United Nations
Educational, Scientific and
Cultural Organization

The Republic of Uganda

Uganda National Commission for UNESCO

UNATCOM STRATEGIC PLAN

2018-2025

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ACRONYMS AND ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
CESA	Continental Education Strategy for Africa
CMC	Community Multi-Media Centers
APCEIU	Asian Pacific Centre for Education and International Understanding
AU	African Union
BR's	Biosphere Reserves
BTVET	Business, Technical and Vocational Education and Training
CESA	Continental Education Strategy for Africa
CLT	Culture
CMC's	Community Multimedia Centres
CSO's	Civil Society Organizations
EACB	East African Capacity Building Project
ECD	Early Childhood Development
ECED	Early Childhood Education
ED	Education
EFA	Education for All
EMIS	Education Management Information System
FOSS	Free Open Source Software
GCE	Girl Child Education
HRPE	Human Rights Public Education
IBSP	International Basic Science Programme
ICAD	International Convention against Doping
IGCP	International Geoscience Committee Programme
IGGP	International Geoscience Geopark Programme

CSOs	Civil Society Organizations
EACB	East African National Commissions Capacity Building
FOSS	Free and Open Source Software
HRBA	Human Rights Based Approach
HIV	Human Immune Virus
ICADS	International Convention Against Doping in Sport
ICT	Information and Communication Technology
IHP	International Hydrological Committee Programme
IWRN	Integrated Water Resources Management
MAB	Man and Biosphere Reserves
MDAs,	Ministries Departments and Agencies
MLA	Main Lines of Actions
MOST	Management of Social Transformation
MTS	Medium Term Strategy
NDP II	National Development Plan II
PEAS	Programme Executions and Support
SDGs	Sustainable Development Goals
STI	Science Technology and Innovations
SWOT	Strength Weakness, Opportunity and Threats
UDBHR	Universal Declaration on Bioethics and Human Rights
UDHGD	Universal Declaration on the Human Genetic Data
UDHGHR	Universal Declaration on Human Genome and Human Rights
UN	United Nations
UNATCOM	Uganda National Commission for UNESCO
UNESCO	United Nations Educational, Scientific and Cultural Organization
WPHRE	World Programme on Human Rights Education

AIDS	Acquired Immune Deficiency Syndrome
CESA	Continental Education Strategy for Africa
CMC	Community Multi-Media Centers
CSOs	Civil Society Organizations
IHP	International Hydraulic Programme
ISESCO	Islamic Educational, Scientific and Cultural Organization
KFIT	Korean Funds in Trust
NBC	National Bioethics Committee
NS	Natural Sciences
NTC	National Teachers Colleges
PTC	Primary Teachers Colleges
REE	Rare Earth Elements
SG	Secretary General
SHS	Social and Human Sciences
STEM	Science, Technology, Engineering and Mathematics
STEP	Student Training for Entrepreneurial Promotion
TMIS	Teacher Management Information System
TTISSA	
UGX	Uganda Shillings
USD	United States Dollars

ACKNOWLEDGEMENTS

The Uganda National Commission for UNESCO (UNATCOM) Ten-Year Strategic Plan, 2018-2025, is a product of a consultative process that involved intense research, consultations and deliberations with stakeholders, technical teams, the UNATCOM Interim Board, members of programme committees, line ministries, departments and agencies of government. This approach of working together with others is in line with UNATCOM's preferred approach for the delivery of its services.

This Strategic Plan is a roadmap UNATCOM will follow over the next seven years in making its contribution to the development of Uganda through the promotion of education, sciences, and respect for cultural diversity, human rights and freedom of expression.

We would like to express our gratitude to all our stakeholders in the fields of education, sciences, culture and communication who participated actively in the various processes of developing this strategic plan. We acknowledge their insightful interrogation of the document at its various stages of development as well as their input that enriched the quality of the strategic plan.

We thank the Secretariat of the National Commission for UNESCO for their commitment and perseverance to ensure the finalization of this strategic plan.

We are grateful to all our partners for their support and goodwill and, will count on their continuous support and collaboration during the implementation of this Strategic Plan.

Finally, we appreciate the input of Mr. Augustine Omare-Okurut, the Consultant whose expertise helped us to put together the various ideas that have informed this document.

Rosie Agoi

SECRETARY GENERAL

FOREWORD

The importance of education, science, culture and communication in the development of society cannot be overstated. These sectors constitute the core fields of competence for UNESCO and the Uganda National Commission for UNESCO.

The Government of Uganda attaches great importance to education, science, culture, communication and information. To this end, the Government has created an enabling environment to foster growth and development of education, sciences, culture and information and communication as depicted in the National Development Plan (II) (2015-2019), national policies and strategies *inter alia.*

In creating a conducive environment, the Government not only supports UNATCOM in achieving its mission, but also acknowledges and associates itself with the work and programmes of UNESCO in Uganda, particularly, those which are aligned to the objectives and aspirations of the Government of Uganda.

This UNATCOM Seven-Year Strategic Plan 2018-2025, outlines the strategic visions and goals that will help UNATCOM fulfill its mission of fostering a culture of peace in Uganda through the UNESCO's fields of competence. The Strategic Plan is anchored on UNATCOM's success in the past and seeks to address the contemporary challenges of Uganda in light of the future.

The Plan is responsive to the Government's Vision 2040 and the National Development Plan II (2015-2019), and aspirations to achieve the Sustainable Development Goals. It is a major contribution to the building of lasting peace and sustainable development in Uganda. In implementing this plan, UNATCOM is a core ally of Government in moving Uganda to a middle-income status.

I applaud the efforts of UNATCOM Secretariat and its partners and collaborators to put together this Plan that will guide UNATCOM's operations in the next seven years. I urge UNATCOM's partners and allies to continue their support to UNATCOM and to the implementation of this plan. Similarly, I call upon all our other development partners and stakeholders, particularly those engaged in UNESCO's fields of competence to support UNATCOM and the Government of Uganda in the implementation of this Plan.

I look forward to the time when we will meet to review and evaluate this Plan as a time of celebrating our joint success in the implementation of this plan and contribution to the development of Uganda.

Janet K. Museveni (Hon.)

Minister of Education and Sports/ Chairperson, UNATCOM

EXECUTIVE SUMMARY

The Uganda National Commission for UNESCO has developed a culture of preparing periodic strategic plans to guide its strategic actions and operations. This strategic plan, running from 2018-2025, is UNATCOM's second strategic plan, succeeding the first one which expired at the end of June 2017.

The plan is made up of two parts. The first part is the narrative consisting of four chapters and the second part is the log frame and annexes. The first chapter is the introduction, giving a background that explains the purpose of the plan, the process of developing the plan and the methodology used to develop the plan, which was participatory. The chapter also includes the mandate, organizational structure and functions of UNATCOM as well as an overview of the national and international trends that impact of the plan and the priorities of the plan.

The next chapter is a situation analysis of the UNATCOM. The analysis includes a brief review of the performance of UNATCOM over the past decade of the last strategic plan. Each programme area is examined with a focus on the achievements over the ten years. A SWOT analysis is conducted to measure the temperature of the internal and external environments of UNATCOM. These two analyses are considered together with the current trends and guided the development of key result areas of focus in this plan. Areas of focus are then identified for each of the six programmes of UNATCOM; i.e. education, natural science, social and human science, culture, communication and information and programme execution and support. A mapping of UNATCOM core partners is also done. These include mainly Government ministries, departments and agencies, national and international development agencies and UN agencies which are also provided per programme.

The Vision, Mission and Values of UNATCOM are provided for in chapter three; and; the coordination and implementation of the plan, the human and financial resources and strategies needed to successfully realize the plan are outlined in the fourth chapter.

The last chapter of the plan outlines the inbuilt system for monitoring and evaluation of the level of attainment of the aspirations, objectives and progress of the plan, indicating methodology and reporting.

The annexes to the Strategic plan include the log frame, a monitoring tool and the budget for the plan.

This plan is expected to help UNATCOM in making its contribution to the national aspirations of attaining middle income status and attaining its mandate of contributing to a peaceful, learning, cultured, and informed nation.

CHAPTER ONE: INTRODUCTION AND BACKGROUND

1.1 Introduction

Uganda became a member of UNESCO in November 1962 and, in accordance with Article VII of the UNESCO Constitution established the Uganda National Commission for UNESCO (UNATCOM) in September 1963. The main object of the Commission is to serve as the official agency linking Uganda to UNESCO and its agencies, and to ensure the presence of UNESCO and the implementation of UNESCO's activities and programmes in Uganda.

Over the years, UNATCOM has grown in stature and structure. Its notable achievements include:
(a) Growing from a unit in the Ministry of Education (1963-2006) to being recognized as a candidate for an autonomous government agency;
(b) Elevation to a fully-fledged department in the Ministry of Education and Sports, 2006;
(c) Formal establishment by an Act of Parliament in 2014, the Uganda National Commission for UNESCO (2014), Act transforming the Commission into a body corporate under the Ministry of Education and Sports.

The activities of UNATCOM are facilitated through:
(a) Provisions in the UNESCO Constitution and the Charter of National Commissions for UNESCO that invite each Member State to define the legal status and funding of its National Commission;
(b) Government of Uganda subvention;
(c) UNESCO Participation Programme, Regular Budget and Extra-Budget sources;
(d) Collaboration with partners.

1.1.1 The Mandate and Functions of UNATCOM

The UNATCOM is mandated to work with individuals, institutions, bodies, agencies and departments that exist locally and internationally. At the national level, UNATCOM works primarily with government ministries, departments and

agencies, including the Parliament of Uganda, local governments, NGOs, faith-based organizations, the media, cultural institutions and organizations, associations, universities, the private sector, embassies and individuals. At the international level UNATCOM collaborates with UNESCO and its affiliate institutions, other National Commissions for UNESCO, UN agencies, International NGOs and individuals. The various partners support UNATCOM in various ways to ensure the attainment of its mandate.

The core functions of UNATCOM enshrined in the UNATCOM (2014) Act are to:

(a) promote understanding of the objects and purposes of UNESCO among the people of the Republic of Uganda;

(b) advise the Government of Uganda on all matters relating to UNESCO;

(c) serve as a liaison agency between the Government of Uganda and the institutions concerned with working for the advancement of education, sciences, culture, communication and information;

(d) approve and recommend all UNESCO activities and programmes in Uganda;

(e) advise government ministries, departments and agencies, civil society organizations and individuals on the resolutions, recommendations and any other matter adopted by the organs of UNESCO, and follow up on their implementation

(f) participate in the planning and execution of activities entrusted to UNESCO which are undertaken with the assistance of the Government, United Nations agencies and any other international organization or development partner;

(g) disseminate information to the public on the objectives, programmes and activities of UNESCO;

(h) collaborate with other National Commissions for UNESCO, UNESCO field offices, United Nations agencies and other partners in fostering regional, sub-regional and bilateral cooperation in the UNESCO fields of competence particularly through joint formulation and execution of programmes;

(i) participate in the search for qualified candidates for UNESCO posts and in the placement of UNESCO fellowship holders

(j) initiate, support, undertake, sponsor, promote and encourage activities in UNESCO fields of competence;

(k) collect relevant data relating to UNESCO fields of competence for purposes of wide distribution;

(l) monitor and evaluate the progress of UNESCO programmes in Uganda and report to UNESO head office; and

(m) perform any other function related to this Act as the Minister may direct by statutory instrument.

In carrying out the above functions, UNATCOM is in addition to national priorities guided by UNESCO's Medium-Term Strategy (MTS) 2016-2021 whose main objectives include:

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

1.1.2 UNATCOM Management Structure and Governance

The statutory governance framework of UNATCOM provides for a Board of the Commission appointed by the Minister of Education and Sports as the highest governance organ of the Commission. The main functions of the Board are to supervise the Secretariat, set policies and targets for the Commission, appoint Board Committees and Secretariat staff and approve plans and budgets. The Board is supported in its work by various Committees appointed by itself, which are assigned specific tasks which include reflection on specific issues of relevance and concern to the Commission.

The UNATCOM Secretariat is the administrative arm of the Commission headed by the Secretary General (SG). The Secretariat is responsible for the day today administration, management and operations of the Commission and works closely with the Committees of the Board and its primary partners like line ministries, departments, agencies of Government, civil society and others.

Previously the position of Secretary General was held on a permanent basis until the enactment of the 2014 UNATCOM Act a mainstream civil service job. The Act now stipulates a four-year renewable term for both the Secretary- General and the Deputy Secretary General.

The staff establishment of UNATCOM Secretariat has historically been very lean. The current establishment approved in 2006 is eleven (11) staff. The establishment is expected to grow once the UNATCOM Act of 2014 is operational.

The Constitution of UNESCO invites Member States to appoint Permanent Delegations at UNESCO headquarters to ensure liaison between UNESCO Secretariat and the Member States' Governments. To put effect to this provision (of the UNESCO Constitution) and to guarantee Uganda's presence at UNESCO headquarters, the UNATCOM (2014) Act provides for establishment of the Uganda Permanent Delegation to UNESCO. The functions of the Uganda Delegation to UNESCO are currently being performed by the Uganda Embassy in France.

ORGANISATION STRUCTURE
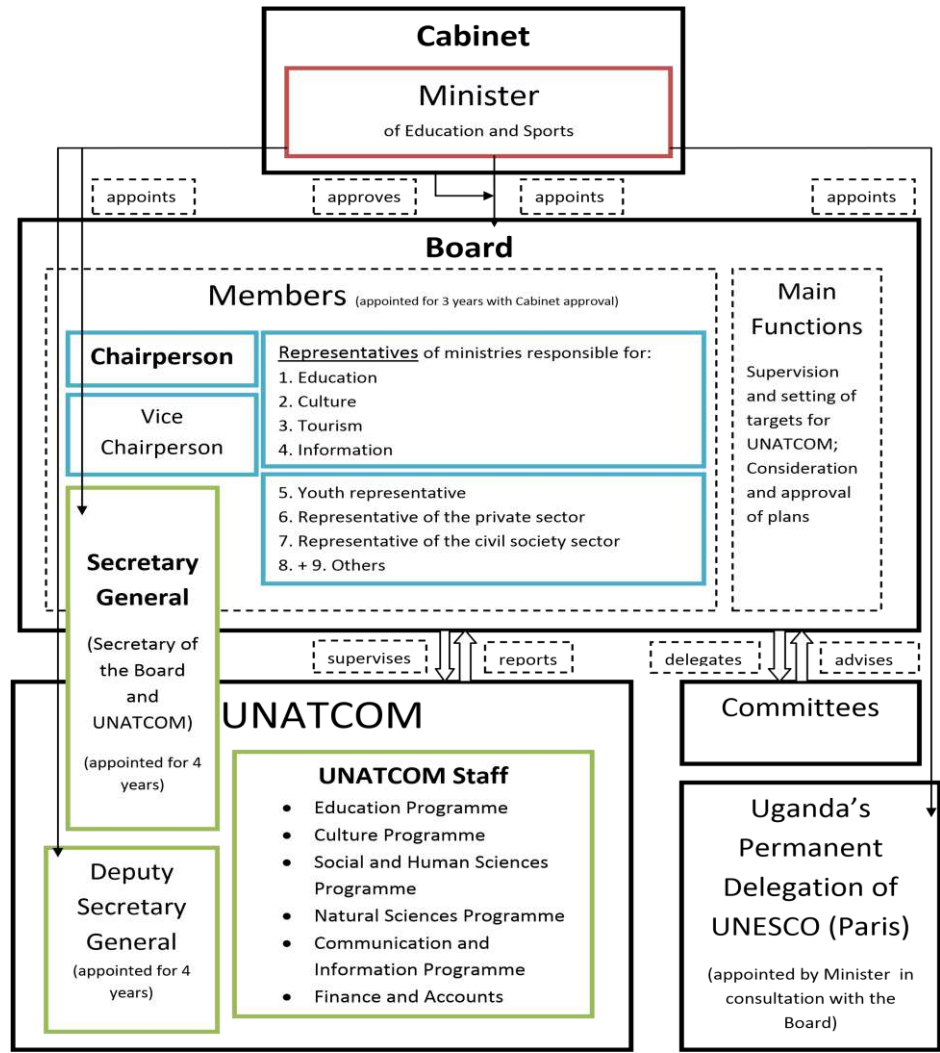
Figure 1: UNATCOM Organization and Governance Structure

1.2   Background and Rationale for developing the new Strategic Plan

In the last ten years, the main driving force for the achievement of UNATCOM mandate has been the UNATCOM Strategic Plan 2007-2017 which guided the commission in the implementation of its activities. Global and national

developments, as well as operational and strategic changes in UNESCO and UNATCOM in the last decade have called for a review and update of this Strategic Plan in order to align it to the current development agenda.

The new UNATCOM Strategic Plan, 2018-2025 builds on the achievements of the old UNATCOM Strategic Plan 2007-2017. It also draws inspiration from several sources including: the UNESCO Medium Term Strategy 2016-2021, the Uganda Vision 2040, the Uganda National Development Plan II (NDP II, 2015-2019), the National Resistance Movement Organization Manifesto, 2016-2021; the various sector policies in UNESCO's fields of competence, analysis of concerns in Uganda as informed by various studies undertaken in the recent past as well as the Sustainable Development Goals (SDGs).

1.2.1 Rationale for developing the new Strategic Plan 2018-2025

The first UNATCOM Strategic Plan 2007-2017 was developed more than ten years ago, and expired at the end of June 2017. During its implementation, it was reviewed annually and at mid-term in 2012, to evaluate its efficiency and outcomes. The recommendations of these reviews were reflected in the annual and biennial plans of the Commission.
The outcomes of the above processes showed that UNATCOM will continue to flourish based on her existing vision and mission. The assessments principally pointed to the need to build on the strengths, mitigating the shortcomings while taking further actions to counter the limitations. UNATCOM faces external threats and opportunities stemming from political trends, economic shocks, social transformations, and information, communication and technological (ICT) development. The existing unpredictable economic environment in particular, poses challenges related to human and financial resources.

The focus of the previous Strategic Plan 2007-2017 was poverty alleviation. The flag-bearer of the new Strategic Plan, 2018-2025 is the human-rights based approach towards education for sustainable development. In this context, all activities are grounded on this approach and geared at attaining fundamental human rights and sustainable development through the fields of competence of UNESCO. Thus, for example, attention in education is not just

provision of education, but provision of quality and inclusive education as a right. The claim and attainment of the right to education in turn triggers the claim of other rights as well and vice versa.

The new plan therefore seeks, through the fields of competence of UNESCO to address the question of attaining quality education as a right; advancing science and technology while taking into account ethical, cultural and economic rights into account; promote justice and peace as well as respect for human rights, the right to access information and freedom of expression. The previous plan, while cognizant of these concerns paid more attention to eradication of poverty.

1.2.2 National and global trends and their impact on Strategic Plan 2018-2025

The Constitution of Uganda (1995) as amended guarantees the protection and promotion of fundamental human rights and freedoms. It also provides for formulation of progressive legislation to promote the attainment of justice and peace by putting in place institutions to guarantee good governance and respect of law and order. The existing legal framework of Uganda is robust, however, it is notably slow on the implementation of existing laws and enacting of new laws to support good governance.

The Government of Uganda has put in place the Vision 2040 framework as its blue print for advancing Uganda from recovery to development mode in the coming years. The Government aims to transform the country from a predominantly peasant and low income country to a lower middle income country in the short term and to middle income country by 2040.

The attainment of Vision 2040 is grounded on three pillars, namely: i) good governance ii) human capital development and, iii) sustainable and inclusive economic development.

In respect of Good Governance, the areas of focus are: Rule of Law and Constitutional Democracy; Human Rights and Gender Equality, Institutional Development, Transparency and Accountability and Peace, Security and Resilience. On Human Capital Development, areas of focus are Learning and Skills Development, Health and Well-being, Social

Protection, Gender-based Violence and Violence against Children and HIV and AIDS Response. And on Sustainable and Inclusive Development attention will focus on Natural Resources Management and Climate Change Resilience; Integrated Infrastructure Production and Trade for Job Creation and Employment.

The commitments above are in line with the global Sustainable Development Goals and the African Union (AU) Vision 2063 to which Uganda is party. Uganda has localized these aspirations by integrating them into her National Development Plan II (NDP, 2015-2019). The various sectors are operationalizing the NDP II and the NRM Manifesto by translating them into sectorial policies, strategic plans and actions. This Strategic Plan is committed to the various sectorial strategic plans and policies with emphasis on UNESCO priorities in the post-2015 agenda.

The provisions within the Education Sector are anchored within the global SDG 4 – Education 2030 agenda and the Continental Education Strategy for Africa (CESA) into concrete actions for quality education. The concerns for sustainable water and energy needs as well as preservation of biodiversity and environment are tackled (SDGs 6, 7, 8. Gender equality and empowerment of women and girls (SDG5); peaceful coexistence and inclusive development (SDG16) are also dealt with. The new strategic plan therefore provides strategies aimed at translating some of these key strategies that will be implemented to foster the role of natural science and technology for sustainable development and poverty reduction (SDG 1) through building new partnerships as prescribed in SDG 13. In short, all the SDGs are touched from the lenses of UNESCO's fields of competence.

1.2.3 The Development Process for Strategic Plan 2018-2025

This Strategic plan 2018-2025 was developed through a participatory process. This included national-wide consultations conducted at the national level, regional level and partner levels. The consultative process targeted core line ministries, departments and agencies of Government, institutions, UNATCOM Board and Committee members, civil society, professionals, specialist, and individuals. Others included education development partners, the UN agencies, international and NGOs, among others

The UNATCOM Strategic Plan in-house working committee prepared the first working draft of the plan. In consultation with some key stakeholders mentioned above, based on the working draft, they met in a workshop to develop a draft strategic plan. This was then considered in another workshop of a broad spectrum of stakeholders leading to the final draft. The final draft was shared with a consultant who made some recommendations to the in-house committee for modifications resulting into the final Strategic Plan. This plan was presented to the broad stakeholder community that validated the plan. The consultant in close collaboration with the in-house committee fine-tuned and completed the development of the UNATCOM Strategic Plan, 2018-2025.

1.2.4 Key Priority Areas for the Strategic Plan 2018-2025

The non-exclusive key priority areas per programme include:

- **Education:** teacher education, science and technology, global citizenship education, education for sustainable development (ESD), ICT in education, BTVET health in education, literacy for all, human rights and peace building programs, women and girls' education.

- **Natural Science:** biodiversity and ecology, fresh water, basic science, earth science, renewable energy, science policy and sustainable development, engineering sciences and natural disaster reduction

- **Social and Human Science:** social inclusion and intercultural dialogue, social transformation, the universal values of justice, freedom and human dignity, social and human sciences advance knowledge, standards and intellectual cooperation.

- **Culture:** intercultural dialogue for peace and sustainable development, tangible and intangible heritage, cultural diversity and creative expressions.

- **Communication and Information:** access to skills and knowledge, media development and freedom of expression, access to information and communication technologies, free flow of ideas and universal access to information, pluralism and cultural diversity in the media.

- **Programme Execution Administration and Support:** sound administrative and management machinery, proper management structures and systems.

CHAPTER TWO: SITUATIONAL ANALYSIS

2.1 Introduction

The situation analysis presents an important evaluation of the working environment and the atmosphere in which UNATCOM operates. It echoes a report of the current situation *"where we are"* in preparing platform for the development of future strategies. This chapter outlines the achievements and strengths, weaknesses, opportunities and threats (SWOT) of UNATCOM in the last decade of implementing 2007-2017 Strategic Plan.

The SWOT analysis together with the economic, environmental, social, national legal framework, stakeholder's analysis and technological advancements set the pace for the development and implementation of the new Strategic Programme 2018-2025.

2.2 Review of the successes of UNATCOM Programmes in the Strategic Plan, 2007-2017

2.2.1 Education Programme

The education programme in the Strategic Plan 2007-2017 was guided by the following strategic objectives:

a) Supporting the achievement of EFA goals in Uganda;
b) Improving Science, Vocational, Technical Education and Training;
c) Promoting the quality of teacher training;
d) Supporting the National initiative on HIV/AIDS and Education (EDUCAIDS).

The following major achievements were realized:

- Support was provided to the TTISSA diagnostic study in 2011-2014, whose findings have influenced recent actions in the Education sector particularly on teacher development, namely;

a) Development of a Teacher Management Information System (TMIS) and strengthening Education Management Information System (EMIS) to ensure availability and access to accurate and timely teacher data for policy, planning and management(2016)
b) Development of a comprehensive national teacher policy: (2014-17)
c) Development of Teacher competency profiles for ECD, Primary and Secondary Schools, tutors and instructors;(2015-17)
d) Development of a harmonized pre-service teacher training curriculum and a continuous professional development framework for effective delivery of quality Education;(2015-2017)
e) Development of a national Teachers Social Dialogue framework;(2015-2017)
f) Development of the teachers' motivation framework; (2015-17)

UNATCOM supported the following initiatives:

- The development of the Thematic curriculum where mother tongue is used as a medium of instruction in lower Primary;(2010-13)
- The development of the national implementation strategy for Education for Sustainable Development (ESD). The strategy aimed at addressing challenges of implementing the United Nations Decade of Education for sustainable Development;(2009-2010)
- The process of ratifying the convention on anti-doping in the Sports sector; (2009)
- The Development of the National Policy on ESD;(2015-2017)
- The study on the status of implementation of the Education sector ECD policy whose findings and recommendations have informed policy review and strategic plans on ECD in the Education sector;(2012)
- The study on the status of Adult learning in Uganda whose findings have influenced and informed policy and actions in the area of Adult and lifelong learning and Non formal Education; (2016)

2.2.2 Natural Science Programme

The Natural Science programme had the following strategic objectives:

a) Promoting the principles and ethical norms to guide scientific and technological development and social transformation in Uganda;

b) Improving human security by better management of the environment and social change;

c) Enhancing scientific, technical and human capacities to participate in the emerging knowledge societies;

The following were the major achievements:

- Promoted the uptake and access to science and technology education particularly among girls;
- Developed Guidelines for Promoting Science and Technology Education;
- Organized a Science Technology award for Girls (2006/7);
- Monitored progress on mainstreaming of Science and Technology Education for Girls in Uganda (Gulu and Jinja) in 2008;
- Supported the National Council for Science & Technology to develop the National Science and Technology Policy in 2008/9;
- Raised awareness about the role of sacred sites, cultural landscape and intangible heritage in ecosystem management and sustainable use of biodiversity through conducting a cultural analysis study in the biosphere reserves to promote intercultural dialogue in the Management of Biosphere Reserves (2010/11);
- Published a documentary DVD on the impact of Climate Change in Uganda (2010/11);
- Conducted a study that documented Geo-Hazards Vulnerability and Risk profiles in Hotspots in various parts of Uganda and recommended disaster preparedness and risk reduction and early warning measures for use by the stakeholders (2012/13). Make recommendations on disaster preparedness and risk reduction and early warning measures for use by the stakeholders were made (2012/13);
- Trained over 85 teachers from selected Schools and colleges in the Northern, North-Eastern and North Western Districts of Uganda in energy policy planning;
- Supported activities in conservation of biodiversity;
- Conducted a baseline study and promoted ecosystem approach to planning in Local Governments along Kyoga-Albert Nile Belt to promote integration of conservation in the planning (2014/15);

- Developed an inventory on livelihoods and trained over 8 resident communities in 10 Districts surrounding the Mt. Elgon and Queen Elizabeth Biosphere Reserves on ecosystem approaches and alternative green enterprises for peaceful co-existence in the biosphere reserves (2015);
- Conducted TOT for 80 community representatives on the selected enterprises, conservation and sustainable use of biodiversity, 8 technical staff of the Local Governments oriented on ecosystem approaches, adaptive management and green economy and 8 Biosphere Reserve Management staff members were trained on the concept of biosphere reserves, ecosystem approaches and adaptive management for peaceful co-existence with the communities;
- Promoted sustainable utilization and conservation of endangered medicinal plants in Mount Elgon Biosphere and Metu Forest Reserve through active ingredient-guided plant-parts substitution (2016/17-Ongoing);
- Mapping and nomination of Natural sites for designation by UNESCO (2016/17 started and is ongoing;
- Promoted Alternative Vocational Skills for Poverty Eradication among Youth (2006/7).
- Promoted Indigenous Scientific Knowledge for Poverty Reduction and Sustainable Development (2008/9);
- Supported and renewed the membership of the Natural Sciences Programme Committee, revamped the National Committees for Man and Biosphere (MAB) Programme and the International Hydrological Committee Programme (IHP) and established a new National International Geosciences Programme (IGCP): (2012/13-2014/15);
- Supported Mushroom growing as source of food and income for vulnerable women farmer groups in Hoima District under ISESCO (2014/15);
- Trained 53 teachers and tutors from selected Universities, Colleges, Institutions and National Curriculum Development Centre on Earth Science to promote awareness of the earth sciences and economic benefits from geo-tourism (2015/16);
- Trained 40 teachers from selected Schools across the Country as champions for popularizing mathematics, physics, chemistry and biology (2016/17);

2.2.3 Social and Human Science Programme

In the Social and Human Science programme the following the Strategic Objectives were pursued:

(a) Promoting Human Rights and Bioethics;

(b) Strengthening the Ethics of Social and Human Science and Technology;
(c) Promoting Philosophical reflection and the Human Sciences among the People in Uganda;
(d) Supporting Management of Social Transformation;

The achievements realized include the following:

Supported the implementation of HRE in schools

- Introduced Human Rights and Peace Education in Uganda Schools (2006/7);
- Improved capacity of stakeholders on the World Program for Human Rights Education (2010/11);
- Developed 2015/16 National Plan of Action for Human Rights Education in Uganda;
- Conducted workshop for 60 participants drawn from various sectors on Ethical and Professional Dilemmas in Uganda in the Face of Liberalized and Highly Competitive Market;
- Initiated the formation of the National Bioethics Committee;
- Celebrated the World Philosophy day annually attended by average of 100 participants drawn from various disciplines to raise awareness;
- Promoted philosophy among Female University Students (2014/15) through workshops;
- Conducted Human Rights and Peace Education training for Teachers in Uganda (2006/7);
- Supported the integration of Human Rights Education into the Uganda's Education system (2008/9);
- Established and operationalized a Steering Committee for Human Rights Education in Uganda (2015/16-2016/17);
- Revamped and restructured the former National Committee for MOST as a taskforce for spearheading projects (2015/16);
- Conducted a future-oriented study on Sustainable Urbanization: Shelter, Health and Education of Internal Migrants Study in Kampala Capital City (2016/17);
- Improved capacity in Youth Dialogue among the stakeholders (2010);

2.2.4 Culture Programme

In the Culture programme, the following the Strategic Objectives were pursued:

(a) Protecting and safeguarding cultural heritage in Uganda;

(b) Creating a conducive legal and policy environment for promotion of culture in Uganda;

(c) Promoting cultural industries and crafts;

(d) Promoting art and culture education;

Under the culture programme, the achievements include the following:

- Commissioned a study on the status of the museum sector in Uganda, 2014;
- Played an oversight role in the reconstruction of the Tombs of Buganda Kings at Kasubi World Heritage Site;
- Participated in some activities of implementation of the 2005 UNESCO Convention on the Protection and Promotion of Diversity of Cultural Expressions, 2016;
- Coordinated the implementation of the Korean Funds-in-Trust (KFIT) project, "Strengthening of the Artistic, Design and Marketing skills of the crafts industry sector project, 2016;
- Mapped the crafts sector and developed a manual for capacity building in the crafts sector, 2012;

2.2.5 Communication and Information Programme
In the Culture programme, the following the Strategic Objectives were pursued:

(a) Creating an enabling environment for the promotion of freedom of expression;

(b) Fostering community access to information and diversity of content

(c) Promoting communication development and ICTs for education, sciences and culture.

In the communication and information programme achievements include the following:

- Trained radio journalists in local content development, 2016;

- Supported the implementation of the project "Preservation of Documentary heritage" in partnership with the National Library of Uganda and National Archives, 2014;
- Trained 150 journalists on freedom of expression using the UNESCO Tool-kit on the promotion of Freedom of expression, 2015;
- Participated annually in the celebration of the World Press Freedom Day.

2.2.6 Programme Execution and Administration Support (PEAS) Programme

The strategic objectives of PEAS were to;
a) Strengthen the capacity of UNATCOM in providing leadership and delivery of quality services in UNESCO fields of competence;
b) Ensure the visibility of UNATCOM/UNESCO in Uganda;
c) Increase the ability of National Commission to deliver quality services to its clients;
d) To expand the institutional and financial capabilities of NATCOM to make itself reliant;

In the past decade, the following major achievements were realized:
- Pursued the passing of the UNATCOM Bill into law, finally done in 2014;
- Secured land for UNATCOM home/peace Centre;
- Spearheaded the election of Uganda to the UNESCO Executive Board for two terms, 2006-2010 and 2014-2017;
- Celebrated the 50th anniversary of Uganda National Commission for UNESCO and the 70th anniversary UNESCO;
- Developed the first UNATCOM ten-year strategic plan 2007-2017;
- Hosted the UNESCO Director General and the 12th Session of the Africa Region Director General consultations of NATCOMs on UNESCO programme and budget 2010.
- Hosted the Education for All (EFA) High Level Forum for Eastern Africa – 2015;
- Coordinated the East African National Commissions Capacity Building project – 2009-todate;
- Pursued the admission of Uganda to the membership of ISESCO, finally gained in 2013;

- Collaborated with other NATCOMs like Germany and Korea on the STEP, ESD and Peace Education projects, respectively and, with APCEIU on Global Citizenship Education;
- Developed a client charter for UNATCOM – 2008;
- Established the documentation center for UNATCOM - 2007;
- Developed the UNATCOM communication strategy – 2010.

2.3. Review of the Gaps in the implementation of UNATCOM Programmes in the Strategic Plan, 2007-2017

2.3.1. Education:

1. Policy gaps to support interventions in the Education programme

2. Inadequate funding especially from Government Sources

3. High expectations from stakeholders most think that UNATCOM is a donor

4. Our Engagement with stakeholders limited because of failure to conceptualize UNATCOMS mandate

5. Interventions in sexuality Education misinterpreted by the General Public including the Church

2.3.2. Natural Science

1.   Lack of legal instrument to domesticate the international conventions, standards, and recommendations etc. to be applied by UNATCOM.

2.   Insufficient engagement with partners to understand our mandate in the science programme.

3.   Lack of institutional linkages e.g. academia vs industrialists in promoting STI.

4.   Insufficient roll out or little knowledge of policy issues nationally create a challenge at implementation level.

5.   Obstacles in achieving transboundary collaboration in Natural Resource Management   e.g. Mt Elgon transboundary   reserve with Kenya could not be achieved for over 8 years.

6.   Untapped rich potential of natural resources or sites that could be designated and become source of cooperation (internationally/locally).

2.3.3. Social and Human Sciences

1. Human rights issues often misunderstood by the general public.

2. Bio-ethics/Ethics are still grey areas in Uganda and needs a lot of sensitization of all stake holders.

3. Youth organizations work in isolation hence need to unite them to tap their potential as a complete unit.

4. UNATCOMs role is not understood in regard to sports as a means for peace and sustainable development.

2.3.4. Culture:

1. Slow pace at which Conventions are ratified and domesticated.

2.3.5. Communication & Information:

1. Commercialization of the airwaves which has impacted on CMCs
2. Policy gaps to entrench, support and protect community infrastructure for communication
3. Non ratification of recommendations and other instruments within the sector e.g. Freedom of Expression
4. Lack of understanding of C&I mandate in as far as the freedom of journalists is concerned

2.3.6. PEAS

1. Lack of clear understanding of UNATCOMs mandate by stakeholders.

2. Poor NATCOM Visibility among stakeholders

3. Meagre resources from government in form of subvention

4. High expectation of beneficiaries from UNATCOM work (cross cutting)

5. Human resources gaps

6. Weak institutional frameworks like ministries, agencies and departments in supporting UNATCOM work in certain areas.

7. Slow pace of the operationalization of the Act

2.4   UNESCO Medium-Term Strategy (MTS): 2014-2021

The current UNESCO Medium-Term Strategy (MTS), 2014-2021, has nine strategic objectives with several main lines of action (MLA) for each programme. The strategic objectives and priorities for each programme as outlined below 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. The MTS has influenced to a large extent the form and content of the Strategic Plan, 2018-2025.

2.4.1. Education

In the education programme, UNESCO is taking lead in the Education 2030 Agenda by championing Sustainable Development Goal 4. This entails promoting inclusive and quality education for sustainable development from early childhood to higher and tertiary education. The main areas of focus for the national commission in education include global citizenship and sustainable development, human rights and gender equality, health and HIV and AIDS and technical and vocational education.

The following are the strategic objectives and main lines of action for education in the UNESCO MTS:

- Supporting member states to develop education systems to foster high quality and inclusive lifelong learning for all. The MLAs will be: strengthening sector-wide policies and planning; literacy; TVET; higher education; improving professional development of teachers; improving learning processes and monitoring learning outcomes and expanding learning opportunities through ICTs in education
- Empowering learners to be creative and responsible global citizens: MLAs scaling up education for peace and human rights; strengthening education for sustainable development and promoting health through education
- Leading and coordinating the education 2030 agenda through partnerships, monitoring and research.

2.4.2 Natural Science:

In the natural science programme, UNESCO recognizes the role of science and technological advancement dealing with the challenges of the present and the future especially for the management of our environment and coexistence with nature. UNESCO therefore considers that the scientific and technological progresses must be placed in a context of ethical reflection rooted in the cultural, legal, philosophical and religious heritage of the various human communities. Thus, emphasis is put on climate change, water and related ecosystems and setting standards and legal instruments especially through work on International Hydrological Programme, (IHP) Man and the Biosphere (MAB) etc. To this end, UNESCO has identified the following strategic objectives and MLA for the science programme:

- Strengthening science, technology and innovation systems and policies nationally, regionally and globally. The MLAs include**:** strengthening STI policies, governance and the science-policy-society interface;
- Promoting international scientific cooperation on critical challenges to sustainable development MLAs**:** promoting knowledge and capacity for protecting and sustainably managing the ocean and coasts; fostering international science collaboration for earth systems and disaster risk reduction; strengthening the role of ecological science and biosphere reserves; strengthening fresh water security.

2.4.3   Social and Human Science

In the Social and Human Science programme, UNESCO seeks to promote peaceful coexistence among people, to foster collaboration and attain just, and inclusive and peaceful societies in which all people live together. Priority attention is given to the Management of Social Transformation(MOST) programme, promotion of the culture of peace and Non-Violence programme which also tackles issues of democracy and global citizenship, intercultural dialogue; education for peace and human rights and peace building development of sports and anti-doping in sports and health education. The following are the strategic objectives and MLAs for this programme:

Supporting inclusive social development, fostering intercultural dialogue, for the rapprochement of cultures and promoting ethical principles MLAs: mobilizing future-oriented research, knowledge and policy-making to support social transformations; social inclusion and intercultural dialogue; empowering member states to manage ethical, legal,

environmental and societal implications of scientific and technological challenges with a view to achieving inclusive and sustainable social development; building policies through a participatory process with stake holders in both the fields youth and sports; supporting youth development and civic engagement.

2.4.4 Culture

UNESCO subscribes to the global recognition of the place and power of culture in development and the interconnectedness of culture for promotion of unity in diversity as well as sustainable development. UNESCO has therefore placed pride of place in advocacy for culture and development particularly protecting heritage and fostering creativity. In this context, emphasis has been put on setting of policies and legal frameworks and supporting governments and cultural stakeholders to safeguard heritage, strengthen creative industries and promote cultural pluralism. In this regard, due attention is given to promotion of the ratification, domestication and operationalization of the eight UNESCO conventions on culture at country level.

To achieve this, UNESCO identified the following strategic objectives and MLAs for the culture programme:

- Protecting, promoting and transmitting heritage: MLAs protecting, conserving and promoting and transmitting, culture, heritage and history for dialogue and development
- Fostering creativity and the diversity of creative expressions MLA: supporting and promoting the diversity of cultural expressions, the safeguarding of intangible cultural heritage, and the development of cultural and creative industries.

2.4.5 Communication and Information

In the Communication and Information programme, UNESCO recognizes the power of information in building knowledgeable societies as knowledge and information impact on people's lives. UNESCO seeks to contribute to the transformation of economies and societies through increased access to, preservation and sharing of information and knowledge generally, but especially in fields of competence of UNESCO. Knowledgeable societies are built on four pillars: freedom of expression; universal access to information and knowledge; respect for cultural and linguistic diversity; and quality education for all. UNESCO has therefore put the following initiatives in place to achieve this: Open

Access to Scientific Information, Open Educational Resources, Free Open Software Open Training Platform, Information and Media literacy.

UNESCO identified one strategic objective in the communication programme : Promoting freedom of expression, media development and access to information and knowledge and several MLAs which include: promoting and enabling the environment for freedom of expression, press freedom and journalistic safety, facilitating pluralism and participation in media and supporting sustainable and independent media institutions; promoting and enabling the environment of enabling universal access and preservation of information and knowledge.

2.5   SWOT Analysis of UNATCOM

A SWOT analysis of the UNATCOM was conducted and presents a comprehensive evaluation of both its internal and external environments. The purpose of the SWOT analysis was to establish the internal and external factors that may impact on the implementation of the strategic plan and to identify possible interventions. The analysis was further refined by the input of stakeholders such as the Restructuring Team from Ministry of Public Service, during the review and restructuring exercise of the Ministry of Education and Sports and its institutions.

The tables below summarise the SWOT analysis for UNATCOM.

2.5.1 Internal Forces (Strengths)

Table 1: UNATCOM strengths and strategies to maintain the strengths

Strengths	Strategies to maintain the strengths
A legally constituted agency with broad and multidisciplinary mandate	Use the legal status and the broad mandate to attract future development partners
Recognition of UNATCOM by Act of Parliament of Uganda	Engage and lobby government for resources and strengthen partnerships with relevant government bodies

Committed and experienced staff and Board members	Transform the commitment and experience into productive resource
Existing national, regional and international networks	Utilize the existing networks for collaborative projects, resource mobilization or and rationalization
Strong brand and public image of the UN family	Protection of the brand and public image to attract equally respected partners
Board and stakeholders' participation in UNATCOM initiatives and activities	Continued assignment of constructive tasks and responsibilities without bias
Introduced ICT systems to improve office operations	Updating of the systems to match with recent global and national standards
Privileged access to UNESCO's information, instruments, policies and framework	Not abuse the privilege but instead utilize it to build local capacity and also convene, lead, disseminate information and influence policy and action
Existing Strategic plan	Operationalize the strategic plan across all the UNATCOM programmes in time.
Good governance and management structure	Institutionalize more strongly existing governance and management structure to improve organizational performance.

2.5.2 Internal Forces (Weaknesses)

Table 2: UNATCOM weaknesses and strategies to address them

Weaknesses	Strategies to address the weaknesses

UNATCOM Act not yet operationalized	Lobby ministries as fast as possible to track incomplete processes.
Inadequate funding	Expand collaboration to attract more development partners and develop more bankable projects
Inadequate staffing for both programmes and support areas.	Attract more funds and advocate for establishment and filling of key positions
Inadequate office space	Lobby for development of home and peace Centre
Low understanding of the mandate, participation and visibility of UNATCOM	Implement the communication strategy among all stakeholders
Low concentration and focus on programme delivery	Concentration on actions for service delivery
Weak monitoring, evaluation and reporting practices	Strengthen on monitoring, evaluation and reporting functions
Inadequate staff	Increase on establishment and fill vacant positions

2.5.3 External Forces (Opportunities)

Table 3: UNATCOM Opportunities and strategies to harness the opportunities

Opportunities	Strategies to harness the opportunities
Political support, good will and conducive environment	Explore it to influence policy and actions
Trends in ICT development to enhance performance and service delivery	Enhance on ICT systems to improve service delivery
The brand and support of UNESCO and	Use the brand and support to UNATCOM's

donors	advantage in resource mobilization and service delivery
Existence of an enabling UNATCOM Act	Use the relevant sections of the Act to generate or access more resources and influence decisions
Mandate in marketable sectors such as ED/SC/SHS/CLT, C&I	Explore the priority given to ED/SC/SHS/CLT, C&I to attract partners, resources and collaboration
Availability of prospective partners	Map stakeholders and reach out to strategic partners
Conducive national policy environment	Harness the policy environment to expand opportunities for collaboration

2.5.4. External Forces (Threats)

Table 4: UNATCOM threats and strategies to encounter the threats

Threats	Strategies to encounter the threats
Some unfavorable government policies and laws	Study and seek harmonization or change in the relevant policies or laws
Weak inter-ministerial/agency coordination	Engage ministries on matters of interest to UNESCO/UNATCOM Broker inter-ministerial/ interagency dialogues on UNATCOM/UNESCO's mandates
Diminishing donor funding and changing priorities	Explore partnerships and networks and widen donor list
Varying cultural practices and gender Disparity	Develop gender and culture sensitive and responsive interventions

Inadequate commitment of some of the stakeholders	Establish reasons for non-commitment and lay strategies to address them
Global economic crisis and receding aid	Reinforce capacity of UNATCOM to mobilize resources

2.6   The Strategic Plan 2018-2025

2.6.1 Vision:

A learning, cultured, informed and peaceful nation

Terminology: **Meaning**

Learning:
- Continuous acquiring of skills and knowledge for survival

Cultured:
- Well-groomed people
- Ethical society of integrity
- Society with social norms and values
- Cherished traditions from generation to generation

Informed:
- Dissemination of information
- Sharing of information
- Reducing barriers to communication

Peaceful nation:
- People living in harmony and prosperity
- People living in harmony with the environment

2.6.2. Mission:

To provide intellectual leadership, influence policy and actions in the education, science, culture and communication for peace and sustainable development in Uganda.

2.6.3 UNATCOM Values

The Uganda National Commission for UNESCO cherishes and upholds values and principles that will ensure justice and fairness in the management of the Commission. These will guide it in the delivery of its mandate in a well-coordinated, efficient and effective manner grounded on sound, ethics, morality, transparency and consistency.

The non-exclusive values/principles guiding the work ethic at UNATCOM are:

Integrity, respect and efficiency.

Principle/Value	How to accomplish it
Integrity	• Openness to staff, clients, board, donors and partners in all matters of finance or programme. • Approval and use of manuals, guidelines outlining on roles and responsibilities for staff and partners • Adopt participatory management styles in all operations • Involve clients in programme
Respect	• Support positive change and involve and respect others' participation • Establish, networks and links • Collaborate and cooperate with key stakeholders and others • Integrate partnership in all activities

Efficiency	• Implement, approved administrative procedures • Prepare timely quality documents, financial, activity reports for board, committees, funders and partners • Conduct regular audits • Acquire up-to-date equipment and tools

2.6.4 Rationale for the Strategic Plan.

The rationale of this plan is to give strategic direction to UNATCOM over the next seven years, determine objectives, actions and targets that it wishes to achieve in the next seven years and the resources needed so as to enable it carry out its national and international functions, fulfil its mission and mandate.

The specific objectives of the Strategic Plan are to:

1. Guide UNATCOM and its partners and stakeholders in their annual, medium and long-term planning and budgeting for the Commission;
2. Help the Board of UNATCOM and the Government of Uganda to negotiate with partners like other government agencies, private sector and the Civil Society Organisations, and UNESCO, UN agencies and other governments in their participation in fulfilling the mission of the Commission;
3. Provide a framework for institutional capacity building for the UNATCOM to attain its mission.

2.6.5 UNATCOM strategic direction for the Strategic Plan, 2018-2025
To contribute to the attainment of peace, fundamental human rights and sustainable development through education, natural science, social and human science, culture and communication and information.

The Strategic Objectives are:

1. To support the implementation of national and international educational initiatives and priorities for sustainable peace and development.
2. To Support the strengthening of national capacity in Science, Technology, Engineering and Innovation (STEI) policies and management of natural resources and ecosystems for sustainable development.
3. To Support the strengthening of national capacity to protect and promote intercultural dialogue, Human Rights, inclusive development and management of social transformation.
4. To support the safeguarding, preservation, conservation, promotion, development and management of heritage and cultural diversity for peace and sustainable development.
5. To promote the freedom of expression, media development and access to information and knowledge for learning, governance and sustainable development.
6. To strengthen the capacity of UNATCOM to provide leadership and deliver quality services in UNESCO's fields of competence and, to ensure the visibility of UNATCOM/UNESCO in Uganda

The key result areas, objectives and strategies to be addressed in the UNATCOM SP 2018-2025 include the following:

2.6.6 Education

The programmatic areas of the education programme include education for sustainable development (ESD), Global citizenship education(GCED), ICT in education, health in education, literacy for all, peace building programs, women and girl's education among others.

Goal: To support the implementation of national and international educational initiatives and priorities for sustainable peace and development

Strategic Objective 1: To support the Education 2030 agenda in Uganda
Strategic Interventions

1. Coordination of Education 2030 agenda in Uganda;
2. Support the Professional development of teachers at all levels;

3. Support the development of systems to foster delivery of high quality and inclusive lifelong learning for all in Uganda;
4. Support business, science, technical vocational   education, tertiary and university education;
5. Support education for sustainable development, Global Citizenship Education, peace human rights education and training;
6. Promote health through education and training

2.6.7 Natural Sciences

The key areas in natural sciences include biodiversity and ecology, fresh water, basic science, people earth science, small islands and coasts, renewable sources of energy, science policy and sustainable development, engineering sciences and natural disaster reduction.

Goal: Strengthened national capacity to develop and implement Science, Technology, Engineering and Innovation (STEI) policies and management of natural resources and ecosystems for sustainable development.

Strategic Objective 1: To strengthen the Science, Technology, Engineering and Innovation (STEI) systems and policies

Strategic Interventions

1) Strengthen STEI policies and governance.
2) Support institutional capacity building for Research, Training and Development in STEI

3) Promote networks and partnerships in STEI/STEM

Strategic Objective 2: To Promote the geological and space sciences and disaster risk-reduction
Strategic Intervention

1) Support the development of a legal regime and standards framework and, the promotion of knowledge and collaboration in geological sciences and disaster risk management;

2) Promote knowledge on the earth systems, the economic, geological and social-cultural values of geosites/geoparks, geodiversity and mineral resources;

3) Promote networks and partnerships in geological sciences and on the management of geo-hazards and disaster risks.

Strategic Objective 3: To promote and strengthen ecological science and biosphere reserves

Strategic Interventions

1) Protect and conserve biosphere reserves and popularize their social and economic value to society;
2) Map, nominate and gazette biosphere reserves and other ecosystems of heritage value;

3) Advocate for   innovations, green economy initiatives for employment, environmental conservation, fighting diseases, climate Change mitigation and sustainable production and consumption practices;

4) Enhance the scientific capacities for monitoring   natural resources and ecosystems including their biodiversity

Strategic Objective 4: To Strengthen freshwater security

Strategic Interventions

 1) Promote and strengthen community and institutional participation in water quality and security management;

 2) Advocate for the regulations, policies and frameworks for water security and management;

 3) Support capacity building in harvesting, water use efficiency, re use, management and security.

 4) Support networking and partnerships in water management;

Strategic Objective 5: To promote accessibility to clean, renewable, affordable, reliable and sustainable modern energy.

Strategic Interventions

1) Promote access to, use of, research in and education in clean sustainable modern renewable energy.
2) Support research into clean, renewable and alternative sources of energy and energy management.
3) Promote energy education and build the capacity of educational institutions in conservation of energy resources and the incorporation of energy management issues into the school curriculum.
4) Promote institutional capacity to manage the impacts of fossil fuel (oil and gas) exploitation and usage

2.6.8 Social and Human Sciences

The main role of the social and human sciences is to foster social inclusion and intercultural dialogue through social and human sciences. In order to facilitate social transformations conducive to the universal values of justice, freedom and human dignity, social and human sciences advance knowledge, standards and intellectual cooperation.

Goal: Strengthen national capacity to protect and promote Human Rights, inclusive social development and transformation, intercultural dialogue.

Strategic Objective 1:
To promote Human Rights awareness, observance and human rights-based programming and policies

Strategic Interventions
1) Promote the observance of national and global human rights instruments, and the implementation of the World Programme for Human Rights Education (WPHRE).

2) Support the development and implementation of fully inclusive human rights-based, gender-sensitive and socially-inclusive policies that promote the welfare of marginalized groups and those exposed to environmental vulnerability

Strategic Objective 2: To Support capacity building in the management of Bioethics.

Strategic Interventions

1) Advocate for the ratification, domestication and implementation of the UNESCO Universal Declarations on bioethics, genetic data and human genome, and implementation of the UNESCO Recommendations of the Status of Scientific Researchers.

2) Promote holistic science through ethical, legal, environmental and societal dimensions of science and technology to sustain human life and life support systems in line with social justice and peace through rights-based approaches.

3) Promote fair access for all to scientific knowledge and developments, as well as integrity and responsibility in the research agenda in order to support the emergence of scientifically informed, just and equitable societies

Strategic Objective 3: To Promote the Management of Social Transformation (MOST) Programme to support the universal values of peace, justice, non-discrimination, human rights and intercultural dialogue conducive to social inclusion, poverty eradication, environmental resilience and social responsibility.

Strategic Interventions

1: Promote the social dimension of sustainable development to harness new opportunities for inclusive social progress in education, the sciences, culture, communication and information.

2**:** Promote philosophical reflections, foresight, critical thinking techniques for embracing a common national value system and the principles of a common humanity and global citizenship.

3**:** Strengthen the links between research and policy-making in relation to social transformation for sustainable inclusive social development

Strategic Objective 4: To Promote the Culture of Peace and Non-Violence

Strategic Interventions

1) Adapt and promote the principles of the International Decade for the Rapprochement of Cultures (2013-2022).

Strategic Objective 5: To Promote youth development, civic engagement, democratic participation and social innovation.

Strategic Intervention

1) Strengthen youth participation in the scientific, social, economic and civic activities of the community nationally and internationally.

Strategic Objective 6: To promote inclusive participation in physical education and sports.

Strategic Interventions

1) Advocate for the domestication and implementation of the UNESCO Charter on Physical Education and Sports and the Convention against Doping in Sport and promote sports for all.

2.5.9 Culture

The core areas that culture is focused on include creativity and dialogue, world heritage, tangible and intangible heritage, cultural diversity and creative expressions, museums, underwater heritage and movable heritage. The core responsibility of UNATCOM under culture is to promote the central role of culture, heritage and creativity in order to attain peace and sustainable development.

Goal: To support the safeguarding, promotion, development, protection and management of heritage and cultural diversity for peace and sustainable development.

Specific Objective 1: To protect and safeguard cultural and natural heritage

Specific Interventions

1) Promote and support cultural and creative industries;
2) Support the creation and enforcement of an enabling legal, policy and practice environment for heritage protection;

Specific Objective 2: To promote and support cultural and creative industries

Specific Interventions

1) Support the creation and enforcement of enabling legal, policy, and practice environment for cultural and creative industries;
2) Strengthen national capacities to promote, develop, and manage the cultural and creative industries

Specific Objective 3: To promote cultural diversity, intercultural and inter-religious dialogue

Specific Interventions

1) Promote education and research in cultural diversity;
2) Promote Ubuntu among the peoples and communities in Uganda;
3) Support the safeguarding and promotion of indigenous cultural heritage

2.5.10 Communication and Information
Communication and information aims to promote access to information and communication technologies, free flow of ideas and universal access to information, promote express of pluralism and cultural diversity in the media.

Goal: To   promote the freedom of expression, media development and access to information and knowledge (for learning, governance and sustainable development

Specific objective 1: To promote the freedom of expression and access to information

Strategic Intervention

1) Advocate for the ratification, domestication and implementation of UNESCO Conventions and recommendations and other international instruments on information and communication;

2) Support the strengthening of media standards, ethics and professionalism in the media, journalism and communication;

3) Promote the adaption, awareness and observation of enabling legislation, policies and frameworks on freedom of expression and free access to information and knowledge

Specific objective 2: To promote and support media development
Strategic Intervention

1) Build the capacity of professionals in communication and information industry;

2) Promote the development of community multimedia centers (CMCs);

3) Promote media independence and pluralism

Specific objective 3: To promote access to and preservation of information and knowledge

Strategic Intervention

1) Promote wide access to and use of information

2.5.11 Programme Execution Administration and Support (PEAS)

The organization and administration of any organization is core to its success. The PEAS programme is the engine that drives all the processes in UNATCOM and must therefore be built on solid ground. In this respect UNATCOM will put in place sound administrative machinery for the proper management of the organization and its programmes and activities. Emphasis will be put on building structures and systems tan run the organization.

Goal: To strengthen the capacity of UNATCOM to provide leadership and deliver quality services in UNESCO's fields of competence and, to ensure the visibility of UNATCOM/UNESCO in Uganda

Specific objective 1: To support the provision of strategic direction, administration and management for delivery of quality services

Strategic Intervention

1) Develop initiatives and programmes and ensure their implementation

Specific objective 2: To promote the visibility of UNATCOM/UNESCO

Strategic Intervention

1) Manage public information, promote partnerships and external understanding of UNATCOM/UNESCO;
2) Promote closer participation of the relevant MDA's in the activities of UNATCOM and inter-university programmes including on the related international declarations and conventions.

2.7 UNATCOM Stakeholders

The mandate of UNATCOM is broad and diverse and cuts across several sectors and disciplines. This provides it with a broad clientele and potential stakeholders across sectors. The stakeholders can be classified under some general categories. In each category, specific players and their specific roles can be teethed out. The list below identifies some broad categories of stakeholders critical to the success of UNATCOM in the delivery of its mandate:

Table 5: UNATCOM Stakeholders and their roles

Stakeholder Category	Role
Ministries, Departments and Agencies of Government, Local governments	• Develop institutional policies, strategies, plans, projects and activities in relevant mandate areas; • Provide policy, regulatory guidelines and leadership; • Provide resources to support activities;

	• Collaborate in respective mandates, research, programme development and implementation; • Support monitoring and evaluation; • Promote UNATCOM activities in their institutions; • Support the identification and accreditation of experts, delegates, representatives and partners in various activities, conferences, meetings, workshops etc. • Promote networking and capacity building • Provision of human and financial resources • Access to media and communication avenues • Collaborate with UNATCOM
International Development Agencies	• Provide technical and logistical support for the plan • Lobby the international community for policy mainstreaming • Mobilize resources for the operationalization of the plan • Collaborate with UNATCOM
Civil Society Organizations	• Integrate the core concerns in the plan in their planning and programming • Provide technical and capacity building training and support • Mobilize resources to support the plan and its programmes • Support community and national initiatives in the plan • Participate in generation of the plan and implementation, monitoring and evaluation of the plan • Lobby and advocate for UNATCOM mandate • Collaborate with UNATCOM
Academic, training and research institutions	• Collaborate in research and provide advice in respective areas of competence • Provide expertise, consultancy and support capacity building for UNATCOM activities • Develop training programmes and access them to the • Conduct research, analysis and evaluations, future oriented studies in fields of competence

	• devise up to date methodologies and policies for technical and operational guidance • Groom, mentor trainees to take responsibility of the country`s future needs • Create and generate knowledge, document, publish and disseminate. • Collaborate with UNATCOM
Private sector	• Collaborate with UNATCOM • Collaborate and partner in service provision • Advocacy, publicity, marketing, feedback and mobilization • Enhance knowledge and skills development • Strengthen corporate social responsibility • Provide financial support, leadership and build capacity
Faith-based organizations	• Collaborate with UNATCOM • Advocacy, mobilization and publicity • Collaboration, partnerships and networking • Technical expertise and capacity building • Provide moral and spiritual guidance and leadership
Parliament, local and urban authorities	• Enacting appropriate legislation, domestication of international instruments • Influence public opinion • Collaborate with UNATCOM • Allocation of resources to support activities • Monitoring and evaluation
Cultural leaders	• Community mobilization • Leadership and guidance on cultural matters • Create awareness and support for initiatives • Provide public opinion, feedback, monitoring and evaluation • Integration • Collaborate with UNATCOM
The communities	• Support implementation of activities

	• Participate in monitoring and evaluation
	• Generate activities and programmes
	• Provide feedback
	• Collaborate with UNATCOM
	• Provide resources, services expertise, knowledge and skills

CHAPTER THREE: SUMMARY OF FINANCING STRATEGY

The financing of this plan is based on a tripartite financing strategy. Funds to execute this plan are expected to come from the government of Uganda (GoU) including Ministries, Departments and Agencies (MDAs), and the UN family. Overall, UGX 123BN will be required to implement this strategic plan over the plan period. It is expected that GoU will contribute UGX 9,894,224,090 while UGX 52,047,074,410 will come from the UN family leaving a funding gap of UGX 61,067,464,500.

The Commission intends to undertake a versatile approach in raising funds to fill the gap left. In particular, the Commission will write grant proposals, make appeals for interventions, build strong partnerships, and implement a versatile communication strategy, host events, and appointment of celebrities to provide leadership in raising funds for the Commission's cause.

Summary of expected revenue

Revenue source	Projections 2017/18-2024/25: ('000)								
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
GoU	897,308	**942,173.4**	989,282.07	1,038,746	1,090,683.48	1,145,217.6	1,202,478.5	1,262,602.46	1,325,732.58
UNESCO	4,519,011,	4,744,961.55	4,982,209.63	5,231,320	5,492,886	5,767,530.4	6,055,907	6,358,702.28	6,676,637.4
Other Sources	7,583,681	7,442,865	7,289,808	7,123,847	6,944,282	6,750,383	6,541,376.5	6,316,455	5,074,767
Totals	5,416,319	**5,687,135**	**5,971,492**	**6,270,066**	**6,583,570**	**6,912,748**	**7,258,385.5**	**7,621,305**	9,002,370

Summary of estimated expenditure for the Strategic Plan

Programmable Area	% Applied	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total for plan period
		000	000	000	000	000	000	000	000	000	000	000
Education	10	1,300,000	1,313,000	1,326,130	1,339,391	1,352,785	1,366,313	1,379,976	1,393,776	1,407,714	1,421,791	12,300,876
Natural Science	5	650,000	656,500	663,065	669,695,	676,397	683,157	689,988	696,888	703,857	710,895	6,150,438
Social and human science	5	650,000	656,500	663,065	669,696	676,393	683,157	689,988	696,888	703,857	710,895	6,150,438
Culture	6	780,000	787,800	795,678	803,635	811,671	819,788	827,986	836,266	844,628	853,075	7,380,526

Communication & Information	4	520,000	525,200	530,452	535,757	541,114	546,525	551,990	557,510	563,085	568,716	4,920,351
PEAS	70	9,100,000	9,191,000	9,282,910	9,375,739	9,469,496	9,564,191	9,659,833	9,756,432	9,853,996	9,952,536	86,106,134
Total	100	13,000,000	13,130,000	13,261,300	13,393,913	13,527,852	13,663,131	13,799,762	13,937,760	14,077,137	14,217,909	123,008,763

CHAPTER FOUR: MANAGEMENT AND IMPLEMENTATION OF UNATCOM SP 2018-2025

4.1   Introduction

The effective and efficient implementation of this strategic plan will depend to a large extent on the active participation of all stakeholders. Their energies will be directed at ensuring that all the activities, projects and programmes as well as support are geared at contributing to the sustainable development of Uganda. This therefore calls for total commitment to the vision of UNATCOM and for coordination, building of synergies and regular communication among all actors.

The activities, projects and programmes of UNATCOM serve to enhance sectoral policies and strategic plans and to underscore its liaison, advisory, catalytic and coordinating functions in respect of UNESCO's programmes. It is important therefore for the Secretariat and Board of UNATCOM in championing the cause of UNESCO and UNATCOM not only to be on top of things but to be backed by equally supportive stakeholders.

The leadership in implementation of this plan rests with the individual staff at the commission in charge of various programmes. They are charged with the responsibility of preparation and realization of annual plans based on annual targets. In this endeavor, they will be supported by respective Committees of UNATCOM and beneficiaries of the activities in this effort.

4.2   Human Resource Capacity

To ensure effective delivery UNATCOM needs adequate, competent and committed staff and a governing board.

4.3   Staff Establishment

The current staff establishment of UNATCOM at eleven (11) staff is inadequate for the tasks ahead. There is need for the Board to put in place the minimum required staff to trigger the delivery on the aspirations in the programmes outlined in this plan. The minimum recommended establishment is 28 positions as agreed with the Team of Ministry of Public Service Restructuring the Ministry of Education and Sports is a good starting point. Any number below this will have a negative effect on delivery of the UNATCOM mandate and operationalization of the strategic plan.

The enhancement of the establishment of the Commission calls for:

- New positions to be created to meet the needs of the new status of UNATCOM as a body cooperate, which were not needed when it was a department in the mainstream government services;
- Staff to be motivated by having running contracts and receiving attractive and competitive remuneration;
- Development and operationalization of relevant administrative, human resources and financial manuals.

4.4   Capacity Building

The SWOT analysis of UNATCOM revealed that UNATCOM has qualified and committed staff. However, there is still need to conduct continuous professional development, skills training and performance to improve related performance challenges. UNATCOM is home to the East African National Commissions Capacity Building Project (EACB) and is therefore in a privileged position to operationalize the training curriculum in the EACB Training Manual. Other capacity needs identified can be responded to as need arises especially based on needs assessed during annual appraisal of staff. These should be reflected in the annual programming.

4.5   Implementation Strategies

To enable UNATCOM deliver the Strategic Plan 2018-2025, the following strategies will be applied:
a) Carry out advocacy and public communication and vision building;
b) Promote consultation and team building;

c) Create partnerships and networks at various levels;

d) Build and strengthen institutional and partner capacity for service delivery;

e) Carry out research, development and innovation;

f) Ensure use of ICTs in all operations;

g) Conduct monitoring and evaluation;

h) Mobilize and utilize resources effectively;

i) Establish coordination mechanisms and guidelines with partners;

j) Promote public private partnerships;

CHAPTER FIVE: MONITORING AND EVALUATION

5.1   Introduction

Monitoring and evaluation (M&E) are key components of any plan. This M&E framework is inbuilt here to support tracking progress and performance of the plan from time to time. It also provides mechanisms for early warning in case there are deviations and variations between what was planned and what is actually happening that needs urgent attention and or corrective actions.

5.2   Institutionalizing Monitoring and Evaluation

UNATCOM will strengthen its Monitoring and Evaluation (M&E) function by putting in place a framework to support tracking progress and performance of the plan. The framework will provide mechanisms for early warning in case there are deviations and variations between what was planned and what is actually happening that needs urgent attention and or corrective actions.

UNATCOM will adopt a collegiate system of monitoring and evaluation. A monitoring and evaluation team will be established to oversee the M&E activities. This Team will include the Deputy Secretary General as the Chair and the M&E Officer as Secretary. Other members will be: all heads of programmes/units and representatives of the programme committees. This arrangement takes into account the multi- and inter-disciplinary nature of the UNATCOM programmes and the availability of technical back-up from its various Committees and specialized teams. M&E will therefore be a shared participatory responsibility of the staff, the technical and specialized committees and the board. A template for M&E is attached at annex.

5.3 Monitoring & Evaluation System

The success of the M&E function will depend on the development and operationalization of a robust M&E system. The system will outline:

a) the principles, goals and objectives to follow
b) specific methods and tools to use
c) key competences and qualifications of M&E teams
d) key indicators of progress and performance at input, process and output levels
e) Mechanisms of linking the UNATCOM Monitoring and evaluation system to the national M&E framework and to performance management
f) The roles and responsibilities of all key stakeholders and players in monitoring and evaluation
g) Timeframes for M&E

5.4 Methodology and Reporting

In addition to the specific guidelines developed in the M&E system, the respective departments, programmes, projects, and units will collect data from their various activities to feed into the M&E system and inform the subsequent plan. The SP will be reviewed annually, evaluated at mid-term after 3 and a half years to report progress to stakeholders and accommodate emerging issues and, at the end of the seventh year when a new SP it will be developed.

Each action unit will prepare reports as follows: quarterly progress reports, annual review reports, Mid-term evaluation reports and End Term Evaluation report; The M&E Unit will consolidate these into the UNATCOM reports for the periods.

5.5   M&E and Performance Management

Monitoring and Evaluation will be integrated into UNATCOM's performance management system and linked to departmental performance evaluation and individual staff appraisal.

RESULTS FRAMEWORK

RESULTS FRAMEWORK

UNATCOM Strategic Plan Results framework 2018/19-2024/25										
Goal/Strategic Objective	Strategic interventions	Impact/Outcome/Output	Indicator	Baseline FY2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
Level 1: Goal Level Results (Impacts)										
Goal		Impact	Impact indicators	Baseline FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25
Education										
Goal: To support the implementation of national and international educational initiatives and priorities for sustainable peace and development		Increased stakeholder and public awareness, participation in implementation and improved education access, quality and outcomes in regard to the Education 2030 Agenda	No. of Forums for stake holders organized	3	3	3	3	3	3	3
			No. of training workshops organized	6	7	9	6	5	3	3
			No. of projects initiated	3	3	3	3	3	3	3
			No of teachers trained	210	210	310	310	200	210	210
			No. of ESD networks formed	3	3	3	3	3	3	3
Natural science										
Goal: To support the strengthening of national capacity in		Strengthened national capacity in Science,	No. of International instruments domesticated	0	0	1	0	1	0	1

Science, Technology, Engineering and Innovation (STEI) policies and management of natural resources and ecosystems for Sustainable development		Technology, Engineering and Innovation (STEI) policies and management of natural resources and ecosystems for Sustainable development	No. of projects initiated	1	1	1	1	1	1	1
			No. of functional partnerships	1	1	1	1	1	1	1
			No. of Committees	5	5	5	5	5	5	5
			No. of trained trainers	50	50	50	50	50	50	50
			No. of Demonstrations sites	0	0	1	1	1	1	1
Social and Human Sciences										
Goal: To support the strengthening of national capacity to safeguard and promote intercultural dialogue, Human Rights, inclusive development and management of social transformation		Strengthened national capacity to safeguard and promote intercultural dialogue, Human Rights, inclusive development and management of social transformation	No. of International instruments domesticated	0	1	0	1	0	1	1
			No. of projects initiated	1	1	1	1	1	1	1
			No. of functional partnerships	1	1	1	1	1	1	1
			No. of Committees	4	4	4	4	4	4	4
			No. of trained trainers	30	30	30	30	30	30	30
			No. of Demonstrations sites	0	0	1	0	1	0	1
Culture										
Goal: 4. To support the safeguarding,		Increased preservation, conservation,	number of conventions domesticated	2	1	1	1	1	1	1

preservation, conservation, promotion, development and management of heritage and cultural diversity for peace and sustainable development.		promotion, protection, and management of heritage and cultural diversity for peace and sustainable development.	safeguarding and conservation projects initiated	4	1	1	1	1	1	1
			number of stakeholders trained/work shops	2	1	1	1	1	1	1
			number of creativity projects implemented	1	1	1	1	1	1	1
Communication and Information										
Goal: To promote the freedom of expression, media development and access to information and knowledge for Learning, governance and sustainable development		improved freedom of expression and access to information for sustainable development	number of instruments domesticated	1	1	1	1	1	1	1
			conservation projects initiated	1	2	2	2	2	2	2
			number of stakeholders trained	200	1	1	1	1	1	1
			number of journalists and information officers trained	200	100	100	100	100	100	100
			number of CMCs established and supported	6	4	4	4	4	4	4
PEAS										
GOAL: To Strengthen the		Strengthened capacity of	% of Staffing levels ,	40%	50%	60%	75%	80%	85%	95%

capacity of UNATCOM to provide leadership and deliver quality services in UNESCO's fields of competence and, to ensure the visibility of UNATCOM/UNESCO in Uganda.		UNATCOM in leadership and delivery of quality services in UNESCO's fields of competence with increased resource base and visibility of UNATCOM, UNESCO and ISESCO in Uganda.	inducted and appraised							
			No. of Board members actively performing their functions	9	9	9	9	9	9	9
			Sets of functional equipment	4	4	4	4	4	4	4
			No. of vehicles, and Frequency of subscription payments	2	2	2	2	2	2	2

Level 2: Strategic objective Level Results (Outcomes)

Strategic objective		Outcome	Outcome Indicator	Baseline FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25
Education										
Strategic objective 1: To support the Education 2030 agenda in Uganda		Increased stakeholder and public awareness of and participation in the Education 2030 agenda	Proportion of key stakeholders participating in the Education 2030agenda (%)	55%	60%	70%	80%	90%	100%	100%
		Improved quality of non-formal and informal learning programmes	Percentage of non-formal and informal learning programmes rated efficient	45%	50%	55%	60%	70%	80%	85%

Strategic Objective 2: To Support the Professional development of teachers at all levels		Outcome	Indicator							
			(%)							
		Improved quality of teachers /facilitators supporting learners with special needs.	Proportion of teachers/facilitators trained	35	40	45	50	55	60	65
		Improved quality of Education	Literacy rate (%)	55%	60%	65%	67%	70%	80%	90%
			Numeracy rate (%)	55%	60%	65%	67%	70%	80%	90%
		Improved ability of teachers to understand and deliver life skills in schools	Proportion of teachers trained (%)	35%	45%	50%	55%	60%	70%	80%
		Increased number of education institutions celebrating world teachers' day and public awareness of the day	Education institutions celebrating world teachers' day and public awareness of the day (%)	40%	50%	55%	60%	65%	70%	80%
		Improved skills among Primary School Teachers to deliver a competence based curriculum	Proportion of teachers/facilitators trained (%)	45	55	65	70	75	80	85

Strategy Objective 3: To Support the development of systems to foster delivery of high quality and inclusive lifelong learning for all in Uganda		Increase awareness of the importance in number of stakeholders participating in international literacy week	Proportion of stakeholders participating in international literacy week (%)	35	45	50	55	60	65	70
		Improved use of ICT in the learning and teaching processes in basic education	Teacher ICT usage rate learning and teaching processes (%)	35	40	50	55	60	70	85
		Increased resources available for implementation of Education 2030 Agenda in Uganda	Resources mobilized (USD)	40,000	100,000	150,000	200,000	300,000	400,000	500,000
		Improved quality of ECED services	ECED enrolment rate (%)	40	45	50	55	65	70	85
		Education curricula regularly updated and relevant	Relevant framework in place	1	1	1	1	1	1	1
Strategy Objective 4: To Support education for sustainable development, Global Citizenship		Overarching policy framework available to guide actors and stakeholders on ESD actions	Overarching policy framework in place	1	1	1	1	1	1	1

Education, peace human rights education and training.		Integrated global citizenship education, human rights and peace education curricula	Curricula in place	0	1	1	1	1	1	1
		Increased collaboration and sharing among actors in ESD, HRPE,GCE	proportion of institutions sharing using collaboration networks created	3	4	5	6	6	8	10
Natural science										
Strategic Objective 1 : To strengthen the Science, Technology, Engineering and Innovation (STEI) systems and policies	Strengthen STEI policies and governance	STEI policies and governance strengthened and improved innovations in STEI.	No. of policy actions and innovations	1	1	1	1	1	1	1
	Support institutional capacity building in STEI	Improved institutional capacity in STEI and indigenous knowledge applications integrated in day to day applications	% of planned institutional STEI projects with integrated indigenous knowledge (Cumulative)	50%	55%	60%	65%	70%	75%	80%
	Promote networks and partnerships in STEI/STEM	Increased awareness, partnerships, linkages and development	No. and quality of activities with MDAs and authorities in fulfilling	1	1	1	1	1	1	1

		projects in STEI.	standard requirements in specified time							
Strategic Objective 2 : To promote the geological and space sciences and disaster risk-reduction	Strengthening knowledge in geological, earth and space sciences	Increased community and institutional knowledge on earth and space sciences.	No. of Community-initiated and institutional projects in earth and space sciences	0	1	1	1	1	1	1
	Support development of a legal regime and standards for the promotion of knowledge and collaboration in geological and space sciences and disaster risk management.	Improved application of the standard instruments in the earth and space sciences for livelihoods, early warnings and disaster preparedness	No. of instruments domesticated and in application for improved inclusive livelihoods, early warnings and disaster preparedness	0	0	1	0	1	0	1
	Promote the protection and conservation of out-standing Geological Sites	Increased awareness and protection of the outstanding geological sites	No., quality and timeliness of inclusive conservation activities in specified sites	0	1	1	1	1	1	1
		Increased number of sites gazzetted as	No. of new sites gazzetted as geosites and Geoparks	0	1	1	1	1	0	1

		geosites and Geoparks								
Promote networks and partnerships in geological sciences and the management of geohazards and disaster risks.	Improved governance of the important geological sites of outstanding value.	% of designated and proposed-for-designation sites with established and functional inclusive community-governance structures.	0	4	5	6	6	6	6
	IGCP/IGGP committee strengthened and implementing own formulated projects	% of inclusive membership of IGCP/IGGP committee memberships filled and active in meetings annually	80%	90%	95%	97%	98%	99%	99%
	Improved networks and partnerships between geological science and space technology.	No. of functional inclusive networks and partnerships between geological science and space technology stakeholders.	1	1	1	1	1	1	1

Strategic Objective 3: To promote and Strengthen ecological science and biosphere reserves.	Protect and conserve biosphere reserves and popularize their social and economic value to society;	Improved awareness about the socio-economic benefits and values of biosphere reserves	No. of community-awareness initiatives and community response with inclusive socio-economic and conservation activities in biosphere reserves.	1	1	1	1	1	1	1
		Improved use of BRs for conservation and development programme.	No. of conservation, research and development activities.	1	1	1	1	1	1	1
	Map, nominate and gazette biosphere reserves and other ecosystems of heritage value;	Increased number of BR designations and conservation.	No. of new BRs designated and implementing inclusive conservation activities.	0	2	2	2	2	1	1

Advocate for innovations, green economy initiatives for employment, environmental conservation, fighting diseases, climate Change mitigation and sustainable production and consumption practices;	Improved innovations, green economy initiatives and management of ecosystems.	No. of innovations, green economy initiatives and ecosystems management projects.	0	1	1	1	1	1	1
Enhance the scientific capacities for monitoring natural resources and ecosystems including their biodiversity.	Improved scientific capacity and data on natural resources, ecosystems including and biodiversity.	No. of capacity building initiatives.	1	1	1	1	1	1	1
		No of natural resources and ecosystem monitoring events	0	1	1	1	1	1	1
	Expanded networks and Partnerships established with the National MAB committee in coordination of functions and projects.	No. of new networks and Partnerships with the National MAB committee.	0	1	1	1	1	1	1

				0	5	10	15	20	25	30
Strategic Objective 4: To Strengthen freshwater security.	Promote and strengthen community and institutional participation and capacity in water quality and security management	Strengthened community, schools and Institutional capacity in water quality and security management	No. of community, schools and other Institutional projects in integrated water quality and security management and water-related eco-systems restoration.	0	5	10	15	20	25	30
	Advocate for the regulations, policies and frameworks for water security and management;	Improved policy and regulatory frameworks for water security management.	No. of regulatory and policy instruments formulated and in use.	0	1	1	1	1	1	1

Support capacity building in harvesting, water use efficiency, re use, management and security.	Improved capacity in water resource harvesting and use efficiency.	No. of water resources, harvesting and water security initiatives.	0	1	1	1	1	1	1

	Increased awareness of policies, regulations and measures for promoting and management of indigenous local knowledge.	No. of documentations on good practices in implementation of policies, regulations and application of indigenous local knowledge	0	1	1	1	1	1	1
	Increased knowledge of water use and practices	No. of sustainable water use practices documented	0	1	1	1	1	1	1
Support networking and partnerships in water management;	Strengthening IHP Committee	% of membership of IHP Committee that is inclusively filled and active in biannual meetings	75%	85%	90%	96%	97%	98%	99%

				0	1	1	1	1	1	1
		Improved collaboration in policy and governance in hydrological sciences	No. of collaborative policy and governance projects in hydrological sciences	0	1	1	1	1	1	1
Strategic Objective 5: To promote accessibility to clean, renewable, affordable, reliable and sustainable modern energy.	Promote access to and use of clean sustainable modern energy and increased efficient use of affordable, reliable, renewable and modern energy sources.	Increased access to and use of clean sustainable modern energy and efficient energy use	No of new clean, sustainable and modern energy sources and facilities accessed by inclusively-targeted populations.	0	1	2	3	4	5	6
	Support research into clean, renewable and alternative sources of energy and energy	Increased alternative sources of clean and renewable energy and innovative sustainable management practices	No. of research initiatives supported	0	1	0	1	0	1	1
			No. of alternative sources of clean and renewable energy.	0	1	0	1	0	1	1

	Promote energy education and build the capacity of educational institutions in conservation of energy resources and the incorporation of energy management issues into the school curriculum.	Increased knowledge and skills in energy management	No. of Schools sensitized and provided skills in energy management annually	35	30	30	30	30	60	150
			No of initiatives n incorporation of energy education content in in the National Curriculum	0	1	1	1	1	1	1
	Promote institutional capacity to manage the impacts of fossil fuel (oil and gas) exploitation and usage	Improved Institutional capacity to manage the impacts of fossil fuels (oil and gas) exploitation and usage.	No. of inclusive institutions supported with trainings and trained personnel to manage the impacts of fossil fuels (oil and gas) exploitation and usage.	0	1	2	3	4	5	6

Social and Human Sciences										
Strategic Objective 1: To Promote Human Rights awareness, observance and human rights-based programming	Promote the observance of national and global human rights instruments.	Increased awareness and observance of human rights	No. of HR instruments and Strategy implemented, No HR instruments in local languages,	1	1	1	1	1	1	1
	Promote the application of Rights Based-Approach (HRBA) to programming.	Widespread application of HRBA in programming, legislation and policy development	No. of HRBA strategies	1	1	1	1	1	1	1
			No. MDAs, CSOs trained and implementing in HRBA.	0	3	2	3	5	3	3
	Strengthen the work of the Human Rights Education taskforce.	Improved collaboration among HRE stakeholders.	No. of meetings; No. of fora; No. of initiatives annually	2	2	2	2	2	2	2
		Improved performance by the Human Rights Education taskforce with increased understanding of HRE and HR observance and collaboration among HRE stakeholders.	No. & category of members,	0	9	9	9	9	9	9
			No. of participants sensitized on HRE annually.	0	20	0	20	0	20	0
			No. of meetings, No. of HRE initiatives annually	0	1	1	1	1	1	1

Strategic Objective 2 : To establish and operationalize appropriate institutional structures and mechanisms for advancement of Bioethics observance in scientific research.	Advocate for the ratification, domestication and implementation of UNESCO's normative instruments relevant to bioethics.	Improved understanding and application of bioethics in Institutions and among policy makers and implementers	No. of awareness creation sessions annually	0	1	1	1	1	1	1
			No. of people sensitized on bioethics by category	0	40	0	40	0	40	0
		Available National domestic Legislation to operationalise UDBHR, UDHGD and UDHGHR in	No. of policy guidelines and procedures , No. of training standards developed	0	1	0	1	0	1	0
		Improved understanding and application of bioethics in Institutions and among policy makers and implementers	No. of meetings with MDAs and authorities held, No. of activities supported annually	1	0	1	0	1	0	1
		Available National domestic	No. of UDBHR, UDHGD and	10	0	50	0	50	0	50

	Legislation to operationalise UDBHR, UDHGD and UDHGHR.	UDHGHR advocates trained,							
		No. of popular versions of UDBHR, UDHGD and UDHGHR published and disseminated.	0	100	100	100	100	100	100
Promote networks, partnerships and centers on Ethics and Bioethics	Improved status and collaboration among researchers, academia and the public to reflect on the ethical implications of technology advancements	No. of fora created, No. of initiatives and collaborations generated.	1	1	1	1	1	1	1
	National Bioethics Committee(NBC) in place and operational performing its advisory and oversight functions	No. & Category of members.	9	9	9	9	9	9	9
		No. of meetings held and Projects planned annually.	1	2	1	2	1	2	1

	Ethical principles entrenched in practices and service delivery.	No. of MDAs, CSOs & PSOs proven in practicing ethics in service delivery with documented ethical codes and standards for service delivery.	0	2	3	4	5	6	10
	A Chair or Centre on Ethics or Bioethics established and operational	No. of activities planned and implemented by Bioethics Chair or Centers of excellence annually.	1	1	1	1	1	1	1
Promote the domestication and implementation of the UNESCO recommendations on the Status of Scientific Researchers.	The Updated 1974 UNESCO Recommendations on Scientific Researchers domesticated and implemented	No. of research initiatives supported, No. of implementation strategies, No. of Research institutions with ethics oversight committees.	0	1	1	1	1	1	1

				20	20	20	20	20	20	20
Strategic Objective 3: To promote the Management of Social Transformation (MOST) Programme	Promote philosophical reflections and adaptive social research methodologies on inclusiveness, sustainable livelihoods and peaceful coexistence.	Increased national engagement in philosophical reflections on emerging societal challenges and celebration of World Philosophy day annually spearheaded by the MOST committee	No. of annual WPD Celebration participants in events.	20	20	20	20	20	20	20
	Promote networks and centers on sustainable social transformation.	Improved awareness, appreciation and integration of philosophy in the curriculum of institutions.	No. of advocacy strategies and activities, No. of schools and institutions teaching philosophy.	2	4	6	8	10	12	20
		Increased critical thinking (Think Tank) and contribution to national discourse on development challenges	No. of social & Philosophical research, No. of publications	0	1	0	1	0	1	1
Strategic	Adapt and	A lasting and	No. of	20	0	10	0	20	0	10

Objective 4: To promote the Culture of Peace and Non-Violence	promote the principles of the International Decade for the Rapprochement of Cultures (2013-2022).	sustainable Peace, non-violent environment and resilience to potential explosive situations institutions.	communities and stakeholders sensitized							
	Promote networks and partnerships for resilience and prevention of violent extreme violence.	A Chair or Centre on Ethics or Bioethics established and operational	No. of networks and partnerships	0	1	1	1	1	1	1
Strategic Objective 5: To promote youth development, civic engagement, democratic participation and social Innovation	Strengthen youth participation in the scientific, social, economic and civic activities of the community nationally and internationally.	Increased youth participation in scientific, social, economic and civic activities including in UNATCOM/UNESCO activities	No. of consultative meetings, No. of strategies developed	0	1	1	1	1	1	1

	Promote youth-sensitive content in national programmes of UNATCOM	Empowered and inclusive National gender-responsive Youth leadership at the Centre of development.	No. of events & participants in annual International Youth day celebrations	1	1	1	1	1	1	1
Strategic objective 6: To promote inclusive participation in physical education and sports for peace and sustainable development	Advocate for the domestication and implementation of the UNESCO Charter on Physical Education, Physical Activity and Sports and the Convention against Doping in Sport and promote sports for all.	Improved awareness and implementation of the UNESCO Charter on Physical Education and Sports and the International Convention against doping in Sports	No. of activities planned by type	0	1	0	1	0	1	0
			No. of sensitization meetings/workshops organised	0	1	0	1	0	1	0

			No. of stakeholders engaged in physical education and sports for peace and sustainable development	0	40	0	40	0	40	0
Culture										
Strategic Objective 1: To protect and safeguard cultural and natural heritage	support the ratification and domestication of Conventions, support law reforms	Increased awareness and application of UNESCO and other International Instruments on culture among stakeholders	Number of Conventions ratified and domesticated		1	1	1	1	1	1
	support capacity building initiatives	Improved management and safeguard of heritage, outstanding universal value maintained	Number of nomination files prepared		2	2	2	1	1	1
Strategic Objective 2: To promote and support Cultural and Creative Industries	support awareness creation, capacity building, mapping and Research of	Improved awareness of UNESCO instruments on culture and respect of intellectual property rights	Number of awareness sessions conducted		1	1	1	1	1	1
	creative industries, sector	Availability of up-to-date data on the Cultural	number of culture sector mappings		1	1	1	1	1	1

collaborations and trainings		and Creative economy								
		Improved status and quality in the products of the artistes	number of Artists trained		50	50	50	50	50	50
		Increased investment in the creative economy	number of private sector collaborations		5	5	5	5	5	5
Strategic objective 3: To promote appreciation of cultural and religious diversity	Support the development of Arts and Heritage Education policies	Standardized Arts and Heritage Education	number of action plans developed		1	1	1	1	1	1
	support documentation and dissemination of cultural diversity content	Increased knowledge on Uganda's cultural diversity	Number of researches conducted		1		1		1	
	support activities to celebrate cultural diversity	Increased awareness on cultural diversity	Number of intervention to celebrate Cultural Diversity		2	2	2	2	2	2
	Support research on the economic value of culture	Profile of culture raised in the national development plan	number of researches supported		1	1	1	1	1	1

	support identification and revitalization of endangered languages	Indigenous languages safeguarded and promoted	number of endangered languages revitalized			2	2	2	2	2
	support activities to safeguard intangible cultural heritage	Intangible cultural heritage safeguarded for sustainable	number of intangible cultural elements identified and revitalized		10	10	10	10	10	10
	support activities to identify and promote Uganda's traditional values	Increased awareness and pride in our national values.	number of cultural values identified and promoted		10	10	10	10	10	10
Communication and Information										
Strategic objective 1: To promote the freedom of expression and access to information	advocate for ratification of instruments and Conventions, and its implementation	Increase in awareness, compliance and application of C&I instruments	Number of advocacy and awareness creation activities and initiatives		1	1	1	1	1	1
	Development of a National Safety mechanism	Practice, welfare, safety and general environment for media improved		1	1	1				

Strategic objective 2: Support the strengthening of standards, ethics and professionalism in media, journalism and communication.	support initiatives and strategies to develop ethical standards and training content	Improved quality of media content information	number of capacity training initiatives	1	1	1	1	1	1	1
	enhance institutional capacity of UNATCOM to deliver on its mandate	Improved quality of services in the media, communication and information profession Improved knowledge and skills among professionals	number of capacity training initiatives	1	1	1	1	1	1	1
Strategic objective 3:Promote the Development of libraries, archives and community Media Centers	capacity building initiatives in place	Improved services and performance of library, archives and multi media centers	Number of personnel trained by gender		50	50	100	100	50	50
	Develop initiatives and programmes to ensure access to libraries, archives and	Increased access to use of ICTs in CMCs	quality of books and equipment purchased		6	6	6	6	6	6

Objective	Initiatives and programmes	Outcome	Indicator							
	community Media									
	develop initiatives and programmes to ensure access to information, use of open source software	Improve utilization of FOSS	Number of initiatives and strategies		2	2	2	2	2	2
Strategic objective 4: To promote access to preservation and use of ICTs, information and knowledge	Develop initiatives and programmes to ensure access to information, and safeguarding of documentary heritage	Increased access to information and knowledge	Number and quality of initiatives and strategies		2	2				
PEAS										
Strategic Objective 1: To support the provision of Strategic	1. Develop initiatives and programmes and	Improved planning and program execution	Availability and No. of Strategic, Annual Plans	2	1	1	1	1	1	1

direction, administration and management for delivery of quality services	ensure their implementation	Expanded coverage and service delivery	No. of quality projects of national coverage implemented	10	5	10	5	10	5	10
	Enhance institutional capacity of UNATCOM to deliver on its mandate	Improved capacity of UNATCOM to deliver on its mandate	% of staff level and board members in place.	9	15	24	24	24	24	24
	3.Coordinate, oversee, implement and evaluate activities, projects and programmes	Coordinated and timely delivery of quality services	% rate of implemented and monitored programmes.	22	15	22	15	22	15	22
	Improved information sharing and learning	Improved representation of Uganda at international/regional/ National fora	No. of international /Regional and national fora attended	8	9	8	9	8	9	8
		Up to date account of activities done	No. activities coordinated, implemented	22	15	22	15	22	15	22

			and evaluated.							
Strategic objective 2: To promote the visibility of UNATCOM/UNESCO	Manage public information, promote partnerships, Clubs, Associations and external understanding of UNATCOM/UNESCO	Improved visibility of UNATCOM & UNESCO at country level	No. of events and international days that feature UNATCOM/UNESCO at country level.	8	8	8	8	8	8	8
		Increased awareness and participation of stakeholders in UNESCO/UNATCOM programmes	% of stakeholders knowledgeable and participating in UNATCOM programmes and activities.	40	45	50	55	60	65	70
Strategic objective 3: Promote close participation of the relevant MDAs and institutions in the activities of UNATCOM and sustain membership in UNESCO and ISESCO	1- Build strategic alliances, networks, partnerships and manage collaboration	Improved collaborations/ partnerships	No. of collaborations established and partnership meetings held.	3	3	3	3	3	3	3
		Expanded partnerships and resource base.	No. of new development partners established for increased resource base.	2	2	2	2	2	2	2

		Continued full membership & participation in UNESCO /ISESCO and specialized agencies activities.	100% remittance of membership and number of UNESCO/ISESCO funded activities implemented at national level.	100%	100%	100%	100%	100%	100%	100%

Level 3: Strategic Intervention Level Results (Outputs)

Strategic objective	Strategic intervention	Output	Output Indicator	Baseline FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25
Education										
Strategic objective 1: To support the Education 2030 agenda in Uganda	Convene stakeholder forums, meetings, workshops to popularize the SDG4 and Education 2030 agenda.	Stakeholder forums, meetings, workshops held	Number of National stake holders fora held annually	1	1	1	1	1	1	1
			Number of regional stake holders forum held annually	2	2	2	2	2	2	2
	Promote integration of SDG4 targets in the National Education contexts.	Increased SDG4 integrated activities.	Number of activities planned	1	1	1				

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		Increased institutions with integrated SDG4 targets.	Number of institutions integrating SDG4 targets in their programmes and activities	15	20	25				
		Increased SDG4 integration workshops.	Number of workshops held	1	3	3	3	3	3	3
		Increased SDG4 integration meetings	Number of meetings held	1	24	24	24	24	24	24
	Promote non-formal and informal learning activities.	Non-formal and informal learning activities supported	Number of non-formal and informal learning activities supported	1	1	1	1	1	1	1
Strategic Objective 2: Support the Professional development of teachers at all levels	Train teachers to support learners with special learning needs	Teachers /facilitators in special learning needs trained	Number of teachers /facilitators trained in special learning needs	30	35	40	45	50	55	
		Quality training programmes developed	Number and quality of training programmes developed	1	1	1	1	1	1	
	Support the dissemination and implementa	National Teachers policy dissemination meetings held	Number of meetings held	2	2	2	2	2	2	2

tion of the National Teachers policy	National Teachers policy working teams/task forces established	Number of working teams/task forces established	1	1	2	2	2	2	2
	National Teachers policy printed	Number of copies of the policy printed	200	300	350	400	500	500	550
	National Teachers policy disseminated	Number of Districts the Teachers policy is disseminated to	30	40	60	20	10	0	0
Support harmonization of teacher training programmes	Consultation meetings on harmonization of teacher training programmes convened	Number of consultation meetings on harmonization of teacher training programmes convened	1	5	5	2	2	2	2
	Teacher training programs harmonized	Number of teacher training programs harmonized	1	1	1	1	1	1	1
	Teacher training programmes harmonization framework developed and disseminated	Number of training institution with the developed framework	0	2	2	2	2	2	2
Promote the training of	Teachers life skills training	Number of planning	0	2	2	2	2	2	2

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teachers in life skills	planning meetings held	meetings							
	Quality of training programmes prepared in life skills	Number and quality of Training programmes prepared	0	1	2	2	1	1	1
	Increased teachers trained in life skills	Number of teachers trained in life skills	0	50	100	100	120	100	100
	Continuous National professional Development framework disseminated	Number of Universities covered	0	3	3	3	3	3	3
		Number of NTCs covered	1	2	2	2	2	2	2
		Number of PTCs covered	0	10	10	10	10	10	10
Facilitate world teachers' day activities	World teacher's day planning meetings facilitated	Number of planning meetings	0	1	1	1	1	1	1
	World teacher's day plans developed	Plans of World Teachers' Day activities	0	1	1	1	1	1	1
	World teacher's day planning activities facilitated	Number of world teachers' day activities facilitated	0	1	1	1	1	1	1

	Support capacity building of Primary School teachers to deliver competence based assessment and teaching approach	Primary School teachers capacity building planning meetings supported	Number of planning meetings	0	1	1	1	1	1	1
		Primary School teachers capacity enhanced	Number of teachers trained	50	100	100	100	100	100	100
		Primary School teachers capacity building training programmes developed	Number and quality of training programmes developed	1	1	1	1	1	1	1
		Primary School teachers capacity building materials developed	Number and quality of training materials developed	60	110	110	110	110	110	110
Strategy Objective 3: Support the development of systems to foster delivery of high quality and	Support the celebrations of the international literacy week	International literacy week planning meetings facilitated	Number of planning meetings	0	1	1	1	1	1	1

inclusive lifelong learning for all in Uganda		International literacy week activities facilitated	Number of International literacy week activities facilitated	0	1	1	1	1	1	1
		Plan for International literacy week celebration developed	Plan for International literacy week celebration	0	1	1	1	1	1	1
	Promote application of ICT in Teacher training Institutions	ICT application planning meetings promoted	Number of planning meetings	0	1	0	1	0	1	0
		increased teacher training institutions benefiting from ICT training programmes	Number of teacher training Institutions benefitting from ICT training programmes	4	12	12	12	12	12	12
		Increased quality ICT training programmes	Quality and number of ICT training programs	0	1	1	1	1	1	1
		Teachers ICT capacity enhanced	Number of teachers trained	-	40	45	50	55	60	65
	Mobilize resources to support the achievement of	Resource mobilization project documents developed	Number of project documents developed	0	1	1	1	1	1	1

education 2030 agenda									
	Resource mobilization consultative meetings with potential donors held	Number of consultative meetings with potential donors held	0	5	5	5	5	5	5
	Advocacy events resource mobilization organized	Number of advocacy events organized	1	2	2	3	3	3	4
	Resource mobilized to support the achievement of education 2030 agenda	Amount of money mobilized for Education 2030 agenda	40,000	100,000	150,000	200,000	300,000	400,000	500,000
Support the dissemination of the ECED learners framework	ECED learners framework planning meetings held	Number of planning meetings held	1	1	1	1	1	1	1
	Increased quality ECED leaners frame work materials developed	Number and quality of the ECED leaners frame work materials developed	0	100	100	100	100	100	100
	ECED leaners frame work materials printed	Number of the ECED leaners frame work materials	0	100	100	100	100	100	

			printed							
		ECED learners framework dissemination meetings held	Number of meetings organized for dissemination of ECED learners framework	0	20	20	20	20	20	20
	Support curriculum reviews development and management processes	Quality of curricula reviews and development supported	Number and quality of curricula reviews and development supported	0	1	1	1	1	1	1
		Curricula reviews and development held	Number of consultative meetings held	0	1	1	1	1	1	1
Strategy Objective 5: Support education for sustainable development, Global Citizenship Education, peace human rights education and training.	Support the dissemination and implementation of the National ESD policy	ESD policy stakeholders dissemination planning meetings held	Number of planning meetings held	1	1	1	1	1	1	1
		ESD policy stakeholders dissemination meetings held	Number of stakeholder ESD policy dissemination meetings held	2	10	10	10	10	10	10

	Promote the integration of Education for Sustainable Development, Global Citizenship Education, Human rights and peace education in the curricula of basic education	ESD integration activities and interventions conducted	Number of activities and interventions conducted to integrate ESD/HRPE/ GCE in Basic Education curricular	1	2	2	2	2	2	2
		ESD integrated global citizenship education, human rights and peace education adopted	Number of institutions adopting any or all of integrated global citizenship education, human rights and peace education	0	30	40	50	60	70	80
		Primary and Secondary School teachers trained in the processes of integrating the Curriculum	Number of teachers trained	0	200	200	200	200	200	200

	and school programmes with global citizenship education, ESD human rights and peace education								
Facilitate the creation of ESD, HRE and GCE networks	ESD, HRE and GCE networks creation consultative meetings	Number of consultative meetings	2	2	3	3	3	4	4
	ESD, HRE and GCE networks established	Number of networks established	0	10	10	10	10	10	10
Promote capacity building of facilitators and teachers in ESD, HRE and GCE	capacity building planning meetings held	Number of planning meetings held	0	5	5	5	5	5	5
	Capacity of teachers in ESD, HRE and GCE enhanced	Number of teachers trained in GCE, ESD and Human rights education	0	350	350	350	350	350	350
	Quality of training programmes developed	Number and quality of training programmes	0	1	2	2	3	3	3

		Quality of training materials developed	Number and quality of training materials developed	0	120	120	200	220	300	350
Natural Science										
	(1) Strengthen STEI policies and governance	quality and timely studies developed and implemented	Number, quality and time of studies developed and implemented	0	2	2	2	2	2	2
		Partnerships and networks created	Number and category of partnerships and networks created	0	1	1	1	1	1	1
		Increased collaborative activities/partnerships	Percentage of planned collaborative activities/partnerships established	0	10%	25%	85%	85%	85%	85%
		Regional research incubation centers and science parks for STEI supported	Number of regional research incubation centers and science parks for STEI supported	0	1	1	1	1	1	1
		Increased international instruments on STEI ratified, domesticated	Percentage of international instruments on STEI ratified,	0	0.75	75%	75%	75%	75%	75%

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		and implemented	domesticated and implemented						
		Advocacy activity undertaken	Number of advocacy activity undertaken	0	1	1	1	1	1	1
		Sustainable science strategies developed	Number of sustainable science strategies developed	0	2	2	2	2	2	2
	(2) Support Institutional capacity building in STEI	People trained by category and gender teachers	No. of people by category and gender trained in Science Knowledge management and application	60	60	60	60	60	60	60
			Male	40	35	33	30	30	30	30
			Female	20	25	27	30	30	30	30
		Activities planned and implemented	Number of activities planned and implemented.	1	1	1	1	1	1	1
		Quality of research initiatives in industry and academia supported.	Number and quality of research initiatives in industry and academia supported.	1	1	1	1	1	1	1

		Community members supporting STEI education increased	Number of targeted community members supporting STEI education	0	5	8	10	15	20	30
		Awards, fellowships created and granted	Number of awards, fellowships created and granted.	0	1	1	1	1	1	1
		Workshops/seminars organized	Number of workshops/seminars organized	1	1	1	1	1	1	1
	(3) Promote networks and Partnerships in STEI/STEM and for IBSP	IBSP meetings held	Number of IBSP meetings held	1	2	2	2	2	2	2
		Quality of projects developed and implemented	Number and quality of projects developed and implemented	1	1	1	1	1	1	1
		joint programmes as IBSP developed	Number of joint programmes as IBSP	1	2	2	2	2	2	2
		Type of links established	Number and type of links established	1	2	2	2	2	2	2

		Celebrations undertaken	Number of celebrations		2	2	2	2	2	2
		Increased participants by gender	Number and category of participants by gender.	0	50	0	50	60	60	60
Strategic Objective 2 : Promote the geological and space sciences and disaster risk-reduction	(1) Strengthen knowledge in geological, earth and space sciences	Awareness initiatives conducted	Number of awareness initiatives	0	1	1	1	1	1	1
		Trainings on the popularization of geosciences conducted	Number of trainings on the popularizatio n of geosciences	0	4	4	4	4	4	4
		People attending the training increased	Number of people attending the training	0	60	60	60	60	60	60
		Schools participating in the training increased	Number of schools participating in the training	0	120	120	120	120	120	120
	(2) Support the developmen t of a legislations and standards for the	Instruments for earth systems and disaster management domesticated, developed and operationalized	Instrument domesticated	0	1	1	1	1	1	1

promotion of geological and space sciences and disaster risk management									
		Instrument developed	0	1	1	1	1	1	1
	Monitoring and assessments done	Number of monitoring and assessments done	1	2	2	2	2	2	2
(3) Promote the protection and conservation of out-standing geological sites	Awareness sessions on the earth systems and economic, ecological and socio-cultural values of geosystems and mineral resource conducted	Number of awareness sessions on the earth systems and economic, ecological and socio-cultural values of geosystems and mineral resource annually	1	1	1	1	1	1	1
	Quality studies conducted	Number, quality and frequency of studies conducted	1	1	1	1	1	1	1
	Mapping and gazettement	No. of mapping and	2	2	2	2	2	2	2

		strategies implemented	gazettement strategies							
		Sites and regions of geosites and geoparks mapped	No. of sites and regions of geosites and geoparks mapped	4	4	4	4	4	4	4
	(4) Promote networks and Partnerships in geological sciences	Meetings conducted	Number and frequency of meetings conducted	2	2	2	2	2	2	2
		Projects implemented under geological sciences in strategic period	Percentage of total projects implemented under geological sciences in strategic period	25%	25%	25%	25%	25%	25%	25%
		Partnerships and networks established and operational	Number and category of partnerships and networks established and operational		1	1	1	1	1	1
Strategic Objective 3: To promote and Strengthen ecological science and biosphere reserves.	(1) Promote the conservation of biosphere reserves and popularize	Values and benefits catalogued	Number of documented values and benefits catalogued	0	1	1	1	1	1	1

their socio-economic value to stimulate designation of more biosphere reserves									
		Number of awareness Sessions on benefits and values of biosphere reserves held.	10	5	5	5	5	5	5
	projects identified and implemented in BRs	Percentage of all projects identified and implemented in BRs	2%	2%	2%	2%	2%	2%	2%
	New BR sites mapped	Number of new BR sites mapped	20	20	2	2	2	2	2
	Mapped and gazzetted sites of BR type of sites.	Percentage of mapped and gazzetted sites of BR type of sites.	45%	45%	45%	45%	45%	45%	45%
	mobilization strategies established	Number of mobilization strategies in place	1	1	1	1	1	1	1
	Communities, industry and academia mobilized	Number of communities, industry and academia	10	10	10	10	10	10	10

		mobilized							
	increased community groups involved in conservation	Number of community groups involved in conservation	8	8	8	8	8	8	8
		Number of trainers trained on BR Management	60	120	120	120	120	120	120
	A quality of database development plan prepared	Type and quality of database development plan prepared	1	1	1	1	1	1	1
(2) Promote Green Economy in the biosphere reserves	Advocacy initiatives for conservation, climate change mitigation undertaken	Number of advocacy initiatives for conservation, climate change mitigation	1	1	1	1	1	1	1
	green projects introduced	Number of green projects introduced	1	1	1	1	1	1	1
	trainings prepared in biosphere reserves	Number of trainings prepared	2	2	2	2	2	2	2
	increased participants trained	Number of participants trained	120	120	120	120	120	120	120

(3) Promote networks and Partnerships in the promotion of biosphere reserves and biodiversity management	meetings convened on biosphere reserves and biodiversity management	Number of meetings convened	1	2	3	4	5	4	4
	Projects developed and implemented	Number of projects developed and implemented	2	2	3	4	5	8	15
	Increased joint programmes as MAB	Number of joint programmes as MAB annually	1	1	1	1	1	1	1
	Networks and partnerships established	Number of networks and partnerships established	0	1	1	1	1	1	1
	Advocacy strategies developed and implemented	Number of advocacy strategies developed and implemented	0	1	1	1	1	1	1
	Laws, policies and regulations enacted	Number of laws, policies and regulations enacted	0	1	1	1	1	1	1

Strategic Objective 4: To Strengthen freshwater security		water research projects developed	Number of water research projects	0	2	2	2	2	2	2
		community sensitization workshops conducted	Number of community sensitization workshops	0	2	2	2	2	2	2
		People sensitized/train ed on IWRM	Number people sensitized/tr ained on IWRM	45	60	60	60	60	60	60
		Increased schools/institut ions participating in training	Number of schools/instit utions participating in training	60	120	120	120	120	120	120
		Sessions on restoration of water and eco-systems conducted	Number of sessions on restoration of water and eco-systems conducted	2	3	3	3	3	3	3
		Academic chairs and centres of excellence on water established	Number of academic chairs and centres of excellence on water	0	1	1	1	1	1	1
		water bodies mapped and sites gazzetted	Number of water bodies mapped and sites gazzetted	0	2	3	3	4	4	0
		sites gazzetted	Number of sites		1					

	(2) Promote networks and Partnerships in freshwater management	Partnerships in freshwater management meetings convened	Number of meetings convened	2	2	2	2	2	2	2
		IHP activities planned	Number of IHP activities planned	1	2	2	2	2	2	2
		IHP activities conducted	Number of IHP activities conducted	0	2	2	2	2	2	2
		Networks and partnerships established	Number of networks and partnerships established	1	1	1	1	1	1	1
		Advocacy strategies developed	Number advocacy strategies developed	1	1	1	1	1	1	1
		Advocacy activities implemented	· Number of advocacy activities implemented	1	1	1	1	1	1	1
		Laws, policies and regulations enacted	Number of laws, policies and regulations enacted	1	1	1	1	1	1	1
Strategic Objective 5: To promote accessibility to clean, renewable,	(1) Promote access to and use of clean sustainable	Studies conducted on energy	Number and types of studies conducted on energy	0	1	0	1	0	1	1

affordable, reliable and sustainable modern energy.	modern energy and efficient energy use									
		institutions with energy training included in their curricula	Number of institutions with energy training included in their curricula	0	4	4	4	4	4	4
		TOT training conducted	Number and types of training conducted	0	4	4	4	4	4	4
	(2) Promote Institutional capacity to manage the impacts of fossil fuels (oil and gas) exploitation and usage	meetings convened	Number of meetings convened	0	1	1	1	1	1	1
		membership of established structures	Number of membership of established structures	7	7	7	7	7	7	7
		projects planned by the energy	Number of projects planned by the energy	1	1	1	1	1	1	1
		networks and partnerships established	Number of networks and partnerships established	1	1	1	1	1	1	1

		advocacy strategies developed and activities implemented	Number of advocacy strategies developed and activities implemented	2	2	2	2	2	2	2
		Policy recommendations made.	Number of policy recommendations made.	1	1	1	1	1	1	1
Social and Human Sciences										
Strategic Objective 1: Promote Human Rights awareness, observance and human rights-based programming	(1) Promote the observance of national and global human rights instruments.	Period of awareness creation activities.	No. and period of awareness creation activities.	2	2	2	2	2	2	2
		people reached with awareness messages by category	No. and category of people reached with awareness messages.	0	200	200	200	200	200	200
		institutions implementing HR instruments by category	No. and category of institutions implementing HR instruments	0	2	2	2	2	2	2
		instruments selected	Number of instruments selected	0	1	1	1	1	1	1

	languages selected for translation	Number and list of languages selected for translation	2	2	2	2	2	2	2
	instruments translated into local languages	Number and quality of instruments translated into local	1	1	1	1	1	1	1
	fora created	Number of fora created	1	1	1	1	1	1	1
	Initiatives and collaborations generated	Number of initiatives and collaborations generated	1	1	1	1	1	1	1
(2) Promote the application of Human Rights-Based Approaches (HRBA) to programming and service delivery.	Strategies for promotion of HRBA developed	Number and quality of strategies for promotion of HRBA developed	2	2	2	2	2	2	2
	Government MDAs, bodies and private sector programmes trained in HR approaches	Percentage of government MDAs, bodies and private sector programmes trained in HR approaches	0	0.75	75%	75%	75%	75%	75%

		· Number of HRBA advocates trained in MDAs, CSOs, private sector	1	1	1	1	1	1	1
	MDAs, CSOs private sector where HRBA is implemented	Number of MDAs, CSOs private sector where HRBA is implemented	1	1	1	1	1	1	1
	Fora created	Number of fora created	1	1					
		Number of initiatives and collaborations generated	0	2	2	2	2	2	2
(3) Strengthen the work of the Human Rights Education taskforce.	Categories of members committees constituted	No. and categories of members	7	7	7	7	7	7	7
	Meetings conducted	No. of Meetings	1	2	2	2	2	2	2
	TOT trainings conducted for MoES Officials	No. and time of TOT trainings conducted for MoES Officials	0	60	60	60	60	60	60
	Trainees and HRE advocates trained in HRE	No. of trainees and HRE	0	10	10	10	10	10	10

			advocates trained in HRE.							
		Schools, colleges and Institutions implementing various Phases of WPHRE	No. and quality of schools, colleges and Institutions implementing various Phases of WPHRE	0	10	10	10	10	10	10
		fora created	No. of fora created		1	1	1	1	1	1
		Initiatives and collaborations generated	No. of initiatives and collaborations generated	1	2	2	2	2	2	2
Strategic Objective 2 : Establish and operationalise appropriate institutional structures and mechanisms for advancement of Bioethics observance in scientific research.	(1) Advocate for the ratification, domestication and implementation of UNESCO's normative instruments relevant to bioethics.	Awareness creation activities undertaken	No. and period of awareness creation activities.	1	1	1	1	1	1	1
		People reached with awareness messages.	No. and category of people reached with awareness	2	5	5	5	5	5	5

			1	1	1	1	1	1	1
		messages.							
	Consultative meetings held with stakeholders	No. of consultative meetings held with stakeholders	1	1	1	1	1	1	1
	Policy guidelines and procedures developed	No. of policy guidelines and procedures developed	1	1	1	1	1	1	1
	Training standards developed	No. of training standards developed	1						
	Meetings with MDAs and authorities held	No. of meetings with MDAs and authorities held	1	1	1	1	1	1	1
	Activities with MDAs and authorities supported	No. of activities with MDAs and authorities supported	1	1	1	1	1	1	1
	Advocates of UDBHR, UDHGD and UDHGHR trained.	No. of advocates of UDBHR, UDHGD and UDHGHR trained.	1	1	1	1	1	1	1

		Popular versions of UDBHR, UDHGD and UDHGHR printed	No. of popular versions of UDBHR, UDHGD and UDHGHR	0	150	150	150	150	150	150
	(2) Support the domestication and implementation of the updated 1974 UNESCO Recommendations on scientific Researchers	Initiatives supported	No. of initiatives supported	0	1	1	1	1	1	1
		Monitoring strategies adapted	No. of monitoring strategies adapted	1	1	1	1	1	1	1
		Institutions with ethics oversight committees	No. of institutions with ethics oversight committees	2	2	2	2	2	2	2
		Awareness creation activities undertaken	No. and period of awareness creation activities.	2	2	2	2	2	2	2
		People reached by gender with messages	No. and category of people reached by	100	100	100	100	100	100	100

			gender with messages.						
		fora and collaborations generated	No. of fora and collaborations generated	0	1	1	1	1	1	1
	(3) Promote networks, Partnerships and centres on ethics and bioethics.	categories of members instituted on committees	No. and categories of members	0	60	60	60	60	60	60
		meetings conducted	No. of meetings	1	2	2	2	2	2	2
		projects developed	No. of projects developed	0	1	1	1	1	1	1
		Stakeholders participating	No. and categories of stakeholders participating	0	1	1	1	1	1	1
		Chairs or centres on ethics and bioethics	No. and category of chairs or centres on ethics and bioethics	0	1	1	1	1	1	1
			No. and categories of meeting participants	0	1	1	1	1	1	1
Strategic Objective 3: To promote the Management of		Members by sex and institution of origin	No. of members by sex and institution of	9	9	9	9	9	9	9

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Social Transformation (MOST) Programme				origin							
		Meetings held	No. of meetings held	1	2	2	2	2	2	2
		Projects planned and implemented	No. of Projects planned and implemented	0	1	1	1	1	1	1
		Fora created	· Number of fora created	0	1	1	1	1	1	1
		Dialogues organized	· Number of dialogues organized	0	1	1	1	1	1	1
		Collaborations generated	· Number of collaborations generated	0	1	1	1	1	1	1
		Participants and time of celebrations	· No. of participants and time of celebrations	0	1	1	1		1	1
		Activity events undertaken	No. and types of activity events.	0	2	2	2	2	2	2
		Advocacy strategies and activities conducted	No. of advocacy strategies and activities conducted	0	1	1	1	1	1	1
		Schools and institutions in which philosophy is taught	No. of schools and institutions in which philosophy is taught	0	5	10	15	20	25	30

		Studies and locations covered	No. of studies and locations covered	0	1	1	1	1	1	1
		publications produced	No. of publications	1	1	1	1	1	1	1
		Networks and Centres established	No. of networks and Centres established	0	0	1	1	1	1	1
Strategic Objective 4: To promote the Culture of Peace and Non-Violence	(1) Adapt and promote the principles of the International Decade for the Rapprochement of Cultures (2013-2022).	Communities, local authorities and stakeholders sensitized	No. of communities, local authorities and stakeholders sensitized	0	2000	2000	2000	2000	2000	2000
		Sensitization activities undertaken	No of sensitization activities	0	1	1	1	1	1	1
		Officials trained	No. of officials trained	1	2	2	2	2	2	2
		Needed training materials developed	Percentage and quality of needed training materials developed	0	20%	20%	20%	20%	20%	20%
		Networks and partnerships established	No. of networks and partnerships	0	1	1	1	1	1	1

			established						
Strategic Objective 5: To promote youth development, civic engagement, democratic participation and social Innovation	(1) Strengthen youth participation in the scientific, social, economic and civic activities	Consultative meetings held	No. of consultative meetings held	1	1	2	1	2	1	2
		strategies developed	No. of strategies developed	1	1	1	1	1	1	1
		Activities planned and implemented	No. of activities planned and implemented		1					
		Participants by category and gender in Youth events celebrations	No. of participants by category and gender in Youth events celebrations	60	0	60	0	40	20	60
		Meetings held	No. of meetings held	2	2	2	2	2	2	2
		Planned activities implemented	No. of planned activities implemented	1	1	1	1	1	1	1

	(2) Promote youth-, gender-and marginalized community-sensitive content in national sectoral programmes.	Trainings conducted	No. of trainings	1	2	1	3	1	4	1
		Trainees trained by category	No. and category of trainees.	60	0	60	0	60	0	60
		Trainings undertaken	No. of trainings done by type.	1	1	1	1	1	1	1
		Monitoring events conducted	No. of monitoring events	1	1	1	1	1	1	1
		Plans monitored	No. and type of plans monitored	1	1	1	1	1	1	1
Strategic objective 6: To promote inclusive participation in physical education and sports for peace and sustainable development	1-Advocate for the domestication and implementation of the UNESCO Charter on Physical Education and Sports and the Convention	Activities planned by type	No. and type of activities planned	0	1	1	1	1	1	1

	Against Doping in Sport and promote sports for all.									
	Support inclusive, quality physical education and evidence-based data on sports, health, quality education and gender equality and principles of Sport for peace and development	Sensitization meetings/workshops organised	No. of sensitization meetings/workshops organised	0	1	1	1	1	1	1
		Stakeholders engaged	No. of stakeholders engaged	0	120	120	120	120	120	120
		Policy recommendations developed	No. of Policy recommendations developed	0	0	1	1	1	1	1

		2-Publish popular/abridged versions of the International Convention against Doping in Sports (ICADS) and the principles of Physical Education and Sports	Popular/abridged versions of charter published	· Number of copies of the popular/abridged versions of charter published	0	1000	1000	1000	1000	1000	1000
		3-Create public awareness on equitable and inclusive Sports and Physical Education particularly for marginalized and disabled children, women and men.	Local governments and communities sensitized	· Number of local governments and communities sensitized	0	0.25	25%	25%	25%	25%	25%
			MDAs, and schools	· Number of MDAs, and	0	1	100%	100%	100%	100 %	100%

		sensitize	schools sensitized							
		Strategies developed	Number of strategies developed	1	1	1	1	1	1	1
		Consultations held	Number on consultations held	1	1	1	1	1	1	1
Culture										
Strategic Objective 1: To protect and safeguard cultural and natural heritage	Promote the ratification and domestication of UNESCO and other International Instruments on culture.	UNESCO and other international instruments ratified and domesticated	Number and category of UNESCO and other international instruments ratified and domesticated	2	1	1	1	1		
		Nomination files prepared	Number of nomination files prepared	1	2	2	2	2	2	2
		Museum stakeholders trained	Number of museum stakeholders trained	200	200	200	200	200	100	100
	Support local governments to mainstream culture in development plans and build local	Training programmes of local governments supported to mainstream culture and to safeguard heritage	Number of training programmes of local governments supported to mainstream culture and to safeguard	8		20	20	20	20	20

	capacity to safeguard heritage	conducted	heritage.							
		Quality plans developed	Number of the plans developed	10	20	30	40	40		
	Support the law reforms, policy and guideline development processes in the culture sector.	Laws reformed	Number of laws reformed	1	1	1	1			
		Policy guidelines developed	Number of policy guidelines developed	1	1	1	1	1		
		Consultative meetings held	Number of consultative meetings held	2	1	1	1	1	1	1
	Support the training of conservationists of heritage	Conservationists trained in heritage management and conservation.	Number of conservationists trained in heritage management and conservation.	50	30	30	30	30	40	40
	Support the maintenance and	Heritage sites maintained and rehabilitated.	Number of heritage sites maintained	4	2	2	2	2	2	2

conservatio n of heritage sites.			and rehabilitated.							
		Architectural designs developed	Number of architectural designs developed	1	1	1	1	1	1	1
		Site plans developed	Number of site plans developed	2	1	2	2	2	2	2
Strategic Objective 2: To promote and support Cultural and Creative Industries	Promote the ratification and domesticati on of UNESCO and other Internation al Instrument s on Cultural and Creative Industries	Awareness sessions on ratification and domestication of UNESCO culture instruments on creative industries conducted	Number of awareness sessions on ratification and domesticatio n of UNESCO culture instruments on creative industries conducted	2	2	2	2	2		
		Advocacy activities conducted	Number of advocacy activities conducted	2						
Availability of up-to-date data on the Cultural and Creative economy	Support periodic mapping and research on Cultural and	Periodic mapping exercises conducted	Number of periodic mapping exercises conducted	1	1	1	1	1	1	1

	Creative Industries									
Improved status and quality in the products of the artistes		Quality of mapping and research reports	Number and quality of mapping and research reports	1		1	1	1	1	1
Increased investment in the creative economy	Support Training of managers and practitioners in the Creative Economy	Trainings conducted	Number and type of trainings conducted	4	1	1	1	1	1	1
		Training plans and materials developed	Number of training plans and materials developed	1	1	1	1	1	1	1
		Training modules and curricula	No. of training modules and curricula	1		5				
	Advocate for MDAs, CSOs, private sector collaboration in the promotion of the creative economy	Advocacy sessions conducted	Number of advocacy sessions conducted	1	2	2	2	2	2	2

		Collaborations generated	Number of collaborations generated	2	2	2	2	2	2	2
Strategic objective 3: To promote appreciation of cultural and religious diversity	Support the development of Arts and Heritage Education policies	Stakeholder consultative meetings/workshops on arts and heritage education organized	Number of stakeholder consultative meetings/workshops on arts and heritage education organized	2	1	1	1	1	1	1
		Quality action plans developed	Number and quality of action plans	1	1	1	1	1	1	1
		A taskforce constituted	A taskforce constituted	1	1					
		Institutions teaching Arts and Heritage Education	Number of institutions teaching Arts and Heritage Education	4		20				
	Support the documentation of Uganda's cultural diversity	Quality researches conducted	Number and quality of researches conducted	1	1		1			1
	Support the celebrations of UNESCO Culture days in Uganda	Annual cultural events celebrated	Number of annual cultural events celebrated	10	4	4	4	4	4	4
	Support the creation of a Culture	Meetings convened	Number of meetings convened	2	1	1	1	1	1	1

		forum								
		Concept paper developed	Concept paper developed	1	2	2	2	2	2	2
		Initiatives made	Number of initiatives made	1	1	1	1	1	1	1
	Support the safeguarding of indigenous languages	Threatened indigenous languages identified	Number of threatened indigenous languages identified	4	10	10	2	2	2	2
		Researches conducted	Number of researches conducted	1	1	1	1	1	1	1
		Situational analyses conducted	Number of situational analyses conducted	1	1	1	2	2	1	1
	Document and safeguard intangible cultural heritage	Heritage documented	Number and types of heritage documented	50	20	20	20	20	20	20
	Promote and popularize the national traditional values among Ugandans	Traditional values identified and popularized	Number of traditional values identified and popularized	10	10	5	5	5	5	5
		Workshops held	Number of workshops held	4	2	2	2	2	2	2

		Categories identified	Number of categories identified	5	3	3	3	3	3	3
Communication and Information										
Strategic objective 1: To promote the freedom of expression and access to information	Advocate for the domestication of UNESCO instruments on communication and information	Advocacy activities conducted	number of advocacy activities	1	1	1	1	11	11	1
		Awareness sessions on ratification and domestication of C&I instruments	Number of awareness sessions on ratification and domestication of C&I instruments	1		1	1	1	1	1
	Support the implementation of legal instruments promoting freedom of expression and access to information	Work plan for advocacy developed	Work plan for advocacy in place	1		1	1	1	1	1
		Stakeholder consultative meetings on implementation conducted	Number of stakeholder consultative meetings on implementati	100	100	100	200	200	200	200

			on							
		Initiatives made	number of initiatives made	1	1	1	1	1	1	1
		Quality mechanism developed	No. of type and quality of mechanism developed	1	1	1	1	1	1	1
	Support the celebration of UNESCO days in the field of communication and information	Annual Work plans developed	Annual Work plans in place	4	1	1	1	1	1	1
		Activities implemented	Number of activities implemented	1	4					
		Quality concepts papers developed	number and quality of concepts papers developed	2	2	2	2	2	2	2
Strategic objective 2: Support the strengthening of standards, ethics and professionalism in media, journalism and communication.	Promote the development of standards and ethics in media, communication and information professions	Stakeholder consultative meetings held	Number of stakeholder consultative meetings held	1	1	1	1	1	1	1

		Analyses on standards and ethics conducted	Number of analyses on standards and ethics conducted	1	1	1	1		
		Quality standards developed	Number and quality of standards developed	1	1				
		quality training manuals produced	Number and quality of training manuals	1	1				
	Support capacity building of practitioners and stakeholders in promoting freedom of expression and access to information	Training plan developed for practitioners and stakeholders in promoting freedom of expression and access to information	Training plan operational	1		1			
		Trainings and capacity building initiatives supported	Number and types of trainings and capacity building initiatives supported	4	1	2	2	2	2	2
		Media practitioners by gender trained	Number of media practitioners by gender	200	100	100	200	200	200	200

Strategic objective	Activity	Output	Indicator							
		Quality training manuals produced	Number and quality of training manuals	1	1					
	Support the development of training programmes for professionals in the communication and information sector	Training programmes developed for professionals in the communication and information sector	Number of training programmes developed	1	1	1	1	1	1	1
Strategic objective 3:Promote the Development of libraries, archives and community Media Centers	Provide training to library, archives and community multimedia personnel	Library, archives and community multimedia personnel trained by gender	Number of personnel trained by gender	200	50	100	100	200	200	200
		Quality training programmes designed	Number and quality of training programmes designed	1	1	1	1	1	1	1
	Support tooling and retooling of Community Multi-media Centers	Equipment purchased for Community Multi-media Centers	Number and type of equipment purchased	4		6	6	6	6	6
Strategic objective 4: To promote access to	Support the access to information	Affirmative strategies produced	Number of affirmative strategies	1	1	1	1	1	1	1

preservation and use of information and knowledge	and knowledge for special needs groups									
		Quality of initiatives developed	Number and quality of initiatives		2	2	2	2	2	2
		Special interest groups accessing information	number, category and gender of special interest groups accessing information	50	200	300	300	300	500	500
	Promote access to and use of Free and Open source software(FOSS)	Open source software(FOSS) initiatives supported	Number and initiatives supported	2	2	2	2	2	2	2
	Support the activities of Memory of the World in Uganda	Memory of the World in Uganda activities planned	Number of activities planned	2	2	2	2	3	3	3
		Meetings of the MOW committee held	Number of meetings of the MOW committee	4	4	4	4	4	4	4
		Nominations to MOW listings/register	Number of nominations to MOW listings/regis	0	1	1	1	1	1	1

			ter							

PEAS

Strategic Objective	Activity	Output	Indicator							
Strategic Objective 1: To support the provision of Strategic direction, administration and management for delivery of quality services	Develop initiatives and programmes and ensure their implementation	Annual and quarterly plans developed and reviewed periodically	Number of annual and quarterly plans developed and reviewed periodically	5	5	5	5	5	5	5
		Quality projects and proposals developed and submitted to donors	Number and quality of projects and proposals developed and submitted to donors	7	2	2	2	2	2	2
		Institutional manuals and guidelines developed	Number of institutional manuals and guidelines developed	1	1	1	1	1	1	1
		Staff recruited, inducted and appraised on time	Percentage of staff recruited, inducted and appraised on time	60%	100%	100%	100%	100%	100%	100%
		Trainings conducted/held	Number of trainings conducted/held	0	12	12	12	12	12	12

			1	6	6	6	6	6	6
Board and programme committee teams appointed and oriented	Number of Board and programme committee teams appointed and oriented								
Quality programme plans contained in the Strategic Plan	Number and quality of programme plans contained in the Strategic Plan	1	1	1	1	1	1	1
Vehicles, equipment and materials purchased or acquired	Number and type of vehicles, equipment and materials purchased or acquired	1	1	2	0	0	2	0
Timeliness of payment of subscriptions to UNESCO and ISESCO	Percentage and Timeliness of payment of subscriptions to UNESCO and ISESCO	100%	100%	100%	100%	100%	100 %	100%
Specialized Regional Agencies subscribed to (e.g. AfriMAB etc.)	Number of Specialized Regional Agencies subscribed to (e.g. AfriMAB etc.)	1	1	1	1	1	1	1

		Activities coordinated, implemented and evaluated	Number of activities coordinated, implemented and evaluated	5	5	5	5	5	5	5
			Monthly reports produced	12	12	12	12	12	12	12
			Quarterly reports produced	4	4	4	4	4	4	4
			Audit reports produced	1	1	1	1	1	1	1
			Financial reports produced	1	1	1	1	1	1	1
			M&E reports produced	1	1	1	1	1	1	1
		Board, Committee, programme, management, staff, and other Specialized Programme Conferences held or convened by UNESCO and partners	Percentage and number of Board, Committee, programme, management, staff, and other Specialized Programme Conferences held or convened by UNESCO and partners	100%	100%	100%	100%	100%	100%	100%
			UNESCO meeting held	0	2	2	2	2	2	2
			Regional	1	1	1	1	1	1	1

			meeting held							
		Quality reports compiled in time	Percentage and quality of reports compiled in time	100%	100%	100%	100%	100%	100%	100%
Strategic objective 2: To promote the visibility of UNATCOM/UNESCO	Manage public information, promote partnerships and external understanding of UNATCOM/UNESCO	Quality Communication plan developed and operationalised	Number of quality Communication plan developed and implemented	1	1	1	1	1	1	1
		Communication related activities implemented	Number of communication related activities implemented	0	2	2	2	2	2	2
			supplement to presidential manifesto	1	1	1	1	1	1	1
			press releases	1	4	4	4	4	4	4
		Media supplements per specialized period	Number of media supplements per specialized period annually	1	1	1	1	1	1	1
		Consultative meetings held	Number of consultative meetings held	1	5	5	5	5	5	5
		Institutions mobilised	No. of Institutions	20	15	15	15	15	15	15

Strategic objective 3: Promote close participation of the relevant MDA's and institutions in the activities UNATCOM/UNESCO	(1) Build strategic alliances, and manage collaboration									
			mobilized							
		Clubs/associations formed	Number of clubs/associations formed	20	30	30	30	30	30	30
		Collaborative meetings held	Number of collaborative meetings held	2	2	2	2	2	2	2
		Partnerships/ collaborations established	Number of partnerships / collaborations established	0	1	1	1	1	1	1
		Joint activities implemented	Number of joint activities implemented	1	1	1	1	1	1	1
		Initiatives/strategies developed to attract new partners	Number of initiatives/strategies developed to attract new partners	1	2	2	2	2	2	2
		New development partners attracted	Number new development partners attracted	1	1	1	1	1	1	1
		Corporate social responsibility events organised	No of corporate social responsibility events organised	0	2	2	2	2	2	2
		Articles/publications about the even	No. of articles/publications about	1	1	1	1	1	1	1

			the events								

Appendices 1.

M&E plan Monitoring and evaluating

UNATCOM Strategic Plan implementation shall be undertaken by the programmes and secretariat, and will mainly involve routine monitoring and inspection missions; midterm review and annual joint reviews and final reviews as illustrated in the table below.

Type of Evaluation	Timing	Responsibility
Routine Monitoring	Quarterly	Sector Institutions
Joint Annual Reviews	Annual	Secretariat
Midterm Review of UNATCOM SP	FY2021/22	POs, PEAS
Final Review of UNATCOM SP	FY2024/25	PEAS Secretariat

Appendices 2

RECOMMENDED FUNCTIONAL AND MACRO STRUCTURE FOR UNATCOM

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                              MINISTER
                                 │
                               BOARD
                                 │
              SECRETARY GENERAL ──── PERMANENT DELEGATE
                     │                      │
              DEPUTY SECRETARY       DEPUTY PERMANENT
                 GENERAL                 DELEGATE
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INFORMATION OFFICER/PRO	ASG EDUCATION	ASG NATURAL SCIENCE	ASG SOCIAL & Human SCIENCE	ASG CULTURE	ASG COMMUNICATION & INFORMATION	ADMINISTRATIVE SUPPORT AND HUMAN RESOURCE

INFORMATION OFFICER/PRO

INTERNAL AUDIT

FINANCE & ACCOUNTS

ASG EDUCATION
(a) Basic secondary Teacher and Adult Education
(b) Technical Vocational Education and Training
(c) Higher and Tertiary

ASG NATURAL SCIENCE
(a) Science, Technology and Engineering
(b) Hydro-Geological Sciences
(c) Biodiversity and Ecosystems

ASG SOCIAL & Human SCIENCE
(a) Policy Research
(b) Social Transformation
(c) Human Rights,
(d) Ethics,
(e) Gender Youth and Sports

ASG CULTURE
(a) Heritage protections, conservations, promotion and development
(b) Tangible and Intangible Heritage, Cultural Diversity and Industries

ASG COMMUNICATION & INFORMATION
(a) Freedom of Expression and Media Development
(b) Archives and Documentation
(c) Access to Information and Knowledge

ADMINISTRATIVE SUPPORT AND HUMAN RESOURCE
- General Admin. Support Services;
- Office Space and Facilities;
- HRM and HRD
- Office Correspondences'
- Library, Registry and Records Management;
- Cleaning and maintenance Services
- Performance management;
- Stores Management
- Procurement
- ICT

CROSS CUTTERS