1.5	1.5	1.5	Manager Finance & Accounts	SG/CE	

	Create awareness to Board and staff on Finance & Accounts Policy and Procedures Manual.	Awareness created to the Board and staff on Finance & Accounts Policy and Procedures Manual.	Board and staff awareness	100%	100%	100%	100%	100%	100%	1	1	1	1	1		
	Financial reporting within the applicable timelines	Prepared and Submitted Quarterly and Annual report and Financial Statements	Prepared and submitted Quarterly and Annual report and Financial Statements	100%	100%	100%	100%	100%	100%	1	1	1	1	1	Manager Finance & Accounts	



<b>1.2 Promote Efficient Financial Planning and Budgeting</b>	Prepare MTEF Budget for the Commission	MTEF Budget Prepared.	MTEF Budget	100%	100%	100%	100%	100%	100%	1.5	1.5	1.5	1.5	1.5	Manager Finance & Accounts	SG/CEO	
<b>1.3 Enhance Prudent Asset Management</b>	Develop and Implement an Asset Management Policy	Asset Management Policy Developed and Implemented	Asset Management Policy	100%	100%	100%	100%	100%	100%	1.5	1.5	1.5	1.5	1.5	Manager Finance & Accounts	SG/CEO	

	Review and Maintain an up-to-date Commission Asset Register	Asset and liability register reviewed and maintained	Up-to-date assets and liability register	100%	100%	100%	100%	100%	100%	0	0	0	0	0.5	Manager Finance & Accounts	
<b>Totals</b>										6.5	6.5	6.5	6.5	7		
<b>Total Budget</b>										33						

### Human Resource Department

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic Issue: Institutional Capacity</b>																
<b>Strategic Goal:</b> Enhance effectiveness and efficiency in Service Delivery																
<b>KRA:</b> Institutional Capacity Development																
<b>Outcome:</b> Improved Productivity																
<b>Strategic Objective:</b> Attract, Develop and Retain Human Capital																
<b>Improve Employee satisfaction</b>	Conduct employee	Employee satisfaction survey conducted	No. of surveys	2	0	1	0	0	1	0	0	0	0	0	Manager, HR	All Staff

	satisfaction survey																
	Implement employee satisfaction survey recommendations	Recommendations implemented	% implementation of recommendations	100%	100%	100%	100%	100%	100%	0	0	0	0	0	0	0	0
	Establish an employee wellness programme	Employee wellness programme established	No. of programmes established	2	0	1	0	1	0	0	8	0	12	0	0	0	0
	Implement career progression and succession plan	Develop a Succession Management Policy	Policy Approved	1	0	0	1	0	0	0	0	2	0	0	0	0	0
	Appraise Staff Annually	Filled Appraisal forms	100% of the appraisal forms filled and submitted	5	1	1	1	1	1	1	0	0	0	0	0	0	0
<b>Improve the Human Resource</b>	Review and implement	HR instruments	% Completion of review	100%	1	100%	100%	100%	100%	218	312	406	500	605	0	0	0

<b>capacity of the Commission</b>	the HR instruments.	reviewed and implemented	and implementation (Employees remuneration & Benefits)														
	Review and Implement Staff Rewards and Sanctions policy	Staff rewarded and sanctioned	No of staff rewarded and sanctioned	100%	100%	100%	100%	100%	100%	2	4	5	6		Manager, HR	CEO/S G	
		staff recruited	No of staff recruited		9	9	9	9	10	94	94	94	94	105	Manager, HR	CEO/S G	
		Staff recruited on short term contract	No of Temporary staff recruited	15	3	3	3	3	3	0.3	0.3	0.3	0.3	0.3	Manager, HR	CEO/S G	
		Internship opportunities provided to graduates	No of interns	50	10	10	10	10	10	0	0	0	0	0	Manager, HR	CEO/S G	
		Develop and implement Human Resource skills	Training Reports	100% of Staff trained	5	100%	100%	100%	100%	9.2	11	12.8	14.6	16.4	Manager, HR	CEO/S G	

		development plan															
		Implement a mentorship programme through the Kulturweit German Programme.	Bilateral and Implementation Agreements between the volunteer and the German Commission for UNESCO and KNATCOM	No. of German Volunteers	25	5	5	5	5	0.6	0.6	0.6	0.6	0.6	Manager, HR	CEO/S G	
		Coordinate healthy employee relations and staff welfare	Resolutions, rulings, judgements	% of resolved cases in a year.	100%	100%	100%	100%	100%	2	2	2	2	2	Manager, HR	CEO/S G	
<b>Enhance efficient KNATCOM's fleet management</b>	develop and implement a Fleet Management Policy and Procedure Manual	Policy developed and implemented	1 approved fleet management policy	1	1	0	0	0	0	2	0	0	0	0	Manager, Administration	CEO/S G	

	secure the Commission's fleet by ensuring safe parking, and installation of security tracking systems	Fleet secured	Certificates and licenses, lease agreement	100%	100%	100%	100%	100%	100%	3	3.2	3.5	3.5	3.6	Manager, Administration	CEO/S
	undertake periodic service, repairs and maintenance of the Commission's fleet and keep appropriate records	Fleet serviced and maintained	Repair and maintenance reports	100%	100%	100%	100%	100%	100%	2.4	2.8	3.4	4	4.8	Manager, Administration	CEO/S
	ensure efficient and effective fuel management system	Efficient and effective fuel management system in place	Invoices, statements, and agreements	100%	100%	100%	100%	100%	100%	10	12	14	16	18	Manager, Administration	CEO/S
	train drivers on road safety	KNATCOM drivers trained	Training certificates	100%	100%	100%	100%	100%	100%	1.5	1.5	2	2	2.5	Manager, Administration	CEO/S

<b>Enhance the infrastructure of the Commission</b>	Procure office equipment and furniture	equipment and furniture acquired	equipment and furniture	100%	20%	20%	20%	20%	20%	2	2	2	2	2	Manager, Administration	CEO/S	
	acquire insurance cover for the Commission assets;	Commission assets insured	insurance certificates and contractual agreements	100%	100%	100%	100%	100%	100%	2.6	2.8	3	3.2	3.4	Manager, Administration	CEO/S	
	Procure vehicles	Increased efficiency	No. of vehicles procured	1	100%	0	0	0	0	10	0	0	0	0	Manager, Administration	CEO/S	
	acquire land and develop for the development of the Commission's Headquarter	customized environment and accommodation	Title Deed for land acquired	100%	20%	20%	20%	20%	20%	20	20	20	20	20	Manager, Administration	CEO/S	
	<b>Totals</b>									<b>379.6</b>	<b>476.2</b>	<b>570.6</b>	<b>680.2</b>	<b>783.6</b>			
	<b>Total Budget</b>									<b>2,890.2</b>							

## Supply Chain Division

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic Issue:</b> Institutional Capacity																
<b>Strategic Goal:</b> Enhance effectiveness and efficiency in service delivery																
<b>KRA:</b> Institutional Capacity Development																
<b>Outcome:</b> Enhanced efficiency and effectiveness in Supply Chain Management Processes																
<b>Strategic Objective:</b> Enhance Supply Chain Management Processes																
<b>Enhance effective supply chain management practices</b>	Sensitize staff on Public Procurement & Assets Disposal Act.2015 processes and procedures.	Increased Compliance with the procurement Act	No of sensitization forums held	5	1	1	1	1	1	0.25	0.25	0.25	0.25	0.25	HoP	SG/CEO
	Review Procurement Policy and Procedure Manual	Reviewed procurement policy and procedure manual	Approved procurement policy and procedure manual	1	1	-	-	-	-	0.1	0	0	0	0	HoP	SG/CEO
	Develop and Implement KNATCOM	Developed and implemented Annual	Approved Procurement	10	2	2	2	2	2	0	0	0	0	0	HoP	SG/CEO



Annual Procurement and Asset Disposal Plan	Procurement & Disposal Plan	& Asset Disposal Plan														
Register Suppliers of various categories as guided by the Procurement Law	Biennial Registered Suppliers of various categories	Biennial Data base of approved registered suppliers	3	1	-	1	-	1	0.5	0.5	0.5	0.5	0.5	HoP	SG/CEO	
Undertake Disposal of obsolete ,surplus and unserviceable assets	Obsolete, unserviceable, or surplus assets Disposed.	Disposal Report	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	HoP	SG/CEO	
Sensitize Special groups on AGPO in collaboration with	AGPO groups Sensitized	No. of AGPO sensitization forums conducted.	5	1	1	1	1	1	0.35	0.35	0.35	0.35	0.35	HoP	SG/CEO	

KNATCOM Programmes																
Undertake Stock take of inventory and prepare Quarterly and annual stock reports as guided by the Act.	Inventory Reports prepared and submitted	Number of Reports prepared and submitted	25	5	5	5	5	5	5	0.1	0.1	0.1	0.1	0.1	HoP	SG/CEO
Prepare and submit statutory procurement reports to PPRA & Ministry of Trade on quarterly basis	Statutory reports prepared and submitted	Number of reports prepared and submitted	20	4	4	4	4	4	4	0	0	0	0	0	HoP	SG/CEO
<b>Total</b>										<b>1.8</b>	<b>1.7</b>	<b>1.7</b>	<b>1.7</b>	<b>1.7</b>		
<b>Total Budget</b>										<b>8.6</b>						

ICT Division

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic Issue:</b> 1. 1. Institutional Capacity																
<b>Strategic Goal:</b> 1. Enhance effectiveness and efficiency in service delivery.																
<b>KRA:</b> Institutional Capacity development																
<b>Outcome:</b> Efficient and effective Systems																
<b>Strategic Objective:</b> Leverage on Technology to enhance efficiency and effectiveness in service delivery																
Improve the Commission's ICT infrastructure.	Acquire and configure ICT Equipment and software as per user requests.	Equipment Acquired and configured.	% level of the user equipment requests fulfilled	100%	100%	100%	100%	100%	100%	4	4	4	4	4	HoICT	SG/CEO
	Maintain the Hardware and Network infrastructure in the Commission.	Maintained hardware and network infrastructure	% level of Maintenance.	100%	100%	100%	100%	100%	2	2	2	2	2	HoICT	SG/CEO	
Enhance automation of processes in the	Undertake survey for automation level	Automation survey conducted	No. of surveys	3	1	-	1	-	1	0.3	-	0.3	-	0.3	HoICT	SG/CEO

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Commission by digitalizing Services.	Acquire and deploy software and web applications to automate processes on need basis.	Implemented systems and applications.	% of Automated processes.	100%	100%	100%	100%	100%	100%	5	5	5	5	5	HoICT	SG/CEO
	build capacity on the use of the software for the automated processes;	Staff capacity built	Number of Capacity building initiatives done	5	1	1	1	1	1	0.3	0.3	0.3	0.3	0.3	HoICT	SG/CEO
	Conduct a systems utilization analysis	System utilization analysis conducted	No. of analysis conducted	3	-	1	1	1	-	-	0.5	0.5	0.5	-	HoICT	SG/CEO
Enhance the Commission's ICT Security	Review current systems and data security	Systems and data security audit done.	No. Of systems security audits conducted	2	-	1	-	1	-	-	1.5	-	2	-	HoICT	SG/CEO
	Acquire, install, and maintain security applications	security applications and hardware deployed.	% level of ICT security issues addressed.	100%	100%	100%	100%	100%	100%	1	1	1	1	1	HoICT	SG/CEO

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	and hardware on need basis.															
Enhance Disaster Recovery environment	Develop and implement the business continuity and disaster recovery policy.	Policy developed	Policy, Sensitizations done, implementation	1	-	1	-	-	-	-	1	-	-	-	HoICT	SG/CEO
	Install and maintain backup infrastructure.	operational Backup infrastructure installed and maintained	% Level of installation and maintenance of backup infrastructure.	100%	-	100%	100%	100%	100%	-	2	2	2	2	HoICT	SG/CEO
Compliance with ICT standards and regulatory requirements.	Implementation of the ICT Standards, and regulatory requirements.	Implemented ICT standards and	% level Implemented ICT Standards, and regulatory requirements.	100%	100%	100%	100%	100%	100%	-	-	-	-	-	HoICT	SG/CEO
	Sensitize staff on the ICT Standards and policies on compliance with the	Enlightened and sensitized Staff on ICT standards and policies.	Number of staff sensitized on ICT standards and policies.	4	-	1	1	1	1	-	0.5	0.5	0.5	0.5	HoICT	SG/CEO

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	statutory requirements as set out in the standards.															
	Review the ICT Policy and procedure manual.	Reviewed ICT Policy and procedure manual	No. of policy reviews.	2	-	1	-	-	1	-	1	-	-	1	HoICT	SG/CEO
Business Processes re-engineering	Reengineer Commission's business processes	Processes reengineered	No. of Processes Reengineered	100%			1	1	-	3	3	2	2	1	HoICT	SG/CEO
	Implement a system to Digitize the Commission records	Digitized Records	% level of digitized records	100%	10%	45%	70%	85%	100%						HoICT	SG/CEO
	Acquisition and of ERP and integration of Commission processes.	ERP acquired and implemented.	Level of acquisition and implementation.	100%	10%	55%	70%	85%	100%		50	5	5	5	HoICT	SG/CEO
<b>Totals</b>										<b>15.6</b>	<b>71.8</b>	<b>22.6</b>	<b>24.3</b>	<b>22.1</b>		

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
<b>Total Budget</b>											<b>156.4</b>						

### Corporate Communication Department

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic Issue:</b> 1. Organizational Capacity																
<b>Strategic Goal:</b> Enhance Efficiency and Effectiveness of the Commissions Processes and Services																
<b>KRA:</b> Organizational Capacity Developed																
<b>Outcome:</b> Improved Public Communication and Corporate Image																
<b>Strategic Objective:</b> Enhance visibility and increase awareness of KNATCOMs Programmes and Activities																

<b>Improve KNATCOM's Corporate Image</b>	Review and Implement KNATCOM's Communication Policy.	Revised and implemented Communication Policy	% of completion of review and implementation of policy	100	100	100	100	100	100	1	1	1	1	1	HoCC	SG/CEO
	Develop and Implement KNATCOM's Branding Policy	KNATCOM's Branding Policy	% of development and implementation	100	100	100	100	100	100	1	1	1	1	1	HoCC	SG/CEO
	Develop, review and display the Citizen Service Delivery Charter	Citizen Service Delivery charter developed, reviewed and displayed	% of completion and implementation	100	100	100	100	100	100	1	1	1	1	1	HoCC	SG/CEO
Increase public awareness of KNATCOM	Participate in exhibitions and trade fairs.	Exhibitions and Trade Fairs KNATCOM participates in	Quarterly reports	20	4	4	4	4	4	2	2	2	2	2	HoCC	SG/CEO



programmes and activities	Develop and implement a Stakeholder Engagement Policy.	Stakeholder Engagement Policy Developed	% of completion and implementation	100	100	100	100	100	100	100	1	1	1	1	1	HoCC	SG/CEO
	Revise and implement Corporate Social Responsibility Policy.	CSR Policy revised and Implemented	% of completion and implementation	100	100	100	100	100	100	100	2	2	2	2	2	HoCC	SG/CEO
	Conduct advocacy and publicity through various media platforms.	KNATCOM visibility in social media improved	No weekly updates	52*5	52	52	52	52	52	52	1	1	1	1	1	HoCC	SG/CEO
<b>TOTALS</b>											<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>		
		<b>Total Budget</b>									<b>45</b>						

## Internal Audit Department

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
<b>Strategic Issue:</b> Institutional Capacity																	
<b>Strategic Goal:</b> Enhance effectiveness and efficiency in service delivery																	
<b>KRA:</b> Institutional Capacity development																	
<b>Outcome:</b> Effective and Efficient System																	
<b>Strategic Objective:</b> Provision of independent assurance on the effectiveness of governance, risk management and control process																	
Enhance Internal Controls	Provide assurance on the effectiveness of internal controls	Audit recommendations adopted by the board	% Audit Recommendations adopted by the Board	5	100%	100%	100%	100%	100%							HIA	R&AC
Enhance Governance	Undertake Governance & legal Audit	Governance & legal Audits Undertaken	No of audits undertaken	5	1	1	1	1	1	3	3	3	3	3		IA	LS
	Training of Board Members	Board members trained	No of Board members trained annually													HIA	R&AC
	Coordinate Board evaluation	Board evaluated	No of Board evaluations undertaken													HIA	R&AC

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Undertake Integrity Audits	Integrity Audit undertaken	No. of audits												HIA	R&AC
	Undertake external quality assessment of internal audit function	Internal Audit Function Assessed	No. of Assessments	1		1	-	-							HIA	R&AC
	Implementation of presidential directives	Presidential directives implemented	% implementation of presidential directives	5	1	1	1	1	1							R&AC
Strengthen the Audit Functions	Review Internal Audit Charter, Service Charter, Audit Committee Charter, quality improvement program and Manual in compliance with Legal Requirements and IA Standards	Internal Audit Charter, IA Service charter, Audit Committee Charter, quality improvement program and IA Manual	Approved Internal Audit Charter, IA Service charter, Audit Committee Charter, quality improvement program and IA Manual	1	1	-	-	-		8	-	-	-	-	HIA	R&AC

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Develop an internal audit 3-year strategic plan.	Internal audit strategic plan	Approved 3-year internal audit strategic plan	1	1	-	1	-	-	5	-	5	-	-	HIA	R&AC
	Auditing of programmes	Program Audit reports	No of program audit report	5	1	1	1	1	1	2	2	2	2	2	HIA	R&AC
	Undertake Audit Follow ups for both Internal and External Audits	Follow-up audits undertaken	% of Follow-up Audits undertaken	5	100%	100%	100%	100%	100%	1	1	1	1	1	HIA	R&AC
	Undertake Compliance audits	Compliance audits undertaken	No of compliance audits undertaken	5	3	3	3	3	3	3	3	3	3	3	HIA	R&AC
<b>Totals</b>										<b>22</b>	<b>19</b>	<b>14</b>	<b>9</b>	<b>9</b>		
<b>Total Budget</b>										<b>73</b>						

### Legal Department

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic Issue:</b> Institutional Capacity																
<b>Strategic Goal:</b> enhance effectiveness by efficiency in service delivery																
<b>KRA:</b> institutional capacity developed																
<b>Outcome:</b> Strengthened KNATCOM's legal mandate																
<b>Strategic Objective:</b> enhance institutional capacity																
Enhance compliance with legal, statutory and contractual agreements	Provide secretariat services to the Board of the Commission	Agenda and invitation to the board/committee members to meetings	Agenda and the invitation letters	100%	100%	100%	100%	100%	100%	0	0	0	0	0	Corporation Secretary/ Director Legal Services	SG/CEO
		Minutes from the Board meetings	Minutes of the Board and its Committees	100%	100%	100%	100%	100%	100%	0	0	0	0	0		
		Board Almanac/ Board work plans	Board almanac / work plan	100%	100%	100%	100%	100%	100%	0	0	0	0	0		

		No. of Conflict of Interest Register	Conflict of Interest Register	100%													
		No. of Training of the Board members	Conflict of Interest Register	100%	100%	100%	100%	100%	100%	0	0	0	0	0			
		Evaluation of the Board members	Attendance list of the Board members	16													
			Evaluation report	5	3	4	2	3	4	0	0	0	0	0			
					1	1	1	1	1	0	0	0	0	0			
		No. of Governance Audit conducted	The Legal and Governance Audit Reports	2	1	-	1	-	-	2.5	0	2.5	0	0	Corporation Secretary/ Director, Legal Services	CEO/SG	

		No. of legal Audit conducted	Legal Audit reports	10	2	2	2	2	2	2.0	2.0	2.0	2.0	2.0
	Provide legal guidance on binding agreements	The signed agreements between the Commission and third parties	Signed agreements	100%	100%	100%	100%	100%	100%	0	0	0	0	0
	Develop and maintain a contract database	No. of contract database developed	A contract database register	5	1	1	1	1	1	0	0	0	0	0
Strengthen KNATCOM's Legal Mandate	Review KNATCOM Act, 2013	1 reviewed KNATCOM ACT	1 Amended KNATCOM Act	1	1	-	-	-	-	3.50	0	0	0	0
<b>Totals</b>										<b>8</b>	<b>2</b>	<b>4.5</b>	<b>2</b>	<b>2</b>
<b>Total budget</b>										<b>18.5</b>				

**Strategy and Planning Division**

Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (KSh. Mn)					Responsibility*	
				Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic Issue:</b> Institutional Capacity															
<b>Strategic Goal:</b> enhance effectiveness and efficiency in service delivery															
<b>KRA:</b> institutional capacity developed															
<b>Outcome:</b> Enhanced Performance															
<b>Strategic Objective:</b> Strengthen performance management practices for continual improvement															
Coordinate a performance contracting framework	improved performance management and compliance reporting	Annual performance ratings Quarterly reports Compliance reports and certificates	100 %	100 %	100 %	100 %	100 %	100 %	0	0	0	0	0	Director Strategy & Planning	CEO/SG



Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (KSh. Mn)					Responsibility*	
				Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Coordinate reports on budget prioritization	Reports budget prioritization coordinated	Quarterly and annual reports	100%	100%	100%	100%	100%	100%	0	0	0	0	0	Director Strategy & Planning	CEO/SG
Coordinate Mid-term evaluation of the Strategic Plan.	Mid-term evaluation conducted	Mid-term evaluation report	1	0	0	1	0	0	0	0	5	0	0	Director Strategy & Planning	CEO/SG
Coordinate End-term evaluation of Strategic Plan	End-Term Evaluation conducted	End-Term Evaluation report	1	0	0	0	0	1	0	0	0	4	4	Director Strategy & Planning	CEO/SG
Coordinate the development of KNATCOM Strategic Plan 2028-2032	KNATCOM Strategic Plan 2028-	KNATCOM SP 2028-2032	1	0	0	0	0	1	0	0	0	5	5	Director Strategy & Planning	CEO/SG

Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (KSh. Mn)					Responsibility*	
				Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Plan 2028-2032	2032 developed														
Coordinate the development and implementation of the annual work-plans	Annual Workplans developed and implemented	Quarterly and annual reports	100%	100%	100%	100%	100%	100%	0	0	0	0	0	Director Strategy & Planning	CEO/SG
Develop and implement a Corporate Innovation Strategy and Annual Innovation Plan.	Corporate innovation Strategy and annual innovation plan developed and implemented	Approved Corporate Innovation Strategy Approved Annual Innovation Plan	100%	100%	100%	100%	100%	100%	0	0	0.5	0	2.5	Director Strategy & Planning	CEO/SG
<b>Totals</b>									0	0	5.5	9	11.5		
<b>Total Budget</b>									26						

## Compliance and Risk Management Coordination Division

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic Issue:</b> Institutional Capacity																
<b>Strategic Goal:</b> Enhance effectiveness by efficiency in service delivery																
<b>KRA:</b> institutional capacity developed																
<b>Outcome:</b> Efficient and effective risk management processes																
<b>Strategic Objective:</b> Promote effective and efficient risk management processes																
Enhance Risk management mechanism	Review and implement Enterprise Risk Management (ERM) Policy and Framework	ERM Policy & Framework reviewed & implemented	1 ERM Policy & Framework reviewed	100%	100%	100%	100%	100%	100%	0	0	0	0	0	Head of Compliance Division	
		Quarterly and annual risk management reports prepared	No. of Quarterly and annual risk management reports	100%	100%	100%	100%	100%	100%	0	0	0	0	0	Head of Compliance Division	SG, Heads of Programmes/departments/divisions

		Board, senior management and staff trained and sensitized on risk management	Capacity building report	100%	100%	100%	100%	100%	100%	0	0.5	1.5	0.5	2.5	Head of Compliance Division	SG/CEO
	Establish fraud corruption prevention mechanisms.	Developed and reviewed Fraud Prevention Policy and Framework	No. of policy developed and reviewed	100%	100%	100%	100%	100%	100%	0	0	1	1	2	Head of Compliance Division	SG/CEO
	Enhance controls of management systems in the Commission	ISO 9001:2015 Certification maintained	ISO 9001:2015 Certificate	100%	100%	100%	100%	100%	100%	2	3	3	3	3	Head of Compliance Division	SG/CEO, DSG
		ISO/IEC 27001:2022 Certified	ISO/IEC 27001:2022 Certificate	100%	100%	100%	100%	100%	100%	8	3	3	3	3	Head of Compliance Division	SG/CEO,

Improve operational performance through business re-engineering	Coordinate the development and implementation of a strategy on business process reengineering	business process reengineering strategy developed and implemented	business process reengineering strategy	100	100	100	100	100	100	0	0	2	2	2	Head of Compliance Division	SG/CEO
<b>Totals</b>										<b>10</b>	<b>6.5</b>	<b>10.5</b>	<b>9.5</b>	<b>12.5</b>		
<b>Total Budget</b>										<b>49</b>						

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