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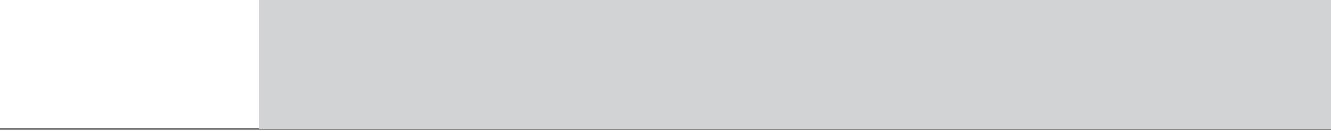
Kenya
National Commission

KENYA NATIONAL COMMISSION FOR UNESCO



STRATEGIC PLAN 2019 - 2024

KENYA
VISION **2030**





KENYA NATIONAL COMMISSION FOR UNESCO

**REVISED
STRATEGIC
PLAN
2019-2024**

Vision

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

Mission

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

Core Values

Integrity
Professionalism
Teamwork
Excellence in Service
Courtesy
Fidelity to the law

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 1st July 2014 to 30th June 2019, among other milestones. This second plan, which was intended to drive its strategic direction in the next five years beginning 1st July 2019 was 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.

In 2022, KNATCOM carried out its Medium-Term Review (MTR) of the 2019-2024 Strategic Plan to reflect and assess progress of its implementation, highlighting achievements and challenges realized this far. In addition, the MTR was done to ensure the Strategic Plan is aligned to UNESCO's new strategies and programmes. Consequently, the Strategic Plan is now revised to ensure it aligns to not only Kenya's interests but also to UNESCO's new strategies and programmes adopted during the 41st UNESCO General Conference held in November 2021

I sincerely thank management and all stakeholders who participated in the revision of this 2019-2024 KNATCOM Strategic Plan. It is my hope that the government and partners will continue to provide the requisite resources to facilitate successful implementation of the Plan.

Dr. Misigo Amatsimbi
Board Chairman

PREFACE

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 through intellectual dialogue in the areas of education, sciences, culture, and communication and information. To actualize this mandate, the Commission developed a new Strategic Plan covering the period 1st July 2019 to 30th June 2024.

The Development of this Revised Strategic Plan involved aligning with key documents, which included the Constitution of Kenya 2010, the Kenya Government's Vision 2030 and its Medium Term Plans, and the Bottom Up Economic Transformation Agenda 2022-2027, the Sustainable Development Goals (SDGs) and Africa Union's Agenda 2063, UNESCO Constitution and UNESCO Charter of National Commissions, UNESCO Medium-Term Strategy 2022-2029 (41C/4) and Budget and Programme document 2022-2025 (41C/5), and the New Operational Strategy for Priority Africa 2022-2029, among others. The process of development and subsequent Mid-Term review of the Plan 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 revised 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, Counties, Departments, Agencies (MCDAs), 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 and revision of this Plan.



Dr. Evangeline Njoka, MBS
Secretary General/CEO

ACKNOWLEDGEMENT

The KNATCOM Strategic Plan is a result of an intense consultative process. The process of developing and revising this Strategic Plan involved incisive and intensive deliberations between the technical team, the Board of Commission, consultants, and stakeholders. It comprised an alignment with 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 and later just before printing, the Bottom Up Economic Transformation Agenda 2022-2027, the UNESCO Medium-Term Strategy 2022-2029 (41C/4) and Budget and Programme document 2022-2025 (41C/5), and the New Operational Strategy for Priority Africa 2022-2029, among other critical documents.

The development of this Strategic Plan and subsequent Mid-Term Review of the Plan is in consonance with the prevailing UNESCO Strategy and programme documents and 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.

We wish to thank the Cabinet Secretary Ministry of Education, Prof. George A. O. Magoha, PhD, MBS, EBS, CBS, the Chair of UNESCO affairs in Kenya. We also recognize the Chief Administrative Secretaries and Principal Secretaries for their stewardship and continued support in ensuring that KNATCOM is able to implement its programmes and activities.

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

Further, we wish to most sincerely thank our stakeholders, in particular UNESCO Headquarters and the UNESCO regional Office for Eastern Africa, Kenya Permanent Delegation to 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 to 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 initial drafting of the Strategic Plan. We say a big thank you. In addition, we recognize the KNATCOM Board and Staff for undertaking the Mid-Term Review of the Plan to ensure it remains relevant and on course in meeting the Commission's mandate.

ACRONYMS AND ABBREVIATION

AfriMAB	African Network of Man and Biosphere Reserves
APPS	Applications
ASPNet	Associated Schools Project Network
AU	African Union
BR	Biosphere Reserve
CAK	Communications Authority of Kenya
CEBioS-RBINS	Capacities for Biodiversity and Sustainable Development of the Royal Belgian Institute of Natural Sciences
CI	Communications and Information
DLP	Digital Literacy Programme
EBK	Engineers Board of Kenya
ECDE	Early Childhood Development and Education
EFA	Education for All
ESD	Education for Sustainable Development
ETE	End Term Evaluation
FGM	Female Genital Mutilation
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
HR	Human Resource
HRBA	Human Rights Based Approach
ICCAR	International Coalition of Cities Against Racism
ICH	Intangible Cultural Heritage
ICT	Information and Communication Technology
IREC	Institutional Research Ethics Committees
ISO	International Standards Organization
ISMS	Information Security Management System
KCSE	Kenya Certificate of Secondary Education
KEFUCA	Kenya Federation of UNESCO Clubs, Centres and Associations
KFS	Kenya Forest Service
KICA	Kenya Information Communications (Amendment) Act
KNATCOM	Kenya National Commission for UNESCO
KUCCPS	Kenya Universities and Colleges Central Placement Service
KUO	Kenya UNESCO Office
KVDA	Kerio Valley Development Authority
KWS	Kenya Wildlife Service
M&E	Monitoring and Evaluation
MAB	Man and Biosphere
MCDAs	Ministries, Counties, Departments and Agencies
MoE	Ministry of Education
MOST	Management of Social Transformations
MoU	Memorandum of Understanding
MoW	Memory of the World
Mt.	Mount
MTP III	Medium Term Plan Three
MTR	Mid-Term Review
NACOSTI	National Commission for Science, Technology and Innovation
NBC	National Bio-ethics Committee
PESTEL	Political, Economic, Social, Technological and Legal
PPP	Public Private Partnerships
SDGs	Sustainable Development Goals

SHS	Social and Human Sciences
SNE	Special Needs Education
STEM	Science, Technology, Engineering and Mathematics
STEP4Y	Students Training for Entrepreneurial Promotion for Youth
STI	Science Technology and Innovation
STISA	Science, Technology and Innovation Strategy for Africa
SWOT	Strengths, Weaknesses, Opportunities and Threats
TVET	Technical and Vocational Education Training
UN	United Nations
UNESCO	United Nation Educational, Science and Cultural Organization
UNESCO-IICBA	UNESCO International Institute for Capacity Building in Africa
UNESCO-UNEVOC	International Centre for Technical and Vocational Education and Training
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 2014-2019. The end term evaluation and situational analysis conducted on this first Plan gave 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 relevance, impact, efficiency, visibility and effectiveness of activities implemented during 2013-2018. Lessons learnt from this 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 were highlighted and informed the development of this Strategic Plan. Description of the SWOT, PESTEL and stakeholder analysis was undertaken, and it is upon these that decisions for activities to be conducted in the new plan period were made.

This second Strategic Plan was developed to cover the period 2019-2024 and to guide the Commission to achieve its mandate, vision and mission through activities undertaken by its five programme areas and departments. The Mid-Term Review of the Plan in 2022 ensured that the activities in this Plan aligned to the prevailing national, regional and global priorities notably the Kenya Vision 2030, and the Bottom Up Economic Transformation Agenda 2022-2027, the Third Medium Plan, the Africa Agenda 2063 and SDGs, the UNESCO Medium-Term Strategy 2022-2029 (41C/4) and Budget and Programme document 2022- 2025 (41C/5), and the New Operational Strategy for Priority Africa 2022-2029. In this Second Plan, the vision and mission were 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. Risks have been identified and mitigation measures prescribed. For increased efficiency in implementation of the second Strategic Plan, 2019-2024, capacity assessment was undertaken, and detailed description presented. Strategies on how to increase resource mobilization from government and partners have been proposed. Strengthening existing partnerships and forging new partners remain a priority for the Commission.

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CHAPTER ONE: INTRODUCTION

1.1. Background

Kenya National Commission for UNESCO (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 on April 7, 1964 as 73rd Member and in line with UNESCO's Constitution of 1945.

To enhance its effectiveness and efficiency in service delivery, in line with its mandate, KNATCOM was transformed into a State Corporation on 25th January 2013 through 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 define the responsibilities vested in National Commissions, the Member States, and the guidelines governing their operations.

United Nations Educational, Science and Cultural Organization (UNESCO) was founded in 1945 after the Second World War to build peace in the world. UNESCO seeks to build peace through international cooperation in Education, Sciences, Culture, and Communication and Information. This is founded on the premise that "since wars begin in the minds of men, it is in the minds of men that defenses of peace must be constructed", as captured in the preamble of its constitution. It is on this ground that UNESCO has a mission to contribute to the building of a culture of peace, the eradication of poverty, sustainable development and intercultural dialogue through education, the sciences, culture, communication and information. In this context, UNESCO is recognized as the intellectual arm of the United Nations (UN) and is the only UN agency to have a global network of national cooperating bodies known as National Commission for UNESCO. National Commissions for UNESCO through their charter play a dual mandate and support implementation of UNESCO programmes and activities at the global and local level. In this regards, national commissions make part of the overall constitutional architecture of UNESCO.

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) which has been revised following an extensive Mid-Term Review. The Revised Strategic Plan will guide the Commission in focusing towards achieving its vision and mission in an effective and efficient manner in the next two and a half years

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 the mandate, the Commission mobilizes resources; conducts capacity building; promotes collaborations and partnerships; undertakes research; promotes knowledge and information sharing; fosters adoption of standard setting instruments; disseminate innovations; and facilitates 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. The Commission's revised strategic focus is anchored on the United Nation's Sustainable Development Goals, UNESCO's Medium-Term Strategy 2022-2029, UNESCO Programme Budget 2022-2025, UNESCO's Operational Strategy for Priority Africa 2022-2029, Africa Agenda 2063, the Constitution of Kenya 2010, Kenya Vision 2030 and Medium-Term Plans III and the Kenya National Commission for UNESCO Act 2013.

The main role of KNATCOM is to involve in UNESCO's activities, the various Government of Kenya (GoK) Ministries, Counties, Departments and Agencies (MCDAs), civil society organizations, the academia and individuals working for the advancement of education, sciences, culture, and communication and information.

KNATCOM has two Directorates; Directorate in charge of programmes which handles the five UNESCO programmes of Education, Natural Sciences, Social Human Sciences, Culture, and Communication and Information and the Directorate of Research and Resource Mobilization that deals with Research and Consultancy, Partnerships and Resource Mobilization and the Resource Centre. Programme and expert committees support the work of the commission. The Commission also works closely with the Permanent Delegation of Kenya to UNESCO based at the UNESCO Headquarters in Paris in the execution of its mandate.

The revision of this Strategic Plan is guided by the new UNESCO's Medium-Term Strategy 2022-2029 with the five (5) following strategic objectives:

- promote quality, equitable and inclusive education and lifelong learning opportunities for all;
- promote sustainable societies and protection of the environment through the science, technology, innovation and the natural heritage;
- build inclusive, just and peaceful societies by promoting freedom of expression, cultural diversity, education for global citizenship, and protecting the heritage;
- foster a technological environment through the dissemination of knowledge and skills, and promotion of ethical standards;
- promote effective and efficient mechanisms for research, knowledge generation and information dissemination; and
- enhance efficiency and effectiveness of implementing the Commission's corporate function.

1.3. KNATCOM Functions

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

- ensure permanent presence of UNESCO in Kenya;

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

1.4. Rationale for the Mid-Term Revision of the KNATCOM's Strategic Plan 2019-2024

KNATCOM undertakes five years Strategic Planning cycle and undertakes a Mid-Term Review (MTR). This MTR process was initiated in January 2022 and culminated with a stakeholders' conference that took place from 16th to 20th May 2022. The stakeholders conference validated the revised MTR Strategic Plan 2019-2024. The outcomes of the conference were communicated through a communiqué.

The midterm review of the KNATCOM Strategic Plan 2019-2024 was critical in assessing whether the projected targets were still on course for achievement. The review process assessed whether the strategic direction was still relevant, created the desired impact, was efficient and effective, and whether it created the programme sustainability as well as visibility for the Commission.

The 41st UNESCO General Conference held in France in November 2021 approved UNESCO Strategy (41C/4) and UNESCO Programme and Budget (41C/5) as well as the UNESCO Operational Strategy for Priority Africa, 2022-2029. It was therefore imperative that KNATCOM aligns with these new UNESCO documents.

The emergence of COVID-19 in March 2020, which affected the implementation of UNESCO programmes internationally, regionally and nationally brought to fore the need to review the Strategic Plan. In addition, the need to review the Strategic Plan was necessitated by technological advancement, digital transformation, and application of Artificial Intelligence globally. It is noteworthy that Kenya was at the forefront in adoption of the Recommendation on Ethics of Artificial Intelligence during the 41st UNESCO General Conference held in France in November 2021. These changes in the Commission operational environment called for the review of the Strategic Plan to leverage on opportunities and challenges therein.

The following documents informed the MTR: UN Sustainable Development Goals (Agenda 2030); African Union (AU) Agenda 2063; Constitution of Kenya 2010; the Kenya Government's Vision 2030 and its Third Medium Term Plan; the UNESCO Medium-Term Strategy 2022-2029 (41C/4); and Programme and Budget 2022-2025 (41C/5); and the UNESCO Operational Strategy for Priority Africa 2022-2029.

The MTR was intended to ensure greater coherence with priorities, objectives and activities of various collaborating MCDAs, institutions, organizations and individuals working in UNESCO's five (5) fields of competence. The activities earmarked in the Revised Strategic Plan during the 2019-2024 period shall seek to realize Kenya's national priorities by leveraging and optimizing on opportunities and resources available within the country and beyond. This revised Strategic Plan places KNATCOM at a position that enables it to continue engaging in capacity building, standard setting, intellectual collaboration, generation and dissemination of information, policy formulation, and international cooperation.

In addition, the complexities of a rapidly changing political, social, economic, cultural and legal environment necessitate refocusing of the strategic direction for a robust, dynamic and revitalized KNATCOM that will continue to position Kenya as a leading UNESCO Member State in Africa and globally.

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, second, and third medium term plans. Despite the gains realized, a number of challenges persist that can be addressed through KNATCOM programmes and activities. These include:

- high reliance on rainfed agriculture;

- low and stagnant shares of manufacturing and exporting sectors;
- slow approval process and uptake of Public Private Partnerships (PPP) projects;
- fast-tracking implementation of reforms to improve ranking in the World Bank Ease of Doing Business Indicators, which currently ranks 56 out of 190 countries (World Bank, 2020);
- high unemployment levels especially among the youth;
- increase in prices of food and other basic items resulting in high cost of living;
- significant proportion of Kenyans still lack access to basic services such as electricity, affordable housing, universal health care and safe drinking water;
- security concerns;
- lack of a coordinating mechanism to oversee implementation, monitoring and evaluation of cooperation frameworks by MCDAs;
- vulnerability to cyber-crimes;
- inadequate structure and strategy for improving the country's productivity and competitiveness;
- negative impacts of climate change;
- major economic and social disparities across regions of the country;
- rapid population growth rate, proliferation of informal settlements, governance problems and insecurity; and
- upsurge in non-communicable diseases across the country and global pandemics such as COVID- 19

1.5.2. Priority Areas addressed under the KNATCOM Strategic Plan 2019-2024

The Strategic Plan gives the highest priority to achieving the GoK Vision 2030 and other initiatives in accelerating social-economic transformation to a more competitive inclusive, and resilient economy. KNATCOM priorities in the revised strategic plan are drawn from Vision 2030, Africa's Agenda 2063, SDGs, UNESCO Medium Term Strategy 2022-2029, UNESCO Programme Budget 2022-2025 (41C/5), the UNESCO Operational Strategy for Priority Africa 2022-2029. This revised Strategic Plan will address the following priorities:

- Youth employment and skills development 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 skill personnel and promote job creations through the creative and cultural industries and Student Training Entrepreneurship Programme for Youth (STEP4Y).
- Food Security: KNATCOM will foster innovative practices towards food security

through Education for Sustainable Development (ESD), UNESCO Clubs, UNESCO Biosphere Reserves, UNESCO Geoparks and Associated Schools and Project Network (ASPNet) and development of Mobile 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.

- Healthcare: KNATCOM will support this initiative by development of Mobile Apps, which 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 and put in place HIV and AIDS interventions.
- Housing: through its programmes, KNATCOM promotes high uptake of Science, Technology, Engineering and Mathematics (STEM) subjects and Technical and Vocational Education and Training (TVET) to produce high caliber skilled personnel for the housing sector. The Commission will promote sustainable use of low carbon energy and renewable energy through ESD and ASPNet.
- Cultural and Natural heritage management and conservation: KNATCOM will collaborate with relevant MCDAs to mainstream relevant aspects such as ecosystem management and conservation, green economy, blue economy, creative industries, protection of heritage, learning and inclusive cities., .
- Water Security and Access: KNATCOM will collaborate and support conservation of water catchment and the environment through capacity building of MCDAs, application of STI in water management and conservation and research while addressing climate change.
- Disaster Risk Reduction: KNATCOM will work with relevant stakeholders to develop capacity in Disaster Risk Reduction (DRR), resilience to climate change through mitigation and adaptation while leveraging on technology.
- Social inclusion: KNATCOM will work with the relevant MCDAs and other stakeholders to promote access to quality education and lifelong learning, address gender equality and all forms of discrimination, social transformation, history and memory, promote freedom of expression and access to information, sports, and promotion of ethical standards.

CHAPTER TWO: SITUATIONAL ANALYSIS

2.1 Introduction

The situational analysis presents a critical assessment of the environment in which KNATCOM operated for the first half period in the implementation of the KNATCOM Strategic Plan 2019-2024. It provides a status report of “where we are now” to form a basis for the reviewed strategies. This chapter provides a comprehensive review of KNATCOM’s performance, successes, challenges and lessons learnt up to 31st December 2021 which is the mid-point of the Strategic Plan covering the period 2019/2020 to 2023/2024 financial year. A final assessment will be undertaken at the end of the Strategic Plan’s period (June 2024). The Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis; Political, Economic, Social, Technological and Legal (PESTEL) Analysis; and Stakeholder Analysis set a stage for the reviewed strategic direction of KNATCOM in the next two and half years.

2.2 Organizational Performance

By the midpoint of the Strategic Plan implementation period, the Commission endeavoured to achieve the set organizational strategic objectives and respective targets. The overall performance in terms of achieving the set targets during the reporting period, the Commission attained a midterm average of 86.16 percent. This figure is envisaged to rise upon the final assessment of the end of the Strategic Plan period. This performance as well as the end term performance will serve as a benchmark for the third cycle of the Commission’s strategic planning.

2.3. Operational performance

To optimize impact during 2019-2024, the Commission reviewed its midterm operational performance up to 31st December 2021. An internal midterm evaluation of the KNATCOM’s 2019-2024 Strategic Plan was conducted in February 2022. The MTR was largely informed by data analysis of workplan implementation 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 Likert scale of 1-5, where 1 was very poor and 5 excellent score. The results of the Mid-Term Review were as follows:

2.3.1. 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 average midterm performance stood at a score of 4.8 implying that the activities implemented were highly relevant in this respect.

2.3.2. Impact

Evaluation on impact assessed the extent to which the Commission’s activities made positive changes on the beneficiaries. This is in context of the Commission role in achievement of national priorities and pursuit of advancement of peace, sustainable development and intellectual collaboration. The average midterm impact score of 4.2 across programmes was achieved. This implied that the programmes and activities

implemented by the Commission resulted in a positive change among beneficiaries and that the strategies and activities are responsive to national, regional and global goals of building peace and sustainable development.

2.3.3. 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 average midterm score was at 4.1, an indication that the strategies and activities were implemented within the set timelines and budget notwithstanding budget cuts.

2.3.4. Efficiency

Efficiency was assessed as the extent to which the resources (including financial, human capital, assets) were utilized to achieve optimal results. The average midterm score for efficiency was at 4.3, an indication that the resources allocated were efficiently utilized to achieve the targets in the workplans and performance contracts.

2.3.5. 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 average midterm score was at 4.1, an indication that the activities have continuity and respond to current realities for targeted beneficiaries.

2.3.6. Visibility

Visibility was assessed as the extent to which the modes of communication and dissemination channels raised the profile of the Commission. The midterm average score achieved was at 4.4, an indication that the strategies the Commission put in place to better communicate with its stakeholders and disseminate information enhanced KNATCOM's visibility.

2.4. Overall operational performance

An average score of 4.3 was achieved for all the operational parameters assessed. This score could be attributed to the following factors:

- improved resource mobilization and partnership strategies which resulted in timely and effective implementation of activities;
- enhanced human capital that have requisite technical knowledge and skills for implementation of strategies which resulted in greater impact, effectiveness, efficiency, sustainability and visibility of the Commission;
- implementation of the ISO 9001:2015 International Standard on Quality Management System (QMS) which enhanced the Commission's processes;
- implementation of performance contract in particular on the implementation of core mandate targets; and
- improved planning, monitoring and evaluation mechanisms.

- Review of Successes of KNATCOM

2.4.1. Mainstreaming Education for Sustainable Development (ESD) and Global Citizenship Education (GCED)

The Commission worked in collaboration with the relevant agencies and stakeholders to promote the integration of Education for Sustainable Development (ESD) and Global Citizenship Education (GCED) in education through development of guidelines for basic education institutions, Technical and Vocational Education and Training (TVET) and universities. The Commission went further and trained teachers, university academic staff and TVET trainers on mainstreaming of ESD through a standard training manuals. A pilot project on mainstreaming GCED was carried out in one County and lessons learnt documented to inform implementation. Teachers in ASPnet institutions were trained annually to enhance capacity to model and mentor other schools on ESD and GCED skills, values and attitude. The best teachers and institutions have been receiving an award biennially to foster implementation of ESD and GCED in primary, secondary, teacher training colleges and TVET institutions.

2.4.2. Promotion, Safeguarding and Conservation of Cultural Heritage

The Commission promoted safeguarding and conservation of the cultural heritage through coordination, nomination and inscription of 'Isukuti Dance of Isukha and Idakho communities of Western Kenya, nomination and inscription of Enkipaata, Eunoto and Oling'esherr which are the three male rites of passage for the Maasai community, listing of Thimlich Ohinga Archaeological site as the Seventh World Heritage Site in Kenya into the UNESCO World Heritage list and the development and application of a criteria to award the best managed Kaya Forest in Kenya. The process of nominating Gede Ruins into UNESCO World Heritage list was started during the review period in partnership with relevant stakeholders. The Commission promoted listing of elements of intangible heritage under the 2003 Convention including promoting traditional foods and safeguarding the traditional foodways.

2.4.3. 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 body thus raising the profile of Kenya.

2.4.4. Monitoring and Evaluation

The Commission conducted Monitoring and Evaluation on 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 (M&E) on ESD activities at the institutional level, UNESCO designated sites (Biosphere Reserves and World Heritage Sites) in the country, and coordinated Education for All (EFA) 2015 National Review. Monitoring and Evaluation on the Kayas led to establishment of an annual award for the best managed Kayas.

2.4.5. 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 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 engaged in capacity building in youth on entrepreneurial skills and sensitized sportsmen and women on integrity and good governance and bioethics practitioners.

To promote creative industries and diversity of cultural expressions, communities and stakeholders were sensitized. At the same time, capacity building and sensitization was conducted for the local communities and other stakeholders on safeguarding, conservation and preservation of heritage sites in Kenya.

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, capacity building of youth on mobile applications developments was conducted.

2.4.6. 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. In line with this, a new Directorate of Research and Resource Mobilization was operationalized to coordinate research, resource mobilization and partnerships as well as oversee publication of a KNATCOM Journal and dissemination of research findings among other resources in the newly established KNATCOM Resource Centre. During the review period several research projects were undertaken in all the five programmes.

2.4.7. KNATCOM Visibility

The Commission increased its visibility by branding UNESCO designated sites (Kayas and Biosphere Reserves), published the Jarida la KNATCOM, KNATCOM Journal, annual reports, redesigned the Commission's website, increased media coverage of commission activities, conferences, events and recognitions.

2.4.8. UNESCO Networks

The Commission facilitated the establishment of four (4) new UNESCO/UNITWIN Chairs at Universities during the review period bringing a total of eleven (11) and continued to support their operations. In addition, the Commission continued to establish and support operation of other UNESCO Networks and Centres. These include: UNEVOC Centres, UNESCO Associated Schools Project Network (ASPnet) Institutions in Kenya, UNESCO Clubs, UNESCO Biosphere Reserves, UNESCO World Heritage Sites, and proposed UNESCO Global Geopark, UNESCO Creative Cities where Nakuru City was designated

in 2021. For example, during the review period, the Commission coordinated the process of extension of Malindi Watamu Biosphere Reserve to include Arabuko Sokoke forest and Mt. Kenya Biosphere Reserve to include Lewa conservancy, and Ngare Ndare forest. The process to nominate Lake Victoria Basin Ecosystem, as a Transboundary Biosphere Reserve covering five countries was initiated and Mt. Elgon Ecosystem as a Transboundary Biosphere Reserve was expedited.

2.4.9. Conferences and Symposia

The Commission 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 as here below.

- High Level Pan-African Conference on Education (PACE, 2018)
- 1st African Regional Martial Arts Congress, 2018
- 5th Inter-regional Meeting of NATCOMs, 2018
- Theatre Arts Conference, 2017
- 1st National Culture Symposium, 2016.
- Regional Conference of Ministers responsible for Social Development held in 2015.
- International Coalition of Cities Against Racism (ICCAR) held in 2017.
- Future Earth Initiative Conference held in 2017. Gender Equality Conference in collaboration with University of Iceland in December 2019.
- African Regional Bioethics Summit held in February 2020.
- Co-hosted with the Centre for Science and Technology of the Non-Aligned and other Developing Countries (NAM S&T centre) International Workshop on Groundwater Conservation and Management by Leveraging Science Technology and Innovation held in January 2021.
- Co-hosted with UNESCO Regional office for Eastern Africa a Regional Meeting on Global Citizenship Education 2019
- Co-hosted with UNESCO Regional office for Eastern Africa a Regional Meeting on Monitoring of SDG 4 Targets 2019
- Co-hosted with Arigatou International Global Symposium on Ethics Education for Learning to Live Together

2.4.10. Dissemination of UNESCO awards, prizes, grants and fellowships

KNATCOM facilitated and enhanced dissemination of awards of UNESCO prizes grants and fellowships in education, sciences, culture, and information and communication through the website, emails and workshops leading to increased number of applications.

2.4.11 Promote 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, World Aids Day, International World Day of Peace, World Literacy, World Youth Skills Day International Day of Sport for Development and Peace, International Youth Day, International Day of Women and Girls in Science, UN World Oceans Day, World Press Freedom Day, World Radio Day.

2.4.12. 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.

2.4.13. Peace Building and Cohesion/Integration

KNATCOM promoted peace and national cohesion through intercultural dialogue and rapprochement of cultures, appreciation of cultural diversity during the KNATCOM national and international cultural celebrations. KNATCOM organized Sports for Peace activities and knowledge sharing forums for academia, teachers, university students and aspnnet patrons on peace building, ESD and GCED.

2.4.14. KNATCOM Policies

KNATCOM developed Youth Empowerment, Communication, Corporate Social Responsibility (CSR), Customer Service, Corruption Prevention, Whistleblowing, Gift, Conflict of Interest, Enterprise Risk Management Framework, Work Environment, Health and Safety, HIV Prevention, Finance, Procurement, ICT, Partnerships and Collaborations and Performance Rewards and Sanctions, Workplace Road Mainstreaming, Alcohol and Drug Prevention and Management, Gender Mainstreaming policies.

2.4.15. Automation

The Commission achieved transition from manual accounting to digital accounting during the first Strategic Plan cycle with the finance reporting automation, payroll automation, biometric access control, use of online surveys tools and acquisition of online collaborative tools.

2.4.16. Quality Management System (QMS) and Information Security Management System (ISMS)

The Commission achieved ISO 9001:2015 Certification in April 2019 and has continued to implement the International Standard on Quality Management System (QMS). The surveillance audit conducted by the Certification Body in September 2021 indicated that KNATCOM was implementing the QMS as required. In the review period, the Commission initiated the process of certification under the ISO/IEC 27001:2013 International Standard on Information Security Management System (ISMS).

2.4.17. COVID-19 Interventions

With the emergence of COVID-19 pandemic in March 2020, KNATCOM adopted COVID-19 National Guidelines in the implementation of programmes and activities. Some activities were implemented very successfully with the use of online platforms.

The commission adopted the virtual meetings platform for capacity building, staff and stakeholder meetings. Other activities were implemented through the use of media platforms including radio, television and social media.

2.4.18. Policy development support to MCDAs

KNATCOM supported the development of first ever policy on Physical Education on Sport targeting basic learning institutions which was launched in July 2021. The Commission also developed Policy briefs on relevant thematic areas as well as guidelines on mainstreaming ESD and GCED in universities.

2.5 Key Challenges

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

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

2.6 SWOT Analysis

The need to develop a road map for KNATCOM requires 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 explores the use of the SWOT tool, which focuses on the Strengths, Weaknesses, Opportunities and Threats of the Commission. The strengths and weaknesses are identified from the Commission's internal environment while the opportunities and threats are identified from the external environment.

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

Strengths	Weaknesses
<ul style="list-style-type: none"> Effective Board of the Commission Operational Programme and Expert committees Strong legal standings: Kenya National Commission for UNESCO Act 2013 (Amended 2014), UNESCO Constitution, Charter of National Commissions for UNESCO, among other statutes. A functional Permanent Delegation of Kenya to UNESCO in Paris headed by an Ambassador. Highly skilled, motivated and experienced human resource UNESCO publications available for stakeholders at the KNATCOM Resource Centre A multidisciplinary KNATCOM Journal and other publications for knowledge generation and dissemination Multi-sectoral mandate that addresses the needs of diverse stakeholders A diverse category of UNESCO networks to leverage on, in pursuit of the Commission's mandate Internal policies, frameworks and procedures developed to guide the operations of the Commission The Commission's mandate is in line with Kenya's Vision 2030 development blueprint and other Government development agenda 	<ul style="list-style-type: none"> Over reliance on the exchequer for the delivery of the Commission's core business Many of the Commission's processes are manual Low visibility of KNATCOM Inadequate staffing
Opportunities	Threats
<ul style="list-style-type: none"> The Constitution of Kenya 2010 and the relevant policies and legislations supporting UNESCO areas of competence A changed national, regional and global development environment that is aligned to UNESCO's areas of competence Strong political and stakeholder good-will Strong support from Ministries, Counties, Departments and Agencies dealing in UNESCO areas of competence Advancement in use of ICT Availability of high-profile pool of experts within the UNESCO fraternity A strong global network of National Commissions for UNESCO UNESCO Conferences and meetings that provide a platform for networking, learning, and sharing experiences Kenya's rich cultural and natural heritage Increased stakeholders' interest in Commission's activities 	<ul style="list-style-type: none"> Economic and political uncertainties Change of focus, priorities, and funding among development partners Insecurity in some of the parts of the country Climate change and weather variability Pandemics Social economic activities adversely affecting the UNESCO designated sites.

2.7 PESTEL Analysis

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

Table 2: PESTEL Analysis

Factors	Strategic implications / effects
Political Factors	
Political environment	The shift in the thinking and priorities of government has an added cost of compliance Conflicts that may arise can delay implementation of programmes work or increased costs e.g. electioneering years
Transboundary interests affecting shared resources	This affects conservation, preservation, decision making and access to transboundary resources
Economic Factors	
Dynamic macro and micro-economic status	These will have implications on Commission's budget affecting performance
Poor infrastructure/networks	This affects implementation of programmes as some parts of the country have poor road network
Global conflicts	This affects economy of countries by increasing the operational costs of imports and exports
Social Factors	
A growing young population	This will help the Commission to benefit from manpower, innovative ideas
High unemployment rates especially among the youth	A high demand on the Commission's resources towards youth intervention programmes
Integrity issues	Affects the cost and quality of goods and services delivered to the Commission
Insecurity	Affects implementation of programmes and activities
Informed stakeholders	Promote collaboration and partnership
Increased scientific innovation	This necessitates policy changes, increases capacity building needs to address emerging ethical issues
Beliefs, values and attitudes	Affects implementation of programmes and activities
Cultural degradation	Affects the promotion, preservation and conservation of cultural heritage
Pandemics, and HIV and AIDS	Affects implementation of programmes and activities

Factors	Strategic implications / effects
Emergencies (floods, droughts, ethnic clashes and fire outbreaks)	Delay or disruption in programme implementation or increased implementation cost
Diverse threats to UNESCO World Heritage Sites and Biosphere Reserves	Loss of the outstanding universal value of intangible and tangible heritage leading to delisting of the sites from the UNESCO World Heritage List
Social media	dissemination of information and an enabler of wider coverage and visibility Misinformation, fake news, cyber bullying and identity theft.
Technological Factors	
Technological advancement and innovation	Lowers the cost of operations Increased operational efficiency leading to enhanced service delivery
Cost of technology	High cost of technology has implications on implementation of programme activities.
Rapid change in technology	increased costs of operation. increases the opportunities of innovation and efficiency in service delivery
Cyber security	vulnerability of Commission's data
Environmental Factors	
Climate change	Aggravates environmental degradation Increases frequencies of environmental disasters and risks
Over-exploitation of the country's natural resources	Continuous destruction of the environment including designated sites Loss of biodiversity
Enforcement of environmental laws	improves conservation and management of environment and biodiversity including in UNESCO designated sites
Legal Factors	
Government policy frameworks and regulations	policy and legal frameworks provide a conducive legal environment to implement the Commission mandate
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.

Table 3: Stakeholder functions, KNATCOM interests and stakeholder needs

Stakeholder	Stakeholder Function	KNATCOM Interest	Stakeholder needs
Ministry of Education	<ul style="list-style-type: none"> Plays an oversight role over UNESCO activities in Kenya Formulation of relevant policies and guidelines Support KNATCOM programmes 	<ul style="list-style-type: none"> goodwill and support to the liaison function of KNATCOM between Kenya and UNESCO Enabling policies and legislations to enforce KNATCOM mandate Ministry support in the UNESCO programmes in Kenya 	<ul style="list-style-type: none"> Effectively discharging our liaison role Prudent utilization of the allocated resources Timely provision of relevant information
The National Treasury and Planning	<ul style="list-style-type: none"> Provide funding Formulation of financial policies 	<ul style="list-style-type: none"> Increased funding Policy direction on financial matters 	<ul style="list-style-type: none"> Compliance with financial laws, policies and regulations Prudent utilization of the allocated resources
Ministry of Foreign Affairs	<ul style="list-style-type: none"> Accreditation of international conference delegates Provision of diplomatic privileges and immunities of KUO staff Facilitate the ratification of Conventions, Authorization of international agreements 	<ul style="list-style-type: none"> Timely accreditation of conference delegates Timely provision of privileges and immunities to the KUO Staff Speedy ratifications of Conventions when presented by KNATCOM Speedy concurrence on international agreements 	<ul style="list-style-type: none"> Timely communication and dissemination of relevant information and documents
Ministry of Water, Sanitation and Irrigation	<ul style="list-style-type: none"> Formulation and implementation of relevant policies Collaboration in the areas of water resources conservation and development in the context of UNESCO programmes and activities Provision of technical expertise in water, sanitation and irrigation matters 	<ul style="list-style-type: none"> Alignment of relevant KNATCOM mandates within the policies Active participation and collaboration in UNESCO Areas of competence Acquire technical expertise in water and sanitation matters 	<ul style="list-style-type: none"> Timely communication and dissemination of relevant information Partner and collaborate in programme implementation

Stakeholder	Stakeholder Function	KNATCOM Interest	Stakeholder needs
Office of the Attorney General	<ul style="list-style-type: none"> Approval and interpretation of legal instruments Provision of policy guidelines in relevant field 	<ul style="list-style-type: none"> Speedy approvals of ratifications of Conventions, Protocols and other relevant instruments Provision of technical expertise in relevant matters 	<ul style="list-style-type: none"> Timely communication and dissemination of relevant information Partner and collaborate in programme implementation
Government Ministries, Counties, Departments, Agencies (MCDAs) and constitutional Commissions	<ul style="list-style-type: none"> Collaboration and partnership in research, programme development, Implementation and provision of efficient services, policy guidelines, synergies, Provision of technical expertise in capacity building and provision of enabling infrastructure 	<ul style="list-style-type: none"> Technical expertise Collaborations and Partnerships Funding Policy and legal backing of KNATCOM activities Facilitate Community and stakeholder engagement 	<ul style="list-style-type: none"> Timely communication and dissemination of relevant information Partner and collaborate in programme implementation
Parliament	<ul style="list-style-type: none"> Support of KNATCOM programmes Approval of budget Approval of legislative frameworks 	<ul style="list-style-type: none"> Funding Enactment of relevant policies and legal instruments Ratification of Conventions and Protocols 	<ul style="list-style-type: none"> Prudent utilization of resources Timely reporting Partner and collaborate in programme implementation
Council of Governors	<ul style="list-style-type: none"> Collaboration and partnerships in programme implementation and stakeholder mobilization Support of KNATCOM programmes Linkage with the County Governments 	<ul style="list-style-type: none"> Collaborations and Partnerships Community participation and ownership of KNATCOM Activities 	<ul style="list-style-type: none"> Timely communication and dissemination of relevant information Partner and collaborate in programme implementation
Partners	<ul style="list-style-type: none"> Collaboration and partnerships in programme implementation and stakeholder mobilization Technical and financial support 	<ul style="list-style-type: none"> Funding Technical expertise Collaborations and Partnerships 	<ul style="list-style-type: none"> Timely communication and dissemination of relevant information Partner and collaborate in programme implementation Prudent utilization of the allocated resources Compliance with contractual obligations

Stakeholder	Stakeholder Function	KNATCOM Interest	Stakeholder needs
The Public	Participate in KNATCOM activities. Participate in policy formulation	<ul style="list-style-type: none"> Active participation and feedback on performance Ownership of policies and uptake of KNATCOM Services 	<ul style="list-style-type: none"> Prudent utilization of the allocated resources Timely feedback Transparency and accountability Timely communication and dissemination of relevant information Resolution of public complaints
Suppliers of goods and services	<ul style="list-style-type: none"> Supply of goods and services 	<ul style="list-style-type: none"> Quality goods and services 	<ul style="list-style-type: none"> Timely communication of relevant information Timely payment
Civil Society [Community and Faith Based Organizations]	<ul style="list-style-type: none"> Advocacy Collaboration and partnerships in programme implementation and stakeholder mobilization 	<ul style="list-style-type: none"> Creating awareness Collaborations and Partnerships 	<ul style="list-style-type: none"> Timely communication and dissemination of relevant information Partner and collaborate in programme implementation Compliance with contractual obligations
Universities	<ul style="list-style-type: none"> Provision of expertise to support UNESCO Programmes, Collaboration and partnerships in programme implementation and stakeholder mobilization Support the hosting of UNESCO/UNITWIN Chairs and UNEVOC centers 	<ul style="list-style-type: none"> Technical expertise Support in programme implementation and stakeholder mobilization Host UNESCO Chairs 	<ul style="list-style-type: none"> Timely communication and dissemination of relevant information Partner and collaborate in programme implementation Facilitate establishment of UNESCO/UNITWIN Chairs and UNEVOC centers
Local and international research organizations	<ul style="list-style-type: none"> Collaboration and synergy in research and capacity building 	<ul style="list-style-type: none"> Partnerships and support in research and capacity building 	<ul style="list-style-type: none"> Timely communication and dissemination of relevant information Partner and collaborate in programme implementation
Youth		<ul style="list-style-type: none"> Uptake of Internship and attachment opportunities Participate in KNATCOM activities Participate in the Kenya UNESCO Youth forum 	<ul style="list-style-type: none"> Timely communication and dissemination of relevant information Partner and collaborate in programme implementation Provide capacity building and mentorship opportunities
Foreign missions in Kenya and Kenyan Missions abroad	<ul style="list-style-type: none"> Collaborate and partner in programme implementation 	<ul style="list-style-type: none"> Support KNATCOM Activities 	<ul style="list-style-type: none"> Timely communication and dissemination of relevant information Partner and collaborate in programme implementation

Stakeholder	Stakeholder Function	KNATCOM Interest	Stakeholder needs
Local communities, groups and individuals	<ul style="list-style-type: none"> Collaborate and partner in programme implementation 	<ul style="list-style-type: none"> Support KNATCOM Activities Disseminate information 	<ul style="list-style-type: none"> Timely communication and dissemination of relevant information Partner and collaborate in programme implementation
Kenya Bureau of Standards	<ul style="list-style-type: none"> Standardization and accreditation 	<ul style="list-style-type: none"> Training and Certification in ISO 	<ul style="list-style-type: none"> Conformity and compliance to the Standard
Media	<ul style="list-style-type: none"> Awareness creation, advocacy and dissemination of information 	<ul style="list-style-type: none"> Creation of awareness of KNATCOM products and services and wide dissemination of information 	<ul style="list-style-type: none"> Timely communication and dissemination of relevant information Partner and collaborate in programme implementation
Private sector	<ul style="list-style-type: none"> Provision of supplementary services Provide funding 	<ul style="list-style-type: none"> Collaborate and partner in programme implementation Funding of KNATCOM Programmes 	<ul style="list-style-type: none"> Timely communication and dissemination of relevant information Partner and collaborate in programme implementation
Internal customers (employees)	<ul style="list-style-type: none"> Delivery of quality services to clients 	<ul style="list-style-type: none"> Customer satisfaction 	<ul style="list-style-type: none"> Favourable terms and conditions of employment Conducive work environment
UNESCO Headquarters	<ul style="list-style-type: none"> Provide technical and financial support, provide strategic direction Approval of participation programmes Provision of policy guidelines Monitor and evaluate UNESCO funded programmes 	<ul style="list-style-type: none"> Technical expertise Funding Alignment of KNATCOM mandate in the policy guidelines Facilitation of M&E exercise and feedback 	<ul style="list-style-type: none"> Timely communication and dissemination of relevant information Partner and collaborate in programme implementation
UNESCO Regional Office	<ul style="list-style-type: none"> Provision of logistical, technical and financial support to programmes Joint implementation of programmes 	<ul style="list-style-type: none"> Technical expertise and financial support Collaborations and Partnerships 	<ul style="list-style-type: none"> Timely communication and dissemination of relevant information Partner and collaborate in programme implementation

Stakeholder	Stakeholder Function	KNATCOM Interest	Stakeholder needs
Permanent Delegation of Kenya to UNESCO	<ul style="list-style-type: none"> Provide strategic guidance and linkages with UNESCO and other member states Represent Kenya at UNESCO Facilitate effective participation of Kenya's delegations to UNESCO meetings 	<ul style="list-style-type: none"> Liaison services Timely communication and dissemination of relevant information Coordination for participation, logistics and stay of Kenya delegations in UNESCO meetings 	<ul style="list-style-type: none"> Timely communication and dissemination of relevant information Partner and collaborate in programme implementation
Salaries and Remuneration Commission	<ul style="list-style-type: none"> 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"> Timely communication and dissemination of relevant information

2.9. Lessons Learnt

2.9.1. Lessons Learnt in Programmes, and Research and Resource Mobilization Directorates

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

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

- The field of information services has numerous technology advancements which the Resource Centre can adapt to ensure excellent service delivery.

2.9.2. Lessons Learnt in Corporate Services Department

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

- Inadequate staffing is a challenge hampering the efficiency and effectiveness across all programmes, departments and divisions.
- Achievement of the strategic objectives was greatly hampered by inadequate funding and staffing at the Divisional levels. This can be addressed through increased funding to support automation, youth empowerment initiatives, office renovations and publicity initiatives.
- Ensure knowledge transfer from consultants to reduce over-reliance and empower staff to gain expertise and benefit from new skills or knowledge.
- The COVID-19 pandemic affected the achievement of planned activities such as exhibitions which are heavily reliant on physical attendance for its success.
- The risk management process at KNATCOM requires an inclusive team-based approach for effective application.
- Risk based thinking should be infused in every activity during planning and implementation.
- The inclusion of performance contracting reporting as an agenda at senior management meetings improved to a great extent the level of understanding and subsequently, reporting and scoring of performance contracting targets by relevant agencies.
- Policy Priority Issues to be Addressed in the Revised Strategic Plan
Based on the institutional analysis and the prevailing national, regional and global contexts, policy priority issues identified for addressing in this plan are:
 - promotion of quality, equitable and inclusive education and lifelong learning opportunities for all;
 - promotion of sustainable societies and protection of the environment through the science, technology, innovation and the natural heritage;
 - building inclusive, just and peaceful societies by promoting freedom of expression, cultural diversity, education for global citizenship, and protecting the heritage;
 - fostering a technological environment through the dissemination of knowledge and skills, and promotion of ethical standards;
 - promoting effective and efficient mechanisms for research, knowledge generation and information dissemination; and
 - enhancing efficiency and effectiveness of implementing the Commission's corporate function.

CHAPTER THREE: STRATEGIC MODEL

3.1. Introduction

This chapter outlines KNATCOM's areas of focus under the Revised Strategic Plan 2019-2024. The Key Result Areas identified will enhance its competitive capacity and enable effective and efficient delivery of services to the stakeholders. The chapter further outlines the Commission's strategic focus in terms of vision, mission, core values, strategic objectives, strategies, and activities across functional and operational areas.

3.2. Vision and Mission

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:

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

3.4. Key Result Areas, Objectives and Strategies

During the implementation of the Revised Strategic Plan 2019-2024, the Commission will implement programmes and activities in the following Key Result Areas: Education; Natural Sciences; Social and Human Sciences; Culture; Communication and Information; Research and Consultancy; Partnership and Resource Mobilization; Resource Centre; Management; and Corporate Services.

3.4.1. Education

Strategic Issue 1: Inadequate mechanisms for promotion of equitable and inclusive education and lifelong learning

The roadmap for implementation of Agenda 2030 in Kenya requires continuous awareness creation and capacity building 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.

The following are the strategic objectives and strategies for the Education Programme in the next half of the Strategic Plan:

Strategic Objective 1: Promote inclusive, equitable, quality education and lifelong learning opportunities

Strategy 1.1: Promote inclusion, address marginalization and advance rights, including in crisis-affected contexts.

Activities:

- Train teachers working with adults in conflict with the law on andragogy skills.
- Train teacher educators on gender responsive pedagogy.
- Sensitize teachers to enhance uptake of TVET training among young people.
- Hold sensitisation forums on ratification of the regional and global conventions on recognition of studies and qualifications in higher education.

Strategy 1.2: Strengthen national coordination for the achievement of SDG 4 and develop the global education agenda based on research, foresight and innovation.

Activities:

- Carry out research on UNESCO priority areas in education and share knowledge through publications and policy briefs.
- Hold annual forums on the monitoring and reporting framework on SDG 4 and CESA 2016-25.
- Facilitate establishment of a UNESCO network in Kenya in order to improve the production of scientific knowledge and research.

Strategic Issue 2: weak capacities and systems for promoting inclusive, just and peaceful societies through education

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. 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.

Strategic Objective 2: Build inclusive, just and peaceful societies by promoting Global Citizenship Education (GCED)

Strategy 2.1: Promote inclusion and address discrimination, hate speech and stereotypes.

Activities:

- Map out who are discriminated, why and what needs to be done, reach out to Institutions of learning for peace initiatives and develop materials to counteract hate speech and stereotypes,
- Conduct capacity building for ASPnet patrons in primary, secondary and TVET institutions as well as Universities on peace, GCED and ESD innovative approaches.
- Conduct capacity building of teacher Educators on integration of Education for Sustainable Development and Global Citizenship Education.

- Operationalize a biennial award for best teachers and institutions in ASPnet in promotion of Global Citizenship Education and Education for Sustainable Development.
- Organize advocacy and knowledge sharing forums for academia, practitioners, and other stakeholders on peace, GCED and ESD and disseminate best practices.
- Hold workshops on integration of General History for Africa (GHA) into the curriculum.

Strategic Issue 3: Inadequate Mechanisms for Fostering a Technological Environment in the Service of Humankind

While there have been national initiatives towards promotion of digital skills in primary, secondary and higher education, interventions for ECDE have been on a smaller scale. The Commission will build on existing systems and structure to promote digital skills among ECDE and SNE teachers.

Strategic Objective 3: Foster a technological environment through the development of digital skills

Strategy 3.1: Foster knowledge sharing and skills development in the digital age.

Activity:

- Conduct capacity building for ECDE and SNE teachers on ICT.

3.4.2. Natural Sciences

Strategic Issue 1: Low uptake of Science, Technology, Engineering and Mathematics (STEM) subjects, degraded environment and biodiversity loss

To develop innovative sustainable solutions to climate change, food insecurity and energy crises facing the world today development of institutional capacities needs strengthening. Development of institutional capacities will be critical if we are to leverage on the digital revolution to create jobs and advance knowledge for sustainable development, science, technology, research. The need to strengthen science education, stem brain drains and encourage more young men and women to go into scientific disciplines is a prerequisite. More importantly, the need to enhance the capacity of trainers in mainstreaming emerging technologies in pedagogy is necessary if the country is to leverage on the opportunities associated with the fourth industrial revolution. The fourth industrial revolution is associated with digital transformation, data analytics, artificial intelligence technologies, automation, internet of things and machine learning. This will also catalyze the leapfrog into the fifth industrial revolution, where creativity technology and human creativity will create jobs of the future.

Strategic Objective 1: Ensure inclusive and equitable quality education to reduce inequalities and promote learning and creative societies leveraging on the digital era

Strategy 1.1: Institutional and human capacities strengthened in basic sciences, STI and engineering to advance knowledge for sustainable development.

Activities:

- Conduct sensitization camps in STEM subjects for secondary school students.
- Conduct capacity building of STEM teachers.
- Conduct capacity building of TVET trainers on emerging technologies.

Strategic Issue 2: Inadequate mechanisms for promoting sustainable societies and protecting the environment through the promotion of science, technology, innovation and natural heritage

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 sustainable development. Climate change and other disasters if not well managed will compromise ability of the country to achieve development.

Biosphere Reserves and Geoparks contribute to transition to a green economy by promoting sustainable use of resources while building on indigenous knowledge for sustainable development. This approach provides opportunities for sustainable tourism, Geotourism and cultural heritage preservation. Mainstreaming gender and social inclusion are critical and the involvement of the youth in conservation of natural and geological heritage is important. 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 includes 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 these marine and coastal ecosystems compromise optimal utilization of the ocean resources which is critical not only for the coastal community but for Kenya as a whole. There is need to train MCDAs and communities on mainstreaming Science, Technology, and Innovation (STI) in climate action, biodiversity, water and ocean management, and disaster risk reduction.

Strategic Objective 2: Work towards sustainable societies and protecting the environment through the promotion of science, technology, innovation and natural heritage

Strategy 2.1: Enhance knowledge and capacity for climate action, biodiversity, water and ocean management, and disaster risk reduction.

Activities:

- Establish a Geopark in Kenya
- Establish an additional Biosphere Reserve in Kenya
- Undertake periodic review and produce status report for Biosphere Reserves
- Brand Biosphere reserves and the Geopark
- Train MCDAs and communities on mainstreaming STI in climate action, biodiversity, water and ocean management, and disaster risk reduction
- Establish and develop capacity of Man and the Biosphere (MAB) Youth Networks in Kenya

Strategy 2.2: Advance international cooperation in Science, Technology, and Innovation.

Activity:

- Organise and celebrate International Days (International Day of Women and Girls in Science, International Women's Day, International Day of Biosphere Reserves, UN World Ocean Day, International Geodiversity Day)

3.4.3. Social and Human Sciences

Strategic Issue 1: Deepening inequalities in society and weak inclusive social development.

The programme fosters inclusive growth in the society through the promotion of inclusive policies and best practice. Further, the programme enhances understanding of contemporary challenges and helps society to respond more effectively by delivering on the goals set by the United Nations (UN) 2030 Agenda for Sustainable Development, the African Union (AU) Agenda 2063 and Kenya's National Development Goals. The programme will conduct research, conduct capacity building, organize sensitization forums, share knowledge and support in the development of policies that support sustainable development. The programme will advance three key objectives, namely, the advancement of knowledge, building capacities of institutions and individuals and advocacy. The programme will work with a wide array of partners and networks to support the implementation of activities. The programme will leverage on existing expertise within the Commission and broaden its networks by working with relevant policy makers.

Strategic Objective 1: Ensure inclusive and quality physical education, physical activity and sport for peace and development.

Strategy 1.1: Advance inclusive physical education and sports for all.

Activities:

- Conduct capacity building for sports stakeholders on the UNESCO Convention against Doping in Sport and the UNESCO Charter of Physical Education and Sport.
- Annually mark the International Day for Sport for Development and Peace.

Strategic Objective 2: Build inclusive, just and peaceful societies by promoting inclusion, human rights, intercultural understanding and address all forms of discrimination.

Strategy 2.1: Promote best practices to advance effective policies and practices for inclusive development.

Activities:

- Capacity building of stakeholders on intercultural dialogue.
- Undertake research on social transformation and development.
- Annually mark the International Day of Peace.

Strategy 2.2: Support the application of social and human sciences knowledge for inclusive development.

Activities:

- Conduct capacity building of stakeholders on UNESCO Future Literacy and Inclusive Policy initiatives.
- Organise stakeholder forums on UNESCO's General History of Africa (GHA).
- Document Kenya's slave routes and submit dossiers to UNESCO for enlisting.

Strategy 2.3: Mainstream UNESCO gender equality perspectives into policies, programmes, strategies and projects.

Activity:

- Organise workshops on UNESCO gender equality strategies.

Strategy 2.4: Enhance capacities of the youth in Kenya.

Activities:

- Organize forums for youth engagement.
- Organize training on Student Training on Entrepreneurship Promotion (STEP4Y).
- Conduct capacity building for UNESCO Clubs stakeholders.

Strategic Issue 2: Inadequate mechanisms for fostering ethical principles.

Advances in scientific innovation and technology have led to great interest in the ethics and bioethics. To address ethical issues raised by these advancements and developments in technology, UNESCO guides Member States through its Declarations and Recommendations. The programme will work with various stakeholders to support ethical principles and lead in the promotion and implementation of the Recommendation on Ethics of Artificial Intelligence (AI). The programme will support policy development and capacity development in line with the Declarations and Recommendations by mobilizing stakeholders and reinforcing links among scientists, ethicists, policymakers, and civil society. The programme will play an important role in the promotion of all UNESCO ethical standards.

Strategic Objective 3: Foster a technological environment in the service of humankind through the development and dissemination of knowledge and skills and the promotion of ethical standards

Strategy 3.1: Foster knowledge sharing and skills development in the digital age.

Activities:

- Organize sensitization forums for stakeholders on ethical issues associated with Artificial Intelligence (AI).

Strategy 3.2: Promote uptake of ethical standards, norms, and frameworks for action to meet the challenges of innovative technologies and digital transformation

Activities:

- Sensitize senior public hospital management staff on the establishment of Hospital Ethics Committees (HECs).
- Conduct capacity building for Hospital Ethics Committee members in line with UNESCO guidelines on Bioethics.
- Conduct capacity building training for Institutional Scientific Ethics Review Committee (ISECs) members in line with UNESCO guidelines on Bioethics.
- Undertake studies in Bioethics.

3.4.4. Culture

Strategic Issue 1: Inadequate awareness, appreciation, safeguarding, preservation and conservation of heritage and creativity

The Constitution of Kenya in Article 11 recognizes culture as the foundation of the national and cumulative civilization of the Kenyan people and commits the government to promote all forms of national cultural expressions and recognize the role of sciences and indigenous technologies in development and to protect intellectual property rights of communities.

Africa Development Blueprint Agenda 2063 aspires a continent with a strong cultural identity, common heritage, values and ethics. The AU has called upon member states to integrate culture and heritage in development strategies to facilitate a Pan-African approach and the African Renaissance.

UNESCO recognizes culture as a key pillar of sustainable development and has several cultural conventions and instruments that provide a unique global platform for international cooperation and shared values to protect and safeguard world's cultural and natural heritage and to foster creativity and appreciation of cultural diversity.

The 2030 Sustainable Development Goals (SDGs) recognize culture as an important component of sustainable development. Culture has a transversal role in the achievement of various targets such as: targets; 4.7, 8.3, 8.9, 11.4 12. b and 16 among others.

Currently there is low awareness, appreciation, safeguarding and conservation of cultural heritage and fostering of creativity occasioned by decreasing interest by youth, negative attitude towards culture, rapid technological changes, and inadequate policies on culture.

To address these challenges KNATCOM shall commit to promote the highest standards and UNESCO best practices for promotion, safeguarding and conservation of cultural heritage and fostering of creativity and diversity of cultural expressions for effective implementation of the 2019 -2024 Strategic Plan.

Strategic Objective 1: Build inclusive, just and peaceful societies by enhancing the protection and promotion of the diversity of heritage and cultural expressions

Strategy 1.1: Strengthen capacities to identify, protect, safeguard, promote and manage tangible and intangible heritage.

Activities:

- Build capacities of communities and stakeholders to identify, protect, safeguard, promote and manage tangible and intangible heritage.
- Identify and digitize the inventorying of cultural elements/properties.
- Conduct awareness raising workshop for stakeholders on the ratification of unratified UNESCO Conventions.
- Promote the visibility of heritage sites in Kenya.

Strategy 1.2: Enhance intercultural dialogue and rapprochement of cultures in Kenya.

Activities:

- Conduct and organize intercultural dialogue fora for purposes of peaceful existence and appreciation

of cultural diversity.

- Organize KNATCOM National Cultural Celebrations.
- Sensitize youth on cultural values and ethics.
- Celebrate international UNESCO Culture days.

Strategy 1.3: Strengthen capacities to protect and promote the diversity of cultural expressions through dynamic and inclusive cultural & creative industries

Activities:

- Sensitize stakeholders on the protection and promotion of the diversity of cultural expression for sustainable development.
- Conduct capacity building of stakeholders for the promotion of inclusive culture and creative industries for sustainable development.
- Conduct capacity building for three counties on creative cities network and support one to apply to join UNESCO Creative Cities Network.

Strategy 1.4: Enhance intellectual collaboration and linkages for promotion, safeguarding of culture and fostering creativity.

Activities:

- Organize and participate in culture conferences and seminars to promote intellectual collaboration and linkages for safeguarding of culture and heritage.
- Sensitize stakeholders on the preservation, documentation, and promotion of endangered indigenous languages in Kenya.
- Establish linkages with institutions in promotion and safeguarding of culture and heritage.

Strategic Issue 2: Inadequate cultural statistics and framework for monitoring and measuring contribution of culture towards the 2030 agenda for sustainable development

Kenya currently has inadequate national data on contribution of culture and heritage to the economy. The little official data that is available on the sector is mainly derived from administrative records and surveys undertaken for other objectives such as population trends. The challenge with such data is that it does not cover all the cultural domains and is largely fragmented within other sectors. Further, the available data does not cover all sectors in culture and creative industries. Other data sources of cultural and creative sector is fragmented across government institutions, private sector and civil society organizations has not been validated as official data. It is, therefore, important that Kenya collects data that can be used for policy formulation and planning based on UNESCO best practices.

Strategic Objective 2: Develop standards and frameworks for measuring progress towards 2030 Agenda for sustainable development

Strategy 2.1: Strengthen capacities to promote, monitor and measure the contribution of culture to the implementation of the 2030 Agenda for sustainable development.

Activity:

- Sensitize stakeholders on UNESCO 2009 Framework for Cultural Statistics and 2030 Culture indicators to improve availability of national cultural statistics.

3.4.5. Communication and Information (CI)

Strategic Issue 1: Low sensitization on freedom of expression, media development and access to information

The Constitution of Kenya (Articles 33, 34 and 35) elaborately provides for the freedom of expression, freedom of the press and the right to access information. These inalienable human rights also prescribed by Article 19 of the Universal Declaration on Human Rights provide the framework for the Communication and Information programme. The mandate of the programme is rooted in UNESCO's role to promote the free flow of ideas by word and image.

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 CI 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 1: Build inclusive, just and peaceful societies by promoting freedom of expression

Strategy 1.1: Promote freedom of expression and the right to information.

Activities:

- Conduct capacity building for 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).
- Co-organize forums on freedom of expression, access to information and media development.
- Build the capacity of journalists from community media in editorial formatting and content development.

Strategic Issue 2: Inadequate mechanisms for fostering a technological environment in the service of humankind

Technological changes and the need to foster knowledge sharing and skills development in the digital age, requires an integration of media and information literacy skills in national education policies. This further requires an enabling environment for the development of ethical standards, norms and frameworks for action to meet the challenges of innovative technologies and digital transformation. The Communication and Information Programme will work with stakeholders to advocate for the enactment of policies based on international standards, recommendations and frameworks to promote ethical application of frontier technologies.

Strategic Objective 2: Foster a technological environment in the service of humankind through the development and dissemination of knowledge and skills and development of ethical standards

Strategy 2.1: Promote uptake of ethical standards, norms and frameworks for action to meet the challenges of innovative technologies and digital transformation.

Activity:

- Conduct capacity building for youth on emerging technologies and AI.

Strategy 2.2: Foster knowledge sharing and skills development in the digital age

Activities:

- Conduct capacity building for preservation professionals on preservation of documentary heritage.
- Coordinate identification of documentary heritage in the counties.
- Coorganize conferences, workshops, seminars and dialogue forums to promote access to and preservation of information and knowledge.

3.4.6 Partnerships and Resource Mobilisation

Strategic Issue: Weak partnerships and low resource mobilization by KNATCOM

Today's challenges cannot be tackled by one single institution alone. It's therefore for this reason that the Commission plans to partner with various organizations and institutions working in the five areas of UNESCO competence such as Government of Kenya MCDAs, , Civil Society Organizations, private sector , foundations, International organizations and the youth as it implements the Strategic Plan 2019-2024. It is important that institutions partner as a way to achieve the Sustainable Development Goals. To support this plan, the Commission's departments and divisions will deliberately build partnerships and collaborations to achieve and implement the objectives of the Commission.

The Commission will create an enabling environment for partnerships and will be proactive in management of partnerships and collaborations through the department of partnerships and resource mobilization. All departments and divisions will be expected to define and determine their needs and funding gaps and any funding gaps identified will be mobilized from partners and collaborating institutions from the public and private sector as well as donors. Departments and Divisions will be encouraged to capitalize on the opportunities provided by the UNESCO Participation Programme initiative to supplement resources provided by the National Treasury, among other partners. The Commission heavily relies on the Exchequer to support implementation of its activities.

Strategic Objective: Promote efficient and effective partnerships and resource mobilization strategies for the Commission

Strategy 1.1: Enhance resource mobilization for KNATCOM.

Activities:

- develop and implement the KNATCOM Resource Mobilization Policy and framework;
- build capacity of staff in grant and proposal writing;
- coordinate the development of funding proposals in response to funding calls; and
- organize forums for negotiation for possible funding areas.

Strategy 1.2: Enhance collaboration and partnerships for resource mobilization.

Activities:

- enhance Public Private Partnerships; and
- identify and engage potential partners in government, Non-Governmental Organizations (NGO), private sector, and UN Agencies nationally and globally.

3.4.7 Research and Consultancy

Strategic Issue 1: Inadequate mechanisms for research, knowledge and information dissemination and consultancy for peace, sustainable development, and intellectual collaboration

Decision making, policy formulation and development thrive on information resources, which can be generated through research. Inefficient and ineffective mechanisms for research and consultancy, will compromise efforts to promote intellectual collaboration, information and knowledge generation, management, and dissemination - important for evidence-based decision making. As an intellectual organization, the Commission requires to increase its research footprint and outputs that need to be disseminated through peer review publications. There is need for coordination of research and consultancy, capacity development of staff in research and dissemination of the outputs including through peer review publications, policy briefs and conferences.

Sustainability of peer reviewed journal – the Journal of the Kenya National Commission for UNESCO is important for the Commission and the stakeholders. Research and consultancy through a multidisciplinary and multipronged approach can help boost resource mobilization efforts, increase partnerships, enhance the visibility of the Commission, and bridge the gap between science and policy. Institutional capacity in research and consultancy is important and therefore capacity needs assessment is necessary for meaningful capacity building to be undertaken, and tailor-made to fill existing capacity gaps.

Strategic Objective 1: Promote effective and efficient mechanisms for research, knowledge and information dissemination and consultancy

Strategy 1.1: Develop a framework for increased research capacity and uptake, knowledge generation and intellectual collaboration.

Activities:

- Develop and operationalize a KNATCOM Research Policy.
- Document KNATCOM's data needs and priorities across programmes in collaboration with the Kenya National Bureau of Statistics (KNBS) and the UNESCO Institute of Statistics.
- Undertake a capacity needs assessment and develop capacity of staff in writing of research proposals, research ethics, research methodology, research paper preparation and policy briefs.

Strategy 1.2: Enhance information and knowledge sharing mechanisms for informed decision making.

Activities:

- Maintain an inventory of KNATCOM's peer reviewed publications.
- Publish the Journal of the Kenya National Commission for UNESCO.

Strategy 1.3: Enhance the institutional capacity to undertake consultancy in UNESCO areas of competence for knowledge and expertise flow as well as resource mobilization.

Activity:

- Develop and implement the KNATCOM's Consultancy Policy.
- Train staff on implementation of the policy and to undertake consultancy.

3.4.8 KNATCOM Resource Centre

Strategic Issue 1: Low efficiency and effectiveness in information resources management for knowledge sharing

The Resource Centre endeavours to provide a conducive environment for independent learning and accessing resources for users. Its services are responsive to user needs, and use of appropriate technologies in order to address inevitable changes in the way information is accessed and used. The KNATCOM Resource Centre is responsible for disseminating UNESCO and KNATCOM educational and research resources and publications in line with UNESCO's functions and the KNATCOM Act, 2013. It has a role of providing both print and electronic information materials and ensuring maximum utilization of these resources. The Resource Centre plays a fundamental role at KNATCOM as it offers opportunities for learning, literacy and research, fueling economic, social and cultural development. It also helps to ensure that there is an authentic record of knowledge created and accumulated at KNATCOM.

Strategic Objective 1: Enhance efficient and effective information resources management for knowledge sharing

Strategy 1.1: Enhance access to information on UNESCO's areas of competence.

Activities:

- Facilitate subscription to Kenya Libraries and Information Services Consortium-(KLISC).
- Develop and implement the Resource Centre Policy and Procedure Manual.
- Process all information materials in the Resource Centre.
- Facilitate automation of print information resources through library automation system.
- Facilitate subscription to relevant electronic resources.
- Acquire a software that can facilitate off-site access to the electronic resources, a Radio Frequency Identification (RFID) security system and an anti-plagiarism software.
- Acquire Resource Centre furniture, books, computers, photo albums and signages.

Strategy 1.2: Enhance capacity of users to utilize Resource Centre services

Activities:

- Build capacity of stakeholders on access and utilization of electronic resources.
- Sensitize stakeholders on the antiplagiarism software.
- Sensitize stakeholders on use of the Online Public Access Catalogue (OPAC).

3.4.9 Human Resource and Administration

Strategic Issue 1: Low human and infrastructural capacities of the Commission

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 Strategic Plan of the organization.

Staffing is a critical human resource component, which enables an organization to achieve its mandate. The Commission's staffing level stands at thirty-four (34) against

an approved staff establishment of ninety-four (94). There is therefore an acute shortage of staff to effectively execute the Commissions mandate. Under the Strategic Plan period 2019-2024, the Commission will seek to increase the staffing levels.

Training and development provide opportunities for officers to enhance their knowledge base, acquire new skills and increase productivity. The Commission will focus on developing a structured training programme to enhance staff competencies.

Staff motivation is key in performance improvement and productivity. The Commission has developed a Staff Rewards and Sanctions Policy which needs review and implementation.

Strategic Objective 1: Improve the human and infrastructural capacities of the Commission

Strategy 1.1: Improve the human resource capacity of the Commission

Activities:

- review and implement the human resource instruments;
- review and implement Staff Rewards and Sanctions Policy;
- recruit additional staff and provide appropriate induction;
- coordinate staff performance appraisals;
- develop and implement human resource skills development plan;
- Coordinate healthy employee relations and staff welfare;
- coordinate internships and student attachments programme; and
- coordinate the Kulturweit German Programme.

Strategy 1.2: enhance efficient KNATCOM's fleet management

Activities:

- develop and implement a Fleet Management Policy and Procedure Manual;
- secure the Commissions fleet by ensuring safe parking, and installation of security tracking systems;
- undertake periodic service, repairs and maintenance of the commissions fleet and keep appropriate records;
- ensure efficient and effective fuel management system; and
- train drivers on road safety.

Strategy 1.3: Enhance workplace safety and security

Activities:

- develop, implement and review the Work, Health and Safety Policy; and
- develop, implement and review the Workplace Policy on Road Safety Mainstreaming

Strategy 1.4: Enhance the infrastructure of the Commission

Activities:

- procure office equipment and furniture;
- acquire insurance cover for the Commission assets;
- procure vehicles;
- undertake renovations; and acquire land and develop Commission's Headquarter.

3.4.10. Finance and Accounts

Strategic Issue: Inadequate financial resources

Financial Management is critical in any organization and involves the process of planning, organizing, controlling and monitoring financial resources with a view to achieve organizational goals and objectives. It is an ideal practice for controlling the financial activities of an organization. Prudent financial management is critical and 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 2019-2024 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.

Strategic Objective 1: Enhance prudent management of financial resources in accordance with the existing legal and regulatory framework.

Strategy 1.1: Enhance prudent financial management.

Activities:

- Review and implement the Finance & Accounts Policy and Procedures Manual; and
- Financial reporting within the applicable timelines.

Strategy 1.2: Promote efficient financial planning and budgeting.

Activity:

- Coordinate efficient budgeting process with adequate budgetary controls

Strategy 1.3: Enhance prudent asset management.

Activity:

- Develop and implement an asset management policy.
- Review and maintain an up-to-date Commission Asset Register.

3.4.11 Information Communication Technology (ICT)

Strategic Issue 1: Low uptake of information communication technology to enhance efficiency and effectiveness in service delivery

Information Communication Technology plays a critical role in catalysing service delivery in an organization especially in today's era where there is need to adapt to change due to rapid technological advancement. Most of the Commissions functions and processes are operated manually which hampers the efficient and effective service delivery. Rapid technological advancement calls for continuous improvement of the ICT infrastructure hence the need to acquire up-to-date equipment and software.

The main role of the ICT Division is to leverage on technology by acquiring ICT equipment, automating various processes, and enhancing the overall ICT security at

the Commission. In this Strategic Plan, the Commission will increase efficiency and effectiveness of processes.

Strategic Objective 1: Leverage on ICT to enhance efficiency and effectiveness in service delivery

Strategy 1.1: Improve the Commission's ICT infrastructure

Activities:

- acquire and configure ICT equipment and software; and
- maintain the hardware and network infrastructure in the Commission and keep and records.

Strategy 1.2: enhance automation of processes in the Commission.

Activity:

- acquire, deploy and update software and applications to automate processes;
- build capacity on the use of the software for the automated processes;
- maintain and review the licenses and contracts of the proprietary software and services; and
- Sensitize staff on data security.

Strategy 1.3: Enhance the Commission's ICT security

Activities:

- Acquire, install, and maintain network security applications;
- Install maintain and update cyber security tools and software;
- Install and maintain access control systems including biometrics and CCTV cameras in the Commission;
- Develop and implement the business continuity and disaster recovery policy.

3.4.12 Corporate Communication

Strategic Issue 1: Low positive corporate image and 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 develop and implement policies that will amplify the Commission's visibility. This is aimed at ensuring that both the internal and external stakeholders can understand and articulate its unique mandate.

Limited use of the available media channels to communicate the day-to-day Commission activities and programmes has contributed to low visibility.

Strategic Objective 1: Enhance visibility and increase awareness of KNATCOM programmes and activities

Strategy 1.1: Promote positive corporate image

Activities:

- develop, implement and review the Communication Policy;
- develop and implement a Branding Policy;
- leverage on the available media channels to regularly communicate to the stakeholders and the general public on the Commission's milestones and activities;
- check and update the Commission website weekly;
- develop and publish quarterly KNATCOM Newsletter; and
- develop and implement and review a Corporate Social Responsibility Policy.

Strategy 1.2: Increase public awareness of KNATCOM programmes and activities

Activities:

- participate in exhibitions and trade fairs;
- develop and implement a Stakeholder Engagement Policy;
- develop, review, and display the Citizen Service Delivery Charter; and
- conduct advocacy and publicity through various media platforms.

3.4.13 Strategy and Planning

Strategic Issue 1: Weak performance management practices

The Commission will endeavour to strengthen the Strategy and Planning Division because of the role it plays in the delivery of its mandate. In addition, the Commission will endeavour to account for resources by implementation of a performance management system that is timely, transparent and accountable. To maintain consistency in achievement of strategic objectives, it is necessary that an elaborate performance management system is adopted. In addition, the success, gaps and lessons learnt during the implementation of the Strategic Plan need to be monitored and reported on a regular basis.

Strategic Objective 1: Strengthen Performance Management practices for continual improvement

Strategy 1.1: Enhance planning, budget prioritization, monitoring and evaluation and compliance reporting.

Activities:

- coordinate a performance contracting framework;
- undertake monitoring and evaluation of the Commission's projects;
- coordinate reports on budget prioritization; and
- coordinate development and review of the Strategic Plan and annual work plans.

Strategy 1.2: Establish the Commission's innovation culture.

Activity:

Develop and implement a Corporate Innovation Strategy and Annual Innovation Plan

3.4.14 Compliance and Risk Management Coordination

Strategic Issue 1: Weak risk management processes to support achievement of the Commission's mandate

Over time, the Commission has experienced various risks which have necessitated the need to create Compliance and Risk Management Division to ensure robust risk management initiatives are adopted. The Commission will adopt business processes re-engineering strategies to address efficiency in service delivery and quality assurance. It is envisaged that once these initiatives are adopted regulatory, statutory and contractual compliance will be enhanced.

Strategic Objective 1: Promote effective and efficient risk management processes to support achievement of the Commission's mandate.

Strategy 1.1: Enhance risk management mechanism in the Commission.

Activities:

- review, and implement Enterprise Risk Management (ERM) Policy and Framework;
- establish corruption prevention mechanisms; and
- implement QMS and ISMS International Standards.

Strategy 1.2: Improve operational performance through business re-engineering.

Activity:

- develop and implement a policy on business process reengineering
- report business process reengineering initiatives.

3.4.15 Internal Audit and Risk Assurance

Strategic Issue 1: Weak governance, risk management and control processes

The audit findings have pointed out areas of improvement in management of risks, governance and control processes over time. The Commission is therefore required to focus on potential key risks that may crystalize due to weak corporate governance strategies and hinder achievement of strategic objectives.

Strategic Objective 1: Enhance effectiveness of governance, risk management and control processes through quality assurance and advisory services

Strategy 1.1: Enhance oversight mechanism.

Activity:

- develop and execute Audit, Risk and Compliance Committee Charter.

Strategy 1.2: Strengthen Internal Audit Function.

Activity:

1. develop and execute Internal Audit Strategy.

Strategy 1.3: Provide independent assurance and advisory services on effectiveness of governance, risk management and control processes

Activity:

- conduct risk-based audit.

3.4.16 Corporation Secretary and Legal Services

Strategic Issue: Weak governance practices and compliance to contractual agreements

The Commission engages various stakeholders at the national, regional and international level to achieve aspects of its mandate. To achieve this, contractual agreements in the form of Memoranda of Understandings, Contracts and Service Agreements among others, are used to outline the roles and responsibilities of the parties involved. Lack of a transparent and relevant framework agreement can render the Commission vulnerable to litigation or misunderstanding over the implementation, responsibilities or reporting of the contract deliverables. Thus, the Commission will institute a robust contract agreement management system aimed at enhancing efficiency of stakeholder engagements arising from contractual engagements.

Strategic Objective 1: Strengthen good governance practices and provide legal guidance to the Commission

Strategy 1.1: Enhance compliance with legal, statutory and contractual agreements.

Activities:

- provide secretariat services to the Board of the Commission.
- provide legal guidance on binding agreements; and
- develop and maintain a contract database.

Strategy 1.2: Strengthen KNATCOM's legal mandate.

Activity:

- review KNATCOM Act 2013.

3.4.17 Supply Chain Management Division

Strategic Issue 1: Low efficiency and effectiveness of the Commission's supply chain processes

The role of the Supply Chain Management Division is to enhance efficiency and effectiveness of the Commission's operations in delivering its mandate through timely and optimal procurement of goods, services and works and as guided by the Public Procurement and Asset Disposal Act 2015 and Regulations, 2020.

Strategic Objective 1: Enhance efficiency and effectiveness of the Commission's supply chain processes

Strategy 1.1: Strengthen supply chain management practices.

Activities:

- review and implement a Procurement Policy and Procedure Manual;
- prepare and submit periodic reports in the prescribed legal and statutory formats;
- Implement the Public Procurement & Asset Disposal Act, 2015 processes and procedures;
- Prepare and submit quarterly reports to PPRA; and
- Prepare & Submit quarterly Reports on Local Content to Ministry of Industrialization.

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 them. The critical success factor in the implementation of this Strategic Plan will be fidelity to the spirit of teamwork. An elaborate implementation matrix for this Plan is presented in Annex 3.

The implementation matrix will be operationalized through an annual workplan in which the relevant activities and their respective milestones are specified. The annual workplans 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 objectives. This section presents the evaluation of the staff establishment and competencies for the effective and efficient implementation of this Strategic Plan.

To enhance the Commission's human resource capacities in line with its mandate, a new organizational structure was approved in August 2019 by the State Corporation Advisory Committee (SCAC). This led to the establishment and operationalization of a new directorate of Research and Resource Mobilization to coordinate Research and Consultancy, Partnership and Resource Mobilization and KNATCOM Resource Centre. In addition, Corporate Strategy and Planning Department strengthened by creating two divisions to coordinate strategy and planning as well as compliance. Further, in order to optimize human resource capacities, the Commission, staffing levels have been reviewed in all departments and divisions.

4.2.1. Staff Establishment

The Commission staffing level during the review period was 35 officers, of which 13 are in programmes and 22 are in corporate services. This number represent 37% of the approved establishment of ninety-four (94). This means that the Commission is understaffed by 63%, which is below the ideal establishment necessary for the Commission to effectively and efficiently deliver on its mandate. If this understaffing is not addressed, it will definitely derail the momentum of the Commission on improving quality of services in its key programmes and activities. During the Strategic Plan period, the Commission will recruit new staff to address the understaffing levels, improve the terms and conditions of services to attract and retain qualified staff and improve the working environment.

4.2.2. Staff Competencies

It is worth noting that the Commission's staff have the necessary skills and qualifications to deliver on the Commission mandate. 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 Commission staff will be required to comprehend national goals, priorities and policies and to provide necessary direction within their departments and divisions with a view to enhancing the visibility of the Commission 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:

- Leadership and Management Development;
- Financial Management and Budgeting;
- Human Resource Management and Development;
- Policy Formulation, Analysis and Implementation;
- Project Planning and Management;
- Information and Communication Technology;
- Performance Contracting and Evaluation;
- Communication and Change Management;
- Negotiation and Conflict Management skills;
- Planning and reporting;
- Risk Management;
- National Values and Principles;
- Business Re-engineering and Knowledge Management;
- Resource Mobilization; and
- Research and Consultancy.

In accordance with the Human Resource Policy and Procedure Manual, all members of staff will undertake an appropriate and relevant training session per year. The capacity building will include cross-cutting issues, such as gender mainstreaming, guidance and counseling, mentorship, change management, and HIV& AIDS. The Commission will also ensure that each of the newly recruited staff undergo induction.

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 objectives of the Strategic Plan. The section also explores existing and anticipated risks and assumptions and provides the direction the Commission will take in order to remain focused in the implementation of the Strategic Plan.

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 resource constraints. The targets set in this Strategic Plan will be achieved through effective mobilization and prudent use of resources.

A total of KES 2.229 billion is required to implement the Strategic Plan over the plan period as shown in Implementation Matrix.

4.3.2. Resource Mobilization

Implementation of the Strategic Plan will require enormous resources. The Commission's financing is largely dependent on financing 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. Some resources will also be mobilized from UNESCO, UN Agencies,

NGOs, private sector, Community Based Organizations (CBOs) and other development partners. The Commission will work with strategic partners to jointly implement activities where budgets will be shared.

4.3.3. Risks and Accountability

4.3.3.1. Risk Management

The Commission is vulnerable to a myriad of risks that may threaten the effective implementation of its planned activities. Table 4 below presents a summary of risks and mitigation measures.

Table 4: Risks and Mitigation Measures

Risk Factor	Level of Risk	Mitigation Measures
Lack of Budget and Budgetary Control	Critical	Adhere to budget guidelines and requirements, resource mobilization, partnerships, negotiate and lobby for additional fund from GoK.
Understaffing	Critical	Recruitment of new staff
Low visibility	Moderate	Robust and rigorous publicity mechanisms, strong corporate communication.
Negative publicity	Moderate	, implement the relevant policies, strengthen corporate communication department, build strong corporate image, adherence to the customer service delivery charter and use of suggestion boxes.
Loss of documents and unauthorized access to classified information	Moderate	Develop and implement Standard Operating Procedures. Training and induction, Signing of the Oath of Secrecy. Implement ICT and physical security measures.
Litigations	Moderate	Implement the relevant policies, enhance labour relations, compliance to policies and laws, and arbitration mechanisms.
Failure to consistently adhere to legal and regulatory requirements	Low	Training, peer review, strict adherence to statutory and regulatory requirements
Loss and misuse of assets	Low	Implement Standard Operating Procedures, maintain up-to-date Asset Register and tagging of assets, Implement HR policy on asset misuse, acquire insurance for assets, deploy appropriate technologies to ensure that all assets are safeguarded.
Low uptake of disseminated prizes, fellowships, scholarships	Low	Adherence to UNESCO's application guidelines, sensitization, use digital platforms, UNESCO and other networks to disseminate

4.3.3.2. Accountability

Successful implementation of the Strategic Plan will be hinged on the responsiveness of all staff to the duties they are assigned to perform as outlined in the Implementation Matrix and Logical Framework -. To establish and maintain a critical momentum for the implementation of the Strategic Plan, the Commission will embrace the Rapid Results Initiative for activities.

Performance Management will place greater emphasis on measuring the performance of staff for continuous improvement. The adoption of a performance-based approach will require that each staff remain accountable for the implementation of the agreed targets. This approach will be corroborated with the existing Public Service Commission Performance Contract.

CHAPTER FIVE: MONITORING AND EVALUATION FRAMEWORK

5.1 Introduction

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, impact, efficiency, effectiveness, and sustainability of the implementation of strategic objectives. It also provides a feedback mechanism indicating as early as possible, any shortcomings concerning disbursement of resources, 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. Institutionalization of Monitoring and Evaluation requires the establishment of a Monitoring and Evaluation Committee (MEC) 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:

- Deputy Secretary General, Programmes (Chairperson)
- Deputy Secretary General, Research and Resource Mobilization
- Director, Research and Consultancy
- Director, Strategy and Planning, to be Secretary to the Committee.
- Heads of Programmes, Departments and Divisions
- Any other member as may deem necessary

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.

A separate indicator booklet will be developed by the MEC to assist in its monitoring and evaluation activities. In addition, the evaluation reports shall form the basis of form the basis for the development of the third cycle Strategic Plan of the Commission.

5.3. Monitoring and Evaluation Methodology

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

5.4. Reporting

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

- Quarterly Progress Reports
- Annual Review Reports
- Mid-Term Evaluation Reports
- 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.

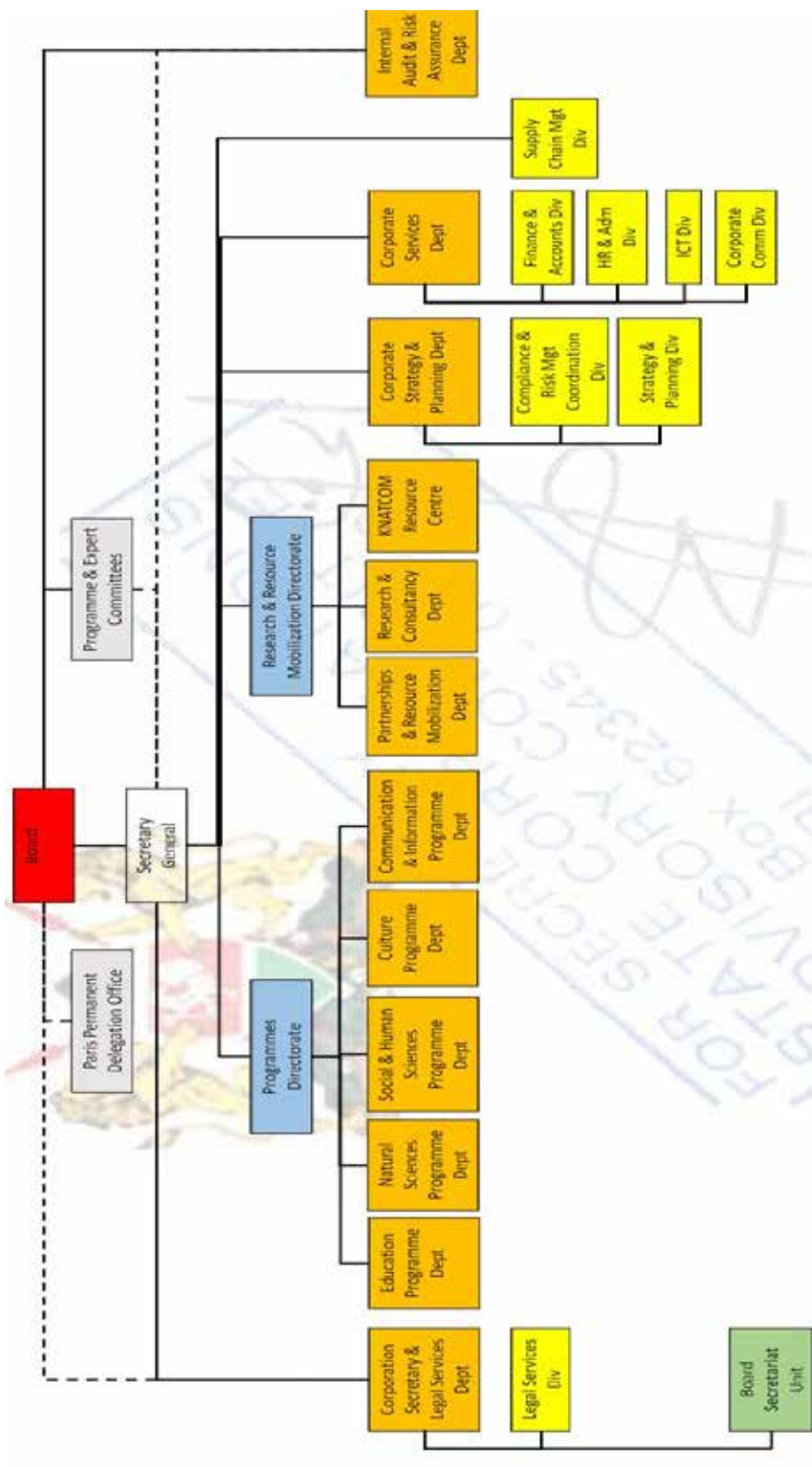
5.5. Linking Monitoring and Evaluation to Performance Management

The Commission will institute a Performance Management System to cover all staff irrespective of their grades or level. This will help the Commission determine the attainment of the objectives of this Strategic Plan.

In this regard, Monitoring and Evaluation as an integral part of the Commission's Performance Management System, will be linked to individual staff performance appraisals. The Commission will use the Logical Framework for purposes of Monitoring and Evaluation (Annex 3).

Annex 1: Organogram for the Kenya National Commission for UNESCO

Figure 1: KNATCOM approved organization structure



Annex 2: Implementation Matrix

DIRECTORATE OF PROGRAMMES

Education Programme

Strategy	Activity	Expected output	Output indicators	Responsibility	Time frame	Target	Y1	Y2	Y3	Y4	Y5	Total
Strategic Objective 1: Promote inclusive, equitable, quality education and lifelong learning												
Strategy 1:1 Promote inclusion, address marginalization and advance rights, including in crisis-affected contexts.	Activity 1: Train 100 teachers working with adults in conflict with the law on andragogy skills.	Enhanced andragogy skills for teachers working with adults in conflict with the law	Number of teachers trained	Programme Director	2019-2024	50 teachers per year	0	0	0	2.5325	2.5325	5.065
	Activity 2: Train 60 teacher educated on gender responsive pedagogy	Enhance capacity for Teachers educators on Gender Responsive Pedagogy	Number of Teachers trained	Programme Director	2019-2024	30 teachers per year	0	0	0	2.99375	2.99375	5.9875
	Activity 3: sensitise 60 teachers to enhance uptake of TVET among young people	Forums held to support uptake of TVET among young people	Number of forums organised	Program Director	2019-2024	1 forum per year	0	0	0	3.1125	3.1125	6.225

Strategy	Activity	Expected output	Output indicators	Responsibility	Time frame	Target	Y1	Y2	Y3	Y4	Y5	Total
	Activity 4. Hold 2 sensitisation forums on ratification of the regional and global conventions on recognition of studies and qualifications in higher education.	-Forums held to create awareness on the convention and importance of ratification	Number of forums held	Programme Director	2019-2024	1 forum per year	0	0	0	4.0	7.9	11.9
1.2 Strengthen national coordination for the achievement of SDG 4 and develop the global education agenda based on research, foresight and innovation.	Activity 1: Hold annual forums on the monitoring and reporting framework on SDG 4 and CESA 2016-25.	Forums held on the monitoring and reporting framework on SDG 4 and CESA 2016-25	-Number of forums held	Programme Director	2019-2024	1 forum per year	0	0	0	14.83	14.83	29.66
	Activity 2. Carry out one research on UNESCO education thematic areas in priority areas in education and share knowledge through publications and policy briefs	Research on UNESCO education thematic areas carried out and findings disseminated -one policy brief in place -publications developed	Number of UNESCO Education thematic areas carried out -one policy brief -number of publications	Programme Director	2019-2024	1	0	0	2.6	2.6	0	5.2

Strategy	Activity	Expected output	Output indicators	Responsibility	Time frame	Target	Y1	Y2	Y3	Y4	Y5	Total
	iii.. Facilitate establishment of one UNESCO CO networks in Kenya in order to improve the production of scientific knowledge and research.	One additional UNESCO network established	Number of UNESCO network established	Programme Director	2019-2024	1 network per year	0	0	0	2	2	4
Strategic Objective 2: Build inclusive, just and peaceful societies by promoting global citizenship education												
2.1 Promote inclusion and address discrimination, hate speech and stereotypes.	Activity 2.1. Conduct capacity building for 100 ASPNet patrons in primary, secondary and TVET institutions on peace, GCED and ESD innovative approaches.	Enhanced Capacity for ASPNet patrons in primary, secondary and TVET institutions on peace, GCED and ESD innovative approaches.	Number of ASPNet patrons in primary, secondary and TVET institutions on peace, GCED and ESD innovative approaches.	Programme Director	2019-2024	100	0	0	0	0.852	0.852	1.704
	Activity 2. Con-duct capacity building of 100 teacher Educa-tors on integra-tion of Education for Sustainable Development and Global Citizen-ship Education.	ii. enhance capacity of teacher Educators on integration of Education for Sustainable Development and Global Citizenship Education.	Number of teacher Educators trained on integration of Education for Sustainable Development and Global Citizenship Education.	Programme Director	2019-2024	50 per year	0	0	0	5.5	5.5	11.0

Strategy	Activity	Expected output	Output indicators	Responsibility	Time frame	Target	Y1	Y2	Y3	Y4	Y5	Total
	Activity 3: Operationalize a biannual award for best teachers and institutions in ASPnet in promotion of Global Citizenship Education and Education for sustainable development.	Guidelines the Biannual award in Place -biannual awards forum held	Guidelines in place -Number of biannual awards held	Programme Director	2019-2024	-1 forum per year -Guide-lines for award in place	0	0	0	2.0	4.879	6.879
	iv. Organize two (2) advocacy and knowledge sharing forums for Academia, practitioners and other stakeholders on peace, GCED and ESD and disseminate best practices.	Number of advocacy forums organised	Reward system in place	Programme Director	2019-2024	Reward system	0	0	0	6.065	6.065	12.13
	5. Hold two workshops on integration of GHA into the curriculum.	workshops on integration of GH into the curriculum held	Number of workshops held on integration of GHA into the curriculum	Programme Director	2019-2024	1 per year	0	0	0	2.0	2.0	4.0
Strategic Objective 3: Foster a technological environment through the development of digital skills												

Strategy	Activity	Expected output	Output indicators	Responsibility	Time frame	Target	Y1	Y2	Y3	Y4	Y5	Total
3.1: Foster knowledge sharing and skills development in the digital age	Activity 1. i. Conduct capacity building for 60 ECDE and 50 SNE teachers on ICT.	Capacity of ECDE and SNE Teachers on ICT Built	Number of ECDE and SNE Teachers trained on ICT	Programme Director	2019-2024	30 ECDE teachers per year 25 SNE Teachers per year	0	0	0	4.415	4.415	8.830
TOTAL												112.5805

Natural Sciences Programme

STRATEGY	ACTIVITY	EXPECTED OUTPUT	OUTPUT INDICATORS	RESPONSIBILITY	TIME-FRAME	TARGET	Y1	Y2	Y3	Y4	Y5	TOTAL (IN MILLION KES)
Strategic Objective 1: Ensure inclusive and equitable quality education to reduce inequalities and promote learning and creative societies leveraging on the digital era												
1.1: Institutional and human capacities strengthened in basic sciences, STI, and engineering enhanced to advance knowledge for sustainable development	i) Conduct sensitization camps in STEM subjects for secondary school students	Capacity of STEM secondary school students	Numbers	Programme Director - NS	2019-2024	600	0	0	1.410	3.3804	4.2604	7.6408
	ii) Conduct capacity building of STEM teachers	Capacity of STEM secondary school teachers and trainers built	Numbers	Programme Director - NS	2019-2024	150	0	0	1.095	2.3724	4.0824	7.5498

STRATEGY	ACTIVITY	EXPECTED OUTPUT	OUTPUT INDICATORS	RE-SPONSIBILITY	TIME-FRAME	TARGET	Y1	Y2	Y3	Y4	Y5	TOTAL (IN MILLION KES)
	iii) Conduct capacity building of TVET trainers on emerging technologies	Capacity of TVET trainers built	Numbers	Programme Director - NS	2019-2024	75	0	0	1,299	2,0824	3,6674	7,0497
Strategic Objective 2: Work towards sustainable societies and protecting the environment through the promotion of science, technology, innovation and the natural heritage												
Strategy 2.1. Enhance knowledge and capacity for climate action, biodiversity, water and ocean management, and disaster risk reduction	i. Establish a Geopark in Kenya	Geopark established in Kenya	%	Programme Director - NS	2019-2024	100%	0	0	2,772	5,1734	6,4734	14,4193
	ii. Establish an additional Biosphere Reserve in Kenya	Additional Biosphere Reserve established	%	Programme Director - NS	2019-2024	100%	0	0	2,441	2,4534	3,1784	8,0728
	iii. undertake periodic reviews and produce status report for Biosphere Reserves	Status report of biosphere reserves developed	Numbers	Programme Director	2019-2024	2	0	0	0,95	1,384	1,724	3,108

STRATEGY	ACTIVITY	EXPECTED OUTPUT	OUTPUT INDICATORS	RE-SPONSIBILITY	TIME-FRAME	TARGET	Y1	Y2	Y3	Y4	Y5	TOTAL (IN MILLION KES)
	iv. Brand Biosphere reserves and the Geopark	Biosphere Reserve and a Geopark Branded	Numbers	Programme Director - NS	2019-2024	3	0	0	0.884	1.684	1.884	4.452
	v. Train MCDAs and communities on mainstreaming STI in climate action, biodiversity, water and ocean management, and disaster risk reduction	MCDAs and communities trained	Numbers	Programme Director - NS	2019-2024	100	0	0	3.4748	2.9884	3.1484	9.6116
	vi. Establish and develop capacity of MAB Youth Networks in Kenya	MAB Youth Forum established	Numbers	Programme Director - NS	2019-2024	3	0	0	3.4034	2.9609	3.1184	9.4827
Strategy 2.2: Advance international cooperation in science, technology and innovation	i. Organise and celebrate International Days	International Days celebrations organized	Numbers	Programme Director - NS	2019-2024	4	0	0	3.587	3.9728	5.7628	13.3234
Grand Total							0	0	21.3184	28.4521	37.2996	84.7101

Social and Human Sciences Programme

STRATEGY	ACTIVITY	EXPECTED OUTPUT	OUTPUT INDICATORS	RESPONSIBILITY	TIME FRAME	TARGET	Y1	Y2	Y3	Y4	Y5	TOTAL (IN MILLION KES)
Strategic Objective 1: Ensure inclusive and quality physical education, physical activity and sport for peace and development												
Strategy 1.1: Advance inclusive physical education and sports for all	Conduct capacity building for sports' stakeholders on the UNESCO convention against doping in sports and the UNESCO charter of physical education, physical activity, and sport	Sports stakeholders' capacity built on the UNESCO convention against doping in sports and the UNESCO charter of physical education, physical activity, and sport	Number of stakeholders' capacity built	Programme Director	2019-2024	148	4.0	4.0	0.5	3.12	3.12	14.8
	Annually mark the International Day for Sport for development and Peace	The International Day for Sport for development and Peace celebrated	Number of the international days celebrated	Programme Director	2019-2024	3	1.0	1.0	0.5	0.65	0.65	3.8
Strategic Objective 2: Build inclusive, just and peaceful societies by promoting inclusion, human rights, intercultural understanding and address all forms of discrimination												
Strategy 2.1: Promote best practices to advance effective policies and practices for inclusive development	Capacity building of stakeholders on intercultural dialogue	Stakeholders' capacities built on intercultural dialogue	Number of stakeholders' capacity built	Programme Director	2019-2024	100	0	0	0	1.0	1.0	2.0

STRATEGY	ACTIVITY	EXPECTED OUTPUT	OUTPUT INDICATORS	RESPONSIBILITY	TIME FRAME	TARGET	Y1	Y2	Y3	Y4	Y5	TOTAL (IN MILLION KES)
	Undertake research on social transformation and development	Research carried out and research findings disseminated	Number of research studies and dissemination activities carried out	Programme Director	2019-2024	2	5.0	1.0	5.0	3.0	3.0	17.0
	Annually mark the International Day of Peace	International Day of Peace marked and celebrated	Number of participants	Programme Director	2019-2024	5	3.0	3.0	3.0	1.5	1.50	12.0
Strategy 2.2 : Support the application of Social and Human Sciences knowledge for inclusive development	Conduct capacity building of stakeholders on UNESCO future literacy and inclusive policy initiatives	Stakeholders' capacity built on Futures Literacy and Inclusive Policy Labs	Number of stakeholders' capacity built	Programme Director	2019-2024	3	3.0	3.0	3.0	1.5	1.5	12.0
	Organise Stakeholder Forums on UNESCO's General History of Africa (GHA)	Stakeholder Forums organized on GHA	Number of Stakeholder Forums	Programme Director	2019-2024	2	2.0	2.0	0	2.0	2.0	8.0
	Document Kenya's slave routes and submit dossiers to UNESCO for enlisting	Kenya's slave route accredited by UNESCO	Number of slave site dossiers submitted to UNESCO	Programme Director	2019-2024	3	2.0	2.0	2.0	2.0	2.0	10.0

STRATEGY	ACTIVITY	EXPECTED OUTPUT	OUTPUT INDICATORS	RESPONSIBILITY	TIME FRAME	TARGET	Y1	Y2	Y3	Y4	Y5	TOTAL (IN MILLION KES)
Strategy 2.3: Mainstream UNESCO gender equality perspectives into policies, programmes, strategies and projects	Organize workshops on UNESCO gender equality strategies	Gender equality strategies workshops held	Number of gender equality workshops held	Programme Director	2019-2024	2	0	0	0	2.0	2.0	4.0
Strategy 2.4: Enhance capacities of the youth in Kenya	Organize forums for youth engagement	Youth engagement forums organized	Number of youth engagement forums organized	Programme Director	2019-2024	350	3.0	3.0	3.0	3.0	3.0	15.0
	Organize training on Student Training on Entrepreneurship Promotion (STEP4Y)	Youth trained on entrepreneurship through STEP 4Y	Number of youth trained	Programme Director	2019-2024	550	3.0	3.0	3.0	3.0	3.0	15.0
	Conduct capacity building for UNESCO Clubs stakeholders	UNESCO Clubs stakeholders capacity built	Number of stakeholders capacity built	Programme Director	2019-2024	120	1.0	2.0	0	2.45	2.45	7.9
Strategic Objective 3: Foster a technological environment in the service of humankind through the development and dissemination of knowledge and skills and the development of ethical standards												
Strategy 3.1: Foster knowledge sharing and skills development in the digital age	Organize sensitization forums for stakeholders on ethical issues associated with Artificial Intelligence	Stakeholders sensitized on ethical issues associated with Artificial Intelligence	Number of forums	Programme Director	2019-2024	120	3.5	3.7	4.0	2.32	2.32	15.84

STRATEGY	ACTIVITY	EXPECTED OUTPUT	OUTPUT INDICATORS	RESPONSIBILITY	TIME FRAME	TARGET	Y1	Y2	Y3	Y4	Y5	TOTAL (IN MILLION KES)
Strategy 3.2: Promote uptake of ethical standards, norms, and frameworks for action to meet the challenges of innovative technologies and digital transformation	Sensitize senior public hospital management staff on the establishment of hospital ethics committees (HECs)	Senior public hospital management staff sensitized on the establishment of hospital ethics committees (HECs)	Number of senior public hospital management staff	Programme Director	2019-2024	140	1.5	1.8	1.14	2.34	3.44	10.22
	Conduct capacity building of for Hospital Ethics Committees (HECs) members in line with UNESCO guidelines on bioethics	Hospital Ethics Committees (HECs) members capacity built in line with UNESCO guidelines on bioethics	Number of HEC members capacity built	Programme Director	2019-2024	120	0	0	0	2.52	3.52	6.04
	Conduct capacity building for Institutional Scientific Ethics Committee (ISECs) members in line with UNESCO guidelines on Bioethics	Institutional Scientific Ethics Committee (ISECs) members capacity built in line with UNESCO guidelines on Bioethics	Number of IREC members	Programme Director	2019-2024	150	0	0	1.07	1.88	1.88	4.83
	Undertake a study in Bioethics	A bioethics study conducted	A bioethics study conducted	Programme Director	2019-2024	2	0	0	2.98	3.04	3.04	9.06
TOTAL							32.0	29.5	29.19	37.32	39.42	167.49

Culture Programme

Strategy	Activity	Expected output	Output indicators	Responsibility	Time frame	Target	Y1	Y2	Y3	Y4	Y5	Total
Strategic Objective 1: Build inclusive, just and peaceful societies by enhancing the protection and promotion of the diversity of heritage and cultural expressions.												
1.1. Strengthen capacities to identify, protect, safeguard, promote and manage tangible and intangible heritage	Build Capacities of communities and stakeholders to identify, protect, safeguard, promote and manage tangible and intangible heritage	Communities and stakeholders sensitized on protection, safeguarding and promotion of tangible and intangible heritage	Number of communities and stakeholders sensitized.	Director Culture Programme	2019-2024	120	0	0	1.5	4.0	4.5	8.5
	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	2019-2024	3	0	0	2.5	3.0	3.5	9.0
	Conduct awareness raising workshop for stakeholders on ratification of unratified UNESCO Conventions	Capacity building workshops of stakeholders conducted Number of stakeholders trained.	Number of capacity building workshops held.	Director Culture Programme.	2019-2024	75	0	0	0.5	2.5	3.0	6.0
	Promote the visibility of heritage sites in Kenya.	Heritage sites in Kenya visibility enhanced	The number of sites branded.	Director Culture Programme.	2019-2024	3	0	0	0.5	1.5	2.0	4.0

Strategy	Activity	Expected output	Output indicators	Responsibility	Time frame	Target	Y1	Y2	Y3	Y4	Y5	Total
1.2: Enhance intercultural dialogue and rapprochement of cultures in Kenya.	Conduct and organize intercultural dialogue fora for purposes of peaceful existence and appreciation of cultural diversity	Intercultural celebrations and festivals held and organized.	Number of celebration/festivals held and organized.	Director Culture Programme	2019-2024	3	0	0	1	2.0	3.0	6.0
	Organize KNATCOM National Cultural Celebrations	Intercultural dialogue enhanced.	Number of intercultural dialogue and peace forums held.	Director Culture Programme	2019-2024	1	0	0	-	8.0	-	8.0
	Sensitize youth on cultural values and ethics.	Youth sensitized on cultural values and ethics.	Number of youths sensitized.	Director culture Programme	2019-2024	3	0	0	1.0	2.0	3.0	6.0
	Celebrate UNESCO international Culture days	Promotion of culture heritage & creative industries	Number of international culture days celebrated	Director culture Programme	2019-2024	6	0	0	1.0	2.0	3.0	6.0
Strategy 1.3: Strengthen capacities to protect and promote the diversity of cultural expressions through dynamic and inclusive cultural & creative industries	Sensitize stakeholders on protection and promotion of the diversity of cultural expression for sustainable development.	Stakeholders sensitized.	number of stakeholders sensitized.	Director Culture Programme	2019-2024	150	0	0	1.0	2.0	3.0	6.0

Strategy	Activity	Expected output	Output indicators	Responsibility	Time frame	Target	Y1	Y2	Y3	Y4	Y5	Total
	Conduct capacity building of stakeholders for the promotion of inclusive culture and creative industries for sustainable development	Capacities of stakeholders build.	Number of stakeholders build.	Director Culture Programme.	2019-2024	300	0	0	1.0	2.5	3.5	7.0
	Conduct capacity building for two cities on UNESCO Creative Cities Network UCCN and support one to apply to apply to join	Capacities of 3 Kenyan cities build.	Number of stakeholders in 3 cities trained. One city facilitated to apply to be accredited in UNESCO cities network.	Director Culture Programme	2019-2024	3	0	0	1.0	1.5	2.0	4.5
1.4. Enhance intellectual collaboration and linkage for promotion, safeguarding of culture and fostering creativity	Organize and participate in culture conferences and seminars to promote intellectual collaboration and linkages for safeguarding of culture and heritage	Conferences and seminars on culture organized	Number of conferences and seminars organized.	Director Culture Programme	2019-2024	3	0	0	1.0	2.0	3.0	6.0
	Sensitize stakeholders on the preservation, documentation and promotion of endangered indigenous languages in Kenya.	Stakeholders sensitized.	Number of stakeholders sensitized.	Director Culture Programme	2019-2024	90	0	0	0.5	1.5	2.0	4.0
	Establish linkages with institutions in promotion and safeguarding of culture and heritage.	Linkages with institutions established.	Number of linkages	Director Culture Programme	2019-2024	3			1.0	2.5	3.5	7.0

Strategy	Activity	Expected output	Output indicators	Responsibility	Time frame	Target	Y1	Y2	Y3	Y4	Y5	Total
Strategic Objective 2: Develop standards and frameworks for measuring progress towards 2030 Agenda for sustainable development												
2.1: Strengthen capacities to promote, monitor and measure the contribution of culture to the implementation of the 2030 Agenda for sustainable development.	Sensitize stakeholders on UNESCO 2009 Framework for Cultural Statistics and 2030 Culture indicators to improve availability of national cultural statistics.	Capacities on gathering cultural statistics improved. Availability of cultural data. Availability of cultural data	Number of stakeholders capacity build. Number of counties with cultural statistics.	Director Culture Programme	2019-2024	50	0	0	3.0	4.0	4.0	11.0
Total							0	0	17.0	41.5	43.5	102.0

Communication and Information Programme

Strategy	Activity	Expected Output	Output Indicators	Responsibility	Time frame	Y1	Y2	Y3	Y4	Y5	TOTAL
Strategic Objective 1: Build inclusive, just and peaceful societies by promoting freedom of expression											
1.1.: Promote freedom of expression and the right to information	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)	Output: Capacity of 150 media professionals and stakeholders on freedom of expression, and 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 safety of journalists (UN Plan of Action on the Safety of Journalists and the Issue of Impunity).	Programme Director	2022-2024	0	0	1.575	2.326	2.351	6.252

Strategy	Activity	Expected Output	Output Indicators	Responsibility	Time-frame	Y1	Y2	Y3	Y4	Y5	TOTAL
	Co-organize forums on freedom of expression, access to information and media development	5 forums on freedom of expression, access to information and media developed co-organised	Number of forums co-organised	Programme Director	2022-2024	0	0	0.84	2.951	2.351	6.142
	Build the capacity of community media in editorial formatting and content development	Capacity of 30 Journalists from community media enhanced in editorial formatting and content development	Number of media employees (journalists) trained on content development	Programme Director	2022-2024	0	0	2.351	2.351	2.351	7.053
Strategic Objective 2: Foster a technological environment in the service of humankind through the development and dissemination of knowledge and skills and the development of ethical standard											
2.1.: promote uptake of ethical standards, norms and frameworks for action to meet the challenges of innovative technologies and digital transformation	Conduct capacity building for youth on emerging technologies and AI	Capacity of 150 youth on emerging technologies and AI enhanced	Number of youth trained on Emerging technologies	Programme Director	2022-2024	0	0	2.351	2.351	2.351	7.053

Strategy	Activity	Expected Output	Output Indicators	Responsibility	Time-frame	Y1	Y2	Y3	Y4	Y5	TOTAL
Strategy III: Foster knowledge sharing and skills development in the digital age	Conduct capacity building of preservation professionals on preservation of documentary heritage	Capacity of 100 preservation professionals on preservation of documentary heritage enhanced	Number of Preservation Officers trained on preservation of documentary heritage	Programme Director	2022-2024	0	0	2.361	2.361	2.351	7.053
	Coordinate, identification of documentary heritage in the 25 counties.	Identification of documentary heritage in the 25 counties.	Number of Counties where identification of Documentary Heritage is conducted	Programme Director	2022-2024	0	0	2.351	2.351	2.351	7.053
	Co-organize conferences, workshops, seminars and dialogue forums to promote access to and preservation of information and knowledge	Number of forums co-organised	Reports Invitation letters	Programme Director	2022-2024	0	0	1.711	1.711	1.711	5.133
TOTAL											38.686

DIRECTORATE OF RESEARCH AND RESOURCE MOBILIZATION
Partnerships and Resource Mobilization Department

STRATEGY	ACTIVITY	EXPECTED OUTPUT	OUTPUT INDICATORS	RESPONSIBILITY	TIME FRAME	TARGET	Y1	Y2	Y3	Y4	Y5	TOTAL (IN MILLION KES)
Strategic Objective 1: Promote efficient and effective partnerships and resource mobilization strategies for the Commission												
1.1 : Enhance resource mobilization for KNATCOM	Develop and implement the KNATCOM resource mobilization policy and framework	Resource Mobilization Policy developed and implemented	% of development and implementation of the resource mobilization policy and framework	Director PRM	2019-2024	100%	4	2	2	2	2	12
	Build capacity of staff in grant and proposal writing	Staff capacity in grant and proposal writing built	Number of staff capacity built in grants and proposal writing	Director PRM	2019-2024	5	3	3	2	2	2	12
	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	Director PRM	2019-2024	100%	1	1	1	1	1	5
	Organize forums for negotiation for possible funding areas	Forums for possible funding organised	Number of forums for funding held	Director PRM	2019-2024	10	1	1	1	1	1	5
1.2 Enhance collaboration and partnerships for resource mobilization	Enhance Public Private Partnerships	Public Private partnerships enhanced	Number of Public Private Partnerships in place	Director PRM	2019-2024	100%	1	1	1	1	1	5

STRATEGY	ACTIVITY	EXPECTED OUTPUT	OUTPUT INDICATORS	RESPONSIBILITY	TIME FRAME	TARGET	Y1	Y2	Y3	Y4	Y5	TOTAL (IN MILLION KES)
	Identify and engage potential partners in government, non-governmental, private sector, and UN agencies both nationally and globally	Potential partners to the Commission identified and engaged	Number of partners identified and engaged	Director PRM	2019-2024	10	3	5	5	5	5	23
Total							13	13	12	12	12	62

Research and Consultancy Department

STRATEGY	ACTIVITY	EXPECTED OUTPUT	OUTPUT INDICATORS	RESPONSIBILITY	TIME FRAME	TARGET	Y1	Y2	Y3	Y4	Y5	TOTAL FOR SP PERIOD (MILLION KES)
Strategic Objective 1: Promote effective and efficient mechanisms for research, knowledge and information resources dissemination and consultancy.												
1.1 Develop a framework for increased research capacity and uptake, knowledge generation and intellectual collaboration	i. Develop and operationalize a KNATCOM Research Policy	Research policy developed and implemented	%	Director, R&C	2019-2024	1	0	0	0.975	1.560	1.87	4.405

STRATEGY	ACTIVITY	EXPECTED OUTPUT	OUTPUT INDICATORS	RESPONSIBILITY	TIME FRAME	TARGET	Y1	Y2	Y3	Y4	Y5	TOTAL FOR SP PERIOD (MILLION KES)
	ii. Document KNATCOM's data needs and priorities across programmes in collaboration with the KNBS and the UNESCO Institute of Statistics	A report on KNATCOM Data needs developed	%	Director, R&C	2019-2024	1	0	0	1.265	2.465	2.695	6.425
	iii. Undertake a capacity needs assessment and develop capacity of staff in writing of research proposals, research ethics, research methodology, research paper preparation, and policy briefs.	capacity needs assessment undertaken and capacity built	Numbers	Director, R&C	2019-2024	20	0	0	1.565	1.8	2.665	6.03
1.2 Enhance information and knowledge sharing mechanisms for informed decision making	i. Maintain an inventory of KNATCOM's peer reviewed publications	inventory maintained	%	Director, R&C	2019-2024	1	0	0	1.42	1.47	2.07	4.96
	ii. Publish the Journal of the Kenya National Commission for UNESCO	6 issues of the KNATCOM Journal published	Numbers	Director, R&C	2019-2024	6	0	0	4.342	4.61743	4.8424	13.80183

STRATEGY	ACTIVITY	EXPECTED OUTPUT	OUTPUT INDICATORS	RESPONSIBILITY	TIME FRAME	TARGET	Y1	Y2	Y3	Y4	Y5	TOTAL FOR SP PERIOD (MILLION KES)
1.3 Enhance the institutional capacity to undertake consultancy in UNESCO areas of competence for knowledge and expertise flow as well as resource mobilization.	i. Develop and implement the KNATCOM's Consultancy policy	Consultancy policy developed and implemented	%	Director, R&C	2019-2024	1	0	0	1.05	1.895	1.99	4.935
	Train staff on implementation of the consultancy policy and how to undertake consultancy.	Enhance staff skills for consultancy	Number of staff trained	Director	2019-2024	20	0	0	0	1.5	1.5	3
	Grand Total						0	0	10.617003	13.80743	16.1324	40.556,833

Resource Centre

Strategy	Activity	Expected Output	Output Indicators	Responsibility	Time Frame	Target	Y1	Y2	Y3	Y4	Y5	Total (IN MILLION KES)
Strategic Objective 1: Enhance efficient and effective information resources management for knowledge sharing												
1.1 Enhance access to information on UNESCO's areas of competence.	i. Facilitate subscription to Kenya Libraries and Information Services Consortium-(KLISC)	Subscription to Kenya Libraries and Information Services Consortium-(KLISC) done	Number of products and services accessed via KLISC	Resource Centre Officer	2022-2024	4	0	0	0.33	0.43	0.43	•
	ii. Develop and Implement the Resource Centre Policy and Procedure Manual	Resource Centre Policy and Procedure Manual implemented	% of Resource Centre policy and procedure manual implemented	Resource Centre Officer	2022-2024	100	0	0	1.1	1.1	1	2.3
	iii. Process all information materials in the Resource Centre	Processed information materials	Number of processed information materials	Resource Centre Officer	2022-2024	8,000	0	0	0.35	0.35	0.35	1.05
	iv. Facilitate automation of print information resources through library automation system.	Automated print information resources	Number of print information resources automated	Resource Centre Officer	2022-2024	8,000	0	0	3.15	0.35	0.65	4.15
	v. Facilitate subscription to relevant electronic resources	Access to relevant electronic resources	Number of electronic databases accessible at the Commission	Resource Centre Officer	2022-2024	25	0	0	0.7	0.7	0.7	2.1

Strategy	Activity	Expected Output	Output Indicators	Responsibility	Time Frame	Target	Y1	Y2	Y3	Y4	Y5	Total (IN MILLION KES)
	vi.Acquire a software that can facilitate off-site access to the electronic resources, an RFID security system and an anti-plagiarism software	Software to facilitate off-site access to the electronic resources, an RFID security system and anti-plagiarism software acquired	Number of software's and systems	Resource Centre Officer	2022-2024	3	0	0	2.2	5	2	9.2
	Acquire Resource Centre furniture, books, computers, photo albums and signages	Resource Centre furniture, books, computers, photo albums and signages acquired	Number of furniture, books, computers, photo albums and signages	Resource Centre Officer	2022-2024	20 furniture 100 books 10 photo albums 10 signages	0	0	2.61	1.11	1.01	4.73
Strategy II: Enhance capacity of users in utilization of Resource Centre services	Build capacity of stakeholders on access and utilization of electronic resources	Capacity build for stakeholders on access and utilization of electronic resources	Number of stakeholders sensitized	Resource Centre Officer	2022-2024	35	0	0	0.8	0.8	0.8	2.4
	Sensitize stakeholders on the antiplagiarism software	Stakeholders sensitized on the antiplagiarism software	Number of stakeholders sensitized	Resource Centre Officer	2022-2024	15	0	0	0.5	0.5	0.5	1.5

Strategy	Activity	Expected Output	Output Indicators	Responsibility	Time Frame	Target	Y1	Y2	Y3	Y4	Y5	Total (IN MILLION KES)
	Sensitize stakeholders on use of the Online Public Access Catalogue (OPAC)	Stakeholders sensitized on the use of the Online Public Access Catalogue (OPAC)	Number of stakeholders sensitized	Resource Centre Officer	2022-2024	35	0	0	0.8	0.8	0.8	2.4
Total							0	0	12.54	11.14	8.24	28.62

CORPORATE SERVICES DEPARTMENT

Human Resource and Administration Division

Strategy	Activity	Expected output	Output indicators	Responsibility	Time frame	Target	Y1	Y2	Y3	Y4	Y5	Total (in Million Ksh)
Strategic Objective 1: Improve the human and infrastructural capacities of the Commission												
1.1. Improve the human resource capacity of the Commission	Review and implement the HR instruments	HR instruments reviewed and implemented	% Completion of review and implementation (Employees remuneration & Benefits)	Manager, HR	2022-2024	100%	86	87	182	215	232	802
	Review and Implement Staff Rewards and Sanctions policy	Staff rewarded and sanctioned	No of staff rewarded and sanctioned	Manager, HR	2022-2024		1.0	1.3	2.0	2.4	2.8	9.5

Strategy	Activity	Expected output	Output indicators	Responsibility	Time frame	Target	Y1	Y2	Y3	Y4	Y5	Total (in Million Ksh)
	recruit additional staff and provide appropriate induction;	staff recruited	No of staff recruited	Manager, HR	2022-2024	47 to be staff recruited	63	0	98	84	85	330
	coordinate staff performance appraisals	Filled appraisal forms	100% of the appraisal forms filled and submitted	Manager, HR	2022-2024	100%	0	0	0	0	0	0
	Develop and implement Human Resource skills development plan	Training Reports	100% of Staff trained	Manager, HR	2022-2024	100%	10	10	10	10	10	50
	Implement a mentorship programme through the Kulturweit German Programme.											
	Bilateral and Implementation Agreements between the volunteer and the German Commission for UNESCO for UNAT-COM	No. of German Volunteers	Manager, HR	2022-2024	100%	1	0	1	1	1	5	

Strategy	Activity	Expected output	Output indicators	Responsibility	Time frame	Target	Y1	Y2	Y3	Y4	Y5	Total (in Million Ksh)
	Coordinate healthy employee relations and staff welfare	Resolutions, rulings, judgements	Number of resolved cases in a year.	Manager, HR	2019-2024	100%	0	0	0	2	2	4
	coordinate internships and student attachments programme	interns and attaches	Number of interns and attaches deployed	Manager, HR	2019-2024	100%	0	0	0	1	1	2
1.2: enhance efficient KNAT-COM's fleet management	develop and implement a Fleet Management Policy and Procedure Manual	Policy developed and implemented	Policy	Manager, HR	2019-2024	100%	0	0	0	1	1	2
	secure the Commissions fleet by ensuring safe parking, and installation of security tracking systems	Fleet secured	Certificates and licenses, lease agreement	Manager, Administration	2019-2024	100%	0	0	0	1	1.5	2.5
	undertake periodic service, repairs and maintenance of the Commissions fleet and keep appropriate records	Fleet serviced and maintained	Repair and maintenance reports	Manager, Administration	2019-2024	100%	0	0	0	2	2	4

Strategy	Activity	Expected output	Output indicators	Responsibility	Time frame	Target	Y1	Y2	Y3	Y4	Y5	Total (in Million Ksh)
	ensure efficient and effective fuel management system	Efficient and effective fuel management system in place	Invoices, statements, and agreements	Manager, Administration	2019-2024	100%	0	0	0	3	3	6
	train drivers on road safety	KNATCOM drivers trained	Training certificates	Manager, Administration	2019-2024	100%	0	0	0	1	1	2
1.4. Enhance the infrastructure of the Commission	Procure office equipment and furniture	Increased efficiency Improved work environment	No of Storage systems acquired	Manager, Administration	2022-2024	100%	0	2	18	16	14	50
	acquire insurance cover for the Commission assets;	Commission assets insured	insurance certificates and contractual agreements	Manager, Administration	2022-2024	100%	0	0	0	2	2	4
	Procure vehicles	Increased efficiency	No. of vehicles procured	1	2022-2024	100%	0	0	0	10	10	20
	Undertake renovations	More office space	Area of the space renovated	100%	2022-2024	100%	0	30		25	25	80
	acquire land and develop for the development of the Commission's Headquarter	customized environment and accommodation	Title Deed for land acquired	100%	2022-2024	100%	0	0	0	30	30	60

Strategy	Activity	Expected output	Output indicators	Responsibility	Time frame	Target	Y1	Y2	Y3	Y4	Y5	Total (in Million Ksh)
Total												1,391.5

Finance and Accounts Division

Strategy	Activity	Expected output	Output indicators	Responsibility	Time frame	Target	Y1	Y2	Y3	Y4	Y5	Total (in Million KES)
Strategic Objective 1: Enhance prudent management of financial resources in accordance with the existing legal and regulatory framework.												
1.1 Enhance prudent Financial Management	Review and implement the Finance & Accounts Policy and Procedures Manual	Reviewed and implemented Finance & Accounts Policy and Procedures Manual	Approved, revised Finance & Accounts Policy and Procedures Manual	Manager, Finance & Accounts	2019-2024	100%	1	1	1	1	1	5
	Financial reporting within the applicable timelines	Prepared and submitted Quarterly and Annual report and Financial Statements	Prepared and submitted Quarterly and Annual report and Financial Statements	Manager, Finance & Accounts	2019-2024	100%	1	1	1	1	1	5
1.2: Promote Efficient Financial Planning and Budgeting	Coordinate efficient budgeting process with adequate budgetary controls	Budgeting and Budgetary Control achieved	Approved Budgets	Manager, Finance & Accounts	2019-2024	100%	1.5	1.5	1.5	1.5	1.5	7.5
1.3: Enhance prudent Asset Management	Develop and implement an asset management policy	Asset management policy Developed and implemented	Asset Management Policy	Manager, Finance & Accounts	2019-2024	100%	1.5	1.5	1.5	1.5	1.5	7.5

	Review and maintain an up-to-date Commission Asset Register	Assets and liability register reviewed and maintained	Up-to-date assets and liability register	Manager, Finance & Ac	2019-2014	100%	0	0	0	2.5	2.5	5
Total												30

ICT Division

Strategy	Activity	Expected output	Output indicators	Responsibility	Time frame	Target	Y1	Y2	Y3	Y4	Y5	Total (in Million KES)
Strategic Objective 1: Leverage on ICT to enhance efficiency and effectiveness in service delivery												
1.1 Improve the commission's ICT Infrastructure	acquire and configure ICT equipment and software	Increased efficiency	ICT equipment acquired	Manager, ICT	2019-2024	100%	4	6	10	18	20	58
	maintain the hardware and network infrastructure in the Commission and keep records	Network and hardware infrastructure maintained	Maintenance Logs, Maintenance Agreements	Manager, ICT	2019-2024	100%	0	0	0	1	1	2
1.2: enhance automation of processes in the Commission.	Acquire, deploy, and update software and applications to automate processes;	Increased efficiency	No. of Automated processes	Manager, ICT	2019-2024	100%	3	5	3	4	5	20
	build capacity on the use of the software for the automated processes;	Staff capacity built	Number of staff whose capacity has been build	Manager, ICT	2019-2024	100%	0	0	0	1	1	2

Strategy	Activity	Expected output	Output indicators	Responsibility	Time frame	Target	Y1	Y2	Y3	Y4	Y5	Total (in Million KES)
	maintain and review the licenses and contracts of the proprietary software and service.	Maintained and reviewed licenses and contracts	Number of maintained and reviewed contracts and licenses	Manager, ICT	2019-2024	100%	0	0	0	3	3	6
	Sensitize staff on data security.	staff Sensitized	Number of staff sensitized	Manager, ICT	2019-2024	100%	0	0	0	0.5	0.5	1
1.3 Enhance Commission's ICT Security	Acquire, install, and maintain network security applications	Network security enhanced Firewall logs reports	Network security tools implemented	Manager, ICT	2019-2024	100%	0	0.3	0.25	0.5	0.5	1.5
	Install maintain and update cyber security tools and software.	Enhanced digital protection in the Commission	Cyber security metrics	Manager, ICT	2019-2024	100%	0	0	0.5	1	1	2.5
	Install and maintain access control systems including biometrics and CCTV cameras in the Commission;	Access control systems in place	Access logs report, access control licenses	Manager, ICT	Mid -2022 Mid -2024	100%	0	0	0.5	1.5	2	4
	Develop and implement the business continuity and disaster recovery policy	Policy developed	Policy, implementation plan	Manager, ICT	Mid -2022 Mid -2024	100%	0	0	0	1	1	2
Total												99

Corporate Communication Division

Strategy	Activity	Expected output	Output indicators	Responsibility	Time frame	Target	Y1	Y2	Y3	Y4	Y5	Total (in Million KES)
Strategic Objective 1: Enhance visibility and increase awareness of KNATCOM programmes and activities												
Promote the positive corporate image	develop and, implement and review the Communication Policy	Improved communication Effective and efficient communication	Approved policy % of implementation	SCCO	2019-2024	100%	0	0.6	0.5	0.5	0.5	2.1
		Enhanced visibility	Approved policy	SCCO	2019-2024	100%	0	0.2	0.2	1.3	0.5	2.2
	leverage on the available media channels to regularly communicate to the stakeholders and the general public on the Commission's milestones and activities.	Increased understanding about the Commission's activities	Number of times communicated to the stakeholders	Manager, Corporate Communication	2019-2024	100%	0	0	0	1	1	2
	check and update the Commission website weekly	Updated website	Number of weekly updates	Manager, Corporate Communication	2019-2024	52 updates yearly	0	0	0	0	0	0
	develop and publish quarterly KNATCOM Newsletter											
	develop and implement and review a Corporate Social Responsibility Policy.	CSR Policy developed, implemented, and reviewed	CSR Policy, Reviewed CSR Policy	Manager, Corporate communication	2019-2024	100%	0	0	0	5	5	10

Strategy	Activity	Expected output	Output indicators	Responsibility	Time frame	Target	Y1	Y2	Y3	Y4	Y5	Total (in Million KES)
Strategy II: To increase public awareness	Participate in exhibitions and trade fairs	Enhanced visibility Increased awareness	No. of exhibitions or open days Customer feedback reports No. of materials disseminated	Manager, Corporate communication	2019-24	10	0.2	0	0.1	0.5	1	1.8
	develop, review, and display the Citizen Service Delivery Charter; and		Approved CSDC Displayed CSDC	Manager, Corporate communication	2019-2024	100%	0	0	0	0.5	0.5	1
	Develop and implement the Corporate Social Responsibility Policy	Increased awareness Enhanced stakeholder relations	Approved policy % of implementation	Manager, Corporate communication	2019-2024	100%	0	1	0.1	2.6	2.6	6.3
	Conduct advocacy and publicity through various media platforms	Increased visibility and awareness	No. of advocacy and publicity activities	Manager, Corporate communication	2019-2024	4	0	1	2	2	2	7
Total							0.2	2.8	3.4	7.5	6.8	32.4

CORPORATE STRATEGY AND PLANNING DEPARTMENT

Strategy and Planning Division

Strategy	Activity	Expected output	Output indicators	Responsibility	Time frame	Target	Y1	Y2	Y3	Y4	Y5	Total (in Million KES)
Strategic Objective 1: Strengthen Performance Management practices for continual improvement												
1.1: Enhance planning, budget prioritization, monitoring and compliance and reporting.	Coordinate a performance contracting framework	Enhanced performance management Increased efficiency	Annual performance ratings Quarterly reports Compliance reports and certificates	Director, Strategy and Planning	2022-2024	100%	0	0	0	10	9	19
	Undertake monitoring and evaluation of the Commission's projects	Enhanced project implementation Improved reporting	Approved monitoring and evaluation framework No. of completed projects as per TORs Quarterly reports	Director, Strategy and Planning	2019-2024	100%	0	0	0	0.5	10	10.5
	Coordinate reports on budget prioritization	Improved performance	Reports	Director, Strategy and Planning	2019-2024	100%	0	0	0	0	0	0
	Coordinate development and review of the Strategic Plan and annual work-plans	Improved performance	Quarterly reports	Director, Strategy and Planning	2019-2024	100%	0	0	0	0	0	0

Strategy	Activity	Expected output	Output indicators	Responsibility	Time frame	Target	Y1	Y2	Y3	Y4	Y5	Total (in Million KES)
1.2: Establish an innovation culture	Develop and implement a Corporate Innovation Strategy and Annual Innovation Plan.	Improved performance Increased work efficiency	Approved Corporate Innovation Strategy Approved Annual Innovation Plan	Director, Strategy and Planning	2019-24	100%	0	0	0	2	0.1	2.1
Total												36.1

Compliance Division

STRATE- GY	ACTIVITY	EXPECTED OUTPUT	OUTPUT INDICATOR	RESPONSIBILITY	TIME FRAME	TARGET	Y1	Y2	Y3	Y4	Y5	Total (million KES)
Strategic Objective 1: Promote effective and efficient risk management processes to support achievement of the Commission's mandate.												
1.1: Enhance Risk management mechanism	Develop, review and implement Enterprise Risk Management (ERM) Policy and Framework	ERM Policy & Framework reviewed & implemented	ERM Policy & Framework	Director, Strategy and Planning	2019-2024	100%	0	0	0	0	0	0
		Quarterly risk management reports prepared	No. of quarterly risk management reports	Director, Strategy and Planning	2019-2024	100%	0	0	0	0	0	0

STRATE- GY	ACTIVITY	EXPECTED OUTPUT	OUTPUT INDICATOR	RESPONSI- BILITY	TIME FRAME	TARGET	Y1	Y2	Y3	Y4	Y5	Total (mil- lion KES)
		Board, senior manage- ment and staff trained and sensitized on risk management	Report	Director, Strategy and Plan- ning	2019- 2024	100%	0	0	0	2	3	5
		Resourced Compliance and Risk Management Coordination Division	Recruited officer	Director, Strategy and Plan- ning	2019- 2024	100%	0	0	2	0	0	2
	Establish fraud corruption prevention mechanisms.	Developed and reviewed Fraud Prevention Policy and Framework	No. of policy developed and reviewed	Director, Strategy and Plan- ning	2019- 2024	100%	0	0	0	1	1	2
	Enhance controls of management systems in the Commission	ISO 9001:2015 Certifica- tion maintained	ISO 9001:2015 Certificate	Director, Strategy and Plan- ning	2019- 2024	100%	0	0	0	5	5	10
		ISO/IEC 27001:2013 Certified	ISO/IEC 27001:2013 Certificate	Director, Strategy and Plan- ning	2019- 2024	100%	0	0	0	5	5	10
1.2. Improve opera- tional per- formance through business re-engi- neering	Develop and imple- ment a policy on business process reengineering	business process reengi- neering policy developed and implemented	Policy, Im- plementation plan	Director, Strategy and Plan- ning	2019- 2024		0	0	0	5	5	10

STRATE- GY	ACTIVITY	EXPECTED OUTPUT	OUTPUT INDICATOR	RESPONSI- BILITY	TIME FRAME	TARGET	Y1	Y2	Y3	Y4	Y5	Total (mil- lion KES)
	Identify, establish, and report on business re-engineering initiatives	Automated processes	No. of automated processes	Director, Strategy and Planning	2019-2024	100%	0	0	0	0	0	0
Total												39

INTERNAL AUDIT AND RISK ASSURANCE DEPARTMENT

STRATEGY	ACTIVITY	EXPECTED OUTPUT	OUTPUT INDICATOR	RESPONSI- BILITY	TIME FRAME	TARGET	Y1	Y2	Y3	Y4	Y5	Total (in million) KES
Strategy I: Enhance oversight mechanism	Review & implement Audit, Risk & Compliance Committee Charter	Audit, Risk & Compliance Charter reviewed & implemented	Audit, Risk & Compliance Committee Charter	Director, Internal Audit & Risk Assurance	2019-2024	100%	0	0	0	0	0	0
		Committee members Trained/inducted	Training/induction Report	Director, Internal Audit & Risk Assurance	2019-2024	100%	0	0.05	1.2	2	2.5	5.75
Strategy II: Strengthen internal audit and function	Develop, review & implement internal audit strategy & Framework	Internal Audit Strategic Plan developed & implemented	Internal Audit Strategic Plan	Director, Internal Audit & Risk Assurance	2019-2024	100%	0	0	0	1	2	3
		Internal Audit Charter reviewed & implemented	Internal Audit Charter	Director, Internal Audit & Risk Assurance	2019-2024	100%	0	0	0	0	0	0

STRATEGY	ACTIVITY	EXPECTED OUTPUT	OUTPUT INDICATOR	RESPONSIBILITY	TIME FRAME	TARGET	Y1	Y2	Y3	Y4	Y5	Total (in million) KES
		Internal Audit Manual reviewed and implemented	Internal Audit Manual	Director, Internal Audit & Risk Assurance	2019-2024	100%	0	0	0	0.5	1	1.5
		Audit staff, Board, Audit Committee, Senior management and KNATCOM staff trained/inducted	Report	Director, Internal Audit & Risk Assurance	2019-2024	100%	0	0	0.5	1.0	2.0	3.5
	Automate audit processes	Automated audit processes	% of automated processes	ICT Director, Internal Audit & Risk Assurance	2019-2024	100%	0	0	0	0	5	5
Strategy 3: Enhance risk management, governance, and control processes	Conduct risk based audit	Audit report prepared and submitted to Board through Audit Committee	No. of audit report	Director, Internal Audit & Risk Assurance	2019-2024	6	0	0	0	1	2	3
	Advisory/consultancy services	Risk management initiatives coordinated	Report	Director, Internal Audit & Risk Assurance	2019-2024	Need basis	0	0	0	0	0.5	0.5
		Ad hoc assignment carried out and report prepared	Report	Director, Internal Audit & Risk Assurance	2019-2024	Need basis	0	0	0	1	1	2
Total							0	0.05	1.7	6.5	15	24.25

ORPORATION SECRETARY AND LEGAL SERVICES DEPARTMENT

Strategy	Activity	Expected output	Output indicators	Responsibility	Time frame	Target	Y1	Y2	Y3	Y4	Y5	Total (in Million KES)
Strategic Objective 1: Strengthen good governance practices and provide legal guidance to the Commission												
1.1 Enhance compliance with legal, statutory, and contractual agreements	provide secretariat services to the Board of the Commission;	Board Secretariat service provided	Board papers and minutes	Corporation Secretary	2019-2024		0	0	0	0	0	0
	Provide legal guidance on binding agreements	Enhanced enforcement and increased compliance	No. of agreements	Corporation Secretary	2019-2024	100%	0	0	0	0	0	0
	Develop and maintain a contract database	Increased efficiency	Developed and updated contract database	Corporation Secretary	2019-2024	100%	0	0	0	0	0	0
1.2 Strengthen KNATCOM's legal mandate	Review KNATCOM legal instruments Act 2013.	Enhanced mandate	Reviewed KNATCOM instruments	Corporation Secretary	2019-2024	100%	0	0	0.2	4.5	4.5	9.2
Total							0	0	0.2	5.2	5	9.2

SUPPLY CHAIN MANAGEMENT DIVISION

Strategy	Activity	Expected Output	Output Indicators	Responsibility	Time Frame	Target	Y1	Y2	Y3	Y4	Y5	Total (in Million Ksh)
Strategic Objective 1: Enhance efficiency and effectiveness of the Commission's supply chain processes												
1.1. Enhance Supply Chain Management	Review Procurement Policy and Procedure Manual	Policy and procedure manual developed and being implemented	% of Development and Implementation	Head of Procurement	2019-2024	100%	0	0	0.6	0.1	0.5	1.2

Strategy	Activity	Expected Output	Output Indicators	Responsibility	Time Frame	Target	Y1	Y2	Y3	Y4	Y5	Total (in Million Ksh)
	Prepare and submit periodic reports in the prescribed legal and statutory formats.	Periodic reports submitted	timely periodic reports	Head of Procurement	2019-2024	100%	0	0	0	0	0	0
	Implement the Public Procurement & Asset Disposal Act, 2015 processes and procedures	Suppliers of various categories registered bi-annually as guided by the Law	List of pre-qualified suppliers registered	Head of Procurement	2019-2024		0	0	1.0	0.2	1.0	2.2
		Annual Procurement Plan developed at the commencement of every financial year and implemented	Annual procurement plan developed & implemented	Head of Procurement	2019-2024		0	0	2.0	1.7	2.0	5.7
		Obsolete and unserviceable assets disposed as guided by the PPDA, 2015	List of obsolete/unserviceable assets disposed	Head of Procurement	2019-2024		0	0	0.5	0.5	0.5	1.5
		Sensitization conducted for special groups in collaboration with SHS STEP, and Culture programmes	List of Special groups sensitized				0	0	0.2	0.5	0.3	1.0
		Quarterly and Annual stock reports done as guided by the PPADA, 2015	Quarterly Stock reports	Head of Procurement	2019-2024		0	0	0	0	0	0

Strategy	Activity	Expected Output	Output Indicators	Responsibility	Time Frame	Target	Y1	Y2	Y3	Y4	Y5	Total (In Million Ksh)
Comply with Statutory Requirements	Prepare and submit quarterly reports to PPRA Prepare & Submit quarterly Reports on Local Content to Ministry of Industrialization	Statutory reports to PPRA, Ministry of Trade and to NCPWD submitted on time as required	Quarterly reports submitted	Head of Procurement	2019-2024		0	0	0	0	0	0
Total							0	0	4.3	3.0	4.3	11.6

Annex 3. Logical Framework

DIRECTORATE OF PROGRAMMES

Education Programme

Overall Goal: Peace and sustainable development through inclusive, equitable quality education and lifelong learning

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Objective 1: Promote inclusive, equitable, quality education and lifelong learning opportunities.	% reduction of dropout rate in target regions % increase in participation of boys and girls in basic education and TVET institutions	Education statistical booklet	Support and goodwill by key stakeholders at the county and institutional levels
Output1. 1 Inclusion and advancement of rights including in crisis -affected contexts enhanced	% increase in participation of boys and girls in basic education and TVET institutions including in crisis affected areas	Institutional data in target regions	Support and goodwill by key stakeholders at the county and institutional levels
Outputs: 100 teachers working with adults in conflict with the law trained on andragogy skills	Number of teachers trained	Concept note, programme, approved budget, Participants list, workshops reports,	available funds, goodwill of stakeholders
Inputs: Finances, Human resource and Stationery			
Output 2: 60 teachers educators trained on gender responsive pedagogy	Number of Teachers trained on gender responsive pedagogy	Concept note, programme, approved budget, Participants list, training reports, papers presented	available funds, cooperative/goodwill of stakeholders
Input: Finances, Human resource, and Stationery			
Output 3: 60 teachers sensitized to support uptake of TVET among young people	Number of teachers sensitized	Concept note, programme, approved budget, Participants list, forums reports, papers presented	available funds, goodwill of stakeholders
Input: Finances, Human resource, and Stationery			

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Output 4: 2 forums held to sensitise stakeholders in higher education on the convention on recognition of higher education and importance of ratification	Number of sensitization forums held	Concept note, programme, approved budget, Participants list, workshops, reports	available funds, good will of stakeholders
Input: Finances, Human resource and Stationery			
Outcome 5. 2 National coordination for the achievement of SDG 4 and CESA 2016-25	Final Monitoring and evaluation framework in place	Workshop reports M&E framework Document	Technical contribution from Ministry departments, agencies and SAGAs Financial support from partners and MDAs
Output 6: 2 Forums held on monitoring and reporting framework on SDG 4 Education and CESA 2016-2025	Number of forums held	Concept note, programme, approved budget, Participants list, reports M&E framework document	Technical contribution from Ministry departments, agencies and SAGAs Financial support from partners and MDAs
Input: Finances, Human resource and Stationery			
Output 7: One Research carried out on UNESCO education thematic areas and findings disseminated	Number of researches carried out	Concept note, programme, approved budget, Participants list, reports Research report Policy brief in place	Availability of funds, support from stakeholders
Input: Finances, Human resource and Stationery			
Output 8: One UNESCO network work established to improve the production of of scientific knowledge and research	Number of UNESCO network established	Concept note, programme, approved budget, Participants list, reports UNESCO Network registration confirmation	Application by eligible organisations and individuals Timely feedback from UNESCO
Input: Finances, Human resource and Stationery			

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Objective 2 Inclusive, just and peaceful societies built by promoting Global citizenship education	% reduction of incidences of cases of violence involving learning institutions at all levels	Data on cases of violence by NCIC MoE data on cases of violence in learning institutions	Effective cooperation from state and non-state actors in peacebuilding Availability of funds
Output 1.1: Promote inclusion and address discrimination, hate speech and stereotypes	% reduction of incidences of cases of violence involving learning institutions at all levels	MoE data on cases of violence in learning institutions	Effective cooperation from state and non-state actors in peacebuilding Availability of funds
Output 2: 100 teacher educators trained on integration of Education for Sustainable Development and Global Citizenship Education	Number of teacher educators trained	Concept note, programme, approved budget, Participants list, training reports	Availability of funds, support from stakeholders
Input: Finances, Human resource and Stationery			
Output 3: Advocacy and knowledge sharing Forums on UNESCO education thematic areas for academia, practitioners and other stakeholders organized	number of forums organized	Concept note, programme, approved budget, Participants list, reports	Availability of funds, support from stakeholders
Input: Finances, Human resource and Stationery			
Output 4: 100 ASPNet Patrons in primary, secondary, TVET and TTCs trained on GCED and ESD innovative approaches	Number of Patrons Trained	Concept note, programme, approved budget, Participants list, reports	Availability of funds, support from patrons and stakeholders
Input: Finances, Human resource and Stationery			
Output 5: Biennial reward system for best teachers and institutions in ASPnet in promotion of peace and sustainable development operationalised	Guidelines for the awards in place Biennial award conferences/ forums held	Concept note, programme, approved budget, Participants list, Guidelines for the award, reports	Availability of funds, support from stakeholders
Input: Finances, Human resource and Stationery			

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Output 6: Two workshops on integration of GHA into the curriculum held	Number of workshops held Number of panel members engaged	Concept Note Approved budget Workshop reports Finalized Curriculum designs	Budgetary provision for the activity Support from partners
Input: Finances, Human resource and Stationery			
Objective 3: A technological environment through development of digital skills fostered	Enhanced capacity on ICT among SNE and ECDE teachers	Data on ICT capacities	Support from SNE and ECDE stakeholders Availability of funds Accessibility to Computer workshops
Output 1: 60 ECDE and SNE Teachers capacity built on ICT	Number of ECDE and SNE Teachers Trained on ICT	Concept note, programme, approved budget, Participants list, reports	Support from SNE and ECDE stakeholders Availability of funds Accessibility to Computer workshops
Input: Finances, Human resource and Stationery			

Natural Sciences Programme

Overall goal: Sustainable societies and protection of the environment through the science, technology, innovation and the natural heritage

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Goal: Increased uptake and application of science for peace and sustainable development	Increase use of science in policy making and development Increased uptake of STI Increased enrolment in STEM subjects in the universities Improved protection of ecosystem and conservation Increase in tourism Improved livelihood from sustainable utilisation of natural resources	National science related policies Number of national scientific publications and patents Number of STEM students in colleges and universities KSCE national mean grades in STEM subjects Tourism statistics National poverty index Tracer studies	Sustained peace throughout the country Increased funding for scientific research and development Timely release of capitation 100% transition from primary to secondary schools College and University placement for all qualified students
Objective 1.1: Ensure inclusive and equitable quality education to reduce inequalities and promote learning and creative societies leveraging on the digital era	Science applied in natural resource conservation and management Increase in number of research undertaken Number of STEM schools reached Policy briefs developed	State of the Environment reports Poverty indicators Happiness Indices KUCCPS enrolment data Engineers Board of Kenya (EBK) data on graduate engineers	Government supportive of KNATCOM's mandate including adequate financial allocation Favourable policies in place in support of sustainable development Security agencies are effective Good government fiscal policies that address poverty and resource use
Output 1: Capacity of 150 STEM secondary school teachers and 75 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 No budget cuts
Inputs: Finances, Human resource, and Stationery			

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Output 2: 600 Secondary school students sensitized on STEM subjects	Number of students sensitized	Concept note, attendance list and activity report improved grades in STEM sciences Increased number of innovations/App development	Release of funds not delayed, 100% attendance, favourable government regulations Sufficient pool of mentors No budget cuts
Inputs: Finances, Human resource, and Stationery			
Output 3: 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
Inputs: Finances, Human resource, and Stationery			
Output 4: 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
Inputs: Finances, Human resource, and Stationery			
Output 5: 2 Status report of biosphere reserves 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
Inputs: Finances, Human resource, and Stationery			

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Output 6: 2 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
Inputs: Finances, Human resource, and Stationery			
Output 5: Capacity of 100 MCDA personnel and local communities on mainstreaming STI in climate action, biodiversity, water, and ocean 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 No budget cuts
Inputs: Finances, Human resource, and Stationery			
Output 6: 3 MAB Youth Forums established around UNESCO Biosphere Reserves and capacity developed	Number of MAB Youth Forums No of members sensitized	Concept Note Invitation letters Attendance lists Activity reports National MAB Youth Forum status report	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
Inputs: Finances, Human resource, and Stationery			
Output 7: Organize 4 forums to celebrate International Days	Number of forums	Concept note Invitation letters List of participants Activity/proceedings reports	Release of funds not delayed, Cooperative communities and partners Adequate manpower Well organised community groups

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Inputs: Finances, Human resource, and Stationery			

Social and Human Sciences Programme

Overall Goal: Sustainable social development enhanced through promotion of standards and best practices in sports, inter-cultural dialogue and ethical principles

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Goal: Sustainable social development enhanced through promotion of standards and best practices in sports, inter-cultural dialogue and ethical principles	% increase in 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	Political goodwill A peaceful and secure environment
Objective: To promote standards and best practices in sports, inter-cultural dialogue and ethical principles	% increase in number of stakeholders sensitized in standards and best practices in sports, inter-cultural dialogue and ethical principles	National Statistics Annual reports Quarterly reports	Cooperation of stakeholders Political goodwill A peaceful and secure environment Timely release of funds
Output: 148 sports stakeholders capacity built on the UNESCO Conventions against doping in sports and the UNESCO Charter on physical education, physical activity, and sports	Number of sports stakeholders 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
Input: Finance, human and materials			
Output: 3 International Days of Sport for Development and Peace marked	Number of International Days of Sport for development and Peace marked	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
Input: Finance, human and materials			

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Output: 100 stakeholders' capacities built on intercultural dialogue	Number of stakeholders' 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
Input: Finance, human and materials			
Output: 2 research undertaken on social transformations and development	Number of research carried out on social transformations and development	Proposal and research tools Research report Report of the dissemination workshop Registration lists Invitation letters Approved activity documents	Cooperation from respondents Truthful and honest respondents Timely release of funds
Input: Finance, human and materials Output: 3 celebrations on International Day of Peace marked	Number of International Days of Peace marked	Training documents/ notes, where applicable Report of the workshop Registration lists Invitation letters Approved activity documents	Cooperation of the management of targeted institutions Timely release of funds
Input: Finance, human and materials			
Output: 3 capacity building workshops held on UNESCO Future Literacy and Inclusive Policy Labs initiatives	Number of UNESCO future literacy and inclusive policy labs workshops 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
Input: Finance, human and materials			
Output: 2 Stakeholder forums organized on UNESCO's General History of Africa (GHA)	Number of stakeholder forums organized on GHA	Training documents/ notes, where applicable Report of the forums Registration lists Invitation letters Approved activity documents	Cooperation of the management of targeted institutions Timely release of funds Availability of experts
Input: Finance, human and materials			

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Output: 3 Slave Routes dossiers submitted to UNESCO	Number of dossiers submitted to UNESCO	Mapping report Registration lists Invitation letters Dossiers Approved activity documents	Cooperation from the targeted stakeholders Timely release of funds Availability of experts
Input: Finance, human and materials			
Output: 2 gender equality strategies workshops held	Number of workshops held	Training documents/ notes, where applicable Report of the workshop Registration lists Invitation letters Approved activity documents	Cooperation from the targeted stakeholders Timely release of funds Availability of experts
Input: Finance, human and materials			
Output: 350 youth engaged through organization of youth engagement forums	Number of youth engaged	Training documents/ notes, where applicable Report of the forums Registration lists Invitation letters Approved activity documents	Cooperation of the management of targeted institutions Timely release of funds
Input: Finance, human and materials			
Output: 550 youth capacity built on Student Training on Entrepreneurial Promotion for Youth (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
Input: Finance, human and materials			
Output: 120 UNESCO Clubs stakeholders capacity built	Number of UNESCO Club stakeholders sensitized	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
Input: Finance, human and materials			

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Output: 2 sensitization forums organized on ethical issues associated with Artificial Intelligence	Number of sensitization forums held on ethical issues associated with Artificial Intelligence	Training documents/ notes where applicable Report of the workshop Registration lists Invitation letters Approved activity documents	Cooperation of the management of targeted institutions Timely release of funds
Input: Finance, human and materials			
Output: 60 senior public hospital staff sensitized on the establishment of Hospital Ethics Committees (HECS)	Number of senior public hospital staff sensitized on the establishment of hospital ethics committees (HECS)	Training documents/ notes where applicable Report of the workshop Registration lists Invitation letters Approved activity documents	Cooperation of the management of targeted institutions Timely release of funds
Input: Finance, human and materials			
Output: 170 Hospital Ethics Committee members capacity built in line with UNESCO guidelines on Bioethics	Number of Hospital Ethics Committee members capacity built in line with UNESCO guidelines on bioethics	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
Input: Finance, human and materials			
Output: 150 Institutional Scientific Ethics Committee members capacity built in line UNESCO guidelines on Bioethics	Number of Institutional Scientific Ethics Committee members capacity built in line UNESCO guidelines on bioethics	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
Input: Finance, human and materials			
Output: 2 research studies undertaken on bioethics	Number of research undertaken on bioethics	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
Input: Finance, human and materials			

Overall goal: Enhanced protection & promotion of the diversity of heritage & cultural expressions

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Goal 1: Strengthen capacities to identify, protect, safeguard, promote and manage tangible and intangible heritage	Capacities to identify, protect, safeguard, and manage tangible and intangible heritage strengthened.	Workshop reports Periodic reports	Political good will Stakeholders' commitment A Peaceful and secure environment
Objective: 1.1 Improve Sustainable Management of Heritage in Kenya	Number of stakeholders capacity built on management of heritage in Kenya	Workshop reports, Lists of participants	Commitment by stakeholders Good will of stakeholders Stable economic environment
Output 1: 120 stakeholders' capacity built on conservation and protection of tangible heritage	Number of stakeholders' capacity built	Report of stakeholder workshops List of participants	Stakeholders will attend the workshop
Inputs: Finances, Human resource, and Stationery			
Outputs 2: 50 stakeholders' capacity build on safeguarding of intangible heritage	Number of stakeholder capacity built	Workshops reports List of participants	Funds will be released
Inputs: Finances, human resources, and stationaries			
Outputs 3: 3 cultural elements / properties digitally inventoried	Number of cultural elements / properties digitally inventoried	Identify and digitized the inventory of elements / properties	Communities will collaborate
Inputs: Finances, Human resource, and Stationery			
Outputs 4: Awareness raised for 75 stakeholders on ratification of unratified UNESCO Conventions	Number of stakeholders capacity built	Workshops reports List of participants	Stakeholders will attend the workshop
Inputs: Finances, Human resource, and Stationery			
Output 5: 90 stakeholders sensitized on the preservation, documentation, and promotion of endangered indigenous languages in Kenya.	Number of stakeholders sensitized.	Workshops reports List of participants Concept notes	Stakeholders will attend the workshop
Inputs: Finances, Human resource, and Stationery			

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Output 6: 3 Heritage Site branded	Number of 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
Inputs: Finances, Human resource, and Stationery			
Objective 1. 2: Enhance intercultural dialogue and rapprochement of cultures in Kenya	Number of celebration/festivals held and organized.	Reports of the celebrations/festivals	Stakeholder commitment/ cooperation and goodwill Conducive political environment
Output 1: 1 intercultural dialogue fora for purposes of peaceful existence and appreciation of cultural diversity conducted	Number of intercultural dialogue fora organized	Minutes of meetings, reports, list of participants	Stakeholders will collaborate
Inputs: Finances, Human resource, and Stationery			
Output 2: 1 KNATCOM National Cultural Celebrations organized	Number National Culture celebrations organized	Celebration reports List of participants	Participants will attend
Inputs: Finances, Human resource, and Stationery			
Output 3: 150 youth sensitized on cultural values and ethics.	Number of youths sensitized	Workshop Report List of participants	Funds will be availed
Inputs: Finances, Human resource, and Stationery			
Output 4: 6 UNESCO international Culture days Celebrated	Number of international days celebrated	Report List of participants	Stakeholders will attend
Inputs: Finances, Human resource, and Stationery			
Objective 1. 3: Strengthen capacities to protect and promote the diversity of culture expressions through dynamic and inclusive cultural & creative industries	Number of stakeholders sensitized.	Workshop Reports List of participants	Commitment of stakeholders Conducive environment

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Output 1: 150 Stakeholders sensitized on protection and promotion of the diversity of cultural expression for sustainable development.	Number of stakeholders	Report List of participants	Stakeholders will attend Funds will be availed
Inputs: Finances, Human resource, and Stationery			
Output 2: 300 Stakeholder's capacities for the promotion of inclusive culture and creative industries for sustainable development built	Number of Stakeholders sensitized	Reports Lists of participants Concept notes	Stakeholders will attend Funds will be availed
Inputs: Finances, Human resource, and Stationery			
Output 3: Capacity for 3 cities on UNESCO Creative Cities Network UCCN built and one city supported to apply to apply to join	Number of stakeholders in 3 cities trained. One city facilitated to apply to be accredited in UNESCO	Letters of communication with institutions involved	Willingness of institutions to collaborate
Inputs: Finances, Human resource, and Stationery			
Objective 1.4 Enhance intellectual collaboration and linkages for promotion, safeguarding of culture and fostering creativity.	Number of conferences and seminars organized.	Conference and seminar reports Lists of participants	Conducive political environment Commitment by stakeholders and participants
Output 1: 3 Culture conferences and seminars to promote intellectual collaboration and linkages for safeguarding of culture and heritage organized	Number of conferences and seminars organized.	Conference and seminar reports Lists of participants	Commitment by stakeholders and participants
Inputs: Finances, Human resource, and Stationery			
Output 2: 90 stakeholders sensitized on the preservation, documentation, and promotion endangered indigenous languages in Kenya.	Number of stakeholders sensitized.	workshop reports Lists of participants	Commitment by stakeholders and participants
Inputs: Finances, Human resource, and Stationery			
Output 3: 3 linkages established with institutions in promotion and safeguarding of culture and heritage.	Number of linkages	Linkages with institutions established	Commitment by stakeholders and institution, Stakeholders' goodwill
Inputs: Finances, Human resource, and Stationery			

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Goal 2: Develop standards and frameworks for measuring progress towards 2030 Agenda for sustainable development	Standards and frameworks for measuring progress towards 2030 Agenda for sustainable development developed	Workshop reports Research standards for measuring cultural statistics	Stakeholders will collaborate with the commission
Objective 2: Strengthen capacities to promote, monitor and measure the contribution of culture to the implementation of the 2030 Agenda for sustainable development	Number of institutions and county governments sensitized	Sensitization reports Lists of participants	Willingness of institutions to collaborate Collaboration by county governments to undertake the activity
Output 1: 50 stakeholders sensitized on UNESCO 2009 Framework for Cultural Statistics and 2030 Culture indicators to improve availability of national cultural statistics	Number of stakeholders sensitized. Number of counties with cultural statistics.	Sensitization reports List of participants	Willingness of institutions to collaborate Collaboration by county governments to undertake the activity
Inputs: Finances, Human resource, and Stationery			

Communication and Information Programme

Overall Goal: increased freedom of expression, media development and access to information and Knowledge

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Objective: Build inclusive, just and peaceful societies by promoting freedom of expression	% of increase in freedom of expression	National statistics	Political good will
Output: Capacity of 150 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) enhanced	Number of media professionals and stakeholders trained 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 trained on the Safety of Journalists	Security in the country Cooperation from partners

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Inputs: Finances, human resources and materials			
Output: 5 forums on freedom of expression, access to information and media development co-organised	Number of forums co-organised	Report on the forums Approved documents	Corporation from partners
Inputs: Finances, human resources and materials			
Output: Capacity of 30 journalists from community media enhanced in editorial formatting and content development	Number of media employees (journalists) trained on content development	Training reports List of participants	Cooperation from partners
Inputs: Finances, human resources and materials			
Objective 2: Foster a technological environment in the service of humankind through the development and dissemination of knowledge and skills and the development of ethical standard	% of increase in media development and access to information	ICT related policies	Conducive political environment
Output: Capacity of 150 youth on emerging technologies and AI enhanced	Number of youths trained on Emerging technologies	Training reports Innovations	Cooperation from partners
Inputs: Finances, human resources and materials			
Output: 5 forums for media and information literacy co-organised	Number of forums on Media and Information Literacy Co-organised	Forum reports Invitational letters Approved documents	Cooperation from partners
Inputs: Finances, human resources and materials			
Output: Capacity of 100 preservation professionals on preservation of documentary heritage enhanced	Number of Preservation Officers trained	Training reports	Cooperation from partners
Inputs: Finances, human resources and materials			
Output: Identification of documentary heritage in 25 counties.	Number of Counties where identification of Documentary Heritage is conducted	MoW register nominations	Cooperation from partners
Inputs: Finances, human resources and materials			

DIRECTORATE OF RESEARCH AND RESOURCE MOBILIZATION

Partnerships and Resource Mobilization Department

Overall Goal: Efficient and effective partnership and resource mobilization strategies for the Commission

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Goal: Increase Partnerships and resources to the Commission	% of partnerships and amount of resources mobilized	National budget records and partnership agreements	Goodwill from partners
Objective 1.1: To promote efficient and effective partnership and resource mobilization strategies for the Commission	% of partnerships and amount of resources mobilized	Annual budget and financial statements Resource mobilization reports	Cooperation from partners.
Output 1: Resource mobilization policy developed and framework implemented	Development and implementation of the resource mobilization framework and policy	Resource mobilization and framework and policy document	Internal capacity to draft policies Timely release of funds
Inputs: Finances, human resource and stationery			
Output 2: 20 staff trained on grant and proposal writing	Number of grants and proposals written	Training report Grants and proposal documents. Activity approval documents	Availability of staff for training Timely release of funds
Inputs: Finances, human resource and stationery			
Output 3: 10 funding proposals written in response to funding calls	Number of funding proposals written	Funding proposals	Capacity of staff in proposal writing Timely release of funds
Inputs: Finances, human resource and stationery			
Output 4: 2 forums organized to negotiate possible funding	Number forums organized	Report of the forums Invitation letters	Timely release of funds

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Output 5: enhanced Public Private Partnerships	Enhanced Public Private Partnership	Reports on Public Private Partnerships	Cooperation from public and private institutions Timely release of funds
Inputs: Finances, human resource and stationery			
Output 6: 20 potential partners relevant to the Commission identified and engaged	Number of partners identified and engaged	Data base of Commission partners	Partners will agree to collaborate
Inputs: Finances, human resource and stationery			
Output 7: 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 favorable
Inputs: Finances, human resource and stationery			

Research and Consultancy Department

Overall goal: Effective and efficient mechanisms for research, knowledge and information resources dissemination and consultancy for peace, sustainable development, and intellectual collaboration

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Goal: increase the uptake of research, knowledge and information resources dissemination and consultancy for peace, sustainable development, and intellectual collaboration	Increase in research outputs Increase in consultancy bids Increase in capacity for research Increase in number of publications in peer reviewed journals Sustained publication of the KNATCOM journal Increase use of science in policy making and development	Number of scientific publications and Number of research conducted Number of KNATCOM journal issues Number of policy briefs and related policies informed by research Number of staff trained Number of policies developed	Sustained peace throughout the country Increased funding for scientific research and development Timely release of capitulation Organizations willing to enlist the services of KNATCOM Increased funding for publication of the journal

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Objective 1.1. : To develop a framework for increased research capacity and uptake, knowledge generation and intellectual collaboration for peace and sustainable development	Increase in number of research undertaken Research Policy developed Report on KNATCOM data needs produced Capacity needs assessment undertaken	Policy briefs Research findings translated into policies and decision making in the areas of education, sciences, culture and communication and information Training certificates	Government supportive of KNATCOM's mandate including adequate financial allocation Favourable policies in place in support of sustainable development Security agencies are effective to safeguard research activities Good government fiscal policies that address fiscal requirements and allocation for research
Output 1: KNATCOM Research Policy developed and operationalized	Approved Research Policy Implementation plan of the policy % Achieved with implementation	Concept note, Research Policy Appointment Letters Minutes of meetings	100% attendance, sufficient human capacity to develop the policy No budget cuts
Inputs: Finances, Human resource, and Stationery			
Output 2: KNATCOM's data needs and priorities across programmes documented in collaboration with the KNBS and the UNESCO Institute of Statistics	% data needs and priorities Review of data needs and report prepared	Concept note, attendance list Report on data needs of the Commission Number of meetings held Correspondence and meetings with KNBS and UIS	Release of funds not delayed, 100% attendance, favourable government regulations Timely feedback from partners No budget cuts
Inputs: Finances, Human resource, and Stationery			
Output 3: capacity needs assessment undertaken and capacity of 40 staff developed in research proposal writing, research ethics, research methodology, research paper preparation, policy briefs, consultancy	Capacity needs assessment report produced Number of staff trained	Capacity needs assessment report Memo on training Attendance lists Training report	Funding to support the process are available Staff are available for the training Training facilitators with necessary qualifications and capacity are engaged
Inputs: Finances, Human resource, and Stationery			

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Objective 1.2: To enhance information and knowledge sharing mechanisms for informed decision making	Increase in number of KNATCOM reports and peer review publications Timely publication of the Journal of the Kenya National Commission for UNESCO	Well written reports Papers from research findings KNATCOM Journal	Government supportive of KNATCOM's mandate including adequate financial allocation Favourable policies in place in support of sustainable development Security agencies are effective to safeguard research activities Good government fiscal policies that address fiscal requirements and allocation for research
Output 1: An inventory of KNATCOM's peer review publications maintained	Collation of peer review publications by programmes	Database of publications	All programmes are receptive and supportive of the process Funding to support the process are available
Inputs: Finances, Human resource, and Stationery			
Outputs: 2 issues of Journal of the Kenya National Commission for UNESCO published	Number of issues of the journal	Concept notes Calls for manuscripts Progress reports Data base reviewers Minutes from Journal Committee meetings Invoices from printers Journal distribution list	Release of funds not delayed, sufficient engagement from reviewers Printing company is efficient and professional
Inputs: Finances, Human resource, and Stationery			
Objective 1.3 : To enhance the institutional capacity to undertake consultancy in UNESCO areas of competence for knowledge and expertise flow, resource mobilization, peace, and sustainable development	Number of staff sensitized on Consultancy policy Number of staff trained in consultancy Increase in number of consultancy bids made Consultancy Policy developed	Reports Letters of appointment for consultancy committee for each bid Database of experts Copies of Consultancy bids	Government supportive of KNATCOM's mandate including adequate financial allocation Favourable policies in place in support of sustainable development The experts can deliver based on professionalism

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Output 1: the KNATCOM's Consultancy policy developed and implemented	Approved Consultancy Policy Implementation plan of the policy % Achieved with implementation	Concept note, Research Policy Appointment Letters Minutes of meetings Number of consultancy bids	100% attendance, sufficient human capacity to develop the policy No budget cuts
Inputs: Finances, Human resource, and Stationery			

Resource Centre

Overall Goal: Enhanced knowledge sharing

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Goal: Enhance efficient and effective information resources management for knowledge sharing	% increase in access to information for knowledge sharing % improvement in access to both print and electronic information resources	Approved activity documents Website update	Timely release of funds Stakeholder goodwill Adequate manpower
Objective 1.1: To promote efficient and effective information resources management for knowledge sharing	Number of products and services accessed via Kenya Libraries and Information Services Consortium –(KLISC)	Approved activity documents	Stakeholder goodwill Timely release of funds
Output 1: 4 products and services accessed via KLISC	Number of products and services accessed via KLISC	Approved activity documents	Stakeholder goodwill Timely release of funds
Inputs: Finances, Human resource and materials			
Output 2: 100% developed and implemented the Resource Centre Policy and Procedure Manual	% development and implementation of the Resource Centre Policy and Procedure Manual	Resource Centre policy	Stakeholder goodwill
Inputs: Finances, Human resource and materials			

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Output 3: 8,000 processed information materials in the Resource Centre	Number of processed information materials in the Resource Centre	KOHA System generated reports	Adequate manpower
Inputs: Finances, Human resource and materials			
Output 4: 100% automation of print information resources (KOHA)	Number of modules accessible on KOHA	Approved activity documents KOHA System generated reports	Adequate manpower Cooperation from partners
Inputs: Finances, Human resource and materials			
Outputs 5: 100% subscription to relevant electronic resources	Number of electronic databases accessible at the Commission	Approved activity documents Website update	Cooperation from partners Timely release of funds
Inputs: Finances, Human resource and materials			
Output 6: 100% acquisition of a software that can facilitate off-site access to the electronic resources, an RFID security system and anti-plagiarism software	Number of software's and systems acquired	Approved activity documents System generated reports	Cooperation from partners Timely release of funds
Inputs: Finances, Human resource and materials			
Output 7: 100% acquisition of Resource Centre furniture, books, computers, photo albums and signages	Number of furniture, books, computers, photo albums and signages	Approved activity documents List of items	Timely release of funds
Inputs: Finances, Human resource and materials			
Output 9: 15 stakeholders sensitized on the antiplagiarism software	Number of stakeholders sensitized	Approved activity documents List of participants	Adequate manpower Cooperation from stakeholders
Output 10: 35 stakeholders sensitized on the Online Public Access Catalogue (OPAC)	Number of stakeholders sensitized	Approved activity documents List of participants	Adequate manpower Cooperation from stakeholders

CORPORATE SERVICES DEPARTMENT

Human Resource and Administration Division

Overall Goal: Improved Human Resource and Infrastructural capacities of the Commission

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Goal: To strengthen the human resource capacity of the Commission			
Objective 1.1 : To Improve the human resource capacity of the Commission			
Output 1: 100% reviewed and implemented human resource instruments;	% review and implementation of HR instruments	HR Data base (No. of Monthly payrolls generated, Statutory & voluntary remittance documentation)	Timely availing of funds
Inputs: Administrative Cost, human capital, approvals, and finances.			
Output 2: 100% reviewed and implemented Staff Rewards and Sanctions Policy	% of the reviewed and implemented policy	Revised policy, approvals, reports	Availability of funds & Approvals
Inputs: Administrative Cost, human capital, approvals, and finances.			
Output 3: 47 additional staff recruited and inducted	No of staff recruited	Approved Establishment; Approval Correspondences; Budgets; Recruitment processes; employment Contracts.	Availability of funds & Approvals
Output 4. 100% coordinated staff performance appraisals	% of coordinated staff performance appraisals.	Appraisals Forms	Timely availability of funds.
Inputs: Administrative Cost, human capital, approvals, and finances.			
Output 5: 100 % Developed and implemented human resource skills development plan;	% of developed and implemented human resource skills development plan	Records	Timely availability of funds
Output 6: 100% Coordinated healthy employee relations and staff welfare;	% of coordinated employee relations	Records.	Timely availability of funds

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Output 7: 60 nos coordinated internships and student attachments programmes; and	No of interns and attaches	Records.	Timely availability of finance and space
Output 8: 100% German Volunteers facilitated thro' the Kulturweit Programme.	% of the German Volunteers facilitated	Implementation Agreements Reports	Cordial Bilateral relationship between Kenya & Germany.
Inputs: Administrative Cost, human capital, approvals, and finances.			
Enhance workplace safety and security.			
Output 1. 100% developed and implemented Fleet Management Policy and Procedures Manual	% of developed and implemented Fleet Management Policy and Procedures Manual	Records	Timey availability of funds
Output 2. 100% KNATCOM Fleet secured	% KNATCOM Fleet secured	Records	Timey availability of funds
Output 3. 100% repairs and maintenance of KNATCOM Fleet	% of KNATCOM Fleet repaired and maintained	Records	Timey availability of funds
Output 4. 100% efficiency and effectiveness of fuel management	% of fuel management efficiency and effectiveness.	Records	Timey availability of funds
Output 4. 100% KNATCOM trained drivers	% of KNATCOM trained drivers	Records.	Timey availability of funds
Enhance workplace safety and safety			
Output 1. 100% developed, implemented and reviewed work, Health and safety policy	% of developed, implemented and reviewed work, Health and safety policy	Records	Timey availability of funds
Output 2. 100% Developed, implemented and reviewed workplace policy on Road Safety Mainstreaming	% of developed, implemented and reviewed workplace policy on Road Safety Mainstreaming	Records	Timey availability of funds
Goal: To improve the infrastructural capacities of the Commission			
Output 1. 100% Procured office equipment and furniture	% of office equipment and furniture procured	Asset register	Availability of funds & Approvals

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Inputs: Administrative Cost, human capital, approvals, and finances.			
Output: 2. no Procured vehicle	No. of vehicles procured	Logbook	Availability of funds & Approvals
Inputs: Administrative Cost, human capital, approvals, and finances.			
Output: 3. Undertake renovations	Area of space renovated.	Project completion Certificate	Availability of funds & Approvals
Output 4. 100% acquisition of insurance for KNATCOM Assets	% of acquisition of insurance cover for KNATCOM Assets	Approvals Records Insurance certificates.	Availability of funds & Approvals
Inputs: Administrative Cost, human capital, approvals, and finances.			
Output: Land acquired.	acreage of Land acquired.	Board Papers Approvals. Survey Reports Title Deed	Availability of funds & Approvals
Inputs: Administrative Cost, human capital, approvals, and finances.			

Finance and Accounts Division

Overall Goal: Overall Goal: Enhanced Prudent management of financial resources as per existing legal and regulatory frameworks.

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Goal: 1. Enhance Prudent Financial Management	% improvement in prudent financial management	Finance and Accounts Policy and Procedures Manual	Goodwill from staff Compliance to Laws and regulations
Objective: Improve financial management	Compliance to the Finance and Accounts Policy and procedures Manual	Reviewed & implemented Finance and Accounts Policies and Procedures Manual Financial Reports	Compliance to Laws and regulations

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Output: 100% Reviewed and implemented Finance & Accounts Policy and Procedures Manual	% Finance & Accounts Policy and Procedures Manual Reviewed % Finance & Accounts Policy and Procedures Manual implemented	Approved re-viewed Finance & Accounts Policy and Procedures Manual	Goodwill from staff Compliance to Laws and regulations
Output: 100% Prepared and submitted Quarterly and Annual report and Financial Statements	% Quarterly and Annual report and Financial Statements prepared and submitted	Annual and quarterly reports submitted	Reports prepared as per existing legal and regulatory frameworks
Inputs: human capital, approvals, and finances.			
Goal 2: Promote Efficient Financial Planning and Budgeting.	% Improvement in efficient financial planning and budgeting	Approved, implemented and monitored budgets	Compliance to Laws and regulations Expected grants, receipts and expenses remain
Objective: Improved financial planning and budgeting	Budgeting and Budgetary Control achieved	Approved, implemented and monitored budgets	Expected grants, receipts and expenses remain Compliance to Laws and regulations
Output: 100% Financial Reports and Budgets prepared	% Budgeting and Budgetary Control achieved	Approved Budgets Financial Reports	Compliance to Laws and regulations Expected grants, receipts and expenses remain
Inputs: human capital, approvals, and finances.			
Goal 3: Enhance prudent Asset Management	% Developed and approved asset management policy and Assets Register	Asset Management policy and asset register	Compliance to Laws and regulations Goodwill from staff
Objective: Improved management of assets and liabilities	Develop and maintain an assets policy and asset register	Up-to-date assets and liability register and Approved Asset Management Policy	Compliance to Laws and regulations Goodwill from staff
Output: 100% prepared and developed Asset management policy	% Asset management policy Developed and approved % Assets and liabilities register developed and maintained	Up-to-date assets and liability register Approved Asset Management Policy	Goodwill from staff Compliance to Laws and regulations
Inputs: human capital, approvals, and finances.			

Information Communication Technology Division

Overall Goal: Enhanced efficiency, effectiveness, and compliance in the commission by use of ICT Systems and processes in service delivery

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Goal: Leverage on ICT to enhance efficiency and effectiveness service delivery	% Increase in efficiency and compliance	Reports, Implementation Plan, Approvals	Staff will embrace change & funds will be available
Objective 1.1: To Improve the commission's ICT Infrastructure	Increased efficiency	ICT equipment acquired	Timely release of funds
Output 1: 100% acquired and configured requisitioned ICT equipment and software as per user needs	% of requisitioned equipment and software acquired and implemented	Acquired Equipment's, Reports, implementation report	Staff will embrace change Cooperation from partners
Inputs: Finances, procurement, human capital, stationery			
Output 2: all hardware and network infrastructure maintained and records kept	Number of ICT Assets (Hardware and Network infrastructure) maintained	Asset Register Reports, Servicing and Maintenance Contracts, Maintenance Logs	Government directives will not be restrictive
Inputs: Finances, human capital, stationery			
Objective 1.2. enhance automation of processes in the Commission.	Increase efficiency via automation	Automated Processes, Logs, and reports	Staff Goodwill in accepting change Cooperation from partners
Output 1. Acquired, deployed, and updated 100 % of the software and applications to automate Processes as per the user needs;	% Increase in efficiency via automation	Automated Processes, Logs, and reports	Staff Goodwill in accepting change
Inputs: Finances, human capital, Systems, Procurement			
Output 2: 100% capacity built on the use of the software for the automated processes;	Number of Staff whose capacity has been built	Lists of participants	Cooperation from staff members

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Inputs: Finances, human capital, stationery			
Output 3: 100% Maintained and reviewed the licenses and contracts of the proprietary software and service.	Number of Maintained and reviewed licenses and contracts	Signed Contracts, Licenses	Commitment by Stakeholders.
Inputs: Finances, human capital, stationery			
Output 3: Sensitize staff on data security.	Number of staff Sensitized	Sensitization reports	Commitment by staff
Objective 1.3. Enhance Commission's ICT Security	Acquire, install, and maintain network security applications	Cyber security metrics Firewall logs Reports Access logs and Reports	The risk will not be that big to affect the whole organization Staff will put the necessary safeguards in place to make sure information is secured
Output 1: 100% Acquired, installed, and maintained network security applications	Network security applications acquired	Network security tools implemented Firewall logs reports	The risk will not be that big to affect the whole organization.
Inputs: Finances, human capital, stationery			
Output 2: 100% Installed maintained and updated cyber security tools and software.	Number of cyber security tools and software implemented	Network security tools implemented Firewall logs reports	Staff goodwill in taking security measures to safeguard against cyber attacks
Inputs: Finances, human capital, stationery			
Output 3: 100% Installed and maintained access controls systems including biometrics and CCTV cameras in the Commission;	% access control devices installed; number of security surveillance cameras (CCTV) installed	Maintenance logs, systems operational reports,	Staff goodwill in taking security measures to safeguard against cyber attacks
Inputs: Finances, human capital, stationery			
Output 4: 100% Developed and implemented the business continuity and disaster recovery policy	% Enhancement in business continuity and disaster recovery. Developed policy.	Policy, Approvals	Staff goodwill
Inputs: Finances, human capital, stationery			

Corporate Communication Division

Overall goal: Enhanced corporate image for the Commission

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Goal: Enhance the Commission's corporate image	% of compliance with policy requirements	Compliance reports	Cooperation from staff Compliance with policy standards
Strategic objective: To enhance visibility and increase awareness	% Increase in visibility and awareness	Media reports Event reports Customer feedback reports	Enhanced corporate identity Increased compliance Improved communication
Output: 100% developed and implemented Communication Policy	% Development and implementation of the Communication Policy	Approved Communication Policy Implementation reports	Goodwill from staff
Inputs: Finances, human resource capacity, stationery and working tools			
Output: 4 advocacy and publicity activities conducted	Number of advocacy and publicity activities conducted	Publicity reports, advertisements, articles, events	Availability of media practitioners Availability of newsworthy content
Check and update the Commission Website weekly	Number of times the commission website is updated	Updated content on the website	Availability of content
Inputs: Finances, human resource capacity, stationery and working tools			
Develop and publish the KNATCOM Newsletter quarterly	Number of times the KNATCOM newsletter is published	Published copies	Availability of funds
Inputs: Finances, human resource capacity, stationery and working tools			
Output: 100% developed and implemented the Corporate Social Responsibility Policy	% of the CSR Policy developed and implemented	Approved CSR Policy Implementation reports	Goodwill from staff
Inputs: Finances, human resource capacity, stationery and working tools			
Output: Participation in 10 exhibitions and trade fairs	Number of exhibitions and trade fairs participated in	Event reports	Availability of targeted stakeholders Ease of restrictions on physical gatherings. availability of materials to be displayed

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Inputs: Finances, human resource capacity, stationery and working tools			
100% developed, reviewed and displayed Citizen Service Delivery Charter	% of developed/ reviewed CSDC and displayed	Approved CSDC Displayed CSDC	Cooperation from staff
Inputs: Finances, human resource capacity, stationery and working tools			
Output: 100% developed and implemented Branding Policy	% of Branding Policy developed	Approved Branding Policy	Availability of data
Inputs: Finances, human resource capacity, stationery and working tools			
Goal: Increase public awareness			
Output: 100% developed and implemented Stakeholder Engagement Policy	% of Stakeholder Engagement Policy developed	Approved Stakeholder Engagement Policy	Availability of data
Inputs: Finances, human resource capacity, stationery and working tools			

CORPORATE STRATEGY AND PLANNING DEPARTMENT

Strategy and Planning Division

Overall goal: Enhanced compliance reporting and establishment of an innovation culture

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Goal: Enhanced efficiency and effectiveness of projects, plans and activities	% of compliance with policy requirements	Compliance reports	Cooperation from staff Compliance with policy standards
Objective 1.1: To continually improve performance management	% increase in performance ratings	Performance contracting reports Appraisal reports Work plan implementation reports Strategic plan implementation reports	Objective evaluation processes Timely submission of reports

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
Output 1: 100% compliance with the performance contracting framework and reporting	% compliance with performance contracting framework and reporting	Annual performance score ratings Quarterly reports Compliance reports Certificates	Goodwill from staff Timely submission of reports
Inputs: Finances, human resource capacity and stationery			
Output 2: 100% implementation of the monitoring and evaluation framework	% monitoring and evaluation framework implemented	Approved monitoring and evaluation framework No. of completed projects as per TORs Quarterly reports Annual reports	Availability of data Cooperation from staff
Inputs: Finances, human resource capacity and stationery			
Output 3: 100% developed Corporate Innovation Strategy and Annual Innovation Plan	% of Corporate Innovation Strategy and Annual Innovation Plan developed	Approved Corporate Innovation Strategy Approved Annual Innovation Plan	Goodwill from staff
Inputs: Finances, human resource capacity and stationery			

Compliance Division

Overall goal: Effective and efficient risk management processes that support the achievement of the Commission's mandate promoted.

Narrative summary	Objective verifiable indicators	Means of verification	Key assumption
Goal: Enhanced efficiency and effectiveness of risk management processes that support the achievement of the Commission's mandate	% Increase in compliance and implementation of risk management and process re-engineering initiatives	National Statistics on Compliance of State Agencies	Political goodwill Peace and secure environment
Objective 1.1: To enhance risk management mechanism in the Commission	% of implementation of risk management and business process re-engineering initiatives	Quarterly reports	Stakeholder cooperation

Narrative summary	Objective verifiable indicators	Means of verification	Key assumption
Output 1: Enterprise Risk Management (ERM) Policy & Framework reviewed & implemented	100% ERM Policy and Framework reviewed and implemented	reviewed and implemented ERM framework reports on review lists of participation	Stakeholder support Funds availability
Input: Finances, human resource capacity and stationery			
Output 2: ISO 9001:2015 Certification maintained and ISO/IEC 2013:27001 certified	Recertification under ISO 9001:2015 recertified and certification under ISO/IEC2013:27001	QMS and ISMS certificates Training reports	Stakeholder support Funds availability
Input: Finances, human resource capacity and stationery			
Output 3: Business process reengineering policy developed and implemented	100 % development and implementation of the business process reengineering policy	Business process reengineering policy Attendance and validation lists	Stakeholder support Funds availability
Input: Finances, human resource capacity and stationery			
Output 4: Business process re-engineering activities reported	2 business process re-engineering processes reported	Reports on business process re-engineering	Stakeholder support Availability of funds

INTERNAL AUDIT AND RISK ASSURANCE DEPARTMENT

Overall goal: Provision of independent assurance on the effectiveness of governance, risk management and control processes

Narrative summary	Objective verifiable indicators	Means of verification	Key assumption
Goal 1: Enhanced governance	% Improvement in enhanced governance	Reports on Governance	Continued stakeholders support
Objective: To enhance oversight mechanism	% implementation of the Audit, Risk & Compliance Committee Charter	Annual Report	Continued stakeholders support
Output I: 100% Reviewed and implemented Audit, Risk & Compliance Committee Charter	% Audit, Risk & Compliance Committee Charter reviewed and implemented	Audit Committee Charter Annual report	Board approval granted Substantive Audit committee in place

Narrative summary	Objective verifiable indicators	Means of verification	Key assumption
Output ii : 100% Audit Committee members Trained/inducted	% Audit Committee members Trained/inducted	Training/ induction Report	Budget availability
Input: human capital, finances, Board approval			
Goal 2: Strengthened internal audit function	%Improvement in internal audit function % of automated audit processes	Internal Audit Charter Internal Audit Manual Report Automation of audit processes	Funds availability Continued stakeholders support
Objective: To Strengthen the Internal Audit function	%Improvement in internal audit function % of automated audit processes	Internal Audit Charter Internal Audit Manual Report Automation of audit processes	Funds availability Continued stakeholders support
Output I: 100% Reviewed & implemented Internal Audit Charter	% Reviewed & implemented Internal Audit Charter	Internal Audit Charter	Goodwill of stakeholders Board approval
Output II: 100% Reviewed & implemented Internal Audit Manual	% Reviewed & implemented Internal Audit Manual	Internal Audit Manual	Goodwill of stakeholders Board approval
Output III: 100% Reports prepared	%Reports prepared	Reports	Goodwill of stakeholders
Output IV: 100% Automation of audit processes	% Automation of audit processes	Automated audit processes	Availability of funds
Input: finances, human capital, Board approval			
Goal 3: Enhanced risk management, governance, and control processes	% Improvement in risk management, governance, and control processes	Reports on Governance	Continued stakeholders support
Objective: To enhance risk management, governance, and control processes	% implementation of the Audit, Risk & Compliance Committee Charter	Annual Report	Continued stakeholders support
Output I: 100 % Risk based audit conducted	% Risk based audit conducted	Audit reports	Stakeholder support
Output II: 100% Advisory/ consultancy services	% Risk based audit conducted	Audit reports	Stakeholder support Budget availability
	% Ad hoc assignment carried out and report prepared	Audit reports	Stakeholder support Budget availability

Narrative summary	Objective verifiable indicators	Means of verification	Key assumption
Input: finances, human capital, Board Audit Committee approval			

CORPORATION SECRETARY AND LEGAL SERVICES DEPARTMENT

Overall Goal: Enhanced Compliance and good governance

Narrative summary	Objectively verifiable indicators	Means of Verification	Key Assumption
GOAL to Strengthen good governance practices and provide legal guidance to the Commission	% Increase in compliance	Compliance reports	Cooperation from the Board and staff
Objective 1.1 100% compliance with legal, statutory, and contractual agreements	% Compliance with legal, statutory and contractual agreements	Signed agreements/MoUs/ Contracts EACC Compliance reports & reviews by the Commission	Cooperation from staff
Output 1: 100% provision secretariat services to the Board of the Commission	% provision of secretariat services to the Board of the Commission	Letters of invitation List of attendance	Cooperation by the Board members & the secretarial of the Commission
Inputs: Departments & Directorates as need arises			
Outputs 2: 100% Provision of legal guidance reviewed binding agreements	% Reviewed binding agreements	MoUs Contracts/agreements	Cooperation from staff and stakeholders
Inputs: Departments & Directorates on need basis			
Output 3: 100% developed and maintained contract database	% Developed and updated contract database	Updated contract database	Cooperation from staff & stakeholders
Input: Finances, Approvals & Human Resources			
Output 4: 100% reviewed KNATCOM legal instruments	% reviewed KNATCOM legal instruments	Reviewed KNATCOM legal instruments	Goodwill from relevant stakeholders
Input: Finances, Approvals & Human Resources			

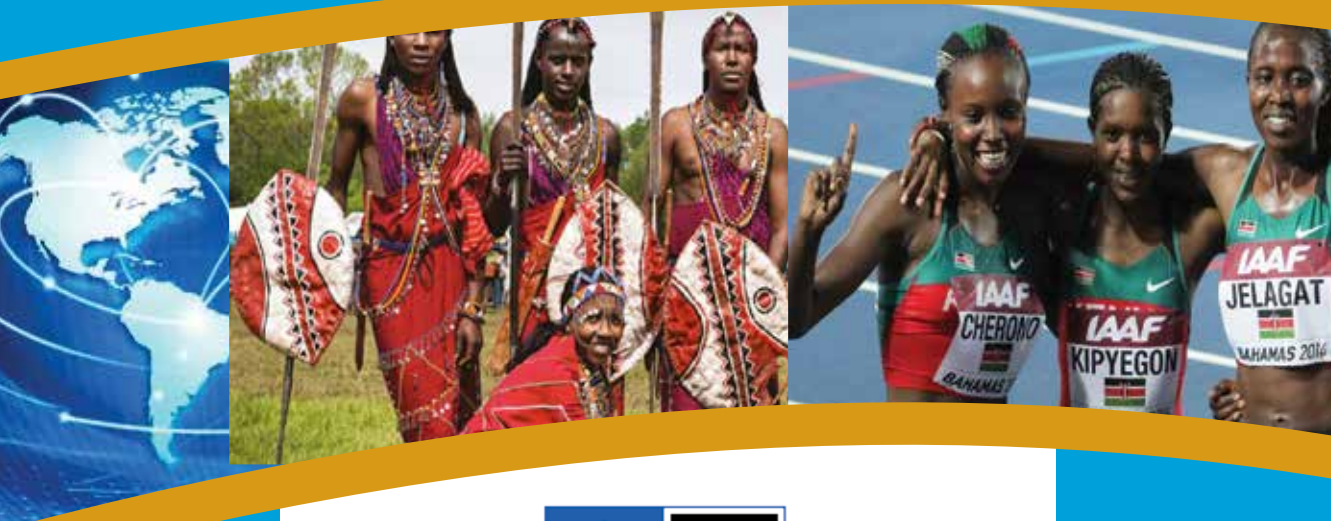
SUPPLY CHAIN MANAGEMENT DIVISION

Overall Goal: Enhanced efficiency and effectiveness of the Commission's procurement processes

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Key Assumptions
100% enhanced efficiency and effectiveness of the Commission's procurement processes	% Increase in efficiency and compliance to Public Procurement and Assets disposal Act.2015	Procurement plan Implementation report	No amendments to the Procurement Act.
Objective 1. To enhance supply Chain Management processes	% Compliance with the Procurement Act	Approved requisition forms/requests Approved tenders / quotations Approved opening & evaluation committees Approved Inspection & Acceptance Committees	No Change to the procurement Act
Output 1. 100% Reviewed and implemented Procurement Policy and Procedure Manual	% Implementation of the Procurement Policy & Procedure Manual developed and implemented	Approved Procurement Policy & Procedure Manual	Goodwill and Compliance from Staff
Inputs: Finances, Approvals & Human Resources			
Output 2. Registered Suppliers of various categories bi-annually as guided by the Law	Biennial registered suppliers of various categories	List of registered suppliers	Registered Suppliers are reputable No Change to the Procurement Act.
Input: Finances, Approvals & Human Resources			
Output 3: 100% Developed Annual Procurement Plan at the commencement of every financial year	% of annual Procurement Plan developed	Annual Plan	Goodwill from Departmental Heads
Input: Finances, Approvals & Human Resources			
Output 4. 100% of obsolete and unserviceable assets disposed annually as guided by the PPDA,2015	% of the obsolete assets disposed	Assets Register updated	No change on the Procurement Act on disposal
Input: Finances, Approvals & Human Resources			
Output 5: Conducted at least 2 Sensitization forums for special groups in collaboration with KNATCOM Programmes	Number of sensitized special group	Attendance sheet/ Online registration portal	Presidential directive remain in force No change in the procurement Act

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Key Assumptions
Input: Finances, Approvals & Human Resources			
Output 6: Prepare Quarterly and Annual stock reports as guided by the PPADA,2015	Number of reports generated	Quarterly Reports	No Change in the Procurement Act
Input: Finances, Approvals & Human Resources			
Objective 2: To Comply with Statutory Requirements			
Output 1: Prepared and submitted Quarterly reports to PPRA and Ministry of Trade & Industry	% submission of quarterly reports generated to the relevant authorities by 14th of every preceding month	Quarterly Reports	Presidential directive remain in force No change in the procurement Act
Input: Approvals & Human Resources			

No.	Description	Date developed	Date of revision	Subject/ Clause of amendment	Reviewed by
1	Strategic Plan 2014-2018	July 2016	December 2016	Document review	Board Management and stakeholders
2	Strategic Plan 2019-2023	March 2019	May 2022	Document review	Board Management and stakeholders
3	Revised Strategic Plan 2019-2024	May 2022	May 2022 Printed December 2022	Document review	Board Management and stakeholders



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Kenya
National Commission

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