UNITED REPUBLIC OF TANZANIA
MINISTRY OF EDUCATION SCIENCE AND TECHNOLOGY

UNESCO NATIONAL COMMISSION OF THE UNITED REPUBLIC OF TANZANIA

STRATEGIC PLAN

2022/23 – 2026/27

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ABBREVIATIONS

AIDS	Acquired Immune deficiency Syndrome
APP	Annual Procurement Plan
ASPNet	Associated Schools Project Network
AU	African Union
CAG	Controller and Auditor General
CIA	Chief Internal Auditor
CSOs	Civil Society Organisations
CSRP	Corporate Social Responsibility Policy
DESFA	Deputy Executive Secretary Finance and Administration
DESP	Deputy Executive Secretary Programme
ECDE	Early Childhood Development and Education
ECE	Early Childhood Education
EFA	Education for All
ES	Executive Secretary
ESD	Education for Sustainable Development
FYDP	Five Year Development Plan
GCED	Global Citizenship Education
GDP	Gross Domestic Product
GMS	Government Mailing System
GovNet	Government Network
HCI	Head of Communication and Information Sector
HCLT	Head of Culture Sector

HECs	Hospital Ethics Committees
HED	Head of Education Sector
HICTU	Head of Information, Communication and Technology Unit
HIV	Human Immune Deficiency Virus
HNS	Head of Natural Science Sector
HoPU	Head of Planning Unit
HPMU	Head of Procurement Management Unit
HQ	Head Quarter
HSHS	Head of Social and Human Science Sector
i4T	Internet for Trust
ICT	Information and Communication Technology
ICTP	International Centre for Theoretical Physics
IIEP	International Institute for Educational Planning
IUCN	International Union for Conservation of Nature
MAB	Man and Biosphere
MDAs	Ministries, Department and Agencies
MoF	Ministry of Finance
MoEST	Ministry of Education, Science and Technology
MoH	Ministry of Health
MOST	Management of Social Transformations
MTEF	Medium Term Expenditure Framework
NACSAP	National Anti- Corruption Strategy and Action Plan
NATCOM	National Commission

NCD	Non-Communicable Diseases
OER	Open Educational Resource
PMU	Procurement Management Unit
PLWHA	People Living with HIV and AIDS
PPRA	Public Procurement Regulatory Authority
SDGs	Sustainable Development Goals
SHS	Social and Human Sciences
SNE	Special Need Education
SP	Strategic Plan
STEM	Science Technology Engineering and Mathematics
STI	Science Technology and Innovation
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TDV	Tanzania Development Vision
UIL	UNESCO Institute for Lifelong Learning
UIS	UNESCO Institute for Statistics
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nation Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
VCT	Voluntary Centre for Test

EXECUTIVE SUMMARY

This UNESCO NATCOM Strategic Plan 2022/23 – 2026/27 is the outcome of the review of the five years period Strategic Plan that started in the financial year 2015/16 and ended in the financial year 2019/20. Different from all previous made Strategic plans, the process of developing this Strategic Plan was both consultative and participatory. It involved collecting views from members of staff of UNESCO NatCom and other key stakeholders. Similarly, a review of the previous this Strategic Plan and analysis of its strengths, weaknesses, opportunities and challenges (SWOC) was conducted. The UNESCO NatCom conducted evaluation of the implementation its previous Strategic Plan objectives. The overall performance of the 2015/2016 – 2020/2021 Strategic Plan reveals that implementation has been generally satisfactory as it is above the average. This Strategic Plan has also taken into account key documents in policies planning and manifestation in Tanzania including the Ruling Party Elections Manifesto 2020, Third Five Year Development plan and the Vision 2025, emphasizing on building of nation basing of peace and sustainable development. In this strategic plan UNESCO National Commission recognizes that government and other key stakeholders' efforts play a key role in ensuring that the poor in society have special opportunity to improve their lives and overcome poverty in order to reduce class inequality. National commission through this strategic plan recognizes that our country has capable human resource and natural resources such as land, minerals, natural gas, forests, animals, archaeological artefacts, water bodies like lakes and rivers, as well as good geographical position and opportunities. When properly used, these resources and opportunities will be a major catalyst for the development of the Nation. The key documents are well supported by our Main objectives to contribute to the building of a culture of peace, the eradication of poverty, sustainable development and intercultural dialogue through education, the sciences, culture, communication and information. Among other things, the overall objective of the review was to come up with new UNESCO NatCom Strategic Plan that takes into account the current and future needs of the Commission.

The National Commission through this Strategic Plan will continue to play an important role of being a source of information for UNESCO on Tanzania's requirements and priorities in regard to education, science, culture and communication and information when the Organization prepare its programmes in accordance with the Article VII of the UNESCO Constitution. It should be noted that the National Commission is obliged to operate, on a permanent basis, for the purpose of associating governmental and non-governmental

bodies in education, sciences, culture and communication with the work of the Organization. It is therefore, expected that the new Strategic Plan 20220 – 2027 will enable the UNESCO NatCom to lead in transforming and developing Education, Natural Sciences, Social and Human Sciences, Culture, and Communication and Information in Tanzania. A significant consideration has been put on realizing UNESCO NatCom's mission and vision during the period of implementation of this plan. This Strategic Plan will therefore confine itself to nine (9) Strategic Objectives as follows: -

I. HIV/AIDS infection and non-communicable diseases (NCDs) reduced and supporting services improved;
II. National Ant-Corruption implementation strategy enhanced and sustained;
III. UNESCO NATCOM visibility and accessibility enhanced;
IV. Science for Peace and Sustainable Development promoted;
V. Inclusive Social Development, Intercultural dialogue and ethical principles promoted;
VI. Heritage and creative industry for community enhanced;
VII. Freedom of Expression, society access to information and knowledge promoted;
VIII. Lifelong Learning, Quality and Inclusive Education promoted; and
IX. UNESCO NATCOM Institutional capacity enhanced.

STATEMENT OF THE EXECUTIVE SECRETARY

The UNESCO National Commission of the United Republic of Tanzania Five-Year Strategic Plan (2022/23-2026/27) is a product of a consultative process that involved consultations and deliberations with Stakeholders, Technical Teams, the NATCOM Board/Commission and Staff.

It is a roadmap that the UNESCO National Commission of the United Republic of Tanzania will follow over the next five years in making its contribution to the development of United Republic of Tanzania through the promotion of education, sciences, and respect for cultural diversity, human rights and freedom of expression.

The Plan outlines the strategic goals and strategies that will help UNESCO National Commission of the United Republic of Tanzania to fulfill its mission of fostering a culture of peace in Tanzania through the UNESCO's fields of competence. It is anchored on UNESCO National Commission's success in the past and seeks to address the contemporary challenges of Tanzania in light of the future.

This Strategic Plan is responsive to the Government's Vision 2025 and the Five Years Development Plan III (2021/22-2026/27), and aspirations to achieve the Sustainable Development Goals. It is a major contribution to the building of lasting peace and sustainable development in Tanzania.

UNESCO NatCom management will take efforts to ensure successfully implement this Strategic Plan.

Prof. Hamisi M. Malebo
EXECUTIVE SECRETARY

CHAPTER ONE

CHAPTER 1: INTRODUCTION

1.1 Historical Background

The National Commission (NATCOM) for UNESCO of the United Republic of Tanzania was established in 1962 soon after the Independence of Tanganyika. The NATCOM at first was executed its responsibilities as a department under the Ministry of Education. Later, to enhance its efficiency and effectiveness in service delivery in line with its mandate, the NATCOM was transformed into an Independent Government Agency following the Act of Parliament no. 7 of 2008. Following this development, it is imperative that the National Commission for UNESCO will have a set of Mandate that is dynamic enough to accommodate the demanding task of the UNESCO and hence requires update of the Organization Structure that matches its reason for existence. In that manner therefore, the UNESCO National Commission has developed her own Strategic Plan which will take on board the requirements of the current parliament Act, so as to enable it to discharge the organization's mandate effectively and hence achieve her intended objectives.

In Order to discharge her mandate, the National Commission for UNESCO collaborates with Government institutions, Non- Governmental Organizations, Community Based Organizations, the private sector and the general public. The strategic Plan will facilitate collaborative activities between the National Commission for UNESCO and her stakeholders and enables it to effectively link the collaborative activities to the Vision.

1.2 Mandate

The Parliament Act no. 7 of 2008 provides the Agency with the role of promoting Tanzania's national interests in UNESCO and UNESCO's international interests in Tanzania, regionally and globally in the areas of Education, Sciences, Culture, and Communication and Information. The NATCOM is the focal point for all UNESCO programmes and activities in Tanzania. The Commission has a unique role to play in strengthening the fundamentals of lasting peace, security and sustainable development by promoting collaboration among Ministries, local and international

community through Education, Science and Culture in order to further universal respect for justice, for the rule of law and for the human rights and fundamental freedoms which are affirmed for the peoples of the World and the United Republic of Tanzania in particular, without distinction of race, sex, language or religion.

1.3 Roles and Functions

In line with its mandate the Tanzania UNESCO NATCOM performs the following roles and functions: -

(a) To cooperate with government ministries, organizations, institutions and individuals concerned with UNESCO 's area of competence;

(b) To Encourage and strengthen participation of governmental and non-governmental institutions and various individuals in the formulation and execution of UNESCO's related programmes so as to secure for UNESCO all the intellectual, scientific, artistic or administrative assistance that it might require;

(c) To disseminate information on the objectives, programmes and activities of UNESCO;

(d) To provide expert advisory service to the government in education, sciences, culture, and communication and information;

(e) To co-ordinate ratification of UNESCO related conventions and protocols;

(f) To participate in the planning and execution of activities entrusted to UNESCO which are undertaken with the assistance of the United Nations agencies and multilateral organizations;

(g) To participate in the search for candidates for UNESCO posts, fellowships, prizes, missions and consultancies financed under the regular programme and from UNESCO's extra budgetary resources and in the placement of UNESCO fellowship holders;

(h) To participate with other National Commission for UNESCO's in joint studies on matters of interest to UNESCO;

(i) To cooperate with the Tanzania delegation to the UNESCO General Conference and other intergovernmental meetings convened by UNESCO by coordinating the preparations, participation and reporting for such meetings;

(j) To collaborate with UNESCO's Regional offices and Centres in fostering regional, sub-regional and bilateral cooperation in education, science, technology, culture, information and communication, particularly through the joint formulation, execution and evaluation of programmes;

(k) To undertake its own initiatives in other activities related to the general objectives of UNESCO of interest to the United Republic;

(l) To fulfil membership obligation to UNESCO;

(m) To collaborate with the office of the Permanent Delegation of the United Republic to UNESCO in the implementation of UNESCO activities;

(n) To recruit and supervise the employment of the Secretariat staff; and

(o) To set up committees on Education, Natural and Social Sciences, Culture, Information and Communication.

1.4 UNESCO NATCOM Strategic Plan

This Strategic Plan covers a period of five years from 2022/23 – 2026/27. The Plan focuses on fulfilling its vision and provides a clear framework within which the UNESCO NATCOM will operate and perform its functions.

1.5 Purpose of the plan

This Plan is intended to provide a road map through which UNESCO NatCom will achieve its vision and mission. It also intends to inform our stakeholders what we plan to do in the coming five years and provide basis for accountability to our stakeholders.

1.6 Approach

This plan was prepared in a participatory approach in accordance to the Medium-Term Strategic Planning and Budgeting Manual. It involved management, UNESCO NatCom staff and the key stakeholders of the Agency. Organizational scanning was conducted to establish internal and external factors affecting performance of the UNESCO NatCom, This involved review of relevant documents including the National Five-Years Development Plan III, Tanzania Development Vision 2025, Agenda 2063: The Africa We Want, Agenda 2030: Sustainable Development Goals (SDGs), Women and Gender Development Policy, 2000, National Sports Development Policy, 1955 Tanzania Youth Policy, 2007, National Anti-Corruption Strategy and Action Plan Phase III 2017 – 2022 national Information and Communication Technology Policy

(2016), National Policy on Research and Development 2010, National Health Policy, 2017 UNESCO's Medium-Term Strategy 2022/2029, National Policy on HIV/AIDS, SWOC Analysis and Stakeholders Analysis.

1.7 Layout of the Plan

This Plan is divided into four (4) chapters as follows: -

- **Chapter One**: covers Historical Background, Mandate, Roles and Functions, Approach, Purpose and Layout of this plan;
- **Chapter Two**: Provides analysis of previous Vision and Mission; Stakeholder Analysis; SWOC Analysis and Review of relevant Information;
- **Chapter Three**: Contains Vision, Mission, Core Values, Objectives, Strategies, Targets and Outcome Indicators; and
- **Chapter Four**: Results Framework

CHAPTER 2: SITUATIONAL ANALYSIS

2.1 Introduction

This chapter details where the UNESCO NATCOM came from, analyzed performance based on the previous strategic plan and identified strengths and weaknesses; opportunities and challenges outside the UNESCO NATCOM. The end result of this analysis is the list of critical issues which need to be addressed as articulated in chapter three.

2.2 Analysis of Current Vision and Mission

Current Vision

"To become a centre of excellence in advancing knowledge, promoting peace and innovation in order to contribute towards building a knowledgeable, informed, innovative and patriotic Tanzania society"*.*

Current Mission

"To involve stakeholders in execution of UNESCO programmes in its areas of competence in order to realize Tanzania's developmental goals and to promote peace and understanding among nations"

2.3 Review of Relevant Documents

2.3.1 Tanzania Development Vision 2025

The Tanzania Development Vision (TDV) 2025 is a multi-sectoral document whose function is to guide at the national level economic and social development efforts up to the year 2025. The TDV has three main objectives, namely: to achieve quality and good life for all; to achieve good governance and the rule of law; and to build a strong and resilient economy that can effectively withstand global competition. UNESCO NatCom will play part in realizing the vision 2025 in several aspect as stipulated in its strategic objectives summed as follows "to contribute to peace and security in the world by promotion collaboration through education, science, culture

and communication in order to further universal respect for justice and the rule of law and for the human rights and fundamental freedoms which are affirmed for the people of Tanzania" , through Attaining quality education for all and lifelong learning, Mobilizing science knowledge and policy for sustainable development, addressing emerging social and ethical challenges, fostering cultural diversity, intercultural dialogue and a culture of peace and Building inclusive knowledge societies through information and communication.

2.3.2 Five Years Development Plan III (2021/22-2025/26)

Third National Five-Year Development Plan (FYDP III) for the period 2021/22-2025/26 is a nationwide multisector document aiming at achieving the goals set in the National Development Vision 2025. The main areas included in the Plan are: increasing the country's capacity for production; building a competitive economy that will stimulate the country's participation in trade and investment; and stimulate human development.

In achieving the priority areas of the Plan, the strategic objectives of the FYDP III are: to improve key productive infrastructures including roads, railways, water, and air transport as well as reliable access to energy; strengthen the business and investment enabling environment through effective policies to facilitate free private-sector competition; and to improve and strengthen education and training systems, including reforming the education curriculum in line with labor market demand as well as integrating research and development with productive economic activities. This is in line with the general objectives of National Commission for UNESCO being to contribute to the building of a culture of peace, the eradication of poverty, sustainable development and intercultural dialogue through education, the sciences, culture, communication and information.

2.3.3 Women and Gender Development Policy, 2000

The Women and Gender Development Policy of 2000 The policy has been adopted with the aim of giving direction to stakeholders in advancing women socially, culturally, economically, and politically. The UNESCO NatCom will support the implementation of the Women and Gender Development policy through its program activities by

considering gender equality as a fundamental human right, a building block for social justice and an economic necessity.

2.3.4 National Sports Development Policy, 1955

The National Sports Development Policy (1955), provide clarification on the importance of sports in the society. The policy set goals and plans to develop sports in the country, defining responsibilities and providing guidance to various sports entities. The National Sports Development policy reinforced by the UNESCO NatCom's activities through the implementation of the UNESCO Antidoping Convention whereby the Anti- doping program is supporting the development of sports, quality physical education policy, as well as protection of the sports' integrity.

2.3.5 Tanzania Youth Policy, 2007

The general objective of the policy is to empower, facilitate and guide youth and other stakeholders in the implementation of youth development issues. The policy aims to accomplish this through facilitating youth to acquire skills and competence for employment, facilitate youths to accept responsibilities so as to be able to practice good values, ethics and good conduct, create conducive environment for youth participation in decision making and enhance establishment and utilization of youth friendly social services. UNESCO NATCOM will engage Youth for a Peaceful and Participatory Society by conducting capacity building on Entrepreneurship Promotion, leadership, peace building and human rights.

2.3.6 National Anti-Corruption Strategy and Action Plan Phase III ((2017 – 2022)

NACSAP III is one of the Government efforts which aim at preventing and combating corruption to strengthen good governance in the country. NACSAP III provides measures for preventing and combating corruption in all areas of the economy which are prone to corruption. In order to support these Government initiatives, UNESCO NATCOM implemented NACSAP III as a way of promoting efficiency, transparency and accountability in service delivery.

During the implementation of the ending Strategic Plan, the Integrity committee was formed to coordinate and oversee implementation of NACSAP. Strategy for

implementation of NACSAP III was developed and implemented. Awareness training on NACSAP III was given. The integrity committee was formed and effectively coordinated the implementation of NACSAP III. In this plan, UNESCO NatCom will continue to implement the NACSAP III to promote efficiency, transparency and accountability in service delivery within UNESCO NatCom.

2.3.7 National Information and Communication Technology Policy (2016)

The National ICT policy intends to accelerate socio-economic development with potentials to transform Tanzania into ICT driven middle-income economy and society by utilization of the power of ICT on building strong knowledgeable society. The UNESCO National Commission will promote universal access to ICT products and services in order to bridge the digital divide; safety on use of ICT products and services and strengthen cooperation and collaboration in regional and international ICT development initiatives that promote knowledge transfer in ICT by participating in preparation regional and global programs such as internet for Trust (i4T), coordinate and evaluate participation of gender and social diversity groups in ICT and good governance enhancement through use of ICT. The commission will coordinate, disseminate necessary information, and evaluate conferences, seminars, forums and capacity building to women, youth and various stakeholders on the use of ICT in fostering development.

2.3.8 National Policy on Research and Development 2010

The general objective of the policy is to provide guidance, establish an appropriate coordination and management system and set clear and realistic priorities, on how research should be conducted in all sectors in the country.

The UNESCO NatCom supports the implementation of the National Policy on Research and Development through its activities under different programs such as the Management of Social Transformation (MOST) Program, to ensure high quality and relevant knowledge mobilized and applied for the development of the country.

2.3.9 National Health Policy, 2017

The overall objective of the Health Policy is to reach all households with quality essential health and social welfare services, and applying evidence-informed interventions through efficient channels of service delivery.

UNESCO NatCom supports the implementation of the National Health Policy by promoting establishment of Hospital Ethics Committees (HECs) and quality ethical healthcare services through its program activities under the UNESCO Bioethics program.

2.3.10 UNESCO's Medium-Term Strategy 2022/2029

UNESCO's Medium-Term Strategy 2022**/**2029 seek to contribute to the transformation of lives, building of peace in the minds of men and women, eradication of poverty and promotion of sustainable development. UNESCO National Commission will contribute to promoting universal respect for justice, rule of law, human rights and fundamental freedoms in all its fields of competence and will apply a human rights, peace and sustainable development - based approach to all its programmes. It will strengthen its support for the right to education (Article 26 of the Universal Declaration of Human Rights), the right to participate freely in the Transboundary water cooperation (indicator 6.5.2) in partnership with ECE; Innovation and research and development (indicators 9.5.1 and 9.5.2) in partnership with ECE; Cultural and natural heritage (indicator 11.4.1) in partnership with IUCN; Ocean acidification (indicator 14.3.1) and capacity for marine scientific research (indicator 14.a.1); Safety of journalists and access to information (indicator 16.10.2).

2.3.11 Agenda 2063: The Africa We Want

AGENDA 2063 is Africa's blueprint and master plan for transforming Africa into the global powerhouse of the future. It is the continent's strategic framework that aims to deliver on its goal for inclusive and sustainable development and is a concrete manifestation of the pan-African drive for unity, self-determination, freedom, progress and collective prosperity pursued under Pan-Africanism and African Renaissance. The need to envision a long-term 50 year development trajectory for Africa is important as Africa needs to revise and adapt its development agenda due to ongoing structural

transformations; increased peace and reduction in the number of conflicts; renewed economic growth and social progress; the need for people centered development, gender equality and youth empowerment; changing global contexts such as increased globalization and the ICT revolution; the increased unity of Africa which makes it a global power to be reckoned with and capable of rallying support around its own common agenda; and emerging development and investment opportunities in areas such as agri-business, infrastructure development, health and education as well as the value addition in African commodities.

2.3.12 Agenda 2030: Sustainable Development Goals (SDGs)

Through its unique and transversal mandate in the area of communication and information, UNESCO contributes to the achievement of several Sustainable Development Goals, thereby supporting the international community in its efforts to achieve the 2030 Agenda. In particular, Goal 16, which provides for peaceful, inclusive and just societies with effective, accountable and inclusive institutions, highlights the protection of fundamental freedoms and public access to information. Target 16.10.2 focus on build an enabling environment to ensure public access to information and fundamental freedoms. Ensure media pluralism, the safety of journalists and protect documentary heritage for the survival of a collective memory. Journalist safety and ending impunity for human rights violations are critical components of achieving this goal. UNESCO National Commission will continue to

support and empower key actors through capacity-building, policy advice, international cooperation, monitoring and foresight in the fields of freedom of expression, access to information, and digital transformation.

2.4 Stakeholders' Analysis

UNESCO NATCOM stakeholders are both public and private institutions with direct or indirect interest on services offered by the Agency. The stakeholders are listed below:

Table 1: UNESCO NATCOM Stakeholders Analysis

S/N	Stakeholder/Customer	Services Offered	Expectations
1.	Ministries, institutions, Non-Governmental	Provision of various information	i. Comprehensive information concerning profile of the

S/N	Stakeholder/Customer	Services Offered	Expectations
	Organizations whose mandates fall within the areas of competence of UNESCO	concerning UNESCO fields of competence	National Commission for UNESCO ii. Comprehensive information concerning UNESCO fields of competence; namely: Education, the Sciences, Culture, Communication and Information iii. Comprehensive information concerning UNESCO 's programmes and activities and procedures for accessing various programmes;
2	Policy makers	Provision of various information concerning UNESCO fields of competence	i. Comprehensive information concerning profile of the National Commission for UNESCO; ii. Comprehensive information concerning UNESCO fields of competence, namely: Education, the Natural and Social and Human Sciences, Culture, Communication and Information

S/N	Stakeholder/Customer	Services Offered	Expectations
			iii. Comprehensive information concerning UNESCO 's programmes and activities and procedures for accessing various programmes; iv. Accountability in all activities pertaining to the mandate of the Commission
3	Mass Media	information on UNESCO Programmes and activities	Correct, timely and reliable information on UNESCO Programmes and activities and is one of the key stakeholders in promoting the visibility of UNESCO in the country
4.	Civil Society Organizations		Strategic partnership that enables more effective lobbying, advocating and promoting UNESCO ideals
5.	Private Sector	information on UNESCO Programmes and activities	Comprehensive information concerning UNESCO's programmes and activities and procedures for accessing various programmes (The private sector

S/N	Stakeholder/Customer	Services Offered	Expectations
			needs to be sensitized on the role and mandate of UNESCO as the promoter of peace and mutual understanding among nations to enable them participate effectively through social responsibility)
6	General Public	information on UNESCO Programmes and activities, scholarships and employment opportunities within the commission	i. Timely and accurate information on opportunities from commission ii. Adequate and relevant information on commission's programmes and activities. iii. Timely service delivery. iv. Good customer care. v. Good governance and transparency in delivery of services; vi. Timely advertisement and information on UNESCO scholarships; vii. Transparent procedures in admission and award of scholarships; and viii. Information on employment opportunities within the commission and UNESCO Headquarters or field offices.
7	Development Partners		Collaboration with other UN agencies on Programming of UNESCO activities and

S/N	Stakeholder/Customer	Services Offered	Expectations
			participation under the UN delivery as one programme as a key partner and a source of extra budgetary funding for programme of activities

2.5 Strength, Weaknesses, Opportunities and Challenges (SWOC) Analysis

The following are the analysis results of the UNESCO NATCOM Strengths, Weaknesses, Opportunities and Challenges.

Strengths

i) An Independent Government Agency established by Act of Parliament;
ii) Availability of enabling act and some resultant management tools;
iii) Committed, skilled and accountable staff;
iv) Allocation of budget line for the Commission;
v) Ability to generate funds through UNESCO Participation Programme;
vi) Presence of members drawn from government ministries, national organizations and institutions, non-governmental organizations, civil society organizations as well as individuals;
vii) Availability of ICT facilities;
viii) Availability of Physical infrastructures;
ix) Participatory process of preparing UNESCO Programme and budget;
x) Existence of some National Committees for UNESCO Intergovernmental Programme; and
xi) Contribution to National Development goals in UNESCO area of competence.

Weaknesses

i) Inadequate staff and skills in some specialized activities;
ii) Unclear organizational structure;
iii) Insufficient funds for development;
iv) Meagre resources;
v) Inadequate mobilization of external resources;
vi) Inefficient performance management systems;

vii) Some management tools are yet to be instituted; and

viii) Inadequate dissemination of UNESCO NatCom report.

Opportunities

i) Tanzania government has instituted a number of policies that are in line with the NATCOM mandate;

ii) Tanzania has ratified UNESCO conventions, which helps the NATCOM to created its programmes aligned with the UNESCO conventions;

iii) Possibilities of joint surveys, seminars, meetings and conferences and exchanges of information, material and visits with other UN organs such as UNDP, UNEP, and UNFPA;

iv) Existence of channels for disseminating information obtained from other countries on matters of domestic interest in education, the sciences, culture and information and encourage interdisciplinary dialogue;

v) Existence of cooperation between institutions concerned with education, sciences, culture and information, with a view to helping to bring intellectual resources to bear on certain priorities for development;

vi) Linkages with other National Commission for UNESCO and regional Bureaus worldwide;

vii) Harness initiatives of non-state actors that are working in the areas of competence;

viii) Attract and engage internal/ external expertise in various areas with the assistance of UNESCO; and

ix) Cooperating with UNESCO institutes and programmes in establishing and strengthening national projects, i.e., youth programmes, conferences, Sexual Transmitted Infections HIV/AIDS education.

Challenges

i) Misunderstanding of the Commission's mandate by stakeholders;

ii) Low visibility faced by the Institution;

iii) Delayed implementation of some activities due to multi-sectoral engagements;

iv) Poor linkages between the UNESCO National Commission, line Ministries, and UNESCO Field Office;

v) Poor response from stakeholders to participate in the National Commission for UNESCO programmes; and

vi) Stakeholders' wrong perception on NATCOM as funding agency.

2.6 Critical Issues

Situation analysis identified the following areas of improvement: -

i. Skilled and accountable staff
ii. Ability to generate funds
iii. Physical infrastructure
iv. Inadequate Mechanisms for Promoting Quality and Inclusive Education for Peace and Sustainable Development
v. Low Uptake of STEM Subjects, Degraded Environment and Loss of Biodiversity
vi. Weak Inclusive Social Development, Intercultural Dialogue for the Rapprochement of Cultures and Ethical Principles
vii. Inadequate Awareness, Appreciation, Safeguarding, Preservation and Conservation of Heritage and Creativity
viii. Weak Freedom of Expression, Media Development and Access to Information
ix. Outdated Organizational structure
x. Management tools
xi. Non dissemination of UNESCO NatCom report
xii. Joint surveys, seminars, meetings and conferences
xiii. Initiatives of non-state actors
xiv. Cooperating with UNESCO institutes i.e. UIS, IIEP, ICTP and UIL and programmes
xv. Visibility
xvi. Linkages between the UNESCO National Commission, line ministries, other UNESCO NatComs and UNESCO Field Office
xvii. Stakeholders' perception on NATCOM

CHAPTER 3: THE PLAN

3.1 Introduction

This chapter presents the plan to be executed in the next five years from 2022/23- 2026/27. The chapter outlines the Vision, Mission, Objectives to be achieved, strategies, targets and Outcome indicators.

3.2 Vision

“To be catalyst in promoting prevalence of peace and sustainable development in the United Republic of Tanzania and beyond”.

3.3 Mission

“To promote prevalence of peace and sustainable development goals in the country in collaboration with relevant stakeholders under UNESCO’s areas of competence”

3.4 Core Values

Core Value	Description
Professionalism	We shall adhere to the professional standards and to demonstrate high level of professionalism in order to provide and maintain top quality services.
Transparency and Accountability	We shall undertake duties fairly, carefully and in a transparent manner and taking full charge and responsibility of the results
Integrity and ethical standards	We shall maintain integrity and ethical standards in the course of discharging our duties.
Participatory management and team work	We shall oversee and supervise the Commission’s activities in a participatory manner ensuring inclusiveness in planning, working in teams to increase efficiency and effectiveness and enhancing overall transparency.

Core Value	Description
Client focus	We shall treat our stakeholders with courtesy
Innovativeness and creativity	We shall encourage innovative and creativity in identifying areas of programme interventions
Diligence to duty	We shall commit time and energy to the achievement of organizational goals by making sure that everyone works diligently and with respect to authority and to others
Result Oriented	We shall strive to make sure that our performance is based on expected results to make desired impact

3.5 Objectives

In order to achieve UNESCO NATCOM's Vision, Mission and address critical issues identified in Chapter Two, the following nine (9) objectives were developed:

A. HIV/AIDS infection and non-communicable diseases (NCDs) reduced and supporting services improved;
B. National Ant-Corruption implementation strategy enhanced and sustained;
C. UNESCO NATCOM visibility and accessibility enhanced;
D. Science for Peace and Sustainable Development promoted;
E. Inclusive Social Development, Intercultural dialogue and ethical principles promoted;
F. Heritage and creative industry for community enhanced;
G. Freedom of Expression, society access to information and knowledge promoted;
H. Lifelong Learning, Quality and Inclusive Education promoted; and
I. UNESCO NATCOM Institutional capacity enhanced.

Objective A: HIV/AIDS infection and non-communicable diseases (NCDs) reduced and supporting services improved

Rationale

Non-Communicable Diseases (NCD) and HIV and AIDS infections are among challenging labour related issues because of its implication to workers health and productivity. According to UNAIDS data of 2021, United Republic of Tanzania had estimated 1.7 million people living with HIV while NCD which is mainly attributed to lifestyle and environmental factors estimated to account for a third of overall disease burden. The Government has continued to take various measures to prevent spread of HIV and NCD including requiring all MDAs to develop workplace interventions and provide care and support services to staff living with HIV/AIDS and NCD. UNESCO NatCom will continue to adhere and implement Government's directions and guidelines on Prevention and Control of HIV/AIDS and NCD at workplace by mainstreaming the prevention approaches into its annual plans but the major challenges include lack of data on people living with HIV/AIDS and NCD as well as lack of courage to undertake test among employees.

In this regard, UNESCO NatCom will continue with fighting against HIV/AIDS and NCD pandemic through awareness creation and providing care and treatment to employees already infected.

Strategy

i. Improve preventive services; and
ii. Provide care and supportive services

Target

i. Programs to reduce HIV/AIDS and Non-Communicable Diseases at work place prepared and implemented by June 2027
ii. Care and support services to all employees living with HIV/AIDS enhanced by June 2027

Key Performance Indicators

i. Percentage of staff responded to voluntary testing
ii. Number of HIV/AIDS and NCD new cases

Objective B: Implementation of National Anti-Corruption Strategy Enhanced and Sustained

Rationale

The National Anti-Corruption Strategy and Action Plan Phase III 2017-2022 (NACSAP III) intends at reducing corruption by improving transparency and accountability. The UNESCO National Commission as a public entity it is prone to this national challenge and leveraging good governance in the delivery of public services and stakeholders' collaborations. Therefore, NACSAP III has been incorporated in this Strategic Plan due to the nature and scope of the business of the National Commission that include transactions between parties that are susceptible to unethical behaviors such as corruption. The Office will uphold the rule of law, democracy, efficiency, predictability, openness, and comprehensiveness by promoting good governance and accountability, thus minimizing corruption and other unethical practices at all levels.

Strategies

i. Promote corruption free environment in UNESCO NATCOM Operations.
ii. Strengthen community awareness on UNESCO NATCOM community Anti-Corruption strategy.

Targets

i. Anti-corruption Guidelines for combating and prevention strategies developed and implemented by June 2027
ii. Seminars on Ethics, corruption and good governance conducted by June 2027

Key Performance Indicators

i. Corruption cases reported and confirmed
ii. Stakeholders' perception on corruption at National Commission

Objective C: UNESCO NATCOM visibility and accessibility enhanced;

Rationale

The corporate image and reputation are crucial elements of any organization since they reflect its culture, values and practices. The attitudes of key stakeholders are shaped by their perceived understanding of the corporate image and reputation of the organization.

Therefore, these elements have an impact on the relationship between the Commission and its internal and external stakeholders. A positive corporate image and strong brand identity will ultimately raise the visibility of the Commission and work towards addressing and managing stakeholder expectations. In this Strategic Plan, the Commission will target to rebrand to ensure that stakeholders easily understand its unique mandate.

Strategies

i. Improve and implement UNESCO NATCOM visibility strategies
ii. Promote and increase local and international collaborations

Targets

i. UNESCO NATCOM services and programmes made visible and well known locally and internationally by June 2027
ii. Corporate Social Responsibility policy developed and implemented by June 2027

Key Performance Indicators

i. % of institutions which are aware of UNESCO NatCom
ii. Number of events involving UNESCO NatCom

Objective D: Science for Peace and Sustainable Development Promoted

Rationale

The vital role of science and technology in socio-economic development is acknowledged the world over, by all nations both developed and developing. It is therefore imperative for developing countries like Tanzania to embrace science and technology as vital tool for accelerating their social economic development.

It will assist in tackling complex problems related to sustainability, from disaster risk reduction to food, water and energy security, to societal decarbonized paths, by informing the design of integrated sectoral policies based on the best scientific knowledge available.

Strategies

i. Build Capacity to Enhance Uptake of Basic Sciences, STI and Engineering
ii. Promote Science for Sustainable Management of Natural Resources, Disaster Risk Reduction and Climate Change Action
iii. Enhance Knowledge and Capacity for Protecting and Sustainably Managing the Fresh water Sources, Ocean and Coasts

iv. Advance Natural Sciences, Intellectual Collaboration and Dialogue for Sustainable Development

Targets

i. A total of 10 STEM sessions by June 2027
ii. A total of 10 sensitization camps in STEM subjects for secondary schools coordinated by June 2027
iii. 50 schools, universities, private entities and colleges sensitized on Artificial Intelligence and Robotics Sciences by June 2027
iv. Two (2) National Geoparks and Two (2) National Biosphere Reserves upgraded to UNESCO Global Geoparks and UNESCO Global Biosphere Reserves by June 2027
v. Proper management of marine resources for sustainable development advocated by June 2027

Key Performance Indicators

i. # of institutions coordinated on science

Objective E: Inclusive Social Development, Intercultural dialogue and ethical principles promoted

Rationale

Social development, cultural diversity, ethical principles of human rights, dignity and values is a fundamental chain toward achieving inclusive and participatory communities. Intercultural dialogue and cultural diversity are essential factors in understanding of contemporary social transformations in addressing the emerging challenges toward building inclusive societies.

The objective will therefore lead in attainment of the National Development Vision 2025, Election Manifesto, the National Five-Year Development Plan, the Sustainable Development Goals (SDG) 2030 and the Africa Agenda 2063 through promotion of peaceful and inclusive societies, reduction of inequality as well as engaging young women and men as agents of change in cultural, political, economic and social development.

Strategies

i. Mobilize Knowledge on Gender and Gender Violence

ii. Enhance Ethical Principles in Social and Human Sciences
iii. Enhance Intercultural Dialogue for Peace and Social development

Targets

i. Six (6) promotion of tolerance on intercultural and interreligious dialogues conducted by June 2027
ii. Scanning on violence against women in the society, bioethics and anti-doping in sports conducted by June 2027
iii. Five (5) awareness sessions for sports' stakeholders and youth on the UNESCO convention against doping in sports conducted by June 2027
iv. Establishment of hospital ethics committees in public hospitals in Tanzania in line with the UNESCO guidelines on bioethics advocated by June 2027
v. Management of Social Transformations (MOST) advocated by June 2027

Key Performance Indicators

i. % of institutions which are compliant to ethical principles in social and human science
ii. % of youth who are aware of ethical principles in social and human science

Objective F: Heritage and creative industry for community enhanced

Rationale

Heritage property in Tanzania and globally has a great contribution in the socio-economic development for creating peace and sustainable development. However, not all people in the community are aware and recognize the importance or contribution of heritage in their localities and national at large. Therefore, the rationale of this objective is to enhance/equip the community with awareness and also create appreciation mind towards the heritage available in their community's environment**.**

Strategies

i. Improve Sustainable Management of Heritage in Tanzania
ii. Enhance Intercultural Dialogue and Rapprochement of Cultures in Tanzania
iii. Enhance Capacities for Promotion of Cultural and Creative Industries for Sustainable Development

Targets

i. 25 Capacity building sessions of stakeholders on safeguarding, preservation, conservation, protection and promotion of heritage in Tanzania conducted by June 2027
ii. Two tentative heritage sites inscribed into UNESCO World Heritage Sites by June 2027
iii. Eight (8) Intercultural dialogues to inculcate cultural values and ethics conducted by June 2027
iv. Protection and promotion of the diversity of cultural expressions and intellectual property rights sensitised to Stakeholders by June 2027

Key Performance Indicators

i. % of the citizen who appreciate heritage in Tanzania
ii. % change of harmful human activities in heritage sites

Objective G: Freedom of Expression, Society access to information and knowledge promoted

Rationale

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

Strategies

i. Promote Freedom of Expression, access to information and the Safety of Journalists
ii. Promote Access to and Preservation of Information and Knowledge

Targets

i. Eight (8) capacity building sessions for media stakeholders on freedom of expression, safety of journalists, freedom and access to information conducted by June 2027

ii. Eight (8) capacity building sessions for professionals on identification and preservation of documentary heritage conducted by June 2027

Key Performance Indicators

i. Tanzania rank in UNESCO World trends in Freedom of Expression and Media Development

Objective H: Lifelong Learning, Quality and Inclusive Education promoted

Rationale

Education is an enabler as it plays an essential role in building the adaptation and mitigation capacities in different social levels ranging from individual citizens to families to communities and nations. On the other hand, peace and sustainability are closely intertwined. Education for Sustainable Development (ESD) deals with the wellbeing of the three dimensions of sustainability (environment, society and economy) that promote peace. This attribute, in turn promotes effort to rethink educational programmes and systems (in both, content and methods) that seeks to build sustainable communities/societies as advocated in the global 2030 education agenda (achievement of SDG 4)

National Commission for UNESCO is mandated to bridge/liaise the country to UNESCO. Therefore, UNESCO NatCom is liable to inform and advise diversified educational stakeholders in the country on addressing the ESD variables for a sustainable future as advocated by the global education community

Strategies

i. Foster Quality Inclusive and Lifelong Learning for All
ii. Knowledge Generation and Management to Advocate for and Inform Policy Development

Targets

i. Seven (7) capacity building sessions for education stakeholders on peace, GCED and ESD conducted by June 2027
ii. UNESCO Education Networks increased from 10 to 16 by June 2027
iii. Seven (7) Education Institutions advocated on EOR by June 2027

iv. Nine (9) scanning and dissemination of information on UNESCO education thematic areas carried out by June 2027

Key Performance Indicators

i. % of educational institutions with quality and inclusive education

Objective I: Enhance UNESCO NATCOM Institutional capacity

Rationale

Efficient and effective management systems in administration, financial management and ICT are among fundamental in provisional of services in every organization. Strengthening capacity of the UNESCO NatCom in these areas is very crucial for effective discharging of its functions. However, the current situation indicates that, UNESCO NatCom is facing a number of challenges which includes unconducive working environment, unmotivated staff, absence of comprehensive staff development plan, change in technology, absence of clear monitoring and evaluation system, inadequate budget to support effective services delivery and unreliable flow of fund.

In response to the aforesaid challenges, UNESCO NatCom will put in place sound administrative machinery for the proper management of the organization and its programmes and activities with emphasis on continuing adhering to the legal framework guiding the financial resource management and accountability, effective management of human resources, building staff capacity and improving ICT infrastructure and working environment as well as improving the monitoring and evaluation systems in order to achieve its intended goals.

Strategies

i. Enhance compliance with Laws, Regulations, Standards and Guidelines
ii. Improve ICT infrastructure and equipment
iii. Enhance Employees knowledge and skills
iv. Improve working environment

Targets

i. IPSAS Accrual basis guideline complied annually by June 2027

ii. UNESCO NatCom plans and budget approved and implemented annually by June 2027
iii. UNESCO NatCom Internal Control system reviewed annually by June 2027
iv. Procurement plan developed and implemented annually by June 2027
v. UNESCO NatCom ICT infrastructure developed, supported, maintained and upgraded by June 2027
vi. Legal support services on UNESCO NatCom operations provided annually by June 2027
vii. Human Resource Plan reviewed and implemented by June 2027
viii. Comprehensive Training Programme prepared and implemented annually by June 2027
ix. 10 UNESCO NatCom management tools reviewed and updated by June 2027

Key Performance Indicators

i. % Score of UNESCO NatCom in Performance Contract
ii. Clients Satisfaction Level

CHAPTER 4: RESULTS FRAMEWORK

4.1 Introduction

This Chapter shows how the results envisaged in this Strategic Plan will be measured as well as the benefits that will accrue to its clients and other stakeholders. It also shows how various interventions will be undertaken during the five years of the strategic plan, how the interventions will be monitored, what kind of reviews that will be carried out over the period of time and type of evidence-based evaluation studies and analytical work to be undertaken. The remaining part of this chapter shows the overall Development Objective, beneficiaries of UNESCO NatCom services, the Result Framework Matrix, the Planned Reviews and finally the Reporting Plan.

4.2 The Development Objective

The overriding objective of UNESCO NatCom is to promote peace and sustainable development to the community. UNESCO NATCOM will contribute to this development objective through UNESCO areas of competence namely education, sciences, culture and communication and information. However, there are many players contributing significantly towards the achievement of this development objective. The achievement of this development objective, among others, will be influenced by the availability of financial resources, competent staff and top management commitment.

4.3 Beneficiaries of the UNESCO NatCom Services

The beneficiaries of the services provided by UNESCO NatCom includes Ministries, institutions, Non-Governmental Organizations whose mandates fall within the areas of competence of UNESCO, Policy Makers, Mass Media, Civil Society Organizations, Private Sector, Development Partners and the General Public.

4.4 The Result Framework Matrix

This matrix contains UNESCO NatCom overall development objective, objectives, intermediate outcomes and outcome indicators. The matrix envisages how the development objective will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards achievement of intermediate outcomes and objectives. The result framework matrix is detailed in table 2.

Table 2: Result Framework Matrix

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	INTERMEDIATE OUTCOME	OUTCOME INDICATORS
The overriding objective of UNESCO NatCom is to promote peace and sustainable development to the community	A	HIV/AIDS Infections and NCDs Reduced and Supportive Services Improved	i. Increased staff declaring their status ii. Increased staff undergoing VCT iii. Decreased stigma among staff iv. Change in lifestyle of staff	i. % of staff responded to voluntary testing ii. # of HIV/AIDS and NCD new cases
	B	Implementation of National Anti-Corruption Strategy Enhanced and Sustained	i. Increased awareness on National Anti-Corruption Strategy ii. Improved ethical conduct of staff iii. Reduced complaints iv. Improved transparency in service delivery	i. Corruption cases reported and confirmed ii. Stakeholders' perception on corruption at National Commission
	C	UNESCO NatCom visibility and accessibility enhanced	i. Increased local and international collaborations ii. Increased stakeholder's involvement and participation in	i. % of institutions which are aware of UNESCO NatCom ii. Number of events involving UNESCO NatCom

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	INTERMEDIATE OUTCOME	OUTCOME INDICATORS
			UNESCO Programmes and activities iii. Improved participation of NATCOM in national and international events	
	D	Science for Peace and Sustainable Development promoted	i. Increased awareness on science management ii. Increased application of science iii. Increased capacity for protecting and managing environment	# of institutions coordinated on science
	E	Inclusive Social Development, Intercultural dialogue and ethical principles promoted	i. Increased use of ethical principles in Sports, Health and Human Sciences ii. Spread best practices on social, cultural and ethical principles iii. Increased Youth engagement and participation in social, cultural and ethics	i. % of institutions which are compliant to ethical principles in social and human science ii. % of youth who are aware of ethical principles in social and human science

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	INTERMEDIATE OUTCOME	OUTCOME INDICATORS
	F	Heritage and creative industry for community enhanced.	i. Raised the Community appreciation of the heritage in Tanzania ii. Reduced harmful human activities in heritage sites iii. Increased awareness on heritage and creativity	i. % of the citizen who appreciate heritage in Tanzania ii. % change of harmful human activities in heritage sites
	G	Freedom of Expression, society access to information and knowledge promoted	i. Increased Safety and impunity of Journalists ii. Increased capacity of innovative use of ICT for communication iii. Increased access to information and knowledge as public goods iv. Increased freedom of expression	• Tanzania rank in UNESCO World trends in Freedom of Expression and Media Development
	H	Lifelong Learning, Quality and Inclusive Education promoted	i. Increased inclusiveness in education settings ii. Improved quality of education iii. Improved lifelong learning skills	% of educational institutions with quality and inclusive education

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	INTERMEDIATE OUTCOME	OUTCOME INDICATORS
	I	UNESCO NATCOM Institutional capacity enhanced	i. Improved service delivery ii. Improved working environment iii. Improved staff competencies	i. % of institutions which are aware of UNESCO NatCom ii. # of events involving UNESCO NatCom

4.5 Monitoring, Reviews and Evaluation Plan

This section details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering the five years of the strategic planning cycle from 2022/23 to 2026/27.

4.5.1 Monitoring Plan

The monitoring plan consists of indicators and their description, baseline for each indicator; indicator target values, data collection and methods of analysis, indicator reporting frequency and the Division/Unit responsible for data collection, analysis and reporting. Through the 15 outcome indicators will be reported on annual basis, tracking of the indicators will be made on quarterly basis. The monitoring plan is detailed in the table 3:

Table 3: Monitoring Plan

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2022/23	2023/24	2024/25	2025/26	2026/27	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
1.	% of staff responded to voluntary testing This indicator measures the effectiveness of programs on HIV/AIDS This will be calculated by X/Y*100 X = # of staff tested Y= Total # of staff attended awareness seminar	N/A	N/A	80	85	90	95	100	UNESCO NatCom	Documentary review	Annually	Testing reports	Annually	DESFA

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2022/23	2023/24	2024/25	2025/26	2026/27	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
2.	# of HIV/AIDS and NCD new cases This indicator measures prevalence of new cases of HIV/AIDS and NCD It calculated by taking new number of PLWHA and NDC	N/A	N/A	0	0	0	0	0	UNESCO NatCom	Documentary review	Annually	Testing reports	Annually	DESFA
3.	Corruption cases reported and confirmed This indicator intends to measure presence of corruption	N/A	N/A	0	0	0	0	0	UNESCO NatCom	Documentary review	Annually	Investigation Report	Annually	DESFA

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2022/23	2023/24	2024/25	2025/26	2026/27	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
	practices at UNESCO NatCom This will be calculated by taking number of corruption allegations reported and confirmed													
4.	Stakeholders' perception on corruption at UNESCO NatCom This intends to establish views and opinions of stakeholders	N/A	N/A	0	0	0	0	0	UNESCO NatCom	Survey	Annually	Survey Report	Annually	DESFA

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2022/23	2023/24	2024/25	2025/26	2026/27	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
	on corruption incidences. This will be calculated by x/y*100 X=number of stakeholders with positive perception by 50% and above Y=total number of stakeholders surveyed													
5.	% of institutions which are aware of UNESCO NatCom	N/A	N/A	50	60	70	80	90	UNESCO NatCom	Survey	Annually	Survey Report	Annually	DESFA

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2022/23	2023/24	2024/25	2025/26	2026/27	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
	This intends to gauge the visibility of UNESCO NatCom This will be calculated by x/y*100 X = Institutions which are aware of UNESCO NatCom Y= Total # of institutions surveyed/ interviewed													
6.	# of events involving UNESCO NatCom	2021	16	20	25	40	45	50	UNESCO NatCom	Events Reports	Quarterly	Documentary Review	Annually	DESP

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2022/23	2023/24	2024/25	2025/26	2026/27	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
	This indicator intends to measure events UNESCO NatCom participated													
7.	# of institutions coordinated on science This indicator measures cumulative number of Institutions coordinated by UNESCO NatCom on the application of science	2021	6	8	10	12	14	16	UNESCO NatCom	Survey	Annually	Documentary Review	Annually	HNS

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2022/23	2023/24	2024/25	2025/26	2026/27	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
8.	% of institutions which are compliant to ethical principles in social and human science This intends to measure the effectiveness of the program for creating awareness on ethical principals This will be calculated by x/y*100 X = # of Institutions which are	2021	100	100	100	100	100	100	UNESCO NatCom and MoH	Survey/Interview	Annually	Documentary Review	Annually	HSHS

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2022/23	2023/24	2024/25	2025/26	2026/27	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
	compliant to the ethical Principles Y= Total # of institutions surveyed/interviewed													
9.	% of youth who are aware of ethical principles in social and human science This intends to measure the effectiveness of the program for creating awareness on ethical	N/A	N/A	60	65	70	75	80	UNESCO NatCom	Interview	Annually	Documentary Review	Annually	HSHS

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2022/23	2023/24	2024/25	2025/26	2026/27	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
	principles among youth This will be calculated by x/y*100 X = # of youth who are aware with the ethical Principles Y= Total # of Youth interviewed													
10.	% of the citizens who appreciate heritage in Tanzania This intends to measure % of citizens who	2021	65	70	80	85	90	95	UNESCO NatCom	Interview/Questionnaire	Annually	Documentary Review	Annually	HCLT

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2022/23	2023/24	2024/25	2025/26	2026/27	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
	know and value National heritage This will be calculated by x/y*100 X = # of citizen who know and value national heritage Y= Total # of citizen interviewed													
11.	% change of harmful human activities in heritage sites	2021	30	20	15	10	5	0	UNESCO NatCom	Survey	Annually	Documentary Review	Annually	HCLT

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2022/23	2023/24	2024/25	2025/26	2026/27	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
	This intends to gauge the effectiveness of the program for preserving heritage sites This will be calculated by x/y*100 – Previous value X = # of sites with harmful human activities Y= Total # of sites													
12.	Tanzania rank in UNESCO World trends	2021	124	123	120	115	100	80	UNESCO	Documentary Review	Annually	Documentary Review	Annually	HCI

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2022/23	2023/24	2024/25	2025/26	2026/27	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
	in Freedom of Expression and Media Development This indicator measure Tanzania position in Freedom of Expression and Media Development Index as ranked by UNESCO													
13.	% of educational institutions with quality and inclusive education	N/A	N/A	10	20	30	40	50	MoEST	Documentary Review	Annually	Documentary Review	Annually	HED

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2022/23	2023/24	2024/25	2025/26	2026/27	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
	This will be calculated by x/y*100 X = educational institutions with quality and inclusive education Y= total # of educational institutions surveyed													
14.	% score of UNESCO NatCom in Performance Contract This indicator measures UNESCO	2021	34	60	70	80	85	90	Treasury Registrar Report	Documentary Review	Annually	Treasury Registrar Assessment Report	Annually	DESFA

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2022/23	2023/24	2024/25	2025/26	2026/27	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
	NatCom performance as assessed by Treasury Registrar based on signed Performance Contract													
15.	Clients Satisfaction Level This will be calculated by x/y*100 X = clients which are satisfied with UNESCO NatCom services delivery	N/A	N/A	60	65	70	705	80	UNESCO NatCom	Survey	Annually	Data from Survey	Annually	DESFA

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2022/23	2023/24	2024/25	2025/26	2026/27	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
	Y= total # of clients surveyed													

*N/A denotes Not Available

4.6.2 Planned Reviews

There will be reviews that aim to obtain progress status on the implementation of strategic plan. The planned reviews consist of review meetings, milestones and rapid appraisals.

4.6.3 Review Meetings

Various meetings will be conducted to track progress on the milestones which are critical for achievement of organizational objectives. Review meetings are as follows:

Table 4: Planned Review Meetings

S/N	Type of Meeting	Frequency	Designation of the Chairperson	Participants
1.	Weekly review meetings	Weekly	Heads of Sectors and Units	All staff
2.	Management Meetings	Weekly/Monthly	Executive secretary	Head of Departments, Sectors and Units
3.	Department Meetings	Monthly	Deputy Executive Secretaries	All staffs of Sectors and Units.
4	Finance and Budget Committee	Monthly	Executive secretary	Appointed members • Heads of Departments • Head of Planning Unit as a Secretary • Heads of Independent Units • Chief Accountant
5	Audit Committee	Quarterly	Chairperson audit Committee.	Appointed members. • 3 appointed members from outside the Organization

S/N	Type of Meeting	Frequency	Designation of the Chairperson	Participants
				• 2 appointed members from within the Organization
6	Finance and Planning Committee	Quarterly	Appointed chairperson among the Commission members	• 3 appointed Commission members • Executive Secretary • DESP • DESFA • Head of Planning Unit • Head of Finance and Accounts
7	Audit and risk management Committee	Quarterly	Appointed chairperson among the Commission members	• 3 appointed Commission members. • Chief Internal Auditor • DESP • DESFA • Head of Planning Unit
8	Human Resource management and Administration Committee	Quarterly	Executive Secretary	• 3 appointed Commission members. • DESFA • Head of Human Resource and Administration Unit

S/N	Type of Meeting	Frequency	Designation of the Chairperson	Participants
9	Programs Committee	Quarterly	Appointed chairperson among the Commission members	• 3 Appointed Commission members • Executive Secretary • DESP • All 5 Head of Sectors
10	Commission Meeting	Quarterly	Commission Chairperson	• All Commission members • Executive Secretary • Heads of Departments • Legal Counselor
12	Tender Board	Quarterly	Chairperson Tender Board	• HPMU • Tender Board Members
13	ICT Steering Committee	Quarterly	Accounting Officer	• Head of ICT Unit • Chief Accountant • Chief Internal Audit • Head of Planning Unit • Head of Communication and Information Sector • HPMU
14	Workers Council Meetings	Semi annually	Executive Secretary	• Secretary to the Council • Heads of Departments,

S/N	Type of Meeting	Frequency	Designation of the Chairperson	Participants
				Units and sectors. • Representative from Sectors and Units • Trade union representatives.
15	Appointment and Discipline Committee	On demand	Executive Secretary	Appointed member from within the organization.

4.6.4 Planned Milestones

In the course of implementing this Strategic Plan, it is planned to carry out reviews. The reviews will be based on total of 88 pre-planned milestones. The specific milestones to be reviewed are detailed in table 5.

Table 5: Planned Milestones

Years	Planned Reviews	Milestone	Time Frame	Responsible Person
Year 1 2022/23	Two Reviews Per Year - (Mid-Year and Annual Reviews)	Two (2) sessions of capacity building on safeguarding, preservation, conservation, protection and promotion of heritage conducted	June 2023	HCLT
		One (1) Workshop on preservation and promotion of diversity of cultural expressions and intellectual rights conducted	June 2023	HCLT
		Two (2) STEM stakeholders' session conducted	June 2023	HNS
		One (1) National Biosphere Reserves upgraded to UNESCO Global Biosphere.	June 2023	HNS
		One (1) awareness session on the UNESCO convention against doping in sports conducted	June 2023	HSHS
		One (1) awareness session on freedom of expression, safety of journalists, freedom and access to information conducted	June 2023	HCI
		One (1) awareness session on identification and preservation of documentary heritage conducted	June 2023	HCI
		Two (2) awareness sessions on peace, GCED and ESD conducted	June 2023	HED
		Three (3) education thematic areas scanned and disseminated	June 2023	HED

Years	Planned Reviews	Milestone	Time Frame	Responsible Person
		GovNet ICT infrastructure installed	June 2023	HICTU
		Four (4) staff attended long term training courses	June 2023	DESFA
		10 staff attended short term training courses	June 2023	DESFA
		62% of vacant posts filled	June 2023	DESFA
		20% of the staff equipped with working tools i.e (personal computers)	June 2023	DESFA
Year 2 2023/24	Two Reviews Per Year - (Mid-Year and Annual Reviews)	Two (2) sessions of capacity building on safeguarding, preservation, conservation, protection and promotion of heritage conducted	June 2024	HCLT
		One (1) tentative heritage sites inscribed into UNESCO World Heritage Sites	June 2024	HCLT
		Two (2) Workshops on preservation and promotion of diversity of cultural expressions and intellectual rights conducted	June 2024	HCLT
		Two (2) sessions of Intercultural Dialogue to inculcate culture values and ethics conducted	June 2024	HCLT
		Two (2) STEM stakeholders' sessions conducted	June 2024	HNS
		One (1) awareness sessions on the UNESCO convention against doping in sports conducted	June 2024	HSHS

Years	Planned Reviews	Milestone	Time Frame	Responsible Person
		One (1) awareness session on freedom of expression, safety of journalists, freedom and access to information conducted	June 2024	HCI
		One (1) awareness session on identification and preservation of documentary heritage conducted	June 2024	HCI
		One (1) awareness sessions on peace, GCED and ESD conducted	June 2024	HED
		UNESCO NatCom ICT Steering Committee established	June 2024	HICTU
		Registry filing system automated	June 2024	HICTU
		The Commission Website revamped	June 2024	HICTU
		Training program developed	June 2024	HAU
		Three (3) staff attended long term training courses	June 2024	DESFA
		15 staff attended short term training courses	June 2024	DESFA
		80% of staff equipped with working tools i.e personal computers	June 2024	DESFA
		Client Service Charter developed	June 2024	DESFA
		Incentive Scheme developed	June 2024	DESFA
		Staff Rules and Regulation developed	June 2024	DESFA

Years	Planned Reviews	Milestone	Time Frame	Responsible Person
		Organization Structure Reviewed	June 2024	DESFA
		Scheme of Service and Salary Structure Reviewed	June 2024	DESFA
		Risk Management Framework and Risk Register developed	June 2024	DESFA
Year 3 2024/25	Two Reviews Per Year - (Mid-Year and Annual Reviews)	Seven (7) session of capacity building on safeguarding, preservation, conservation, protection and promotion of heritage conducted	June 2025	HCLT
		Two (2) sessions of Intercultural Dialogue to inculcate culture values and ethics conducted	June 2025	HCLT
		Three (3) workshops on preservation and promotion of diversity of cultural expressions and intellectual rights conducted	June 2025	HCLT
		Three (3) sensitization camps in STEM subjects for secondary schools coordinated	June 2025	HNS
		One (1) awareness sessions on the UNESCO convention against doping in sports conducted	June 2025	HSHS
		Two (2) dialogues sessions on tolerance, intercultural and interreligious dialogues conducted	June 2025	HSHS

Years	Planned Reviews	Milestone	Time Frame	Responsible Person
		Two (2) awareness sessions on freedom of expression, safety of journalists, freedom and access to information conducted	June 2025	HCI
		Two (2) awareness session on identification and preservation of documentary heritage conducted	June 2025	HCI
		One (1) awareness sessions on peace, GCED and ESD conducted	June 2025	HED
		Two (2) educational Institutions joined UNESCO Education Networks	June 2025	HED
		Two (2) educational institutions capacitated on EOR	June 2025	HED
		Intranet infrastructure and system developed	June 2025	HICTU
		Three (3) staff attended long term training courses	June 2025	DESFA
		15 staff attended short term training courses	June 2025	DESFA
		81 % of vacant posts filled	June 2025	DESFA
		All staff equipped with working tools i.e personal computers	June 2025	DESFA
Year 4 2025/26	Two Reviews Per Year - (Mid-Year	Seven (7) sessions of capacity building on safeguarding, preservation, conservation, protection and promotion of heritage conducted	June 2026	HCLT

Years	Planned Reviews	Milestone	Time Frame	Responsible Person
	and Annual Reviews)	Two (2) sessions of Intercultural Dialogue to inculcate culture values and ethics conducted	June 2026	HCLT
		Two (2) STEM stakeholders' session conducted	June 2026	HNS
		Three (3) sensitization camps in STEM subjects for secondary schools coordinated	June 2026	HNS
		Two (2) National Geoparks and Two (2) National Biosphere Reserves upgraded to UNESCO Global Geoparks and UNESCO Biosphere Reserves	June 2026	HNS
		One (1) awareness sessions on the UNESCO convention against doping in sports conducted	June 2026	HSHS
		Two (2) dialogue sessions on tolerance, intercultural and interreligious dialogues conducted	June 2026	HSHS
		Two (2) awareness session on freedom of expression, safety of journalists, freedom and access to information conducted	June 2026	HCI
		Two (2) awareness session on identification and preservation of documentary heritage conducted	June 2026	HCI
		One (1) awareness sessions on peace, GCED and ESD conducted	June 2026	HED

Years	Planned Reviews	Milestone	Time Frame	Responsible Person
		Two (2) educational Institutions in the country joined UNESCO Education Networks	June 2026	HED
		Two (2) educational institutions capacitated on EOR	June 2026	HED
		Disaster Recovery Plan developed	June 2026	HICTU
		Four (4) staff attended long term training courses	June 2026	DESFA
		20 staff attended short term training courses	June 2026	DESFA
Year 5 2026/27	Two Reviews Per Year - (Mid-Year and Annual Reviews)	Seven (7) session of capacity building on safeguarding, preservation, conservation, protection and promotion of heritage conducted	June 2027	HCLT
		One (1) tentative heritage sites inscribed into UNESCO World Heritage Sites	June 2027	HCLT
		Two (2) sessions of Intercultural Dialogue to inculcate culture values and ethics conducted	June 2027	HCLT
		Four (4) workshops on preservation and promotion of diversity of cultural expressions and intellectual rights conducted	June 2027	HCLT
		Two (2) sensitization camps in STEM subjects for secondary schools coordinated	June 2027	HNS
		Two (2) STEM stakeholders' sessions conducted	June 2027	HNS

Years	Planned Reviews	Milestone	Time Frame	Responsible Person
		Two (2) National Geoparks and Two (2) National Biosphere Reserves upgraded to UNESCO Global Geoparks and UNESCO Biosphere Reserves	June 2027	HNS
		Two (2) Establishment of hospital ethics committees in public hospitals in Tanzania in line with the UNESCO guidelines on bioethics advocated	June 2027	HSHS
		One (1) awareness session on the UNESCO convention against doping in sports conducted	June 2027	HSHS
		Two (2) dialogue sessions on tolerance, intercultural and interreligious dialogues conducted	June 2027	HSHS
		Underwater Convention ratified	June 2027	HCLT
		Two (2) awareness session on freedom of expression, safety of journalists, freedom and access to information conducted	June 2027	HCI
		Two (2) awareness session on identification and preservation of documentary heritage conducted	June 2027	HCI
		Two (2) awareness sessions on peace, GCED and ESD conducted	June 2027	HED
		Two (2) educational Institutions in the country joined UNESCO Education Networks	June 2027	HED

Years	Planned Reviews	Milestone	Time Frame	Responsible Person
		Three (3) educational institutions capacitated on EOR	June 2027	HED
		GMS, website, e-office and intranet systems upgraded	June 2027	HICTU
		Five (5) staff attended long term training courses	June 2027	DESFA
		25 staff attended short term training courses	June 2027	DESFA
		All vacant posts filled	June 2027	DESFA
		ICT Policy reviewed	June 2027	HICTU

4.6.5 Rapid Appraisals

Rapid appraisals intend to gather information for facilitating implementation of planned interventions. Table 6 indicates the UNESCO NATCOM Rapid Appraisal for the next five years from 2023/24.

Table 6: Rapid Appraisal

SN	Rapid Appraisal	Description	Appraisal Questions	Methodology	Timeframe	Responsible Person
1	Baseline study	This study intends to collect baseline data for all indicators which do not have baseline values	What is the Stakeholders' perception on corruption at National Commission? What % of institutions are aware of UNESCO NatCom? What % of institutions are compliant to ethical principles in social and human science? What % of youth are aware of ethical principles in social and human science?	Interview Documentary review Survey	June, 2025	DESFA

SN	Rapid Appraisal	Description	Appraisal Questions	Methodology	Timeframe	Responsible Person
			What % of the citizen appreciate heritage in Tanzania? What is the % of educational institutions with quality and inclusive education? What % of institutions are aware of UNESCO NatCom?			
2	Information dissemination i.e. Awards distribution	The study intends to assess distribution system of the institutions	How efficiency is our information dissemination system How did the information reach the targeted person?	❖ Proto type ❖ Feedback	June, 2025	PROGRAMS

4.6.8 Evaluation Plan

Evaluations intend to obtain evidence as to whether the interventions and outputs achieved have led to the achievement of the outcomes as envisioned in the Strategic Plan. Table seven (7) show evaluation plan.

Table 7: Evaluation Plan

SN	Evaluations	Description	Evaluation Questions	Methodology	Timeframe	Responsible Person
1	Service Delivery Survey	This survey intends to measure customers satisfaction on services offered by UNESCO NatCom	To what level are you satisfied with the services? Which services are you satisfied with the most? In your opinion which services need to be improved? Which services are the most valuable to you?	Survey	2024/25	DESFA
2	Strategic Plan Evaluation	This evaluation intends to measure whether the interventions and outputs achieved have led to the	To what extent have the SP been executed and achieved? What are the limiting factors for the implementation of the SP? What need to be improved for effective implementation of the SP?	Documentary review	2026/27	DESP

		achievement of the outcomes as envisioned in the Strategic Plan.	How the SP does reflect our mandates/core functions?			

4.7 Reporting Plan

This is a plan that shows all reports that will be used in the execution of the strategic plan. The report plan contains both Internal and external reports.

4.7.1 Internal Reporting Plan

Internal Reporting Plan is plan that contains reports that are used within UNESCO NATCOM, Management and Staff. The reporting plan is in accordance with statutory requirements or as may be required from time to time. The Reporting Plan is detailed in Table 8:

Table 8: Internal Reporting Plan

S/N	Type of Report	Recipient	Frequency	Responsible Person
				Heads of Department Sector/Units
1.	Activity Report	DESP	Quarterly	Heads of sector
2.	Internal Audit Report	ES	Quarterly	Chief Internal Auditor
3.	Procurement Report	ES	Quarterly	Head of PMU
4.	Financial Statement Report	ES	Annually	Chief Accountant
5.	Budget Performance report	ES	Quarterly	DESFA
6	Annual Performance report	ES	Annually	DESFA
7	Stock Taking Reports	ES	Annually	HPMU
8	Training Programme Implementation Report	ES	Annually	DESFA
9	Performance Management Report	ES	Annually	DESFA
10	Risk Management Implementation Report	ES	Quarterly	Chief Internal Auditor.

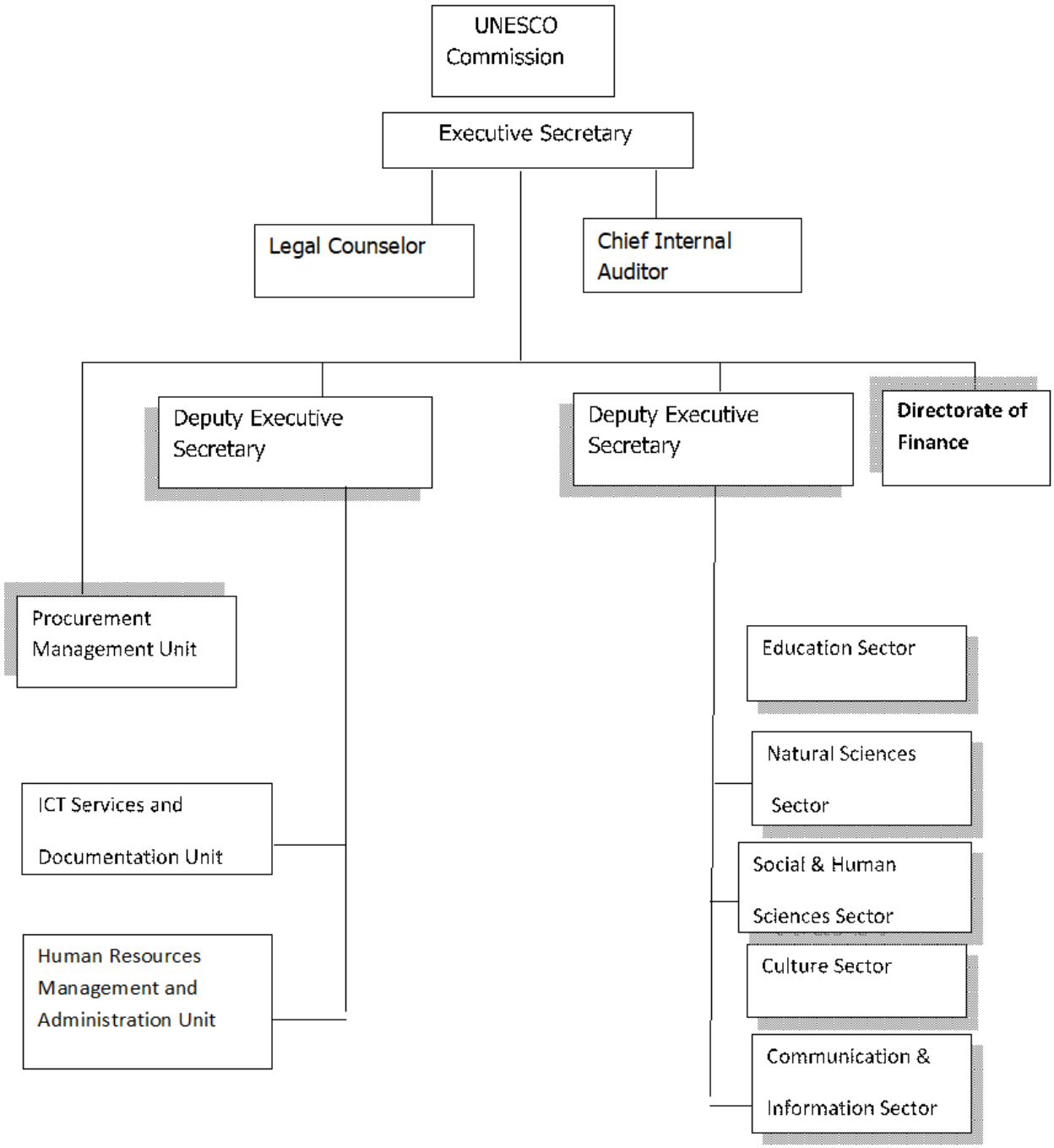
4.7.2 External Reporting Plan

External reporting plan contains reports that are used by external entities. The reports are prepared on quarterly and annually basis. The Reporting Plan is detailed in Table 9:

Table 9: External Reporting Plan

S/N	Type of Report	Recipient	Frequency	Responsible Person
				Heads of Department s/Units
01	UNESCO Conventions Implementation Periodic report	UNESCO HQ	Every four years	DESP
02	Natcom Annual Report.	UNESCO HQ	Annually	DESP
03	State of Conservation Report	UNESCO HQ	Annually	DESP
04	Global Education Monitoring	UNESCO HQ	Annually	DESP
05	Annual Financial Statement	CAG	Annually	DESFA
06	Annual Procurement Report	PPRA	Annually	HPMU
07	Budget Performance Report	MoF	Quarterly/annually	DESFA
08	Performance Contract Report	Treasury Registrar	Annually	DESFA
09	Plan and Budget Implementation Report	MoEST	Annually	DESFA
10	Internal Audit Report	Internal Auditor General	Annually	Chief Internal Auditor

ANNEX I - Organizational Structure



ANNEX II - Strategic Plan Matrix

CODE	OBJECTIVE	STRATEGIES	TARGETS	KPIs		RESPONSIBLE PERSON
				OUTPUT INDICATORS	OUTCOME INDICATORS	
A.	HIV/AIDS infection and non-communicable diseases (NCDs) reduced and supporting services improved	Improve preventive services; and	Programs to reduce HIV/AIDS, COVID-19 and Non-Communicable Diseases at work place prepared and implemented by June 2027	HIV/AIDS & NCD workplace Program Number of Training conducted Number of Staff attended HIV/AIDS & NCD awareness training	i. Percentage of staff responded to voluntary testing ii. Number of HIV/AIDS and NCD new cases	
		Provide care and supportive services	Care and support services to all employees living with HIV/AIDS enhanced by June 2027	Number of staff living with HIV and AIDS provided with care and supportive services		
B.	Implementation of National Anti-Corruption Strategy Enhanced and Sustained	Promote corruption free environment in UNESCO NATCOM Operations.	Anti-corruption Guidelines for combating and prevention strategies developed and implemented by June 2027	UNESCO NatCom Anticorruption guideline	i. Corruption cases reported and confirmed ii. Stakeholders' perception on corruption at National Commission	
		Strengthen community awareness on UNESCO NATCOM community Anti-Corruption strategy.	Seminars on Ethics, corruption and good governance conducted by June 2027	Number of staff attended awareness seminar/workshop on Anti corruption		

CODE	OBJECTIVE	STRATEGIES	TARGETS	KPIs		RESPONSIBLE PERSON
				OUTPUT INDICATORS	OUTCOME INDICATORS	
C.	UNESCO NATCOM visibility and accessibility enhanced;	Improve and implement UNESCO NATCOM visibility strategies	Corporate Social Responsibility Policy developed and implemented by June 2027	Completion % Corporate Social Responsibility Policy preparation	i. % of institutions which are aware of UNESCO NatCom ii. Number of events involving UNESCO NatCom	
				Number of communication channels established and updated with current contents		
				CSRP Implementation Status		
		Promote and increase local and international collaborations	UNESCO NATCOM services and programmes made visible and well known locally and internationally by June 2027	Number of promotional events organised/participated		
D.	Science for Peace and Sustainable Development promoted;	Build Capacity to Enhance Uptake of Basic Sciences, STI and Engineering	10 STEM sessions conducted by June 2027	Number of STEM session conducted	i. # of institutions coordinated on science	HNS
				Number of STEM teachers and technical trainers facilitated		
			10 sensitization camps in STEM subjects for secondary schools coordinated by June 2027	Number of STEM sensitization camps coordinated		

CODE	OBJECTIVE	STRATEGIES	TARGETS	KPIs		RESPONSIBLE PERSON
				OUTPUT INDICATORS	OUTCOME INDICATORS	
				Number of students sensitised		
		Promote Science for Sustainable Management of Natural Resources, Disaster Risk Reduction and Climate Change Action	Two (2) National Geoparks and Two (2) National Biosphere Reserves upgraded to UNESCO Global Geoparks and UNESCO Global Biosphere Reserves by June 2027	Progressive stage reached		
				Number of UNESCO Global Geoparks upgraded		
				Number of UNESCO Biosphere Reserves upgraded		
		Enhance Knowledge and Capacity for Protecting and Sustainably Managing the Fresh water Sources, Ocean and Coasts	Proper management of marine resources for sustainable development advocated by June 2027	Number of awareness session conducted on marine resources		
				Number of stakeholders capacitated		
		Advance Natural Sciences, Intellectual Collaboration and Dialogue for Sustainable Development	50 schools, universities, private entities and colleges sensitized on Artificial Intelligence and Robotics Sciences by June 2027	Number of education institutions sensitised		

CODE	OBJECTIVE	STRATEGIES	TARGETS	KPIs		RESPONSIBLE PERSON
				OUTPUT INDICATORS	OUTCOME INDICATORS	
E.	Inclusive Social Development, Intercultural dialogue and ethical principles promoted;	Mobilize Knowledge on Gender and Gender Violence	Scanning on violence against women in the society, bioethics and anti-doping in sports conducted by June 2027	Number of Reports on on violence against women in the society, bioethics and anti-doping in sports	i. % of institutions which are compliant to ethical principles in social and human science ii. % of youth who are aware of ethical principles in social and human science	HSHS
		Enhance Ethical Principles in Social and Human Sciences	Establishment of hospital ethics committees in public hospitals in Tanzania in line with the UNESCO guidelines on bioethics advocated by June 2027	Number of public hospital ethics committees advocated		
			Management of Social Transformations (MOST) advocated by June 2027	Number of stakeholders advocated		
			Five (5) awareness sessions for sports' stakeholders and youth on the UNESCO convention against doping in sports conducted by June 2027	Number of awareness sessions		
				Number of stakeholders sensitised		
		Enhance Intercultural Dialogue for Peace and Social development	Six (6) promotion of tolerance on intercultural and interreligious dialogues conducted by June 2027	Number of dialogue sessions conducted		
F.			25 Capacity building sessions of stakeholders on safeguarding,	Number of stakeholders capacitated	i. % of the citizen who appreciate	HCS

CODE	OBJECTIVE	STRATEGIES	TARGETS	KPIs		RESPONSIBLE PERSON
				OUTPUT INDICATORS	OUTCOME INDICATORS	
	Heritage and creative industry for community enhanced;	Improve Sustainable Management of Heritage in Tanzania	preservation, conservation, protection and promotion of heritage in Tanzania conducted by June 2027	State of Conservation Report	ii. heritage in Tanzania % change of harmful human activities in heritage sites	
			Two tentative heritage sites inscribed into UNESCO World Heritage Sites by June 2027	Progress report		
				Number of tentative heritage sites inscribed into UNESCO World Heritage Sites		
		Enhance Intercultural Dialogue and Rapprochement of Cultures in Tanzania	Eight (8) Intercultural dialogues to inculcate cultural values and ethics conducted by June 2027	Number of dialogue sessions conducted		
		Enhance Capacities for Promotion of Cultural and Creative Industries for Sustainable Development	Protection and promotion of the diversity of cultural expressions and intellectual property rights sensitised to Stakeholders by June 2027	Number of sensitization workshops		
				Number of stakeholders sensitised		
G.	Freedom of Expression, society access to information and knowledge promoted;	Promote Freedom of Expression, access to information and the Safety of Journalists	Eight (8) capacity building sessions for media stakeholders on freedom of expression, safety of journalists, freedom and access to information conducted by June 2027	Number of stakeholders capacitated	i. Tanzania rank in UNESCO World trends in Freedom of Expression and	HCI
				Number of awareness session conducted		

CODE	OBJECTIVE	STRATEGIES	TARGETS	KPIs		RESPONSIBLE PERSON
				OUTPUT INDICATORS	OUTCOME INDICATORS	
		Promote Access to and Preservation of Information and Knowledge	Eight (8) capacity building sessions for professionals on identification and preservation of documentary heritage conducted by June 2027	Number of stakeholders trained on identification and preservation of documentary heritage	ii. Media Development % of stakeholders who are satisfied with the level of freedom of expression	
				Number of awareness session on identification and preservation of documentary heritage conducted		
H.	Lifelong Learning, Quality and Inclusive Education promoted;	Foster Quality Inclusive and Lifelong Learning for All	Seven (7) capacity building sessions for education stakeholders on peace, GCED and ESD conducted by June 2027	Number of stakeholders capacitated	% of educational institutions with quality and inclusive education	HES
				Number of awareness sessions conducted		
			UNESCO Education Networks increased from 10 to 16 by June 2027	Number of Institutions joined UNESCO Education Networks		
			Seven (7) Education Institutions advocated on EOR by June 2027	Number of Institutions and stakeholders capacitated on OER		
		Knowledge Generation and Management to	Nine (9) scanning and dissemination of information on	Number of UNESCO education thematic		

CODE	OBJECTIVE	STRATEGIES	TARGETS	KPIs		RESPONSIBLE PERSON
				OUTPUT INDICATORS	OUTCOME INDICATORS	
		Advocate for and Inform Policy Development	UNESCO education thematic areas carried out by June 2027	areas scanned and disseminated		
I.	UNESCO NATCOM Institutional capacity enhanced.	Enhance compliance with Laws, Regulations, Standards and Guidelines	IPSAS Accrual basis guideline complied to annually by June 2027	Financial Reports for Vote 18 prepared	i. Employees performance level ii. Clients Satisfaction Level	CA
				% of audit queries closed		
				Audit Rating		
			UNESCO NatCom plans and budget approved and implemented annually by June 2027	Approved Annual Plan		
				Budget Implementation Report prepared		
				MTEF, Action Plan and Cash Flow Document in place		
			UNESCO NatCom Internal Control system reviewed annually by June 2027	% of reviews as per internal audit plan		CIA
				Implementation report		
				Internal control framework developed		
				Number of Sectors/Units complied to Risk Management, Framework, Internal		

CODE	OBJECTIVE	STRATEGIES	TARGETS	KPIs		RESPONSIBLE PERSON
				OUTPUT INDICATORS	OUTCOME INDICATORS	
				Control and Fraud Prevention checklist.		
			Legal support services on UNESCO NatCom operations provided annually by June 2027	Number of legal expertise provided		LC
				Number of legal issues concerning UNESCO NatCom resolved		
				Number of Convention translated to Kiswahili language		
			Procurement plan developed and implemented annually by June 2027	APP in place		HPMU
				Implementation plan		
				% of compliance with Public Procurement Act, Cap 410 and its regulations		
		Improve ICT infrastructure and equipment	UNESCO NatCom ICT infrastructure developed, supported, maintained and upgraded by June 2027	Number of ICT infrastructure reviewed & upgraded		HICT
				Number of features updated in UNESCO NatCom Webiste		

CODE	OBJECTIVE	STRATEGIES	TARGETS	KPIs		RESPONSIBLE PERSON
				OUTPUT INDICATORS	OUTCOME INDICATORS	
				Number of services automated.		
		Enhance Employees knowledge and skills	Comprehensive Training Programme prepared and implemented annually by June 2027	Training Programme in place		
				Number of staff trained		
		Improve working environment	Human Resource Plan reviewed and implemented by June 2027	Number of staffs provided with statutory and administrative services		
				% of vacancies filled		
				% of staff with working tools		
			10 UNESCO NatCom management tools reviewed and updated by June 2027	Client Service Charter in place		
				Updated Staff Rules and Regulations		
				Updated Scheme of Service and Salary Structure		
				Reviewed Organisation Structure		

CODE	OBJECTIVE	STRATEGIES	TARGETS	KPIs		RESPONSIBLE PERSON
				OUTPUT INDICATORS	OUTCOME INDICATORS	
				Updated Incentive Scheme		
				Risk Management Framework in place		
				Reviewed Risk Register		
				Updated ICT Policy		