

# Deepening Peace and Cohesion For Prosperity in Kenya

## AMANI KWA GROUND

2022-2025



ONE PEOPLE

ONE NATION

ONE DESTINY



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## Foreward



**B**efore the 2022 election the NCIC through the Elections Bila Noma Roadmap identified six roadblocks to peaceful elections. Top among them being the 'lack of trust' in government, government institutions and the electoral bodies. The NCIC's post election assessment shows that the level of trust had increased considerably by election date thanks to concerted efforts by Kenyans and institutions like the NCIC. This trust led to a peaceful weight for election results, peaceful acceptance of results and a peaceful election petition.

This was not the only roadblock that was overcome: the other roadblock identified was a subculture of violence. The post election assessment shows that there was tremendous improvement in maintaining peace before, during and after 2022 elections. The culture of using gangs during elections was reduced as was inter tribal conflict for political gain. These two are indicators of a maturing democracy in Kenya. This new reality requires careful tending and improvement. Therefore the new challenge is how to deepen democracy, trust and to achieve lasting peace. We must busy ourselves with the how. How do we permanently transform from the culture of violence to a culture of peace and justice?

When we have justice and peace in Kenyan soil our nation will prosper and our lives will be more enriched as we enjoy our diversity. We will be stronger as a nation and we will be able to reach higher heights. I am certain that this is the way to go. It is when this just peace grows deep with strong roots in our soil that it will endure and last beyond our generation.

We must note that only when the values and ethos in Chapter Six and Article Ten of the Kenyan Constitution are applied to make the ground fertile will the tree of democracy and just peace to grow and flourish. The same Chapter Six and Article Ten champions political decency which will strengthen the trunk and branches of the tree. Finally yielding the fruits of peace and prosperity.

The just peace and democracy we talk of should be cross generational: It should and must be well structured and institutionalized. The proposed Peace and Cohesion Institute has been envisioned with that purpose in mind. The institute is both spatial and programmatic and will serve not just Kenya but the entire region, most of whom now seek to benchmark with Kenya regarding electoral processes. Kenya therefore must move from seeking peace internally but also to share the peace it has found with others.

A handwritten signature in black ink, appearing to read 'SMKobias'.

**Rev. Dr. Samuel Kobia Cbs,  
Chairman,  
National Cohesion and Integration Commission.**



## Preface



General elections in Kenya have been moments of great expectation and social anxiety. In the past, they have been conflict-ridden, with Kenyans retreating to their ethnic cleavages that define the voting patterns. Having taken leadership in the realization of the most peaceful election through the ‘Elections Bila Noma’ Roadmap that brought to life five transformative actions to curb identified roadblocks to peaceful elections in Kenya, the National Cohesion and Integration Commission (NCIC) has identified key priorities for the post-election period. These will build on the gains of the Commission’s ‘Elections Bila Noma Roadmap’. The framework of implementation of the post-elections programming is dubbed ***Deepening Peace and Cohesion for Prosperity in Kenya; Amani Kwa Ground***.

The botched elections of 2007/2008 birthed the NCIC that was mandated to facilitate national identity and values, mitigate ethno-political competition and ethnically motivated violence, eliminate discrimination on ethnic, racial and religious basis, as well as promote national reconciliation and healing. On that account, achieving peaceful elections resembling the just-concluded one is a great milestone. The realization of this achievement called for planning, concerted efforts and the development of a clear roadmap. As much as Kenya celebrates the 2022 peaceful elections, for NCIC, the real work of uniting Kenyans is far from being accomplished. Issues that undermine the peace, cohesion, and security situation of the country include inequitable distribution of resources, unresolved historical grievances, ethnic animosity, resource-based conflicts, poor leadership and governance, among other factors. In the spirit of the pending cohesion issues, NCIC deemed it fit to consolidate its work, experience and entrench a culture of Peace and Cohesion that would last beyond elections.

Consequently, the Commission shall undertake interventions that will deepen and entrench peaceful co-existence while enhancing healing and reconciliation among and between Kenyans who have in the past felt aggrieved over injustices. We have identified key strategic objectives that will not only deepen peace and cohesion among Kenyans, but also foster sustainable cohesion beyond the elections cycle. This project underscores the importance of equal and inclusive participation of a diverse citizenry as a fundamental aspect of a peaceful and cohesive society. Further, it acknowledges that improving opportunities for marginalized groups to participate in democratic institutions and mechanisms has a conflict-prevention effect.

We look forward with confidence to the achievement of these very ambitious milestones we have set for ourselves in this Deepening Peace and Cohesion for Prosperity in Kenya project and call for the support of our stakeholders in its implementation.

**Sam Kona**  
**Commissioner, Chairman, Adoc Committee**  
**National Cohesion and Integration Commission.**

## Acknowledgement



**K**enya held its General Election on August 9 2022 emerging as one of the most peaceful elections in Kenya's history. This is a departure from the previous elections held 2007, 2013 and 2017. The success of the 2022 General Election is attributed to the different roles played by both state and non-state actors in strengthening democratic processes thus preventing electoral violence that had become synonymous to Kenyan elections.

I take this opportunity to acknowledge the invaluable, outstanding leadership provided by NCIC Commissioners in the development of this Report, as well as their guidance that conceived the key priorities for the post-election period. The Deepening Peace and Cohesion for prosperity in Kenya: Amani Kwa Ground project underscores the importance of equal and inclusive participation of a diverse citizenry as a fundamental aspect of a peaceful and cohesive society. Further, it acknowledges that improving opportunities for marginalised groups to participate in democratic institutions and mechanisms has a conflict-prevention effect.

On behalf of the Commission and my own behalf, I wish to commend the team that has been involved in this project right from its conceptualisation to the writing of the report. May I acknowledge the leadership and policy direction offered by Commissioners Sam Kona and Dr. Danvas Makori, as well as supported by a team drawn from across different departments as follows; Ms. Millicent Okatch, Kyalo Mwangi, Olive Metet, Kilian Nyambu, Liban Guyo, Richard Nderitu, Regina Mutiru, Wycliffe Mwatu, Jescah Otieno, and Munini Mutuku.

Finally, the Commission wishes to most sincerely thank the European Centre for Elections Support (ECES), whose financial support has enabled the undertaking of this project and publication of the report. I also extend my appreciation to all the development partners whose financial contribution and technical support led to the successful implementation of the Elections Bila Noma Roadmap. Specifically, I thank the Embassy of Sweden, UNDP, Danida Act!, Swiss Embassy, NACADA, UWIANO partners, among others.

A handwritten signature in black ink, appearing to read 'Skitter W. Ocharo'.

**Skitter W. Ocharo, PhD, HSC**  
**COMMISSION SECRETARY/CEO**

## Executive Summary

Elections in the past have had a diverse effect on the status of peace and cohesion in Kenya, with a retrospection of successive disputed elections dating to precolonial period. NCIC whose mandate is to promote harmonious and peaceful coexistence in Kenya, set the foundation for ensuring a violence free election through its 'Election Bila Noma' Roadmap where a raft of measures were laid out towards achieving peaceful elections as witnessed in the just-concluded August, 2022 general elections.

After the peaceful and successful elections on 9th August 2022 that led to the smooth transition to a new government administration, the National Cohesion and Integration Commission has identified key priorities for the post-election period. The priorities are to build on the gains of the Commission's 'Elections Bila Noma Roadmap', which was a strategic direction for delivering a violence-free 2022 General Elections, as well as tackling some of the peace, cohesion and security challenges across diverse communities in the country. The Medium- and End-Term strategic interventions of the Commission's 2020-2025 Strategic Plan are integral components of the identified priorities. The framework of implementation of the post-elections programming is dubbed Deepening Peace and Cohesion in Kenya; Amani Kwa Ground, and highlights key drivers of disunity including inequitable distribution of resources, unresolved historical grievances, ethnic animosity, resource-based conflicts and poor leadership, as well as governance among other factor. By utilising the projects framework, the Commission shall undertake interventions that will deepen and entrench peaceful co-existence while enhancing healing and reconciliation among and between Kenyans. This project underscores the importance of equal and inclusive participation of a diverse citizenry as a fundamental aspect of a peaceful and cohesive society. Further, it acknowledges that improving opportunities for marginalised groups to participate in democratic institutions and mechanisms has a conflict-prevention effect. The 'Deepening Peace and Cohesion in Kenya' project consolidates the work, experience, and knowledge of the Commission over the over 13 years of its existence.

Cognisant of the Commission's Post-Election 2022 study that proffered major recommendations to build the Commission's peace and cohesion work entrenched towards sustainable peace and cohesion in the country, the Commission has identified six thematic focus areas to guide its implementation for the next three years. These include Knowledge Management and Documentation of NCIC Peace and Cohesion Work that facilitates posterity of the Commission; Entrenching Peace and Cohesion for Good Governance in Kenya to enhance equal and inclusive participation of a diverse citizenry as a fundamental aspect of a peaceful and cohesive society; Address structural inequalities to end ethnic conflicts in Kenya through re-enforcing interventions aimed at ending conflicts in counties and regions that continue to experience recurring conflicts; Healing and Reconciliation; Establishment of a National Institute for Peace; as well as strengthening NCIC as an Institution. For each of the thematic focus areas, several activities have been proposed for implementation by various peace actors, with NCIC taking lead.

## List of Abbreviations and Acronyms

ADR	Alternative Dispute Resolution
APIA	Association Peace Institutions in Africa
CBO	Community Based Organisations
CDIP	County Integrated Development Plan
CPSB	County Public Service Board
ECES	European Centre for Electoral
EMB	Electoral Management Bodies
EWER	Early Warning Early Response
FBO	Faith Based Organisations
ICT	Information and Communications Technology
IEBC	Independent Electoral and Boundaries Commission
KNDR	Kenya National Dialogue and Reconciliation
MCA	Member of the County Assembly
MTE	Mid-Term Evaluation
NCI	National Cohesion Integration Act
NCIC	National Cohesion and Integration Commission
NLC	National Lands Commission
ORPP	Office of the Registrar of Political Parties
SICCOP	Standing Stakeholders Inter-Agency Consultative Committee on Peace
TRJC	Truth Justice and Reconciliation Commission
UCSPAK	Universities and Colleges Students Peace Association of Kenya
UNHCR	United Nations High Commissioner for Refugees
UNSCR	United Nations Security Council Resolution

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# I.0 INTRODUCTION

The National Cohesion and Integration Commission (NCIC) is a statutory body established by the National Cohesion Integration (NCI) Act, No. 12 of 2008. The Commission draws its existence from the Kenya National Dialogue and Reconciliation (KNDR) Agreement, signed in Nairobi on February 1, 2008, to end post-election violence occasioned by the disputed December 2007 presidential elections. The Commission was set up to facilitate a national identity and values, mitigate ethno-political competition and ethnically motivated violence, eliminate discrimination on ethnic, racial and religious basis and promote national reconciliation and healing.

Following the successful and peaceful conclusion of the August 9th General Election and the smooth transition to a new government administration, the National Cohesion and Integration Commission (NCIC) has identified key priorities for the post-election period. The priorities are to build on the gains of the Commission's 'Elections Bila Noma Roadmap', which was a strategic direction for delivering a violence-free 2022 General Election, as well as tackle some of the peace, cohesion and security challenges across diverse communities across the country. The Medium and End-Term strategic interventions of the Commission's 2020-2025 Strategic Plan, are an integral components of the priorities identified. The framework of implementation of the post-elections programming is dubbed **Deepening Peace and Cohesion for prosperity in Kenya: Amani Kwa Ground.**

## I.1 Background To Beyond Elections Bila Noma

Going by the just-concluded General Election, which was highly contested, the country emerged peacefully, contrary to the expectations of many. Despite this great milestone that attracted global attention, NCIC wishes to consolidate the gains of peace and cohesion by contributing towards deepening democracy in Kenya post August 2022 polls. Consequently, the Commission seeks to enhance grassroot engagements and community voices in the electoral process while promoting peace and cohesion.

The aim of consolidating peace and deepening good governance in Kenya is to ensure that the country remains peaceful and cohesive, while providing a platform for healing and reconciliation to Kenyans who felt aggrieved in the just-concluded transitional elections.

The NCIC's Deepening Peace and Cohesion Programme underscores the importance of equal and inclusive participation of a diverse citizenry as a fundamental aspect of a peaceful and cohesive society. Further, it acknowledges that improving opportunities for marginalised groups to participate in democratic institutions and mechanisms has a conflict-prevention effect. In working for peace, processes and outcomes walk hand in hand. Unless people own the process and help shape sustainable outcomes, attaining human security or a meaningful future remains a fallacy.

## I.2 Rationale and Problem Statement

The botched elections of 2007/2008 birthed the NCIC; therefore achieving peaceful elections similar to that of 2022 is a significant success. The Commission is cognisant that this achievement did not just happen. It called for planning, concerted efforts and a clear roadmap. As much as Kenya celebrates the 2022 peaceful elections, for NCIC, the real work of uniting Kenyans is far from being accomplished. The drivers of disunity include inequitable distribution of resources, unresolved historical grievances, ethnic animosity, resource-based conflicts, as well as poor leadership and governance among other factors. All these dynamics undermine the peace, cohesion and security of the Kenyan society as aspired in the NCI Act 2008. Against this backdrop, NCIC seeks to consolidate its work, experience and entrench a culture of Peace and Cohesion that would last beyond elections. Its utmost goal is to foster a harmonious society where Kenyans feel included and are part of the political and developmental processes. The 2022 General Elections have demonstrated that Kenyans are peace-loving people, whose main concern is fostering unity and prosperity together. To do this, it is necessary to entrench social cohesion programs deeply at the grassroots level to achieve sustainable peace beyond elections. It must also be acknowledged that the August 2022 General Elections left a huge population unsatisfied and hurting. Processes of healing and reconciliation must be undertaken immediately before people slide back to business as usual leading to a history of unresolved grievances. Further, NCIC will focus more on ending perennial resource-based conflicts across the country.

The culture of violence in Kenya is a common means of venting out resistance and differences. For instance, politicians use it to demonstrate their political power, ethnic groups to express their grievances, school children to complain about unsatisfactory conditions, and even religious leaders to manifest their discontent. Therefore, executing context-specific interventions of NCIC deepening peace and cohesion in Kenya will enable the Commission to influence positive change in the attitude and behavior of politicians, citizens, (youth, women, PWDs,) state and non-state actors, making government as a whole more responsive and accountable towards supporting and entrenching a sustained culture of peace and cohesion

## I.3 Objectives

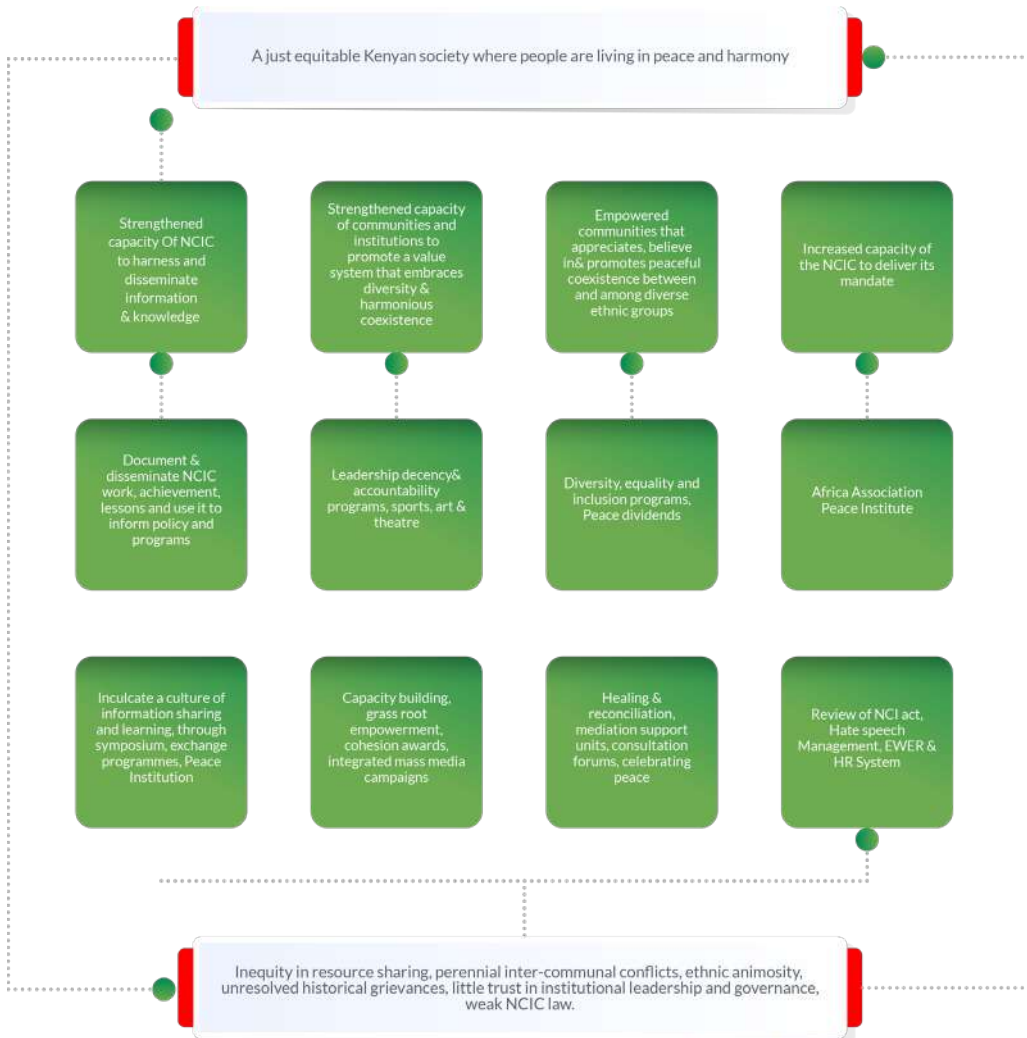
The overall objective of the Deepening Peace and Cohesion in Kenya project dubbed 'Amani Kwa Ground' or peace at the grassroots, is to consolidate the work, experience, and knowledge of the Commission over the 11 years of its existence while offering direction towards entrenching a culture of peace, cohesion and integration. It outlines key strategic objectives for a peaceful Kenyan society beyond the Roadmap to a violence-free 2022 election. These are to:

1. Strengthen the capacity of NCIC to harness, disseminate information and knowledge, and cultivate a culture of learning;
2. Strengthen the capacity of institutions and communities to promote a national culture and value system that embraces diversity and harmonious coexistence;

3. Enable communities appreciate, believe in and promote peaceful coexistence between and among diverse ethnic groups; and
4. Increased the capacity of NCIC to deliver its mandate.

### I.4. Theory of Change

As demonstrated in Figure I below, the project’s Theory of Change is based on the assumption that **If** communities are empowered and play a central role in resolving their conflicts as they happen; **If** peace infrastructure is capacitated and resourced; **If** institutions undertake their mandates without compromise and interference by addressing the root causes of conflict and lack of harmonious consistency; **If** the Commission documents its successes, challenges and lesson learned to disseminate, and improves its organisation capacity, **THEN** there will be an end to ethnic-based inter and intra communal conflicts; improved trust in institutions by Kenyan citizens to address their issues; reduced incidences of ethnic hatred and animosity; fairness in the distribution of public resources thus leading to a just equitable society where the Kenyan citizens are leaving in peace and harmony.





## **I.5. Development of Deepening Peace and Cohesion: Amani Kwa Ground**

The project of Deepening Peace and Cohesion in Kenya was developed through a consultative process between NCIC policy makers and staff following a reflection of gains obtained from the implementation of the Roadmap to Violence Free Elections Bila Noma.

## **I.6. Beyond Elections Bila Noma Pledge**

To improve opportunities for marginalised groups to participate in democratic institutions the Deepening Peace and Cohesion project shall invite all the peace stakeholders to consolidate and entrench synergy toward sustainable peaceful coexistence. Undoubtedly, peaceful coexistence can only be achieved through a collaborative approach across the country including but not limited to:

- i. International and regional organisations, and multi-stakeholder partnership;
- ii. Civil society networks and organisations, both as advocates and given the important role they play in electoral processes;
- iii. Private Sector leaders, given the importance of peace to their operating environment, and their role in tackling violence, curbing corruption, and increasing inclusion;
- iv. Academia, research partnerships and networks, ensuring that evidence is generated that will meet the future needs of policy-makers;
- v. Development partners, especially those prepared to invest in innovative, synergetic, and strategic approaches of attaining peaceful democratic processes;
- vi. Media given their ability to reach wider populations;
- vii. The public given that all power belongs to them - power to choose selfless leaders, power to trust each other and not to indulge in violence.

## **I.7. Thematic Strategic Objectives**

The Commission has identified six thematic focus areas to guide its implementation for the next three years. The thematic areas are drawn from the Roadmap to Violence Free Elections dubbed Elections Bila Noma and NCIC's Strategic Plan (2020-2025). Further, the thematic areas was also cognisant of the Commission's Post-Election Study 2022 proffered major recommendations to build the Commission's peace and cohesion work entrenched towards sustainable peace and cohesion in the country as discussed in the subsequent sections.

# 2.0

## Strategic Objective I

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Knowledge Management and Documentation of NCIC Peace and Cohesion Work

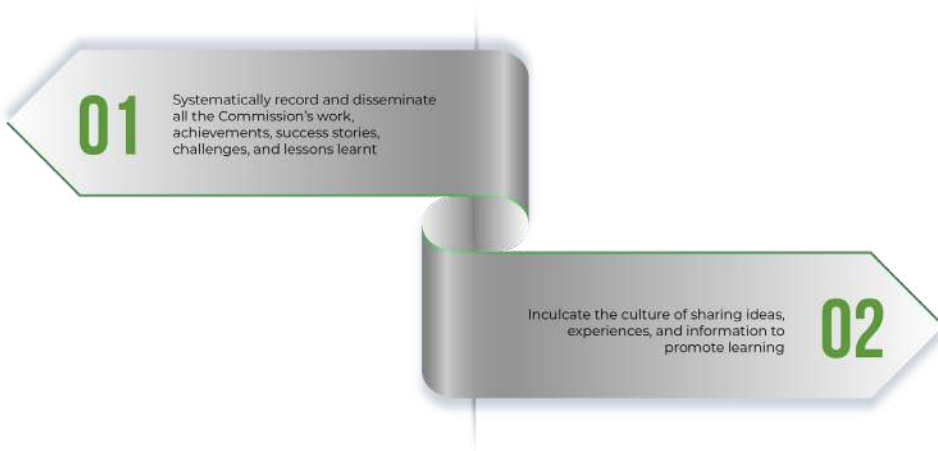


## 2.1. Rationale

**K**nowledge Management and Documentation are key in knowledge preservation for learning and posterity. As the saying goes, if it is not documented, consider it not done. Documentation, therefore, becomes the vehicle through which processes are recorded, and knowledge products are weaved and preserved for immediate or future use. It facilitates learning, thus should be embedded within the project cycle, with intentional pragmatic approaches. Once documentation is completed, its product must be disseminated to the right people, at the right time, to influence policy direction while creating an informed populace. Besides, knowledge management and documentation will facilitate the posterity of the Commission thus building the organisation's repository.

## 2.2. Objectives of Strategy I

To promote knowledge management and documentation of the NCIC peace and cohesion work, the Commission seeks to realise the following objectives: To,



*Figure 2: Objectives of Strategy I*

## 2.3. Kenya's 2022 Elections Experience

NCIC successfully launched its Elections Bila Noma Roadmap in December 2020, and implemented it. The Roadmap's strategic approach to achieving a violence-free election cannot be disputed as per the Post Elections Analysis Report . Besides, the country experienced relative peace across the country contrary to the expectations and the challenges that prevailed during and post the election season. Even though the Commission did record some of its achievements, an in-depth analysis and documentation must be undertaken to document all the achievements, success stories, challenges and lessons learnt. This will inform immediate policy direction and future programming on mitigating electoral violence and any other form of conflict the country may experience. Moreover, it will provide avenues for the Commission to share its experience both globally and within the region.

To document the Commission's Elections Experience, NCIC will undertake the following actions:

***i. Conduct Symposia series on relevant current issues***

Given the emerging issues such as the effects of climate change, the new Government's agenda of bottom-up policy direction, the Commission shall conduct a series of symposia to address topical issues as they emerge, in line with its mandate of promoting peaceful coexistence. The symposia will bring on board local and international experts, academia and relevant research institutions.

***ii. Publish the Election Observation/Monitoring Report***

The Commission participated in the election monitoring observation before, during, and after the August 9 polls across the country. As a result, a report was drafted documenting the ongoing recommendations proffered to respective organisations. The Commission shall have the final document published and disseminated to various target audiences. Further, it will draw advisories, policy briefs, as well as targeted proposals to various key stakeholders including Electoral Management Bodies, Government, Civil Society Organisations (CSOs), Community Based Organisations (CBOs), Faith Based Organisations (FBOs), and Kenyans from different walks of life.

***iii. Publish a Peace and Cohesion Handbook***

We exist in the 21st century commonly known as the knowledge century. Over 30 years ago, Alvin Toffler envisaged the coming world and foresaw, "mind power ruling the world in this century, not the muscle money". How the mind power is reigning the earth is apparent to all of us. It is sad to observe that we are living in an era of unprecedented violence in the form of terrorism, war, crimes, injustice, anxiety, and exploitation. The present phenomenon is giving the negative message of violence, heartedness, and selfishness to the world.

Nevertheless, there are positive interventions that have been undertaken by peace actors, and the need for NCIC as a steward of peace and cohesion to document its successes. Hence, the need to record peace and cohesion reference and experiential books that will not only serve as a repository, but will also provide a platform for scholars, academicians, and experts to pen down their experiences and knowledge in Kenya. The Peace and Cohesion Handbook will be disseminated to peace actors, learning institutions, members of the political class, among other target groups.

In addition, the Commission will endeavor to publish Peace and Cohesion Comic Books targeting young readers. NCIC will collaborate with the Ministry of Education and other learning institutions to ensure the content is shared and disseminated widely. Further, the Commission through the Amani clubs will invite talented young learners to express their understanding of peace and cohesion with other learners. The book will be translated into Kiswahili and vernacular languages as the need arises.

#### ***iv. Produce and disseminate a Documentary on Kenya's 2022 Election Experience***

Documentaries have the potential to visualise personal stories that commonly fall outside the spotlight of mainstream media and more importantly, portray something that is largely free of political prejudices. Stories of ordinary people, their challenges, hopes, and thoughts conveyed through simple but powerful images of documentaries, offer unbiased accounts of the lives of those affected by conflict. The art of documentaries and short digital videos shall amplify the peace and cohesion message, while instituting deep emotional connections with the NCIC target audience.

The documentary will serve as an imperative resource for peace education/promotion for future elections in Kenya and beyond. It will tell the Kenyan story, highlighting not only the peace and cohesion successes, but also challenges and reveal proactive measures taken to mitigate them. In doing this, the Commission will conduct interviews with all key stakeholders that were part of the process, including the current administration, the Azimio Coalition, other political parties, the IEBC, the Office of the Registrar of Political Parties (ORPP), the Supreme Court Judges, key political figures, citizens, the media, and as many individuals/institutions that played one role or another in the just-concluded elections. In this respect, NCIC through the support of the European Centre for Electoral Support (ECES) will engage a consultant to develop the said documentary.

The documentary is an important deliverable for the Elections Bila Noma Roadmap and shall be deployed to the Commission's and peace actors' future training, as well as used by other Countries in Africa to draw lessons. In addition to the Elections 2022 documentary, the Commission will endeavor to produce and disseminate short videos and podcasts on peace and cohesion across the country and upload them on the targeted social media pages, the NCIC website and that of its partners, amongst other platforms.

#### ***v. International Conference for experience sharing: Peaceful Elections in Kenya***

To undertake this, the Commission will foster partnership and collaboration with peacebuilding institutions, as well as development and private partners to solicit sponsorship and support. A standing committee shall be established to provide leadership in organising the conference. Specifically, the Committee will come up with information on logistics, resources required, budgets, key thematic areas to be covered, and a database of delegates and sponsors to enable success of the conference.

#### ***vi. Participate in International Learning to share the experience***

Likewise, NCIC will identify existing opportunities within the region and globally, to present papers on its Peace and Cohesion work, including the Kenyan elections experience. The Commission endeavors to participate in upcoming election observation missions as part of knowledge learning and increasing strategic linkages.



### ***vii. Document NCIC's successful projects/Interventions dubbed In the Footprints of NCIC***

For over a decade, NCIC has implemented peace and cohesion interventions across the country, leaving remarkable footprints. Through its work, community conflicts have been resolved and peace accords brokered; communities empowered and their capacities enhanced to engage in peace work actively; and students' skills improved in conflict resolutions. To start with, NCIC will undertake documentation of peace and dialogue mediation efforts of Nandi/ Kakamega, Nandi/Kisumu, and Narok counties, as well as the Amani Club initiatives. This will be done through documentaries and publishing detailed reports recording the strategies used in attaining the success of the said interventions.

Dissemination of all these knowledge products shall occur both physically and online. Above this, NCIC shall analyse at how its work has shaped policies from its establishment. Some of the activities under this will include; feature stories in audio, print, and video; dedicated and targeted publications highlighting the key projects, as well as success stories out of each program.

### ***viii. Publication of the State of Peace and Cohesion in Kenya***

In line with the NCI Act of 2008, the Commission is mandated to advise Government on all matters of peace and cohesion. Consequently, the Commission undertakes to publish an annual publication on the Status of Peace and Cohesion in the country. This will entail a scan of the drivers of conflicts and an analysis of the distribution of public resources. To disseminate the information, NCIC will work with the Ministry of Interior to have the content published in the State of the Nation address by the President.

### ***ix. Research on the nexus between climate change and its implications for violence in Kenya***

Kenya is vulnerable to climate change because of its exposure to increasing temperatures and rainfall variability, as well as its strong dependence on climate-sensitive agriculture. In its interventions to end conflicts in Kenya, the Commission has observed increasing intensities of conflicts in regions that have experienced adverse climate change. Within the context of pastoral setups, adverse climatic conditions have been attributed to migration and herd mobility, which is triggered by the decline and loss of pasture and water resources. This migration brings pastoralists closer to the territory of hostile groups, increasing the likelihood of violence (Froese & Schilling, 2019) . Such conflicts have been observed among pastoral groups, as well as between pastoralists and other land resource users. The Commission will conduct a research study to establish the linkage between climate change, and violent conflicts, which will inform future interventions as well as policy.

### ***x. Conflict Assessment and Mapping***

The Commission will undertake continuous conflict assessments to understand the unfolding conflict dynamics and proffer recommendations. This will enable NCIC to provide needed advisories in finding long-term solutions to peace and cohesion threats in the country, and inform programming.

#### ***xi. Development and Review of Internal Policies to streamline operations***

To streamline operations in the Commission, there is a need to put in place procedures and policies that will guide its operations. As such, the Commission shall develop and publish the Communication policy, Brand Manual policy, Knowledge Management Policy, Corporate Social Responsibility, and ICT Policies to enhance its efficiency and effectiveness.

#### ***xii. Operationalise Physical and Digital Resources Center***

The advancement of Digital Library resources is a result of the need for people to keep their history, discoveries, and achievements records and collections cannot be overemphasised. The Commission shall invest heavily in establishing and operationalising physical and digital resource centers. Upon the establishment of the Resource Centres, NCIC will create awareness about the resource center for it to tap into the information and knowledge on peace and cohesion in Kenya. To operationalise the digital library, the Commission will acquire the relevant licenses.

#### ***xiii. Mid-Term Evaluation of the Commission's Strategic Plan 2020-2025***

The Commission will undertake a mid-term evaluation of the 2020-2025 Strategic Plan in May 2023. The Mid-Term Evaluation (MTE) will enable NCIC to review and consolidate the gains made following the implementation of the Strategic Plan for the last two and a half years. The evaluations will focus on documentation of progress made toward achieving expected results against the set objectives, as well as draw lessons and make recommendations based on the review conducted. The evaluation will enhance the relevance of the Strategic Plan to the current context and inform future strategies and interventions.

#### ***xiv. Documentation of Alternative Dispute Resolution Processes***

The Constitution 2010 recognises Alternative Dispute Resolution (ADR) as one method of resolving conflicts. Communities in Kenya have over time engaged in informal negotiation and mediation. There is a need to document the processes in the context of communities as a preserve, as well as models to be emulated and replicated when the need arises.

#### ***xv. Intercommunity Knowledge creation and sharing platforms***

The Commission shall endeavor to create platforms for the creation and sharing of knowledge between and among communities in a bid to inculcate the culture of learning from one another. It will start with communities that have noted significant gains in resolving inter-communal conflicts using their own home/or community solutions. At the same time, it will also focus on those with difficulties in fostering inter-communal relations, to facilitate learning.

### ***xvi. Cultural Exchange Programmes***

As a prevailing force that bridges differences, culture brings people together, thus bolstering social cohesion and security. Culture is integral to who we are and where we come from. From heritage to creative expression, culture contributes to identity, belonging and meaning. It is a resource for community vitality, well-being and expression, as it shapes peaceful societies through recognition of and respect for diversity and freedom of expression. Consequently, NCIC will collaborate with structured groups targeting youth, women and elders to build and enhance their capacity. Further, the Commission will make deliberate efforts to target different groups at the grassroot level. Some of the key activities that will be encouraged include cultural exchange programs among the communities, as well as cultural dances, traditional food and delicacies exchange, among others.

### ***xvii. Convening Regional, Continental and Global Conference on Healing and Reconciliation***

The Truth Justice and Reconciliation (TJRC) Report demonstrated that many social injustices have been swept under the carpet over the years, a key trigger of the recurring conflicts and violence that lead to the loss of lives and displacement of people. This prolonged conflict has remained an impediment to economic development in several counties in the country. Reconciliation requires stamina since it is a long-term process with several intermediate steps involved in rebuilding assurance and restoring accountability. As a Commission mandated to facilitate peaceful coexistence, NCIC will undertake to convene national, regional and community-based healing and reconciliation conferences annually. The conference will target peace actors, concerned citizens, students, community leaders, members of law enforcement and the justice system, among other key stakeholders.

### ***xviii. Conduct Research on County Boundary Disputes in Kenya***

Over 15 counties in Kenya are embodied in boundary disputes leading to recurrent intercountry clashes. In certain instances, there have been loss of lives and property, displacement of the people, as well as psychological and mental torture. Some of the disputes are as a result of territorial boundary extension tendencies fueled by politicians for personal gain, while others are historical in nature, as is the case in Isiolo and Meru counties where attempts by the government to resolve the said disputes have not been successful. Revenue collection has also been a source of cross-border conflict in contested areas.

Other counties caught in disputes over boundaries include Turkana-West Pokot, Machakos-Makueni counties who are fighting over the exact location of Konza City, as well as Makueni and Taita Taveta who are also embroiled in a fight over Mtito Andei, among others.

The Commission will undertake a comprehensive research on all county boundary disputes and proffer recommendations for lasting solution.

# 3.0

## Strategic Objective 2

Entrenching Peace and Cohesion  
for Good Governance in Kenya



### 3.1. Rationale

The General Elections of 9th August 2022 was one of the most competitive and peaceful ever conducted. Kenyans from both divides of the two main political coalitions namely Azimio One Kenya Coalition and Kenya Kwanza Alliance demonstrated patience while awaiting for the declaration of results, as well as the Supreme Court declaration. Although the country remained peaceful during the process, the Commission has noted that the outcome of the General Elections 2022 has left the Country divided in half with close to six million voters who supported the Azimio Coalition left frustrated and hurting, with feelings of disillusionment, as a result of the outcome of the elections .

Peace is a holistic phenomenon that needs to be comprehended from different perspectives. In the words of the famous philosopher Erasmus, “peace is the mother and nurse of all that is good for humanity”. Therefore, peace must be entrenched by addressing the root causes of tension and making sure that all citizens feel that their needs and interests are fairly represented for good governance to thrive in Kenya. Peace and good governance go hand in hand and one cannot thrive without the other. For the Government of Kenya to strengthen public institutions, fight corruption and attain inclusive participation and fair distribution of resources, there has to be peace which will in return ensure good governance and prosperity. Consolidating peace for good governance will also ensure the economic recovery of the country. Against this backdrop, there is a need to implement an all-inclusive approach that entrenches equal and inclusive participation of a diverse citizenry as a fundamental aspect of a peaceful and cohesive society.

### 3.2. Objectives of Strategy 2:

To consolidate peace and entrench democracy in Kenya, the Commission envisages attaining the following objectives: To:



Figure 3: Objectives of strategy 2

In collaboration with other key stakeholders, NCIC will conduct the following public outreach activities toward the realisation of the stated strategy:



### ***i. Post-Election Healing and Reconciliation Peace Caravan***

The Commission will collaborate with the media houses and utilise diverse and strategic platforms to implement and actualise the peace caravans targeting some parts of the country that had been perceived as hotspot counties through both mainstream and social media platforms. In addition, the team will conduct peace caravans in all the eight regions in Kenya and spread the message of peace, healing and reconciliation. It has been proven that these platforms are ideal for creating out-of-home media options and as a long-term brand-building strategy due to their wide reach and ability to create impact for the desired peace campaign.

### ***ii. Youth for Peace through Sport Tournaments, Art and Theatre***

Games and sports represent a flexible and cost-effective medium for peace-building, as well as conflict prevention as it is capable of conveying basic rules and essential values of peaceful coexistence – such as tolerance, team spirit, loyalty, and fair play. Sports are especially suitable for character skill development because it gives the value of discipline, endurance, courage, and self-motivation. The Commission strongly believes in the utilisation of sports as an effective medium to promote peaceful co-existence among communities and in particular the youth.

The targeted Sports for Peace tournaments will bring together participants from culturally diverse backgrounds, and varied geographical and administrative locations to play together. This will enhance appreciation of each other and increase tolerance for peaceful co-existence. The Sports for Peace Programme will aim at enhancing the capacity of youth to promote peace, cohesion and integration in line with the United Nations Security Council Resolution (UNSCR) 2250. The programme will also address the need for peace building, especially amongst the youth from conflict-prone areas. Young people will also have an opportunity to learn more about national values and ethos, as well as galvanise them to promote peace and integration, thus enhancing tolerance irrespective of their diversity. Among other sporting activities that will be utilised include Camel Racing in the North Eastern part, bullfighting among the Luhya community, athletics in North and South Rift; Boat racing in Nyanza; among other African traditional games within the country.

Similarly, Art and Theatre have considerable potential in peacebuilding not only in conflict resolution but also in post-conflict reconciliation. It defies all linguistic boundaries and is considered a universal language, thus an ideal resource to comprehend the perspective of others, specifically their perspective on a given conflict. Art provides voices to marginalised or oppressed groups whilst enhancing the relevance and legitimacy of the process itself. The use of art can be strategic when verbal communication stalls. Further, art is a powerful tool for collective reconciliation between communities and is equally useful for individuals to overcome any trauma linked to conflict. Collaborating in creating artwork helps to establish a strong connection between the participants involved. Therefore, the Commission will through theatre, art, film, photography, and graffiti encourage young people to create their vision and plans for reconciliation, and to realise that peace and cohesion can be a reality.

### ***iii. Integrated Media Campaign***

Information is power and insight can influence public discourse. Consequently, perceptions can be changed by access to media. Different types of media are used universally to disseminate knowledge and work as a tool for democracy. The Commission will develop a robust national media campaign targeting both mainstream (including vernacular stations) and social media platforms such as Facebook, YouTube, Tiktok, Twitter, and Instagram among others.

### ***iv. Leadership decency within learning institutions***

The Commission has in the past spearheaded the establishment of Amani Clubs in learning institutions. The overarching goal of Amani Clubs is to entrench peace and cohesion among the young populace. As a Commission mandated to facilitate peaceful coexistence among the communities, NCIC will encourage the use of the said clubs to spearhead free, fair and peaceful campaigns and elections in schools. This will help in shaping and entrenching the desired national values and ethos that are needed in the electoral processes.

### ***v. Grassroot Community engagements***

Peace initiatives involve a systematic approach, which is conducted simultaneously at the level of the grassroots. Intercommunity peace and cohesion require a sustainable engagement of different strategies at all societal. Grassroot organisations use various strategies to build peace and intercommunity cohesion entirely depending on the needs of the communities or a reaction to specific events. Hence, the Commission will conduct strategic grassroot meetings across the country.

### ***vi. Cohesion Awards***

To entrench and encourage a culture of peace and cohesion in Kenya, NCIC will develop national criteria and modalities for identifying and rewarding peace and cohesion champions in Kenya, targeting different groups and individuals. The Commission will institutionalise the establishment of a framework of nominations of the awardees. For instance, awarding political leaders who conceded defeat honorably in the just-concluded August 2022 polls, as well as state, and non-state actors who champion peaceful campaigns and electoral processes.

### ***vii. Capacity Building and Empowerment***

To strengthen governments, institutions, systems and individuals to meet the challenges of sustainable peace, the Commission will roll out targeted sensitisation programs for Governors, Parliamentarians and Members of County Assemblies (MCAs). The Commission will pay attention to the provisions of the Constitution 2010 specifically Article 10 on National Values, County Government Act 2012, NCI 2008 Act, and other related legislations on enhancing equitable sharing of public resources.

### ***viii. Empower communities to undertake social accountability by engaging them in evaluating government service delivery***

Communities often feel powerless in holding the duty bearers to account on issues of inclusivity. This project will be deliberate to empower the communities with soft skills towards enhancing accountability on the part of both national and county governments in the delivery of services, while observing inclusivity principles.





# 4.0

## Strategic Objective 3

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Addressing structural inequalities  
to end ethnic conflicts in Kenya

#### 4.1. Rationale

Structural inequalities are the key driver of conflict and continue to inhibit the full realisation of peaceful co-existence and national cohesion in Kenya. These inequalities are not only embedded in the institutions, but are also manifested through social, political, economic and cultural forms, as well as historical grievances on the part of communities. When cultural differences coincide with economic and political differences between communities and groups, there is potential for deep feelings of exclusion and resentment that more often than not trigger violent conflicts. Structural inequalities blur the vision of a cohesive society, as well as inhibit the sense of belonging and trust within a society. The post-election violence in Kenya after the 2007 General elections was fueled by prolonged simmering grievances and inequalities between regions, communities and ethnic groups.

Past interventions by the Commission to end some of the protracted conflicts have significantly influenced conflicting communities and have been effective. Success in ending conflicts has been documented in Narok South and North, Nandi-Kakamega and Nandi-Kisumu cross-border conflicts, as well as inter-clan conflicts in Mandera County. The Commission is determined to re-enforce interventions aimed at ending conflicts in counties and regions that continue to experience recurring conflicts. To intervene in these regions effectively, NCIC will prioritise addressing the current conflicts, categorised under the following three main clusters:

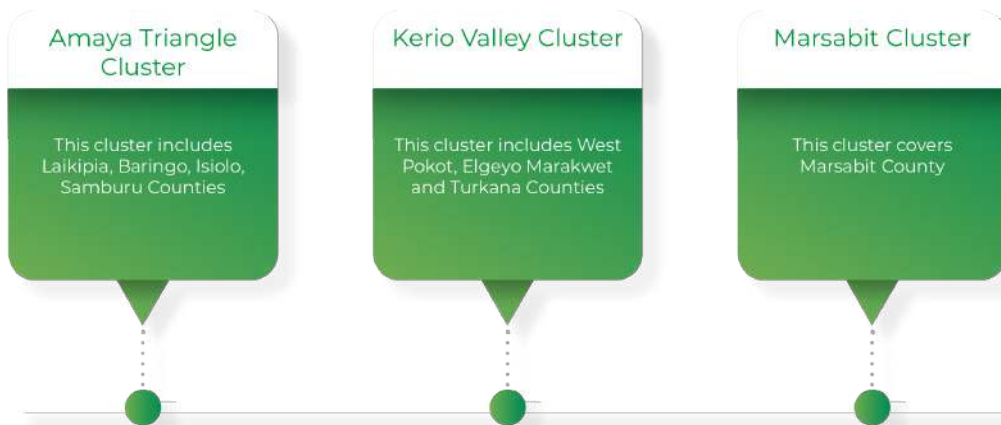


Figure 4: Priority clusters for addressing conflict

Modeled on the Amaya Triangle Initiative, this project aims to address the root causes of conflict and insecurity by providing education, vocational skills, incentives, and infrastructure that enable communities to diversify sustainable livelihoods. The Commission will collaborate with relevant agencies and lobby for the undertaking of investments to develop alternatives and occupations (livelihoods) to diversify commercial activities beyond pastoralism. In addition, intensive civic empowerment and dialogues with communities and leaders to adopt progressive norms and practices that support education, legitimate businesses, cooperation with Government and security agencies and the emergence of accountable leaders will be undertaken.



## 4.2. Objectives of Strategy 3

To address structural inequalities to end conflicts and achieve social cohesion in Kenya, the Commission seeks to attain the following objectives:



*Figure 5: Objectives of strategy 3*

To address the structural inequalities, the Commission will undertake the following actions;

### ***i. Promoting Intercommunity people-to-people peace processes***

The Commission shall endeavor to promote people-to-people peace processes through sustained intra and intercommunity dialogues, standardising and strengthening community peace structures and ending gun culture.

Through intra and inter community dialogues, NCIC will bring together community members from the same county to deliberate on violent conflicts in their counties and propose solutions/home-grown strategies for mitigating similar/future conflicts. During the inter-community dialogues, resolutions reached during the intra-community dialogue forums with individual counties will be brought forward for further deliberation and consensus-building regarding resolving existing conflicts. Local political leaders and professional bodies will be involved during such processes.

To standardise and strengthen community peace structures, there is a need to coordinate the many peace and cross-border peace committees in Kenya. The Commission in consultation with other key state and non-state organisations shall engage a consultant to develop scope of work to assess the status of peace structures. Once this is done, NCIC will advise on the naming and the management.

To ending gun culture, the Commission seeks to roll out a campaign dubbed “Keep us Safe; Silence the Guns”. This will be done in conjunction with the state and non-state actors.



## ***ii. Establishing Mediation Support Units***

Mediators are important actors in community peace processes. They assist and guide the parties toward their resolution. Given the recurrent conflicts in the three clusters identified above, inclusive mediation support units comprising peace actors will be established in the identified clusters. The mediators will identify existing conflicts and respond in a timely manner.

## ***iii. Peace Dividends***

The Commission shall endeavor to enhance peaceful co-existence among conflicting communities by expanding economic opportunities to improve the quality of life of the people, providing education and vocational skills incentives, creating an enabling culture and human security infrastructure, enabling communities to diversify sustainable livelihoods, as well as advocating for community empowerment, good governance and political accountability. This will entail undertaking intensive civic education and dialogue with communities and leaders to adopt progressive norms and practices that support a culture of peace, peace education, legitimate businesses, cooperation with government and security agencies, and the emergence of accountable leaders. The Commission will collaborate with both the national and county governments, as well as the political leadership in the target clusters. Building linkages with the National Youth Service to absorb youth who have abandoned retrogressive cultures will be a priority.

## ***iv. Promote interventions to combat climate change and environmental issues in Kenya***

The Commission in partnerships with national, county and other like-minded institutions will spearhead interventions that contribute towards curbing the impact of climate change. This include but not limited to; partnering with national and county government in tree planting, and utilising the Amani club infrastructure, peace structures towards environmental conservation. Further, as a Corporate Social Responsibility activity, the Commission will participate in designated environmental days.

## ***v. Stakeholders Inter-Agency Consultative Committee on Peace***

The Commission will establish a Standing Stakeholders Inter-Agency Consultative Committee on Peace (SICCOP) to coordinate, offer advice and be the focal point on all issues relating to peace and cohesion in the country. This Committee will bring together key institutions such as the IEBC, ORPP, National Lands Commission (NLC), security agencies, media owners, the Judiciary, and other key stakeholders to discuss and strategise on how best to maintain peace in Kenya. The Committee will be convened every quarter with principals from the said institutions meeting to appraise and seek ways towards addressing conflicts and promoting peace. Terms of Reference and Schedules for this Committee will be developed.

## ***vi. Promoting diversity, equality and inclusion***

To address discrimination and marginalisation that breeds recurrent conflicts and violence in Kenya and promote equality, the Commission will head a review of relevant policies and laws to align them with the 2010 Constitutional provisions e.g. Indemnity Act. NCIC will

not only work closely with various legislatures both at the national and county government, but also undertake public litigation. Further, the Commission will seek to advise the NLC to formulate and implement strict guidelines relating to the maximum acreage an individual or company can buy in respect of private land. Besides, NCIC together with NLC and other relevant Government agencies will jointly facilitate reparations for historical land injustices to address social injustices that have remained a burning wound among many communities. Individuals and entities who acquired land illegally will be encouraged to surrender the said land to the rightful owners not only as a way of enhancing forgiveness, healing and reconciliation, but also to deter generational conflicts that often lead to violence.

Further, the Commission will regularly conduct ethnic diversity audits on inclusivity in employment in public entities, and offer recommendations and policy advisories on enhancing inclusivity. Additionally, NCIC will hold consultative forums with public institutions including County Governments and support the development of county equity plans for inclusivity and inclusion of peace and cohesion budgets in the County Integrated Development Plans (CIDP). Cessation and compliance notices will be issued to agencies that are in violation of stipulated legislations and their progressive interventions toward compliance tracked.

#### ***vii. Celebrating Peace***

The purpose of peace accords is to outline conditions for permanent resolution of hostilities between two warring parties. However, the implementation of peace accords in many parts of the country has been inefficacious. Some of the dynamics that contribute to unsuccessful implementation of peace accords include the emergence of new actors/implementers, unresolved issues, lack of institutional capacity, and the emergence of new security threats, among others. For peace actors to contribute effectively to the quality implementation of peace accords, there is need for continuous dialogue on what constitutes the peace accords, as well as effective monitoring of its implementation. This shall include celebrations of specific days in the calendar like the International Day of Peace.

#### ***viii. Monitoring of constituency and ward boundaries delimitation and delineation process***

The Kenyan Constitution 2010, article 88 (4) (c) gives IEBC the powers and responsibility to review the delimitation of constituencies and wards. The IEBC is about to embark on the said process. It is important to note that in the past, review of the said boundaries process has been emotive leading to conflicts between communities living along the borders thus affecting peaceful coexistence. In view of the forgoing, the Commission shall continuously monitor the boundary delimitation and delineation process with a view to identify and mitigate any conflict that may arise, and issue policy advisories to government and any relevant stakeholders on possible threats to cohesion arising from this process. NCIC shall collaborate with key stakeholder to empower communities to engage constructively in the process, thus maintaining peace and unity.



PAMOJA

# 5.0

**Strategic Objective 4**

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Healing and Reconciliation



## 5.1. Rationale

Kenya's march towards just peace, cohesion and unity will materialise if true healing and reconciliation takes place. There are many catalogues of unresolved grievances and historical injustices amongst Kenya's communities. Elections often become the proxy through which these diverse grievances are expressed. For Kenya to attain lasting peace, it is critical for the country to close all chapters of grievances and hostilities. It is against this background that TJRC was formed after the aftermath of the traumatic 2007 & 2008 post-election violence. It was mandated to inquire gross violations of human rights and historical injustices that occurred in Kenya since independence. The report unearthed major violations of human rights including but not limited to unlawful killings and enforced disappearances, unlawful detention, torture and ill-treatment and sexual violence, historical injustices and violations of socio-economic rights, and violations against groups entitled to special protection, including women and children, as well as minority groups and indigenous communities .

In the third volume (Volume III), the Report addresses issues relating to national unity and reconciliation. On 3rd May 2013, the TJRC presented its final report to the President. However, the said report has not been tabled in parliament for discussion and adoption.

Full implementation of the TJRC Report will heal and reconcile the nation of Kenya. As a result, NCIC intends to collaborate with like-minded individuals and institutions in the interest of pursuing peace and social cohesion, promoting access to justice, and enabling reconciliation.

## 5.2. Objectives of Strategy 4

To facilitate true healing and reconciliation amongst different aggrieved communities as a result of unresolved social injustices the Commission seeks to attain the following objective:



Figure 6: Objective of strategy 4

To ensure true healing and reconciliation the Commission will undertake the following actions:

### ***i. Deepening Intra and inter-community dialogues***

The Commission will encourage the use of nonviolent means of conflict resolution and forgiveness at all levels including interpersonal, inter-community and state-individuals. NCIC will facilitate and provide platforms where the concerned parties will convene and dialogue on the conflicts, while proffering the way forward.

### ***ii. Lobby and Advocate for the implementation of the TJRC Report***

The TJRC report gives recommendations on how to deal with some of the historical injustices, the Commission will therefore lobby for the successful implementation of the TJRC report.

### ***iii. Psychosocial Support through Partnerships***

Due to the psychological distress that the social injustices have caused to individuals & communities, the Commission will partner with relevant institutions to provide psychosocial support to victims and perpetrators of violence and gross human rights violations.

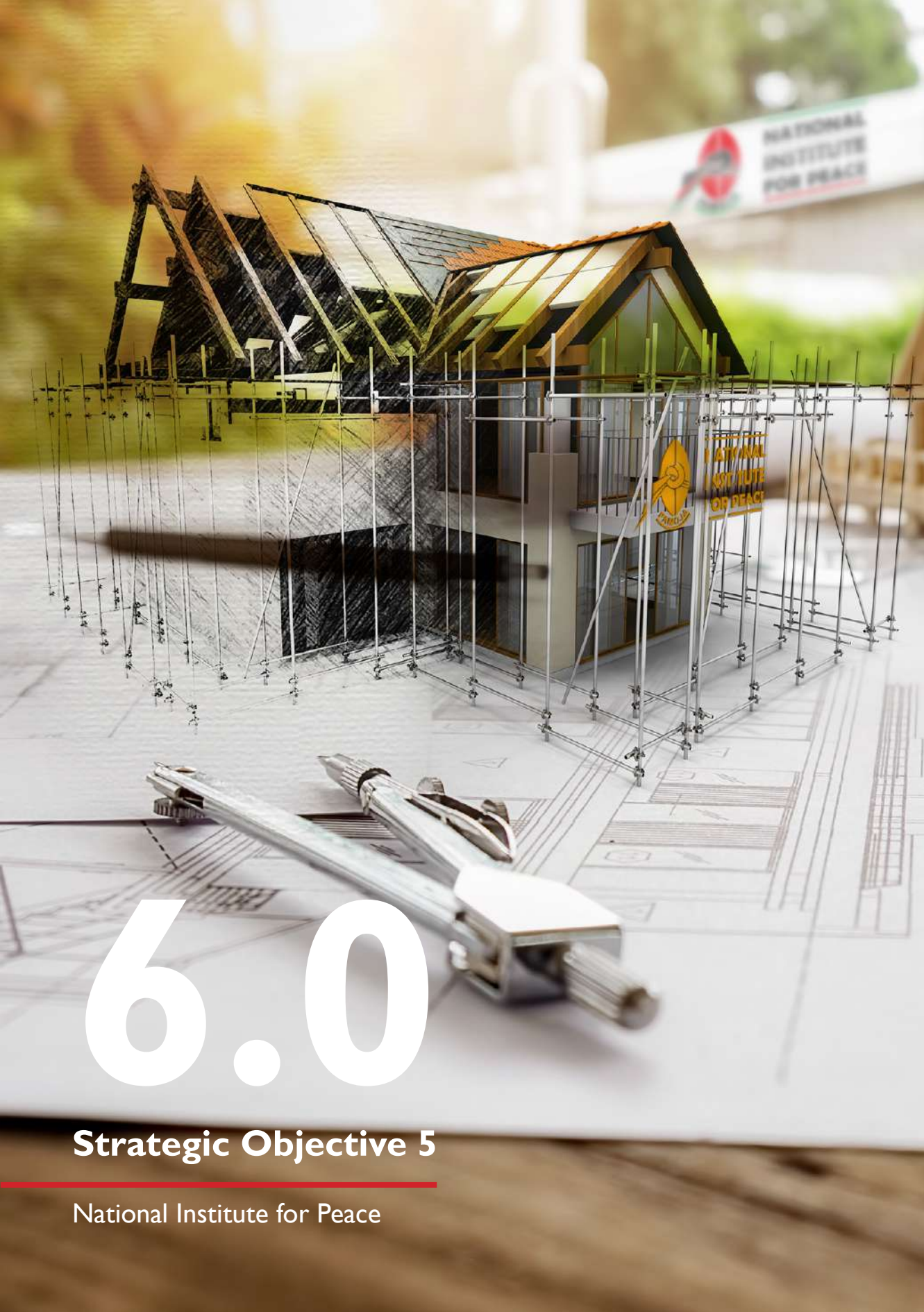
### ***iv. Public Apologies***

A public apology is one of the major components of reparation. Its main aim is to facilitate true healing and forgiveness on the part of the offended communities. In addition, public apology enables the restoration of healthy social interaction. Therefore, to assuage the fear of possible crisis recurrence, NCIC will guide far-reaching accounts of what ensued while clarifying actions by the Government to tackle the harms. In line with the social injustices recorded in the TJRC Report, the Commission will prioritise regions and aggrieved communities. While collaborating with Faith-Based Organisations and other key actors relevant in the regions, high-ranking officers in Government will conduct this.

### ***v. Promote memorialisation through Monuments and commemoration of victims of state and ethnic violence***

Memorialisation is the process of perpetuating the memory of a person, group of persons, incidents, events, or era. It can foster reconciliation by providing spaces to foster public dialogue. Memorialisation serves as a reminder of the futility of violence and pledging for non-repetition. This will be achieved through the renaming of public spaces and buildings, creating memorials, statutes and museums, dedicating detention and torture sites of memory, art, and establishment of national days, in partnership with other stakeholders.





# 6.0

## Strategic Objective 5

National Institute for Peace

## 6.1. Rationale

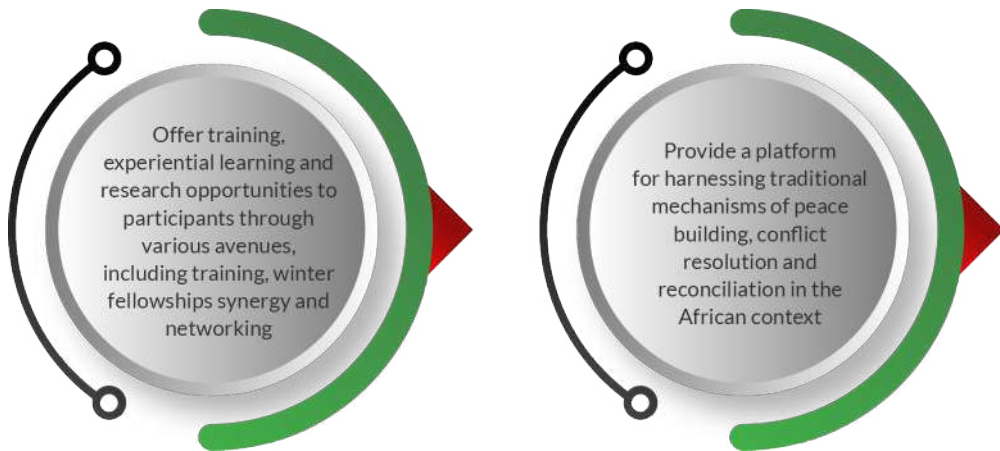
Kenya has become the African continent's hub on matters of peace and cohesion. Therefore, the Commission seeks to establish a premier institute of peace that will leverage its strength and ability to:

1. Influence policy and programmatic interventions at the local, regional and national levels to enhance conflict sensitivity;
2. Engage the youth in peace and security;
3. Incorporate African traditional modes of peace-building and conflict resolution;
4. Bring in non-conventional modes of training that are anchored in the traditional and local practices of peace-building; and
5. Build a bridge between community work and academic engagement.

The institute will be headquartered at the Commission and will engage existing universities and other Institutional infrastructures in various counties to enable the undertaking of the training. This mode of operation will also be a platform to establish partnerships for experiential learning. The institute will employ a vice chancellor to provide leadership. Trainers and lecturers, who are practitioners and experts, will support the implementation of the training.

## 6.2. Objectives of Strategy 5

To establish a functional national and global peace-training institute the Commission seeks to attain the following objectives:



*Figure 7: Objective of strategy 5*

To bring this into fruition, a taskforce shall be established to spearhead the process of:

- i. Registration of the Institute as an independent entity from NCIC;
- ii. Innovating a National Peace Institute that includes; creating the name of the institute (Uwiano Peace Institute);
- iii. Develop a memorandum of association spelling out the Vision, Mission and Mandate of the Institute;

- iv. Acquire permits, licenses and documents from relevant government agencies;
- v. Benchmark with like-minded key peace institutions globally;
- vi. Acquisition of land and space to construct the Institute;
- vii. Review other programs and courses offered by Universities, and other peace institutes in Kenya and Africa with a possibility of having satellite campuses;
- viii. Establish a world-class Mediation Centre and Conference facilities;
- ix. Acquire prerequisite software to facilitate mass online training;
- x. Launch the Institute of Peace.





7.0

**Strategic Objective 6**

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Institutional Strengthening

### 7.1. Rationale

Section 25(2) (t) of the NCI Act 2008 requires the Commission to continuously improve existing institutional strengthening systems to facilitate the efficient discharge of its functions. Institutional strengthening is key to the attainment of the other five strategies mentioned. Therefore, the Commission will prioritize enhancing the organizational capacity to enhance and sustain the delivery of quality services and ensure effective administration and operation within NCIC toward a peaceful and cohesive Kenya.

### 7.2. Objectives of Strategy 6

To attain this the following, the Commission seeks to:

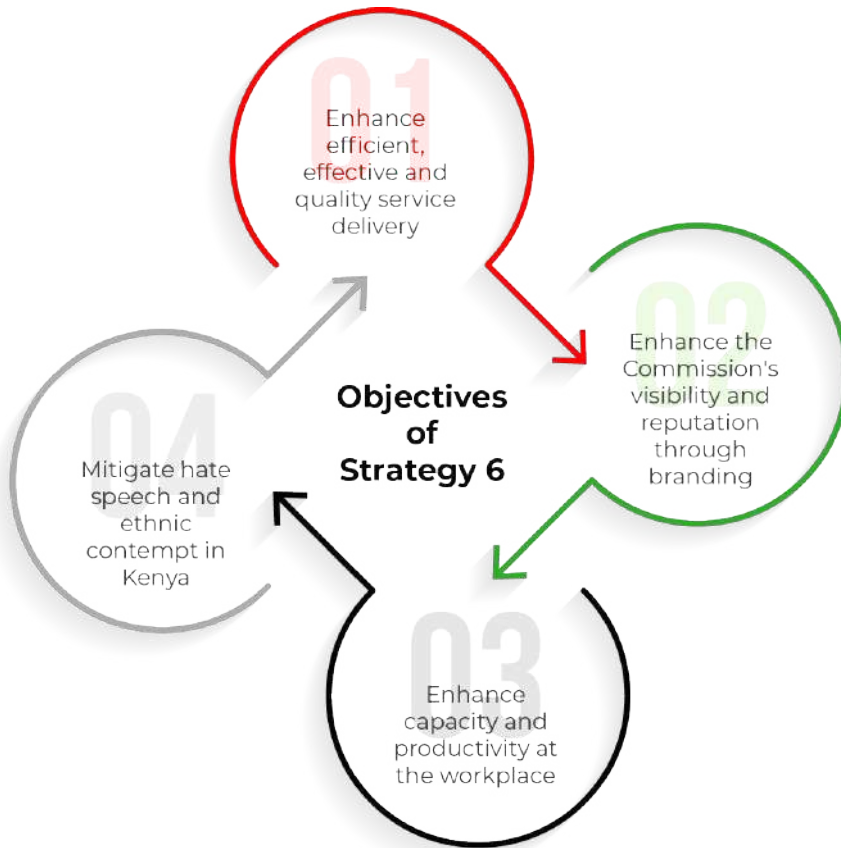


Figure 8: Objectives of strategy 6

Thus, the following activities will be undertaken:

#### ***i. Devolve NCIC Services to Regions/ Counties***

Article 6 (3) of the Constitution of Kenya, 2010 states that “a national state organ shall ensure reasonable access in all parts of the Republic, so far as it is appropriate to do so having regard to the nature of the service”. This is further articulated in the NCI Act Section 16 (1), which States that the Commission may establish branches at any place in Kenya. To enable the Commission deliver efficient and inclusive services to Kenyans, NCIC shall establish offices across all regions of Kenya.



## ***ii. Human Resource Management System***

To enhance the effectiveness and efficiency in the delivery of services in the public service, NCIC wishes to integrate its processes through an elaborate Electronic Integrated Solution. This will be done through the integration of the following: Employee information; Skills Inventory; Discipline; Performance Management; Management of Training opportunities; Records Management; Calendar of Activities; Complains Reporting and Resolution; as well as Recruitment and selection.

## ***iii. Amendment of the NCI Act 2008 of 2012***

According to the National Accord, Parliament enacted the National Cohesion and Integration Act, 2008 that paved the way for the establishment of the National Cohesion and Integration Commission. Several factors inform the need to review the NCI Act, 2008. These include provisions of the Constitution of Kenya, 2010; development of the National Cohesion and Integration, and the National Values policies; the recommendations of the National Elders' Conference of April 2010, Gaps in the NCI Act and the recent increase of hate speech in the social media.

Apart from the foretasted factors, there is need for the review the Act to create a wider array of laws that relate to cohesion. These include laws that prohibit anti-competitive behavior, cattle rustling, and unfair business practices. These laws could be important in addressing market failure in a number of key sectors in Kenya, which if not addressed could harm national cohesion and integration.

## ***iv. Hate Speech Management***

To make the National Cohesion and Integration Act a more effective tool for promoting national cohesion and integration, several strategies/issues shall be addressed. These include:

- i. To implement the Kenya National Action Plan on Hate speech;
- ii. To fully automate the complaints management process reporting to the final stages of the investigation;
- iii. Development of standard operating procedures for reported cases of hate speech and discrimination cases;
- iv. Review the Investigation and prosecution manual;
- v. Operationalisation of the naming and shaming guideline;
- vi. Review and operationalisation of the conciliation guidelines;
- vii. Develop guidelines for a tribunal/committee to hear discrimination cases reported to the Commission;
- viii. Procure a Bill tracker for purposes of identifying and reviewing/interrogating new laws and to ensure they comply with non-discrimination as envisaged;
- ix. Sensitisation of members of the political class on the effects of hate speech to attainment of national cohesion; and
- x. Recruit specialised investigators and enforcement officers to fill the gaps and enhance efficiency.

#### **v. Establishment of the African Association of Peace Institutions (AAPI)**

The Association Peace Institutions in Africa (APIA) is an entity that brings together institutions from the African Continent that facilitate peace and cohesion in Africa. This entity will be formed and registered in Kenya and the headquarters proposed to be in Nairobi. The membership will comprise Government's national agencies in the African Continent. The main objective will be to serve as the apex organisation and principal forum for sharing information and experiences on common matters and to enhance peace and cohesion within and outside Africa. Some of the activities to be undertaken to realise this include shuttle diplomacy through the Ministry of Foreign Affairs and embassies in the respective countries; drafting of terms of engagements; guidelines on membership and membership fees; appointing of the chair on a rotational basis, identifying headquarters of AAPI, designing and publishing of the website; as well as publication of an Annual State of Peace and Cohesion in Africa among other activities.

#### **vi. Early Warning and Early Response**

Early Warning and Early Response (EWER) is a vital tool in contemporary conflict prevention and peace building. At the center of the functionality of the EWER, the mechanism is data collection, analysis and the timely dissemination of information and knowledge to the right people and institutions. To promote peaceful coexistence between communities, the Commission seeks to strengthen EWER on conflict and violence prevention, as well as mitigate and resolve violent conflict while increasing knowledge, appreciation and embracing the diversities of race, religion and culture. To this end, NCIC's efforts shall realise strengthened Early Warning and rapid response mechanisms for the prevention of conflict; enhanced capacity of peace and security actors; and reduction in ethnic conflict in general.

Consequently, to enhance its EWER system, the Commission will undertake the following activities:

- i. Strengthen and integrate EWER with the social media-monitoring unit - staffing personnel with the right technical expertise;
- ii. Coordination of peace structure on EWER through consultative meetings;
- iii. Procurement of digital forensics tools, software and gadgets for monitoring cyberspace;
- iv. Develop partnerships with tech companies;
- v. Develop guidelines for training actors on social media detections;
- vi. Establishment of a virtual army of youth to counter hate speech and negative narratives on social media platforms - collaborate with institutions such as the Universities and Colleges Students' Peace Association of Kenya (UCSPAK) etc; and
- vii. Conduct certified training on hate speech and social media best practices and ethics.

## 8.0. IMPLEMENTATION MATRIX AND THE BUDGET

The Commission is aware of the austerity measures that have been introduced by Government. Therefore, it is of importance to note that the activities of this programme shall be guided by prudent management of resources as per the Public Finance Management Act 2012 principles and other guidelines issued by the Government of Kenya.

STRATEGY	STRATEGIC OBJECTIVE	STRATEGIC ACTIVITIES	OUTPUTS	OUTPUT INDICATORS	PERIOD			BUDGET KES.	RESPONSIBILITY
					2022	2023	2024		
Knowledge Management and Documentation of NCIC Peace and Cohesion.	Improve reach visibility and image of the Commission	Conduct a National Symposium-	National symposium conducted	Number of Policy briefs developed and shared				90M	Knowledge Mgt & Research
		Publish the Election Observation/Monitoring Report	Election observation report published and disseminated	Number of recommendations to agencies made				4M	Corporate Communication
		Publish Peace and Cohesion Book	Peace and cohesion book published and disseminated	Number of publications disseminated				10M	Corporate Communication
		Produce and disseminate a Documentary on Kenya's 2022 Election Experience.	Documentary produced and disseminated	Number of people reached with the documentary				20M	Corporate Communication
		Conduct International Conference for experience sharing Peaceful Elections in Kenya	International conference conducted	Number of recommendations and resolutions made and disseminated				100M	Research and Knowledge Management
		Participate in International Learning to share experience	International learning experienced identified	Number of international learning and experience sharing platforms participated in				50M	Research and Knowledge Management
		Document the NCIC's successful projects/interventions- In the Footprints of NCIC	Success stories documented and disseminated	Number of publications disseminated				10M	Corporate Communication and Knowledge management
		Document and publish the Annual State of Peace and	State of Peace and cohesion in Kenya published and	Number of publications disseminated				5M	Corporate Communication and

STRATEGY	STRATEGIC OBJECTIVE	STRATEGIC ACTIVITIES	OUTPUTS	OUTPUT INDICATORS	PERIOD				BUDGET KES.	RESPONSIBILITY
					2022	2023	2024	2025		
<b>Consolidating peace and entrenching democracy in Kenya</b>	To create awareness and rally Kenyans towards sustainable peace, healing reconciliation and national cohesion	Cohesion in Kenya	disseminated							Knowledge management
		Conduct research on the nexus between climate change and conflicts in Kenya.	Research conducted and disseminated	Number of Policy briefs developed and shared					15M	Research and knowledge Management
		Develop and Review of Internal Policies to streamline operations (Communications, Knowledge Management, ICT, Corporate Social Responsibility - Policies	Internal policies reviewed	Number of Internal policies reviewed					9M	Communications, ICT, & Knowledge management departments
		Rebrand of the Commission	Commission rebranded	Revamped image and visibility					10M	Corporate Communication
		Mid-Term Evaluation of the Commission's Strategic Plan 2020-2025:	Mid-term review conducted	Mid-Term review report prepared and disseminated					6M	Corporate Planning
		Document Alternative Dispute Resolution Processes	ADR processes documented and disseminated	Number of communities embracing ADR processes					6M	Knowledge Management
		Conduct Inter-community knowledge creation and sharing platforms	Knowledge creation and sharing platforms conducted	Number of people reached					10M	Research and knowledge Management
		Cultural Exchange Programmes	Exchange programmes undertaken	Number of exchange programmes undertaken					8M	Public Outreach and Engagement (POED)
		Conduct research on county boundary disputes in Kenya	Research conducted	Research document					10M	Research and knowledge management
		Conduct a post-election healing and reconciliation peace caravan	Peace caravan conducted	Number of people reached					30M	Corporate Communication
		Conduct sports for peace Tournaments	Sports for peace tournaments conducted	Number of people reached					20M	Public Outreach and Engagement
		Promote art and theatre for peace	Art and theater used to promote peace	Number of people reached					20M	Public Outreach and Engagement
		Conduct Integrated Media Campaigns	Media campaigns conducted	Number of people reached					80M	Corporate Communication
		Promote leadership decency within learning institutions	Leadership and decency initiatives undertaken	Number of institutions reached					10M	Public Outreach and Engagement

STRATEGY	STRATEGIC OBJECTIVE	STRATEGIC ACTIVITIES	OUTPUTS	OUTPUT INDICATORS	PERIOD			BUDGET KES.	RESPONSIBILITY
					2022	2023	2024		
<b>Addressing structural inequalities to end conflicts and achieve social cohesion in Kenya</b>		Conduct grass root Community meetings	Community meetings conducted	Number of people reached			20M	Public Outreach and Engagement	
		Establish and operationalise Annual Cohesion Award	Cohesion award established	Number of people awarded			80M	Public Outreach and Engagement	
		Undertake capacity Building and Empowerment sessions	Capacity building and empowerment sessions conducted	Number of people reached			10M	Public Outreach and Engagement	
	To mitigate and resolve violent conflicts and achieve Social Cohesion	Conduct and sustain intra and inter Community Dialogues	Inter-Intra community dialogues conducted	Number of conflicts resolved				Peace Building and Reconciliation	
		Promoting inter community people to people peace processes	Community peace structures strengthened Campaign on gun culture conducted	Number of peace structures strengthened Number of people reached			30M	Peace Building and Reconciliation	
		Establish Mediation Support Units	Mediation support units established	Number of Counties with Mediation support units			20M	Peace Building and Reconciliation	
		Support Peace Dividends programmes	Peace dividends programmes supported	Number of peace dividend programmes supported			20M	Peace Building and Reconciliation	
		Establish Stakeholders Inter-Agency Consultative Committee on Peace (SICCOP)	Inter-agency consultative committee established	Number of stakeholders engaged			10M	Peace Building and Reconciliation	
		Conduct Ethnic Diversity Audits and Social Cohesion Index					60M	Research and Knowledge management	
		Promoting diversity equality and Inclusion Conversations	Ethnic diversity audits and social cohesion index products disseminated; policy recommendations issued	Percentage of government institutions in compliance Level of social cohesion Number of laws mainstreamed with inclusivity			5M	Research and Knowledge management and Legal Services	



STRATEGY	STRATEGIC OBJECTIVE	STRATEGIC ACTIVITIES	OUTPUTS	OUTPUT INDICATORS	PERIOD			BUDGET KES.	RESPONSIBILITY
					2022	2023	2024		
				principles Policy and guidelines on inclusivity					
		Celebrating Peace	Peace accords enforced	Number of peace accords enforced and supported			20M	Peace Building and Reconciliation	
		Conduct conflict assessments and Mapping	Conflict assessments conducted	Number of conflict assessments conducted			10M	Research and Knowledge management	
		Promote interventions that address Climate Change	Impact of climate change reduced	Number of trees planted			50M	Public Outreach and Engagement Department	
		Monitoring of constituency and ward boundaries delimitation and delineation process		Number of wards and constituencies monitored			5M	Legal Department	
<b>Healing and Reconciliation</b>	To promote a national culture that embraces healing reconciliation and peaceful co-existence	Conduct Intra and inter community dialogues	Inter-Intra community dialogues conducted	Number of community dialogues conducted			20M	Peace Building and Reconciliation	
		Promote Mental Health and Psycho-social Support in collaboration with Partners	MHPSS supported	Number of people reached with psycho-social support			10M	Peace Building and Reconciliation	
		Promote Community Public Apologies for historical injustices	Public apologies promoted	Number of public apologies given			10M	Peace Building and Reconciliation	
		Convene a regional and continental conference on Healing and Reconciliation	Regional conference conducted	Number of policy briefs prepared and disseminated			50M	Peace Building and Reconciliation	
<b>NCIC Institute of Peace</b>	To enhance the capacity of staff, peace actors and stakeholders on Peace and cohesion	Support memorialisation through monuments and commemoration of victims of state and ethnic violence	Memorialisation supported	Number of monuments and memorials supported			10M	Peace Building and Reconciliation	
		Establish and operationalise NCIC Institute of Peace	NCIC National Institute of Peace established	Functional peace institute			2.0B	Research & Knowledge Management	

STRATEGY	STRATEGIC OBJECTIVE	STRATEGIC ACTIVITIES	OUTPUTS	OUTPUT INDICATORS	PERIOD				BUDGET KES.	RESPONSIBILITY
					2022	2023	2024	2025		
Institutional Strengthening and Legal Framework	To enhance efficient, and quality service delivery	Establish Regional Offices	Regional offices established	Number of Offices established					200M	Corporate Services
		Procure Human Resource Management System	Human resource Management system procured	Functional HR Management system					50M	Human Resource
		Amendment of the NCI Act 2008 of 2012	NCI Act amended	Amended and aligned NCI Act					5M	Legal Services
		Hate Speech Management	Hate speech management improved	Number of cases investigated and prosecuted					15M	Investigations
		Establish the African Association of Peace Institutions (AAPi)	Improved coordination of peace initiatives	Functional peace Association					20M	Peace Building and Reconciliation
		Strengthen Early Warning and Early Response (EWER)	Functional national and sub-national EWER systems strengthened	Number of EWER structures strengthened					20M	Peace building and Reconciliation

2022

2023

2024

2025



## 9.0. MONITORING AND EVALUATION FRAMEWORK

The Commission shall carry out quarterly monitoring meetings with staff and stakeholders to tap lessons which will inform the progress of the Roadmap. Furthermore, monitoring visits shall be conducted to collect the data and identify areas of improvement. Mid-term and end-term evaluations shall be conducted to assess the impact of the Roadmap as per the COMMISSION'S M&E strategy.

### DEEPENING PEACE AND COHESION FOR PROSPERITY IN KENYA PROJECT-M & E FRAMEWORK-2023-2025

<b>Goal:</b> A just equitable Kenyan society where people are living in peace and harmony											
<b>Strategic Objectives:</b>											
1. Strengthened capacity of the Commission to harness and disseminate information and knowledge and cultivate a culture of learning.											
2. Strengthened capacities of institutions and communities to promote a national culture and value system that embraces diversity and harmonious coexistence											
3. Enabled communities that appreciate believe in and promote peaceful coexistence between and among diverse ethnic groups.											
4. Increased capacity of the Commission to deliver its mandate.											
Strategy Knowledge Management and Documentation	Specific Objectives		Indicators		Baseline	Targets		Data Source	Frequency	Responsible HoD	
	1: 1. To systematically record and disseminate all the Commission's		Number of Policy briefs developed and shared		0	Year 1	Year 2	Year 3	Policy Briefs	Quarterly	Corporate Communication and Knowledge Management
					4	4	4				



<b>of NCIC Peace and Cohesion</b>	work, achievements, success stories, challenges and lessons learnt.	Number of recommendations/advisories given to agencies and government	4	4	4	4	Letters	Quarterly	Corporate Communication
	2. Inculcate the culture of sharing ideas, experiences, and information to promote learning	Number of publications disseminated	5000	5000	5000	0	Dissemination Lists	Quarterly	Corporate Communication
		Number of people reached through media and public campaigns	20M	20M	20M	0	Attendance Sheets KARF Report	Quarterly	Corporate Communication
		Number of international learning and experience sharing platforms supported and participated	2	2	2	0	Reports	Quarterly	Research and Knowledge Management
		Number of Internal policies reviewed	2	2	2	0	Policies	Quarterly	Corporate services
		Mid-Term review report prepared and disseminated	1	0	0	0	Report	Bi-annually	Corporate Planning
		Number of Counties embracing ADR processes	5	5	5	0	Reports	Quarterly	Peacebuilding and Reconciliation
		Number of people reached	1M	1M	1M	0	Reports	Quarterly	Public Outreach and Engagement
		Number ethnic communities engaged in exchange programmes	2	2	2	0	Reports	Quarterly	Public Outreach and Engagement
		Number of institutions engaged in peace and cohesion	10	10	10	0	Reports	Quarterly	Public Outreach and Engagement
<b>Strategy 2: Entrenching and Cohesion for Good Governance in Kenya</b>	1. To rally Kenyans towards sustainable peace, healing and reconciliation. 2. To create awareness among Kenyans on peace								

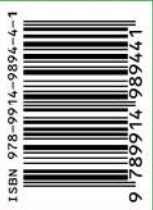


<p>cohesion and integration.</p> <p>3. To promote a culture of embracing and respecting diversity.</p>	Number of people awarded with Cohesion Awards	10	10	10	10	Letters, Lists of awardees	Quarterly	Public Outreach and Engagement
	Number of people reached during cultural festivals supported	5	5	5	5	List of participants	Quarterly	Public Outreach and Engagement
	Number of sports for peace conducted	5	5	5	5	List of participants Reports	Quarterly	Public Outreach and Engagement
	Number of county, national and cross-border conflicts resolved	5	5	5	5	Reports	Quarterly	Peace building and Reconciliation
	Number of peace structures strengthened	10	10	10	10	Reports	Quarterly	Peace building and Reconciliation
	Number of coordination platforms established	5	5	5	5	Reports	Quarterly	Peace building and Reconciliation
	Number of Counties with Mediation support units	10	10	10	10	Reports	Quarterly	Peace building and Reconciliation
	Number of peace dividend programmes supported	4	4	4	4	Reports	Quarterly	Peace building and Reconciliation
	Number of stakeholders engaged in conflict mitigation	20	20	20	20	Attendance lists, Reports	Quarterly	Peace building and Reconciliation
	Percentage of government institutions in compliance with diversity audits	70%	70%	70%	70%	Reports	Annually	Research and Knowledge management
<p><b>Strategy 3: Addressing structural inequalities to end ethnic conflicts in Kenya.</b></p> <p>1. To end conflicts and achieve Social Cohesion in Kenya,</p> <p>2. To address issues of discrimination as per NCI Act</p>								

<b>Strategy 4: Healing and Reconciliation</b>	To promote a national culture that embraces healing reconciliation and peaceful co-existence	Number of Policies and guidelines on inclusivity	0	2	2	2	2	Quarterly	Legal Services
		Number of cases heard by the tribunal on discrimination	0	5	5	5	Quarterly	Legal Services	
		Number of laws mainstreamed with inclusivity principles	0	3	3	3	Quarterly	Legal Services	
		Number of peace accords enforced	0	3	3	3	Quarterly	Peace building and Reconciliation	
		Number of conflict assessments conducted	0	2	2	2	Quarterly	Research and Knowledge management	
		Number of interventions addressing boundary disputes	0	4	4	4	Quarterly	Peace building and Reconciliation	
		Number of government services delivery monitored	0	3	3	3	Quarterly	Research and Knowledge management	
		Number of community dialogues conducted	0	20	20	20	Quarterly	Peace building and Reconciliation	
		Number of policy advisories on Economic marginalization	0	1	1	1	Quarterly	Legal Services	
		Number of counties benefiting from the equalization Fund	0	3	3	3	Quarterly	Legal Services	
		Number of land related conflicts resolved	0	5	5	5	Quarterly	Peace building and Reconciliation	
		Number of people reached during psycho-social support healing circles	0	500	500	500	Quarterly	Peace building and Reconciliation	

			Number of public apologies given to Communities that suffered from historical injustices	0	1	1	1	1	1	Reports	Quarterly	Peace building and Reconciliation
		0	Number of policy briefs on healing and reconciliation	0	2	2	2	2	2	Policy briefs	Bi-annually	Peace building and Reconciliation
		0	Number of commemorations and monuments supported	0	3	3	3	3	3	Reports	Annually	Peace building and Reconciliation
		0	Number of people trained in the NCIC peace institute	0	0	0	0	100	100	Student registers	Annually	Peace building and Reconciliation
<b>Strategy 5: NCIC Institute of Peace</b>	1. To offer training, experiential learning and research 2. To provide a platform for harnessing traditional mechanisms of peace-building, conflict resolution and reconciliation in the African context											
<b>Strategy 6: Institutional Strengthening and Legal Framework</b>	1. To enhance efficient, effective and quality service delivery. 2. To enhance NCIC Commission's visibility and reputation through branding. 3. To enhance											
		0	Number of Regional Offices established	0	3	3	4	4	4	Office Leases, contracts	Annually	Corporate Services
		0	Functional HR Management system	0	0	0	1	1	1	ERP System	Annually	Human Resource
		0	Amended and aligned NCI Act	0	1	1	1	1	1	NCI Act	Annually	Legal Services
		0	Number of cases investigated and prosecuted	0	100	100	100	100	100	Case Files	Quarterly	Investigations
		0	Functional Association of Peace Institutions (AAPi)	0	1	1	1	1	1	Membership Lists	Annually	Peacebuilding and Reconciliation

	capacity and productivity at the workplace.	Number of EWER /peace structures strengthened	0	10	10	10	10	10	Reports	Quarterly	Peacebuilding and Reconciliation
	4. To mitigate hate speech and ethnic contempt in Kenya.										



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