



# **Kenya National Commission for UNESCO**

## **Revised Strategic Plan 2014-2018**

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## FOREWORD



Kenya joined UNESCO in 1964 as the 73<sup>rd</sup> Member. In fulfilment of Article VII of UNESCO's Constitution which calls for the establishment of national commissions (natcoms) by member states, the Government of Kenya established the Kenya National Commission for UNESCO through a Cabinet Decision No 5. of March 1964. The Commission was then placed under the Ministry of Education, with the Minister responsible for Education as its Chairman. The Cabinet Secretary (then Minister), Ministry of Education has remained the official head of UNESCO matters in the country.

The Kenya National Commission for UNESCO (KNATCOM) became a State Corporation in January 2013 through The Kenya National Commission for UNESCO Act, 2013. The Act established the Commission as a body corporate, streamlined its administration, functions and outlined the responsibilities of Government ministries, departments, agencies and civil society organizations and individuals interested in the activities of UNESCO.

KNATCOM's vision is to be a leading organization in the advancement of peace, sustainable development and intellectual collaboration. Its mission is to *"promote building of peace, eradication of poverty, sustainable development and intellectual dialogue through education, sciences, culture, communication and information"*.

In order to fulfill its organizational mandate, KNATCOM developed the first Strategic Plan to cover the period 2014-2018. It was aligned with and sought to advance the spirit of the Constitution of Kenya 2010, the Kenya Vision 2030's Second Medium Term Plan and its theme: "Transforming Kenya: Pathway to Devolution, Socio-Economic Development, Equity and National Unity."

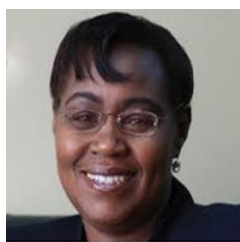
The Commission is committed to ensuring the full realization of the goals set out in the Strategic Plan and is currently mid-way in its implementation. Subsequently, it was imperative to undertake a mid-term review to ascertain the progress, identify gaps and make any necessary adjustments, in order to create an enhanced, focused and results oriented organization, it is for this reason that the KNATCOM Board mandated KNATCOM Senior Management Team to undertake the Mid-Term Review to inform the revised plan.

The revised Kenya National Commission for UNESCO Strategic Plan 2014-2018 has incorporated new activities and targets. This revised Strategic Plan therefore affirms the Commission's commitment to achieve the ideals it set.

A stylized, handwritten signature in black ink, consisting of several loops and a long horizontal stroke.

**Dr. Rashid A. Aman**  
**KNATCOM Board Chair**

## ACKNOWLEDGEMENT



This revised KNATCOM Strategic Plan 2014-2018 is the end product of an intense consultative process which involved incisive and intensive deliberations between the KNATCOM senior management team, the Board of Commission and stakeholders. This is the document that the commission intends to operationalise and implement from the beginning of the 2017/2018 financial year, which would come to its completion at the end of the 2018/2019 Financial year.

Key documents which informed the revision include the Constitution of Kenya 2010, the UNESCO Constitution, UNESCO Charter of National Commissions, the Kenya Government's Vision 2030 and its Second Medium Term Plan, the UNESCO C5 Document, the UNESCO Medium Term Plan 2014-2021, the Sustainable Development Goals (SDGs), African Union's(AU) Agenda 2063, and Kenya's Vision 2030 among others. The revised strategic plan has taken into consideration the achievements so far, challenges and recommended adjustments.

I wish to acknowledge the requisite support received from the Cabinet Secretary, Ministry of Education, the KNATCOM Board Chair and Members of the Board, programme and expert committee members, Stakeholders, and KNATCOM Senior Management Team and support staff.

A handwritten signature in black ink, appearing to read 'E. Njoka'.

**Dr. Evangeline W. Njoka, MBS**  
**SECRETARY GENERAL/CEO**



## ABBREVIATION AND ACRONYMS

ADEA	Association for the Development of Education in Africa
ASAL	Arid and Semi-Arid Lands
ASPnet	Associated Schools Project Network
AU	African Union
CVE	Countering Violent Extremism
COMEDAF	Conference of Ministers of Education of the African Union
DICECE	District Centers for Early Childhood Education
EFA	Education for All
ESD	Education for Sustainable Development
GC	General Conference
GDP	Gross Domestic Product
GSMI	Gender Sensitive Media Indicators
HRBA	Human Rights Based Approach
ICH	Intangible Cultural Heritage
ICT	Information and Communication Technology
IFAP	Information for All Programme
KEWI	Kenya Water Institute
KNATCOM	Kenya National Commission for UNESCO
KUO	Kenya UNESCO Office
MAB	Man and Biosphere
MDI	Media Development Indicators
MHM	Menstrual Health Management
MOST	Management of Social Transformation
MTR	Medium Term Review
MTP II	Medium Term Plan Two
OPEC	Organization of Petroleum Producing Countries
PESTEL	Political, Economic, Social, Technological and Legal
SDG	Sustainable Development Goals
SHS	Social and Human Sciences
STEP	Students Training in Entrepreneurial Promotion
STI	Science Technology and Innovation
SWOT	Strengths, Weaknesses, Opportunities and Threats
TOT	Trainers of Trainers
TVET	Technical and Vocational Education and Training
UN	United Nations
UNESCO	United Nation Educational, Science and Cultural Organization

## CHAPTER ONE: INTRODUCTION

### 1.1 Background

This is a revised version of for the Kenya National Commission for UNESCO (KNATCOM) Strategic Plan (2014-2018) covering the remaining period of two (2) years). The revision of the KNATCOM Strategic Plan has been necessitated by the current national and global demands that require setting of new targets.

KNATCOM was established as a department under the Ministry of Education through a Cabinet Decision no. 170 of 1964. This establishment was subsequent to Kenya's Membership to UNESCO in April 7, 1964 as 73rd Member and in line with UNESCO Constitution of 1945. On 25th January, 2013, following the enactment of the Kenya National Commission for UNESCO Act, 2013, KNATCOM was transformed to a State Corporation.

KNATCOM's 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 a National Commission.

This revised Strategic Plan is expected to guide the KNATCOM in achieving effectiveness, efficiency and focus towards realising designated results following the adoption of Sustainable Development Goals (SDGs) in September 2015 and Agenda 2063 of the African Union (AU).

UNESCO was founded to contribute to peace and security in the World. This is clearly captured in the preamble of the UNESCO Constitution which states that; "since wars begin in the minds of men, it is in the minds of men that defenses of peace must be constructed".

It is on this premise that UNESCO and KNATCOM -seek to promote peace building, eradication of poverty, sustainable development and intercultural dialogue through the five areas of competence namely: Education; Natural Sciences; Social and Human Sciences; Culture; and Communication and Information.

Over the years, KNATCOM has grown from a department in the Ministry of Education to an autonomous organization that coordinates UNESCO activities at the national level, and contributes to initiatives of great significance to Kenya's development.

KNATCOM as currently constituted has the requisite autonomy, structure, authority and resource mobilization capacity, to enable it to efficiently carry out the functions specified in the Constitution of UNESCO, the Charter for National Commissions and KNATCOM Act, 2013.

For the last three years KNATCOM's visibility has been enhanced and its human resource capacity strengthened. It is against this background that KNATCOM needs to reposition itself to address Kenya's challenges within UNESCO's mandate by reviewing its Strategic Plan 2014-2016.

## 1.2 Mandate and Functions of KNATCOM

In line with the mandate of UNESCO to its Member states and the Kenya National Commission for UNESCO Act, 2013 (Revised 2014), KNATCOM's main functions are to:

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

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

## 1.3 Rationale for the Revised Strategic Plan

The development of the KNATCOM Strategic Plan was consistent with the MTP II theme 'Transforming Kenya: Pathway to Devolution, Socio-Economic Development, Equity and National Unity'.

KNATCOM therefore developed its five-year Strategic Plan for the period 2014-2018 with the aim of transforming the Commission into a leading organization in the advancement of peace, sustainable development and intellectual collaboration.

The monitoring and evaluation framework of the Strategic Plan provided for a mid-term review to be conducted. Year 2016 is the mid-point of the five year plan. The Mid Term Review (MTR) was also informed by the current changes in the global and internal environments. These are: the adoption of the Global 2030 Agenda on Sustainable Development Goals in 2015 and the operationalisation of the African Union's Agenda 2063, among others; and the recruitment of additional staff.

Consequently the Commission has:

- i). compared the actual with projected results;
- ii). graded the plan to ensure it was timely and on target;
- iii). ensured the goals remained realistic and achievable; and,
- iv). incorporated emerging issues.



## **1.4 Kenya's Development Challenges: Global, Regional and National**

According to the Kenya Vision 2030, Kenya aims to be a middle income and rapidly industrializing country by 2030 offering all its citizens a high quality of life. The delivery of that target is driven by a series of five year Medium Term Plans. Currently, the Government is implementing the Second Medium Term Plan which outlines the policies, programmes and projects which the Government intends to implement during the five year period starting 2013-2017 in order to deliver accelerated and inclusive economic growth, higher living standards, quality education and training and health care, increased job creation for youth; commercialized agriculture providing higher rural incomes and affordable food; improved manufacturing sector and more diversified exports. All this is necessary in order to address the acute challenges of poverty, unemployment and inequality and to facilitate faster realization of Kenya Vision 2030.

Despite the achievements made during the first MTP Kenya still faces significant development challenges, some of which are regional and global, that need to be addressed during the Second MTP. These include:

- High levels of unemployment and high energy costs;
- Major economic and social disparities across regions of the country;
- Rapid population growth rate, proliferation of informal settlements, governance problems and insecurity;
- High dependence of the country on rain-fed agriculture and, low agricultural productivity,
- Slow structural transformation exemplified by low and declining share of manufacturing to GDP and low share of export to GDP;
- Small range of exports and slow growth in their value compared to the growth of imports;
- Upsurge in non-communicable diseases across the country and global pandemics;
- Threats emanating from climate change.
- Increased threats to peace and security

## **1.5 Kenya's Development Agenda**

Kenya developed the Vision 2030 as 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, covering 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 issues based politics that respects the rule of law, and protects the rights and freedoms of every individual in Kenyan society.

The Second Medium Term Plan outlines the policies, programmes and projects which the Government intends to implement during the five year period starting 2013 to 2017 in order to deliver accelerated and inclusive economic growth, higher living standards, better education and health care, increased job creation especially for youth, commercialized agriculture providing higher rural incomes and affordable food, improved manufacturing sector and more diversified exports.

## 1.6 Role of the Kenya National Commission for UNESCO

KNATCOM is the focal point for all UNESCO programmes and activities in Kenya. The Commission has a unique role to play in strengthening the foundations of lasting peace and sustainable development. KNATCOM's strategic focus borrows from the Constitution for UNESCO, the Charter for National Commissions, UNESCO's Medium Term Strategy 2014-2021, the Constitution of Kenya (2010), Kenya Vision 2030, the Second Medium Term Plan and the Kenya National Commission for UNESCO Act, 2013.

KNATCOM is guided by UNESCO's new Medium-Term Strategy 2014-2021, whose strategic objectives include the following:

1. Developing education systems to foster quality lifelong learning opportunities for all
2. Empowering learners to be creative and responsible global citizens
3. Shaping the future education agenda
4. Promoting the interface between science, policy and society and ethical and inclusive policies for sustainable development
5. Strengthening international science cooperation for peace, sustainability and social inclusion
6. Supporting inclusive social development and promoting intercultural dialogue and the rapprochement of cultures
7. Protecting, promoting and transmitting heritage
8. Fostering creativity and the diversity of cultural expressions
9. Promoting freedom of expression, media development and universal access to information and knowledge

As a State Corporation with international visibility, the role of the Kenya National Commission for UNESCO is to involve in UNESCO's activities, the various ministries, departments, agencies, institutions, organizations and individuals working for the advancement of education, science, culture and information.

KNATCOM has five main programmes namely education, natural sciences, social and human sciences, culture, and communication and information. These programmes are supported by specific programme and expert committees drawn from relevant ministries, academia and private sector. The Commission works closely with the Kenya UNESCO Office in Paris in executing its mandate and other UNESCO organs.

## 1.7 Priority Areas to be addressed under the KNATCOM Strategic Plan 2014-2018

KNATCOM through its programmes shall endeavor to play a significant role in contributing to Kenya's development agenda as outlined in the Second MTP which is designed to implement devolution, accelerate growth, reduce poverty, transform the structure of the economy and create more quality jobs, as the country prepares to achieve middle income status by 2030. KNATCOM, in collaboration with stakeholders, will seek to contribute to the government key priority areas highlighted over the Plan period, which include the following:

- i) **National Cohesion:** The Government believes in unity with diversity as a principle and seeks to build peace, reduce ethnic rivalry and promote issues-based politics. KNATCOM, through its programmes, will advance building of inclusive, peaceful and resilient society to support the fulfillment of the broader Government desire.



- ii) **Security:** The Government aims at enhancing security in the country. KNATCOM, through its programmes, will seek to promote a culture of peace, intercultural dialogue and inclusive social development in line with the spirit of the Constitution of Kenya, 2010.
- iii) **Drought Emergencies and Food Security:** The Government's aims at ending drought emergencies. It has also prioritized investment in irrigation to reduce the country's dependence on rain-fed agriculture. KNATCOM will focus on working with relevant institutions to promote research and harnessing of STI and knowledge for the sustainable social economic development of Kenya. In addition, KNATCOM will seek to promote disaster risk reduction strategies based on scientific and social factors.
- iv) **Equity and lower living standards:** The Government has laid out strategies to ensure national opportunities and resources are shared equitably. Another key priority will be to reduce the cost of living through lowering the cost of food and other basic needs. KNATCOM will promote the development of policies for sustainable development which it envisages will be gender transformative in order for those policies to serve the needs of as broad a constituency as possible.
- v) **Health:** Through the MTP II, the Government will put emphasis on universal access to health care, preventive and primary health care, clean water, management of communicable disease, maternal and child health, and non-communicable diseases. It will also invest in medical research, pharmaceutical production and health tourism as a means of diversifying external revenue sources and serve as a regional hub for health services. KNATCOM will promote healthy lifestyles through quality health education.
- vi) **Education:** The Government is focused on addressing low enrollment in areas that remain below the national average; retention of pupils and students in the basic education cycle; provision of education effectively through a digital platform; and matching education and training with the demand for the skills required in the workplace. KNATCOM will seek to inspire new ways of conceptualizing education and learning content, processes, practices and pedagogies improved to promote peace, social justice and gender equality. In addition, the Commission will seek to ensure that education for sustainable development is better integrated into our education policies plans and curriculum.
- vii) **Infrastructure:** The Government is engaged in new investments which include: provision of cheaper and adequate electricity; upgrading digital communication; local and regional rail and road networks that provide safe, efficient and cost effective transport; adequate water for households and industry; affordable quality housing; and sustainable environmental management. KNATCOM will seek to strengthen the institutional capacities for research and education in science and engineering and promote the universal principles for ethics for science and technology as well as facilitate policy makers and relevant stakeholders to take policy decisions drawing on inter-disciplinary scientific knowledge base for sustainable development.
- viii) **Industrialization:** The Government will facilitate growth of the manufacturing sector; make agriculture competitive and diversify the economy for employment creation. The Government will also support local entrepreneurs to increase their share in local and external markets through better supply chain and making local enterprises more price-competitive in order to serve a growing local, regional

and continental market. KNATCOM will promote the interface between science, policy and society, ethical and inclusive policies for sustainable development.

- ix) **Competitiveness and Rebalancing Growth:** To make Kenya globally competitive, the Government will increase investment in expansion, development and modernization of roads, rail, ports, ICT and telecommunications. KNATCOM will seek to promote technology advancement and creation of knowledge societies.
- x) **Strengthening Social protection:** The Government will deepen the effectiveness of social protection by bringing more areas and groups under social protection coverage. KNATCOM will seek to promote the development of innovative and rights based public policies drawing on scientific research, policy and practice.
- xi) **Arts, Sports and Culture:** The Government will invest to position creative arts, cultural heritage and sports as major sources of employment and income earning opportunities especially for the youth. The strategy will be to identify and nurture talents, support its commercialization and provide necessary infrastructure at national and county levels. KNATCOM will seek to strengthen the creation, production and enjoyment of cultural goods and services and the safeguarding of cultural and natural heritage. In addition, KNATCOM will seek to promote adherence to the Convention Against Doping in Sports.



## CHAPTER TWO: SITUATIONAL ANALYSIS

### 2.1 Introduction

The situational analysis presents a critical assessment of the environment in which KNATCOM operates. It provides a status report of “where we are now” to form a basis for the development of future strategies. This chapter provides a comprehensive review of the successes of KNATCOM since its establishment. The Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis; Political, Economic, Social, Technological and Legal (PESTEL) Analysis; and Stakeholder Analysis will set a stage for the strategic direction of KNATCOM .

### 2.2 Review of the Successes of KNATCOM

**In the Education Programme, key achievements include:**

- successful coordination of the Education for All (EFA) End Decade Assessment (EDA) for Kenya 2001-2010;
- coordination, organization and hosting of the Conference of Ministers of Education in Africa (COMEDAF IV) Conference and the Extra-Ordinary session in 2009 and 2011 respectively;
- successful coordination and hosting of the Association for the Development of Education in Africa (ADEA) Kenya secretariat ;
- implementation of a study supported by UNESCO entitled *Effects of Miraa (Khat) Business on Schooling of Primary School Children: A Case Study of Embu County* in 2010;
- implementation of a UNESCO approved participation programme on capacity building of forty seven DICECE TOT at the College of Insurance in 2012;
- implementation of a UNESCO emergency project on peace education and psychosocial interventions in Tana River County in 2013;
- hosting of a high level EFA meeting for Eastern Africa Ministers of Education in 2010;
- coordinating Kenya's participation in the 19<sup>th</sup> Conference of Commonwealth Education Ministers held in Nassau, Bahamas in 2015;
- publication associated schools project network (ASPnet) Patrons' handbook published HIV and AIDS workplace policy for KNATCOM
- preparation and participation in International Conferences and meetings, eg: ESD conference in Japan; Youth ASPnet Events in Yokahama and ASPnet conference in Korea;
- dissemination of UNESCO education related prizes' calls for applications, eg: UNESCO Japan prize on ESD, UNESCO Hamdan-bin-Rashid Almaktoom prize for outstanding practice and performance in teachers ;UNESCO international literacy prizes; UNESCO/ISRAEL MASHAV co-sponsored fellowship in education methodologies;
- built capacity of education managers on Education for Sustainable Development;
- built capacity of Associated Schools Project network (ASPnet) patrons on ASPnet management;

- coordination and participation in the World Teachers Day, International Mother Language Day, World Literacy Day and World AIDS day.
- build capacity of Kenya Primary Schools Head Teachers Association (KEPSHA) representatives on Peace Education;
- organization of a national training of district centers of early childhood education (DICECE) officers; and,
- undertook research on factors affecting access and retention of girls in education in Mt. Elgon Region.

**In the Natural Sciences Programme, achievements include:**

- coordination of the establishment of the UNESCO Category II Water Research and Training Centre at the Kenya Water Institute (KEWI) in 2013;
- completion of the periodic review of Kiunga Biosphere Reserve whereby the National MAB Committee has already responded to issues raised by the UNESCO Ecological Unit;
- capacity building initiatives for Non-Governmental Organizations and the Biosphere Reserve Stakeholders, with assistance from the UNESCO in 2012;
- supported drafting of Memorandum of Understanding for Mt Elgon Trans-boundary biosphere reserve pending signing by Kenya and Uganda authorities;
- worked with UNESCO in the discovery of massive ground water resource in Turkana County in 2013;
- supported STEM 2015 Scientific Camp of Excellence in Kisumu County;
- evaluation of the status Mt Kulal Biosphere Reserve;
- periodic Review of Mt Elgon and Amboseli Biosphere Reserves, Kiunga and Malindi-Watamu Biosphere Reserves;
- nomination of Mt. Elgon as a Trans-boundary Biosphere Reserve;
- support to establishment of a Geo-park in Baringo County;
- organization of a workshop on Earth Science;
- supported a workshop on building of the capacity of technical trainers in engineering from public Technical Training Institutions;
- supported a Groundwater Resource Policy Development Workshop for Major Urban Areas of Kenya;
- organised an Ocean science essay competition in 2016; and,
- conducted a baseline survey to establish existing gaps within Science Technology and Innovation legal and policy frameworks.

**In the Social and Human Sciences Sector, some of the key achievements include:**

- implementation of a participation programme entitled *Boda boda Youth Social-Economic Empowerment on Thika Road Nairobi* in 2013;
- implementation of a project on Student Training Entrepreneurial Promotion (STEP) together with Kenyatta University since 2011;
- coordination of the Youth Forum where the youth from various organizations meet to network and learn from each other;
- coordination and hosting of youth volunteers from Germany who join the Commission every year as volunteers to learn about the work of UNESCO in order to promote cultural understanding;

- coordination of Kenya's ratification of the UNESCO convention on Anti-Doping in sport which is in recognition that the use of performance enhancing substances and methods jeopardizes the moral and ethical basis of sport and the health of athletes;
- coordination and nomination of SHS experts to serve in various SHS UNESCO Committees;
- promoted UNESCO culture of peace and non-violence through UNESCO Clubs for 100 schools;
- supported UNESCO UNITWIN Chair to implement a project on "Universities for a Sustainable Culture of Peace and Security";
- supported Ethics Teachers' Training Course (ETTC) by training 50 university trainers;
- supported the capacity building workshop on youth empowerment and civic engagement for sustainable development for 40 youth;
- supported a team building activity for UNESCO Youth Forum members;
- implementation of the participation programme on capacity building on development of youth training and development policies;
- implementation of the regional capacity building project on anti-doping in sports
- supported the Student Training Entrepreneurship Project (STEP4Y) in Kenyatta University, Kiambu, Nakuru and Mombasa Counties;
- organised and hosted an International Conference on Global Ethics and Human Security;
- organization of the 1st MOST Regional Forum of Ministers of Social Development from Eastern Africa
- supported the celebration of the International Day of Peace celebrations (2014-2016);
- supported a study on Challenges of Menstrual Health Management (MHM) in primary schools;
- supported a baseline survey to establish the status of UNESCO Chairs/UNITWIN programme;
- organization and implementation of a youth policy review programme with the Ministry of Devolution and Planning;
- coordination of the appointment of two eminent Kenyans to the Intergovernmental Bioethics Committee (IGBC) and the International Bioethics Committee (IBC) in 2015; and,
- supported UNESCO / UNITWIN chairs consultative and sensitization forum which led to registration and establishment of two UNESCO chairs in Digital Education, Interdisciplinary Teaching and Sustainable Development at Mt. Kenya University and another on Sustainable Mountain Development at Center for Training and Integrated Research in ASAL areas (CETRAD)

**In the Culture sector, achievements include:**

- coordinated the listing of six world heritage sites into the world heritage list namely: Mt Kenya, Lamu Old Town, Fort Jesus, the Mijikenda Kaya Forests, Lake Turkana National Parks, and the Great Rift Valley Lake System. It is noteworthy that Kenya successfully lobbied for the Mount Kenya World Heritage Site to Include Lewa Conservancy. Thimlich Ohinga has been proposed as the seventh world heritage site in Kenya;



- the Mijikenda traditions and practices have been listed under the Urgent Safeguarding List of the 2003 convention. KNATCOM has recently conducted its first baseline survey on cultural heritage elements in the counties to identify candidates for potential listing;
- in the year 2007, Kenya ratified the 2003 convention on the safeguarding of intangible cultural heritage (ICH) and the 2005 convention on the Promotion and Protection of the Diversity of Cultural Expressions;
- Kenya served in the World Heritage Committee from 2005 to 2009 with Dr George Abungu as representative. Kenya served in the 2003 Convention on the Safeguarding of Cultural Heritage with Hon. Silverse Anami as representative;
- Kenya served from 2009 to 2013 on the intergovernmental committee on the Promotion and Protection of the Diversity of Cultural Expressions (2005) with Mr. Mzalendo Kibunja as representative;
- in Nov 2010, Kenya hosted the Intergovernmental Committee of the 2003 Convention on the Safeguarding of Cultural Heritage;
- conducted two baseline surveys on heritage sites and monuments;
- developed a Policy Framework on the promotion and protection of the World Heritage Sites in Kenya;
- developed a Policy Framework on the promotion of cultural and creative industries in Kenya;
- coordinated UNESCO National Cultural Celebrations to Mark Kenya @50 years cooperation with UNESCO and the 2nd UNESCO National Cultural Celebrations in Machakos County;
- coordinated the election of Mr. John Moogi Omare to the Evaluation Body as an expert representative of state parties (Non-members) of the Committee Group v(a) in the field of Intangible Cultural Heritage (2016-2019)
- coordinated the 2nd Celebrations of Kenya week in Paris, in 2014 and 2016
- sensitization of County Directors of Culture on the 1972, 2003 and 2005 UNESCO Conventions;
- organised a national cultural symposium at Kenyatta University under the theme "Fostering Peace and National Cohesion for Sustainable Development through Culture"; and,
- sensitized Stakeholders on the need to appreciate cultural diversity for purposes of peaceful coexistence and national cohesion.
- Facilitated Kenya election to the UNESCO Intergovernmental Committee for the Protection and Promotion of the Diversity of Cultural Expressions in 2017
- 

**In the Communication and Information Sector, achievements include:**

- coordinating the UNESCO ICT competency Framework for Teachers (CFT) and Harnessing of Open Education Resources (OER) project (2013-2014);
- implemented the participation programme on capacity building of media professionals on media and social responsibility in 2012;
- monitoring and evaluation of the UNESCO supported community radio stations;
- disseminated information and innovations on UNESCO activities in Kenya through publication;
- disseminated information on CI UNESCO prizes and awards and sourcing for suitable candidates in the country;
- coordinated designing and hosting of the KNATCOM website;



- coordinated provision of free library services to Kenyans;
- coordinated launch of the KNATCOM Board;
- participated in celebrating World Radio Day (13th February);
- Carried out National Campaign on freedom of expression (World Press Freedom Day)
- participated in the World Press Freedom Day celebrations
- created visibility for UNESCO and KNATCOM through publication of annual reports;
- coordinated the publication of a special commemorative report on UNESCO and Kenya 50 years celebrations;
- planned and participated in the consultative forum for the programme and expert committees at Maanzoni;
- prepared and participated in International Conferences and meetings
- participated in the Annual Journalism Excellence Award (AJEA)
- built capacity of youth on mobile applications development both nationally and regionally;
- built capacity of Journalists, and other Media Stakeholders on The UN Plan of Action on the Safety of Journalists; and
- coordination/Participation in implementation of the 2012 Paris Open Education Resources (OER) Declaration: ICT CFT-Implementation and Harnessing of OER.

**Crosscutting achievements across all programme areas include;**

- coordination and implementation of biannual UNESCO Participation Programmes;
- coordination and participation of various UNESCO prizes and fellowships from time to time;
- organization of various international conferences across all programme areas e.g. the International Conference on Global Ethics for peace and Security in 2013, the ICH international conference in 2012;
- coordination of nomination of eminent Kenyans to serve in UNESCO committees namely; MOST, ICH, IGBC, IBE,;
- effectively representing Kenya in various international meetings organized by UNESCO, Commonwealth, AU and ADEA;
- worked with UNESCO to mobilize Extra budgetary resources to support school infrastructure development in Kenya in 2004 through GOK-OPEC project;
- mobilization of resources for emergency support interventions from UNESCO e.g. the Tana River County UNESCO Emergency project;
- successfully linked various ministries and agencies to benefit from UNESCO training programmes and capacity development initiatives for many senior officials;
- supported and lobbied to have eminent Kenyans serve as Presidents of the UNESCO General Conference e.g. Prof. Bethwell Allan Ogot served as president in the 26th session in 1991 and the late Dr. Taaita Toweett in the 19th session of the General Conference which was held in Nairobi in 1976. Kenya has served as a Vice President in the UNESCO General Conferences held in 2009, 2011 and 2013; and
- supported and lobbied to have eminent Kenyans to serve in the UNESCO Executive Board e.g. Prof. Jude Mathooko served as a member of the Executive Board for four years 2010-2013 and Dr. James Njogu from 2015 to 2019.

**In Corporate Services, achievements include:**

- coordination of the development and launch of 2014-2018 Strategic Plan;

- coordination of the annual Performance Contracting development, implementation and reporting;
- ensured statutory compliance through submission of quarterly and annual reports to PPOA, NACDA, National Gender and Equality Commission, National Environmental Management Authority, National Council for People Living with Disabilities, Directorate of National Cohesion, the Vision 2030 Secretariat, the Ethics and Anti-Corruption Commission, Kenya Revenue Authority, Higher Education Loans Board, National Hospital Insurance Fund and National Social Security Fund.
- supported the acquisition of new office premises;
- supported the purchase of Commission's vehicles from one to four;
- successfully lobbied for progressive increase funding to the Commission;
- developed draft financial policy, procurement and audit manuals;
- prepared and submitted financial statements to the relevant agencies
- operationalized the finance and Accounts units;
- Increased staffing to 39;
- developed guiding policy instruments: HR and Training Policy manual, Career progression guidelines, Mortgage and Housing Scheme Regulations, Functional Analysis Handbook, Board Charter, Code of Ethics, Induction manual, Service Charter;
- promoted staff welfare through provision of: Competitive Remuneration levels, Medical Insurance, Life Insurance, Accident Insurance and Mortgage Loan Facilities;
- promoted skills development through induction and off site training programmes;
- promoted skills development through induction of Programme and Expert Committee members;
- promoted youth empowerment through provision of 27 internship opportunities
- automated the payroll and pay slip access system;
- established KNATCOM pension scheme;
- operationalized the performance appraisal system;
- undertook organization review for KNATCOM Headquarters, Permanent Delegation's Office and Kenya Education London Office;
- coordinated the Planning, Communication and ICT functions;
- enabled timely procurement of goods and services;
- maintained list of prequalified suppliers; and,
- maintained effective records management system;

## 2.3 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
<ol style="list-style-type: none"> <li>1. An operational and effective Board of the Commission</li> <li>2. Operational Programme and Expert committees</li> <li>3. Strong legal standing: KNATCOM for UNESCO Act 2013, UNESCO Constitution, Charter of National Commissions for UNESCO, among other statutes.</li> <li>4. Increased visibility of KNATCOM in the country</li> <li>5. A functional Permanent Delegation of Kenya to UNESCO in Paris headed by an Ambassador.</li> <li>6. Highly skilled and experienced human resource.</li> <li>7. Equipped library with current publications and updates in UNESCO areas of competence.</li> <li>8. Publication of research findings</li> <li>9. A variety of projects that support the needs of various stakeholders</li> <li>10. Adequate institutional memory through documentation and staff</li> <li>11. Competent technical support from Kenya UNESCO Office in Paris to identify international opportunities</li> <li>12. Existence of national development policies in the UNESCO's areas of competence.</li> </ol>	<ol style="list-style-type: none"> <li>1. Delay in securing adequate infrastructure and facility to accommodate the commission's staff</li> <li>2. Extended recruitment process for human resources across all areas of competence</li> <li>3. A weak Information Management System</li> <li>4. Inadequate financial resources for the delivery of core business</li> <li>5. Lack of a modern library to promote research in the trending digital world.</li> <li>6. A weak research and development support unit</li> <li>7. Lack of a corporate communication strategy</li> </ol>
Opportunities	Threats
<ol style="list-style-type: none"> <li>1. The Constitution of Kenya 2010 and the relevant policies and Acts supporting UNESCO areas of competence</li> <li>2. A changed global development environment with the Agenda 2030 and the AU's Agenda 2063</li> <li>3. Strong political good-will</li> <li>4. Strong support from the Ministry of Education, as the parent ministry</li> <li>5. Support from Ministry of Foreign Affairs</li> <li>6. Good working relations with Ministries, Departments and Agencies dealing in</li> </ol>	<ol style="list-style-type: none"> <li>1. Inadequate funding from National Treasury</li> <li>2. Lack of partnership policy to guide stakeholder engagement</li> <li>3. Weak partnerships between KNATCOM and some stakeholders</li> <li>4. Conflict of interest among some stakeholders</li> <li>5. Competition with other NATCOMs in the international arena for opportunities and resources</li> </ol>



UNESCO areas of competence 7. The Commission's mandate is in line with Kenya's Vision 2030 economic blueprint 8. Existing collaboration with donor agencies and development partners 9. Strong linkage and partnership with the UNESCO Regional Office in Nairobi 10. Stakeholder goodwill 11. Availability of high profile experts within the Programme and Expert Committees 12. Existing Partnerships and collaboration frameworks with UN Agencies, local and international NGOs, local and international Universities, private sector and a global network of National Commissions for UNESCO 13. Rich cultural diversity	
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## 2.4 PESTEL Analysis

Changes in the external environmental factors have decisive influence on demands for services and this will significantly influence the Commission's ability to discharge its mandate. In analyzing the external environment, special consideration has been given to influences such as political, economic, social, technological and legal aspects. Table 2 below shows a summary of the Commission's PESTEL analysis detailing the strategic implications of the prevailing conditions.

**Table 2: PESTEL Analysis**

Factors		Strategic implications / effects
<b>Political Factors</b>		
i)	Power politics – shift in Government policies	The shift in the thinking and priorities of government has an added cost of compliance
ii)	Political goodwill	This will ensure that conducive legal framework is created for the delivery of quality services
<b>Economic Factors</b>		
i)	Fluctuating in Inflation and high interest rates	These measures will have a negative effect on the predictive power of the Commission to acquire professional services
ii)	High Taxation	Since the Commission produces knowledge transmitted on taxed materials, this will affect cost of programme implementation
iii)	Poor infrastructure/networks	With the Commission looking forward to enhance its visibility in the country, poor infrastructure will be a major hindrance



Factors		Strategic implications / effects
<b>Social Factors</b>		
i)	A growing young population	Helps in exploitation of UNESCO's programmes in Kenya.
ii)	Increased scientific innovation	Optimum use of resources
iii)	Informed stakeholders	Easier transmission of programme issues
iv)	Beliefs, values and attitudes	Leading to negative attitudes towards KNATCOM programmes by some stakeholders
v)	Cultural degradation	Loss of intangible and tangible cultural heritage and loss of foundation for social and economic development
vi)	HIV/AIDS pandemic and stigma	Key stakeholders and productivity are affected
vii)	Emergencies (floods, droughts, clashes and fire outbreaks)	Delay or disruption in programme implementation or increased implementation cost
viii)	Diverse threats to World Heritage Sites	Loss of the outstanding universal value of intangible and tangible heritage
<b>Technological Factors</b>		
i)	Rapid technological advancement	Increased efficiency and correspondences. Operational costs will be greatly reduced
ii)	Fiber optic cable	Reduce the cost of telecommunications and Internet costs
<b>Environmental Factors</b>		
i)	Impact of climate change	Increased cost of programme implementation
ii)	Unplanned exploitation of the country's land	Environmental degradation which would be counterproductive in areas where the commission works to conserve the environment
<b>Legal Factors</b>		
i)	KNATCOM exists within a legal framework.	Increased efficiency
ii)	International conventions and protocols	Standard setting, sharing of information, platform for capacity building, international exposure and opportunities of accessing financial opportunities within UNESCO.

## 2.5 Stakeholders Mapping

Satisfying stakeholders is a pre-requisite for attracting sufficient business to fulfill the mandate of the Commission. This strategic plan takes cognizance of the Commission's stakeholders and their varied expectations which the Commission intends to meet. The Commission in turn has expectations of these stakeholders which it hopes to be met. The success of the strategic plan will ultimately depend on the right approach and satisfaction of all stakeholders.

The stakeholder mapping is an inventory of the broad stakeholder categories that have a complementary role or synergy effort in the development and implementation of the Strategic Plan taking into consideration the various ways they may influence the implementation of the Plan.

**Table 3: Stakeholder Analysis**

Stakeholder	Expected Roles
The National Treasury	<ul style="list-style-type: none"> <li>• Programme funding and formulation of financial policies</li> </ul>
Ministry of Education	<ul style="list-style-type: none"> <li>• The Cabinet Secretary, as the Chairperson of UNESCO in the Country, plays an oversight role over UNESCO activities in Kenya</li> <li>• Formulation and implementation of relevant policies</li> <li>• Promotion of KNATCOM services</li> <li>• Provision of policy guidelines</li> </ul>
Ministry of Foreign Affairs	<ul style="list-style-type: none"> <li>• Accreditation of conference delegates</li> <li>• Provision of diplomatic privileges and immunities of KUO staff</li> <li>• Assist in the ratification of Conventions, etc.</li> <li>• Provide a platform for diplomatic communication</li> </ul>
Ministry of Water and Irrigation	<ul style="list-style-type: none"> <li>• Formulation and implementation of relevant policies</li> <li>• Collaboration in the areas of water resources conservation and development in the context of UNESCO programmes and activities</li> <li>• Promotion of KNATCOM services</li> <li>• Provision of policy guidelines in relevant field</li> </ul>
Ministry of Environment	<ul style="list-style-type: none"> <li>• Formulation and implementation of relevant policies</li> <li>• Collaboration in the areas of environment, and natural resources conservation and development in the context of UNESCO programmes and activities</li> <li>• Promotion of KNATCOM services</li> <li>• Provision of policy guidelines in relevant field</li> </ul>
Ministry of Devolution and Planning	<ul style="list-style-type: none"> <li>• Issuing guidelines for strategic planning, performance contracting and monitoring and evaluation</li> <li>• Collaboration in the areas of gender, youth, ASALs in UNESCO programmes and activities</li> <li>• Promotion of KNATCOM services</li> </ul>
Ministry of Gender, Youth and Public Service	<ul style="list-style-type: none"> <li>• Formulation and implementation of relevant policies</li> <li>• Implementation of programmes and projects related to youth and gender</li> </ul>
Ministry of Sports, Culture and the Arts	<ul style="list-style-type: none"> <li>• Formulation and implementation of relevant policies</li> <li>• Collaboration in the areas of culture, sports and the arts in UNESCO programmes and activities</li> <li>• Promotion of KNATCOM services</li> </ul>
Ministry of Information Communication and Technology	<ul style="list-style-type: none"> <li>• Formulation and implementation of relevant policies</li> <li>• Collaboration in communication and information in UNESCO programmes and activities</li> <li>• Promotion of KNATCOM services</li> </ul>
Ministry of Labour and EAC Affairs	<ul style="list-style-type: none"> <li>• Formulation and implementation of relevant policies</li> <li>• Collaboration in regional cooperation in UNESCO</li> </ul>

Stakeholder	Expected Roles
	<ul style="list-style-type: none"> <li>programmes and activities</li> <li>Promotion of KNATCOM services</li> </ul>
Ministry of Tourism	<ul style="list-style-type: none"> <li>Formulation and implementation of relevant policies</li> <li>Collaboration in tourism promotion through UNESCO programmes and activities</li> <li>Promotion of KNATCOM services</li> </ul>
Other relevant Government Ministries and Agencies	<ul style="list-style-type: none"> <li>Collaboration and partnership in research, programme development, implementation and provision of efficient services, policy guidelines, synergies, capacity building and provision of enabling infrastructure</li> </ul>
County Governments	<ul style="list-style-type: none"> <li>Collaboration and partnerships in research, programme development, stakeholder mobilisation and implementation of activities.</li> </ul>
Development partners	<ul style="list-style-type: none"> <li>Technical and financial support capacity building and partnership in joint implementation of programmes</li> </ul>
The general public	<ul style="list-style-type: none"> <li>Provide suppliers and consumers of services,</li> <li>Participate in KNATCOM activities.</li> </ul>
Local and international NGOs	<ul style="list-style-type: none"> <li>Facilitate and mobilize programme implementation and carry out advocacy</li> </ul>
Community and Faith Based Organizations	<ul style="list-style-type: none"> <li>Facilitate and mobilize programme implementation and community advocacy</li> </ul>
Academic Institutions	<ul style="list-style-type: none"> <li>Provision of expertise to support UNESCO Programmes, and partnership in programme design &amp; implementation</li> </ul>
Local and international research organizations	<ul style="list-style-type: none"> <li>Collaboration in research, synergies and capacity building</li> </ul>
Industry Regulators	<ul style="list-style-type: none"> <li>Provision of policy guidelines for operations</li> </ul>
Researchers and students	<ul style="list-style-type: none"> <li>Internship and student exchange provide additional capacity and publicity/marketing to KNATCOM</li> </ul>
Consultants	<ul style="list-style-type: none"> <li>Provision of professional expertise, capacity building</li> </ul>
Foreign missions in Kenya and Kenyan Missions abroad	<ul style="list-style-type: none"> <li>Promotion of KNATCOM products and services</li> </ul>
Trusts	<ul style="list-style-type: none"> <li>Provision of funds and promotion of KNATCOM products and services</li> </ul>
Local communities, groups and individuals	<ul style="list-style-type: none"> <li>Involvement in conservation efforts and promoting KNATCOM products and services</li> </ul>
ICT organizations	<ul style="list-style-type: none"> <li>Innovative packaging and dissemination of information.</li> <li>Partner in the delivery of programmes and activities.</li> </ul>
Electronic and print media	<ul style="list-style-type: none"> <li>Creation of awareness of KNATCOM products and services and wide dissemination of information</li> </ul>
Private sector	<ul style="list-style-type: none"> <li>Support services to KNATCOM clients/customers</li> <li>Promotion and marketing of KNATCOM products and services</li> <li>Public/private partnerships</li> <li>Participation in product development, diversification and social innovations</li> </ul>

Stakeholder	Expected Roles
Internal customers (employees)	<ul style="list-style-type: none"> <li>• Provision of various KNATCOM services and products</li> </ul>
Civil Societies	<ul style="list-style-type: none"> <li>• Logistical support, advocacy in areas of common interest</li> </ul>
UNESCO HQ	<ul style="list-style-type: none"> <li>• Provide technical and financial support, provide strategic direction</li> </ul>
UNESCO Regional Office	<ul style="list-style-type: none"> <li>• Provide logistical, technical and financial support to programmes.</li> </ul>
Kenya UNESCO Office Paris	<ul style="list-style-type: none"> <li>• Provide strategic guidance and linkages with UNESCO and other member states</li> </ul>
Kenya Commonwealth Office (London)	<ul style="list-style-type: none"> <li>• Provide strategic linkage with Commonwealth organizations with Kenya in education</li> <li>• Promotion of KNATCOM products and services</li> </ul>



## CHAPTER THREE: STRATEGIC MODEL

### 3.1 Introduction

This chapter outlines KNATCOM's areas of focus under the Strategic Plan as per the agreed recommendations made in the KNATCOM Strategic Plan Medium Term Review Report (2016). The Key Result Areas identified will enhance its competitive capacity and enable effective and efficient delivery of services to stakeholders. The chapter further outlines the Commission's strategic focus in terms of vision, mission, core values, strategic goals, objectives strategies, and activities across functional and operational areas.

### 3.2 Vision

The Commission seeks to be *"a leading organization in the advancement of peace, sustainable development and intellectual collaboration"*.

### 3.3 Mission

KNATCOM's mission is *"to promote building of peace, eradication of poverty, sustainable development and intellectual dialogue through education, sciences, culture, communication and information"*.

### 3.4 Core Values

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

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

### 3.5 Key Result Areas, Objectives and Strategies

During the strategic plan period the Commission will pursue programmes and activities in the following key result areas: Education; Natural Science; Social and Human Sciences; Culture; Communication and Information; and Management and Support Services.

#### 3.5.1 Education

The thematic areas of education program include: Education for Sustainable Development (ESD); Health Education; ICT in Education; Literacy for All; Lifelong Learning Systems; Peace building Programmes; Teachers; Skills for Work and Life; Democracy and Global Citizenship; and Women and Girls Education.

During the 2013 UNESCO General Conference, member states passed that Education program will focus on three strategic areas that contribute to peace and sustainable development. These include developing education systems to foster quality lifelong learning opportunities; empowering learners to be innovative, creative and responsible global citizens; and shaping the future education agenda. The three areas will form the basis of the commission's strategies as it seeks to meet the strategic objective of the education area of competence.

### **Strategic Objective: To Promote Education for Peace and Sustainable Development.**

#### **Strategy I: Foster Quality Lifelong Learning Opportunities for All through ICT**

- a) Carry out research to establish the status of digital literacy among teachers in class 1.
- b) Build capacity of ECDE coordinators in ICT
- c) Build the capacity of teacher trainers in ICT integration in education.
- d) Building Capacity on ICT in SNE
- e) Facilitate the ratification of two education conventions

#### **Strategy II: Empower Learners to be Global Responsible Citizens**

- a) Carry out monitoring and evaluation on the status of ESD implementation in Kisumu county
- b) Facilitate and coordinate institutions to develop institutional ESD policies
- c) Build the capacity of teachers and education managers on ESD initiatives
- d) Build the capacity of teachers on peace education
- e) Build capacity of patrons in institutions within UNESCO Associated Schools Project Network
- f) Undertake Monitoring and evaluation of ASPnet activities in institutions
- g) Award the best performing institutions in ASPnet activities
- h) Build capacity of 100 teachers per year in Countering Violent Extremism (CVE)
- i) Sensitization on education in emergencies
- j) Advocate for Integration of HIV in all activities in Education Institutions

#### **Strategy III: Shaping the future education agenda**

- a) Host Post-2015 Education and Post 2014 ESD Forums
- b) Organize thematic conferences to discuss the future of education
- c) publish an annual journal on the future education agenda
- d) Sensitize and train TVET institutions and universities on the implementation of the SDGs
- e) Advocate for integration of HIV in all activities in Education institutions

### **3.5.2 Natural Sciences**

The thematic areas in the Natural Sciences include Fresh water; People; Biodiversity and Ecology; Oceans; Earth Sciences; Basic Sciences; Engineering Sciences; Coasts and Small Islands; Science policy and Sustainable Development; Natural Disaster Reduction; and Renewable Sources of Energy.

The overarching objective of UNESCO is mobilizing scientific knowledge and policy for sustainable development which will focus on the following specific objectives: leveraging scientific knowledge for the benefit of the environment and the

management of natural resources; fostering policies and capacity-building in science, technology and innovation; and contributing to disaster preparedness and mitigation.

**Strategic Objective: To Promote Science for Peace and Sustainable Development**

**Strategy I: Build capacity in Basic Science and Engineering**

- a) Build capacity of science teachers in secondary schools
- b) Build capacity of technical trainers in TTIs, polytechnics and universities in Engineering.
- c) Sensitize and promote access to Science, Technology, Engineering and Mathematics for girls and women

**Strategy II: Foster Science collaboration for earth systems, biodiversity, and disaster risk reduction**

- a) Establish a Geo-park in Kenya
- b) Prepare nomination dossiers for one biosphere reserve and one Trans-boundary Biosphere reserve to be listed as UNESCO biosphere reserves
- c) Build institutional capacity on the management of Biosphere Reserves
- d) Branding of all Biosphere Reserves
- e) Build capacity in conservation of communities living in transition and buffer zones of the UNESCO designated Biosphere Reserves
- f) Build capacity of communities of the Indian Ocean Coast on use of ocean resources for sustainable development
- g) Support the exploration of aquifers in Kenya
- h) Undertake one research in natural sciences related thematic areas in collaboration with relevant institutions.

**3.5.3 Social and Human Sciences**

The Social and Human Sciences programme overarching role is to foster social inclusion and intercultural dialogue through the social and human sciences. Social and Human Sciences has a mission to advance knowledge, standards and intellectual cooperation in order to facilitate social transformations conducive to the universal values of justice, freedom and human dignity.

The Social and Human Sciences also play a vital role in enhancing our understanding of contemporary challenges and interpreting the social, cultural and economic environment that exist in. They provide research, identify and analyze trends, and propose paths of action through inclusive and participatory processes. Social and Human Sciences link research to policy for action. The thematic areas under this programme include: social transformations; social inclusion; youth; ethics, science and society; human-rights based approach inequality; intercultural dialogue; tolerance philosophy; and gender equality.

**Strategic Objective: To Support Inclusive Social Development and Promote Inter-cultural Dialogue for the Rapprochement of Cultures and Promote Ethical Issues**

To achieve the SHS strategic objective, the Kenya National Commission for UNESCO shall pursue the following strategies:



**Strategy I: Support social transformation, social inclusion and intercultural dialogue in Counties**

- a) Carry out a research to establish limitations to social inclusion in selected communities
- b) Carry out targeted capacity Building of Community Leaders on Social Transformation and Social Inclusion in line with SDGs
- c) Support establishment and operationalization of UNESCO clubs in learning institutions
- d) Facilitate the establishment of a MOST school in Kenya
- e) Facilitate establishment of a Category II Centre on Social Inclusion

**Strategy II: Empower Stakeholders on Implications of Science Technology and Innovation**

- a) Carry out a baseline study on the status of bioethics in Kenya
- b) Conduct capacity building of bioethics practitioners
- c) Build capacities of the impact of Science, Technology and Innovation on social development in Kenya

**Strategy III: Support Youth Development, Civic Engagement and Sports**

- a) Conduct capacity building for youth in entrepreneurship
- b) Conduct capacity building for sports stakeholders
- c) Carry out targeted capacity building for the youth on civic engagement

**3.5.4 Culture**

The thematic areas dealt with under the Culture sector include: Cultural Diversity and Creative Expressions; World Heritage; Tangible and Intangible Heritage; Underwater Heritage; Movable Heritage; Museums; and Creativity and Dialogue. The role of the Commission in Culture is to promote the pivotal role of culture, heritage and creativity as means of achieving sustainable development and peace. This will be done by implementing the strategic objective "protecting, promoting and transmitting heritage and fostering creativity and diversity of cultural expressions."

**Strategic Objective: Building Peace and Sustainable Development through Heritage and Creativity.****Strategy I: Promote sustainable management of heritage in Kenya**

- a) Conduct a baseline survey on the contribution of cultural heritage to Kenya's development
- b) Sensitize communities and stakeholders on the importance of management of Heritage
- c) Conduct a survey to identify all heritage sites and monuments in Kenya and disseminate the findings
- d) Promote the use of ICT in community inventorying of cultural elements and properties
- e) coordinate the development of relevant policy frameworks to regulate safeguarding and sustainable management of cultural heritage
- f) Coordinate ratification of relevant cultural conventions
- g) Promote appreciation, safeguarding and conservation of heritage in Kenya



- h) Promote with relevant stakeholders visibility of Kenya's tangible and intangible heritage Collaborate with relevant stakeholders to brand Kenya's heritage sites not listed

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

- a) Sensitize communities on cultural diversity for purposes of peaceful coexistence and national cohesion.
- b) Organize and moderate forum on cultures and social development
- c) Coordinate and host bi annual intercultural festival

#### **Strategy III: Strengthen national capacities in development of creative industries**

- a) Coordinate and collaborate with stakeholders to develop tools for conducting a survey to establish the status of creative industries and make recommendations
- b) Conduct capacity building of stakeholders in creative industries.
- c) Protection and promotion of the Diversity of Cultural Expressions for sustainable development.
- d) coordinate the development of relevant Policy Framework on the promotion of cultural and creative industries in Kenya

### **3.5.5 Communication and Information**

The thematic areas dealt with under Communication and Information are: freedom of expression; access to knowledge and media development. These thematic areas are guided by the desire to promote free flow of ideas and universal access to information; safeguard traditional knowledge; promote expressions of pluralism and cultural diversity in the media and world information networks; and promote the access for all to information and communication technologies.

#### **Strategic Objective: to Promote Freedom of Expression, Media Development and Access to Information and Knowledge**

##### **Strategy I: Promote freedom of expression and freedom of information**

- a) Build capacity of media professionals and government officials on freedom of expression, freedom of information and safety of journalists
- b) Carry out annual national campaigns on freedom of expression and press freedom
- c) Build capacity of media professionals on content development
- d) Pursue membership to the International Programme for the Development of Communication(IPDC)
- e) Develop guidelines on self-sustainability of community radio stations and disseminate

##### **Strategy II: Promote access to information and knowledge**

- a) Conduct a baseline survey on open solutions and ICT innovations in Kenya
- b) Constitute a team of OER champions to promote the use of open solutions

##### **Strategy III: Promote preservation of information and knowledge**

- a) Establish a National Memory of the World Committee

- b) Carry out a baseline survey to inform existing documentary heritage
- c) Build the capacity of documentary and preservation professionals on digitization of the material

**Strategy IV: Enhance capacity for use of ICT for sustainable, knowledge based development**

- a) Build capacity on Youth Mobile applications development
- b) Provide linkage with incubators, mentors and software development companies
- c) Sensitize the App developers on Intellectual Property Rights

### **3.5.6 Corporate Services**

The thematic areas under this composite function facilitate the smooth execution of the duties of the Programmes, their constituent programme and expert committees, and also to coordinate organization wide initiatives.

**Strategic Objective: To Promote Efficiency and Effectiveness of the Commission in Service Delivery**

**Strategy I: Strengthen the Commissions Human Resource and Financial Management frameworks.**

- a) Develop generic job profiles for the Commission cadres
- b) Enhance the staffing capacity of the Commission
- c) Develop a KNATCOM Rewards Management Policy

**Strategy II: Enhance and increase KNATCOM's and UNESCO's visibility**

- a) Develop and implement the KNATCOM Corporate Communication policy
- b) Prepare and disseminate KNATCOM's Annual Reports

**Strategy III: Strengthen the Commissions Resource Mobilization Frameworks**

- a) Develop and implement a resource mobilization policy.

**Strategy IV: Strengthen the Research and Development Function**

- a) Develop and implement a research and development framework

**Strategy V: Modernize the Commission's work environment**

- a) Refurbish the KNATCOM Headquarters offices
- b) Digitize and launch the KNATCOM library
- c) Acquire land and commence construction of a new KNATCOM Headquarters

**Strategy VI: Monitoring and Evaluation**

- a.) Carry out monitoring every year and report to the board.

**Strategy VII: Establish the Commission's Quality Management Standards**

- a.) Obtain ISO certification

## **CHAPTER FOUR: PLAN IMPLEMENTATION AND COORDINATION FRAMEWORK**

### **4.1 Introduction**

The success of the outlined activities and strategies lie in the capacity of the Commission to implement the same. Critical success factor of the revised strategic plan will remain fidelity to the spirit and moral of the planning process which has largely been team work. An elaborate implementation matrix for this Plan has been annexed.

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

### **4.2 Capacity Assessment**

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

#### **4.2.1 Staff Establishment**

The Commission is in the process of recruiting the critical mass of employees that will match the delivery of the programmes and strategies in this revised Strategic Plan. The Commission staffing level currently stands at 35 officers comprising 14 technical and 21 support staff. An additional 25 officers will be recruited within the Revised Strategic Plan period.

The recruitments if fully realized will definitely increase the momentum of the Commission on improving the quality of services in its key programmes. During the remaining period of the revised strategic plan, the Commission will:

- Continue expanding the staff establishment, especially in the technical cadre;
- Create an enabling working environment as stipulated in the current Commission's Human Resource Manual; and
- Align the Commission's functions to tasks and performance with supportive capacity building measures.

#### **4.2.2 Staff Competencies**

Professionalism demands for continuous training and retraining for the Commission to stand out in its areas of operation. The Commission will therefore continue to upgrade the skills of its staff to be able to keep pace with the standards of the dynamic world. The officers at the Commission will be required to comprehend national and international goals, priorities and policies in order to provide necessary direction within



their departments/divisions with a view to enhancing the visibility of the organization both within the country and in the global platform. The Commission will therefore focus on the following areas of skills development that were informed by comprehensive assessment:

- Leadership and Management Development
- Financial Management and Budgeting
- Human Resource Management /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
- Research
- Protocol and event Management skills
- Monitoring and evaluation skills
- Speech writing skills
- Report Writing skills
- Networking skills
- Knowledge management skills
- Governance and administration skills
- Risk Management skills

In accordance with the training policy, all members of staff will undertake a training session of at least five days every year. The capacity building will include cross-cutting issues, such as gender mainstreaming; guiding, protocol and event management; mentorship; reform management; and life skills. The Commission will also continue with its norm of ensuring that each of the newly recruited staff undergoes induction to be able to appreciate “The working of a National Commission for UNESCO”.

## **4.2 Resource Flows, Risks and Accountability**

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

### **4.3.1. Projected Resource Requirements**

This revised strategic plan has been developed in the context of the prevailing needs that require a reorientation and positioning of the Commission to address effectively its challenges and constraints. The desired results set in this Revised Strategic Plan will only be realized through effective resource mobilization and prudent use of it. The Commission's financing is largely dependent on financing from the government but also includes support from UNESCO, the private sector and other development partners. A total of Ksh. **1,820.44** Billion and Ksh. **1,532.41** Billion for the Revised Strategic Planning

Period (2017/2018-2018/2019) is required to implement the revised strategic plan over the plan period as shown in summary tables 5 and 6 below.

**Table 4: Summary of Resource Requirements for the Period 2014/15- 2018/19**

KEY RESULT AREA	Total Amount (Kes Millions)	Amount Remaining PERIOD (KES MILLIONS)	For (KES
Education	125.2	82.71	
Natural Science	76.04	44.1	
Social and Human Science	76	52.7	
Culture	82.7	64.4	
Communication and Information	39.5	61.9	
Management and Support Services	1421	823	
<b>TOTAL COST</b>	<b>1820.44</b>	<b>1,128.81</b>	

**Table 5: Summary of Projected Resource Requirements for 2014/15 - 2018/19**

KEY RESULT AREA	2014/2015	2015/2016	2016/17	2017/18	2018/19	TOTAL
Education	12	13.5	23	39.81	42.9	131.21
Natural Science	10.5	11.5	13.5	21.2	22.9	79.6
Social and Human Science	8.5	9.5	9.5	26.4	26.3	80.2
Culture	4	11	8.5	32.2	32.2	87.9
Communication & Information	9.5	9.5	15.6	30.9	31	96.5
Corporate Services	107	87	40	66.5	756.5	1057
<b>TOTALS</b>	<b>151.5</b>	<b>142</b>	<b>110.1</b>	<b>217.01</b>	<b>911.8</b>	<b>1,532.41</b>

#### 4.3.2. Resource Mobilization

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

In addition, the Commission will also continue to engage UNESCO, UN agencies and other development partners to provide support towards some of its activities. The Commission will also evaluate potential areas for collaboration with key stakeholders

within the public and private sector in order to forge public private partnership approaches to programs implementation.

### 4.3.3. Risks and Accountability

The Commission is vulnerable to a myriad of risks that may threaten the effective implementation of its desired activities. Table 7 below presents a summary of risks and how the commission intends to militate against them.

**Table 6: Risks and Mitigation**

S/NO	Risk Factor	Level of Risk	Mitigation Mechanism
1.	Inadequate funding for the Commission's programmes	High	Identification and nurturing necessary collaborative networks to support commission's programmes
2.	Retrogressive cultural practices which are still dear to some communities	High	In areas where such practices are still prevailing the commission will embrace dialogue and educate such communities how to use their cultures productively and not use them as barriers to education and economic empowerment
3.	Duplication of programmes across government	Medium	The commission will engage stakeholders at various levels to reduce chances of duplication and ensure synergy in resource utilization
4.	Ignorance on what the Commission does	High	The commission will develop a communication strategy and create awareness in the public about its existence and its functions
5.	Natural Attrition	High	Increase investments in professional development and documentation to build institutional memory

On accountability, the successful implementation of the Revised Strategic Plan will be hinged on the responsiveness of all staff to the duties they are assigned to perform as outlined in the logical framework and accompanying annual work plans. To establish and maintain a critical momentum for the implementation of the Revised Strategic Plan, the Commission will employ the Rapid Results Initiative for activities with quick wins.

Performance Management places greater emphasis on measuring the continuous improvement of staff at all levels and as such the implementation of the plan will embrace this approach. The adoption of a performance based approach will require that each staff remain accountable for the implementation of the agreed work plans. This approach will be corroborated with the existing Performance Contracting within the Government



The Commission will link up with line ministries, Government agencies, universities and research institutes, civil society, experts, consultants, UNESCO headquarters, UNESCO Regional Office Nairobi and other NATCOMs with a view to increasing its networks and linkages.

## **CHAPTER FIVE: MONITORING AND EVALUATION**

### **5.1 Monitoring and Evaluation Framework**

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

### **5.2 Institutionalization of Monitoring and Evaluation**

Institutionalization of Monitoring and Evaluation requires the strengthening of the Performance Monitoring Committee (PMC) that will be responsible for coordinating, monitoring and reporting on the Commission's programme activities as outlined in the Strategic Plan.

The Committee shall comprise of the following:

- i) Deputy Secretary General, Corporate Affairs (Chairperson)
- ii) Deputy Secretary General, Technical Programmes
- iii) Director, Research and Development (Secretary)
- iv) Programme Directors
- v) Manager, Finance
- vi) Manager, HR

An M&E analysis and reporting framework will be developed by the PMC to assist in its monitoring and evaluation activities.

### **5.3 Monitoring and Evaluation Methodology**

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

### **5.4 Reporting**

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

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

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

### **5.5 Linking Monitoring and Evaluation to Performance Management**

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

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



## APPENDIX 1: IMPLEMENTATION MATRIX

Strategies	Activity	Expected Output	Output Indicators	Responsibility	Resources	Time Frame	Risk Assumptions	Y1	Y2	Y3	Y4	Y5
<b>EDUCATION</b>												
<b>Strategic Objective: To promote Education for Peace and Sustainable Development</b>												
<b>Strategy 1: Foster Quality Lifelong Learning opportunities for All through ICT</b>	Carry out research to establish the status of digital literacy among teachers in class 1.	Status of digital literacy among teachers in class 1 established.	Minutes of Planning Meetings Concept Note Research Report	Education Programme Director	Finances Experts Data Analysis Software	2016-2018	Adequate funding Qualified staff Support from stakeholders Availability of ICT	0	0	0	1.5	2.0
	Build capacity of ECDE coordinators in ICT	Capacity of ECDE coordinators in ICT built.	Capacity Building Report	Education Programme Director	Finances Experts Staff	2016-2018	Adequate funding Qualified staff Support from stakeholders Availability of ICT	0	0	1.5	2.5	0.7
	Building Capacity on ICT in SNE	Capacity of SNE institutions in ICT built.	Capacity Building Report	Education Programme Director	Finances Experts Staff	2016-2018	Adequate funding Qualified staff Support from stakeholders	0	0	1.5	2.5	0.7

							s Availability of ICT					
	Build the capacity of teacher trainers in ICT integration in education	Teacher trainers trained per year	Report on capacity building. Training Manual.	Education Programme Director	Finances ICT equipment Stationery Experts in ICT Software	2014-2018	Adequate funding Availability of teachers Availability of experts Availability of facilities Support from stakeholder	5	5	5	2.0	3.3
	Facilitate the ratification of two education conventions	Ratification of convention against discrimination in education (1960). Ratification of Regional Convention Recognition of Qualification in Higher Education in African Region	Briefs on the two conventions Legal Opinion on the ratification of the two conventions Cabinet Memo. Reports of consultative Meetings	Education Programme Director	Financial Human Expert Advice	2016-2018	Qualified staff Stakeholder support Adequate funding Availability of experts	0	0	0	0.5	1.6

		(2014)										
<b>Strategy II: Empower learners to be global responsible citizens</b>	Carry out monitoring and evaluation on the status of ESD implementation in Kisumu county	The efficacy of previously conducted ESD training tracked.	M & E report Capacity Building Workshops Reports	Education Programme Director	Finances Experts	2014-2018	Adequate finances Stakeholder support Availability of Experts Qualified staff	0	0	0	1.5	0
	Facilitate/c coordinate Institutions to develop institutional ESD Policies	Trained institutions on how to develop a policy	Report on Capacity building	Education Programme Director	Finances Experts Transport Stationery	2014-2018	Adequate finances Stakeholder support Availability of Experts Qualified staff	0	0	1.5	2.5	3.0
	Build the capacity of teachers and education managers on Education for Sustainable Development initiatives	Capacity built for teachers and education managers per year built on ESD	Report on Capacity building	Education Programme Director	Finances Experts Transport Stationery	2014-2018	Adequate finances Stakeholder support Availability of Experts Qualified staff	0	0	1.5	2.5	3.0



	Build the capacity of teachers in peace education	Capacity of teachers per year built on peace education	Report on capacity building	Education Programme Director	Finances Transport Experts Stationery	2014-2018	Adequate finances Stakeholder support Availability of Experts Qualified staff	1.5	1.5	1.5	2.5	2.5
	Build capacity of teachers in schools, Colleges, TVET institutions within UNESCO Associated Schools Project Network	ASPNet Schools revitalized, ASPNet Schools, colleges, TVET institutions established for the entire five year period Capacity of at least 50 patrons per year built	Report on activities No of schools joining the network Report of capacity building workshops	Education Programme Director	Finances Transport Stationery List of ASPNet schools ASPnet Patrons Handbo ok	2014-2018	Adequate finances Stakeholder support Availability of Experts Qualified staff	0	1.5	1.5	2.5	2.8
	Undertake Monitoring and evaluation of ASPnet activities in institutions	Monitoring and evaluation of the progress of ASPnet schools is done.	M & E report	Education Programme Director	Finances Expertise in M & E Human Resource	2016-2018	Adequate finances Stakeholder support Availability of Experts Qualified staff	0	0	1.0	1.1	1.0

	Sensitization on education in emergencies	County Forums National Forums Regional Forums	Report	Education Programme Director	Finances Experts Transport Stationery	2014-2018	Adequate funding, Support from Stakeholders, Inflation, Qualified staff,	2.0	2.0	2.0	3.0	3.5
	Award the best performing schools in ASPnet activities	Better programmes and activities in ASPnet schools as they seek to implement ESD, Climate Change and SDGs	No of Entries. Report of Evaluation Awards.	Education Programme Director	Finance, Staff, Stationery	2016-2018	Adequate finances Stakeholder support Availability of Experts Qualified staff	0	0	0	1.0	2.2
	Advocate for Integration of HIV in all activities in Education Institutions		Reports	Education Programme Director	Finance Staff Stationery	2016-2018	Adequate finances Stakeholder support Availability of Experts Qualified staff	0	0	0	2.0	2.0

	Build Capacity of 100 teachers per year in Countering Violent Extremism (CVE)	50 teachers per year trained on CVE	Capacity Building Report Handbook on CVE in schools	Education Programme Director	Finances Transport Stationery List of ASPNet schools	2014-2016	Adequate finances Stakeholder support Availability of Experts Qualified staff	0	0	0	2.5	2.5
<b>Strategy III: Shaping the future education agenda.</b>	Hosting Post 2015 education Forums and Post 2014 ESD Forums	One Forum held per year	Report	Education Programme Director	Finances Experts, ICT equipment, Transport, Stationery	2014-2018	Adequate funding, Support from Stakeholders, Inflation, Qualified staff, Security	1.5	1.5	1.5	2.0	2.5
	Organize Thematic Conferences on the future of education	County Forums National Forums Regional Forums	Conference Report	Education Programme Director	Finances Experts Transport Stationery	2014-2018	Adequate funding, Support from Stakeholders, Inflation, Qualified staff,	2.0	2.0	2.0	2.5	3.5



	Publish an annual journal on the future education agenda	Published Journal	Concept Note Call for Abstracts Evaluation Summary Journal	Education Programme Director	Finances, Experts Stationery Academic partner institution	2016-2018		0	0	2.5	0.7	1.1
	Sensitize and train TVET instructors and universities on the implementation of the SDGs	50 TVET instructors per year trained.	Report	Education Programme Director	Finances Experts Transport Stationery	2016-2018	Adequate funding, Support from Stakeholders, Inflation, Qualified staff,	0	0	0	2.5	3.0
	Advocate for Integration of HIV in all activities in Education Institutions	50 TTI instructors per year trained.	Report	Education Programme Director	Finances Experts Transport Stationery	2016-2018	Adequate funding, Support from Stakeholders, Inflation, Qualified staff,	0	0	0	2	2
								12	13.5	23	39.81	42.9
<b>NATURAL SCIENCE</b>												

Strategic objective: Science for peace and sustainable development												
Strategy I: Build capacity in Basic Science and Engineering	Build the capacity of science teachers in secondary schools	Capacity of 100 teachers per year built	Report on capacity building	Natural Sciences Programme Director	Finances Transport Stationery Experts	2014-2018	Availability of adequate finances Stakeholder buy-in Availability of experts Qualified staff	1.5	1.5	0	2.1	2.6
	Build capacity of technical trainers in technical training institutes, polytechnic and universities in Engineering	Capacity of 50 technical trainers per year built in Engineering	Report on capacity building	Natural Sciences Programme Director	Finances Experts Staff Stationery	2014-2018	Adequate financing Stakeholder support Availability of experts Qualified staff	1.0	1.0	1.0	2.0	2.5
	Sensitise and promote access to Science, Technology Engineering and Mathemati	Capacity of 100 women per year built	Report on capacity building	Natural Science programme Director	Finances Staff Experts Stationery	2014-2018	Adequate financing Stakeholder support Availability of experts Qualified staff	1.5	1.5	1.5	2.1	2.6

	cs for girls and Women											
<b>Strategy II: Foster international science collaboration for earth systems, biodiversity, and disaster risk reduction</b>	Establish a Geo-park in Kenya	A Geo-park is established in Kenya	A report on potential Geo-park sites in Kenya	Natural Sciences Programme Director	Finances Human Capital Material Resources ICT infrastructure Expert form Paris	2014-2018	Adequate funding, Support from Stakeholders, Inflation, Qualified staff, Security	1.5	1.5	1.5	1.5	1.5
	Prepare nomination dossiers for one biosphere reserve and one trans boundary reserve to be listed as UNESCO biosphere reserves	A nomination dossier for at least two biosphere reserves and at least one trans boundary biosphere reserve	nomination dossier s	Natural Sciences Programme Director	Finances Human Capital Material Resources ICT infrastructure	2014-2018	Adequate funding, Support from Stakeholders, Inflation, Qualified staff, Security	1	2	1.5	1.5	1.5
	Build institutional capacity on the management of	Capacity of 20 Biosphere reserve managers built per	Capacity building report List of participant	Natural Science Programme Officer	Finances Experts	2014-2018	Adequate funding, Support from Stakeholders,	1.0	1.0	1.8	1.2	1.7



	Biosphere Reserves	year					Inflation, Qualified staff, Security					
	Brand all Biosphere Reserves	Biosphere reserves branded	No. of Branded Biosphere Reserves No. of Billboards in a Biosphere Reserve	Programme Director	Finances Experts Staff	2016-2018	Adequate funding, Support from Stakeholders, Inflation, Qualified staff, Security	0	0	0	2.0	1.5
	Build Capacity in conservation of communities living in transition and buffer zones of the UNESCO designated Biosphere Reserves	Capacity of 100 members of the community around Biosphere Reserves built on conservation per year	Report on capacity building	Natural Sciences Programme Director	Finances Experts	2014 - 2018	Adequate funding, Support from Stakeholders, Inflation, Qualified staff, Security	1.0	1.0	2.5	3.0	3.0
	Build capacity of communities of the Indian	Capacity of 100 coastal inhabitants built in conservation	Report of the capacity building	Natural Sciences Programme officer	Facilitation fees, reimbursement, Specialists	2014-2019	Adequate funding, Support from Stakeholder	1.0	1.0	2.5	3.0	3.0

	Ocean Coast years on the use of oceans for sustainable development	n, sustainable development and use of ocean resources per year			, ICT equipment and Infrastructure, Airtime,		S, Inflation, Qualified staff, Security					
	Support exploration of underground aquifers in Kenya	Trans boundary reserves explored	Report on Stakeholder Discussions Project Report	Natural science Programme Director	Finances Experts	2014-2018	Adequate finances Adequate Experts	1.0	1.0	1.2	1.3	1.5
	Undertake one research in Natural Sciences related thematic areas in collaboration with relevant institutions	One research in Natural sciences thematic areas undertaken	Research report Publication in a peer-reviewed journal	Natural science Programme Director	Finances Experts	2017-2019	Adequate finances Adequate Experts	0	0	0	1.5	1.5
								10.5	11.5	13.55	21.2	22.9
<b>SOCIAL AND HUMAN SCIENCES</b>												
<b>Strategic Objective: Supporting inclusive social development and promoting intercultural dialogue for the rapprochement of cultures and ethical principles</b>												

<b>Strategy I: Support social transformations, social inclusion and intercultural dialogue in Counties</b>	Carry out research to establish limitations to social inclusion in selected communities	Research carried out on limitations to social inclusion in selected communities	Research Report	Social and Human Sciences	Finances Transport Experts Stationery	2014-2018	Adequate finances Availability of experts Willingness of the community Adequate Security	0	0	0	0	2.0
	Carry out targeted capacity Building of targeted Community Leaders on Social Transformation and Social Inclusion in line with SDGs	Capacity of 100 community leaders per year built on social transformation and social inclusion in line with SDGs	Capacity Building Report	Social and Human Sciences	Finances, Human Resource	2016-2014	Adequate finances Availability of experts Willingness of the community Adequate Security	2.0	2.0	2.0	3.1	3.2



	Support the establishment and operationalisation of UNESCO Clubs in institutions	UNESCO Clubs established in at least 10 schools in each county	Report on establishment of Clubs	Social and Human Sciences Programme Officer	Finances Transport Experts Stationery	2014-2018	Adequate finances Availability of experts Willingness of the community	1.0	1.0	1.0	3.6	3.6
	Facilitate the establishment of a MOST school in Kenya	MOST school established in one higher education institution	One MOST school	Social and Human Science,	Finances, Human Resource, Partnering institution	2014-2018	Adequate finances Availability of experts Willingness of a partnering institution	0	0	0	2.5	2.5
	Facilitate establishment of a Category II centre on Social Inclusion	Category II Center on Social Inclusion established	One Category II Center established	Social and Human Science	Finances Human Resources Approvals	2014-2018	Adequate finances Availability of experts Approvals Concurrence with Stakeholders	0	0	0	1.0	1.0

<b>Strategy II: Empower Stakeholders on Implications of Science and Technology</b>	Carry out a baseline study on the status of bioethics in Kenya	Research Carried out on the status of bio-ethics in Kenya	Research Report	Social and Human Sciences	Finances, Human Resources Approvals Experts Stationery	2016-2018	Adequate Finances; Availability of experts; qualified staff; Support from stakeholders	0	0	0	2.6	0
	Conduct capacity building of bioethics practitioners	Capacity of 50 bioethics practitioners built per year	Report on Capacity building List of participant	Social and Human Sciences Programme officer	Finances Specialists, Stationery, Transport, Experts	2014-2018	Adequate funding, Support from Stakeholders, Qualified staff, Experts will be available	0	1.0	1.0	2.5	2.5
	Build capacities of the impact of Science, Technology and Innovation on social development in Kenya	Capacity of 50 STI practitioners built per year	Report on Capacity building of participant	Social and Human Sciences Programme Officer	Finances Specialists Stationery Transport Experts	2014-2018	Adequate funding, Support from Stakeholders, Qualified staff, Experts will be available	1.0	1.0	1.0	2.5	2.5

<b>Strategy III: Support youth development, civic engagement and sports</b>	Conduct capacity building of youth in entrepreneurship	Capacity of 100 youth per year built in entrepreneurship	Report on capacity building List of participant	Social and Human Sciences	Finances Specialists, Stationery, Transport,	2014-2018	Adequate funding, Support from Stakeholders, Qualified staff, Experts will be available	1.5	1.5	1.5	3.0	3.0
	Conduct capacity building for sports stakeholders	Capacity of 100 stakeholders per year built	A report of capacity building List of participant	Social and Human Sciences Programme Director	Facilitation fees, Transport, Specialists Stationery Airtime,	2014-2018	Adequate funding, Support from Stakeholders, Inflation, Qualified staff, Security	1.5	1.5	1.5	2.6	3.0
	Carry out targeted capacity building for youth on civic engagement	Capacity of 100 youth per year built in civic engagement	A report of capacity building of stakeholders on anti-doping	Social and Human Sciences Programme Director	Facilitation fees, Transport, Specialists Stationery Airtime,	2014-2018	Adequate funding, Support from Stakeholders, Inflation, Qualified staff, Security	1.5	1.5	1.5	3	3
								<b>8.5</b>	<b>9.5</b>	<b>9.5</b>	<b>26.4</b>	<b>26.3</b>

CULTURE												
Strategic Objective: Building Peace and Sustainable Development through Heritage and Creativity												
Strategy I: Promote sustainable management of heritage in Kenya	Conduct a baseline survey on the contribution of cultural heritage to Kenya's development	Baseline survey on contribution of cultural heritage to Kenya's development conducted.	Minutes of Preparatory meetings. Research Report.	Culture Programme Director	Finances Human Resource Experts Stationery	2014-2018	Adequate funding, Support from Stakeholders, Inflation, Qualified staff	0	2.0	0	1.0	1.8
	Sensitize communities and stakeholders on the importance of management of Heritage	50 stakeholders per year sensitized on importance of management of Heritage	Report on stakeholder sensitization	Culture Programme Director	Finances Transport Experts Stationery	2014-2018	Adequate funding, Support from Stakeholders, Inflation, Qualified staff,	1.5	1.5	1.5	2.5	2.5
	Conduct a baseline survey to identify heritage sites and monuments and disseminate the findings	Establish the available heritage sites and monuments	Report on number of heritage sites	Culture Programme Director	Finances Transport Experts Stationery	2014-2018	Cooperation from county government Availability of funds Availability of experts Cooperation from	1.0	1.0	0	1.0	1.8



							communities					
	Promote the use of ICT in the inventorying of cultural elements and properties	Capacity of 100 persons per year built on use of ICT in the inventorying and conservation of oral traditions	Report on capacity building	Culture Programme Director	Finances Transport Experts Stationery	2014-2018	Adequate funding Availability of experts Cooperation from the community	0	1.5	0	3.8	3.8
	Coordinate the development and launch of relevant policy framework to regulate safeguarding and sustainable management of cultural heritage	Policy framework developed for the promotion and protection of World Heritage sites in Kenya	Reports from Consultative meetings. Finalised Policy.	Culture Programme Director	Finances Transport Experts Stationery	2016-2018	Adequate funding, support from communities and other stakeholders	0	0	2.00	0.5	0

	Coordinate ratification of relevant culture convention	Cultural Conventions not yet ratified by Kenya	Minutes of meetings with stakeholders Copies of Filled ratification documents	Culture Programme Director	Finances Experts	2017-2018	Availability of adequate funds Political will sufficient to have the conventions ratified	0	0	0	1.0	1.0
	Promote appreciation, safeguarding and conservation of heritage in Kenya	The best managed Kaya Forests awarded	List of Kayas Management Plans Entries for the award Awards list	Culture Programme Director	Financial Human Material	2016-2018	Availability of funds Cooperation from communities Cooperation from county government Concurrence with the department of culture	0	0	0	3.0	3.0
	Promote with relevant stakeholders visibility of Kenya's tangible	Greater Visibility of World Heritage Sites in Kenya and abroad	Standard profiles for world heritage sites Better signage	Culture Programme Director	Finance, Human Resources Material	2016-2018	Availability of funds Cooperation from communities Cooperation	0	0	0	2.0	2.0

	and intangible heritage		An online platform on world heritage sites in Kenya				n from county government Concurrence with the relevant line departments/agencies and potential donors					
	Collaborate with relevant stakeholders to brand Kenya's heritage sites not listed	Increased visibility of Kenya's heritage	Signage Billboards Brand messages developed	Culture Programme Director	Finances Stakeholder support	2017-2018	Adequate Finances will be available on time Partners and stakeholders will offer support for the activity	0	0	0	2.0	2.0
<b>Strategy II: Promote intercultural dialogue and rapprochement of cultures in Kenya</b>	Sensitize communities on cultural diversity for purposes of peaceful coexistence and national cohesion	100 community leaders sensitized per year on the need to appreciate cultural diversity	Sensitization Report	Culture programme Director	Financial Experts Transport Stationery	2014-2018	Cooperation from communities Cooperation from county government Concurrence with the department	1.5	1.5	1.5	3.8	3.8

							of culture Availability of funds					
	Organize and moderate forum on culture and social development	Two conferences held on culture and social development	Conference report	Culture Programme Director	Finances Experts Transport Stationery	2014-2018	Adequate finances Stakeholder support Availability of experts	0	2.0	0	2.0	2.0
	Coordinate and host bi annual intercultural festival	Enhanced peace, unity and national cohesion among Kenyan communities	Festival report Minutes for preparatory meetings	Culture Programme Director	Finances Transport	2014-2018	Adequate finances Stakeholder support	0	0	0	1.5	2.0
<b>Strategy III: Strengthen National Capacities in the development of creative industries</b>	Coordinate and collaborate with stakeholders to develop tools for conducting a survey to establish	Survey conducted on the status of creative industries	Survey report	Culture Programme Director	Finances Experts Stationery Transport	2014-2018	Adequate finances Stakeholder support Availability of experts	0	0	0	0	2.0



	the status of creative industries and make recommendations.											
	Conduct capacity building of stakeholders in creative industries	Capacity of 50 stakeholders built on creative industries per year	Capacity building report	Culture Programme Director	Finances Experts Stationery Transport	2014-2018	Adequate finances Stakeholder support Availability of experts	0	1.5	1.5	2.5	2.5
	Protection and promotion of the Diversity of Cultural Expressions for sustainable development	Protection and promotion of Diversity of Cultural Expressions enhanced	Periodic reports on the 2005 Culture Convention. Minutes of meetings. Reports of sensitization meetings.	Culture Programme Director	Finances Experts Stationery Transport	2016-2018	Adequate finances Stakeholder support Availability of experts	0	0	0	2.0	2.0
	Coordinate the development of relevant Policy Framework	Policy framework developed on the promotion of cultural and	Reports from Consultative meetings. Lists of participant	Culture Programme Director	Finances Experts Stationery Transport	2014-2018	Adequate finances Stakeholder support Availability of experts	0	0	2.0	05.	0

	on the promotion of cultural and creative industries in Kenya	creative industries in Kenya	s. Minutes of Planning Meetings. Policy.									
								4	11	8.5	32.2	32.2
<b>COMMUNICATION AND INFORMATION</b>												
<b>Strategic Objective: Promoting freedom of expression, media development and access to information and knowledge</b>												
<b>Strategy I : Promote freedom of expression, and freedom of information;</b>	Build capacity of media professionals and government officials on freedom of expression and, freedom of information and safety of journalists	Capacity of media professionals and government officials on safety of journalists enhanced per year	Capacity building report List of participant	CI Programme Director	Finances Transport Experts Stationery	2014-2018	Availability of funds Government support stakeholders support A stable political climate Adequate infrastructure	1.5	1.5	2.5	2.8	3.0
	Carry out annual national campaigns on freedom of	Awareness on safety on freedom of expression and press	Number of annual campaigns conducted Report on	C.I. Programme Director	Finances Transport Experts Stationery	2014-2018	Availability of funds Government support stakeholders support	2.0	2.0	2.0	1.0	1.0

	expression and press freedom	freedom created during World Press Freedom Day (WPDF).	the annual campaigns				A stable political climate Adequate infrastructure					
	Build capacity of media professionals on content development	Capacity of media professionals built every year	Report on capacity building	CI Programme Director	Finances Transport Experts Stationery	2014-2018	Availability of funds Government support stakeholders support A stable political climate	1.5	1.5	1.5	2.8	3.0
	Pursue membership to International Programme for the Development of Communication (IPDC)	Kenya to Vie for the vacant seat	Document showing nomination to the committee	CI Programme & Top leadership	Finances Transport Experts	2014-2018	Availability of funds Government support stakeholders support  Goodwill form other African countries	0	0	0	2	2
	Develop guidelines on self sustainability of	Policy for sustainable and independent media	Policy /Strategy Document	C.I. Programme Director	Finances Transport Experts Stationery	2014-2018	Availability of funds Government support stakeholders	0	0	0	1.0	2.0

	community radio stations and disseminate	institutions (Community Media) developed					support A stable political climate Adequate infrastructure					
<b>Strategy II: Promote access to information and knowledge</b>	Conduct a Baseline Survey on Open Solutions and ICT innovations in Kenya	Status of Open Solutions in Kenya and ICT innovations established and findings disseminated	Baseline survey report	C.I. Programme Director	Financial Human Material Approvals	2014-2018	Availability of funds Government support stakeholders support A stable political climate Adequate infrastructure	0	0	1.1	4	6
	Constitute a team of OER champions to promote the use of open solutions	OER Champions identified	List of OER Champions Report	C.I. Programme Director	Financial Human Material Approval	2014-2018	Availability of funds Government support stakeholders support A stable political climate Adequate infrastructure	0	0	0	1	1
<b>Strategy III: Promote preservation</b>	Establish a national memory of the World	A National Memory of the World Committee	Minutes of Meetings	C.I. Programme Director	Finances, Staff	2016-2018	Availability of funds Government support	0	0	1.5	2.6.6	2



on of informati on and knowledg e	Committee	Established					stakeholders support A stable political climate					
	Carry out baseline survey to inform existing documenta ry heritage	An inventory of items to be established to inform Kenya's nominations to the Memory of the World Register	Research Report Inventory List of participants in the constituted MoW Committee	C.I. Programme Director	Finances Transport Experts Stationery hospitality	2016- 2018	Availability of funds Government support stakeholders support A stable political climate Adequate infrastructure	0	0	0	3	4
	Build the capacity of preservation professional sons on digitization of material	Capacity of documentary and preservation professionals built every year	Report on capacity building List of participants	CI Programme	Finances Transport Experts Stationery	2014- 2018	Availability of funds Government support stakeholders support A stable political climate	1. 5	1. 5	2. 5	2. 8	2.0
<b>Strategy IV: Enhance capacity for use of ICT for sustainable,</b>	Build capacity on Youth Mobile applications development	Capacity of youth built on mobile applications development built.	Report on capacity building. List of participants. No of applicatio	CI Programme Director	Finances Transport ICT equipment Software platform	2014- 2018	Adequate funds Availability of experts Adequate infrastructure	2. 0	2. 0	2. 5	2. 8	3.0

knowledge based development			ns developed									
	Provide linkage with incubators, mentors and software development companies	Linkages Established with the incubators and mentors.	No of mentors contacted No of apps monetized	CI Programme	Finances	2014-2018	Adequate funds Availability of experts Adequate infrastructure	1	1	2	2.5	0
	Sensitize the App developers on Intellectual Property Rights	Awareness of Intellectual Property Rights. Monetization of apps	Report	C.I. Programme	Finances Transport ICT infrastructure	2016-2018	Adequate funds Availability of experts Adequate infrastructure	0	0	0	2.0	2.0
								9.5	9.5	15.6	30.9	31
<b>Corporate Services</b>												
<b>Strategic Objective: To Promote Efficiency and Effectiveness of the Commission in Service Delivery</b>												
<b>Strategy I: Strengthen the Commission</b>	Develop generic job profiles for the	Generic job profiles developed	Schemes of service for KNATCOM	Human Resource Unit	Financial Human Material Approvals	2014-2018	Availability of funds Comprehensive Job	1	1	0	4	2

<b>ons human resource and financial manage ment framework</b>	Commission cadres		UNESCO Staff				Profiles will be developed Staff will understand their roles					
	Enhance the staffing capacity of the commission	Staffing capacity increased to 60	30 staff recruited	Human Resource Unit	Financial Human Material Approvals	2014- 2018	Funds availability Staff exit will be minimal	80	80	0	18	16
	Develop a KNATCOM Rewards Managem ent Policy	Staff Motivation and Diversificati on of Rewards Managem ent Schemes	Rewards Managem ent Policy	Human Resource Unit	Financial Human Material Approvals	2016- 2018	Funds availability Necessary approval will be given	0	0	0	4	2
<b>Strategy II: Enhance KNATCO M's and UNESCO's visibility</b>	Develop and implement the KNATCOM Corporate Communic ation policy	A Corporate communic ation policy developed and implemente d	Corporate Communic ations policy document	Corporate Communic ation Unit	Financial Human Material Approvals	2014- 2018	Funds availability Staff in the department will be recruited. The policy developed will be comprehensi ve and adhered to.	0	0	0	2	0

	Prepare and disseminate KNATCOM Annual Reports	KNATCOM Annual Reports prepared and disseminated	Annual Report	Finance & Corporate Communications Units	Financial Human Material Approvals	2014-2018	Availability of funds Content material will be available	1	1	2	2	2
<b>Strategy III: Strengthen the commissions resource mobilization frameworks</b>	Develop and implement a resource mobilization policy.	Resource mobilization policy developed	Resource Mobilization policy manual	Finance Unit	Financial Human Material Approvals	2014-2018	Funds availability Policy developed will be comprehensive and effective.	0	0	2	0	0
<b>Strategy IV: Strengthen the Research and Development Function</b>	Develop and implement a research and development framework	Research and Development Framework developed and implemented	Research and Development Policy manual	Management, Technical Programme Directorate & Development Human Resource	Financial Human Material Approvals	2014-2018	Availability of funds Proper and effective framework developed.	0	0	0	2	0



<b>Strategy V: Modernize the commission's work environment</b>	Refurbish the KNATCOM Headquarters offices	Acquisition of additional office space	Adequate and well designed offices	Finance and Administration	Financial Human Material Approvals	2014-2018	Availability of funds Requisite government approvals will be available and timely. Procurement processes will be timely.	20	0	30	25	25
	Digitize and launch the KNATCOM library	Library digitized and launched	An online catalogue No of books in the online repository No of computers available for access	Librarian	Finances, Human Resource	2016-2018	Availability of funds Staff will be trained. Procurement processes will be timely	0	0	0	3.0	3.0
	Acquire land and commence construction of new KNATCOM Offices	Cost reduction on renting costs	New Headquarters	Finance and Administration	Financial Human Land Building Approvals	2014-2018	Availability of funds Requisite government approvals will be available and timely. Procurement processes will be	0	0	0	0	700

							timely.					
<b>Strategy VI: Monitoring and Evaluation</b>	Carry out monitoring every year and report to the board	Quarterly reports carried out and reports disseminated	Quarterly reports	Performance Monitoring Team	Facilitation,	2014-2018	Availability of funds	5	5	5	5	5
<b>Strategy VII: Establish the Commissions Quality Management Standards</b>	Obtain ISO Certification	ISO Certification	Reports	Management Representative	Human Material Approvals	2016-2018		0	0	1.0	1.5	1.5
								107	87	40	66.5	756.5
<b>GRAND TOTALS</b>								151.5	142	110.1	217.01	911.8

## APPENDIX II: ORGANOGRAM

Annex VII: ORGANOGRAM FOR THE KENYA NATIONAL COMMISSION FOR UNESCO

