

KENYA NATIONAL COMMISSION FOR UNESCO

FIFTH-GENERATION STRATEGIC PLAN 2024 - 2029



Vision:

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



Mission:

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



Core Values:

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



FOREWORD

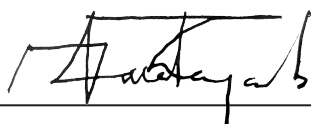


In 1964, Kenya joined UNESCO as Member State number seventy-three. The decision was driven by the aspiration to foster an enduring peace through intellectual cooperation and collaboration with fellow Member States. In adherence to Article VII of the UNESCO Constitution, the Government of Kenya founded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

To optimise its efficiency and effectiveness in fulfilling its mandate, KNATCOM became a State Corporation in 2013, facilitated by the enactment of the Kenya National Commission for UNESCO Act 2013, by the National Assembly. As a State Corporation, KNATCOM initiated an ambitious yet crucial agenda to realise its new status by establishing essential structures and relevant policies. A significant accomplishment within this transformative agenda was the formulation of the initial KNATCOM Strategic Plan (2014 – 2019). Subsequently, a second Strategic Plan was developed, covering the timeframe from 1st July 2019 to 30th June 2024, along with other noteworthy milestones. Among these milestones was the development of relevant policies to further support the Commission's objectives.

This is the third KNATCOM Strategic Plan and it will cover the period 1st July 2024 to 30th June 2029. It was formulated in accordance with the guidelines outlined in the Guidelines for the Preparation of the Fifth-Generation Strategic Plans (2023 - 2027). The Plan was developed through a consultative process, drawing insights from the lessons learned from the End Term Evaluation of the second Strategic Plan (ETE) 2019-2024, and considering national, regional and global priorities. In particular, the Strategic Plan (2024-2029) aligned with Kenya Government's Vision 2030 and its Fourth Medium Term Plan (MTP IV) 2023-2027, and the Bottom-Up Economic Transformation Agenda (BETA) as well as the East Africa Community Vision 2050, the Africa Union's Agenda 2063 and UNESCO's Strategies and Programmes.

Lastly, I extend my heartfelt gratitude to the Board members, management, staff and all other stakeholders for their invaluable contributions to developing this third KNATCOM Strategic Plan. The Board is dedicated to fulfilling its oversight responsibilities to ensure that the Commission consistently provides high-quality services to all Kenyan citizens and stakeholders. I am confident that the government and Commission partners will continue to support the Commission in the successful implementation and execution of this Plan.



Prof. Mohamed S. Rajab PhD, EBS
Board Chairperson
Kenya National Commission for UNESCO



PREFACE



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

The development of this Strategic Plan involved aligning with key strategic documents, which included the Constitution of Kenya 2010, the Kenya Government's Vision 2030 and its Fourth Medium Term Plan (MTP IV) 2023-2027, and the Bottom-Up Economic Transformation Agenda (BETA) 2022- 2027. At regional level, this Strategic Plan is aligned with the East Africa Community Vision 2050 and the Africa Union's Agenda 2063.

At global level it is aligned with the Sustainable Development Goals (SDGs), UNESCO's Constitution, the UNESCO Charter of National Commissions, UNESCO Medium-Term Strategy 2022-2029 (41C/4), the UNESCO Programme and Budget document 2022- 2025 (42 C/5), and the Operational Strategy for Priority Africa 2022-2029, among others. Further, the Plan is informed by the outcome of the End-Term Evaluations of the second Strategic Plan (2019-2024) and the input from key stakeholders.

The development of this Strategic Plan also involved an elaborate and engaging consultative approach and was significantly guided by the Revised Guidelines for the Preparation of the Fifth-Generation Strategic Plan (2023 – 2027). The process comprised various stages, including initiation, development, validation, and finalization of the Strategic Plan (2024-2029). The initiation phase involved planning by the management and with the KNATCOM Board involved in setting the strategic direction. This was cognisant of the end of term of the Second Strategic Plan (2019-2024), and this was captured in the FY 2023/2024 work plan and translated into a concept paper justifying the need for development of the Third Strategic Plan (2024-2029).

A dedicated technical committee, supported by a secretariat, with clear Terms of Reference was appointed to lead the process. This comprised of senior management at the Commission which included Programme Directors and Deputy Directors, Heads of Departments and Divisions, who worked under the guidance of the Secretary General and Deputy Secretaries General. This initial planning phase run concurrently with the End-Term Evaluation of the Second Strategic Plan (2019-2024).

The Strategic Plan development phase involved desktop research, and a retreat by the senior management and the Board that was facilitated by two staff members from the State Department for Economic Planning. The Technical Committee held several meetings to come up with approval documents, reference materials including development of a strategic framework for the development of the Plan. The framework included definition of the context of Strategic Planning



and the organisation's strategic direction, which comprised the Vision, Mission, Goals, Core Values and the Quality Policy Statement. It also comprised a comprehensive analysis of the organisation's external and internal contexts as well as its stakeholders and past performance; identification of strategic issues emerging out of the situational and stakeholder analyses; formulation of strategic goals and determination of Key Result Areas (KRAs) to address the strategic issues; adoption and adaptation of the Sustainable Balance Scorecard in formulating strategic objectives to address the strategic goals; determination of the strategies to achieve the strategic objectives; development and description of the Implementation and Coordination Framework for effective implementation and execution of the strategic plan; description of a comprehensive Risk Management Framework; description of the Resource Requirements and Mobilisation Strategies for effective implementation of the Strategic Plan; and description of the Strategic Plan's Monitoring, Evaluation and Reporting Framework.

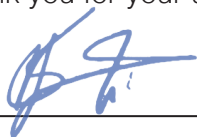
On completion, the draft strategic plan of the first draft, it was subjected to a stakeholders' validation and sent to key stakeholders for review and feedback. A validation workshop was held on 17th June 2024 at the Kenya Institute of Curriculum Development. The feedback was incorporated, and the final draft compiled for Board approval to print, disseminate and initiate implementation.

Finally, I would like to express my sincere gratitude to the individuals and teams whose dedication and expertise contributed to the successful development of this Strategic Plan. Special thanks to the Cabinet Secretary for Education, the Chairperson of UNESCO affairs in Kenya, and the Principal Secretary, State Department for Basic Education, Dr. Richard Belio Kipsang for providing the financial resources and guidance required. I also appreciate the Commission Board members with the leadership of the Board Chairperson Prof. Mohammed S. Rajab for their insightful guidance and oversight throughout the process.

I thank the officers sent by the Principal Secretary for the State Department for Economic Planning, Ms. Mirium Mwiti and Ms. Patricia Gachoki, who provided technical guidance during the development of the Plan. My appreciation extends to the committed senior management team, whose collaborative efforts were instrumental in shaping the plan's vision and objectives.

I acknowledge the invaluable input and perspectives provided by all stakeholders who participated in the consultative process, especially the UNESCO Headquarters, UNESCO Regional Office for Eastern Africa, Kenya's Permanent Delegation to UNESCO, KNATCOM Programme and Expert Committees, and specialised committees and networks. Their feedback and engagement were crucial in ensuring a comprehensive and inclusive Strategic Plan. Special mention and gratitude to the Kenya Yearbook Editorial Board for the support offered in the editing and design of the Plan as well. This accomplishment reflects the hard work and commitment of everyone involved. I look forward to the collective efforts in implementing and realising the goals outlined in our strategic plan.

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



Dr. James G. Njogu, HSC
Ag. Secretary General/CEO
Kenya National Commission for UNESCO



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ACRONYMS AND ABBREVIATIONS

| | |
|----------------|--|
| ADR | Alternative Dispute Resolution |
| AGPO | Access to Government Procurement Opportunities |
| AI | Artificial Intelligence |
| APP | Application |
| ASPnet | Associated Schools Project Network |
| BETA | Bottom-Up Economic Transformation Agenda |
| CCTV | Closed-Circuit Television |
| CEO | Chief Executive Officer |
| CESA | Continental Education Strategy for Africa (CESA) |
| CI | Communication and Information |
| CNA | Capacity Needs Assessment |
| CRA | Corruption Risk Assessment |
| CRMP | Corruption Risk Mitigation Plan |
| DeKUT | Dedan Kimathi University of Technology |
| DOI's | Digital Object Identifier |
| DRR | Disaster Risk Reduction |
| DSG-RRM | Deputy Secretary General, Research and Resource Mobilization |
| EAC | East African Community |
| ECDE | Early Childhood Development and Education |
| EMCA | Environmental Management and Coordination Act |
| ERM | Enterprise Risk Management |
| ERP | Enterprise Resource Planning |
| ESD | Education for Sustainable Development |
| FiRe | Financial Reporting |
| GBV | Gender Based Violence |
| GCED | Global Citizenship Education |
| GHA | General History of Africa |
| GoK | Government of Kenya |
| HEC | Hospital Ethics Committee |
| HIA | Health Impact Assessment |
| HIV | Human Immunodeficiency Virus |



| | |
|----------------|---|
| HR | Human Resource |
| IA | Internal Auditor |
| ICH | Intangible Cultural Heritage |
| ICT | Information Communication Technology |
| IEC | Information, Education, and Communication |
| IOC | Intergovernmental Oceanographic Commission |
| ISERC | Institutional Research Ethics Committee |
| ISERC | Institutional Scientific Ethics Review Committee |
| ISMS | Information Security Management System |
| ISO | International Organization for Standardization |
| KENIA | Kenya National Innovation Agency |
| KICD | Kenya Institute of Curriculum Development |
| KIPPRA | Kenya Institute for Public Policy Research and Analysis |
| KLISC | Kenya Libraries and Information Services Consortium |
| KNATCOM | Kenya National Commission for UNESCO |
| KRAs | Key Result Areas |
| KUO | Kenya UNESCO Office, Paris |
| MAB | Man and the Biosphere |
| MDACs | Ministries, Departments, Agencies and Counties |
| MDAs | Ministries, Departments, and Agencies |
| MoAs | Memorandum of Agreement |
| MoE | Ministry of Education |
| MOST | Management of Social Transformations |
| MoUs | Memorandum of Understanding |
| MoW | Memory of the World |
| MTEF | Medium Term Expenditure Framework |
| MTP IV | Medium Term Plan |
| MTPs | Medium -Term Plans |
| MYLOFT | My Library on Fingertips |
| NACONEK | National Council for Nomadic Education in Kenya |
| NACOSTI | National Commission for Science, Technology, and innovation |
| NATCOMS | National Commissions |
| NCPWD | National Council for Persons with Disability |
| NGOs | Non-Governmental Organizations |
| NMK | National Museums of Kenya |





| | |
|--------------------|--|
| NRF | National Research Fund |
| OPAC | Online Public Access Catalogue |
| PAS | Performance Appraisal System |
| PE | Physical Education |
| PESTEL | Political Economic, Social, Technological, Environmental and Legal |
| PPDA | Public Procurement and Asset Disposal Act |
| PPP | Public Private Partnership |
| PPRA | Public Procurement Regulatory Authority |
| PWDs | Persons with Disability |
| QMS | Quality Management System |
| R&AC | Risk and Audit Committee |
| SDGs | Sustainable Development Goals |
| SG | Secretary General |
| SHS | Social and Human Sciences |
| SMEs | Small and Medium-sized Enterprises |
| SNE | Special Needs Education |
| SOPs | Standard Operating Procedures |
| SP | Strategic Plan |
| STEM | Science, Technology, Engineering and Mathematics |
| STEP4Y | Student Training on Entrepreneurial Promotion for Youth |
| STI | Science, Technology and Innovation |
| SWOT | Strengths, Weakness, Opportunities and Threats |
| ToRS | Terms of Reference |
| TVET | Technical and Vocational Education and Training Authority |
| UN | United Nations |
| UNESCO ROEA | UNESCO Regional Office for Eastern Africa |
| UNESCO | United Nations Educational, Scientific and Cultural Organization |
| UNEVOC | UNESCO and Vocational Education |
| UNITWIN | University Twinning and Networking Programme |
| WADC | World Anti-Doping Code |
| WISE-ED | World Institute of Social Education Development |



KEY CONCEPTS AND TERMINOLOGIES

1. **Baseline:** A description of the initial state of an indicator before the start of a project/ programme, against which progress can be assessed or comparisons made.
2. **Commercial State-Owned Enterprises:** Legal entities created by Government to engage in commercial activities on its behalf.
3. **Creative Industries:** those sectors that rely on the creation, production, distribution and exploitation of intellectual properties.
4. **Cultural Heritage;** legacy of physical artefacts (cultural property) and intangible attributes of a group of society inherited from the past.
5. **Commission:** Kenya National Commission for UNESCO (KNATCOM) as established vide KNATCOM Act 2013 and revised in 2014
6. **Equity:** focuses on fairness and justice in the distribution of resources and opportunities. It recognises that each person has different circumstances and allocates resources based on those specific needs. It acknowledges that social systems aren't naturally inequitable but intentionally designed to favour specific demographics.
7. **Inclusion:** accommodating and welcoming individuals who have historically been excluded due to factors such as ethnicity, race, gender and disability.
8. **Indicator:** A means for measuring progress/change that results from an intervention. It measures a change in a situation or condition and confirms progress towards achievement of a specific result. It is used to measure a project impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress.
9. **Key Activities:** Actions taken, or work performed, through which inputs are mobilised to produce outputs.
10. **Key Results Areas:** They are the broad areas in which you are expected to deliver results.
11. **Natural Heritage:** natural features, geological and physiographical formations and delineated areas that constitute the habitat of threatened species of animals and plants and natural sites of value from the point of view of science, conservation and natural beauty.
12. **Outcome:** The intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation as a result of an intervention output(s) such as changed practices as a result of a programme or project.
13. **Output:** Products, services, or immediate results, tangible or intangible resulting directly from the implementation of activities or applying inputs.
14. **Social justice:** Refers to a fair and equitable division of resources, opportunities, and privileges in society to ensure that everyone receives equal rights, treatment, and access to economic benefits, regardless of their ethnicity, economic status or gender.
15. **Strategic Goal:** General qualitative statements on what an organisation is hoping to achieve in the long term. Each strategic goal is linked to a strategic issue. Goals are the foundations of your plan and need to be set at the start of the planning process.
16. **Strategic Issues:** These are problems or opportunities emanating from situational analysis that an organisation has to manage in order to be able to fulfil its mandate and mission.
17. **Strategic Objectives:** These are what the organisation commits itself to accomplish in order to achieve strategic goals. Strategic objectives should be SMART; they establish performance levels to be achieved on priority issues and measures of success in fulfilling critical mission statement elements.



18. **Strategies:** Broad abstractions which are descriptive of the means for achieving the strategic objectives.
19. **Target:** A result to be achieved within a given time frame.
20. **Top Leadership:** Individuals or groups of people who carry the Vision of an organisation and are responsible for achieving its mandate. For Ministries' top leadership includes Cabinet Secretary and Principal Secretary, Board of Directors for State Corporations, Chairpersons or Heads of Commissions and Independent Offices, and respective CEOs.
21. **Value Chain:** A description of the production-to-market linkages, generating value to the customer through efficient processes and procedures. Value chains are about understanding how creation of value is distributed along the chain.



EXECUTIVE SUMMARY

The third KNATCOM Strategic Plan (2024-2029) has been developed against the need to have a Strategic Plan for the Commission following the lapse of its second Strategic Plan (2019-2024). This coincides with the beginning of the preparation of the Fifth-Generation Strategic Plans (2023-2027) for the Government of Kenya, developed by the State Department for Economic Planning. The development of the KNATCOM Strategic Plan (2024-2029) aims to align with the transformative national development aspirations as espoused in BETA, the Kenya Vision 2030 and the Fourth Medium Term Plan (MTP IV) 2023–2027.

The Strategic Plan also aligns with core UNESCO strategic documents, such as the UNESCO Medium-Term Strategy (2022-2029) (41C/4), UNESCO Programme and Budget document (2022-2025) (42 C/5), and the UNESCO Operational Strategy for Priority Africa (2022-2029), among others. This Strategic Plan covers the period 1st July 2024 to 30th June 2029, and its development was informed by an End Term Evaluation conducted on the second Strategic Plan (2019-2024). The assessment was done based on the targeted objectives in the planned period and the operational performance in terms relevance, impact, efficiency, visibility and effectiveness of activities implemented from 2019-2024 by the Commission. Lessons learnt from this end term evaluation informed the level and nature of activities to be undertaken in the third Plan. Description of the Strengths, Weakness, Opportunities and Threats (SWOT), as well as Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis of aspects of stakeholders was also undertaken. It is upon these that decisions for activities to be conducted in the new plan period were made.

The Commission's Strategic Plan provides the strategic direction and is expected to guide the Commission to achieve its mandate, vision, and mission through activities to be implemented by its five programmes departments and divisions. The vision, mission and values have not changed. Nevertheless, they are still in tandem with the changing needs and priorities. The objectives and strategies of each of the programmes, departments and divisions have been articulated as well as how the monitoring and evaluation of activities will be undertaken.

Risks have been identified and mitigation measures prescribed. For increased efficiency in implementation of the Strategic Plan (2024-2029), capacity assessment was undertaken, and a detailed description presented. Strategies on how to increase resource mobilisation from government and partners have been proposed. Strengthening existing partnerships and forging new partners remain a priority for the Commission and have been emphasised.

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



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





1 CHAPTER ONE: INTRODUCTION

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

1.1. Strategy as an Imperative for KNATCOM's Success

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



1.2. The Context of Strategic Planning

This Strategic Plan has been developed in context of Kenya’s national development priorities, regional and international development frameworks described below.

i. United Nations 2030 Agenda for Sustainable Development

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

Table 1.1: Commission Activities geared towards achieving SDG targets

| SDGs | | Commission’s Activities |
|------|-----------------------------|--|
| 1 | No Poverty | Empowering the youth through programmes such as STEP4Y aims at reducing poverty among the youth. |
| 2 | Zero Hunger | Education helps people gain the knowledge they need to increase agricultural production and small farmers' incomes and prevent problems that can lead to famine, such as drought, floods, and other disasters. |
| 3 | Good Health and Wellbeing | Mainstreaming safety measures at the workplace and development of policies and practices that promote the well-being of employees |
| 4 | Quality Education | Ensuring that all girls and boys complete free, equitable, and quality primary and secondary education. Other targets include early childhood development, universal pre-primary education, equal access to higher education, and relevant skills for decent work. |
| 5 | Gender Equality | Mainstreaming of gender equality strategies in all the programming and activities. |
| 6 | Clean Water and Sanitation | Promotion of water research, conservation, and management |
| 7 | Affordable and Clean Energy | Developing capacity of stakeholders around biosphere reserves and geopark in clean energy |





Table 1.1: Commission Activities geared towards achieving SDG targets (Continued)

| SDGs | | SDGs |
|------|---|---|
| 8 | Decent Work and Economic Growth | Developing capacity of communities in entrepreneurship, value addition, and marketing through STEP4Y Providing a suitable workspace with a positive corporate culture Ensuring compliance with the statutory and Policy framework including the Constitution, relevant laws, rules and regulations on Labour and Employment. |
| 9 | Industry, Innovation and Infrastructure | Mainstreaming the application of STI in the operations of programmes, projects and activities Promote the uptake of STEM for increased capacity for innovation |
| 10 | Reduced Inequalities | Promotion of the uptake of STEM amongst women and girls to close the gender gap |
| 11 | Sustainable Cities and Communities | KNATCOM will contribute towards sustainable cities and communities through promotion of adoption of UNESCO Creative Cities Network policies and initiatives aimed at making culture and creativity a driving factor of sustainable development and urban regeneration among Kenyan cities. Promotion the adoption of green and circular economies for sustainable Development. |
| 12 | Responsible Consumption and Production | Creating awareness about sustainable lifestyles that are consistent with sustainability and efficient resource use |
| 13 | Climate Action | Implementing programmes, projects and activities that address climate change mitigation, adaptation and coping strategies Increasing offering the coverage of UNESCO designated areas Develop capacity of stakeholders in mainstreaming climate change mitigation, adaptation and coping strategies |
| 14 | Life Below Water | Developing capacity of stakeholders in management and conservation of aquatic and marine ecosystems |
| 15 | Life on Land | Protecting, conserving and support of effective management and conservation of ecosystems Creating awareness about conservation and management of ecosystems |
| 16 | Peace, Justice and Strong Institutions | Embracing corporate governance principles to improve governance and leadership through the MOST programme |
| 17 | Partnerships for the Goals | Strengthening linkages through partnerships with state and non-state stakeholders and cross border institutions for the realisation of the Commission's mandate and mobilisation of resources |



ii. African Union Agenda 2063

The African Union’s Agenda 2063 envisions an integrated, prosperous, and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena. This forms the overarching guide for the future of the African continent. As part of this Strategic Plan, the Commission not only aligns, but also puts up a mechanism to enable assessment/measure its contributions towards the realisation of the aspirations outlined in the Agenda 2063. Table 1.2 has a column on the Agenda 2063 aspirations aligned with the Commission’s activities.

Table 1.2: Activities alignment with Agenda 2063 Aspirations

| Aspirations | Commission’s Activities |
|--|---|
| Aspiration 1: A prosperous Africa, based on inclusive growth and sustainable development | Contributes to the implementation of the SDGs through the Commission’s work in education, natural sciences, social and human sciences, culture, communication and information. |
| Aspiration 2: An integrated continent, politically united, based on the ideals of Pan Africanism and the vision of Africa’s Renaissance | Supporting pan Africanism through the history and memory activities in the Social and Human Sciences Programme. |
| Aspiration 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law | Supports social development through the social and human sciences programmes, which leverages on the contributions that the sciences can make to build inclusive and sustainable economies and societies. |
| Aspiration 4: A peaceful and secure Africa | All the Commission programmes support peace, intellectual collaboration and sustainable development. |
| Aspiration 5: Africa with a strong cultural identity, common heritage, values and ethics | The culture programme activities in the Strategic Plan aims to contribute towards a strong cultural identity, common heritage, shared values and ethics through promotion of UNESCO Culture conventions and best practices for fostering international cooperation and shared values to protect and safeguard world’s cultural and natural heritage and creativity. |





Table 1.2: Activities alignment with Agenda 2063 Aspirations (Continued)

| Aspirations | Commission's Activities |
|---|---|
| Aspiration 6: An Africa whose development is people-driven, relying on the potential offered by African people, especially its women and youth, and caring for children. | The Social and Human Sciences programmes on youth empowerment and gender equality. |
| Aspiration 7: An Africa as a strong, united and influential global player and partner. | Sustainable development activities spearheaded by the programmes and departments at the Commission. |

iii. East Africa Community Vision 2050

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

Table 1.3: Alignment with the EAC Vision 2050 Goals

| EAC Vision 2050 Goals | Commission's Activities |
|--|--|
| Goal 1: Access to affordable and accessible transport, energy, and communication for increased regional competitiveness | Communication and information programme supports development of communication for competitiveness |
| Goal 2: Enhanced agricultural productivity for food security and a transformed rural economy. | Education helps to gain the knowledge on increasing agricultural production and small farmers' incomes |



Table 1.3: Alignment with the EAC Vision 2050 Goals (Continued)

| EAC Vision 2050 Goals | Commission's Activities |
|---|---|
| Goal 3: Structural transformation of the industrial and manufacturing sector through value addition and product diversification based on comparative advantage for regional competitive advantage. | The social and human sciences programme through the STEP4Y programme. |
| Goal 4: Effective and sustainable use of natural resources with enhanced value addition and management. | Promoted through the natural sciences programmes activities on sustainable use of natural resources through the MAB programme and IOC. |
| Goal 5: Leverage on the tourism and services value chain and building on the homogeneity of regional cultures and linkages | Promoted through the culture programme on promotion and preservation of culture, UNESCO world heritage sites, the natural sciences and the Biosphere Programme and Geoparks |
| Goal 6: Well-educated and healthy human resource | Promoted through the Education programmes and activities in the social and human sciences programme on promotion of physical education. |

iv. The Constitution of Kenya

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



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

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

vi. Bottom-Up Economic Transformation Agenda (BETA) 2022 – 2027

BETA aims to create jobs and reduce poverty by focusing on the informal sector and small and medium-sized enterprises (SMEs). The Commission commits to contribute to BETA by advocating for integration of the blueprint into its programmes and activities by deliberately focusing on the five key priorities i.e. Agriculture, MSMEs, Affordable housing, Digital & Creative Economy and Health. Particularly, the culture programme activities aim at promoting the creative economy and micro small and medium enterprises leveraging on UNESCO culture conventions and best practices on promotion and protection of cultural heritage and fostering arts and creativity. In addition, intellectual collaboration conference will be organised to strengthen linkages between institutions and skills development on production of quality creative/cultural products for local and international markets. Communities and counties will also be empowered on protection of cultural heritage, UNESCO World Heritage Sites, UNESCO Creative Cities and support of unique cultural festivals for diversification of tourism products and appreciation of national and values.

vii. Fourth Medium Term Plan (MTP IV) 2023 – 2027 and its Sector Plans

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

viii. Sector Laws and Policies

The KNATCOM Act, 2013 is the principal law that created the Commission as a State Corporation and guides its activities. As the constitutive Act, which transformed the Commission from a department under the Ministry of Education into the state corporation, this act sets out the mandate and the functions of the Commission, as well as the offices established under it.



Due to the Commission’s broad mandate, cutting across various sectors, there are several sector specific policies and laws that are crucial in the operations of the Commission. To achieve a comprehensive and multi-faceted approach to the Commission’s mission, integration of sector-specific policies, laws, and international treaties and conventions into the strategic plans is imperative.

KNATCOM, as the national body responsible for coordinating Kenya’s participation in UNESCO activities, aligns its strategic plans with a plethora of national policies and laws related to education, sciences, culture, and communication and information. This includes complying with relevant laws and adhering to international commitments. The integrated approach ensures a cohesive and effective implementation of UNESCO-related activities in Kenya working closely with other government entities, while promoting global cooperation and adherence to shared values and standards.

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

Some of the Legislations that Guide the Commission in the Implementation of its Mandate

| No | Law | Description |
|----|---|---|
| 1. | Anti-Doping Agency of Kenya Act, Revised 2022 | Recognises and promotes anti-doping education programmes in compliance with the World Anti-Doping Code (WADC) Article 18.2 and the International Standard of Education (ISE). |
| 2. | Basic Education Act - No. 14 Of 2013 | Gives effect to Article 53 of the Constitution and other enabling provisions; to promote and regulate free and compulsory basic education. The Kenya National Commission for UNESCO Act 2013 identifies the Principal Secretary for Basic Education as a primary Board Director for the Commission. |
| 3. | Children Act, 2022 | Gives effect to Article 53 of the Constitution; to make provision for children rights, parental responsibility, alternative care of children including guardianship, foster care placement and adoption; to make provision for care and protection of children and children in conflict with the law; to make provision for and regulate the administration of children services; to establish the National Council for Children’s Services and for connected purposes. |
| 4. | County Government Act 2012; | Defines the powers, functions, and responsibilities of County Governments. It also provides for the delivery of services. |



Some of the Legislations that Guide the Commission in the Implementation of its Mandate (Continued)

| No | Law | Description |
|-----|--|---|
| 5. | County Governments Act, 2012 | With the devolution of some of the government functions such as ECDE and Culture, KNATCOM interfaces with counties within the law's framework. |
| 6. | Employment Act 2007 | Defines the fundamental rights of employees and provides basic employment conditions. It also regulates the employment of children and handles related matters. |
| 7. | Environmental Management and Coordination Act 2012 (EMCA) | Provides for environmental protection and the Commission works in this area through the Natural Sciences Programme. |
| 8. | Foreign Service Act, 2021 | The Act guides in the operations of the Permanent Delegation to UNESCO, which is also established through the Kenya National Commission for UNESCO Act, 2013. |
| 9. | Forest Conservation and Management Act, 2016 | Aims to conserve and sustainably manage Kenya's forests. The act includes provisions for the management and conservation of public, community and private forests. It also defines rights in forests and prescribes rules for forest land use. |
| 10. | Industrial Training Act, 2012 | Regulates the training of apprentices and others in industry. |
| 11. | Kenya Information and Communications Act, 1998 | Provides the framework for regulating the communications sector in Kenya. |
| 12. | Kenya Institute of Curriculum Development Act, 2013 (Revised 2018) | This act provides for the establishment of the Kenya Institute of Curriculum Development; to establish the governing Council for the Institute and for connected purposes. The Kenya National Commission for UNESCO Act, 2013 identifies KICD as a Board Director for the Commission. |
| 13. | Kenya National Examinations Council Act, No. 29 of 2012 | Provides for the establishment, powers and functions of the Kenya National Examinations Council and the conduct of examinations. The Kenya National Commission for UNESCO Act, 2013 identifies KNEC as a Board Director for the Commission. |
| 14. | Kenya National Qualifications Framework Act 2014 | Provides for the establishment, powers and functions of the Kenya National Examinations Council and the conduct of examinations; to provide for the repeal of the Kenya National Examinations Council Act, chapter 225a and for connected purposes. |

**Some of the Legislations that Guide the Commission in the Implementation of its Mandate (Continued)**

| No | Law | Description |
|-----|--|--|
| 15. | Kenya's Data Protection Act, 2019 | The primary legislation for data protection in the country. |
| 16. | National Youth Council Act (2010) | Established the National Youth Council, to provide for its incorporation, powers and functions, |
| 17. | Occupational Safety and Health Act 2007 | Aims to ensure the safety, health, and welfare of workers and others at work. |
| 18. | Persons with Disabilities Act 2003 | Recognises the marginalisation of people with disabilities (PWDs) and provides for the rights of PWDs to mobility and accessibility. This includes the right to a barrier-free environment that allows them to access buildings, roads, and other social amenities. |
| 19. | Protection of Traditional Knowledge and Cultural Expressions Act, 2016 | KNATCOM deals with many aspects of traditional knowledge and cultural expressions. |
| 20. | Public Finance Management Act 2012 | Aims to ensure the effective management of public finances by the National and County Governments. The act also provides for the oversight responsibility of Parliament and County Assemblies. |
| 21. | Public Officer Ethics Act 2003 | Provides that a public officer must not provide false or misleading information to the public or other public officers. |
| 22. | Public Private Partnership Act 2013 | The Act defines PPP as an agreement between a contracting authority and a private party. The private party agrees to perform a public function or service on behalf of the contracting authority, and in return, receives a benefit |
| 23. | Public Procurement and Asset Disposal Act 2015 | Aims to implement a framework for policies relating to procurement and asset disposal and provide procedures for efficient public procurement. |
| 24. | Science Technology and Innovation Act of 2013 | Which established the National Commission for Science, Technology, and Innovation (NACOSTI) to regulate STI and National Research Fund (NRF) to mobilise research funds and Kenya National Innovation Agency (KeNIA) to develop and manage the national innovation system. |
| 25. | Sessional Paper No 2 of 2019 on National Policy on Gender and Development | Outlines the government's commitment to gender equality and social inclusion. |
| 26. | Sessional Paper No 8 of 2013 on National Values and Principles of Governance | Presents fundamental beliefs of Kenya, guiding the choices, actions and behaviour of its citizens and exert influence on the way citizens relate with each other and how communities engage each other. |





Some of the Legislations that Guide the Commission in the Implementation of its Mandate (Continued)

| No | Law | Description |
|-----|--|--|
| 27. | Sessional Paper No 9 of 2013 on National Cohesion and Integration | Outlines commitments to promoting national cohesion and integration and aims to address issues such as intolerance, discrimination, and violence based on various factors, including religion. |
| 28. | Sports Act, 2013 | Seeks to harness sports for development, encourage and promote drug-free sports and recreation; and provide for the establishment of sports institutions, facilities, administration and management of sports in the country. The National Sports Fund is established under section 12 of the Sports Act. |
| 29. | State Corporations Act, Cap 446 | This Act frames the functions and powers of state corporations, as well as the roles and responsibilities of accounting officers as well as the Board of Directors. |
| 30. | Teachers Service Commission Act No.20 of 2012 | An Act of Parliament to make further provision for the Teachers Service Commission established under Article 237 of the Constitution, its composition; functions and powers; the qualifications and procedure for appointment of members; and for connected purposes. The Kenya National Commission for UNESCO Act, 2013 identifies TSC as a Board Director for the Commission. |
| 31. | Technical and Vocational Education and Training Act No. 29 Of 2013 | The Technical and Vocational Education and Training Regulations, 2015; The TVET Act provides for the establishment of a technical and vocational education and training system; to provide for the governance and management of institutions offering technical and vocational education and training; to provide for coordinated assessment, examination and certification; to institute a mechanism for promoting access and equity in training; to assure standards, quality and relevance; and for connected purposes. |
| 32. | Technical and Vocational Education and Training Policy (2014) | Aims to revitalise the TVET sector to produce skilled graduates who can meet the needs of Vision 2030. |
| 33. | Treaty and Ratifications Act, 2012 | KNATCOM exists by virtue of Kenya ratifying the UNESCO's constitutive convention. This act is also key in the ratification of other conventions in education, sciences, culture, communication, and information, thus also plays an operational role. |



Some of the Legislations that Guide the Commission in the Implementation of its Mandate (Continued)

| No | Law | Description |
|-----|---|---|
| 34. | Universities Act No. 42 of 2012, (amended 2019) | Together with The Universities Regulations, 2023; that provide for the development of university education; the establishment, accreditation, and governance of universities; the establishment of the Commission for University Education, the Universities Funding Board and the Kenya University and Colleges Central Placement Service Board; the repeal of certain laws, and for connected purposes. The Kenya National Commission for UNESCO Act, 2013 provides for Board Directorship from the Universities. |
| 35. | Wildlife Conservation and Management Act, 2013 (No. 47 of 2013) | Provides for protection, conservation and management of wildlife in Kenya and related matters. The Act applies to all wildlife resources on public, community and private land, and Kenya territorial waters. |

Some of the Policies that Guide the Commission in the Implementation of its Mandate

| No | Policy | Description |
|----|---|---|
| 1. | Kenya Foreign Policy November, 2014 | The policy provides a broad framework on Kenya's foreign relations and diplomatic engagements within a contemporary globalised environment. |
| 2. | Mwongozo Code of Governance 2015 | The code sets out principles and recommendations for structures and processes that State Corporations should adopt to make good corporate governance a part of their business culture. It also advocates for organisations to adopt standards that go beyond the minimum required by legislation. |
| 3. | National Plan of Action for Children in Kenya (2015) | Helps stakeholders and partners coordinate, plan, implement and monitor programmes for children, and outlines priorities and interventions to help children realise their rights. |
| 4. | Policy Framework for Science, Technology, and Innovation (2012) | Aims to build capacity and capability in ST&I to transform Kenya into a newly industrialised country. |
| 5. | Sessional Paper No 1 of 2021 on National Water Policy | Aims at improving water harvesting and storage, enhancing sustainable water resource management, and moving the water sector forward. |



Some of the Policies that Guide the Commission in the Implementation of its Mandate (continued)

| No | Law | Description |
|-----|---|---|
| 6. | Sessional Paper No 10 of 2014 on the National Environment Policy | Provides a framework for an integrated approach to planning and sustainable management of Kenya's environment and natural resources. |
| 7. | Sessional Paper No 5 of 2014 on National Policy for Peace building and Conflict Management | This aims to improve coordination in conflict prevention, mitigation, and management, as well as peace building processes. |
| 8. | Sessional Paper No 5 of 2016 on National Climate Change Framework Policy | Outlines the government response priorities to climate change and variability. |
| 9. | Sessional Paper No 6 of 2014 on the National Children Policy | Provides a framework for addressing children's rights and welfare and establishes social and child protection mechanisms. |
| 10. | Sessional Paper No. 1 of 2023 on Kenya National Population Policy for Sustainable Development | Responds to new and emerging population and development issues that affect efforts of achieving development, while considering the achievements of the past policy initiatives. |
| 11. | The National Youth Development Policy (2019) | Aims to improve the quality of life for young people by involving them in economic, democratic, civic and community processes. |

1.3. History of KNATCOM

KNATCOM was first established as a department under the Ministry of Education through a Cabinet Decision no. 170 of 1964. This establishment was in effect following Kenya's accession to UNESCO as the 73rd Member State on April 7th, 1964, in accordance with the 1945 UNESCO's Constitution. To enhance its effectiveness and efficiency in service delivery and in line with its mandate, KNATCOM was transformed into a State Corporation on 25th January 2013, through the enactment of the Kenya National Commission for UNESCO (KNATCOM) Act 2013.

This transformation was consistent with Article VII of the 1945 Constitution of UNESCO and the provisions of the 1978 Charter of National Commissions for UNESCO, which define the responsibilities vested in National Commissions, UNESCO Member States, and the guidelines governing their operations.

UNESCO was founded in 1945 after the Second World War to build peace in the world through international cooperation in Education, Sciences, Culture, Communication, and Information. This is founded on the premise that *"since wars begin in the minds of men, it is in the minds of men that defences of peace must be constructed"*, as captured in the preamble of its constitution.

It is on this ground that UNESCO has a mission to contribute to the building of a culture of peace, the eradication of poverty, sustainable development and intercultural dialogue through education,



the sciences, culture, communication and information. In this context, UNESCO is recognised as the intellectual arm of the United Nations (UN) and is the only UN agency to have a global network of national cooperating bodies known as the National Commission for UNESCO.

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

1.4. Methodology of Developing the Strategic Plan

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

i. Step One: Initiation of the Strategic Planning Process

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

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

ii. Step Two: Strategic Plan Development

This involved three critical steps:

- a) The Technical Committee held several meetings where the initial one involved interpreting, reviewing, and adopting the ToRs issued by the top leadership.
- b) Based on the ToRs, the committee developed an action plan with a clear budget and timeline for the end-term evaluation and development of the Strategic Plan. The action plan was then presented to management for approval.
- c) The committee developed a Strategic Framework for the end-term evaluation and development of the Strategic Plan. The Framework consisted of the following:
 - i. Definition of the context of Strategic Planning by way of a comprehensive description of the relevant global, regional and national policy, legal and regulatory frameworks, clear demonstration of the organisation's contribution towards the realisation of the aspirations of such frameworks, and their linkage with the National Development priorities;
 - ii. The organisation's Strategic Direction, which comprises the Vision, Mission, Goals, Core Values and the Quality Policy Statement;



- iii. A comprehensive analysis of the organisation's external and internal contexts as well as its stakeholders and past performance;
- iv. Identification of *strategic issues* emerging out of situational and stakeholder analyses;
- v. Formulation of *strategic goals* and determination of KRAs to address the strategic issues;
- vi. Determination of the *strategies* to achieve the strategic objectives;
- vii. Development and description of the *Implementation and Coordination Framework* for effective implementation and execution of the strategic plan;
- viii. Description of a comprehensive *Risk Management Framework*;
- ix. Description of the *Resource Requirements and Mobilisation Strategies* for effective implementation of the Strategic Plan; and
- x. Description of the Strategic Plan's Monitoring, Evaluation and Reporting Framework.

iii. Step Three: Strategic Plan Validation

The draft Strategic Plan was shared with internal and external stakeholders for validation and feedback. This was done by sending out copies to stakeholders and the feedback received afterwards analysed and integrated. After consideration of the feedback, the draft Strategic Plan was sent to the State Department for Economic Planning for review to inform finalisation of the Plan.

iv. Step Four: Finalisation and Dissemination of the Strategic Plan

The State Department for Economic Planning provided feedback and gave a go ahead to finalise and publicise the Plan in readiness for implementation at the beginning of the Plan period.



2 CHAPTER TWO: STRATEGIC DIRECTION

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

2.1 Mandate

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

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

- i. Ensure permanent presence of UNESCO in Kenya;
- ii. Involve in UNESCO's activities the relevant line ministries, departments, agencies, organisations and individuals dealing in UNESCO's areas of competence;
- iii. Implement UNESCO activities and budgeted programmes;
- iv. Disseminate information and innovations on the activities of UNESCO;
- v. Foster liaison between UNESCO and State Agencies and organs concerned with Education, Science, Culture and Communication and Information;
- vi. Collaborate with other National Commissions in UNESCO member states, UNESCO headquarters and field offices;
- vii. Coordinate participation in international meetings on education, science, culture and communication and information;
- viii. Disseminate information on UNESCO prizes and awards to potential candidates and ensure their participation;
- ix. Disseminate information on UNESCO fellowships and study grants to potential applicants and facilitate their participation;
- x. Co-ordinate ratification of UNESCO related conventions and protocols;



- xi. Coordinate capacity building in education, science, culture and communication;
- xii. Participate in the formulation of UNESCO's programmes and activities;
- xiii. Participate in mobilisation of resources for implementation of UNESCO programmes and activities; and
- xiv. Provide expert advisory service to the government in education, science, culture and communication and information.

2.2 Vision Statement

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

2.3 Mission Statement

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

2.4 Strategic Issues and Goals

The Commission identified the following Strategic Issues that guided in setting the Strategic Goals.

The Commission identified the following Strategic Issues that guided in setting the Strategic Goals.

| STRATEGIC ISSUES | |
|------------------|---|
| 1. | Existing Gaps in equity, inclusion and quality education pathways |
| 2. | Mechanisms to advance sustainable societies and environmental protection |
| 3. | Inequality and social justice in societies |
| 4. | Awareness, appreciation, safeguarding of cultural heritage and promotion of creative industries |
| 5. | Freedom of expression, access to information and media development |
| 6. | Mechanisms for research, research outputs dissemination and consultancy |
| 7. | Mechanisms for partnerships and resource mobilisation |
| 8. | Management of information resources for knowledge sharing |
| 9. | Commissions' institutional capacity |



| STRATEGIC GOALS | |
|-----------------|--|
| GOAL 1 | Promote inclusive, equitable, quality education, lifelong learning opportunities and creative societies. |
| GOAL 2 | Promote conservation and management of natural heritage and sustainable societies. |
| GOAL 3 | Reduce inequalities and build more inclusive societies. |
| GOAL 4 | To promote cultural heritage values, identity and vibrant creative sector. |
| GOAL 5 | Increased freedom of expression, media development and access to information and knowledge. |
| GOAL 6 | Enhanced research, consultancy, and knowledge and information dissemination in Education, Sciences, Culture and Communication and Information. |
| GOAL 7 | Enhanced partnerships and resource mobilisation |
| GOAL 8 | Enhanced management of information resources for knowledge sharing |
| GOAL 9 | Enhance effectiveness and efficiency in service delivery. |

2.5 Core Values

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

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

2.6 Quality Policy Statement

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

- i. Provision of products and services that meet the needs and expectations of interested parties.
- ii. Provision of the necessary resources.





- iii. Compliance with applicable requirements.
- iv. Established and reviewed quality objectives on annual basis.
- v. Ensuring that the quality policy is communicated to all employees at all levels.
- vi. Continual improvement of the Quality Management System (QMS).



3 CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSES

This chapter presents a situational analysis of the Commission's internal and external environments, as well as a review of the implementation of the Commission's Strategic Plan (2019-2024) and a stakeholder analysis. The analysis of the external environment focuses on Political, Environmental, Social, Technological, Economic and Legal (PESTEL) factors, followed by a summary of the Commission's Opportunities and Threats. The assessment and analysis of the internal environment include the Commission's governance and administrative structures, internal business processes, and resources and capabilities. Additionally, this chapter provides a summary of the Weaknesses and Strengths of the internal environment at KNATCOM.

3.1. Situational Analysis

3.1.1 External Environment

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

3.1.1.1 Macro Environment

To appreciate the environment under which the Commission operates, an analysis of the Commission's external environment was undertaken. It focused on the Political, Environmental, Social, Technological, Economical And Legal (PESTEL) factors. The following are the key highlights:

Political Factors: The Commission has continued to enjoy a lot of goodwill from different quarters, such the National Government, State Departments, various MDAs, Counties, Development Partners, and the Private Sector. The Commission will continue to leverage the existing goodwill to accelerate the implementation of its programmes and activities by enhancing and strengthening financial and technical partnerships. Political stability and the predictable planning cycle is



essential for the uninterrupted implementation of the Commission's programmes and activities.

Economic Factors: The global economic shocks caused by the Covid-19 pandemic, climate change, the Russia-Ukraine conflict and volatile exchange rates continue to impact negatively and has resulted to a high cost of living. There will be greater need to leverage on Public Private Partnerships (PPPs) to mobilise funds for the implementation of the Commission's programmes and activities.

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

Technological Factors: The Commission plans to leverage technology to be efficient and effective. Cloud-based storage will ensure data accessibility and integrity, while block chain initiatives will bolster information security. Emphasising on cybersecurity, the Commission acknowledges the risk of cyber threats such as data breaches and will continue to focus on protection against unauthorised access of its information and digital infrastructure. These measures aim to enhance data management, security, and accessibility, facilitating more informed decision-making and efficient implementation of KNATCOM objectives

Environmental Factors: Environmental factors encompass both the Commission's contribution to environmental degradation and climate change, as well as the impact of climate-induced natural disasters on its programmes. Frequent natural disasters can damage infrastructure in biosphere reserves, world heritage sites and planned geo-parks. These ecological challenges pose significant obstacles to the successful implementation of the Commission's programmes and activities. Unpredictable weather patterns, including droughts and floods, can greatly affect the Commission's operations. Rural areas, which heavily rely on natural resources, face significant challenges from issues like deforestation, threatening the sustainability of their livelihoods. Addressing these ecological concerns is crucial to ensuring sustainable livelihoods for these communities.

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



Based on the PESTEL analysis, the following opportunities and threats have been identified as summarised in the table below:

Table 3.1: Opportunities and Threats

| Environmental Factor | Opportunities | Threats |
|----------------------|---|---|
| Political | <ul style="list-style-type: none"> A good working environment and government goodwill Political stability | <ul style="list-style-type: none"> Changes of GoK policies Political interference |
| Economic | <ul style="list-style-type: none"> Leverage Public Private Partnerships (PPPs) Global economic stability Adequate budgetary allocation Increased funding from GoK Competitive prices for services Leverage youthful population for demographic dividend and to boost socio-economic development New avenues for communication Facilitated connectivity with other NATCOMS Social integration | <ul style="list-style-type: none"> Over-reliance on exchequer funding Global economic shocks Austerity measures Reduced funding from donors Substandard goods and products Youthful population is a strain to education services and potential youth unemployment Erosion of social values Erosion of Kenyan cultural norms Cyber bullying |
| Technological | <ul style="list-style-type: none"> Commission services digitalised. Improved service delivery | <ul style="list-style-type: none"> Cyber security threats, hacking, phishing, data breaches, malicious attacks Cyber crimes |
| Legal | <ul style="list-style-type: none"> Amendment of the Kenya National Commission for UNESCO Act, 2013 | <ul style="list-style-type: none"> Litigation |
| Ecological | <ul style="list-style-type: none"> Presidential directive on the national 15 billion tree growing campaign in climate mitigation Climate financing | <ul style="list-style-type: none"> Water scarcity due to drought Natural calamities including floods |

3.1.2 Internal Environment

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



3.1.2.1 Governance and Administrative Structures

KNATCOM was established as a State Corporation on 25th January 2013 through the enactment of the Kenya National Commission for UNESCO Act 2013. It operates under the State Department of Basic Education in the Ministry of Education. Initially, from 1964, when Kenya became a Member State of UNESCO, until 2013, the Commission functioned as a department within the Ministry of Education.

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

The Commission is led by a Secretary General/CEO and has two technical directorates, Programmes, and Research and Resource Mobilisation led by Deputy Secretaries General. The two technical departments are supported by a corporate department led by a Director and comprises of a Human Resources and Administration Division, Finance and Accounts Division, ICT Division and a Corporate Communications Division. Departments of Supply Chain, Corporate Strategy and Planning, Legal Services and Audit and Risk Assurance, support the Commission to achieve its mandate.

The Commission has developed various internal policies to support its operations and is ISO certified under the ISO 9001:2015 International Standard on Quality Management System (QMS). The Commission has also laid down mechanisms and strategies to be certified under ISO/IEC 27001:2022 International Standard on Information Security Management System (ISMS).

3.1.2.2 Internal Business Processes

The Commission has documented its processes and procedures, with internal business processes being partially manual and partially automated. Ongoing digitisation and integration efforts are expected to enhance efficiency and effectiveness. The existing internal processes, policies, and manuals are currently under review to align with the third KNATCOM Strategic Plan.

The Commission's commitment to stakeholders is well-documented in its Citizens Service Delivery Charter, which is revised annually in accordance with Annual Cycle Performance Contract Guidelines. Additionally, the Commission has proactively adopted the use of social media and virtual modes of delivery for its programme activities and communication.

3.1.2.3 Resources and Capabilities

The Commission relies heavily on financial resources from the exchequer to fulfil its mandate and functions. However, these financial resources from the Government of Kenya are limited and insufficient to meet the Commission's financial requirements adequately. Therefore, it is prudent for the Commission to formulate effective resource mobilisation strategies. These strategies should include lobbying for additional resources from the exchequer, engaging bilateral and multilateral development partners, and enhancing synergies with other MDACs and the private sector.



Although the Commission has implemented a robust finance and accounts management system, there is still a need to automate all other financial management services. The Commission has a dedicated team of highly qualified staff, but the staffing levels remain inadequate to effectively deliver on its mandate as per the SCAC-approved HR instruments. Currently, there are 50 members of staff against an approved establishment of 94 members.

The Commission has adequate working space, furniture and ICT equipment. However, there is a shortage of motor vehicles to support field operations adequately. Additionally, the Commission suffers from low brand visibility and is often confused with UNESCO by stakeholders. Therefore, proactive and innovative corporate communication and branding initiatives are necessary to enhance the Commission’s visibility and avoid such confusion.

3.1.3 Summary of Strengths and Weaknesses

The strengths and weaknesses analysis has been conducted to evaluate the Commission’s operating environment as a tool to facilitate development of the desired strategies for the period 2024 to 2029. The following strengths and weaknesses were identified and are presented in the table below:

Table 3.2: Summary of Strengths and Weaknesses

| Factor | Strengths | Weaknesses |
|--|--|---|
| Governance and Administrative Structures | <ul style="list-style-type: none"> Existence of legal and institutional framework supporting the Commission. Well-established governance and administrative systems within the Commission ensuring efficient operations. Established internal management structures. Established working relationship with Kenya Permanent Delegation to UNESCO and the UNESCO operational structures at the headquarters and the filed office in Nairobi. Comprehensive guidelines for development of strategic plan Existing policies, guidelines and circulars. | <ul style="list-style-type: none"> Delays in appointment of Board members. Staffing levels especially for critical position required for governance such as in legal service and audit division. Weak intergovernmental relations. Change in government policies / priorities. Weak linkages with county levels of government. Bureaucratic hurdles slowing down decision-making processes. Limited adaptability to rapid changes. |
| Internal Business Processes | <ul style="list-style-type: none"> Transparent decision-making processes fostering accountability. | <ul style="list-style-type: none"> Insufficient mechanisms for gathering and incorporating stakeholder feedback. |





Table 3.2: Summary of Strengths and Weaknesses (Continued)

| Factor | Strengths | Weaknesses |
|----------------------------|---|---|
| | <ul style="list-style-type: none"> • Transparent decision-making processes fostering accountability. • Robust communication networks with the Commission's stakeholders. • Continuous professional development for staff. • ISO 9001:2015 certification. • Management support and commitment. • Adoption of ICT in service delivery has streamlined operations, enhancing accessibility and efficiency. • Well-defined and documented business processes. • Quality control measures to ensure the consistency of Commission services. • Regular performance assessments and improvement initiatives. • Effective communication channels between different MCDAS. | <ul style="list-style-type: none"> • Insufficient mechanisms for gathering and incorporating stakeholder feedback. • Challenges in keeping up with technological advancements. • Limited resources allocated for programmes. • Feedback and complaints handling mechanism. • Slow in adapting to changes • Inadequate integration of technology into internal processes. • Limited innovation in developing new and more effective internal processes. • Weak linkages between the informal sectors. • Lack of a clear structure to operationalise partnerships. |
| Resources and Capabilities | <ul style="list-style-type: none"> • Highly skilled and qualified manpower. • Accessible training opportunities. • Regular budget allocation • Access to a diverse range of experts. • Strategic partnerships with reputable international organisations. | <ul style="list-style-type: none"> • Low staffing levels across all cadres. • Limited budget for implementing programmes. • Insufficient monitoring and evaluation mechanisms. |



3.1.4 Analysis of Past Performance

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

3.1.4.1 Key Achievements

This section presents the key achievements of the Commission for each programme, department/division during the implementation of the second Strategic Plan (2019-2024):

a. Education Programme.

- i. Built capacity on Andragogy skills for inmate “teachers” at the Kamiti Maximum and Security Prison.
- ii. Built capacities of teacher educators on mainstreaming Gender Responsive Pedagogy.
- iii. Created forums for sensitisation on ratification of the Global and Regional conventions on recognition of Studies and Higher Education amongst key stakeholders namely: Qualifications Awarding institutions, Ministry of Education officers, Kenya National Qualifications Authority, Technical and Vocational Education and Training Authority, Commission for University Education, National Assembly Committee on Education.
- iv. Conducted research on “The Effects of Teenage Pregnancy on Girls’ Primary and Secondary School Education in Narok County”.
- v. Trained teachers, learners and community youth on Global Citizenship Education through fashion and art in collaboration with other partners.
- vi. Developed a monitoring and Award System for ASPnet institutions.
- vii. Developed and finalised the mainstreaming matrices for General History of Africa in collaboration with various stakeholders.
- viii. Conducted a pilot on ethics education in schools and teacher education.
- ix. Built capacities of teachers and educators on Peace and Ethics Education, Education for Sustainable Development and Global Citizenship Education.
- x. Developed and finalised the ICT integration training manual for Early Childhood and Development Education.
- xi. Sensitised teachers on uptake of TVET course by learners.
- xii. The Education Programme mobilised an estimated Sh85.04 million both as direct fund donation and in kind during the end-term under review. This was possible through engaging with UNESCO entities that provided a total of Sh60.99 million direct funding to the programme activities.

b. Natural Sciences.

- i. Conducted sensitisation camps in STEM subjects for secondary school students.
- ii. Undertook a tracer study to assess the impact of six years of STEM mentorship in Kenya and a report published.
- iii. Conducted capacity building of STEM teachers in gender transformative STEM and Digital Education, coding, 3D printing, robotics and artificial intelligence.



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

c. Social and Human Sciences.

- i. Social and Human Sciences Capacity building for sports stakeholders on the UNESCO convention against doping in sports and the UNESCO charter of physical education and sport was conducted where 757 stakeholders were engaged.
- ii. Three studies were done during the Strategic Plan period. These studies were: Underlying Causes of Conflict in Laikipia county- 2019; Socio-Economic Resilience of Young Immigrants in Kenya and Somalia'; and Assessing Redefinition of Gender Norms in Nairobi and Mombasa Counties. These studies also involved stakeholder validation and dissemination activities.
- iii. Collaboration with the UNESCO Futures Literacy UNESCO Chair at DeKUT and to promote Futures Literacy as a competency for the 21st Century was promoted and enhanced.

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1. *STEM Mentorship in Kenya Report* (https://en.unesco.org/sites/default/files/unescos_stem_mentorship_programme.pdf).



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



d. Culture Programme.

- i. Though part of the evaluation period was affected by Covid-19 restrictions, use of virtual platforms enhanced delivery of activities.
- ii. Success story of promoting traditional foods and safeguarding traditional food-ways in Kenya listed by UNESCO as a best ICH safeguarding practice.
- iii. Worked with NMK, and other stakeholders to revise and submit to UNESCO Kenya's World Heritage Properties on the Tentative List.
- iv. Worked with NMK, UNESCO Regional Office for Eastern Africa and other stakeholders and submitted to the World Heritage Centre Kenya's Nomination of the Historic Town and Archaeological Site of Gedi for Listing as a World Heritage Site by the Committee.
- v. Developed a Mobile Dictionary APP for Waata Language as an endangered indigenous language in Kenya.
- vi. Election of Kenya in the World Heritage Committee and further elected as the Vice Chair of Group V (A) Africa Region
- vii. Implemented two participation programme projects
- viii. Designation of Nakuru City among UNESCO Creative Cities Network in December 2021.
- ix. Co- hosting with UNESCO the African Regional Consultation on Culture and Arts Education in February 2023
- x. The programme enhanced partnerships in programmes and received financial report from UNESCO, German NATCOM and CISP
- xi. Designation of World Kiswahili Day by UNESCO and recognition of Kiswahili as an international language in 2022 and 2023
- xii. Development of policy brief on promotion of dynamic and inclusive culture and creative industries 2023
- xiii. Designation of Kabarak University as UNESCO Chair on Culture and Arts in Education for sustainable development
- xiv. Adoption by KIPPRA a Creative Economy Chapter in their annual Report
- xv. Participation in the development of Global Fair Culture Charter 2023.

e. Communication and Information.

- i. The Communication and Information (CI) Programme has surpassed several targets including the capacity building on youth mobile APP development and content development for community media. This has been possible partially because of the use of virtual meetings and because of partnerships.
- ii. The programme has established/maintained beneficial partnerships with stakeholders in the communication and information sector. Some of the key partnerships established/maintained include with Ministry of Information, Communication and the Digital Economy, public universities, different media houses, Editors' Guild, Media Council of Kenya, Kenya Union of Journalists, Communication's Authority, the Kenya Yearbook Editorial Board, among others. Out of the partnerships, most of the UNESCO communication and information sector activities have been picked up by partners. Rongo University, for instance, has partnered with a Canadian University to use



community media to disseminate development information. Media Council of Kenya is spearheading policy development in Media and Information Policy and in Artificial Intelligence. Moi University Institute of Open and Distance Learning Education is also fundraising for an innovation centre.

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

f. Research and Consultancy.

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

g. Partnership and Resource Mobilisation

- i. Development and implementation of a Partnerships and Collaborations Policy for the Commission.



- ii. Development and implementation of the Commission's Resource Mobilisation Policy
- iii. Sensitisation of Commission staff on Partnership, Collaboration and Resource Mobilisation Policy.
- iv. Capacity building on grant and proposal writing undertaken by Kenya School of Government trainer.
- v. Several partnerships entered by the KNATCOM and Memorandum of Understanding (MoUs) signed with various Universities and Agencies.
- vi. Over Sh80 million mobilised by Commission programmes and departments in the past five years of the second Strategic Plan (2019-2024).
- vii. The Commission was able to enhance partnerships and collaboration with various institutions, which led to effective programme implementation.
- viii. The signing of MoUs with various institutions during the plan period.
- ix. Quarterly and annual reporting on partnerships and resource mobilisation achievements by the Commission.

h. Resource Centre.

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

i. Human Resource and Administration

- i. Eighteen (18) members of staff were recruited to fill vacant positions in the staff establishment.
- ii. An effective performance management system was established and implemented over the evaluation period.
- iii. Staff welfare is a priority area, to ensure sound employee relations measures have since been taken to handle grievances and create a conducive work environment.
- iv. KNATCOM provided many internship and industrial attachment opportunities to establish an avenue for youth to gain work experience, acquire relevant skills and improve competitiveness in their job search.

2. *KNATCOM Journals* (<https://journals.unesco.go.ke/>),



- v. The Commission has continued to implement the Kulturweit German Programme and in the period under review has engaged seventeen (17) German Volunteers at the Biosphere Reserves and the Commission's Head office
- vi. Furniture was procured for newly renovated office premises on the 14th and 15th floors.
- vii. The Commission procured insurance services for all motor vehicles.
- viii. Repairs and maintenance of the Commission's fleet and documentation are undertaken regularly.
- ix. Renovations for office premises were undertaken for the 14th, 15th and 16th floor.

j. Finance and Accounts.

- i. Developed and implemented the KNATCOM Finance and Accounts Policy and Procedures Manual
- ii. Funds mobilised and revenues accounted for.
- iii. Budgets approved, implemented and monitored.
- iv. Compliance in preparation of financial statements
- v. Prudent cash-flow management
- vi. Prudent investment decisions
- vii. Development of KNATCOM's Assets and Liabilities Register
- viii. Asset tagging done
- ix. Draft Assets Policy developed
- x. Financial Reporting (FiRe) Award 2023

k. Information Communication and Technology.

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

l. Corporate Communications.

- i. Establishment and operationalisation of the division to handle corporate communications, separate from the Communications and Information Directorate.
- ii. Hiring of professional staff to run the division.
- iii. Continuation of the Jarida La KNATCOM as an instrument to keep the publics informed.
- iv. Biennial Stakeholders Forums have been held and have been key in ensuring that stakeholder input is centralised in the work of the Commission.
- v. Developed the main policies required for effective management of corporate communications in the organisation.
- vi. The Commission subscribed to electronic newspaper for use, that is, Daily Nation, Business Daily and Taifa Leo.

m. Corporate Strategy and Planning.

- i. There has been a progressive improvement of performance contracting.
- ii. Annual work plans were developed and implemented.



- iii. Strategic Plan developed and reviewed. The 2024-2029 Strategic Plan development in progress.
- iv. Monitoring and evaluation of the Commission's projects was undertaken.
- v. One Enterprise Risk Management (ERM) Policy was developed and implemented.
- vi. Compliance and Risk Management Coordination Division was operationalised and an officer recruited.
- vii. Attained ISO 9001:2015 Certification and undertook internal audits. Undertook activities geared towards getting ISMS/IEC 9001:2013 certification. This was championed through the Management Representative and Committee responsible for handling ISO and ISMS matters.
- viii. Staff were trained on Business Process Re-Engineering and two processes were Re-Engineered i.e. capacity building and research, implementation is in progress.
- ix. Various policies were developed and implemented, such as Code of Conduct and Ethics, Human Resource Procedure Manual, Corruption Prevention Policy and Finance Policy, as a fraud corruption prevention mechanism in the Commission. Implementation is in progress and staff were sensitised on fraud prevention.

n. Internal Audit.

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

o. Legal Division.

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

p. Supply Chain.

- i. Procurement Policy & Procedure Manual developed, printed and implemented.
- ii. Suppliers of various categories registered bi-annually as guided by the Law including the AGPO Suppliers continuously registered as guided by law.
- iii. Annual Procurement Plan developed at the commencement of every financial year.



- iv. Part of the obsolete and unserviceable assets disposed as guided by the PPDA, 2015
- v. Youth have been sensitised during the STEP4Y trainings in collaboration with SHS on an annual basis. Women and Youth sensitised in Lamu during the Culture Capacity Building for women and Youth.
- vi. Quarterly and Annual stock reports done as guided by the PPADA, 2015
- vii. Statutory reports to PPRA, Ministry of Trade and to NCPWD submitted on time as required.

3.1.4.2 Challenges

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

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

3.1.4.3 Lessons Learnt

This section presents the lessons learnt during the implementation of the Strategic Plan (2019-2024) in the Directorate of Programmes, Directorate of Research and Resource Mobilisation, Corporate Services, Procurement, Legal, Audit, and Corporate Strategy and Planning Departments.

a. Programmes and Research and Resource Mobilisation Directorates.

Documenting lessons learnt during programme implementation is very important especially since these lessons are used in subsequent planning of future activities. Programmes and Research and Resource Mobilisation Directorates identified the following as lessons learnt in the Plan period:

- i. The use of online platforms provided a key opportunity for programme implementation during the pandemic period. This needs to continue as well as face-to-face engagements to enable achievement of some programme activities.
- ii. Partnerships and collaborations are very important as they provide an opportunity for greater outcomes and enhance the visibility of the Commission. Focusing on UNESCO's projects and programmes supports in enhancing implementation of the country's national development goals.
- iii. Inter-programme collaboration within the Commission leads to higher target achievement and greater national impact.
- iv. Young professionals and internship programme in the Commission enhances achievement of programme activities.
- v. Collaboration with UNESCO Headquarters, Regional Office and Category I & II Centres enhanced programme activities.
- vi. The programme invested many resources (time, finances and energy) implementing



- emerging activities, which were related to the main strategies.
- vii. Regular monitoring and evaluation of programmes activities should be enhanced to improve performance.
 - viii. Programme and Expert Committees remain a critical component to programmes performance.
 - ix. Contributing to the existing body of knowledge through research is an important function of KNATCOM and UNESCO and should be conducted regularly to enhance KNATCOM's visibility and impact.
 - x. The KNATCOM Journal if well sustained, can raise the visibility of the Commission while providing a platform where local researchers can publish their findings.
 - xi. There is an opportunity to continuously leverage available technology in the Resource Centre. The field of information services has numerous technological advancements, which the Resource Centre can adapt to ensure excellent service delivery.
 - xii. There is need to have marketing strategies and continuous capacity building for electronic resources, and the Online Public Access Catalogue (OPAC) among Resource Centre users to increase its utilisation.

b. Corporate Services, Procurement, Legal, Audit, and Corporate Strategy and Planning Departments.

During the implementation period of the Commission's Strategic Plan (2019-2024) the Corporate Services, Procurement, Legal, Audit, and Corporate Strategy and Planning Departments identified the following as lessons learnt:

- i. Inadequate staffing is a challenge hampering efficiency and effectiveness across all programmes, departments and divisions.
- ii. Achievement of the Strategic Objectives was greatly hampered by inadequate funding and staffing at the Divisional levels. This can be addressed through increased funding to support automation, youth empowerment initiatives, office renovations and publicity initiatives.
- iii. Over-reliance on specific partners such as the Ministry of Education for providing opportunities to participate in trade fairs and exhibitions or the National Treasury as the main source of funds. In order to mitigate against this and avoid recurrence, more stakeholders and partners will be engaged in the second half of the Strategic Plan period.
- iv. Ensure knowledge transfer from vendors, suppliers or consultants to reduce over-reliance and empower staff to gain expertise and benefit from new skills or knowledge in new areas.
- v. Enforcement of policies, guidelines and contracts should be enforced for increased compliance, effectiveness and impact.
- vi. The respective offices to avoid loss of crucial data and seal reporting loopholes arising from fragmented implementation should coordinate activities under Corporate Services.
- vii. The COVID-19 pandemic affected the achievement of planned activities such as exhibitions, which are heavily reliant on physical attendance for its success. Unfortunately, the options to undertake the same through virtual platforms were limited.
- viii. Partnerships are vital to the Commission and assist in reducing the financial strain



- experienced by Programmes. Consequently, regular engagement and communication with donors and partners is important to foster mutually beneficial relationships.
- ix. The risk management process at KNATCOM requires an inclusive team-based approach for effective application and hence does not reside in any individual or function. The Compliance and Risk Management Coordination Division has been established to coordinate this.
 - x. The inclusion of performance contracting reporting at senior management meetings improved, to a great extent, the level of understanding and subsequently, reporting and scoring of performance contracting activities by relevant agencies.
 - xi. The inclusion of the Corporate Strategy and Planning department in budget planning can help to address gaps in policy, achievement of the Mandate and general activities of the Commission as well as guide monitoring and evaluation efforts.
 - xii. Early identification and preparation of the CRMP and CRA contributes to achievement of high scores from the relevant agencies and timely implementation and reporting should be encouraged.
 - xiii. Cross Programme or Departmental consultation is important during drafting of contractual agreements for internal or external audiences since this can also reduce the number of litigation cases that may arise as a result of misunderstandings.

3.2 Stakeholder Analysis

The table below includes the Commission’s key stakeholders and their expected functions. Also included are the Commission’s interests as well as the respective stakeholders’ needs.

Table 3.3: Stakeholder Functions, KNATCOM Interests and Stakeholder Needs

| S/No | Stakeholder | Role | Stakeholder Expectation | KNATCOM Expectation |
|------|-----------------------|--|--|---|
| 1. | Ministry of Education | <ul style="list-style-type: none"> • Plays an oversight role over UNESCO activities in Kenya • Formulation of relevant policies and guidelines • Support KNATCOM programmes | <ul style="list-style-type: none"> • Effectively discharging liaison role • Prudent utilisation of the allocated resources • Timely provision of relevant information | <ul style="list-style-type: none"> • Goodwill and support to the liaison function of KNATCOM between Kenya and UNESCO • Enabling policies and legislations to enforce KNATCOM Mandate • Ministry support in the UNESCO programmes in Kenya |



Table 3.3: Stakeholder Functions, KNATCOM Interests and Stakeholder Needs (Continued)

| S/ No | Stakeholder | Role | Stakeholder Expectation | KNATCOM Expectation |
|-------|---|--|--|---|
| 2. | The National Treasury and Economic Planning | <ul style="list-style-type: none"> • Provide funding • Formulation of financial policies | <ul style="list-style-type: none"> • Compliance with financial laws, policies and regulations • Prudent utilisation of the allocated resources | <ul style="list-style-type: none"> • Exchequer resources • Policy direction on financial matters |
| 3. | Ministry of Foreign and Diaspora Affairs | <ul style="list-style-type: none"> • Accreditation of international conference delegates • Provision of diplomatic privileges and immunities of KUO staff • Facilitate the ratification of Conventions, • Authorisation of international agreements | <ul style="list-style-type: none"> • Timely communication and dissemination of relevant information | <ul style="list-style-type: none"> • Timely accreditation of conference delegates • Timely provision of privileges and immunities to the KUO Staff • Speedy ratifications of Conventions when presented by KNATCOM • Speedy concurrence on international agreements |
| 4. | Ministry of Water, Sanitation, and Irrigation | <ul style="list-style-type: none"> • Formulation and implementation of relevant policies • Collaboration in the areas of water resources conservation and development in the context of UNESCO programmes and activities. • Provision of technical expertise in water, sanitation and irrigation matters. | <ul style="list-style-type: none"> • Timely communication and dissemination of relevant information. • Partner and collaborate in programme implementation | <ul style="list-style-type: none"> • Alignment of relevant KNATCOM Mandates within the policies. • Active participation and collaboration in UNESCO areas of competence • Acquire technical expertise in water and sanitation matters. |



Table 3.3: Stakeholder Functions, KNATCOM Interests and Stakeholder Needs (Continued)

| S/No | Stakeholder | Role | Stakeholder Expectation | KNATCOM Expectation |
|------|---|--|---|---|
| 5. | Office of the Attorney General and Department of Justice | <ul style="list-style-type: none"> Approval and interpretation of legal instruments. Provision of policy guidelines in relevant field | <ul style="list-style-type: none"> Timely communication and dissemination of relevant information. Partner and collaborate in programme implementation. | <ul style="list-style-type: none"> Speedy approvals of ratifications of Conventions, Protocols and other relevant instruments. Provision of technical expertise in relevant matters. |
| 6. | Government Ministries, Departments, Agencies and Counties, (MDACs) and Constitutional Commissions | <ul style="list-style-type: none"> Collaboration and partnership in research, programme development. Implementation and provision of efficient services, policy guidelines and synergies. Provision of technical expertise in capacity building and provision of enabling infrastructure. | <ul style="list-style-type: none"> Timely communication and dissemination of relevant information. Partner and collaborate in programme implementation. | <ul style="list-style-type: none"> Technical expertise Collaborations and partnerships Funding Policy and legal backing of KNATCOM activities Facilitate community and stakeholder engagement. |
| 7. | Parliament | <ul style="list-style-type: none"> Support of KNATCOM programmes Approval of budget Approval of legislative frameworks | <ul style="list-style-type: none"> Prudent utilisation of resources Timely reporting Partner and collaborate in programme implementation | <ul style="list-style-type: none"> Funding Enactment of relevant policies and legal instruments Ratification of conventions and protocols |
| 8. | Council of Governors | <ul style="list-style-type: none"> Collaboration and partnerships in programme implementation and stakeholder mobilisation | <ul style="list-style-type: none"> Timely communication and dissemination of relevant information | <ul style="list-style-type: none"> Collaborations and partnerships |



Table 3.3: Stakeholder Functions, KNATCOM Interests and Stakeholder Needs (Continued)

| S/No | Stakeholder | Role | Stakeholder Expectation | KNATCOM Expectation |
|------|---|--|--|--|
| | | <ul style="list-style-type: none"> Support of KNATCOM programmes Linkage with the County Governments | <ul style="list-style-type: none"> Partner and collaborate in programme implementation | <ul style="list-style-type: none"> Community participation and ownership of KNATCOM activities |
| 9. | Partners | <ul style="list-style-type: none"> Collaboration and partnerships in programme implementation and stakeholder mobilisation Technical and financial support | <ul style="list-style-type: none"> Timely communication and dissemination of relevant information Partner and collaborate in programme implementation Prudent utilisation of the allocated resources Compliance with contractual obligations | <ul style="list-style-type: none"> Funding Technical expertise Collaborations and partnerships |
| 10. | The Public | <ul style="list-style-type: none"> Participate in KNATCOM activities. Participate in policy formulation | <ul style="list-style-type: none"> Prudent utilisation of the allocated resources Timely feedback Transparency and accountability Timely communication and dissemination of relevant information Resolution of public complaints | <ul style="list-style-type: none"> Active participation and feedback on performance Ownership of policies and uptake of KNATCOM services |
| 11. | Suppliers of goods and services | <ul style="list-style-type: none"> Supply of goods and services | <ul style="list-style-type: none"> Timely communication of relevant information Timely payment | <ul style="list-style-type: none"> Quality goods and services |
| 12. | Civil Society (Community and Faith Based Organisations] | <ul style="list-style-type: none"> Advocacy | <ul style="list-style-type: none"> Timely communication and dissemination of relevant information | <ul style="list-style-type: none"> Creating awareness |



Table 3.3: Stakeholder Functions, KNATCOM Interests and Stakeholder Needs (Continued)

| S/No | Stakeholder | Role | Stakeholder Expectation | KNATCOM Expectation |
|------|--|--|---|---|
| | | <ul style="list-style-type: none"> • Collaboration and partnerships in programme implementation and stakeholder mobilisation | <ul style="list-style-type: none"> • Partner and collaborate in programme implementation • Compliance with contractual obligations | <ul style="list-style-type: none"> • Collaborations and partnerships |
| 13. | Universities | <ul style="list-style-type: none"> • Provision of expertise to support UNESCO programmes, • Collaboration and partnerships in programme implementation and stakeholder mobilisation • Support the hosting of UNESCO/UNITWIN Chairs and UNEVOC centres | <ul style="list-style-type: none"> • Timely communication and dissemination of relevant information • Partner and collaborate in programme implementation • Facilitate establishment of UNESCO/UNITWIN Chairs and UNEVOC centres | <ul style="list-style-type: none"> • Technical expertise • Support in programme implementation and stakeholder mobilisation • Host UNESCO Chairs |
| 14. | Local and international research organisations | <ul style="list-style-type: none"> • Collaboration and synergy in research and capacity building | <ul style="list-style-type: none"> • Timely communication and dissemination of relevant information • Partner and collaborate in programme implementation | <ul style="list-style-type: none"> • Partnerships and support in research and capacity building |
| 15. | Partnerships and support in research and capacity building | | <ul style="list-style-type: none"> • Timely communication and dissemination of relevant information • Partner and collaborate in programme implementation • Provide capacity building and mentorship opportunities | <ul style="list-style-type: none"> • Uptake of internship and attachment opportunities • Participate in KNATCOM activities • Participate in the Kenya UNESCO youth forum |



Table 3.3: Stakeholder Functions, KNATCOM Interests and Stakeholder Needs (Continued)

| S/No | Stakeholder | Role | Stakeholder Expectation | KNATCOM Expectation |
|------|--|--|---|--|
| 16. | Foreign missions in Kenya and Kenyan Missions abroad | <ul style="list-style-type: none"> Collaborate and partner in programme implementation | <ul style="list-style-type: none"> Timely communication and dissemination of relevant information Partner and collaborate in programme implementation | <ul style="list-style-type: none"> Support KNATCOM activities |
| 17. | Local communities, groups, and individuals | <ul style="list-style-type: none"> Collaborate and partner in programme implementation | <ul style="list-style-type: none"> Timely communication and dissemination of relevant information Partner and collaborate in programme implementation | <ul style="list-style-type: none"> Support KNATCOM activities Disseminate information |
| 18. | Kenya Bureau of Standards | <ul style="list-style-type: none"> Standardisation and accreditation | <ul style="list-style-type: none"> Conformity and compliance to the Standard | <ul style="list-style-type: none"> Training and Certification in ISO |
| 19. | Media | <ul style="list-style-type: none"> Awareness creation, advocacy and dissemination of information | <ul style="list-style-type: none"> Timely communication and dissemination of relevant information Partner and collaborate in programme implementation | <ul style="list-style-type: none"> Creation of awareness of KNATCOM products and services and wide dissemination of information |
| 20. | Private sector | <ul style="list-style-type: none"> Provision of supplementary services Provide funding | <ul style="list-style-type: none"> Timely communication and dissemination of relevant information Partner and collaborate in programme implementation | <ul style="list-style-type: none"> Collaborate and partner in programme implementation Funding of KNATCOM programmes |
| 21. | Internal customers (employees) | <ul style="list-style-type: none"> Delivery of quality services to clients | <ul style="list-style-type: none"> Favourable terms and conditions of employment Conducive work environment | <ul style="list-style-type: none"> Customer satisfaction |
| 22. | UNESCO Headquarters | <ul style="list-style-type: none"> Provide technical and financial support, provide strategic direction | <ul style="list-style-type: none"> Timely communication and dissemination of relevant information | <ul style="list-style-type: none"> Technical expertise |



Table 3.3: Stakeholder Functions, KNATCOM Interests and Stakeholder Needs (Continued)

| S/No | Stakeholder | Role | Stakeholder Expectation | KNATCOM Expectation |
|------|---|--|---|--|
| | | <ul style="list-style-type: none"> Approval of participation programmes Provision of policy guidelines Monitor and evaluate UNESCO funded programmes | <ul style="list-style-type: none"> Partner and collaborate in programme implementation | <ul style="list-style-type: none"> Funding Alignment of KNATCOM mandate in the policy guidelines Facilitation of M&E exercise and feedback |
| 23. | UNESCO Regional Office | <ul style="list-style-type: none"> Provision of logistical, technical, and financial support to programmes Joint implementation of programmes | <ul style="list-style-type: none"> Timely communication and dissemination of relevant information Partner and collaborate in programme implementation | <ul style="list-style-type: none"> Technical expertise and financial support Collaborations and partnerships |
| 24. | Permanent Delegation of Kenya to UNESCO | <ul style="list-style-type: none"> Provide strategic guidance and linkages with UNESCO and other member states Represent Kenya at UNESCO Facilitate effective participation of Kenya's delegations to UNESCO meetings | <ul style="list-style-type: none"> Timely communication and dissemination of relevant information Partner and collaborate in programme implementation | <ul style="list-style-type: none"> Liaison services Timely communication and dissemination of relevant information Coordination for participation, logistics and stay of Kenya delegations in UNESCO meetings |
| 25. | Salaries and Remuneration Commission | <ul style="list-style-type: none"> Set and regularly review the remuneration and benefits of all state officers | <ul style="list-style-type: none"> Timely communication and dissemination of relevant information | <ul style="list-style-type: none"> Harmonise and rationalise salaries and benefits in line with SRC |



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

This chapter presents the Strategic Issues to be addressed by the Commission during the Strategic Plan (2024-2029) period, as well as the Commission's Key Result Areas (KRAs). The Commission has identified nine Strategic Issues, which correspond to nine Strategic Goals, which when implemented will be measured and communicated within nine KRAs.

4.1 Strategic Issues

The identified Strategic Issues for the Commission are:

- Strategic Issues 1:** Existing gaps in equity, inclusion and quality education pathways.
- Strategic Issues 2:** Mechanisms to advance sustainable societies and environmental protection.
- Strategic Issues 3:** Inequality and social justice in societies.
- Strategic Issues 4:** Awareness, appreciation, safeguarding of cultural heritage and promotion of creative industries.
- Strategic Issues 5:** Freedom of expression, access to information and media development.
- Strategic Issues 6:** Mechanisms for research, research outputs dissemination and consultancy.
- Strategic Issues 7:** Mechanisms for partnerships and resource mobilisation.
- Strategic Issues 8:** Management of information resources for knowledge sharing.
- Strategic Issues 9:** Commission's institutional capacity.

4.2 Strategic Goals

The Commission will pursue the following nine (9) Strategic Goals during the Strategic Plan period:

- GOAL 1:** Promote inclusive, equitable, quality education and lifelong learning opportunities and creative societies.
- GOAL 2:** Promote conservation and management of natural heritage and sustainable societies.
- GOAL 3:** Reduce inequalities and build more inclusive societies.



- GOAL 4:** Promote cultural heritage values, identity and a vibrant creative sector.
- GOAL 5:** Increased freedom of expression, media development and access to information and knowledge.
- GOAL 6:** Enhanced research, consultancy and knowledge and information dissemination in education, sciences, culture and communication and information.
- GOAL 7:** Enhanced partnerships and resource mobilisation
- GOAL 8:** Enhanced management of information resources for knowledge sharing
- GOAL 9:** Enhance effectiveness and efficiency in service delivery.

4.3 Key Results Areas

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

The KRAs are as follows:

- KRA 1:** Inclusive and equitable quality education.
- KRA 2:** Sustainable societies and protected environment and natural heritage.
- KRA 3:** Social justice and inclusion in societies.
- KRA 4:** Cultural heritage and inclusive creative sector.
- KRA 5:** Media development.
- KRA 6:** Research and consultancy.
- KRA 7:** Partnership and resource mobilisation.
- KRA 8:** Information resources management.
- KRA 9:** Institutional capacity development.

Table 4.1: Strategic Issues, Goals and KRAs

| Strategic Issue | Goal | KRAs |
|---|---|---|
| 1. Existing gaps in equity, inclusion and quality education pathways. | Promote inclusive, equitable, quality education and lifelong learning opportunities and creative societies. | KRA 1: Inclusive and equitable quality education |
| 2. Mechanisms to advance sustainable societies and environmental protection. | Promote conservation and management of natural heritage and sustainable societies. | KRA 2: Sustainable societies and protected environment and natural heritage. |
| 3. Inequality and social justice in societies. | Reduce inequalities and build more inclusive societies. | KRA 3: Social justice and inclusion in societies |
| 4. Awareness, appreciation, safeguarding of cultural heritage and promotion of creative industries. | To promote cultural heritage values, identity and a vibrant creative sector. | KRA 4: Cultural heritage and inclusive creative sector |





Table 4.1: Strategic Issues, Goals and KRAs (Continued)

| | | |
|---|--|--|
| 5. Freedom of expression, access to information and media development. | Increased freedom of expression, media development and access to information and knowledge. | KRA 5: Media development |
| 6. Mechanisms for research, research outputs dissemination and consultancy. | Enhanced research, research outputs dissemination and consultancy in education, sciences, culture and communication and information. | KRA 6: Research and consultancy |
| 7. Mechanisms for partnerships and resource mobilisation. | Enhanced partnership and resource mobilisation. | KRA 7: Partnerships and resource mobilisation |
| 8. Management of information resources for knowledge sharing. | Enhanced management of information resources for knowledge sharing. | KRA 8: Information resources management |
| 9. Commissions' institutional capacity | Enhance effectiveness and efficiency in service delivery. | KRA 9: Institutional capacity development |



5 CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

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

5.1 Strategic Objectives

This section focuses on the Strategic Objectives the Commission commits to accomplish in the next five years (2024-2029) to achieve its Strategic Goals and realise its vision. The Strategic Objectives establish levels of performance to be achieved on identified Strategic Issues. The Plan has seven Strategic Objectives aligned to address the various KRAs under the Strategic Issues. The section also highlights the outcomes of annual projections for the Plan period. The outcomes result directly from activities or programmes to be implemented for each KRA.



Table 5.1: Outcomes Annual Projections

| KRA1: Inclusive and equitable quality education. | | Projections on Yearly Basis | | | | | |
|---|---|--|-----|-----|-----|-----|------|
| Strategic Objective | Outcome | Outcome Indicator | Y1 | Y2 | Y3 | Y4 | Y5 |
| SO1: Ensure inclusive and equitable quality education | Education systems equipped to promote inclusion, address marginalisation and advance education rights. | Increased percentage (%) of learners completing primary and secondary schooling in selected counties. | 10 | 10 | 10 | 10 | 10 |
| | Learners empowered through gender-transformative education systems. | Number of institutions mainstreaming gender responsive initiatives. | 136 | 136 | 136 | 136 | 136 |
| | Learners equipped with relevant skills to meet individual, labour market and societal demands through literacy, technical and vocational education, and training (TVET) and higher education. | Percentage increase in number of learners taking TVET. | 10 | 10 | 10 | 10 | 10 |
| | | Number of structures established, and guidelines developed by the qualifications regulatory bodies for implementation of the Global and Regional conventions on Higher Education Qualifications. | 1 | 1 | 3 | 6 | 9 |
| | Learners empowered on sustainable development, global citizenship education, GHA and healthy lifestyles. | Number of schools implementing climate change and greening education programmes. | 50 | 100 | 150 | 200 | 250 |
| | | Number of schools implementing peace, GHA and global citizenship education. | 50 | 100 | 150 | 200 | 250 |
| | | Number of learners reached with life skills-based HIV and sexuality education | 300 | 300 | 500 | 500 | 1000 |

Table 5.1: Outcomes Annual Projections (Continued)

| KRA1: Inclusive and equitable quality education. | | Projections on Yearly Basis | | | | | |
|--|---|---|-----|-----|-----|-----|-----|
| Strategic Objective | Outcome | Outcome Indicator | Y1 | Y2 | Y3 | Y4 | Y5 |
| | Improved coordination, monitoring and reporting on implementation of SDG4 and CESA 2016-25. | National Monitoring, Evaluation and Reporting Framework in place. | 0 | 0 | 1 | 0 | 0 |
| | | Number of SDG and CESA (2016-2025) reports in place. | 1 | 1 | 1 | 1 | 1 |
| | | Number of interdisciplinary studies carried out. | 0 | 1 | 0 | 1 | 0 |
| | Engagement in interdisciplinary research and policy dialogues. | Number of publications and policy briefs. | 0 | 1 | 0 | 1 | 0 |
| | | Number of institutions mainstreaming ICT in learning. | 60 | 60 | 60 | 60 | 60 |
| | Technologies and digital innovations leveraged to ensure more inclusive, effective and relevant learning. | Number of institutions implementing media and information literacy. | 50 | 100 | 150 | 200 | 250 |
| | | Number of students mentored on STEM. | 150 | 150 | 150 | 150 | 150 |
| | | Number of STEM secondary school teachers trained. | 30 | 30 | 30 | 30 | 30 |
| | Reduce inequalities for life-long learning and creative societies. | Number of TVET trainers trained. | 30 | 30 | 30 | 30 | 30 |
| | | Number of surveys undertaken. | 0 | 1 | 0 | 1 | 0 |



Table 5.1: Outcomes Annual Projections (Continued)

| KRA2: Sustainable societies and protected environment and natural heritage. | | Projections on Yearly Basis | | | | | |
|--|--|--|----|----|----|----|----|
| Strategic Objective | Outcome | Outcome Indicator | Y1 | Y2 | Y3 | Y4 | Y5 |
| SO2.1: Establish and promote innovative approaches and models to conservation and sustainable development | Innovative solutions and models to conservation established and promoted | Number of models established and promoted. | 0 | 1 | 0 | 1 | 1 |
| SO2.2: Enhance knowledge and capacity for climate action, biodiversity, water and ocean management, and disaster risk reduction | Enhanced knowledge and capacity for climate action, biodiversity, water and ocean management, and disaster risk reduction. | Number of stakeholders with skills and competencies. | 40 | 40 | 40 | 40 | 40 |
| SO2.3: Advance international cooperation in Science, Technology, and Innovation (STI). | Advanced international cooperation in STI. | Number of STI related engagements. | 2 | 2 | 2 | 2 | 2 |

| KRA3: Social justice and inclusion in societies | | Projections on Yearly Basis | | | | | |
|--|---|---|----|----|----|----|----|
| Strategic Objective | Outcome | Outcome Indicator | Y1 | Y2 | Y3 | Y4 | Y5 |
| SO3.1 To enhance social justice, inclusion and peace. | Enhanced inclusivity and quality of physical education, physical activity, and sport. | % level of implementation of the PE Policy | 2 | 2 | 3 | 4 | 5 |
| | | % of stakeholders from marginalised groups participating in PE, PA and Sport. | 1 | 2 | 3 | 4 | 5 |
| | Increased inclusivity and reduced discrimination, hate speech and stereotypes. | % increase in awareness on issues of slavery. | 2 | 2 | 3 | 4 | 5 |

Table 5.1: Outcomes Annual Projections (Continued)

| KRA3: Social justice and inclusion in societies | | Projections on Yearly Basis | | | | |
|---|--|-----------------------------|----|----|----|----|
| Strategic Objective | Outcome | Y1 | Y2 | Y3 | Y4 | Y5 |
| | | 2 | 2 | 3 | 4 | 5 |
| | | 2 | 2 | 3 | 4 | 5 |
| | Reduced unethical issues arising from innovative technologies and digital transformation | 2 | 2 | 3 | 4 | 5 |
| | | 2 | 2 | 3 | 4 | 5 |

| KRA4: Cultural heritage and inclusive creative sector | | Projections on Yearly Basis | | | | |
|--|---|-----------------------------|----|----|----|----|
| Strategic Objective | Outcome | Y1 | Y2 | Y3 | Y4 | Y5 |
| SO4.1: Improve management and governance of cultural heritage. | Management and governance of cultural heritage improved. | 5 | 7 | 10 | 15 | |
| SO4.2: Strengthen capacities for promotion and protection of inclusive creative sector. | Increased opportunities, synergies and investment in the creative sector. | 5 | 10 | 15 | 20 | |
| SO4.3: Enhance intercultural dialogue and rapprochement of cultures in Kenya. | Increased awareness and appreciation of cultural values and diversity. | 5 | 10 | 15 | 20 | |



Table 5.1: Outcomes Annual Projections (Continued)

| KRA5: Media development | | Projections on Yearly Basis | | | | | |
|--|---|---|----|----|----|----|----|
| Strategic Objective | Outcome | Outcome Indicator | Y1 | Y2 | Y3 | Y4 | Y5 |
| SO5.1: Strengthen the media environment for improved democratic engagements. | Media professionals and stakeholders trained on the UN plan of action and the issue of impunity. | Number of media professionals trained on the UN plan of action and the issue of impunity. | 50 | 50 | 50 | 50 | 50 |
| | Forums on freedom of expression organised (World Radio Day, World Press Freedom Day). | Number of fora on freedom of expression and access to information organised. | 5 | 5 | 5 | 5 | 5 |
| | Conferences, workshops, seminars, and dialogue forums to promote access to and preservation of information and knowledge organised. | Number of forums on freedom of expression and access to information organised. | 5 | 5 | 5 | 5 | 5 |
| SO5.3: Enhance access to information among the citizenry | The capacity of journalists from community media is built in editorial formatting and content development. | Number of journalists from community media trained on editorial formatting and content development. | 30 | 30 | 30 | 30 | 30 |
| | Capacity of youth on emerging technologies and Artificial Intelligence built. | Number of youths trained in innovative technologies and AI. | 50 | 50 | 50 | 50 | 50 |
| | Capacity of preservation professionals on preservation of documentary heritage built. | Number of preservation officers trained on documentary heritage. | 10 | 10 | 10 | 10 | 10 |
| | Documentary heritage within the counties identified. | Number of counties where documentary heritage is identified. | 5 | 5 | 5 | 5 | 5 |



Table 5.1: Outcomes Annual Projections (Continued)

| KRA6: Research and consultancy | | Projections on Yearly Basis | | | | | |
|--|---|--|----|----|----|----|----|
| Strategic Objective | Outcome | Outcome Indicator | Y1 | Y2 | Y3 | Y4 | Y5 |
| SO 6.1: To enhance effective and efficient mechanisms knowledge management | Effective and efficient knowledge management mechanisms enhanced. | % improvement in knowledge management mechanisms enhanced. | 20 | 20 | 20 | 20 | 20 |
| | | % improvement in research and knowledge dissemination. | 10 | 15 | 20 | 25 | 25 |
| | | % improvement in research linkages and collaboration. | 10 | 10 | 15 | 15 | 15 |
| | | % improvement in consultancy framework development and implementation. | 10 | 20 | 30 | 20 | 10 |

| KRA7: Partnerships and Resource Mobilization. | | Projections on Yearly Basis | | | | | |
|--|--|---|----|----|----|----|----|
| Strategic Objective | Outcome | Outcome Indicator | Y1 | Y2 | Y3 | Y4 | Y5 |
| SO 7.1: Promote efficient and effective partnerships and resource mobilisation strategies. | Effective and efficient partnerships and resource mobilisation strategies. | % increase in resource mobilisation to the Commission | 20 | 20 | 20 | 20 | 20 |
| | | % improvement in collaborations and partnerships. | 10 | 15 | 20 | 25 | 25 |

| KRA 8: Information resources management | | Projections on Yearly Basis | | | | | |
|--|--|--|----|----|----|----|----|
| Strategic Objective | Outcome | Outcome Indicator | Y1 | Y2 | Y3 | Y4 | Y5 |
| SO 8.1 To enhance efficient and effective information resources management for knowledge sharing | Enhanced information resources management for knowledge sharing. | Number of products and services available under Kenya Libraries and Information Services Consortium (KLISC). | 35 | 35 | 35 | 35 | 35 |



Table 5.1: Outcomes Annual Projections (Continued)

| KRA 8: Information resources management | | Projections on Yearly Basis | | | | |
|---|---|-----------------------------|----|----|----|----|
| Strategic Objective | Outcome | Y1 | Y2 | Y3 | Y4 | Y5 |
| | Number of processed and automated print information materials. | 40 | 40 | 40 | 40 | 40 |
| | Number of print and electronic resources accessed. | 25 | 25 | 25 | 25 | 25 |
| | Number of users accessing the print and electronic resources. | 10 | 10 | 10 | 10 | 10 |
| | Number of stakeholders sensitised on available Resource Centre products and services. | 50 | 50 | 50 | 50 | 50 |

| KRA9: Institutional Capacity development | | Projections on Yearly Basis | | | | |
|---|---|-----------------------------|-----|-----|-----|-----|
| Strategic Objective | Outcome | Y1 | Y2 | Y3 | Y4 | Y5 |
| SO 9.1. Enhance prudent management of financial resource in accordance with the existing legal and regulatory framework. | Improved finance operations. | 100 | 100 | 100 | 100 | 100 |
| SO 9.2. Attract, develop and retain human capital. | Improved productivity. | 100 | 100 | 100 | 100 | 100 |
| SO 9.3. Enhance supply chain management processes. | Enhanced supply chain management processes. | 100 | 100 | 100 | 100 | 100 |
| SO 9.4. Leverage on technology to enhance efficiency and effectiveness in service delivery. | Enhanced service delivery through technology. | 100 | 100 | 100 | 100 | 100 |

Table 5.1: Outcomes Annual Projections (Continued)

| KRA9: Institutional Capacity development | | Projections on Yearly Basis | | | | | |
|--|---|--|-----|-----|-----|-----|-----|
| Strategic Objective | Outcome | Outcome Indicator | Y1 | Y2 | Y3 | Y4 | Y5 |
| SO 9.5. Enhance visibility and increase awareness of KNATCOM's programmes and activities. | Visibility of KNATCOM's programmes and activities enhanced. | % increase in visibility. | 100 | 100 | 100 | 100 | 100 |
| SO 9.6. Provision of independent assurance on the effectiveness of governance, risk management and control process. | Enhanced risk assurance, governance, and internal processes. | % level of enhanced risk assurance, governance and internal processes. | 100 | 100 | 100 | 100 | 100 |
| SO 9.7. Strengthen performance management practices for continual improvement. | Performance management practices enhanced. | % level of improved performance management. | 100 | 100 | 100 | 100 | 100 |
| SO 9.8. Promote effective and efficient risk management processes to support achievement of the Commission's Mandate. | Improved risk management processes. | % level of improvement of risk management processes. | 100 | 100 | 100 | 100 | 100 |
| SO 9.9. Enhance compliance with legal, statutory and contractual agreements. | Enhanced compliance with legal, statutory and contractual agreements. | % level of enhanced compliance with legal, statutory and contractual agreements. | 100 | 100 | 100 | 100 | 100 |
| SO 9.10. Strengthen KNATCOM's legal Mandate. | Strengthened KNATCOM's legal Mandate | % level of strengthen of KNATCOM's legal Mandate. | 100 | 100 | 100 | 100 | 100 |



5.2 Strategic Choices

This section describes the course of action and means that the Commission will pursue to achieve results on priority key issues. Each Strategic Goal has a Strategic Objective(S) that the Commission aspires to achieve with defined KRAs. Each Strategic Objective has a strategy that defines a specific course of action to be taken to realise the defined key results. The Commission commits to the following strategic choices in achieving the identified strategic objectives.

Table 5.2 Strategic Objectives and Strategies

| KRA | Strategic Objective(s) | Strategies |
|--|---|---|
| KRA 1: Inclusive and Equitable Quality Education | SO1: Ensure inclusive and equitable quality education. | <p>S1: Promote inclusion to address marginalisation and advance education rights.</p> <p>S2: Empower learners through gender transformative initiatives.</p> <p>S3: Equip learners with relevant skills to meet individual, labour market and societal demands through literacy, Technical and Vocational Education and Training (TVET) and Higher Education.</p> <p>S4: Empower Learners on sustainable development, global citizenship education and healthy lifestyles.</p> <p>S5: Improve coordination, monitoring and reporting on implementation of SDG4 and CESA 2016-25.</p> <p>S6: Engage in interdisciplinary research and policy dialogues.</p> <p>S7: Leverage technologies and digital innovations to ensure more inclusive, effective and relevant learning.</p> |
| | SO1.2: Strengthen inclusive and equitable quality gender transformative STEM and digital education. | <p>S1: Institutional and human capacities strengthened in basic sciences, STI and engineering to advance knowledge for sustainable development.</p> |



Table 5.2 Strategic Objectives and Strategies (Continued)

| KRA | Strategic Objective(s) | Strategies |
|---|---|---|
| KRA 2: Sustainable societies and protected environment and natural heritage. | SO2.1: Work towards sustainable societies and protecting the environment through the promotion of science, technology, innovation and natural heritage. | <p>S1: Establish and promote innovative approaches and models to conservation and sustainable development.</p> <p>S2: Enhance knowledge and capacity for climate action, biodiversity, water and ocean management and disaster risk reduction</p> <p>S3: Advance international cooperation in Science, Technology, and Innovation</p> |
| KRA 3 Social justice and inclusion in societies. | SO3: To enhance social justice, inclusion and peace. | <p>S1: Advance inclusive and quality physical education, physical activity and sport.</p> <p>S2: Promote human rights and non-discrimination practices for social development.</p> <p>S3: Support adoption of social and human sciences knowledge for inclusive development.</p> <p>S4: Strengthen the capacities for gender equality.</p> <p>S5: Enhance youth capacities for development.</p> <p>S6: Enhance human rights and freedom through promotion of ethical standards, norms and frameworks.</p> |
| KRA 4: Cultural heritage and inclusive creative sector. | <p>SO4.1: Improve management and governance of cultural heritage.</p> <p>SO4.2: Enhance capacities for promotion and protection of inclusive creative sector.</p> | <p>S1: Build capacities on management and governance of cultural heritage.</p> <p>S2: Foster collaborations and partnerships in management and governance of cultural heritage.</p> <p>S1: Build capacities of stakeholders on promotion of inclusive culture and creative industries</p> |



Table 5.2 Strategic Objectives and Strategies (Continued)

| | | |
|--|--|---|
| KRA | Strategic Objective(s) | Strategies |
| | | <p>S2: Capacity build stakeholders on standards and frameworks for monitoring /measuring contribution of culture to development and 2030 Agenda.</p> <p>S3: Enhance collaboration and linkages in promotion of cultural diversity and creative sector.</p> <p>S1: Foster inter-cultural dialogue and appreciation of cultural diversity and values in partnership with stakeholders.</p> <p>S2: Build capacities of youth on cultural values and ethics.</p> |
| | SO4.3: Enhance intercultural dialogue and rapprochement of cultures in Kenya. | |
| KRA | Strategic Objective(s) | Strategies |
| KRA 5: Media Development | <p>SO5.1: Strengthen the media environment for improved democratic engagements.</p> <p>SO5.2: Enhance access to information among the citizenry.</p> <p>SO5.3: Promote freedom of expression among the citizenry.</p> | <p>S1: Develop ethical standards, norms and frameworks for action to meet the challenges of innovative technologies and digital transformation.</p> <p>S1: Foster knowledge sharing and skills development in the digital age.</p> <p>S1: Engage in activities that enhance the right to freedom of expression.</p> |
| KRA | Strategic Objective(s) | Strategies |
| KRA 6: Research and consultancy | SO6.1: Enhance effective and efficient mechanisms for knowledge management. | <p>S1: Enhance research and knowledge generation</p> <p>S2: Enhance research and knowledge dissemination.</p> <p>S3: Enhance the Commission's external research linkages and collaborations.</p> <p>S4: Enhance the institutional capacity to undertake consultancy in UNESCO areas of competence for knowledge and expertise.</p> <p>S5: Undertake stakeholders and external consultancy in UNESCO areas of competence for purposes of institutional resource mobilisation.</p> |



Table 5.2 Strategic Objectives and Strategies (Continued)

| | | |
|---|---|---|
| <p>KRA KRA 7: Partnerships and resource mobilisation.</p> | <p>Strategic Objective(s) SO 7.1 Promote efficient and effective partnerships and resource mobilisation strategies.</p> | <p>Strategies S1: Enhance resource mobilisation S2: Enhance collaboration and partnerships</p> |
| <p>KRA KRA 8: Information resources management.</p> | <p>Strategic Objective(s) SO8.1: Enhance efficient and effective information resources management for knowledge sharing.</p> | <p>Strategies S1: Enhance access to information on UNESCO's areas of competence. S2: Enhance capacity of users to utilise the Resource Centre services</p> |
| <p>KRA KRA 9: Institutional capacity development.</p> | <p>Strategic Objective(s) SO9.1: Enhance prudent management of financial resource in accordance with the existing legal and regulatory framework. SO9.2: Attract, develop and retain human capital. SO9.3: Enhance supply chain management processes. SO9.4: Leverage on technology to enhance efficiency and effectiveness in service delivery.</p> | <p>Strategies S1: Enhance prudent financial management. S2: Promote efficient financial planning and budgeting. S3: Enhance prudent asset management. S1: Improve employee satisfaction. S2: Improve the human resource capacity of the Commission S3: Enhance efficient KNATCOM's fleet management. S4: Enhance the infrastructure of the Commission S1: Enhance effective supply chain management practices. S1: Improve the Commission's ICT infrastructure. S2: Enhance automation in the Commission by reengineering and digitalising business processes. S3: Enhance the Commission's ICT security measures</p> |



Table 5.2 Strategic Objectives and Strategies (Continued)

| KRA | Strategic Objective(s) | Strategies |
|-----|--|--|
| | | <p>S4: Enhance business continuity and disaster recovery environment.</p> |
| | <p>SO9.5: Enhance visibility and increase awareness of KNATCOMs programmes and activities</p> | <p>S1: Improve KNATCOM's Corporate Image S2: Increase public awareness of KNATCOM programmes and activities.</p> |
| | <p>SO9.6: Provision of independent assurance on the effectiveness of governance, risk management and control process.</p> | <p>S1: Enhance internal controls. S2: Enhance governance. S3: Strengthen the audit functions.</p> |
| | <p>SO9.7: Strengthen performance management practices for continual improvement.</p> | <p>S1: Enhance planning, budget prioritisation, monitoring and evaluation and compliance reporting.</p> |
| | <p>SO9.8: Promote effective and efficient risk management processes to support achievement of the Commission's Mandate.</p> | <p>S2: Establish an innovation culture S1: Enhance risk management mechanism.</p> |
| | <p>SO9.9: Strengthen good governance practices and provide legal guidance to the Commission.</p> | <p>S1: Enhance compliance with legal, statutory and contractual agreements. S2: Strengthen KNATCOM's legal Mandate.</p> |



6 CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

This Chapter sets out how the KNATCOM Strategic Plan (2024-2029) will be implemented. It further explains the Implementation Action Plan, Annual Work Plan and Budget, Performance Contracting, Coordination Framework and the Institutional Framework. The Chapter details the Coordination Framework covering aspects such as the Institutional Framework, Staff Establishment, Skills Set, and Competence Development, Leadership and Systems and Procedures.

The Chapter also delves into the Risk Management Framework, emphasising the importance of identifying, assessing and mitigating risks within the organisation. Together, these sections provide a comprehensive overview of key elements essential for effective management and strategy implementation.

6.1 Implementation Plan

To successfully implement the KNATCOM Strategic Plan (2024-2029), the Commission has devised a clear and comprehensive Implementation Plan. This Plan is grounded in the existing structures of the Commission and serves as a guiding roadmap for executing the Strategic Objectives, Strategies and Activities outlined in the various planning instruments. It meticulously outlines the sequence of activities, assigns responsibilities and sets timelines, ensuring alignment with available resources and financial allocations. This approach guarantees efficiency and accountability throughout the execution process.

Additionally, the Plan bridges the gap between strategic planning and operational execution. It facilitates the translation of the Commission's goals into tangible actions, budgetary allocations and contractual commitments, enabling effective monitoring of progress and the achievement of desired outcomes.

6.1.1 Action Plan

An action plan outlines specific activities, responsibilities, timelines and resources needed to achieve concrete goals and objectives. The Implementation Matrix (Annex I) will help the



Commission to prioritise activities, track progress and stay on course toward desired outcomes.

6.1.2 Annual Workplan and Budget

The Annual Work Plan and Budget is a critical tool for the Commission. It outlines the specific tasks, activities and projects that must be executed to achieve Strategic Objectives for a given year. The Annual Work Plan also allocates resources, including finances and workforce, to ensure that these initiatives are carried out effectively.

By delineating clear timelines, responsibilities, and performance targets, the Annual Work Plan and Budget facilitates accountability, transparency and alignment with the overarching Strategic Plan. These serve as dynamic guides, helping the Commission to adapt to changing circumstances and enabling it to monitor progress toward its strategic goals while making informed decisions to optimise the Commission's operational efficiency and effectiveness.

6.1.3 Performance Contracting

Performance Contracting is an integral part of broader public sector reforms designed to enhance the efficiency and effectiveness of public service management. It is a formal agreement between two parties that outlines their mutual performance obligations, intentions and responsibilities and is cascaded to operational levels.

The process begins with the Board of Directors signing the Performance Contract (PC) with the Cabinet Secretary, followed by the Secretary General signing with the Board. Subsequently, the Secretary General will enter into PC agreements with Heads of Departments, who will then sign with Division Heads. Additionally, the Secretary General will conduct Staff Performance Appraisals for all personnel. The Commission is committed to ensuring that its activities and programmes are aligned with and incorporated into its annual Performance Contract, which will be further cascaded to individual programmes and departments.

6.2 Coordination Framework

The coordination framework for the implementation of the Strategic Plan is a well-structured and cohesive approach that ensures the effective realisation of the Commission's goals. At its core, the Commission's organisational structure is designed with clear hierarchies and responsibilities, fostering accountability and transparency. Staffing levels are optimised to match the Plan's requirements, with a focus on recruiting individuals possessing diverse skill sets and competencies to cover a wide range of technical skills.

Strong leadership is emphasised, with visionary leaders who provide direction, motivation and strategic guidance to the workforce. Systems and procedures are meticulously crafted, enabling efficient workflow, data management and performance tracking. This comprehensive framework synergises the Commission's human resources, expertise, and administrative processes, facilitating the successful execution of the Plan.

To ensure effective coordination of the implementation of the Strategic Plan, a secretariat made up of senior management at the Commission will be constituted to spearhead implementation. It will



draw representatives from all Commission Departments and Divisions to coordinate implementation of each KRA. Quarterly, Annual, Mid-Term and End Term reporting and reviews will be done to monitor implementation.

6.2.1 Institutional Framework

The Institutional Framework encompasses the organisational structure, policies, procedures and decision-making mechanisms within the Commission. It serves as the backbone for translating Strategic Objectives into actionable steps by defining roles, responsibilities and accountability mechanisms.

It establishes a clear hierarchy of authority and fosters alignment across various departments, ensuring that resources are allocated efficiently, and that the Strategic Plan’s goals and objectives are pursued effectively. Additionally, it helps in adapting to changing circumstances and provides a platform for monitoring progress, evaluating outcomes and making necessary adjustments to ensure the successful execution of the Strategic Plan.

6.2.2 Staff Establishment, Skills Set and Competence Development

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

Table 6.1: Staff Establishment

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



Table 6.1: Staff Establishment (Continued)

| Cadre/Job Post | Job Grade | Approved Establishment (A) | Optimal Staffing Level (B) | Inpost (C) | Variance D=B-C |
|--|-----------|----------------------------|----------------------------|------------|----------------|
| Director, Research & Consultancy | KNC 3 | 1 | 1 | 0 | 1 |
| Director, KNATCOM Resource Centre | KNC 3 | 1 | 1 | 0 | 1 |
| Director, Corporate Strategy & Planning | KNC 3 | 1 | 1 | 0 | 1 |
| Manager, Internal Audit & Risk Assurance | KNC 3 | 1 | 1 | 0 | 1 |
| Principal SHS Prog Officer/ Deputy Director, SHS Programme | KNC 5/4 | 2 | 2 | 2 | 0 |
| Principal NS Prog Officer/ Deputy Director, NS Programme | KNC 5/4 | 2 | 2 | 2 | 0 |
| Principal Education Prog Officer/ Deputy Director, Education Prog | KNC 5/4 | 3 | 3 | 1 | 2 |
| Principal Culture Prog Officer/ Deputy Director, Culture Programme | KNC 5/4 | 2 | 2 | 2 | 0 |
| Principal C&I Prog Officer/ Deputy Director, C&I Programme | KNC 5/4 | 2 | 2 | 1 | 1 |
| Principal/ Deputy Director, Partnership & Resource Mobilisation | KNC 5/4 | 1 | 1 | 0 | 1 |
| Deputy Director, Research & Consultancy | KNC 4 | | 1 | 1 | 0 |
| Manager, KNATCOM Resource Centre | KNC 4 | 1 | 1 | 0 | 1 |
| Principal Officer Planning / Manager, Strategy & Planning | KNC 5/4 | 1 | 1 | 0 | 1 |
| Manager, Human Resource & Administration | KNC 4 | 1 | 1 | 0 | 1 |
| Manager, Finance & Accounts | KNC 4 | 1 | 1 | 1 | 0 |
| Manager, ICT | KNC 4 | 1 | 1 | 0 | 1 |
| Manager, Corporate Communication | KNC 4 | 1 | 1 | 0 | 1 |
| Principal /Manager, Supply Chain Management | KNC 5/4 | 1 | 1 | 0 | 1 |
| Manager, Internal Audit & Risk Assurance | KNC 4 | 1 | 1 | 0 | 1 |



Table 6.1: Staff Establishment (Continued)

| Cadre/Job Post | Job Grade | Approved Establishment (A) | Optimal Staffing Level (B) | Inpost (C) | Variance D=B-C |
|---|-----------|----------------------------|----------------------------|------------|----------------|
| Manager, Legal Services | KNC 4 | 1 | 1 | 1 | 0 |
| Legal Officer/ Senior /Principal Legal Officer | KNC 7/6/5 | 1 | 1 | 0 | 1 |
| Research & Consultancy Officer /Senior /Principal | KNC 7/6/5 | 3 | 3 | 2 | 1 |
| Officer, Resource Centre /Senior /Principal | KNC 7/6/5 | 1 | 1 | 1 | 0 |
| Principal Compliance Officer | KNC 5 | 1 | 1 | 0 | 1 |
| Principal HRM Officer | KNC 5 | 1 | 1 | 0 | 1 |
| Administration Officer /Senior / Principal | KNC 7/6/5 | 1 | 1 | 2 | -1 |
| Principal Accountant | KNC 5/D3 | 1 | 1 | 0 | 1 |
| ICT Officer /Senior /Principal | KNC 7/6/5 | 1 | 1 | 2 | -1 |
| Corporate Communication Officer/Senior/Principal | KNC 7/6/5 | 1 | 1 | 0 | 1 |
| Auditor /Senior/Principal | KNC 7/6/5 | 1 | 1 | 1 | 0 |
| Principal Officer Administrator | KNC 5 | 1 | 1 | 0 | 1 |
| Office Administrator /Senior | KNC 7/6 | 9 | 9 | 5 | 4 |
| Education Programme Officer / Senior | KNC 7/6 | 2 | 2 | 2 | 0 |
| NS Programme Officer /Senior | KNC 7/6 | 2 | 2 | 1 | 1 |
| SHS Programme Officer /Senior | KNC 7/6 | 2 | 2 | 0 | 2 |
| Culture Programme Officer / Senior | KNC 7/6 | 2 | 2 | 1 | 1 |
| C&I Programme Officer /Senior | KNC 7/6 | 2 | 2 | 1 | 1 |
| Partnership & Resource Mobilisation Officer /Senior | KNC 7/6 | 2 | 2 | 0 | 2 |
| Planning Officer /Senior | KNC 7/6 | 1 | 1 | 0 | 1 |
| Compliance Officer /Senior | KNC 7/6 | 1 | 1 | 1 | 0 |
| Assistant HRO/ Senior Assistant HRO | KNC 9/8 | 1 | 1 | 2 | -1 |
| HR Officer /Senior HRO | KNC 7/6 | | | | |
| Records Management Officer / Senior | KNC 7/6 | 1 | 1 | 1 | 0 |
| Accountant /Senior | KNC 7/6 | 2 | 2 | 1 | 1 |
| Supply Chain Management Officer /Senior | KNC 7/6 | 1 | 1 | 2 | -1 |
| Principal Driver | KNC 8 | 1 | 1 | 0 | 1 |



Table 6.1: Staff Establishment (Continued)

| Cadre/Job Post | Job Grade | Approved Establishment (A) | Optimal Staffing Level (B) | Inpost (C) | Variance D=B-C |
|---|-----------|----------------------------|----------------------------|------------|----------------|
| Administration Assistant /Senior | KNC 9/8 | 3 | 3 | 1 | 2 |
| Driver /Senior | KNC 10/9 | 5 | 5 | 5 | 0 |
| Customer Care Assistant /Senior | KNC 10/9 | 3 | 3 | 2 | 1 |
| Supply Chain Management Assistant /Senior | KNC 9/8 | 1 | 1 | 0 | 1 |
| Office Assistant /Senior | KNC 11/10 | 3 | 3 | 1 | 2 |
| Total | | 94 | 94 | 48 | 46 |



Table 6.2: Skills Set and Competence Development

| Cadre | Skills Set | Skills Gap | Competence Development |
|--|--|---|--|
| <p>Top Management Staff (KNC 1-3)</p> | <ul style="list-style-type: none"> • Bachelor's degree • Minimum of a master's degree in the relevant training/profession • Doctorate in the relevant area • Strategic leadership and management skills • Minimum experience of 12-15 years, where applicable • At least 4-10 years in management / senior management where applicable • Post Graduate Diploma in relevant area • Professional qualification and membership where applicable • Proficiency in Computer Applications | <ul style="list-style-type: none"> • Leadership and resource management skills • Policy and strategy implementation skills • Project management skills • Monitoring & evaluation skills | <ul style="list-style-type: none"> • Strategic leadership development programme • Policy implementation course • Financial and project management training • M&E training |
| <p>Professional, Management & Administrative Staff (KNC 4-5)</p> | <ul style="list-style-type: none"> • Bachelor's degree • Master's degree in the relevant training/profession • Post Graduate Diploma in relevant area • Relevant professional qualification • Management/ leadership training where applicable • Minimum experience of 8-10 years, where applicable • At least 3 years' experience in management/ supervisory role • Proficiency in Computer Applications | <ul style="list-style-type: none"> • Planning and organising skills • Resource management skills • Project planning and management skills • Analytical problem-solving and decision-making skills | <ul style="list-style-type: none"> • Planning and organisation training • Strategic leadership development programme • Resource management training • Senior management course • Project management training • Analytics programme |
| <p>Middle Level Staff (KNC 6-7)</p> | <ul style="list-style-type: none"> • Minimum qualification of a bachelor's degree in the relevant field • Relevant professional qualification, where applicable • At least 4 years of work experience, where applicable • Proficiency in Computer Applications | <ul style="list-style-type: none"> • Supervisory skills • Effective communications skills • Policy implementation skills • Problem-solving skills | <ul style="list-style-type: none"> • Senior management course • Supervisory skills course • Communication course • Policy implementation course |

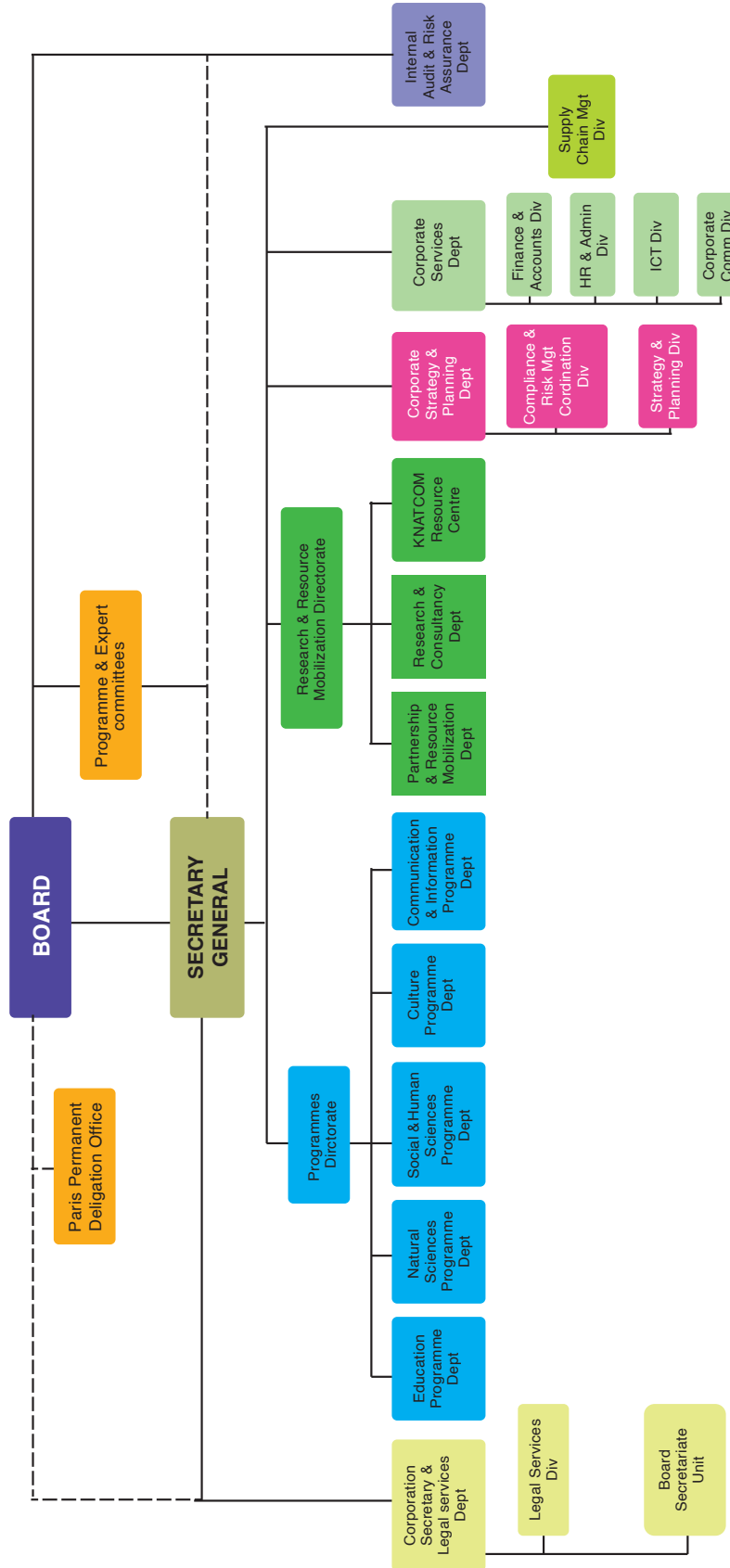


Table 6.2: Skills Set and Competence Development (Continued)

| Cadre | Skills Set | Skills Gap | Competence Development |
|----------------------------|---|---|--|
| Operations Staff (KNC 8-9) | <ul style="list-style-type: none"> Higher national Diploma or Diploma with minimum KCSE C- (minus) or its equivalent. Relevant experience – 4 years Proficiency in Computer Applications | <ul style="list-style-type: none"> Supervisory skills Effective communications skills Support and public relations skills Customer care skill | <ul style="list-style-type: none"> Supervisory skills course Communication course Public relations training Customer care course |
| Service Staff (KNC 10- 11) | <ul style="list-style-type: none"> KCSE D+ or Equivalent 4 years relevant experience or KCSE D+ or equivalent A professional certificate/craft. | <ul style="list-style-type: none"> Effective communications skills Support and public relations skills Customer care skill Skills in the relevant profession where applicable | <ul style="list-style-type: none"> Communication course Public relations training Customer care course Refresher courses in the relevant profession where applicable |



Figure 6.1: KNATCOM APPROVED ORGANISATION STRUCTURE





6.2.3 Leadership

The Commission's top management is committed to exemplary leadership by prioritising customer satisfaction and ensuring that Strategic Objectives and Strategies are designed for continual improvement. This commitment is evident in the establishment of a comprehensive plan and quality policy, alongside the allocation of necessary resources to ensure the proper implementation of policies. The dedication to these goals and Strategic Objectives demonstrates management's unwavering commitment to excellence.

Furthermore, periodic Performance Contracting evaluations and quarterly reviews will enable management to effectively monitor the progress of various initiatives and objectives. The Commission's leadership is also dedicated to fostering strong vertical and horizontal working relationships across Directorates, Departments and Divisions, as illustrated in the organisational chart (Figure 6.1). This collaborative approach ensures cohesive and efficient operations throughout the Commission.

6.2.4 Systems and Procedures

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

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

This planning output includes Annual Work Plans, Annual Budgets, Processes, Procurement Plans, Procedures and Design Outputs.

6.3 Risk Management Framework

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

Table 6.3: Risk Management Framework

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



Table 6.3: Risk Management Framework (Continued)

| S/ No. | Risks | Risk Likelihood (L/M/H) | Severity (L/M/H) | Overall Risk Level (L/M/H) | Mitigation Measure(s) |
|--------|---|-------------------------|------------------|----------------------------|--|
| 6. | Legal risks: Risk arising from defective transactions and legal processes including third party risks; litigation which result in liability; non-compliance with laws and regulations. | M | H | H | Review of all contracts, MoUs, MoAs by legal department for due diligence; Strict adherence to all terms of transactions; Use of ADR mechanisms; Regular sensitisation of staff on legal and regulatory requirements; Establishment of a database for all relevant laws, regulations, circulars and directives; Compliance to policy and statutory requirements. |
| 7. | Financial risks: Risks arising from inadequate financial resources; Fraud, mismanagement of available resources and failure to obtain value for money; Non-compliance with relevant legal and regulatory requirements. | H | H | H | Deployment of robust resource mobilisation strategies; Compliance to policy and statutory requirement; Anti-fraud and corruption prevention policies; Enable anonymous reporting of fraud, theft and corruption; Timely reporting; Regular sensitisation of staff on relevant requirements. |
| | People risks: Risks arising from ineffective leadership, engagement and management of staff; Inadequate staff; Incompetence; Litigation, suboptimal culture and inappropriate workplace behaviour; Non-compliance with relevant policies, laws and regulations. | M | H | H | Annual performance targets; Training and coaching; Mentorship; Use of ADR mechanisms; Regular sensitisation on workplace culture and appropriate behaviour; Enable anonymous reporting of human resource concerns/issues; Recruitment and use of suitable retention strategies; Compliance to policy and statutory requirements. |



Table 6.3: Risk Management Framework (Continued)

| S/ No. | Risks | Risk Likelihood (L/M/H) | Severity (L/M/H) | Overall Risk Level (L/M/H) | Mitigation Measure(s) |
|--------|--|-------------------------|------------------|----------------------------|---|
| 9. | Technology risks: Risks arising from cyber-attacks, technology not delivering the expected services due to inadequate or deficient systems/process development or performance or inadequate resilience. | M | M | M | Continuous improvement of ICT resources; Continuous training of staff of utilisation of ICT resources and cyber security; Compliance to policy and statutory requirements. |
| 10. | Information risks: Risks arising from failure to produce robust, suitable and appropriate data/information and to exploit data/ information to its full potential. | M | M | M | Continuous training and dissemination of information; Development of data protection and privacy policies and tools; Use of inventories to track information flow; Limit access to information or have levels of access; Compliance to policy and statutory requirements. |
| 11. | Business Continuity Risk: Risks arising from unpredictable events and potential threats including: terrorism, natural disasters, pandemics, war, state of emergency and human error. | M | H | H | Development of business continuity policy and plan; Training and sensitisation of staff on business continuity; Business continuity testing and review; Developing emergency preparedness plans; Establish clear and concise emergency response protocols; Develop remote work policies and infrastructure. |
| 12. | Security risks: Risks arising from failure to prevent unauthorised and/or inappropriate access to assets, premises and information including cyber security and non-compliance with data privacy laws and regulations. | M | H | H | Access control to premises and registries; Access control to offices; Installation of functional of CCTV with back up; Insurance covers for various categories of assets |



Table 6.3: Risk Management Framework (Continued)

| S/ No. | Risks | Risk Likelihood (L/M/H) | Severity (L/M/H) | Overall Risk Level (L/M/H) | Mitigation Measure(s) |
|--------|---|-------------------------|------------------|----------------------------|---|
| 13. | Environmental risk: Risks arising from failure to adhere to occupational health and safety measures; Inappropriate use of paper, printers and lighting resulting in health and safety incidences and a high carbon footprint by the organisation. | M | H | H | Adhering to environmental, health and safety regulations; Adopting pollution prevention practices; Paperless mechanisms Enhancing climate change resilience; Promoting sustainable resource management. |



7 CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILISATION STRATEGIES

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

7.1 Financial Requirements

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

Table 7.1: Financial Requirements for Implementing the Strategic Plan

| Cost Item (KRA) | Projected Yearly Resource Requirements (Ksh. Mn) | | | | | |
|---|--|-------|-------|-------|-------|------------|
| | Y1 | Y2 | Y3 | Y4 | Y5 | Total (Mn) |
| KRA1: Equitable, inclusive and quality education | 22.00 | 24.00 | 21.00 | 20.00 | 17.00 | 104.00 |
| KRA 2. Sustainable societies and protected environment and natural heritage. | 13.50 | 23.20 | 19.60 | 28.00 | 23.60 | 107.90 |
| KRA 3: Social justice and inclusion in societies | 19.70 | 26.00 | 21.00 | 26.70 | 18.40 | 111.80 |
| KRA 4: Cultural heritage and inclusive creative sector | 13.60 | 27.10 | 18.60 | 29.60 | 21.60 | 110.50 |
| KRA 5: Media development | 10.70 | 11.80 | 12.90 | 14.20 | 15.70 | 65.30 |
| KRA 6: Partnership and resource mobilisation | 8.00 | 6.10 | 6.90 | 7.60 | 10.30 | 38.90 |



Table 7.1: Financial Requirements for Implementing the Strategic Plan (Continued)

| Cost Item (KRA) | Projected Yearly Resource Requirements (Ksh. Mn) | | | | | |
|--|--|---------------|---------------|---------------|---------------|-----------------|
| | Y1 | Y2 | Y3 | Y4 | Y5 | Total (Mn) |
| KRA 7: Knowledge management | 12.40 | 18.50 | 17.20 | 22.30 | 19.60 | 89.80 |
| KRA 8: Management of information resources for knowledge sharing | 7.30 | 7.00 | 7.50 | 8.10 | 7.70 | 37.60 |
| KRA 9: Institutional capacity development (HR & Admin) | 379.60 | 476.20 | 570.60 | 680.20 | 783.60 | 2,890.20 |
| KRA 9: Institutional capacity development (Finance) | 6.50 | 6.50 | 6.50 | 6.50 | 7.00 | 33.00 |
| KRA 9: Institutional capacity development (ICT) | 82.60 | 25.80 | 25.60 | 24.30 | 26.10 | 184.40 |
| KRA 9: Institutional capacity development (Corporate Communication) | 9.00 | 9.00 | 9.00 | 9.00 | 9.00 | 45.00 |
| KRA 9: Institutional capacity development (Strategy and Planning) | | | 5.50 | 9.00 | 11.50 | 26.00 |
| KRA 9: Institutional capacity development (Compliance and Risk Management Coordination) | 10.00 | 6.50 | 10.50 | 9.50 | 12.50 | 49.00 |
| KRA 9: Institutional capacity development (Internal Audit and Risk assurance) | 22.00 | 19.00 | 14.00 | 9.00 | 9.00 | 73.00 |
| KRA 9: Institutional capacity development (Corporation Secretary and Legal Services) | 8.00 | 2.00 | 4.50 | 2.00 | 2.00 | 18.50 |
| KRA 9: Institutional capacity development (Supply Chain Management) | 1.80 | 1.70 | 1.70 | 1.70 | 1.70 | 8.60 |
| Administration Cost | 283.50 | 314.00 | 347.20 | 380.30 | 404.30 | 1,729.60 |
| Total | 626.70 | 690.40 | 772.60 | 907.70 | 996.20 | 3,993.60 |

The Commission has determined its resource gaps by establishing the variance between the resources available for use within the Commission during implementation of the Strategic Plan and its resource requirements as provided in Table 7.2. The resource gaps identified shall determine the resource mobilisation strategies to be deployed by the Commission to meet its resources needs.



Table 7.2: Resource Gaps

| Financial Year | Estimated Financial Requirements (KSh. Mn) | Estimated Allocations (KSh. Mn) | Variance (KSh. Mn) |
|----------------|--|---------------------------------|--------------------|
| Year 1 | 626.7 | 398.6 | 228.1 |
| Year 2 | 690.4 | 423.01 | 267.39 |
| Year 3 | 772.6 | 444.06 | 328.54 |
| Year 4 | 907.7 | 467.25 | 440.45 |
| Year 5 | 996.2 | 491.93 | 504.27 |
| Total | 3,993.60 | 2,224.85 | 1768.75 |

7.2 Resource Mobilisation Strategies

The economic forecasting and the resource projections are used in this section to calculate the costs established in the implementation plan. Table 7.1 presents resource requirements for implementing the Strategic Plan while Table 7.2 shows the financing gap for the Commission. Financing of programmes and projects will be primarily under budgetary allocation by exchequer and resources mobilised from partners. To complement the exchequer component, the Commission will prioritise activities, broaden the resource channels and coordinate non-state actors for mobilisation and effective resource utilisation that also include non-financial aspects. The Commission will need KSh. 3,993,600,000 over the 5-year period, to implement this Strategic Plan. To bridge the gaps, the Commission proposes to undertake the following:

- i. Revise the Commission’s Resource Mobilisation Policy to address gaps that may lead to failure to implement activities.
- ii. Revise the Commission’s Partnership and Collaboration Policy to address the gaps that may arise due to collaboration failure.
- iii. Develop a framework for Public Private Partnerships for the Commission.
- iv. Engage with multilateral and bilateral international development partners, foundations, trusts and new funding streams to support agreed priority projects.
- v. Set targets for resource mobilisation for all Departments and Divisions within the Commission.
- vi. Report on the progress made in partnerships and resource mobilisation quarterly and annually.

7.3 Resource Management

In implementing the strategic plan, the Commission will ensure prudent resource utilisation of allocated funds from the National Treasury in strict conformity with the principles and frameworks of public finance. Cost saving measures will be implemented in every functional area in the Commission in adherence to the circulars issued by the National Treasury from time to time. All Commission staff will be accountable for resources allocated and this extends to all resources including non-financial. The Commission intends to adhere to the following strategies:



- i. The Public Finance Management Act (2012) and the Public Finance Management Regulations, (2015)
- ii. The Public Audit Act 2015, Public Procurement and Asset Disposal Act (2015) and its Regulations (2020), and other relevant regulations and circulars issued by the National Treasury
- iii. Correct costing of programmes and projects to ensure proper resource allocation across the vote heads.
- iv. All expenditure is within the Commission approved budget.
- v. Payments are approved by the CEO/Accounting Officer and supported by relevant documentation.



8 CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

This Chapter provides the Commission's monitoring and evaluation framework that will seek to assess progress made towards achieving the planned objectives and provide feedback on the status of implementation for informed decision making. Monitoring and reporting mechanisms for tracking implementation of the Strategic Plan will be integrated into the Commission Performance Management Framework. These include a monitoring framework, performance standards, evaluation framework, mid-term evaluation, end-term evaluation and reporting and feedback mechanisms.

8.1 Monitoring Framework

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

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

Monitoring will track implementation of planned activities and programmes (formative evaluation) to take corrective action. Monitoring will entail routine data collection and analysis of implementation progress. Monitoring reports will inform relevance, efficiency, impact, and sustainability of planned activities/programmes in relation to both on-going and future projects. Monitoring will track implementation of the KRAs, Strategic Objectives, Strategies, Activities and Expected Outputs. Monitoring will focus on input and output indicators of annual targets of the Plan.

The progress in terms of performance implementation of this Strategic Plan will be monitored against a comprehensive set of indicator activities under each KRA including expected outputs



and related indicators, resourcing per activity and responsible officers. Quarter reporting will be the key source of monitoring data for each programme/department/division during implementation. The responsibility for monitoring the Strategic Plan will rest with the Board of Directors of the Commission. A Strategic Plan Implementation Committee will be appointed made up of the Commission's senior management. The committee will be responsible for coordinating this Plan's implementation and monitoring.

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

8.2 Performance Standards

Monitoring and Evaluation reporting shall be an integral part of the Commission's performance management system and will be linked to KNATCOM Performance Appraisal System (PAS). The Secretary General/CEO shall ensure that a performance management system is implemented across the Commission. Actual performance will be measured against negotiated targets at all levels and feedback provided to key actors in the implementation. KNATCOM Reward and Suction Policy will be applied mainly to motivate achievement beyond expectations.

8.3 Evaluation Framework

The outcome performance matrix that defines outcome indicators, baselines and targets as summarised in Table 8.1, will inform evaluation of the Strategic Plan. KRAs and Outcomes will be drawn from the Action Plan Implementation matrix in Appendix I



Table 8.1: Outcome Performance Matrix

| Key Result Area | Outcome | Outcome Indicator | Baseline | | Target | |
|--|--|---|----------|------|----------|----------|
| | | | Value | Year | Mid-Term | End-Term |
| KRA: 1 Inclusive and equitable quality education | Promote inclusion, address marginalisation and advance education rights. | Number of stakeholders engaged. | 80 | 2024 | 500 | 500 |
| | Stakeholders empowered through gender-transformative initiatives. | Percentage delivery of gender transformative initiatives. | 20 | 2024 | 50 | 100 |
| | Relevant skills to stakeholders imparted to meet individual, labour market and societal demands through literacy, Technical And Vocational Education and Training (TVET) and Higher Education. | Number of forums for promoting literacy, TVET and Higher Education. | 100 | 2024 | 50 | 50 |
| | Improved coordination, monitoring and reporting on implementation of SDG4 and CESA (2016-2025). | National Monitoring, Evaluation and Reporting Framework in Place. | 1 | 2025 | 0 | 1 |
| | Interdisciplinary research and policy dialogues carried out | Number of SDG and CESA (2016-2025) reports in place. | 1 | 2025 | 0 | 1 |
| | | Number of interdisciplinary research carried out. | 1 | 2024 | 1 | 1 |
| | | Number of publications and policy briefs. | 1 | 2025 | 1 | 1 |



Table 8.1: Outcome Performance Matrix (Continued)

| Key Result Area | Outcome | Outcome Indicator | Baseline | | Target | |
|-----------------|--|---|----------|------|----------|----------|
| | | | Value | Year | Mid-Term | End-Term |
| | Peace, sustainable development, global citizenship education and healthy lifestyles enhanced among stakeholders. | Number of participants. | 1 | 2025 | 626 | 626 |
| | Technologies and digital innovations leveraged to ensure more inclusive, effective and relevant learning. | Number of participants in forums. | 50 | 2024 | 250 | 300 |
| | Reduce inequalities for life-long learning and creative societies | No of secondary school students sensitised in STEM. | 4,000 | 2024 | 4300 | 4,750 |
| | | No of TVET trainers trained on emerging technologies. | 160 | 2024 | 220 | 310 |
| | | No of STEM secondary school teachers trained on Gender Transformative STEM Education. | 150 | 2024 | 210 | 300 |



Table 8.1: Outcome Performance Matrix (Continued)

| Key Result Area | Outcome | Outcome Indicator | Baseline | | Target | |
|---|---|---|----------|------|----------|----------|
| | | | Value | Year | Mid-Term | End-Term |
| KRA2: Sustainable societies and protected environment and natural heritage. | Innovative solutions and models to conservation established and promoted. | Number of models established and promoted. | 75% | 2024 | 87.5% | 100% |
| | Enhanced knowledge and capacity for climate action, biodiversity, water and ocean management and disaster risk reduction. | Number of stakeholders with skills and competencies | 300 | 2024 | 450 | 600 |
| | Advanced international cooperation in STI. | Number of STI related engagements. | 15 | 2024 | 20 | 25 |

| Key Result Area | Outcome | Outcome Indicator | Baseline | | Target | |
|--|--|--|----------|------|----------|----------|
| | | | Value | Year | Mid-Term | End-Term |
| KRA 3: Social justice and inclusion in societies | Enhanced inclusivity and quality of physical education, physical activity and sport. | % level of implementation of the PE Policy % of stakeholders from marginalised groups participating in PE, PA and Sport | 70- | 2024 | 50% | 100% |
| | Increased inclusivity and reduced discrimination, hate speech and stereotypes | % increase in awareness on issues of slavery % of stakeholders from vulnerable groups included in capacity building activities. % decrease in discrimination, hate speech and stereotypes. | | 2024 | 50% | 100% |



Table 8.1: Outcome Performance Matrix (Continued)

| | | | | |
|--|---|------|-----|------|
| Reduced unethical issues arising from innovative technologies and digital transformation | % increase in the utilisation of ethical standards, norms and framework in institutions | 2024 | 50% | 100% |
| | % increase in awareness on ethical standards, norms and frameworks of innovative technologies and digital. transformation | | | |

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

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

Table 8.1: Outcome Performance Matrix (Continued)

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

| Key Result Area | Outcome | Outcome Indicator | | | Target | |
|---------------------------------|---|-------------------|------|----------|----------|--|
| | | Baseline Value | Year | Mid-Term | End-Term | |
| KRA 6: Research and consultancy | Effective and efficient knowledge management mechanisms enhanced. | 20% | 2024 | 50% | 100% | |



Table 8.1: Outcome Performance Matrix (Continued)

| Key Result Area | Outcome | Outcome Indicator | Baseline | | Year | Target | |
|---|--|--|----------|------|-------|----------|----------|
| | | | Value | Year | | Mid-Term | End-Term |
| | | % improvement in Research and knowledge dissemination. | 20% | 2024 | 50% | 100% | |
| | | | 10% | 2024 | 50% | 100% | |
| | | | 5% | 2024 | 50% | 100% | |
| KRA 7: Partnerships and Resource Mobilisation | Effective and efficient partnerships and resource mobilisation strategies. | % improvement in resource mobilisation. | 20% | 2024 | 50% | 100% | |
| | | | 20% | 2024 | 50% | 100% | |
| KRA 8: Information resources management | Efficient and effective information resources management for knowledge sharing enhanced. | Number of products and services availed by Kenya Libraries and Information Services Consortium (KLISC) | 30 | 2024 | 35 | 40 | |
| | | | 9000 | 2024 | 11000 | 13000 | |



Table 8.1: Outcome Performance Matrix (Continued)

| Key Result Area | Outcome | Outcome Indicator | Baseline | | Target | |
|--|--|---|----------|------|----------|----------|
| | | | Value | Year | Mid-Term | End-Term |
| | | Number of print and electronic resources being accessed. | 40 | 2024 | 50 | 50 |
| | | Number of users accessing the print and electronic resources. | 20 | 2024 | 35 | 50 |
| | | Number of stakeholders sensitised on available Resource Centre products and services. | 30 | 2024 | 60 | 100 |
| | | | | | | |
| Key Result Area | Outcome | Outcome Indicator | Value | Year | Mid-Term | End-Term |
| KRA 9: Institutional capacity development. | Improved resource mobilisation and partnership. | % level of improvement in partnerships and collaboration for resource mobilisation. | 30% | 2024 | 50% | 100% |
| | Improved finance operations. | % level of improvement finance operations. | 87% | 2024 | 50% | 100% |
| | Improved productivity. | % level of improved productivity. | 95% | 2024 | 50% | 100% |
| | Enhanced service delivery through technology. | % level of technology uptake to enhance efficiency and effectiveness in service delivery. | 89% | 2024 | 50% | 100% |
| | Improved public communication and corporate image. | % improvement in public communication and corporate image. | 30% | 2024 | 50% | 100% |



Table 8.1: Outcome Performance Matrix (Continued)

| | | | | | |
|---|--|-----|------|-----|------|
| Enhanced risk assurance, governance and internal processes. | % level of enhanced risk assurance, governance and internal processes. | 60% | 2024 | 50% | 100% |
| Enhanced supply chain management processes. | % level of enhanced supply chain management processes. | 96% | 2024 | 50% | 100% |
| Strengthened KNATCOM's legal Mandate. | % level of implementation of the KNATCOM's legal Mandate. | 62% | 2024 | 50% | 100% |
| Performance management practices enhanced. | % level of improved performance management. | 80% | 2024 | 50% | 100% |
| Improved risk management processes. | % level of improved risk management processes. | 75% | 2024 | 50% | 100% |



8.3.1 Mid-Term Evaluation

After two and a half years, a Mid-Term Review of this Strategic Plan will be undertaken. The review will give a status report on the implementation and circulated to the Commission stakeholders.

8.3.2 End-Term Evaluation

An End Term Evaluation of this Strategic Plan will be undertaken at the end of June 2029 to determine: (a) the extent to which the activities undertaken achieved the stated objectives; (b) the sustainability of the achievements made; (c) the challenges faced; (d) the lessons learnt; (e) the mitigation measures; and (f) the Terms of Reference for the next Commission Strategic Plan (2029-2033). A report giving details on the implementation of the Plan will be provided at the end of each financial year and circulated to the Commission stakeholders.

8.4 Reporting Framework and Feedback Mechanism

The Commission staff were fully involved in the development of this Strategic Plan and it shall be cascaded to all of them. They shall be sensitised to enable them to understand and internalise the plan for their respective roles in its implementation. Functional and individual Annual Work Plans with clear outcomes, performance indicators, resource requirements and responsibility shall be developed and approved by the Board for implementation.

The Secretary General shall ensure the Strategic Plan's implementation is effectively coordinated, continuously reviewing progress and addressing any issues that arise. To maintain this momentum, monthly meetings will be held at the programme, departmental and divisional levels, fostering an environment of accountability and collaboration. These meetings will play a crucial role in tracking milestones, facilitating open communication, and ensuring that all team members are aligned with the Strategic Objectives, ultimately driving the Commission towards its goals with precision and efficiency.

The Strategic Plan Implementation Committee, chaired by the Secretary General and including the Deputy Secretaries General, Heads of Programmes, Departments, and Divisions, will meet quarterly and at the end of the financial year to review and evaluate the progress of the Plan's implementation. To ensure effective performance reporting, standardised data and information collection templates and procedures will be developed and utilised by all programmes, departments, and divisions. The Commission's management will produce and disseminate progress reports on the Strategic Plan's implementation status on a quarterly and annual basis, providing a clear and consistent overview of achievements and areas for improvement.

The Commission's Corporate Strategy and Planning Department will be responsible for compiling and submitting the Quarterly Strategic Plan and Workplan Implementation Reports, as well as the Annual Reports, at the end of each financial year. These reports will be reviewed by management for quality assurance before being presented to the Board for their oversight and necessary approvals. Key milestones in the reporting and feedback mechanisms will include a Mid-Term Review and an End-Term Evaluation of the Strategic Plan's implementation. This process ensures continuous monitoring, accountability, and alignment with the Commission's Strategic Objectives, enabling timely adjustments and improvements.



APPENDIX



APPENDIX I: IMPLEMENTATION MATRIX Education Programme

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | | | | | | |
|---|--|--|---|--------------------|--------|-----|-----|-----|-----|------------------|-----|-----|-----|-----|-----------------|---------|---|---|---|------------------------------|----|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support | | | | | |
| Strategic Issue: Existing gaps in equity, inclusive and quality education | | | | | | | | | | | | | | | | | | | | | |
| Strategic Goal: Promote inclusive, equitable, quality education and lifelong learning opportunities | | | | | | | | | | | | | | | | | | | | | |
| KRA: Equitable, inclusive, and quality education | | | | | | | | | | | | | | | | | | | | | |
| Outcome: Inclusive, equitable, quality education and lifelong learning opportunities promoted | | | | | | | | | | | | | | | | | | | | | |
| Strategic Objective: Ensure inclusive and equitable quality education | | | | | | | | | | | | | | | | | | | | | |
| Promote inclusion to address marginalisation and advance education rights. | Sensitise stakeholders to address marginalisation and advance education rights. | Inclusion and education rights for all promoted. | Number of stakeholders. | 1000 | 240 | 240 | 240 | 240 | 240 | 240 | 240 | 240 | 240 | 240 | 1 | 1 | 1 | 1 | 1 | Education Programme Director | SG |
| Empower learners through gender transformative initiatives. | Train teachers, parents and community members on gender transformative approaches. | Teachers, parents and community members trained on gender transformative approaches. | Number of teachers, parents and community members trained. | 1000 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 2 | 2 | 2 | 2 | 2 | Education Programme Director | SG |
| Equip learners with relevant skills to meet individual, labour market and societal demands through literacy, Technical and Vocational And Training (TVET) and Higher Education. | Hold forums to promote literacy, TVET and Higher Education. | Increased forums for promoting literacy, TVET and Higher Education number of learners taking TVET courses. | Number of forums for promoting literacy, TVET and Higher Education. | 100 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 6 | 6 | 6 | 2 | 2 | Education Programme Director | SG |



Education Programme (Continued)

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | |
|---|--|--|---|--------------------|--------|-----|-----|-----|-----|------------------|----|----|----|----|------------------------------|---------|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support |
| Improve coordination, monitoring and reporting on implementation of SDG4 and CESA (2016-2025). | Organise forums for developing coordination, monitoring, and reporting on implementation of SDG4 and CESA (2016-2025). | Coordination, monitoring and reporting on implementation of SDG4 and CESA (2016-2025) strengthened | Coordination, monitoring and reporting framework on implementation of SDG4 and CESA (2016-2025) in place. | 0 | 1 | 0 | 0 | 0 | 0 | 2 | 2 | 2 | 2 | 2 | Education Programme Director | SG |
| Engage in interdisciplinary research and policy dialogues. | Carry out interdisciplinary research and policy dialogues. | Research and policy dialogues carried out on UNESCO priority areas. | Number of interdisciplinary research/policy dialogues carried out. | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | Education Programme Director | |
| Empowerment on peace, sustainable development, global citizenship education and healthy lifestyles. | Conduct capacity development for teachers and learners on peace, sustainable development, global citizenship education and healthy lifestyles. | Publications and policy briefs published. | Number of publications and policy briefs published. | 2 | 1 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | Education Programme Director | SG |
| | | Peace, sustainable development, global citizenship education and healthy lifestyles enhanced. | Number of teachers. | 950 | 200 | 200 | 200 | 200 | 200 | 4 | 3 | 3 | 4 | 3 | Education Programme Director | SG |



Education Programme (Continued)

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | | |
|---------------------|---|--|-----------------------------------|--------------------|--------|-----|-----|-----|-----|------------------|----|----|----|----|-----------------|------------------------------|----|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support | |
| | | | Number of learners. | 1250 | 250 | 250 | 250 | 250 | 250 | 250 | 3 | 4 | 3 | 3 | 3 | Education Programme Director | SG |
| | Hold forums to foster technologies and digital innovations. | Technologies and digital innovations fostered. | Number of participants in forums. | 550 | 110 | 110 | 110 | 110 | 110 | 110 | 3 | 3 | 3 | 3 | 3 | Education Programme Director | SG |
| Totals | | | | | | 22 | 24 | 21 | 20 | 17 | | | | | | | |
| Total Budget | | | | | | 104 | | | | | | | | | | | |

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | | |
|---|---|---|-------------------|--------------------|--------|-----|-----|-----|-----|------------------|-----|-----|-----|-----|-----------------|-----------------------|----|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support | |
| Strategic Issue: Existing gaps in equity, inclusive and quality education | | | | | | | | | | | | | | | | | |
| Strategic Goal: Promote inclusive, equitable, quality education and lifelong learning opportunities | | | | | | | | | | | | | | | | | |
| KRA: Equitable, inclusive, and quality education | | | | | | | | | | | | | | | | | |
| Outcome: Inclusive, equitable, quality education and lifelong learning opportunities promoted | | | | | | | | | | | | | | | | | |
| Strategic Objective: Strengthen inclusive and equitable quality education | | | | | | | | | | | | | | | | | |
| Strategy 1.1: Institutional and human capacities strengthened in basic sciences, STI and engineering to advance knowledge for sustainable development | Conduct sensitisation camps in STEM subjects and emerging technologies for secondary school students. | Capacity of STEM secondary school students. | Numbers | 750 | 150 | 150 | 150 | 150 | 150 | 150 | 2.5 | 2.5 | 2.5 | 2.5 | 2.5 | Programme Director NS | SG |



Education Programme (Continued)

| | | | | | | | | | | | | | | | |
|---|---|---------|-----|----|----|----|----|----|--------------|-----|------|-----|-----|-----------------------|----|
| Conduct capacity building of STEM teachers on gender responsive STEM education and emerging technologies. | Capacity of STEM secondary school teachers built. | Numbers | 150 | 30 | 30 | 30 | 30 | 30 | 1.5 | 1.7 | 1.83 | 2.2 | 2.5 | Programme Director NS | SG |
| Conduct capacity building of TVET trainers on emerging technologies. | Capacity of TVET trainers built. | Numbers | 150 | 30 | 30 | 30 | 30 | 30 | 1.5 | 1.7 | 2.0 | 2.2 | 2.5 | Programme Director NS | SG |
| Conduct a survey on ICT infrastructure in secondary schools. | Two surveys undertaken. | Numbers | 2 | 0 | 1 | 0 | 1 | 0 | 0 | 2.0 | 0 | 2.5 | 0 | Programme Director NS | SG |
| | | | | | | | | | 5.5 | 7.9 | 6.33 | 9.4 | 7.5 | | |
| Sub Total | | | | | | | | | 36.63 | | | | | | |

| Strategy | Key Activities | Output Indicators | Target For 5 Years | Target | | | Budget (KSh. Mn) | | | Responsibility* | |
|----------|----------------|-------------------|--------------------|--------|----|----|------------------|----|----|-----------------|----|
| | | | | Y1 | Y2 | Y3 | Y1 | Y2 | Y3 | Y1 | Y2 |

Strategic issue: Mechanisms to advance sustainable societies and environmental protection.

Strategic Goal: Promote conservation and management of natural heritage and sustainable societies.

KRA 2: Sustainable societies and protected environment and natural heritage.

Outcome: Mechanisms for promoting sustainable societies and protecting the environment strengthened.

| Strategic Objective: Work towards sustainable societies and protecting the environment through the promotion of science, technology, innovation and natural heritage. | | | | | | | | | | | | | | | | |
|--|---|---|-------|----|----|----|----|-----|-----|-----|-----|-----|-----|-----|-----------------------|----|
| Strategy 2.1: Establish and promote innovative approaches and models to conservation and sustainable development | Establish a Geopark in Kenya | % level of Geopark establishment in Kenya. | 100 % | 70 | 75 | 80 | 80 | 90 | 100 | 2.2 | 2.5 | 2.5 | 3.5 | 3.5 | Programme Director NS | SG |
| | Establish an additional biosphere reserve in Kenya. | % level of additional biosphere establishment in Kenya. | 100 % | 10 | 30 | 50 | 80 | 100 | 100 | 1.8 | 2.5 | 2.5 | 2.5 | 2.5 | Programme Director NS | SG |



Education Programme (Continued)

| Strategy | Key Activities | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | | | |
|--|---|--|--------------------|--------|----|----|----|----|------------------|----|-----|-----|-----|-----------------|-----------------------|-----------------------|---------|
| | | | | Y1 | Y2 | Y3 | Y1 | Y2 | Y3 | Y1 | Y2 | Y3 | Y1 | Y2 | Y3 | Lead | Support |
| Strategy 2.2: Enhance knowledge and capacity for climate action, biodiversity, water and ocean management and disaster risk reduction. | Undertake periodic review and produce status report for biosphere reserves. | Number of status report of two biosphere reserves developed. | 5 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1.5 | 1.8 | 2.0 | 2.2 | 2.4 | Programme Director NS | SG |
| | Brand biosphere reserves and the Geopark. | Number of biosphere reserve and a Geopark branded. | 3 | 0 | 1 | 0 | 1 | 1 | 1 | 0 | 0 | 1.0 | 0 | 1.5 | 1.5 | Programme Director NS | SG |
| | Undertake research in natural sciences. | Number of studies undertaken. | 3 | 0 | 1 | 0 | 1 | 1 | 1 | 0 | 0 | 1.5 | 0 | 2.0 | 2.5 | Programme Director NS | SG |
| | Train decision makers, managers and communities on mainstreaming STI in climate action, biodiversity, water and ocean management and disaster risk reduction. | Number of MDACs and communities trained. | 150 | 30 | 30 | 30 | 30 | 30 | 30 | 1 | 1.5 | 1.8 | 1.9 | 2.2 | Programme Director NS | SG | |
| | Conduct capacity building of Man and the Biosphere (MAB) Youth Networks in Kenya. | Number of capacity of MAB Youth Forum built. | 100 | 0 | 30 | 30 | 0 | 40 | 0 | 0 | 1.5 | 1.5 | 2.0 | 0 | Programme Director NS | SG | |



Education Programme (Continued)

| | | | | | | | | | | | | | | | | | | | | |
|---|---|---|----|---|---|---|---|---|---|---|-----|---------------|-----|-----|-----|-----|-----|-----------------------|-----------------------|----|
| Strategy 2.3: Advance international cooperation in STI. | Organise and celebrate International Days. | Number of International days' celebrations organised. | 10 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | Programme Director NS | SG |
| | Organise forums, symposia and conferences to best practices in STI and STI diplomacy. | No of forums on STI organised. | 3 | 0 | 1 | 1 | 0 | 1 | 0 | 1 | 0 | 1.5 | 1.5 | 1.5 | 1.5 | 0 | | Programme Director NS | SG | |
| Sub Total | | | | | | | | | | | | 71.3 | | | | | | | | |
| Total | | | | | | | | | | | | 107.93 | | | | | | | | |

Social and Human Sciences Programme

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | | | | |
|---|---|---|----------------------|--------------------|--------|----|----|----|----|------------------|-----|-----|-----|-----|-----------------|---------|--|------------------------|----|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support | | | |
| Strategic Issue 3: Inequality and social justice in societies. | | | | | | | | | | | | | | | | | | | |
| Strategic Goal 3: Reduce inequalities and build more peaceful and inclusive societies. | | | | | | | | | | | | | | | | | | | |
| KRA 3: Social justice, peace and inclusion in societies. | | | | | | | | | | | | | | | | | | | |
| Outcome: Enhanced social justice, peaceful and inclusive societies. | | | | | | | | | | | | | | | | | | | |
| Strategic Objective 1: To enhance social justice, inclusion and peace | | | | | | | | | | | | | | | | | | | |
| 1. Advance inclusive and quality physical education, physical activity and sport. | Conduct activities for the UNESCO Fit for Life Initiative | Activities for Fit for Life Initiative conducted. | Number of activities | 5 | 1 | 1 | 1 | 1 | 1 | 1 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | | SHS Programme Director | SG |



Social and Human Sciences Programme (Continued)

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | | |
|----------|---|--|-------------------------|--------------------|--------|----|----|----|----|------------------|-----|-----|-----|-----|-----------------|------------------------|----|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support | |
| | Build capacities for sports' stakeholders on the UNESCO International Convention against Doping in Sport 2005 and the UNESCO International Charter of Physical Education, Physical Activity and Sport | Sports stakeholders capacity built. | Number of stakeholders. | 250 | 50 | 50 | 50 | 50 | 50 | 50 | 0.8 | 0.8 | 0.8 | 0.8 | 0.8 | SHS Programme Director | SG |
| | Commemorate the International Day for Sport Development and Peace. | International Day for Sports and Development and peace commemorated. | Report | 5 | 1 | 1 | 1 | 1 | 1 | 1 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | SHS Programme Director | SG |
| | Undertake studies on quality physical education, physical activity and sport. | Studies undertaken | Number of studies | 2 | - | 1 | - | 1 | - | - | - | 2 | - | - | 2 | SHS Programme Director | SG |





Social and Human Sciences Programme (COntinued)

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | |
|--|--|--|--------------------------|--------------------|--------|-------|-------|-------|-------|------------------|-----|-----|-----|-----|------------------------|---------|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support |
| | Support the implementation of the Physical Education and Sport Policy for Basic Education (2021) Institutions in Kenya. | Technical and financial support given. | % level of support given | 100% | 100 % | 100 % | 100 % | 100 % | 100 % | 0.2 | 0.2 | 0.2 | 0.2 | 0.2 | SHS Programme Director | SG |
| 2.Promote human rights and non-discrimination practices for social development | Build capacities of stakeholders using UNESCO framework on intercultural dialogue, intercultural competencies Story Circles and the Art Lab Tools. | Stakeholders' capacity built. | Number of stakeholders | 150 | 30 | 30 | 30 | 30 | 30 | 0.6 | 0.6 | 0.6 | 0.6 | 0.6 | SHS Programme Director | SG |
| | Undertake activities on UNESCO's General History of Africa. | Activities on UNESCO's GHA undertaken. | Number of activities | 3 | 1 | 1 | 1 | - | - | 1 | 1 | 1 | - | - | SHS Programme Director | SG |
| | Conduct activities on the UNESCO Roadmap against racism and Discrimination | Activities on the Roadmap against racism and discrimination conducted. | Number of activities | 3 | 1 | - | 1 | 1 | - | 0.6 | - | 0.6 | 0.6 | - | SHS Programme Director | SG |



Social and Human Sciences Programme (Continued)

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | | |
|--|---|--|-----------------------|--------------------|--------|----|----|----|----|------------------|-----|-----|-----|-----|-----------------|------------------------|----|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support | |
| | Conduct activities on the Routes of Enslaved Peoples Project. | Activities on the Routes of Enslaved Peoples Project conducted. | Number of activities. | 3 | 1 | 1 | - | 1 | 1 | - | 1.7 | 0.6 | - | 1.7 | - | SHS Programme Director | SG |
| | Undertake stakeholder forums to advance the right to science, scientific freedom and the right to share and benefit from scientific advancement in line with the 2017 Recommendation on Science and Scientific Researchers. | Forums on the 2017 Recommendation and Scientific Researchers for scientific freedom and the right to share in scientific advancement undertaken | Number of Forums | 3 | - | 1 | 1 | 1 | 1 | - | 1 | 1 | 1 | - | - | SHS Programme Director | SG |
| | Commemorate the International Day of Peace. | International Day of Peace commemorated. | Report | 5 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | SHS Programme Director | SG |
| 3. Support adoption of social and human sciences knowledge for inclusive development | Conduct activities on the UNESCO Management of Social Transformations (MOST) Programme interventions, UNESCO Future Literacy and Inclusive Policy initiatives. | Activities on UNESCO Management of Social Transformations (MOST) Programme interventions, UNESCO Future Literacy and Inclusive Policy initiatives conducted. | Number of activities | 5 | 1 | 1 | 1 | 1 | 1 | 1 | 0.8 | 0.8 | 0.8 | 0.8 | 0.8 | SHS Programme Director | SG |





Social and Human Sciences Programme (Continued)

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | | | |
|---|---|--|-----------------------|--------------------|--------|----|-----|-----|-----|------------------|----|-----|-----|-----|-----------------|---------|------------------------|----|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support | | |
| | | | | | % | % | % | % | % | | | | | | | | | |
| | Support in tracking the implementation and reporting on the 2017 Recommendation on Science and Scientific Researchers | Support offered in tracking the implementation and reporting of the recommendation | % level of support. | 100% | 100 | - | 100 | 100 | 100 | 100 | - | 1 | 1 | 1 | 1 | 1 | SHS Programme Director | SG |
| | Undertake research on social transformations and development. | Studies undertaken. | Number of studies | 2 | 1 | - | 1 | 1 | 1 | 1 | 2 | - | - | - | - | - | SHS Programme Director | SG |
| | Commemorate the World Philosophy Day. | World Philosophy Day commemorated. | Report | 5 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | SHS Programme Director | SG |
| 4. Strengthen the capacities for gender equality. | Conduct activities for the UNESCO Transforming Mentalities' Initiative | Activities on Transforming Mentalities' Programme conducted. | Number of activities. | 3 | 1 | - | 1 | 1 | 1 | 1 | - | 1 | 1 | 1 | 1 | 1 | SHS Programme Director | SG |
| | Conduct forums on gender biases and stereotypes against women through Artificial Intelligence. | Forums for women and Artificial Intelligence conducted. | Number of forums. | 4 | 1 | - | 1 | 1 | 1 | 1 | - | 1 | 1 | 1 | 1 | 1 | SHS Programme Director | SG |

Social and Human Sciences Programme (Continued)

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | | |
|--|--|---|-------------------------|--------------------|--------|----|----|----|----|------------------|-----|-----|-----|-----|-----------------|------------------------|----|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support | |
| | Conduct workshops to promote positive role modelling and fight Gender Based Violence (GBV). | Workshops for positive role modelling and fight GBV conducted. | Number of workshops. | 3 | - | 1 | 1 | - | 1 | 1 | 1 | 1 | 1 | 1 | 1 | SHS Programme Director | SG |
| 5. Enhance youth capacities for development. | Conduct activities for youth civic engagement and holistic youth development. | Activities for youth engagement and holistic youth development conducted. | Number of activities. | 5 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | SHS Programme Director | SG |
| | Implement the Student Training on Entrepreneurship Promotion (STEP4Y) training programme in counties | STEP4Y implemented in counties. | Number of trainings. | 5 | 1 | 1 | 1 | 1 | 1 | 2.3 | 2.3 | 2.3 | 2.3 | 2.3 | 2.3 | SHS Programme Director | SG |
| | Build capacities for UNESCO Club stakeholders. | Stakeholders' capacity built. | Number of stakeholders. | 250 | 50 | 50 | 50 | 50 | 50 | 1 | 1 | 1 | 1 | 1 | 1 | SHS Programme Director | SG |
| 6. Enhance human rights and freedom through promotion of ethical standards, norms and frameworks | Conduct activities for the implementation of Ethics of Artificial Intelligence (A.I) | Activities for the implementation of Ethics of AI conducted. | Number of activities. | 5 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | SHS Programme Director | SG |



Culture Programme

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | | |
|--|---|--|---|------------------------------------|--------|----|----|----|----|------------------|-----|-----|-----|-----|----------------------------|----------------------------|----|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support | |
| Strategic Issue 4: Awareness, appreciation, safeguarding of cultural heritage and promotion of creative industries. | | | | | | | | | | | | | | | | | |
| Strategic Goal 4: To promote cultural heritage values, identity and a vibrant creative sector. | | | | | | | | | | | | | | | | | |
| KRA 4: Cultural heritage and inclusive creative sector. | | | | | | | | | | | | | | | | | |
| Outcomes: | | | | | | | | | | | | | | | | | |
| i. Improved management and governance of cultural heritage. | | | | | | | | | | | | | | | | | |
| ii. Increased opportunities and investment in the creative sector. | | | | | | | | | | | | | | | | | |
| iii. Increased awareness and appreciation of cultural values and diversity. | | | | | | | | | | | | | | | | | |
| Strategic Objective 1: Improve management and governance of cultural heritage. | | | | | | | | | | | | | | | | | |
| S1: Build capacities on management and governance of cultural heritage. | Conduct stakeholder engagement forums on management and governance of cultural heritage. | Management and governance of cultural heritage forums held. | Number of engagement fora. | 5 | 1 | 1 | 1 | 1 | 1 | 1 | 0.8 | 1.0 | 1.2 | 1.4 | 1.6 | Culture Programme Director | SG |
| | S2: Foster collaborations and partnerships in management and governance of cultural heritage. | Engage in preservation activities for cultural heritage sites. | Preservation activities for cultural heritage sites organised | Number of preservation activities. | 5 | 1 | 1 | 1 | 1 | 1 | 1.0 | 1.2 | 1.4 | 1.6 | 1.8 | Culture Programme Director | SG |
| | Promote visibility of heritage sites in Kenya. | Visibility of heritage sites promoted. | Number of sites whose visibility is promoted. | 5 | 1 | 1 | 1 | 1 | 1 | 1.0 | 1.2 | 1.4 | 1.6 | 1.8 | Culture Programme Director | SG | |
| | Organise sensitisation meetings for management and governance of cultural heritage. | Sensitization meetings for management and governance of cultural heritage organised. | Number of sensitisation meetings. | 5 | 1 | 1 | 1 | 1 | 1 | 0.8 | 1.0 | 1.2 | 1.4 | 1.6 | Culture Programme Director | SG | |



Culture Programme (Continued)

| Strategic Objective 2: Enhance capacities for promotion and protection of inclusive creative sector | | | | | | | | | | | | | | | | | | | | |
|--|---|---|--|-----|----|----|----|-----|----|----|-----|----|----|-----|---|-----|---|----------------------------|----------------------------|----|
| S1 Build capacities of stakeholders on promotion of inclusive culture and creative industries. | Organise stakeholder fora for promotion of culture and creative industries. | Training on policies and skills for promotion of the creative sector. | Number of stakeholders trained | 300 | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 3 | 3 | 3 | 3 | 3 | Culture Programme Director | SG |
| | Support creatives to promote and market cultural expressions in the digital environment. | Exhibitions and fora to promote and market cultural expressions. | Number of fora supported | 5 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | Culture Programme Director | SG |
| S2 Capacity build stakeholders on standards and frameworks for monitoring and measuring contribution of culture to development | Conduct sensitisation on sustainable UNESCO Creative Cities. | 2 Cities trained on sustainable Cities &UCCN | Number of cities trained. | 2 | 1 | - | 1 | 0.5 | 1 | 1 | 0.5 | 1 | 1 | 0.5 | 1 | 1 | 1 | Culture Programme Director | SG | |
| | Train and support stakeholders on UNESCO standards for monitoring measuring contribution of culture to development. | 5 Counties trained. | Number of counties trained Number of domesticated standards. | 5 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | Culture Programme Director | SG | |
| Strategic Objective 3: Enhance intercultural dialogue and rapprochement of cultures in Kenya. | | | | | | | | | | | | | | | | | | | | |
| S1: Foster and partner in intercultural dialogue for appreciation of cultural diversity and values. | Partner with stakeholders organising in intercultural dialogue and festivals. | Partnerships in intercultural dialogue fora & festivals. | Number of partnerships in intercultural dialogue fora and festivals. | 5 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1.5 | 2 | Culture Programme Director | SG | |



Culture Programme (Continued)

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | | | |
|---------------------|--|---|---|--------------------|--------|----|----|----|----|------------------|-------------|-------------|-------------|-------------|-----------------|---------|----------------------------|----|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support | | |
| | Organise KNATCOM National Cultural Celebrations. | | Number of celebrations organised. | 2 | - | 1 | - | 1 | - | - | 10 | - | - | - | 10 | - | Culture Programme Director | SG |
| | Build capacities of youth on cultural values and ethics. | Capacities of youth on cultural values and ethics built. | Number of workshops | 5 | 1 | 1 | 1 | 1 | 1 | 1.0 | 1.2 | 1.4 | 1.6 | 1.8 | | | Culture Programme Director | SG |
| | Commemorate UNESCO Culture days. | Six UNESCO International Days commemorated Knowledge and information shared Partnerships. | Number of partnerships and UNE-SCO Days commemorated. | 6 | 1 | 2 | 1 | 1 | 1 | 2 | 3 | 3 | 3 | 3 | | | Culture Programme Director | SG |
| Totals | | | | | | | | | | 13.6 | 26.1 | 18.6 | 29.6 | 21.6 | | | | |
| Total Budget | | | | | | | | | | | | | | | | | | |

Communication and Information Programme

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | | | | | | |
|--|--|---|-------------------|--------------------|--------|----|----|----|----|------------------|----|----|----|----|-----------------|---------|------|--------|--------|--|----|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support | | | | | |
| Strategic Issue: Freedom of expression, access to information and media development. | | | | | | | | | | | | | | | | | | | | | |
| Strategic Goal: Increased freedom of expression, media development and access to information and knowledge. | | | | | | | | | | | | | | | | | | | | | |
| KRA: Media development. | | | | | | | | | | | | | | | | | | | | | |
| Outcome: Increased media freedoms for democratic engagement. | | | | | | | | | | | | | | | | | | | | | |
| Strategic Objective: Strengthen the media environment for improved democratic engagements | | | | | | | | | | | | | | | | | | | | | |
| Engage in activities that enhance the right to freedom of expression. | Conduct capacity building of media professionals and stakeholders on freedom of expression, freedom of information and safety of journalists (UN Plan of Action on the Safety of journalists and the Issue of Impunity). | Capacity building conducted. | Training report. | 250 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 2 | 2.2 | 2.42 | 2.6620 | 2.9282 | Communication and Information Programme Director | SG |
| Foster knowledge sharing and skills development in the digital age. | Co-organise forums on freedom of expression, access to information and media development. | Forums on freedom of expression organised (World Radio Day, World Press Freedom Day). | Report | 25 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 1 | 1.1 | 1.21 | 1.331 | 1.4641 | Communication and Information Programme Director | SG |
| | Build the capacity of community media in editorial formatting and content development. | The capacity of journalists from community media built in editorial formatting and content development. | Report | 150 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | | | | | | Communication and Information Programme Director | SG |



Research and Consultancy

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | | | |
|---|---|---|------------------------|--------------------|--------|-----|-----|-----|-----|------------------|------|-------|------|------|-----------------|---------|-----------------------------------|----|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support | | |
| Strategic Issue: Mechanisms for research, research outputs dissemination and consultancy. | | | | | | | | | | | | | | | | | | |
| Strategic Goal: Enhanced research, research outputs dissemination and consultancy in education, sciences, culture and communication and information. | | | | | | | | | | | | | | | | | | |
| KRA: Research and consultancy. | | | | | | | | | | | | | | | | | | |
| Outcome: Effective and efficient knowledge management mechanisms enhanced. | | | | | | | | | | | | | | | | | | |
| Strategic Objective: To enhance effective and efficient mechanisms knowledge management. | | | | | | | | | | | | | | | | | | |
| S1: Enhance research and knowledge generation. | Review the KNATCOM Research Policy | Policy reviewed and approved | Approved policy | 100 % | 20% | 20% | 20% | 20% | 20% | 20% | 0 | 0.975 | 1.2 | 1.5 | 1.5 | 1.5 | Director Research and Consultancy | SG |
| | Undertake baseline surveys to collate research data across programmes. | Survey reports | No. of reports | 15 | 3 | 3 | 3 | 3 | 3 | 3 | 2.4 | 2.4 | 2.6 | 2.6 | 2.6 | 2.6 | Director Research and Consultancy | SG |
| | Train staff in research methods, research proposal writing, cabinet memorandum and policy briefs. | Staff trained on research methods, research proposal writing, cabinet memorandum and policy briefs. | No. of staff trained. | 40 | 10 | 10 | 10 | - | 10 | 10 | 0.4 | 0.4 | 0.5 | 0.5 | 0.6 | 0.6 | Director Research and Consultancy | SG |
| S2: Enhance research and knowledge dissemination. | Publish the Journal of Kenya National Commission for UNESCO. | Commission journals published. | No. of journal issues. | 10 | 2 | 2 | 2 | 2 | 2 | 2 | 2.2 | 2.3 | 2.4 | 2.5 | 2.6 | 2.6 | Director Research and Consultancy | SG |
| | Organise annual Journal of Kenya National Commission for UNESCO review forum. | Forums on annual Journal of Kenya National Commission for UNESCO review organised. | No of forums held. | 5 | 1 | 1 | 1 | 1 | 1 | 1 | 0.95 | 0.95 | 0.95 | 0.95 | 0.95 | 0.95 | Director Research and Consultancy | SG |



Research and Consultancy (Continued)

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | |
|--|---|---|--|--------------------|--------|-----|-----|-----|-----|------------------|-----|-----|-----|-----|-----------------------------------|---------|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support |
| | Organise biennial KNATCOM Conference on the thematic areas of UNESCO. | KNATCOM conferences on UNESCO thematic areas held. | No. of conferences held. | 2 | - | 1 | - | 1 | - | 0 | 1.8 | 0 | 2.0 | 0 | Director Research and Consultancy | SG |
| S3: Enhance the Commission's external research linkage and collaborations. | Engage in collaborations and partnerships to advance the KNATCOM's research agenda. | Collaborations and partnerships executed. | No. of collaborations and partnerships executed. | 10 | 2 | 2 | 2 | 2 | 2 | 0.9 | 1.0 | 1.1 | 1.3 | 1.4 | Director Research and Consultancy | SG |
| | Collaborate with other research consortiums to advance KNATCOM's research agenda. | Collaborations with research consortium undertaken. | No. of collaborations with consortiums undertaken. | 3 | 1 | - | 1 | - | 1 | 3.0 | 3.0 | 3.4 | 3.5 | 3.7 | Director Research and Consultancy | SG |
| S4: Enhance the institutional capacity to undertake consultancy in UNESCO areas of competence for knowledge and expertise. | Review the KNATCOM's Consultancy Policy. | Policy reviewed and approved. | Reviewed and approved policy. | 100% | 20% | 20% | 20% | 20% | 20% | 1.0 | 1.2 | 1.5 | 1.6 | 1.7 | Director Research and Consultancy | SG |
| | Train staff to undertake consultancy services | Staff trained on consultancy. | No. of staff trained. | 40 | 10 | 10 | 10 | 10 | 10 | 1.0 | 1.2 | 1.4 | 1.6 | 1.8 | Director Research and Consultancy | SG |



Research and Consultancy (Continued)

| | | | | | | | | | | | | | | | | |
|---|--|---|---|------|---|-----|---------------|---------------|--------------|--------------|--------------|-----|-----|-----|-----------------------------------|----|
| S5: Undertake stakeholders and external consultancy in UNESCO areas of competence for purposes of institutional Resource mobilisation | Map out key consultancy areas in UNESCO's thematic areas. | Consultancy mapped areas Report developed. | Report on Consultancy areas. | 100% | - | 50% | - | 50% | - | 0 | 1.5 | 0 | 1.8 | 0 | Director Research and Consultancy | SG |
| | Identify and engage in collaborations to undertake consultancy in UNESCO areas of competence | Collaborations on Consultancy in UNESCO areas of competence undertaken. | No. of collaborations on Consultancy engaged in | 3 | 1 | - | 1 | - | 1 | 0.5 | 0.7 | 0.8 | 0.9 | 1.0 | Director Research and Consultancy | SG |
| | Develop a KNATCOM Consultancy Framework. | Consultancy Framework Developed | No. of frameworks. | 100% | - | 20% | 30% | 30% | 20% | 0 | 1.1 | 1.3 | 1.5 | 1.7 | Director Research and Consultancy | SG |
| Totals | | | | | | | 12.35 | 18.525 | 17.15 | 22.25 | 19.55 | | | | | |
| Total Budget | | | | | | | 89.825 | | | | | | | | | |



Partnership and Resource Mobilisation

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | | |
|--|--|--------------------------------------|---------------------------------------|--------------------|--------|----|----|----|----|------------------|-----|-----|-----|-----|-----------------|---------|----|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support | |
| Strategic Issue: 1. Weak partnerships and low resource mobilisation by KNATCOM. | | | | | | | | | | | | | | | | | |
| Strategic Goal: Partnership and resource mobilisation. | | | | | | | | | | | | | | | | | |
| KRA: Partnerships and Resource mobilisation. | | | | | | | | | | | | | | | | | |
| Outcome: KNATCOM Resource mobilisation and partnerships framework improved. | | | | | | | | | | | | | | | | | |
| Strategic Objective 1: Promote efficient and effective partnership and resource mobilization strategies for the Commission. | | | | | | | | | | | | | | | | | |
| Enhance Resource Mobilisation at KNATCOM | Review the KNATCOM Resource Mobilisation Policy. | Policy Reviewed. | Reviewed and approved policy. | 100 % | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | SG |
| | Build capacity of the Commission staff in grant and proposal writing. | Staff capacity built. | No of staff trained. | 250 | 30 | 40 | 50 | 60 | 70 | 0.9 | 1.3 | 1.5 | 1.6 | 1.8 | 1.8 | 1.8 | SG |
| | Coordinate the development of grant proposals in response to funding calls. | Funding calls responded to. | % increase in grant proposal writing. | 150 | 10 | 20 | 30 | 40 | 50 | 1.0 | 1.3 | 1.4 | 1.5 | 1.7 | 1.7 | 1.7 | SG |
| | Organise forums to negotiate for possible funding to the Commission. | Negotiations on funding forums held. | Number of funding negotiations held. | 75 | 5 | 10 | 15 | 20 | 25 | 1.0 | 1.2 | 1.4 | 1.7 | 1.8 | 1.8 | 1.8 | SG |
| | Organise forums to explore possibilities for Public Private Partnerships (PPPs). | PPPs initiated | No of PPPs engaged in. | 1 | 0 | 0 | 1 | 0 | 0 | 2.0 | 0 | 0 | 0 | 2.0 | 2.0 | 2.0 | SG |



Partnership and Resource Mobilisation

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | | | |
|--|--|--|---|--------------------|--------|-----|-----|-----|-----|------------------|-----|-----|-----|-----|-----------------|---------|-------------------------|----|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support | | |
| Strategic Issue: Existing gaps in management of information resources. | | | | | | | | | | | | | | | | | | |
| Strategic Goal: Enhanced management of information resources for knowledge sharing. | | | | | | | | | | | | | | | | | | |
| KRA: Management of information resources for knowledge sharing. | | | | | | | | | | | | | | | | | | |
| Outcome: Efficient and effective information resources management for knowledge sharing enhanced. | | | | | | | | | | | | | | | | | | |
| Strategic Objective: Enhance efficient and effective information resources management for knowledge sharing | | | | | | | | | | | | | | | | | | |
| S1. Enhance access to information on UNESCO areas of competence. | Facilitate subscription to Kenya Libraries and Information Services Consortium- (KLISC). | Up to date KLISC subscription. | No. of subscriptions. | 5 | 1 | 1 | 1 | 1 | 1 | 1 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | Manager Resource Centre | SG |
| | Review and update the Resource Centre Policy and Procedure Manual. | Reviewed and Approved Resource Centre Policy and Procedure Manual. | % | 100 | 20 | 20 | 20 | 20 | 20 | 20 | 1.0 | 1.0 | 1.0 | 1.1 | 1.1 | 1.1 | Manager Resource Centre | SG |
| | Process all information materials in the Resource Centre | Processed information materials. | No. of processed material. | 1,000 | 200 | 200 | 200 | 200 | 200 | 200 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | Manager Resource Centre | SG |
| | Facilitate automation of print information resources through library automation system. | Automated print information resources. | No. of print information resources automated. | 1,000 | 200 | 200 | 200 | 200 | 200 | 200 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | Manager Resource Centre | SG |



Partnership and Resource Mobilisation (Continued)

| | | | | | | | | | | | | | | | | | | | | | |
|---|--|---|---|-----|----|----|----|----|----|----|----|----|-----|-----|-----|-----|-----|-----|-----|-------------------------|----|
| | Facilitate subscription to relevant electronic resources. | Access to relevant electronic resources. | No. of electronic databases accessible at the Commission. | 3 | 0 | 1 | 0 | 1 | 0 | 1 | 1 | 1 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | Manager Resource Centre | SG |
| | Acquire a software that can facilitate off-site access to the electronic resources, an RFID security system and a Radio Frequency Identification (RFID) security system and an anti-plagiarism software. | Software to facilitate off-site access to the electronic resources, an RFID security system and antiplagiarism. | No. of software's and systems. | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 2.0 | 2.5 | 2.0 | 2.0 | 1.5 | 2.0 | 2.0 | Manager Resource Centre | SG |
| | Acquire Resource Centre furniture, books, computers, photo albums and signages. | Resource Centre materials acquired. | % improvement on acquired materials. | 100 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | Manager Resource Centre | SG |
| S7: Enhance capacity of users to utilise resources Centre services. | Built capacity of stakeholders on access and utilisation of electronic resources. | Stakeholders' capacity built on access and utilisation of electronic resources. | No. of stakeholders-built capacity. | 50 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | Manager Resource Centre | SG |
| | Sensitise stakeholders on the antiplagiarism software. | Stakeholders sensitised on antiplagiarism software. | No. of stakeholders sensitised. | 50 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 0.2 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.4 | Manager Resource Centre | SG |



Partnership and Resource Mobilisation (Continued)

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | | |
|---------------------|--|--|---------------------------------|--------------------|--------|----|----|----|----|------------------|-------------|----------|------------|------------|-----------------|-------------------------|----|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support | |
| | Sensitize stakeholders on use of the Online Public access Catalogue. | Stakeholders sensitised on online Public Access (OPA). | No. of stakeholders sensitised. | 50 | 10 | 10 | 10 | 10 | 10 | 10 | 0.4 | 0.5 | 0.5 | 0.5 | 0.5 | Manager Resource Centre | SG |
| Total | | | | | | | | | | | 7.3 | 7 | 7.5 | 8.1 | 7.7 | | |
| Total Budget | | | | | | | | | | | 37.6 | | | | | | |

CORPORATE SERVICES

Finance and Accounts Division

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | | | | |
|---|---|--|---|--------------------|--------|------|------|------|------|------------------|-----|-----|-----|-----|-----------------|---------|-----|----------------------------|----|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support | | | |
| Strategic Issue: | Commission's institutional capacity. | | | | | | | | | | | | | | | | | | |
| Strategic Goal: | Enhance effectiveness and efficiency in service delivery. | | | | | | | | | | | | | | | | | | |
| KRA: | Institutional capacity development. | | | | | | | | | | | | | | | | | | |
| Outcome: | Improved effectiveness of finance operations. | | | | | | | | | | | | | | | | | | |
| Strategic Objective: | Enhance prudent management of financial resource in accordance with the existing legal and regulatory framework | | | | | | | | | | | | | | | | | | |
| 1.1 Enhance prudent financial management. | Review and implement the Finance & Accounts Policy and Procedure Manual. | Reviewed and implemented Finance & Accounts Policy and Procedure Manual. | Approved, Revised Finance & Accounts Policy and Procedure Manual. | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | Manager Finance & Accounts | SG |



Human Resource Department (COntinued)

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | Budget (KSh. Mn) | | | | | Responsibility* | | | | | | |
|--|--|--|--|--------------------|--------|------|------------------|------|------|------|------|-----------------|---------|-----|-------------------------|-------------------------|-------------------------|----|
| | | | | | Y1 | Y2 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support | | | | | |
| | Establish grievance handling mechanism to promote healthy employee relations. | Resolutions, rulings, judgements. | Number of resolved cases and grievances handled. | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 2 | 2 | 2 | Manager, HR | SG | | |
| Enhance efficient KNATCOM's fleet management | Develop and implement a Fleet Management Policy and Procedure Manual. | Policy developed and implemented. | Approved Fleet Management Policy. | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | Manager, Administration | SG | | |
| | Secure the Commissions fleet by ensuring safe parking, and installation of security tracking systems. | Fleet secured. | Certificates and licenses, lease agreement. | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 3 | 3.2 | 3.5 | 3.6 | Manager, Administration | SG | |
| | Undertake periodic service, repairs and maintenance of the Commissions fleet and keep appropriate records. | Fleet serviced and maintained. | Repair and maintenance reports. | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 2.4 | 2.8 | 3.4 | 4.8 | Manager, Administration | SG | |
| | Ensure an efficient and effective fuel management system. | Efficient and effective fuel management system in place. | Invoices, statements and agreements. | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 10 | 12 | 14 | 16 | 18 | Manager, Administration | SG |





Supply Chain Division

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | | |
|--|--|---|--|--------------------|--------|----|----|----|----|------------------|-----|-----|-----|-----|-----------------|---------|----|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support | |
| Strategic Issue: Institutional capacity | | | | | | | | | | | | | | | | | |
| Strategic Goal: Enhance effectiveness and efficiency in service delivery. | | | | | | | | | | | | | | | | | |
| KRA: Institutional capacity development | | | | | | | | | | | | | | | | | |
| Outcome: Enhanced efficiency and effectiveness in Supply Chain Management Processes | | | | | | | | | | | | | | | | | |
| Strategic Objective: Enhance Supply Chain Management Processes | | | | | | | | | | | | | | | | | |
| Enhance effective supply chain management practices | Sensitize staff on Public Procurement & Assets Disposal Act (2015) processes and procedures. | Increased compliance with the procurement Act. | No of sensitisation forums held. | 5 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | SG |
| | Review Procurement Policy and Procedure Manual. | Reviewed procurement policy and procedure manual. | Approved procurement policy and procedure manual. | 1 | 1 | - | - | - | - | 0.1 | 0 | 0 | 0 | 0 | 0 | 0 | SG |
| | Develop and implement KNATCOM Annual Procurement and Asset Disposal Plan. | Developed and implemented Annual Procurement & Disposal Plan. | Approved Procurement & Asset Disposal Plan. | 10 | 2 | 2 | 2 | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | SG |
| | Register suppliers of various categories as guided by the Procurement Law. | Biennial registered suppliers of various categories. | Biennial data base of approved registered suppliers. | 3 | 1 | - | 1 | - | 1 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | SG |
| | Undertake disposal of obsolete, surplus and unserviceable assets. | Obsolete, un-serviceable, or surplus assets disposed. | Disposal report. | 5 | 1 | 1 | 1 | 1 | 1 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | SG |



Supply Chain Division (Continued)

| | | | | | | | | | | | | | | | | | | |
|--|---|---|----|---|---|---|---|---|---|---|------------|------------|------------|------------|------------|------------|---------------------|----|
| Sensitise Special groups on AGPO in collaboration with KNATCOM programmes. | AGPO groups sensitised | No. of AGPO sensitisation forums conducted. | 5 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 0.35 | 0.35 | 0.35 | 0.35 | 0.35 | 0.35 | Head of Procurement | SG |
| Undertake stock take of inventory and prepare Quarterly and annual stock reports as guided by the Act. | Inventory reports prepared and submitted. | Number of reports prepared and submitted. | 25 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | Head of Procurement | SG |
| Prepare and submit statutory procurement reports to PPRA & Ministry of Trade on quarterly basis. | Statutory reports prepared and submitted. | Number of reports prepared and submitted. | 20 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | Head of Procurement | SG |
| Total | | | | | | | | | | | | | | | | | | |
| Total Budget | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | 1.8 | 1.7 | 1.7 | 1.7 | 1.7 | 1.7 | | |
| 8.6 | | | | | | | | | | | | | | | | | | |



ICT Division

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | | | | |
|--|---|---|--|--------------------|--------|------|------|------|------|------------------|------|------|-----|-----|-----------------|---------|-------------|-------------|----|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support | | | |
| Strategic Issue: Institutional capacity. | | | | | | | | | | | | | | | | | | | |
| Strategic Goal: Enhance effectiveness and efficiency in service delivery. | | | | | | | | | | | | | | | | | | | |
| KRA: Institutional capacity development. | | | | | | | | | | | | | | | | | | | |
| Outcome: Enhanced efficiency and effectiveness in service delivery through technology. | | | | | | | | | | | | | | | | | | | |
| Strategic Objective: Leverage on Technology to enhance efficiency and effectiveness in service delivery | | | | | | | | | | | | | | | | | | | |
| Improve the Commission's ICT infrastructure. | Acquire and configure ICT equipment and software as per user requests. | Equipment acquired and configured. | % level of the user equipment requests fulfilled | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 4 | 4 | 4 | 4 | 4 | Head of ICT | SG |
| | Maintain the hardware and network infrastructure in the Commission. | Maintained hardware and network infrastructure. | % level of maintenance. | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 2 | 2 | 2 | 2 | 2 | Head of ICT | SG |
| | Enhance automation of services by reengineering and digitalising processes. | Understand survey for automation level. | Automation survey conducted. | No. of surveys | 3 | 1 | - | 1 | - | 1 | 0.3 | - | 0.3 | 0.3 | - | 0.3 | 0.3 | Head of ICT | SG |
| Enhance automation of services by reengineering and digitalising processes. | Acquire and deploy software and web applications to automate processes on need basis. | Implemented systems and applications. | % of automated processes. | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 5 | 5 | 5 | 5 | 5 | Head of ICT | SG |
| | Build capacity on the use of the software for the automated processes. | Staff capacity built. | Number of capacity building initiatives done. | 5 | 1 | 1 | 1 | 1 | 1 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | Head of ICT | SG | |



ICT Division (Continued)

| | | | | | | | | | | | | | | | |
|--|--|--|---|------|------|------|------|------|------|----|-----|-----|----|-------------|----|
| | Conduct a systems utilisation analysis. | System utilisation analysis conducted. | No. of analysis conducted | 3 | - | 1 | 1 | 1 | - | - | 0.5 | 0.5 | - | Head of ICT | SG |
| | Reengineer Commission's business processes. | Processes reengineered. | No. of processes reengineered | 100% | - | 1 | 1 | 1 | 1 | - | - | 3 | -3 | Head of ICT | SG |
| | Implement a system to digitise the Commission records. | Digitised records. | % level of digitisation of records | 100% | 10% | 45% | 70% | 85% | 100% | 20 | 2 | 2 | 2 | Head of ICT | SG |
| | Acquisition of ERP and integration of Commission processes. | ERP acquired and implemented. | % level of acquisition and implementation. | 100% | 10% | 55% | 70% | 85% | 100% | 50 | 5 | 5 | 5 | Head of ICT | SG |
| Enhance the Commission's ICT Security. | Review current systems and data security. | Systems and data security audit done. | No. Of systems security audits conducted | 2 | - | 1 | - | 1 | - | - | 1.5 | 2 | - | Head of ICT | SG |
| | Acquire, install, and maintain security applications and hardware on need basis. | Security applications and hardware deployed. | % level of ICT security issues addressed. | 100% | 100% | 100% | 100% | 100% | 100% | 1 | 1 | 1 | 1 | Head of ICT | SG |
| Enhance Business Continuity and Disaster Recovery environment. | Develop and implement the business continuity and disaster recovery policy. | Policy developed. | Policy, sensitisations done, implementation. | 1 | - | 1 | - | - | - | - | 1 | - | - | Head of ICT | SG |
| | Install and maintain backup infrastructure. | Operational backup infrastructure installed and maintained | % level of installation and maintenance of backup infrastructure. | 100% | - | 100% | 100% | 100% | 100% | - | 2 | 2 | 2 | Head of ICT | SG |



ICT Division (Continued)

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | |
|--|--|---|---|--------------------|--------|------|------|------|------|------------------|-------------|-------------|-------------|-------------|-----------------|---------|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support |
| Compliance with ICT standards and regulatory requirements. | Sensitisation and implementation of the ICT standards and regulatory requirements. | Implemented ICT standards. | % level Implemented ICT standards, and regulatory requirements. | 100% | 100% | 100% | 100% | 100% | 100% | - | - | - | - | - | Head of ICT | SG |
| | Sensitise staff on the ICT standards and policies on compliance with the statutory requirements as set out in the standards. | Enlightened and sensitised Staff on ICT standards and policies. | Number of staff sensitised on ICT standards and policies. | 4 | 1 | 1 | 1 | 1 | 1 | - | 0.5 | 0.5 | 0.5 | 0.5 | Head of ICT | SG |
| | Review the ICT Policy and procedure manual. | Reviewed ICT Policy and procedure manual. | No. of policy reviews. | 2 | 1 | - | - | 1 | - | - | - | - | - | 1 | Head of ICT | SG |
| Totals | | | | | | | | | | 82.6 | 25.8 | 25.6 | 24.3 | 26.1 | | |
| Total Budget | | | | | | | | | | 184.4 | | | | | | |



Corporate Communication Division

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | | | |
|---|---|--|---|--------------------|--------|-----|-----|-----|-----|------------------|-----|----|----|----|-----------------|---------|---------------------------------|----|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support | | |
| Strategic Issue: Organisational capacity. | | | | | | | | | | | | | | | | | | |
| Strategic Goal: Enhance efficiency and effectiveness of the commissions processes and services. | | | | | | | | | | | | | | | | | | |
| KRA: Organizational capacity developed. | | | | | | | | | | | | | | | | | | |
| Outcome: Improved public communication and corporate image. | | | | | | | | | | | | | | | | | | |
| Strategic Objective: Enhance visibility and increase awareness of KNATCOMs programmes and activities | | | | | | | | | | | | | | | | | | |
| Improve KNATCOM's Corporate Image | Review and implement KNATCOMs Communication Policy. | Revised and implemented Communication Policy. | % of completion of review and implementation of policy. | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 1 | 1 | 1 | 1 | 1 | 1 | Head of Corporate Communication | SG |
| | Develop and implement KNATCOM'S Branding Policy. | KNATCOM's Branding Policy. | % level of development and implementation. | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 1 | 1 | 1 | 1 | 1 | 1 | Head of Corporate Communication | SG |
| | Develop, review and display the Citizen Service Delivery Charter. | Citizen Service Delivery charter developed, reviewed and displayed | % of completion and implementation. | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 1 | 1 | 1 | 1 | 1 | Head of Corporate Communication | SG |
| Increase public awareness of KNATCOM programmes and activities. | Participate in exhibitions and trade fairs. | Exhibitions and Trade Fairs KNATCOM participates in. | Quarterly reports. | 20 | 4 | 4 | 4 | 4 | 4 | 4 | 2 | 2 | 2 | 2 | 2 | 2 | Head of Corporate Communication | SG |
| | Develop and implement a Stakeholder Engagement Policy. | Stakeholder Engagement Policy Developed. | % of completion and implementation. | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 1 | 1 | 1 | 1 | 1 | 1 | Head of Corporate Communication | SG |

Corporate Communication Division (Continued)

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | | |
|---------------------|---|--|--------------------------------|--------------------|--------|-----|-----|-----|-----|------------------|----|----|----|----|-----------------|---------------------------------|----|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support | |
| | Revise and implement Corporate Social Responsibility Policy. | CSR Policy revised and implemented. | Completion and implementation. | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 2 | 2 | 2 | 2 | 2 | Head of Corporate Communication | SG |
| | Conduct advocacy and publicity through various media platforms. | KNATCOM visibility in social media improved. | No weekly updates. | 52*5 | 52 | 52 | 52 | 52 | 52 | 52 | 1 | 1 | 1 | 1 | 1 | Head of Corporate Communication | SG |
| TOTALS | | | | | | | | | | | 9 | 9 | 9 | 9 | 9 | | |
| Total Budget | | | | | | | | | | | 45 | | | | | | |

Internal Audit Department

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | | |
|----------------------------|--|---|---|--------------------|--------|------|------|------|------|------------------|----|----|----|----|-----------------|------------------------|------|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support | |
| | Institutional Capacity. | | | | | | | | | | | | | | | | |
| | Enhance effectiveness and efficiency in service delivery. | | | | | | | | | | | | | | | | |
| | Institutional capacity development. | | | | | | | | | | | | | | | | |
| | Enhanced efficiency and effectiveness in risk assurance, governance and internal processes. | | | | | | | | | | | | | | | | |
| | Provision of independent assurance on the effectiveness of governance, risk management and control process | | | | | | | | | | | | | | | | |
| Enhance internal controls. | Provide assurance on the effectiveness of internal controls. | Audit recommendations adopted by the board. | % Audit recommendations adopted by the Board. | 5 | 100% | 100% | 100% | 100% | 100% | 100% | 0 | 0 | 0 | 0 | 0 | Head of Internal Audit | SG |
| Enhance Governance. | Undertake Governance & Legal Audit. | Governance & legal audits undertaken. | No of audits undertaken. | 5 | 1 | 1 | 1 | 1 | 1 | 1 | 3 | 3 | 3 | 3 | 3 | Head of Internal Audit | LS |
| | Training of Board members. | Board members trained. | No of Board members trained annually. | | | | | | | | | | | | | Head of Internal Audit | R&AC |



Internal Audit Department (Continued)

| | | | | | | | | | | | | | | | | | | | | | |
|--------------------------------|---|---|--|---|------|------|------|------|---|--|--|--|--|--|--|--|--|--|--|------------------------|------|
| | Coordinate Board evaluation. | Board evaluated. | No of Board evaluations undertaken. | | | | | | | | | | | | | | | | | Head of Internal Audit | R&AC |
| | Undertake Integrity Audits. | Integrity Audit undertaken. | No. of audits | | | | | | | | | | | | | | | | | Head of Internal Audit | R&AC |
| | Undertake external quality assessment of internal audit function. | Internal Audit function assessed. | No. of assessments. | 1 | | | | | | | | | | | | | | | | Head of Internal Audit | R&AC |
| | Implementation of presidential directives. | Presidential directives implemented. | % implementation of presidential directives. | 5 | 1 | 1 | 1 | 1 | 1 | | | | | | | | | | | | R&AC |
| Strengthen the Audit Function. | Review Internal Audit Charter, Service Charter, Audit Committee Charter, quality improvement program and Manual in compliance with Legal Requirements and IA Standards. | Internal Audit Charter, IA Service charter, Audit Committee Charter, quality improvement programme and IA Manual. | Approved Internal Audit Charter, IA Service charter, Audit Committee Charter, quality improvement programme and IA Manual. | 1 | 1 | - | - | - | 8 | | | | | | | | | | | Head of Internal Audit | R&AC |
| | Develop an internal audit 3-year strategic plan. | Internal audit strategic plan. | Approved 3-year internal audit Strategic Plan | 1 | 1 | - | 1 | - | 5 | | | | | | | | | | | Head of Internal Audit | R&AC |
| | Auditing of programmes. | Programme Audit reports. | No. of programme audit reports. | 5 | 1 | 1 | 1 | 1 | 2 | | | | | | | | | | | Head of Internal Audit | R&AC |
| | Undertake Audit follow ups for both Internal and External Audits. | Follow-up audits undertaken. | % of follow-up Audits undertaken | 5 | 100% | 100% | 100% | 100% | 1 | | | | | | | | | | | Head of Internal Audit | R&AC |



Legal Department (Continued)

| | | | | | | | | | | | | | | | | | | | | |
|------------------------------------|---|---|---|------|-------------|----------|----------|------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|---|--|----|
| | | | | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Corporation Secretary/Director, Legal Services | SG |
| | | No. of Conflict-of-Interest Register. | Conflict of Interest Register. | 100% | 3 | 4 | 2 | 3 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Corporation Secretary/Director, Legal Services | SG |
| | | No. of Training of the Board members. | Attendance list of the Board members. | 16 | 3 | 4 | 2 | 3 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Corporation Secretary/Director, Legal Services | SG |
| | | Evaluation of the Board members. | Evaluation report. | 5 | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Corporation Secretary/Director, Legal Services | SG |
| | | No. of Governance Audit conducted. | The Legal and Governance Audit Reports. | 2 | 1 | - | 1 | - | - | 2.5 | 0 | 2.5 | 0 | 0 | 0 | 0 | 0 | 0 | Corporation Secretary/Director, Legal Services | SG |
| | | No. of Legal Audit conducted. | Legal Audit reports. | 10 | 2 | 2 | 2 | 2 | 2 | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | 0 | Corporation Secretary/Director, Legal Services | SG |
| | Provide legal guidance on binding agreements. | The signed agreements between the Commission and third parties. | Signed agreements. | 100% | 100% | 100% | 100% | 100% | 100% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Corporation Secretary/Director, Legal Services | SG |
| | Develop and maintain a contract database. | No. of contract database developed. | A contract database register. | 5 | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Corporation Secretary/Director, Legal Services | SG |
| Strengthen KNATCOM's Legal Mandate | Review KNATCOM Act, 2013 | Reviewed KNATCOM ACT | Amended KNATCOM Act | 1 | 1 | - | - | - | - | 3.5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Corporation Secretary/Director, Legal Services | SG |
| Totals | | | | | 8 | 2 | 2 | 4.5 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | | | |
| Total budget | | | | | 18.5 | | | | | | | | | | | | | | | |



Strategy and Planning Division

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | | |
|---|---|---|--|--------------------|--------|------|------|------|------|------------------|----|----|----|----|-----------------|------------------------------|----|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support | |
| Strategic Issue: Institutional capacity. | | | | | | | | | | | | | | | | | |
| Strategic Goal: Enhance effectiveness and efficiency in service delivery. | | | | | | | | | | | | | | | | | |
| KRA: Institutional capacity developed. | | | | | | | | | | | | | | | | | |
| Outcome: Enhanced performance. | | | | | | | | | | | | | | | | | |
| Strategic Objective: Performance management practices enhanced | | | | | | | | | | | | | | | | | |
| Enhance planning, budget prioritisation, monitoring and evaluation and compliance reporting | Coordinate a performance contracting framework | Improved performance management and compliance reporting. | Annual performance ratings Quarterly reports Compliance reports and certificates | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 0 | 0 | 0 | 0 | 0 | Director Strategy & Planning | SG |
| | Coordinate reports on budget prioritisation. | Reports budget prioritisation coordinated. | Quarterly and annual reports. | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 0 | 0 | 0 | 0 | 0 | Director Strategy & Planning | SG |
| | Coordinate Mid-term evaluation of the Strategic Plan. | Mid-term evaluation conducted. | Mid-term evaluation report. | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 5 | 0 | 0 | 0 | Director Strategy & Planning | SG |
| | Coordinate End-term Evaluation of Strategic Plan. | End-Term Evaluation conducted. | End-Term Evaluation report. | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 4 | 0 | Director Strategy & Planning | SG |
| | Coordinate the development of KNATCOM Strategic Plan (2028-2032). | KNATCOM Strategic Plan developed | KNATCOM SP (2028-2032) | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5 | 5 | 0 | Director Strategy & Planning | SG |
| | Coordinate the development and implementation of the annual Work plans. | Annual Work plans developed and implemented | Quarterly and annual reports. | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 0 | 0 | 0 | 0 | 0 | Director Strategy & Planning | SG |





Strategy and Planning Division (Continued)

| | | | | | | | | | | | | | | | | | | | | | |
|---------------------------------|---|--|---|------|------|------|------|------|------|------|------|------|------|----|---|-----|-----|------|-----|------------------------------|----|
| Establish an innovation culture | Develop and implement a Corporate Innovation Strategy and Annual Innovation Plan. | Corporate innovation Strategy and annual innovation plan developed and implemented | Approved Corporate Innovation Strategy Approved Annual Innovation Plan. | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 0 | 0 | 0 | 0.5 | 0 | 2.5 | Director Strategy & Planning | SG |
| Totals | | | | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 0 | 0 | 5.5 | 9 | 11.5 | | | |
| Total Budget | | | | | | | | | | | | | | 26 | | | | | | | |

Compliance and Risk Management Coordination Division

| Strategy | Key Activities | Expected Output | Output Indicators | Target For 5 Years | Target | | | | | Budget (KSh. Mn) | | | | | Responsibility* | |
|----------|----------------|-----------------|-------------------|--------------------|--------|----|----|----|----|------------------|----|----|----|----|-----------------|---------|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | Lead | Support |

Strategic Issue: Institutional capacity.

Strategic Goal: Enhance effectiveness by efficiency in service delivery.

KRA: Institutional capacity developed.

Outcome: Efficient and effective risk management processes.

Strategic Objective: Improved risk management processes

| | | | | | | | | | | | | | | | | | | | | | | |
|-----------------------------------|---|---|--|------|------|------|------|------|------|------|------|------|------|------|---|-----|-----|-----|-----|------------------------------|------------------------------|----|
| Enhance risk management mechanism | Review and implement Enterprise Risk Management (ERM) Policy and Framework. | ERM Policy & Framework reviewed & implemented. | ERM Policy & Framework reviewed. | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 0 | 0 | 0 | 0 | 0 | 0 | Director Strategy & Planning | SG | |
| | | Quarterly and annual Risk Management Reports prepared. | No. of Quarterly and Annual Risk Management Reports. | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 0 | 0 | 0 | 0 | 0 | 0 | Director Strategy & Planning | SG |
| | | Board, senior management and staff trained and sensitised on risk management. | Capacity building report. | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 0 | 0.5 | 1.5 | 0.5 | 2.5 | 2.5 | Director Strategy & Planning | SG |



APPENDIX II: QUARTERLY PROGRESS REPORTING TEMPLATE

Quarterly Ending.....

| Expected Output | Output Indicator | Annual Target A | Quarter for Year..... | | | Cumulative to Date | | | Remarks | Corrective Interventions |
|-----------------|------------------|-----------------|-----------------------|----------|----------------|--------------------|----------|----------------|---------|--------------------------|
| | | | Target A | Target B | Variance (C-B) | Target E | Target F | Variance (F-E) | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |

APPENDIX III: ANNUAL PROGRESS REPORTING TEMPLATE

Year ending.....

| Expected Output | Output Indicator | Achievement for Year | | | Cumulative to Date (Years) | | | Remarks | Corrective Interventions |
|-----------------|------------------|----------------------|----------|----------------|----------------------------|----------|----------------|---------|--------------------------|
| | | Target A | Target B | Variance (B-C) | Target D | Target E | Variance (E-D) | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |

APPENDIX IV: EVALUATION REPORTING TEMPLATE

Year ending.....

| Key Result Area | Expected Output | Output Indicator | Baseline Value | Year | | Midterm Evaluation | | End of Period Evaluation | | Remarks | Corrective Interventions |
|-----------------|-----------------|------------------|----------------|------|-------|--------------------|-------------|--------------------------|-------------|---------|--------------------------|
| | | | | Year | Value | Target | Achievement | Target | Achievement | | |
| KRA 1 | | | | | | | | | | | |
| KRA 2 | | | | | | | | | | | |
| KRA 3 | | | | | | | | | | | |

