REPUBLIC OF KENYA

PERMANENT DELEGATION OF THE REPUBLIC OF KENYA TO UNESCO

STRATEGIC PLAN 2023 - 2027

THEME

Strengthening partnerships for effective diplomatic engagement and shared prosperity

KENYA VISION 2030

Vision

An efficient, globally competitive mission that delivers on UNESCO's areas of competence for the people of Kenya.

Mission

To project, promote, and protect Kenya's interests in education, science, culture, communication, and information at UNESCO through innovative diplomacy.

Core Values

Patriotism

Integrity

Sustainable Development

Good Governance

Inclusiveness

Professionalism

FOREWORD

It is my pleasure to present the Strategic Plan 2023-2027 for the Permanent Delegation of the Republic of Kenya to UNESCO. The Delegation was established in 2006 and has since built its reputation and impact at the national, regional, and global levels through UNESCO. Kenya is considered an anchor state in UNESCO's areas of competence. The Delegation has enjoyed tremendous success since its inception.

This document outlines our roadmap for the next five years, emphasising our commitment to promoting Kenya's cultural, educational, scientific, communication, and information interests on the global stage.

Our vision is to enhance Kenya's influence and contribution to UNESCO, and to deliver programmes that are strategic to the people of Kenya, ensuring that our rich cultural heritage, scientific advancements, educational goals, and communication initiatives are recognized and supported at an international level. To achieve this, we have set forth a series of strategic objectives focused on enhancing the quality of our education and research outcomes, harnessing underground water resources, building our digital economy, up-scaling our cultural initiatives, and strengthening partnerships.

The Strategic Plan 2023-2027 places a strong emphasis on international cooperation, innovation, and sustainability in line with the Bottom-up Transformative Agenda (BETA) and Vision 2030. We are committed to fostering an environment where education is accessible to all, cultural diversity is celebrated, scientific research is advanced, and responsible free flow of information is upheld. By aligning our efforts with UNESCO's global priorities, we aim to contribute to the achievement of the Sustainable Development Goals and the broader agenda of peace and development.

I extend my deepest gratitude to all who have contributed to the creation of this Strategic Plan. Your dedication, insights, and hard work have been instrumental in shaping a vision that is both ambitious and attainable. I also acknowledge the support of the Government of Kenya and our international partners, whose collaboration is essential to our success.

As we embark on this strategic journey, I am confident that the Permanent Delegation of the Republic of Kenya to UNESCO will continue to uphold the highest standards of excellence and integrity. Together, we will strive to make significant contributions to the global community, ensuring a better future for all.

Prof. Peter K. Ngure

AMBASSADOR/PERMANENT DELEGATE

PREFACE AND ACKNOWLEDGEMENT

The Strategic Plan 2023–2027 clearly articulates the guidelines for the Permanent Delegation of the Republic of Kenya to UNESCO over the next five years, anchored on the priorities of the Ministry of Foreign and Diaspora Affairs, and aligned with the Bottom-up Transformative Agenda and Kenya's Vision 2030.

In particular, the Delegation would like to offer sincere appreciation to the Ministry of Foreign and Diaspora Affairs, especially the Central Planning and Project Monitoring Department for providing direction and clear guidelines to steer the preparation of this Plan, as well as the Ministry of Education for their support towards the operations of the Delegation.

Lastly and by no means least, sincere appreciation and gratitude goes to the Delegation staff for their tireless efforts, hard work and commitment in the realisation of this document. Led by H.E. Ambassador Prof. Peter Ngure, the team consisting of Ms. Dorcas Marwa - Second Secretary/Legal, Ms. Florence Odero - Administrative Attaché, Mr. Christopher Mutiso - Financial Attaché, Ms. Diana Muka-Administrative/Executive Assistant, Ms. Akuorkor Plahar - Programme Officer for Culture and Ms. Evelyn Nyaga - Programme Officer for Communication and Information is greatly appreciated.

Your dedication, commitment, and hard work have borne the fruit of this critical document and I encourage you all to continue working cohesively to achieve the goals and targets set forth in this document, as we strive and continue to serve the people of our beloved nation, Kenya.

Amb. Kasera Achayo

DEPUTY PERMANENT DELEGATE

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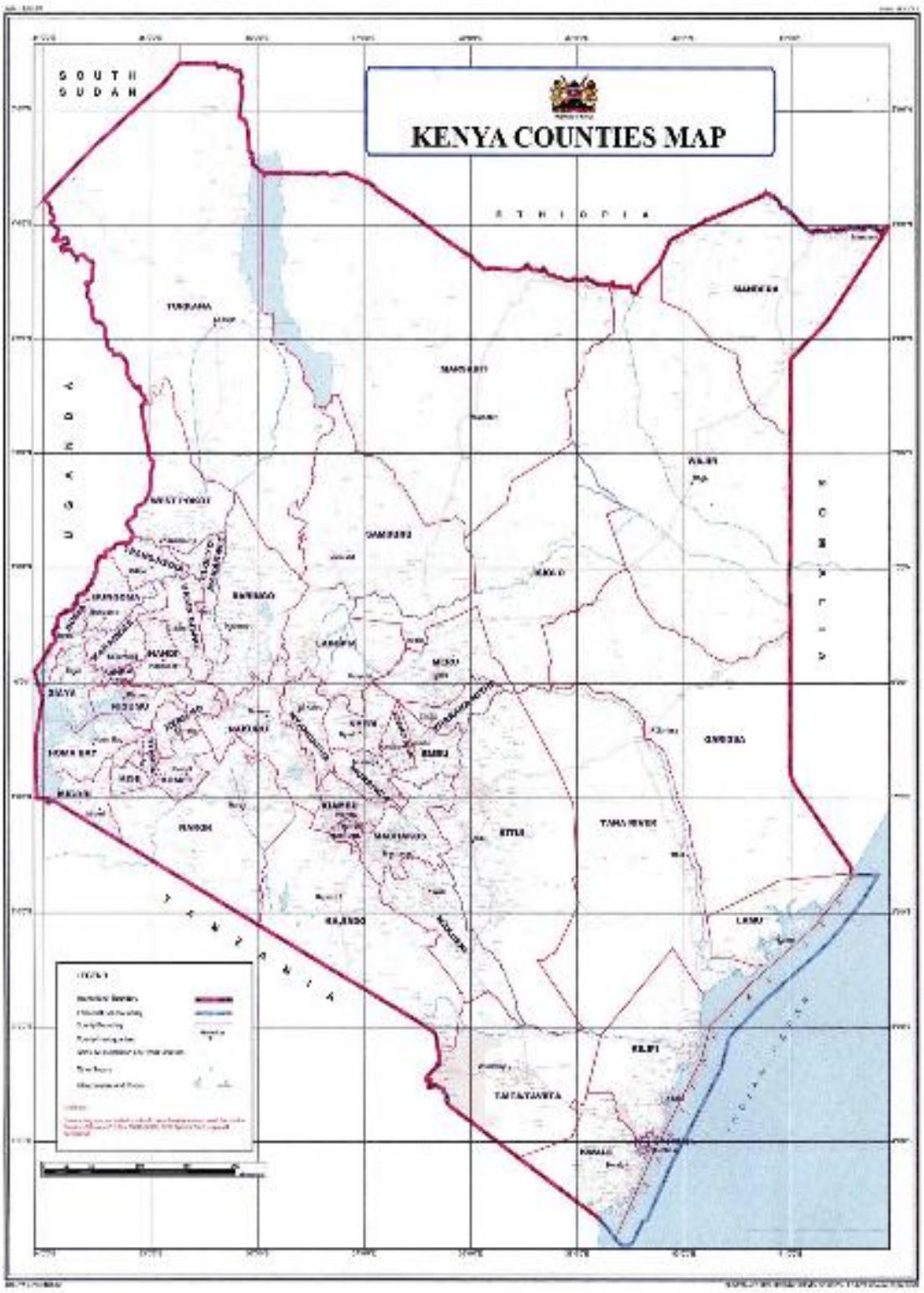
KENYA COUNTIES MAP



COUNTRY FACT SHEET

Official Name:	Republic of Kenya
Capital:	**Nairobi.** Nairobi is also Kenya's largest city. Other cities include: Mombasa, Kisumu and Nakuru.
Size, Location, Position and Shape	- 582,646 Sq. Km (of which land covers 571,416 sq. km and Water 11,230 sq. km. - Kenya lies between latitudes **4 1/2ºN** and **4 1/2ºS** and longitudes **34ºE** and **42ºE.**National Parks Covers 25,334 sq. km - Kenya is found in the Eastern part of Africa. - Kenya's shape can be described as being broad to the North and narrow to the South. - The equator almost divides Kenya into two equal parts. - The countries neighboring Kenya are **Tanzania, Uganda, Somalia, Ethiopia** and **South Sudan.** - To the South-East, Kenya is bordered by the Indian Ocean.
Currency	Kenyan shilling (KSH.)
Official Languages	Kiswahili and English
Religion	Christians, Muslims, Hindus and Traditional Beliefs
Population:	51,526,000* (population growth rate of 1.7%)
Life expectancy	67.47 years
People and Culture	Kenya has more than 40 ethnic groups and more than 60 languages that are spoken. The most common way to greet people is to say 'Jambo!'
Independence	12th December, 1963
Form of Government:	The Republic of Kenya is a unitary State. The President is both Head of State and Government. The country has a multi-party-political system whose hallmark is parliamentary democracy. The Parliament of Kenya is a bicameral house consisting of the National Assembly and the Senate. The National Assembly has in total 349 members plus the Speaker who is an ex-officio member. The Senate consists of 67 members plus the Speaker, who is an ex-officio member.

	The members of the National Assembly are referred as Members of Parliament (MP) while the Members of the **Senate** are referred as Senators. Both the MPs and Senators serve a 5-year term. **Current and former Presidents of Kenya:** Current: H.E. Dr. William Samoei Ruto 2013 – 2022: Hon. Uhuru Muigai Kenyatta 2002 – 2013: Hon. Mwai Kibaki 1978 – 2002: Hon. Daniel Arap Moi 1963 – 1978: Hon. Mzee Jomo Kenyatta
Former Ministers of Foreign affairs	Provided as Annex II.
Administrative Structure	National Government and 47 County Governments that are distinct and independent.
Kenya Missions, Consulates and Honorary Consuls, their address and phone numbers	Provided as Annex III and IV.
Main sub-sector of the economy	Agriculture Sector is the mainstay of the economy. Others include Tourism, Manufacturing, Transport and Infrastructure, Information & Communications Technology and Building & Construction.
Commercial advantage	Kenya is a market-based economy; it is the economic, commercial, financial, and logistics hub of East Africa; has a tech-savvy youth, and educated population; and has built strong bilateral and multilateral trade relations with many countries.
Connectivity	Kenya boasts a robust aviation and maritime sector featuring several international airports and ports serving as vital Eastern Africa transportation hubs contributing significantly to Kenya's economic growth, particularly in agriculture, manufacturing, and tourism sectors. Importantly, the national flag carrier airline, Kenya Airways flies to over 40 destinations worldwide. **International Airports:** Jomo Kenyatta International Airport in Nairobi, Moi International Airport in Mombasa, Kisumu International Airport, Eldoret International Airport, Malindi International Airport and Wilson Airport in Nairobi.

	Maritime Ports: Mombasa, Lamu and Kisumu ports.
Natural resources	Natural resources include limestone, soda ash, salt, gemstones, fluorspar, zinc, diatomite, iron ore, precious stones, gypsum, wildlife, geothermal power and hydropower among others.
	Its mountain range includes Aberdare Range and Mau Escarpment
	Its major rivers include Tana and Galana in the east, and the Kerio, Turkwel, and Nzoia in the west
	Its forests cover 5,226.2 thousand hectares, representing a national forest cover of 8.8 per cent.
	The geography of Kenya is diverse. Kenya has a 536KM coastline on the Indian Ocean, which contains swamps of East African mangroves. Inland are broad plains and numerous hills. Central and Western Kenya is characterized by the Kenyan Rift Valley home to Kenya's highest mountain, Mount Kenya and Mount Elgon on the border between Kenya and Uganda. The Kakamega Forest in western Kenya is a relic of an East African rainforest. Much bigger is Mau Forest, the largest forest complex in East Africa. Kenya's lowland savanna and highland forests are home to many animals including elephants, lions, cheetahs, giraffes, zebras, hippos, rhinos among others. The Kenyan government has set up more than 50 reserves and parks to protect these animals. Kenya's ecosystems include deserts, swamps, mountains, and forests and each region has its mix of plants and animals that are suited to the area's particular conditions. Maasai Mara Nature Reserve is best-known for the Great Wildebeest Migration where, every year, more than a million wildebeest, zebra and antelope migrate clockwise around the Serengeti-Maasai Mara ecosystem. Sitting on approximately 22,000km^2, Tsavo National Park is the largest national park in Kenya and one of the largest in the world. It is home to the fabled man eaters of Tsavo.

	Mount Kenya is the highest mountain in Kenya and the second-highest (after Mt Kilimanjaro) in Africa. Maasai Mara is also where the Maasai people call home. The Maasai occupy a total land area of 160,000sq kilometers, with a population of approximately half a million people! They are well-known for being great warriors, the way they dress and their incredible jumping dance skills. Lake Turkana is also the largest lake in Kenya and the world's largest desert lake. It was once home to the largest wind farm in Africa, generating clean energy. Diani Beach, Malindi and Watamu are just a handful of the hot picks when it comes to beach destinations included in Kenya's vast stretch of coastline. The World Travel Awards recognized Kenya as the World's Leading Safari Destination in 2017, winning the award three years in a row.

Source: Kenya Economic Survey 2024

HOST COUNTRY FACT SHEET

Official Name	Republic of France
Capital City	Paris
Size, Location, and Position	638,475 km² , Western Europe (It includes overseas regions and territories in the Americas and the Atlantic, Pacific, and Indian Oceans).
Political System	France is a semi-presidential republic whose Head of Government — the Prime Minister — is appointed by the President — the Head of State — who is elected by direct Universal Suffrage.
Independence	14 July 1789
Official Languages	French
Currency	Euro
Religion	Secularism is a core concept in the French Constitution: Article 1 formally states that France is a secular republic. Freedom of religion is, however, guaranteed as a constitutional right and the government generally respects the right in practice.
Population	68,070,697 (2023)
Life Expectancy	80 years (men); 85.7 years (women)
People and Culture	The French people are primarily descendants of the Romans (Gallo-Romans, Western European Celtic and Italic peoples), Gauls, as well as Germanic peoples such as the Franks and the Burgundians. Regional ethnic minorities also exist in France, such as the Bretons in Brittany, Occitans in Occitania, Basques in the French Basque Country, Catalans in Northern Catalonia, Germans in Alsace, Corsicans in Corsica and Flemings in French Flanders. France has a rich cultural heritage in art, architecture, literature and philosophy, cinema, cuisine, fashion, music, media and sports.
Administrative structure	The French territory has 18 administrative regions: 13 metropolitan regions (mainland France) and 5 overseas regions. The 5 overseas regions, as well as Saint-Martin (French territory located in the Caribbean), are considered to be part of the European Union.
Main sub-sectors of the economy	Services, manufacturing, science and technology, energy, transport, agriculture.

Commercial advantage	France ranks eleventh in the European Union in terms of GDP per capita, with 35,500 euros, which corresponds to the EU average. Its GDP represents 17.2% of the total EU GDP.
Natural resources	Include coal, natural gas, uranium, hydroelectric energy, wind energy, bauxite, iron ore, thermal and solar energy.

Sources : https://european-union.europa.eu/principles-countries-history/eu-countries/france_fr https://www.insee.fr

UNESCO FACT SHEET

Official Name	**United Nations Educational, Scientific and Cultural Organization (UNESCO)**
Formation	1945
Headquarters	Paris, France
About UNESCO **Governance and Administrative structures**	UNESCO, the United Nations Educational Scientific and Cultural Organization was established on 16 November 1945 as the successor of the League of Nations' International Committee on Intellectual Cooperation, at the conclusion of World War II to promote peace, sustainable development through five programme areas: education, natural/social human sciences, culture, communication and information and facilitate dialogue and cooperation among Member States. Headquartered in Paris, France, UNESCO is governed by the **General Conference**, composed of Member States, and meets biannually to determine programmes and budget and appoints a **Director General** every four years (renewable), who serves as the Chief Administrator of the organization. Currently, Director General Ms. Audrey Azoulay (Nov. 2017 - to date) is serving as the 9th Director General since inception. She was re-elected in 2021 and is serving her second and final term. It also elects Members of the **Executive Board**, which meets twice a year to manage and coordinate UNESCO's work, comprises of 58 Member States (elected representatives, from the six (6) Regional Groups, elected every two (2) years for a term of four (4) years. UNESCO draws membership from 194 Member States, 12 Associate Members, and partnerships in 322 International /Non-governmental (I/NGOs) and private sector. The agency has 53 regional Field Offices and 199 National Commissions globally.

Mandate	UNESCO ensures inclusive, equitable education for all, as a fundamental human right, working with national education authorities to develop and implement policies that achieve Education 2030 Agenda and Sustainable Development Goal 4. Through the Natural Sciences Sector UNESCO seeks to build sustainable societies through science-based data to protect and preserve environmental biodiversity, whilst promoting peaceful, just and equitable societies through the Social Human Sciences. Social cohesion is achieved through the preservation and promotion of cultural heritage and diversity. Additionally, UNESCO endeavors to inscribe, protect and preserve world heritage sites of cultural and natural outstanding universal value. The growing digital landscape provides access to technologies that need to be supported with ethical policy frameworks, including responsible use of communication and information technology that UNESCO provides. Ocean Science promotes the protection and management of ocean biodiversity, including climate warning systems. UNESCO serves as a laboratory of ideas: a forum where thinkers, creators, and thought leaders converge, share ideas that influence discussions worldwide, to implement large-scale programmes that have a meaningful impact on communities. Research and publications highlight updated knowledge and shape global public policy to build a better future for all.
Official Languages	United Nations Official Languages (English, French, Arabic, Chinese, Russian and Spanish)
Currency	USD

DEFINITION OF TERMS

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.

Indicator: An indicator is a sign of progress/change that results from a project. It measures a change in a situation or condition and confirms progress towards achievement of a specific result. It is used to measure a project impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress.

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

Key Results Areas: They are the broad areas in which you are expected to deliver results. This is an outline of the organization's areas of focus. It also refers to the general areas of output or outcomes for which an organization's role is responsible e.g. Bilateral Agreements & MoUs.

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.

Outcome Indicator: This is a specific, observable, and measurable characteristic or change that will represent achievement of the outcome. Outcome indicators include quantitative and qualitative measures. Examples: Enrolment rates, transition rates etc.

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

Programme: A grouping of similar projects and/or services performed by an organization to achieve a specific objective; the programmes must be mapped to strategic objectives.

Project: A project is a set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters.

Sectors: Areas of operation relating to UNESCO's areas of competence

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

Strategic Issues: These are problems or opportunities emanating from situational analysis that an organization has to manage in order to be able to fulfil its mandate and mission. They are fundamental policy choices, critical challenges/gap or opportunities that must be addressed or tapped in order for the

organization to achieve its vision. They are the foundation upon which strategies are developed. Example: regional insecurity, unemployment.

Strategic Goal: General qualitative statements on what an organization 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. Example: Improve Kenya Anchor State Status in the region.

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

Target: A result to be achieved within a given time frame through application of available inputs.

Performance Indicator: A measurement that evaluates the success of an organization or of a particular activity (such as projects, programmes, products and other initiatives) in which it engages.

ACRONYMS AND ABBREVIATIONS

AI	Artificial Intelligence
ACS	Africa Climate Summit
AFCTA	Africa Continental Free Trade Area
AfDB	African Development Bank
AMU	Africa Maghreb Union
AUC	African Union Commission
AU	African Union
AWHF	African World Heritage Fund
BCCA	Baringo County Conservancies Association
BETA	Bottom-Up Economic Transformation Agenda
BR	Biosphere Reserve
CI	Communication and Information Sector
CIGEPS	Committee for Physical Education & Sports
CLT	Culture Sector
COMESA	Common Market for Eastern and Southern Africa
COMEST	Commission on Ethics of Scientific Knowledge & Technology
CSO	Civil Society Organizations
DPD	Deputy Permanent Delegate
EAC	East African Community
EAG	Eastern Africa Group
ECCAS	Economic Community of West African States
EARFAI	Eastern Africa sub-Regional Forum on Artificial Intelligence
ECOWAS	Economic Community of West African States
EGH	Elder of the Order of the Golden Heart
EIA	Environmental Impact Assessment
ESD	Education for Sustainable Development
EU	European Union
EX	Executive Board
FDI	Foreign Direct Investment
FSA	Foreign Service Academy
FTA	Free Trade Area
FY	Financial Year
GA	General Assembly
GC	General Conference
GFPA	Group of Friends for Priority Africa
GHA	General History of Africa
GHRIS	Government Human Resource Information System
IBC	Intergovernmental Bioethics Committee
IBE	International Bureau of Education
ICH	Intangible Cultural Heritage
ICPRCP	Intergovernmental Committee for Promoting the Return of Cultural Property to its Countries of Origin or its Restitution in case of Illicit Appropriation

ICT Information and Communication Technology
IFAP Information for All Programmes
IFCD International Fund for Cultural Diversity
IFMIS Integrated Financial Management Information System
IGBC Intergovernmental Bioethics Committee
IGC Intergovernmental Council
IGAD Intergovernmental Authority on Development
IHP Intergovernmental Hydrological Programme
IOC Intergovernmental Oceanographic Commission
JCC Joint Commission for Cooperation
JTC Joint Technical Committees
KEFRI Kenya Forestry Research Institute
KEMFI Kenya Marine & Fisheries Research Institute
KEWI Kenya Water Institute
KFS Kenya Forest Service
KNATCOM Kenya National Commission for UNESCO
KNBS Kenya National Bureau of Statistics
KNCCAP Kenya National Climate Change Action Plan
KRA Key Result Area
KWS Kenya Wildlife Service
MAB Man and Biosphere Reserve
MBS Moran of the Order of the Burning Spear
MDA Ministries, Departments, Agencies
MFDA Ministry for Foreign and Diaspora Affairs
MICE Meetings, Incentives, Conferences and Events
MOST Management of Social Transformation
MRTAs Major Regional Trading Agreements
MSME Micro, Small and Medium Enterprises
MTEF Medium Term Expenditure Framework
MTP Medium Term Plan
NACOSTI National Commission for Science Technology and Innovation
NEMA National Environment Management Authority
NIMES National Integrated Monitoring and Evaluation System
NMK National Museums of Kenya
OER Open Educational Resources
OEWG Open Ended Working Group
OPCS Office of the Prime Cabinet Secretary
PC Performance Contract
PCS Prime Cabinet Secretary
PD Permanent Delegate
PDS Political and Diplomatic Secretary
PESTELE Political, Economic, Social, Technological, Environmental, Legal and Ethical
PMS Performance Management System
PPP Public Private Partnerships

PS	Principal Secretary
PX	Programme and External Relations Commission
QPE	Quality Physical Education
RECs	Regional Economic Communities
RCGR	Regional Center on Groundwater Resources
ROAM	Rights Openness Accessibility Multi-stakeholder participation
SADC	Southern African Development Community
SAGAs	Semi-Autonomous Government Agency
SC	Natural Sciences Sector
SDGs	Sustainable Development Goals
SFDA	State Department for Foreign Affairs
SHS	Social and Human Sciences Sector
SMART	Smart, Measurable, Achievable, Relevant, Time-bound
TICAD	Tokyo International Conference on African Development
TVET	Technical & Vocational Education & Training
UCH	Underwater Cultural Heritage
UN	United Nations
UNCTAD	United Nations Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFCCC	United Nations Framework Convention on Climate Change
UNSC	United Nations Security Council
WH	World Heritage
WHC	World Heritage Committee
WNICBR	World Network of Island and Coastal Biosphere Reserves
WTO	World Trade Organisation
WWAP	World Water Assessment Programme
WWC	World Water Council
WWF	World Water Forum

EXECUTIVE SUMMARY

This Strategic Plan gives a clear projection of the vision of the Permanent Delegation of Kenya to UNESCO to be achieved over the next five years. Anchored on Kenya's Vision 2030, Fourth Medium Term Plan (MTP IV), Kenya's Foreign Policy, and in alignment with the Government's Economic Transformation Agenda (BETA), the Plan articulates the objectives it seeks to achieve through UNESCO's five areas of competence.

The Plan was developed through a robust and collaborative process, engaging all members of staff, who represented different sectors and departments, to produce this carefully crafted document as a guideline for implementation of the goals set out therein.

This Plan articulates the Mission's Strategic Goals as being, "to project and promote Kenya's interests at UNESCO"; "achieve sustainable development through the enhanced uptake of Science, Technology, Engineering, the Arts and Mathematics"; "deliver on UNESCO programmes in Culture that are strategic to Kenya"; "to contribute to peace and economic development in Kenya through the Communication and Information Sector"; "contribute towards a peaceful, just and equitable world"; "enhance and safeguard Kenya's policy, legal and institutional capacity".

To achieve these ambitious goals, the Delegation is privileged for the honour to build on the firm foundation and past successes established by the previous four Permanent Delegates, that have earned Kenya a sterling reputation at UNESCO. The Delegation will seek to strengthen its international networks by actively pursuing strategic partnerships, whilst exploring opportunities for collaboration to boost economic growth and cooperation for Kenya.

To promote the prominence and visibility of Kenya on the global stage, the Delegation aims to leverage its position to activate and engage in high-level participation and representation at international events and fora which will give rise to strategic influence and strengthened capacity.

The opportunities available through the various programmes offered at UNESCO, will go a long way to empower and create opportunities for our bulging youth demographic. The rapidly developing digital space, where the majority of our youth transact, offers immense potential for upskilling to empower the youth to secure employment and improved livelihoods through tech hubs, digital commerce, digital creative content production, among others. In line with the Government's Digital Superhighways, creating jobs in the digital space and the emergence of Artificial Intelligence taking centre stage, all of which need to be harnessed to provide opportunities for our youth.

This is an opportune moment for Kenya to strategically position itself to be the digital hub for the region given the government's heavy investment in the development of ICT infrastructure.

Kenya's prominence in the Education Sector offers opportunities to strengthen both institutional capacity as well as the uptake of technical skills to provide more opportunities for absorption into the workforce for our youth in various sectors.

The Strategic Plan also builds on Kenya's leadership in the Culture programmes at UNESCO to leverage Cultural diplomacy as a tool to protect, promote, and develop Kenya's heritage and creative industries, foster the benefits of culture as a renewable resource for climate change adaptation, and contribute to the attainment of national and regional strategic goals.

The perennial climate change challenges experienced in Kenya over the years, can also be addressed by enhancing the capacity of key stakeholders in fields of climate mitigation, environmental management, disaster preparedness, water management and water security, access to information, all of which are accessible through programmes available at UNESCO, with appropriate collaboration and support, coordinated by the Delegation.

This Strategic Plan is closely aligned to the Government's Economic Transformation Agenda and offers scope to achieve the goals articulated in the government's policy framework.

Ultimately, for the successful implementation of this framework, the Delegation will need to employ creative mechanisms to plug the gaps in availability of resources, to enable it achieve its mandate and deliver the desired results. Against the backdrop of a global financial recession, the Delegation will require support to ensure adequate resources are made available, with appropriate staffing levels, as well as prudent financial management to achieve optimal performance. To achieve the implementation of this Strategic Plan the Permanent Delegation requires XXX

Staff Welfare is a critical component for the success of the Delegation and this can only be achieved when all of the above components are established and firmly secured.

The Strategic Plan's significance lies in its catalytic role in driving the entire results-based management ecosystem towards achieving desired outcomes, including prudent public finance management, effective performance monitoring, citizen-centric service delivery, and integrated payroll and personnel database management.

CHAPTER ONE: INTRODUCTION

1.0. Overview

The introductory chapter of the Strategic Plan 2023-2027 of the Permanent Delegation of Kenya to UNESCO, gives a clear synopsis of the journey of the Delegation since its inception, eighteen years ago.

This chapter highlights the basis on which the Delegation was founded, informed by key national, regional, continental and international strategic policy documents, to enable it achieve its mandate to represent the Government of Kenya, in the service of the people of Kenya, in UNESCO's areas of competence.

1.1. Strategy as an Imperative for Organizational Success

Strategic planning serves as a cornerstone within the results-based management framework, ensuring that public sector institutions meticulously define their strategic directions and make well-informed decisions regarding resource allocation to effectively implement priority policies and programs. Its significance lies in its catalytic role in driving the entire results-based management ecosystem towards achieving desired outcomes, including prudent public finance management, effective performance monitoring, citizen-centric service delivery, and integrated payroll and personnel database management. This necessitates a collective commitment from all stakeholders to fulfil the Mission's corporate objectives, which are rooted in its strategic issues. Moreover, it underscores the importance of clear, proactive, and meticulously crafted strategies to guide the Mission towards the attainment of its goals, optimal performance levels, and the realization of its vision.

Strategic Planning encompasses the formulation, implementation, and evaluation of cross-functional decisions aimed at guiding an organization towards the achievement of its overarching objectives. It comprises a series of systematic processes designed to assess an organization's strategic landscape and chart a course for the future, with the primary aim of enhancing performance, service delivery and effective governance. These processes are centred around the development and implementation of Strategic Plans, establishment of service delivery standards,

creation of citizen service delivery charters, formulation of annual work plans, negotiation of performance contracts, and conducting staff performance appraisals. Together, these components form the foundation upon which organizations navigate complexities, adapt to changing environments, and strive for continuous improvement and excellence.

Strategic Plans play a vital role in guiding organizations to align their strategies, activities, and budgets with the overarching national development priorities. These priorities are articulated in various strategic frameworks including the Kenya Vision 2030 and its Medium-Term Plans, the Bottom-Up Economic Transformation Agenda (BETA), the East African Community Vision 2050, the African Union Agenda 2063, the United Nations (UN) 2030 Agenda for Sustainable Development, as well as other pertinent international and regional treaties and conventions.

1.2 The Context of Strategic Planning

This Strategic Plan is developed in consideration of national development priorities, as well as regional and international development frameworks.

1.2.1 United Nations 2030 Agenda for Sustainable Development

The United Nations (UN) 2030 Agenda for Sustainable Development (SDGs) consists of 17 Goals adopted by the UN Member States in 2015, and provides a shared blueprint for peace and prosperity for people and the planet. The SDGs were conceived with the active participation of UNESCO. Utilising its mandate and proficiency across various domains including education, natural sciences, social and human sciences, culture, communication and information, as well as oceanic affairs, UNESCO consistently endeavours to execute initiatives aligned with the principle of inclusivity, ensuring "leaving no one behind." The following SDGs relate to the mandate of the Permanent Delegation of the Republic of Kenya to UNESCO: SDG 4 (Quality Education), SDG 5 (Gender Equality), SDG 6 (Clean Water and Sanitation, SDG 10 (Reduced inequalities), SDG 11 (Sustainable Cities and Communities), SDG 13 (Climate Action), SDG 14 (Life below Water), SDG 15 (Life on Land), SDG 16 (Peace, Justice and Strong Institutions), SDG 17 (Partnerships for the Goals), with

cross-cutting contributions to the achievements of specific targets under all the 17 SDGs including SDG 1 (No Poverty), SDG 2 (Zero hunger), SDG 3 (Good Health and Well Being) and SDG 9 (Industry, Innovation and Infrastructure). The Strategic Plan of the Permanent Delegation will contribute to the attainment of relevant targets of the SDGs by leveraging on the Delegation's mandate in education, the sciences, culture, communication and information at UNESCO to deliver on programmes strategic to Kenya and to its people, projecting and promoting Kenya's interests and contributing to peace and economic development, while enhancing and safeguarding Kenya's policies, national interests, legal and institutional capacities.

1.2.2 Africa Union Agenda 2063

The Agenda 2063 of the African Union consists of a set of seven Aspirations designed to achieve the "Africa we want". The full list of Aspirations relate to the mandate of the Permanent Delegation: *Aspiration 1*: A prosperous Africa based on inclusive growth and sustainable development; *Aspiration 2*: An integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa's Renaissance; *Aspiration 3*: An Africa of good governance, democracy, respect for human rights, justice and the rule of law; *Aspiration 4*: A peaceful and secure Africa; *Aspiration 5*: An Africa with a strong cultural identity, common heritage, shared values and ethics; *Aspiration 6*: An Africa, whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children; *Aspiration 7*: Africa as a strong, united, resilient and influential global player and partner.

The Strategic Plan will contribute to AU Agenda 2063 by leveraging dynamic UNESCO programmes to the benefit of Kenya and the African continent, and by inspiring and contributing to policy shifts and new programmes curated to push Africa as a priority in the UNESCO Agenda and global system. The Goals, Objectives and Strategies aim to contribute to a high standard, quality of life and well-being for all Africans through Quality Education, Science (STEAM), Culture, and ICT policies and programmes in line with the Agenda 2063 Aspirations and Goals for well-educated citizens and skills revolutions underpinned by science, technology and innovation, Blue/Ocean

Economy for accelerated economic growth, Environmentally sustainable climate resilient economies and communities, disaster risk management and climate change mitigation.

The Strategic Plan also aims to consolidate Kenya's position as an active participant and leader in the UNESCO Africa Group to foster African Unity and strengthen Africa's negotiating power for "decolonized" UNESCO programmes and policies. The Strategic Plan will reinforce Pan-Africanism and Africa's cultural renaissance by promoting and protecting Africa's rich heritage, languages and culture to ensure that heritage and the creative arts are major contributors to Africa's growth and transformation. The Strategic Plan also aims to contribute to the development of strong institutions in Kenya and in Africa and to socio-economic development. UNESCO initiatives to promote full gender equality in all spheres of life, and youth-oriented programmes will also be reinforced. The strategies in the Plan also seek to support dedicated forums/segments for youth participation in major UNESCO meetings on education, the sciences, culture, communication and information. Furthermore, the goals, objectives and strategies of the Strategic Plan are underpinned by the drive to ensure African integrity and independence is upheld in UNESCO decision-making processes. The Strategic Plan will contribute to positioning Africa as a strong, united, resilient, peaceful and influential global player and partner with a significant role in world affairs, thereby reinforcing Africa's place in the global governance system as foreseen in the Agenda 2063.

1.2.3 East African Community Vision 2050

The East African Community Vision 2050 outlines a transformative path for the East African Community envisioning a future where per capita incomes soar tenfold to 1,000 by 2025 propelling the region into upper middle-income category. At the core, the Vision aspires to cultivate a prosperous, equitable and peaceful region where the interests of all citizens are effectively represented, positioning the EAC as a formidable respected player in both regional and global arenas.

The UNESCO multisectoral Regional Office for Eastern Africa, UNESCO in Nairobi, covers Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Mauritius, Rwanda,

Seychelles, Somalia, South Sudan, Uganda and the United Republic of Tanzania. In alignment with the EAC Vision, the Permanent Delegation articulates programmes and projects aimed at advancing Kenya's interest within the framework of deepening integration and promoting peace in the EAC. The Delegation's priorities are geared towards full implementation of the Operational Strategy for Priority Africa 2022-2029. These priorities encompass active participation in Eastern African Sub-Regional Meetings at UNESCO, championing sectoral contribution to projects and programmes in UNESCO's areas of competency, engagement in national dialogues, lobbying for Kenya's candidatures and playing a pivotal role in promoting Kenya's strategic objectives within the EAC.

1.2.4 Constitution of Kenya 2010

The Fourth Schedule of the Constitution of Kenya 2010 identifies Foreign Affairs and Foreign Policy as a function of the National Government. In adherence to its constitutional mandate, the State Department continues its efforts fulfilling the international obligations of the Republic of Kenya, fostering collaboration and enhancing capacity building initiatives to navigate the complexities of Foreign Affairs effectively.

The Permanent Delegation implements the Ministry's functions through coordinating with relevant MDAs focal points on UNESCO's mandate; and establishment of a cooperation frameworks with representatives/focal point persons from all MDAs to ensure continuous, efficient and effective monitoring and reporting of the implementation of Kenya's Multilateral and Bilateral Agreements and International Commitments with UNESCO.

1.2.5 Kenya Vision 2030, BETA and Fourth Medium Term Plan

Kenya's development trajectory is currently shaped by the Kenya Vision 2030, alongside its four-year medium term plans, and the Government's Bottom-Up Economic Transformation Agenda (BETA) for inclusive growth. In response, the Permanent Delegation is committed to promoting the Bottom-up Economic Transformation Agenda by harnessing the enabler programmes in UNESCO.

The Delegation is also committed to protect and safeguard Kenya's interest in UNESCO while enhancing the implementation of strategic programmes in education, science, culture and communication & information.

1.2.6 Sector Policies and Laws

The operations of the Mission are governed by a comprehensive framework of policies, regulations, and legislations that uphold the principles of good governance, efficiency, and effectiveness. These include:

S/No.	Document Name	Purpose
1.	Constitution of Kenya, 2010	The supreme law of the land, which identifies Foreign Affairs and Foreign Policy as functions of the National Government, provides the foundational framework for the Permanent Delegation of Kenya to UNESCO's mandate.
2.	Foreign Service Act, 2021	Enacted to establish the Foreign Service of the Republic of Kenya, facilitating the management of the Service and the establishment of the Foreign Service Academy.
3.	Executive Order No.2 of 2023	Organises the Government of the Republic of Kenya, delineating functions and responsibilities including those of the State Department and Kenya Missions.
4.	Public Service Commission Act, 2017	Governs matters related to the Public Service Commission, ensuring proper administration and oversight of public sector personnel.
5.	Treaty Making and Ratifications Act, 2012	Provides guidelines and procedures for the making and ratification of treaties, ensuring compliance with international obligations.
6.	Kenya Foreign Policy, 2024 .	Outlines Kenya's Foreign Policy objectives, priorities, and strategies in engaging with the international community.
7.	Administrative Rules Governing the Service of Kenya Missions, July 2022	Establishes administrative rules for the Permanent Delegation of Kenya to UNESCO and staff, facilitating smooth operations and coordination.
8.	Human Resource Policies and Procedure Manuals, May 2016	Guides the administration of the Permanent Delegation of Kenya to UNESCO's staff, supporting capacity development and career progression.
9.	Vienna Convention on Diplomatic Relations, 1961; Vienna Convention on Consular Relations, 1963	Provide guidelines on privileges, immunities, and reciprocal treatment of diplomats and consular officials.

10.	Public Service (Performance Contracting) Regulations, 2021	Facilitates the preparation of strategic plans, performance contracts, and work plans, enhancing performance management within the Permanent Delegation of Kenya to UNESCO.
11.	Kenya Vision 2030; Bottom-Up Economic Transformation Agenda (BETA) 2022 — 2027; Fourth Medium Term Plan (MTP IV) 2023 - 2027 and its Sector Plans	Provide overarching development frameworks that guide Kenya's national development agenda, aligning with the Permanent Delegation of Kenya to UNESCO's objectives.
12.	Public Finance Management Act 2012	Regulates financial management in the national government and county governments. It also ensures that all revenue, expenditure, assets and liabilities of both governments are managed efficiently and effectively.
13.	Circulars and Directives	Issued from time to time, these provide further guidance and directives on specific matters relevant to the operations of the Permanent Delegation of Kenya to UNESCO.

Collectively, these policy and legal documents form the cornerstone of the Permanent Delegation of Kenya to UNESCO's operations, ensuring adherence to legal requirements, fostering efficiency, and advancing Kenya's strategic interests both domestically and internationally.

1.3 The History of the Permanent Delegation of the Republic of Kenya to UNESCO

The Permanent Delegation of the Republic of Kenya to UNESCO was established in 2006 as an independent and separate mission from the Kenya Embassy in Paris, following the appointment of the first Ambassador/Permanent Delegate of Kenya to UNESCO, Amb. Dr. Mary M. Khimulu. With a tenure of 8 years, Amb. Khimulu has been Kenya’s longest-serving envoy to UNESCO to date. Successive envoys to UNESCO include the late Amb. Prof. George Godia, Amb. Phyllis Kandie and Amb. Prof. Richard Bosire.

Amb. Dr. Mary M. Khimulu
Ambassador/Permanent Delegate
2006-2013

Amb. Prof. George I. Godia
Ambassador/Permanent
Delegate, 2014-2018

Amb. Phyllis J. Kandie
Ambassador/Permanent
Delegate, 2018-2022

Amb. Prof. Richard M. Bosire
Ambassador/Permanent Delegate
2022-2023

The Delegation began as a small team of 3 members of staff in two rooms on the ground floor of the UNESCO Miollis building. Over the years, the Delegation's staff composition expanded to 15 members at its peak between 2016 and 2020, with nine offices occupying half of the tenth floor of the UNESCO Bonvin building (where it is situated to date).

Over the Delegation's 18-year existence, it has endeavoured to promote Kenya's cultural heritage at UNESCO through the hosting of four editions of 'Kenya Week at UNESCO', with participation of the renowned Bomas of Kenya. Kenya is home to 8 UNESCO World Heritage Sites, 5 Cultural Practices and Expressions inscribed on UNESCO's Intangible Heritage List, 11 UNESCO Chairs and UNITWIN Networks and 6 UNESCO Biosphere Reserves. Since its establishment in 2006, the Delegation has had the honour to oversee the nomination and successful inscription of 8 World Heritage Sites and all 5 of the Cultural Practices and Expressions of Intangible Heritage.

The Kenya Delegation has chaired the Africa Group at UNESCO twice and during its second term as Chair in 2020, it laid the groundwork and spearheaded the drafting of a resolution on Global Priority Africa, which is one of two priorities at UNESCO, the other being Priority Gender Equality. On Priority Africa, the Kenya Delegation spearheaded the revitalization of the thirty-year old Priority by introducing an Operational Strategy for Priority Africa for 2022-2029 with five Flagship Programmes on: Campus Africa: Reinforcing Higher Education in Africa (Education), Campus Africa/Education; The General History of Africa (GHA) as a catalyst for achieving Africa Union Agenda 2063 and the 2030 Agenda (Education-Social and Human Sciences-Culture); Fostering cultural heritage and capacity development" (Culture);

Harnessing New and Emerging Technologies for Sustainable Development in Africa, including through the implementation of the Recommendation on the Ethics of Artificial Intelligence and Enhance Open Science, reinforce capacity building in Basic and Applied Sciences and Scientific Research to strengthen innovation and technology development and use in Ocean Science, climate change resilience and water resource management in Africa".

The milestone Operational Strategy for 2022 – 2029 was adopted at the Executive Board in 2020 and by the UNESCO General Conference at its 45th Session held in November 2023. In 2022, the Kenya Delegation together with the Permanent Delegation of China to UNESCO co-founded the Group of Friends for Priority Africa (GFPA) at UNESCO. The GFPA's membership today consists of 130 Member States.

1.4 Methodology of Developing the Strategic Plan

The Strategic Plan was developed through a highly consultative and participatory process involving all members of staff. Each member developed a section that was peer reviewed by members of staff. Several meetings were held to update various sections of the document with the contribution of each member of staff being instrumental.

The process of the development of the Strategic Plan involved a staff retreat that was held in July 2024, where all staff participated in the drafting of the strategic plan. In the development process, reference was also made to key policy documents such as the Ministry of Foreign Affairs Strategic Plan, the KNATCOM Strategic Plan, BETA, UNESCO Biennium Programme and Budget, African Union Vision 2063, the Operational Strategy for Priority Africa (2022 – 2029), the Kenya Foreign Policy (2014), the Kenya Foreign Service Act (2021) and the Administrative Guidelines governing the Service of Kenyan Missions (2022).

The Central Planning and Project Monitoring Division (CPPMD) reviewed and provided feedback to the Permanent Delegation. Key stakeholders participated by providing their viewpoints before the final draft was adopted by the Ministry of Foreign and Diaspora Affairs.

CHAPTER TWO: STRATEGIC DIRECTION

2.0 Overview

This chapter highlights the Permanent Delegation of Kenya to UNESCO's Mandate, Vision Statement, Mission Statement, Strategic Goals, Core Values and Quality Policy Statement.

2.1 Mandate

The mandate of the Permanent Delegation of Kenya to UNESCO is to:

I. Promote and strengthen Kenya's engagement and diplomatic representation at UNESCO to foster peace and prosperity.
II. Promote the Bottom-up Economic Transformation Agenda (BETA), by leveraging UNESCO enabler programmes in education, science, information, communication and technology.
III. Enhance Kenya's heritage, cultural collaborations, public diplomacy and stakeholders' engagement.
IV. Strengthen youth engagement, gender equality, women empowerment, and sports through UNESCO Programmes.
V. Augment and enrich the Blue Economy through economic cooperation
VI. Strengthen and solidify institutional capacity and policy formulation.

2.2 Vision Statement

To be an efficient, globally competitive Mission that delivers on UNESCO's areas of competence for the people of Kenya.

2.3 Mission Statement

To project, promote, and protect Kenya's interests in education, science, culture and communication at UNESCO, through innovative diplomacy.

2.4 Strategic Goals

1. Enhance Kenya's engagement and diplomatic representation at UNESCO to foster peace and prosperity.

2. Pursue enabler programmes at UNESCO in education, science, communication, information and technology, to promote the Bottom-up Economic Transformation Agenda (BETA).
3. Promote Kenya's heritage, cultural collaborations, public diplomacy and stakeholder's engagement.
4. Promote youth engagement, gender equality, and sports through UNESCO programmes.
5. To enhance economic cooperation through the Blue Economy
6. To strengthen and solidify institutional capacity and policy formulation.

2.5 Core Values

In the administration and implementation of its programmes, and in the course of service delivery, the Permanent Delegation of Kenya to UNESCO pledges unwavering allegiance to both the letter and spirit of the national values and principles as provided for in Article 10(2) and Article 232 of the Constitution. These principles serve as guiding beacons, shaping the Permanent Delegation of Kenya to UNESCO's attitude, actions, and conduct in the following manner:

S/No.	Core Value	Explanation
1.	**Patriotism**	Staff shall demonstrate love, loyalty and dedication to their beloved nation, Kenya through conscientious tax compliance, vigilant protection of national interests and resources, and exemplify diligence in efforts to advance Kenya's development, nurturing its brand, and steadfastly safeguarding its integrity and sovereignty.
2.	**Integrity**	The Permanent Delegation of the Republic of Kenya to UNESCO, shall champion integrity by steadfastly adhering to virtuous, moral and ethical principles, including honesty, truthfulness, consistency, and moral character, both in private and public spheres, and further committing to unwaveringly upholding what is right.
3.	**Sustainable Development**	The Permanent Delegation of the Republic of Kenya to UNESCO, in its programmes, operations, networks and partnerships, shall be committed to supporting and facilitating responsible and sustainable use of resources, without jeopardising the ability of future generations to benefit from the same.
4.	**Good Governance**	The Permanent Delegation of Kenya to UNESCO shall purposely cultivate and oversee systems and structures designed to regulate the exercise of power and authority, holding individuals accountable. It shall further ensure judicious management of resources by those entrusted with overseeing them, whilst fostering accountability and transparency in governance.
5.	**Inclusiveness**	The Permanent Delegation of Kenya to UNESCO is dedicated to fostering inclusivity by providing all its staff and stakeholders with the opportunity to participate in its activities, including decision-making processes that directly impacts their lives.
6.	**Professionalism**	The Permanent Delegation of Kenya to UNESCO is dedicated to developing professional staff that are adequately skilled to facilitate efficient execution of its mandate.

2.6 Quality Policy Statement

At the Permanent Delegation of Kenya to UNESCO, we are steadfast in our commitment to excellence and quality in all facets of our operations. We pledge to

uphold the highest standards of professionalism, integrity, and efficiency in our diplomatic endeavors and services to our stakeholders. The Permanent Delegation continues to be a vital cog in the coordination and execution of Kenya’s multilateral mandate at UNESCO.

We are dedicated to:

1. Delivering timely and accurate diplomatic support that promote Kenya's interests and strengthen international relations.
2. Facilitating policies that support Kenyan nationals living abroad.
3. Fostering collaboration and partnerships with other nations and international organizations to address global challenges and seize opportunities available.
4. Embracing innovation and continuous improvement in our processes to enhance service delivery and responsiveness.
5. Ensuring transparency, accountability, and ethical conduct in all our interactions and decision-making processes.

Through these commitments, we strive to build trust, inspire confidence, and make meaningful contributions to Kenya's standing on the global stage and the well-being of its citizens.

CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSES

3.0. Overview

This section provides an overview of the situational and stakeholder analyses. The situation analysis looks into the external environment informed by the macro-environment, micro-environment, industry/competitive environment and the market environment. Additionally, the situational analysis explores the internal environment that details the governance and administrative structures, internal business processes as well as resources and capabilities. Finally, stakeholder analysis maps out key players and partners of the Permanent Delegation of Kenya to UNESCO.

3.1. Situational Analysis

3.1.1 External Environment

Below is an analysis of the Permanent Delegation of Kenya to UNESCO's macro and micro environment factors that will either support or impede the process of implementing this Strategic Plan.

3.1.1.1 Macro-environment

The Macro-environment analysis entails major external factors that pose both a direct and indirect impact on the decision making and performance of the Permanent Delegation of Kenya to UNESCO as examined through a Political, Economic, Social, Technological, Environmental and Legal and Ethical (PESTELE) analysis

Table 1: PESTEL ANALYSIS

Category	Factors	Description
Political	Foreign Policy dynamic	Kenya operates in a dynamic Foreign Policy environment influenced by global geopolitics requiring strategic alignment at bilateral and multilateral level. In alignment, the Permanent Delegation relies on the guidance of the Ministry on various national positions and geopolitical aspects.

	Membership to UNESCO Committees and subsidiary organs	Kenya is a member of UNESCO Committees and subsidiary organs that shape Kenya's geopolitical space and influence among other countries in UNESCO. The Permanent Delegation is held in high esteem within UNESCO and the Delegation intends to continue to showcase Kenya's leadership and will continue to champion UNESCO programmes that support Africa ensuring no one is left behind.
	Regional and international conflicts	Existing regional and international conflicts pose great challenges in the implementation of UNESCO programmes with previous potential to disrupt Statutory meeting and escalating debates among member states.
Economic	Financial resources Exchange rate fluctuations	Budgetary constraints negatively affect the implementation of planned activities. Fluctuation in foreign exchange rates leads to exchange losses that affects cash flow.
Social	Culture	UNESCO is the main UN Organization championing culture with an immense potential to promote mutual understanding among different communities hence promoting positive economic empowerment.
Environmental	Climate change and environmental degradation	Climate change remains the greatest challenge facing humanity and the single biggest threat to the attainment of the SDGs. As such, the Delegation continues to support the elaboration and adoption of urgent mitigation and adaptation measures like the UNESCO biosphere reserves.
Technological	Artificial intelligence and emerging technologies	Artificial intelligence has emerged as a critical driver of change influencing all facets of life. The responsible and strategic use of AI provides significant opportunities for acceleration of the SDG's. The Delegation is keen to harness UNESCO collaboration to support Kenya's development agenda.
Legal	Ratification of international treaties International law enforcement	Delays in ratification of treaties affects realisation of intended benefits for the country. The development and adoption of international laws impacts on the implementation of programmes. The proposed reforms in the United Nations and African Union will impact diplomatic collaboration.

Ethical	Ethical principles	Ethical Principles should be promoted at the Delegation. This will foster a culture of integrity, respect for Human Rights and accountability.
	Privacy and data protection	As various UN organizations collect and use large amounts of data, it is crucial to prioritise privacy, compliance with rules and regulation and protection of personal information.

3.1.1.2 Micro-environment

The micro-environment analysis looks at the fundamental factors within the immediate operating environment that affect access to resources which are necessary for the optimal functioning and execution of the Permanent Delegation of Kenya to UNESCO's mandate. Key among them include:

Table 2: Analysis of Micro Environment

No.	Factor	Description
1.	**Delayed exchequer releases**	This limits the Permanent Delegation of Kenya to UNESCO's ability to implement its programmes within the planned timelines. Most of the Mission's programs and activities are largely dictated by external calendars and schedules, while project contracts are implemented under foreign laws and regulations, some of which are very strict. Therefore, payment delays have far-reaching implications.
2.	**Staffing of the Mission**	The authorized staff establishment of 11 staff needs revision to encompass the mandate of a multilateral station requiring 14 staff. Certainly, the Mission would benefit from having at least three Foreign Service Officers to cover the six sectors of UNESCO. The Mission's work is currently complemented by two (2) locally engaged staff employed as Programme Officers to facilitate programme sectors. The establishment of the Delegation as an Education Attache, funded by the Ministry of Education, with officers seconded from and funded by the Ministry of Foreign Affairs, has raised challenges of unclear reporting lines with focal points and coordination of activities. Additionally, with the increased uptake of activities and programmes at UNESCO, the Delegation is faced with inadequate human and financial resources.
3.	**Welfare of seconded home-based staff**	Balancing the staffing of seconded Foreign Service Officers with their welfare and needs being catered from a different mission has presented challenging scenarios. For the seconded staff, their welfare is catered for by the Kenya Embassy in Paris. The administration of their welfare has been problematic over the years and it may be more useful for the seconded officers to have their funds for their welfare administered from the Delegation.

4.	**Limited or inadequate resources**	The lack of adequate resources results in staff being unable to attend important statutory meetings, including occasionally having them pay from own resources to attend meetings. Additionally, staff are forced to work with inadequate or obsolete office equipment, which negatively impacts performance and output.

3.1.2 Summary of Opportunities and Threats

The table below gives a summary of external environmental factors, opportunities and threats.

Table 3: Summary of Opportunity and Threats

Environmental factor	Opportunities	Threats
Political	Kenya's strong and respected reputation both at the bilateral and multilateral. Political stability and goodwill in Kenya. Existence of bilateral and Multilateral cooperation framework. The Delegation's deepened reputation with the Secretariat and UNESCO Member States. UNESCO multisectoral regional office in Nairobi. Membership to UNESCO committees and subsidiary organs.	Regional insecurity and instability, international crime and porous borders. Delays in domestication of treaties. Limited stakeholder knowledge on the Delegations Strategic Mandate. International interference in Member States' discussions. Geo-Political dynamics UNESCO.
Economic	Large population of young and skilled Kenyans. Evolving status of Nairobi as a hub for UNESCO Conferences. A vibrant private sector in Kenya.	Global economic recession. Youth unemployment. Imbalanced global financial architecture. Globalization and fragmentation of economies.
Social	Kenya's diverse and rich cultural heritage that can be utilized to increase economic benefits.	Illegal and illicit trafficking of artifacts.

Environmental factor	Opportunities	Threats
	Opportunities for education scholarships, training and UNESCO prizes.	Effects of climate change on Kenya's cultural heritage.
Technological	Tremendous technological development in information communication and technology. Huge social media presence in Kenya. Technological developments such as AI and other emerging technology.	Huge resources required to reskill the workforce to adapt to emerging technologies. Technological related crimes. Inadequate mechanisms to secure protection of data and personal information.
Legal	Implementation of the Foreign Service Act. Existence of bilateral and multilateral frameworks	Challenges of implementing the act in other jurisdictions.
Ecological	The presence of the UNEP and HABITAT headquarters in Nairobi. Opportunities to implement UNESCO climate change programmes like the greening education.	Adverse effects of climate change. Inadequate financing for emergency response and adaptation.

3.1.3 Internal Environment

This section encompasses all factors within the Permanent Delegation of Kenya to UNESCO that influence its operations and performance, including governance and administrative structures, internal business processes, resources, and capabilities. These elements collectively shape the Permanent Delegation of Kenya to UNESCO's activities, processes, and effectiveness, thereby affecting its ability to achieve goals and adapt to external environmental changes.

3.1.3.1 Governance and Administrative Structures

The Permanent Delegation's governance and administrative structures are designed to ensure effective representation of Kenya at UNESCO. The decision-making

processes at the Delegation remain structured, transparent and focused on achieving its mandate. To enhance efficiency and effectiveness, the Permanent Delegation is guided by the Ministry of Foreign and Diaspora Affairs and has established policies and regulations that provide clear lines of authority and accountability.

The Permanent Delegation is equally guided by the Ministry of Education that is responsible for the provision of budgetary support to ensure functionality. This sets up streamlined decision-making and ensures that responsibilities are well defined between the two Ministries and promotes efficiency and clarity in operations. Additionally, there are well established administrative rules and guidelines governing Kenya's Missions.

The Permanent Delegation is led by an Ambassador/Permanent Delegate who is the Head of Mission and deputized by a Deputy Head Mission. The Mission's Staff Establishment includes Political Officers, a Financial Attaché, Administrative Attaché and qualified local Staff. A Political Officer is appointed by the Ministry to oversee the administrative operations of the Mission.

The Permanent Delegation is organized into the following programmatic working areas: Education, Natural Sciences, Culture, Social and Human Sciences, Communication and Information, Finance and Administration and Records.

Education

This section is responsible for all Education related aspects and ensures that the Delegation is represented in all Education related meetings, promoting, projecting and safeguarding Kenya's Education interests at UNESCO. The section discharges focal point responsibilities in Early Childhood Education, Basic Education, Tertiary and Vocational Training, Higher Education, Lifelong learning, Greening Education Partnerships, Global Education Citizenship, Transforming Education mechanism through the UNESCO Global Education Coordination Mechanism and UNESCO's normative and standard-setting instruments. The section also articulates Kenya's Education priorities; strengthening collaboration and implementation of education

programmes with UNESCO's Category 1 Institutes, UNESCO Category 2 Centres, UNESCO Chairs, UNESCO associated schools as well as UNESCO Learning Cities that provide an added resource through the provision of highly specialized technical expertise and in breadth through networks reaching learners and education specialists.

Natural Sciences

This sector is responsible for Natural Sciences, which entails creating and sharing all aspects of scientific knowledge through programmes and projects that seek to address and find solutions to challenges experienced globally relating to environmental, climatic and socio-economic conditions to achieve sustainable development.

Through targeted capacity enhancement, improved data capturing, innovative research, community engagement to support science-based decision-making, and informed policy and governance structures, sustainable development and international scientific cooperation promotes peaceful, equitable societies.

Culture

This Sector is responsible for the protection, promotion and preservation of Kenya's cultural heritage and the cultural and creative industries. UNESCO being the sole global/UN institution responsible for Culture, the organization develops legal instruments/Conventions on six main areas: Protection of Cultural Property in the Event of Armed Conflict - 1954; the Fight against illicit trafficking - 1970 Convention; Protection of the World's natural and cultural heritage (of outstanding universal value to humanity) - 1972 Convention; Underwater Cultural Heritage- 2001 Convention; Safeguarding Intangible Cultural Heritage -2003 Convention, and the Diversity of Cultural Expressions - 2005 Convention.

Intergovernmental Oceanographic Commission (IOC)

This section is responsible for the protection and projects Kenya's interest in Ocean Science while championing opportunities for collaboration with the Kenya Marine

and Fisheries Institute (KEMFRI). Additionally, the section works in close collaboration with the UNESCO-IOC to leverage a strong ecosystem of Ocean Science, including a unique specialized expert networks, frameworks and global systems that support delivery of data and services across the ocean knowledge value chain. Through this section, Kenya is able to leverage unique assets, such as the Global Ocean Observing System (GOOS), the International Ocean Data Exchange (IODE) and tsunami warning and mitigation systems in four Tsunami-prone ocean basins, with 13 Tsunami service providers monitoring seismic and sea-level activity and issuing tsunami threat information to national Tsunami Warning Centres and Focal Points. In addition, the section also coordinates Kenya's participation in the UN Decade of Ocean Science for Sustainable Development.

Social and Human Sciences

This section is responsible for the collaboration with UNESCO's Social and Human Sciences Programme. The section provides support for Kenya to promote science-policy nexus and champion robust scientific research, including on the ethical aspects of science and technology. The Section also fosters strong collaboration with UNESCO in sports, physical education, the Anti-doping Convention, youth development as well as cross cutting programmes in human rights and gender equality.

Communication and Information

The UNESCO Communication and Information Sector (CI Sector) empowers key actors to safeguard fundamental human rights, both online and off-line, and encompasses freedom of expression and safety of journalists, media development and media, and information literacy and digital competencies, universal access to information and digital inclusion, digital policies and digital transformation and conservation of documentary heritage.

Finance and Procurement

This sector is responsible for coordinating the Mission budget and finances; ensuring effective implementation and utilisation of funds; provision of accounting services;

procurement of goods and services; payments of goods, services and rents; interpretation, implementation and enforcement of government procurement regulations, systems and procedures; inventory and asset control and disposal of surplus and unserviceable stores; preparation of the Mission's Annual Procurement Plans, Cash Flow Statements; submission of Monthly Returns; and administration of the Integrated Financial Management System (IFMIS).

Administration and Records

This sector is responsible for the management and coordination of the capital resources of the Mission as well as matters related to Communication, Housing, Security, Transport, Asset Management, Records, Management of complaints and adherence to the Mission's Service Charter.

Additionally, it offers transport, protocol, and office management services which encompass accurate record keeping, facilitating meetings, handling incoming and outgoing mail and calls, managing the diplomatic bag, and ensuring the overall cleanliness of the Chancery and the official residence.

3.1.3.2 Internal Business Processes

The internal business processes of the Permanent Delegation exhibit strengths that contribute to its overall effectiveness. The key strength is the presence of dedicated home-based officers and committed locally engaged staff (Programme Officers), enabling focused handling of sectoral responsibilities in depth. The Permanent Delegation has also cultivated a culture of business process re-engineering and promoting continuous improvement. The Permanent Delegation has strong ICT connectivity provided by the UNESCO Headquarters Offices and effective use of digital communication has enhanced operational efficiency.

3.1.3.3 Resources and Capabilities.

The Delegation commands great respect with the UNESCO Secretariat and UNESCO Member States with an outstanding track record of leadership and championing resolutions that implement programmes in Kenya and Africa as a whole. The Delegation possesses highly qualified and committed home-based staff with the

requisite skills and competencies to facilitate programmatic responsibilities in Education, Science, Culture and Communication and Information. The Delegation requires three Foreign Service officers to support the Mission's multilateral functions and programmatic work.

The deployment of an Education Attaché would also enable Kenya to fully take advantage of the comparative advantage that UNESCO has to offer in education.

Whereas Kenya Missions abroad hire local staff to provide consular services and support, the practice at UNESCO requires the Mission to hire technical staff who are programmatic focal points. This practice is observed by all Member States at UNESCO. Over the years, the Permanent Delegation has been able to recruit highly skilled technical officers and professional local staff with post graduate degrees from reputable global education institutions. The local staff are proficient in foreign languages e.g. French, Spanish (with ability to draft and translate programmatic documents). They possess advanced research skills, with in-depth experience in working with international organizations, diplomatic missions and multinational corporations. The technical staff have supported the Permanent Delegation's functions for the last 16 years.

From the foregoing, the Mission's staff establishment is 11, but we require 14 staff members to effectively deliver on our mandate. The Social and Human Sciences sector and the IOC are catered for by staff whose workload is heavy. The Mission requires a Financial Attaché dedicated to it for better and timely services.

Inadequate budgetary allocation continues to impede effectiveness and efficiency for optimal execution of the Mission's huge multilateral mandate. To mitigate this, the Mission will explore various resource mobilization strategies to bridge the resource gap.

The reporting structure of the Mission remains a challenge due to the double reporting to both the Ministry of Foreign & Diaspora Affairs as well as the Ministry of Education. Of particular concern is the tardiness in delivery of information to ministries that we work closely with. In spite of these challenges, the Permanent

Delegation continues to leverage UNESCO programmes for the benefit of the Kenyan people while excelling at UNESCO.

3.1.4 Summary of Strengths and Weaknesses

The emergent strengths and/or weaknesses of the Permanent Delegation of Kenya to UNESCO are summarized in the table below.

Table 4: Summary of Threats and weaknesses

Factor	Strengths	Weaknesses
Governance and Administrative Structures	Strong global position on bilateral and multilateral fronts. Operationalization of the Foreign Service Act 2021.	Insufficient budgetary allocation. Weak implementation of policies. Slow adaptation to emergencies, challenges and technological advancement.
Internal Business Processes	Dedicated focal point for UNESCO sectors. Deepen reputation with UNESCO Secretariat and Member States. Liaison with relevant Government Agencies in Kenya.	Poor budget execution and delays in disbursement of funds. Weak inter-ministerial coordination in implementation of programmes. Delays in follow up and implementation of MOU's and Agreements signed by Kenya. Bureaucratic red tape that delays responses from the Ministry and contributes to weak implementation of policies and programmes.

Resources and Capabilities	Skilled and experienced workforce.	Limited financial and human resources. Lack of ownership of the properties hence incurring high rental costs of the chancery and residential houses. Limited capacity and expertise in specialized areas such as cyber security and Artificial Intelligence.

3.1.5.1 Key Achievements

1. Articulation of Kenya's Global Interests at UNESCO

The Permanent Delegation has continued to enhance Kenya's global presence and influence by strategically championing Kenya's strategic interest at UNESCO in key leadership positions at UNESCO. The Permanent Delegation campaigns for the election of Kenya to several Intergovernmental Committees of UNESCO.

Participation in these committees has enabled Kenya to influence key UNESCO policies as well as strengthen cooperation with other UNESCO Member States and partners. During the 42nd General Conference, Kenya was also elected a member of the World Heritage Committee during the 24th General Assembly of states Parties to the World Heritage Convention held in November 2023 and nominated by the African Group to serve as Vice Chair Electoral Group V(a) as detailed in the table below:

Equally during the period in review, the Permanent Delegation fostered good relations with UNESCO and its Member States through active participation and the mandate of decision-making organs and Committees as tabulated in the table below:

No.	Committee	Duration
1.	UNESCO Executive Board	2019-2023
2.	Headquarters Committee	2023-2025
3.	Intergovernmental Bioethics Committee (IGBC)	2021-2025
4.	Intergovernmental Committee for Physical Education and Sports (CIGEPS). Kenya is vice Chair of Group V(a).	2021-2025
5.	Governing Board of the UNESCO Institute for Statistics (UIS)	2021-2025

6.	Vice Chairperson of the Financial, Administrative and General Programme Support and External Relations (APX) Commission.	2023
7.	Intergovernmental Council of the International Programme for the Development of Communication (IPDC)	2019-2023
8.	Chairperson of the Special Commission on the Revision of the 1974 Recommendation on Education for Peace, Human Rights and International Understanding (2023).	2023
9.	Chairperson of the Working Group on the Implementation of Priority Africa	2019-2024
10.	Co-Chair of the Group of Friends for Priority Africa, constituting 130 Member States (2023)	2023
11.	Governing Board of the UNESCO Institute for Statistics (UIS)	2019-2023

2. UNESCO Global Priority Africa

- **Presidency of the Africa Group at UNESCO:** Kenya was unanimously elected the 2020 Chair of the Africa Group at UNESCO and has since served in the Bureau of the Africa Group as Vice-Chair and Treasurer. During its tenure as Chair of Africa Group, the Delegation steered the milestone comprehensive Executive Board Decision on Global Priority Africa in 2020 and its subsequent adoption as **Operational Strategy for Priority Africa 2022-2029 and its flagship programmes.**

- **Additionally, Kenya steered the Presidency of the Priority Africa Working Group: Implementation Working Group:** From January 2020 to March 2024, Kenya served as the President of the Priority Africa Working

Group. Kenya spearheaded the adoption of the decision which provides solid guidance towards the prioritisation of future programmes within the next UNESCO medium term strategy, that reflect Africa's ongoing and emerging needs, so as to ensure that they are adequately prioritized in the new strategy. The decision adopted provides a framework for increased funding, a clear policy on personnel deployment for Africa and a monitoring framework.

- The Permanent Delegation also initiated various mechanisms to support the Priority Africa Strategy. This includes lobbying member states within the Africa Group and other regions to support **the initiation of the Group of Friends for Priority Africa (GPFA) mobilizing 130 Member States.**

- **The Group of Friends established as a catalyst to champion** increased human and financial resources for the effective implementation of Global Priority Africa and its Operational Strategy, with Kenya as Co-Chair of the Group of Friends for Priority Africa. These efforts bore great appreciation from all UNESCO Member States across all regions. China joined Kenya as Co- Chair of the Group of Friends. In 2023, Kenya together with China continued to rally support for Priority Africa and urged UNESCO Secretariat to accelerate implementation of the Flagship Programmes. The efforts towards the implementation of the Operational Strategy for Priority Africa also benefited from further budgetary allocation with the return of the United States where USD 120 Million has been allocated to implement various Projects in Africa and Kenya.

3. Education

Under the Education Section, the Delegation aimed to enhance collaboration between Kenya and UNESCO through various Programmes.

- The Permanent Delegation lobbied UNESCO to support Kenya in the Tertiary and Vocational Training Education through the **UNESCO BEAR II** programme that was implemented in Kenya between 2021/2022 where; 200 TVET teachers and 60 TVET leaders were trained by means of a newly

developed training programme. The Programmes also supported Kenya to revise TVET Curriculum and capacity to build the TVET Authority in Kenya.

- The Delegation also facilitated efforts for UNESCO to support Capacity development in Kenya in 2023 through Provision of 50 Artificial Intelligence kits (microprocessor) and provision of fifteen (15) 3D printers. As part of the UNESCO/GoK STEM education programme, UNESCO in coordination with KNATCOM facilitated the effective training of the master trainers who would then support training a critical mass of teachers and students in Robotics and Artificial Intelligence (AI).

- The Delegation facilitated university collaboration in Kenya. Through the UNESCO Chair/UNITWIN programme, 11 universities in Kenya were supported by UNESCO to mobilize expertise of higher education and research institutions to address the interdependent challenges of today's increasingly complex world. The UNESCO Chairs in Kenya were also sponsored to participate in global meetings and training coordinated by the UNESCO in collaboration with the UN University.

- The Delegation supported the Ministry of Education in collating and submitting Education Data to the UNESCO Institute of Statistics (UIS) while setting benchmarks for Kenya to achieve SDG 4. The Delegation also supported various data surveys and questionnaires that are useful in repackaging Education country profiles hence contributing to the improved structure of Kenya's efforts in Education. The UNESCO Institute for Statistics (UIS) was very instrumental in supporting Kenya develop an online data collection system (NEMIS), which is now the single source of truth of data in the Ministry of Education.

- The **Nomination of Kenya to the Working Group on the Future of the International Bureau for Education (IBE) in 2020.** The 40th session of the General Conference of UNESCO requested the Director General to establish a Working Group constituted of representatives from each electoral group, to elaborate a proposal on the reorganization of the International

Bureau of Education (IBE), in order to address the current issues of the institute**.** The Permanent Delegation consolidated the position of the Africa Group facilitating key support to African Countries in curriculum development and facilitating its mandate and structures.

- **The Delegation was elected to serve at the SDG-Education 2030 Steering Committee on Covid19 Education Response in 2020-2022.** Kenya, in its capacity as Africa's representative to the SDG-Education 2030 Steering Committee, participated in various virtual meetings of the SDG-Education 2030 Steering Committee (SC) that focused on the Covid-19 education response. Additionally, during the COVID-19 Pandemic, the Delegation supported the GPE/UNESCO funding to the GPE Partner Countries to ensure continuity in learning.

- **The Delegation also facilitated negotiation between the Ministry of Education and GPE/UNESCO KIX** and In April, 2022 GPE communicated to the Government of Kenya , through the Cabinet Secretaries National Treasury and Education about the approval by the GPE's Board, of Kenya's Access to full indicative allocation in the amount of US$ 53.3 Million for a System Transformation Grant (STG) along with the Strategic parameters for GPE support, which included data and evidence ; and Sector Coordination , which were considered as high priority enabling factors that can result into System – wide transformation , if addressed. In addition, the Government of Kenya is expected to have Quality Teaching and Learning as the main reform Agenda for focus.

- **The Delegation was nominated to Support the Group of Friends for Solidarity and Inclusion with Global Citizenship Education (GCED) In 2020.** The launch meeting of the Group of Friends for Solidarity and Inclusion with Global Citizenship Education (GCED) was held with the participation of 11 Members of the Group of Friends (Armenia, Austria, Bangladesh, Colombia, Italy, Jordan, Kenya, the Philippines, Republic of

Korea, Senegal, and Serbia). Kenya's role included supporting the Eastern African Countries to collaborate with the Ministry of Education.

- **Presidency of the UNESCO 1974 Recommendation on Education for Sustainable Development:** The Delegation was elected to Chair the Intergovernmental Commission on the 1974 Recommendation on Education for Peace, Human Rights and International Understanding. Former Ambassador Prof Bosire successfully concluded the negotiations and adoption of the Recommendation by Member States on July 12, 2023 and subsequently championed its adoption by consensus at the 42nd session of the UNESCO General Conference.

- The Delegation facilitated various high-level engagements at UNESCO, the Cabinet Secretary for Education, Prof George Magoha participated in the Transforming Education Pre-summit held in June 2022. The summit provided an ample opportunity for various countries including Kenya to explore solutions for education loss caused by COVID 19. On the sidelines of the Summit, the Delegation participated in the efforts that mobilized funding from World Bank and LEGO Foundation **of US$ 200 Million and US$ 10 Million respectively,** For the **GPE , World Bank and LEGO Foundation funds, amounting to US$ 317.1 Million**.

- The Delegation participated in the Transforming Education Summit in New York where Member States made commitments to transform Education Systems to meet societal needs, including crafting skills and competences that meet the 21st century job market.

- In October 2023, the Permanent Delegation was honoured to host the Principal Secretary for Education, Dr. Belio Kipsang who led Kenya's Delegation to the 217 Session of the Executive Board held in October 2023.

- The Permanent Delegation has also hosted the Speaker of the Senate, Hon. Amazon Kingi, the Deputy Speaker of the Senate, Hon. Kathuri Murungi and Members of Parliament attending UNESCO Executive Board sessions. During this high-level meeting, the Delegation maximizes the opportunity to secure

courtesy calls to the Assistant Director General for Education, Ms. Giannini and further championed education programmes in Kenya.

4. Social and Human Sciences

- **Presidency of the Africa Working Group on Social and Human Sciences:** The Permanent Delegation actively supported the coordination of the Africa Group in the field of Social and Human Sciences (SHS) in its capacity as Chair of the Social and Human Sciences of the Africa Group. Kenya chaired several meetings of the Working Group during which Africa Group Member States highlighted priority programmes within the SHS Sector.

- The Permanent Delegation held meetings with representatives of the UNESCO Secretariat with a view to advancing the inclusion of the priorities of the Africa Group in the draft UNESCO Medium Term-Strategy for 2022-2029 and the Programme and Budget for 2022-2025. The chairmanship of the SHS Working Group contributed to increased visibility and prestige of Kenya within the Africa Group and UNESCO.

- **Presidency of the Intergovernmental Council of the Management of Social Transformations Programme (MOST):** Kenya, represented by Ambassador Mary M. Khimulu, presided over the MOST Council for the period 2021-2023. The MOST Programme cooperates with national authorities, scientific communities and civil society to help UNESCO Member States strengthen the connection between research and policy and between knowledge and action.

- A Kenyan, Dr. James Gitundu Kairo, Marine Ecologist, Kenya Marine and Fisheries Institute (KMFRI) has been appointed to the **Advisory Board of the UN Decade of Ocean Science for Sustainable Development (2021 – 2030)**. The Decade Advisory Board assists the Secretariat in performing its function as coordinator of the Decade. The Board provides strategic guidance on Decade implementation. This includes reviews of the Decade progress in

moving towards the Decade societal outcomes and on the research work in the domains of Decade challenges; identifying gaps and opportunities; advising on data stewardship strategies; the development of resource mobilization strategies; and supporting the development of a monitoring and evaluation framework of the Decade.

- A Kenyan *Mr. Muntungi Katee* of the Anti-doping Agency of Kenya (ADAK) was appointed in 2022 to a **task force to elaborate a proposal for the revision of the regional split of governments' funding of the World Anti-Doping Agency (WADA)**. The Task Force contributed to the work of the Assembly of State Parties to the International Convention against doping in Sports.

- The Delegation lobbied for Kenya to host the Eastern African Forum in Artificial Intelligence in Nairobi in 2021. The meeting was delayed due to COVID restrictions that hampered travel. However, upon the Delegation's intervention and support of the Kenya National Commission for UNESCO and the Ministry of Education and ICT, the **Eastern African Sub- Regional Forum of Artificial Intelligence** held in June 2024, gathered 700 participants, including seven ministers and technical officers. They charted the way forward for harnessing the benefits of Artificial Intelligence in the Eastern Africa Region and the African Continent as a whole. The Delegation also mobilised financial resources from partners to fund the forum.
- The Delegation coordinated Kenya's participation to the 9th Assembly of Parties to the Anti-Doping Convention held in October 2023. The Cabinet Secretary for Sports, Hon Ababu Namwamba led Kenya's Delegation to the Session and articulated Kenya's interests in the meeting. The Delegation initiated a resolution to support mechanisms of Anti-doping Agencies and urged for transparency by WADA in facilitating investigations.
- The Delegation also coordinated Kenya's participation in the 7th International Conference of Ministers and Senior Officials Responsible for Physical Education and Sport (MINEPS VII) took place in Baku, Azerbaijan in June

2023. The Cabinet Secretary for Sports, Hon. Namwamba led Kenya's Delegation to the Conference together with the Kenya National Olympics Committee.

- The Permanent Delegation has lobbied for special appointments of Kenyans by the Director-General of UNESCO. The Director-General of UNESCO nominated, **Mr. Eliud Kipchoge, as a UNESCO Goodwill Ambassador for sport integrity and values**. The nomination ceremony has delayed and is anticipated to be held soon. As a UNESCO Goodwill Ambassador, Eliud Kipchoge will contribute to promoting UNESCO values of Sports Integrity and Peace. He will also contribute to UNESCO's efforts to be more visible and attuned with the needs of its Member States. The nomination raises the visibility of Kenya as a lead country in athletics and the value of sports for healthy lifestyles.

- The Director-General of UNESCO also approved the appointment of **Prof. Pamela Andanda to serve in UNESCO's International Bioethics Committee** for a second 4-year term (2023-2026). The IBC is fostering international debate on the major ethical issues arising from recent developments in the life sciences and their applications in order to work out ethical guidelines for the international community and Member States.
  Dr. Andanda is currently serving as an expert in the ongoing consultations on Neurotechnology.

5. Natural Sciences

Achievements in the Natural Sciences sector coordinated and facilitated by the Permanent Delegation include:

- **The Baringo Great Rift Valley Geopark project**, (2018 - ongoing) to inscribe the first Kenyan Geopark. Various activities are underway including sensitization of various stakeholders by KNATCOM, support to training of the National Geopark Committee, BCCA of Baringo County done in 2018, 2019, 2020. Identification and mapping of several Geosites, 16 in the first instance

and a further 120 sites a joint exercise by the Kenyan and German UNESCO National Commissions. Plans underway for the development of a Geoheritage inventory and brochures and roller banners and a website. Visibility of the Geopark has been improved with signage at 14 sites. A five-year Management Plan has been developed and validated.

- **UNESCO-Korea water project**; Kenya was a beneficiary of the project entitled "Sustainable Water Security for Human Settlements in Developing Countries under Climate Change" by the Intergovernmental Hydrological Programme (IHP) funded by the Republic of Korea (300,000 USD). It involved analysis of data on water collected in Kenya and capacity building of water ministry personnel from the Regional Centre on Groundwater Resources, Education, Training and Research in Korea. The project ended successfully in 2022.

- Kenya has benefited from a **water project in Lake Turkana region** (2019-2022) to train staff for the repair and maintenance of water pumps for several water wells in order to support access to water for pastoral communities in Semi-Arid regions with funding from the government of Slovakia (300,000 USD).

- **Extension of the Malindi-Watamu UNESCO Biosphere Reserve** with the inclusion of Arabuko-Sokoke forest (487,000 hectares) which brought the total area conserved in Kenya under the UNESCO Man and the Biosphere Programme (MAB) to over two million hectares. Admission was requested for Kenya Coastal Biosphere Reserves into the UNESCO World Network of Coastal and Island Biosphere Reserves (WNICBR) so that they can benefit from projects and action specifically targeted to BRs situated in coastal and island ecosystems.

- **Extension and renaming of Mount Kenya Biosphere Reserve**, in 2020 the former Mount Kenya Biosphere Reserve was expanded to include, Lewa

Conservancy and renamed to Mount Kenya-Lewa Biosphere Reserve to promote the conservation of nature and biological diversity in the country. Biosphere reserves act as areas of conservation with the help of people living in them. They are areas of research and monitoring of sustainable development and conservation of nature.

- **Capacity building** for STEM and Gender Advancement (SAGA) to foster the uptake of STEM subjects by women, and the implementation for Global Observatory for Science and Innovation Policy Instruments (GO-SPIN) to map Science in Kenya. This led to partial implementation of SAGA with funding from UNESCO (20,000 USD) through the Kenya National Commission to UNESCO. Implementation of GO-SPIN was carried out by NACOSTI completed with a publication, with support from UNESCO field office in Nairobi.

- **Capacity Building through UNESCO MAB Youth Forums** A MAB Youth Workshop was organized by the Kenya National Commission for UNESCO in collaboration with the Kenya Man and Biosphere Reserve Committee and UNESCO. The training was held in October 2023, at Machakos University and Conference Centre. Training content covered conservation and sustainable resource management, including biodiversity conservation threats, conservation and monitoring strategies, and the significant role of youth in advocating for Biosphere Reserve conservation and management. Capacity building for youth in conservation emerged as a priority, calling for enhanced programmes in conservation and sustainable resource management, alongside partnerships with institutions for workshops and certifications.

  Advocacy skills were also emphasized, with plans to train youth and establish a network for undertaking and coordinating successful advocacy campaigns. Concrete action plans for Biosphere Reserve conservation, involved financial support for youth-led projects and the inclusion of local communities in decision-making processes. The role of youth in ecotourism, particularly as tour guides, was highlighted, along with the need to seek certification by

accredited tour guiding training certification agencies. Communication strategies, resource mobilization mechanisms, and a commitment to continuous learning through feedback loops was also covered in the training.

- The **Kenya Water Institute (KEWI), funded by the GATSBY Africa conducted a Training Needs Assessment workshop** for seven water service providers, aimed at enhancing knowledge and strengthening skills, through specific capacity building programmes. Additionally, a **Non-Revenue Water Centre of Excellence (NRW) was launched**, fully equipped with state-of-the-art equipment for comprehensive training purposes. This will ensure improved data-capturing, analysis, and reporting capabilities among service providers. Furthermore, it will facilitate joint research on thematic water agendas, best water management practices, and sustainable service delivery.

- In the area of management of Kenya's water aquifers, the **Government of Kenya approved the first pilot of Managed Aquifer Recharge (MAR)** project for the Nairobi Aquifer System. This project was given the go-ahead for pre-feasibility studies. This will significantly contribute to strengthening international cooperation to address challenges in hydrology, with improved scientific understanding of hydrological cycles across river basins and aquifers.

- **Kenya, represented by Minister Ms. Eva Maina, was appointed to the Communications and Outreach Committee as Chairperson** of the Intergovernmental Hydrological Programme (IHP) at the 6th Extraordinary Session of IHP Council in November 2023, and subsequently appointed as Chair of the same Committee in May 2024. Ms. Maina was further appointed as Secretary to the Taskforce constituted to organize the IHP 50th Anniversary Celebrations and 60 years of Water Sciences at UNESCO scheduled for 2025.

6. Intergovernmental Oceanographic Commission (IOC)

- The Permanent Delegation's objective of leveraging the Oceanographic Programme at UNESCO yielded great success leading to the former President Uhuru Kenyatta serving as a **Patron of the Ocean Decade Alliance** and Kenya as a **member of the Alliance.** As Patron of the Ocean Decade Alliance, H.E. the former President joined a network of Eminent Partners that championed support for the United Nations Decade of Ocean Science for Sustainable Development (2021-2030) and co-hosted the Sustainable Blue Economy Conference with Portugal.

- **Contribution to the 2022 United Nations Ocean Conference:** As part of the actions by the Permanent Delegation to mobilise support towards the Conference, the Permanent Delegation of Kenya to UNESCO co-hosted with Permanent Delegation of Portugal and in collaboration with the IOC of UNESCO, an information meeting on the Conference in May 2022. The information meeting was an opportunity to update UNESCO Member States on the Conference and encourage participation at the highest level. The online meeting brought together representatives from UNESCO Member States, the UNESCO Secretariat, National Commissions for UNESCO, Ocean professionals, as well as the general public.

- The Permanent Delegation of Kenya successfully lobbied the Africa Group at UNESCO to deliver a joint statement emphasizing that the transformation of the IOC Regional Committee for Central Indian Ocean (IOCINDIO) into an IOC Sub-Commission **should not duplicate or diminish the role and scope of IOC Sub-Commission for Africa and Adjacent Island States (IOC AFRICA)**. Implications of having other countries supervise the waters of the Indian Ocean are far reaching for Kenya hence the importance of the Intergovernmental Oceanographic Commission Africa offices hosted in Nairobi. Two officers from the Fisheries Department have since been seconded to the regional office following intervention from the Delegation.

- The Delegation championed the operationalization of the IOC – Global Ocean Teacher Academy (OTGA) for the English-speaking countries in Africa to hosted in Kenya at KMFRI. The Academy has capacity to organize and facilitate ocean-based and aquatic science prioritized programmes for the region. The Academy is also envisaged to spearhead Ocean Literacy Aquatic Science programmes at all levels in Africa and play a key role in capacity development not just to scientists, but also users of knowledge such as governments, policy-makers, managers or innovators.

- The Delegation co-sponsored the initiative of Emerging Young Scientists and Kenyans as part of the WIOMSA Early Career Scientists Network (WIO-ESN) and the Early Career Ocean Professional (ECOP) Network Programme of IOC UNESCO. These two networks are contributing to the growth and empowerment of the next generation of ocean scientists through capacity building and opportunities to broaden their networks.

- The Delegation facilitated Kenya's participation in the 55th session of the Executive Council of the Intergovernmental Oceanographic Commission June 2022 at the UNESCO Headquarters in Paris, France. As a member of the Executive Council, the Delegation plays a key role in supporting the global ocean science and services Committee. The Kenya Delegation was led by Dr. Nancy Karigithu, Principal Secretary for Shipping and Maritime and Special Envoy for the Blue Economy

7. Culture

The achievements by the Permanent Delegation in the Culture Sector during the period under review include testaments to the leadership and vanguard role of the Permanent Delegation, high-level diplomatic engagements, tangible contributions to the development of heritage and creative industries in Kenya, and constructive relations with MDACs and the Diaspora.

The achievements are presented in the order of outputs and outcomes attained under:

- **The 1972 Convention on the World's Natural and Cultural Heritage**: the election of Kenya to the World Heritage Committee as Vice Chair for Group V(a)-Africa region; hosting of the African preparatory meeting in Nairobi, with high-level attendance; mobilization of funds for capacity-building, conservation, and development of nomination files for Kenyan sites leading to the recent inscription of the Historical Town and Archaeological Site of Gedi on the prestigious UNESCO World Heritage List; leadership of the UNESCO Africa Group on matters heritage; measures to safeguard Kenya's sovereignty and territorial integrity through the World Heritage Committee; leadership in various working groups on the convention, climate change, and sites of memory, with noteworthy outcomes.

- **The 2003 Convention on Safeguarding Intangible Culture**: the inscription of Kenya's intangible heritage on UNESCO's lists as best practices; election of Kenyan experts to the Evaluation body; funding mobilised for the protection and promotion of Kenya's traditional rites and intangible heritage;

- **The 2005 Convention on the Protection and the Promotion of the Diversity of Cultural Expressions**: the election of Kenya as Chair of the Intergovernmental committee, funding mobilised to contribute to the cultural and creative industries in Kenya; the selection of Kenyan female filmmakers as laureates for the eminent UNESCO/Nara film residency; the selection of Kenya to host and spearhead the Africa region consultation towards a revised UNESCO Framework for Culture and Arts Education; the selection of Kenya to benefit from the pilot project launch of the Culture 2030 indicators project. The achievements also include

- **Ratification of the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property** following several years of negotiations between the Permanent Delegation, the relevant Kenyan authorities and UNESCO; as well as high-level diplomatic engagements.

(I) World Heritage, 1972 Convention

Election to the UNESCO World Heritage Committee, Vice Chair Group V(a):

- Kenya was successfully elected to the World Heritage Committee in November 2023 during the General Assembly of States Parties to the World Heritage Convention, and subsequently elected as **Vice-Chair of Group V(a)** – Africa Region, Chair of World Heritage for Africa for the 46th session of the Committee. The Africa Region (Group Va) being the largest number of States Parties to the Convention, there was high demand to be in the Committee as well as stiff competition among all States Parties. The Permanent Delegation designed a campaign brochure detailing Kenya's leadership and expertise in cultural and natural heritage and Kenya's capacity to ably serve in the Committee. The Delegation worked closely with the relevant ministries and the National Museums of Kenya (the 1972 Convention focal point), engaged in active lobbying of UNESCO Member States, and contributed to key Working groups in World Heritage (Ad-hoc and open-ended working groups) to create networks and underscore its expertise in heritage. Kenya was subsequently elected by a landslide vote to the World Heritage Committee on the African seat.

- Upon Kenya's election as Chair for World Heritage for the Africa region, and in line with the mandate from the Africa Group at UNESCO, **Kenya hosted an African heritage experts preparatory meeting in Nairobi for the African members of the World Heritage Committee** to review the agenda items of the 46th Committee and prepare for African dossiers and dossiers from other regions, prior to the Committee Session. The 7th Preparatory Meeting, chaired by Amb. Prof. Peter Ngure, Ambassador /Permanent Delegate of Kenya to UNESCO was attended by 50 participants from over seven countries. The meeting was opened by Hon. Aisha Jumwa, Cabinet Secretary for Gender,

Culture, the Arts and Heritage, and allowed for an efficient preparation of Kenya and the Africa region for the 46th World Heritage Committee, leading to several wins at the Committee session.

New inscriptions of Kenyan sites to the World Heritage List:

- The World Heritage Convention deals with the protection and conservation of the world's cultural and natural heritage. During the review period, two new World Heritage sites were inscribed: **Thimlich Ohinga Archaeological Site** (2018), and more recently, the **Historic Town and Archaeological site of Gedi** as Kenya's 8th property on the World heritage List. The Permanent Delegation facilitated the development and submission of the nomination file on Gedi in 2023, and the follow-up processes with the World Heritage Centre, the Advisory Body ICOMOS and the National Museums of Kenya (NMK). Upon receipt of the positive recommendation for inscription, the Delegation subsequently organised and coordinated a celebratory cocktail lunch in honour of the inscription in New Delhi India, within the context of the 46th World Heritage Committee, in the presence of the High Commissioner of Kenya to India, delegates from Kilifi county where the site is located, and UNESCO Member States.

- **Funding**

UNESCO Extra budgetary funding mobilised for World heritage on the basis of the Operational Strategy for Priority Africa (2022- 2029) which the **Permanent Delegation spearheaded**, include:

- Sultanate of Oman funds: 22 January 2021, Euros 583,566 for capacity building of nomination files on the Tentative Lists, and for the promotion of World Heritage sites in East Africa**.** Kenya was awarded up to 30, 000 euros through the Omani funds to support the nomination file, "**The Historic Town and Archaeological Site of Gedi**" in view of its inscription to the World Heritage List. The African World Heritage Fund (AWHF) also provided up to 20, 000 USD for capacity-building towards the nomination of Gedi. The

Permanent Delegation coordinated the submission of the nomination file to the UNESCO World Heritage Centre. Kenya's dedication and efficiency in developing the file in record time, and the successful inscription of the property on the World Heritage List this year, is considered a best practice and success story.

- **Government of Norway funds**: 2021 – 2023, US$250,000, to support the development and implementation of corrective measures and Desired state of conservation for the removal of the Kenya World heritage site- Lake Turkana National Parks, from the List of World Heritage in Danger.

Funding for Kenyan sites through the World Heritage Fund include:

- Strengthening governance and management structures at the Lamu Old Town
- World Heritage Site. Approved Amount: US$29,660 ; Date: 28-May-2021
- Emergency Assistance for Thimlich Ohinga Archeological World Heritage site for "Reconstruction and Stabilization of sections of the Thimlich Ohinga dry stone walls". Decision, Date: 20-September-2023. Approved Amount: US$ 15,800.
- Revision of Thimlich Ohinga nomination dossier. Approved Amount: US$21,400; Decision, Date: 18-May-2016, contributing to re-submission of file for a successful inscription in 2018.
- Rapid Response Facility (RRF) funds fight against forest fires - a collaboration between the UNESCO World Heritage Centre, Fauna & Flora International (FFI) and the Fondation Franz Weber, the RRF contributed US$30,000 to fight forest fires on the Kenya World Heritage site Mount Kenya National Park/Natural Forest in March 2019.

Working Groups:

- **<u>OEWG 45 COM 11</u>**: H.E. Ambassador Prof. Ngure, Ambassador/Permanent Delegate was elected **Vice Chair Group V(a) - Africa region on the Bureau, thus Chair for the Africa region, for the Open-ended Working Group of States Parties to the World Heritage Convention (OEWG 45 COM 11)**.

This critical working group created by the 45th World Heritage Committee in Riyadh (2023), is mandated to reduce the gap in representation on the World Heritage List, propose solutions to improve capacity building on technical evaluation requirements, explore the possibility of additional service providers, propose sustainable financial solutions for the nomination process (of files), start a fundamental reflection on the operation of the World Heritage Convention. Kenya's role as Vice Chair of the Bureau has been to coordinate the African heritage position and to enhance the participation of African States Parties in the OEWG 45COM11. The outcomes of Kenya's efforts include tangible solutions to reinforce the implementation of the Convention for all States Parties from all regions. Kenya's successful term as Vice Chair for the OEWG 45 COM11 has led to an extension of Kenya's mandate to the year 2025.

- **Sites of memory**: Kenya, represented by Ambassador Hellen Gichuhi, also served as **Rapporteur of the Open-ended Working Group of States Parties to the World Heritage Convention concerning Sites associated with recent conflict**. The working group was convened following up from the 44th extended session of the World Heritage Committee in Fuzhou (2021), as well as various conflicting positions concerning the inscription of sites associated with recent conflicts onto the World Heritage List. The working group by 2022 resolved the stalemate and drafted consensus guidelines to inscribe proposed African sites and sites from other regions with Outstanding Universal Value (OUV) that had been put on hold since 2018.

  Climate Change and World Heritage: The Permanent Delegation participated in robust negotiations within the Open-ended Working Group in relation to Resolution 23 GA 11 concerning Climate Change and World Heritage. As mandated by the 23rd session of the General Assembly of States Parties to the Convention, the working group developed a Policy Document on climate action for World Heritage. Debates concerned linkages to the Paris Agreement, UNFCCC and climate action and impacts on the sustainability of World Heritage sites, with proposed mitigation measures. The Policy Document which was subsequently adopted by the General Assembly in 2023 for implementation.

Safeguarding Kenya's sovereignty and territorial integrity through world heritage:

- The Permanent Delegation in collaboration with the National Museums of Kenya (NMK) and the Kenyan National Commission for UNESCO (KNATCOM) made strategic amendments to the draft decisions on Kenya's World Heritage properties: Lamu Old Town, Thimlich Ohinga Archaeological Site, Kenya Lake systems, Lake Turkana National Parks, during the 45th Session of the World Heritage Committee in Riyadh, Saudi Arabia. The amendments aimed to accurately reflect the work undertaken and initiatives deployed by the State Party of Kenya to protect and promote its World heritage properties and to ensure Kenya's integrity and national laws are not contravened by the decisions and recommendations of the World Heritage Committee and Advisory Bodies. Following robust discussions, the amendments received the support of the Africa Group and the Committee Members and were successfully adopted.

(II) Intangible Cultural Heritage (ICH), 2003 Convention:

- The 2003 Convention for Safeguarding Intangible Cultural Heritage deals with practices, living expressions, knowledge and skills that communities/groups recognize, and that form part of their cultural heritage.

    - The Permanent Delegation coordinated Kenya's achievements in the Convention, which include the election of a **Kenyan expert, Mr. John Moogi Omare to chair the Evaluation Body of Experts in 2020,** participation in Working groups to incorporate a stronger dialogue mechanism into the Convention to improve the inscription and safeguarding of ICH elements on the UNESCO Lists, and last but not least, the accreditation of three Kenyan NGOs to the Convention for advisory functions. The Permanent Delegation also facilitated the **inscriptions of intangible heritage elements on UNESCO heritage lists**: "Isukuti Dance of the Isukha and Idakho communities of Western Kenya" (Urgent Safeguarding List) in 2014; "Enkipaata, Eunoto and Olng'esherr: three male rites of passage of the Maasai Community" (Urgent Safeguarding List) in 2018; and "Success story of

promoting traditional foods and safeguarding traditional foodways in Kenya" (Good Safeguarding Practices) in 2021.

- **UNESCO funding to safeguard and promote Kenya's ICH traditional dances, foodways, and practices** through the ICH Fund, Funds in Trust or the UNESCO Regular Budget include:

- Strengthening capacities for safeguarding intangible cultural heritage in Eastern Africa, Budget: US$ 59, 571. Funded from the UNESCO Regular budget. Dates of implementation: 16/02/2022 - 16/02/2023. Kenya was included in the seven beneficiary countries.
- Safeguarding of Enkipaata, Eunoto and Olng'esherr, three male rites of passage of the Maasai community. Financial assistance: US$ 144,430 granted in 2016. Dates of implementation: 17/02/2017 - 12/02/2020.
- Promotion of traditional pottery making practices in Eastern Kenya. Financial assistance: US$ 23,388 granted in 2016. Dates of implementation: 14/09/2016 - 11/12/2017.
- Documenting and inventorying intangible cultural heritage of the pastoralist Samburu community in northern Kenya: a focus on the region of Mount Kulal biosphere reserve. Financial assistance: US$ 24,038 granted in 2015. Dates of implementation: 04/12/2015 - 31/05/2016.
- Rituals and practices associated with Kit Mikayi Shrine of the Luo community in Kenya. Financial assistance: US$ 17,668 granted in 2013.

(III) Diversity of Cultural Expressions (2005 Convention), the Cultural and Creative industries:

- Under the 2005 Convention, two **Kenyan women filmmakers were selected as Laureates for the prestigious UNESCO/NARA Film Residency Award**: Joan Kiragu, and Lydia Matata, among ten laureates for a two-week UNESCO/Nara filmmaking residency programme in Japan, in February 2020. The residency award set up by UNESCO, the Japan Foundation, the Government of Japan, the Nara International Film Festival,

and Ms. Naomi Kawase, took place in 2022 due to delays from the Covid-19 pandemic. The films created by the laureates during the residency were launched at a screening held in Paris in June 2023. UNESCO also organised a screening of the films in collaboration with the Embassy of Japan in Burkina Faso during FESPACO 2023, followed by panel discussions with the laureates.

- In line with Kenya's leadership and vanguard role in UNESCO, the Permanent Delegation was approached by UNESCO, to spearhead the **Africa region consultation towards a revised UNESCO Framework for Culture and Arts Education. The online consultation, hosted by Kenya**, took place in February 2023. The US$ 15,000 event, in partnership with UNESCO, saw a successful collaboration between the Permanent Delegation of the Republic of Kenya to UNESCO, the Kenya National Commission for UNESCO (KNATCOM), the Ministry of Gender, Culture, the Arts and Heritage (*then* Ministry for Tourism, Wildlife and Heritage), and the Ministry of Education. The eventful partnership reinforced relations between Kenya and UNESCO, and underscored Kenya's leadership in the multilateral arena.

- The Permanent Delegation also coordinated Kenya's election to the **Intergovernmental Committee for the Diversity of Cultural Expressions** from 2017 – 2021, and the election of Kenya as Chair of the 13th Session of the Committee. Dr. Mzalendo Kibunja, the (former) Director of the National Museums of Kenya, thereby chaired the 13th session of the Committee in February 2020 at UNESCO HQ, Paris, France.

- **The Permanent Delegation spearheaded the selection of Kenya as a UNESCO Member State to benefit from the pilot project launch of the Culture 2030 indicators.** The Principal Secretary, Culture, Heritage and the Arts, Madam Ummi Bashir, within the context of the Culture Commission of the General Conference of UNESCO, engaged in discussions on the project launch with the UNESCO Assistant-Director General for Culture, Mr. Ernesto Ottone at UNESCO Headquarters in Paris, France. The signed

MoU has enabled the project to be deployed at the national level with the relevant Kenyan authorities, and at city level in Nakuru City, to develop statistics on the contribution of Culture to Sustainable Development .

(IV) Ratification of Culture Conventions:

- **The Permanent Delegation liaised and facilitated the ratification of the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property (1970)** for which the instrument of accession was recently deposited by Kenya following several years of consultation with the UNESCO Secretariat and the relevant authorities in Kenya. The Convention works to fight the illicit trade in cultural properties. Ratifying the Convention has benefitted States Parties for the return/restitution of cultural artefacts illicitly trafficked, increases access to resources, policies and programmes for dismantling illicit networks and ensuring museums and auction houses worldwide adhere to the work of the Convention.

(V) High-level diplomatic engagements:

- The Permanent Delegation was also privileged to host several high-level diplomatic engagements within the Culture sector during the reporting period. Engagements include the participation of Hon. Amina Mohamed, Cabinet Secretary for Culture as a keynote panellist for the Ministers of Culture Forum during the 40th Session of the General Conference in UNESCO, and again as chief invite to the Africa Week at UNESCO. Further engagements were held with the Principal Secretary for Heritage, Madam Josephta Mukobe during the Kenya Week, as well as during the Culture Commission of the 41 General Conference of UNESCO for the historic adoption of the Culture Flagship on Priority Africa among other gains. High-level engagements also included the participation of the Principal Secretary for Culture, the Arts and Heritage, Madam Ummi Bashir, during the Culture Commission of the 42 General Conference of UNESCO. During her visit, the Principal Secretary also engaged in bilateral meetings requested by high-level dignitaries from the United States of America, and from Angola, and

organised and facilitated by the Permanent Delegation to foster further cultural collaborations between the countries.

8. Economic Cooperation and Commercial Diplomacy:

Africa Week at UNESCO

- **2018 to 2023 Editions**: The Permanent Delegation has had the privilege of chairing the Organizing Committee of the Africa Week at UNESCO, with attendance by Amb. Dr. Amina Mohammed, Cabinet Secretary for Sports, Culture and Heritage in 2019, ushering in an era of revitalization and innovation for the scientific and cultural celebrations at UNESCO in honour of Africa Day- the founding of the African Union (then the Organization for African Unity). The Permanent Delegation subsequently chaired within the Africa Group at UNESCO, the 'Exhibition, Artisan Boutiques, Authors' Lounge' Sub-committee of the 2023 Africa Week held on the theme "Education, Culture and Science in the Development of Intra-African Trade". The Delegation created an innovative Entrepreneurs' Hub within the Africa Week, to give cognizance to Africa's achievements in Green Technology and in the Digital Creative Economy. Record levels of participation by the African Permanent Delegations in the celebrations, with record attendance by UNESCO Member States, and active participation by the Kenyan Diaspora, resulted in an acclaimed edition.

World Kiswahili Language Day:

- The Permanent Delegation of the Republic of Kenya to UNESCO facilitated the **campaign and drafting of the UNESCO Resolution** in 2021 declaring 7 July as the **World Kiswahili Language Day**. The UNESCO Resolution is further referenced in the 2024 Resolution adopted at the **UN General Assembly** on World Kiswahili Language Day.

- **For the Inaugural Edition of World Kiswahili Language Day in 2022**, the Permanent Delegation participated in the planning and hosting of the event at UNESCO, Paris on 7 July 2022. The importance of Kiswahili as a business tool, a carrier of culture and heritage, its history and pedagogical methods was

highlighted. Key messages were delivered from the East African Heads of State and Government including a recorded video message by H.E. President Uhuru Kenyatta, delivered by Amb. Dr. Amina Mohammed, Cabinet Secretary for Sports, Culture and Heritage. Videos to celebrate African leaders and advocates of Kiswahili such as President Jomo Kenyatta, first President of Kenya, and President Mwalimu Julius Nyerere of Tanzania, were also screened.

- **For the 2023 edition,** the Permanent Delegation was elected as Chair of the Organizing Committee. The Delegation fostered engagement with the UN office in New York and the UNESCO Regional Office for Eastern Africa in Nairobi for collaboration and a sharing of ideas to strengthen the global promotion of Kiswahili. The event was held under the theme, "Unleashing Kiswahili's Potential in the Digital Era", in alignment with the African Union Agenda 2063 and the United Nations 2030 Sustainable Development Goals. The theme demonstrated the importance of Kiswahili language to leverage the potential of the demographic dividend of Africa's youth in the use of the internet, to communicate, create, and conduct business and other activities using digital technologies. Prior to the event, a communications video was developed, including footage from Kiswahili-speaking UNESCO Permanent delegates from Oman, South African delegates on the inclusion of Kiswahili into the South African school curriculum, the UNESCO Secretariat, as well as enthusiastic young professionals in the Permanent Delegations to encourage their initiation and practice of the language.

- The 2023 World Kiswahili Language Day event consisted of a Symposium with participation from the African Union Commissioner for Health, Humanitarian Affairs and Social Development, the UNESCO Director for Digital Inclusion, Policies, and Digital Transformation, the youth co-founder of Africa Development Research & Strategy, the National Kiswahili Council of the United Republic of Tanzania (for the perspective of academia) and a second youth entrepreneur in the digital space, Longtail Language Manager from Google Africa. The event also included a Kiswahili children's workshop led by an entrepreneur from the Kenyan Diaspora with a language training Centre called Dolytes. The celebrations closed

with musical entertainment and an epicurean buffet of Swahili cuisine from six countries including Kenya.

International Tea Day

- On the occasion of the International Tea Day proclaimed by the United Nations (21 May), the UNESCO Community Association (UCA) organises Cultural and Artistic Exchanges and showcases a festive evening dedicated to tea. The Permanent Delegations of China, Indonesia, Türkiye, Kazakhstan, Viet Nam, Sri Lanka, Kenya, Mongolia, Morocco, France, United Kingdom Tanzania, Kyrgyzstan, Azerbaijan and Uzbekistan have participated in the celebration of International Tea Day at UNESCO Headquarters.

- For the last three years, the Permanent Delegation of the Republic of Kenya has maximized the tea celebrations to showcase Kenyan tea and invite investors to venture into trade with Kenya. The Kenyan Stand is usually decorated with different varieties of tea from different parts of Kenya and offers an opportunity for tea tasting. Videos of the tea plantation and related tea traditions are also showcased.

- This event attracts Permanent Missions to UNESCO, investors and tea enthusiasts who are keen to explore the benefits of tea to economies. The previous celebrations have been very successful enabling three investors to venture into the Kenyan tea market and the Delegation is keen to expand the celebrations further and include marketing of Kenyan coffee.

9. Communication and Information

UNESCO Social Media 4 Peace Project

- Kenya was chosen as one of four pilot countries in the world for this project,with the overall objective being to strengthen the resilience of Kenyan society against

the spread of potentially harmful online, and in particular hate speech and incitement to violence, whilst protecting freedom of expression and enhancing the promotion of peace through digital technologies, notably social media. The first phase of the project was from 2021 to 2024, and due to its resounding success, a second phase is set to follow in 2025, with development of content moderation in local languages.

- This project has led to various other work which has impacted the entire Communication and Information ecosystem in Kenya with the following the following achievements;

  a) National research conducted to assess the existing national legal framework governing harmful content and responses by actors to address harmful content online in Kenya;

  b) report on assessment of national self-regulatory practices of social media platforms to address harmful content in Kenya prepared;

  c) 3 National consultations held in (Nairobi, Mombasa (Likoni) and Kisumu counties), targeting 86 peace builders from 44 peace-building organizations in the country;

  d) 1,254 young people (52 % men & 48% women) equipped with practical skills and MIL competencies for identifying and responding to online hate narratives and disinformation on social media;

  e) 44 peace-building CSOs working, in conflict-prone regions in Kenya, equipped with practical skills on digital peace building;

  f) 200+ media professionals from 40 media institutions (radio, TV, newspapers, bloggers and community radios), equipped with skills on conflict-sensitive reporting and data journalism for peace building;

  g) 50 young girls equipped with practical coding skills through the MobiPeace Hackathon for Social Justice and Peace, with 3 mobile applications developed in

Sheng, Swahili, and English languages for peace building advocacy and addressing online hate and disinformation.

- The UNESCO Social Media 4 Peace project has found evidence of online hate speech and disinformation affecting human rights offline, tensions arising from Kenya's 'historical & political contexts reinforced by social media dynamics, inconsistencies in National legislation to address harmful content vis a vis international standards, notably in relation to protections of freedom of expression.

- The project has supported the **formation of a national coalition on freedom of expression and content moderation** launched in February 2023, bringing together national regulators, peace-building and civil society organizations and media to work around issues on freedom of expression, access to information, hate speech, misinformation and dis-information in Kenya.

- The project facilitated a delegation of 15 participants from Kenya, who attended the UNESCO Internet For Trust Conference in February 2022 and 4 delegates have recently attended the 2nd Africa Media Convention in Lusaka, Zambia. Part of the delegation included PS from the Ministry of ICTs and Digital Economy and national regulators from Kenya. 1,254 young people (52% men and 48% women) and 44 CSOs have been **strengthened on media literacy competencies** and skills to identify and respond to online hate narratives and disinformation on social media platforms. Additionally, 200+ media professionals from 40 media institutions have been trained on conflict sensitive reporting using data for peace building in Kenya.

- In 2022 Kenyan elections, UNESCO in cooperation with Independent Electoral and Boundaries Commission (IEBC) and media partners through a multi-platform communication campaign to empower voters to counter mis/disinformation and hate speech during elections in Kenya. Series of 7 one-minute animated films available in English, Kiswahili and Sheng were produced.

Addressing Disinformation On COVID-19

- Kenya implemented the global UNESCO project titled #Coronavirus Facts, funded by the European Union (EUR 2.5 million) to address disinformation on COVID-19. The project aims to strengthen professional and independent media's capacity to report on the pandemic; build the capacity of local fact-checking organizations to debunk misinformation; and train youth and other citizens in media and information literacy, empowering them to critically process what they read and hear linked to COVID-19. In Kenya, activities include working with community radios to adapt contextualised messages on COVID-19 in local languages and a planned awareness raising campaign designed by youth for youth in digital and social media platforms on how to address disinformation during the pandemic.

- As part of the rapid response of the International Programme for the Development of Communication (IPDC) to COVID-19, UNESCO supported a project (USD 20,000) to **empower women journalists** and women in media associations in five countries in Eastern Africa including Kenya, to cover the Covid-19 pandemic, through a dedicated resource hub for women journalists.

Innovation and Digital Transformation

- Kenya has completed a national assessment of Internet development based on UNESCO's Internet Universality Indicators, evaluating adherence with the ROAM principles of human Rights, Openness, Accessibility and Multi-stakeholder participation. The national report on Kenya's national assessment, was published in 2020 and contains several recommendations on the implementation of policies and laws, enhancing of institutional capacities, creating public awareness, as well as bridging the digital, data and knowledge divides.

Addressing the Gender Gap in digital skills

- UNESCO launched the **Youth Mobile Initiative** July 2020 that trained 100 young women aged 17-28 through from Mombasa, Nairobi, Lamu, Kisumu, Nakuru and Kilifi counties in which applications addressing challenges related to

the COVID-19 pandemic were developed, in alignment with SDGs on gender equality, education, health and zero hunger. Initiatives such as **Code hack Training** will continue to be mainstreamed for equipping youth with skills and competencies on mobile application development for achievement of SDGs, leveraging on successful implementation in Kenya demonstrating young women's capacities in conceptualization and development of mobile applications on issues related to gender, health, entrepreneurship.

- In August 2019, UNESCO organized two **workshops on Artificial Intelligence and Fairness** at the Deep Learning Indaba, the annual gathering of the African Machine Learning Community, at Kenyatta University. UNESCO advocated for the application of a human Rights-based, Open, Accessible and Multi-stakeholder driven development of AI, as outlined in its study titled "Steering AI for Knowledge Societies: A ROAM Perspective".

Memory of the World Programme

- UNESCO continues to support and advocate for preservation of documentary heritage under its Memory of the World programme. So far, it has supported strengthening capacities of memory managers (archivists, curators, librarians) to identify, preserve, and promote access to documentary heritage in Kenya. Support has also been provided in development of national instruments and guidelines for preservation of documentary heritage in close cooperation with the Kenya National Commission for UNESCO. Leveraging on UNESCOs expertise, Kenya has also been supported to set up and operationalize the **National Committee for Memory of the World Programme** which is based at Kenya National Commission to UNESCO.

3.1.5.2 Challenges

The following challenges were faced during the implementation of 2018/19-2022/23 Strategic Plan:

- The Permanent Delegation continues to face challenges in budgetary allocation as well as late disbursements of funds that hamper the operation

of the Mission. The inadequate financing of the Mission and subsequent allocations remain the same since 2017 despite inflation and the high cost of living in Paris. The history of late remittance of budgetary allocations, although there is slight improvement, does not envision cushioning/adjustment for inflation, currency fluctuations and high cost of living, given that Paris is the third most expensive city in the world.

- The authorized Staff establishment of 11 staff may need revision to encompass the mandate of a multilateral station requiring a minimum of 14 staff. Certainly, the Mission will benefit from having at least three Foreign Service Officers covering the six sectors of UNESCO. The Mission's work is currently complemented by two (2) locally engaged staff employed as Programme Officers to facilitate programme sectors.
- The Mission has experienced a high turnover in the recent past due to less competitive salaries for locally engaged staff, which has led to the loss of professional programme staff.
- Reporting structure of the Mission to both the Ministry of Foreign and Diaspora Affairs and Ministry of Education that leads to delays in statutory reporting.
- Delayed coordination with relevant Ministries, Departments and Agencies that have been designated national focal points for the implementation of specialized UNESCO Programme such as the State Departments for Culture and the Kenya National Commission for UNESCO (KNATCOM).
- Augment opportunities for staff to attend off-site UNESCO meetings that are key to the respective programmes.
- Transportation challenges due to lack of vehicle with the Mission having only 1 serviceable vehicle. The Mission’s Mercedes Van was involved in an accident however, upon compensation by the Insurance Company, the Protocol Office at UNESCO advised that tax payments were mandatory on all Insurance compensation in France. This obligated the Mission to avail 7000 Euros for the charges, thus hampering efforts for the purchase of a replacement van.

- Lack of computers for Home-based staff for the last two years. Their facilitation is through the Embassy which, on various occasions, has posed administrative challenges affecting welfare of Seconded Staff.
- Delays in payment of salaries demoralise staff and hamper the Delegation's service delivery.

3.1.5.3 Lessons Learnt

In the period under review, the following key lessons were learnt on mechanisms to strengthen the Delegation's delivery on its mandate:

1. Communication and visibility of the work of the Permanent Delegation by amplifying the Delegation's footprint on social media through a dedicated communications focal point, and with national stakeholders.
2. Establishing multiple communication channels and reinforced networks with Permanent Delegations and the Secretariat.
3. Enhancing the agility of the Permanent Delegation to engage in strategic/statutory meetings especially in the absence of Delegations from the Capital.
4. The need for updated data from the MDACs for a dynamic engagement with UNESCO on Kenya's priorities.
5. The importance of amplifying the Delegation's visibility at Parliamentary level and in other decision-making bodies.
6. The value of multilateral negotiations, advocacy and seeking consensus on priority items.

3.2 Stakeholder Analysis

The Permanent Delegation of Kenya to UNESCO recognizes the role of key stakeholders in implementation of this Strategic Plan. In this regard, it has conducted a stakeholder analysis to identify key stakeholders, understand their expectations, and develop strategies to gain their support as shown below:

Table 5: Stakeholder Analysis

S/ No.	Stakeholder	Role	Stakeholders' expectation	Mission's expectation
1.	UNESCO: Secretariat, affiliate agencies and partner organizations	• Coordination of UNESCO programmes. • Supporting implementation of UNESCO programmed and development of policies and activities in education, the sciences, culture, communication and information in Kenya.	• Timely requests for information. • Participation in UNESCO programmes and activities. • Enhanced cooperation and liaison with MDAs and organizations in Kenya.	• Timely correspondences • Enhanced Partnerships and Collaboration • Participation in UNESCO programmes and activities • Hosting of more UNESCO meetings in Kenya • Contribution by more Kenyan experts • Reinforced cooperation with UNESCO networks and partners.
2.	Permanent Delegation Staff	• Delivering on mandate of the Permanent Delegation	• Conducive Environment • Personal development, training, mentorship and career progression • Equity and Fairness	• Professional, competent, committed, result oriented, motivated staff, with customer focus, team spirit, patriotism, ethics and integrity
3.	Government Ministries	• Coordination and participation in	• Timely requests and	• Timely requests and correspondences.

		multilateral, regional and bilateral negotiations at UNESCO. ● Provision of strategic information on implementation of Conventions, and on developments in education, sciences, culture, communication and information in Kenya, with identified gaps and opportunities for collaboration with UNESCO.	corresponde nces ● Timely information and participation in UNESCO activities. ● Enhanced cooperation. ● Timely reception of opportunitie s for collaboration with UNESCO ● Coordination for Participation of Government delegations at UNESCO Meetings and Conferences . ● Provision of protocol services for visiting Delegations.	● Timely information and participation in UNESCO activities. ● Strengthen Partnerships and Collaboration ● Frequent meetings on opportunities at UNESCO ● Facilitation in coordination of initiatives with UNESCO. ● Enhanced cooperation.
4.	Kenya Diplomatic Missions abroad	● Collaboration in reinforcing ● representation of Kenya and projecting and promoting Kenya's interests on a global platform.	● Timely requests for information ● Timely response to corresponde nces ● Enhanced cooperation	● Partnership and Collaboration for activities in UNESCO HQ in Paris, and UNESCO activities abroad.

				• Timely requests for information. • Timely response to communications • Enhanced cooperation
5.	Kenyan Diaspora	• Consumption of the Permanent Delegation's services through participation in UNESCO events, Africa Week and World Kiswahili language Day, and other initiatives to promote Diaspora entrepreneurs. • Provision of feedback on UNESCO programmes and suggestions for engagements with the Permanent Delegation. • Participation in the Permanent Delegation's activities/national days at UNESCO.	• Timely delivery of services • Access to and participation in UNESCO events for networking and access to a global audience. • Involvement in national development processes. • Information on national activities and employment opportunities in UNESCO.	• Support, collaboration and cooperation. • Patriotism, collaboration and partnership in nation building and in promoting Kenya on the global platform.
6.	Diplomatic Community: Permanent Delegations to UNESCO,	• Collaboration for the Permanent Delegation's	• Timely requests for information and	• Timely requests for information and responses

	embassies, international and intergovernmental Organizations	work in UNESCO's fields of Competence	responses to communication. ● Enhanced cooperation in public diplomacy. ● Collaboration and leadership in UNESCO working groups and statutory meetings.	to communication. ● Timely response to correspondences ● Enhanced collaboration in UNESCO working groups and statutory meetings. ● Enhanced partnerships and cooperation.

CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

This chapter outlines strategic issues arising from situational and stakeholder analyses which form the basis upon which the strategic goals presented in the chapter are formulated. The Chapter also outlines the Key Result Areas (KRAs) that are linked to the attainment of strategic goals.

4.1 Strategic Issues

From its situational and stakeholder analysis, the Permanent Delegation of Kenya to UNESCO has identified the following ten strategic issues:

I. Kenya's engagement and diplomatic representation at UNESCO to achieve peace and prosperity globally.
II. UNESCO enabler programmes in education, science, information, communication and technology to promote the Bottom-up Economic Transformation Agenda (BETA)
III. Kenya's heritage, cultural collaborations, public diplomacy and stakeholder's engagement.
IV. Youth engagement, gender equality, and sports through UNESCO Programmes.
V. Economic cooperation through the Blue Economy
VI. Institutional capacity and policy formulation.

Human rights, gender and youth are also key issues that cut across all the above ten (5) strategic issues and indeed are increasingly taking centre stage both within the country as well as in the international context having been mainstreamed within the SDGs. It is therefore important for Kenya to demonstrate adherence to human rights principles and practices, and to demonstrate priorities to gender and youth, in its endeavour to achieve its strategic goals as well as contribute towards a just, peaceful and equitable society both internally and globally.

Strategic Issue 1: Kenya's engagement and diplomatic representation at UNESCO to contribute towards achieving peace and prosperity globally

This strategic issue entails fostering engagement of high-level delegations with UNESCO Secretariat and other Member States to boost Kenya's visibility as a vanguard state in all matters related to UNESCO and to articulate Kenya's Foreign Policy. It further requires active and focused participation in key strategic meetings, to ensure that Kenya's position is clearly articulated. Additionally, the placement of Kenyans at UNESCO and affiliated organizations, will ensure the enhancement of Kenya's multilateral relations, to promote peace and prosperity.

Strategic Issue 2: UNESCO enabler programmes in education, science, information, communication and technology to promote BETA

UNESCO is the only UN agency with a mandate that covers all levels and aspects of education and is uniquely positioned to help countries take the vision of the Transforming Education System forward and translate national commitments into real, transformative impact on the ground. The Permanent Delegation plays a pivotal role in championing Kenya's interest in all aspects of Education and ensuring implementation of collaborative programmes in Kenya to support early childhood education, basic education, tertiary, vocational and technical training, University Education and lifelong learning.

Additionally, through the enhanced uptake of STEAM programmes at UNESCO, this ensures that Kenya's human and institutional capacity is upgraded, allowing for more focused scientific implementation of preparedness and adaptation against climatic challenges, among others.

UNESCO further enables opportunities to boost digital skills and competencies to enhance digital entrepreneurship through the development of domestic digital platforms to provide local solutions for local challenges.

Strategic Issue 3: Kenya's heritage, cultural collaborations, public diplomacy and stakeholders' engagement.

This Strategic Issue underscores the importance of cultural and economic diplomacy as a tool for engaging the global community. The Permanent Delegation aims to contribute to the protection, promotion and development of Kenya's cultural heritage and creative industries by leveraging UNESCO's Culture programme to strategically project and promote Kenya's national interests.

UNESCO, being the sole UN agency/global institution with a cultural mandate, this strategic issue focuses on opportunities within UNESCO's global prominence to provide access to a global market for Kenyan brands and cultural goods.

The Permanent Delegation through cultural and economic diplomacy will contribute to, *inter alia*, capacity building for heritage and the creative economy, protection and development of intellectual property rights and income streams of creatives, and the development of the cultural tourism ecosystem in Kenya through the UNESCO Culture Conventions.

Strategic Issue 4: Youth engagement, gender equality, and sports through UNESCO Programmes.

This strategic issue aims to enhance collaboration with UNESCO through the Social and Human Sciences Programme, that offers rich and impactful opportunities to promote youth engagement, whilst prioritizing gender equality. UNESCO plays a critical role as a laboratory of ideas, including on the ethical aspects of science and technology, sports integrity and values. This requires coordination with various Government Ministries, Departments and Agencies to implement national, evidence-based actions that drive positive change.

The Permanent Delegation coordinates Social and Human Sciences programmes with the Ministry of ICT & Digital Economy, The National Commission for Science, Technology and Innovation (NACOSTI) Ministry of Sports, Ministry of Education and the Kenya National Commission for UNESCO to address this strategic issue.

Strategic Issue 5: Economic cooperation through the Blue Economy

This strategic issue aims at fulfilling economic and commercial diplomacy and contributing to Kenya's GDP. This involves the implementation of Blue Economy programmes under UNESCO's mandate through the Intergovernmental Oceanographic Commission (IOC).

The Permanent Delegation plays a key role in championing Kenya's position in all IOC statutory meetings and coordinates collaboration with the State Department for Fisheries, together with the Kenya Marine and Fisheries Institute to enhance Marine Science in the country.

Strategic Issue 6: Institutional capacity and policy formulation.

This strategic issue necessitates the execution of the Delegation's mandate as guided by the Constitution of Kenya, Foreign Service Act, Administrative Rules Governing Foreign Missions, policy documents, circulars and Executive Orders.

In this regard, the Permanent Delegation will intensify implementation of legislative and regulatory policies of the Government, while ensuring amplified impact on operations to preserve and project Kenya's image at UNESCO. The Delegation will also make deliberate efforts to enhance the working environment through strengthened institutional capacity.

4.2 Strategic Goals

1. Enhance Kenya's engagement and diplomatic representation at UNESCO to achieve peace and prosperity.
2. Leverage on UNESCO enabler programmes in education, science, information, communication and technology to promote the Bottom-up Economic Transformation Agenda (BETA)
3. Promote Kenya's heritage, cultural collaborations, public diplomacy and stakeholders' engagement.
4. Boost youth engagement, gender equality, and sports through UNESCO programmes.
5. Augment and enrich the Blue Economy through economic cooperation.
6. To strengthen and solidify institutional capacity and policy formulation.

4.3 Key Result Areas

1. Peace and prosperity will be attained through Kenya's engagement and diplomatic representation at UNESCO will be enhanced and strengthened
2. The Bottom-up Economic Transformation Agenda will be promoted through UNESCO enabler programmes in education, science, information, communication and technology
3. Kenya's heritage, cultural collaborations, public diplomacy and stakeholders' engagement will be promoted
4. Youth engagement, gender equality, and sports will be attained through UNESCO programmes.
5. The Blue Economy will be augmented and enriched through economic cooperation.
6. Institutional capacity and policy formulation will be strengthened and solidified.

Table 6: Strategic Issue, Goal and KRA

No.	Strategic Issue	Goal	KRAs
1.	Enhance Kenya's engagement and diplomatic representation at UNESCO to achieve peace and prosperity	Enhance Kenya's engagement and diplomatic representation at UNESCO to achieve peace and prosperity.	*KRA 1:* Peace and prosperity will be attained through Kenya's engagement and diplomatic representation at UNESCO
2.	UNESCO enabler programmes in education, science, information, communication and technology to promote BETA	Achieve sustainable development and attainment of the BETA by leveraging on education programmes at UNESCO	*KRA 2:* The Bottom-up Economic Transformation Agenda will be promoted through UNESCO enabler programmes in education, science, information, communication and technology
3.	Kenya's heritage, cultural collaborations, public	Promote Kenya's heritage, cultural	*KRA 3:* Kenya's heritage, cultural

	diplomacy and stakeholder's engagement.	collaborations, public diplomacy and stakeholders' engagement	collaborations, public diplomacy and stakeholder's engagement will be promoted
4.	Youth engagement, gender equality, and sports through UNESCO Programmes	Youth engagement, gender equality, and sports will be attained through UNESCO programmes.	*KRA 4:* Youth engagement, gender equality, and sports will be enhanced through UNESCO programmes.
5.	Economic cooperation through the Blue Economy	The Blue Economy will be augmented and enriched through economic cooperation.	*KRA 5:* The Blue Economy will be augmented and enriched through economic cooperation.
6.	Institutional capacity and policy formulation.	To strengthen institutional capacity and policy formulation	*KRA 6:* Institutional capacity and policy formulation will be strengthened and solidified.

CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

This chapter outlines the strategic objectives that the Permanent Delegation of Kenya to UNESCO will adopt and provides a 5-year projection of the same. The expected annual outcomes as well as the strategic choices that the Permanent Delegation of Kenya to UNESCO will pursue to achieve strategic objectives are also outlined.

5.1 Strategic Objectives

The following is a detailed description of the Strategic Issues, Strategic Objectives and Strategies: -

Strategic Objective 1: To Promote and Strengthen Kenya's engagement and diplomatic representation at UNESCO to foster peace and prosperity.

The objective will entail pursuing the following strategy:

This objective aims to strengthen Kenya's engagement and diplomatic representation at UNESCO. This will be achieved through high-level visits and representation at meetings, active participation in the Committees and an amplified footprint of Kenyans in strategic positions at UNESCO and affiliated organizations, in promoting peace and prosperity for all.

The objective will entail pursuing the following strategy:

Strategy		Strategic Thrust
1.	Strengthen Collaboration with relevant MDACs and other stakeholders to safeguard Kenya's sovereignty and territorial integrity	The strategy entails building strong partnerships with relevant MDACs and other key stakeholders to promote peace and achieve prosperity.
2.	Enhanced representation and participation in committees in UNESCO and affiliated organizations'	This strategy will focus on ensuring Kenya's representation and effective participation in meetings of UNESCO, Africa Group, Eastern Africa Regional Group, G77 among others to enhance visibility and impact and in articulating Kenya's position.
3.	Promote collaboration among UNESCO Member States	This strategy entails promoting UNESCO programmes that support collaboration and enhance Regional Peace and stability among

		UNESCO Member States. This includes participating in Member States meetings aimed at championing the implementation of Global Citizenship and UNESCO Committees that support bridging inequalities across all sectors
4.	Articulate Kenya's efforts in Global and Regional Peace	This Strategy entails engaging in diplomatic efforts that articulate Kenya's role as a hub for regional peace, security and stability. The Permanent Delegation will maximize opportunities to articulate peace efforts through championing Regional Programmes that provide support to countries ravaged by conflict.

Strategic Objective 2: To Promote the Bottom-up Economic Transformation Agenda (BETA) through UNESCO's enabler programmes in education, science, communication, information and technology

This strategy will be achieved through the following actions:

This strategic objective will seek to advance Kenya's position as a strong partner and beneficiary of Education Programmes at UNESCO. UNESCO is the lead UN Agency on Education for Sustainable Development (ESD) considered essential for the achievement of the SDG Framework Education as a strong pillar in the achievement of Sustainable Development Goals in Kenya. The Delegation seeks to leverage the various education programmes from Early Childhood Education, Basic Education, Higher Education, Tertiary Education and lifelong learning.

Additionally, through the uptake of Science, Technology, Engineering Arts and Mathematics programmes and projects at UNESCO to boost capacity of our institutions to provide science-based solutions to address issues related to climatic challenges, the perennial problems with droughts and floods, and climate impact mitigation measures. Through innovative approaches, this objective also seeks to enhance accessibility to potable water, empower communities for disaster-preparedness, whilst strengthening resilience against adverse conditions, thus safeguarding socio-economic wellbeing.

Strategy		Strategic Thrust
1.	Leverage on programmes at UNESCO to secure uptake of STEAM (Sciences, Technology, Engineering, Arts and Mathematics) to	This strategy seeks to strengthen national capacity in the uptake and implementation of STEAM for enhanced sustainable development in achieving the BETA. In particular, a 2019 Science Policy and Capacity Building programme at UNESCO, whose aim is to provide data to develop and guide policy creation to support the

	promote BETA implementation	improved uptake of STEAM programmes among girls in secondary schools in Kenya.
2.	Enhance Collaboration with the Ministry of Education to ensure delivery of programmes in basic education, TVET, Higher Education and Research.	The strategy entails forging strong collaboration between the UNESCO sector for Education and the Ministry of Education to support Kenya in basic education, Early Childhood Education, Tertiary & vocational Training to enhance skills development, Higher Education and Research including the recognition of the UNESCO Global Convention on Higher Education Qualifications.
3.	Promote National Programmes in Education for Sustainable Development (ESD)	The strategy aims to support the National coordinating efforts to deliver UNESCO Programmes in Education for Sustainable Development, Greening Education, Global Citizenship Education, frameworks for literacy and teacher Development through in service and in post training. The Strategy will also support the National Education Policy Development and coordinate reports on UNESCO's normative and standard-setting instruments that are a unique asset in the context of transforming education to better meet the challenges of the 21st century.
4.	Enhance Kenya's participation in Education Statutory Meetings	This strategy ensures effective participation of Kenya in all Education meetings increasing the education Multilateral/Regional cooperation and partnership at the global level to find sustainable solutions to enhance the global mechanism for education.
5.	Foster National Programmes in Education to ensure delivery of programmes in basic education, TVET, Higher Education and Research	The strategy entails forging strong collaboration between the UNESCO sector for Education and the Ministry of Education to support Kenya in basic education, Early Childhood Education, Tertiary & vocational Training to enhance skills development, Higher Education and Research including the recognition of the UNESCO Global Convention on Higher Education Qualifications.
6.	Leverage technologies and digital innovation to ensure more inclusive and effective learning support	The strategy aims at supporting the National digital Learning efforts that promote digital learning and well-being guided by the UNESCO Standard and contributing to the uptake of Open Educational Resources (OER), the Global

	For the uptake of Open Education Resources (OER) through Digital Education and Artificial Intelligence	Gateways to public digital learning, Artificial Intelligence and emerging technologies.
7.	Enhance the Implementation of Priority and Africa Flagship 1 Programme, Campus Africa	The strategy entails leveraging UNESCO's Universities, UNESCO Chairs/ UNITWIN to promote international inter-university cooperation, to share knowledge and develop collaborative work that will support STEM Education for Girls, Quality Education and Education Policy in Kenya. The Inter-University cooperation will also contribute to exploration of emerging issues, through the development of international normative instruments to the implementation of policy recommendations at the national level. The Mission is keen to support the establishment of Category II Education Institutes in Kenya. This strategy entails supporting implementation of Priority Africa Flagship 1 Programme (Campus Africa) through Improvement in performance of the higher education sector in Africa, for more inclusive, quality assured, innovative connected and research-intensive systems to strengthen innovation ecosystems. The Mission will be championing the reinforcement of TVET systems in Africa with a strong focus on tertiary level and producing new data for improved policies, including scholarships and PHD Programmes in Africa. The Mission is guiding the Africa Group in the implementation of Campus Africa including the adoption of a new model.
8.	Deliver strategic programmes at UNESCO in the Water Sector to provide better access to fresh potable water, by leveraging technology and innovations, with strategic partnerships in water management.	This strategy provides opportunities for access to programmes and projects that enhance knowledge, skills and proficiency in water management practices, and strengthens institutional capacity to provide innovative solutions in water governance. Through programmes such as the Intergovernmental Hydrological Programme (IHP), Kenya is better able to sustainably manage water resources through science-based solutions. This allows for better understanding of hydrological cycles, water resources mapping

		for better water data-collection, improved understanding and governance of groundwater systems to inform decision-making and policy formation, for a 'water secure world in a changing environment'.
9.	Strengthen and promote environmental sciences in the management, resilience and mitigation of Disaster Risk Reduction (DRR).	This strategy leverages existing technologies to provide capacity building for enhanced preparedness to manage climatic events. Using scientific research, data and innovation, communities are empowered with knowledge and information to mitigate and prepare for future climatic disasters, such as droughts, floods, earthquakes, which will subsequently reduce loss of human life, economic losses, and promote better management of catastrophic aftermaths.
10	Leverage on UNESCO's Natural Sciences programmes and networks to strengthen the use of scientific knowledge and skills for harmonious coexistence between man and the environment.	Programmes and partnerships offered at UNESCO provide an opportune platform to anchor activities that promote the socio-economic wellbeing of the Kenyan people, with particular emphasis on youth engagement. The Man and Biosphere programme promotes innovative approaches to balanced, synergetic coexistence between man and the environment. By safeguarding natural ecosystems and promoting environmental education through indigenous knowledge sharing and harmonizing economic activity with environmental conservation, environmental restoration is achieved. It further provides for youth engagement and empowerment, thus securing improved livelihoods.
11	Providing access to open science to enhance knowledge sharing of scientific research for the benefit of scientists and society as a whole.	The UNESCO Open Science recommendation provides for a standard-setting instrument that makes scientific research data accessible to all. It further proposes to ensure that knowledge shared is inclusive, equitable and sustainable, based on pre-agreed parameters of values and principles. In the evolving global interconnectedness, the open sciences programme levels the field by providing equitable and inclusive access to and exchange of data, offers opportunities for collaboration, whilst also promoting knowledge-

		creation, evaluation, and communication for all. This has the potential to significantly change the landscape of science globally, as it closes the gaps and disparities experienced in accessing data and information. This could be highly instrumental in changing the STEAM landscape in Kenya.
12	Promote digital entrepreneurship	This strategy seeks to develop a domestic digital platform ecosystem through capacity building in digital skills and competencies to promote entrepreneurship in Kenya. It will also elevate the standards of ICT hubs in Kenya to strengthen homegrown industry to provide employment opportunities and enhance the provision of local solutions to local challenges.
13	ICT and Education / digital learning platforms	Through this strategy Kenya will be supported to participate in UNESCO initiatives and programmes such as the Gateways to Public Learning Initiative to foster collaboration and knowledge exchange between countries. Kenyan ICT experts will be facilitated to take part in UNESCO projects and activities. Bilateral collaborations will be sought to improve capacity and delivery of digital learning platforms in the country.
14	Promotion of Open Access to Information	This strategy will foster the building of inclusive knowledge in Kenya by promoting open solutions through open educational resources, open access to scientific information and open data. It will also promote accessibility of documentary heritage by leveraging the UNESCO Memory of the World programme.

Strategic Objective 3: To Promote Kenya's Heritage, Cultural Collaborations Public Diplomacy and Stakeholder Engagement

This objective aims to partner with UNESCO, relevant MDAs and other stakeholders to leverage Cultural diplomacy as a tool to protect, promote, and develop Kenya's heritage and creative industries to create influence for Kenya's cultural, economic and political goals at UNESCO and to contribute to the attainment of national and regional strategic goals.

This objective will employ eight strategies indicated below:

Strategy		Strategic Thrust
1	Foster cultural diplomacy to strengthen stakeholder engagement and enhance Kenya's image and global prestige.	Building on UNESCO's role as the sole UN/global entity with a cultural mandate, this strategy aims to enhance and promote Kenya's image and global prestige through cultural collaborations, public diplomacy, synergies, domestic and international stakeholder engagement, through the organization and/or participation in celebrations of Africa Day/Week at UNESCO, World Kiswahili Language Day, Kenya Week at UNESCO, exhibiting Kenya's cultural products, scientific and educational investments, and World Heritage sites; elevating Kenyan brands and Diaspora initiatives to global markets.
2.	Protect, promote and preserve Kenya's cultural heritage.	This strategy aims to protect, promote and preserve Kenya's tangible heritage through the UNESCO Culture Conventions in alignment with strategic national interests. Heritage protection, promotion and preservation includes capacity-building, developing nominations to prestigious UNESCO World Heritage Lists, protecting movable heritage through the fight against the illicit trafficking of artefacts, safeguarding Kenya's intangible heritage (food pathways, traditional dances, customary practices) for generational transmission, protecting the arts, and underwater cultural heritage.
3.	Harness the potential of heritage and the creative economy for sustainable development in Kenya.	This strategy seeks to strengthen the transversal role of culture across policy domains and programmes, notably valorizing the potential of cultural heritage sites for tourism; enhancing culture and arts education in educational pedagogies, curricula and tools; addressing the impact of climate change on culture and climate change mitigation; promoting the role of museums for societies; leveraging cultural diversity for pluralistic societies and promoting cultural expressions, for the attainment of, inter alia, the BETA, Vision

		2030, SDGs and African Union Agenda 2063.
4.	Reinforce ratifications/ accession to, depository and custodian of the UNESCO Culture Conventions in Kenya.	This strategy seeks to reinforce Kenya's renown in heritage matters and cultural diplomacy by facilitating Kenya's ratifications/accession to the UNESCO Culture Conventions (World Heritage, Intangible heritage, illicit trafficking, protection of culture in emergencies, cultural and creative industries, underwater heritage) through information and knowledge-sharing with the relevant MDAs and government institutions, and meetings and negotiations with the UNESCO Secretariat and UNESCO Member States on experiences, opportunities and challenges, best practices and synergies. The strategy is expected to contribute to the process of ratification, access to the UNESCO Culture Conventions by Kenya, and to their subsequent domestication and implementation at national, regional and local levels. The Culture Conventions that have been ratified by the State Party of Kenya include (Convention Concerning the Protection of the World Cultural and Natural Heritage - "World Heritage" (1972), Convention for the Safeguarding of the Intangible Cultural Heritage (2003), Convention on the Protection and Promotion of the Diversity of Cultural Expressions (2005), and the most recent being the Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property (1970). The UNESCO Culture Conventions remaining to be ratified and that carry strategic benefits for the country include the 1954 Hague Convention on the Protection of Cultural Property in the Event of Armed Conflict, and the Convention on the Protection of the Underwater Cultural Heritage (2001) for all cultural heritage underwater (oceans, seas, rivers, lakes etc.).

5.	Resource mobilization and support in favour of Kenya's global visibility and engagement in UNESCO culture programmes	This strategy seeks to support Kenya's global visibility and engagement in UNESCO Culture programmes through resource mobilization and support for Kenyan experts to participate in UNESCO programmes and statutory meetings, the hosting of strategic regional and global culture meetings in Kenya, and the reinforcement of heritage training institutions in Africa. The Strategy also concerns resource mobilization and engagement with the African World Heritage Fund (AWHF)- UNESCO Category II Centre, created by the Africa Group at UNESCO under the auspices of the African Union. Resource mobilization and engagement with the AWHF would be in favor of capacity building, support for conservation works, development of nomination files, and programmes to boost the prestige of Kenyan and African sites on the global scene of the world's natural and cultural heritage with outstanding universal value for humanity and for economic returns.
6.	Provide leadership on culture, on African heritage, and on global policy items in UNESCO by leveraging Kenya's renown in heritage and cultural diplomacy.	This strategy aims to leverage on and enhance Kenya's renown in heritage matters and cultural diplomacy by providing leadership to the Africa Group at UNESCO and to the wider UNESCO community and stakeholders on African heritage and on global policy items in the field of Culture, and for the governance boards of UNESCO, namely the Executive Board and the General Conference, and statutory meetings in the Culture Conventions. The Strategy involves providing strategic counsel and analysis on UNESCO items, spearheading or actively participating in working groups, preparing and deploying operational strategies, frameworks and roadmaps and leading the engagement of the Africa Group and other UNESCO regional groups on heritage matters, and on culture items in statutory meetings and in the UNESCO Executive Board and General Conference.

7.	Promote the implementation of the Flagship 3 "Fostering cultural heritage and capacity development", of the Operational Strategy for Global Priority Africa (2022 - 2029)	This strategy aims to build on the work undertaken by the Permanent Delegation in the creation of the Operational Strategy for Priority Africa 2022-2029, by promoting its implementation through various stakeholders, to attain the objectives of the Operational Strategy by 2029. The Culture Flagship pertains to mentorship programmes for African heritage experts, the removal of African world heritage sites from the List of World Heritage in Danger, the promotion of museums, mechanisms to facilitate the development of nomination files, and inscriptions of African properties to the world heritage list. The Flagship also includes capacity building for African states parties to effectively utilize UNESCO mechanisms to seek restitution of illicitly trafficked artefacts, and for the repatriation to countries of origin, of cultural artefacts removed during the colonial era.
8.	Influence policy shifts to derive programmes promoting the recognition of Kenyan and African heritage on the global platform.	This strategy seeks to support the development of cultural heritage and the creative industries in Kenya and in the world by influencing policy at regional and global platforms through the organization of strategic meetings and conferences, and engagement in regional and global initiatives on the same.

Strategic Objective 4: To Boost Youth Engagement, Gender Equality and Sports through UNESCO Programmes

The objective will entail pursuing the following strategy:

To promote National policy decisions that advance social justice, by shaping the implementation of UNESCO's Programme in Social and Human Sciences to support a more enlightened and inclusive Kenyan society.

Strategy		Strategic Thrust
1	Enhance the implementation of Youth and Gender Equality Programmes in Kenya.	The strategy entails supporting the National implementation of gender-transformative approaches and effective policy, institutional and legislative actions that promote gender

		equality, gender-based resilience and combat prejudices and harmful gender stereotypes and all forms of violence against women and girls. The Mission is keen to champion national youth engagement in the co-creation of knowledge and decision-making, by supporting youth-led research and youth-led action with social impact.
2.	Foster Kenya's Participation in UNESCO meetings in Sports Physical Education and the Anti-Doping Convention.	Sports is a key pillar of Kenya's economic, social and cultural policy. Kenya has gained a lot of international recognition in particular due to its world-class Kenyan athletes who have been admired due to their talent and performance. The Strategy aims to foster Kenya's participation in UNESCO meetings in Sports, Physical Education and the Anti-Doping Convention meetings. The Delegation will collaborate with UNESCO to leverage the power of sports for development, social cohesion, peace and gender equality, and strengthen the Fit for Life Initiative and Quality Physical Education (QPE). The Mission will also support the effective implementation of the International Convention against Doping in Sports and Kenya's tenure at the Intergovernmental Committee for Physical Education and Sport (CIGEPS).
3	Participate in the Statutory committees of MOST, IGBC, IBC and COMEST	This Strategy entails leveraging UNESCO's role as a laboratory of ideas by promoting the science-policy nexus and championing robust science and scientific research, including on the ethical aspects of science and technology. The Strategy will also ensure that Kenyan experts contribute to the ongoing discussions in the Statutory Committees on the Management of Social Transitions (MOST), IGBC, The Intergovernmental Bioethics Committee (IBC), and The World Commission on the Ethics of Scientific Knowledge and technology (COMEST)
4	Foster Kenya's leadership in the implementation of the General History of Africa	This strategy entails promoting the implementation of the Priority Africa Flagship 2 on the General History. Kenya is renowned as the first African country that has fully

		adopted the General History of Africa into the education curriculum therefore the Mission is keen to explore opportunities to showcase the contribution of Kenyan experts in implementation of the GHA. The Strategy will also champion the publication of the Volume 10 of the General History of Africa.
5.	Gender and ICT	This strategy seeks to promote ICT uptake by women and girls to close the gender gap in the field of ICT and increase jobs for women as well as the presence of women and girls in this field so that their issues are not sidelined in coding and AI development. This strategy will also contribute to combating online harassment of women in general and women journalists in particular.

Strategic Objective 5: To Promote the Blue Economy through Economic Cooperation

This strategic objective aims to advance Kenya's economic interest through robust engagement in the Blue Economy as domiciled in the Intergovernmental Oceanographic Commission at UNESCO.

The objective will entail pursuing the following strategy:

Strategy		Strategic Thrust
1	Fostering Kenya's position as a hub for International Organizations through the IOC Sub-Commission for Africa and the Adjacent Island States Located (IOCAfrica).	Kenya hosts the IOC Sub-Commission for Africa and the Adjacent Island States Located (IOC Africa) located at the UNESCO Office in Nairobi. IOC Africa is an intergovernmental subsidiary body of the Intergovernmental Oceanographic Commission of UNESCO responsible for the promotion of regional and international cooperation, and the development and coordination of marine scientific and research programmes, the ocean services, the ocean observing systems, capacity development in Africa. This strategy aims at championing Kenya's support towards the Regional Commission to

		coordinate and facilitate the development and implementation of IOC activities in the Africa region in collaboration with Kenya Marine and Fisheries Institute (KMFRI)
2.	Promote Investment and partnerships in the Blue Economy sector	This strategy will aim at increased awareness and exposure of potential investors within IOC at UNESCO and France on Kenya's potential within the Blue Economy. It will also focus on seeking funding, technical exchanges and equipment support within UNESCO and will build on existing partnerships to stimulate innovative and concrete partnerships to advance the implementation of Goal 14
3.	Enhance Kenya's participation and visibility at UNESCO and the Multilateral arena in the Blue Economy sector, to achieve the 2030 Agenda for Sustainable Development.	This strategy aims to articulate Kenya's position through active participation at The UN Decade of Ocean Science for Sustainable Development (2021-2030). The Decade will strengthen the international cooperation needed to develop scientific research and innovative technologies that connect ocean science with societal needs and fully support countries in the achievement of the 2030 Agenda for Sustainable Development. The strategy will also lead to sharing experiences and identifying further ways and means to support the implementation of SDG 14 and to stimulate interdisciplinary understanding of ocean processes and solution-oriented knowledge research to generate new knowledge and address identified knowledge gaps

Strategic Objective 6: To Strengthen and Solidify Institutional Capacity and Policy Formulation

This Strategic Objective will be actualized by the following actions:

This objective is aimed at ensuring that the Delegation supports UNESCO's efforts in closely collaborating with our National and Agency Partners. The Mission will leverage UNESCO's accumulated and significant experience in supporting national efforts with sector policy formulation and institutional frameworks.

Strategy		Strategic Thrust
1	Contributing to a conducive legal and policy environment for the promotion of Education, Culture, Science and Communication Information to strengthen and solidify institutional capacity and policy formulation.	This strategy seeks to contribute to the establishment of policies and legal frameworks and support relevant ministries, agencies and stakeholders in Education, Culture, Science and Communication and Information. Attention is given to the promotion of the ratification and domestication and operationalization of the UNESCO Conventions and treaties at country level

Table 7: Outcomes Annual Projections

Strategic Objective	Outcome	Outcome/ Output Indicator	Projection			
			2023/ 24	2024/ 25	2025/ 26	2027/ 28
KRA 1: Peace and Prosperity will be enhanced and strengthened through Kenya's engagement and diplomatic representation at UNESCO						
<u>Strategic Objective 1:</u> To Promote and Strengthen Kenya's engagement and diplomatic representation at UNESCO to foster peace and	Peace and Prosperity achieved through Kenya's diplomatic engagement and representation	No. of engagements at UNESCO where Kenya's diplomatic representation is to achieve peace and prosperity	100	100	100	100
		Proportion of UNESCO meetings on peace building initiatives.	2	2	2	2

Strategic Objective	Outcome	Outcome/ Output Indicator	Projection			
			2023/ 24	2024/ 25	2025/ 26	2027/ 28
prosperity.						
KRA 2: The Bottom-up Economic Transformation Agenda will be promoted through UNESCO's enabler programmes in education, science, communication and information and technology						
Strategic Objective 2: To Promote the Bottom-up Economic Transformation Agenda (BETA) through	BETA is achieved through enhanced uptake of STEAM programmes and projects	No. of Fellowships, Scholarships and UNESCO Prizes in Education.	5	10	15	20
		Development of TVET initiatives delivered by UNESCO	100	100	100	100
		Number of UNESCO programmes	100	100	100	100

Strategic Objective	Outcome	Outcome/ Output Indicator	Projection			
			2023/ 24	2024/ 25	2025/ 26	2027/ 28
UNESCO's enabler programmes in education, science, communication, information and technology		in Basic Education, Greening Education, Early Childhood Education, Education programmes for Sustainable Development delivered				
		No. of education programmes negotiated for support and collaboration with UNESCO Category 1 Institutes,	5	5	5	5

Strategic Objective	Outcome	Outcome/ Output Indicator	Projection			
			2023/ 24	2024/ 25	2025/ 26	2027/ 28
		Category II Centres and UNITWIN networks.				
		Opportunities secured for partnerships to enhance disaster preparedness, community engagement, climate mitigation	3	3	3	3
		No. of meetings in Open Science forums and explore opportunities	5	5	5	5

Strategic Objective	Outcome	Outcome/ Output Indicator	Projection			
			2023/ 24	2024/ 25	2025/ 26	2027/ 28
		for collaboration				
		No. of meetings held to explore support to assess progress on inscription of Biosphere Reserves	3	3	3	3
KRA 3: Kenya's Heritage, Cultural collaborations, Public Diplomacy and Stakeholder engagement are promoted and achieved						
Strategic Objective 3: To Promote Kenya's	Kenya's cultural heritage and creative economy	Number of promotional cultural events participated in or organized through UNESCO.	100	100	100	100

Strategic Objective	Outcome	Outcome/ Output Indicator	Projection			
			2023/ 24	2024/ 25	2025/ 26	2027/ 28
Heritage, Cultural Collaborations Public Diplomacy and Stakeholder Engagement	are protected promoted and preserved	Number of UNESCO cultural heritage meetings hosted in Kenya with support of the Delegation.	3	3	3	3
		Enhanced implementation of the UNESCO Cultural Conventions (%).	100	100	100	100
		No. of engagements/ meetings for the implementation of Culture Flagship 3 of	100	100	100	100

Strategic Objective	Outcome	Outcome/ Output Indicator	Projection			
			2023/ 24	2024/ 25	2025/ 26	2027/ 28
		the Priority Africa Operational Strategy (2022-2029) %				
		Number of resolutions and decisions promoted to harness the potential of heritage and the creative economy for sustainable development in Kenya.	10	6	8	6

Strategic Objective	Outcome	Outcome/ Output Indicator	Projection			
			2023/ 24	2024/ 25	2025/ 26	2027/ 28
		(%) Strategic leadership through participation in Culture related statutory meetings and working groups.	100	100	100	100
		(%) Number of resource mobilization meetings with partners for heritage funding.	10	12	4	6
		Proportion of policies influenced. (%)	100	100	100	100

Strategic Objective	Outcome	Outcome/ Output Indicator	Projection			
			2023/ 24	2024/ 25	2025/ 26	2027/ 28
		No. of resource mobilization projects/targets attained.	2	1	1	1
KRA 4: Youth Engagement, Gender Equality and Sports will be attained through UNESCO programmes						
Strategic Objective 4 To Boost Youth Engagement, Gender		Number of capacity-building workshops in digital skills and competencies to promote entrepreneurship in Kenya.	2	2	2	2

Strategic Objective	Outcome	Outcome/ Output Indicator	Projection			
			2023/ 24	2024/ 25	2025/ 26	2027/ 28
Equality and Sports through UNESCO Programmes		Number of programmes implemented in Kenya engaging in UNESCO initiatives and programmes for youth and Gender Equality	4	5	5	5
		Percentage increase in training sessions in content moderation in social media to address misinformation and disinformation and hate speech %	40	40	60	80

Strategic Objective	Outcome	Outcome/ Output Indicator	Projection			
			2023/ 24	2024/ 25	2025/ 26	2027/ 28
		Increased percentage of jobs created through digital entrepreneurs hip.	25	30	30	25
		Percentage increase in the promotion of media freedom through media and information literacy.	30	40	40	30
		Number of trainings for women and girls in ICT in Kenya.	2	2	2	2
KRA 5: The Blue Economy will be augmented and enriched through economic cooperation.						

Strategic Objective	Outcome	Outcome/ Output Indicator	Projection			
			2023/ 24	2024/ 25	2025/ 26	2027/ 28
Strategic Objective 5: To augment and enrich the Blue Economy through Economic Cooperation	Enhanced Economic Cooperation and commercial diplomacy through Ocean Science.	Proportion of IOC Africa Programmes Implemented in Kenya	2	2	2	2
		Proportion of Ocean Decade decision and proportion of negotiations and agreements concluded in enhancing marine and fisheries management	2	2	3	3

Strategic Objective	Outcome	Outcome/ Output Indicator	Projection			
			2023/ 24	2024/ 25	2025/ 26	2027/ 28
Strategic Objective 6: To Strengthen and Solidify Institutional Capacity and Policy Formulation	Kenya's policy, legal, and institutional frameworks are strengthened and protected	Improved and strengthened capacity, efficiency and accountability in performance management frameworks (%)	100	100	100	100
		Strengthened policy and legal compliance, procurement, public finance management, assets disposal.	100	100	100	100

Strategic Objective	Outcome	Outcome/ Output Indicator	Projection			
			2023/ 24	2024/ 25	2025/ 26	2027/ 28
		Improved enforcement of systematic processes in the acquisition, operation, management and disposal of assets	90	90	90	90
		Enhanced Staff Welfare through facilitation of sensitization on cross-cutting issues, provide staff wellness activities such as staff retreat	85	85	85	85

5.2 Strategic Choices

The Permanent Delegation of Kenya to UNESCO will adopt the strategies outlined in table 5.2 to meet its strategic objec

Table 8: Strategic Objectives & Strategies

Key Result Area (KRA)	Strategic Objectives	Strategies
KRA 1: Peace and Prosperity will be attained through Kenya's engagement and diplomatic representation at UNESCO will be enhanced and strengthened	To enhance global and regional peace, prosperity and stability through education, science, culture, communication and information.	Strengthen Collaboration with relevant MDACs and other stakeholders to promote peace and prosperity. Enhanced representation and participation at Committees in UNESCO and representation in UNESCO affiliated committees. High level delegation visits to UNESCO. Placement of Kenyans in strategic positions in UNESCO and affiliated organizations Contribute to UNESCO's initiatives that support countries inflicted by conflicts. Articulate Kenya's efforts in regional peace and security.

KRA 2: The Bottom-up Economic Transformation Agenda will be promoted through UNESCO programmes in education, the sciences, information, communication and technology	To project and promote Kenya's engagement and diplomatic representation at UNESCO	Deliver UNESCO programmes in Education. Enhance Collaboration with the Ministry of Education to ensure delivery of programmes in basic education, TVET, higher education and research. Coordinate Kenya's participation in the Education Statutory Committee and Meeting. Collaborate with UNESCO Education Category 1 Institutes to support Education in Kenya. Support the uptake of the Open Educational Resources (OER) through digital education and Artificial Intelligence Achieve Sustainable Development for Kenya through the use of Science, Technology, Engineering, the Arts and Mathematics (STEAM) programmes at UNESCO Promote Environmental Science to empower communities to boost capacity to mitigate and manage climate challenges (drought resilience, flood management,

		disaster preparedness) and secure socio-economic livelihoods. Foster collaborations and partnerships to secure access to clean drinking water for domestic, agricultural and livestock use and water management, through innovation and technology, as well as indigenous knowledge, thus promoting peace and harmony. Enhance participation in Open Science to promote access to information and research data, knowledge sharing and best practices to boost Kenya's capacity in ony among communities. Participate in Statutory Committees of MOST, IGBC, IBC and COMEST to secure impactful programmes for Kenya
KRA 3: Kenya's heritage, cultural collaborations, public diplomacy and stakeholder's engagement will be promoted	To leverage Education programmes at UNESCO to support Kenya's sustainable development	Foster Cultural diplomacy to strengthen stakeholder engagement and enhance Kenya's image and global prestige. Protect, Promote and preserve Kenya's cultural heritage.

		Harness the potential of heritage and the creative economy for sustainable development in Kenya. Reinforce ratifications/accession to, depository and custodian of the UNESCO Culture Conventions in Kenya. Provide leadership on Culture, on African heritage, and on Global policy items in UNESCO by leveraging Kenya's renown in heritage and cultural diplomacy. Resource mobilization and support in favor of Kenya's global visibility and engagement in UNESCO Culture programmes. Influence policy shifts to derive programmes promoting the recognition of Kenyan and African heritage on the global platform.
KRA 4: Youth engagement, gender equality, and sports will be promoted through UNESCO programmes	To contribute to Kenya's Social and Human Sciences through a better understanding of social transformations, bioethics and the promotion of physical education, sports and anti-doping.	Foster Kenya's Participation in UNESCO meetings in Sports Physical Education and the Anti-Doping Convention. Promote digital entrepreneurship, ICT and digital learning platforms.

	To contribute towards Kenya's digital economy through the communication and information programmes at UNESCO	Promote the implementation of Youth and Gender Equality programmes in Kenya.
KRA 5: The Blue Economy will be augmented and enriched through UNESCO programmes	To promote Kenya's Economic Cooperation in the Blue Economy through the UNESCO IOC Programme.	Promote Kenya's position as a hub for International Organizations through the IOC Sub-Commission for Africa and the Adjacent Island States Located (IOC Africa). Promote Investment and Partnerships in the Blue Economy sector Enhance Kenya's participation and visibility at UNESCO and the Multilateral arena in the Blue Economy sector, to achieve the 2030 Agenda for Sustainable Development
KRA 6: Institutional Capacity and policy formulation will be strengthened and solidified	To strengthen and protect Kenya's policy, legal, and institutional frameworks through UNESCO	Contributing to a conducive legal and policy environment for the promotion of Education, Culture, Science and Communication Information in Kenya Support Legal instruments and resolutions that enhance global peace building efforts

CHAPTER 6: IMPLEMENTATION AND COORDINATION FRAMEWORK

This chapter provides an implementation plan that provides the actions which will be undertaken to ensure that the key delivery targets are achieved. The action plan ties and links together in a synchronised manner the Strategic Issues, Strategic Goals, KRA, Outcomes, Strategic Objectives, Strategies, Key Activities, Expected Output Indicators, Annual Targets, Annual Budgets and Responsibility for execution of the activities.

6.1 Implementation Plan

6.1.1 Action Plan

The action plan is an elaborate matrix linking the strategic issues to activities through KRAs, Outcomes, Strategic Objectives and Strategic goals. For each activity, the expected outputs are clearly defined with corresponding output indicators, annual targets with budgets, and the responsible office to that specific activity as detailed in the implementation matrix Table 8 below

6.1.2 Annual Work Plan and Budget

The successive Annual Work Plans for the Mission will be derived from the Action Plan Implementation Matrices of the Strategic Plan. Additionally, the Annual Budgets will be informed by these Annual Work Plans.

6.1.3 Performance Contracting

The costed Annual Work Plans in Section 6.1.2 will constitute the Annual Performance Contracts.

6.2 Coordination Framework

6.2.1 Institutional Framework

The current organizational framework of Kenya's Permanent Delegation at UNESCO will support the execution of this Strategic Plan, with necessary adjustments to be implemented with relevant stakeholders. Appropriate policies, guidelines and procedures will be implemented with guidance from the Ministry of Foreign & Diaspora Affairs and the Ministry of Education. We will endeavour to work closely with the Ministry of Culture, the Arts and Heritage in the Culture sector and the Ministry of ICT in communication and information issues. Frequent consultations with other relevant Government agencies will be maintained to ensure that strategic initiatives are aligned with national priorities.

Strict adherence to guidelines provided by the Ministry of Foreign & Diaspora Affairs and alignment of Financial and Human Resources with the Mission's mandate will be observed.

The Mission is headed by a Permanent Delegate who serves as a Head of Mission, deputized by a Deputy Head of Mission. The Mission's Staff Establishment also includes Political Officers, a Financial Attache, Administrative Attaché, locally recruited technical and support staff.

The Permanent Delegation is organized into the following programmatic working areas: Education, Natural Sciences, Culture, Social and Human Sciences, Communication and Information, Finance and Administration and Records.

1. **Functions of the Head of Mission**

The functions of the Head of Mission will be:

i. Head of Mission and Personal Representative of the Head of State.
ii. Provide guidance and direction to the Mission on policy, technical and administrative.
iii. Promote, project and protect Kenya's image and national interest at UNESCO.
iv. Promote cordial and beneficial relations between Kenya and UNESCO.
v. Coordinate and implement Government Policies.
vi. Represent and negotiate bilateral and multilateral instruments on behalf of the Government.
vii. Advise on Kenya's position in relation to negotiations on bilateral and international meetings and conferences.
viii. Analyze new development on bilateral and regional issues and provide appropriate advice.
ix. Coordinate organization of trade cultural and other events to promote Kenya.

x. Host official functions including national days and Kenyan dignitaries.
xi. Develop an annual budget and ensure prudent utilization of funds.
xii. Facilitate acquisition of assets and properties for the Mission.
xiii. Set Performance targets, prepare annual work plans for the Mission in line with the overall ministerial targets.
xiv. Facilitate performance management, reporting and appraisal, and supervise, guide, mentor and develop Mission staff.

2. **Functions of the Deputy Head of Mission/Head of Chancery**

The functions of the Deputy Head of Mission will be:

i. Head of Chancery.
ii. Provide Mission administrative support services and financial oversight.
iii. Supervise the work of the mission.
iv. Project, promote, defend, interpret and provide guidance on Kenya's Foreign Policy.
v. Design strategies to achieve Kenya's Foreign Policy priorities.
vi. Participate in the formulation of Kenya's position in relation to negotiations on bilateral and International instruments, meetings and conferences.
vii. Analyze political and economic development in the host country and prepare reports.
viii. Monitor media reports on Kenya and prepare appropriate responses.
ix. Coordinate trade, cultural and other events to promote Kenya.
x. Organize official functions and programmes for Kenyan dignitaries and facilitate acquisition of assets and properties; and

xi. Coordinate development of performance targets and annual work plans for the Mission in line with the overall Ministerial targets, development of budgets, overall performance management and development of staff in the Mission.

3. Education Sector

This section is mandated to cover the following areas:

i. Education for all aimed at protecting the right to education, inclusion in education and education in emergencies.

ii. Education for Sustainable Development programmes that bring stakeholders around the targets set for the SDG 4 and supporting its implementation.

iii. Peace Education programmes that links education activities that address the root causes of violence from human security to sustainable development

iv. Global Citizenship Education programme aimed at instilling in learners the values, attitudes and behaviours that support responsible global citizenship.

v. Health Education aimed at ensuring that all children and young people benefit from good quality, comprehensive sexuality education that includes HIV education, access to safe, inclusive and health-promoting learning environments.

vi. Technical and Vocational Education and Training programmes that supports countries to equip youth and adults develop the skills for employment and entrepreneurship, promoting equitable, inclusive and sustainable economic growth.

vii. Teacher training and development programme that support countries to increase the number of qualified teachers, motivated well trained to support quality education.

viii. Lifelong Learning – Adult Education that supports countries to build effective and inclusive lifelong learning policies and systems.

ix. Women and Girls Education champions education and gender equality while ensuring that countries support girls and women education in science and technology.

x. ICT in Education aimed to support the national capacity of countries to develop appropriate policies and plans for the integration of ICT into Education.

xi. Education Policy and Planning to support the national education plans and policies through key education frameworks and monitoring reports that ensures a single entry to official education resources for national policy makers, donors and partners.

xii. Literacy programmes support countries to ensure improvement of literacy skills.

xiii. Youth programme to support countries to improve education approaches for future generations by underpinning science and technology.

xiv. Education Commission and the high-level steering committee.

4. Natural Sciences Sector

The Focal Person for Natural Sciences Sector is mandated to cover the following areas:

i. All aspects covering Water, Intergovernmental Hydrological Programme (IHP), Groundwater Management; World Water Assessment Programme;

ii. International Coordinating Council of the Man and Biosphere programme (MAB);

iii. International Geo-Science and Geoparks programme (IGGP);

iv. International Basic Sciences Programme (IBSP);

v. Science, Technology and Innovation (STI) and Science, Technology, Engineering, Arts and Mathematics (STEAM) programmes;

vi. Biodiversity and Ecological Sciences

vii. UNESCO Recommendation of Open Science

5. Social and Human Sciences Sector

This sector is mandated to cover the following areas:

i. Management of Social Transformations (MOST) including gender equality, women and youth empowerment, social inclusion and cohesion

ii. Poverty eradication programs through youth development and gender equality initiatives.

iii. Capacity Building and development programmes.

iv. Intergovernmental Bioethics Committee (IBC/IGBC) programme.

v. General History of Africa and Slave Route Project and the Pedagogical Use of the African History and Slave Route.

vi. Climate Change under the World Commission on the Ethics of Scientific Knowledge and Technology (COMEST), UNESCO.

vii. Physical Education through the CIGEPS Committee, Sports and Anti-doping Convention.

6. Culture Sector

This sector is mandated to cover the following areas:

i. 1972 Convention: World Natural and Cultural Heritage

- Natural Heritage
- Cultural Heritage
- Sustainable Cultural Tourism

ii. 2003 Convention: Intangible Cultural Heritage.

- Cultural Practices in need of Urgent Safeguarding
- Representative Cultural Heritage of Humanity

- Best Practices in Intangible Cultural heritage

iii. 2005 Convention: Diversity of Cultural Practices and Expressions
    - Digital Cultural Practices
    - International Fund for Cultural Diversity
iv. 1970 Convention: Fight against Illicit Trafficking of Cultural Artefacts v.
v. Intergovernmental Committee for Promoting the Return of Cultural Property to its
vi. Countries of Origin or its Restitution in case of Illicit Appropriation (ICPRCP)
vii. 2001 Convention: Underwater Cultural Heritage
viii. 1954 Hague Convention and its two Protocols
    - Protection of Cultural Property in the Event of Armed Conflict
ix. Intercultural Dialogue and Culture of Peace
    - Museums and World Performing Artists.

7. Communication and Information Sector

This section is mandated to cover the following areas:

i. Freedom of expression and the safety of journalists
ii. Media development and media in emergency

iii. Media and information literacy and digital competencies
iv. Universal access to information and digital inclusion
v. Digital policies and digital transformation
vi. Documentary heritage - Memory of the World programme
vii. Multilingualism and linguistic diversity

8. General Administrative

This section is mandated to cover the following areas:

i. General Administration
ii. Procurement
iii. Record management
iv. Housing
v. Transport
vi. Human Resource
vii. Training and development
viii. Office Committees
ix. Events

9. Finance

This section is mandated to cover the following areas:

i. Maintain records of all payment vouchers, receipt vouchers and other accounts documents
ii. Budgeting and Planning
iii. Manage the Vote Book
iv. Manage the Cash Book, imprests and daily entries
v. Payment of vouchers
vi. Prepare revised estimates
vii. Prepare financial statements and reports
viii. Co-signatory for cheque payments
ix. Budget monitoring and expenditure control
x. Tabulate monthly Social Security deductions of the Mission's local staff
xi. Submit online, the Mission's monthly social security declarations to URSSAF, the French Social Security Regime
xii. Payment of the Kenya Government's Assessed contributions to UNESCO, the UNESCO World Heritage Fund and the UNESCO Fund for the Safeguarding of Intangible Cultural Heritage
xiii. Payment of the Mission's Annual contributions to the following groups at UNESCO: Africa Group, Group of 77 and China (G77), the Non-Aligned Movement (NAM) and the Delegates Circle

Figure 1: Current Mission's Structure

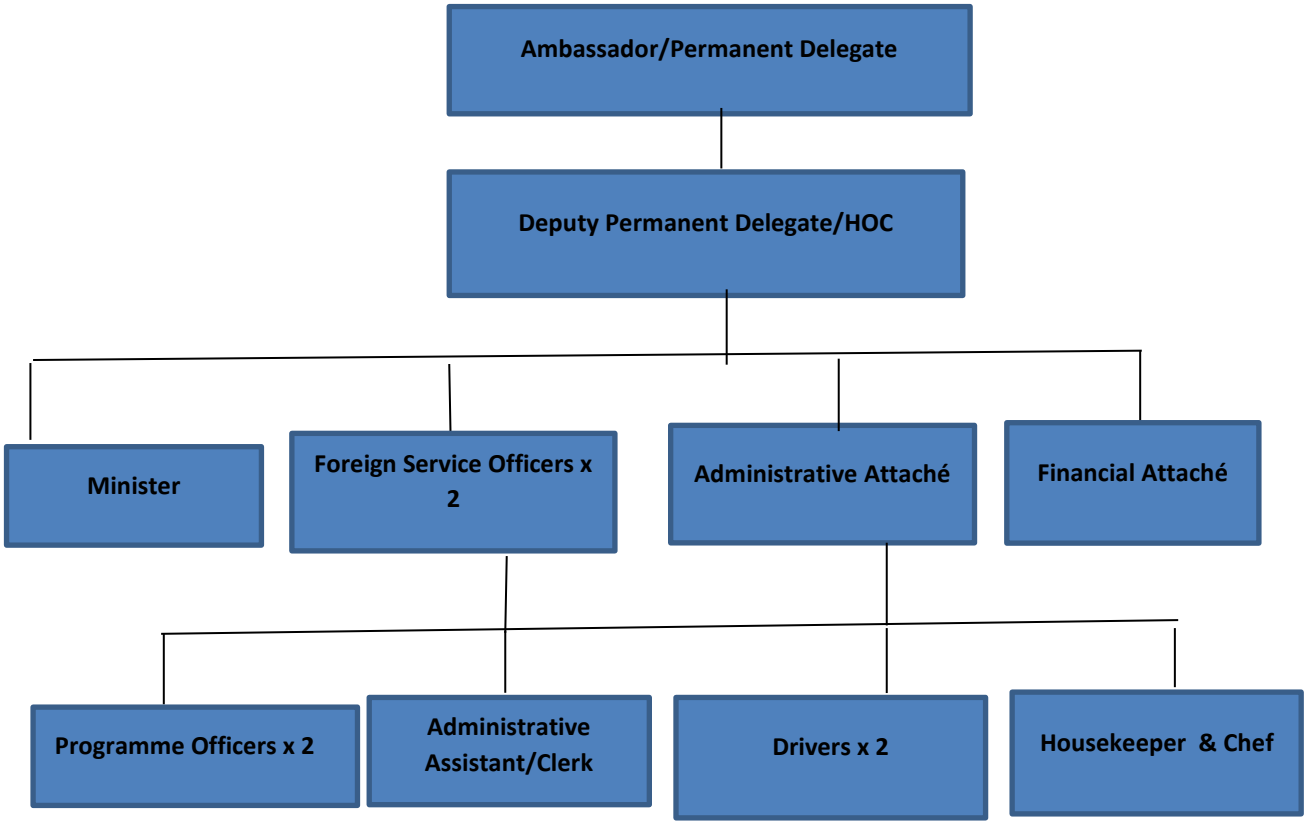
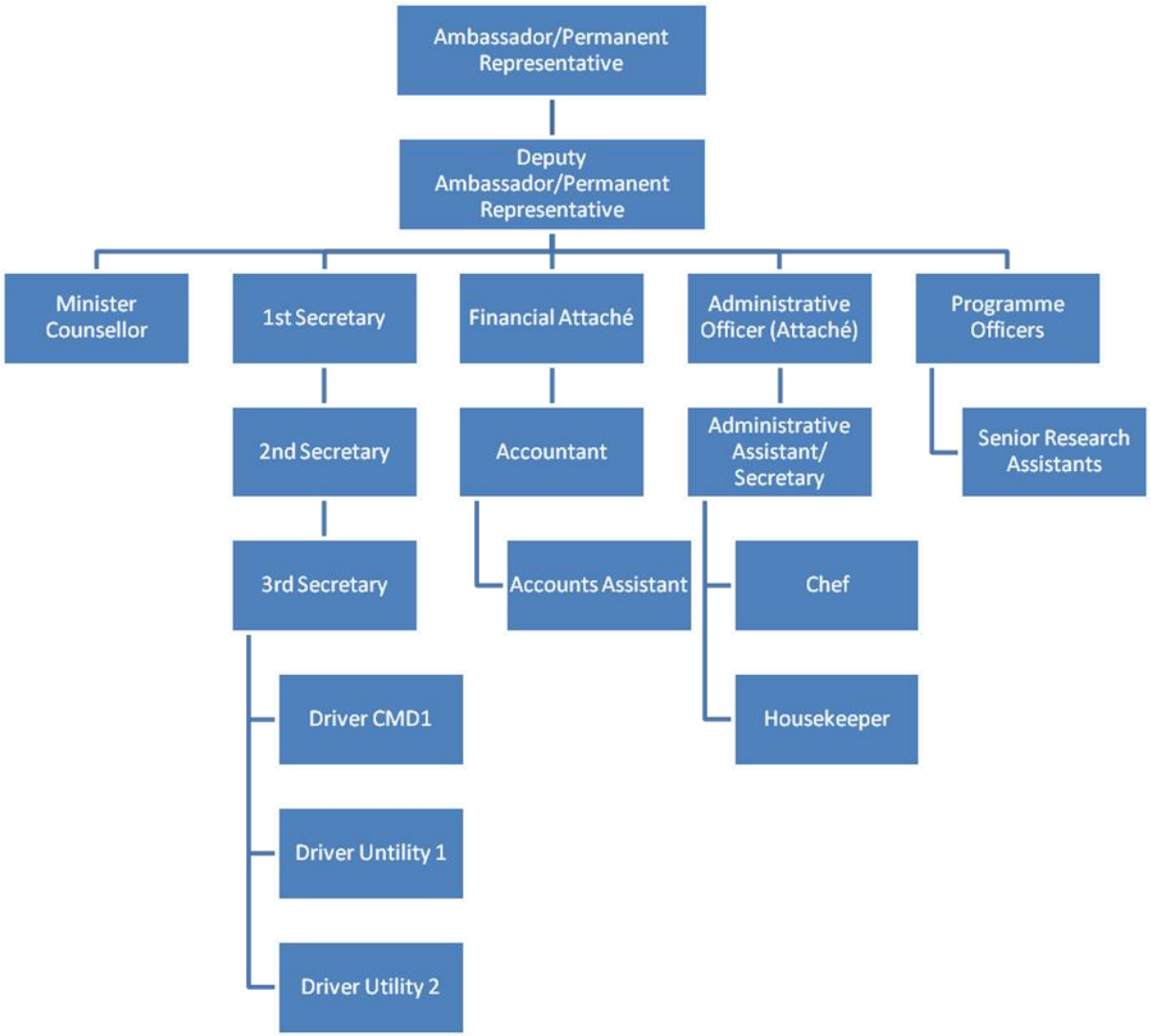


Figure 2: Proposed Staff Establishment



6.2.2 Staff Establishment, Skills Set and Competence Development

The Mission's current staff establishment is **11 members** of staff as shown in table 9 below. In order to implement this Strategic Plan and to effectively deliver on its mandate, the Mission requires a total of **14 members** of staff from all cadres.

Figure 1: Authorized in-Post and Proposed Staff Establishment

	Home Based Officers					
	Designation	Job Group	Authorized	In Post	Proposed	Variance
			A	B	C	(B-C)
	Ambassador	T	1	1	1	0
	Deputy Head of Mission/Head of Chancery	T	0	0	1	-1
	Minister	S	1	1	1	0
	Counsellor II	P	0	0	1	-1
	First Secretary	P	0	0	1	-1
	Second Secretary	M	1	1	1	0
	Third Secretary	L	0	0	1	-1
	Administrative Officer (Attaché)/ Records Management Officer	M	1	1	1	0
	*Financial Attaché	M	1	1	1	0
B	Local Staff					
	Clerk	N/a	1	1	2	-1
	Programme Officers	N/a	2	2	3	-1
	Drivers	N/a	3	3	4	-1
	Housekeeper	N/a	1	1	2	-1

	Chef	N/a	1	1	1	0

Table 9: Skills Set Competence Development

Cadre	Skills set	Skills Gap	Competence Development
Leadership Cadre	- Strategic vision and planning - Performance management - Project management and execution - Leadership and people management - Negotiation skills - International protocol and diplomatic - National Values and Principles - Strategic Human Resource Management	- Strategic vision and planning - Performance management - Project management and execution - International protocol and diplomatic	- Strategic Leadership and Development Course (SLDP) - Performance Management - Customer Service Excellence Training Program - Advanced Level Foreign Service Course
Technical Cadre	- Management & Leadership Skills - Strategic Leadership - Diplomacy - Public procurement - International protocol and diplomatic relations	- Strategic Leadership - Diplomacy - Public procurement - Public Finance Management	- Senior Management Course (SMC) - Strategic Leadership and Development Course (SLDP) - Public Procurement and Asset Disposal Act & Public Finance Management Act - Advanced Level Foreign Service Course - Middle-Level Foreign Service Course

	- Negotiation skills - Speech writing course - Policy research and analysis - Records Management - Research and Report Writing - Market Research and Analysis - Emotional Intelligence - Front office management - HR Management and development skills - UN Foreign Languages - National Values and Principles	- Negotiation skills - Policy research and analysis - Research and Report Writing - Market Research and Analysis - Emotional Intelligence - UN Foreign Languages - National Values and Principles - Front office management	- Front office management

RISK MANAGEMENT FRAMEWORK

S/ No	Risk	Likely hood L/H/M	Severity L/H/M	Overall Risk Level L/H/M	Mitigation Measure(S)
1.	**Hybrid threats:** The rise of information warfare and the spread of disinformation pose risks to public affairs and international relations. Manipulation of information, cyber propaganda, and fake news can shape public opinion, erode trust, and affect the credibility of the State Department. Further, there is increased risk of information leakage through cyber-attack on digital platforms.	H	H	H	• Develop robust monitoring and analysis capabilities in the State Department to identify disinformation campaigns in real-time. This can help understand their tactics, target audiences, and origins, enabling more effective responses. • Actively communicate accurate information and engage with the public to counter disinformation narratives. • Make use of both traditional and digital diplomacy tools to effectively communicate messages, build trust, and debunk false information. • Installation of necessary digital infrastructure to secure communication and information.
2.	Delayed exchequer releases which limit the State Department's ability to implement its planned programmes in good time leading to huge pending bills in the succeeding Financial Years	M	M	H	• Budget implementation and control and early planning so that by the time exchequers are released the procurement is immediately affected.
3.	Mismatch between the Kenya Procurement and Asset Disposal Act, 2015 and procurement procedures and practices in foreign jurisdictions	M	M	M	• Pursue Procurement and Disposal Regulatory Authority to exempt Kenya Missions from certain provisions of the Kenya Procurement and Asset Disposal Act, 2015 and procurement procedures and practices

S/ No	Risk	Likely hood L/H/M	Severity L/H/M	Overall Risk Level L/H/M	Mitigation Measure(S)
4.	Foreign Exchange Losses by missions	H	H	H	• Pursue the National Treasury through the sector resource bidding to develop a foreign exchange risk assumption facility to cushion Missions from budget losses occasioned by foreign exchange rate losses
5.	Negative effects of austerity measures and budget cuts	M	M	M	• Pursue the National Treasury to exempt capital projects ongoing in foreign countries from budget cuts occasioned by austerity measures
6.	Diminishing market access for Kenya products on the global market	H	H	H	• Promote export of Kenya product abroad • Coordinate negotiation for access to markets • Follow-ups on implementation common market protocols and trade agreements • Link local potential exporters to international markets
7.	Effects of Climate change and natural disasters	H	H	H	• Mainstream climate change and natural disasters in projects and programmes.
8.	Geopolitical realignment	H	H	H	• Continue to play an active role in the realization of regional and international peace, security and stability through participation in various forums e.g. EAC, IGAD, ICGLR, AU & UN

CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

The chapter outlines the financial requirements for the implementation of planned activities, projects, and human resource management and development, based on key result areas as estimated in the implementation matrix. Additionally, the chapter compares the resource requirements against the projected resource allocation in the medium term to identify resource gaps. It further proposes means of bridging the difference and ensuring prudent resource utilization.

7.1 Financial Requirements

Guided by the Action Plan in table 6.1, this section provides estimates of resources for the implementation of the action plan on a Financial Year basis. The total annual budget is informed by the KRAs and administrative costs, as demonstrated in Figure 3 below. The Mission requires **Kshs. 110.5 Million** to execute its **10** Key Performance Areas within the five-year plan.

Figure 2: Financial Requirements for implementing strategies

Cost Items	Projected Resource Requirements (KShs. Mn)					
	2023/24	2024/25	2025/26	2026/27	2027/28	Total
KRA 1: Safeguard Kenya's Sovereignty and Territorial Integrity	4.0	5.0	5.0	5.0	5.0	24.0
KRA 2: Project and promote Kenya's engagement and diplomatic representation at UNESCO	2.0	5.0	5.0	5.0	5.0	22.0
KRA 3: Leverage UNESCO Programmes in Education	4.5	5.0	5.4	6.0	6.0	26.9

KRA 4: Achieve Kenya's sustainable development through the STEAM (Science, Technology, Engineering, Arts, and Mathematics) programmes at UNESCO	1.5	2.5	3.0	4.0	4.5	11.5
KRA 5: Enhance Kenya's collaboration with UNESCO in Social and Human Sciences	1.5	2.0	2.5	3.0	4.0	
KRA 6: Kenyan cultural heritage and creative economy protected, promoted and preserved through cultural diplomacy and the UNESCO Culture Conventions	2.0	5.5	6.0	6.0	6.0	
KRA 7: Contribute towards Kenya's Digital economy through the Communication and Information programme at UNESCO	1.0	1.5	2.0	2.5	3,0	
KRA 8: Advance Kenya's economic interest in the Blue Economy through the IOC at UNESCO	1.0	2.0	2.5	3.0	3.0	
KRA 9: A peaceful, just and equitable world	1.0	1.0	1.0	1.0	1.0	
KRA 10: Strengthen and protect Kenya's policy, legal, and institutional frameworks through UNESCO	45.9	50.0	52.0	54.0	55.0	256.9
Personnel Emoluments (PE)	42.7	43.0	44.0	44.0	45.0	218.7
Total	**93.4**	**94.4**	**96.4**	**110.4**	**110.4**	**101.4**

Resource Gaps

The resource gaps are determined by the variances between resource requirements versus available resources as shown in Table 7.2. The resource gaps inform resource mobilization strategies. The resource allocations for the first three (3) years are guided by the MTEF Budget estimates, while the two (2) outer years are projections based on allocation trends.

An analysis of the resource requirement compared to projected resource allocations shows that the Mission has a resource gap of **Kshs 52.2 Million** within the period of the plan. The resource gap computation is provided in table 11 below.

Figure 3: Resource Gaps

FY	Estimated Allocation (Ksh. Mn)	Estimated Financial Requirement (Ksh. Mn)	Variance (Ksh. Mn)
2023/2024	93,014,324.00	100,579,228.30	7,564,904.00
2024/2025	94,014,324.00	100,579,228.30	8,564,904.00
2025/2026	98,014,324.00	110,637,151.13	12,622,827.31
2026/2027	110, 014,324.00	121,700,866.24	11,686,542.24
2027/2028	114,014,324.00	121,700,866.24	11,686,542.24
Total			52,191,719.79

7.2 Resource Mobilization Strategies

The Mission will deploy the following strategies to bridge the financial gap of **Kshs 52,191,719.79** to enable the execution of its Key Result Areas:

1. Engage the State Department for Foreign Affairs and the Ministry of Education to facilitate the recurrent expenditure to address gaps.
2. Engage Member States and development partners to finance implementation of UNESCO programmes in Kenya.
3. Implement cost reduction measures such adopting digital tools and implementing controlled expenditure.

7.3 Resource Management Strategies

Given the resource constraints faced by the government in the recent past, Mission is required to come up with strategies for efficient and effective resource management this include: -

1. Ensure compliance with performance, procurement and financial managements Acts and Regulations
2. Ensure that budgeting and planning are synchronized through Delegations annual work plan.
3. Prioritization and re-prioritization of activities and programs
4. Adoption of a zero based budgeting to ensure proper costing for the prioritized programs and activities.
5. Explore opportunities for co-hosting Delegation's activities at UNESCO with friendly countries in Africa and other regions.

CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

This chapter describes the systematic approach for monitoring and reviewing the progress of implementing the Strategic Plan. It outlines the Monitoring and Evaluation Frameworks to be employed, expounds the Performance Standards guiding monitoring and evaluation process, and outlines the schedule for both mid-term and end-term evaluations of the Plan. Additionally, it provides the mechanisms for reporting and feedback regarding the implementation of strategic plan interventions.

8.1 Monitoring Framework

This M&E framework describes how the entire M&E system for Mission's programs and activities will operate. The framework utilizes indicators for each level of the programs, namely outputs, outcomes, and strategic objectives. It offers the delivery method and identifies those responsible for delivering expected results.

Monitoring and Evaluation will be at the centre of the implementation of this Strategic Plan. Through M&E, the Mission will be able to assess how its interventions change over time, how effectively its programs are implemented, whether there are gaps between planned and achieved results that need addressing, and whether the changes realized have any impact. Each Monitoring and Evaluation session will provide a chance for learning to help improve practices in the future. It will also enable informed decision-making and ensure accountability for allocated resources.

Data collection will provide an evidence-based approach to the monitoring and evaluation process. The Mission will collect data regularly to accurately track key performance indicators or identify areas needing improvement during different stages of the project's life cycle. Data analysis will help identify potential risks or opportunities as well as highlight areas needing improvement.

In its Monitoring Framework outlined below, the Mission has identified the key performance indicators to be tracked and has established the baseline data for each indicator to be monitored.

For continuous improvement in targeted results, the Mission will rely on performance contracting processes, ensuring that negotiated targets are growth-oriented and focused. Annual work plans and performance contracts will be the main tools used in monitoring the implementation of this Strategic Plan. Reporting on indicators will occur quarterly and annually. Implementation of Performance Contract targets will be monitored in real-time through the online Performance Management System (PMS).

Drawing on the National Monitoring and Evaluation Implementation manual, this M&E Framework will consist of the following key elements:

i. Specific output and outcome indicators which provide guidance as to whether the Plan objectives have been successfully achieved.
ii. An operational plan that details the sequencing of activities from data collection to the feedback cycle.
iii. Accountability for the production of reports.
iv. Responsibility for acting on reports.

8.2 Performance Standards

In the monitoring and evaluation of the implementation of performance indicators, the Permanent Delegation will be guided by and observe internationally accepted norms and standards, including relevance, efficiency, effectiveness, success, and sustainability. The Central Planning and Project Monitoring Department (CPPMD) will ensure that the standards are met. This will be achieved through vetting annual work plans and performance contracts to ensure that the output and outcome indicators are Specific, Measurable, Achievable, Relevant, and Time-bound (SMART).

In undertaking the preparation of this Strategic Plan and in the subsequent implementation of the performance targets, the Permanent Delegation will comply with guidelines, norms, and standards such as the Performance Contracting Guidelines; Guidelines/Standards for Preparation, Appraisal, Monitoring & Evaluation of Development Projects; Monitoring and Evaluation Norms and Standards; Guidelines for the Preparation of Strategic Plans; Guidelines for Implementation of the National Integrated Monitoring & Evaluation System (NIMES); Public Investment Management Guidelines; and Public Finance Management regulations, among others.

8.3 Evaluation Framework

The Permanent Delegation will undertake a comprehensive mid-term review of the implementation of the Strategic Plan. This review will aim to evaluate the cumulative successes achieved by the plan and focus on the remaining half of the period. The review will further assess whether the Mission will be on track to attain all its targets as set out in the plan or if there would be a need to vary the targets accordingly, especially to accommodate any emerging issues. Further, Ad-hoc reviews of the Strategic Plan will be undertaken when the need arises, and an end-term review will be conducted at the end of the plan period.

The Permanent Delegation will assess the level and extent of achievement of its strategic objectives through this Evaluation Framework. The aim is to measure the attainment of its strategic goals along with the respective KRAs. To enable this, the output/outcome Performance matrix has included clearly defined outcome indicators, baselines, and targets as summarized in table 12. The KRAs and outcomes are drawn from the Action Plan Implementation Matrix in chapter 6.

Table 10: Outcome/Output Performance Matrix

Key Result Area	Outcome	Outcome/Output Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
Promote and Strengthen Kenya's Engagement and Diplomatic Representation at UNESCO	Kenya's Foreign Policy objectives achieved.	No. of High-Level visits to UNESCO (%)	100	2022/23	100	100
		No. of Government Delegations facilitated to attend meetings, conferences, Committees in UNESCO and representation in UNESCO affiliated meetings	10	2022/23	10	30
		No of placement of Kenyans in strategic positions in UNESCO and affiliated organizations	1	2022/23	2	3
		Strengthened Kenya's Engagement and Representation in UNESCO, UNESCO	100	2022/23	100	100

Key Result Area	Outcome	Outcome/Output Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
		Expert Committees and with UNESCO member states (%)				
Promote Economic Cooperation through the Blue Economy	Advanced Kenya's economic interest through robust engagement in the Blue Economy as domiciled in the Intergovernmental Oceanographic Commission at UNESCO	Enhanced visibility on the outcomes of the Global Sustainable Blue Economy Conference (SBEC) held in Nairobi, Kenya in November 2018 (%)	100	2022/23	100%	150%
		Enhanced investment and partnerships in the Blue Economy sector (%)	100	2022/23	100	150
		Enhanced participation and visibility of Kenya at UNESCO and the Multilateral arena in the Blue Economy sector, to achieve the 2030 Agenda for Sustainable Development (%)	100	2022/23	72	120
Protect and Safeguard	Protection of Kenya's interest within UNESCOs	No. of Education Programmes negotiated and implemented in Kenya's through UNESCO	10	2022/23	10	20

Key Result Area	Outcome	Outcome/Output Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
Kenya's Interest	areas of competence namely Culture, Education, Social and Human Sciences, Natural Sciences and Communication and Information	No of Programmes and initiative to enhance Kenya's Image and Prestige through Culture	10	2022/23	9	20
		Kenya's institutional capacity in the Social, Human and Natural Sciences (%)	100	2022/23	100	100
Strengthen Policy, Legal and Institutional Capacity	Policy, Legal and Institutional Capacity enhanced.	Strengthen Protocol Services (%)	100	2022/23	100	100
		Strengthened Budgeting, procurement and Financial Management (%)	100	2022/23	100	100
		Strengthened Asset Management (%)	100	2022/23	100	100
		Enhanced ICT capacity and infrastructure (%)	100	2022/23	100	100
		Strengthen Human Resource Capacity (%)	100	2022/23	100	100
		Institutionalize Performance Management (%)	100	2022/23	100	100

Key Result Area	Outcome	Outcome/Output Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
		Public Diplomacy and Stakeholder's Engagement (%)	100	2022/23	100	150
		Strengthen Governance Capacity (%)	100	100	100	100
		Mainstream Gender, HIV/AIDS Alcohol and Drug Abuse, Disability Policy into Mission activities (%)	100	2022/23	100	100

8.3.1 Mid-Term Evaluation

The Mid-Term Evaluation of the Strategic Plan will be undertaken between November 2025 and February 2026. During this period, all individuals responsible for implementing the various indicators outlined in the plan will be tasked with submitting their progress reports. This comprehensive process will facilitate the assessment of the extent of implementation, identification of gaps, understanding of encountered challenges, and extraction of valuable lessons learned.

Following this analysis, the Mission will deliberate on the outcomes and determine the necessary corrective actions and strategies for moving forward effectively. Furthermore, should it become evident that adjustments to the Strategic Plan are warranted, revisions will be duly considered and undertaken as necessary.

8.3.2 End-Term Evaluation

The end-term evaluation will be undertaken between July and September 2028. It will entail taking stock of all performance indicator targets in the Plan and accounting for implementation results. An end-term evaluation report will be produced.

8.4 Reporting Framework and Feedback Mechanism

This section outlines the reporting framework and feedback mechanism, which will constitute the standard framework for reporting on the implementation of this Strategic Plan's interventions. The frameworks, presented in table form, provide for the types of reports (Monitoring, Evaluation), the frequency of reporting (quarterly or annually), the responsibilities for monitoring, and the users of the reports as outlined in Quarterly Progress Reporting Template Tables 8.2, Annual Progress Reporting Template Table 8.3, and Evaluation Reporting Template Table 8.4.

In addition, the framework ensures that lessons learnt are captured and fed into a continual adjustment and improvement of the necessary corrective interventions in the strategy. To do this, measurements of actual performance will be made at predetermined times and compared with the performance standards. If the actual results fall outside the desired tolerance range, action will be taken to correct the deviation. The action taken will be of such nature that it will not only correct the deviation but also prevent its recurrence.

Table 13: Quarterly Progress Reporting Template

State Department for Foreign Affairs

QUARTERLY PROGRESS REPORT

QUARTER ENDING (State period.....)

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

Table 11: annual Progress Reporting Template

ANNUAL PROGRESS REPORT

YEAR ENDING (State period .....).

		Achievement for year.....	**Cumulative to Date(Years)**	Remarks	Corrective

Expected Output	Output Indicator								Intervention
		Target (A)	Actual (B)	Variance (B-C)	Target (D)	Actual (E)	Variance (E-D)		

Table 12: Evaluation Reporting Template

Key Result Area	Outcome	Outcome Indicator	Baseline		Mid-term Evaluation	End of Plan Period Evaluation			Remarks	Corrective Intervention
			Value	Year	Target	Achievement	Target	Achievement		
KRA 1										
KRA 2										
KRA 3										

KRA 4										
KRA 5										
KRA 6										
KRA 7										
KRA 8										
KRA 9										
KRA 10										

ANNEX I: Implementation Matrix

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Million)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Others
Strategic Issue 1: Kenya's engagement and diplomatic representation at UNESCO to contribute towards achieving peace and prosperity globally **Strategic Goal: Enhance Kenya's engagement and diplomatic representation at UNESCO to foster peace and prosperity globally** **Key Result Area 1: Peace and Prosperity will be enhanced and strengthened through Kenya's engagement and diplomatic representation at UNESCO** **Strategic Objective 1: To promote and strengthen Kenya's engagement and diplomatic representation at UNESCO to foster peace and prosperity**																
1. Strengthen collaboration with relevant MDACs and stakeholders to foster peace and prosperity globally	1.1 Build strong partnerships with relevant MDAs and key stakeholders to achieve peace and prosperity	Foreign Policy position articulated	Quarterly reports	50	10	10	10	10	10	10	10.5	11	11.6	12.1	Permanent Delegation	Kenya National Commission (KNATCOM), UNESCO Regional Office Multilateral Affairs
2.Enhance representation in	1.2 Ensure Kenya's visibility and impact	Kenya recognized as an active,	Meeting Reports offering	50	10	10	10	10	10	10	1.5	1.5.	1.5	1.5	Permanent	KNATCOM UNESCO Regional

committees in UNESCO and affiliated organisations	through representation and effective participation in key UNESCO meetings, regional groups and committees	effective participant in key strategic meetings	strategic guidance												Delegation	Office East Africa (ROEA) Multilateral Affairs
3.Promote collaboration among Member States	1.3 Promote programmes supporting collaboration, champion Global Citizenship, enhancing Regional Peace and Stability, bridging inequalities across all sectors	Peace Promoting initiatives	Meeting reports	20	4	4	4	4	4	1.5	1.5	1.5	1.5	1.5	Permanent Delegation	KNATCOM UNESCO Regional Office

4.Articulate Kenya's efforts in Global and Regional Peace	1.4 Promote Kenya as a hub for Regional Peace, security and stability, championing regional programmes and efforts to provide peaceful support for conflict-ridden states	Kenya's reputation enhanced and recognised as a peace hub	Meeting reports No. Strategic engagements	5	1	1	1	1	1	0	0	0	0	0	Permanent Delegation	KNATCOM
Strategic Issue 2: Bottom-up Economic Transformation Agenda (BETA) is promoted through UNESCO enabler programmes in education, science, communication, information and technology **Strategic Goal: Pursue enabler programmes at UNESCO in education, science, communication and information and technology to promote the BETA.** **Key Result Area 2: The Bottom-up Economic Transformation Agenda will be promoted through UNESCO's enabler programmes in education, science, communication and information and technology** **Strategic Objective 2: To promote the BETA through UNESCO enabler programmes in education, science, communication information and technology**																
1: High level representation during	1.1 Active participation in STEAM programme		No. meetings attended	50	10	10	10	10	10	1.5	1.5	1.5	1.5	1.5		

UNESCO Governing Bodies	s offered at UNESCO															
2. Pursue partnerships to support capacity building in Education programmes	2.1 Lobby line Ministries to provide the technical support in showcasing Kenya's expertise in various committees	Greater visibility of Kenya in UNESCO technical committees	No. of meetings attended, reports prepared. Partnerships secured	20	4	4	4	4	4	1.5	1.5	1.5	1.5	1.5	Permanent Delegate All Staff	Multilateral Desk Ministries of Education/ Culture/Sports
	2.2 Inform the Ministry of Education of Scholarships, Fellowships and Awards	Improved communication and coordination with Ministry on available opportunities for Kenyans	No. of Fellowships, Scholarships Awards absorbed by Kenyans	10	2	2	2	2	2	1.5	1.5	1.5	1.5	1.5	Permanent Delegate All Staff	MFDA/MoE
	2.3 Coordinate the	Increased uptake of	No. of positions taken up	5	1	1	1	1	1	0	0	0	0	0	Permanent Delegate	KNATCOM

	submission of nomination forms and vetting requirements	positions by Kenyans	by Kenyans												All Staff	
3.Actively engage UNESCO Secretariat to pursue opportunities for collaboration and capacity enhancement	3.1 Secure opportunities for collaboration with UNESCO Category 1&2 Institutes and UNITWIN networks	Opportunities secured for engagement of partnership and programmes	No. of trainings undertaken	10	2	2	2	2	2	0	0	0	0	0	Permanent Delegate All Staff	KNATCOM MFDA
4. Engage with Member States offering opportunities for collaboration in	4.1 Secure support for partnerships to enhance disaster preparedness, community engagemen	Enhanced collaboration with UNESCO Secretariat and UNESCO Member States	No. of opportunities/ collaborations/ secured	20	5	5	5	5	5	0	0	0	0	0	Permanent Delegate All Staff	KNATCOM MFDA

climate mitigation	t in climate mitigation															
5.Secure opportunities for Kenyans to access positions at UNESCO	5.1Positions secured for Kenyans at UNESCO and affiliated organizations	Enhanced visibility and employments of Kenyans experts in UNESCO and affiliated Organizations	No. of opportunities or Appointments secured	5	1	1	1	1	1	0	0	0	0	0	Permanent Delegation	KNATCOM Multilateral
6.Facilitate Fellowship, Scholarship, UNESCO Prizes and Awards	Facilitate completion of Statutory reports and surveys	Increased uptake in Fellowships, Scholarships, Prizes, Awards	No. of Fellowships, Scholarships, Prizes, Awards awarded to Kenyans	10	2	2	2	2	2	1.5	1.5	1.5	1.5			KNATCOM
7. Leverage on programmes to secure	Participation in programmes engaging youth and	Increased uptake of STEAM programmes among	Proportion of youths, women and girls in	75	75	75	75	75	75	1.5	1.5	2.5	3.0	4.0	Permanent Delegation	KNATCOM MoE

uptake of STEAM to enhance capacity in Natural Sciences	women and girls in STEAM	women and girls	engaging in STEAM													
8. Deliver on strategic programmes at UNESCO in the water sector to provide potable water	Secure strategic programmes to deliver water potability to Kenya's arid areas	No. of strategic programmes for water-related activities	No. of strategic programmes created	10	2	2	2	2	2	3	3	3	3	3	Permanent Delegation	KNATCOM MoE
9. Strengthen and promote environmental sciences in the management, mitigation of DRR	Engage in programmes to deliver capacity on climate mitigation challenges	No. of new partnerships/collaborations/ secured	No. of MoUs/Agreements signed	10	2	2	2	2	2	2.5	2.5	2.5	2.5	2.5	Permanent Delegation	KNATCOM MoE
10.	Secure programme	No. of meetings	No. of reports	10	2	2	2	2	2	1.5	1.5	1.5	1.5	1.5	Permanent	KNATCOM MoE

Strengthen the use of scientific knowledge and skills for harmonius co-existence of man and the environment	s that deliver knowledge transfer on environmental management and sustainable development in biospheres	held to explore and support processes of inscription of biospheres and geoparks in Kenya.	for meetings held to process inscriptions of biospheres and geoparks												Delegation	
11. Enhancing access to open science for knowledge sharing for the benefit of the society.	Secure partnerships to enhance capacity for research through Open Science	Number of meetings held to enhance access to open science for knowledge sharing.	Number of meetings held and partnership secured	10	2	2	2	2	2						Permanent Delegation	KNATCOM MoE
12. Enhancement of Freedom of Expressio	Capacity building activities	Promotion of media freedom and	Number of activities carried out towards	10	2	2	2	2	2	1.0	1.5	2.0	2.5	3.0	Permanent Delegation	Ministry of Information Communication and

n and Journalist safety		journalist safety	the promotion of media freedom and journalist safety													Digital Economy
13. Development of a domestic digital platform ecosystem	Capacity building and funding of start-ups	Digital entrepreneurship promoted	Number of capacity building workshops to promote digital entrepreneurship	42	10	10	10	10	10						Permanent Delegation	Ministry of Information Communication and Digital Economy
14. ICT and Education / Digital learning platforms	Capacity building activities and workshops	ICT education improved through robust digital learning platforms	Number of activities carried out	25	5	5	5	5	5						Permanent Delegation	Ministry of Education
15. Promotion of Open solutions through Open	Capacity building sessions and meetings	Open access to information and scientific informati	Number of activities held	10	2	2	2	2	2						Permanent Delegation	Ministry of Education

Educational Resources, open access to scientific information and open data		on promoted														
Strategic Issue 3: Kenya's Heritage, Cultural collaborations, Public Diplomacy and Stakeholder Engagement promoted and achieved **Strategic Goal: Promote Kenya's Heritage, cultural collaborations public diplomacy and stakeholder's engagement** **Key Result Area 3: Kenya's heritage and cultural collaborations are promoted and stakeholder's engagement is achieved** **Strategic Objective 3: Promotion of Kenya's cultural collaborations through public diplomacy and stakeholder engagement**																
1. Coordinate and participate in promotional cultural activities	1.1 Enhanced awareness of Kenya's Cultural heritage sites, brands and Diaspora initiatives	No of meetings attended, reports and briefs submitted	No. of promotional events participated in.	20	4	4	4	4	4	2.5	3.5	3.5	3.5	3.5	Permanent Delegation	MFDA & MDAs
	1.2 Increased participation by Government ministries in UNESCO Culture activities	No. of UNESCO meetings and projects participated in by MDACs	22	4	4	5	4	5							Permanent Delegation	MFDA & MDAs

	and programmes															
2: Protect Promote and Project Kenya's Cultural Diplomacy	2.Foster cultural diplomacy to strengthen stakeholder engagement and enhance Kenya's image and global prestige.	No. of periodic reports submitted by State Party of Kenya in compliance with obligations of the Conventions	5	1	1	1	1	1							Permanent Delegation	MFDA & MDAs
	2.2 Coordinate and facilitate Kenya's implementation of the ratified Culture Conventions.	Enhanced implementation of the culture conventions in Kenya.	No. of Conventions Kenya has ratified/signed up	20	5	5	5	5	5	1.0	1.0	1.0	1.0	1.0	Permanent Delegation	MFDA & MDAs
3. Harness the potential of	3.1 Advocate for the inclusion of items	Kenya's interests projected, promoted	No. of resolutions and decisions promoted	25	5	5	5	5	5	0	0	0	0	0	Permanent Delegation	MFDA & MDAs

heritage and creative economy for sustainable development in Kenya.	pertinent to Kenya in UNESCO Culture programmes, harnessing of Culture through transversal projects in education, science, ICT for sustainable development	in programmes supporting the contribution of culture, heritage, and creative industries to key issues such as climate change mitigation, and attainment of the SDGs.	to harness the potential of heritage and the creative economy for sustainable development in Kenya.													
			No. of UNESCO programmes and transversal projects supporting the contributi	5	1	1	1	1	1						Permanent Delegation	MFDA & MDAs

			on of culture to climate change mitigation and SDGs													
4.Reinforce ratifications accession to, depository and custody of UNESCO Culture Conventions in Kenya.	Organise meetings with UNESCO Secretariat, MDACs and various stakeholders.	Ratification/accession to UNESCO Culture Conventions by Kenya, and subsequent domestication and implementation at, national, regional and local levels.	No. of briefs, reports, correspondence and meetings supporting the ratification process of culture conventions by Kenya, and subsequent processes for domestication via policies,	10	2	2	2	2	2						Permanent Delegation	MFDA & MDAs

			laws and programmes.													
5. Resource mobilization and support in favor of Kenya's global visibility and engagement in UNESCO Culture programmer	5.1 Prepare, submit or facilitate proposals, reports, correspondence for funding partnerships and opportunities	Funding sourced for national and UNESCO initiatives to boost Kenya's heritage and creative industries	No. of Resource mobilization targets attained	30	10	12	4	4	4						Permanent Delegation	MFDA & MDAs
6. Provide leadership on culture, on African heritage, and on global policy items in UNESCO by	6.1 Organize and participate in meetings with the Africa Group and UNESCO regional groups on	Kenya's leadership on matters culture and heritage promoted	Strategic leadership through participation in Culture related statutory meetings and working	100%	100%	100%	100%	100%	100%						Permanent Delegation	MFDA & MDAs

leveraging Kenya's renown in heritage and cultural diplomacy.	Culture items		groups. (%)													
7.Promote the implementation of the Flagship 'Fostering cultural heritage and capacity development' of the Operational Strategy for Global Priority Africa (2022-2029)	7.1 Advcoate for UNESCO projects favouring implementation of main outputs and outcomes of operationalization of Culture Flagship	Increased UNESCO investments in capacity building, promotion of museums, fight against illicit trafficking of cultural artefacts, support to heritage training institutio	No. of meetings held updating on progress of attaining goals of Culture Flagship No. of interventions prepared and made in UNESCO	100% 30	100% 6	100% 6	100% 6	100% 6	100% 6						Permanent Delegation	MFDA & MDAs

		ns in Kenya and Africa														
8. Influence policy shifts to derive programmes promoting the recognition of Kenyan and African heritage on the global platform.	8.1 Articulate Kenya and Africa's position in UNESCO Culture meetings	Policy items favoring heritage development advocated.	Proportion of Policies influenced. (%)	100%	100%	100%	100%	100%	100%							
	8.2 Organise meetings to advocate on matters critical to Culture within Kenya's national and	Kenyan and African heritage items catered for in UNESCO policies and programmes	No. of Meetings organised and outcomes advancing the cause of heritage in Kenya and Africa	10	2	2	2	2	2							

	regional interests															
Strategic Issue 4: Youth Engagement, Gender Equality and Sports to be attained through UNESCO Programmes **Strategic Goal: Promote Youth Engagement, Gender Equality and Sports through UNESCO Programmes** **Key Result Area 3: Youth Engagement Gender Equality and Sports will be attained through UNESCO programmes** **Strategic Objective 3: To boost Youth Engagement Gender Equality and Sports through UNESCO Programmes**																
1: Enhance Kenya's participation in expert Committee of MOST, IGBC, IGC and COMEST	1.2 Inform the relevant Ministries and MDA's of upcoming meetings and events for MOST, IGBC, IBC and COMEST	Articulate Kenya's position in MOST, Bio Ethics and Social Sciences committees	No. of annual reports, brief and talking notes	20	4	4	4	4	4	1.0	1.0	1.0	1.0	1.0	Permanent Delegate Focal Officer	CEMASTEA KNATCOM Ministry of Education
	1.2 Draft briefs and talking points.	No. of briefs	Briefs Reports													
	1.3 Participate in sessions, meeting and follow-up programme	No. of sessions/ meetings attended	Minutes/ Reports													

	s for implementation.															
	1.4 Coordinate bilateral meetings with Secretariat	No. of meetings coordinated	Briefs / Reports													
Strategy 2: Enhance representation of Kenya in Sports, Physical Education, CIGEPS and the Anti-doping Convention	2.1 Inform the Ministry of Sports and relevant agencies of sports meetings and high level engagements	Articulation of Kenya's interest in sports	No of meetings attended and annual reports submitted	20	4	4	4	4	4	2.5	2.5	2.5	2.5	2.5	Permanent Delegate Focal Officer	Ministry of Sports Kenya Sports Academy Kenya Anti-Doping Agency
	2.2 Coordinate participation of Keny's high level representation Sports Committees and Session	Share information on relevant meetings to respective MDAs	Draft Talking notes, briefs and reports	20	4	4	4	4	4	2.5	2.5	2.5	2.5	2.5	Permanent Delegate Focal officer	KNATCOM Ministry of Sports, Youth and Innovation

	2.3 Follow up programmatic meetings with the UNESCO Sector	Participation in relevant meetings `	Accreditation, Notes Briefs												Permanent Delegate Focal officer	
3: Support Implementation of UNESCO Programme in Youth and Gender Equality	3.1 Facilitate the implementation of Youth Development Programmes in Kenya	Articulation of Kenya's position and strategic interests	No. of meetings attended and annual reports submitted	20	4	4	4	4	4	0	0	0	0	0	Permanent Delegate Focal officer	
	3.2 Coordinate participation of Youth representation in UNESCO relevant meetings	Improved attendance at relevant meetings	Meetings coordinated and secured	10	2	2	2	2	2	2.5	2.5	2.5	2.5	2.5	Permanent Delegate	
	3.3 Follow up implementa	Uptake of relevant	Meetings attended	10	2	2	2	2	2	2.5	2.5	2.5	2.5	2.5		

	tion of Gender equality programmes with relevant sectors	program mes														
Strategic Issue 5: Economic Cooperation through the Blue Economy **Strategic Goal: Augment and Enrich the Blue Economy through Economic Cooperation** **Key Result Area 5: The Blue Economy will be augmented and enriched through Economic Cooperation** **Strategic Objective 5: To Augment and Enrich the Blue Economy through Economic Cooperation**																
Strategy 1: High level engagement in the UNESCO Intergovernmental Oceanographic Programme	Inform the relevant Ministry of high level engagement in Oceans.	Enhanced articulation of Kenya's position in marine Science	No of meetings and high-level engagements	10	2	2	2	2	2	1.0	1.0	1.0	1.0	1.0	Permanent Delegate Focal Staff	UN/ Multilateral Ministry of Fisheries and Blue Economy KEMFRI
Strategy 2: Foster Kenya's position as regional hub for the IOC	2.1 Participate in working group meetings of IOC Africa both at the regional	Meetings of IOC Africa at both regional and multilateral levels	No. of meeting and working groups attended	10	2	2	2	2	2	0.5	0.5	0.5	0.5	0.5	Permanent Delegate Focal Staff	UN/ Multilateral 0Ministry of Fisheries and Blue Economy

Africa Adjacent Sub-Commission	and multilateral levels.	participated														KEMFRI
	2.2 Coordinate and negotiate favourable Africa Group Position that enhances the IOC Regional Office in Nairobi	Participation in meetings	No. of meetings coordinated and attended	10	2	2	2	2	2	1.5	1.5	1.5	1.5	1.5		
Strategy 3: Promote Investment in Blue Economy	3.1 Inform KEMFRI of upcoming programmes and initiatives under the UNESCO medium term budget	Articulation and preservation of Kenya's vested interest in Blue Economy and Marine Science	No of meetings and annual reports submitted	5	1	1	1	1	1	0	0	0	0	0	Permanent Delegate Focal Staff	UN/ Multilateral Ministry of Fisheries and Blue Economy KEMFRI

Strategic Issue 6: Institutional Capacity and Policy Formulation **Strategic Goal: To augment and solidify institutional capacity and policy formulation** **Key Result Area 6: Institutional Capaccity and Policy Formulation will be strengthened and solidified** **Strategic Objective 6: To augment and solidify Institutional Capacity and Policy Formulation**																
Strategy 1: Uphold National Values and Principles of Good Governance	Sensitize staff on national values and principles of good governance	Articulation of Kenya's Foreign Policy	No of meetings and initiatives supported	5	1	1	1	1	1	0	0	0	0	0	Permanent Delegate	UN/Multilateral
Strategy 2: Strengthen Budgeting, Procurement and Financial Management	Submit monthly financial returns.	National Values and Principles of Good Governance upheld	Adherence to National Values and Principles of Good Governance (%)	100	100	100	100	100	100	0.2	0.2	0.2	0.2	0.2	Permanent Delegate All Staff	MFDA

	Prepare and submit Budget Projections, Procurement Plans, Work Plans and Supplementary Estimates	Prudent financial reporting guaranteed	Submitted Budget Projections, Work Plans, Procurement Plans and Supplementary Estimates (%)	100	100	100	100	100	100	0.1	0.1	0.1	0.1	0.1	Permanent Delegate All Staff	MFDA
Strategy 3: Strengthen Asset Management	Maintain up to date Asset Registerm including servicing and maintaining the Mission's assets.	Efficient management of the Mission's assets.	Updated and maintained Asset register (%)	100	100	100	100	100	100	1.0	1.0	1.0	1.0	1.0	Permanent Delegate Admin Attache	MFDA
Strategy 4: Compliance with financial rules and regulations	Submission of Financial Returns	Compliance with Public Procurement Act and Finance and	60	12	12	12	12	12	0	0	0	0	0	0	Permanent Delegate Finance Attache	CFO Accounts

		Management Act														
Strategy 5 Adherence to Administrative Rules on Management of Missions	Conduct consistent Procurement and Budget Committees meeting	Meeting Minutes	60	12	12	12	12	12	0	0	0	0	0	0	Permanent Delegate Admin Attache	MFDA
Strategy 6: Strengthen Human Resource Capacity	Quarterly Staff Appraisals with submission of reports and returns	Adherence to Government regulations and rules.	No of meetings held and reports tabulated	50	10	10	10	10	10	0	0	0	0	0	Permanent Delegate Admin Attache	MFDA
	Facilitate Training for Home Based Officers and Local Staff	Improved, advanced skills and knowledge	No courses attended	10	2	2	2	2	2	5	5	5	5	5	Permanent Delegate Finance Attache	

	Monthly Staff Meetings	Regular updated status of work	Staff Meeting Minutes	12	12	12	12	12	0	0	0	0	0	0	Permanent Delegate All Staff	
	Human Resource & Disciplinary Meetings	Quarterly meetings		20	4	4	4	4	4	0	0	0	0	0	Permanent Delegate Admin Attache	
Strategy 6: Strengthen Result Based Performance Management	Develop and Publish Strategic Plan	Effective Implementation of Missions mandate	No. of reports submitted	100	100	100	100	100	100	0.5	0.5	0.5	0.5	0.5	Permanent Delegate All Staff	MFDA