

National Museums of Kenya Strategic Plan 2009-2014



NATIONAL MUSEUMS OF KENYA

WHERE HERITAGE LIVES ON

1910-2010

A CENTURY OF HERITAGE MANAGEMENT

National Museums of Kenya Strategic Plan 2009-2014

Published 2009

National Museums of Kenya

P.O Box 40658- 00100 Nairobi Kenya

Tel; (02) 3742131/4, 3742161/4

Fax: 254 -2-3741424

Email: nmk@museums.or.ke

Website: www.museums.or.ke

Citation: National Museums of Kenya (2009).

Strategic Plan 2009-2014 Nairobi, Kenya.

TABLE OF CONTENTS

Acronyms and Abbreviations	iii
Foreword	v
Preface	vi
Executive Summary	vii
1.0 Introduction and Background	1
1.1 Kenya's Development challenges	1
1.2 Heritage Management	1
1.3 National Museums of Kenya	2
1.3.1 Historical Background	2
1.4 The Role of National Museums of Kenya in Development	2
1.4.1 Mandate of National Museums of Kenya	2
1.4.2 Core Functions of the National Museums of Kenya	3
1.5 Achievements and Lessons from Previous Strategic Plan	3
1.6 The Need for a New Strategic Plan	4
2.0 Situational Analysis	6
2.1 Guiding policy documents	6
2.1.1 Economic Recovery Strategy	6
2.1.2 Kenya Vision 2030	6
2.1.3 Ministry of State for National Heritage and Culture	7
2.2 Internal and External Environment Analysis	8
2.2.1 Existing Strengths	8
2.2.2 Current Weaknesses	9
2.2.3 Available and Emerging Opportunities	9
2.2.4 Current and emerging threats	10
2.3 Stakeholder Analysis	10
2.4 Critical Strategic Issues	12
3.0 Organizational Strategic Orientation and Positioning	14
3.1 Sector Working Groups	14
3.1.1 Research, Innovation and Technology Sector	15
3.1.2 Tourism Sector	15
3.1.3 Alignment and Contribution to the National Level Sectors	15
3.2 National Museums of Kenya Strategic Direction	17
3.2.1 Strategic Vision	17
3.2.2 Mission Statement	17
3.2.3 Guiding Core Values	17
3.3 Organizational Level Results	17
3.4 Organizational Level Strategic Growth Areas of Intervention	18
4.0 Heritage Research and Management Strategic Growth Areas of Intervention	20
4.1 Directorate of Research and Collection	20
4.1.1 Rationale and Justification	20
4.1.2 Achievements	20
4.1.3 Challenges and Constraints	21
4.1.4 Directorate Strategic Focus	22
4.2 Institute of Primate Research	23
4.2.1 Rationale and Justification	23
4.2.2 Achievements	25
4.2.3 Challenges and Constraints	26
4.2.4 Institute Strategic Focus	28
4.3 Directorate of Museums, Sites and Monuments	29
4.3.1 Rationale and Justification	29
4.3.2 Achievements	29
4.3.3 Challenges and Constraints	30
4.3.4 Directorate Strategic Focus	30
4.4 Research Institute of Swahili Studies of Eastern Africa	31
4.4.1 Rationale and Justification	31
4.4.2 Achievements	32
4.4.3 Challenges and Constraints	32

4.4.4	Institute Strategic Focus	32
5.0	Corporate Support Functions and Services Strategic Growth Areas of Intervention	34
5.1	Directorate of Development and Corporate Affairs	34
5.1.1	Rationale and Justification	34
5.1.2	Achievements	34
5.1.3	Challenges and Constraints	35
5.1.4	Directorate Strategic Focus	36
5.2	Directorate of Human Resources and Administration	36
5.2.1	Rationale and Justification	36
5.2.2	Achievements	37
5.2.3	Challenges and Constraints	38
5.2.4	Directorate Strategic Focus	38
5.3	National Museums of Kenya Corporate Governance	39
5.3.1	Rationale and Justification	39
5.3.2	Achievements	40
5.3.3	Challenges and Constraints	40
5.3.4	Corporate Governance Strategic Focus	41
6.0	Strategic Plan Implementation Arrangements	42
6.1	Organizational Strategic Orientation and Positioning	42
6.1.1	Management Implications	42
6.1.2	Performance Contracting	42
6.2	Organizational and Management Structure	43
6.2.1	Collaboration and Partnerships	43
6.3	Implementation of the Strategic Plan	44
6.3.1	Strategic Plan Implementation Framework	44
6.3.2	Monitoring and Evaluation	44
	Bibliography	46
	List of Tables	
Table 2:1 :	Stakeholder categories and their expected contribution in the 15 development and implementation of the strategic plan	
Table 3.1:	Prioritization of the sub programmes under the research, preservation and management of national heritage programme of the Research, Innovation and Technology Sector	16
Annex 1:	National Museums of Kenya Organizational Level Result Framework	49
Annex 2:	Outcome mapping of NMK's strategic growth areas of intervention for better impact orientation 64	
Annex 3:	Summary of the projected organizational budgetary requirement for implementing the strategic plan over the period 2009-2014	57
Annex 4:	The National Museums of Kenya organizational and management structure	58

ACRONYMS AND ABBREVIATIONS

ERS	Economic Recovery Strategy for Wealth and Employment Creation
DHRA	Directorate of Human Resources and Administration
DRC	Directorate of Research and Collection
GoK	Government of Kenya
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune-Deficiency Syndrome
ICT	Information Communication Technology
IF	Implementation framework
IPR	Institute of Primate Research
ITK	Indigenous Technical Knowledge
MDGs	Millennium Development Goals
NGO	Non-Governmental Organisations
NMK	National Museums of Kenya
NNM	Nairobi National Museum
PM&E	Planning, Monitoring and Evaluation
PPP	Public Private Partnership
R&D	Research and Development
RISSEA	Research Institute of Swahili Studies of Eastern Africa
SAPs	Structural Adjustment Programmes
STI	Science Technology and Innovation
SWG	Sectoral Working Group

FOREWORD

Kenya's National Heritage is manifested in its rich natural, cultural and pre-historic wealth and diversity. The diverse cultures constitute a national asset and have a bearing on the progress of Kenya's development. The National Museums of Kenya (NMK) is a state corporation established by an Act of Parliament with a legal mandate for heritage management under the National Museums and Heritage Act 2006. The NMK falls under the Ministry of State for National Heritage and Culture and is the country's leading institution and a centre of excellence in delivery of services in the area of natural history and cultural heritage. From its humble beginning NMK has grown over the years into a multi-disciplinary heritage management and research organization of international reputation.

The dynamic environment in which NMK operates has put it under enormous challenges. In particular, there has been a major change in the operating and policy environments as well as advances in science and technology. One of the key changes is the launch of the Kenya Vision 2030 as the Kenya Government's long-term development blueprint for the country following the expiry of the Economic Recovery Strategy for Wealth and Employment Creation (ERS).

Following the launch of the Vision 2030, the Kenya Government has formulated the first Medium Term Plan for the period 2008-2012 to operationalize the Vision 2030. The NMK and the Ministry of State for National Heritage and Culture has realigned its functions to respond to Vision 2030. In the international and regional levels, several of NMK's collaborating partners have revised their strategic plans, indicating areas of future collaboration with the national research systems. Furthermore, promotion of national heritage has gained a higher profile as a strategy for national development.

Taking cognizance of these developments at the national, regional and international levels, NMK has developed this new strategic plan in conformity with new and evolving policies taking advantage of current and emerging opportunities to enhance the organization's capacity to be proactive. This strategy is aimed at positioning the NMK strategically in facilitating heritage management and socio-economic development of the Kenyan population leading to contribution towards the delivery of the 10 per cent annual economic growth rate envisaged under the economic pillar of the Vision 2030.

The development of this Strategic Plan has been guided by the Vision 2030 and its Medium Term Plan as interpreted by the Research, Innovation and Technology Sector, the Ministry of State for National Heritage and Culture, the Ministry of State for Planning, National Development and Vision 2030, the Ministry of Finance and other relevant Sectors and Government ministries. The strategy has been developed within the context of the on-going institutional and policy reforms with regards to results based management and the Government's desire to divest from state corporations. In line with this approach, the strategy has taken into account the achievements and lessons learnt during the past five years of the previous strategy as well as the achievements and lessons learnt during implementation of the just completed ERS. The strategy has incorporated the strategic thrust and the social and economic policy proposals contained in Vision 2030.

There is a realization that to achieve economies of scale, be responsive to customer's clients demands, and eventually deliver development objectives, there is great need of true partnerships among key stakeholders. In view of this, it is my sincere hope that this Strategic Plan will meet the expectations of the public and NMK stakeholders



Mr. Issa A. Timamy
Chairman Board of Directors
National Museums of Kenya.

PREFACE

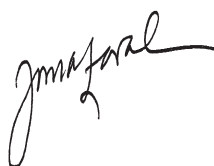
The world over heritage management is gaining significant attention as the means not only for preserving and conserving a country's heritage but also a basis for socioeconomic development. In Kenya, the National Museums of Kenya is the repository of the country's heritage besides undertaking preservation and conservation of the nation's cultural and natural resources. Heritage management provides the basis for development and promotion of the tourism industry that impacts significantly on foreign exchange earnings and hence the economic development of the country.

To be able to efficiently execute its mandate, the NMK has developed this Strategic Plan covering the period 2009-2014, which presents strategic areas of intervention to be undertaken in the next five years. The Plan has incorporated the new policy shift and thinking and is in line with Vision 2030 and its Medium Term Plan. Strategic planning is part of the government initiative whose objective is to enhance the efficiency and effectiveness of state corporations in service delivery through streamlining of systems, processes and structures. It is a process of determining what NMK intends to accomplish, the resources required and how to direct resources towards accomplishing the desired goals within a defined time frame.

The strategic plan is aimed at positioning the NMK strategically in facilitating heritage management and socio-economic development of the Kenyan population leading to contributing towards the delivery of the 10 per cent annual economic growth rate envisaged under the economic pillar of the Vision 2030. The Strategic Plan and Performance Contracting together with the annual work plans will form the basis for results based management. This comes at a time when debates on accountability and performance improvement in the state corporations have taken centre stage. The Strategic Plan will provide direction and focus for NMK, but success will depend on how NMK manages itself in the face of existing and emerging challenges. NMK will position itself to offer services and be relevant to address the contemporary issues facing Kenyans.

The development of this strategic plan was done in a highly consultative process involving key stakeholders, within and outside NMK. This was done so as to ensure that it incorporates all constructive views and suggestions from all key stakeholders, builds on the current NMK's gains and strengths, and contributes substantially to the development of the country. It is envisaged that, through this strategy, the interventions proposed will play a key role in improving livelihoods, promoting conservation and sustainable utilization of national heritage leading to realization of significant improvement in the standard of living of Kenyans.

I take this opportunity to thank all those who participated in the development of this Strategic Plan. Special appreciation goes to the Ministry of State for National Heritage and Culture for the continued support in development of this Strategic Plan, the Board members of NMK Management and staff as well as Topridas Consultancy for successfully steering the planning process to its conclusion.



Dr. Idle O. Farah
Director General

EXECUTIVE SUMMARY

1.0 Introduction

- 1.1 The National Museums of Kenya (NMK) is a complex organization with a broad mandate and a wide range of activities from the traditional Museum activities to the preservation of Kenya's antiques and monuments. The NMK is responsible for the conservation of Kenya heritage and collection of cultural, ecological and fossils exhibits, sites and monuments which are unique in Sub-Saharan Africa and biomedical and bio-conservation research.
- 1.2 The NMK has prepared this Strategic Plan covering the period 2009-2014 in compliance with the Government directive for all Ministries and Semi- Autonomous Government Agencies to revise their strategic plans to align them with the recently launched Vision 2030 and its first Medium Term Plan for the period 2008-2012.
- 1.3 The Strategic Plan is aimed at positioning the NMK strategically in facilitating heritage management and socioeconomic development of the Kenyan population leading to contribution towards the delivery of the 10% annual economic growth rate envisaged under the economic pillar of Vision 2030. The Strategic Plan was developed through a highly consultative process involving all key stakeholders within and outside NMK.



2.0 Alignment and Contribution to the National and global initiatives

- 2.1 The development of this NMK Strategic Plan was guided by the Vision 2030 and its Medium Term Plan as interpreted by Research, Innovation and Technology Sector, Tourism Sector, Ministry of State for National Heritage and Culture, Ministry of State for Planning, National Development and Vision 2030, Ministry of Finance and other relevant Sectors and Government ministries. The strategy has incorporated all the relevant strategic thrusts and the social and economic policy proposals contained in Vision 2030.
- 2.2 To facilitate the identification of NMK's position in relation to the demands from its clients, a detailed internal and external environmental scan was undertaken to identify its strengths and weaknesses as well as the available and emerging opportunities and threats that are likely to have significant impact on the institution in the next five years. A detailed stakeholder analysis was also conducted to identify the interests, roles/responsibilities, comparative advantages and contribution of the various stakeholders in the development and implementation of the Strategic Plan.
- 2.3 The NMK is a knowledge, information and technology generating institution. This Strategic Plan has taken into account the role of science, technology and innovation in a modern economy, in which new knowledge plays a central role in wealth creation, social welfare and international competitiveness. In view of this, the Strategic Plan is expected to enable NMK contribute significantly to the attainment of the strategic objective of the Research, Innovation and Technology Sector.
- 2.4 From the global perspective, the strategy is in line with the Millennium Development Goals. It is envisaged that the intervention strategies proposed in the Strategic Plan will play a key role in improving livelihoods, promoting conservation and sustainable utilization of national heritage leading to significant improvement in the standard of living of Kenyans.

3.0 The National Museums of Kenya Strategic Direction

- 3.1 The NMK Vision that is in line with the Research, Innovation and Technology Sector and requires the NMK and its stakeholders and partners to stretch their future expectations, aspirations and performance is "To be a global leader in heritage research and management."

- 3.2 The NMK Mission statement that expresses its fundamental purpose and business is "To promote conservation and sustainable utilization of national heritage through generation, documentation and dissemination of research and collection management knowledge, information and innovations."
- 3.3 The guiding Core Values that NMK and its stakeholders and partners shall hold in common and endeavour to put into practice while performing their functional obligations include the following:
- (i) Scientific excellence, ethics and flexibility.
 - (ii) Partnerships for collaborative advantage and synergies.
 - (iii) Impact, performance and service orientation.
 - (iv) Effective knowledge and information management.
 - (v) Respect for staff and client diversity.
 - (vi) Transparency, accountability and cost-effectiveness.

4.0 Institutional Level Results

4.1 Given the organizational strategic direction and Mission, NMK has identified six strategic result areas that are necessary and sufficient to deliver the organizational purpose of "Generation, documentation and dissemination of research and collection management knowledge, information and innovations." Attainment of this purpose will contribute significantly to the realization of the overall organizational goal of "Promoting conservation and sustainable utilization of national heritage for social and economic development while enhancing the quality of environment."

4.2 The strategic result areas are designed to position NMK strategically as a key driver in social and economic development through delivery on the Research, Preservation and Management of National Heritage programme and its sub-programmes as outlined in the Research, Innovation and Technology Sector. The six necessary and sufficient results include:

Result 1: Heritage and research knowledge, information and innovations generated and documented.

Result 2: Dissemination and accessibility of heritage and research knowledge, information and innovations enhanced.

Result 3: Performance driven national museums governance and management structures and systems strengthened.

Result 4: The national museums heritage research and management capacity strengthened.

Result 5: Formulation and implementation of favourable heritage research and management policy and marketing options advocated.

Result 6: Mandate, core functions and legal framework of National Museums of Kenya reviewed, rationalized and enforced.

5.0 Organizational Level Strategic Growth Areas of Intervention

5.1 In order to deliver on the six organizational level strategic results, functional operations in the NMK have been rationalized into four heritage research and management strategic growth areas of intervention and three corporate support functions and services. These strategic growth areas of intervention express a stronger organizational commitment to impact as the strategic orientation and positioning of NMK as a leader in the social and economic development. The strategic growth areas of intervention required to deliver the organizational level strategic results include the following:

- (a) Heritage research and management strategic growth areas of intervention:
 - (i) Generation, documentation and dissemination of national heritage and collection knowledge, information and innovations.
 - (ii) Generation, documentation and dissemination of biomedical and bio-conservation knowledge, information and innovations using non-human primates.
 - (iii) Identification, conservation, development and promotion of the national and regional museums, sites and monuments.
 - (iv) Generation, documentation and dissemination of Swahili knowledge, information and innovations for social and economic development
- (b) Corporate support functions and services strategic growth areas of intervention:
 - (i) Establishment and operationalization of appropriate and sustainable development and corporate affairs systems, procedures and processes.
 - (ii) Development and institutionalization of effective and efficient administration and human resources development and management system and processes.
 - (iii) Development and institutionalization of effective and efficient corporate governance systems, processes and procedures.

5.2 Each strategic growth area of intervention will be expected to contribute to the attainment of the six organizational level strategic results. To do this in the most effective and efficient manner, each strategic growth area of intervention will be expected to deliver on six strategic results similar to those at the organizational level but reduced in scale and scope to its specific area of interest for better outcome mapping and impact orientation.

6.0 Implementation of the Strategic Plan

6.1 This Strategic Plan has been developed in the context of the prevailing Government and external policies that require a reorientation and positioning of NMK to effectively address the challenges and constraints facing heritage research and management. The organizational strategic results and intervention strategies outlined in this Strategic Plan can only be realized through sound implementation plans.

6.2 The implementation of the Strategic Plan shall be underpinned by an integrated and holistic approach based on national frameworks carried out through priority thrusts and associated interventions for addressing priority heritage research and management. The implementation of the plan will further incorporate joint planning and participation so as to ensure that multiple views, needs and concerns in resolving priority heritage issues at different levels are taken into account and negotiated.

6.3 To operationalize the Strategic Plan, the NMK shall develop a detailed implementation framework (IF). In developing the five years IF, the NMK will engage its staff in formulating intervention strategies that are necessary and sufficient for delivering the organizational level strategic results. In doing this, efforts will be made to take into account the national development aspirations based on contemporary and critical analysis of current and emerging challenges and opportunities as well as the prevailing social, economic and political environments.

6.4 The IF shall be operationalized through rolling annual work plans in which the necessary and sufficient activities and their respective milestones required to deliver each yearly target shall be specified. The annual work plans will be linked to the annual Performance Contract (PC) targets. The adoption of the rolling annual work plans approach is expected to facilitate annual review of the on going activities in close consultation with the relevant key stakeholders and their adjustment in the context of emerging priorities and funding opportunities.

6.5 The Strategic Plan has been summarized into an organizational Result Framework and an outcome mapping of the strategic growth areas of intervention for better impact orientation with clear output and outcome indicators of the various interventions that are expected to form the basis for preparing detailed annual work plans, performance contracts as well as monitoring and evaluation of the implementation of the Strategic Plan.



1.0 INTRODUCTION AND BACKGROUND

1.1 Kenya's Development Challenges

The development challenges facing Kenya as highlighted in Vision 2030 include macroeconomic stability; continuity in governance reforms; enhanced social equity by gender and regions; wealth creation for the poor; infrastructure; energy; science, technology and innovation (STI); land reforms; human resources development; security; and public sector reforms. The country also continues to address the challenges of creating gainful employment for the youth who constitute a big proportion of the population; provision of food and nutrition security; ensuring environmental sustainability, provision of good health and education; and being globally competitive. In addition to these challenges, globalization, Structural Adjustment Programmes (SAPs) and economic liberalization have exerted tremendous influence on national development objectives and priorities. In responding to these phenomena, there have been new developments and changes in governance, policy and operational environment over the last decade that has had significant implications for development.

The development challenges highlighted above will be addressed within the context of the three pillars of Vision 2030. These are the economic, social and political pillars which aim at an overall annual growth rate of 10%, a just and cohesive society, and an issue-based and accountable democracy respectively. In order to achieve the 10% growth rate under the economic pillar, the government will invest in six key sectors that include Tourism, Agriculture, Wholesale and Retail

Trade, Manufacturing, Business Process Off-shoring and Financial Services.

1.2 Heritage Management

Heritage management refers to public or private initiatives to protect and maintain natural areas and cultural resources, including the protection and preservation of habitats, species, artefacts, monuments and sites of historical importance. Heritage sites make important contributions in sustaining human society especially through conserving the world's natural and cultural heritage. Apart from maintaining representative samples of ecosystems and preserving biological diversity, protected areas often are centres of environmental stability for their regions. Heritage sites provide opportunity for rural development and rational use of marginal lands for research and monitoring; for conservation, education; and for recreation and tourism. Indeed, heritage sites play an important role in promoting tourism in many developing countries. In Kenya, heritage sites are important international tourist attractions.

In Kenya and throughout the world, increasing populations and development are leading to the destruction of heritage resources. Therefore, a sound heritage management strategy is of critical importance if any country has to preserve and conserve its cultural and natural heritage. However, a successful plan that incorporates input from communities and stakeholders is invaluable. In Kenya, various efforts have been made to protect these sites by supporting the creation of protection laws and conducting research to support heritage management and conservation. Involvement of communities encourages an awareness of, and pride in, their natural and cultural heritage and enables the community to be proactive in promoting what they see as unique in terms of developing an appropriate livelihood strategy. A suitable combination of modern and traditional practices is needed in heritage management.

1.3 National Museums of Kenya

1.3.1 Historical Background

The history of the National Museums of Kenya (NMK) dates back to 1910 when a museum was established in Nairobi by the then East Africa and Uganda Natural History Society (Currently East African Natural History Society-Nature in Kenya). The group consisted mainly of colonial settlers and naturalists who needed a place to keep and preserve their collections of various specimens. Its first site was at the present Nyayo House.

The site soon became small and a larger building was put up in 1922 where the Nairobi Serena Hotel stands. It was not until 1929 that the colonial government set aside land at the Museum Hill and construction work started at the current site. It was officially opened in September 1930 and named the Coryndon Museums in honour of Sir Robert Coryndon, one time Governor of Kenya and a staunch supporter of the East Africa and Uganda Natural History Society.

In 1963, it was renamed the National Museums of Kenya soon after attainment of independence. Since the 1960s NMK has expanded its services and assets to include regional museums and has acquired under its jurisdictions sites and monuments which the Government has set aside as monuments of national heritage. Each of the regional museums has its own identity and develops its own programmes. The NMK has also established collaborative research and development as well as public programmes.

1.4 The Role of National Museums of Kenya in Development

Museums all over the world are evolving as dynamic centres of socially vital and relevant research activities. This is a bold move away from the age-old concept of museums as only places where material and non-material heritage of the past is stored. Museums are now important centres of research and other academic engagements, and as a result they are finding themselves in a world of technical advancement and rapidly changing cultural and socioeconomic environment.

The NMK has over the years engaged in research, education and other activities that have sociocultural and economic implications thus contributing to the development of various communities in the country. The NMK aims to promote, preserve and develop Kenya's diverse cultural and natural heritage through formulation and implementation of policies, documentation and dissemination of information for improved livelihood of the Kenyan people.

The NMK is a complex multi-disciplinary corporation with diverse resources and activities with objectives of enhancing knowledge, appreciation, respect and sustainable utilization of the natural heritage resources for the benefit of Kenya and the world. It is the custodian of Kenya's rich and diverse heritage. The generation, documentation and dissemination of plant, fungal and animal collection, knowledge, information and innovation is key for the conservation, preservation and sustainable utilization of Kenya's biological and cultural heritage.

The NMK contributes to contemporary issues including national cohesion and conflict resolution, for instance, among pastoralists and between different languages. The NMK works towards promoting cultural integration through its calendar of events and exhibitions that seek to promote national harmony. Fundamentally, the organization is moving from a passive into an active and proactive one that empowers Kenyans to know and appreciate their diversity. In implementing the above responsibilities, NMK contributes to the growth and development of the tourism industry which is a key sector under the economic pillar and to health and environment conservation under the social pillar in Vision 2030.

1.4.1 Mandate of National Museums of Kenya

The National Museums of Kenya is a public corporation established by the National Museums Act (Cap 216) and the Antiquities and Monuments Act (Cap 215) of the laws of Kenya. To strengthen NMK's mandate and its operations, the two Acts were merged to create the National Museums and Heritage Bill 2005 which was passed by parliament in 2006, making NMK effective in addressing and enforcing laws concerning heritage management in Kenya. The Museums and Heritage Act 2006 is the Government's commitment to ensuring protection of Kenya's rich and diverse heritage.

The NMK is one of the leading centres for conservation education and research in the region. It is responsible for the conservation of Kenya heritage and collection of cultural, ecological and fossils exhibits, sites and monuments which are unique in Sub-Saharan Africa. The institution holds over 4.5 million collection items. The mandate of NMK as stipulated in Heritage Act 2006 includes:

- (i) Serve as a national centre of heritage for the repository of things (scientific, cultural, technological and human interest).
- (ii) Serve as a place where research and dissemination of knowledge in all fields of scientific, cultural, technological and human interest may be undertaken.
- (iii) Identify, protect, conserve and transmit the culture and natural heritage of Kenya.
- (iv) Promote culture and natural resources in the context of social and economic development.

1.4.2 Core Functions of the National Museums of Kenya

The core functions of NMK include the following:

- (i) Heritage Promotion, Collection and Documentation: NMK houses one of the most unique and diverse collections in the world. The collections are categorized into two major areas that include Natural History and Cultural/History/Musicological.
- (ii) Research: NMK undertakes research based on cultural and natural history in various fields as well as research in biomedical and bio-conservation in collaboration with other research and development institutions.
- (iii) Preservation and Conservation: NMK has the mandate to preserve/conservate all its collections which range from tangible to intangible, movable and immovable, in-situ and ex-situ.
- (iv) Information Dissemination: NMK synthesizes the information generated from research and collections and presents the same to the public for the purpose of raising awareness and learning amongst the general population through exhibitions, education programmes and other multimedia channels.

1.5 Achievements and Lessons from Previous Strategic Plan

Over the years, NMK has contributed to scientific advancement through research, publications and as a forum for international scientific collaboration. The organization has also developed various research and public programmes and participated in development of policies and legislation to address demands from various stakeholders.

Under the Directorate of Museums, Sites and Monuments, the major achievement during the last Strategic Plan period include refurbishment of Nairobi National Museum (NMK); development of four permanent exhibitions in NNM and many temporary exhibitions; and development of the NMK exhibition policy and draft strategic plans for three regions (Coast, Western and Central). The NMK is also implementing a programme of honouring heroes and heroines of cultural heritage management and conservation. It has facilitated the listing of Kaya Forests as world heritage site and gazettelement of several sites across the country. Several new museums; the Desert Museum at Loyangalani in Turkana, Tambach and the Regional Museums in Wajir have been established. The organization participated in the development of the Heritage Policy and the National Museums and Heritage Act 2006.

Under the Directorate of Research and Collection notable achievements over the last decade include scientific publications both in peer reviewed journals and grey literature, increased collections currently estimated at four million and improved research infrastructure and capacity

for research. The Directorate has been restructured from 17 departments which were merged into six. This has resulted into a more focused, effective and efficient management of research and collection activities. The Directorate prides in a new information centre, the Resource Centre, which has a modern library.

The Institute of Primate Research (IPR) has been successful in mobilizing external support. The benefits of this approach transcend personal rewards for the scientists involved and include benefits to IPR in the form of capacity building, acquisition of cutting-edge scientific technology and productive international collaborations that have placed IPR at the heart of the global search for new medical interventions. Various studies have been undertaken on the primate biodiversity with a view to providing solutions to human-wildlife conflicts, maintain surveillance of zoonotic disease that are transmissible to humans and conserve endangered primate species for posterity.

The Directorate of Development and Corporate Affairs established in July 2007 has successfully marketed the products and services of NMK leading to increase in visitors and revenue to the museums. Through publicity and the launch of a new corporate identity, NMK's image has been greatly enhanced resulting to increased corporate functions at the Nairobi National Museum. The Directorate developed a new website which was launched in 2007 and which is updated weekly. This has greatly increased the information available on NMK to the public. The Directorate has identified some other revenue sources separate from the traditional museum gate collections. These include the lease of some properties not in use by NMK, advertising, merchandizing and public private partnerships (PPP). The Directorate has also developed a resource mobilization database which will be a reference for the institutional fund raising.

1.6 The Need for a New Strategic Plan

From its humble beginning, NMK has grown over the years into a multi-disciplinary heritage management and research organization of international reputation. The expansion of its mandate and staff numbers coupled with dynamic environment in which it operates has put enormous challenges for the organization. In order to keep abreast with changes in the environment in which it is operating, NMK developed its first Strategic Plan for 2005-2009 to improve its efficiency and productivity in all areas of operation.

The first NMK Strategic Plan period is coming to an end, and in addition there have been major changes in the operating and policy environments as well as advances in science and technology that have necessitated the revision of the Strategic Plan so as to ensure proper alignment. One of the key changes is the launch of the Kenya Vision 2030 as the new Government long-term development blueprint for the country following the expiry of the Economic Recovery Strategy for Wealth and Employment Creation (ERS). Following the launch of Vision 2030, the Government has also formulated the first Medium Term Plan for the period 2008-2012 to operationalize Vision 2030.

The NMK parent Ministry of State for National Heritage and Culture has also realigned its functions to respond to Vision 2030. There have also been remarkable changes at the international and regional levels. Several of NMK's collaborating partners within the international research system have revised their strategic plans, indicating areas of future collaboration with the national research systems. Furthermore, promotion of national heritage has gained a higher profile as a strategy for national development.

Taking cognizance of these developments at the national, regional and international levels, NMK has had to develop this new Strategic Plan to succeed the present one that is coming to an end. This is in conformity with new and evolving policies taking advantage of current and emerging opportunities to enhance the organization's capacity to be proactive. This strategy is aimed at positioning NMK strategically in facilitating heritage management and socioeconomic development of the Kenyan population leading to contribution towards the delivery of the 10% annual economic growth rate envisaged under the economic pillar of Vision 2030.

The development of this Strategic Plan has been guided by Vision 2030 and its Medium Term Plan as interpreted by the Research, Innovation and Technology Sector, the Ministry of State for National Heritage and Culture, the Ministry of State for Planning, National Development and Vision 2030, the Ministry of Finance and other relevant sectors and Government ministries.

The strategy has been developed within the context of the on-going institutional and policy reforms with regards to results-based management and the Government's desire to divest from state corporations. In line with this approach, the strategy has taken into account the achievements and lessons learnt during the past five years of the previous strategy as well as the achievements and lessons learnt during implementation of the just completed ERS. The strategy has incorporated the strategic thrust and the social and economic policy proposals contained in Vision 2030.

From the global perspective, the strategy is in line with the Millennium Development Goals (MDGs) in which Kenya, in its capacity as a member of the United Nations, pledged to reduce extreme hunger and poverty by the year 2015 (MDG 1); reduction in child mortality (MDG 4); improvement in maternal health (MDG 5); combat major diseases (MDG 6); ensure environmental sustainability (MDG 7); and enhancement of global partnerships for development (MDG 8). It is envisaged that through this strategy, the interventions proposed will play a key role in improving livelihoods, promoting conservation and sustainable utilization of national heritage leading to realization of significant improvement in the standard of living of Kenyans.

The development of this Strategic Plan has been a consultative process involving key stakeholders, within and outside NMK. This was done so as to ensure that it incorporates all constructive views and suggestions from all key stakeholders, builds on the current NMK's gains and strengths, and contributes substantially to the development of the country.

2.0 SITUATIONAL ANALYSIS

2.1 Guiding Policy Documents

2.1.1 The Economic Recovery Strategy

In response to the challenges brought about by globalization, Structural Adjustment Programmes (SAPs) and liberalization, the Government developed and launched the Economic Recovery Strategy for Wealth and Employment creation (ERS 2003-2007) aimed at setting the country back on the growth path.

The strategy identified poverty, unemployment, poor health and bad governance as challenges facing the country. To address these developmental challenges, the ERS laid emphasis on economic growth, creation of wealth and employment as means of eradicating poverty and improving welfare of the Kenyan population. The strategy identified tourism as one of the productive sectors for economic recovery and similarly asserted strategies on how the sector would contribute to development.

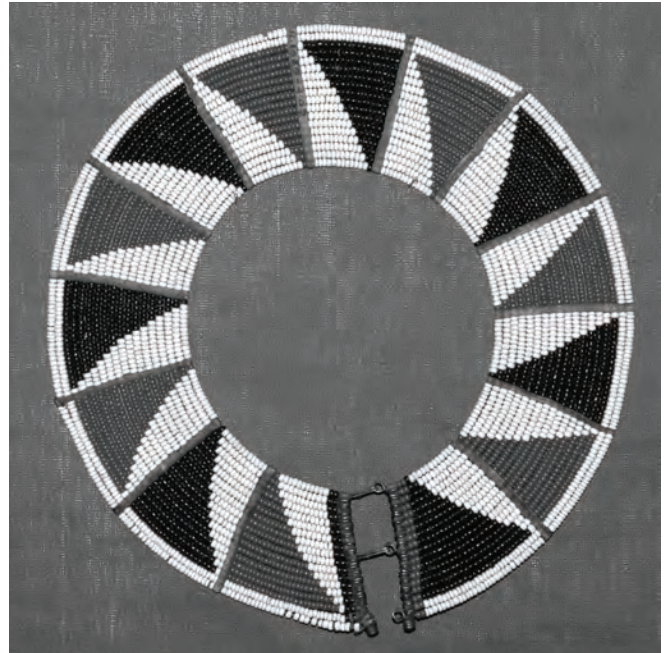
The implementation of ERS yielded quick results that included the growth of the economy from as low as 0.6% in 2002 to 7% in 2007 and an increase in real per capita growth at an annualized average rate of 3%; decline in poverty from 56.8% in 2000 to 46% in 2006; and a decline in HIV/AIDS prevalence rates. One of the earliest successful policies was the introduction of universal free primary school education that has now been partially extended to secondary education. A robust public service reform programme has also been introduced that has targeted improved delivery of public services.

2.1.2 Kenya Vision 2030

Following the expiry of ERS, the Government launched Vision 2030 as the long-term development blueprint for the country. The aim of this Vision is “a globally competitive and prosperous country with a high quality of life by 2030”. It aims at transforming Kenya into “a newly industrializing, middle income country providing a high quality of life to all its citizens in a clean and secure environment”. The Vision is anchored on the following three pillars supported on the foundations of macroeconomic stability; continuity in governance reforms; enhanced equity and wealth creation opportunities for the poor; infrastructure; energy; science, technology and innovation; land reforms; human resources development; security; and public sector reforms.

- (i) The economic pillar that aims to achieve an economic growth rate of 10% per annum and sustaining the same till 2030 in order to generate more resources to address the Millennium Development Goals (MDGs) and emerging development priorities.
- (ii) The social pillar that seeks to create just, cohesive and equitable social development in a clean and secure environment.
- (iii) The political pillar that aims to realize an issue-based, people-centred, result-oriented and accountable democratic system.

Kenya is endowed with a unique combination of tourist attractions comprising tropical beaches, abundant wildlife in natural habitats, scenic beauty, geographically diverse landscape, geological phenomenon, variety of flora and fauna, world heritage sites, rich cultural history stretching back over 7 million years and bird and wildlife migration patterns. These are conserved for the benefit of the present and future generations and as a world heritage. Thus, Kenya can truly be promoted as a destination that offers both foreign and domestic visitors an unparalleled variety of travel experiences.



Through its multiplier effect, tourism has the capacity to promote regional development, create new commercial and industrial enterprises, stimulate demand for locally-produced goods and services and provide a market for agricultural products. The Tourism Recovery Programme which started in 2003 has resulted in tremendous recovery of the industry with international arrivals rising by an average of 12.5% annually. However, despite this remarkable growth and contribution to the national economy, tourism sector is faced with major challenges which need to be addressed for it to attain its full potential. Some of these challenges include inadequate hotel and bed capacity; narrow product diversity and quality; inadequate and poor infrastructure; negative publicity and insecurity; inadequate financial resources; lack of coordination and collaboration among public and private sector players; inadequate promotion of domestic tourism; climatic changes; and inadequate skilled human resource.

The health sector goal for Vision 2030 is to provide equitable and affordable quality health services to all Kenyans. This is in recognition of the fact that good health and nutrition boosts the human capacity to be productive, subsequently enhancing the economic growth, and contributing to poverty reduction. The health sector is one of the key components that will contribute to the equity and socioeconomic agenda emphasized in the social pillar of Vision 2030. Vision 2030 builds on the achievements of ERS and the National Health Sector Strategic Plan II (2005-2010) which aimed at reducing the nation's disease burden. Vision 2030 states that this will be achieved by shifting from curative care to lowering incidents of preventable diseases. In addition, efforts will be made to control environmental threats to health and improvement of research that target the health needs of the communities. Research on health has been recognized as a major contributor to knowledge and information critical for policy development and priority intervention.

With regard to the environment, Kenya is a mega-biodiversity state with biodiversity hoisted in its various habitat and ecosystems. The ecosystems include forests, grasslands, wetlands, coral reefs and mangroves among others. Most of Kenya's biodiversity are also found within protected areas which comprise these habitats and ecosystems. Species loss and management of protected areas remains a significant challenge. Vision 2030 emphasizes specific strategies aimed at promoting environmental conservation in order to provide better support to the economic pillar flagships project.

Vision 2030 recognizes the role of science, technology and innovation (STI) in a modern economy, in which new knowledge plays a central role in wealth creation, social welfare and international competitiveness. The four elements that allow effective exploitation of knowledge include (i) an economic and institutional regime that provides incentives for the efficient use of the existing knowledge, the creation of new knowledge, and the flourishing of entrepreneurship; (ii) an educated and skilled population that can create, share and use knowledge well; (iii) a dynamic information and communication infrastructure that can facilitate processing, communication, dissemination; and finally (iv) an effective innovation system that can tap into the growing stock of global knowledge, assimilate and adapt it to local needs, while creating new knowledge and technologies as appropriate.

2.1.3 Ministry of State for National Heritage and Culture

The National Museums of Kenya falls under the Ministry of State for National Heritage and Culture whose core functions include:

- (i) Formulation of policies on national heritage, public records management, archives administration, non-governmental organization and national library services
- (ii) Promotion, preservation and maintenance of positive and diverse culture for national identity.
- (iii) Preservation, care and promotion of access to all public records and archives.
- (iv) Coordination, facilitation and harmonization of activities of national Museums of Kenya, Kenya National Library Services and NGOs Board.
- (v) Research, preservation and management of national heritage and culture
- (vi) Promotion, development and preservation of Kenya music and dance heritage.

Kenya's rich and diverse cultures constitute a national asset and have a bearing on the progress

of development. Some of the cultural practices provide social safety nets while others create national harmony and unity. The Ministry advocates for the promotion of progressive cultural values that emphasize mutual respect and support for each other, community participation and national cohesion. The Vision, Mission and mandate of the Ministry have been realigned to promote and ensure effective service delivery in order to realize tangible contributions to the national goals and the MDGs spelt out in the Vision 2030.

2.2 Internal and External Environment Analysis

The NMK has a broad mandate and a wide range of activities which range from the traditional museum activities to the preservation of Kenya's antiques and monuments. It also plays a key role in raising awareness and understanding amongst Kenyans and the world of Kenya's cultural and natural heritage and in the dissemination of research findings. Although most of the operations are in Nairobi, the organization has many regional museums, sites and monuments which are located in several places across the country. To facilitate the development of a strategic plan, it is important to understand the internal environment of NMK by identifying its strengths and weaknesses in relation to its set mandate and the environment in which it operates. This analysis enables NMK to identify its position in relation to demands from its clients.

Regarding NMK's external environment, an analysis of was carried out to:

- Study the relationships between NMK and its environment in terms of current and emerging opportunities and threats.
- Provide NMK management with the capacity to respond to critical questions from the external environment.
- Explore future conditions of NMK's external environment so as to include them in the decision-making process.
- Identify and prioritize emerging problems and design strategies to handle them.
- Build a vision of the future for NMK based on signs given by the emerging realities in the external environment.

2.2.1 Existing Strengths

The existing strengths that enable NMK to take advantage of the opportunities and protect it from threats in the external environment include:

- (i) Large and unique collection of both natural and cultural history materials. NMK houses one of the most unique and diverse collections in the world. Research collections at NMK form Kenya's treasures which have been identified, preserved and stored in national and international repositories and as reference materials. The users of these collections are government agencies, scientists, universities, colleges, schools and general public.
- (ii) Well-trained and skilled staff: NMK has a critical mass of skilled and experienced scientists and support staff. This strength is enhanced by collaboration mechanisms that allow for researchers and graduate students in local and international universities to contribute to the mainstream research while building a reservoir of new research scientists.
- (iii) Established, relevant and functional research and public programmes: To respond effectively to clients and stakeholders, NMK has established research and education programmes and other activities and important socioeconomic activities affecting communities in Kenya.
- (iv) Well-established organizational infrastructure: NMK is one of the well-placed research institutions not only in Kenya but also internationally with the physical and human capacity to undertake quality research. The efforts made to promote public and private partnership in carrying out research makes NMK a versatile network capable of dealing with the cultural and heritage diversity.
- (v) Positive and excellent local, regional and international reputation: Due to its extensive collaboration with partners, NMK continues to maintain local, regional and international reputation for excellence in research.
- (vi) Donor support and confidence: NMK has developed a culture of accountability and transparency leading to confidence and credibility as a public institution among development partners.

- (vii) Partnerships and collaboration with other institutions: NMK has over the years established beneficial partnerships and collaboration with other relevant institutions within and outside Kenya to enhance its heritage research and management activities.
- (viii) Public and political goodwill: This has enabled NMK to transact business because it is recognized as a public institution.
- (ix) ISO Certification: NMK has acquired ISO 9001:2008 certification which is an international standard for quality management systems that specifies the quality system requirements and provides a framework to establish, document and maintain an effective quality management system in order to meet client requirements and to achieve customer satisfaction.
- (x) Existence of strong community support: The strong community support gained over the years provides a good base of enhanced focus on community needs. These needs are expected to be more demanding as the organization increasingly takes on a more marketing orientation.
- (xi) International and regional conventions and protocols: NMK is a scientific authority and focal point for key international and regional conventions and protocols on environment.

2.2.2 Current Weaknesses

The current weaknesses that may prevent NMK from taking advantage of the available opportunities and those that do not protect it from external threats include the following:

- (i) Inadequate and unpredictable financial resources: Due to over-dependence on donor funding, financing of the programmes has been erratic and based on the priorities of the potential partners as opposed to NMK's agenda.
- (ii) Overlapping mandates and functions: Overlap of mandates and functions between directorates and departments have led to uncoordinated implementation of activities affecting the quality of products and services produced and delivered by the organization.
- (iii) Weak linkages between NMK and stakeholders: NMK has not taken advantage of the wide stakeholder categories to participate and facilitate the delivery of its mandate and its products and services.
- (iv) Lack of internal ICT policy: NMK lacks a policy on ICT making it difficult to develop programmes and activities that will improve the ICT capacity and infrastructure within the institution.
- (v) Limited space for conservation and collections: Despite new developments in infrastructure, the institution still lacks adequate capacity for storage of collections and conserved items.
- (vi) Unattractive terms and conditions of service: Uncompetitive remuneration and incentive schemes to reward satisfactory and outstanding performance have led to high staff turn-over, dissatisfaction and lack of team work spirit.
- (vii) Lack of Institutional Intellectual Property Rights Policy: Currently, NMK lacks an IPR policy to spell out issues of ownership rights, disclosure mechanisms, intellectual property management, distribution of royalties, commercialization strategies and other pertinent issues that would make it possible to apportion benefits to deserving recipients.
- (viii) Inadequate marketing of NMK products and services: Poor quality of products and services, lack of an aggressive promotional strategy and low investment in product and service development has led to poor recognition of what NMK has to offer to stakeholders.
- (ix) Low adoption of modern technologies: Despite the availability of modern technologies, NMK has not taken advantage to enhance efficiency and effectiveness of its products and services.
- (x) Lack of international accreditation: The laboratory and internal processes have not been accredited to international standards, posing challenges in the recognition of NMK's products and services internationally.

2.2.3 Available and Emerging Opportunities

The available and emerging opportunities and prospects will have significant positive impacts and prospects on NMK functions. These include:

- (i) Renovation and improvement of infrastructure: This provides the opportunity for NMK to intensify its engagement in research and public programmes countrywide.
- (ii) Development, promotion and marketing products and services: NMK has been over

dependent on a few products and services and there is potential to develop ecotourism and cultural tourism products to target the public.

- (iii) Commercialization of activities: Currently, NMK has a large collection of cultural heritage and artefacts and monuments that can be commercialized for its benefit and that of the general public.
- (iv) Potential for enhancing partnerships: There is increasing demand for the formation of partnerships with local and international research and development agencies on issues of mutual interest.
- (v) Advancements in Information Communication Technology: This presents an opportunity for NMK to communicate effectively with its stakeholders and exchange information effectively with other organizations.
- (vi) Increasing domestic tourism: The Governments' strategy of promoting domestic tourism gives NMK the opportunity to develop products and services to target this market segment.
- (vii) Environment and climate change: The challenges in environmental degradation and climate change offer opportunity for NMK to engage in development of mitigation strategies to address the situations.
- (viii) Contribution to national reconciliation and cohesion: By developing appropriate public programmes that promote understanding and appreciation of the different cultures in Kenya gives NMK an opportunity to contribute to this process.
- (ix) Ability to attract volunteer staff: The favourable policies in NMK makes it possible to attract volunteer staff to supplement staff in identified deficient areas, thus enabling it achieve its objectives.
- (x) Supportive Government policies: The prevailing Government policies recognize NMK as an integral part in the management of the country's heritage and the importance of its programmes in education, public and the promotion socioeconomic activities that contribute to the welfare of the population.
- (xi) Existence of research, collection and exhibition policies and legislation: Various favourable policies are in place and legislation enacted to enable NMK function optimally in its mandate of heritage collection and management.

2.2.4 Current and Emerging Threats

The current and emerging threats identified below are likely to have significant negative impacts on NMK during the Strategic Plan period. These threats include:

- (i) Illicit trafficking: Loss of museum's collections, cultural and artefacts through illicit trafficking continues to presents a major challenge to NMK management.
- (ii) Loss of Intellectual Property: Loss of research findings to regional and international organizations and individuals presents challenges to NMK mandate of heritage research and management.
- (iii) Travel advisories: The travel advisories declared due to insecurity brought about by terrorism and political instability has lead to reduced number of tourists visiting the country leading to reduced revenue earning.
- (iv) Overlap in institutional mandates: Inadequate policy coordination and overlap in institutional mandates has resulted in inefficiencies and conflicts among different institutions under the parent ministry.
- (v) Rapid loss of cultural heritage: Conflict between heritage and religious beliefs has led to loss of the cultural heritage as it is viewed as traditional and unconventional to modern values. In addition, hostility from communities neighbouring museums coupled with inadequate awareness of the importance of heritage conservation and preservation poses challenges for NMK in carrying out its mandate of heritage management.
- (vi) HIV/AIDS pandemic and substance abuse: The spread of HIV/AIDS (Human Immunodeficiency Virus/ Acquired Immune Syndrome) has severely affected families with persons that were repositories of knowledge and heritage of the various cultures in Kenya. The disease has also reduced skilled manpower in various fields and encroaches on the national economy.
- (vii) Climate change: New biophysical constraints will emerge as a consequence of changes in the global climate thus posing new challenges to both flora and fauna, such as loss of species, shifting of habitats/ecosystems and emergence of invasive species.
- (viii) Dilapidated infrastructure: Poor infrastructure such as roads limit the accessibility to the museums, sites and monuments by visitors.
- (ix) Competition for land: The increasing competition for land as a resource is a big threat to preservation of heritage sites. Communities around heritage sites and developers are increasingly targeting land hosting heritage resources for development.
- (x) Security threat: Worldwide, there is increased trade in stolen artefacts and collections. This illegal trade has added to security threat of collections.

2.3 Stakeholder Analysis

A stakeholder analysis was conducted to identify the interests, roles/responsibility, comparative advantages and contribution of the various stakeholders in the development and implementation of the Strategic Plan as shown in Table 2.1. The analysis involved an inventory of the broad stakeholder categories that have a complementary role or synergy to NMK's effort in the development and implementation of the Strategic Plan taking into consideration the various ways they may influence the implementation of the Strategic Plan. Table 2.1 Stakeholder categories and their expected contribution in the development and implementation of the strategic plan

Stakeholder Category

Potential contribution to the implementation of the strategic plan

- | | |
|--|--|
| 1. Treasury | <ul style="list-style-type: none"> • Programme funding and formulation of financial policies |
| 2. Ministry of State for National Heritage and Culture | <ul style="list-style-type: none"> • Formulation and implementation of Government policies • Promotion of NMK products and services • Provision of policy guidelines for operations |
| 3. Other relevant Government ministries and agencies | <ul style="list-style-type: none"> • Collaboration in research, programme development, implementation and provision of efficient extension services, policy guidelines, synergies, capacity building and provision of enabling infrastructure |
| 4. National Council for Science and Technology | <ul style="list-style-type: none"> • Overall coordination of science and technology development |
| 5. Development partners | <ul style="list-style-type: none"> • Provide funds, technical support and capacity building |
| 6. The general public | <ul style="list-style-type: none"> • Provides data on tax payers, supplier and consumers of services |
| 7. Local and international NGOs | <ul style="list-style-type: none"> • Facilitate and mobilize programme implementation and carry out advocacy |
| 8. Community and Faith Based Organizations | <ul style="list-style-type: none"> • Facilitate and mobilize programme implementation and community advocacy |
| 9. Academic institutions | <ul style="list-style-type: none"> • Provision of expertise, professionalism, human capacity building and promotion of science, technology and innovations • Knowledge transfer of new innovation |
| 10. Local and international research organizations | <ul style="list-style-type: none"> • Collaboration in research, programme development, implementation and provision of efficient extension services, policy guidelines, synergies and capacity building • Conservation efforts |

11. Industry regulators and marketing agents	<ul style="list-style-type: none"> • Promotion of NMK products and services • Provision of policy guidelines for operations
12. Research and students	<ul style="list-style-type: none"> • Internship and student exchange provide additional capacity and publicity/marketing to NMK
13. Foreign and domestic tourists	<ul style="list-style-type: none"> • Customers for NMK products and services • Promote NMK products and services
14. Cultural consultants	<ul style="list-style-type: none"> • Provision of professional expertise, capacity building
15. Foreign missions	<ul style="list-style-type: none"> • Promotion of NMK products and services
16. Cultural trusts and artists	<ul style="list-style-type: none"> • Provision of funds and promotion of NMK products and services
17. Local communities	<ul style="list-style-type: none"> • Involvement in conservation efforts and promoting NMK products and services
18. International museums and related cultural institutions	<ul style="list-style-type: none"> • Opportunities for collaboration and exchange of technology, knowledge and information
19. ICT organizations	<ul style="list-style-type: none"> • Innovative packaging and dissemination of information
20. Electronic and print media	<ul style="list-style-type: none"> • Creation of awareness of NMK products and services and wide dissemination of information

Stakeholder Category**Potential contribution to the implementation of the strategic plan**

21. Private sectors	<ul style="list-style-type: none"> • Support services to NMK clients/customers • Promotion and marketing of NMK products and services • Public/private partnerships • Participation in product development and diversification
22. Internal customers (employees)	<ul style="list-style-type: none"> • Provision of various products and services to NMK. • Development and promotion of NMK products and services • Research and development services • Conservation of cultural heritage

2.4 Critical Strategic Issues

Following critical analysis of the NMK's operational environment, the following have been identified as the Critical Strategic Issues that need to be addressed in order to enable NMK improve its efficiency, effectiveness and impact in contributing to the national social and economic development.

- (i) Improvement on heritage research and management: The need to adopt a science, technology and innovation system perspective and coordination of research and dissemination through strategic partnerships and linkages.
- (ii) Performance orientation: The need to transform the culture and attitude within the NMK to be more performance-oriented.
- (iii) Conservation and sustainable use of national heritage: Creation of public awareness and positive attitude on the need to conserve and sustainable use of national heritage.
- (iv) Improvement of organizational financial sustainability: Increase in revenue base and reduction of dependence on the Government and development partners funding by improving and commercializing NMK's products and services through diversification, innovations, development, value addition and marketing.
- (v) Market-responsive and client-oriented programmes: Development and implementation of market-responsive and client-oriented programmes and projects that generate and disseminate national heritage knowledge, information and innovations.
- (vi) Development and management of human and physical resources: Establishment of an appropriate institutional arrangement and mechanisms for effective and efficient development and management of human and physical resources.
- (vii) Establishment of beneficial linkages, partnerships and collaboration: Promotion of linkages, partnerships and collaboration among various categories of service providers in the conduct, financing and development of heritage research and management.
- (viii) Strengthening organizational marketing: Development and operationalization of aggressive organizational marketing strategies to advocate for NMK's role and contribution to the current and future national social and economic development.
- (ix) Review and realignment of the NMK mandate and core functions: Review and realignment of the NMK mandate, core functions, structure, staff competence and culture aimed at improving organizational effectiveness and efficiency so as to play a key role in heritage research and management nationally, regionally and globally.
- (x) Improvement of infrastructure and facilities: Continuous lobbying and advocacy for improvement of the current poor and dilapidated infrastructure leading to improved accessibility to the museums, sites and monuments.
- (xi) Formulation of enabling policies and legal frameworks: Continuous lobbying and advocacy for formulation and implementation of appropriate policies and legal frameworks to create an enabling environment aimed at improving NMK's efficiency and effectiveness in research and heritage management.

- (xii) Promotion of heritage knowledge dissemination and uptake: Catalyzing knowledge, information and innovation dissemination and uptake through innovative delivery pathways for impact at end-user level.
- (xiii) Mainstreaming of cross-cutting issues: Development of strategies to respond to different challenges brought about by crosscutting issues such as ICT, HIV/AIDS, gender, and drug and substance abuse in all NMK programmes.
- (xiv) Addressing emerging security threats: Continuous improvement of the organizational security system to respond to security threats brought about by increased trade in stolen artefacts and collections.
- (xv) Addressing competition for land: Development and implementation of appropriate mechanism to deal with the problem of increasing competition for land brought about by communities and developers increasingly targeting land hosting heritage resources.

3.0 ORGANIZATIONAL STRATEGIC ORIENTATION AND POSITIONING

3.1 Sector Working Groups

Following the launch of Vision 2030 and its First Medium Term Plan covering the period 2008-2012, the Government has established Sector Working Groups (SWGs) which are required to ensure that the sector policies are consistent with the national development agenda. The SWGs are expected to ensure that expenditures are shifted from low to high priority areas so as to meet the desired goals spelt out in Vision 2030.



The SWGs are expected to work closely with Sector Ministries and will be responsible for developing sectoral policies and programmes. The SWGs are supposed to ensure that the expected programme outputs and outcomes are in line with the goals of the Kenya Vision 2030. Specifically, SWGs are expected to:

- Review sector objectives and strategies in line with the overall national goals outlined in Vision 2030.
- Identify the programmes and the necessary policy, legal and institutional reforms required.
- Identify projects to be funded under Public Private Partnerships (PPP).
- Coordinate activities leading to the development of sector reports and indicative Sector/Ministerial Programme-Based Budgets.
- Identify and prioritize sector Programmes.
- Analyse cost implications of the proposed programmes, projects and policies.
- Allocate resources to ministries, departments and agencies within the sector in accordance with the agreed criteria.

3.1.1 Research, Innovation and Technology Sector

The integration of Science, Technology and Innovation (STI) in national productive process is central to the success of the Government's policy priorities and programmes outlined in Vision 2030. This is particularly important within the context of demands for global economic competitiveness, sustainable development and equity concerns.

Consequently, developments of necessary scientific infrastructure, technical and entrepreneurial skills are essential pre-requisites for transforming Kenya into a knowledge-based society.

In order to address these concerns, the Government has established the Research, Innovation and Technology Sector Working Group to harness talent and other resources that will best position Kenya in the modern world economy. This sector is expected to be a major driving force for Vision 2030 because it forms the bedrock of the Economic, Social and Political pillars. In view of this, the sector has adopted the Vision "Excellence in research, innovations and technology". The sector expects to deliver on this Vision through the (i) development and promotion of research, innovation and technologies for high value products and services; (ii) development of modern national ICT infrastructure for sustainable development; (iii) development and strengthening of training capacity of higher education institutions; (iv) formulation of human resource development policies that attract and retain professionals; (v) strengthening systems for the creation, translation of data, knowledge and dissemination of information; (vi) development and strengthening of policies and capabilities of the sector institutions.

3.1.2 Tourism Sector

The Vision 2030 has identified tourism as one of the key sectors to deliver the 10% annual economic growth rate envisaged under the economic pillar. Currently, tourism accounts for about 10% of the Gross Domestic Product (GDP), making it the third largest contributor to GDP after agriculture and manufacturing. Due to its many linkages with other sectors, tourism has great potential to generate employment and wealth. In order to ensure exploitation of this potential, the tourism sector has adopted the Vision "To be a top 10 long haul tourist destination offering a high-end, diverse, and distinctive visitor experience."

The sector expects to deliver on this vision through development of four key tourism products that include (i) Coastal product involving the development of the segments along the coast that are currently underutilized together with expansion and improvement of quality in the existing facilities; (ii) Safari product aimed at improving the quality of premium safari parks and open resorts in underutilized parks; (iii) Niche products aimed at nurturing and expanding high-value niche products such as cultural tourism, eco-tourism, sports tourism and lake tourism; and (iv) Conference and business tourism product as joint Government and private sector partnership aimed at increasing revenue from this product through investment in new and existing hotel facilities and upgrading of air travel facilities.

3.1.3 Alignment and Contribution to the National Level Sectors

According to the Medium Term Expenditure Framework for the period 2009/10-2011/12, NMK, being the leading heritage research and management institution in the country, has been placed under the Research, Innovation and Technology Sector Working Group as the Research, preservation and management of National heritage programme. The sub-programmes identified under this programme include:

- (i) Heritage preservation and management;
- (ii) Research for promotion of heritage conservation and scientific collections maintenance; and (iii) Bio-medical research. All the three sub-programmes have been rated as of high priority using the following key principles/criteria provided by the Government to guide the programme prioritization as shown in Table 3.1:
 - (i) Direct linkage of the programme to one or more of the Vision 2030 objectives or flagship project
 - (ii) Degree to which the programme is addressing reduction of core poverty as outlined in the Government's criteria for selection of core poverty interventions.
- (iii) Degree to which the programme is addressing the objectives of the agricultural sector as well as the research, innovation and technology sector.
- (iv) Expected output or results from the programme and their contribution to the achievement of the Vision 2030 strategic objectives.
- (v) Demonstration of the programme's forward and backward linkages with other sector programmes.
- (vi) Sustainability of the programme particularly in terms of human capacity, future costs of implementation and sources of funding.
- (vii) Cost effectiveness in the achievement of the intended programme objectives.

Table 3.1: Prioritization of the sub programmes under the research, preservation and management of national heritage programme of the Research, Innovation and Technology Sector

Research, Innovation and Technology Sector: Research, preservation and management of national heritage programme – National Museums of Kenya									
Sub Programmes	Key principles/criteria for prioritizing sub programmes							Total Score	Overall Ranking
	i	ii	iii	iv	v	vi	vii		
1. Heritage preservation and management	Yes	Yes	Yes	Yes	Yes	Yes	Yes	7	High
2. Research for promotion of Heritage conservation and scientific collections maintenance	Yes	Yes	Yes	Yes	Yes	Yes	Yes	7	High
3. Bio-medical research	Yes	Yes	Yes	Yes	Yes	Yes	Yes	7	High

In addition to the identification and prioritization of the intervention sub programmes, NMK is well aware of the inequality and poverty that has remained among the key development challenges that the Government continues to confront and address. In view of this realization, NMK will endeavour to ensure that the projects to be undertaken under each intervention sub programme have in built pro-poor activities and interventions aimed at increasing access to social services, creation of employment opportunities, increasing incomes and reduction of poverty and inequality through:

- (i) Promotion of pro-poor economic growth and increased income through targeted project interventions.
- (ii) Improvement of the quality of life of the poor and vulnerable.
- (iii) Improvement of equity and reduction of inequality.
- (iv) Protection of the environment and provision of access to clean water and sanitation.
- (v) Institutionalization and strengthening of participation of relevant stakeholders in all levels of programme and project governance.

This Strategic Plan has been designed to reposition NMK to deliver on the research, preservation and management of national heritage programme through the implementation of the sub-programmes outlined in the Research, Innovation and Technology Sector. In addition to this, the Strategic Plan will also enable NMK to contribute significantly to other sectors such as health, agriculture, tourism and environment. In order to align itself with the Vision 2030 Medium Term Plan and the Research, Innovation and Technology Sector, all NMK activities and efforts to be undertaken within a framework of strategic results and strategic growth areas of intervention, as outlined in the subsequent sections, will be geared towards the attainment these sub programmes.

3.2 National Museums of Kenya Strategic Direction

3.2.1 Strategic Vision

The NMK Vision that is in line with the Research, Innovation and Technology Sector and the national heritage and culture and requires the NMK and its stakeholders and partners to stretch their future expectations, aspirations and performance is “To be a global leader in heritage research and management.”

3.2.2 Mission Statement

The NMK Mission statement that expresses its fundamental purpose and business is “To promote conservation and sustainable utilization of national heritage through generation, documentation and dissemination of research and collection management knowledge, information and innovations.”

3.2.3 Guiding Core Values

In NMK, decisions and actions are consistently based on a set of clear principles outlined here as the organizational core values. The organizational core values guide actions at all levels when choices are not clear or when there is a gap between intention and reality. The guiding core values that NMK and its stakeholders and partners hold in common and endeavour to put into practice while performing their functional obligations include the following:

- (i) Scientific excellence, ethics and flexibility: NMK believes that the stakes in heritage research and management are extremely high in terms of the investments that are necessary for meaningful outcomes. For this reason, all research, collection management and dissemination/presentation work and recommendations made to stakeholders will emanate from sound evidence based on rigorous scientific findings of the highest quality possible.
- (ii) Partnerships for collaborative advantage and synergies: NMK will pursue meaningful and productive partnerships and team work so as to ensure synergies that have a direct bearing on research and heritage management. Clear roles, responsibilities, governance and supportive mechanisms will ensure application of ‘true’ partnership norms.
- (iii) Impact, performance and service orientation: NMK will remain focused on integrated service delivery by ensuring that all research and heritage management activities undertaken or promoted meets and exceeds the stakeholders’ expectation. NMK will achieve this through building and maintaining a culture that is based on impact of research and heritage management for every part of the organization and service delivery as the key feature of all support parts of the organization.
- (iv) Effective knowledge and information management: NMK is committed to nurturing a strong culture in the generation, sharing and application of heritage knowledge and information within and outside the organization.
- (v) Respect for staff and client diversity: NMK recognizes that staff and clients are critical resource in achieving its mission and therefore respects staff and client diversity, emphasizes mutual respect for individuals and ensures equitable recognition of their contribution. In this regard, NMK is committed to timely and quick response to staff and clients’ concerns.
- (vi) Transparency, accountability and cost-effectiveness: NMK is committed to effective and efficient utilization of all resources entrusted to the organization in the most transparent, accountable and cost-effective manner.

3.3 Organizational Level Results

Given the organizational strategic direction and mission, NMK has identified six strategic result areas to address the identified critical strategic issues and deliver on the organizational purpose of "Generation, documentation and dissemination of research and collection management knowledge, information and innovations." Attainment of this purpose will contribute significantly to the realization of the overall organizational goal of "Promoting conservation and sustainable utilization of national heritage for social and economic development while enhancing the quality of environment."

The strategic result areas are designed to position NMK strategically as a key driver in social and economic development through delivery on the Research, Preservation and Management of National Heritage Programme and its sub-programmes as outlined in the Research, Innovation and Technology Sector. This will in turn contribute to the attainment of the 10% economic growth rate per annum recommended in Vision 2030. The strategic result areas are also aimed at positioning NMK as a regional and global leader in heritage research, preservation and management.

In order to ensure better outcome mapping and impact orientation, the six strategic result areas will be cascaded down to the NMK Directorate level but reduced both in scale and scope at each level. The six strategic results include:

- Result 1: Heritage and research knowledge, information and innovations generated and documented.
- Result 2: Dissemination and accessibility of heritage and research knowledge, information and innovations enhanced.
- Result 3: Performance driven national museums governance and management structures and systems strengthened.
- Result 4: The national museums heritage research and management capacity strengthened.
- Result 5: Formulation and implementation of favourable heritage research and management policy and marketing options advocated.
- Result 6: Mandate, core functions and legal framework of National Museums of Kenya reviewed, rationalized and enforced.

3.4 Organizational Level Strategic Growth Areas of Intervention

In order to deliver on the six organizational level strategic results, functional operations in NMK have been rationalized into four heritage research and management strategic growth areas of intervention and three corporate support functions and services. Administratively, the strategic growth areas of intervention correspond to six Directorates and one Corporate Governance area of intervention. These strategic growth areas of intervention express a stronger organizational commitment to impact as the strategic orientation and positioning of NMK as a leader in the social and economic development. The strategic growth areas of intervention are considered as integrally linked rather than as isolated areas. In operational terms, there will be overlaps and this is desired since heritage research and management seeks to deal with issues in a holistic manner.

Each strategic growth area of intervention will be expected to contribute to the attainment of the six organizational level strategic results. To do this in the most effective and efficient manner, each strategic growth area of intervention will be expected to deliver on six strategic results similar to those at the organizational level but reduced in scale and

scope to its specific area of interest for better outcome mapping and impact orientation.

The strategic growth areas of intervention required to deliver the organizational level strategic results are as follows:

- (a) Heritage Research and Management strategic growth areas of intervention
 - (i) Generation, documentation and dissemination of national heritage and collection knowledge, information and innovations.
 - (ii) Generation, documentation and dissemination of biomedical and bio conservation knowledge, information and innovations using non-human primates.
 - (iii) Identification, conservation, development and promotion of the national and regional museums, sites and monuments.
 - (iv) Generation, documentation and dissemination of Swahili knowledge, information and innovations for social and economic development.

- (b) Corporate Support functions and services strategic growth areas of intervention
 - (i) Establishment and operationalization of appropriate and sustainable development and corporate affairs systems, procedures and processes.
 - (ii) Development and institutionalization of effective and efficient administration and human resources development and management system and processes.
 - (iii) Development and institutionalization of effective and efficient corporate governance systems, processes and procedures.

4.0 HERITAGE RESEARCH AND MANAGEMENT STRATEGIC GROWTH AREAS OF INTERVENTION

4.1 Directorate of Research and Collection

4.1.1 Rationale and Justification

The Directorate of Research and Collection (DRC) is the research arm of NMK which is vested with the core function of conducting research on the cultural and natural heritage of the country as well as collecting and managing the national collection. The Directorate has existed since the concept of a museum in Kenya was started with collections by the early nature enthusiasts.

The current Directorate's name came into being after organizational restructuring which was fully implemented in 2007.

The DRC is vested with the mandate of developing and implementing research projects that are focused on sustainable use, conservation and preservation of Kenya's heritage.

The collections that arise from the research and collection activities are identified, curated and deposited in various departmental repositories for safe storage. These form the core of national reference collection on natural as well as cultural heritage. Kenya's national heritage is manifested in its rich natural, cultural and pre-historical wealth. The nation is comprised of 42 ethnic groups whose diverse cultures, traditions and technologies are captured through their culture materials. The country's unique and diverse landscapes and habitats, including water systems, house its natural heritage while part of this heritage is a hidden treasure lying below ground where prehistoric materials have been preserved for millions of years.

The Directorate has a very clear niche in the country's achievement of Vision 2030. "A nation living in a clean secure and sustainable environment" entails generation and dissemination of information relevant to environmental conservation. The DRC has the capacity to generate such information covering the whole spectrum of terrestrial as well as water bodies environment which will result in sustainable management of natural resources.

The Directorate has conducted and continues to conduct massive research in the country's main forests which constitutes the five water towers of Mt. Kenya, Aberdares Range, Mau Escarpment, Cherangani Hills and Mt. Elgon. Availability of clean and adequate water and sanitation is a key national challenge in Vision 2030, and the Directorate will contribute to this through generation of relevant information for their sustainable use. For the country to realize 50% increase in forest cover by 2030, adequate ecological information must be generated for the forest managers and awareness created among the users. Conservation and promotion of Indigenous Knowledge (IK) is also captured as key in achieving vision 2030.

The Directorate boasts of being the only centre in the region with the capacity to generate, document and create awareness on sustainable use of IK. Furthermore, the Directorate is already championing issues of climate change and desertification through its many research programmes addressing priority issues in these areas.

4.1.2 Achievements

The Directorate has made notable achievements over the last decade. In collaboration with many national and international institutions, it has successfully undertaken research



programmes, mainly on threatened and rare living animal and plant species and their habitats which constitute a very significant portion of the country's natural heritage.

The Directorate boasts of major palaeontological and palaeoanthropological breakthroughs that have defined main steps in hominid and biological evolution in general, and explains geological events in the past. One significant achievement is the recent discovery in the Ileret area, east of Lake Turkana, of remains of *Homo habilis* and *H. erectus* which suggest that the two human species co-existed for a period of about 0.5 million years, and thus challenge the commonly held belief that *H. habilis* gave rise to *H. erectus* in a linear succession manner. In addition, a trail of footprints associated with *H. erectus* dating back to 1.5 million years have also been unearthed in the Ileret study area.

Research activities and programmes undertaken by the Directorate have resulted in a steady stream of scholarly publications and a wealth of grey literature and increased national reference collection which is currently estimated at over four million. Notable publications in the Directorate include several books such as *Kenya Trees, Shrubs and Lianas*, *Traditional Food Plants of Kenya* and several volumes of the *Flora of Tropical East Africa*. The Directorate successfully organized its first Scientific Conference in 2006 during which key research results were presented. The research programmes have also contributed significantly to the improvement of infrastructure and capacity for research.

Improved capacity for research is attested to by the increase in senior researchers at PhD level from less than ten to about 32 in the last 10 years supported by over 57 researchers at Masters Degree level.

The Directorate has, furthermore, played a key role in education, training and public awareness. It has continued to effectively provide specialized training at several levels to strengthen the national capacity to conduct heritage research work especially in taxonomy related areas. A significant number of research staff have been called upon by local universities to offer specialised courses whose expertise is only available at NMK. Through its grant-making activities, the Directorate has contributed to the fund raising initiatives of the organization. Grants realized during the past five years are approximated at half a billion shillings.

The Directorate was recently restructured as a result of the overall organizational restructuring programme, during which the former 17 departments were merged into six. This has resulted into a more focused, effective and efficient management of research and collection activities. The Directorate prides in a new information centre, the Resource Centre, which has a modern state of the art library, serving both the organizational staff and the republic at large by providing valuable information for heritage conservation.

4.1.3 Challenges and Constraints

The generation, documentation and dissemination of plant, fungal and animal collection, knowledge, information and innovation is key for the conservation and preservation of Kenya's biological heritage. Similar programmes on the country's pre-historical and cultural heritage are also important for understanding our common ancestry and environment. Rapid cultural erosion and subsequent loss of indigenous knowledge are key national concerns that the Directorate addresses. Weaknesses in the enforcement of heritage and environmental acts and policies, leading to destruction of ecosystems, sites and cultural materials in the face of socioeconomic development is also a key challenge the Directorate is tackling. Furthermore, there is need for the country to collect, preserve, document, package, disseminate and enhance access to relevant heritage information and archives collection.

While addressing these national challenges, the Directorate endeavours to meet the country's need for the provision of well-qualified taxonomists and curators. Taxonomy is the science and

process of identifying, classifying and naming organisms and provides the basic understanding of biodiversity components. Despite the existence of approximately over 10 million plant and animal species worldwide, the knowledge of the national species is approximated at only 35,000. Kenya's taxonomic information is therefore far from complete while a comprehensive and easily accessible source of existing national taxonomic information is still lacking. This primary data is essential for identifying biodiversity resources and increasing understanding of biodiversity issues as a basis for assessing biodiversity status. An important aspect of addressing this gap is continuous taxonomic research and training. This is fulfilled through short-term specialized training courses as well as hands-on sessions.

The NMK has a one line budget which only supports salaries and personal emoluments. Over the years, this has made it necessary that researchers source for research grants from diverse development partners in order to conduct their research and collection activities. Researchers in the Directorate have had to mobilize research funds through grant-making.

4.1.4 Directorate Strategic Focus

In addressing the identified challenges, DRC will be expected to contribute to the attainment of the overall organizational purpose through the attainment of its purpose of "Generation, documentation and dissemination of national heritage and collection knowledge, information and innovations". This purpose will be delivered through the attainment of the following six Directorate level results:

- (i) Heritage research and collection knowledge, information and innovations generated and documented.
- (ii) Dissemination and accessibility of heritage research and collection knowledge, information and innovations enhanced.
- (iii) Performance driven heritage research and collection governance and management structures and systems strengthened.
- (iv) Heritage research and collection management capacity strengthened.
- (v) Formulation and implementation of favourable heritage and collection policy and marketing options advocated.
- (vi) Mandate, core functions and legal framework of heritage research and collection reviewed, rationalized and enforced.

In order to contribute significantly to the attainment of the organizational purpose, DRC will implement six broad-based and interrelated strategic growth areas of intervention as outlined below. Each of the intervention strategies will be expected to contribute to the attainment of the six Directorate level results.

- (i) Generation, documentation and dissemination of zoological collection, knowledge, information and innovations.
- (ii) Generation, documentation and dissemination of plant and fungi collection, knowledge, information and innovations.
- (iii) Development and implementation of sustainable biodiversity, environmental and indigenous knowledge systems, policies, technologies and innovations.
- (iv) Generation, documentation and dissemination of common ancestry knowledge in the context of geological and environmental change.
- (v) Generation, documentation and dissemination of cultural heritage collection, knowledge, information and innovations.
- (vi) Collection, documentation, re-packaging, preservation and dissemination of heritage information, knowledge and innovation.

4.2 Institute of Primate Research

4.2.1 Rationale and Justification

The Institute of Primate Research (IPR) was established in 1960 as the Tigoni Primate Research Centre based at Tigoni, near Nairobi and moved to its current location in 1983 as the IPR after the Government allocated it land at Ooloolua. IPR operates as a preclinical and biomedical research facility under the auspices of NMK. Its operations, especially as an animal holding facility, are also under the relevant Government regulatory authorities as well as international guidelines that govern the conduct of research using animal models.

There is a strong rationale and justification for use of animals in medical research. The use of animal models helps to advance the understanding of human diseases, and is critical in the development of therapeutics, vaccines and diagnostic tools that are eventually made available in hospitals and pharmacies. For example, animal models are used to evaluate candidates' new products and also guide the selection of human dose levels and the design of clinical studies/trials. In developed countries such as the USA, animal studies provide pivotal efficacy data for products to be licensed under the Federal Drug Administration (FDA) "Animal Efficacy Rule" (21 CFR 314.610 and 601.91), when clinical trials are not ethical or feasible. The IPR would also advocate that in future such studies should be mandatory and provide data in support of investigational new drug applications made to the relevant Ministry of Health Departments/ Pharmacy and Poisons Board.

Another justification for biomedical research is that, for emerging and rare diseases, understanding the disease in animals may provide relevant information when little can be learned directly from humans. Therefore, IPR has been committed throughout its existence to developing and providing animal models to benefit the research community and public health.

In the execution of research programmes, IPR takes cognizance of the fact that non-human primates (NHPs) have a close evolutionary proximity to human beings which makes them excellent models for studying human diseases. In this regard, IPR accepts and strives to implement a moral case for careful, well monitored and meticulously regulated Non-Human Primates research of high quality that can benefit mankind, and where it is the only avenue for solving important scientific or medical questions. This philosophy also informs IPR research programmes on conservation biology, that is, not just to use but also to preserve and conserve non-human primates for posterity.

To achieve these goals, IPR has established a strong animal welfare programme that includes training of animal technicians, which is continually being reviewed with regard to the procedures used, humane treatment and steps taken to ameliorate suffering.

All scientific projects at IPR must be approved by the Institutional Review Committee (IRC) that reviews and monitors the scientific and ethical standards for each project. The projects are evaluated on the basis of rigorous standard operating procedures especially for the animal care and use programme. To achieve this, IPR uses various guidelines including the International Guiding Principles for Biomedical Research Involving Animals. These efforts have earned the institution recognition as a World Health Organization (WHO) Collaborating Centre, as well as Registration of Compliance (Assurance) with standards of humane care and use of laboratory animals by the National Institutes of Health (Office of Laboratory Animal Welfare, OLAW USA).

The Institute is committed to accelerate its stated goal of applying current best practices regarding housing of non-human primates and to eventually attain international accreditation for its facilities with the American Association of Laboratory Animals Centres (AAALAC) and/or European guidelines (Revised Appendix A to the European Council Convention ETS123).

(a) Role and Mandate

The research mandate of the Institute is derived from the mandate of the entire National Museums of Kenya which is outlined in various legal instruments, but primarily in the new National Museums and Heritage Act (Cap 6) of the laws of Kenya. Section 5(1) of this law indicates that NMK will maintain existing research institutions such as IPR, and establish new ones where necessary. The mandate and operation of IPR as a public research body derives from these legal instruments.

The overall responsibility for policy and general guidance of IPR is vested on the Board of Directors and the Director General of NMK. Hence, the IPR Director reports to the Director General of NMK. In recent times, the NMK Board of Directors has approved the creation of an International Advisory Board for IPR whose role is to advise on various aspects of research projects, facilities, quality standards and fundraising. In carrying out biomedical work involving animals, IPR is guided by the International Guiding Principles for Biomedical Research Involving Animals, developed by the Council for International Organizations of Medical Sciences.

The Institute also complies with all applicable provisions of the following laws, regulations and policies governing the care and use of laboratory animals

- (i) Kenyan law, in particular, the Wildlife Act Cap 276; Sessional Policy Paper No. 3 of 1975 on management of wildlife in Kenya; prevention of cruelty to animal's chapter 360 (revised 1983).
- (ii) Guidelines for care and use of laboratory animals in Kenya developed by the Kenya Veterinary Association and the Kenya Laboratory Animals Technicians Association (1989).
- (iii) Institutional regulations and policies on science and ethics as enforced by the Institutional Review Committee (IRC).
- (iv) Appendix A of the European convention for the protection of vertebrate animals used for experimental and scientific purposes (ETS s No 123, 2006).
- (v) International regulations and resources (e.g. CITES; Guide for the care and use of laboratory animals; European Primate Resources Network/Primate Vaccine Evaluation Network, EUPRIM and PVEN).
- (vi) Statement of compliance with standards for humane care and use of laboratory animals by foreign institutions identification number A5796-01 issued by the USANIH Office of Laboratory Animal Welfare (OLAW), and covers all public health supported activities involving live vertebrate animals valid for five years up to 2013.
- (b) Institutional Compliance with Vision 2030

The Institute has the human and physical resources to contribute significantly to the realization of GoK long-term development strategy, Vision 2030. The main thrust of IPR work is in preclinical development and testing of new and improved medical interventions including drugs, vaccines and diagnostics. Its location on 400 acres of land; advanced research facilities/laboratories; animal houses capable of holding 500 animals in single and group cages, are all major strengths. It is the only institution of its kind in the region and the biggest such institution in Africa. Over the years, IPR has established and maintained an extensive network of collaborating individuals and institutions including universities, private companies, foundations and research centres scattered throughout the developing and developed world. The World Health Organization recognizes IPR as a collaborating centre for biomedical research. In the Medium Term Plan of Vision 2030 Strategy (2008-2012), IPR will play a significant role under the following strategies:

- (i) Health Initiative: The IPR has programmes in medical research targeting tropical, neglected and infectious diseases. Research at IPR can contribute significantly to the health initiatives since it is the only organization in Kenya with established capacity to conduct preclinical testing of new medical interventions using animal models.
- (ii) Biotechnology Initiative: The Institute has the human resources, institutional capacity and international experience to spearhead the development of a biotechnology

programme for the production of vaccines for human diseases. A medium term to long-term goal of the Vision 2030 programme is the establishment of vaccine production units for common diseases including childhood vaccines for local and regional markets.

- (iii) Centres of Excellence Support Project: IPR is a premier and unique facility with a big potential for scientific innovation and the enhancement of research capacity in Kenya. The NMK Board of Directors and the Institute's International Advisory Board have a vision to transform IPR into a national and world class Biomedical and Primate Research facility. This would require reorganisation, restructuring and refurbishing of existing facilities and construction of new facilities were needed to meet the demands from the scientific community and European guidelines for housing and care of animals. All this would translate into immense benefits in revenue flows, capacity building and technology transfer.
- (iv) Establishment of Science and Technology Parks and Industrial Incubators project: IPR has sufficient land that can be made available through joint partnerships or Public Private Partnerships (PPP) to set up incubators for production of medical products, Science and Technology Parks and new medical research facilities.

In the execution of its research mandate, IPR takes cognizance of the Millennium Development Goals (MDGs) that were developed out of the eight chapters of the United Nations Millennium Declaration signed in September 2000. Scientific programmes at IPR can contribute directly to MDG 4 (Reduce child mortality); MDG 5 (Improve maternal health); MDG 6 (Combat HIV/AIDS, malaria and other diseases); MDG 7 (Ensure environmental sustainability); and MDG 8 (Develop a global partnership for development).

4.2.2 Achievements

The Institute is recognized internationally as a Centre of Excellence in Biomedical Research and its scientific output over the years in the form of scientific publications, patents and products reflect this status. The Institute routinely publishes research findings which can be found in international medical databases such as the Public Library of Medicine (PubMed). It also regularly publishes biennial reports emanating from scientific conferences. These activities serve to inform and to engage science with society. Its success over the years can be summarised under the following three headings:

- (i) Mobilization of resources: IPR has been successful in mobilizing external support. Currently, 30 locally- and externally-funded projects are being implemented at IPR cutting across the four major research departments and programmes of study. The benefits of this approach transcend personal rewards for the scientists involved and include benefits to the institute in the form of capacity building, acquisition of cutting-edge scientific technology and productive international collaborations that have placed IPR at the heart of the global search for new medical interventions. Thus the benefits of research at the Institute are at the individual, institutional, community, country and international level.
- (ii) Knowledge creation: IPR works in partnerships and applies conventional as well as cutting edge biomedical technologies in the search for new vaccines, diagnostics and drugs that can alleviate human suffering. In particular, IPR uses natural and experimental animal hosts that are phylogenetically closely related to humans to study various diseases such as malaria, HIV/AIDS and reproductive diseases. The institute's aim is to apply immunological, parasitological, genomic and proteomics techniques to elucidate disease mechanisms and use this knowledge to create rationally designed interventions such as drugs and vaccines to control these maladies.
- (iii) Translational medical and conservation benefits: The Institute has generated translational medical products such as drugs vaccines and diagnostic tools that have been taken to human clinical trials. As an example, at least 10 candidate vaccines

for malaria, schistosomiasis and leishmaniasis have been evaluated at IPR, with two of these (Leishmania Promastigote vaccine and Schistosoma Sm28) proceeding to human trials. Two products developed by the reproductive biology programme are available in the market. The primate biodiversity is also studied with a view to providing solutions to human-wildlife conflicts, maintain surveillance of zoonotic diseases that are transmissible to humans and conserve endangered primate species for posterity. Thus, the work that IPR has done in this area led to the translocation of threatened De Brazza monkeys in Kakamega and the gazettement of Tana River Primate Reserve.

4.2.3 Challenges and Constraints

In fulfilling its stated Mission "To contribute to improvement of human health by advancing biomedical research and development through responsible utilization of disease models while conserving non-human primates for biodiversity", IPR is confronted by challenges and constraints at three levels: Corporate level, Research Thematic level and Research Support Services level.

(a) Corporate level challenges and constraints

At corporate level, the existence and operation of IPR under NMK has presented both a facilitative and inhibitive environment with regard to implementing its non-biomedical biodiversity conservation and biomedical research and development (R&D) agenda. By their very nature, biomedical R&D-related programmes present a sharp mismatch with the primary heritage management agenda of the NMK. Strategically and operationally, this has constrained IPR given that the biomedical R&D agenda constitutes the major part of the Institute's core research business. For instance, the mapping of the biomedical-related IPR vision and strategic focus, including forging of the appropriate partnerships and resource mobilization effort, under the banner of NMK, could impede rather than facilitate the achievement of this goal.

An equally pertinent constraint is the NMK-sanctioned departmental structure under which the current IPR Departments (Research, Animal Sciences and Administration and Finance) do not align with the others within NMK, with serious implications on resource allocation. Within the IPR Research Department, there are four major programmes that are comparable in scope, content and management requirements to departments within other Directorates in NMK. These programmes include Tropical and Infectious Diseases, Reproductive Health and Biology, Conservation Biology and Ecology and the newly introduced Non-Communicable Diseases. The Institute operations are significantly curtailed owing to the non-recognition of these programmes as Departments. Another related challenge is the need for pilot research data to support resource mobilization efforts for new initiatives, particularly biomedical-related projects that target unique and competitive funding avenues that often are not development agencies. Although there is some appreciation that most of the IPR research projects require pilot research funds to develop new initiatives, support towards this goal is very limited due to poor recognition of this reality within NMK.

To address these challenges and constraints, it is recommended that the IPR/NMK corporate-ship be re-worked to enable IPR to operate with the required degree of autonomy. For this to progress effectively, it should be done in a two stage process. In the short-term the IPR organizational structure should be changed to comprise the Director, Deputy Director/ Research and six Heads of Departments to head:

- (i) Tropical and Infectious Diseases;
- (ii) Reproductive Health and Biology;
- (iii) Conservation Biology and Ecology;
- (iv) Non-Communicable Diseases,
- (v) Animal Sciences and
- (vi) Administration and Finance departments in line with its 2009-2014 Strategic Plan.

Along with these changes, mechanisms and structures will need to be established to enable IPR to prepare its income/expenditure budget and submit it directly to the Ministry of State for National Heritage and Culture for direct budgetary allocation. In the longer-term, IPR will take full advantage of the up-coming "Science, Technology and Innovation Bill of 2008" under which new institutes will be established and registered, to gain greater, if not, complete autonomy including name change. These strategic changes will allow IPR to fully assume its true status as the premier preclinical and primate conservation Centre of Excellence in Africa.

(b) Thematic level challenges and constraints

In the Institute's research thematic level, challenges and constraints are shaped by national priorities and the international public good, being the key drivers of IPR's primary agenda.

The first level of challenge is how to strike a meaningful balance between the two, recognising that some international public good can be directly applicable to meeting certain national priorities, and that funding and technical support for their achievement is more readily forthcoming. Examples of this include colossal international support for R&D of global health challenges such as malaria, HIV/AIDS, Tuberculosis (TB), cancer among others. On the other hand, neglected infectious diseases continue to receive minimal international attention in which case national priorities should nearly exclusively drive the agenda. The negligible budgetary allocations to R&D in most developing economies remain a major constraint. Being the only institute in Kenya with established capacity to conduct preclinical evaluation of new biomedical interventions using animal models, IPR has defined key research challenges to address. Its capacity to use current disease models as well as its ability to develop new ones permits IPR to contribute substantially in terms of basic host-pathogen interaction studies and testing candidate vaccines, drugs and diagnostics for a wide range of health conditions including the prominent and neglected 'orphan' diseases.

One other challenge area, primarily of national priority, that IPR should address is disease survey/surveillance particularly those that non-human primates (NHP) may serve as reservoirs. Another national priority type challenge area relates to the scientific exploitation of indigenous knowledge (IK) and practice for R&D of herbal medicines to enable their mainstreaming into the national healthcare system and access to high-end markets, while conserving the native plant biodiversity. In doing so, the IPR would take full advantage of its affiliation to NMK (the CBD and IK resource centre), sharing a parent Ministry with the Department of Culture as well as being able to forge strategic linkages with other Kenyan institutions focussed on biodiversity management and biomedical R&D. The key challenge here is to win the strategic support of GoK and the private sector for such multi-institutional and inter-disciplinary capital-intensive initiative. Finally, IPR should position herself to engage strategic partners (locally and internationally) in order to develop post-R&D capacity in product up-scaling and quality assurance. As stated above, such weighty agenda will be more effectively accomplished when IPR operates on full autonomy.

(c) Research Support Services level challenges and constraints

At the Research Services Support level, the challenges and constraints facing IPR, assuming the corporate issue outlined in (a) above is resolved, include quality and sustainability of services of the animal facilities as well as laboratory research infrastructure and continued compliance with local and international best practices. Fundamentally, the very core research business of IPR is premised on the universal continued requirement for preclinical testing particularly in non-human primates as a priori to human clinical trials (and in some cases the only testing to be done before productlicensing/registration), allowingforpotentialthreatsfroma nimalrightsconcerns.

Issues of sustainable sourcing of animals and their quality in terms of pre-exposure to infections/infestations are critical.

Currently, IPR sustains its non-human primate resource through the Kenya Wildlife Services (KWS) sanctioned and guided capture in areas where non-human primate numbers grow to levels that engender human-wildlife conflict. The Institute has established capacity to capture, quarantine and health-test the animals before use. With improved alternative non-human primate conservation management strategies, the need to capture animals by KWS might be reduced thereby threatening IPR source of animals. Recognising this eventuality, the IPR is in the process of initiating a colony-breeding programme as a sustainable source of meeting future animal needs.

However, a major challenge of financial resources to support this noble initiative has not been forthcoming. Related challenge is the upgrading of animal houses/cages to align with the EU specifications in order to gain accreditation. Concerted efforts are underway for IPR to mobilize resources for this purpose.

Like the animal facilities, the laboratory research infrastructure has served the IPR needs well over the years. However, IPR continues to be faced by a number of key challenges. For instance, a variety of equipment need either to be replaced to sustain existing programmes or new specialist equipment acquired to support new initiatives. Generally, activities in the research programmes described above have been supported by key equipment acquired, managed and used by the individual projects funded through external donations. Sometimes this could lead to acquisition of the same equipment by multiple programmes depending on donor preferences, even when it is clear that certain other equipment may have served the institutional needs better.

Another challenge relates to keeping up with current brands of equipment as technology advances. Increasingly, IPR is adopting the practice of cross-programme/project utilization of core facilities as well as seeking significant 'block' funding to upgrade research infrastructure. As an institutional strategy to rationalize and efficiently utilize research facilities, IPR plans to establish a new centralized, common-user Technology Unit. This will house core equipment and technology platforms which will be managed and used centrally, serving the needs of different programmes. To the extent that IPR manages and uses its core equipment better and acquires newer technologies to support cutting-edge sciences, will enhance the institute's status as a Centre of Excellence in Biomedical Research. Another novel aspect of the Technology Unit is that other Kenyan researchers in biotechnology will have full access to it at nominal charges for equipment maintenance. Along with this, a new common-user two-tier building complex housing offices and service functions like a modern library and laboratories is planned. The challenge, obviously, is to mobilize sufficient resources to support such strategic initiatives.

4.2.4 Institute Strategic Focus

The Institute of Primate Research will be expected to contribute to the attainment of the overall NMK organizational purpose through the attainment of its purpose of "Generation, documentation and dissemination of biomedical and bio-conservation knowledge, information and innovations using non-human primates." This purpose will be delivered through the attainment of the following six Institutional level results:

- (i) Biomedical and bio-conservation research knowledge, information and innovations generated and documented.
- (ii) Disseminated and accessibility of biomedical and bio-conservation research knowledge, information and innovations enhanced.
- (iii) Performance driven Institute of Primate Research governance and management structures and systems strengthened.

- (iv) Biomedical and bio-conservation research and management capacity strengthened.
- (v) Formulation and implementation of favourable biomedical and bio-conservation research policy and marketing options advocated.
- (vi) Mandate, core functions and legal framework of the Institute of Primate Research reviewed, rationalized and enforced.

In order to contribute significantly to the attainment of the Institutional purpose, functional operations in the Institute of Primate Research have been structured into five broad-based and interrelated research departments and one corporate research support functions and services department constituting the institutional strategic growth areas of intervention as outlined below. Each of the intervention strategies will be expected to contribute to the attainment of the six Institutional level results.

- (i) Generation, documentation and dissemination of reproductive health and biological knowledge, information and innovations.
- (ii) Generation, documentation and dissemination of primate ecology and conservation knowledge, information and innovations.
- (iii) Generation, documentation and dissemination of tropical and infectious diseases knowledge, information and innovations.
- (iv) Generation, documentation and dissemination of non communicable diseases knowledge, information and innovations.
- (v) Generation, documentation and dissemination of animal sciences knowledge, information and innovations.
- (vi) Development and operationalization of effective and efficient corporate research support functions and services.

4.3 Directorate of Museums, Sites and Monuments

4.3.1 Rationale and Justification

In Kenya, there are many sites of cultural, historical or natural importance distributed all over the country. Some are well known to the public while others are known only by a few interested parties such as local communities and researchers. Identification of such sites, documenting them and where possible securing them ensures that they will be preserved, conserved and sustainably managed for both present and future generations. Creation of awareness about the importance of such sites is key to their continued existence.

The Directorate of Museums, Sites and Monuments is charged with the responsibility of conservation of Kenya's protected sites. In order to conserve these heritage sites, several activities are undertaken. These include, identification and gazettement of the sites, surveying and mapping of the heritage sites, acquisition of title deeds for the museums and sites, development of museum and sites/monuments, listing of world heritage sites. The development of public programmes (exhibitions and education programmes) for learning and enjoyment for diverse publics is another major responsibility of the Directorate.

Implementing the above responsibilities ensures that NMK contributes to the growth and development of the tourism which is a key sector under the economic pillar in Vision 2030. A focus on development of key world heritage sites and development of new exhibitions in the Nairobi National Museum (NNM) will make a valuable contribution to cultural tourism and tourism in general.

4.3.2 Achievements

The Directorate has achieved various milestones in the preceding Strategic Plan period. Some of these achievements include refurbishment of Nairobi National Museum; construction of the third exhibition gallery in the Kisumu Museum; development of 4 permanent exhibitions in NNM and many temporary exhibitions; development of the NMK exhibition policy; development

of draft strategic plans for Coast, Western and Central regions; and implementation of the process of honouring of heroes and heroines.

Other achievements include listing of Kaya Forests as world heritage sites; completion of the Kenya World Heritage Tentative List; gazettment of several sites and monuments across the country; establishment of several new museums such as the Desert Museum at Loyangalani in Turkana, Tambach, Manga Museum in Kisii and other regional museums in Wajir; participation in the development of the draft heritage policy and the National Museums and Heritage Act and its operationalization; institutionalization of the coordination and management of public programmes within the new structure; operationalization of the new management structure at national and regional level; and development of several exhibitions and education programmes across the country.

During the implementation of last Strategic Plan, the Directorate also learnt several lessons that include the new development projects such as new museums in regions need to be planned to encompass funding of museological activities to be run after completion of construction of new museums; it is important to work closely with communities in the conservation and management of sites to ensure that sustainable protection is achieved; working closely with development partners can be rewarding in capacity building; quality management practices are critical in ensuring that projects or programmes are completed within the specified resource and time limits; teamwork is absolutely critical to success of any project or programme; process of getting a site listed under the world heritage category is long, tedious but ultimately rewarding; and Kenya has a long list of heroes that require to be honoured.

4.3.3 Challenges and Constraints

The Directorate of Museums, Site and Monument has a number of main challenges that remain to be addressed. There are still many sites of cultural, historical or natural importance that have not been identified and gazetted. Such sites stand the risk of being destroyed in the course of development activities. A major management challenge is also posed by the spread/distribution and number of sites and monuments in the country.

Currently, there are large number of such sites and monuments distributed all over the country. While a few are managed by NMK, others are in private hands in remote far flung places. Heritage resources including sites, monuments, museums as well as their collections that are already identified and gazetted still suffer degradation through vandalism and theft. To date, there are still many people who do not have access to museums sites or monuments due to remoteness of location or poor communication infrastructure. Many sites have also not been adequately developed and opened to the public.

There is still a low level of awareness among Kenyans of the importance/value of the national heritage. This has led to an accelerated loss of heritage resources due to development activities and natural attrition due to disuse. On the whole, there is inadequate human resource and financial capacity to sustain and manage heritage effectively.

4.3.4 Directorate Strategic Focus

The Directorate of Museums, Sites and Monuments shall be expected to contribute to the attainment of the overall organizational purpose through the attainment of its purpose of "Identification, conservation, development and promotion of the national and regional museums, sites and monuments." The Directorate will deliver this purpose through the attainment of the following six Directorate level results:

- (i) Museums, sites and monuments knowledge, information and innovations generated and documented.
- (ii) Dissemination and accessibility of the museums, sites and monuments knowledge, information and innovations enhanced.

- (iii) Performance driven museums, sites and monuments governance and management structures and systems strengthened.
- (iv) Museums, sites and monuments research and management capacity strengthened.
- (v) Formulation and implementation of favourable museums, sites and monuments policy and marketing options advocated.
- (vi) Mandate, core functions and legal framework of museums, sites and monuments reviewed, rationalized and enforced.

In order to contribute significantly to the attainment of the organizational purpose, the Directorate of Museums, Sites and Monuments shall focus on six strategic growth areas of intervention outlined below. Each of the intervention strategies shall be expected to contribute to the attainment of the six Directorate results.

- (i) Identification, conservation, development and promotion of museums, sites and monuments.
- (ii) Identification, conservation, development and promotion of the Nairobi National Museum.
- (iii) Identification, conservation, development and promotion of the central region museums, sites and monuments.
- (iv) Identification, conservation, development and promotion of the western region museums, sites and monuments.
- (v) Identification, conservation, development and promotion of the coastal Region museums, sites and monuments.
- (vi) Development and implementation of customer focused public programmes on heritage.

4.4 Research Institute of Swahili Studies of Eastern Africa

4.4.1 Rationale and Justification

The Research Institute of Swahili Studies of Eastern Africa (RISSEA) was mooted in 2000. It took shape in 2004 and in 2007 a fully fledged Director was appointed to head the institution. Its headquarters is in Mombasa and has a campus in Lamu. More satellite campuses are expected to be established in Malindi and Nairobi.

The Institute was borne out of a felt need and desire to coordinate Swahili scholarship. Currently, there is no institution in Kenya and in the region that has assumed such a mandate, even though great strides have been made by public universities and other institutions in the development of Kiswahili. Similarly, it is an established fact that the cradle of Kiswahili is in the coast of Kenya and therefore, the nation should be in the forefront in Swahili scholarship. Furthermore, NMK as the host institution is well placed as it is the custodian of Kenya's cultural heritage. In view of this, the Institute was established by the Board to fill the conspicuous gap and need of Swahili experts and students.

With the spread and development of Kiswahili as the lingua franca of the region, the Institute will be the reference point for governments, schools and institutions of higher learning. In Kenya, for example, there are moves to entrench Kiswahili to be the second official language in addition to English in the new constitutional dispensation (bilingualism). Regionally, the institute should serve as one of the reference platforms for the proposed East African Swahili Council. In a wider East African region, Kiswahili has the potential to serve as a medium of economical, political and social integration. This will enhance harmony and understanding among people of the region and beyond as envisaged in Vision 2030 and other planning and policy documents.

4.4.2 Achievements

In its short period of existence, the Research Institute of Swahili Studies of Eastern Africa has been able to achieve the following:

- Production of responsible citizens who are now self employed through the training received from the Institute. The ex-trainees have also managed to secure employment outside the country.
- Promotion of the Swahili language through seminars, workshops, school-based programmes and teaching the Swahili language to foreign and local students and researchers.
- Promotion of community participation and strong linkage between the Institute and the communities through cultural events and training.
- Development of the Swahili culture through hosting of Swahili cultural festival and the revival of cultural artefacts. The production unit is also a boost to the Institute as it generates revenue for the Institute.
- Establishment of beneficial collaborations with other universities such as University of London, Kenyatta University, Nairobi University and Moi University.

4.4.3 Challenges and Constraints

The challenges that RISSEA need to address can be summarized as follows:

- Assurance of a well-coordinated, integrated and holistic research and studies on Swahili society: There is a conspicuous gap of an institution that holistically coordinates Swahili studies in the region. Many researchers and students have problems in working among the Swahili society. Hence, RISSEA was established out of a felt need and desire to coordinate Swahili scholarship and acts as a focal point for institutions with related interest. Revitalizing Swahili art and craft through training: Due to modern and rapid forces of globalization and modernization, authentic and traditional Swahili art and craft are fast disappearing to the detriment of the pride and history of the Swahili. In order to counter this, there is a need to revitalize Swahili arts and craft through training and employment creation.
- Developing and operationalizing proper marketing strategies for products and services: The Directorate will develop and launch authentic Swahili art and craft products training and research programmes as well as Swahili cultural events/themes.
- Lobbying and advocacy for formulation and implementation of appropriate RISSEA policies aimed at improving the Directorate efficiency and effectiveness in research: The Institute will facilitate the development of appropriate policies and guidelines in the recognition and use of Swahili including all the dialects for educational, economical, political and social purposes. Kiswahili is poised to be a lingua franca of the region. The Institute will also undertake translation services.
- Promotion of partnership and collaboration with other local and international institutions on Swahili research and training: RISSEA will strive to develop and enhance partnership and collaboration in programmes development on Swahili research, training, technology and innovations, policy guidelines, synergies and capacity building.

4.4.4 Institute Strategic Focus

The Research Institute of Swahili Studies of Eastern Africa will be expected to contribute to the attainment of the overall organizational purpose through the attainment of its purpose of "Generation, documentation and dissemination of Swahili knowledge, information and innovations for social and economic development." This purpose will be delivered through the attainment of the following six Institute level results:

- (i) Swahili research and training knowledge, information and innovations generated and documented.
- (ii) Dissemination and accessibility of Swahili research and training knowledge, information and innovations enhanced.
- (iii) Performance driven RISSEA governance and management structures and systems strengthened.
- (iv) The Research Institute of Swahili Studies of Eastern Africa management, research and training capacity strengthened.
- (v) Formulation and implementation of favourable Swahili research and training policy and marketing options advocated.
- (vi) Mandate, core functions and legal framework of RISSEA reviewed, rationalized and enforced.

In order to contribute significantly to the attainment of the organizational purpose, functional operations in the Institute have been structured into three broad-based research and training programmes and one corporate support functions and services department constituting the institutional strategic growth areas of intervention as outlined below. Each of the intervention strategies will be expected to contribute to the attainment of the six organizational results.

- (i) Development and operationalization of effective research and training programmes.
- (ii) Development and operationalization of a sustainable resource centre and special programmes.
- (iii) Development and operationalization of efficient Swahili arts and craft programmes.
- (iv) Development and operationalization of effective and efficient corporate research and training support functions and services.

5.0 CORPORATE SUPPORT FUNCTIONS AND SERVICES STRATEGIC GROWTH AREAS OF INTERVENTION

The successful implementation of the heritage research and management strategic growth areas of intervention discussed in chapter four will depend largely on the effectiveness and efficiency of the organizational corporate support functions and services. Like the heritage research and management, the corporate support functions and services shall be expected to contribute to the attainment of the overall organizational purpose. In order to contribute significantly to the attainment of the organizational purpose, the corporate support functions and services shall focus on the development and implementation of support functions and services in the following Directorates:



- (i) Directorate of Development and Corporate Affairs.
- (ii) Directorate of Human Resources and Administration.
- (iii) Corporate Governance.

5.1 Directorate of Development and Corporate Affairs

5.1.1 Rationale and Justification

During the planning process to develop the institutional strategic plan for the period 2005-2009, several gaps were noted in delivery of services in NMK. The gaps identified were in the areas of communication, marketing and resource mobilization for the organization. To address these deficiencies, the Directorate of Development and Corporate Affairs (DDCA) was established. The Directorate is made up of four departments and one section which include Development (Resource Mobilization); Information Communication Technology (ICT); Public Relations and Marketing, Audiovisual Media Departments and Casting Section. The Directorate is responsible for development and implementation of fundraising policies and strategies, donor liaison; development and implementation of communication and marketing policies and strategies; development and implementation of ICT policies and strategies; development of multi-media programmes; and development of commercial products and services including making and marketing of casts for restocking of the museums and for commercial purposes.

5.1.2 Achievements

In its short period of existence, the Directorate of Development and Corporate Affairs has been able to achieve the following:

- Improvement of the NMK visibility leading to increased awareness and visitation to the museum. The successful planning and organization of the opening of the Nairobi National Museum, the launch of the new logo, revival of the quarterly staff newsletter, and participation in exhibition forums has put NMK in the national eye and greatly improved the image of the organization.
- Establishment of beneficial partnerships with other market players has ensured that the museums remain a place of recreation for different segments of the market leading to increase in the events being held at the museum and improved revenue collection.
- Successful implementation of a fiber optic backbone cabling. The structured cabling which includes both voice and data has been achieved through a clearly defined underground route via permanently fixed conduits. This has enabled

all NMK blocks to be inter-connected, creating one big Local Area Network spanning from the network server room in the new Administration Block.

- Continued provision of support to other sections such as payroll and successful implementation of a new payroll system which is now fully customized to meet NMK's payroll needs.
- In an effort to make NMK ISO certified, the Directorate has developed a comprehensive ICT quality management system manual, detailing Standard Operating Procedures, each of which is analyzed using flow charts. The manual has been approved by appointed quality assurance external auditors and has been combined with other NMK quality management systems.
- Production of over 50 documentaries, some of which have achieved recognition from local and international audiences and won awards.
- Equipping of the new Nairobi gallery with new concepts of the audio visual presentation from videos and multimedia, including putting display of photos and mounting using new technology.
- Production of hundreds of replicas in casts which is generating considerable revenue to NMK besides equipping of exhibition galleries with all kinds of prehistoric collections.
- Successful establishment of a merchandise outlet at Karen Blixen Museum that is generating income and also giving publicity to NMK through its products.
- Identification of other revenue sources (non-traditional) and the successful establishment of a commercial wing at NNM and commercial activities in other Museums.

5.1.3 Challenges and Constraints

For the two years of its existence, the Directorate has, through very limited budget, projected positively the image of NMK. The opening of the Nairobi National Museum and also the development of a new logo and tagline provided the platform for this publicity. The main challenge facing the Directorate is to maintain the standards already set. This will include an aggressive communication and marketing campaign. The constraints are the limited budget for the implementation of the marketing and communication strategies.

Most of the museums, which are the Directorate's products, have remained in their original status without any improvements for years. There is therefore, a need to upgrade these museums so that they can have repeat visitors and thus increase in revenue. The Directorate is faced with the challenges of raising adequate funding for various projects.

However, the NMK management has identified five projects which require funding and which will be the focus for resource mobilization during the period of this Strategic Plan. The challenge here is on how to institutionalize the resource mobilization and to get the management and staff to be part of the organizational fundraising.

Another challenge facing the Directorate is lack of adequate financial resources to fund the ICT activities which include procurement of equipment, products and securing of services. There is also a need to train staff in the use of the ICT and in the new and upcoming ICT development as the world becomes a global ICT village.

5.1.4 Directorate Strategic Focus

The Directorate of Development and Corporate Affairs shall be expected to contribute to the attainment of the overall organizational purpose through the attainment of its purpose of "Establishment and operationalization of appropriate and sustainable development and corporate affairs systems, procedures and processes." The Directorate will deliver this purpose

through the attainment of the following six Directorate level results:

- (i) Museums development and corporate affairs knowledge, information and innovations generated and documented.
- (ii) Dissemination and accessibility of the development and corporate affairs knowledge, information and innovations enhanced.
- (iii) Performance driven development and corporate affairs governance and management structures and systems strengthened.
- (iv) The development and corporate affairs research and management capacity strengthened.
- (v) Formulation and implementation of favourable development and corporate affairs policy and marketing options advocated.
- (vi) Mandate, core functions and legal framework of organizational development and corporate affairs reviewed, rationalized and enforced.

In order to contribute significantly to the attainment of the organizational purpose, the Directorate of Development and Corporate Affairs shall focus on six intervention strategies outlined below. Each of the intervention strategy shall be expected to contribute to the attainment of the five Directorate level results.

- (i) Development and operationalization of sustainable resource mobilization strategies.
- (ii) Development and operationalization of effective and efficient public relations and marketing strategies.
- (iii) Development and operationalization of efficient and effective information and communication technology system..
- (iv) Preparation, documentation and dissemination of audio visual and photographic materials for public education and awareness creation.
- (v) Development and production of casts for exhibition, restocking museums and for commercial sales.

5.2 Directorate of Human Resources and Administration

5.2.1 Rationale and Justification

The Directorate of Human Resources and Administration (DHRA) plays a key role in provision of support services within NMK. The Directorate is responsible for coordinating the acquisition, development and retention of human resources. It offers administrative support to NMK Directorates and units in carrying out their activities. Specifically, the Directorate in collaboration with the other Directorates, contributes to the formulation and implementation of overall NMK policies and strategies; coordination and monitoring the implementation of NMK human resource policies; advising the Board of Directors and NMK management of all matters relating to human resources; coordinating human resource planning and development; coordinating the planning of procurement, allocation and utilization of supplies, management of NMK physical assets; ensuring appropriate insurance policies for staff, collections and assets are in place; overseeing the preparation of the payroll; assisting the Director General in preparation of Board of Directors meetings and implementation of the Board's decision; and designing and review of the basic administrative structure of NMK.

In order to carry out these functions in the most effective and efficient manner, the Directorate is organized into three departments that include Human Resource, Administration and Quality Assurance. However, during this strategic planning process, it was recommended that the Department of Quality Assurance be relocated to Corporate Governance and expanded to incorporate Planning, Monitoring and Evaluation. It was further recommended that the

current procurement section be upgraded to a department of Procurement and Supplies in compliance with the Public Procurement and Disposal Act 2005. Each of the departments is headed by a manager answerable to the Director.

The greatest resource that NMK has for use in meeting its obligations and carrying out its programmes is its human capacity. Because of this, the Department of Human Resource is charged with the responsibility of ensuring that NMK engages, motivates, retains and manages a competent, efficient and highly productive critical mass of scientific and support staff.

The Administration Department is a service department which interfaces with all other core departments of NMK. Its position as a service provider is, therefore, very strategic, demanding proper management of utilities required by the core Directorates and departments to meet their strategic objectives. The Department is made up of Transport, Security, Maintenance and Telephone sections. These services are crucial in ensuring access, security and maintenance of sites, equipment and implementation of programmes.

Expeditious and effective procurement of goods and services coupled with their effective utilization is very important for carrying out the NMK operations. In order to ensure this, the role of the Procurement and Supplies Department is to ensure economic, efficient and competitive procurement of goods and services. The section is expected to contribute significantly to the attainment of the overall NMK mission through timely procurement and supply of goods and services at the right quantity, quality and at competitive price in accordance with the Procurement and Disposal Act.

5.2.2 Achievements

The Directorate of Human Resource and Administration has played its support role effectively over the years. Being a centre of the largest collections in sub-Saharan Africa, NMK has been able to safe guard its collections from theft and illicit trafficking. Measures have been put in place to guarantee security of staff, visitors, collections and NMK property in general. This has enabled conservation of historical buildings and sites for the benefit of Kenya and the world.

The Procurement Department has been critical in sourcing for suppliers of goods and services. This has enabled NMK to meet its mandate of collection, research and dissemination of information. New buildings have been completed; equipment for research acquired; vehicles for use in various functions acquired and serviced; stationery and consumables necessary for the smooth running of the organisation acquired when required; premises have been fenced to secure them; and many a wide range of other services procured to support organizational development.

During the last five years, NMK has been in a restructuring mode. The human resource department has been instrumental in the implementation of the restructuring programme. This has seen successful implementation of a restructured institution organized into directorates and departments. Administrative services have been decentralised to the regions to create an effective and efficient organization.

Staff competencies have been enhanced through training leading to improvement in quality and quantity of research, collection and heritage management being carried out by NMK. In addition, the human resources function has provided NMK with professional services in recruitment and compensation and benefits administration that have enabled NMK to attract and retain highly skilled staff. In the last three years alone, a number of top positions have been filled from outside the organization. This is a demonstration of NMK's ability to attract highly rated professional staff from the open market.

Maintaining harmonious employee relation is very crucial to an organization's survival and productivity. Through the directorate, two collective bargaining agreements have been signed and implemented. This has led to improvement of terms and conditions of service for the employees. In addition, efforts have been made to create a conducive work environment through award of competitive salaries and benefits and administration of a transparent and well understood grievance and disciplinary procedure. This has ensured industrial harmony, reduced staff turnover and improved productivity of the workforce.

5.2.3 Challenges and Constraints

In NMK, being an organization with varied mandate, the need to have a Directorate that coordinates support services cannot be underestimated. There are many challenges and constraints in the area of human resource management and administration that need to be continuously addressed as outlined below.

- The increasing competition for land as a resource: This is now a big threat to preservation of heritage sites as communities around heritage sites and developers are increasingly targeting land hosting heritage resources for development. Some land belonging to NMK has already been grabbed by developers. In addition, it is becoming increasingly difficult to access some of the gazetted heritage sites due to other developments near the sites.
- Illicit trade targeting cultural and natural collections: Worldwide, there is increased trade in illegally acquired artefacts and collections. This has led to huge investments in security systems to protect the collections putting a great strain to the finances of heritage management directorates and institutions.
- Management of a growing workforce against diminishing resources: This has been brought about by increasing the number of sites under NMK management without corresponding increases in resource allocation.
- Impact of HIV/AIDS and other chronic health problems: The impact of HIV/ AIDS and other chronic health problems continue to have negative effects on the workforce. The organization continues to lose highly trained professionals to the HIV/AIDS scourge. Additionally, many working hours are lost due to absenteeism related to sickness complications arising out of infection of either staff or dependants.
- Brain drain: Retaining and maintaining the most valuable staff in the midst of increasing competition for talent and especially the allure of working in developed nations that offer remunerations that third world countries cannot match. This has led to brain drain, depriving NMK and the country of highly trained professionals.
- Increasing transport cost: Poor road network in the country has had adverse effect on the organizational vehicles and adversely affected NMK projects. Constant vehicle breakdowns coupled with high maintenance costs has reduced budgets that could have been used for programme activities.

5.2.4 Directorate Strategic Focus

The Directorate of Human Resources and Administration will be expected to contribute to the attainment of the overall organizational purpose through the attainment of its purpose of "Development and institutionalization of effective and efficient human resources and administration development and management systems and processes for enhancing the organizational efficiency and effectiveness." This purpose will be delivered through the attainment of the following six Directorate level results:

- (i) Human resources and administration knowledge, information and innovations generated and documented.
- (ii) Dissemination and accessibility of human resources and administration knowledge, information and innovations enhanced.
- (iii) Performance driven human resources and administration governance and management

- (iv) structures and systems strengthened.
- (iv) The human resources and administration management and research capacity strengthened.
- (v) Formulation and implementation of favourable human resources and administration policy and marketing options advocated.
- (vi) Mandate, core functions and legal framework of the human resources and administration reviewed, rationalized and enforced.

In order to contribute significantly to the attainment of the organizational purpose, the functional operations in the Human Resources and Administration Directorate have been structured into three departments that constitute the Directorate strategic growth areas of intervention as outlined below. Each of the intervention strategies will be expected to contribute to the attainment of the six Directorate level results.

- (i) Development and institutionalization of effective and efficient organizational human resource development and management system.
- (ii) Development and operationalization of effective and efficient organizational administration services, processes and systems.
- (iii) Development and institutionalization of effective and efficient organizational procurement and supplies system.

5.3 National Museums of Kenya Corporate Governance

5.3.1 Rationale and Justification

The corporate governance of National Museums of Kenya comprises separate and independent units of management which contribute to organizational accountability; effectiveness and efficiency; probity and integrity responsibility; and transparency and open leadership. Currently, the NMK corporate governance is made up of the Finance Department and two independent sections that include Internal Financial and Assets.

Audit and Corporate Legal Sections. However, in order to strengthen the NMK corporate governance, it was recommended during the development of this strategic plan that a new department to deal with organizational Planning, Monitoring, Evaluation (PM&E) and Quality Assurance be established under corporate governance.

The Finance Department plays a critical and central role of coordination, control and direction of the institution's financial resources and policies. The Finance Department is responsible for the administration of activities that include the receipt, expenditure, accounting, investment, custody and control of NMK funds and assets including the budget (both operating and capital); financial accounting, which are conducted according to generally accepted accounting principles; investments; payroll administration; materials management; and all other financial matters that arise.

A well-organized and functional PM&E system can contribute significantly to the decision-making process at different levels of NMK. For the PM&E to be an effective tool for decision-making, information obtained must be relevant, timely and accurate.

This is why NMK needs to establish and operationalize an effective and efficient PM&E unit at the organizational level and cascaded down to all levels of management. It has been recommended that the current Department of Quality Assurance be merged with PM&E to create a strong Department of Planning, Monitoring, Evaluation and Quality Assurance. The role of Quality Assurance is to ensure that NMK continues to provide its customers and all stakeholders with quality products and services that meet or exceed their expectations by complying with international standards as well as Quality Management Systems (QMS) as outlined in ISO 9001:2008. This policy defines what the organization stands for, how customer expectations are met, the responsibilities and authority of those who oversee the quality

programme and training needs of those whose work impacts on quality.

The main role of NMK's Internal Finance and Asset Audit Unit is to monitor and evaluate the technical and operational systems to be able to identify any foreseeable risks, deviations from laid down procedures, rules and regulations and apply the right tools to make corrective measures. To achieve this, the Unit is expected to bring in a systematic disciplined approach to evaluate and improve on effectiveness of risk management, internal control and governance processes.

The National Museums of Kenya is a legal entity and is therefore capable of suing and being sued. The organization is under an obligation to comply and act within the laws of the Republic of Kenya. The Corporate and Legal Services Section is the custodian of the NMK seal and other legal documents and is supposed to ensure statutory and legal compliance; prepare and verify contracts, leases and other in-house contractual documents; and oversee the asset and staff insurance matters.

5.3.2 Achievements

The National Museums of Kenya Corporate Governance Department and Sections have achieved the following:

- Enactment of the National Museums and Heritage Act 2006.
- Developed and gazetted the rules and regulations to operationalize the Act.
- Streamlined the drafting and review of NMK contracts.
- Developed internal audit charter.
- Improved revenue collection procedures controls.
- Carried out regular preparation of annual accounts.
- Responded to internal and external audit queries.
- Coordination of preparation of annual budgets.
- Production of monthly managements.
- Preparation of quarterly financial reports both to the Board and performance contracts.
- Provision of legal advice to NMK programmes and projects.

The current Quality Assurance Department has made its mark within the short period it has operated since its inception. The Department has been instrumental in spearheading organization re-engineering and change. As a result, systems are now running smoothly as bottlenecks to efficiency have been identified and eliminated. This has led to improvement in service delivery to customers. In addition, the attainment of internationally recognized management standards will in future attract more funding and research collaboration for NMK.

5.3.3 Challenges and Constraints

The National Museums of Kenya Corporate Governance Department and Sections are faced with the following challenges and constraints:

- Inadequate financial resources to meet all institutional requirements.
- Financing unexpected activities during the financial year.
- An outdated accounting system.
- Inadequate skills and competencies.
- Lack of awareness on corporate governance functions and responsibilities.
- Limited integrated management information system.
- Staff resistance and lack of appreciation to internal auditing services.

5.3.4 Corporate Governance Strategic Focus

The NMK corporate governance will be expected to contribute to the attainment of the overall organizational purpose through the attainment of its purpose of “Development and operationalization of appropriate corporate governance systems and processes for enhancing the organizational efficiency and effectiveness”. This purpose will be delivered through the attainment of the following six results:

- (i) Corporate governance knowledge, information and innovations generated and documented.
- (ii) Dissemination and accessibility of the corporate governance knowledge, information and innovations enhanced.
- (iii) Performance driven corporate governance and management structures and systems strengthened.
- (iv) Corporate governance management and research capacity strengthened.
- (v) Formulation and implementation of favourable corporate governance policy and marketing options advocated.
- (vi) Mandate, core functions and legal framework for National Museums of Kenya corporate governance reviewed, rationalized and enforced.

In order to contribute significantly to the attainment of the organizational purpose, the functional operations in the NMK corporate governance have been structured into one department and two independent sections with a recommendation for the establishment of a second department to deal with organizational Planning, Monitoring, Evaluation and Quality Assurance. The two departments and two sections will then constitute the corporate governance strategic growth areas of intervention as outlined below. Each of the intervention strategies will be expected to contribute to the attainment of the six the corporate governance level results.

- (i) Development and institutionalization of effective and efficient institutional financial resources acquisition and management system.
- (ii) Development and operationalization of effective and efficient institutional planning, monitoring, evaluation and quality assurance system.
- (iii) Development and operationalization of effective and efficient institutional financial and assets audit system.
- (iv) Development and operationalization of effective and efficient institutional corporate legal services.

6.0 STRATEGIC PLAN IMPLEMENTATION ARRANGEMENTS

6.1 Organizational Strategic Orientation and Positioning

This five year strategic plan has been developed within the context of a fast-changing and complex socioeconomic environment characterized by factors such as declining resource availability for research; a wide range of Government-led public sector reforms aimed at improving efficiency and effectiveness in the management of the public service; and increased public awareness. Further to this, the implementation of the strategy will run through one of the most challenging periods in the history of the Kenya's development.



In order to reinvent and position itself to the current situation, NMK has identified six result areas that are necessary and sufficient to deliver its purpose of generation, documentation and dissemination of research and collection management knowledge, information and innovations. The results are designed to position NMK strategically as a key driver for social and economic development while responding to the issues brought about by the changes in Government policies and strategies. The strategic results will be delivered by judiciously selected interrelated strategic growth areas of intervention.

6.1.1 Management Implications

During the Strategic Plan period, NMK will strive to nurture an organizational culture that puts a premium on scientific achievement, service delivery and capacity for effective team work and collaborative partnerships that should be reflected at all levels of the organization's operations. This culture shall be strengthened by appropriate incentives and a participatory system of monitoring, evaluation and quality assurance that shall provide constant feedback to staff and managers on progress towards achievement of mutually agreed objectives. The aim of such a system will be to promote accountability as a personal achievement rather than an escape from sanctions.

This new approach will put emphasis on analysing the tasks that NMK needs to carry out as a basis for determining its human resource requirements. The staff will then be motivated through skill enhancement programmes, multi-tasking, rewarding good performance in order to increase their participation in broad areas of decision-making and hence their individual stake in the achievement of the NMK purpose and mission. At the policy level, broader partnerships will require the development of appropriate policies for safeguarding intellectual property rights and ensuring equitable sharing of benefits accruing from successful development and adoption of technologies and innovations.

6.1.2 Performance Contracting

One of the most significant reforms undertaken by the GoK has been the introduction and implementation of a system of performance contracting in the entire public service. An essential feature in performance contracting is the development of a devolved operation style which emphasizes management by outcomes rather than by processes.

As a public-funded corporate entity, NMK has embraced performance contracting as a way of organizing and defining its results, responsibilities and tasks to ensure their systematic and purposeful accomplishment. Consequently, the broad intervention strategies described in this Strategic Plan will be broken down into specific activities which will form the basis for

negotiated and agreed upon annual performance targets with the Government. Each year's targets will be expected to build upon the previous accomplishments and lead systematically to the realization of the organizational mission.

The annual performance targets signed between the Government and the organization will, subsequently be cascaded through the NMK Chief Executive, Directorate Directors, Department Managers and Section Heads down to all staff. These performance targets will, in essence, form the basis of the organization's annual staff appraisal system.

6.2 Organizational and Management Structure

An organizational structure is a framework of functional relationships between the various organs of an institution showing the hierarchical arrangements of the decision-making tree and how activities of the institution are organized, controlled, integrated and coordinated.

The NMK organizational and management structure has been revised and expanded to reflect the centrality of the organization's core functions and more effective alignment of services to its corporate mandate. The review of the functions and the strategic direction of NMK in line with modern corporate culture led to the development of the organizational and management structure shown in Annex 4. This review of the NMK organizational and management structure involved the creation of three heritage research and management directorates; one biomedical directorate; three corporate support functions and services; and three corporate governance departments/sections to better streamline the major operations.

As a state corporation, the governance of NMK is vested in the Board of Directors (BoD) while the day-to-day management is vested in the Director General who is the Chief Executive of the organization. In the day-to-day management of the organization, the Director General is assisted by Directors in charge of Directorates, Department Managers and Heads of Sections. This arrangement is expected to increase efficiency and productivity through shortening of the reporting lines, enabling effective coordination of functions and limiting the number of direct reports to allow for more strategic focus.

6.2.1 Collaboration and Partnerships

The National Museums of Kenya recognizes the significant role of each stake holder and industry player in heritage research and management. In view of this, NMK will adopt a strong collaborative and partnership approach to heritage research and management. Every step of technology development and dissemination will be undertaken in collaboration with stakeholders. Necessary structures and frameworks will be established to facilitate effective collaborative engagement with other relevant national, regional and international institutions.

The increasing need for every public Government organization to show impact of its work makes it imperative for NMK to partner and collaborate with other relevant organizations and stakeholders. The partnerships are further necessitated by the inadequate resource capacity allocated to NMK as well as the need for synergy in heritage research and management. In view of this, NMK will strive to establish and operationalize strategic and beneficial partnerships with both internal and external collaborators and partners that include Government Ministries and Departments, universities, international organizations, Communities, Non-Governmental Organizations, Private sector and Development Agencies for effective delivery of its services.

6.3 Implementation of the Strategic Plan

This Strategic Plan has been developed in the context of the prevailing Government and external policies that require a reorientation and positioning of NMK to address effectively the challenges and constraints facing heritage research and management. The organizational strategic results and intervention strategies outlined in this Strategic Plan can only be realized through sound implementation plans.

The implementation of the Strategic Plan shall be underpinned by an integrated and holistic approach based on national frameworks carried out through priority thrusts and associated interventions for addressing priority heritage research and management. The implementation of the plan will further incorporate joint planning and participation so as to ensure that multiple views, needs and concerns in resolving priority heritage issues at different levels are taken into account and negotiated. Cross directorate and organizational synthesis, networking and sharing of lessons learned will be used to improve the value of heritage research and management findings.

6.3.1 Strategic Plan Implementation Framework

This five year Strategic Plan covers the period 2009-2014. To operationalize the Strategic Plan, NMK shall develop a detailed Implementation Framework (IF) covering the same period. In developing the five years implementation framework, NMK will engage its staff in formulating intervention strategies that are necessary and sufficient for delivering the organizational level strategic results, mission and vision. In doing this, efforts will be made to take into account the national development aspirations based on contemporary and critical analysis of current and emerging challenges and opportunities as well as the prevailing social, economic and political environments.

In order to ensure proper alignment and harmonization with the new Strategic Plan, the IF will be developed using a nesting approach that links heritage research and management results from the organization level through directorates and departments down to programmes and projects level for better outcome mapping. The IF shall be operationalized through rolling annual work plans in which the necessary and sufficient activities and their respective milestones required to deliver each yearly target shall be specified. The annual workplans will be linked to the annual Performance Contract targets.

The adoption of the rolling annual work plans approach is expected to facilitate annual review of the on-going activities in close consultation with the relevant key stakeholders and their adjustment in the context of emerging priorities and funding opportunities. The annual work plans shall be expected to provide full details on the outputs and their respective intervention strategies, activities, milestones, operational budgets and the implementing departments and collaborating institutions/organizations. Annex 3 shows the projected budgetary requirement for implementing the Strategic Plan.

6.3.2 Monitoring and Evaluation

During the implementation of the different activities, a continuous participatory and rigorous self-monitoring and evaluation shall be encouraged. To monitor and evaluate progress during the implementation, NMK and the collaborating institutions and organizations shall also undertake internal and external programme reviews over the Strategic Plan period and the results of the reviews widely circulated to the relevant Government Ministries/Departments, Development Partners and key stakeholders.

In order to institutionalize the monitoring and evaluation process, NMK shall develop and operationalize a suitable monitoring and evaluation system capable of tracking the implementation of the approved projects and activities. The monitoring and evaluation system

shall include the use of result frameworks, workplans, field/site visits, quarterly and annual reports, mid-term internal evaluation, biannual conferences and end-of-term external evaluation.

The abridged version of the quarterly reports from the implementing directorates/ departments and collaborating institutions will form the project's annual reports which will in turn feed into the mid-term internal evaluation. The mid-term evaluation results will, in turn, assist in the external evaluation whose results will form a major input in the preparation of the subsequent work plans.

The outputs of all heritage research and management activities undertaken will be consolidated into annual reports and shared among stakeholders. The results obtained will also be presented in conferences, symposia and published as journal articles for wider information and knowledge sharing. In addition, all data captured will be appropriately stored for ease of retrieval and will form the basis for subsequent impact evaluation of projects.

The output and outcome indicators of the various interventions are summarized in an organizational result framework and an outcome mapping of the organization's strategic growth areas of intervention for better impact orientation matrixes shown in Annexes 1 and 2 respectively. The indicators will form the basis of preparing the detailed annual work plans and performance contracts.

BIBLIOGRAPHY

1. Government of Kenya, 2008. Vision 2030: A competitive and prosperous Kenya. Ministry of State for Planning, National Development and Vision 2030.
2. Government of Kenya, 2008. Kenya Vision 2030: First Medium Term Plan (2008-2012). Ministry of State for Planning, National Development and Vision 2030.
3. Government of Kenya, 2003. Economic Recovery Strategy for Wealth and Employment Creation 2003-2007. Ministry of National Planning and Development. Nairobi, Kenya. 92pp.
4. Government of Kenya, 2002. National Development Plan 2002-2008. Ministry of Planning. Nairobi, Kenya. 157pp.
5. Government of Kenya, 2002. Rural Development Strategy. Rural Development Department. Nairobi, Kenya.
6. Government of Kenya, 2001. A Strategy for Performance Improvement in the Public Service. Office of the President, Directorate of Personnel Management. Nairobi, Kenya
7. Government of Kenya, 2001. Poverty Reduction Strategy Paper 2001-2004. Ministry for Finance. Nairobi, Kenya. 309pp.
8. Government of Kenya, 1999. National Poverty Eradication Plan 1999-2015. Office of the President. Department of Development Coordination. Nairobi, Kenya. 99pp.
9. National Museums of Kenya, 2005. Strategic Plan 2005-2009.
10. National Museums of Kenya, 1999. First National Conference, National Museums of Kenya , Nairobi, 5-7th May 1999.
11. United Nations, 2000. Millennium Development Goals. United Nations. New York.USA.
[Http://un.org/millenniumgoals/](http://un.org/millenniumgoals/).

Annex 1: National Museums of Kenya Organizational Level Result Framework Intervention Logic	Objectively Verifiable Indicators	Means of Verification	Assumptions
Overall Goal To promote conservation and sustainable utilization of national heritage for social and economic development while enhancing the quality of environment.	1.1 10% improvement in overall conservation and sustainable utilization of national heritage.	1.1 National impact assessment reports. 1.2 Economic and social survey reports.	1.1 Government policies will continue to be favourable to heritage research and management.
Purpose Research and heritage collection management knowledge, information and innovations generated, documented and disseminated.	1.1 20% knowledge, information and innovations generated and documented. 1.2 20% knowledge, information and innovations disseminated.	1.1 Government reports. 1.2 Institutional reports. 1.3 External evaluation and impact assessment reports.	1.1 Enabling policy environment for heritage research and management will prevail. 1.2 Political stability will continue to prevail in the country.
1.0 Heritage and research knowledge, information and innovations generated and documented	1.1 410 knowledge, information and innovations materials generated and documented. 1.2 205 knowledge, information and innovations materials disseminated.	1.1 Government reports. 1.2 Institutional reports. 1.3 External evaluation and impact assessment reports.	1.1 Social and heritage sector will continue to be major driver of the national economic development. 1.2 Government will continue to support social and heritage research and management

Intervention Logic	Objectively Verifiable Indicators	Means of Verification	Assumptions
2.0 Dissemination and accessibility of heritage and research knowledge information and innovations enhanced	2.1 23% communication stakeholder categories and their communication needs identified and documented. 2.2 23% increase in produced communication products. 2.3 23% increase in the demand for NMK knowledge, information and innovations.	- do	- do
Performance driven national museums governance and management structures and systems strengthened	3.1 24 of governance and management structures and systems established and operationalized.	- do	do
The national museums heritage research and management capacity strengthened	4.1 23% increase in NMK human resource with the right mix, skills, attitude and knowledge. 4.2 23% increase in NMK financial sustainability and health. 4.3 23% increase in required NMK physical resources.	- do	do

Intervention Logic	Objectively Verifiable Indicators	Means of Verification	Assumptions
5.0 Formulation and implementation of favourable heritage and research policy and marketing options advocated	5.1 15 of policy issues identified, addressed and advocated to policy-makers. 5.2 15 marketing strategies and markets identified and utilized for different NMK products and services.	- do	- do
6.0 Mandate, core functions and legal framework of National Museums of Kenya reviewed, rationalized and enforced.	6.1 13 reviewed, rationalized and enforced mandates, core functions and legal frameworks.	- do	do
Research and Management Strategic Growth Areas of Intervention			
<p>1.0 Generation, documentation and dissemination of national heritage and collection knowledge, information and innovations.</p> <p>2.0 Generation, documentation and dissemination of biomedical and bio-conservation knowledge, information and innovations using non-human primates.</p> <p>3.0 Identification, conservation, development and promotion of the national and regional museums, sites and monuments.</p> <p>4.0 Generation, documentation and dissemination of Swahili knowledge, information and innovations for social and economic development. Each of the strategic growth areas of intervention will be expected to contribute to the attainment of the six National Museums of Kenya Organizational Level Results</p>			
Corporate Support Functions and Services Strategic Growth Areas of Intervention			
<p>5.0 Establishment and operationalization of appropriate and sustainable development and corporate affairs systems, procedures and processes.</p> <p>6.0 Development and institutionalization of effective and efficient human resources and administration development and management system and processes.</p> <p>7.0 Development and institutionalization of effective and efficient corporate governance systems, processes and procedures. Each of the corporate support strategic growth areas of intervention will be expected to contribute to the attainment of the six National Museums of Kenya Organizational Level Results</p>			

Annex 2:

Outcome mapping of the National Museums of Kenya strategic growth areas of intervention for better impact orientation Heritage Research and Collection Management and Corporate Support Functions and Services Strategic Growth Areas of Intervention.

1.0

Generation, documentation and dissemination of national heritage and collection knowledge, information and innovations.

Goal/Impact

To promote conservation and sustainable utilization of national heritage for social and economic development while enhancing the quality of environment.

Purpose/Outcome

National heritage and collection knowledge, information and innovations generated, documented and disseminated

Purpose/Outcome Indicators by 2014

- 1.1 100 generated and documented heritage research and collection knowledge, information and innovations.
- 1.2 20% increase in heritage research and collection management knowledge, information and innovations dissemination and accessibility products for different communication stakeholder categories.
- 1.3 2 strengthened performance driven heritage research and collection governance and management structures and systems.
- 1.4 20% increase in heritage research and collection management capacity. 1.5 10 advocated policy and marketing options for enhancing heritage research and collection management. 1.6 2 reviewed, rationalized and enforced heritage research and collection mandate, core functions and legal framework.

Intervention Strategies	Time Frame	Responsible/ Collaborators	Key Performance Indicators	Intermediate Outcome
1.0 Generation, documentation and dissemination of zoological collection, knowledge, information and innovations.	2009-2014	Zoology Dept., Private sector, National and international collaborators, Development partners and other NMK Depts.	Percentage increase in collections, Scientific Papers and Technical Reports	Improved conservation, management, public awareness and respect for wild animals.

2.0	Generation, documentation and dissemination of plant and fungi collection, knowledge, information and innovations.	2009-2014	Botany Dept., Private sector, National and international collaborators, Development partners and other NMK Depts.	- do	Improved collection, awareness and management of plants and fungi.
3.0	Development and implementation of sustainable biodiversity, environmental and indigenous knowledge systems, policies, technologies and innovations.	2009-2014	BD Centre, Private sector, National and international collaborators, Development partners and other NMK Depts.	- do	awareness and participation in biodiversity and environmental conservation.
4.0	Generation, documentation and dissemination of common ancestry knowledge in the context of geological and environmental change.	2009-2014	ES Dept., Private sector, National and international collaborators, Development partners and other NMK Depts.	- do	understanding of our common ancestry in the context of geological and environmental change.

Intervention Strategies	Time Frame	Responsible/ Collaborators	Key Performance Indicators	Intermediate Outcome	
5.0	Generation, documentation and dissemination of cultural heritage collection, knowledge, information and innovations.	2009-2014	CH Dept., Private sector, National and international collaborators, Development partners and other NMK Depts.	- do	Enhanced understanding of Kenya's cultural heritage.
6.0	Collection, documentation, re-packaging, preservation and dissemination of heritage information, knowledge and innovation.	2009-2014	RC Dept., Private sector, National and international collaborators, Development partners and other NMK Depts.	Percentage increase in resource materials and dissemination	Improved management and dissemination of heritage knowledge and information.

2.0 Generation, documentation and dissemination of biomedical and bio-conservation knowledge, information and innovations using non-human primates.

Goal/Impact To promote conservation and sustainable utilization of national heritage for social and economic development while enhancing the quality of environment.

Purpose/Outcome Biomedical and bio-conservation knowledge, information and innovations generated, documented and disseminated

Purpose/Outcome Indicators by 2014

- 2.1 85 generated and documented biomedical and bio-conservation research knowledge, information and innovations.
- 2.2 30% biomedical and bio-conservation research and management knowledge, information and innovations dissemination and accessibility products for different communication stakeholder categories.
- 2.3 2 strengthened performance driven IPR governance and management structures and systems.
- 2.4 40% biomedical and bio-conservation research and management capacity.
- 2.5 3 advocated policy and marketing options for enhancing biomedical and bio-conservation research and management.
- 2.6 2 reviewed, rationalized and enforced Institute of Primate Research mandate, core functions and legal framework.

Intervention Strategies	Time Frame	Responsible/ Collaborators	Key Performance Indicators	Intermediate Outcome
1.0 Generation, documentation and dissemination of reproductive health and biological knowledge, information and innovations.	2009-2014	RH&B Dept., Private sector, National and international collaborators, Development partners and other NMK Depts.	Number of Scientific Papers and Technical Reports	Improved knowledge and understanding of reproductive health and biology.
2.0 Generation, documentation and dissemination of primate ecology and conservation knowledge, information and innovations.	2009-2014	PEC Dept., Private sector, National and international collaborators, Development partners and other NMK Depts.	- do	Enhanced primate ecology and conservation.
3.0 Generation, documentation and dissemination of tropical and infectious diseases knowledge, information and innovations.	2009-2014	TID Dept., Private sector, National and international collaborators, Development partners and other NMK Depts.	- do	Improved knowledge and understanding of tropical and infectious diseases.
4.0 Generation, documentation and dissemination of non communicable diseases knowledge, information and innovations.	2009-2014	NCD Dept., Private sector, National and international collaborators, Development partners and other NMK Depts.	- do	knowledge and understanding of non communicable diseases
5.0 Generation, documentation and dissemination of animal sciences knowledge, information and innovations.	2009-2014	AS Dept., Private sector, National and international collaborators, Development partners and other NMK Depts.	- do	Improved knowledge and understanding of research animal resources development and management.
6.0 Development and operationalization of effective and efficient corporate research support functions and services.	2009-2014	F&A Dept., Private sector, National and international collaborators, Development partners and other NMK Depts.	Number of developed and operationalized corporate research support functions and services	Improved delivery of corporate research support functions and services.

3.0 Identification, conservation, development and promotion of the national and regional museums, sites and monuments

Goal/Impact

To promote conservation and sustainable utilization of national heritage for social and economic development while enhancing the quality of environment.

Purpose/Outcome

National and regional museums, sites and monuments identification, conservation, development and promotion knowledge, information and innovations generated, documented and disseminated

Purpose/Outcome Indicators by 2014

- 3.1 100 generated and documented national and regional museums, sites and monuments knowledge and information.
- 3.2 30% increase in museums, sites and monuments knowledge, information and innovations dissemination and accessibility products for different communication stakeholder categories.
- 3.3 2 strengthened performance driven national and regional museums, sites and monuments governance and management structures and systems.
- 3.4 30% increase in national and regional museums, sites and monuments research and management capacity.
- 3.5 10 advocated policy and marketing options for enhancing national and regional museums, sites and monuments research and management.
- 3.6 4 reviewed, rationalized and enforced museums, sites and monuments mandate, core functions and legal framework.

Intervention Strategies	Time Frame	Responsible/ Collaborators	Key Performance Indicators	Intermediate Outcome
1.0 Identification, conservation, development and promotion of museums, sites and monuments	2009-2014	PPP, Private sector, National and international collaborators, Development partners and other NMK Depts.	Number of new museums, sites and monuments. Increased awareness and accessibility.	Improved conservation and management of museums, sites and monuments
2.0 Identification, conservation, development and promotion of the Nairobi National Museum.	2009-2014	NNM, Private sector, National and international collaborators, Development partners and other NMK Depts.	Relevance and quality of exhibitions and education programmes. Increased awareness and accessibility.	Improved conservation and management of the Nairobi National Museum
3.0 Identification, conservation, development and promotion of the Central region museums, sites and monuments.	2009-2014	Central Region, Private sector, National and international collaborators, Development partners and other NMK Depts.	Relevance and quality of exhibitions and education programmes. Increased number of sites and well managed space. Increased awareness and accessibility	Improved conservation and management of the Central region museums, sites and monuments
4.0 Identification, conservation, development and promotion of the Western region museums, sites and monuments.	2009-2014	Western Region, Private sector, National and international collaborators, Development partners and other NMK Depts.	- do	Improved conservation and management of the Western region museums, sites and monuments
5.0 Identification, conservation, development and promotion of the Coastal Region museums, sites and monuments.	2009-2014	Coastal Region, Private sector, National and international collaborators, Development partners and other NMK Depts.	- do	conservation and management of the Coastal region museums, sites and monuments
6.0 Development and implementation of customer focused public programmes on heritage.	2009-2014	PPP, Private sector, National and international collaborators, Development partners and other NMK Depts.	Availability of public programmes Efficiency and effectiveness of PP	Improved customer focused public programmes on heritage

4.0 Generation, documentation and dissemination of Swahili knowledge, information and innovations for social and economic development.

Goal/Impact

To promote conservation and sustainable utilization of national heritage for social and economic development while enhancing the quality of environment.

Purpose/Outcome

Swahili knowledge, information and innovations generated, documented and disseminated

Purpose/Outcome Indicators by 2014

- 4.1 80 generated and documented Swahili knowledge, information and innovations.
- 4.2 15% increase in Swahili knowledge, information and innovations dissemination and accessibility products for different communication stakeholder categories.
- 4.3 6 strengthened performance driven RISSEA governance and management structures and systems.
- 4.4 10% increase in Swahili research and management capacity.
- 4.5 2 advocated policy and marketing options for enhancing Swahili research and management.
- 4.6 2 reviewed, rationalized and enforced RISSEA mandate, core functions and legal framework.

Intervention Strategies	Time Frame	Responsible/ Collaborators	Key Performance Indicators	Intermediate Outcome
1.0 Development and operationalization of effective research and training programmes.	2009-2014	R&T Dept., Private sector, National and international collaborators, Development partners and other NMK Depts.	Number of research papers and technical reports, Number of developed training materials and trainings held	Improved research and training capacity and programmes.
2.0 Development and operationalization of a sustainable resource centre and special programmes.	2009-2014	RC&SP Dept., Private sector, National and international collaborators, Development partners and other NMK Depts.	Functional resource centre, Percentage increase in revenue generation and Number of established special programmes	Functional and sustainable resource centre and improved revenue generations.
3.0 Development and operationalization of efficient Swahili arts and craft programmes.	2009-2014	SA&C Dept., Private sector, National and international collaborators, Development partners and other NMK Depts.	Number of Swahili arts and craft programmes established, trainees trained, and products produced.	Enhanced Swahili arts and craft programmes and improved revenue generations.
4.0 Development and operationalization of effective and efficient corporate research and training support functions and services.	2009-2014	F&A Dept., Private sector, National and international collaborators, Development partners and other NMK Depts.	Number of developed and operationalized RISSEA corporate research support functions and services.	Improved delivery of corporate research support functions and services.

5.0 Establishment and operationalization of appropriate and sustainable development and corporate affairs systems, procedures and processes

Goal/Impact

To promote conservation and sustainable utilization of national heritage for social and economic development while enhancing the quality of environment.

Purpose/Outcome
Appropriate and sustainable development and corporate affairs knowledge, information and innovations generated, documented and disseminated.

Purpose/Outcome Indicators by 2014

- 5.1 15 generated and documented development and corporate affairs knowledge and information.
- 5.2 20% increase in development and corporate affairs knowledge, information and innovations dissemination and accessibility products for different communication stakeholder categories.
- 5.3 4 strengthened performance driven development and corporate affairs governance and management structures and systems.
- 5.4 20% increase in development and corporate affairs research and management capacity.
- 5.5 2 advocated policy and marketing options for enhancing development and corporate affairs research and management.
- 5.6 2 reviewed, rationalized and enforced development and corporate affairs mandate, core functions and legal framework.

Intervention Strategies	Time Frame	Responsible/ Collaborators	Key Performance Indicators	Intermediate Outcome
1.0 Development and operationalization of sustainable resource mobilization strategies.	2009-2014	Development Dept., Private sector, National and international collaborators, Development partners and other NMK Depts.	Number of developed and operationalized resource mobilization strategies.	Improved financial health and organizational sustainability
2.0 Development and operationalization of effective and efficient public relations and marketing strategies.	2009-2014	PR&M Dept., Private sector, National and international collaborators, Development partners and other NMK Depts.	Number of developed and operationalized public relations and marketing strategies	Improved visibility and increased revenue generation
3.0 Development and operationalization of efficient and effective information and communication technology system.	2009-2014	ICT Dept., Private sector, National and international collaborators, Development partners and other NMK Depts.	Number of developed and operationalized ICT functions and services.	Improved internal and external communication
4.0 Preparation, documentation and dissemination of audio visual and photographic materials for public education and awareness creation.	2009-2014	OV Dept., Private sector, National and international collaborators, Development partners and other NMK Depts.	Number of prepared, documented and disseminated audio visual and photographic materials	Improved public education and awareness creation
5.0 Development and production of casts for exhibition, restocking museums and for commercial sales.	2009-2014	Casting Dept., Private sector, National and international collaborators, Development partners and other NMK Depts.	Number of developed and produced casts for exhibition, restocking museums and for commercial sales.	Improved exhibition and restocking materials and commercial sales

6.0 Development and institutionalization of effective and efficient human resources and administration development and management system and processes.

Goal/Impact

To promote conservation and sustainable utilization of national heritage for social and economic development while enhancing the quality of environment.

Purpose/Outcome
Effective and efficient human resources and administration development and management knowledge, information and innovations generated, documented and disseminated

Purpose/Outcome Indicators by 2014

- 6.1 20 generated and documented human resources and administration development and management knowledge and information.
- 6.2 20% increase in development and corporate affairs knowledge, information and innovations dissemination and accessibility products for different communication stakeholder categories.
- 6.3 5 strengthened performance driven human resources and administration development and management governance and management structures and systems.
- 6.4 20% increase in human resources and administration development and management capacity.
- 6.5 2 advocated policy and marketing options for enhancing human resources and administration development and management.
- 6.6 2 reviewed, rationalized and enforced human resources and administration mandate, core functions and legal framework.

Intervention Strategies	Time Frame	Responsible/ Collaborators	Key Performance Indicators	Intermediate Outcome
1.0 Development and institutionalization of effective and efficient institutional human resource development and management system.	2009-2014	HR Dept., Private sector, National and international collaborators, Development partners and other NMK Depts.	Number of developed and operationalized human resource development and management functions and services.	Improved institutional human resource development and management
2.0 Development and operationalization of effective and efficient institutional administration services, processes and systems.	2009-2014	Adm. Dept., Private sector, National and international collaborators, Development partners and other NMK Depts.	Number of developed and operationalized administration services, processes and systems	Improved institutional administration services delivery
3.0 Development and institutionalization of effective and efficient institutional procurement and supplies system.	2009-2014	P&S Dept., Private sector, National and international collaborators, Development partners and other NMK Depts.	Number of developed and operationalized procurement and supplies functions and services.	Improved procurement and supplies of goods and services

7.0 Development and institutionalization of effective and efficient corporate governance systems, processes and procedures.

Goal/Impact

To promote conservation and sustainable utilization of national heritage for social and economic development while enhancing the quality of environment.

Purpose/Outcome

Effective and efficient corporate governance knowledge, information and innovations generated, documented and disseminated.

Purpose/Outcome Indicators by 2014

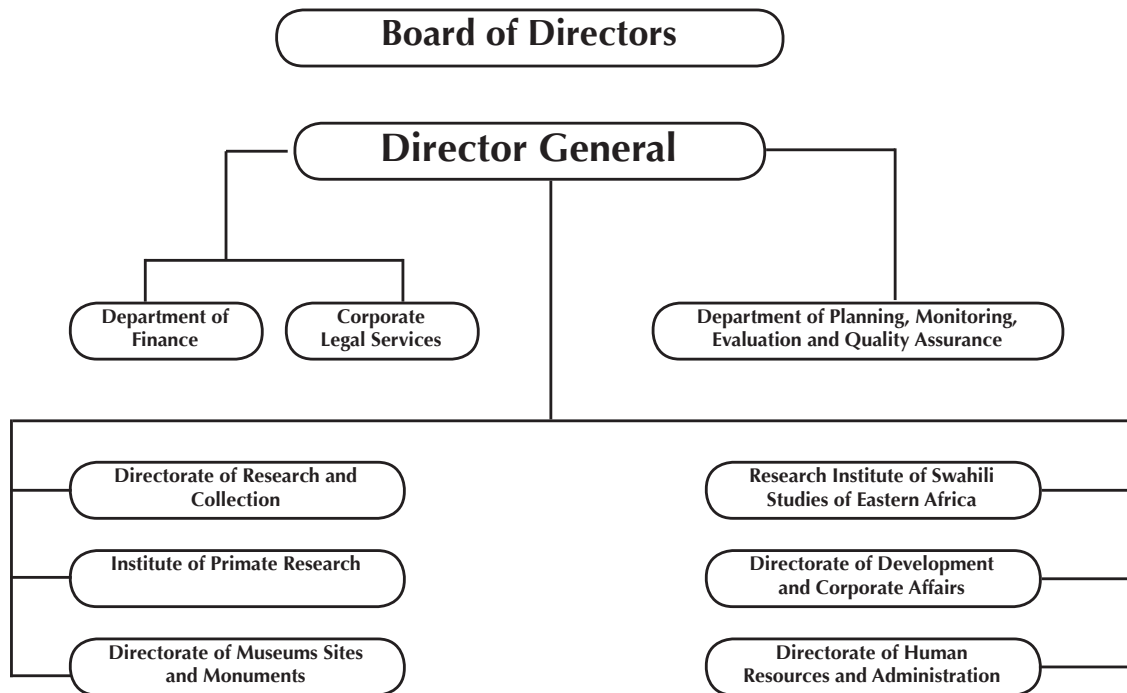
- 7.1 10 generated and documented corporate governance knowledge and information.
- 7.2 20% increase in corporate governance knowledge, information and innovations dissemination and accessibility products for different communication stakeholder categories.
- 7.3 3 strengthened performance driven corporate governance and management structures and systems.
- 7.4 20% increase in corporate governance and management capacity.
- 7.5 1 advocated policy and marketing options for enhancing heritage research and collection management.
- 7.6 1 reviewed, rationalized and enforced corporate governance mandate, core functions and legal framework.

Intervention Strategies	Time Frame	Responsible/ Collaborators	Key Performance Indicators	Intermediate Outcome
1.0 Development and institutionalization of effective and efficient institutional financial resources acquisition and management system.	2009-2014	Finance Dept, Private sector, National and international collaborators, Development partners and other NMK Depts.	Number of developed and institutionalized financial resources acquisition and management functions and services.	Improved institutional financial resources acquisition and management.
2.0 Development and operationalization of effective and efficient institutional planning, monitoring and evaluation and quality assurance system.	2009-2014	PMEQA Dept., Private sector, National and international collaborators, Development partners and other NMK Depts.	Number of developed and operationalized PM&E and quality assurance functions and services.	Improved institutional planning, monitoring, evaluation and quality assurance.
3.0 Development and operationalization of effective and efficient institutional financial and assets audit system.	2009-2014	Audit Unit., Private sector, National and international collaborators, Development partners and other NMK Depts.	Number of developed and operationalized financial and assets audit functions and services.	Improved institutional financial and assets audit service delivery.
4.0 Development and operationalization of effective and efficient institutional corporate legal services.	2009-2014	Legal Unit., Private sector, National and international collab partners and other NMK Depts.	Number of developed and operationalized corporate legal functions and services	Improved institutional corporate legal service delivery.

Annex 3: Summary of the projected organizational budgetary requirement for implementing the strategic plan over the period 2009-2014 (KES '000,000)

Strategic Growth Areas and their Respective Intervention Strategies	2009/10	2010/11	2011/12	2012/13	2013/14	Five year Total
1.0 Institutional Personnel and Management	630.0	730.0	790.0	925.0	1,075.0	4,150.0
2.0 Generation, documentation and dissemination of national heritage and collection knowledge, information and innovations.	70.0	76.0	85.1	93.3	102.6	427.0 (+200.0)
3.0 Generation, documentation and dissemination of biomedical and bio-conservation knowledge, information and innovations using non-human primates.	97.2	272.1	285.5	204.3	163.1	1,022.2
4.0 Identification, conservation, development and promotion of the national and regional museums, sites and monuments	2145	354.5	288.5	127.5	92.5	1,077.5
5.0 Generation, documentation and dissemination of Swahili knowledge, information and innovations for social and economic development.	11.2	11.2	10.5	8.8	8.8	50.5
6.0 Establishment and operationalization of appropriate and sustainable development and corporate affairs systems, procedures and processes.	71.5	59.5	59.0	59.0	59.0	308.0
7.0 Development and institutionalization of effective and efficient human resources and administration development and management system and processes.	55.0	72.0	85.0	107.0	107.0	426.0
8.0 Development and institutionalization of effective and efficient corporate governance systems, processes and procedures.	1.6	1.6	1.6	1.6	1.6	8.0
Total projected National Museums of Kenya budgetary requirement	1,781.0	2,306.9	2,395.2	2,451.5	2,684.6	11,619.2 (+200.0)

Annex 4:
National Museums of Kenya higher level organizational and management structure





NATIONAL MUSEUMS OF KENYA

WHERE HERITAGE LIVES ON



ISO 9001: 2008 CERTIFIED