

STRATEGIC PLAN

—
Influence

—
Impact

—
Institutional Strengthening

2022 – 2026

Table of Contents

Foreword	01
----------------	----

Executive Summary	02
-------------------------	----

Sections

1 About the Ghana Commission for UNESCO	06
2 Setting the Foundations	11
3 An Assessment of the Ghana UNESCO Commission & its Environment	15
4 The Ghana Commission for UNESCO's 3i Strategy	24
5 Strategic Priority 1 – Influence	28
6 Strategic Priority 2 – Impact	33
7 Strategic Priority 3 – Institutional Strengthening	38
8 Organisation and Internal Governance	45
9 Risks	49
10 Monitoring & Evaluation	52
11 Financials	55
12 Operational Plan	57

Annexes

M&E Performance Assessment	61
Evaluation Strategy Worksheets	62

UNESCO's contribution to global peace, international cooperation and sustainable development is enormous. Through its National Commissions in Member States, partners, Centres and Associations, UNESCO, over the years, has and continues to progress towards the achievement of its mandate through its main fields of competence: Education, the Natural Sciences, Social and Human Sciences, Culture, Communication and Information.

The Government of Ghana attaches great importance to the mission of UNESCO, for which she ratified the Constitution of the Organization in 1957 and subsequently became a member in 1958. Consequently, the Government established the Ghana Commission for UNESCO to coordinate relations and all matters between UNESCO and the Government of Ghana.

This Five-year Strategic Plan, 2022 – 2026, maps priorities and strategies to enable the Government (through its Ministries, Departments and Agencies) effectively contribute its quota to the achievement of the mission of UNESCO.

The Plan outlines the strategic priorities, goals, sectoral groups and key actions that will help the Ghana Commission for UNESCO promote and foster peace and international cooperation in Ghana.

The Plan is responsive to the 40-year Development Plan of Ghana and the Africa Union's (AU) Agenda 2063.

I applaud the endeavours of the Commissioners, the Secretary-General and Staff and of the Ghana Commission for UNESCO to put together this Plan that will provide guidance to the Commission's operations in the next five years.

I, as the Chairman of the Commission, together with the Chief Director of the Ministry of Education, who is also the Vice Chairman of the Commission, pledge our sustained support to the Commission to ensure the fruitful execution of this Plan.

I further urge partners, Ministries, Departments, Agencies, other development partners and stakeholders of the Commission to continually lend their support to the Commission and to the successful implementation of this plan.

I look forward to a review and evaluation of this Plan as a time of celebrating our joint success in contributing to the development of Ghana.

**HON. DR. YAW
OSEI ADUTWUM (MP)**
MINISTER FOR EDUCATION & CHAIRMAN
OF THE COMMISSION



This Strategic Plan provides a planning framework for the Ghana Commission for UNESCO (NatCom) in promoting and fostering peace and international cooperation. Though the NatCom was established in 1958, it has over the years been run by Annual Programmes and now seeks to develop and be guided by this strategic plan for the next five years. The NatCom hopes that this plan will help revitalize it and make it a more effective and efficient Commission that delivers great value for the Government and people of Ghana.

This strategic plan provides a clear plan for making NatCom a more vibrant, sustainable and successful National Commission by providing a road map to continued effectiveness and growth. It outlines a new vision for the Commission by updating its vision, mission, functions, and the roles of members and identifying ways of addressing interdisciplinary issues.

The institutional arrangement defines the parameters for implementation, monitoring and evaluation of the strategic plan with emphasis on cross-departmental coordination. The strategy comes in 11 Sections. Section 1 presents the introduction of the Ghana Commission for UNESCO. In Sections 2 and 3, the strategic planning processes and framework and an assessment of the NatCom is conducted, together with its environment and strengths, weaknesses, opportunities and threats (SWOT). This plan's Theory of Change identifies three overarching strategic priorities, ten goal areas and five strategic programmes. Together, these objectives provide a framework for NatCom's national and international programme for 2022 – 2026 and for its work during this period, all presented in Sections 4 – 7. Section 8 details the governance and organisational structure needed to deliver the objectives in this strategic plan, whilst Section 9 outlines risks and assumptions underpinning the strategic plan, with Sections 10 and 11 treating the monitoring and evaluation framework and financial consequences respectively. The financing section of the document presents varied modalities for ensuring sustainable funding. An operational plan to help implement the strategic initiatives in this plan concludes the document in Section 12.

***The Ghana Commission for UNESCO exists to broker peace by
localizing the ideals of UNESCO and influencing policies in
UNESCO's five fields of competence.***

To contribute to impact-level change, the Strategic Plan identifies three Strategic Priorities, 10 Goal Areas and 15 pillars that orient NatCom's work for 2021–2026:

VISION	Ghana playing a lead role in UNESCO's efforts to foster peace and international cooperation for sustainable development.
MISSION	To coordinate Ghana's contribution to UNESCO's effort to foster peace and international co-operation through Education, the Sciences, Culture, Communication and Information.
VALUES	Professionalism Integrity Commitment

3 STRATEGIC PRIORITIES	Influence	Impact	Institutional Strengthening
------------------------	-----------	--------	-----------------------------

STRATEGIC PRIORITY 1	Influence. We will work to advance international cooperation between Ghana and her partners in UNESCO's fields of competence, and influence UNESCO's global agenda through increased presence at and contribution to UNESCO's work.		
GOAL AREAS	Goal Area (Outcome) 1: International cooperation between Ghana and her partners advanced in UNESCO's fields of competence.	Goal Area (Outcome) 2: Increased presence at and contribution to UNESCO's work.	Goal Area (Outcome) 3: Strengthened policy advisory role to Government of Ghana and MDAs.
KEY ACTIONS	Work with governments of Togo, Burkina Faso and Cote d'Ivoire on transboundary issues such as biosphere reserves and shared resources. Collaborate with German and other NatComs on Biosphere Reserve functioning. Partner with UNEP and WFP on MAB.	Work towards assuming President of the General Conference by 2026. Partner with UNESCO Field Offices and other development partners on teacher development. Leverage on digital technology to improve learning outcomes	Work with NDPC and allied agencies to influence development plans in compliance with UNESCO conventions and protocols.

STRATEGIC PRIORITY 2	Impact. We will make an impact with our work through peace promotion and capacity-building of partner institutions.	
GOAL AREAS	Goal Area (Outcome) 1: A more peaceful and inclusive Ghana secured through Education for Sustainable Development (ESD).	Goal Area (Outcome) 2: Capacity of state and non-state institutions built within UNESCO's fields of competence.
KEY ACTIONS	Obtain additional Category 2 centers within UNESCO's fields of competence by 2025. Establish ESD and SDG4 Committees at the Ministry of Education and NatCom and advocate for the mainstreaming of ESD across the education spectrum. Partner with NaCCA to mainstream culture into school curriculum by the end of 2023. Collaborate with the relevant ministries and agencies to put together tangible and intangible heritage registers by the end 2024.	Build capacity of state agencies to comply with UNESCO conventions. Constitute a new International Geoscience & Geoparks Committee as a committee of the Commission by Q1 2023. Collaborate with relevant stakeholders in the development of a Media & Information Literacy curriculum for Ghana by 2023.

STRATEGIC PRIORITY 3	Institutional Strengthening. We will build a financially sustainable National Commission through organisational development and improved best corporate governance practices by 2022.				
GOAL AREAS	Goal Area (Outcome 1): Modern, transparent and accountable governance of NatCom established.	Goal Area (Outcome 2): Management that is results-oriented, efficient, effective and collaborative.	Goal Area (Outcome 3): Staff that are versatile, motivated and act as agents of change.	Goal Area (Outcome 4): Financially sustaining organisation.	Goal Area (Outcome 5): Knowledge and information systems that are efficient, safe and secure.

KEY ACTIONS	Actively engage the Attorney General, lobby Cabinet and Parliament to pass the Ghana Commission for UNESCO Bill to legally empower NatCom.	Create two new positions of Deputy Secretaries-General, with one in charge of Programmes and the other in charge of Operations.	Introduce three new roles of PR & Communications Officer, M&E Officer and Government/ Stakeholder Relations Officer.	Develop and implement an Advocacy and Stakeholder Engagement plan as well as a Resource Mobilisation Plan. Obtain suitable office accommodation by 2022 and build own national office by December 2026.	Develop an information management system that effectively captures, stores and retrieves all knowledge products in NatCom.
	Develop Statutes to guide the operations and conduct of members of the Commission.		Conduct human resource audit.		
	Formulate and operationalize Processes, Policies and Procedures to guide staff decisions and actions		Develop a Scheme of Service.		
			Develop Conditions of Service.		

5 SECTORAL FOCUS GROUPS	Education	Natural Sciences	Social & Human Sciences	Culture	Communication & Information
-------------------------	-----------	------------------	-------------------------	---------	-----------------------------

ABOUT THE GHANA COMMISSION FOR UNESCO

"Since wars begin in the minds of men, it is in the minds of men that the defenses of peace must be constructed".
– UNESCO Constitution (1945)

Introduction

- This Strategic Plan provides a planning framework for the Ghana Commission for UNESCO in promoting and fostering peace and international cooperation.
- UNESCO's Constitution, Article VII stipulates that *"each Member State shall make such arrangements as suit its particular conditions for the purpose of associating its principal bodies interested in educational, scientific and cultural matters with the work of the Organization, preferably by the formation of a National Commission broadly representative of the government and such bodies"*.

About Ghana Commission for UNESCO

- The Ghana Commission for UNESCO (Ghana NatCom) started as a Committee for UNESCO Affairs in 1953 when Ghana became an Associate Member of UNESCO. On 11th April, 1958 when Ghana attained full membership of UNESCO, Cabinet approved the reconstitution of the National Committee under the new title 'Ghana National Commission for UNESCO'. The Commission serves as the official link between the Government of Ghana and UNESCO. It is an agency under the Ministry responsible for Education. National Commissions are unique institutions found in all Member States of UNESCO.
- The Government of Ghana recognizes UNESCO as a long-term strategic partner in support of achieving Ghana's national development plans and priorities.

Who are we? What is our target group?

- The Ghana Commission for UNESCO exists to broker peace by localizing the ideals of UNESCO and influencing policies in UNESCO's five fields of competence. The Ghana Commission for UNESCO works closely with a diverse range of partners – national and regional government, ministries, departments and agencies, other UN agencies, international and bilateral development partners, local and international NGOs, local civil society, academia, the media and communities.

What do we do?

- The Commission performs the following functions:
 - i. Acts as an advisory body to the government in determining policies with regard to UNESCO and its programmes.

- i. Acts as an advisory body to the government in determining policies with regard to UNESCO and its programmes.
 - ii. Serves as a liaison agency involving Ministries, Departments and Agencies (MDAs) in UNESCO activities for the advancement of Education, the Natural Sciences, Social and Human Sciences, Culture and Communication, with the aim of advancing mutual knowledge and understanding of UNESCO's work towards the common welfare of humankind.
 - iii. Disseminates information from and to UNESCO.
 - iv. Exchanges information and experiences with its counterparts in Member States of the Organization.
 - v. Fosters close cooperation between state agencies and services, professionals and universities as well as other centres of research and education.
 - vi. Co-operates with Government delegation to UNESCO General Conferences and other intergovernmental meetings convened by UNESCO, in the preparation of Ghana's position papers by preparing the contribution of Government to the work of these meetings.
 - vii. Participates in the search for candidates for vacant UNESCO posts financed under the regular programme or from extra-budgetary resources, and in the placement of UNESCO Fellowship holders.
 - viii. Participates in the planning and execution of activities entrusted to UNESCO which are undertaken with the assistance of the United Nations in Ghana.
- **Vision:** Ghana playing a lead role in UNESCO's efforts to foster peace and international cooperation for sustainable development.
 - **Mission:** To coordinate Ghana's contribution to UNESCO's effort to foster peace and international co-operation through Education, the Sciences, Culture, Communication and Information.
 - **Values and Principles:** The Ghana Commission for UNESCO will apply the following PIC operational values. These core values underpin all behaviour, policies and practices and are holistic in that they apply to NatCom's internal mode of operation and externally in relation to the stakeholders of NatCom:
 - i. *Professionalism* – We display the highest professional standards of ethics in all our contact with individuals and organisations. Our work is dynamic and of the highest quality.
 - ii. *Integrity* – Integrity is the key to our value system; opening doors to all our other values. We aim to be role models leading Ghanaians in terms of personal and institutional ethical conduct.
 - iii. *Commitment* – We are committed to changing and improving society through our dedicated work in promoting peace, international cooperation and promoting sustainable development.

Corporate Governance

- The Ghana Commission for UNESCO presently comprises at least thirty-five (35) members drawn from relevant Ministries, Departments, Agencies, institutions as well as non-governmental organizations in Ghana. The Commission meets in plenary session twice a year, preferably March/April and September/October. However, in a General Conference year, the Commission may meet more than twice. The Minister for Education is the Chairman of the Commission and currently Ghana's Representative on the UNESCO Executive Board chairs the Executive Committee of the Commission.
- Executive Committee of the Commission coordinates the activities of the Secretariat and the Committees. It takes decisions for the effective and efficient operation of the Commission and consists of the following members:
 - i. The Chairman of the Commission
 - ii. The Vice-Chairman of the Commission
 - iii. The Secretary-General to the Commission
 - iv. The Chairmen of the Six (6) Programme Specialized Committees.

The Secretariat

- At the operational level, there is a Secretariat headed by a Secretary-General, who serves as the Secretary to the Commission. The Secretariat also serves as the main channel of communication between the Government of Ghana and UNESCO. The Secretary-General operates under the supervision of the Chairman of the Commission.

Programme Specialized Committees

- There are six (6) Programme Specialized Committees which reflect the main fields of competence of UNESCO in Ghana, namely Education, Natural Sciences, Social & Human Science, Culture, Communication & Information and Legal & Administration. The members of each programme specialized committee are selected from government and non-governmental organizations. The Committees, comprising nine (9) members each, provide expert advice relating to their sectors and help the Secretariat to prepare briefs for the Ghana delegation to UNESCO meetings. The Programme Specialized Committees meet as and when necessary.

National Committees for the UNESCO Intergovernmental Programmes

- National Committees for the UNESCO Intergovernmental Programmes are the Commission's resource of experts drawn from various governmental and non-governmental agencies. They are involved in all projects implemented by the Commission either as implementers or advisors. They are responsible for advising the Government on UNESCO issues in their areas of competence. These are the:

INTERGOVERNMENTAL COMMITTEE	FUNCTION
National Committee of the Man and Biosphere (MAB) Programme	Handles environmental issues
National Committee of the International Oceanographic Committee (IOC)	Handles marine water issues
National Committee of the International Hydrological Programme (IHP)	Handles freshwater issues
National Bioethics Committee (NBC)	Handles issues on bioethics
Ghana Heritage Committee (GHC)	Handles Issues on Ghana heritage and culture
National Committee of the Information for All Programme (IFAP)	Handles issues on communication, information literacy and dissemination
National Committee on the Management of Social Transformation (MOST)	Handles social issues
National Committee for the Memory of World Programme	Handles issues on documentary heritage

Strategic Partnerships

- Ghana UNESCO Commission strategic partners are organisations with whom we develop joint activities. Our major partners include:

PARTNER/STAKEHOLDER	AREA OF COLLABORATION
Ministry of Education	Strategic Priority 1, Goal Areas 1, 2 and 3 Strategic Priority 2, Goal Area 1
Ministry of Foreign Affairs	Strategic Priority 1, Goal Areas 1, 2 and 3
Ministry of Information	Strategic Priority 2, Goal Areas 1 and 2
Ministry of Environment, Science, Technology & Innovation	Strategic Priority 2, Goal Areas 1 and 2
Ministry of Communication	Strategic Priority 2, Goal Areas 1 and 2 Strategic Priority 3, Goal Area 5
UNESCO Headquarters	Strategic Priorities 1, 2 and 3
Ministry of Gender & Social Protection	Strategic Priority 2, Goal Areas 1 and 2
Environmental Protection Agency	Strategic Priority 2, Goal Areas 1 and 2

Water Resources Commission	Strategic Priority 2, Goal Areas 1 and 2
Water Research Institute	Strategic Priority 2, Goal Areas 1 and 2
Universities	Strategic Priority 2, Goal Areas 1 and 2
National Information Technology Agency	Strategic Priority 2, Goal Areas 1 and 2 Strategic Priority 3, Goal Area 5
Council for Scientific & Industrial Research	Strategic Priority 2, Goal Areas 1 and 2
National Folklore Board	Strategic Priority 2, Goal Areas 1 and 2
Ghana Museums and Monuments Board	Strategic Priority 2, Goal Areas 1 and 2
Creative Arts Authority	Strategic Priority 2, Goal Areas 1 and 2
Ghana Investment Fund for Electronic Communications	Strategic Priority 2, Goal Areas 1 and 2
Ghana Education Service	Strategic Priority 2, Goal Areas 1 and 2
National Teaching Council	Strategic Priority 2, Goal Areas 1 and 2
Ghana Tertiary Education Commission	Strategic Priority 2, Goal Areas 1 and 2
National Council for Curriculum and Assessment	Strategic Priority 2, Goal Areas 1 and 2
National Media Commission	Strategic Priority 2, Goal Areas 1 and 2
Commission for Technical and Vocational Education and Training	Strategic Priority 2, Goal Areas 1 and 2
Complimentary Education Agency	Strategic Priority 2, Goal Areas 1 and 2
Ghana Journalists Association	Strategic Priority 2, Goal Areas 1 and 2
Ghana Library Authority	Strategic Priority 2, Goal Areas 1 and 2
UNESCO Category II Centres (IEPA and AIMS Ghana)	Strategic Priority 1 and 2

SETTING THE FOUNDATIONS

- Though the NatCom was established in 1958, it has over the years been run by Annual Programmes and now seeks to develop and be guided by this new strategic plan for the next five years. The NatCom hopes that this plan will help revitalize it and make it a more effective and efficient Commission that delivers great value for the Government and people of Ghana.
- This strategic plan provides a clear plan for making NatCom a more vibrant, sustainable and successful National Commission by providing a road map to continued effectiveness and growth. With strong leadership from the Chairman and members of the Commission, Executive Committee, Programme Specialized Committees, Secretary-General and staff, this strategic plan will increase the real, positive and measurable impact that NatCom can achieve for the Government and people of Ghana.
- NatCom will undertake annual reviews of this plan (September-October) to measure its progress on a systematic basis and embark on a new strategic planning process every five years.

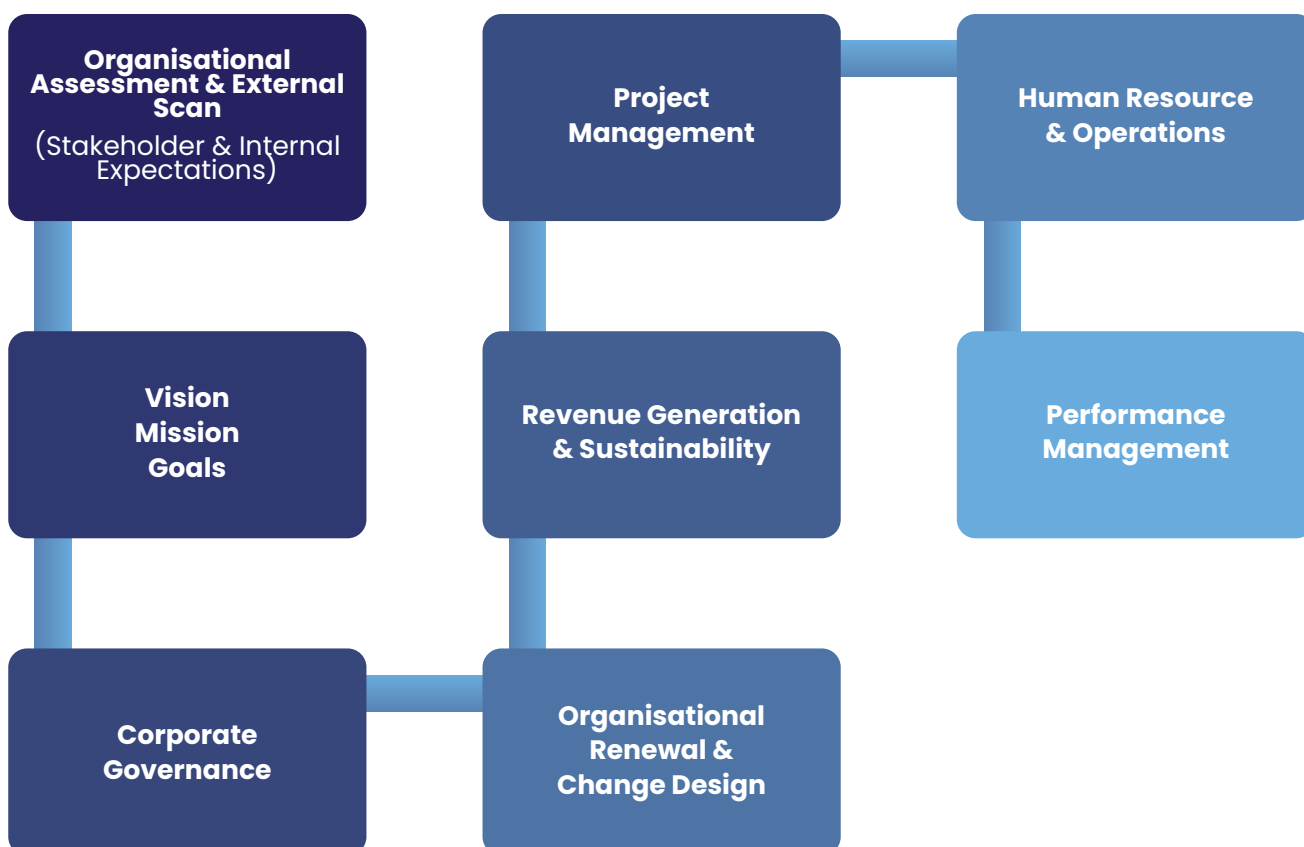
Strategic Planning Process

- This plan is a result of a comprehensive process facilitated by Revest ESG, a specialist environmental, social performance and governance consulting firm. The strategic plan was developed using a combination of private sector strategy development and Dialogic Organisation Development (OD) approaches. These participatory approaches enabled the staff, members, and external stakeholders of NatCom to engage in conversations that helped to identify NatCom's strengths, challenges, and potentials and the kinds of changes and improvements that needed to enhance its effectiveness as the leading specialized agency in the field of education, science and cultural organisation.
- The dialogic approach also enabled NatCom staff and members, partners and stakeholders, as a system to become more aware of the current and emerging realities in the sustainable development ecosystem, and to recommend strategic priorities that would reposition NatCom to be more relevant and effective in the face of emerging realities.
- The strategy development process consisted of:
 - i. A desk review of relevant documents that included NatCom's draft bill, annual reports, UNESCO Medium-Term Strategy (C/4), studies, proposals, programme reports and communication materials, various project reports, among others was conducted. In all, 45 documents were reviewed.
 - ii. A series of individual and group dialogues (or key informant interviews / focus group discussions), which the consultants conducted with the Secretary-General, all staff and managers, a broad range of the NatCom's external stakeholder groups

and individuals that NatCom and the consultants deemed necessary informed the strategic plan. In all, 16 individuals were consulted and three focus group discussions were held.

- iii. A desk review of the strategic landscape, which mainly included studying the strategic plans of five UNESCO national commissions and regional offices was conducted. Over 98 websites were visited in order to understand the strategic landscape.
 - iii. A two-day facilitated Strategic Planning development workshop.
 - iv. Commission and staff input and edits to the draft Strategic Plan.
 - v. A one-day stakeholder validation workshop.
 - vi. Commission approval of the final NatCom Strategic Plan.
- Equipped with preliminary insights from the desk study, the consultant developed a conceptual framework, a combination of systems and value chain approach, and a modified version of the Business Model Canvas+, to guide the interviews, dialogues and analyses during the development process. This process made it possible to assess the relevance and effectiveness of the resulting strategy and make pertinent recommendations regarding the effectiveness of each strategy to ensure effective delivery of NatCom's mandate.

Logical Framework



What Are NatCom's Members' Needs and the Value We Deliver? —

- Understanding 'customers' (the people we serve) is the key to giving them good service which in turn results in strong customer relationships and new opportunities through positive word-of-mouth recommendation. By dissecting our clients' needs, NatCom will be better equipped to deliver offerings and customer service that are aligned with those needs. What's more, knowing our customers enables us to create more targeted marketing strategies, maintain strong relationships with stakeholders, and increase the lifetime value of stakeholders.

Who Are Our Customers? —

- UNESCO and its Member States
- Schools
- Ministries, Departments and Authorities
- General Public
- CSOs
- Universities, Educational, Scientific, Research and Cultural Institutions
- Traditional Authorities
- International Community
- Metropolitan, Municipal and District Assemblies
- Development Agencies

What Are Our Stakeholders/Customers' Problems? —

STAKEHOLDER (CUSTOMER)	PROBLEMS/CHALLENGES
UNESCO and its Member States	Issues of sustainable development Management and allocation of freshwater resources Environmental degradation Declining water quality, and its associated risks Shortcomings in institutional and legal frameworks
Educational Institutions	Access to quality education - both formal and informal Inequalities in Educational Infrastructure Gender Inequalities Capacity-building for students and teachers through fellowships and research grants Lack of ICT infrastructure Curriculum Assessment
CSOs	Access to funding Lack of visibility for CSOs Training Needs Critical friends excluded from engagement
Cultural Institutions	Funding Gaps in Human Resources (skills, expertise, knowledge) Lack of management plans for heritage sites

Cultural Sector	Lack of societal appreciation of Ghanaian cultural monuments Gender inequality in the creative sector Under-developed creative sector Lack of cultural impact assessment
Traditional Authorities	Benefit sharing Livelihood improvement Neglect of indigenous knowledge systems Sustainable use of the resources Restoration of lost or degraded ecosystem
General Public	Human rights abuses Intolerance (Youth) Illiteracy Unemployment Violence, cyberbullying and bullying Violent Extremism Discrimination Security Lack of Education Equitable distribution of resources Climate change

How Do We Solve the Problems?

- We provide value and solve our stakeholders' problems through;
 - i. policy actions at the national level by mobilizing experts for preparation of policy and implementation (10% of total effort)
 - ii. participation in implementation by providing technical assistance/guidance- (5% of total effort)
 - iii. Provision of advisory services (20% of total effort)
 - iv. information dissemination (15% of total effort)
 - v. liaison role (50% of effort)

AN ASSESSMENT OF THE GHANA COMMISSION FOR UNESCO AND ITS ENVIRONMENT

Internal Environment

- An internal analysis looks inwards at the organization and assesses the elements that make up the internal environment. Performing this internal analysis allowed the NatCom to identify its strengths and weaknesses. This knowledge, combined with that of the external analysis, will aid the strategic decision-making of the Commission and management while carrying out the strategy planning process.

SWOT Analysis

- NatCom currently possesses the following strengths, weaknesses, opportunities and threats;

STRENGTHS	WEAKNESSES
• Recognised as an agency of the Ministry of Education with financial autonomy. • Knowledgeable human resources - experienced, professional and highly qualified staff. • Good leadership • Provision of policy direction and guidance. • Advocacy work. • Coordination of multi-sectoral programmes. • Facilitation of platforms to serve as laboratories of ideas. • Data collection for reporting to UNESCO on areas of competence. • Good International relations.	• Inadequate research • Lack of synergy between the programme areas. • Too many activities centred in urban areas. • Conservative. • Bureaucratic processes. • Gaps in internal communication • Lack of work policies • Outmoded Scheme of Service • No Act • No Conditions of Service • Inadequate human resource
OPPORTUNITIES	THREATS
• Media engagement on our mission and vision. • Conduct surveys, opinion polls, etc. to broker knowledge. • Developing programmes that are more community or society-based. • Create a desk to cater for youth and gender issues. • Private sector engagement for funding • Partner donor agencies to achieve the SDGs..	• Change in governments. • Low level of financial support for programmes/projects. • No other source of funding • Delay in release of funds for programmes.

- | | |
|--|--|
| <ul style="list-style-type: none"> Nationwide sensitization of work and mandate to institutions, agencies across the country. | |
|--|--|

- The Commission must take steps to work on the weaknesses and develop an action plan to tackle its threats.

PESTEL Analysis

- An external analysis looks at the environment an organization operates in and how those factors currently impact or could impact the organization. A key difference between the factors external to an organization and the internal factors is that the organization generally has little to no control over external components

Political

- Since 1992, Ghana has held seven successful multiparty elections, with the eighth set of presidential and parliamentary elections held on December 7, 2020. Ghana has a long record of orderly transfers of power, with power having been transferred peacefully in 2000, 2009 and 2017 from the governments of the National Democratic Congress (NDC) and the New Patriotic Party (NPP). Beyond successful elections, Ghana has made appreciable progress in institutionalising multiparty democratic governance within the framework of the 1992 Constitution. To date, there is considerable evidence of political liberalization which allows Ghanaians to enjoy a much wider range of rights and liberties, as well as the emergence of a vibrant civil society and a free and independent media that increasingly holds the government accountable on behalf of citizens. Indeed, with these significant developments, Ghana's democratization has been touted by academics as one of the political success stories in Africa¹.
- The above gains notwithstanding, few will disagree that "the democratic development of Ghana is still very much work in progress."², as a number of democratic deficits still persist at all levels of governance – national, regional and local.
- The 2020 general elections will continue to influence both the policies and views of the government and opposition parties for the medium term. In most post-election scenarios, NatCom's priorities in ensuring a sustainably developed Ghana will likely receive on-going support for these programmes from both the NPP and NDC.

Ghana's Policy Environment

- Ghana has a long-term national development plan (2018–2057), with the vision of achieving "a just, free and prosperous society" by 2057 in which:
 - extreme forms of deprivation, such as hunger, homelessness and poverty, are eliminated
 - economic growth is environmentally sensitive and public policy will ensure that it is equitable across sectors, administrative regions and socio-economic groups

¹ (GyimahBoadi 2008; Whitfield and Jones 2008:1; Ninsin 1998).

² Mensah 2007:6

- iii. the economy is driven by industrial production with full participation of Ghanaians in a stable macroeconomic environment
- iv. health care is available and affordable, and education prepares people for purposeful life
- v. science, technology and innovation underpin development
- vi. all citizens participate in and share equitably the benefits of development³.

Medium-Term National Development Policy Framework

- The President's Coordination Programme of Economic and Social Development Policies (CPESDP) termed, "Agenda for Jobs, Creating Prosperity and Equal Opportunities for All", is being implemented over the period of 2018-2021. The National Development Planning Commission (NDPC) has commenced a consultative process to draft a new Medium-Term National Development Policy Framework (MTNDPF, 2022-2025) for the next three years. Dr. Kodjo Essien Mensah-Abrampa, the Director-General of NDPC, has said the draft policy framework will be aligned to the Sustainable Development Goals (SDG), the AU Agenda 2063, and ECOWAS protocols that Ghana had signed onto.
- District Medium-Term Development Plans and the Regional Integrated Plans will have to be implemented comprehensively to ensure the achievement of both regional and national development goals and objectives to support the Assemblies to prepare the required spatial maps for the Medium-Term Development Plans, 2022-2025. These policy frameworks will impact the implementation of NatCom's strategic plan.

Social Development

- According to the National Development Planning Commission, social development in Ghana constitutes the core of "national development," namely, human development and welfare. Policies on social development therefore cover a broad range of issues, including (but not limited to) the following: education (including training); health (including nutrition); housing (including sanitation); employment (including decent work); cultural activities (including sports); and social protection (both direct and indirect). The long-term objective of social development is to create safe, peaceful and sustainable communities where, in accordance with the Constitution, Ghanaians can live productive, prosperous, and fulfilling lives, in freedom and in peace.

Education

- Much of the education taking place in Sub-Saharan Africa, Ghana being no exception, is neither functional nor developmental (World Bank, 2018) and change is urgently needed. "There have been the reforms and major policy initiatives without qualitative improvements in education; schooling without learning in much of basic public schools; and over-production of barely employable, morally bankrupt graduates lacking the soft skills of critical thinking, effective communication or adaptability, among others, which is required in the world today."⁴ The history of educational policy in Ghana shows that each successive policy text owes much to the policy themes set out in earlier texts. Recurring education policy themes include the provision of free education and the need for a practical, vocationally oriented education. The call for free primary

³ National Development Planning Commission

⁴ Stephen Adel. March 2019. The Functional Education Ghana Needs.

education goes back to at least 1951, and that for practical, vocationally-oriented education to as early as 1847, during the British colonial period. Recurring policy concerns include access, quality and costs, with varying emphases at different points in time. A recurring policy tension has been between expansion of access and the quality of education⁵.

- Ghana's Education Strategic Plan (ESP) sets out the vision and policies for realising the ambition of transforming Ghana into a 'learning nation'. The ESP 2018–2030 revolves around the ambition to improve the quality of education for all in Ghana. Every sub-sector of the education system has a strategic goal and is based on three policy objectives. These are:
 - i. improved equitable access to and participation in inclusive education at all levels,
 - ii. improved quality of teaching and learning and STEM at all levels,
 - iii. sustainable and efficient management, financing and accountability of education service delivery.
- The foreword to the Education Strategic Plan 2018–2030 says it aims to “put Ghana on the road towards meeting the Sustainable Development Goals and represents a deliberate reorientation towards this aim, as it replaces the previous ESP 2010–2020. This plan not only sets the long-term vision but also how this will be operationalized in the medium term through the accompanying Education Sector Medium Term Development Plan 2018–2021.” The ESP was informed by extensive analysis, which includes the Equity, System Capacity and Cost and Finance Analysis commissioned specifically for the ESP, as well as a broad range of evidence and research produced by partners.

Inclusive Education

- The Inclusive Education Policy (2013), Complementary Education Agency Act, Early Childhood Policy and the Tertiary Education Policy define the strategic path of the Government for inclusive education, complementary education and tertiary education. These policies build upon sections in the 1992 Constitution, the National Development Agenda, the Education Strategic Plan and International Commitments to achieve national as well international goals for creating an environment for addressing the diverse education needs of Ghanaians. The Inclusive Education Policy is founded on the premise that every child has the right and can learn. The Universal Design for Learning (UDL) model is the super structure upon which the policy is expected to deliver quality equitable education to all. The UDL is complemented by the Child Friendly Schools (CFS) model. Under the UDL and the CFS model, the strategic focus of the policy has the overarching goal –to redefine the delivery and management of education services to respond to the diverse needs of all pupils/students within the framework of Universal Design for Learning. The strategic focus includes improving equitable access to quality education for all children of diverse educational needs; provision of requisite teaching and learning materials; capacity development for professional and specialized teachers and managers as well as improvements in education service delivery.

⁵ Angela W. Little. August 2010. Access to Basic Education in Ghana: politics, policies and progress.

Communication & Information

- Many countries see information and communication technologies (ICTs) as a necessary foundation for sustained, long-term socio-economic development. Consequently, such countries have developed policies and strategies to harness the potential of ICT. Ghana has formulated two policies, the ICT for Accelerated Development Policy of 2003 and the National Telecommunications Policy of 2005, aimed at facilitating the country's development into an information society.
- The Ghana ICT for Accelerated Development (ICT4AD) Policy represents the Vision for Ghana in the information age. It is based on the Policy Framework Document: "An Integrated ICT-led Socio-economic Development Policy and Plan Development Framework for Ghana" released in March 2003. The Ghana ICT for Accelerated Development (ICT4AD) Policy Statement fully takes into account the aspirations and the provisions of key socio-economic development framework documents including: the Vision 2020 –The First Steps; the Ghana Poverty Reduction Strategy (GPRS) (2002–2004) and the Co-ordinated Programme for Economic and Social Development of Ghana (2003– 2012).
- The Priority Focus Areas of the ICT4AD Policy encompass 14 Pillars, as follows;
 - i. Accelerated Human Resource Development
 - ii. Promoting ICTs in Education – The Deployment and Exploitation of ICTs in Education
 - iii. Facilitating Government Administration and Service Delivery – Promoting Electronic Government and Governance
 - iv. Facilitating the Development of the Private Sector
 - v. Developing an Export-Oriented ICT Products and Services Industry
 - vi. Modernization of Agriculture and the Development of an Agro-Business Industry
 - vii. Developing a Globally Competitive Value-Added Services Sector – A Regional Business Service and ICT Hub
 - viii. Deployment and spread of ICTs in the Community
 - ix. Promotion of National Health
 - x. Rapid ICT and Enabling Physical Infrastructure Development
 - xi. Legal, Regulatory, and Institutional Framework Provisions
 - xii. R&D, Scientific and Industrial Research Capacity Development
 - xiii. Promoting Foreign and Local Direct Investment Drive in ICTs
 - xiv. Facilitating National Security and Law and Order
- Other policies and strategies in the communication and information sector that will affect NatCom during the strategy period are;
 - i. Ghana National Cyber Security Policy & Strategy (2014)
 - ii. National Broadband Strategy (2012)
 - iii. National Telecommunications Strategy (2004)

Culture

- Ghana has over 50 ethnic groups whose common values and institutions represent her collective national heritage. Each of these ethnic groups, brought together by accident of history, has unique cultural features and traditions that give identity, self-respect and pride to the people. Since independence, the emerging civil society of Ghana has

recognized the need to promote unity within this cultural diversity, and Ghana has since enjoyed relative unity, stability and peace.

- The GSGDA contains five (5) Policy Objectives that are relevant to the Culture and Creative Arts sector. These are:
 - i. Diversify and expand the tourism industry for economic development.
 - ii. Intensify the promotion of domestic tourism
 - iii. Promote sustainable tourism to preserve historical, cultural and natural heritage
 - iv. Develop a competitive creative arts industry
 - v. Harness culture for national development.
- Policies in the sector are the Cultural Policy of Ghana (2004), dedicated to the realization of the vision of the people of Ghana to respect, preserve, harness and use their cultural heritage and resources to develop a united, vibrant and prosperous national community with a distinctive African identity and personality and a collective confidence and pride of place among the comity of Nations.

Economic Development

- Economic development is about more than “GDP growth” or any of the standard measures of economic activity, according to the National Development Planning Commission. In its broadest and proper sense, “economic development” deals as much with growth (the expansion in goods and services) as it does with opportunities for citizens to participate in the very process that generates that growth. It implies efficiency, international competitiveness, equality, equity, safety, good health, and the mutual responsibilities of employers and employees in the pursuit of the common good. Where for whatever reason, such as disability, infirmity or disaster, some citizens are unable to participate in the process, the State must stand ready to support them out of a collective sense of moral responsibility.
- This view of economic development implies inter-dependence between economy and society and the need for development policy to recognize this relationship at all times. For example, efficiency, which is a prerequisite for boosting productivity and competitiveness, requires at the very least a well-educated and healthy citizenry. Higher productivity in turn is a necessary though by no means sufficient condition for raising wages and those moving the country closer to its goal of poverty eradication. These complex relationships between economy and society have guided development policy in Ghana for decades and continue to do so over the course of this strategic plan.

Institutional Development

- “Institutions” generally comprise that network of laws, policies, regulations, organisations, cultural practices, belief systems and attitudes that, although abstract, play a critical role in attaining tangible results from national development efforts. Weak laws, for instance, can foster endemic corruption – which diverts scarce resources from development to other uses – or pervasive lawlessness, which undermines social and economic order and thus reduces their contribution to national development. A typical example is the conversion of streets, including highways, into markets and lorry parks,

increasing the time and cost of travel and effectively undermining economic efficiency and competitiveness

- Belief systems that disadvantage sections of the population such as women, and work attitudes lower productivity and undermine income growth, all militate against any meaningful efforts at fostering rapid and equitable development and ultimately eliminating poverty. Institutional development therefore forms a critical part of Ghana's evolving strategy for long-term national development and socio-economic transformation. It will in many ways determine the success or failure of that strategy.

Environmental Development

- In Ghana, environmental development refers both to the "built environment" (largely reflecting spatial planning and the various infrastructure that define it) and the "natural environment" (made up principally of land, water bodies and the atmosphere) and how they influence the process of social and economic development. The UN Conference on Environment and Development that was held in Rio de Janeiro, Brazil, in 1992, promoted global awareness of the relationship between the environment and development. Ghana has been in the forefront of mainstreaming "environment" into its development plans since then. The emphasis, however, has been mostly on the natural environment, to the virtual exclusion of the built environment which is the foundation for translating lofty social and economic ideals into concrete manifestations of material and human progress.
- Indeed, since the mid-1960s, when a National Physical Development Plan was abandoned, Ghana has not had a comprehensive framework for guiding the development of the built environment. The result is the emergence of informal settlements across the country, haphazard development of infrastructure, and generally inefficient delivery of essential social and economic services. In 2011, the government began taking steps to remedy the situation. One result is the completion in early 2015 of the first National Spatial Development Framework and the introduction of a bill later to harmonize land use and spatial planning in the country. It is expected that this legislation and policy document, along with others such as the Ghana Urban Development Policy and its Action Plan, will complement existing policies on the natural environment to form a strong and coherent basis for incorporating "environment" into Ghana's national development and attaining Sustainable Social, Economic and Environmental Development (SSEED).

Natural Sciences

- The strategic role of STI in Africa's development has been elaborated in the Science, Technology and Innovation Strategy for Africa (STISA-2024), which the Heads of States of Africa committed to in 2014, to guide the development and application of STI in Africa within the next ten years (to 2024). The stated mission of STISA-2024 is to accelerate Africa's transition to an innovation-led, knowledge-based economy (African Union Commission, 2014)⁶.

⁶ African Union Commission (2014) Science, Technology and Innovation Strategy for Africa (STISA2024), AUC, Addis Ababa.

- Ghana's Government has therefore renewed its commitment to harnessing science, technology and innovation (STI) to help meet its economic, social and environmental challenges and to promote inclusive and sustainable growth and development. As part of this commitment, a new national STI Policy was launched in March 2010 under the leadership of the Ministry of Environment, Science and Technology.
- The National Science, Technology and Innovation Policy therefore aims, in broad terms, to provide a framework for stimulating innovation in the economy and the society. In STI terms, Ghana's vision is to develop to become a high-income country which fully applies and integrates STI into national development strategies. This positions the country to harness the nation's total science and technology capacity to achieve national objectives for poverty reduction, competitiveness of enterprises, sustainable environmental management and industrial growth. Specific objectives are to:
 - i. facilitate mastering of scientific and technological capabilities;
 - ii. provide a framework for inter-institutional collaborations in developing STI programmes in all sectors of the economy to meet the basic needs of the society;
 - iii. create the conditions for the improvement of scientific and technological infrastructure for research and development and innovation;
 - iv. ensure that STI supports Ghana's trade and export drive for greater competitiveness;
 - v. promote science, technology and innovation culture in the wider society.

What Trends Will Drive NatCom's Work?

- The United Nations Educational, Scientific and Cultural Organization (UNESCO) is the specialized agency of the United Nations system with responsibility for promoting co-operative action amongst Member States in the areas of Education, the Natural Sciences, Social and Human Sciences, Culture and Communication and Information. UNESCO's five core functions, carried out in its designated fields of competence (Education, the Natural Sciences, Social and Human Sciences, Culture and Communication and Information) are:
 - i. serving as a laboratory of ideas and generating innovative proposals and policy advice in its fields of competence
 - ii. developing and reinforcing the global agenda in its fields of competence through policy analysis, monitoring and benchmarking
 - iii. setting norms and standards in its fields of competence and supporting and monitoring their implementation
 - iv. strengthening international and regional cooperation in its fields of competence, and fostering alliances, intellectual cooperation, knowledge-sharing and operational partnerships
 - v. providing advice for policy development and implementation and developing institutional and human capacities.
- Across these functions, UNESCO has adopted a 8-year Medium Term Strategy for the period 2014-21 (37C/4) that identifies two overarching objectives, two global priorities and nine strategic programmes. Together, these objectives provide a framework for UNESCO's international programme and for NatCom's work during this period. Like other agencies of the United Nations system, UNESCO is vested with responsibilities in

pursuit of internationally agreed development goals. The Sustainable Development Goals are a particular focus of UNESCO, which helped to frame the Education 2030 agenda which is encapsulated in SDG 4, Education. The Incheon Declaration, adopted at the World Education Forum in Korea in May 2015, entrusted UNESCO to lead and coordinate Education 2030 through guidance and technical support within the overall SDG agenda.

Environmental Development

- Since 1984, UNESCO has defined the African continent as a priority in the implementation of its mandate. In its 37C/4 Medium Term Strategy (2014-2021), the Organization formalized this choice, by rendering Africa one of its two Global Priorities (along with Gender Equality) to be mainstreamed across UNESCO's programmatic activities. To support this stance, the Organization devised the Operational Strategy for Priority Africa (2014-2021) (OSPA) which namely details six flagship programmes – related to all of UNESCO's focus areas (Education, Natural Sciences, Social and Human Sciences, Culture, Communication and Information) – to be implemented in Africa in view of encouraging the development of the continent and addressing its specific needs. UNESCO's OSPA is closely aligned with both the 2030 Sustainable Development Agenda and the African Union's 2063 Agenda: The Africa We Want. Upcoming debates to design the next UNESCO Medium-Term Strategy (2022-2030) and UNESCO's revised Operational Strategy for Priority Africa to be adopted in November 2021 should help to strategically position UNESCO in Ghana and greatly impact its work.

STRATEGIC FOCUS

- From the situational analysis presented above, the following key issues emerge and will guide the development of our strategy:
 - i. A complex mix of cross-cutting development challenges will impact the issues dear to UNESCO in the next decade.
 - ii. Committed to 2030 Agenda for Sustainable Development and 17 SDGs.
 - iii. The Ghana Commission for UNESCO is doing well but can increase visibility and impact.
 - iv. The Ghana Commission for UNESCO must increase its basket of services to its primary stakeholders and public if it is to remain relevant to them in the short to medium term.

Our Theory of Change

- NatCom's overarching Theory of Change summarizes how its concrete actions contribute to the impacts and outcomes across each of the three goal areas of the Strategic Plan. The Theory of Change also seeks to explain the link between change strategies and the delivery of outputs that contribute to higher-level results, including the Sustainable Development Goals. To capture the approaches that NatCom is using to ensure that its programmes are effective in terms of both delivering results directly and leveraging the capacities and comparative advantages of others, the Strategic Plan Theory of Change identifies nine Goal Areas (outcomes) that NatCom will pursue across all three strategic priorities.
- The Theory of Change that underpins NatCom's work is if NatCom advances international cooperation between Ghana and its partners in UNESCO's fields of competence, and if Ghana can influence UNESCO's global agenda through cooperation and increased participation and presence at UNESCO, and if NatCom can contribute to a more peaceful and inclusive Ghana through Education for Sustainable Development (ESD) and capacity-building of state and non-state institutions; then it will lead to a sustainably developed Ghana.

Our Theory of Change

SP Impact	We will make an impact with our work through peace promotion and capacity building of partner institutions.		
Theory of Change	Influence through international cooperation & increased presence at UNESCO.	Impact through peace promotion and capacity-building of partner institutions.	= A sustainably developed Ghana.

Outcomes (beyond Year 5)	Outcome 1 – between Ghana and her partners advanced in UNESCO's fields of competence. Outcome 2 – Increased participation and presence at UNESCO.	Outcome 1 – A more peaceful and inclusive Ghana achieved through Education for Sustainable Development (ESD). Outcome 2 – Capacity of state and non-state institutions built within UNESCO's fields of competence.	Outcome – An efficient, effective and self-sustained National Commission.
Outputs	16 outputs	25 outputs	11 outputs
Inputs	- Joint initiatives with governments, a variety of national and international partners, and relevant stakeholders. - Increase Ghana's strategic positions and places at UNESCO. Provide policy advice to the Government of Ghana.	- Education for Sustainable Development (ESD). - Foster partnerships and collaborate to deliver projects in education, culture, Natural Sciences, Social and Human Sciences, communication & information.	- Modern, transparent and accountable governance of NatCom. - Management that is results-oriented, efficient, effective and collaborative. Staff that are versatile, motivated and act as agents of change. - Financially sustaining organisation. Knowledge and information systems that are efficient, safe and secure.
Assumptions	- Implementation of this Strategic Plan is adequately resourced. - NatCom itself is well-resourced to contribute to national development priorities and the Sustainable Development Goals. - Relative political, economic and social stability in Ghana. - Effective and healthy collaboration with partners across Government (MDAs). - Capacities of NatCom's partners are strong, and they partner with NatCom effectively and efficiently. - There is public support for the work of NatCom around Ghana. - NatCom programmes align with strategic priorities and goal areas in this Strategic Plan.		

Our Theory of Change

- This Theory of Change identifies three overarching strategic priorities, ten goal areas and five strategic programmes. Together, these objectives provide a framework for NatCom's national and international programme for the five years to 2026 and for its work during this period.
- Goal Areas (outcomes). To contribute to impact-level change, the Strategic Plan identifies five Goal Areas that orient NatCom's work for 2021–2026:
 - i. Influence**
 - Goal Area (Outcome) 1 – International cooperation between Ghana and its partners advanced in UNESCO's fields of competence.
 - Goal Area (Outcome) 2 – Presence at and contribution to UNESCO's work Increased.
 - Goal Area (Outcome) 3 – Strengthened policy advisory role to Government of Ghana.
 - ii. Impact**
 - Goal Area (Outcome) 1 – A more peaceful and inclusive Ghana through Education for Sustainable Development (ESD).
 - Goal Area (Outcome) 2 – Capacity of state and non-state institutions built within UNESCO's fields of competence.
 - iii. Institutional Strengthening**
 - Goal Area (Outcome 1): Modern, transparent and accountable governance of NatCom.
 - Goal Area (Outcome 2): Management that is results-oriented, efficient, effective and collaborative.
 - Goal Area (Outcome 3): Staff that are versatile and act as agents of change.
 - Goal Area (Outcome 4): Financially self-sustaining organization.
 - Goal Area (Outcome 5): Knowledge and information systems that are efficient, safe and secure.
- Outputs. NatCom has identified 15 Pillars (outputs) for each of the 10 Goal Areas (outcomes) that require the organization's leadership and contribution to outcome-level change and by extension to the related Sustainable Development Goals targets. In developing the outputs, NatCom sought to formulate results for which it has the mandate and comparative advantage. The output-level results and indicators capture the full range of support that NatCom provides, such as advisory, coordination, direct service provision, systems-strengthening, policy processes, advocacy, and various types of support related to positive changes in social norms.
- This approach to output formulation was guided by the definition provided in the Results-Based Management Handbook of the United Nations Development Group (UNDG), which specifies that outputs are 'changes in skills or abilities and capacities of individuals or institutions', or 'the availability of new products and services that result from the completion of activities' within a development intervention within the control of the organization. They are achieved 'with the resources provided and within the time period specified' and 'are the level of result in which the clear comparative advantages

of individual agencies emerge, and accountability is clearest. Outputs are linked to those accountable for them, giving the results chain a much stronger internal logic⁷.

Links to the Sustainable Development Goals

- NatCom's work under Goal Area 1 will support the achievement of the following Sustainable Development Goals:
 - i. 17 (Partnerships for the goals)
 - ii. 10 (Reduce inequality within and among countries)
 - iii. 4 (Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all)
 - iv. 5 (Achieve gender equality and empower all women and girls in both humanitarian and development contexts).
- Work under Goal Area 2 will support the achievement of the following Sustainable Development Goals:
 - i. 17 (Partnerships for the goals)
 - ii. 4 (Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all)
 - iii. 16 (Promote peaceful and inclusive societies for sustainable development).
- Work under Goal Area 3 will support the achievement of the following Sustainable Development Goals:
 - i. 8 (Promote inclusive and sustainable economic growth, employment and decent work for all)
 - ii. 16 (Peace, justice and strong institutions)
 - iii. 17 (Partnerships for the goals)

⁷ <https://undg.org/wp-content/uploads/2016/10/UNDG-RBM-Handbook-2012.pdf>

STRATEGIC PRIORITY 1

Influence. We will work to advance international cooperation between Ghana and her partners in UNESCO's fields of competence, and influence UNESCO's global agenda through increased presence at and contribution to UNESCO's work.

Objective: Increase Ghana's presence at UNESCO by 5% year-on-year for the next five years.

Goal Area (Outcome):

Outcome 1 – International cooperation between Ghana and her partners in UNESCO's fields of competence advanced.

Outcome 2 – Presence at and contribution to UNESCO's work increased.

Outcome 3 – Policy advisory role to the Government of Ghana (GoG) strengthened.

- NatCom will work with her partners in aligning efforts behind the Sustainable Development Goals and will use the concepts of collaborative and comparative advantage to determine the best approach. Implementation of programmes in UNESCO's fields of competence is interlinked and integrative. This will require a strong and agile cross-sectoral and multisectoral approach of international partners.
- Output to outcome level. If countries cooperate fully, harmonize and jointly implement programmes to increase peace and harmony in communities, and if they adopt policies, strategies and programmes that address risks to peace, conflict and social cohesion, and if they initiate action towards ensuring that communities respond to the needs of their peoples: then societies will develop in a more safe, secure and sustainable manner.
- NatCom will support the implementation of Strategic Priority 1 (SP 1) through four pillars (how) of intervention:

Outcome 1 – International cooperation between Ghana and its partners in UNESCO's fields of competence advanced.

SP 1 Pillar 1: Organize joint initiatives with other NatComs, a variety of national and international partners, and relevant stakeholders.

- Democratization and globalization have been defining features of the international community in recent years. Governments have responded to globalization by pursuing cooperation with international organizations in order to address problems they cannot solve alone. At the policy level, NatCom will organize joint initiatives with governments, a variety of national and international partners, and relevant stakeholders to support Ghana in advancing access to information and achieving SDGs. These institutions provide a forum for encouraging collective actions for common solutions and help leverage resources as we seek to manage ongoing and emerging sustainable development challenges in new ways.

SP1 Pillar 2: International cooperation with the United Nations and its subsidiaries.

- The United Nations (UN), with its many component bodies, is foremost among the multilateral, intergovernmental organizations with which NatCom will engage on economic, socio-cultural, governance, environmental and sustainable economic development issues. Cooperation to manage natural resources and climate change is fundamental to building safe, stable and prosperous societies. This helps to ensure that NatCom and its national stakeholders are operating on an equal footing with international counterparts. The UN system includes subsidiary bodies which support its sustainable development efforts. Our activities with the UN and its subsidiary bodies will be guided by a Memoranda of Understanding and a Cooperative Agreements.

SP 1 Pillar 3: Cooperation with the African Union, ECOWAS and other continental bodies.

- The African Union (AU) is the most important association of African countries. The African Union is a decisive driving force for the political and economic development of Africa, with a primary purpose of African integration, in other words, the promotion of cooperation based on coordination and solidarity among African states, with a view to achieving peace, security and prosperity for all the people of the continent. In 2013, the members of the AU adopted their Agenda 2063, a common vision for Africa's development over the next 50 years, with seven aspirations.
- In collaborating with global and bilateral partners, and working to promote sustainable development, protect vulnerable populations, facilitate commerce, and engage diplomatically around the world, NatCom will deploy the following strategies;
 - i. Sharing our experiences with friendly nations.
 - ii. Consensus-building on operational management strategies.
 - iii. Strengthening cooperation with domestic and foreign NGOs.
 - iv. Leveraging private resources for international cooperation.
 - v. Partner-wide policy, planning, and coordination.
 - vi. Raise awareness through advocacy events.
 - vii. Consultations and working group meetings to share progress, challenges, and opportunities.

Outcome 2 – Presence at and contribution to UNESCO's work increased.**SP 1 Pillar 4: Increase Ghana's presence at UNESCO.**

- According to the European Union, "international organisations and institutions take crucial decisions and actions when it comes to global development." To stay relevant in today's shifting information economy and highly challenging geopolitical environment, NatCom, working in partnership with key state institutions, will embark on a tactical campaign to increase Ghana's presence at UNESCO. NatCom will work to build the capacity of suitably qualified Ghanaians – provide practical guidance on how to engage and build capacity in valuable engagement strategies to enable Ghanaian candidates to have competitive edge over other candidates.

Outcome 3 – Strengthen Policy Advisory Role to the Government of Ghana

SP 1 Pillar 5: Strengthen Policy Advisory Role to the Government of Ghana.

- As a national coordinator and convenor, NatCom will provide strategic policy advice to national and sub-national governments. We will seek to develop an approach and a set of tools that helps the Government and its Ministries, Departments and Agencies to set priorities, goals, objectives and measurable and achievable results in the attainment of the SDGs. We will provide technical advice to the Government and facilitate capacity development training to Ministries, Departments and Agencies on how to reform laws, regulations, policies, and contracts in order to meet the requirements of, and comply with provisions of ratified and/or acceded Conventions.

Strategic Priority 1	Influence. We will work to advance international cooperation between Ghana and her partners in UNESCO’s fields of competence, and influence UNESCO’s global agenda through increased presence at and contribution to UNESCO’s work.				
Objective	Increase Ghana’s presence at UNESCO by 5% year-on-year for the next five years.				
Relevant SDGs	Goals 16 and 17				
Relevant national priorities	President’s policy statement on increasing Ghana diplomatic presence across the world.				
Success Criteria	# of Committee memberships # of times Ghana(ians) rapporteur # of Ghanaians chairing Committees, Panels and Boards # of advisory boards with Ghanaian presence				
Pillars					
SP 1 Pillar 1: Joint initiatives with other Member States, Natcoms, national and international partners, and relevant stakeholders.	SP1 Pillar 2: International cooperation with UNESCO and the United Nations Development System.	SP 1 Pillar 3: Cooperation with the African Union, ECOWAS and other continental bodies.	SP 1 Pillar 4: Increase Ghana’s presence at UNESCO.	SP 1 Pillar 5: Strengthen policy advisory role to GoG.	
Actions: Work with governments of Togo, Burkina Faso and Cote d’Ivoire on transboundary	Actions Partner with the United Nations Development System (UNDS) on Teacher Development.	Actions: Liaise with the Africa Bureau of the Ministry of Foreign Affairs and Regional Integration and	Actions: Increase Ghana’s strategic positions in line with UNESCO’s Priority Africa Programme.	Actions: Issue policy papers to MDAs. Advise MDAs on latest trends in policies and	

issues such as biosphere reserves and shared resources Collaborate with NatComs on Biosphere Reserve management. Facilitate the IEPA's capacity -building mandate in the sub-region. Facilitate collaboration between AIMS Ghana and the Technology Consultancy Center (TCC) at KNUST in the area of technology transfer. Lobby to have additional Category 2 centers within UNESCO's fields of competence by 2025.	Partner with UNFPA, IOM and International Water Management Institute (IWMI) on migration and social transformation. Form/establish an SDG 4 National Committee and monitor its progress in partnership with UNDP and UNICEF. Collaborate with the African World Heritage Fund (AWHF) and the World Heritage Centre (WHC) for the management of Ghana's heritage sites.	the NDPC on AU's Agenda 2063.	Prepare Ghanaian experts and lobby for positions at UNESCO. Work towards assuming Vice President of the General Conference by 2026. Get Ghana elected unto the Intergovernmental Coordinating Council of the MAB Programme by 2025. Get Ghana elected on the ICC of the International Hydrological Programme in 2023. Get Ghana elected unto the ICC of Oceanography Commission in 2023. Get Ghana elected unto the Legal Committee of the General Conference by 2025. Get Ghana elected unto the World Heritage Committee by 2023.	UNESCO conventions Work with NDPC to influence development plans to comply with UNESCO Conventions and protocols. Build capacity of state agencies to comply with UNESCO conventions. Work with MDAs to undertake national reporting in compliance with UNESCO Conventions.
--	---	--------------------------------------	--	---

			Get Ghana elected unto the Intergovernmental Council of the International Programme for the Development of Communication (IPDC) by 2025.	
Responsible Officer: Deputy Secretary-General, Programmes	Responsible Officer: External Relations Officer	Responsible Officer: External Relations Officer	Responsible Officers: Deputy Permanent Delegate. Government Relations Officer	Responsible Officer: Government Relations Officer
Senior Responsible Owner: Secretary-General				

STRATEGIC PRIORITY 2

Impact. We will make an impact on our work through peace promotion and capacity -building of partner institutions.

Objective: Build sustainable partnerships with state and non-state actors, multilateral and bilateral organisations by December 2025.

Goal Area (Outcome):

Outcome 1 – A more peaceful and inclusive Ghana achieved through Education for Sustainable Development (ESD).

Outcome 2 – Capacity of state and non-state institutions built within UNESCO's fields of competence.

- NatCom will work with its state and non-state partners to build their capacity in UNESCO's fields of competence in order to ensure the delivery of UNESCO's global goals.
- Output to outcome level. If Ghana addresses the root causes of instability through prevention and response services, and if it institutionalizes ESD skills for learning, personal empowerment, active citizenship, intercultural and interfaith dialogue for peaceful coexistence: Then a new generation of Ghanaians will emerge that understands how to live in peace and harmony with themselves and with each other.
- If NatCom's partners conducted a capacity gap assessment to understand the gaps in their capacity in UNESCO's fields of competence, and if they worked with NatCom to build their capacity: then they will be able to effectively contribute to the attainment of UNESCO's global goals.
- NatCom will support the implementation of Strategic Priority 2 (SP 2) through five pillars (HOW) of intervention:

SP 2 Pillar 1: Education for Sustainable Development (ESD)

- NatCom will collaborate with relevant institutions to promote intercultural and interfaith dialogue for peaceful coexistence.
- Under the framework of the National Policy for Culture, NatCom will focus its interventions on strengthening the capacities of national authorities, non-state actors and all stakeholders in their ability to safeguard and protect Ghana's heritage.
- NatCom will work closely with Ghana Museums and Monuments Board and other heritage institutions to enhance their capacity in data collection for the development of best conservation and heritage management practices
- NatCom will advocate for the promotion of resilient and sustainable tourism.

- NatCom will work with relevant agencies to map existing policies and legislations that are relevant to the cultural and creative industries in order to identify challenges and gaps that future policies should address. By this, NatCom will advocate or lobby for a cultural policy that is comprehensive and has recourse to all the ratified UNESCO cultural Conventions.
- NatCom, through the framework of the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions, will work with the relevant agencies and partner institutions to empower and build the capacity of content creators, artists and producers for job creation and socio-economic development.
- NatCom, together with her partners, will advocate for culture to be mainstreamed in the country's development agenda processes.
- NatCom will engage Government and other relevant stakeholders to solicit support for the Ghana Heritage Committee to carry out its mandate.
- NatCom recognizes the strong links between sustainable development and cultural heritage and will work to build national capacities to promote culture as a driver of sustainable inclusive economic growth, social cohesion, and sustainable development.

SP 2 Pillar 3: Foster partnerships and collaborate to deliver projects in Social and Human Science

- NatCom agrees with UNESCO global "the Social and Human Sciences have a vital role to play in helping to understand and interpret the social, cultural and economic environment." NatCom will work with its partners to provide research, identify and analyze trends and propose paths of action. More specifically and working in partnership with partners such as the Ghana Academy of Arts & Sciences, NatCom will focus on Ethics, Science and Society and Social Transformations.
- NatCom considers the youth as a key actor for change towards peaceful and inclusive societies and will partner with the Ministries of Education and Youth & Sports and their agencies on initiatives such as Youth Engagement and Active Citizenship, Culture of Peace and Intercultural Dialogue for the Rapprochement of Cultures, Sports Values Promotion for Inclusion and Peaceful Coexistence.

SP 2 Pillar 4: Foster partnerships and collaborate to deliver projects in Natural Sciences

- NatCom will work to achieve assigned roles in the Ghana Action Plan 2018 – 2025, ecosystem-based management, and natural heritage through regional and sub-regional training. Other works in the field of Natural Sciences such as environmental sustainability through Biosphere Reserves functioning and GeoParks, Disaster Risk Reduction (DRR), as well as through Natural Resource Management, Water Resource Management, etc. will be supported. Achieving this is in line with the following MESTI's specific Medium-Term Objectives:
 - i. the intensification of the application of safe and sound environmental practices;
 - ii. the development and promotion of the science and technology culture at all levels of society;

- iii. the encouragement and strengthening of compliance of human settlement standards in communities.

SP 2 Pillar 5: Foster partnerships and collaborate to deliver projects in Communication & Information

- UNESCO's work in the field of Communication and Information enables it to promote peace and intercultural dialogue, access to information, as well as gender equality and freedom of expression, media independence and pluralism and the building of inclusive knowledge societies. Within the framework of SDG 16 Target 10 "Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements" and the Right to Information Act 2019, NatCom will assist to build the public's capacity for informed decision-making and participation in political and civic life through increased access to information.
- NatCom will contribute to strengthening democratic governance in Ghana through training and capacity-building of media professionals for a balanced, inclusive, and objective reporting. NatCom will build the capacity of male and female media professionals to provide media coverage that gives the public comprehensive, accurate and reliable information on all aspects of peace, nation-building and social cohesion.

Strategic Priority 2	Impact. We will make impact with our work through partnerships for peace promotion and capacity-building of partner institutions.
Objective	Build sustainable partnerships with state and non-state actors, multilateral and bilateral organisations by December 2025.
Relevant SGDs	Goals 1, 2, 3, 4, 5, 6, 7, 8, 11 and 16
Relevant national priorities	• Agenda for Jobs and the new national programme being developed to be presented to Parliament. • National STI policy • National Environment Policy • Climate Change Policy • Green Economy • Education Strategic Plan (2018-2030) • Greening Ghana – national ecosystem restoration. • Right to Information Act (2019) • Ghana Culture Policy 2004 • ICT in Education • National Tourism Development Plan 2013 –2027 • Safety of Journalism & Freedom of Expression • National Biodiversity Strategy and Action Plan of Ghana • National Science Policy 2017
Relevant national priorities	• ESD and SDG4 Committees at the Ministry of Education established. • # of advocacy actions aimed at mainstreaming ESD undertaken. • # of ToTs organised for training institutions

• # of media capacity-building sessions organised • # of UNESCO Clubs and ASPnet established • # of UNESCO Fellowships awarded • Cultural education curriculum developed • Media & Information Literacy curriculum developed • Ghana's tangible and intangible heritage register developed • International Geoscience & Geoparks Committee established and fully functioning				
Pillars				
SP 2 Pillar 1: Education for Sustainable Development (ESD).	SP 2 Pillar 2: Foster partnerships and promote heritage and culture for sustainable development.	SP 2 Pillar 3: Foster partnerships and collaborate to deliver projects in Social and Human Sciences.	SP 2 Pillar 4: Foster partnerships and collaborate to deliver projects in Natural Sciences.	SP 2 Pillar 5: Foster partnerships and collaborate to deliver projects in Communication & Information.
Actions: Lobby to establish ESD and SDG4 Committees at the Ministry of Education. Advocate for the mainstreaming of ESD across the education spectrum in line with the Berlin Declaration. Build the capacity of NaCCA and other relevant institutions to be able to deliver ESD. Work in partnership with UNESCO's Category 1 & 2 Centers and institutes to build capacity to enable them to deliver ESD.	Actions: Collaborate with relevant institutions to conduct Training Needs Assessment by the end of Q3 2022. Collaborate with relevant institutions for capacity development by the end of Q4 2022. Collaborate with the relevant ministries and agencies to put together tangible and intangible Heritage Registers by the end 2024. Collaborate with the relevant	Actions: Partner with relevant stakeholders to undertake projects on Ethics, Science and Society. Partner with relevant stakeholders to undertake projects on Youth Engagement and Active Citizenship, Culture of Peace and Intercultural Dialogue for the Rapprochement of Cultures, Sports Values Promotion for Inclusion and Peaceful Coexistence.	Actions: Facilitate the dissemination of available fellowships to Ghanaians in the Science sector. Support the implementation of the Ghana Action Plan for the management of Biosphere Reserves. Support the National IOC and IHP committees to develop their strategies. Constitute a new International Geoscience & Geoparks Committee as a committee of the	Actions: Collaborate with relevant stakeholders in the development of a Media & Information Literacy curriculum for Ghana by 2023. Build capacity of institutions on thematic areas under the CI sector. Partner with relevant stakeholders in developing the capacity of media professionals in balanced, inclusive and objective reporting.

Form 50 UNESCO Clubs by 2026. Inaugurate 50 Basic Schools into the UNESCO Associated Schools Network by 2026. Work with the Ministry of Education to mainstream all relevant UNESCO conventions in education.	ministries and agencies to put together tangible and intangible Heritage Registers by the end 2024. Promote peaceful coexistence through intercultural and interfaith dialogue by 2025. Facilitate the implementation of the 2005 Convention by 2025. Collaborate with MOTAC to review the Ghana Culture Policy by Q2 of 2025. Promote culture for sustainable development. Engage the Ghana Heritage Committee to help in the effective management of Ghana's heritage.		Commission by Q1 2023	Support the National Committee of the Memory of World Programme to develop a Memory of the World Register for Ghana by 2023.
Responsible Officer: Principal Programme Officer, Education	Responsible Officer: Principal Programme Officer, Culture	Responsible Officer: Principal Programme Officer, SHS	Responsible Officer: Principal Programme Officer, Natural Sciences.	Responsible Officer: Principal Programme Officer, Communication & Information
Senior Responsible Owner: Deputy Secretary-General, Programmes				

STRATEGIC PRIORITY 3

Institutional Strengthening. Build a financially sustainable National Commission through organizational development and improved best corporate governance practices by 2023.

Objective: Build an operationally efficient National Commission by December 2023.

Goal Area (Outcome):

Outcome 1: Modern, transparent and accountable governance of NatCom.

Outcome 2: Management that is results-oriented, efficient, effective and collaborative.

Outcome 3: Staff that are motivated, versatile and act as agents of change.

Outcome 4: Financially sustaining organization.

Outcome 5: Knowledge and information systems that are efficient, safe and secure.

- Supporting delivery of results in this Strategic Plan and change strategies are four organizational performance enablers of greater efficiency, professionalism and ethics in the leadership, management and administration of NatCom. These enablers comprise four interconnected elements: (a) Governance (modern, transparent and accountable governance for the organization); (b) Management (results-oriented, efficient, effective and collaborative); (c) People (motivated & versatile staff as agents of change); (d) Knowledge and information systems (efficient, safe and secure, connecting results and people)
- Output to outcome level. The theory of Change statement that captures how the our change strategies contribute to higher level results is the following: If (a) internal governance is accountable and transparent, and if (b) management is results-based, efficient, effective and collaborative, and if (c) the staff is motivated, versatile, diverse, empowered and mobile, and if (d) knowledge and information systems support performance across NatCom, Then: NatCom will ensure that its programmes are efficiently delivered and cost-effective.

SP 3 Pillar 1: Modern, transparent and accountable governance of NatCom.

- As organisations enter new life cycles, they often need restructuring or reorganization for a number of reasons. An organization may need to undergo a periodic overhaul in order to: address a critical performance problem, unlock an opportunity to increase revenue for stakeholders, expand, downsize, or due to a merger and acquisition. Whether you're a growing start-up or an established organisation, an organizational restructuring is required sometime down the road, as organizational renewal prevents corporate entropy.
- Therefore, to be successful, the NatCom must develop a leadership style, business process and culture that can effectively handle the challenges and prospects that might come up over the course of the strategic plan period. A management style that was adequate under one set of conditions may become progressively less

effective under changing ‘new normal’ circumstances. In doing this, NatCom needs to maintain a delicate balance between legality and practicality. Below are the pillars and actions to help navigate this inevitable process that all organisations and companies face at some point when changing their organizational structure to meet strategic demands of the future.

SP 3 Pillar 2: Management that is results-oriented, efficient, effective and collaborative.

- Operational staff in organisations led by results-oriented managers approach their work with that sense of urgency that characterizes teams’ behaviour in the most productive workplaces. However, achievement is evaluated, NatCom managers must deliberately engender a culture where results-driven teams have a strong sense of their shared priorities and singular mission and are all fully focused on delivery. To achieve the objectives in the strategic plan, NatCom’s managers and decision-makers must always be asking questions such as whether or not there is enough transparency in the organization that enables sufficient stakeholder access to data that is needed to make teams and individuals coordinate, communicate, and collaborate better.

SP 3 Pillar 3: Staff that are motivated, versatile and act as agents of change.

- A result-oriented culture in any organization has a strong focus on the output, instead of the processes people go through to achieve that goal. It’s the opposite of the process-oriented approach, where the process matters a lot. NatCom staff must develop a mono-vision and obsession with the Goal Areas and Pillars of this strategic plan in order to achieve its objectives.

SP 3 Pillar 4: Financially sustaining organization.

- Embark on resource mobilization through the development of a resource mobilization strategy and staff capacity-building in its implementation.

3 Pillar 5: Knowledge and information systems that are efficient, safe and secure.

- Knowledge and information transfer have become increasingly important to organisations throughout the world (Drucker, 1993; Davenport and Prusak, 1998). Knowledge is now recognized as a valuable intangible asset in its own right (Sveiby, 1997; Stewart, 2000). The challenge for organisations today is in using information and its intellectual assets the most productively. A key competitive advantage is the ability for organisations to turn information into knowledge in order to improve efficiencies, drive innovation and respond rapidly to changing competitive conditions.⁸ The building of knowledge generation capabilities within NatCom creates an organization with the flexibility to meet new challenges. The idea of a knowledge management system for NatCom is to enable employees to have ready access to NatCom’s documented base of facts, sources of information, projects and solutions.

⁸ (Quinn 1992; Tidd, 1997; Tapscott, 1999)

Strategic Priority 3	Institutional Strengthening. Build a financially sustainable National Commission through organisation development and improved best corporate governance practices by 2023.			
Objective	Build an operationally-efficient and sustaining National Commission by December 2023.			
Relevant SGDs	Goal 16, 17			
Relevant National Priorities	- Public Service Human Resource Policy Framework and Manual - The New Public Financial Management Act (2016) - Public Financial Management Regulations (2019) - Public Procurement Act, 2003 (Amended 2016) - Labour Act 2003			
Success Criteria	- Ghana UNESCO Commission Act passed by Parliament. - Ghana UNESCO Commission Statutes developed. - Operational policies and procedures such as Standard Operating Procedures, Employee Hand Handbook/ Manual, and Knowledge Management System, Transport Policy, Travel Policy, Finance Policy, Gender Policy, Employee Code of Conduct, and Procurement Policy developed. - Advocacy and Stakeholder Engagement plan developed. - Resource mobilisation plan developed. - NatCom human resource audit conducted. - NatCom Scheme of Service developed. - NatCom Conditions of Service developed. - Key Performance Indicators (KPIs) for all Heads of Units developed. 3 new Officers hired. - Knowledge management system established.			
Pillars				
SP 3 Pillar 1: Modern, transparent and accountable governance of NatCom.	SP 3 Pillar 2: Management that is results-oriented,efficient, effective and collaborative.	SP 3 Pillar 3: Staff that are motivated, versatile and act as agents of change.	SP 3 Pillar 4: Financially sustaining organization.	SP 3 Pillar 5: Knowledge and information systems that are efficient, safe and secure.
Actions: Actively engage the Attorney General, lobby Cabinet and Parliament to pass the Ghana Commission for	Actions: Formulate and operationalize Processes, Policies, Procedures to guide staff decisions and	Actions: Conduct a Human Resource Audit of NatCom. Develop a new Scheme of Service (SoS)	Actions: Increase NatCom’s external inflows by 100% through active partnership and project implementation	Actions: Review Knowledge – all information and data that gets into NatCom must be reviewed, appropriately indexed and

UNESCO Bill to legally empower NatCom. Develop a Commission Statutes to guide the operations and conduct of members of the Commission.	actions e.g. Standard Operating Procedures, Employee Hand Handbook/ Manual, and Knowledge Management System. Develop all policies such as Transport Policy, Travel Policy, Finance Policy, Gender Policy, Employee Code of Conduct, and Procurement Policy etc. Develop and implement an Advocacy and Stakeholder Engagement plan.	with clear roles for staff as well as a clear path for career progression. Develop a Condition of Service (CoS) to reflect the quasi-international function of the office and the enhanced new roles to be played by the staff. Re-organise and reassign new roles in line with this strategic plan. Introduce Key Performance Indicators (KPIs) for all Heads of Units/Departments in line with this strategic plan. Introduce a new role of PR & Communications Officer to handle internal and external communications and social media engagement. Introduce a new role of Monitoring & Evaluation Officer to handle	for current and new development partners. Build our own national office by December 2026. Develop and implement a Resource Mobilization Plan by 1st Quarter 2022.	stored. Implementing Partner Reports, Evaluation Reports, Consultant Reports, Results Framework, etc. must all be reviewed by the receiving staff. Knowledge Audit – the receiving officer must then review and audit all reports and knowledge products and customize it to suit NatCom house style and formats. Knowledge Creation – the ability to create new knowledge is often at the heart of an organization's competitive advantage. Allowing new knowledge to be created through interaction, practice, and experimentation must be regular practice among NatCom staff. Programme Teams must actively create most significant change stories
--	---	---	--	---

		monitoring, evaluation and reporting. Introduce a new role of Government/ Stakeholder Relations Officer to lead and coordinate all government, donor and civil society relations.	change stories (MSC) from the work of implementing partners, monitoring and mentoring visits, learning and sharing forums, peer learning etc. Knowledge Capture – knowledge is currently captured through memos, reports, emails, partner proposals and reports, environmental scan, periodic updates and other donor commissioned research, letters, telephone conversations and personal interactions. Each programme team must have a dedicated officer to capturing knowledge from the above sources, whilst the Admin Manager does that for administrative knowledge, with the PR & Communications Officer consolidating all these.
--	--	---	---

			Knowledge Storage – hard knowledge is stored in files per project, whilst soft knowledge is stored on folders on the hard disk by subject area. A lot of corporate information is stored on the NatCom website. An admin shared folder should be created for storing all administrative information, policies, procedures, templates and formats, easily accessible to every staff member without bothering or asking the Admin Manager. Knowledge Reuse – knowledge so stored will be re-used by implementing partners, Secretariat, donors, other CSOs, development community. NatCom must ensure its knowledge products are
--	--	--	--

				turned into Policy Briefs, Newsletters, Internal Briefings, Publications etc.
Responsible Officer: Secretary-General	Responsible Officer: Deputy Secretary-General, Operations	Responsible Officer: Secretary-General	Responsible Officer: Finance Manager	Responsible Officer: Admin Manager PR & Comms Officer
Senior Responsible Owner: Secretary-General				

- Through the above well-defined business processes, standard operating procedures and Human Resource manuals, which are overall linked to the strategic plan, NatCom can adapt to any change taking place in the operating environment. The above changes in management processes must happen quickly, if not simultaneously, to avoid the peril of misalignment that can paralyze NatCom.

ORGANISATION & INTERNAL GOVERNANCE

How will we organise the work of NatCom to ensure delivery of our strategic priorities?

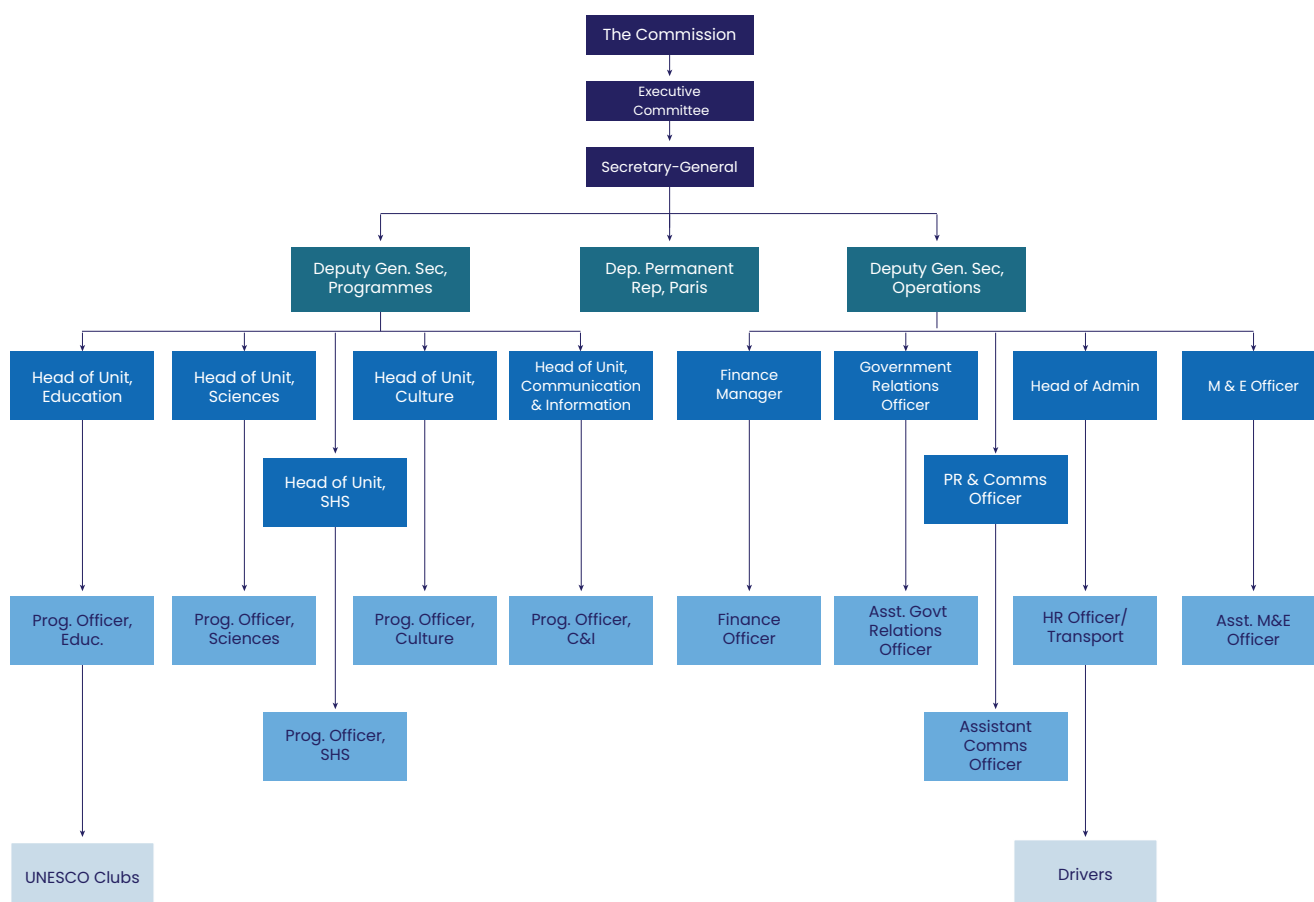
Corporate Governance

- This strategic plan envisages a slightly modified structure for NatCom. At the strategic level, NatCom is led by a 9-member Executive Committee (Board) made up of:
 - i. The Chairman of the Commission – Minister for Education
 - ii. The Vice Chairman of the Commission – Chief Director, Ministry of Education
 - iii. The Chairmen of the 6 Programme Specialized Committees
 - iv. The Secretary-General
 - v. Ghana's Representative on the Executive Board of UNESCO
- The Executive Committee of the Commission coordinates the activities of the Secretariat, and the six programme specialized Committees. It takes decisions for the effective and efficient operation of the National Commission.
- At the operational level, a national secretariat headed by a Secretary-General, who also acts as Secretary to the Executive Committee, gives effect to Board directives and this strategic plan. The Secretariat serves as the main channel of communication between the Government of Ghana and UNESCO and operates under the supervision of the Chairman of the Commission. The national secretariat is the operational and coordinating arm of the Commission.
- Executive Committee (Board) Performance – The Executive Committee would meet at least twice a year to conduct normal business of setting the overall strategy and monitoring delivery of strategic priorities. Ideally these should be at the beginning of the year and end-year. Sub-committees of the Board, augmented by external experts, should be formed to monitor delivery of the three strategic priorities.

New Organizational Structure

- Staffing: Skilled and high-level strategic people are an asset to NatCom. They are the most important resources NatCom has to offer its clients, stakeholders and partners. Nothing can compare to years of experience or to a great attitude and solid work ethic. The NatCom's current organizational structures and human resource capabilities will most likely require improvement to meet these increasing business demands. Based on growth projections, key organizational and human resource changes are needed for the future.

NatCom's fit-for-purpose new Organogram



- The Secretary-General will be the chief executive of NatCom, implementing board strategy and directives. S/he will also perform a high-level representational role for the Commission, including heading the secretariat. The Secretary-General is responsible for the implementation of the Commission's activities and the overall management of the Secretariat.
- A new role of two Deputy Secretaries-General has been proposed by this strategic plan to assist the Secretary-General to effectively run the secretariat. The Deputy Secretary-General (Programmes) advises and supports the Secretary-General in the management of the Secretariat and is accountable for effective delivery of all programmes and the two technical strategic priorities in the Strategic Plan and with other mandates agreed by Executive Committee from time to time. The Deputy Secretary-General, Programmes' role includes oversight of multiple technical teams and areas of responsibility, while working closely with the Secretary-General to achieve operational and strategic goals.

- The Deputy Secretary-General (Operations) will also work closely with the Secretary-General and will help direct the operations of the Secretariat to achieve the goals of strategic priority 3 in this strategic plan. This position primarily focuses on the Secretariat's internal activities, ensuring effective operating policies, smooth day-to-day operations and timely decision-making. Specific responsibilities will include oversight of specific internal operational areas such as Finance, Admin, M&E, PR, Procurement etc.
- The Finance Manager will head the finance function of NatCom. S/he will prepare and review financial reports, monitor accounts, and prepare activity reports and financial forecasts. The Finance Manager will also investigate ways to improve profitability and analyze the development space for opportunities.
- The Admin Manager will have oversight responsibility for all administrative matters, as well as the Procurement, HR and Transport Units. S/he will plan and coordinate administrative procedures and systems and devise ways to streamline processes in the office. Among other things, s/he will recruit and train personnel and allocate responsibilities and office space, ensure the smooth and adequate flow of information within the office to facilitate other business operations, monitor inventory of office supplies and the purchasing of new material with attention to budgetary constraints, oversee facilities services, maintenance activities and tradespersons (e.g. electricians), and ensure operations adhere to policies and regulations. S/he will also manage administrative and other support staff. His/her superior organizational skills and strategic planning will assist NatCom in achieving its business objectives, harmonize operations, improve employee performance, and enhance our operations.
- The M& E Officer will work to produce well-researched, evidential and credible findings that will support NatCom's policy-influencing agenda. S/he will lead the design, implementation, analysis, and reporting of research and guide staff and members in identifying high-priority study needs to strengthen evidence-based planning, decision-making, and policy formulation. S/he will work with the M&E framework and tools developed as part of this strategic plan to plan, monitor and evaluate the efficiency, effectiveness and economy of all programmes, projects and activities.
- The Government & Stakeholder Relations Officer will work to establish, maintain and strengthen relationships with a wide range of stakeholders, partners and with audiences that NatCom is targeting. S/he will be the lead for all government, development partners, international organisations, CSOs and private sector relations.
- Public Relations & Communications Officer is responsible for effectively representing NatCom and communicating its position on a range of policy areas at meetings and events so that NatCom's voice is heard, and its profile raised, nationally and internationally. S/he must be proficient in the use and deployment of both traditional and new media and will be the primary point of call for all media relations and enquiries.

- All Unit Heads of Programmes will be responsible for capacity-building for their various teams, as well as plan, identify and deliver capacity-building programmes for the various Inter-Governmental Committees, Programme Specialized Committees and MDAs in their fields of competence. They will also work commercially and utilize financial acumen to secure funding for their various programmes and their future sustainability. They will work to achieve a sustainable future for their programmes, projects and initiatives through proactively identifying, lobbying for and securing funds from a range of sources including sponsorship, funding applications and philanthropic giving.
- This structure is consistent with that of other National Commissions.
 - i. In Sri Lanka, in addition to the regular Commission, sub-commissions (Education, Science & Technology, Culture, Communication & Media) and specialized committees, the Secretary-General also has a Deputy.
 - ii. In Cameroon, The General Assembly which is the Supreme Body is made up of ex-officio members who represent the Government, experts appointed in a personal capacity for a period of four years renewable. The General Secretariat is the executive and permanent organ. The Executive Committee is constituted by the Minister of Education (chair), with Vice Presidents made up of the Ministers for External Relations, Secondary Education, Higher Education, Arts & Culture, and Scientific Research. The Secretary-General sits on the Executive Committee ex-officio.
 - iii. In Tanzania, the Commission is chaired by an appointee of the President of the United Republic of Tanzania and is governed by a Board of Commissioners appointed by the Minister of Education and Vocational Training who is responsible for UNESCO affairs. The Commission is composed of 15 Commissioners drawn from government departments, universities and members of the civil society from both Mainland Tanzania and Zanzibar. It operates five sectoral Technical Committees (Education, Science, Social Science, Culture and Communication and Information) and coordinates several National Committees for UNESCO intergovernmental programmes and as well as other UNESCO special programmes.
 - iv. In India, the Education Minister is the President of the Commission. S/he presides over the meetings of the commission, but in the absence of the President, the Commission may elect a chairman from among the members present to preside over each meeting; The Secretary to the Government of India in the Department of Higher Education, Ministry of Education is the Secretary-General of the Commission and remains in overall charge of the work of the Commission. The Joint Secretary dealing with UNESCO in the Department of Higher Education is the Deputy Secretary-General of the Commission and shall, in the absence of Secretary-General, act as overall in-charge of the work of the Commission. An officer of the Ministry of Education to be nominated by the Ministry of Education is the Secretary of the Commission. The Secretary prepares the agenda for its meetings and attends the day-to-day work connected with the affairs of the Commission.

RISKS & ASSUMPTIONS

- This section establishes key risks to the overall business and its performance by identifying high priority risks within each performance area represented by the sections of this strategic plan. The table below presents a quantification of the risks and establishes an order of priority for their control.
- NatCom acknowledges the wide range of socio-economic and environmental challenges that could affect the pursuit in the achievement of the Agenda 2030 for Sustainable Development. The impact of climate change is making Ghana prone to natural disasters including, floods and droughts. Rapid urbanization and the bulging youth population without adequate education or employment opportunities pose a serious challenge to the Government of Ghana and development partners and pose a risk in the pursuit of sustainable development.

Goal Area (Outcome 1)	Goal Area (Outcome 2)	Goal Area (Outcome 3)	Goal Area (Outcome 4)	Goal Area (Outcome 5)
				
Assumptions - Implementation of this Strategic Plan is adequately resourced. - NatCom is well-resourced to contribute to national development priorities and the Sustainable Development Goals. - Relative political, economic and social stability in Ghana. - Effective and healthy collaboration with partners across Government (MDAs). - Capacities of our partners are strong, and they partner with NatCom effectively and efficiently. - There is public support for the work of NatCom in Ghana. - NatCom's programmes align with strategic priorities and goal areas in this Strategic Plan.				
				
15 Strategic Plan Pillars (outputs)				

- There are some risks specific to the various results levels of the overarching Theory of Change, to certain Goal Areas (outcomes) in the Strategic Plan, and to certain operating contexts. However, the following risks were identified as being among the most significant horizontally (across all outcome areas) and vertically (having potential for negative impact on assumptions at multiple levels in the Theory of Change). These risks, shown in table below, are the main threats to the assumptions holding true in the context of the Theory of Change.

Table: Matrix of Mitigation Measures for Major Risks

Identified Risk	Probability	Impact	Mitigation Measures
Delivery/Operational Risk			
Existence of the NatCom unknown to many stakeholders and partners	H	H	Active media presence Active engagement of stakeholders & partners
Partners do not understand the mandate of NatCom	M	M	Better Communication of the functions of NatCom
Natural emergencies such as pandemics	L	H	Develop an emergency preparedness plan. Observe mandated protocols
Change of Leadership	M	M	Ensure the Act is passed
Lack of legal backing for the NatCom Bill	M	M	Active lobbying of Cabinet and Parliament Active engagement of Attorney-General
Staff with inadequate expertise	M	M	Capacity-building Appraisals
Staff attrition	M	H	Development of a Scheme of Service & Conditions of Service Standardization Developing Manuals of Operation
Vehicular and office accidents	L	H	Health and Safety Policy Risk assessment for journeys Training staff and drivers
Adopt modern ways of working	M	M	Training Building resilient Systems
Inability to recruit staff due to non-existence of an Act	M	H	Lobby Parliament Engage Public Services Commission and Fair Wages Commission Explore the use of Secondments
Insufficient capacity of national counterparts and implementation partners can hinder the effective implementation of NatCom programmes and activities.			Strong monitoring of programme activities.
Financial Risk			
Inadequate funding	M	H	Alternate funding sources such as impact funders and private institutions.

Ghana's 'Middle-Income Country' status has led to a reduction in international aid as donors shift their focus to countries in more dire need. Thus, funding opportunities for UNESCO's programmes and activities, which are to a large extent funded by donors, continue to change.	M	H	Develop a resource mobilization strategy
--	---	---	--

Key

L	Low
M	Medium
H	High

MONITORING & EVALUATION

How are we going to measure our outcomes and impact? How do we integrate learning into our daily work?

- Successful implementation of NatCom's programmes requires an appropriate monitoring and evaluation (M&E) framework which enables progress and achievement assessment as well as contributions towards intended outcomes. NatCom's M&E framework is based on the Results-Based Management (RBM) approach and is an integral part of UNESCO's monitoring mechanism of the UNESCO Programme and Budget Document (C/5).
- The NatCom intends to employ an M & E mechanism to assess and ensure that the strategic objectives of this plan are achieved. Monitoring and Evaluation (M&E) is the systematic collection and analysis of information as an activity or project progresses towards its goals and objectives. It determines the degree of deviation or compliance of project progress or implementation against what was planned. The process will track actual performance against the planned strategic objectives and actions. It entails collecting reports on implementation, analyzing the reports against the planned strategies and outcomes.
- The NatCom's M&E plan is limited to the strategic objectives and actions in its Strategic Plan document. The purpose of the M&E plan is to position the NatCom to conduct performance monitoring by following up on the implementation, reviewing progress of work plans against outcomes, staffing, and equipment. The progress or lack of progress collated would be analyzed against the planned strategic objectives and actions. The findings from the analysis would inform the NatCom on the following:
 - i. Budget decision,
 - ii. Gaps in implementation, approaches and strategies, and
 - iii. The need for corrective measures.

Implementation Roles and Responsibilities

The roles of NatCom staff are defined as follows:

- **Commission Members**
 - i. Meet at least twice a year to set strategic objectives and monitor performance.
 - ii. Ensure that annual and strategic plans are comprehensive and specific enough to permit accurate resource allocation, and flexible enough to be modified as warranted.
 - iii. Support organization with fundraising, lobbying and networking with other organisations.
 - iv. Review and approve plans for mid-term and major M&E activities.
 - v. Provide policy direction on the M&E reports.
 - vi. Undertake occasional field validation visits.

- **Management Team**
 - i. Meet weekly and quarterly to review operations, monitor performance and delivery and implement corrective actions.
 - ii. Analyse and review collected consolidated data and reports.
 - iii. Assess progress reports and propose recommendations and corrective measures.
 - iv. Participate in regular field monitoring and validation visits.
 - v. Organize review meetings and external evaluations.
- **Staff Member Level**
 - i. Staff to execute annual job objectives. This would be checked twice a year at mid-term review and end of year by Line Manager.
 - ii. The Monitoring & Evaluation Officer should take the lead in managing and coordinating the M&E aspect of the Strategic Plan. The department should be the focal point for all M&E activities.

As part of its responsibilities, this unit or focal person should undertake the following M&E activities:

- **Develop Data Collection Tools and Collect data:** Develop data collection instruments and tools including:
 - i. Back-to-the-office reports after trips
 - ii. Meeting minutes
 - iii. Activity reports
 - iv. Project Progress Reports

Supervise the collection of quantitative and qualitative data to verify progress towards established objectives. The office will develop data collection instruments and tools including Performance Assessment Form, Evaluation Strategy Worksheet, Activity Reports, Project Progress Report etc.

- **Review Data Quality:** The performance data collected should be reviewed by the focal point to ensure its quality and consistency over time by analyzing the accuracy, reliability, timeliness and objectivity of received data.
- **Produce Progress Reports:** Provide a systematic and structured review of implementation of strategic priorities by developing a report from the data collected. Incident reports and other reports should also be produced to address specific issues that may arise.
- **Stakeholder Participation:** Annual participatory sessions involving key stakeholders of the NatCom should be organized to share learnings.
- Published M&E findings with stakeholders as part of sharing lessons and information with the NatCom's members. Dissemination of reports approved by the Commission should be timely to prevent discourse on historic data.
- **Information Management:** A record management system should be adopted to ensure that data is preserved and accessible.

- **External Stakeholders**

- i. Provide feedback to government agencies and development partners on the NatCom's published reports.
- ii. Participate in information and knowledge-sharing, monitoring and evaluation processes.

- **Risks and Assumptions**

These are factors completely out of NatCom's control that could prevent it from successfully achieving its Strategic Priorities. All risks and assumptions underlying every activity should be clearly spelt out to enable mitigation measures to be developed.

- **Reporting Requirement**

Regular reporting of progress on implementation is an integral part of M&E as it provides the primary data to be analyzed. Reports must be timely to ensure that they provide meaningful, relevant and usable data on programmes, projects and initiatives. The NatCom will require all Heads of Units/Departments to submit reports, 2 weeks after the quarter ends: Week 2 in the month of April, July, October, and January, to the M&E Officer. Reports expected are:

- Quarterly reports to support the collection of data including *the M&E Performance Assessment Form (Annex 2 and 3)*

FINANCIAL CONSEQUENCES

Resource Mapping and the Funding Landscape

- According to FHI 360, Resource mobilization is “a process that includes identifying, building and managing relationships with people who share the same values and concerns as your organization”. Resource mapping guides organizations through the process of actively exploring and connecting with the people in the community who have various degrees of affinity with our programmes. This section will primarily deal with how to identify where the Commission should focus its networking and resource mobilization efforts.

Windows of Opportunity

Ghana Beyond Aid

- In recent years, there has been an interest especially among countries that have transitioned into lower-middle income status to reduce their dependence on external donor resources framed normatively as ‘beyond aid or post-aid’. Ghana’s current government has declared a “Ghana beyond aid” policy with five pillars; enhancing domestic revenue mobilization, expanding financial inclusion, pursuing a more transparent, prudent and accountable use and management of public resources, adding value to natural resources and adoption of innovative mobilization strategies. Some observers generally see “Ghana beyond aid” as a welcoming development for Ghana in its quest to reduce donor dependency. We hold the view that this will present an opportunity for credible civil society, as development partners reduce or withdraw general and sector budget support and look for non-state actors/mechanisms.
- SDG Philanthropy Platform UNDP-Ghana, African Women Development Fund, and African Philanthropy Network are in the process of establishing the Ghana Philanthropy Network to complement in broader terms the ongoing engagements on enabling environment for philanthropy to make contributions to the Government of Ghana’s SDGs priorities and the policies needed to drive these priorities.
- NatCom’s ability to deliver this strategic plan depends on our securing strategic partnerships with major development partners and the private sector – which may provide up to 40% of our running costs. Our resource mobilization strategy will enable NatCom to ensure its long-term sustainability. This includes: -
 - i. Securing on-going core funding with donors.
 - ii. Building long-term partnerships with foundations/partner funding organisations.
 - iii. Building corporate relationships.
 - iv. Facilitating private donations & individual supporters.
 - v. Applying for project grants – UN, EU, DFID, USAID/other public sector to deliver on our strategic goals.
 - vi. Developing training, capacity-building and consultancy services.

- The following financial projections have been formulated based on the strategies and plans formulated, costings calculated, and revenue projects. These financials include cash flows, profit and loss, balance sheets, investment requirements, and key financial performance indicators and related performance targets.

Budget

Classification /Year	2021 GHc	2022 GHc	2023 GHc	2024 GHc	2025 GHc	2026 GHc
Compensation	419,421	618,141.26	679,955.39	747,950.92	822,746.02	
Goods & Services	3,220,402.00	6,732,913.18	7,508,060.72	8,146,824.95	9,084,753.47	
Capital Expenditure		284,000.00	240,000.00			
Total	3,639,823.00	7,635,054.44	8,428,016.11	8,894,775.87	9,907,499.49	

OPERATIONAL PLAN

Human Performance Standards, Measurement and Feedback

- The aim of this section is to integrate all strategies developed across previous sections into a cohesive and balanced plan of highly focused actions that will achieve the overarching purpose of this Strategic Plan. The interacting hierarchy/network of action for achieving the aim of the plan is illustrated below. The hierarchy/network of focused action is not a rigid structure and, where possible, should be adapted to each situation to ensure it provides fast, effective and relatively simple action pathways for delivering results of significance.
- Management thinker Peter Drucker is often quoted as saying that “you can't manage what you can't measure.” Drucker means that you can't know whether or not you are successful unless success is defined and tracked. For NatCom to be a truly world-class organization, management and staff must place strong emphasis on systems, procedures, processes and performance. Staff performance must be closely monitored. Every staff must have a Line Manager, who will be responsible for their performance and delivery. The table below illustrates the performance measurement system that is equitable, progressive and will help NatCom attain its business objective.

Table: Performance Standards and Measurements

Period	Activity	Parties/Actors	Responsible Officer
December 2021	Commission to adopt the Strategic Plan of the Commission	The Commission	Secretary-General
Beginning of the year. Latest by 30th April, 2022	Executive Committee meeting to set broad strategic direction	Executive Committee of the Commission	Secretary-General
End of the year. Latest by 31st October 2022	Executive Committee meeting to review operations for the year	Executive Committee	Secretary-General
December 2022	Commission to consider report on implementation	The Commission	Secretary-General
Upon assumption of office	Orientation for Executive Committee members in corporate governance and leadership. All new staff to be trained in media handling.	Executive Committee Staff	Secretary-General
By 30th November 2022	Develop an Executive Committee Statutes to guide the operations and conduct of the Executive Committee.	Executive Committee	Secretary-General
By 15th September 2022	Strengthen the Programme Specialized Committees of the Commission to lead the implementation of the two technical strategic priorities of this plan.	Programme Specialized Committees	Secretary-General

By 15th December 2022	Develop procedures such as Standard Operating Procedures, Employee Hand Handbook/ Manual, and Knowledge Management System. Develop all policies such as Transport Policy, Travel Policy, Finance Policy, Gender Policy, Employee Code of Conduct, and Procurement Policy etc.	Secretariat	Deputy Secretary-General, Operations
Latest by June 2022	Actively lobby Parliament to pass NatCom bill	Executive Committee	Chairman and Secretary-General
December 2025	Build own office - Embark on fundraising campaigns (target high net worth entrepreneurs). - Partner with building material companies for support.	NatCom 5-member Committee	Secretary-General
One event every quarter	Jointly organise thought-leadership forums and events with state institutions, other NatComs and CSOs.	Secretariat	Technical Officers
October 2022	Stakeholders' Directory to enable the efficient dissemination of information to all stakeholders and partners	Secretariat	Admin Officer
Once every year	Capacity-building programmes for partners	Secretariat	Technical Officers
Every other month	Time With Ambassador Series To discuss and share ideas with bilateral embassies with shared values and priorities such as climate change, migration, education etc. Write to embassies to schedule	NatCom	Deputy Secretary-General, Programmes
Quarterly	Organise Policy Dialogues on a key sustainable development issue/sector every quarter with leading think-tanks, universities and academics. Present position paper thereafter to respective government agencies.	NatCom	Deputy Secretary-General, Programmes
30th September 2021	Institute "Back-To-The-Office" report template for all officers and staff who embark on NatCom-funded trips and disseminate across relevant sector groups.	Secretariat	Deputy Secretary-General, Operations
30th September 2022	Institute weekly management meetings by heads of units	Heads of Units/ Departments	Secretary-General

Quarterly	Institute quarterly Senior Management Team (SMT) meetings – all Managers + heads – to openly discuss and review progress on the annual plan.	Heads of Units/Departments	Secretary-General
15th October 2022	Introduce Key Performance Indicators (KPIs) for the Secretariat in line with this strategic plan.	Executive Committee	Secretary-General
30th November 2022	Hire or fill the roles of PR & Communications and M&E Officers	NatCom	Secretary-General
31st October 2022	Create a Procurement Unit	NatCom	Secretary-General
31st November 2022	Develop an Advocacy & S takeholder Engagement Plan	Operations Department	Deputy Secretary-General, Operations
31st November 2022	Develop a Resource Mobilization Plan	Operations Department	Deputy Secretary-General, Operations
Beginning of the year. Latest by 31st January	Every staff member sets job objectives and discusses them with their Line Manager. Job objectives should be taken from Strategic Priorities.	Job Holder/Line Managers	Line Managers
Latest 15th February	All job objectives collated and saved	Line Managers/- Heads of Units/ Departments	Heads of Units/ Departments
June. Latest first week of July	Mid-Year Reviews (MYR): Job holders and Line Managers review the extent of achievement of job objectives, make suggestions and changes, where necessary.	Job Holder/Line Managers	Line Managers
15th December	End of Year Reviews: Job holders and Line Managers review job performance during the year, identify areas for improvement and final grading of the performance.	Job Holder/Line Managers. Line Managers to submit final performance grading to HODs. Performance bonuses and promotions are to be guided by the final performance grading.	Line Managers Heads of Department; Deputy Secretary-General, Operations

- If a dispute arises at any point during the appraisal process, a three-member Arbitration Committee should be formed to mediate and resolve the issue.

Management and Staff Training and Development

- As part of agreeing their job objectives each year, each staff should have a Personal Development Plan (PDD) for the year consisting of professional development for example external training, internal training, job shadows, internships, online courses and self-tuition. Staff have responsibility to ensure the attainment of their PDD and Heads of Department must ensure strict compliance at the end of the year.

Performance Measurement

- The plan's performance should be assessed against its effectiveness in achieving its strategic priority goals and performance targets. The following measures should be instituted to measure the attainment of this plan's objectives.
 - i. Staff member level; Annual Job Objectives to be derived from contribution to Strategic Plan. Checked twice a year at mid-term review and end of year by Line Manager.
 - ii. Department Level: Departmental Strategic Objectives to be agreed with each manager. Reviewed every other month at Management Team meetings. Each department or unit meets every week and sends minutes to all staff so everyone in Headquarters is kept informed of activities.
 - iii. Corporate Objectives: NatCom Senior Management Team composed of all managers and to meet weekly to review operations, monitor performance and delivery and implement corrective actions. The Senior Management Team composed of all headquarters managers meet every quarter to review progress of work.
 - iv. Executive Committee: Meets twice in a year to set strategic objectives and monitor performance.

Plan Review and Update

- To ensure this strategic plan continues to provide a sharp focus and remain responsive to change, it should be formally reviewed and updated every six months, at the achievement of a Strategic Priority and at any other time deemed necessary. Implementation of this plan is to be a fixed agenda item at meetings of the National Commission and Executive Committee.

ANNEX 1

NatCom Performance Assessment Form

Dept:	
Activity/Project:	
Source of Funds:	
Responsible Officer	
Date:	

Strategic Priority No. & Pillar	Activities	Outcome		Indicators	Means of Verification
		Expected	Actual		
What Strategic Priority are you monitoring? State the strategy number and title to allow for easy identification of the stage of implementation by both you and your team members, your cost center and other stakeholders.	What are the various tasks and sub-tasks that the Dept planned to undertake under this strategic priority? State the various tasks (activities) separately and clearly.	The expected outputs are the outputs which the Dept. has already planned to achieve, and they are already stated in your Departmental Strategic Objective.	The actual outcome is the outcome information that you gather from monitoring your activity. They may not be the same as the planned/ expected outcome. If the actual outcome is not the same as expected, don't worry. It only means that you need to take action to ensure that planned outcomes are achieved. In some cases, the variation gives you the signal that you may be going off	What is the proof/pointer of the outcome? Either the expected or just the actual. It has a direct relationship with the outcome of the activity you are monitoring (whether actual or expected).	How can we prove that an activity has been carried out and that the outcome we are talking about can be verified?

			track or that you may be behind time or something other than what was planned is taking place. You only need to look at it again.		

ANNEX 2

Evaluation Strategy Worksheet

The relevant Units will monitor the progress of this strategic plan regularly using the strategy worksheets provided below. Outcome/output measurements for the strategic priority goals and various strategic priorities are, once more, the responsibility of the relevant departmental sections undertaking them – and these activities should have their own key performance indicators (KPIs).

Evaluation Strategy Worksheet

STEP 1. Determine What You Will Evaluate. What are you evaluating? A strategic priority, initiative? A tactical effort? A campaign? Something else? Be specific.

STEP 2. Define Your Goal. What type of outcome are you pursuing? What is the change your Department is trying to achieve over five years?

STEP 3. State Your Objective

What is your SMART objective? Run your objective through the SMART test below.

[Note: If you have more than one objective, you need to fill out a separate worksheet for each one.]

Objective	Specific	Measurable	Attainable	Result-Focused	Time-Specific

SMART Score (out of 5):.....

Your SMART score should be at least 4. If your score is 3 or less, go back and refine your objective.

STEP 4. Identify Your Audience

Who are the target audiences for your strategic priorities or activities? Are there any auxiliary audiences who can also provide valuable insight for your evaluation? Write them down below.

Strategic Priority Target Audience(s)	Auxiliary Evaluation Audience(s)
1.	1.
2.	2.
3.	3.
4.	4.

STEP 5. Establish Your Baseline

What information do you need to establish your baseline – the starting point against which you will measure your activities?

- 1.....
- 2.....
- 3.....
- 4.....
- 5.....

STEP 6: Pose Your Evaluation Questions

What stage is your initiative or activity in (check one):

☐ Early ☐ Mid-course ☐ Advanced

Write down your evaluation questions based on that stage:

- 1.....
- 2.....
- 3.....
- 4.....
- 5.....

STEP 7. Draft Your Measurements

What are the most meaningful milestones that will demonstrate progress toward your strategic priority? How will you measure them? Remember, you want to track outcomes, not outputs.

O B J E C T I V E	Milestone A	Milestone B	Milestone C
	Measures	Measures	Measures
	1.	1.	1.
	2.	2.	2.
	3.	3.	3.
	4.	4.	4.
	5.	5.	5.

STEP 8. Select Your Evaluation Technique

Select the techniques you will use to measure each item from the blue column on the left. Remember, some techniques can be used to measure more than one item (baseline information, evaluation questions, milestones), so there may be some overlap. Use a separate chart for each objective.

Briefly recap your answers from the worksheet here	Inter-views	Focus Groups	Survey: In person	Survey: Online	Observation	Quantitative Data Collection	Quantitative Data Analysis	Content Analysis	Other Technique
Strategic Priority									
Baseline Info 1									
Baseline Info 2									
Baseline Info 3									
Baseline Info 4									
Question 1									
Question 2									
Question 3									
Question 4									
Question 5									
Milestone A									
Measure 1									
Measure 2									
Measure 3									
Milestone B									
Measure 1									

Measure 2									
Measure 3									
Milestone C									
Measure 1									
Measure 2									
Measure 3									

STEP 9. Estimate Your Budget

Now, based on the techniques you have chosen above, estimate your line items below. You may enter estimated hours or cedis amounts needed. You will need to convert hours to cedis to get your total.

Budget Line Items:	Inter-views	Focus Groups	Survey: In person	Survey: Online	Observation	Quantitative Data Collection	Quantitative Data Analysis	Content Analysis	Other Technique
Staff Time									
External Consultant Fees									
Evaluation Technique Cost									
Travel and Incidentals									
Editing, Design, Production and Dissemination Costs									
Other Cost									
Other Cost									
Sub -Total									
GRAND TOTAL									

Ghana Commission for UNESCO
C/O Ministry of Education
P.O. Box M 2739|Accra|Ghana|Tel: 0302 666042
info@unescoghana.org / www.unescoghana.org
