



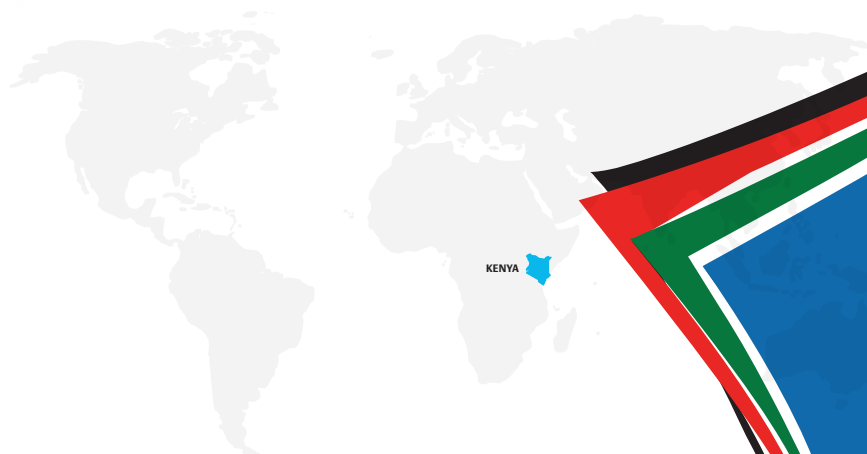
United Nations  
Educational, Scientific and  
Cultural Organization



Kenya National  
Commission for UNESCO  
(KNATCOM)

# KENYA NATIONAL COMMISSION FOR UNESCO

## STRATEGIC PLAN



2019  
—  
2023



REPUBLIC OF KENYA





**KENYA NATIONAL COMMISSION FOR UNESCO**

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# STRATEGIC PLAN

## 2019-2023

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## Vision

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

## Mission

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

## Core Values

Integrity  
Professionalism  
Teamwork  
Excellence in Service  
Courtesy  
Fidelity to law

## FOREWORD

Kenya joined UNESCO in 1964 with the desire to promote a lasting foundation of peace and security through intellectual collaboration with other member states. In fulfillment of Article VII of the UNESCO Constitution, the Government of Kenya then established Kenya National Commission for UNESCO (KNATCOM) in 1964 as a department in the Ministry of Education.

To enhance its efficiency and effectiveness in articulating its mandate, KNATCOM transformed into a State Corporation in 2013 through an Act of Parliament, The Kenya National Commission for UNESCO Act, 2013. Immediately after, the Commission embarked on an ambitious but critical agenda to actualize the transformation status by putting in place critical structures and relevant policies. A key achievement in this transformation agenda was the establishment of the first KNATCOM Strategic Plan covering the period June 2014 to June 2019, among other milestones. This second Plan, which is intended to drive its strategic direction in the next five years beginning 1st July 2019 has been developed through a consultative process. Its development was informed by lessons learnt from the end-term evaluation of the first Strategic Plan and taking into account the prevailing national, regional and global priorities.

I sincerely thank all stakeholders who participated in the development of this 2019-2023 KNATCOM Strategic Plan. It is my hope that the government and partners will provide the requisite resources to facilitate successful implementation of the Plan.

**Prof Frederick Gravenir**

Ag. Board Chair

## PREFACE

KNATCOM is the focal point for all UNESCO programmes and activities in Kenya. The Commission therefore has a unique role to play in strengthening the foundations of lasting peace and sustainable development through intellectual dialogue in the areas of education, sciences, culture, and communication and information. To actualize this mandate, the Commission has developed this new Strategic Plan covering the period 1st July 2019 to 30th June 2023.

The Development of this Strategic Plan involved in-depth interrogation of key documents, which included the Constitution of Kenya 2010, the UNESCO Constitution and UNESCO Charter of National Commissions, the Kenya Government's Vision 2030 and its Third Medium Term Plan, the Africa Union's Agenda 2063 and Sustainable Development Goals (SDGs), among other documents. The process also recognized the Commission's strengths, weaknesses, opportunities and strengths in developing strategies to drive the Commission in realizing its Vision and Mission in the plan period.

Implementation of this Plan will not be successful without the participation of critical stakeholders. It is for this reason that I invite all the Commission's key stakeholders to join in support of implementing this Plan. These key stakeholders are drawn from the Ministries, departments, Counties, Civil Society, UN Agencies, private sector and individual experts in UNESCO areas of competence. A detailed stakeholder mapping has been done including their roles and expectations from the Commission. The Commission on the other hand will play her rightful role as per the stakeholder expectations.

I take this opportunity to appreciate the participation of all stakeholders who contributed to the development of this Plan.

**Evangeline W. Njoka, PhD, MBS**  
Secretary General/CEO

## ACKNOWLEDGEMENT

This Strategic Plan is the product of an intense consultative process. The process of developing the KNATCOM Strategic Plan involved incisive and intensive deliberations between the technical team, the Board of the Commission, consultants and stakeholders. It comprised a serious interrogation of key documents that included the Constitution of Kenya 2010, the UNESCO Constitution, UNESCO Charter of National Commissions, the Kenya Government's Vision 2030 and its Third Medium Term Plan, the Big Four Agenda, among other documents.

The realization of this Strategic Plan that is in consonance with the current UNESCO Strategy could not have been realized without reference to the guidelines provided by UNESCO in its main areas of competence namely: Education; Natural Science; Social and Human Science; Culture; and Communication and Information which facilitated the programming of activities in the Strategic Plan.

KNATCOM thanks the Cabinet Secretary, Ministry of Education, Prof. George A. O. Magoha, MBS, EBS, CBS, the Chair of UNESCO affairs in Kenya. We also recognize the Chief Administrative Secretary and Principal Secretary Prof Collette Suda, CBS, EBS, FKNAS, and Principal Secretaries Dr. Belio Kipsang, CBS, Dr. Kevit Desai, MBS and Alfred, K. Cheruiyot for their stewardship and continued support in ensuring that KNATCOM is able to implement its Programmes and activities.

We acknowledge the immense support and guidance provided by the Board of the Commission to the technical team throughout the development process of the Strategic Plan.

Further, we most sincerely thank our stakeholders, in particular UNESCO Headquarters and the UNESCO Regional Office for Eastern Africa, Kenya UNESCO Office, and esteemed members of our experts and Programme committees for their intellectual contribution in each of the Programmes. Their participation ensured that the strategy remained focused on the mandate of KNATCOM and Kenya's development agenda. The role played by our valued stakeholders in interrogating the document for quality during validation cannot be over emphasized. We thank you most sincerely for this great contribution.

Special gratitude goes to the KNATCOM Technical Team for their valued input and tireless effort in developing this Strategic Plan and to our consultants Mr. Michael Kahiti, OGW and Mr. Cosmas Mutinda Muema, who used their expertise to guide the drafting of the Strategic Plan. We say a big thank you.

## ACRONYMS AND ABBREVIATIONS

Apps	Applications
ASPNet	Associated Schools Project Network
EBK	Engineers Board of Kenya
ECDE	Early Childhood Development and Education
EFA	Education for All
ESD	Education for Sustainable Development
GC	General Conference
GCED	Global Citizenship Education
GDP	Gross Domestic Product
GEMR	Global Education Monitoring Report
HECs	Hospital Ethics Committees
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HRBA	Human Rights Based Approach
ICCAR	International Coalition of Cities Against Racism
ICH	Intangible Cultural Heritage
ICT	Information Communication and Technology
ISO	International Standards Organization
KCSE	Kenya Certificate of Secondary Education
KNATCOM	Kenya National Commission for UNESCO
KUCCPS	Kenya Universities and Colleges Central Placement Service
KUO	Kenya UNESCO Office
M&E	Monitoring and Evaluation
MAB	Man and Biosphere
MCDAs	Ministries, Counties, Departments and Agencies
MOST	Management of Social Transformations
Mt.	Mount
MTP III	Medium Term Plan Three



NACOSTI	National Commission for Science, Technology and Innovation
PESTEL	Political, Economic, Social, Technological and Legal
PPP	Public Private Partnerships
SDGs	Sustainable Development Goals
SHS	Social and Human Sciences
SNE	Special Needs Education
STEP	Students Training in Entrepreneurial Promotion
STI	Science Technology and Innovation
SWOT	Strengths, Weaknesses, Opportunities and Threats
TVET	Technical and Vocational Education and Training
UN	United Nations
UNESCO	United Nation Educational, Scientific and Cultural Organization
UNEVOC	UNESCO and Vocational Education
UNITWIN	University Twinning and Networking Programme
WHS	World Heritage Sites

## EXECUTIVE SUMMARY

KNATCOM's first Strategic Plan covered the period 2013-2018. The end term evaluation and situational analysis conducted gives details of the Commission's performance. The assessment was done based on the targeted objectives in the planned period and the operational performance in terms of relevance, impact, efficiency, visibility and effectiveness of activities implemented during 2013-2018.

Lessons learnt while implementing the first Strategic Plan have informed the level and nature of activities to be undertaken in the next five years. Based on the end term evaluation, the major achievements and challenges experienced are highlighted in this document and have informed the development of this Strategic Plan. Analysis of the SWOT, PESTEL and Stakeholder engagement is well articulated and it is upon these that decisions for activities to be conducted in the new plan period have been made.

This second Strategic Plan covers the period 2019-2023 and will guide the Commission to achieve its mandate, vision and mission through activities undertaken by its five programme areas and departments. Activities in this Plan have been aligned to the prevailing national, regional and global priorities, notably the Big Four Agenda, The Third Medium Plan, the Africa Agenda 2063 and SDGs. In this new Plan, the vision and mission statements have been reviewed to be in tandem with the changing needs and priorities. The objectives and strategies of each of the programmes and departments have been articulated as well as how the monitoring and evaluation of activities will be undertaken.

In line with best management practices, risks have been identified and mitigation measures prescribed. For increased efficiency in implementation of the new Strategic Plan, 2019-2023, capacity assessment was undertaken and detailed description presented in this plan. Based on the proposed programmes and activities, it will cost an estimated KES1.52 Billion to implement this five-year Strategic Plan. Strategies on how to increase resource mobilization from government and partners have been proposed. Strengthening existing partnerships and forging new ones remain a priority for the Commission.

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# CHAPTER ONE

## INTRODUCTION

### 1.1 BACKGROUND

Strategic Planning has been a key component of Results Based Management over the years. This is the second Strategic Plan for Kenya National Commission for UNESCO (KNATCOM). As a tool, the Strategic Plan will guide the Commission in attaining effectiveness, efficiency and focus towards achieving its vision and mission in the next five years.

KNATCOM was first established as a department under the Ministry of Education through a Cabinet Decision no. 170 of 1964. This establishment was subsequent to Kenya's membership to UNESCO in April 7, 1964 as 73rd Member and in line with UNESCO's Constitution of 1945.

To enhance its efficiency and effectiveness in service delivery in line with its mandate, KNATCOM was transformed into a State Corporation from a department of the Ministry of Education on 25th January 2013, following the enactment of the Kenya National Commission for UNESCO 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 clearly define the responsibilities vested in a national commission, the member state, and the conditions governing its operations.

UNESCO was founded in 1945 after the Second World War to contribute to peace and security in the world based on the philosophy that "since wars begin in the minds of men, it is in the minds of men that defenses of peace must be constructed". It is on this premise that UNESCO has a mission of promoting peace, intellectual collaboration, eradication of poverty, sustainable development, and intercultural dialogue through its five (5) fields of competence namely education, natural sciences, social and human sciences, culture, and communication and information. UNESCO is the intellectual arm of the UN. KNATCOM continues to increase its visibility through coordinating UNESCO's activities at the national level and contributes to initiatives of significance to Kenya's development agenda.

### 1.2 MANDATE OF KNATCOM

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.

To achieve this mandate, the Commission mobilizes technical and information resources from UNESCO among other partners; promotes collaborations between national and international institutions; promotes knowledge and information sharing; facilitates national, regional and international policy formulation in the fields of education, sciences, culture and communication and information among other functions.

KNATCOM is the focal point for all UNESCO programmes and activities in Kenya. The Commission has a unique role to play in strengthening the foundations of lasting peace and sustainable development. KNATCOM's strategic focus borrows from the Sustainable Development Goals, UNESCO Constitution, the Charter for National Commissions, UNESCO's Medium Term Strategy

2014-2021, Africa Agenda 2063, the Constitution of Kenya, 2010, Kenya Vision 2030, the Third Medium Term Plan and the Kenya National Commission for UNESCO Act 2013.

As a State Corporation with international visibility, the role of the Kenya National Commission for UNESCO is to engage the various Ministries, Counties, Departments and Agencies (MCDAs), organizations and individuals working for the advancement of education, sciences, culture and communication and information in UNESCO's activities.

KNATCOM has five main programmes namely education, natural sciences, social and human sciences, culture, and communication and information. Specific programme and expert committees drawn from relevant ministries, academia and private sector support these programmes. The Commission works closely with Kenya's Permanent Delegations Office to UNESCO in Paris and other UNESCO organs in executing its mandate.

The development of this Strategic Plan has been guided by UNESCO's Medium-Term Strategy 2014-2021, which has the following Strategic Objectives:

- i. developing education systems to foster quality lifelong learning opportunities for all;
- ii. empowering learners to be creative and responsible global citizens;
- iii. shaping the future education agenda;
- iv. promoting the interface between science, policy and society and ethical and inclusive policies for sustainable development;
- v. strengthening international science cooperation for peace, sustainability and social inclusion;
- vi. supporting inclusive social development and promoting intercultural dialogue and the rapprochement of cultures;
- vii. protecting, promoting and transmitting heritage;
- viii. fostering creativity and the diversity of cultural expressions; and
- ix. promoting freedom of expression, media development and universal access to information and knowledge.

### 1.3. KNATCOM FUNCTIONS

The mandate of UNESCO in education, the sciences, culture and communication is aimed at forging a culture of peace by fostering the generation and exchange of knowledge, including scientific knowledge, through international cooperation, capacity building and technical assistance to its Member States. In line with the mandate of UNESCO to its Member states and the Kenya National Commission for UNESCO Act, 2013, KNATCOM's main functions are to:

- 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 programs;
- 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.

These functions are geared towards promoting Kenya's development agenda.

#### **1.4. RATIONALE FOR THE DEVELOPMENT OF THE KENYA NATIONAL COMMISSION FOR UNESCO'S STRATEGIC PLAN 2019-2023**

The development of this Strategic Plan is in line with the KNATCOM vision, which aims to transform the Commission into a leading organization in the advancement of peace, sustainable development and intellectual collaboration in the areas of education, sciences, culture and communication and information. The Strategic Plan is aligned to UNESCO's Medium Term Strategy 2014-2021. It provides a roadmap to define the strategic direction for the Commission in the next five years. In addition, the plan will guide the Commission in contributing to the achievement of the Sustainable Development Goals, the Africa Agenda 2063, the Big Four Agenda and Kenya Vision 2030 through the Third Medium Term Plan 2018-2023 within the framework of the Constitution of Kenya, 2010.

This Strategic Plan also ensures greater coherence with priorities, objectives and activities of various collaborating MCDAs, organizations and individuals working in UNESCO's five (5) areas of competence. The activities earmarked by the Commission during the 2019-2023 period shall seek to realize Kenya's national priorities by leveraging and optimizing on opportunities and resources available within the country and beyond. In particular, Kenya will benefit from UNESCO in the areas of capacity building, standard setting, intellectual collaborations, information dissemination and policy formulation.

In addition, the complexities of a rapidly changing environment necessitate refocusing of the strategic direction for a robust, dynamic and revitalized KNATCOM that will ensure that Kenya positions herself as a leading UNESCO Member State in Africa and beyond.

## 1.5. KNATCOM IN THE CONTEXT OF NATIONAL DEVELOPMENT AGENDA

### 1.5.1. Kenya's Development Challenges

Kenya Vision 2030 is the country's development blueprint covering the period 2008-2030. The Vision is based on three pillars: the economic, social and political. The Economic Pillar aims to improve the prosperity of all Kenyans through an economic development programme that covers all the regions of Kenya. The Social Pillar seeks to build a just and cohesive society with social equity in a clean and secure environment. The Political Pillar aims to realize a democratic political system founded on issue-based politics that respects the rule of law, and protects the rights and freedoms of every individual in Kenyan society.

Kenya has made significant strides in national development upon successful implementation of the first and second medium term plans. Despite the gains realized, a number of challenges persist. These include:

- i. high reliance on rain fed agriculture;
- ii. low and stagnant shares of manufacturing and exporting sectors;
- iii. slow approval process and uptake of Public Private Partnerships (PPP) projects;
- iv. fast-tracking implementation of reforms to improve ranking in the World Bank Ease of Doing Business Indicators, which currently ranks 80 out of 189 countries;
- v. high unemployment levels especially among the youth;
- vi. increase in prices of food and other basic items resulting in high cost of living;
- vii. significant proportion of Kenyans still lack access to basic services such as electricity, affordable housing, universal health care and safe drinking water;
- viii. security concerns;
- ix. lack of a coordinating mechanism to oversee implementation, monitoring and evaluation of cooperation frameworks by MCDAs;
- x. vulnerability to cyber-crimes;
- xi. inadequate structure and strategy for improving the country's productivity and competitiveness;
- xii. negative impacts of climate change;
- xiii. major economic and social disparities across regions of the country;
- xiv. rapid population growth rate, proliferation of informal settlements, governance problems and insecurity; and
- xv. upsurge in non-communicable diseases across the country and global pandemics.

KNATCOM addresses some of these challenges through activities implemented by respective programmes.

### 1.5.2. Priority Areas to be addressed under the KNATCOM Strategic Plan 2019-2023

This Strategic Plan gives the highest priority to achieving the "Big Four" initiatives, the National Plans and Ending Drought Emergencies, Africa's Agenda 2063 and SDGs respectively, as highlighted below.

- i. **Manufacturing:** KNATCOM, through its programmes will sensitize and promote high uptake of Science, Technology, Engineering and Mathematics (STEM) and Technical Vocational Education and Training (TVET) to produce high calibre skilled personnel. KNATCOM will



- also promote job creations through the creative and cultural industries and Student Training Entrepreneurship Promotion for Youth (STEP4Y).
- ii. Food Security: KNATCOM will foster innovative practices towards food security through Education for Sustainable Development (ESD), UNESCO Clubs, UNESCO Biosphere Reserves, UNESCO Geoparks, Associated Schools Project Network (ASPNet) and development of Mobile Applications (Apps) that promote sustainable practices in food production and supply and reduce post-harvest losses. In line with irrigation expansion and agro-productivity: KNATCOM will, through ASPNet programme and UNESCO Clubs, capacity build learners on smart irrigation and agriculture practices as well as promote conservation and management of UNESCO Biosphere Reserves as water towers critical for irrigation.
  - iii. Universal health coverage: KNATCOM will support this initiative by development of Mobile Appsto foster innovations that afford citizens access to medical care. In addition, the Commission will support the establishment of Hospital Ethics Committees (HECs) to promote quality ethical healthcare services. It will also support HIV and AIDS interventions.
  - iv. Affordable housing: through its programmes, KNATCOM will promote uptake of Science, Technology, Engineering and Mathematics (STEM) subjects and Technical and Vocational Education and Training (TVET) to produce high calibre skilled personnel for the housing sector. The Commission will promote sustainable use of low carbon energy and renewable energy through ESD and ASPNet. National Planning: KNATCOM will collaborate with relevant MCDAs to mainstream relevant aspects such as sustainable, creative, learning and inclusive cities concepts; conservation planning; and environmental protection.
  - v. Ending Drought Emergencies: KNATCOM will collaborate with relevant MCDAs in support of conservation of water catchment areas and environment through research to generate knowledge on climate change, water security and other hydrological challenges.
  - vi. Africa's Agenda 2063: KNATCOM will support the implementation of Science, Technology and Innovation Strategy for Africa (STISA 2014-2024) which aims to improve the human capital, technical competence, infrastructure, in Science Technology and Innovation (STI) in line with Africa's Agenda 2063. In addition, KNATCOM will encourage citizens to live cohesively and support people driven development and in particular engage the youth through STEP4Y.
  - vii. Sustainable Development Goals (SDGs): KNATCOM will support the implementation of SDGs through capacity building of stakeholders among others.

## CHAPTER TWO

### SITUATIONAL ANALYSIS

#### 2.1 INTRODUCTION

The situational analysis presents a critical assessment of the environment in which KNATCOM operates. It provides a status report of “where the Commission is now” to form a basis for the development of strategies moving forward. This chapter provides a comprehensive review of KNATCOM’s performance, successes and challenges for the last five years. However, this situational analysis is based on assessment covering the period up to 31st December 2018. A final assessment will be undertaken at the end of the first Strategic Plan’s period (after June 2019). The Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis; Political, Economic, Social, Technological and Legal (PESTEL) Analysis; and Stakeholder Analysis set a stage for the strategic direction of KNATCOM in the next five years.

#### 2.2 ORGANIZATIONAL PERFORMANCE

During 2014-2018 Strategic Plan implementation period, the Commission strived to achieve the set organizational targets. Overall, during the reporting period, the Commission achieved 68.3% of the targets set out in the Plan, with the figure expected to rise upon the final assessment at the end of the Strategic Plan period. This performance serves as a benchmark and sets a precedent for the next cycle of the Strategic Plan implementation in which the Commission intends to make a greater and broader impact by applying the lessons learnt. To optimize impact during 2019-2023, the Commission reviewed its operational performance up to 31st December 2018.

#### 2.3. OPERATIONAL PERFORMANCE

An internal evaluation of the KNATCOM’s 2014-2018 Strategic Plan was conducted in January 2019. The evaluation was largely informed by data analysis of work performance and measurement of actual performance against set targets in the Strategic Plan. The operational performance evaluation focused on impact, relevance, effectiveness, efficiency, sustainability and visibility. Performance was measured on a scale of 1-5 where 1 was very poor and 5 excellent. The results of the evaluation were as follows:

##### **Relevance**

On relevance, the evaluation considered the extent to which the Commission responded to its mission, mandate as well as functions and the stakeholders’ needs and requirements within the national, regional and global context. This evaluation revealed that the Commission’s performance stood at a score of 3.9 implying that the programmes implemented were highly relevant in this respect.

**Impact**

Evaluation on impact assessed the extent to which the Commission's activities made positive changes on the beneficiaries in respect to its role in achievement of national priorities and pursuit of advancement of peace, sustainable development and intellectual collaboration. The impact across programmes was moderate at a score of 3.3.

**Effectiveness**

Evaluation on effectiveness assessed whether the Key Result Areas, objectives and targets of the Strategic Plan were met within agreed timelines and budget. The overall score was moderate at 3.3

**Efficiency**

Efficiency was assessed as the extent to which the resources (including financial, human capital, assets) were utilized to achieve optimal results. The score for efficiency was moderate at 3.3.

**Sustainability**

Evaluation on sustainability assessed the extent to which the impact of the Commission's programmes and activities were sustainable and whether the mechanisms put in place contributed to sustainability. The overall score was moderate at 3.2.

**Visibility**

Visibility was assessed as the extent to which the modes of communication and dissemination channels raised the profile of the Commission. The score achieved was moderate at 3.2.

**Overall operational performance**

The average score for all the operational parameters assessed was 3.3. This score could be attributed to the following factors:

- certain outputs could not be achieved because their delivery depended on partners' good will;
- inadequate capacity in some programmes to implement planned activities; and
- weak monitoring and evaluation mechanisms.

**2.4 REVIEW OF SUCCESSES OF KNATCOM****a) Promotion, Safeguarding and Conservation of Cultural Heritage**

The Commission promoted safeguarding and conservation of the cultural heritage through coordinating: nomination and inscription of *Isukuti Dance of Isukha* and *Idakho* communities of Western Kenya; nomination and inscription of *Enkipaata*, *Eunoto* and *Olng'esherr*, the three male rites of passage of the Maasai community; listing of *Thimlich Ohinga* Archaeological site as the seventh UNESCO World Heritage Site in Kenya into the World Heritage List and the development and application of a criteria to award the best managed Sacred Mijikenda Kaya Forest in Kenya.

**b) International Appointments**

The Commission supported and facilitated the appointment and election of eminent Kenyans to the UNESCO Executive Board, UNESCO Committees, UNESCO Intergovernmental Committees, Intergovernmental Councils and Evaluation bodies thus raising the profile of Kenya.

**c) Monitoring and Evaluation**

The Commission conducted Monitoring and Evaluation (M&E) of ASPnet activities in ASPnet Institutions to establish the status of implementation. This led to an annual Conference to award the best performing ASPnet Institutions. In addition, the Commission undertook Monitoring and Evaluation of ESD activities at the institutional level, UNESCO designated sites (Biosphere Reserves and World Heritage Sites) in the country, coordinated Education for All (EFA) 2015 National Review, UNESCO Clubs and STEP4Y. Monitoring and Evaluation of the Sacred Mijikenda Kaya Forests led to establishment of an annual award for the best managed Kaya Forest.

**d) Capacity Building and awareness Raising**

The Commission undertook capacity building for stakeholders at national and county levels in the programmatic areas of education, natural sciences, social and human sciences, culture, and communication and information. It also provided advisory and technical support to Ministries, Counties, Departments and Agencies (MCDAs).

Capacity was built on targeted education stakeholders on implementation of peace education and prevention of violent extremism across all levels of learning institutions and communities through UNESCO Networks. In addition, capacity was built and sensitization undertaken for stakeholders on SDGs, girls and women on embracing Science, Technology, Engineering and Mathematics (STEM) careers and Biosphere Reserves (BR) Managers and BR adjacent communities on the effective management of Biosphere Reserves and sustainable utilization of resources. As part of promoting the UNESCO Global Geopark concept sensitization was undertaken for local stakeholders. KNATCOM also built the capacities of the youth on entrepreneurial skills, sports men and women, as well as bioethics practitioners.

To promote creative industries, diversity of cultural expressions, and safeguarding of heritage, communities and stakeholders were sensitized on protection, conservation and preservation.

To promote a free and safe environment for journalists and media workers, media professionals and other stakeholders were trained on freedom of expression, freedom of information and safety of journalists as enshrined in the UN Plan of Action on the Safety of Journalists and the Issue of Impunity. In addition, to promote access to information, capacity building of youth on mobile applications development was conducted.

**e) Research**

The Commission conducted research on the five areas of competence namely; education, natural sciences, social and human sciences, culture, and communication and information, to generate knowledge in support of policy formulation and decision-making.

UNESCO through participation programmes, supported KNATCOM to undertake research on factors affecting access and retention of girls in education in Mt. Elgon Region and a Research on factors contributing to Drugs and Substance Abuse among the Youth in Lamu County. KNATCOM

also undertook a rapid survey on the status of Science, Technology and Innovation governance in Kenya.

KNATCOM also undertook research on human-wildlife conflicts and water access and security in arid regions of Kenya.

Studies were undertaken focusing on challenges of implementation of youth policies, causes of conflict in Laikipia County and the status of Hospital Ethics Committees in Kenya

#### **f) Visibility**

The Commission increased its visibility by branding UNESCO designated sites (Kaya Forests and Biosphere Reserves) and publishing of the Jarida La KNATCOM and annual reports and redesigning of the Commission website.

#### **g) UNESCO Networks**

The Commission facilitated the establishment of seven (7) UNESCO/UNITWIN Chairs at Universities, and Five (5) UNEVOC centres to enhance research and implementation of programmes on UNESCO thematic areas, registered over 400 Associated Schools Project Network (ASPnet) institutions in Kenya, facilitated establishment of 800 UNESCO Clubs and the Kenya Federation of UNESCO Clubs Centers and Associations (KEFUCA), nomination of Malindi Watamu Arabuko-Sokoke UNESCO Biosphere Reserve and establishment of UNESCO Global Geopark National Committee to promote peace, sustainable development and intellectual collaboration nationally, regional and globally.

#### **h) Conferences and Symposia**

The Commission co-organized and hosted national, regional and global conferences on the Commission's areas of competence namely; education, natural sciences, social and human sciences, culture, and communication and information. Some of these conferences include:

- High Level Pan African Conference on Education (PACE, 2018)
- 1st African Regional Martial Arts Congress, 2018
- 5th Inter-regional NATCOMs meeting, 2018
- Theatre Arts Conference, 2017
- Future Earth Initiative Conference, 2016
- 1st National Culture Symposium, 2016
- International Coalition of Cities Against Racism (ICCAR, 2016)
- Conference for Ministers of Social Development, 2017

#### **i) Dissemination of Information**

KNATCOM facilitated and enhanced dissemination of information such as research findings, research reports, policy briefs and job opportunities. The Commission also disseminated UNESCO awards, prizes, grants and fellowships in education, sciences, culture, and information and communication through the website, emails and workshops leading to increased number of applications.

**j) Annual Celebrations of International Days**

The Commission organized and hosted annual celebrations to mark UNESCO International days related to education, sciences, culture and information and communication; such as the World Teachers Day, Mother Language Day, International Day of Sports, World Aids Day, International Day of Peace, Africa World Heritage Day, World Ocean Day, World Radio Day, World Press Freedom Day, International Day for Abolition of Slavery, International Day of Women and Girls in Science, World Water Day, World Science Day for Peace and Development, World Heritage Day, World Literacy and International Youth Day.

**k) Resource Mobilization, Partnerships and Collaborations**

The Commission mobilized resources through UNESCO participation programmes, strategic partnerships and Government funding. It also increased and strengthened the number of partnerships and collaborations relevant in achieving the Commissions mandate.

**l) Peace building, Cohesion and Integration**

KNATCOM promoted peace and national cohesion through intercultural dialogue and rapprochement of cultures, appreciation of cultural diversity during the KNATCOM national cultural celebrations.

**m) Policy**

The Commission developed policy frameworks on the sustainable management of World Heritage Properties and for the promotion of cultural and creative industries in Kenya, guidelines on mainstreaming ESD and GCED in Universities. In addition, the following internal policies were developed: Youth empowerment; Communication; Anti-Corruption; Whistle-blowing; Workplace Environmental, Health and Safety; HIV and AIDS; Pension; And Also Enterprise Risk Management Framework. Enterprise Risk Management Framework; Policy Briefs; Finance Policy Guidelines and Procedures Manual; and Procurement and Disposal Manual.

**n) Automation**

The Commission achieved transition from manual accounting to digital accounting during the plan period.

**o) Quality Management System (QMS)**

The Commission achieved ISO 9001:2015 Certification.

**2.5 KEY CHALLENGES**

The following were challenges faced by KNATCOM during the implementation of the 2014-2018 Strategic Plan:

- i. delays and increased costs in implementation of programme activities due to insecurity in some parts of the country;
- ii. low brand visibility;
- iii. a weak monitoring and evaluation framework which affected tracking of Programme implementation and impact;

- iv. some activities involve multi-sectoral engagements leading to delayed implementation;
- v. misunderstanding of the Commission's mandate by stakeholders; and
- vi. inadequate resources.

## 2.6 SWOT ANALYSIS

The need to develop a road map for KNATCOM required a critical analysis of key factors, both internal and external, that influence its success in achieving its vision and objectives during the Strategic Plan period. The scan of the environment explored the use of the SWOT tool, which focuses on the Strengths, Weaknesses, Opportunities and Threats of the Commission. The Strengths and Weaknesses were identified from the Commission's internal environment while the Opportunities and Threats were from the external environment.

**Table 1: KNATCOM's Strengths, Weaknesses, Opportunities and Threats**

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> <li>1. Effective Board of the Commission</li> <li>2. Operational Programme and Expert committees</li> <li>3. Strong legal standings: Kenya National Commission for UNESCO Act 2013 (Amended 2014), UNESCO Constitution, Charter of National Commissions for UNESCO, among other statutes</li> <li>4. A functional Permanent Delegation of Kenya to UNESCO in Paris headed by an Ambassador</li> <li>5. Highly skilled, motivated and experienced human resource</li> <li>6. Most current UNESCO publications available for KNATCOM's stakeholders</li> <li>7. Multi-sectoral mandate that addresses the needs of diverse stakeholders</li> <li>8. A diverse category of UNESCO networks to leverage on in pursuit of the Commission's mandate</li> <li>9. Internal policies, frameworks and procedures developed to guide the operations of the Commission</li> <li>10. The Commission's mandate is in line with Kenya's Vision 2030 economic blueprint and the current Government's Big Four Agenda</li> </ol>	<ol style="list-style-type: none"> <li>1. Over reliance on the exchequer for the delivery of the Commission's core business</li> <li>2. A weak research and development support unit</li> <li>3. Many of the Commission's processes are manual</li> <li>4. Lack of partnership framework to guide stakeholder engagement</li> <li>5. Low visibility of KNATCOM</li> <li>6. Inadequate staffing</li> <li>7. Financial weakness</li> </ol>

OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. The Constitution of Kenya 2010 and the relevant policies and Acts supporting UNESCO areas of competence</li> <li>2. A changed national, regional and global development environment that is aligned to UNESCO's areas of competence</li> <li>3. Strong political and stakeholder good-will</li> <li>4. Strong support from Ministries, Counties, Departments and Agencies dealing in UNESCO areas of competence</li> <li>5. Advancement in use of ICT</li> <li>6. Availability of high profile pool of experts within the UNESCO fraternity</li> <li>7. A strong global network of National Commissions for UNESCO</li> <li>8. UNESCO Conferences and meetings that provide a platform for networking, learning and sharing experiences</li> <li>9. Kenya's rich cultural and natural heritage</li> </ol>	<ol style="list-style-type: none"> <li>1. Economic and political uncertainties</li> <li>2. Change of focus, priorities and funding among development partners</li> <li>3. Insecurity in some of the parts of the country</li> <li>4. Climate change and weather variability</li> </ol>



## 2.7 PESTEL ANALYSIS

The Commission also employed the PESTEL tool to scan the external environment as presented below.

**Table 2: PESTEL Analysis**

STRENGTHS	WEAKNESSES
<b>POLITICAL FACTORS</b>	
i) Political environment	The shift in the thinking and priorities of government has an added cost of compliance This will ensure that conducive legal framework is created for the delivery of quality services Conflicts that may arise can delay implementation of programme work or increased costs e.g. electioneering years
ii) Transboundary interests affecting shared resources	This affects conservation, preservation, decision making and access to transboundary resources
<b>ECONOMIC FACTORS</b>	
i) Dynamic macro and micro-economic status	These will have implications on Commission's budget affecting performance
ii) Poor infrastructure/networks	This affects implementation of programmes as some parts of the country have poor road network
<b>SOCIAL FACTORS</b>	
i) A growing young population	This will help Commission to benefit from manpower, innovative ideas
ii) High unemployment rates especially among the youth	A high demand on the Commission's resources towards youth intervention programmes
iii) Integrity issues	Affects the cost and quality of goods and services delivered to the Commission
iv) Insecurity	Affects Commission's service programmes
v) Informed stakeholders	Easier transmission of programme issues
vi) Increased scientific innovation	This necessitates policy changes, increases capacity building needs to address emerging ethical issues
vii) Beliefs, values and attitudes	They have implications on Commission's programmes
viii) Cultural degradation	It goes against the Commission's mandate of promoting preservation and conservation of cultural heritage
ix) HIV/AIDS issues	This affects implementation of programmes
x) Emergencies (floods, droughts, ethnic clashes and fire outbreaks)	Delay or disruption in programme implementation or increased implementation cost
xi) Diverse threats to World Heritage Sites	Loss of the outstanding universal value of intangible and tangible heritage leading to delisting of the sites from the UNESCO World Heritage List

STRENGTHS	WEAKNESSES
xii) Language barrier	Affects implementation of programmes such as increased translation costs
xiii) Press freedom	Affects media coverage of programme activities
<b>TECHNOLOGICAL FACTORS</b>	
i) Technological advancement and innovation	Increased operational efficiency leading to enhanced service delivery Technological advancements pose threats to the automated processes of the Commission
ii) Cost of technology	High cost of technology has implications on implementation of programme activities
iv) Cyber security	Leads to vulnerability of Commission's data
<b>ENVIRONMENTAL FACTORS</b>	
i) Impact of climate change	It aggravates environmental degradation hence destroys the gains made in interventions of preservation and conservation
ii) Over-exploitation of the country's natural resources	Leads to continuous destruction of the environment including sites where the Commission invests in conservation interventions
iii) Enforcement of environmental laws	Improved enforcement of environmental laws has helped to improve conservation of environment and designated UNESCO sites Failure to enforce environmental laws leads to destruction of the environment compromising the Commission's conservation efforts
<b>LEGAL FACTORS</b>	
i) Government policy frameworks and regulations	The existing policy and legal frameworks are providing a conducive legal environment to implement the Commission mandate
ii) International and regional Conventions and Protocols	Standard setting, sharing of information, platform for capacity building, international exposure and opportunities of accessing financial opportunities within UNESCO

## 2.8. STAKEHOLDERS ANALYSIS

Table 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.

STAKEHOLDER	STAKEHOLDER FUNCTION	KNATCOM INTEREST	STAKEHOLDER NEEDS
<b>The National Treasury and Planning</b>	<ul style="list-style-type: none"> <li>• Provide funding</li> <li>• Formulation of financial policies</li> </ul>	<ul style="list-style-type: none"> <li>• Increased funding</li> <li>• Policy direction on financial matters</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>
<b>Ministry of Education</b>	<ul style="list-style-type: none"> <li>• Plays an oversight role over UNESCO activities in Kenya</li> <li>• Formulation of relevant policies and guidelines</li> <li>• Support KNATCOM programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Goodwill and support to the liaison function of KNATCOM between Kenya and UNESCO</li> <li>• Enabling policies and legislations to enforce KNATCOM mandate</li> <li>• Ministry support in the UNESCO programmes in Kenya</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively discharging our liaison role</li> <li>• Prudent utilization of the allocated resources</li> <li>• Timely provision of relevant information</li> </ul>
<b>Ministry of Foreign Affairs</b>	<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> <li>• Authorization of international agreements</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 by KNATCOM</li> <li>• Speedy concurrence on international agreements</li> </ul>	<ul style="list-style-type: none"> <li>• Timely communication and dissemination of relevant information and documents</li> </ul>
<b>Ministry of Water and Sanitation</b>	<ul style="list-style-type: none"> <li>• Formulation and implementation of relevant policies</li> <li>• Collaboration in the areas of water resources conservation and development in the context of UNESCO programmes and activities</li> <li>• Provision of technical expertise in water and sanitation matters</li> </ul>	<ul style="list-style-type: none"> <li>• Alignment of relevant KNATCOM mandates within the policies</li> <li>• Active participation and collaboration in UNESCO Areas of competence</li> <li>• Acquire technical expertise in water and sanitation 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>
<b>Office of the Attorney General</b>	<ul style="list-style-type: none"> <li>• Approval and interpretation of legal instruments</li> <li>• Provision of policy guidelines in relevant field</li> </ul>	<ul style="list-style-type: none"> <li>• Speedy approvals of ratifications of Conventions, Protocols and other relevant instruments</li> <li>• Provision of technical expertise in relevant 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>

STAKEHOLDER	STAKEHOLDER FUNCTION	KNATCOM INTEREST	STAKEHOLDER NEEDS
<b>Government Ministries, Counties, Departments and Agencies (MCDAs)</b>	<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>• 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>	<ul style="list-style-type: none"> <li>• Timely communication and dissemination of relevant information</li> <li>• Partner and collaborate in programme implementation</li> </ul>
<b>Parliament</b>	<ul style="list-style-type: none"> <li>• Support of KNATCOM programmes</li> <li>• Approval of budget</li> <li>• Approval of legislative frameworks</li> </ul>	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Enactment of relevant policies and legal instruments</li> <li>• Ratification of Conventions and Protocols</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>
<b>Council of Governors</b>	<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>• Collaborations and Partnerships</li> <li>• Community participation and ownership of KNATCOM Activities</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>
<b>Partners</b>	<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>• Funding</li> <li>• Technical expertise</li> <li>• Collaborations and Partnerships</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>
<b>The Public</b>	<p>Participate in KNATCOM activities. Participate in policy formulation</p>	<ul style="list-style-type: none"> <li>• Active participation and feedback on performance</li> <li>• Ownership of policies and uptake of KNATCOM Services</li> </ul>	<ul style="list-style-type: none"> <li>• Prudent utilization of the allocated resources</li> <li>• Timely feedback</li> <li>• Transparency and accountability</li> <li>• Timely communication and dissemination of relevant information</li> <li>• Resolution of public complaints</li> </ul>

STAKEHOLDER	STAKEHOLDER FUNCTION	KNATCOM INTEREST	STAKEHOLDER NEEDS
<b>Suppliers of goods and services</b>	Supply of goods and services	<ul style="list-style-type: none"> <li>• Quality goods and services</li> </ul>	<ul style="list-style-type: none"> <li>• Timely communication of relevant information</li> <li>• Timely payment</li> </ul>
<b>Civil Society [Community and Faith Based Organizations]</b>	<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>• Creating awareness</li> <li>• Collaborations and Partnerships</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>
<b>Universities</b>	<ul style="list-style-type: none"> <li>• Provision of expertise to support UNESCO Programmes,</li> <li>• Collaboration and partnerships in programme implementation and stakeholder mobilization</li> <li>• Support the hosting 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> <li>• Host UNESCO Chairs</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>
<b>Local and international research organizations</b>	Collaboration and synergy in research and capacity building	<ul style="list-style-type: none"> <li>• Partnerships and support 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>
<b>Youth</b>	Provision of technical expertise in water and sanitation matters	<ul style="list-style-type: none"> <li>• Uptake of Internship and attachment opportunities</li> <li>• Participate in KNATCOM activities</li> <li>• Participate in the Kenya UNESCO Youth forum</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>• Provide capacity building and mentorship opportunities</li> </ul>
<b>Foreign missions in Kenya and Kenyan Missions abroad</b>	Collaborate and partner in programme implementation	<ul style="list-style-type: none"> <li>• Support KNATCOM Activities</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>
<b>Local communities, groups and individuals</b>	Collaborate and partner in programme implementation	<ul style="list-style-type: none"> <li>• Support KNATCOM Activities</li> <li>• Disseminate 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>

STAKEHOLDER	STAKEHOLDER FUNCTION	KNATCOM INTEREST	STAKEHOLDER NEEDS
<b>Kenya Bureau of Standards</b>	Standardization and accreditation	<ul style="list-style-type: none"> <li>• Training and Certification in ISO</li> </ul>	<ul style="list-style-type: none"> <li>• Conformity and compliance to the Standard</li> </ul>
<b>Media</b>	Awareness creation, advocacy and dissemination of information	<ul style="list-style-type: none"> <li>• Creation of awareness of KNATCOM products and services and wide 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>
<b>Private sector</b>	<ul style="list-style-type: none"> <li>• Provision of supplementary services</li> <li>• Provide funding</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborate and partner in programme implementation</li> <li>• Funding of KNATCOM 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>
<b>Internal customers (employees)</b>	Delivery of quality services to clients	<ul style="list-style-type: none"> <li>• Customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Favourable terms and conditions of employment</li> <li>• Conducive work environment</li> </ul>
<b>UNESCO Headquarters</b>	<ul style="list-style-type: none"> <li>• Provide technical and financial support, provide strategic direction</li> <li>• Approval of participation programmes</li> <li>• Provision of policy guidelines</li> <li>• Monitor and evaluate UNESCO funded programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Technical expertise</li> <li>• Funding</li> <li>• Alignment of KNATCOM mandate in the policy guidelines</li> <li>• Facilitation of M&amp;E exercise and feedback</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>
<b>UNESCO Regional Office</b>	<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>• Technical expertise and financial support</li> <li>• Collaborations and Partnerships</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>
<b>Permanent Delegation of Kenya to UNESCO</b>	<ul style="list-style-type: none"> <li>• Provide strategic guidance and linkages with UNESCO and other member states</li> <li>• Represent Kenya at UNESCO</li> <li>• Facilitate effective participation of Kenya's delegations to UNESCO meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Liaison services</li> <li>• Timely communication and dissemination of relevant information</li> <li>• Coordination for participation, logistics and stay of Kenya delegations in UNESCO meetings</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>
<b>Salaries and Remuneration Commission</b>	Set and regularly review the remuneration and benefits of all state officers	harmonize and rationalize salaries and benefits in line with SRC	<ul style="list-style-type: none"> <li>• Timely communication and dissemination of relevant information</li> </ul>

## 2.9. LESSONS LEARNT

### 2.9.1. Lessons Learnt in Technical Programmes

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 2014-2018 Strategic Plan, the technical programmes identified the following as lessons learnt:

- i. ASPnet Institutions, UNEVOC Centers, UNESCO/UNITWIN Chairs, UNESCO Clubs, STEM Camps, Memory of the World, Man and Biosphere (MAB) Programme, Geoparks, STEP4Y and World Heritage Sites, provide unique opportunities for implementation of UNESCO initiatives/innovative practices and visibility of KNATCOM;
- ii. strategic collaborations and effective partnerships play a critical role in advancing programme activities;
- iii. interns engaged in the KNATCOM Young Professionals programme significantly contribute to the implementation of programme work and realization of KNATCOM strategic objectives;
- iv. cross programme collaboration facilitates enhanced results, efficiency, synergy and cost effectiveness;
- v. assessment of impact has been a challenge due to lack of well-structured M&E mechanisms for programmes;
- vi. "UNESCO tag" in the Commission's name leads to high financial expectations from stakeholders;
- vii. low motivation among Programme and Expert committee members leads to poor engagement;
- viii. achievement of some of the activities such as ratification of conventions, establishment of Category II Centres, MOST schools, World Heritage Sites, Memory of the World and Geoparks is not entirely dependent on KNATCOM;
- ix. timely provision of key resources is critical to Programmes work success; and
- x. attending and participating in some major global, regional and international technical meetings and conferences relevant to the programmes could have led to more understanding of some aspects and probably better performance.

### 2.9.2. Lessons Learnt in Corporate and Support Services

Adaptive management would require drawing from lessons learnt to improve on performance. During the implementation period of the Commission's 2014-2018 Strategic Plan, the Corporate and Support Services identified the following as lessons learnt:

- i. continuous sensitization of staff on their defined job descriptions is vital and necessary;
- ii. the recruitment turn-around time is long;
- iii. tracking budget absorption per quarter in order to ensure full absorption of allocated funds was underutilized;
- iv. dissemination of reports to the public through emails, stakeholder meetings, website, digital library and publishing hard copies enhances visibility and understanding among various publics; and
- v. preservation and documentation of activities undertaken is critical throughout the implementation period.

## **2.10. Policy Priority issues to be addressed in the Strategic Plan**

Based on the institutional analysis and the prevailing national, regional and global contexts, policy priority issues identified for addressing in this plan were:

- i. promotion of education for peace and sustainable development;
- ii. promotion of science for peace and sustainable development;
- iii. promotion of standards and best practices on inclusive social development and inter-cultural dialogue;
- iv. promotion of heritage and creativity for peace and sustainable development; promotion of freedom of expression, media development and access to information and knowledge;
- v. enhancement of visibility and increasing awareness about KNATCOM;
- vi. generation and mobilization of financial resources; and
- vii. improvement of the human, physical and process capacities of the Commission.



## CHAPTER THREE

### STRATEGIC MODEL

#### 3.1. INTRODUCTION

This chapter outlines KNATCOM's areas of focus under the Strategic Plan. The Key Result Areas identified will enhance its competitive capacity and enable effective and efficient delivery of services to stakeholders. The chapter further outlines the Commission's strategic focus in terms of vision, mission, core values, strategic goals, objectives strategies, and activities across functional and operational areas.

#### 3.2. VISION AND MISSION

The Vision and Mission Statements for the Commission were revised as follows:

**Vision:**

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

**Mission:**

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

#### 3.3. 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:** Committed 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 service delivery to all
- v. **Courtesy:** Endeavoring to be courteous to all clients at all times.
- vi. **Fidelity to law:** Commitment to respecting the rule of law in all undertakings.

#### 3.4. KEY RESULT AREAS, OBJECTIVES AND STRATEGIES

During the implementation of the Strategic Plan 2019-2023, the Commission will implement programmes and activities in the following key result areas: Education; Natural Science; Social and Human Sciences; Culture; Communication and Information; and Management and Support Services.

### **3.4.1. Education**

#### **Strategic Issue 1: Inadequate mechanisms for promoting quality and inclusive education for peace and sustainable development**

The Kenya Constitution 2010 provides for the right of every person to quality education among other economic and social rights. UNESCO recognizes education as the foundation for human fulfilment, peace, sustainable development, decent work, gender equality and global citizenship as a fundamental human right that contributes significantly to the realization of other rights. In this regard, UNESCO endeavors to promote inclusive and equitable quality education and lifelong learning opportunities for all. It is recognized that despite the efforts made by government and partners towards the achievement of quality, inclusive lifelong education for all citizens in Kenya, there are challenges in reaching out to learners with special needs and those in special circumstances and the adult learners.

Social and emotional ('non-cognitive' skills) which have gained increased attention at international level, are integral to the achievement of Target 4.7, since they enable learners to deepen their personal commitment to pro-social behaviors. As per the needs expressed by member states, UNESCO underscores the achievements of these skills and emphasizes mainstreaming of Global citizenship Education (GCED), Education for sustainable Development (ESD), promotion of a culture of peace and non-violence, and appreciation of cultural diversity.

Though there is a road map for implementation of Agenda 2030 in Kenya, there is need to continuously raise awareness and built capacity of key actors on SDG 4 and related Goals to facilitate effective implementation. There is also need to facilitate integration of the regional Goals of Education as provided in the Continental Education Strategy for Africa (CESA 2016-25) in line with the 'Nairobi Declaration and Call for Action on Education 2018. A monitoring and measurement framework for Education agenda 2030 and CESA 2016-25 should also be put in place to track progress in the achievement of the regional and global education commitments.

#### **Strategic Objective 1: To promote quality and inclusive Education for Peace and Sustainable Development**

##### **Strategy I: Champion global responsible citizens through institutions of learning**

###### **Activities:**

- i. Conduct capacity building for education officers, education institutional administrators and ASPNet patrons on peace, GCED and ESD
- ii. Organize knowledge sharing forums Academia, practitioners and other stakeholders on peace, GCED and ESD and disseminate best practices
- iii. Organize advocacy and publicity forums on peace and sustainable development
- iv. Increase ASPNET Institutions
- v. Award best teachers in promotion of peace and sustainable development

##### **Strategy II: Foster quality inclusive and lifelong learning for all**

###### **Activities:**

- i. Conduct capacity building for ECDE teachers on ICT
- ii. Conduct capacity for and SNE Teachers on ICT
- iii. Train teachers working with children and adult's in conflict with the law on pedagogical and andragogy skills

### **Strategy III: Knowledge generation and management to advocate for and inform policy development**

#### **Activities**

- i. Organize symposia, workshops, forums, seminars and conferences on UNESCO education thematic areas
- ii. Carry out research and disseminate findings on UNESCO education thematic areas
- iii. Develop publications on UNESCO education thematic areas
- iv. Develop policy briefs to inform policy direction in Kenya on UNESCO education thematic areas

### **Strategy IV: Enhance the implementation of Education Agenda 2030 and Continental Education Strategy for Africa (CESA 2016-25)**

#### **Activities**

- i. Conduct sensitization and capacity building for Education officers, education institutions administrators, legislature, lecturers teachers and parents on SDG4 and CESA 2016-25
- ii. Develop and operationalize a monitoring and reporting framework on SDG 4 Education, 2030 agenda, CESA 2016-25

#### **3.4.2. Natural Sciences**

##### **Strategic Issue 2: Low uptake of STEM subjects, degraded environment and biodiversity loss is a threat to achieving peace and sustainable development**

To develop innovative green solutions to address the climate, food and energy crises facing the world today, science, technology, research and development capacities for sustainable development needs strengthening. This demonstrates the need to strengthen science education, stem brain drain and encourage more young men and women to go into scientific disciplines. A healthy environment is crucial for reducing poverty and promoting sustainable development through a stream of basic goods and ecosystem services it provides. However, currently our natural environment is facing many anthropogenic threats compromising their integrity, resilience and ability to support biodiversity and livelihoods. Biosphere reserves and geoparks contributes to transition to a green economy by experimenting with green economic development, building also on indigenous knowledge for sustainable development through sustainable utilization of resources, sustainable tourism, geotourism and cultural heritage. Securing access to safe drinking water for all and sustainably managing these resources is a high priority for sustainable development agenda and has a multiplier effect on achieving all other aspects of societal development. The fragile and interconnected nature of ecosystems and human activities has in recent decades become readily apparent. The challenges oceans face include destruction and damage to marine ecosystems the loss of biodiversity and natural environment including overfishing. The blue economy presents many opportunities for sustainable development that require exploring. The threats to marine and coastal ecosystems compromises optimal utilization of the ocean resources which is critical not only for the coastal community but for Kenya as a whole.

## **Strategic Objective 2: To promote science for peace and sustainable development**

### **Strategy I: Build capacity to enhance uptake of Basic Sciences, STI and Engineering**

#### **Activities**

- i. Conduct capacity building of STEM teachers and technical trainers
- ii. Conduct sensitization camps in STEM subjects for secondary school students
- iii. Sensitize MCDAs on emerging issues in STI
- iv. Conduct tracer studies on the impacts of STEM mentorship programme on STEM uptake
- v. Conduct a survey on STEM infrastructure in secondary schools

### **Strategy II: Promote science for sustainable management of natural resources, disaster risk reduction and climate change action**

#### **Activities**

- i. Establish a Geopark in Kenya
- ii. Establish a Biosphere Reserve in Kenya
- iii. Produce periodical status report for Biosphere Reserves
- iv. Train and provide technical support to institutional managers of UNESCO Global Geopark, Biosphere Reserves and fresh water resources and UNESCO Category II Regional Groundwater Training and Research Centre and UNESCO Special Envoy for Water in Africa
- v. Sensitize communities living around UNESCO designated Biosphere Reserves and Geopark on utilization and conservation
- vi. Brand Biosphere reserves and Geoparks

### **Strategy III: Enhance knowledge and capacity for protecting and sustainably managing the ocean and coasts**

#### **Activities**

- i. Sensitize Indian Ocean relevant stakeholders on the use of oceans for sustainable development
- ii. Organize forums to share best practices and information on ocean management and conservation

### **Strategy IV: Advance natural sciences, intellectual collaboration and dialogue for sustainable development**

#### **Activities**

- i. Conduct research in natural sciences related thematic areas and disseminate research findings
- ii. Organize a conference, symposia and forums with a natural science related theme

### **3.4.3. Social and Human Sciences**

#### **Strategic Issue 3: Weak inclusive social development, intercultural dialogue for the rapprochement of cultures and ethical principles**

Africa Agenda 2063, Agenda 2030 SDGs, Kenya's Vision 2030 and Big 4 Agenda set the framework for inclusive, equitable and sustainable development. These goals seek to address various challenges including social challenges that threaten peace and sustainable development of Kenya. These socio-economic and political challenges range from increasing inequality, intolerance, unethical practices, exclusion of various forms, discrimination, violation of human rights and fundamental freedoms, violence, poor intercultural dialogue and insecurity. To contribute to achievement of these goals, public policy making must be strengthened using scientific evidence, human rights frameworks, inclusive models and ethical values. The Social and Human Sciences (SHS) programme thus aims to address these challenges, by building the capacities of policy makers and relevant stakeholders, creating knowledge and sharing best practices, particularly in the areas of sustainability science, artificial intelligence and climate action which will enable all stakeholders to better understand the contemporary issues that we face. The programme also promotes ethical norms, standards and best practices and mobilizes knowledge by providing support for inclusive, equitable and sustainable development through the Management of Social Transformations Programme; fosters intercultural dialogue and assists in embedding human rights, values and ethics in the society. Further, SHS strengthens the research-policy nexus; addresses discrimination while fostering values and rights and gender equality; promotes sports for development, disability mainstreaming, engages youth as agents of change and promotes history and memory.

#### **Strategic Objective 3: To promote standards and best practices on inclusive social development, inter-cultural dialogue and ethical principles**

##### **Strategy I: Enhance ethics and sports to foster peace and sustainable development**

###### **Activities**

- i. Conduct capacity building for sports' stakeholders and youth on the UNESCO convention against doping in sports
- ii. Sensitize sports' stakeholders on the UNESCO charter of physical education, physical activity and sport
- iii. Facilitate the establishment of hospital ethics committees in public hospitals in Kenya in line with the UNESCO guidelines on bioethics
- iv. Conduct capacity building of Hospital Ethics Committee (HECs) members and Institutional Research Ethics/Institutional Ethics Review Committees in line with the UNESCO guidelines on bioethics
- v. Undertake research in bioethics and sports
- vi. Organize advocacy and knowledge sharing forums in bioethics and sports

## **Strategy II: Promote best practices for equitable societies and sustainable development**

### **Activities**

- i. Undertake research on social inclusion and disseminate research findings
- ii. Introduce and train stakeholders on Management of Social Transformations (MOST), future literacy and inclusive policy laboratories
- iii. Organize advocacy forums on MOST, future literacy and inclusive policy laboratory related themes

## **Strategy III: Enhance history and memory for intercultural dialogue**

### **Activities**

- i. Map and document Kenya's slave routes;
- ii. Organize workshops for integration of the pedagogical content of UNESCO's General History of Africa into the curricula
- iii. Sensitize stakeholders on UNESCO's General History of Africa and the Slave Route Project
- iv. Conduct the international peace day celebrations in counties

## **Strategy IV: Engage youth for a peaceful and participatory society**

### **Activities**

- i. Conduct capacity building on Student Training on Entrepreneurship Promotion (STEP4Y) in counties
- ii. Conduct leadership and civic engagement workshops for the youth and the UNESCO Youth Forum
- iii. Establish UNESCO Clubs
- iv. Conduct capacity building for UNESCO Clubs patrons and members on the management of UNESCO clubs

### **3.4.4. Culture**

#### **Strategic Issue 4: Inadequate awareness, appreciation, safeguarding, preservation and conservation of heritage and creativity**

The inadequacy of awareness, appreciation, safeguarding, preservation and conservation of heritage and creativity is necessitated by gradual aging of the community elders within the heritage sites, young people abandoning the village and moving to live in the cities, insufficient knowledge and skills and lack of awareness on the importance of heritage sites. Sensitizing communities within heritage sites on management of heritage and conducting capacity building of stakeholders for the promotion of cultural and creative industries will make it possible to meet the challenges linked to inadequate safeguarding, preservation and conservation of heritage and creativity. KNATCOM shall commit to promote the highest standards and best practices in the safeguarding, preservation and conservation of heritage and creativity. For effective implementation of the 2019-2023 Strategic Plan, sensitization and capacity building workshops shall be conducted on the important role that communities play and how to prepare coherent safeguarding plans to enhance their knowledge and skills on safeguarding, preservation and conservation of heritage as well as on the promotion of creativity. The overall goal of the strategic issue is to provide for

a holistic approach and to liaise with other stakeholders to support initiatives in the effective management of heritage and the promotion of cultural expressions and creativity for sustainable development.

#### **Strategic Objective 4: To promote awareness and appreciation heritage and creativity for peace and sustainable development**

##### **Strategy I: Improve sustainable management of heritage in Kenya**

###### **Activities**

- i. Sensitize communities on recognition and appreciation of heritage
- ii. Sensitize communities within heritage sites on management of heritage
- iii. Identify and digitize the inventorying of cultural elements / properties
- iv. Conduct capacity building of stakeholders on safeguarding, preservation, conservation, protection and promotion of heritage in Kenya.
- v. Conduct capacity building of stakeholders on the value, significance and importance of protecting underwater cultural heritage especially for the ratification of the 2001 UNESCO Convention
- vi. Promote the visibility of Heritage Sites in Kenya through branding
- vii. Sensitize stakeholders on the preservation, documentation and promotion of endangered indigenous languages in Kenya

##### **Strategy II: Enhance intercultural dialogue and rapprochement of cultures in Kenya**

###### **Activities**

- i. Partner and collaborate with other stakeholders to organize and host national intercultural celebrations and festivals
- ii. Conduct intercultural dialogue fora for peace and sustainable development
- iii. Conduct intercultural dialogue to inculcate cultural values and ethics among the youth
- iv. Organize one intercultural dialogue forum to celebrate the international day of peace

##### **Strategy III: Enhance capacities for promotion of cultural and creative industries for sustainable development**

###### **Activities**

- i. Sensitize stakeholders on protection and promotion of the diversity of cultural expressions and intellectual property rights
- ii. Conduct capacity building of stakeholders for the promotion of cultural and creative industries
- iii. Conduct capacity building for three counties on creative cities concept and support one city to apply to join UNESCO's Creative Cities Network
- iv. Sensitize national institutions and county governments on UNESCO frameworks for cultural statistics to improve availability of national cultural statistics



## **Strategy IV: Enhance intellectual collaboration in culture**

### **Activities**

- i. Organize conferences and seminars on culture for intellectual collaboration
- ii. Establish linkages with institutions in the promotion and safeguarding of culture and heritage

## **3.4.5. Communication and Information**

### **Strategic Issue 5: Weak freedom of expression, media development and access to information**

The Communication and Information Programme will address current and emerging global challenges through a focus on the contribution of communication and information to building inclusive knowledge societies for sustainable development. The Communication and Information Programme will therefore, work towards strengthening freedom of expression, media development and access to information and knowledge through ICT's and building peace and promoting fundamental rights and freedoms.

### **Strategic Objective 5: To promote freedom of expression, media development and access to information and knowledge**

#### **Strategy I: Promote freedom of expression and information and the safety of journalists**

##### **Activities**

- i. 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 Safety of journalists and the Issue of Impunity)
- ii. Co-organize forums on freedom of expression, access to information and media development
- iii. Build the capacity of community media in editorial formatting and content development

#### **Strategy II: Enhance capacity of youth in innovative use of ICT for sustainable, knowledge based development**

##### **Activities**

- i. Conduct capacity building of youth on Mobile Applications development
- ii. Organize linkage forums for Mobile Application developers with incubators, mentors and software development companies

#### **Strategy III: To promote access to and preservation of information and knowledge**

##### **Activities**

- i. Conduct capacity building of preservation professionals on preservation of documentary heritage
- ii. Co-ordinate, identification of documentary heritage in the counties
- iii. Organize conferences, workshops, seminars and dialogue forums to promote access to and preservation of information and knowledge



### **3.4.6. Corporate Support Services**

The key to successful implementation of a Strategic Plan is the efficient mobilization of resources and their timely deployment, adequate human resource capacity, corporate branding, accountability, effective monitoring, evaluation and reporting of the entire process. Implementation responsibilities will therefore be cascaded to all levels in order to allow for maximum participation of all the relevant stakeholders. The cascading will be done by developing and implementing annual corporate and departmental plans. In addition, formal existing institutional structures will be charged with carrying out their appropriate roles.

During the implementation KNATCOM will provide an enabling environment for achievement of results to meet and exceed customer expectations as well as to ensure that the needs of the stakeholders are addressed.

### **Strategic Issue 6: Low visibility**

The corporate image and reputation are crucial elements of any organization since they reflect its culture, values and practices. The attitudes of key stakeholders are shaped by their perceived understanding of the corporate image and reputation of the organization. Therefore, these elements have an impact on the relationship between the Commission and its internal and external stakeholders. A positive corporate image and strong brand identity will ultimately raise the visibility of the Commission and work towards addressing and managing stakeholder expectations. In this Strategic Plan, the Commission will target to rebrand to ensure that stakeholders easily understand its unique mandate.

### **Strategic Objective 6: To enhance visibility and increase awareness**

#### **Strategy I: To enhance KNATCOM's visibility**

##### **Activities**

- i. Develop and implement the Communication Strategy
- ii. Develop a rebranding campaign and publicity strategy

#### **Strategy II: To increase awareness**

##### **Activities**

- i. Organize conferences, workshops, seminars and dialogue forums
- ii. Coordinate the celebration of international days
- iii. Participate in exhibitions and trade fairs
- iv. Conduct advocacy and publicity and engage the media in such programmes
- v. Develop and implement the Corporate Social Responsibility policy

### **Strategic Issue 7: Inadequate financial resources**

KNATCOM commits to uphold the highest standards for efficient and effective use of resources in every activity that will be undertaken. Successful implementation of the 2019-2023 Strategic Plan will not only depend on the commitment of the stakeholders, but also on the availability and efficient utilization of resources required to undertake the various activities. Resource

mobilization for assured financial sustainability is a fundamental concern during this Strategic Plan period.

The overall goal of resource mobilization is to increase KNATCOM's funding through diversification of revenue streams. In this regard, KNATCOM will continue to lobby and mobilize financial resources for its activities.

## **Strategic Objective 7: To generate and mobilize financial resources**

### **Strategy I: Enhance resource mobilization**

#### **Activities:**

- i. Develop and implement a resource mobilization framework and policy
- ii. Build capacity of staff in grant and proposal writing
- iii. Coordinate the development of funding proposals in response to funding calls
- iv. Develop and implement a consultancy services framework and policy

### **Strategy II: Enhance collaboration towards resource mobilization**

#### **Activities:**

- i. Enhance Public Private Partnerships
- ii. Identify and engage potential partners in government, non-governmental, private sector and UN agencies both national and globally
- iii. Organize forums for negotiation on possible funding areas

## **Strategic Issue 8: Low human, physical and process capacities**

Human resource planning identifies current and future human resource needs for an organization to achieve its goals. It serves as a link between human resource management and the overall Strategic Plan of the organization. The current human resource plan expires in 2018 and there is need for review.

Staffing is a critical human resource component, which enables an organization to achieve its mandate. The Commission's staffing level stands at thirty nine (39) against a proposed establishment structure of ninety-four [94]. This represents a staffing deficit level of 42%. There is therefore an acute shortage of staff to assist the organization effectively execute its mandate. Under the Strategic Plan period 2019-2023, the Commission will seek to increase the staffing level from 50% to 70%.

The Commission will finalize the draft career management policy and progression guidelines and ensure they are aligned to the approved grading structure. The career progression guideline will enable the organization to attract and retain suitably qualified personnel.

Training and development provides opportunities for officers to expand their knowledge base, acquire new skills and increase productivity. The Commission will focus on developing a structured training program to enhance staff competencies on both national and international networking and engagements as well as resource mobilization.

A corporate headquarters will enhance the Commission's brand identity and image as well as boost engagement with its stakeholders. The Commission will therefore focus on acquisition of

land to facilitate future construction of its headquarters. In addition, the Commission will also continue with the process of modernizing its fleet and office working environment.

Advantages commonly attributed to automation include increased productivity, and enhanced efficiency on the use of materials as well as an improved working environment. The Commission will therefore focus on automating some of the key processes and provide adequate ICT infrastructure.

To enhance business productivity, the Commission will focus on implementing effective and robust ISO standards. The Commission will therefore take measures to maintain ISO Standards.

### **Strategic Objective 8: To improve the human, infrastructural and process capacities of the Commission**

#### **Strategy I: To improve the human resource capacity of the Commission**

##### **Activities**

- i. Review the staff establishment of the Commission
- ii. Develop and implement human resource plan
- iii. Recruit more staff
- iv. Develop and implement career progression Guideline
- v. Develop and implement a human resource skills enhancement plan
- vi. Implement the KNATCOM Youth Empowerment Stimulus Program (K-YES) and empower 1500 nature youth in Mt. Kenya and Malindi Watamu and Mt. Elgon World Heritage Site (WHS) and Biosphere Reserves

#### **Strategy II: To improve the infrastructural capacities of the Commission**

##### **Activities:**

- i. Improve ICT infrastructure
- ii. Procure office equipment, furniture and vehicles
- iii. Acquire land for the Commission's headquarters

#### **Strategy III: To improve the process capacities for efficient utilization of the Commission resources**

##### **Activities:**

- i. Implement and maintain the ISO Standards
- ii. Automate processes at the Commission

## CHAPTER FOUR

### PLAN IMPLEMENTATION AND COORDINATION FRAMEWORK

#### 4.1. INTRODUCTION

The success of the outlined activities and strategies lie in the capacity of the Commission to implement the same. Critical success factor of the Strategic Plan will remain fidelity to the spirit and moral of the planning process, which has largely been teamwork. An elaborate implementation matrix for this Plan is presented in Annex 3.

The implementation matrix will be operationalized through rolling annual work plans in which the relevant sub activities and their respective milestones are specified. The annual work plans will be linked to the annual Performance targets under the Government Performance Contracting Framework.

#### 4.2. CAPACITY ASSESSMENT

Competent and adequate human resource is an important part of organizational development as it ensures effective and efficient utilization of other resources for achievement of desired goals. This section presents the evaluation of the staff establishment and competencies for the effective and efficient implementation of the Plan.

To address the structural challenges, the Commission structure has been re-organized as follows: merged the Finance and Accounts departments to improve financial management and reporting, Research and Development unit has been moved from Corporate Support Service to a Technical programme function.

In addition, in order to enhance resource mobilization, the Planning department has been strengthened and a post of Resource Mobilization created within the Planning department.

Further, in order to optimize the staffing of the Commission the staffing levels have been reviewed.

##### 4.2.1. Staff Establishment

The Commission has carried out a comprehensive capacity assessment to establish the critical mass of employees that will match the delivery of the programmes and strategies in this Strategic Plan. The Commission staffing level currently stands at 39 officers comprising 11 technical, 12 professional and 16 support staff. This is below the ideal establishment necessary for the Commission to effectively and efficiently deliver on its mandate. This Strategic Plan proposes a new organizational framework for the Commission (See Appendix 2).

The staff shortage, if sustained, will definitely derail the momentum of the Commission on improving quality of services in its key programmes. During the Strategic Plan period, the Commission will:

- Expand the staff establishment, especially in the technical cadre to fill the newly created organizational framework;
- Improve the terms and conditions of services in order to attract and retain competitively qualified staff;
- Create an enabling working environment as stipulated in the current Commission's Human Resource Manual, and
- Align the Commission's functions to tasks and performance with supportive capacity building measures.

#### **4.2.2. Staff Competencies**

From the capacity assessment, it is worth noting that the Commission's staff meets the necessary academic qualifications. However, professionalism demands for continuous training and retraining for the Commission to stand out in its areas of operation. The Commission will continue to upgrade the skills of its staff to be able to keep pace with the standards of the dynamic world. The officers at the Commission will be required to comprehend national goals, priorities and policies and to provide necessary direction within their departments/divisions with a view to enhancing the visibility of the organization both within the country and in the global platform. The Commission will therefore focus on the following areas of skills development that were informed by comprehensive assessment:

1. Leadership and Management Development
2. Financial Management and Budgeting
3. Human Resource Management/Development
4. Policy Formulation, Analysis and Implementation
5. Project Planning and Management
6. Information and Communication Technology
7. Performance Contracting and Evaluation
8. Communication and Change Management
9. Negotiation and Conflict Management Skills
10. Planning and Reporting
11. Research

In accordance with the training policy, all members of staff will undertake a training session of at least five days every year. The capacity building will include cross-cutting issues, such as gender mainstreaming; guiding, counseling and mentorship; reform management; and HIV& AIDS. The Commission will also make it a norm that each of the newly recruited staff undergoes induction to be able to appreciate "The working of a National Commission for UNESCO".

### 4.3. Resource Flows, Risks and Accountability

This section presents the resource requirements, mobilization and how the resources will be allocated in order to achieve the desires of the Strategic Plan. The section also explores existing and anticipated risks/assumptions and provides the direction the Commission will take in order to remain in the straight path of implementation of the Strategic Plan.

S/NO	RISK FACTOR	LEVEL OF RISK	MITIGATION MECHANISM
1.	Inadequate funding for the Commission's programmes	High	Identification and nurturing necessary col-laborative networks to support commission's programmes
2.	Retrogressive cultural practices which are still dear to some communities	High	In areas where such practices are still prevailing the commission will embrace dialogue and educate such communities how to use their cultures productively and not use them as barriers to education and economic empowerment
3.	Duplication of programmes across government	Medium	The commission will engage stakeholders at various levels to reduce chances of duplication and ensure synergy in resource utilization
4.	Ignorance on what the Commission does	High	The commission will develop a communication strategy and create awareness in the public about its existence and its functions
5.	Inadequate staff	High	Increase the staff establishment and ensure facilitation of experts engaged in the commission's committees
6.	The fresh feeling of autonomy	High	Institute a strong accountability framework to ensure that the integrity of the commission remains above board

#### 4.3.1. Projected Resource Requirements

This Strategic Plan has been developed in the context of the prevailing needs that require a reorientation and positioning of the Commission to address effectively its challenges and constraints. The desired targets set in this Strategic Plan will be achieved through effective resource mobilization and prudent use of it. The Commission's financing is largely dependent on financing from the government but also includes support from UNESCO, the private sector and other development partners. A total of KES1.52 billion is required to implement the Strategic Plan over the plan period as shown in summary tables 5 and 6 below.

#### **4.3.2. Resource Mobilization**

Implementation of the strategic initiatives envisioned in the Strategic Plan will require enormous resources. Financing of the programmes contained in this plan will mainly rely on resources from the Government of Kenya. The Commission will therefore present proposals for increased funding within the Government's Medium Term Expenditure Framework preparation processes with relevant justification.

In addition, the Commission will engage UNESCO, UN agencies and other development partners to provide support towards some of its activities. The Commission will also evaluate potential areas for collaboration with key stakeholders within the public and private sector in order to forge public private partnership approaches to programs implementation.

#### **4.3.3. Risks and Accountability**

The Commission is vulnerable to a myriad of risks that may threaten the effective implementation of its desired activities. Table 4 below presents a summary of risks and how the Commission intends to militate against them.

## CHAPTER FIVE

### MONITORING AND EVALUATION FRAMEWORK

#### 5.1 INTRODUCTION

This Chapter outlines the monitoring framework for this Strategic Plan. The objective of Monitoring and Evaluation is to measure progress towards planned objectives and implementation of strategies and expected outputs within the Strategic Plan period. Monitoring and evaluation also provides answers to questions of relevance, efficiency and effectiveness of the implementation of Strategic Objectives. It also provides a feedback mechanism indicating as early as possible, any shortcomings concerning disbursement of funds, delivery of inputs, execution of activities in order to put in place corrective and timely measures.

#### 5.2. INSTITUTIONALIZATION OF MONITORING AND EVALUATION

Effective monitoring and evaluation calls for Monitoring and Evaluation Framework that is linked to the National Integrated Monitoring and Evaluation System (NIMES). Institutionalization of Monitoring and Evaluation requires the establishment of a Performance Monitoring Committee (PMC) that will be responsible for coordinating, monitoring and reporting on the Commission's programme activities as outlined in the Strategic Plan.

The Committee shall comprise of the following:

- i. Deputy Secretary General, Technical Programmes (Chairperson)
- ii. Deputy Secretary General, Finance and Administration
- iii. Head, Research and Development
- iv. Head, Planning Unit, to be Secretary to the Committee. The Monitoring and Evaluation Committee shall hold quarterly meetings to evaluate progress made in implementing planned activities, detailing progress made, challenges encountered and the way forward
- v. Head of Programmes

A separate indicator booklet will be developed by the PMC to assist in its monitoring and evaluation activities. In addition the evaluation in the last year of the Strategic Plan will form the basis for the development of a new Strategic Plan for the Commission.

#### 5.3. MONITORING AND EVALUATION METHODOLOGY

Data will be collected through secondary sources, field visits, workshops and sample surveys. Information on output will mostly be collected through quarterly meetings, regular project reports, annual reports and field visits while information on outcome indicators will be generated through mid-term evaluations, ad hoc evaluation and surveys.



## 5.4. REPORTING

Progress Reports will be prepared and coordinated at Programme, Division and Unit levels. Each Programme/Division/Unit will prepare reports that will be consolidated into the Commission's report as indicated hereunder:

- i. Quarterly Progress Reports
- ii. Annual Review Reports
- iii. Mid-Term Evaluation Reports
- iv. End-Term Evaluation Report

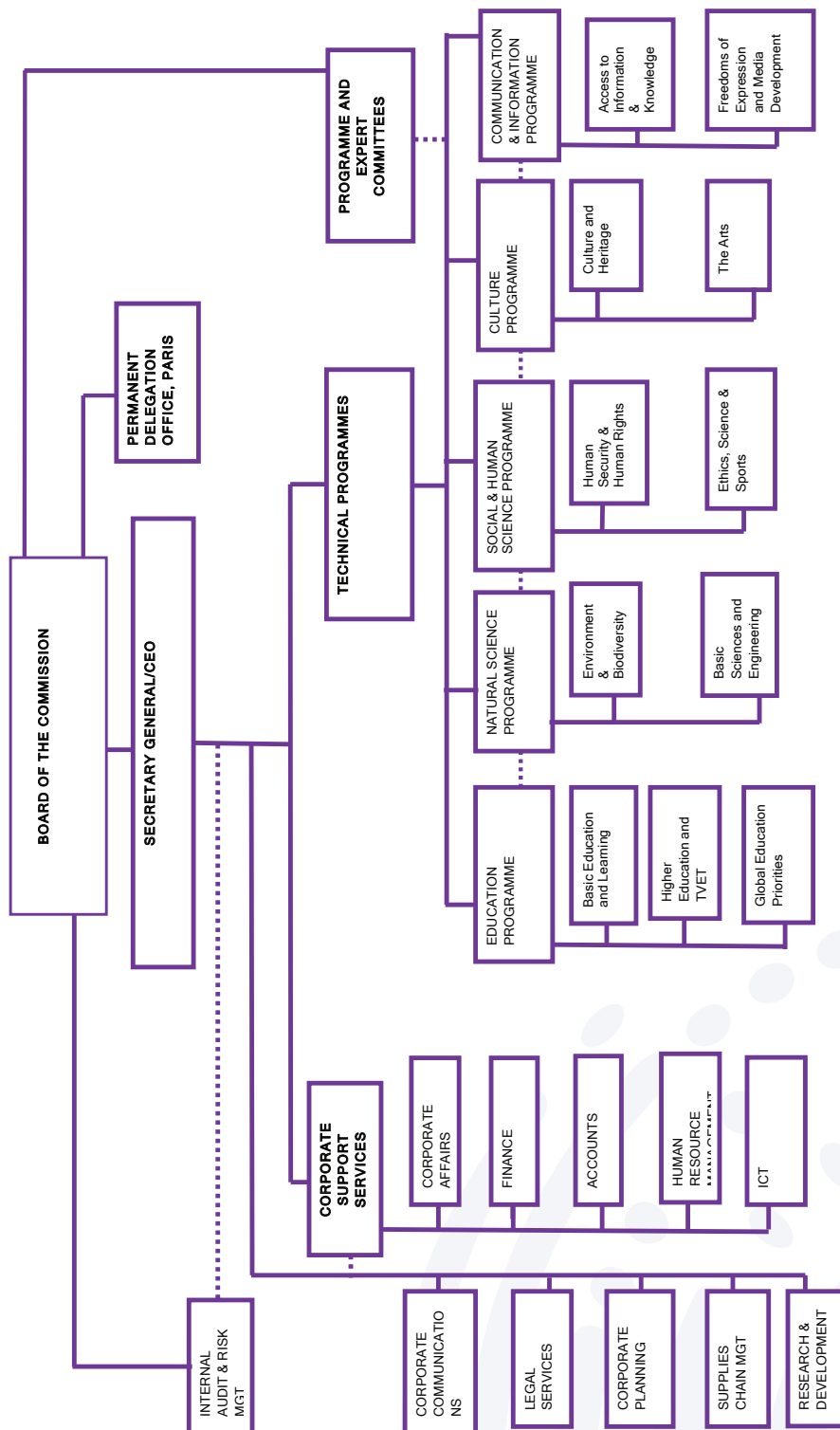
Actual performance against set targets during mid-term and end-term evaluation shall be measured and variance established, if any, in order to identify causal factors for the variance, so that remedial action can be recommended.

## 5.5. LINKING MONITORING AND EVALUATION TO PERFORMANCE MANAGEMENT

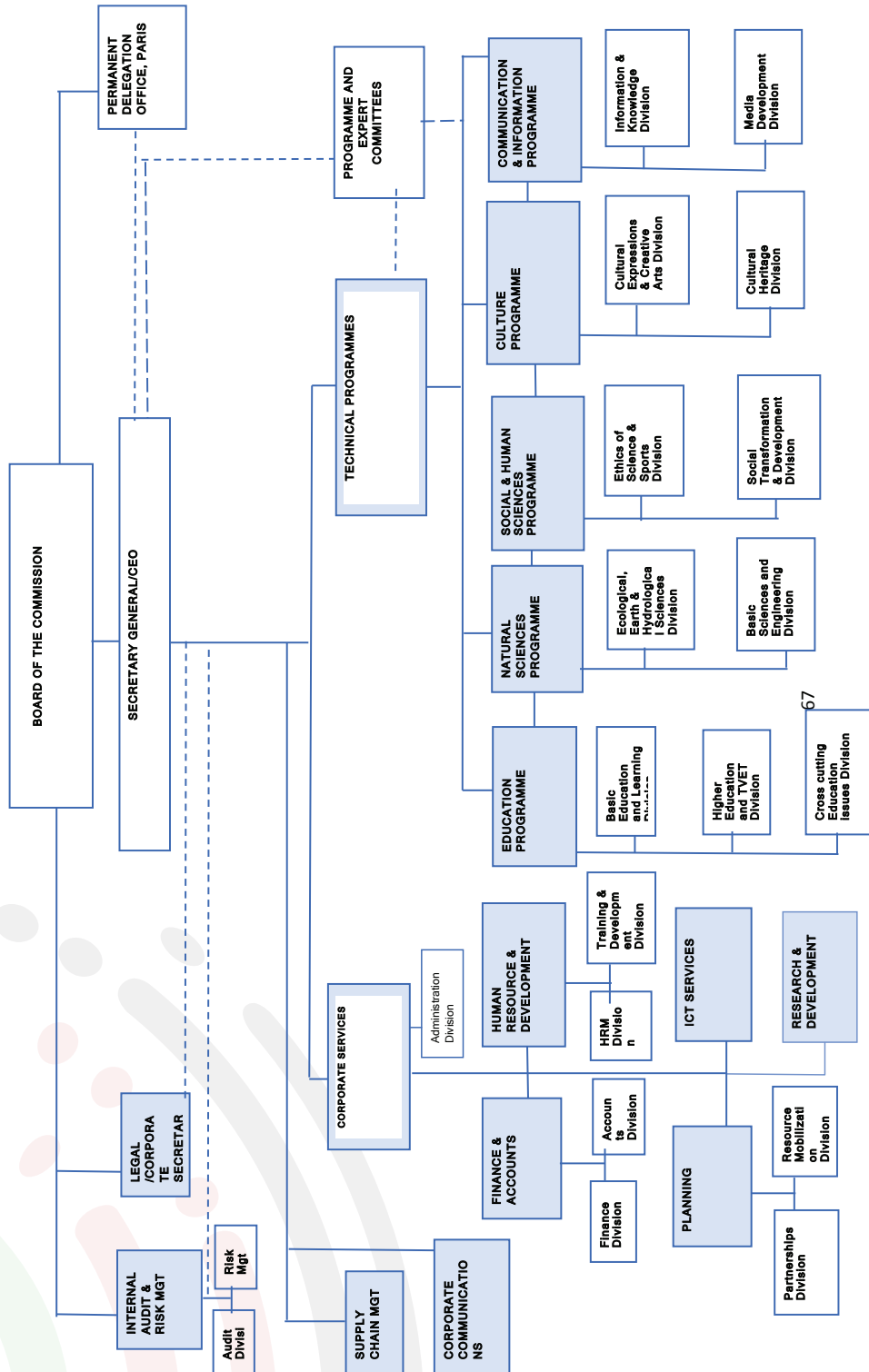
To ensure sustainability, a culture of performance management needs to cover all staff irrespective of their levels. This will enable all staff to appreciate their linkage and contribution to the implementation of the Strategic Plan and the attainment of the overall objectives of the Commission.

In this connection, Monitoring and Evaluation will be an integral part of the Commission's performance management systems and will be linked to individual staff Performance Appraisal Systems (PAS).

## Annex 1. Current Organogram for the Kenya National Commission for UNESCO



## Annex 2. New Organogram for the Kenya National Commission for UNESCO



## Annex 3. Implementation Matrix

STRATEGY	ACTIVITY	EXPECTED OUTPUT	OUTPUT INDICATORS	RESPONSIBILITY	TIME FRAME	TARGET	Y1	Y2	Y3	Y4	Y5	TOTAL (IN MILLION KES)
<b>Education Programme Strategic Objective: To promote Education for peace and sustainable development</b>												
<b>Strategy I: Champion Global Responsible Citizens through institutions of learning</b>	Conduct capacity building for education officers, institutional administrators and ASPNet patrons on peace, GCED and ESD	Education Officers, institutional administrators, Universities, ASPNet Patrons capacity built	Number of Education Officers, institutional administrators, Universities, ASPNet Patrons capacity built	Programme Director	2019-2023	250 per year	5	6	7	7.5	8	33.5
	Organize knowledge sharing forums on peace, GCED and ESD and disseminate best practices	Knowledge sharing forums organised and best practices disseminated	Number of forums organised	Programme Director	2019-2023	4 forums per year 100 stakeholders per year	2.8	3.08	3.18	3.28	3.38	15.72
	Organize advocacy and publicity forums on peace and sustainable development	Advocacy and publicity forums on peace, GCED and ESD organized	Number of forums organised	Program Director	2019-2023	1 forum	1.5	1.65	1.8	1.95	2.1	9
	Award best teachers in promotion of peace and sustainable development	Best teachers in the implementation of ESD, GCED and Peace building identified and awarded	Percentage scores of teachers evaluation	Program Director	2019-2023	Award	2.5	2.5	2.5	2.5	2.5	12.5
	Increase ASPNET Institutions	ASPNet Institutions Increased	Percentage increase in number of ASPnet institutions		2019-2023	10% increase	2.8	3.08	3.18	3.28	3.38	15.72
<b>Strategy II: Foster Quality and Inclusive Lifelong Learning for all</b>	Conduct capacity building for ECDE teachers and SNE Teachers on ICT	Capacity built for ECDE and SNE teachers on ICT	Number of ECDE and SNE Teachers capacity built on ICT	Programme Director	2019-2023	30 per year	1.5	1.65	1.8	1.95	2.1	9
	Train teachers working with children and adults in conflict with the law on pedagogical and andragogy skills	Teachers working with children and adults in conflict with the law trained on pedagogical and andragogy skills	Number of pedagogical and andragogy skills training sessions for teachers working with children and adults in conflict with the law	Programme Director	2019-2023	6 sessions per year	1.5	1.7	2	2	2	9.2

<b>Strategy III: Knowledge generation, management and translation to advocate and inform policy development and implementation.</b>	Organize symposia, workshops, forums, seminars and conferences on UNESCO education thematic areas	Symposia, workshops, forums, seminars and conferences on UNESCO education thematic areas	Number of symposia, workshops, forums, seminars and conferences on UNESCO education thematic areas	Programme Director	2019-2023	1 per year	2	2.1	2.2	2.3	2.4	11
	Carry out research and disseminate findings on UNESCO education thematic areas	Research in UNESCO education thematic areas carried out and findings disseminated	Number of research in UNESCO Education thematic areas carried out	Programme Director	2019-2023	2	2.5	2.6	2.7	2.8		10.6
	Develop publications on UNESCO education thematic areas	Publications on UNESCO education thematic areas developed	Number of publications on UNESCO education thematic areas	Programme Director	2019-2023	1 per year	2	2.1	2.2	2.3	2.4	11
	Develop policy briefs to inform policy direction in Kenya on UNESCO education thematic areas	Policy briefs to inform policy direction in Kenya on UNESCO education thematic areas Developed	Number of Policy briefs	Programme Director	2019-2023	1 per year	1.5	1.65	1.8	1.95	2.1	9
<b>Strategy IV: Enhance the implementation of the Education Agenda 2030 and Continental Education Strategy for Africa (CESA 2016-25)</b>	Conduct sensitization and capacity building for Education officers, education institutions administrators, lecturers and teachers on SDG4 and CESA 2016-25	Sensitization and capacity building for Education officers, education institutions administrators, lecturers and teachers on SDG4 and CESA 2016-25 conducted	Number of Education officers, education institutions administrators, lecturers and teachers sensitized and capacity built on SDG4 and CESA 2016-25	Programme Director	2019-2023	500	2	2.3	2.5	2.6	2.8	12.2
	Develop and operationalize a monitoring and reporting framework on SDG 4 Education, 2030 agenda, CESA 2016-25	Monitoring and reporting on framework on SDG 4 Education 2030 agenda CESA 2016-25 meetings organized	Number of meetings held Monitoring and Evaluation Framework in place	Programme Director	2019-2023	2 meetings per year	1.5	1.65	1.8	1.95	2.1	9
							29.1	32.06	34.66	36.36	35.26	167.44

STRATEGY	ACTIVITY	EXPECTED OUTPUT	OUTPUT INDICATORS	RESPONSIBILITY	TIME FRAME	TARGET	Y1	Y2	Y3	Y4	Y5	TOTAL (IN MILLION KES)
<b>Natural Sciences Programme Strategic Objective: To promote Science for peace and sustainable development</b>												
<b>Strategy I:</b> Build capacity to enhance uptake of Basic Sciences, STI and Engineering	Conduct capacity building of STEM teachers and technical trainers	Capacity of STEM secondary school teachers and trainers built	Numbers	Programme Director - NS	2019-2023	300	2.5	2.5	2.5	2.5	5	15
	Conduct sensitization camps in STEM subjects for secondary school students	Secondary school students sensitized on STEM subjects	Numbers	Programme Director - NS	2019-2023	2000	2.5	2.5	2.5	2.5	3	13
	Conduct tracer studies on the impacts of STEM mentorship programme on STEM uptake	Two studies undertaken	Numbers	Programme Director - NS	2019-2023	2	2.5	0	0	2.5	0	5
	Sensitize MCDAs on emerging issues in STI	Members of MCDAs and private sector professionals sensitized on emerging issues in STI	Numbers	Programme Director - NS	2020-2023	80	1	1.2	1	1.2	1	5.4
<b>Strategy II:</b> Promote science for sustainable management of natural resources, disaster risk reduction and climate change action	Conduct a survey on STEM infrastructure in secondary schools	Two surveys undertaken (mid-term and end term)	Numbers	Programme Director - NS	2020-2023	2	0	3	0	0	3.5	6.5
	Establish a Geopark in Kenya	Geopark established in Kenya	%	Programme Director - NS	2019-2023	100%	5	3	3	3	3	17
	Establish an additional Biosphere Reserve in Kenya	Additional Biosphere Reserve established	%	Programme Director - NS	2019-2023	100%	3	2	3	2	2	12
	Produce periodical status report for Biosphere Reserves	Status report of biosphere reserves developed	Numbers	Programme Director	2019-2023	2		2		2		4

	Train and provide technical support to institutional managers of UNESCO Global Geopark, Biosphere Reserves and fresh water resources and UNESCO Category II Centre on ground water and UNESCO Special Envoy for water resources and UNESCO Category II Centre on ground water and UNESCO Special Envoy for Water in Africa	Capacity of Biosphere Reserves Geopark and water resources built	Numbers	Programme Director - NS	2019-2023	40 60 100	4	3	7	4	7	25
	Sensitize communities living around UNESCO designated Biosphere Reserves and Geopark on utilization and conservation	Member of community representatives sensitized	Numbers	Programme Director - NS	2019-2023	90	1.5		2.5		3	7
	Brand Biosphere reserves and the Geopark	Biosphere Reserve and a Geopark Branded	Numbers	Programme Director - NS	2019-2023	5	7	5	5	5	5	27
<b>Strategy III:</b> Enhance knowledge and capacity for protecting and sustainably managing the ocean and coasts	Sensitize Indian Ocean relevant stakeholders on the use of oceans for sustainable development	Relevant Stakeholders of Indian ocean sensitized	Numbers	Programme Director – NS	2019-2023	150	1.5		1.5		2	5
	Organize forums to share best practices and information on ocean management and conservation	Ocean cleaning events organized	Numbers	Programme Director – NS	2019-2023	5	1.2	1.2	1.2	1.2	1.2	6
<b>Strategy IV</b> Advance natural sciences, intellectual collaboration and dialogue for sustainable development	Conduct research in natural sciences related thematic areas and disseminate research findings	Research conducted Findings disseminated	Numbers	Programme Director – NS	2019-2023	2	2		2		3	7
	Organize conferences, symposia and forums with a natural science related theme	Conferences, symposium, forum organized	Numbers	Programme Director – NS	2019-2023	2		3			3	6
							33.7	28.4	31.2	25.9	41.7	160.9

STRATEGY	ACTIVITY	EXPECTED OUTPUT	OUTPUT INDICATORS	RESPONSIBILITY	TIME FRAME	TARGET	Y1	Y2	Y3	Y4	Y5	TOTAL (IN MILLION KES)
<b>Social and Human Sciences Programme Strategic Objective: To promote standards and best practices on inclusive social development, inter-cultural dialogue and ethical principles</b>												
<b>Strategy I: Enhance ethics and sports to foster peace and sustainable development</b>	Conduct capacity building for sports stakeholders and youth on the UNESCO convention against doping in sports;	Sports stakeholders and youth capacity built	No. of sports instructors and youth capacity built on the UNESCO Conventions against doping in sports	Programme Director	2019-2023	700	4	4	4	4	4	20
	Sensitize sports stakeholders on the UNESCO charter of physical education and physical activity and sport	Sports stakeholders sensitized	No. of stake holders sensitized on the UNESCO charter of physical education and physical activity and sport Develop policy briefs	Programme Director	2021-2023	180	1	1	2	2	2	8
	Facilitate the establishment hospital ethics committees in public hospitals in Kenya in line with UNESCO guidelines on bioethics	Hospital ethics committees established	No. of hospital ethics committee established in line with UNESCO guidelines on bioethics	Programme Director	2019-2021	50	2	2	0	0	0	4
	Conduct capacity building of Hospital Ethics Committee (HECs) members	Members of hospital ethics committees capacity built	No. of Hospital Ethics committee members	Programme Director	2019-2023	400	3	2	3	2	3	13
	Conduct Capacity building of Institutional Research Ethics/ Institutional Ethic Review Committee members in line with the UNESCO guidelines on bioethics	Members of institutional research ethics and institutional ethics review committees capacity built	No. of Institutional research ethics/ institutional ethic review Committee members capacity built in line with UNESCO guidelines on bioethics	Programme Director	2019-2023	250	1	1	1	1	1	5
	Undertake research in bioethics	Research carried out	No. of research carried out in bioethics Research findings disseminated	Programme Director	2019-2021	0	3	1	1	1	0	6



	Undertake research in sports	Research carried out	No. of research carried out in sports Research findings disseminated	Programme Director	2019- 2021	3	1	1	1	1	1	0	4
	Organize advocacy and knowledge sharing forums in bio ethics and sports	Advocacy and knowledge sharing forums organized	No. of bioethics advocacy and knowledge sharing forums held  No. of sports advocacy and knowledge sharing forums held	Programme Director	2019-2023	5	1	1	1	1	1	1	5
<b>Strategy II: Promote best practices to foster equitable societies and sustainable development</b>	Undertake research on social inclusion and disseminate research findings	Research carried out and research findings disseminated	No. of research studies carried out on equitable societies  No. of dissemination of research study findings carried out	Programme Director	2019- 2022	2	5	1	5	1	1	1	13
	Introduce and train stakeholders on Management of Social Transformations (MOST), future literacy and inclusive policy labs	Stakeholders trained	No. of trainings on MOST, future literacy and inclusive policy labs	Programme Director	2019 - 2022	3	3	3	3	3	3	0	12
	Organize advocacy forums on MOST, future literacy and inclusive policy labs related themes	Advocacy forums organized	No. advocacy forums held on MOST, future literacy and inclusive policy labs on related themes	Programme Director	2020 - 2022	4	0	3	3	3	3	3	12
<b>Strategy III: Enhance history and memory for intercultural dialogue</b>	Map and document Kenya's slave routes	Slave routes mapped and documented	No. of slave routes mapped and documented	Programme Director	2019 - 2022	3	3	3	3	0	0	0	9
	Organize workshops for integration of the pedagogical content of UNESCO's General History of Africa into the curricula	UNESCO's General History of Africa content integrate into the curriculum	No. of integration workshops held	Programme Director	2019-2022	2	2	2	0	0	0	0	4

STRATEGY	ACTIVITY	EXPECTED OUTPUT	OUTPUT INDICATORS	RESPONSIBILITY	TIME FRAME	TARGET	Y1	Y2	Y3	Y4	Y5	TOTAL (IN MILLION KES)
<b>Social and Human Sciences Programme Strategic Objective: To promote standards and best practices on inclusive social development, inter-cultural dialogue and ethical principles</b>												
	Conduct the international peace day celebrations in counties	International peace day celebrations conducted	No. of international peace day celebrations held	Programme Director	2019-2023	5	10	10	10	10	10	50
<b>Strategy IV: Engage youth for a peaceful and participatory society</b>	Conduct capacity building on Student Training on Entrepreneurship Promotion (STEP4Y) in Counties;	Youth capacity built	No. of youth capacity built on Student Training on Entrepreneurship Promotion (STEP4Y)	Programme Director	2019-2023	550	3	3	3	3	3	15
	Conduct leadership and civic engagement workshops for the youth and the UNESCO Youth Forum	Youth trained on leadership and civic engagement	No. of youth and UNESCO Youth Forum trained on leadership and civic engagement	Programme Director	2019-2023	500	3	3	3	3	3	15
	Establish UNESCO Clubs in institutions	UNESCO Clubs established	No. of UNESCO Clubs established in institutions	Programme Director	2021-2022	100	1	2	2	1	0	6
	Capacity build UNESCO Clubs patrons and members in institutions on management of the clubs	UNESCO Club patrons and members capacity built on management of the clubs	No. of UNESCO Club patrons and members	Programme Director	2019-2023	150	2	1	2	1	2	8
							50	46	49	39	35	219

Culture Programme Strategic objective: To promote heritage and creativity for peace and sustainable development												
Strategy I: Improve sustainable management of heritage in Kenya	Sensitize communities and stakeholders on appreciation, recognition and on the importance of management of Heritage	Communities and stakeholders sensitized	Number of communities and stakeholders sensitized	Director, Culture Programme	2019-2023	100	3.5	3.7	4	4.2	4.5	19.9
	Identify and digitize the inventorying of cultural elements / properties	inventorying of cultural elements / properties digitized	Number of cultural elements / properties digitally inventoried	Director, Culture Programme	2019-2023	2	1.5	1.8	2.1	2.4	2.6	10.4
	Conduct capacity building of stakeholders on safeguarding, preservation and conservation of heritage in Kenya	Capacity building workshops for Stakeholders conducted	Stakeholders Number of stakeholder workshops held	Director Culture Programme	2019-2023	70	5.5	4.5	6.5	5	7	28.5
	Conduct capacity building of stakeholders on the value, significance and importance of protecting underwater cultural heritage	Capacity building workshops for Stakeholders conducted	Number of stakeholders trained Number of capacity building workshops held	Director Culture Programme	2019-2023	25	2.5	2.7	2.9	3.2	3.5	14.8
Strategy II: Enhance intercultural dialogue and rapprochement of cultures in Kenya	Promote the visibility of Heritage Sites in Kenya	Heritage Sites in Kenya visibility enhanced	Number of promotional activities and sites branded	Director Culture Programme	2019-2023	5	5	5.2	5.4	5.6	5.8	27
	Organize intercultural celebrations / festivals	Intercultural celebrations and festivals held and organized	Number of celebrations / festivals held and organized	Director Culture Programme	2019-2023	1	20	35	25	37	27	144

STRATEGY	ACTIVITY	EXPECTED OUTPUT	OUTPUT INDICATORS	RESPONSIBILITY	TIME FRAME	TARGET	Y1	Y2	Y3	Y4	Y5	TOTAL (IN MILLION KES)
<b>Culture Programme Strategic objective: To promote heritage and creativity for peace and sustainable development</b>												
<b>Strategy III:</b> Enhance capacities for promotion of culture and creative industries	Conduct intercultural dialogue for purposes of peaceful coexistence and national cohesion	Intercultural dialogue enhanced	Number of intercultural dialogue and peace forums held	Director, Culture Programme	2019-2023	1	5	5.3	5.4	5.5	5.8	27
	Sensitize youth on cultural values and ethics	Youth sensitized on cultural values and ethics	Number of youths sensitized	Director, Culture Programme	2019-2023	100	1.5	2.2	2.3	2.4	2.5	10.9
	Sensitize stakeholders on Protection and Promotion of the Diversity of Cultural Expressions for sustainable development.	Stakeholders sensitized	Number of stakeholders sensitized	Director, Culture Programme	2019-2023	50	1.5	1.7	1.9	2.1	2.3	9.5
	Conduct capacity building of stakeholders for the promotion of cultural and creative industries for sustainable development	Capacities of stakeholders build	Number of stakeholders capacity build	Director, Culture Programme	2019-2023	150	4.8	5	5.2	5.4	5.6	26
	Conduct capacity building for three counties on Creative Cities Network and support one Kenyan city to apply to join UNESCO's Creative Cities Network	Capacities of 3 cities build	Number of stakeholders in three cities trained One city facilitated to apply to be accredited in UNESCO Creative Cities Network	Director, Culture Programme	2019-2023	3 counties with city status	1.2	1.5	1.8	2	2.3	8.8

<b>Strategy IV:</b> Enhance intellectual collaboration in Culture	Sensitize national institutions and county governments on UNESCO frameworks for cultural statistics to improve availability of cultural statistics	Capacities on gathering cultural statistics Improved Availability of cultural data	Number of stakeholders capacity build Number of counties with cultural statistics	Director, Culture Programme	2019-2023	30 counties reached	2.2	2.4	2.6	2.8	3	13
	Sensitize national institutions and county governments on UNESCO frameworks for cultural statistics to improve availability of national cultural statistics	Capacities on gathering cultural statistics Improved Availability of cultural data	Number of stakeholders capacity build Number of counties with cultural statistics	Director, Culture Programme	2019-2023	30 counties reached	2.2	2.4	2.6	2.8	3	13
	Organize conferences and seminars on culture for intellectual collaboration	Conferences and seminars on culture organized	Number of conferences and seminars organized	Director, Culture Programme	2019-2023	One conference/ seminars	3	3.1	3.2	3.3	3.4	16
	sensitize stakeholders on the preservation, documentation and promotion of endangered indigenous languages in Kenya	Stakeholders sensitized	Number of stakeholders sensitized	Director Culture Programme	2019-2023	30	2.5	2.6	2.7	2.8	3	13.6
	Establish linkages with institutions in promotion and safeguarding of culture and heritage	Linkages with institutions established	Number of linkages	Director, Culture Programme	2019-2023	Two linkages	3	3.2	3.3	3.5	4	17
							64.9	82.3	76.9	90	85.3	399.40

STRATEGY	ACTIVITY	EXPECTED OUTPUT	OUTPUT INDICATORS	RESPONSIBILITY	TIME FRAME	TARGET	Y1	Y2	Y3	Y4	Y5	TOTAL (IN MILLION KES)
<b>Communication and Information Programme Strategic Objective: To promote freedom of expression, media development and access to information and knowledge</b>												
<b>Strategy I:</b> Promote freedom of expression and information and the safety of journalists	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 Safety of Journalists and the Issue of Impunity)	Capacity of media professionals and stakeholders on safety of journalists (UN Plan of Action on the Safety of Journalists and the Issue of Impunity) enhanced	Number of media professionals and stakeholders trained on the UN Plan of Action on the Safety of Journalist and the Issues of Impunity capacity building report list of participants	Programme Director	2019-2023	60	2	2.2	2.3	2.4	2.5	11.4
	Co-organize forums on Freedom of Expression, access to information and Media Development (World Press Freedom Day and World Radio Day)	Forums on freedom of expression, access to information and media development co-organized	Support given towards activities of the World Press Freedom Day.  A Report on activities of the World Press Freedom Day and World Radio Day	Programme Director	2019-2023		1.5	1.6	1.7	1.8	1.9	8.5
	Build the Capacity of Community Media in editorial formatting and content development	Capacity of Community Media in editorial formatting and content development enhanced	Number of Community Media trained on editorial formatting and content development  Training report	Programme Director	2019-2023	10	1.5	1.6	1.7	1.8	1.9	8.5
<b>Strategy II:</b> Enhance capacity of youth in ICT for sustainable, knowledge based development	Conduct capacity building of Youth on Mobile Applications Development	Capacity of youth built on Mobile Applications Development	Capacity building report  Attendance list	Programme Director	2019-2023	60	2.5	2.6	2.7	2.8	2.9	13.5
	Link Mobile Application developers with incubators, mentors and software development companies	Linkages established with the incubators annually	Number of linkages/mentors contacted  -Number of Apps monetized	Programme Director	2019-2023		2.5	2.6	2.7	2.8	2.9	13.5

<b>Strategy III: To promote access to and preservation of information and knowledge</b>	Conduct capacity building of preservation professionals on preservation of documentary heritage	Number of preservation professionals trained on preservation of documentary heritage	Report on capacity building Attendance list	Programme Director	2019-2023	141	2	2	2.3	2	2.4	10.7
	Co-ordinate, identification of, Documentary Heritage in the counties. (Memory of the World Committee)	Identification, of documentary heritage in the counties strengthened	Report on identified documentary heritage	Programme Director	2019-2023	47	1.5	1.6	1.7	1.8	1.9	8.5
	Organize conferences, seminars and dialogue forums to promote access to and preservation of information and knowledge	Forums to promote access to and preservation of information and knowledge organized	A Report on forums	Programme Director	2019-2023	5	1.5	1.6	1.7	1.8	1.9	8.5
							15.00	15.80	16.80	17.20	18.30	83.10
<b>Corporate Support Services Strategic Objectives:</b>												
<b>Strategy I: To enhance visibility</b>	Develop and implement the Communication Strategy	Communication Strategy developed and implemented	% of development and implementation	100%	Chief, CCO	2022-23	5	5	5	5	5	25
	Develop a rebranding campaign and publicity strategy	Rebranding campaign and publicity strategy developed and implemented	% of development and implementation	%	Chief, CCO	2019	0.5	1	1	1	1	4.5
<b>Strategy II: To increase awareness</b>	Participate in exhibitions, trade fairs and open days	Enhance visibility Increase awareness	Number of exhibitions, trade fairs and open days participated in	15	Chief, CCO	2019-23	2	2	2	2	2	10
	Coordinate the celebration of international days	Increase awareness and visibility	Number of celebrated international days	100%	Chief CC	2019-23	5	5	5	5	5	25

STRATEGY	ACTIVITY	EXPECTED OUTPUT	OUTPUT INDICATORS	RESPONSIBILITY	TIME FRAME	TARGET	Y1	Y2	Y3	Y4	Y5	TOTAL (IN MILLION KES)
<b>Corporate Support Services Strategic Objectives:</b>												
	Develop and implement the Corporate Social Responsibility Policy	Increase awareness Increase stakeholder participation in programmes	% of development and implementation	100%	Chief, CCO	2022	1.5	2	3	3	4	13.5
	Organize conferences, workshops, seminars and dialogue forums	Increase awareness about the Commission and its programmes	No. of conferences, seminars, workshops and dialogue forums organized	10	Chief, CCO	2019-23	2	3	3	3	3	14
	Conduct advocacy and publicity and engage the media in such programmes	Increase awareness	No. of advocacy and publicity initiatives conducted	2	Chief, CCO	2020-22	1	1	1	1	1	5
<b>Strategy III: To enhance resource mobilization</b>	Develop and implement a resource mobilization framework and policy	Resource Mobilization framework and policy developed and implemented	% of development and implementation of the resource mobilization framework and policy	100%	Manager, Finance	2019-23	4	2				6
	Build capacity of staff in grant and proposal writing	Staff Capacity in grants and proposal writing built	Number of staff capacity built in grants and proposal writing	5	Manager, Finance	2019-20	3	3	3	3	3	15
	Coordinate the development of funding proposals in response to funding calls	Funding proposals developed in response to funding calls	Number of funding proposals developed in response to funding calls	100%	Manager, Finance	2019-2023	1	1	1	1	1	5
	Develop and implement a consultancy services framework and policy	Consultancy framework developed and implemented	% of development and implementation	100%	Manager, Finance	2020-23	1	2	2	3	2	10
<b>Strategy IV: To enhance collaboration towards resource mobilization</b>	Enhance Public Private Partnerships	Public Private Partnerships enhanced	Number of Public Private Partnership in place	100%	Manager Finance		1	1	1	1	1	5



	Identify and engage potential partners in government, non-governmental, private sector and UN agencies both nationally and globally	Potential partners relevant to the Commission identified and engaged	Number of partners (institutions) identified and engaged.	10	Manager, Finance	2019-23	3	5	5	5	5	3	21
	Organize forums for negotiation on possible funding areas	Forums for possible funding organised.	Number of forums for funding held.	10	Manager, Finance	2019-21	1	1	1	1	1	1	5
Strategy V: To improve the human capacity of the Commission	Review the staff establishment of the Commission	Staff establishment of the Commission reviewed	% completion of the review	Manager, HR	2019 Dec	100%	2.5	2.5	1	-	-	-	6
	Develop and implement human resource plan	Human resource plan developed and implemented	% completion of development and implementation	Manager, HR	Jan-20	50%	0.5	0.5	0.5	-	-	-	15
	Recruit additional staff	Additional staff recruited	20 staff	Manager, HR	2022	20 staff recruited	18	-	18	-	-	-	36
	Develop and implement career progression guideline	Career progression guideline reviewed and implemented	% completion of development and implementation	Manager, HR	Jun-20	80%	3	1	1	1	1	1	7
	Develop and implement a human resource skills enhancement plan	Human resource skills enhancement plan developed and implemented	% completion of development and implementation	Manager, HR	2020	100%	12	14	15	16	18	75	
	Empowerment of 1500 nature youth in Mt. Kenya and Malindi Watamu and Mt. Elgon WHS and Biosphere Reserves	1500 nature youth in Mt. Kenya and Malindi Watamu and Mt. Elgon WHS and Biosphere Reserves empowered	Number of nature youth recruited	KNATCOM KWS	2019-2023	1500 new Jobs created	4	2	4	2	4	16	
Strategy VI: To improve the infrastructural capacities of the Commission	Acquire ICT equipment	Increased efficiency	ICT equipment acquired	100%	Chief, ICT	2019-2020	5	20	20	15	10	70	

STRATEGY	ACTIVITY	EXPECTED OUTPUT	OUTPUT INDICATORS	RESPONSIBILITY	TIME FRAME	TARGET	Y1	Y2	Y3	Y4	Y5	TOTAL (IN MILLION KES)
	Procure office equipment and furniture	Increased efficiency improved work environment	Storage systems acquired No. of storage devices	100%	Chief, Admin	2019-23	5	5	3	3	3	19
	Procure vehicles	Increased efficiency	No. of vehicles procured	2	Chief, Admin	2020-21	-	30	10	-	-	40
<b>Strategy VI:</b> To improve the process capacities of the Commission	Implement and maintain the ISO Standards	Increased efficiency	% ISO certification and recertification	100%	DSG	2019-23	5	5	5	5	5	25
	Automate processes	Increased efficiency	No. of automated processes	100%	Chief, ICT	2019-23	2	15	5	2	2	26
							88.00	129.00	115.50	78.00	75.00	485.50
						Grand Total	280.70	333.56	324.06	286.46	290.56	1515.34

## Annex 4. Logical Framework for Monitoring and Evaluation

### Education

#### Overall Goal: To Enhance Peace and Sustainable Development

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
<b>Goal: To promote peace through quality and inclusive education for sustainable development</b>	% increase in skills for peace, GCED and ESD  %Increase in performance in inmate education institutions	Report on national values and principles	Goodwill from policy makers and stakeholders
<b>Objective:</b> To promote Education for peace and sustainable development	No of ASPnet institutions and Universities implementing Peace, GCED and ESD % increase in implementation of SDG4 and related targets	KNATCOM Monitoring reports Reports in target schools SDG monitoring and measurement reports KNATCOM quarterly and annual reports	Timely availability of adequate funds Cooperation from institutional administrators
<b>Outputs:</b> 250 education Officers, institutional administrators, Universities lecturers, ASPNet Patrons capacity built annually on peace GCED and ESD	Number of Education Officers, institutional administrators, Universities lecturers, ASPNet Patrons capacity built	Concept note, programme, approved budget, participants list, workshops reports	Goodwill of stakeholders
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> 4 forums per year Organized for knowledge sharing on peace, GCED and ESD and disseminate best practices	Number of forums organized  Number of stakeholders reached for dissemination	Concept note, programme, approved budget, participants list, forums reports, papers presented	Available funds, cooperative/goodwill of stakeholders
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> Best teachers in the implementation of ESD, GCED and peace building identified and awarded	Percentage scores of teachers in the implementation of ASPnet activities	Concept note Approved budget Evaluation reports	Funds available
<b>Inputs:</b> Finances, human resource and stationery			
<b>Output:</b> Organize 4 advocacy and publicity forums on peace, GCED and ESD	Number of forums organized	Concept note, programme, approved budget, participants list, forums reports, papers presented	Available funds, cooperation from stakeholders
<b>Inputs:</b> Finances, human resource and stationery			

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
<b>Output:</b> 10% increase in ASPNET Institutions	Percentage increase in number of ASPnet institutions	Concept note, programme, approved budget, participants list, workshops, reports, registration form for ASPNet	Available funds, interested institutions to establish ASPNET
<b>Inputs:</b> Finances, human resource and stationery			
<b>Output:</b> capacity build 150 SNE Teachers on ICT	Number of SNE Teachers capacity built on ICT	Concept note, programme, approved budget, participants list, workshop reports	Available funds, goodwill of stakeholders
<b>Inputs:</b> Finances, human resource and stationery			
<b>Output:</b> 2 training manuals for inmate teachers developed	Number of training manuals developed	Concept note, programme, approved budget, participants list, workshop reports, training manuals	Available funds
<b>Inputs:</b> Finances, human resource and stationery			
<b>Output:</b> 6 sessions on pedagogical skills training for inmate teachers organized	Number of pedagogical skills training sessions for inmate teachers	Concept note, programme, approved budget, participants list, training reports	Available funds
<b>Inputs:</b> Finances, human resource and stationery			
<b>Output:</b> 5 advocacy and publicity forums to enhance literacy organized	Number of forums organized	Concept note, programme, approved budget, participants list, reports	Available funds, cooperation from stakeholders
<b>Inputs:</b> Finances, human resource and stationery			
<b>Output:</b> 5 knowledge sharing forums on literacy organized	Number of forums organized	Concept note, programme, approved budget, participants list, reports	Available funds, cooperation from stakeholders
<b>Inputs:</b> Finances, human resource and stationery			
<b>Output:</b> 10% increase in capacity building for ECDE coordinators and teachers on ICT conducted	Percentage increase in the number of ECDE coordinators and teachers whose capacity is built on ICT	Concept note, programme, approved budget, participants list, reports	Available funds, cooperation from stakeholders

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
<b>Inputs:</b> Finances, human resource and stationery			
<b>Output:</b> 2 research in education carried out	Number of research in Education carried out	Concept note, programme, approved budget, participants list, reports	Available funds, cooperation from stakeholders
<b>Inputs:</b> Finances, human resource and stationery			
<b>Output :</b> 5 symposia, workshops, seminars, forums and conferences on UNESCO education thematic areas organized	Number of symposiums, workshops, seminars, forums and conferences on education organized	Concept note, programme, approved budget, participants list, reports	Cooperation from stakeholders
<b>Inputs:</b> Finances, human resource and stationery			
<b>Output:</b> 5 policy briefs in education developed	Number of Policy briefs	Concept note, programme, approved budget, participants list, policy briefs	Cooperation from stakeholders
<b>Inputs:</b> Finances, human resource and stationery			
<b>Output:</b> 500 stakeholders reached on SDG4 and related targets organized	Number of stakeholders reached	Concept note, programme, approved budget, participants list, reports	Available funds, cooperation from stakeholders
<b>Inputs:</b> Finances, human resource and stationery			
<b>Output:</b> 10 meetings on monitoring and reporting on SDG 4 Education and 2030 agenda ,CESA 16-25 organized	Number of meetings organized	Concept note, programme, approved budget, participants list, reports	Available funds, cooperation from stakeholders
<b>Inputs:</b> Finances, human resource and stationery			

## Natural Sciences

### Overall Goal: To Enhance Peace and Sustainable Development

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
<b>Goal: Increased application of science for peace and sustainable development</b>	<p>Increase use of science in policy making and development</p> <p>Increased uptake of STI</p> <p>Increased enrolment in STEM subjects in the universities</p> <p>Improved protection of ecosystem and conservation</p> <p>Increase in tourism</p> <p>Improved livelihood from sustainable utilisation of natural resources</p>	<p>National science related policies</p> <p>Number of national scientific publications and patents</p> <p>Number of STEM students in colleges and universities</p> <p>KSCE national mean grades in STEM subjects</p> <p>Tourism statistics</p> <p>National poverty index</p>	<p>Sustained peace throughout the country</p> <p>Increased funding for scientific research and development</p> <p>Timely release of capitation</p> <p>100% transition from primary to secondary schools</p> <p>College and University placement for all qualified students</p>
<b>Objective:</b> To promote Science for peace and sustainable development	<p>Science applied in natural resource conservation and management</p> <p>Increase in number of research undertaken</p> <p>Number of STEM schools reached</p> <p>Policy briefs developed</p>	<p>State of the Environment reports</p> <p>Poverty indicators</p> <p>Happiness Indices</p> <p>KUCCPS enrolment data</p> <p>Engineers Board of Kenya (EBK) data on graduate engineers</p>	<p>Government supportive of KNATCOM's mandate including adequate financial allocation</p> <p>Favourable policies in place in support of sustainable development</p> <p>Security agencies are effective</p> <p>Good government fiscal policies that address poverty and resource use</p>
<b>Outputs:</b> Capacity of 450 STEM secondary school teachers and 150 TVET trainers built	Number of STEM secondary school teachers and TVET trainers	Concept note, attendance list and activity report	Release of funds not delayed, 100% attendance, sufficient human capacity
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> 2000 Secondary school students sensitized on STEM subjects	Number of students sensitized	<p>Concept note</p> <p>Attendance list and activity report</p> <p>Improved grades in STEM sciences</p> <p>Increased number of innovations/App development</p>	Release of funds not delayed, 100% attendance, favourable government regulations and sufficient pool of mentors
<b>Inputs:</b> Finances, human resource and stationery			

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
<b>Outputs:</b> Tracer studies on the impacts of STEM mentorship programme on STEM uptake conducted	Number of studies	Concept note NACOSTI Permit Proposal for research Activity reports	Release of funds not delayed, Security on the ground is conducive for the research undertaking Adequate manpower Cooperative partners and collaborators
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> Survey on STEM infrastructure in secondary schools conducted	Number of surveys	Concept note NACOSTI Permit Proposal for research Activity reports	Release of funds not delayed, Security on the ground is conducive for the research undertaking Adequate manpower Cooperative partners and collaborators
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> 80 stakeholders sensitized on emerging issues in STI	Number of stakeholders sensitized	Concept note Invitation letters Attendance list Activity report	Release of funds not delayed, 100% attendance, sufficient human capacity, institutions availing staff for the activity
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> A Geopark established in Kenya	% achieved towards nomination	Nomination dossier Stakeholder participation Activity reports Minutes from National Geopark Committee meeting	All partners are receptive and supportive of the process Funding to support the process are available No change in UNESCO criteria for nomination
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> An additional Biosphere Reserve established	% achieved towards nomination	Nomination dossier Stakeholder participation Activity reports Minutes from National Geopark Committee meeting	All partners are receptive and supportive of the process Funding to support the process are available No change in UNESCO criteria for nomination

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> 2 status reports of Biosphere Reserves (BR) developed	Number of status report	Concept note Activity reports Data base stakeholders and their activities at BRs Number of publications from researchers working in the BR	Release of funds not delayed, sufficient engagement from stakeholders, institutions availing staff for the activity
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> Capacity of 60 Biosphere Reserves, 60 Geopark and 40 water resources built	Numbers of people trained	Concept Note Invitation letters Attendance lists Activity reports	Release of funds not delayed, 100% attendance, sufficient pool of instructors, institutions availing staff for the activity
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> 90 members of communities living around UNESCO designated areas sensitized	Number of community representatives sensitized	Concept Note Invitation letters Attendance lists Activity reports	Release of funds not delayed, 100% attendance, sufficient pool of instructors, well organised community groups  All participants are conversant with the modes used in sensitization
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> 4 Biosphere Reserve and 1 Geopark Branded	Number of sites where branding is conducted	Concept note Number of signage Number of brochures printed and distributed Number of community members reached Activity reports	Release of funds not delayed,  Secure environment on the ground  Cooperative managers of the respective sites  Well organised community groups  All participants are conversant with the modes used in sensitization
<b>Inputs:</b> Finances, human resource and stationery			



Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
<b>Outputs:</b> 150 Indian Ocean relevant stakeholders sensitized on the use of oceans for sustainable development	Number of stakeholders sensitized	Concept note List of participants Activity reports	Release of funds not delayed Safe environment on the ground Cooperative managers of the respective sites Well organised community groups Partners are willing to support this initiative
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> Organize 5 forums to share best practices and information on ocean management and conservation	Number of forums	Concept note List of participants Activity reports	Release of funds not delayed, Cooperative communities and partners Adequate manpower Well organised community groups
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> 2 researches conducted	Number of research	Concept note NACOSTI Permit Research proposal Activity reports Paper in a peer reviewed journal	Release of funds not delayed Security on the ground is conducive for the research undertaking Adequate manpower Cooperative partners and collaborators
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> 2 conferences, symposia and forums with a natural science related themes organised	Number of conferences organized	Concept note Invitation letters Conference programme Abstracts submitted Conference proceedings	Release of funds not delayed Adequate manpower Cooperative partners and collaborators including sponsors Participants afford participation
<b>Inputs:</b> Finances, human resource and stationery			

## Social and Human Sciences

### Overall Goal: To Promote Standards and Best Practices on Inclusive Social Development, Inter-cultural Dialogue and Ethical Principles

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
<b>Goal: Increased utilization of standards and best practices in public policy and practice</b>	% increase in the utilization of standards and best practices for public policy and practice	National Statistics Presidential report on national cohesion and values Country Position Paper for the UNESCO General Conference	There will be political goodwill  A peaceful and secure environment
<b>Objective:</b> To promote standards and best practices on inclusive social development and inter-cultural dialogue	% increase in the number of stakeholders sensitized on intercultural dialogue and social development  % increase in the number of activities through which ethical principles have been promoted	Annual report Quarterly reports	Cooperation of stakeholders  Timely release of funds
<b>Output:</b> 700 sports stakeholders and youth capacity built on the UNESCO Conventions against doping in sports	Number of sports stakeholders and youth capacity built	Training documents/ notes Report of the workshop Registration lists Invitation letters Approved activity documents	Cooperation of the management of targeted institutions  Timely release of funds
<b>Input:</b> Finance, human and materials			
<b>Output:</b> 180 sports stakeholders sensitized on the UNESCO charter of physical education, physical activity and sport	Number of sports stakeholders sensitized on the UNESCO charter of physical education, physical activity and sport	Training documents/ notes Report of the workshop Registration lists Invitation letters Approved activity documents	Cooperation of the management of targeted institutions  Timely release of funds
<b>Input:</b> Finance, human and materials			
<b>Output:</b> 50 hospital ethics committee facilitated for establishment in line with UNESCO guidelines on bioethics	Number of Hospital Ethics Committees facilitated for establishment	Training documents/ notes Report of the workshop Registration lists Invitation letters Approved activity documents	Cooperation of the management of targeted institutions  Timely release of funds
<b>Input:</b> Finance, human and materials			

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
<b>Output:</b> 650 hospital ethics committee members and Institutional Research Ethics/ Institutional Ethics Review Committee members capacity built in line with UNESCO guidelines on bioethics  <b>Input:</b> Finance, human and materials	Number of Hospital Ethics Committees and Institutional Research Ethics/Institutional Ethics Review Committee members capacity built	Training documents/ notes Report of the workshop Registration lists Invitation letters Approved activity documents	Cooperation of the management of targeted institutions  Timely release of funds
<b>Output:</b> 2 research undertaken in bioethics and sports  3 Dissemination workshops undertaken  <b>Input:</b> Finance, human and materials	Number of researches carried out in bioethics and sports  Number of dissemination workshops undertaken	Proposal and research tools Research report Report of the dissemination workshop Registration lists Invitation letters Approved activity documents	Cooperation from respondents  Respondents will be truthful and honest  Timely release of funds
<b>Output:</b> 5 advocacy and knowledge sharing forums held  <b>Input:</b> Finance, human and materials	Number of advocacy and knowledge sharing forums held	Training documents/ notes Report of the workshop Registration lists Invitation letters Approved activity documents	Cooperation of the management of targeted institutions  Timely release of funds
<b>Output:</b> 2 research undertaken on social inclusion and  3 dissemination of research findings workshops  <b>Input:</b> Finance, human and materials	Number of research undertaken on equitable societies and  Number dissemination of research findings workshops	Research proposal and research tools Research report Report of the dissemination workshop Registration lists Invitation letters Approved activity documents	Cooperation of the respondents  Respondents will be truthful and honest  Timely release of funds
<b>Output:</b> 4 trainings on MOST, future literacy and inclusive policy labs  <b>Input:</b> Finance, human and materials	Number of trainings on MOST, future literacy and inclusive policy labs	Training documents/ notes Report of the workshop Registration lists Invitation letters Approved activity documents	Cooperation of the management of targeted institutions  Timely release of funds  Availability of experts

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
<b>Input:</b> Finance, human and materials			
<b>Output:</b> 4 MOST, future literacy and inclusive policy labs related themes advocacy forums held	Number of advocacy forums held on MOST, future literacy and inclusive policy labs related themes	Advocacy documents/ notes Report of the workshop/ forum Registration lists Invitation letters Approved activity documents	Cooperation of the management of targeted institutions  Timely release of funds  Availability of experts
<b>Input:</b> Finance, human and materials			
<b>Output:</b> 3 slave routes mapped and documented	Number of slave routes mapped and documented	Mapping report Registration lists Invitation letters Approved activity documents	Cooperation from the targeted stakeholders  Timely release of funds  Availability of experts
<b>Input:</b> Finance, human and materials			
<b>Output:</b> 2 integration workshops on the pedagogical content of GHA into the curricula workshops organized	Number of integration workshops held	Report of the workshop Registration lists Invitation letters Approved activity documents	Cooperation from the targeted stakeholders  Timely release of funds  Availability of experts
<b>Input:</b> Finance, human and materials			
<b>Output:</b> 300 stakeholders sensitized on UNESCO General History of Africa and the Slave Route Project	Number of stakeholders sensitized on UNESCO General History of Africa and the Slave Route Project	Training documents/ notes Report of the workshop Registration lists Invitation letters Approved activity documents	Cooperation of the management of targeted institutions  Timely release of funds
<b>Input:</b> Finance, human and materials			
<b>Output:</b> 5 international peace day celebrations in counties conducted	Number of international day of peace celebrations conducted in counties	Reports of the celebrations Registration lists Invitation letters Approved activity documents	Cooperation of the management of targeted institutions  Timely release of funds  Availability of experts
<b>Input:</b> Finance, human and materials			

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
<b>Output:</b> 550 youth capacity built on Student Training on Entrepreneurial Promotion (STEP4Y)	Number of youth capacity built on Student Training on Entrepreneurial Promotion (STEP4Y)	Training documents/ notes Report of the workshop Registration lists Invitation letters Approved activity documents	Cooperation of the management of targeted counties and stakeholders  Timely release of funds
<b>Input:</b> Finance, human and materials			
<b>Output:</b> 500 youth and UNESCO Youth Forum trained on leadership and civic engagement	Number youth and UNESCO Youth Forum trained on leadership and civic engagement	Training documents/ notes Report of the workshop Registration lists Invitation letters Approved activity documents	Cooperation of the management of targeted institutions  Timely release of funds
<b>Input:</b> Finance, human and materials			
<b>Output:</b> 100 UNESCO Clubs established in institutions	Number of UNESCO Clubs established in institutions	Training documents/ notes Report of the workshop Registration lists Invitation letters Approved activity documents	Cooperation of the management of targeted institutions  Timely release of funds
<b>Input:</b> Finance, human and materials			
<b>Output:</b> 150 UNESCO Clubs patrons and members capacity built in institutions	Number of UNESCO Clubs patrons and members capacity built in institutions	Training documents/ notes Report of the workshop Registration lists Invitation letters Approved activity documents	Cooperation of the management of targeted institutions  Timely release of funds
<b>Input:</b> Finance, human and materials			

## Culture Programme

### Overall Goal: To Enhance Peace and Sustainable Development

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
<b>Goal: Improved preservation of culture and heritage for peace and sustainable development</b>	Improved preservations of traditions and practices of communities	Periodic reports	Political good will  Appreciation of stakeholders  A Peaceful and secure environment
<b>Objective:</b> To promote culture and heritage for peace and sustainable development	% conservation of culture and heritage for sustainable development	Evaluation tool and report, Annual report, Evaluation report, report on the award of the best managed and well conserved Kaya forests	Cooperation of stakeholders  Good will of stakeholders  Stable economic environment
<b>Outputs:</b> 100 stakeholders sensitized on management of heritage sites	Number of stakeholders sensitized	Report of stakeholder workshops  List of participants	Stakeholders will attend the workshop
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> 2 stakeholders workshop held	Number of workshops held	Workshops reports  List of participants	Funds will be released
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> 2 cultural elements / properties digitally inventoried	Number of cultural elements / properties digitally inventoried	Identify and digitized the inventory of elements / properties	Communities will collaborate
<b>Outputs:</b> 2 workshops for 70 stakeholders conducted	Number of stakeholders capacity built on safeguarding, preservation, conservation and promotion of heritage in Kenya	Workshops reports  List of participants	Stakeholders will attend the workshop
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> 1 workshops for 25 stakeholders conducted	Number of stakeholders capacity built on the value, significance and importance of protecting underwater cultural heritage	Workshops reports  List of participants  Concept notes	Stakeholders will attend the workshop
<b>Inputs:</b> Finances, human resource and stationery			

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
<b>Outputs:</b> 5 World Heritage Sites branded	Number of World Heritage Sites branded	Concept note Number of signage Number of brochures printed and distributed Activity reports	Timely release of funds Secure environment Cooperation of site managers of the respective sites Community support
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> 1 inter-cultural celebrations / festivals organized	Number of intercultural celebrations / festivals organized	Minutes of meetings, reports, list of participants	Stakeholders will collaborate
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> 1 inter-cultural dialogue forum conducted	Number of intercultural dialogue forums	Dialogue forum reports List of participants	Participants will attend
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> 100 stakeholders capacity built on the promotion of cultural and creative industries	Number of stakeholders	Report List of participants	Stakeholders will attend
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> 50 stakeholders capacity built on the promotion of cultural and creative industries	Number of stakeholders	Report List of participants	Stakeholders will attend
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> 1 conference/ seminars on culture for intellectual collaboration organized	Number of stakeholders	Report List of participants	Stakeholders will attend Funds will be availed
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> 30 stakeholders sensitized on the preservation and promotion of endangered indigenous languages in Kenya	Number of Stakeholders	Reports Lists of participants Concept notes	Stakeholders will attend Funds will be availed
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> 2 linkages with institutions in promotion and safeguarding of culture and heritage established	Number of linkages	Letters of communication with institutions involved	Willingness of institutions to collaborate

## Communication and Information

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
<b>Goal: Increased freedom of expression, media development and access to information and knowledge</b>	% increase of freedom of expression, media development and access to information and knowledge	National statistics	Political good will
<b>Objective:</b> To promote Freedom of Expression, Media Development and Access to Information and Knowledge	% increase in freedom of expression, increase in media development and increase in access to information and knowledge	Annual reports	Partners will cooperate. Conducive environment
<b>Outputs:</b> Capacity of 300 media professionals and stakeholders on safety of journalists (UN Plan of Action on the Safety of Journalists and the Issue of Impunity) enhanced	Number of media professionals and stakeholders capacity built on safety of journalists (UN Plan of Action on the Safety of Journalists and the Issue of Impunity).	Report on capacity building List of participants UN Plan of Action on the Safety of Journalists and the Issue of Impunity document	Cooperation from partners Security in the country
<b>Inputs:</b> Finances, human resource and materials			
<b>Outputs :</b> 5 forums on freedom of expression, access to information and media development co-organized	Number of forums co-organized	Reports on the forums Invitation letters Approval documents	Cooperation from partners Security in the country
<b>Inputs:</b> Finances, human resource and materials			
<b>Output:</b> Capacity of 10 community media enhanced in editorial formatting and content development	Number of community media capacity built in editorial formatting and content development	Report on capacity building Approval documents Invitation letters	Cooperation from partners Security in the country
<b>Inputs:</b> Finances, human resource and materials			
<b>Outputs:</b> Impact of activities established by conducting 2 Monitoring and Evaluation exercise	Number of M&E conducted	M&E Report Approval documents	Cooperation from partners Security in the country
<b>Outputs:</b> Capacity of 300 youth built on Mobile Applications Development,	Number of youth capacity built on Mobile Apps Development	Report on capacity building List of participants Invitation letters	Cooperation from partners Security in the country



Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
<b>Inputs:</b> Finances, human resource and materials			
<b>Outputs:</b> 10 linkages established with the incubators	Number of linkages established with incubators	Letters List of youth beneficiaries Report on the activity	Cooperation from partners Security in the country
<b>Inputs:</b> Finances, human resource and materials			
<b>Outputs:</b> 705 preservation professionals trained on preservation of documentary heritage	Number of preservation professionals trained	Capacity building report Approval documents Letters of invitation	Cooperation from partners Security in the country
<b>Inputs:</b> Finances, human resource and materials			
<b>Outputs:</b> Identification of documentary heritage in the 47 counties strengthened	Number of counties where identification of documentary heritage is conducted	Approval documents Letters of invitation Report	Cooperation from partners Security in the country
<b>Inputs:</b> Finances, human resource and materials			
<b>Outputs:</b> : Preservation and access to information and knowledge enhanced through 5 forums	Number of forums organized	Approval documents Report	Cooperation from partners
<b>Inputs:</b> Finances, human resource and materials			
<b>Outputs:</b> Impact of activities established by conducting 2 Monitoring and Evaluation exercises	Number of M&E conducted	M&E Report Approval documents	Cooperation from partners Security in the country
<b>Inputs:</b> Finances, human resource and materials			

## CORPORATE SUPPORT SERVICES

### Corporate Communication

#### Overall Goal: To Enhance the Corporate Image and Reputation of the Commission

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
<b>Goal: Enhanced the image and reputation</b>	% increase in positive feedback from stakeholders	Stakeholder reports	Positive stakeholder relations
<b>Strategic objective:</b> To enhance visibility and increase awareness	% increase in visibility and awareness	Media reports Event reports Customer satisfaction survey reports	Positive stakeholder relations Increased stakeholder participation
<b>Output:</b> 100% developed and implemented of the Communication Strategy	% development and implementation of the Communication Strategy	Communication Strategy document Reports on implementation	Positive stakeholder support
<b>Inputs:</b> Finances, human resource and stationery			
<b>Output:</b> 100% developed rebranding campaign and publicity strategy	% of implemented campaign and publicity strategy	Reports on campaign and publicity strategy	Increased stakeholder awareness and participation
<b>Inputs:</b> Finances, human resources, stationery			
<b>Goal: Increased awareness</b>			
<b>Output :</b> 10 conferences, workshops, seminars and dialogue forums organized	Number of conferences, workshops, seminars and dialogue forums organized	Reports on the conferences, workshops, seminars and dialogue forums organized	Availability of target stakeholders
<b>Inputs:</b> Finances, human resources, stationery			
<b>Output :</b> 5 international days celebrated	Number of international days celebrated.	Reports from celebrations	High human traffic in the events Positive feedback from stakeholders
<b>Inputs:</b> Finances, human resources, stationery			
<b>Output:</b> 15 exhibitions, trade fares and open days participated in	Number of exhibitions, trade fares and open days participated in	Reports on exhibitions, trade fares and open days participated in	High human traffic in the events Positive feedback from stakeholders

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
<b>Inputs:</b> Finances, human resources, stationery			
<b>Output:</b> 100% developed and implemented the Corporate Social Responsibility Policy	% development and implementation of the CSR Policy	CSR policy Reports on implementation	Stakeholder goodwill Increased stakeholder interest and engagement
<b>Inputs:</b> Finances, human resources, stationery			
<b>Output:</b> 2 advocacy and publicity initiatives organized and media engagement	Number of advocacy initiatives organized and media engagement	Reports on the advocacy initiatives organized and media engagement	Availability of target stakeholders
<b>Input:</b> Finances, human resources, stationery			

### Strategic Goal: To Improve Overall Performance

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
<b>Goal: Increased financial resources</b>	% increase of financial resources	National budget and partnership agreements	Sustained economic performance
<b>Objective:</b> To generate, mobilize and enhance efficiency in the utilization of financial resources	% increase in financial resources generated, mobilized and absorbed	Budget and financial statements	Austerity measures not applied Partners will cooperate. Conducive business environment
<b>Outputs:</b> 100% resource mobilization framework and policy developed and implemented	% development and implementation of the resource mobilization framework and policy	Resource mobilization and framework and policy document	Funds will be released
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> 5 staff trained in grant and proposal writing	Number of grants and proposal written	Grants and proposal documents.	Funds will be released
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> 3 funding proposals written in response to funding calls	Number of funding proposal written	Funding proposal document	Funds will be released

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> 100% consultancy services framework policy developed and implemented	% development and implementation of consultancy framework	Consultancy framework document Reports	Consultancy services will be secured
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> 100% enhanced Public Private Partnerships	Enhanced Public Private Partnerships	Reports on Public Private Partnerships	Public Private Partnerships will be increased
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> 10 potential partners relevant to the Commission identified and engaged	Number of partners identified and engaged	Data base of Commission partners who committed	Partners will agree to collaborate with KNATCOM
<b>Inputs:</b> Finances, human resource and stationery			
<b>Outputs:</b> 10 forums for possible negotiation on possible funding areas organized	Number of forums for funding held	Minutes and letters	KNATCOM forums and meetings will be favourable
<b>Inputs:</b> Finances, human resource and stationery			

### Overall Goal: To Enhance Human Resource Capacities of the Commission

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
<b>Goal: To strengthen the human resource capacity of the Commission</b>	% increase in human capacity of the Commission		
<b>Objective:</b> To improve human resource capacities of the Commission	% improvement in the human resource competencies in the Commission.		
<b>Outputs:</b> 100% staff establishment of the Commission reviewed	100% staff establishment of the Commission reviewed	Copy of approved staff establishment	Approval by SCAC will be expeditious

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
<b>Inputs:</b> Administrative costs, human capital, external approvals, finances			
<b>Outputs:</b> 100% human resource plan developed and implemented	100% human resource plan developed and implemented	Copy of the human resource plan document developed	Staff exits will be minimal
<b>Inputs:</b> Administrative costs, human capital, external approvals, finances			
<b>Outputs:</b> 30 additional staff recruited	30 additional staff recruited	Number of additional staff recruited	Staff exits will be minimal
<b>Inputs:</b> Administrative costs, human capital, external approvals, finances			
<b>Outputs:</b> 100% career progression guideline reviewed and implemented	100% career progression guideline reviewed and implemented	Copy of approved career progression guideline document	Grading structure will have been harmonized
<b>Inputs:</b> Administrative costs, human capital, external approvals, finances			
<b>Outputs:</b> 100% Human resource skills enhancement plan developed and implemented	100% human resource skills enhancement plan developed and implemented	Training report Training manual	Training institutions will provide the course
<b>Inputs:</b> Administrative costs, human capital, external approvals, finances			
<b>Outputs:</b> 1500 nature youth in Mt. Kenya and Malindi Watamu and Mt. Elgon WHS and Biosphere Reserves empowered	1500 nature youth in Mt. Kenya and Malindi Watamu and Mt. Elgon WHS and Biosphere Reserves empowered	Number of nature youth in Mt. Kenya and Malindi Watamu and Mt. Elgon WHS and Biosphere Reserves recruited	Buy-in-from KWS Stakeholder goodwill Minimal political interference
<b>Inputs:</b> Administrative costs, human capital, external approvals, finances, infrastructure, softwares, uniforms, MoUs			

**Overall Goal: To Increase Efficiency, Effectiveness and Compliance**

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
<b>Goal: Enhanced operational efficiency and Compliance</b>	% increase in efficiency and compliance	Automated processes	Staff will embrace change, established ISO standards will be maintained
<b>Objective:</b> To improve the human, physical and process capacities of the Commission	Number of staff trainings Number of recruited staff % equipment and furniture procured % ISO certification and recertification	Reports	Staff will embrace change, established ISO standards will be maintained
<b>Output:</b> 100% ICT equipment acquired	% ICT equipment acquired	Asset register Report on acquisition	Government directives will not be restrictive
<b>Inputs:</b> Finances, human resources, stationery			
<b>Output:</b> 100% office equipment and furniture procured	% office equipment and furniture procured	Asset register, S.13, Report on acquisition	Government directives will not be restrictive
<b>Input:</b> Finances, human resources, stationery			
<b>Output:</b> 2 vehicles procured	Number of vehicles procured	Log books	Government directives will not be restrictive
<b>Input:</b> Finances, human resources, stationery			
<b>Output:</b> Acquire land	Land acquired	Title deed	Government will provide land
<b>Input:</b> Finances, human resources, stationery			
<b>Output:</b> Implement and maintain the ISO Standards	% ISO certification and recertification	Certification and recertification of identified ISO Standards	Maintenance of compliance standards by staff
<b>Input:</b> Finances, human resources, stationery			
<b>Output:</b> Automate processes	Number of automated processes	Automation reports	Staff will embrace change
<b>Input:</b> Finances, human resources, stationery			

**REFERENCE**

No.	Description	Date developed	Date of revision	Subject/Clause of amendment	Reviewed by Board/ Management
1.	Strategic Plan 2014-2018	July 2014	December 2016	Document review	Board and Management
2.	Strategic Plan 2019-2023	March 2019			

KNCU/CSS/003/2019



United Nations  
Educational, Scientific and  
Cultural Organization



Kenya National  
Commission for UNESCO  
(KNATCOM)

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