NATIONAL COHESION AND INTEGRATION COMMISSION

STRATEGIC PLAN

JULY 2015 – JUNE 2020

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PAMOJA

Consolidating the Foundations for a Cohesive Nation within a Devolved System of Governance

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JULY 2015 – JUNE 2020

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Vision

A Peaceful, Cohesive, United and Integrated Kenyan Society

Mission

Facilitate the elimination of all forms of ethnic discrimination and proactively promote tolerance, understanding, acceptance of diversity, peaceful coexistence and unity.

Core Values

Professionalism, Integrity, Affirmative action for the marginalised and the minorities, Inclusivity and Respect for Diversity

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FOREWORD

The launch of the National Cohesion and Integration Commission (NCIC) 2015-2020 Strategic Plan (SP) is an important milestone in our journey to spur national cohesion and integration in Kenya. As the NCIC, we are committed to providing a shared vision and laying a solid foundation for social cohesion and nationhood.

Titled 'Consolidating the Foundations for a Cohesive Nation within a Devolved System of Governance', this plan could not have come at a better time. The plan is a substantial step forward in better positioning the NCIC to prevent, mitigate and resolve ethnic, religious, and racial conflicts in Kenya today, as well as help create a cohesive and integrated Kenyan society within the current constitutional dispensation.

A culmination of a year-long effort and hard work of many individuals, this plan is a useful instrument that will assist us to share our goals, actions and partnerships needed to achieve these goals and all of the other critical elements required to efficiently, responsively and effectively achieve our mandate. The plan succeeds the 2010-2013 Strategic Plan and the Strategic Direction Paper 2014/2015 that have guided the Commission's work since inception.

As the NCIC, we are committed to promoting national unity in cultural diversity. This plan provides us with the parameters to ensure compliance with policies and legislations that eliminate exclusion of minorities, discrimination on the basis of ethnicity, race, religion, as well promote social cohesion and support the commitment of all citizens towards the development of the spirit of nationhood and patriotism. It also provides a roadmap for addressing the current challenges and realities that obstruct cohesion and integration in the country.

The Constitution of Kenya 2010, the National Cohesion and Integration (NCI) Act No 12 of 2008, Vision 2030 and a number of government policies and programs provide avenues for promoting national unity, inclusion and tolerance for diversity to mitigate ethnic divisions whose origins go back to pre-colonial times. The explicit articulation of values and principles of governance such as patriotism, national unity, sharing and devolution of power, participation of the people, human dignity, social justice, inclusiveness, good governance, integrity, transparency, accountability, and sustainable development, for instance, illustrate the urgency with which the country must address cohesion and integration challenges as a matter of priority.

In view of this, the promotion of national values and identity is a key pillar of the NCIC 2015-2020 Strategic Direction and a hallmark of our work for the next five years. This pillar presents a strategic shift in the Commission's work, cognizant of the primary role that education plays in creating a cohesive society; and the need to inculcate national values and identity at the formative and the highly impressionable stage of life through formal and non-formal educational institutions.

The Commission has also prioritized national healing and reconciliation ahead of the 2017 General Elections. County governments are key partners in this endeavour. While de-centralization of government to the counties provided a radical exit from Kenya's past by restoring the power to the people to make their own decisions and manage their own affairs for local development, devolution presents new challenges and opportunities for cohesion and integration. The sole purpose of devolution was to achieve inclusivity, and fair distribution of political and economic resources across the country as well as enable minority and marginalised communities negotiate for equitable access to political and economic resources unhindered. However, devolution where not managed appropriately, is a key trigger of ethnic, racial and religious conflict in Kenya.

Unequal distribution of resources, exclusion of minorities, boundary conflicts, political incitement, regional identities, devolved clanism/nepotism, structural challenges, ethnic balkanization and lack of accurate and adequate information are among a myriad of challenges that obstruct cohesion and integration efforts in our counties. This will progressively lead to both inter and intra-communal mistrust, tension, disillusionment and subsequent conflicts.

With the emerging challenges of radicalization and gang culture in the country ahead of the 2017 General Elections, there is need for concrete actions to address the challenges faced by Kenyan youth to reduce their vulnerability to manipulation by politicians, criminal gangs and terrorist groups. Lack of economic opportunities and limited social integration are some of the push factors that promote exploitation of the youths. Amidst these emerging challenges, we are keen on creating a vivid link between economic justice and peace programs that target the youth as well as encourage the use of 'soft' approaches to complement government efforts in addressing violent extremism.

Electoral processes in Kenya have been marred with inter-ethnic violence implicating both the state and political elites from the dominant ethnic groups. Considering that since the 1990s, intra-state conflicts account for up to 94% of conflicts around the world, reducing the impact of identity politics has increasingly become critical to peace building in Kenya as well. As a Commission, in this road map, we are committed to taking leadership in delivering peaceful General Elections in 2017. Additionally, with the discovery of oil and other natural resources, new dimensions of

conflict are beginning to emerge. The Commission is committed to ensuring that natural resources are equitably shared thereby contributing to public welfare.

A plan such as this acts as a living, and dynamic partnership between the Commission and various stakeholders. The challenge for us all now lies in continuing to work together to ensure that these goals are met. As a Commission, we have set very high expectations on performance. The achievement of the ambitious targets in this plan will thus require sacrifice, self-discipline, determination, commitment, focus, integrity, smart work and a good dose of faith. I am confident that we as a team, have what it takes to make this noble idea work in an effective and sustainable manner. My clarion call is for each one of us, individually and collectively to rededicate ourselves to the realization of goals set in this plan, which are critical building blocks to the grand objective of achieving cohesion and integration in Kenya.

Hon. Francis Ole Kaparo, EGH, SS,
COMMISSION CHAIRMAN

MESSAGE FROM THE COMMISSION SECRETARY

The Commission values lessons learnt in the implementation of its inaugural Strategic Plan. This experience has provided ground for new strategic thinking, relevant to the expectations of the Constitution of Kenya 2010 as well as the new governance structure provided for in the new Strategic Plan 2015 - 2020.

No doubt the new political order and governance structure provides practical channels for enhancing inter-community harmony in the country. However, devolution has also been seen as a possible source of conflict and social disintegration. It is on this background coupled with the need to anchor national unity in the aspirations of Kenyans that this strategic plan is premised.

This Strategic Plan is therefore an embodiment of contributions from Kenyans and other stakeholders who have provided means and ideas to guide the Commission for the next five years. On our part, we shall ensure that the objectives spelt out in this Strategic Plan are not only realised, but also become progressive pillars upon which current and future national cohesion efforts are anchored.

We thank all our external stakeholders who contributed to the development of this Strategic Plan in various ways. Last but not least, to all our staff whose dedication ensured the delivery of this coherent five-year plan, we say thank you.

Hassan S. Mohamed, OGW
COMMISSION SECRETARY

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Abbreviations

ADR	Alternative Dispute Resolution
CAK	Communication Authority of Kenya
CBO	Community Based Organisation
CID	Criminal Investigation Department
CSO	Civil Society Organisations
DPP	Director of Public Prosecutions
FBO	Faith Based Organisation
GIZ	Geselleschaft Fur Internationale Zusammenarbeit
GSU	General Service Unit
IEBC	Independent Electoral and Boundaries Commission
KICD	Kenya Institute of Curriculum Development
KNDR	Kenya National Dialogue and Reconciliation
MAM	Monitoring, Appraisal and Modification
MCK	Media Council of Kenya
MOE	Ministry of Education
NCI Act	National Cohesion and Integration Act, No. 12 of 2008
NCIC	National Cohesion and Integration Commission
NGO	Non-Governmental Organisation
NSC	National Steering Committee on Peace Building and Conflict Management
NSRG	National Stakeholders' Reference Group
PeaceNetK	Peace and Development Network Trust Kenya
PESTEL	Political, Environmental, Social, Technological, Economic and Legal
SWOT	Strengths, Weakness, Opportunities and Threats
UNDP	United National Development Programme

Executive Summary

This Strategic Plan 2015 – 2020 defines a five-year strategic period following NCIC's inaugural strategic Plan 2010 – 2013 and its Strategic Direction Paper 2014-2015. By highlighting the consolidation of foundations for a cohesive nation within a devolved system of governance, the Plan clearly elaborates the strategic bearing of the Commission based on the Commission's mandate as set out in the NCI Act, 2008.

This Strategic Plan adopted a participatory approach, encompassing wide consultations with both internal and external stakeholders i.e. staff, government agencies and departments, non-state actors, media, development partners and the private sector. Brainstorming, document reviews, interviewing and stakeholder consultations all culminated into the main strategies that will guide the Commission for five years.

The Strategic Plan flagged out the key components as including:

Mission
Facilitate the elimination of all forms of ethnic discrimination and proactively promote tolerance, understanding and acceptance of diversity, peaceful coexistence and unity.

Vision
A peaceful, Cohesive, United and Integrated Kenyan Society

Core Values
Professionalism, Integrity, Affirmative Action for the Marginalised and the Minorities, Inclusivity and Respect for Diversity

The Plan highlighted some of the milestones that the Commission achieved in its previous strategic period and identified crucial stakeholders who will enhance and support its work. The Plan identified the following key strategic pillars to guide its work, key results areas and strategic objectives:

Strategic Pillars:

Key Result Area 1: **A national culture and value system that upholds and inspires a Kenyan identity**

Strategic Objective 1: **Build and strengthen the capacity of institutions and the public in fostering national identity and values in accordance to Article 10, Article 232 and relevant sections of Article 73 of the Constitution**

Approaches:

- Civic engagement (petitions, public diplomacy, meetings)
- Awareness creation and sensitization

- Public education and outreach
- Identity status report(s)
- Training(s)

Key Result Area 2: **Transformative institutions, communities and structures that effectively employ peace building, reconciliation and integration mechanisms towards national cohesion**

Strategic Objective 2: **Promote national peace building, reconciliation, cohesion and integration among the different ethnic, racial and religious groups of Kenya**

Approaches

- Thematic and symbiotic partnership(s)
- Interfaith discourse(s)
- Community organization/consensus building
- Dispute Resolution Mechanisms (including Alternative Dispute Resolution (ADR))

Key Result Area 3: **Practices and structures that provide equal opportunity for all Kenyans irrespective of their political, ethnic, religious, national and racial orientation**

Strategic Objective 3: **To develop enforcement mechanisms to ensure compliance with constitutional provisions, legislations and standards that promote cohesion and integration**

Approaches

- Legal and policy dialogue
- Investigations, enforcement and compliance
- Public complaints processing systems and effective referral system
- Litigation

Key Result Area 4: **Research programmes, studies and audits that address conflicts and inequality using empirical, scientific and verifiable methods and disseminate the same.**

Strategic Objective 4: **Undertake research and studies on any issue relating to cohesion and integration for program and academic purposes; and make recommendations to the Government**

Approaches

- Audits
- Thematic researches
- Compliance profiling of government agencies
- Mapping
- Rapid Assessments
- Policy Briefs
- Advisories
- Participatory Action Research
- Fact finding

Key Result Area 5: **A Commission that is visible, responsive, active, functional and effective in constantly delivering its mandate.**

Strategic Objective 5: **Enhance the competence of NCIC to effectively discharge its mandate as espoused in the National Cohesion and Integration Act (2008) in pursuance to the Constitution of Kenya (2010) particularly Article 10, 232 and relevant sections of Article 73.**

Approaches

- Functional Governance (commissioners)
- Staff appraisal and capacity building
- Acquisition of modern technology and skills development
- Strategic development and review(s)
- Risk management (Audits)
- Effective systems and structures in place

The Strategic Plan will guide the activities of the Commission but will remain dynamic and flexible to accommodate the emerging issues in the context of cohesion and integration.

CHAPTER 1

INTRODUCTION

1.1 Background

The National Cohesion and Integration Commission (NCIC) was established by the National Cohesion and Integration (NCI) Act, No. 12 of 2008, enacted after the unfortunate events of the 2007 Post-Election Violence (PEV). The desire to establish NCIC was in recognition of the need for a national institution to rally Kenyans towards 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.

Fundamentally, NCIC, since inception in 2009, embodies the hopes of Kenyans from different walks of life, irrespective of their religion, ethnicity or political affiliation. It has a functional relevance to invest the strengths of Kenyan diversity in a way that enhances national appreciation through strategies that promote patriotism and nation building.

NCIC endeavours to uphold the rights of people to contribute in the political, ideological and cultural practice of their choice, while seeking to diminish retrogressive tendencies that undermine the very existence of different ethnic groups. The Commission pursues these objectives by examining the factors that promote discrimination and marginalisation with a view to devise sustainable mitigation(s). Primarily, NCIC puts in place strategies that nurture a national identity of the Kenyan people, while providing systemic conciliation structures that spur communities towards unity in diversity, national identity and values.

NCIC acknowledges that Kenya is composed of diverse ethnic groups that desire to make objective contributions on all matters of governance and leadership notwithstanding their different cultural practices. The Commission envisages a society in which all persons are respected; a society that embraces laws, policies and practices that promote tolerance for diversity, non-discrimination and equality of opportunities amongst all Kenyans. It foresees the establishment of institutions that are regulated by systems and structures that appreciate ethnic diversity as espoused in the Constitution of Kenya (2010).

Therefore, NCIC anticipates the development of symbiotic/thematic partnerships with propensity to promote reconciliation amongst Kenyans, with a view to generating non-violent conflict transformation measures. The Commission acknowledges that cohesion building is a responsibility

of all Kenyans. In view of this, the Commission places a lot of value on the role played by the private sector as well as the civil society, and submits to offer and generate leadership and relationships, which answer to the aspirations of Kenyans in developing cohesion building schemes that enhance sustainable peace and development.

In order to fulfil the expectations of Kenyans for a cohesive society and to actualize the mandate of NCIC as stated in the NCI Act 2008, there is need to re-orient strategies that were set in 2010 with the realities of 2015, given the introduction of a new Constitution and a system of devolved governance. In this regard, NCIC reviewed the Strategic Plan 2010 - 2013 and the Strategic Direction Paper 2014/2015 in order to generate sustainable approaches that work to enjoin Kenyans in developing a well-knit nation with adherence to national values as stated in Article 10 of the Constitution. However, prominent in this new approach is the emphasis that NCIC remains credible, visible and legitimate in the eyes of Kenyans who, on the other hand, are duty bound to provide goodwill.

1.2 Mandate of the Commission

NCIC exists to facilitate and promote equality of opportunity, good relations, harmony and peaceful co-existence between persons of the different ethnic, racial and religious communities of Kenya, and to advise the Government on all aspects thereof.

In order that this is actualised, the Commission facilitates processes and policies that encourage elimination of all forms of ethnic discrimination irrespective of background, social circle, race and ideological belief(s), and by so doing, enhances the capacity for Kenyans to appreciate diversity.

The Commission denotes the importance of Kenyans being mobilised, sensitised, trained and educated about non-violent conflict resolution processes as well as peace building initiatives that appreciate human dignity. In this regard, the NCIC signifies the efforts to:

(i) Foster a general understanding of the concepts of national cohesion and integration in reference to the Constitution of Kenya (2010);
(ii) Address causes of ethnic discrimination, negative ethnicity, perceptions of discrimination, unequal distribution of resources and opportunities;

(iii) Unify and integrate Kenyans into a cohesive society guided by national values and the principles of governance contained in Article 10 of the Constitution;
(iv) Foster equity and social justice by building on, or complementing other on-going national processes aimed at addressing nationhood, national cohesion and integration;
(v) Establish and promote principles, standards and best practices that should guide the process of national cohesion and integration, and reconciliation;
(vi) Provide a schedule of roles for various stakeholders in the operationalisation of the national cohesion and integration process, and establish how these stakeholders can be mobilised to play their roles effectively;
(vii) Provide an organisational framework for the implementation of the policy's strategic objectives; and
(viii) Provide a framework for mainstreaming national cohesion and integration into national development programmes, projects and activities including infusing cohesion principles into laws and policies as stipulated in the NCI Act.

1.3 Rationale for the Strategic Plan

The supremacy of the Constitution of Kenya remains pronounced as an all-time significant pillar upon which cohesion and integration is anchored in the country. The emphasis on national unity founded in the national values Article 10 demands that NCIC continues furthering the ideals espoused in the National Accord and Reconciliation Agreement of 2008. Further, the importance of national cohesion and integration in Kenya cannot be overemphasised. The NCI Act under review to be aligned to the Constitution, advances strategies promoting meaningful relationships between Kenyans. NCIC therefore stands out as the legitimate authority to guide Kenyans in achieving national unity through development of sustainable cohesion building schemes.

NCIC finds relevance and strength in consolidating gains made since its inception in 2008. These successes cannot be demonstrated better than the execution of a non-violent referendum on the Constitution in 2010 and the General Election of 4th March 2013. NCIC through the Uwiano Platform, the Road to Cohesion Initiative and the Kenya Kwanza Campaign, just to mention a few, demonstrates that Kenyans value cohesiveness and have capacity to accommodate diverse opinions as well as find resonance in handling differences by use of non-violent means. NCIC wishes to build on the goodwill and support of Kenyans who have shown confidence and respect for structures and systems that uphold the

rule of law, and especially a public service that appreciates principles of cohesion as well as integration.

Historical perspectives indicate that recurrent ethnic conflicts are a manifestation of perceived marginalisation by supposed rival communities. Unfortunately, these perspectives are made more appealing by the debate between small and big communities, as well as political representation that is informed by such assumptions. This has threatened cohesion even in counties where ethnic diversity is limited. NCIC is alive to the dynamics that have entrenched negative ethnic practices, including nepotism, patronage, impunity and discrimination are rife. In view of this, the Commission finds thematic relevance in strategies that aim at policy, attitude and practice change towards an integrated and cohesive Kenyan society.

There has been an increase in the number of militia and vigilante groups in the recent past. Groups at the Coast, North Eastern and the Rift Valley among other areas, continue to threaten the fragile ethnic relationships communities have constructed since 2008. While it is easy to dismiss these groups as violent individuals who may be manipulated by political elites, they could also be a representation of marginalised constituencies with religious and ethnic roots, violently struggling to communicate their "perceived woes".

Although the new governance systems (county governments) are meant to enhance service delivery and construct leadership that ordinary people can easily interact with, there is high possibility that the same institutions can entrench negative ethnicity and ethnic discrimination.

With the emerging challenges of radicalization and gang culture in the country ahead of the 2017 General Elections, there is need for concrete actions to address the challenges faced by Kenyan youth to reduce their vulnerability to manipulation by politicians, criminal gangs and terrorist groups. Lack of economic opportunities and limited social integration are some of the push factors that promote exploitation of the youth for chaos and armed violence in Kenya. Alive to these emerging challenges, the Commission is keen on creating a vivid link between economic justice and peace programs that target the youth as well as encouraging the use of 'soft' approaches to complement government efforts to address violent extremism.

Such an approach would deploy dialogue and reconciliation to dissuade individuals or groups from mobilizing towards violence and mitigate recruitment, support, facilitation or engagement in ideologically motivated terrorism as part of preventive and long term measures. Such an approach is informed by the United Nations Global Counter Terrorism Strategy which acknowledges non-coercive means, especially dialogue and reconciliation methodologies in fighting terrorism, separate from, and additional to suppressive and coercive action that may involve the use of force. However, for the efforts to fight terrorism to be successful, the use of force must be complimented with efforts that aim at preventing radicalization, intervening on behalf of individuals who have radicalized, and reintegrating into society those young offenders who are in prison, have served their term, or are returning from conflict zones—of course with rigorous criteria for vetting and monitoring by relevant institutions.

In this Strategic Plan, the Commission popularizes the use of 'soft' approaches to address violent extremism. The program will also prioritize the implementation of the TJRC report to address historical injustices that are an obstacle to the realization of national values and identity.

Electoral processes in Kenya have been marred with inter-ethnic violence implicating both the state and political elites from the dominant ethnic groups. Considering that since the 1990s, intra-state conflicts account for up to 94% of conflicts around the world, reducing the impact of identity politics has increasingly become critical to peace building in Kenya as well. In this road map, NCIC prioritizes initiatives that would deliver peaceful General Elections in 2017. Additionally, with the discovery of oil and other natural resources, new dimensions of conflict are beginning to emerge. The Commission is committed to supporting strategies that prevent, mitigate and resolve resource-based conflicts to ensure that resources are equitably shared and contribute to communal and public good.

This Strategic Plan therefore consolidates the gains made in the past and appreciates the dynamism that exists in the current operational context. The achievements of the Commission in the past provide solid grounding and impetus for investing more in the diversity of the Kenyan people to enhance cohesion and integration for purposes of nation building. The emerging challenges provide an opportunity for constructing an integrated citizenry with a sense of belonging as members of one nation engaged in a common enterprise, facing shared challenges and opportunities.

1.4 Methodology for Developing the Plan

The development of the Strategic Plan employed a participatory and inclusive approach for stakeholder buy-in, ownership and inclusion. A strategic planning committee comprising of the Heads of Departments, Senior Staff and Commissioners steered the process. A conceptual framework was developed and an action plan outlining the steps and timetable to be followed was prepared, discussed and agreed upon. Some of the stakeholders consulted in the process included the government, civil society, development partners, media and private sector actors among others.

The key stages in the development of this Strategic Plan included the following: (i) Relevant literature that comprised of the previous Strategic Plan (2010-2013), several policies and legal documents, as well as reports and programme documents were reviewed; (ii) Stakeholders provided pertinent information through interviews and focused group discussions that were held based on information generated from literature review; (iii) An external and internal organisational analysis through the Strengths, Weakness, Opportunities and Threats (SWOT), and Political, Economic, Social, Technological, Environmental and Legal (PESTEL) techniques were deployed to ascertain the relevance and timeliness of the Commission in relation to the realities faced by Kenyans.

Figure 1: NCIC Commissioners and Senior Staff in a Strategic Planning Consultation Meeting

1.5 Organization of the Plan

The Strategic Plan comprises of six sections. Section One focuses on the organisational background and the rationale for the development of the Strategic Plan. Section Two reviews the previous Strategic Plan, and flags out the achievements attained by the Commission in the period 2010-2015. Section Three examines the external and internal environment within which the Commission delivers its programmes and how this affects such delivery. Section Four provides the future strategy for the next five years, while Section Five provides for the monitoring, appraisal and modification of the Strategic Plan. Finally, Section Six unveils the strategic means by which this plan of action will be driven.

CHAPTER 2

REVIEW OF THE STRATEGIC PLAN (2010-2013) AND THE STRATEGIC DIRECTION (2014 – 2015)

2.1 Introduction

The previous Strategic Plan covered the period 2010 to 2013. Its completion coincided with the termination of the first Commissioners' terms in September 2013. The secretariat then developed an annual strategic direction paper to guide programs implementation in the 2014/2015 prior to the appointment of new commissioners. This strategic paper was developed following an appraisal of the implementation of the Strategic Plan 2010-2013. Aside from the changing operational environment, the strategic direction paper 2014/2015 borrowed heavily on the strategic objectives of the previous strategic period and the reviewed strategic direction.

2.2 Strategic Objectives

The previous Strategic Plan and paper flagged out six key areas for implementation in 2010-2013. These included:

a) Increased knowledge and transformational practice on national reconciliation, cohesion and integration.
b) Elimination of all forms ethnic, religious and racial discrimination in Kenya.
c) Strengthening good governance in the implementation of the new Constitution through emphasis on equitable access to public resources.
d) Promoting research and monitor the status and trends of national peace and stability, and advise relevant state agencies.
e) Facilitating the operationalisation of laws, policies and practices that counter ethnic, race and religious tensions; and
f) NCIC - organisational growth and development.

2.2 Achievements

Since its inception, the NCIC has made significant contributions towards building a cohesive and integrated Kenyan society. Some of the key achievements are captured below.

1. Making the Education Sector Responsive to National Cohesion

i) Co-curricular Activities such as Drama and Music festivals

Actors in the education sector (students and teachers of different backgrounds and religious orientations) are progressively being incorporated in advancing national cohesion and integration through co-

curricular activities like sports, music and drama festivals. In this regard, NCIC in partnership with the Ministry of Education Science and Technology (MoEST) trained 230 drama teachers in 2012, out of which 131 were sponsored to a week's training in Rwanda, whose aim was to expose the teachers to the themes and principles related to cohesion and integration, peace building and reconciliation. The study visit also gave the teachers a practical exposure on the dangers of negative ethnicity and influenced the mainstreaming of National Cohesion agenda in subsequent drama festivals besides giving NCIC a platform to conduct advocacy on national cohesion and integration.

ii) The Education Curriculum

The Commission has emphasized the importance of education in the achievement of long term cohesion and integration among Kenyan communities. In 2012, the Commission trained 150 curriculum developers from the Kenya Institute of Curriculum Development (KICD) on how to infuse cohesion and integration issues in the education curriculum for primary and secondary schools. As a result, the Commission engaged with MoEST in 2013 advocating for the review of the curriculum. In 2014, the government announced that the educational curriculum will be reformed to keep pace with the new constitutional dispensation and the dynamic operational context. The book christened 'Mainstreaming National Cohesion and Integration in Kenya's Educational Curriculum' (NCIC, 2014) resulting from the assessment of how cohesion and integration principles can be incorporated into the school curriculum is one of the key references of the Kenya Institute of Curriculum Development during the curriculum reform process and the Commission is also been made a key stakeholder in the process.

iii) Enhancing Peaceful Co-existence through Amani (Peace) Clubs

The Commission has been spearheading the establishment and strengthening of Amani clubs geared towards promoting peace and reconciliation and appreciating diversity. Since August 2014, the Commission in partnership with MoEST have built the capacity of 400 teachers in Ten counties, namely; Kitui, Isiolo, Uasin Gishu, Nakuru, Mombasa, Kwale, Migori, Kisumu, Embu and Nairobi on the establishment of Amani clubs, resulting to the establishment of Amani Clubs in over 1000 primary and secondary schools. These Clubs have enabled students to embrace peace building practices within their institutions, mitigate institutional conflicts through dialogue,

reconciliation and mediation mechanisms, as well as improve the relationships between the schools and the community, due to volunteerism.

2. **A Peaceful Vote in the 2010 Referendum and the 2013 General Election**

Through consistent, constructive and interactive advocacy platforms, NCIC was able to infuse the urgency for Kenyans to engage in non-violent political processes among other development initiatives. Key to this realisation was the peaceful 2010 Constitutional referendum and the General Election of March 2013. The Commission also monitored the referendum rallies which led to the identification of three perpetrators of hate speech namely Wilfred Machage, Fred Kapondi and Christine Nyagithe Miller who were subsequently charged and prosecuted. This had a tremendous deterrence effect to would-be hate speech mongers which aided in having a peaceful vote.

3. **Increasing Ethnic Representation in Local Governance through Negotiated Democracy principle**

Considering that devolved governance was a new idea and had never been tested, the Commission foresaw the challenges that were likely to affect diverse community interests. It therefore initiated processes that emphasised devolved governance as a tool for cohesion, specifically in counties that are cosmopolitan. In these regions, the Commission congregated different ethnic groups to discuss leadership based on "negotiated democracy and pre-determined allocation" of positions in the devolved structure of county governments. The outcome of county leadership in Migori, Bungoma and Trans Nzoia are some of the manifestations that increasingly scaled down effects and incidents of ethnic violence.

4. **Reduction of Hate Speech perpetration**

Post-election violence of 2007-2008 foregrounded the effects of hate speech. Although incitement to violence or disobedience of the Law was cited as a crime in the Penal Code (Cap 63), the NCI Act of 2008 provided for the prosecution of hate speech mongers under Sec 13 and Sec 62 in hate speech and the offence of ethnic and racial contempt respectively.

The Commission developed media guidelines and sensitized the media on conflict sensitive reporting. As a result, the media embraced peace

journalism and exercised conflict-sensitive reporting when covering news and stories on politician's pronouncements and violent conflict amongst ethnic groups.

The Commission established a free toll reporting number (15666) to gather information from the public on issues of hate speech. During the election period, NCIC received approximately 1500 messages. Though none of the messages resulted to prosecution as preliminary investigations carried out did not meet the threshold for prosecution, the platform however provided ground for early warning, for reporting cases of hate speech and ethnic contempt.

NCIC in partnership with CCK and mobile service providers including Safaricom and Airtel developed guidelines on undesirable bulk political content/messages. NCIC reviewed these messages to ensure no inciteful messages were circulated to the public.

NCIC developed a police training manual on enforcing law on hate speech, which was used to train over 400 police investigators, prosecutors, training of trainers at the Kiganjo police training college, CID Training School, Administration Police Training School, and the GSU Training School. In addition, the Commission held a judges and magistrates colloquium with an aim of sharpening their understanding of hate speech as a crime and expose the social economic challenges it poses to the development of the country. The commission in partnership with the National Police Service and with the support of donors also trained and equipped over 320 police officers and 107 social cohesion monitors with voice recording gadgets and deployed them in all the 47 Counties for purposes of monitoring political rallies and social gatherings. The role of the social cohesion monitors was to observe the community with the aim of identifying and reporting any issues that may undermine national cohesion. On the other hand, the police were equipped with the capacity to identify, investigate and prosecute the offences of hate speech and ethnic contempt.

5. Infusing Cohesion and Integration Principles in Draft Bills

NCIC has worked with legislators to infuse cohesion and integration principles into the review and formulation of Bills and policies. The Commission has directly and/or indirectly participated in various task forces, namely: the Task Force on the Policy, Legislation and Institutional

Framework for the National Values System for Kenya, the Task Force on Devolved Government, the Task Force on the Re-Alignment of the Education Sector to the Constitution, the Committee on the Development of National Cohesion and Integration Policy, and the Task Force on Citizenship and Related Provisions of the Constitution.

6. Social Media Monitoring

The borderline between free expression and hate speech, more so in social media which cuts across jurisdictions and brings into play different and at times conflicting regulatory provisions, poses a real challenge to enforcers of hate speech laws. In order to address the challenge and threat posed by social media users, the Commission set up a cyber-crime unit to monitor social media with a view of identifying and prosecuting persons found breaching the provisions of the NCI Act as far as hate speech was concerned. Currently there are over six cases in court of hate speech mongers identified by the proactive measures put into place by the Commission. These include among others, the Robert Alai, Allan Wadi and Moses Kuria cases. One of the challenges the Commission encounters includes the use of pseudonyms, which makes it difficult to identify culprits. NCIC in partnership with the Media Counsel of Kenya organised a workshop for bloggers from the media fraternity to encourage them to engage on issue based discussions rather than divisive and inciteful discussions during and after the emotive electoral process.

7. Resolved, Mitigated and Transformed Ethnic and Sectarian Conflict through Mediation, Facilitated Dialogue & Reconciliation

Through its work among communities the Commission applied and advocated for the application of alternative conflict resolution mechanisms to resolve communal issues. As a result there is increased recognition and appreciation of the use of these mechanisms among communities.

Specifically, the Commission undertook mediation in several ethnic conflicts including the conflict between the Agikuyu and Kalenjin in Nakuru County, the conflict between the Bajun and Kikuyu communities in Lamu County, the conflict between the Wardei and the Orma communities in Tana River County, the conflict between the Luo and the Kuria communities in Migori County and the conflict between the Borana and Gabra communities in Marsabit County.

Some of the mediation processes culminated into social contracts and peace agreements which were signed between communities to ensure peaceful coexistence. These included the Kalenjin - Kikuyu peace agreement in Nakuru County, the Turkana - Samburu peace agreement in Baragoi, Samburu County, and the Borana - Gabra peace agreement in Marsabit County just to mention but a few.

Figure 2: NCIC Commissioners in the Kenyan Embassy at Kigali, Rwanda where they acquired lessons in Reconciliation and Conflict Transformation

8. Increased capacity for peace building and approaches to reconciliation in the sector

Through partnership with local, international non-governmental organizations and UN agencies, the Commission has trained more than four hundred key personnel from state and non-state actors including media in conflict transformation and reconciliation. This has consolidated

a significant national pool of peace builders and cohesion champions whose knowledge and skills can be tapped into as and when need arises.

9. Policy Influence

Within the period between August 2012 and November 2013, the Commission developed and published policy briefs with transitional justice themes. These included:

- *Reconciling Kenya: Opportunities for constructing a peaceful and socially cohesive nation;*
- *The Kenyan Elections within a Reconciliation Framework;*
- *Gender and Reconciliation in the New Kenya: Equality at the Heart;*
- *Reparative Justice in Kenya: Building Blocks for a Victim- centred Framework and*
- *Towards National Dialogue, Healing and Reconciliation in Kenya.*

These policy briefs were shared with policy makers with the aim of influencing governmental decisions during policy formulation and development of legislation. For example in 2015, the President in the state of the nation address announced the establishment of the Restorative Justice Fund of 10 billion shillings over a period of three years following recommendations from the Briefs over a similar initiative.

10. Increased Awareness about Cohesion and Integration in Kenya

The Commission undertook sensitization and training programs on cohesion and integration targeting the general public as well state and non-state actors. These programs raised levels of awareness on cohesion and integration and increased buy-in amongst stakeholders across the country resulting to increased awareness among the Kenyan populace on programs and activities related to cohesion. The populace has also been eager to engage the Commission in matters discrimination as is vivid through the invites and enquiries the Commission receives. Moreover, the number of people visiting the Commission website has grown from an average of 60 people per month when the site was published in March 2012 to 200 per month in June 2015. Higher streams are experienced around election time as in January to March 2013, the site was visited by an average of 1,200 people per month.

2.3 Challenges and Lessons Learnt

a) Inadequate legal and policy environment: Although the Constitution provides for the NCI Act of 2008 with a clear mandate, its leadership has been hampered by legal and policy hurdles that consistently create delays as the integrated referral system in place is not as responsive to the expectations of Kenyans. There is need to establish an amiable environment so that the provisions of the NCI Act can be mainstreamed in most public and private sectors. This way, cohesion and integration can be mainstreamed into Kenya's socio-economic and political structures.

The revision of the NCI Act remains an available option for strengthening the legal mechanisms to operationalise the process of making national cohesion and integration into the day-to-day practice of the public service as reflected in performance contracting approaches.

b) Elaborate Mandate and Definition: Although the NCI Act is quite clear on what the Commission must deliver, its mandate is very broad, requiring the need to have resources in place that can optimally allow for the execution of its obligation as stated in the NCI Act. Secondly, there is need to initiate processes that appreciate the roles of other Commissions as well as sector players in strategising on the best ways in which national integration and cohesion can be realised. Key to this is putting in place strategies to position NCIC as a leader in the sector through a visibility plan that originates from branding to marketing of the Commission as a cohesion and integration organisation. This will systematically diminish the "hate speech" label it has acquired.

c) Inter-dependent Implementation Powers: While NCIC undertook its mandate to the letter as stated in section 25 of the NCI Act, there was stagnation in actualising some of the intentions emanating from absence of a functional and comprehensive referral mechanism. In this regard, there is need for NCIC to provide requisite leadership in a functional comprehensive referral platform that generates a well regulated system for handling cases or matters that are outside its mandate.

d) Weak Inter Agency Cooperation: NCIC appreciates the immediacy of inter-agency cooperation across various government departments and the synergy that such partnerships can create in facilitating the mainstreaming of cohesion and integration in socio-economic sectors. There is an urgent need to strengthen the inter-agency platform and develop a strategic framework that can guide the working relationship

between and across departments/agencies in ascertaining the status of cohesion. The presence of a weak inter-agency framework that does not fully support growth of cohesion and integration schemes has tended to blunt the impact of NCIC's work. The lesson is to put in place actions and plans that transform NCIC into an organisation with capacity to provide proactive measures that stifle negative ethnicity and advance national unity.

e) Ad Hoc Strategic Partnerships: NCIC appreciates weaknesses and acknowledges the power of strategic networking. It notes that realising optimum financial and technical state requires relationships with other public institutions, civil society organisations, media and development partners, among others. In this regard, the Commission endeavours to establish formalised, strategic and guided partnerships that factor in the role of the media, civil society, donor agencies and private sector in scaling up the effectiveness of the Commission's work. The creation of an appropriate environment that invites Kenyans of all walks of life to participate in the national building requires deliberate symbiotic partnerships that must remain a pillar to reconciliation, integration and cohesion in the country.

f) Weak Information Sharing Channels: NCIC acknowledges the importance of an informed society in addressing issues of reconciliation, integration and cohesion, but decries lack of adequate channels to provide appropriate information to the public. There is need to undertake baseline studies on a number of thematic issues on ethnic discrimination in order for Kenyans to engage in discussions/dialogue that enhance national cohesion. This process of documenting and archiving can aid in the monitoring and evaluating of programmes that enhance national cohesion.

CHAPTER 3

SITUATIONAL ANALYSIS

3.1 Introduction

This chapter presents a situational analysis of external and internal environment within which the Commission operates.

3.2 External Factors

Cohesion in any given society is only achievable upon stability in all spheres that include economic, social and political, among others. While communities of different backgrounds, religious orientations and nationalities may aspire to live in harmony, there are factors that may cause social instability. Being alive to these factors will help the Commission to overcome hindrances, thus deliver on its mandate. This section examines such factors, both external and internal, that affect the working of the Commission.

3.2.1 Political Context

Kenya boasts of a progressive Constitution and some functional systems which ensure the rule of law. Among several legislations ensuring a cohesive and unified country is the National Cohesion and Integration Act, 2008. Additionally, the government and politicians have demonstrated substantial political goodwill for the work of the Commission.

Nevertheless, there are various challenges in the political sphere that the Commission needs to surmount in order to fulfil its mandate. This includes the perception that communities closer to power have more access to resources, a situation which makes some Kenyans feel disenfranchised. Similarly, ethnic mobilization and polarization in political participation is enhanced via popular political practice where political players mobilize ethnicities in voting blocks in search of political supremacy. This approach to handling socio-political and economic affairs has been a contributing factor to electoral violence.

The Constitution has provided for a devolved system of government where county governments are supposed to contribute towards peaceful coexistence in the County. However, devolution has also presented impediments to cohesion as demonstrated by increased tribalism in the sharing of resources among other factors that threaten national cohesion and integration.

3.2.2 Social-Cultural Structures in Kenya

The colonial government's administrative structures tended to be divisive with regard to distribution of resources and services. The successive post-independent regimes' development policies failed to remedy the social-cultural inequalities. As a result, there is need to reverse this dire situation.

3.2.3 Legal Scenarios/ Responses

The current legal environment seems supportive to cohesion and integration. The Constitution of Kenya 2010 dissuades any form of discrimination against all Kenyans in its Bill of Rights, and therefore provides the Commission with a legal weapon to execute its mandate as stipulated in the NCI Act. Article 10 of the Constitution describes the essence and value of patriotism, giving benchmarks upon which progress in this direction can be measured. The foundation espoused by the Constitution anchors this country on a path that detests negative ethnicity, stereotyping, nepotisms, patronage, favouritism and violence of any kind, which informs the premise upon which cohesion has been made one of the major pillars in achieving vision 2030.

The National Cohesion and Integration Act (2008) defines cohesion in all its manifestation particularly outlining the specific areas that enhance equity and equality of opportunity amongst Kenyans. The Act must however be re-aligned to the Constitution to address any contradictions/inconsistencies. Further, there is the National Cohesion and Integration Sessional paper that supports interventions and provides the Commission with clear areas of focus, hence prioritised approach towards nation building. It is this spirit and commitment that has realized the enactment of the Political Parties Act (2012) and the Media and Information Act (2007) among other legislations, as processes and structures that would help Kenya grow into a country with vibrant democratic structures. In addition, the County Government Act (2012) stipulates that employment by County governments should ensure diversity.

In essence, the Commission rides on the goodwill of these legal structures and will provide unparalleled leadership in designing and implementing schemes which increasingly entrench national identity and unity in the mindset of Kenyans.

3.2.4 Economic Issues

Kenya being a developing country experiences economic challenges including unemployment, high poverty levels, poor infrastructure, unconducive business environment and persistent conflicts related to land ownership. This economic environment has rendered many youths idle and open to manipulation to violence in support of political/ religious ideologies.

The emerging extractive industry is a potential source of conflict with regard to local communities entitlement to the resources.

In order to achieve its mandate, NCIC must focus on a variety of potential drivers of conflicts including the emotive land issues. The National Land Commission Act requires the National Land Commission to encourage the use of traditional means of dispute resolution to resolve land conflicts. This is an opportunity for partnership to tackle this impeding problem.

3.3 Internal Factors to the Commission

This section focuses on the internal environment of the Commission. Using SWOT approach, the strengths, weaknesses, opportunities and threats to the Commission are presented in Table 1.

Table 1: Summary of SWOT Analysis

i) Strengths	ii) Weaknesses
• The Commission has provided leadership in generating processes, systems and structures that have spearheaded campaign for national unity and peaceful co-existence amongst all Kenyans of different ethnicities and race. • The legal mandate enshrined in the NCI Act, the Constitution of Kenya 2010 and the Sessional Paper on National Cohesion and Integration • The Commission has a compartmentalised approach to undertaking various thematic issues through thematic	• The Commission has not decentralized to the counties and this may affect service delivery. • Financial resources that are not optimal to the mandate of the Commission. • Skeletal staff may be insufficient to respond to the current and emerging needs of cohesion and integration in Kenya. • Weak monitoring and appraisal system • Limited understanding of the Commission's mandate coupled with high expectations from the society • A wanting organizational structure with inadequate provision for all organizational functions • Lack of requisite policies, guidelines and systems

committees. This enhances teamwork or organisational culture that is based on professionalism.

- The Commission has a committed leadership (Commissioners) that is inspired to drive the cohesion agenda in the country
- The Commission has committed and professional staff with skills and expertise to deliver cohesion and integration strategies/services.
- The Commission has invested in relevant partnerships that can advance cohesion in the country.

iii) Opportunities

- The Constitution of Kenya 2010 (the preamble and Articles 1, 10, 27, 56, 59, 174, 205 and 232 among others)
- Vision 2030
- NCI Policy
- MTP II (Medium Term Plan)
- Linkages, partnerships and functional referral mechanisms
- Technological advancements
- Government restructuring and repositioning
- New leadership of the Commission
- Qualified and motivated staff
- Substantial political goodwill
- Public goodwill and support
- Increased visibility of the Commission in the media
- Review of the NCI Act
- Goodwill and support from development partners

iv) Threats

- Community suspicion, lack of trust and animosity that emanates from real and perceived the perspectives of marginalisation And disenfranchisement
- Slow implementation of the few initiatives that enhance national cohesion and integration.
- Devolution increases perceived and real exclusion of clans, marginalized and religious groups in the County Government structures, opportunities, development and inequitable distribution of county resources
- Impunity and feelings of superiority by the politically correct members of society, which deflates public/community goodwill.
- Irresponsible use of the social media due to lack of regulatory guidelines to govern behaviour on cyberspace
- Emergence of other identities including cross-border, newer tribal definitions and clannism.
- Continued ethnic mobilization and polarization by political leaders and elites

3.4 Factors Entrenching Negative Ethnicity in Kenya

NCIC, in consultation with stakeholders, has identified a number of issues that greatly bedevil national cohesion in Kenya. The issues mentioned below are the base upon which strategic objectives have been developed. They provide general focus areas of intervention for the next five years. It must be noted that the issues are regarded through the lenses of ethnic discrimination, which hinders national cohesion and integration.

3.4.1 Unequal Distribution of Resources

It is recognised at the Commission that prior to April 2013, Kenya had fundamental governance and leadership structures anchored on centralized system of government. However, this aspect of governance has been changed by the Constitution, which has provided foundation for devolved governance, in which authority and decision making are anchored on county governments that must work in consultation with the National government. While this may scale down the "feeling of marginalisation" among communities that have had less access to instruments of power, there is fear that devolution may entrench corruption, nepotism, unprofessionalism and skewed resource distribution as well as opportunities, thus suffocating service delivery.

3.4.2 Skewed Service Delivery

NCIC acknowledges that poor and inadequate service delivery disempowers people and denies them fundamental and basic human rights. Increasingly, this has led to poor and low access to education, leading to high levels of illiteracy among certain communities. It has also led to poor access to health care, water and sanitation; poor infrastructural development, including roads, transport and other primary means of communication; and inability to participate in important national agendas. In summary, service delivery has remained skewed in favour of some areas. As a consequence, this has bred animosity, enmity and jealousy between various communities in the country.

3.4.3 Mistrust between Ethnic Communities

In recognition of the over 40 ethnic communities domiciled in Kenya, the NCIC decries the depth of negative ethnicity that has gripped the country, with special reference to the political heritage that emphasises tribal

mobilisation as an opportunity to access power. This has caused political, economic and social marginalisation of minority ethnic communities, and has manifested in discrimination in accessing public resources, services and employment as well as increased suspicion, mistrust and tension among Kenyans. On another level, emergence of chiefdoms and so-called tribal 'kings' or 'patrons' who present themselves as protectors of their community interests has entrenched "hate speech" promoted through both print and electronic media.

3.4.4 Divisive Political Culture

Since 1963 the country has pursued destructive and divisive political strategies that organize around ethnic blocs thereby curtailing the emergence of a Kenyan nation. Consequently, Kenya has experienced erosion of societal values and perpetuation of negative ethnicity. This has translated to patronised political processes, high levels of impunity and protectionist strategies that subjugate the law rather than endorse it. The Commission is therefore working towards a paradigm shift in which the political environment is characterised by statesmanship, issue-based politics, patriotism, national unity, integrity, inclusivity and professionalism especially in appointment to public offices at all levels of government.

3.4.5 Inadequate and Slow implementation of the Constitution and Supporting Legislations

There are new policies in key sectors, which aim at reducing conflicts. Some of these include policies on land, education, employment, gender, youth and minority interests, amongst others. In addition to recognising the relevance of these policies, NCIC must identify the ethnic and discriminatory undertones they carry along, in order to decrease marginalisation.

Despite having many laws, policies, concepts and strategies that promote aspects of cohesion and integration, there is too little emphasis on their implementation. This is due to several factors including planning; scarce resources; unclear roles; competition among various partners; political interference and inadequate understanding of the existing opportunities and gaps.

3.5 Stakeholder Analysis

Although NCIC is required to take a lead role in all aspects of cohesion and integration, this endeavour has been hindered by a number of factors

as mentioned in section 2.3 of this Strategic Plan. In the NCI Act, it is expressively indicated that NCIC's major role is to promote and facilitate, which in context defines the urgency for working with other state and non-state actors, people and institutions alike, as a prerogative towards national cohesion and integration. It is upon such a resolve and concern that this Strategic Plan finds prudence in articulating the different roles played by Civil Society Organisations (CSOs), Private Sector and Public Institutions as well as Citizens at large in a way that defines cohesion in comprehensive terms.

Table 2: Stakeholder Analysis

Who	NCIC Expectations	Stakeholder's Expectation
Ministry of Interior and Coordination of National Government	-Provision of enforcement officers -Linkage between the commission, the cabinet and the parliament -Facilitate access to financial support -Facilitate the enactment of policies that are responsive to cohesion and integration	Share information on Commission's work Issue advisories Implement the NCI Act
Ministry of Devolution and Planning	-Share information -Collaborate in project implementation	Share information on Commission's work
Attorney General	-Assist in the review of legislation that has implications on cohesion and integration -Follow up on the implementation of recommendations from NCIC by Government agencies -Offer legal advice	Submit all recommendations and advisories to government
DPP	-Prosecute referred cases under the NCI Act and any other relevant law -Initiate investigations -Offer technical assistance	Monitor, investigate and apprehend violators of the law Consider all other remedies available under the law
National Police Service	-Second officers to the Commission -Enforce the NCI Act -Offer technical assistance	Monitor, investigate and apprehend violators of the law Consider all other remedies available under the law
KICD (Kenya Institute of Curriculum Development)	-mainstream cohesion and integration principles in the curriculum -collaborate in program activities -offer technical assistance	Share information on Commission work
Ministry of Education	- mainstream cohesion and integration principles in the education sector -collaborate in program activities -offer technical assistance	Share information on Commission work

Parliament	-Enact laws that promote cohesion and integration -Allocate adequate funding for cohesion and integration programmes	Provide accurate statutory reports Educate and sensitize parliamentarians on cohesion and integration matters
Constitutional Commissions and Independent Offices	-Make referrals -Share information on their work -Collaborate in programme activities -provide technical assistance	Make referrals Share information on their work Collaborate in programme activities Observe the law in our operations
County Governments	-Submit Annual reports on national values and cohesion -Embrace inclusivity and diversity in county public service recruitment -Allocate resources equitably -Develop laws, policies and programmes that promote cohesion and integration	Provide technical support Give advisories Share information
Civil Society Organisations/ CBOs/ Interfaith	-Advocacy - Lobbying -Support NCIC work at the grassroots -Watchdog role -Disseminate information -Provide feedback	Provide technical support Share information
Private Sector	-Support cohesion programmes -Provide feedback -Embrace and promote non-discriminatory practices	Provide technical support Share information
Universities	-Undertake research on cohesion and integration -Initiate core courses on cohesion, integration and national values -Partner in programme activities	Provide technical support Share information
Political Parties	-observe the national outlook in membership -promote tolerance to divergent views and opinions -internalize democracy and observe the rule of law	Offer technical assistance Share information on the status of cohesion Sensitize them on the laws of cohesion and integration Be impartial

General Public	-Be tolerant to divergent views and opinions -Show goodwill and support to the Commission's work -Celebrate and appreciate diversity -Share information -Lodge relevant complaints	Share information on the status of cohesion Sensitize them on the laws of cohesion and integration Be impartial, effective and vibrant
Media	-Coverage of cohesion and integration issues -Undertake balanced and conflict sensitive reporting -Collaborate in programme activities	React timely to cohesion and integration issues Share information Sensitize them on the laws of cohesion and integration Be impartial, effective and vibrant
National public institutions	-Submit Annual ethnic and diversity audits -Embrace inclusivity and diversity in county public service recruitment -Allocate resources equitably -Develop laws, policies and programmes that promote cohesion and integration	Provide technical support Give advisories Share information
Development Partners	-Provide financial and technical support to cohesion programmes -Provide feedback -Embrace and promote non-discriminatory practices	Share information Submit reports on cohesion programmes

NB: *The government, represented by different ministries, plays a more elaborate role in terms of the partnership that can enhance cohesion and integration. Key is the sensitisation of communities on cohesion and integration. Second is the provision of an environment (political, legal, social and economic) that supports effectiveness of the Commission, and lastly, providing opportunities for learning, resource allocation and harmonisation of workings of several other commissions to reduce areas of duplication and maximise on use of resources.*

CHAPTER 4

FUTURE STRATEGY

4.1 Strategic Direction

This strategy acknowledges that the Kenyan nation has witnessed establishment of relevant institutions as advanced by the Kenya National Dialogue and Reconciliation Act of 2008, particularly Agenda IV of the reconciliation process. This has been capped by the promulgation of the Constitution of Kenya (2010), which promotes and protects human rights in a socio-political environment of goodwill from citizens, government, civil society organizations, private sector and development partners. Building on the NCIC successes since its inception, NCIC intends to consolidate the gains made so far and generate long-term initiatives and mechanisms aimed at creating a national identity based on a culture whose fountain is the national values (Article 10 of the Constitution, Article 232 and relevant sections of Article 43) that advance tenets of reconciliation, integration and cohesion.

In this Strategic Plan, the Commission commits to provide leadership and mentorship, and champion one nation ideology through a strategic path defining critical areas of focus for the five years. This section therefore lays out the strategic direction that NCIC undertakes to implement.

This strategic direction underscores the significance of the Commission in propagating national unity through strategies that actualize national cohesion and integration in Kenya. It takes into consideration other players in nation building who provide support to NCIC in delivering on its mandate.

4.2 Mandate

NCIC is mandated to promote facilitate and promote equality of opportunity, good relations, harmony and peaceful co-existence between persons of the different ethnic, religious and racial communities of Kenya, and to advise the Government on all aspects thereof.

4.3 Mission

Facilitate the elimination of all forms of ethnic discrimination and proactively promote tolerance, understanding and acceptance of diversity, peaceful coexistence and unity.

4.4 Vision

A peaceful, cohesive, united and integrated Kenyan society

4.5 Core Values

a) ***Professionalism*** (Objectivity to professionally address issues of discrimination on any ground including ethnicity, race, colour, religion and social origin)

b) ***Integrity*** (Accountability and transparency)

c) ***Affirmative action for the marginalised and the minorities*** (NCIC appreciates that vulnerable groups are faced by more challenges, and therefore affirms to generate policies and strategies that enhance their dignity and promote equal opportunities)

d) ***Inclusivity*** (The Commission commits to treat people from all walks of life resident in Kenya with fairness)

e) **Respect for Diversity** (The Commission acknowledges that our national strength lies in our diversity and therefore recognises, respects and appreciates the uniqueness of individuals as well as communities while undertaking to deliver on its mandate).

4.6 Strategic Pillars

This Strategic Plan is anchored on the following five pillars as described below:

4.6.1 Strategic Pillars

i. **National Identity and Values:** The Commission underpins the need to have a Kenyan culture that is founded on the tenets provided by the national values as stated in Article 10 of the Constitution. These include patriotism, national unity, sharing and devolution of power, the rule of law, democracy and participation of the people, human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination and protection of the marginalized, good governance, integrity, transparency and accountability and sustainable development.

ii. **Peacebuilding, Reconciliation and Integration:** NCIC acknowledges that conflicts are a part of humanity and societal development. The Commission commits to proactive and peaceful resolution of conflicts, positive coexistence, strengthened capacities for inter-communal reconciliation and positive management of conflicts geared to build a cohesive and integrated nation.

iii. **Policy and Legal Frameworks:** The need to improve the current policy and legal environment in order to achieve ethical practices in county and national leadership structures.

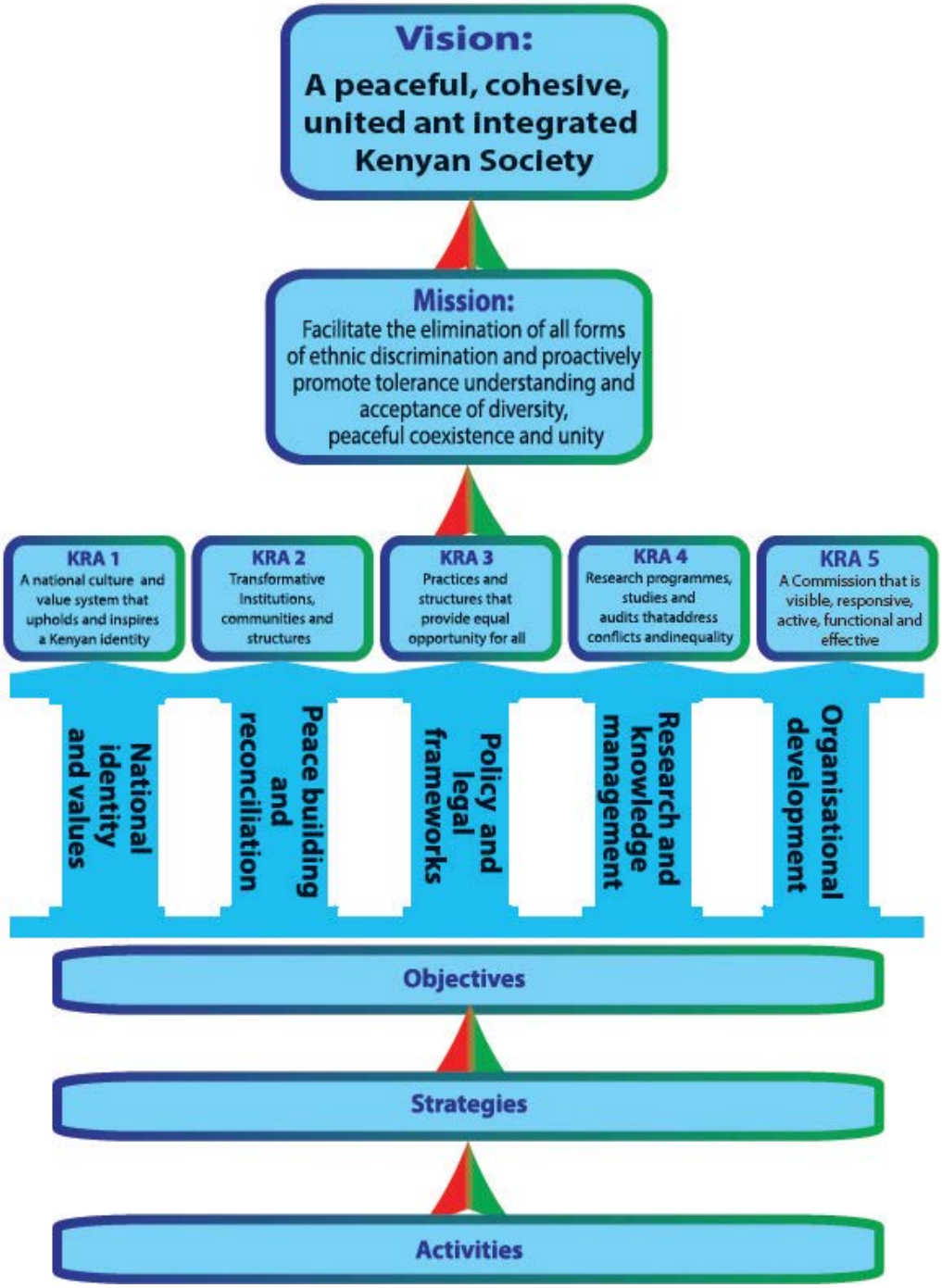
iv. **Research and Knowledge Management:** The need to improve the current knowledge base through empirical, scientific and verifiable findings that support and sustain national cohesion and integration.

v. **Organizational Development**: The Commission endeavours to uphold an organisation that is endowed with financial resources, skills, expertise and technical know-how relevant to sustainably address factors and practices that threaten national cohesion and integration.

Figure 3: Chief Justice Hon. Willy Mutunga, NCIC Chairman and Commissioners Launch the Report on the Status of Cohesion in Kenya

The direction within this strategic period can be summarized as follows:

Figue 4: 2015-2020 Summary of Strategic Direction



Strategic Pillars, Key Result Areas and Objectives

Table 3: Strategic Pillars and Key Result Areas

Strategic Pillar	KRA	Objective
National Identity and values	A national culture and value system that upholds and inspires a Kenyan Identity	Build and strengthen the capacity of institutions and the public in fostering national identity and values in accordance to Article 10, Article 232 and relevant sections of Article 73 of the Constitution
Peacebuilding, Reconciliation and Integration	Transformative Institutions, communities and structures that effectively employ peace building, reconciliation and integration mechanisms towards national cohesion	Promote national peace building, reconciliation, cohesion and integration among the different ethnic, racial and religious groups of Kenya
Policy and Legal Frameworks	Practices and structures that provide equal opportunity for all Kenyans irrespective of their political, ethnic, religious, national and racial orientation.	To develop enforcement mechanisms to ensure compliance with constitutional provisions, and other legislations relating to cohesion and integration
Research and Knowledge Management	Research programmes, studies and audits that address conflicts and inequality using empirical, scientific and verifiable methods and disseminate the same.	Undertake research and studies on any issue that threatens national cohesion and integration and make recommendations to the Government and relevant parties as mandated by Section 25 of the NCI Act, 2008.
Organizational Development	A Commission that is visible, responsive, active, functional and effective in constantly delivering its mandate.	Enhance the competence of NCIC to effectively discharge its mandate as espoused in the National Cohesion and Integration Act (2008) in pursuance to the Constitution of Kenya (2010) particularly Article 10, 232 and relevant sections of Article 73.

4.5.1 Key Result Area 1: **A national culture and value system that uphold and inspire a Kenyan Identity**

Strategic Objective 1: **Build and strengthen the capacity of institutions and the public in fostering national identity and values**

The purpose is to open and make available constructive interaction spaces between and among communities of different orientations in building a Kenyan identity and entrench a value system and practices in accordance with Article 10, 232 and relevant sections of Article 73 of the Constitution.

Approaches:

- Civic engagement (petitions, public diplomacy, meetings)
- Awareness creation and sensitization
- Public Education and Outreach
- Identity status report(s)
- Training(s)

4.5.2 Key Result Area 2: **Transformative institutions, communities and structures that effectively employ peacebuilding, reconciliation and integration mechanisms towards national cohesion**

Strategic Objective 2: **Promote national peace building, reconciliation, cohesion and integration among the different ethnic, racial and religious groups of Kenya**

The aim is to facilitate peacebuilding, reconciliation and integration practices that are sustainable both at local and national level.

Approaches

- Thematic and symbiotic partnership(s)
- Dialogues e.g. Interfaith discourse(s)
- Consensus building and grievance redress mechanisms
- Dispute Resolution Mechanisms (including ADR)
- Advisories
- Psychosocial support
- Policy briefs

- Conflict Early Warning and Early Response
- Fact finding

4.5.3 Key Result Area 3: **Practices and structures that provide equal opportunity for all Kenyans irrespective of their political, ethnic, religious, national and racial orientation.**

Strategic Objective 3: **To develop enforcement mechanisms to ensure compliance with constitutional provisions, and other legislations relating to national cohesion and integration**

Approaches

- Legal and policy dialogue
- Investigations, enforcement and compliance
- Public complaints processing systems and effective referral system
- Litigations

4.5.4 Key Result Area 4: **Research programmes, studies and audits that address conflicts and inequality using empirical, scientific and verifiable methods and disseminate the same.**

Strategic Objective 4: **Undertake research and studies on any issue that threatens national cohesion and integration and make recommendations to the Government and relevant parties as mandated by Section 25 of the NCI Act, 2008.**

Approaches

- Audits
- Thematic researches
- Compliance profiling of government agencies
- Mapping
- Rapid Assessments
- Fact Finding
- Policy Briefs
- Stakeholder engagement
- Participatory action research for conflict transformation

4.5.5: Key Result Area 5: **A Commission that is visible, prompt, responsive, impartial, functional and effective in constantly delivering its mandate.**

Strategic Objective 5: **To enhance the competence of NCIC in effectively discharging its mandate as espoused in the National Cohesion and Integration Act (2008) in pursuance to the Constitution of Kenya (2010) and particularly Article 10, 232 and the relevant section of Article 73.**

Approaches

- Functional Governance arm (Commissioners)
- Establishment of NCIC County offices
- Staff capacity development and appraisals
- Staff appraisal and capacity building
- Acquisition of modern technology and skills development
- Strategic development and review(s)
- Managing Risk (Audits)Risk mitigation strategies

Table 4: Implementation Matrix

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
Build and strengthen the capacity of institutions and the public to foster national identity and values	***Promote cultural events across the country***	Support and participate community and institutional cultural events and festivals	The Public Communities Learning institutions	Increased inter-ethnic interactions	No. of cultural events and festivals supported						County Governments Ministry of Culture and Sports National Museums of Kenya
	Promote celebration of national and international days to enhance national unity, cohesion and integration	Participate and celebrate National and International Days with significance to National Cohesion	General public	Enhanced participation by the public in celebrating national days Increased awareness on peaceful	No. of international and National days celebrated No. of people supported to participate No. of IEC materials disseminated						Government ministries and agencies Media Ministry of Interior and Coordination of National Governme

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
				co-existence and cohesion							nt CSOs
	Mainstream cohesion and integration in institutions of learning	Build the capacity of teachers and education stakeholders on the establishment of Amani Clubs and monitor their implementation	Teachers Students Education Managers	Increased awareness on peaceful co-existence and cohesion	No. of teachers and education stakeholders trained. No. of schools with functional Amani Clubs						MOEST TSC County Governments
		Conduct Cohesion Clinics in Institutions of Learning	Students Teachers Education Managers	Increased awareness on peaceful co-existence and cohesion among students and teachers	No. of institutions reached No. of students and teachers reached						Ministry of Education, Science and Technology TSC CSOs
		Infuse cohesion	Schools	Increased	No. of tools						Ministry

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
		and integration principles in educational resources and tools		inclusion of diversity in learning materials	or resources where cohesion principles have been infused						of Education KICD CSOs
		Support and participate in the National Music Festivals	Students Teachers The Public	Enhanced visibility and understanding of the work of the Commission	No. of people reached during the festival. No. of performances with a cohesion and integration theme						MOEST Kenya National Music Festival
		Support and participate in the National Drama Festivals	Students; Teachers The Public	Increased visibility and understanding of the work of the Commission	No. of people reached during the festival. No. performances with a cohesion and						MOEST Kenya National Drama Festival

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
					integration theme						
		Support and participate in the Kenya Scouts Association (KSA) programmes and activities	Scouts Students Teachers The Public	Increased inter-ethnic interaction	No. of people reached during the festival. No. performances with a cohesion and integration theme						MOEST Kenya Scouts Association Min. of Devolution and Planning
	Promote Exchange programmes across diverse groups	Conduct five inter-ethnic exchange visits to promote peaceful coexistence, cohesion and integration	Community Members; Community leaders;	Increased awareness on peaceful co-existence, respect for diversity and cohesion	No. of exchange visits conducted No. of community members engaged in the exchange visits						County Governments CSOs FBOs

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
		Promote and facilitate five entrepreneurial initiatives across diverse groups	General public	Enhanced inter-ethnic goal setting	No. of entrepreneurial initiatives undertaken No. of ethnic groups engaged						County governments CSOs FBOs
	Build the capacity of the communities, the public and private sectors on conflict transformation, cohesion and integration	Training and sensitization of selected groups: CSOs, MDAs of county and national governments and the private sector on peace, national cohesion and integration	General public Civil society National and county government agencies and departments Private sector	Increased knowledge and skills to initiate and implement cohesion strategies	No. of people trained No. of institutions trained						County and National Government KEPSA Amkeni Wakenya CSOs
		Participate in Agricultural Society of Kenya (ASK) shows	General Public	Enhanced visibility and awareness of the work of	No. of ASK shows attended No. of people reached						Agricultural Society of Kenya County and National Governme

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
				the Commission							nts
		Promote the Kenya Kwanza campaign in collaboration with Key stakeholders	General Public	Increased visibility and awareness among the citizenry on cohesion and integration	No. of people reached						Media County and National Governments KEPSA Amkeni Wakenya CSOs Brand Kenya
		Sensitize political party office bearers on cohesion and integration principles and laws	Political party office bearers Politicians	Increased awareness on the need for inclusivity and diversity in composition of political parties.	No. of consultative fora held No. of office bearers sensitized						Registrar of Political parties Various political parties in the country
		Sensitize actors	Judges,	Increased	No. of						Judiciary

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
		in the criminal justice system on the offences under the NCI Act	Magistrates Prosecutors	knowledge and understanding of discrimination laws and offences under NCI Act	Consultative symposiums held with Judicial officers						JTI KNCHR LSK Kituo cha Sheria, NGEC Office of the DPP
		Sensitization on the use of the guideline on the inclusion of cohesion and integration principles into legislation	Speakers and Clerks of the County Assemblies Committees within the national and county assembly	Increased capacity to make laws that are non-discriminatory	No. of guidelines disseminated No. of trainings of relevant National and County Assembly Committee members and drafters held						National Assembly, County Assembly, KLRC AG
		Identify and reward Cohesion role models as agents	General Public	Enhanced shared values and	No. of cohesion champions identified						County Governments Constituti

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
		of effective transformation		national unity among the citizenry	and rewarded						onal Commissions
	Develop and disseminate IEC materials on cohesion and integration	Publish and disseminate IEC materials to promote cohesion, national unity and integration(Posters, Brochures, Banners, Flyers, Stickers, Booklets, Reports)	General public	Enhanced visibility and awareness of the work of the Commission	No. and types of IEC materials developed and disseminated No. of people reached						CSOs Constitutional Commissions
		Develop and disseminate a Cohesion and Integration handbook	Staff The Public	Harmonized and improved training	A training manual developed and adopted						KICD CSOs Constitutional Commissions
		Design, develop and disseminate publicity materials to	General Public	Enhanced visibility and	No. and types of Publicity materials						Private Sector County Governme

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
		promote cohesion and integration (T-shirts, Caps, Pens, Calendars, umbrellas, Diaries, Billboards etc.)		awareness of the work of the Commission	developed and disseminated No. of people reached						nts
	Develop and disseminate media programmes to promote cohesion and integration	Develop and disseminate Radio programs, infomercials, TV programs and a Documentary on cohesion and integration	General Public	Enhanced visibility and awareness of cohesion and integration	No. and No. and types of programmes developed and disseminated No. of people reached						Media CSOs FBOs Commissions
		Develop and disseminate print messages and advertisements on cohesion and integration	General Public	Enhanced visibility and awareness of cohesion and integration	No. and No. and types of programmes developed and disseminated No. of people reached						Media

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
Promote national peace building, reconciliation, cohesion and integration among the different ethnic, racial and religious groups of Kenya	***Promote strategic partnerships and collaboration in cohesion building***	Undertake regular meetings with stakeholders on cohesion building	Staff Commissioners Partners	Enhanced partnerships and linkages	No. of meetings held No. of partnerships established						Media CSOs FBOs County Governments Private Sector
		Develop guidelines on establishing and sustenance of partnerships	Staff Commissioners Partners	Enhanced partnerships and linkages	Partnership Guidelines developed and utilized						All partners
	Promote inter and intra ethnic socio-economic activities that enhance national cohesion and	Support local art and talent that promotes cohesion and integration	General Public	Enhanced appreciation of national values	No. of initiatives on Art and talent No. of local artists and talented individuals supported						Media Government Agencies

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
	integration	Conduct inter community sports tournaments to promote peaceful coexistence, cohesion and integration	Community members; Community leaders	Increased awareness on peaceful co-existence, respect for diversity and cohesion	No. of football tournaments conducted No. of people reached						County Governments Ministry of culture and Sports Football Kenya Limited
		Develop and implement a youth peace, accountability and economic justice program that links on-going youth empowerment programs with peace building programs	Youths	Established linkages between the youths and economic opportunities	A directory of all socio-economic opportunities for the youths No. of sensitization meetings with the youths No. of youths who sign the charter						CSOs Government Development partners Private sector

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
	Document, facilitate and promote the use of ADR mechanism to resolve disputes, build peace and promote reconciliation	Baseline survey of existing ADR Mechanisms	Individuals, Communities	Baseline Survey Report	No. of printed copies of ADR Report						University and research institutions Individuals Communities
		Advocacy and sensitization forums with the government and community on the use ADR mechanism to resolve conflicts.	Individuals, Communities Ministries, Departments and Agencies of County and National Government	Increased knowledge, awareness and appreciation of ADR Mechanism. Structures that support ADR mechanism in the communities	No. of the advocacy and sensitization forums/meetings held Report of advocacy workshops and forums A committee to lead ADR processes						CSOs Council of elders Judiciary Communities Ministry of interior Political/ Religious Leaders County Governments

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
				Manuals and Handbooks on Conflict Transformation and Reconciliation							
		Facilitate intra and inter-ethnic peace building and organic reconciliation dialogues	Youth organizations, Council of Elders, District and County Peace Committees, Media, Faith-based organizations, community groups	Enhanced peaceful coexistence and harmony in the community	No. of dialogues held Report of the dialogue forums						County and National Government CSOs FBOs Media

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
		Mediate disputes between and among communities and institutions	Community groups, political leaders and religious leaders	Enhanced peaceful coexistence and harmony in the community.	No. of mediation meetings held Report of the mediation meetings/forums conducted						Development Partners, Religious Institutions, Mediation practitioners, Influential Political and community leaders
	Undertake and/or facilitate symposiums or debates in learning institutions on the themes of conflict transformation, reconciliation and	Support and participate in debates and symposiums	Students and Deans of students, Teaching staff		No. of debates and symposiums held No. of institutions reached No. of participants who participated in the debates and symposiums						Colleges and Universities, Development Partners and Media, Commission for Higher Education

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
	dialogue										
	Promote appropriate reparation mechanisms for the victims of ethnic violence	Set up and coordinate a technical committee to study the recommendations of the TJRC Report, develop an implementation framework, identify and mobilize resources required for implementation	Strategic partners	Key interventions to ensure thorough implementation of the TJRC recommendations on ethnic relations in Kenya	A work plan of interventions emanating from the TJRC Report A functional technical committee						CSOs Development partners
		Take leadership in spearheading implementation of satisfaction and symbolic	General Public	Increased understanding of history and	No. of symbolic reparations implemented						NMK CSOs Government

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
		reparation including apologies, monuments, memorials and remembrance		enhanced closure to historical injustices							
		Capacity building on memorialization, reconciliation and healing	General Public	Increased knowledge on reconciliation strategies	No. of trained community members						NMK CSOs Government
		Organize and participate in trauma and psychosocial support of the victims of violent conflict	Victims of violent conflicts	Appreciation and healing of the victims of violent conflict	for NCIC No. of victims who received psycho-social support						Victims Networks, ICTJ Government Agencies
		Conduct a study to establish the trends of radicalization to inform a rehabilitation and reintegration policy	General Public Radicalized youths	A Report on radicalization and its extent in Kenya	No. of policy recommendations						Council of Imams of Kenya SUPKEM CSOs Development partners ATPU

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
											NIS
		Develop a portal on reporting radicalization and hate speech	General Public	A community that understands the negative effects of radicalization and hate speech	No. of reports submitted						iHub Security agencies CSOs
		Design, and develop a reintegration and rehabilitation policy		Inclusion of NCIC in the Task Force on Combating Violent Extremism	No of advocacy and lobby meetings for the adoption of the policy No. of people sensitized against radicalization						Government Agencies CSOs
		Establish an early warning and response mechanism on	General Public	Enhanced prevention of A	No. of early warning messages received						

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
		radicalization		radicalization among youths							
		Advocate and support a national policy on reparations	General Public	Increased understanding and appreciation of psycho-social mechanisms for healing	Draft Reparation Policy						Victims Networks, ICTJ Ministry of Devolution IDPs National Steering committee
	Promote early warning and early response mechanisms to avoid escalation of conflict into violence	Support cohesion and conflict monitors via Emergency Response Fund	DPCS, CSIC, community members	Coordinated reporting and response mechanism to conflicts Verified and actionable	No. of emergency responses support Report of the meetings/forums held						NSC, Development partners, Office of the County Commissioners, County Government

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
				information for effective and efficient response Timely processing of ERF requests							
Facilitate the construction and reformation of a legal and policy environment that promotes national cohesion and integration.	***Monitoring public spaces for detection of hate speech and ethnic contempt***	Monitor political rallies/electoral process for detection of hate speech and ethnic contempt	Staff National security agencies Community members	Increased monitoring of the electoral process Increased caution by political elites while making political utterances Increased awarenes	No. of staff, security agents, community members and politicians trained No. of equipment procured and distributed No of rallies monitored No. of recordings of						National Police Service, National Intelligence Service NGOs, CBOs, Political parties

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
				s of enforcement of NCI Act	political rallies						
		Monitor social gatherings for detection of hate speech and ethnic contempt	Politicians, Public opinion leaders, Religious leaders, General Public	Increased caution by community members while delivering public speeches Increased awareness of enforcement of NCI Act	No. of social gatherings monitored						Civil society National Police Service, National Intelligence Service NGOs, CBOs, Political parties
		Monitor mainstream and social media for detection of hate speech and ethnic contempt and	General Public Bloggers	A social media monitoring policy developed Enhanced	No. of dissemination meetings Level of technological advancement in media						Ministry of Information Communication Authority of Kenya

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
				capacity of the Commission to monitor, mainstream and social media Improved co-ordination in social media monitoring	monitoring						Ihub, Cyber-Crime Unit Media Council of Kenya
	Undertake investigations on ethnic or racial discrimination complaints in a timely and expeditious manner and make	Build the technical competencies of the Commission to manage the complaints processing and handling mechanism	NCIC Staff Commissioners	Enhanced service delivery	No. of staff and commissioners trained						National Police Service, Institute of Arbitrators Directorate of Criminal Investigati

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
	recommendations to relevant authority on the remedial measures										ons Training School
		Publicize the complaints reporting procedures in the communities	General Public	Enhanced reporting on violations on NCI Act and related legislation	No. of complaints made to the Commission						National and County Governments
		Develop rules and regulations for complaints processing	General Public	Improved efficiency in complaints processing	Rules and regulations developed						CAJ KNHRC LSK
		Develop regulations, rules and procedure for setting up a tribunal to hear and determine	General Public	Effective and expeditious resolution of complain	No. of complaints heard and determined						LSK Judiciary DPP KNCHR NGEC

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
		complaints		ts							
		Establish and maintain regional complaints desks	General Public NCIC Staff	Enhanced capacity of the Commission to receive and process complaints	No. of regional complaints desks established % increase in submitted complaints No. of staff trained No of equipment purchased						Huduma Kenya
	Undertake cybercrime investigations	Identify and investigate violations of the NCI Act and relevant laws in cyberspace	General Public	Reduced incidences of violations of NCI Act and relevant laws.	No. of violators identified. No. of files investigated No. of files forwarded to the DPP for prosecutions and other						National Police Service Director of Public Prosecutions

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
					relevant interventions						
		Establish a Cyber Crime Unit	NCIC Staff	Enhanced capacity of the Commission to process complaints on social media	No. of officers recruited and equipped						National Police Service Private sector
	Develop rules, regulations and guidelines to operationalize the NCI Act and other relevant laws	Develop criteria for deciding whether any public office or officer has committed acts of discrimination on the ground of ethnicity or race	General Public	Increased reduction of discrimination incidents	A criteria developed and utilized No. of meetings and workshops held						Commissions Central Organization of Trade Unions
		Comparative analysis on the penalties to be	General Public	Increased knowledge on the	Nature and No. of penalties						ICJ Judiciary KNCHR

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
		imposed on any person for any breach of the provisions of the Constitution or of any law dealing with ethnicity		penalties against discrimination	prescribed No. of countries' laws considered Quality of guidelines developed						NCLR
	Mainstreaming cohesion and integration in all national and county legislations	Undertake and facilitate the review of national and county legislation and administrative acts relating to or having implications for ethnic or race relations and equal opportunities	Attorney General; General Public; Members of County Assembly, Members of Parliament	Laws and administrative acts that are non-discriminatory and are sensitive to the promotion of diversity	No. of laws reviewed Checklist developed Checklist disseminated to county and national assemblies. No. of meetings held to review laws and administrative acts						LSK KLRC National Assembly, County Assemblies AG Cohesion and Equal opportunity Committee Justice and Legal Affairs Committee

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
		Engage in public education and campaigns for legislation supporting equality and non-discrimination	General Public	Quality county and national laws	No. of forums held No. of administrative acts passed						LSK KLRC National Assembly County Assemblies AG Cohesion and Equal Opportunity Committee Justice and Legal Affairs Committee
		Institute public interest legislation to have any retrogressive laws at county and national level repealed on the basis that	National Assembly County Assemblies	Laws that enhance non-discrimination and inclusion	No. of cases filed, heard and concluded						LSK AG

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
		they are unconstitutional									
Undertake research and studies on any issue relating to ethnic affairs and make recommendations to the Government	***Undertake audits of employees in public establishments***	Undertake ethnic and diversity audits of the civil service at national level	Government Ministries	Increased inclusivity in staffing	% of complying government Departments						PSC Parliamentary Service Commission Judicial Service Commission Research institutions
		Undertake ethnic and diversity audits of the 47 county governments	47 counties	Increased feelings of belonging to the County	No. of minority groups included in county public						Office of the Governor County public service

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
					service % of highest ethnic representation in county employment						board County assembly service board
		Undertake ethnic and diversity audits of state corporations	All parastatals	Increased representation of minority groups in public service employment	Quality of published report						Research Institutions SAGAs
		Undertake ethnic and diversity audits of Educational Institutions and Opportunities	Universities Primary and Secondary Schools HELB MOFA MOEST	Increased equality of access to educational opportunities to members of all ethnic groups	% increase in the representation of minority groups in educational institutions/ opportunities						Government Institutions
		Establish and	All public	Faster,	No. of data						National

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
		promote the use of an online ethnic auditing system by all public institutions	establishments	accurate and efficient ethnic auditing process	sets submitted through the online system No. of public establishments inducted on the use of the online system						and County Governments SAGAs
		Develop and implement an accreditation system for compliance by public institutions	All public establishments	Increased diversity and inclusivity in public sector employment	No. of public establishments awarded % of improvement in ethnic representation among public establishments						National and county governments SAGAs
	Undertake audits of distribution of government services and	Establish a baseline of the distribution of social provisioning by government	All government Ministries Chief executive committee	Increased awareness on ethnic equitable distributi	No. of policy recommendations made						Research Institutions

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
	facilities at the county and national levels	(disaggregated by county and nationally)	members	on of public resources							
	Improve the quality of cohesion and integration research in the country	Promote academic research on aspects that affect ethnic and religious relations in Kenya	Universities	An established reservoir of research guidelines and materials on cohesion and integration	No. and quality of research outputs on cohesion and integration Quality of financial & technical assistance offered A credible source of references on cohesion						MOEST
		Research the impact of decentralization of universities on cohesion and integration	Universities	Increased awareness on the role of higher educatio	No. of recommendations						Research Institutions

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
				n in national unity							
	Inquiry and documentation	Establish the status of cohesion in Kenya (cohesion index)	General Public Government Ministries	Documentation of findings	No. of policy recommendations						Research Institutions
		Establish a criteria for definition of ethnicity and categorization of ethnic communities and individuals in Kenya	General Public	Established number of ethnic groups in Kenya	A list of ethnic groups in Kenya						KNBS DPM Ministry of Devolution Ministry of Interior
		Research on the ingredients of intra-ethnic cohesion in Kenya	Community groups	Enhanced understanding of in-group cohesion.	No. of policy recommendations						CSOs
		The creation of a Kenyan Culture	General public	Increased belonging	Level of Identity						CBOs

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
				among Kenyans based on points of convergence	Index						
		Comparative study of the rules and regulations on stereotyping	Various countries	Documentation on the use of legislation in regulating stereotypes	No. of recommendations						LSK Kenya national council on law reporting KNHRC
		A rapid assessment on the impact of economic injustices on peace accountability among the youths	Youths		No. of Policy Recommendations made						Private Sector Government Agencies
		Undertake a study on the relationship	General public	Increased awareness on the	No. of policy recommendations						CSOs

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
		between names of places and ethnic violence		psychological effects of names							
	Mapping of actors, issues and relationships in cohesion building	Undertake negative ethnicity hotspot mapping in the country	General public	Identification of hot spots with systemic occurrence of ethnic conflict	No. of counties mapped						CSOs Government Departments
		Diversity Management of Ethnic Minorities in Kenya	General public	Identification of ethnic minority groups	No. of policy recommendations						CSOs
		Xenophobia in Kenya: Actors, Issues and Interventions	General public	Identification of strategies to mitigate xenophobic tendencies in Kenya	No. of policy recommendations						

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
Enhance the competence of NCIC to effectively discharge its mandate as espoused in the National Cohesion and Integration Act (2008) in pursuance to the Constitution of Kenya (2010)	***Strengthen Communication and Knowledge Management***	Develop and implement a communication strategy and policy	General Public	Improved communication and awareness creation	A functional communication strategy and policy developed and utilized						Media CSOs
		Set up an intranet to facilitate internal communication	NCIC staff	Reduced delays in decision making	No. of staff using the intranet						Private sector
		Training on video documentation and new media tools	NCIC Staff	More effective dissemination of NCIC findings and policy statements	No of documentaries released						Private sector
		Stock and maintain the public resource centre	University students Academia General public	A more accessible resource centre	No. of people visiting the resource centre No. of materials added into						IDRC Civil society

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
					the resource centre						
		Disseminate information and engage the public through the social media platforms (Facebook, Twitter, Website, Instagram etc.)	The Public	Improved communication, visibility and awareness creation.	Functional and interactive social media platforms No. of people reached						Media CSO,s FBO,s County Governments Private Sector
		Rebrand the Commission	General Public	Enhanced visibility and awareness of the work of the Commission	No. and types of publicity materials developed and disseminated						Media Government Agencies
	Strategic Planning, Monitoring and Evaluation	Develop an organizational strategic direction	All staff	Enhanced impact of commission activities	Quality of work plans developed						All NCIC partners

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
		Undertake mid-term reviews	All staff	Enhanced efficiency of the Commission's work	Documentation of a mid-term strategic plan delivery path						All NCIC Partners
		Establish a monitoring, evaluation and reporting mechanism for cohesion, and peace building at the National and County levels	Public All staff	Greater effectiveness and accountability by the Commission	No. of M&E reports Level of coordination among commission departments						All partners public
		Develop quarterly policy briefs on matters impacting on ethnic relations	Policy makers	Enhanced role of the Commission in the country's agenda setting	No. of simplified and elaborate policy recommendations						County and national government
		Develop a status report on the implementation of NCIC	National and county governments Commission	Government institutions with	No. of recommendations adopted						Research Institutions

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
		recommendations, publicise and follow up with stakeholders to execute the non-implemented recommendations	s and independent offices	cohesion building approaches	No. of meetings held No. of policy recommendations adopted						
	Facilitate the development and implementation of functional organizational systems (policies, regulations and guidelines) and structures	Develop and maintain ICT security infrastructure and systems	NCIC Staff	Increased security and efficiency in internal and external communications	An ICT policy No. of equipment purchased No. of softwares installed A redesigned and interactive website						Government agencies
		Develop and implement an internal Transport policy	Staff	Increased safety of users of Commission vehicles	% reduction in transport costs and vehicle maintenance No. of accidents affecting						

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
					commission vehicles						
		Develop and implement an internship policy	Commission	Improved capacity and skills transfer to interns	An internship policy adopted and operational Induction meetings with interns						
		Develop and disseminate an internal service charter	NCIC Staff Commissioners	Improved communication and service delivery	A functional charter developed and utilized						
		Develop an integrated financial management system	Staff		No. of Internal financial policies and procedures						
		Develop and implement an internal code of conduct	NCIC staff	Enhanced observance of ethics and	A code of conduct adopted						EACC

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
				integrity by the workforce							
		Develop and implement an internal Equality and diversity policy	Staff	Increased productivity by the employees	An equality and diversity policy adopted						Development partners
		Develop tools to enhance the procurement process	NCIC Staff	Improved efficiency and effectiveness in the supply chain management of the Commission	A Procurement Manual No. of Annual procurement plans in the strategic period No. of supplier/ contractor appraisals No. of market survey reports						PPOA, KISM

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
	Strengthen human resource capacity and service delivery	Support staff and commissioners to undertake training	NCIC Staff	Enhanced clarity in the Commission's policy direction and greater staff performance	No. of staff and commissioners trained						KSG ESAMI Credible training institutions
		Recruit qualified personnel	Qualified applicants	Increased efficient and effective service delivery	No. of personnel recruited No. of interviews done						Recruitment agencies Media Houses
		Undertake performance management through performance contracting, staff sensitization and monitoring	NCIC staff	Increased operational efficiency	No. of performance appraisal meetings per year						Government Agencies

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
		Induction of staff on government guidelines and Internal and external lobby meetings with treasury	NCIC staff	Increased staff productivity	No. of benefits endowed to staff						National Government
		Offer competitive terms of service with a career progression plan	NCIC Staff	A Commission that attracts and retains competent personnel	% reduction of staff turnover A reviewed salary structure and staff benefits						SRC
		Salaries and emoluments	NCIC Staff	A motivated staff	Timely nature of payments						Ministry of Treasury
		Medical insurance	NCIC Staff & Commissioners	Conducive work environment free of risk	Number of staff under insurance						Private companies

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
		Recruitment	NCIC Staff	A Commission with enhanced human resource capacity	Number of staff recruited						Public Service Commission
	Enhance corporate governance and risk management within the Commission	Train Commissioners and staff on Corporate Governance and Risk Management	NCIC Staff Commissioners	A commission with focused and responsive programmes	A framework on corporate governance and a Risk management Committee in place						Government departments
		Conduct a risk analysis and develop an external assessment of the risk management and audit policy	NCIC Partners	A commission with appropriate responses to emerging challenges	A risk management committee Risk mitigation plan						Research institutions Audit firms

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
	Enhance office ergonomics	Acquire additional office space (rent)	Commission	Conducive working environment that promotes productivity	New office premises/ Additional office space						Public Works Department
		Purchase own office premises/ acquire (rent) additional office space	Commission	Conducive working environment that promotes productivity	New office premises/ Additional office space						Public Works Department
		Establish eight regional offices to enhance nationwide presence and coverage	Commission	Increased presence of the Commission in the country	No. of regional offices established						Ministry of Devolution
		Set up a tight security system in the office	Commission	A safe and secure working environment	An automated office access system						Private sector

Strategic Objective	Strategy	Activity	Target Group	Outcome	Indicator	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Partners
	Enhance the financial capacity of the Commission	Organize lobby meetings with Government to increase budgetary allocation	Government	A financially stable Commission	% increase of government support						Parliamentary committees Treasury Ministerial Budget Committee
		Advocate for donor funding with development partners	Development partners	A vibrant donor funded programme	No of donors engaged						Donor Agencies
		Develop a Resource Mobilization and management strategy	Government Development Actors	Enhanced independence and sustainability of the Commission	A Resource Mobilization policy and plan						Private

4.7 Key Elements for the Implementation of the Strategy

The key elements that will facilitate the smooth execution of the strategy include, but are not limited to:

a) **Governance-** The provision of targeted oversight and setting of the higher level agenda and strategic goals.

b) **Human Resource-** The Commission needs optimal human resources with the requisite capacity to facilitate the technical delivery of services and the outreach function that is key in steering national cohesion and integration.

c) **Communication-** Communication underscores the efficiency and effectiveness with which the Commission implements its activities.

d) **Solid and Predictable Financial Base-** The national government needs to invest more in the Commission for purposes of providing leadership in building a united nation and a common national identity and agenda.

e) **Investment in Modern Technology-** Technology to provide it with a robust platform to reach out and execute its mandate.

f) **Comprehensive Implementation Plan-** Guide internal processes and reviews for purposes of collecting and collating evidence, lessons learnt and tracing the impact chain of the Commission.

CHAPTER 5

MONITORING, APPRAISAL AND MODIFICATION (MAM) FOR CHANGE MANAGEMENT OF THE STRATEGIC PLAN

5.1 Introduction

The Monitoring, Appraisal and Modification (MAM) plan for change management for this strategy has a progressive approach, which is anchored on three pillars and emphasises leadership on programmatic design, requisite financial resources and the relevant technical capacity. The tripartite team will include heads of departments and Commissioners who hold relevant capacities in the different thematic areas stated in the Strategic Plan.

5.1.1 Programmatic Approach

The Strategic Plan is conceptualised in a way that programmes and projects are in tandem with the objectives and the general policy direction of the Commission. The implementation matrix/plan presents the Commission with a clear results framework, which has elaborated performance indicators regarding the Strategic Plan. Besides re-aligning and designing programmes to the boundaries set by the Strategic Plan, programme staff shall adhere to quarterly reviews which must involve the full Commission. The programmatic approach requires that leadership is given by the relevant committees with constant reference to all commissioners.

In addition, monthly reflection meetings on a set date between senior management and Commissioners are key to the implementation strategy since the work of the Commission is not only dynamic but also has complex emerging issues.

5.1.2 Requisite Financial Resources Approach

The implementation matrix has outlined activities that address each objective and provides a framework upon which financial resources can be sought. Leadership shall be provided by the Finance and Administration Committee and chairs of all other committees in mobilising, planning and allocating resources in a way that enhances the relevance of the Commission. The financial resource team must be able to develop a resource mobilisation strategy that provides three key pillars;

a) Comprehensive database for potential and current donors, stating their area of interest, expertise and preference;

b) Possible areas of thematic focus in terms of priority in accordance with the Commission's mandate; and

c) Possible financial distribution/redistribution or allocation plan that translates the ideals within the Strategic Plan.

All these areas must be reviewed after every three months (quarterly).

5.1.3 Technical Capacity Approach

As stated, the implementation matrix has developed activities that call for certain technical skills and expertise. In order that the objectives are actualised, the MAM plan recognises the need for the Commission to attract, retain and progress appropriate human resources. The technical capacity team, which should be led by a Commission Secretary with capacity in organisational development, will be tasked in putting in place three key pillars that promote technical growth at the Commission, including and not limited to;

a) Staff development plan, which must entail talent recognition and enhance work environment;

b) Staff progression and remuneration plan that advises on salaries, promotion, training and redeployment that not only attract quality but has strength to retain; and

c) General organisational policies that anchor operations at the Commission in a solid and flexible framework.

5.1.4 Approach to MAM for Change Management

The Commission will adopt a quarterly internal review mechanism in which all programme staff and commissioners report, critique and learn lessons from programme implementation. This review meeting also evaluates and adopts the activities planned for the subsequent quarter. The strategy appreciates involvement of all staff members and all commissioners to ensure ownership. However, the Commission has an opportunity to choose whether these processes require moderation and assistance from an external professional. The strategy further demands that the Commission seeks services of an independent mind/professional at the time of undertaking the mid and end term reviews so as to minimise bias.

5.2 Risk and Mitigation

There is an evident need to develop comprehensive internal policies and internal safeguards to anchor and enhance the organisational culture of the Commission on clear professional pillars that boost not only effectiveness and efficiency, but also streamline operations to realise its mandate. This will include communication, procurement, financial management, programme design, development and implementation.

i. The Commission should endeavour to develop an elaborate communication strategy that clearly indicates the chain and culture upon which communication will follow and flow internally and externally. The strategy must be able to identify the different publics and design appropriate messaging in a way that increases ownership of the objectives of the commission by the larger Kenyan public, but also bend backwards to carry the aspirations of the internal public and project it out as a united front.

ii. In tandem with the anticipation and projections of this Strategic Plan, the Commission should develop, design and execute programmes that exhibit long term reconciliation and cohesion with an aim of increasing national values, national identity and a sense of belonging to Kenya.

iii. Time is ripe for the Commission to undertake a deliberate ISO Certification process that will anchor its branding on an organisational culture which espouses ethical management practices, professionalism, quality and timely standards, efficient programme delivery and competence. This will make the Commission an epicentre of coordination on matters of reconciliation, integration and cohesion towards sustainable national level peace.

iv. The Commission, with a view to scaling down possible violent conflicts, should establish a national pool of mediators and conciliators who can undertake community mediation and reconciliation. In addition, the Commission should lobby for the establishment of Community Alternative Dispute Resolution (CADR) Committees at the national and local levels; cascading to the village level. This will provide a platform and linkages to the mainstream judicial ADR system as provided in Article 159 of the Constitution of Kenya, 2010.

v. The Commission, in the spirit of anchoring its work in the Kenyan people, should advocate and spearhead the establishment of a National Stakeholders' Reference Group (NSRG) that will appraise issues of the cohesion, integration and reconciliation in the country as a secretariat for the working groups in the sector for purposes of elevating its clout with peers, and also to participate directly in setting the national integration and cohesion agenda.

vi. A sustainable Media Advocacy, Outreach and Partnership Plan for the Commission will help in the definition of parameters upon which integration, reconciliation and cohesion issues are dealt with. In this plan, the Commission should be able to dictate its own agenda rather than adopt goals determined by external players. The elements that make up the bulk of its work must be brought out in such a way that they are not misrepresented and emphasis laid on the wrong elements.

The Risk Domain framework below illustrates the risk possibilities that the Commission faces in the course of its service delivery and some further mitigation strategies that it will engage in during this strategic period.

Table 5: Risk Probability Domain

	Risk	Likelihood of Risk	Mitigation Strategy
Operational Risks	Inadequate Staff	High	Establish an effective recruitment process
	Limited presence in many parts of the Country	High	Establish regional offices
Strategic Risks	Unresolved/ intractable conflicts	High	Embrace and promote the use of ADR mechanisms in resolving intractable conflicts
	Weak NCI Act	High	Review the NCI Act
	Lack of goodwill by the political class as well as the citizens	High	Consistent stakeholder engagement
Financial Risks	Limited Funding	High	Diversify resource base
	Overreliance on one donor	Medium	Diversify resource base
Technological Risks	Lack of constructive regulatory mechanisms of engagement on cyber space	High	Develop and enforce regulations of engagement on cyber space in partnership with relevant agencies
	Lack of requisite capacity, equipment and software to monitor social media	High	Recruit cybercrime analysts, purchase equipment and software

Table 6: Monitoring and Evaluation Framework for the Key Result Areas

Results (KRA)	Performance Indicators	Baseline Data	Performance Targets Per Year					Data Source	Implementation Responsibility
			15/16	16/17	17/18	18/19	19/20		
Impact **A Peaceful, United, Harmonious and Integrated Kenyan Society**	Level of national cohesion	56.4% (*National Social Cohesion Index*)	58%	60%	65%	70%	75%	Social Cohesion Index Reports	Commission Secretary
KRA 1 **A national culture and value system that upholds and inspires a Kenyan Identity**	% Kenyans who value national identity and the value system as espoused in the Constitution (Identity component of cohesion index)	72.7% (*Identity Index*)	74%	76%	79%	81%	84%	Social Cohesion Index Report Afro barometer Survey	Civic Education and Advocacy Department
KRA 2 **Transformative Institutions, communities and structures that effectively employ peace building, reconciliation and integration**	Rank of Kenya in the Global Peace Index to indicate the increased level of peace	133 (Kenya's rank in the GPI, 2015)	130	128	126	123	120	Global Peace Index	Reconciliation and Integration Department

Results (KRA)	Performance Indicators	Baseline Data	Performance Targets Per Year					Data Source	Implementation Responsibility
			15/16	16/17	17/18	18/19	19/20		
mechanisms towards national cohesion									
KRA 3 Practices and structures that provide equal opportunity for all Kenyans irrespective of their political, ethnic, religious, national and racial orientation.	Level of compliance of public institutions to policies and laws on ethnic representation in Kenya	35% (*Mean of compliance by national government, 2011; Universities, 2012 and County Governments, 2014*)	40%	45%	50%	55%	60%	Ethnic Audit Reports	Complaints, Legal and Investigations Department
KRA 4 Research programmes, studies and audits that address conflicts and inequality using empirical, scientific and	Number of policy proposals adopted to improve ethnic relations	11	3	3	6	4	4	Media NCIC Reports	Research, Policy and Planning Department

Results (KRA)	Performance Indicators	Baseline Data	Performance Targets Per Year					Data Source	Implementation Responsibility
			15/16	16/17	17/18	18/19	19/20		
verifiable methods and disseminate the same									
KRA 6 **A Commission that is visible, responsive, active, functional and effective in constantly delivering its mandate.**	No. of offices established in the regions to enable increase in access to NCIC services	0	1	1	1	1	1	NCIC Reports Media Reports	Finance and Administration Department

CHAPTER 6

STRATEGY IMPLEMENTATION AND RESOURCE REQUIREMENTS

6.1 Introduction

In previous strategic periods, the Commission has not received adequate financial support from the Government to effectively carry out its mandate. Consequently, programmatic as well as thematic support was sought from the development partners.

The Strategic Plan (July 2015- June 2020) appreciates that current assets have depreciated and may call for replacement. Therefore there is need to acquire other properties to advance the objectives of the Commission. Either way, the Commission expects that asset management will attract more resources in terms of maintenance and new acquisitions.

Additionally, this Strategic Plan has emphasised the need for speed, accuracy and visibility. This calls for acquisition of modern technology and equipment that are responsive to the three aforementioned areas. These concerns require more resources. Therefore, the new approach in realising the goals of the Commission demands composite resource foundation(s).

6.2 Staffing

This Strategic Plan emphasises the need to attract, retain and evolve quality personnel. With a current staff capacity of forty-eight, the Commission still experiences major gaps in its staffing with lapse in capacities like cybercrime analysts among others. It is thus critical for the Commission to put in place key competencies.

In recognizing the challenges faced by the Commission as an employer and the expectations of its employees, this Strategic Plan emphasizes the development of a staff development plan and a resource mobilisation strategy that responds to the diverse organisational needs. More specifically, the staffing plan should be able to attract, develop and retain technical skills and interpersonal (soft) abilities that holistically advance cohesion as well as integration. In responding to the need for representing Kenya, the Commission must incorporate in the staff development plan, a provision that addresses integration.

In respect to this, the Commission has revamped its organogram with additional expertise to include cybercrime specialists, cohesion monitors, investigators, monitoring and evaluation specialists, risk and risk mitigation experts and cluster cohesion coordinators among others. In

addition, it also seeks to enhance access by the citizens to its services through establishment of regional offices.

Figure 4: NCIC Commissioners and Staff during an induction workshop in Malindi

6.3 Critical Success Factors

- Adequate financial and human resources
- Focused leadership
- Effective strategic partnerships

6.4 Budget Estimates

The Strategic Plan appreciates support from the Government and the development partners. The Strategic Plan, through the various Monitoring teams (see section 5.0), will put in place structures that deliberately appeal for technical and financial support from these two parties. However, it is also acknowledged that symbiotic partnerships and thematic networks will provide in-kind support, which may subsidise mainstream financial as well as technical capacities in generating an environment that increases relevance of the Commission. Key to the partnerships is the development of a viable referral system, which aims at reducing responsibilities that can be addressed by appropriate

institutions like the State Law Office, National Police Service, and the Judiciary among others, while reaching out to non-conventional funding sources to raise resources to complement the direct funding from the central government. This may include partnerships on specific activities/events with county governments.

The estimated budget under this Strategic Plan is Four Billion, One Hundred and Fifty Two Million, Four Hundred and Nine Thousand, Three Hundred and Twenty Two shillings (KES 4,152,409,322). The detailed estimates are as follows in Tables 7, 8 and 9 below.

Table 7: NCIC Summary Budget Estimates Per Key Result Area (July 2015 – June 2020)

PILLAR	KRA	Budget in KES per year					Total Amount (KES)
		15/16	16/17	17/18	18/19	19/20	
National Identity and values	A national culture and value system that upholds and inspires a Kenyan Identity	103,000,000	119,000,000	151,000,000	124,000,000	74,000,000	571,000,000
Peacebuilding, Reconciliation and Integration	Transformative Institutions, communities and structures that effectively employ peace building, reconciliation and integration mechanisms towards national cohesion	94,500,000	89,500,000	93,000,000	77,000,000	81,000,000	435,000,000
Policy and Legal	Practices and structures	53,500,000	59,500,000	50,000,000	50,000,000	30,000,000	243,000,000

Frameworks	that provide equal opportunity for all Kenyans irrespective of their political, ethnic, religious, national and racial orientation.						
Research and knowledge management	Increased knowledge on cohesion and integration	44,500,000	43,500,000	38,500,000	35,000,000	55,500,000	217,000,000
Organizational Development	A Commission that is visible, responsive, active, functional and effective in constantly delivering its mandate	358,820,612	413,720,612	456,592,673	694,618,941	762,656,485	2,686,409,322
TOTAL		644,320,612	725,220,612	789,092,673	980,618,941	1,013,156,485	**4,152,409,322**

Table 8: Projected Funding Flow for the Period 2015 - 2020

SOURCE OF FUNDS	2015/16	2016/17	2017/18	2018/19	2019/20	TOTAL
GoK	515,456,489.60	580,176,489.60	631,274,138.40	784,495,152.80	810,525,188.00	3,321,927,458.00
Development Partners	128,864,122.40	145,044,122.40	157,818,534.60	196,123,788.20	202,631,297.00	830,481,864.60
Total Per year	644,320,612.00	725,220,612.00	789,092,673.00	980,618,941.00	1,013,156,485.00	**4,152,409,322.00**

Table 9: NCIC Detailed Budget Estimates (July 2015 – June 2020)

KRA	Strategic Objective	Strategic Interventions	Activity	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Budget
A national culture and value system that upholds and inspires a Kenyan Identity	**Build and strengthen the capacity of institutions and the public to foster national identity and values**	***Promote cultural events across the country***	Support and participate community and institutional cultural events and festivals						**30,000,000**
		Promote celebration of national and international days to enhance national unity, cohesion and integration	Participate and celebrate National and International Days with significance to National Cohesion						**30,000,000**
		Mainstream cohesion and integration in institutions of	Build the capacity of teachers and education stakeholders on the establishment of Amani						**40,000,000**

KRA	Strategic Objective	Strategic Interventions	Activity	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Budget
		learning	Clubs and monitor their implementation						
			Conduct Cohesion Clinics in Institutions of Learning						**30,000,000**
			Infuse cohesion and integration principles in educational resources and tools						**6,000,000**
			Support and participate in the National Music Festivals						**7,500,000**
			Support and participate in the National Drama Festivals						**7,500,000**
			Support and participate in the Kenya Scouts Association (KSA) programmes and activities						**50,000,000**
		Promote Exchange programmes across diverse groups	Conduct five inter-ethnic exchange visits to promote peaceful coexistence, cohesion and integration						**9,000,000**
			Promote and facilitate five entrepreneurial initiatives across diverse groups						**9,000,000**
		Build the capacity	Training and sensitization						**35,000,000**

KRA	Strategic Objective	Strategic Interventions	Activity	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Budget
		of the communities, the public and private sectors on conflict transformation, cohesion and integration	of selected groups: CSOs, MDAs of county and national governments and the private sector on peace, national cohesion and integration						
			Participate in Agricultural Society of Kenya (ASK) shows						**15,000,000**
			Promote the Kenya Kwanza campaign in collaboration with Key stakeholders						**10,000,000**
			Identify and reward Cohesion role models as agents of effective transformation						**9,000,000**
			Sensitize political party office bearers on cohesion and integration principles and laws						**20,000,000**
			Sensitize actors in the criminal justice system on the offences under the NCI Act						**7,000,000**
			Sensitization on the use of the guideline on the inclusion of cohesion and integration principles into						**18,000,000**

KRA	Strategic Objective	Strategic Interventions	Activity	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Budget
			legislation						
		Develop and disseminate IEC materials on cohesion and integration	Publish and disseminate IEC materials to promote cohesion, national unity and integration(Posters, Brochures, Banners, Flyers, Stickers, Booklets, Reports)						**50,000,000**
			Develop and disseminate a Cohesion and Integration handbook						**3,000,000**
			Design, develop and disseminate publicity materials to promote cohesion and integration (T-shirts, Caps, Pens, Calendars, umbrellas, Diaries, Billboards etc.)						**60,000,000**
		Develop and disseminate media programmes to promote cohesion and integration	Develop and disseminate Radio programs, infomercials, TV programs and a Documentary on cohesion and integration						**100,000,000**
			Develop and disseminate print messages and advertisements on cohesion and integration						**25,000,000**

KRA	Strategic Objective	Strategic Interventions	Activity	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Budget
Transformative Institutions, communities and structures that effectively employ peace building, reconciliation and integration mechanisms towards national cohesion	**Promote national reconciliation, Peace Building, Cohesion and integration among the different ethnic, racial and religious groups of Kenya through awareness creation and other reconciliation approaches**	***Promote strategic partnerships and collaboration in cohesion building***	Undertake regular meetings with stakeholders on cohesion building						**5,000,000**
			Develop guidelines on establishing and sustenance of partnerships						**1,000,000**
		Promote inter and intra ethnic socio-economic activities that enhance national cohesion and integration	Support local art and talent that promotes cohesion and integration						**20,000,000**
			Conduct inter community sports tournaments to promote peaceful coexistence, cohesion and integration						**20,000,000**
			Develop and implement a youth peace, accountability and economic justice program that links on-going youth empowerment programs with peace building programs						**10,000,000**
		Document, facilitate and promote the use of ADR mechanism	Baseline survey of existing ADR Mechanisms						**5,000,000**

KRA	Strategic Objective	Strategic Interventions	Activity	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Budget
		to resolve disputes, build peace and promote reconciliation	Advocacy and sensitization forums with the government and community on the use ADR mechanism to resolve conflicts.						**10,000,000**
			Facilitate intra and inter-ethnic peace building and organic reconciliation dialogues						**100,000,000**
			Mediate disputes between and among communities and institutions						**50,000,000**
		Undertake and/or facilitate symposiums or debates in learning institutions on the themes of conflict transformation, reconciliation and dialogue	Support and participate in debates and symposiums						**30,000,000**

KRA	Strategic Objective	Strategic Interventions	Activity	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Budget
		Promote appropriate reparation mechanisms for the victims of ethnic violence	Set up and coordinate a technical committee to study the recommendations of the TJRC Report, develop an implementation framework, identify and mobilize resources required for implementation						**11,000,000**
			Take leadership in spearheading implementation of satisfaction and symbolic reparation including apologies, monuments, memorials and remembrance						**60,000,000**
			Capacity building on memorialization, reconciliation and healing						**10,000,000**
			Organize and participate in trauma and psychosocial support of the victims of violent conflict						**30,000,000**
			Conduct a study to establish the trends of						**20,000,000**

KRA	Strategic Objective	Strategic Interventions	Activity	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Budget
			radicalization to inform a rehabilitation and reintegration policy						
			Develop a portal on reporting radicalization and hate speech						5,000,000
			Design, and develop a reintegration and rehabilitation policy						5,000,000
			Establish an early warning and response mechanism on radicalization						10,000,000
			Advocate and support a national policy on reparations						3,000,000
		Promote early warning and early response mechanisms to avoid escalation of conflict into violence	Support cohesion and conflict monitors via Emergency Response Fund						30,000,000
Practices and structures that	**To develop enforcement mechanisms to ensure**	***Monitoring public spaces for detection of hate speech and ethnic contempt***	Monitor political rallies/electoral process for detection of hate speech and ethnic contempt						70,000,000

KRA	Strategic Objective	Strategic Interventions	Activity	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Budget
provide equal opportunity for all Kenyans irrespective of their political, ethnic, religious, national and racial orientation.	**compliance with constitutional provisions, and other legislations relating to cohesion and integration**		Monitor social gatherings for detection of hate speech and ethnic contempt						**10,000,000**
			Monitor mainstream and social media for detection of hate speech and ethnic contempt and						**70,000,000**
		Undertake investigations on ethnic or racial discrimination complaints in a timely and expeditious manner and make recommendations to relevant authority on the remedial measures	Build the technical competencies of the Commission to manage the complaints processing and handling mechanism						**5,000,000**
			Publicize the complaints reporting procedures in the communities						**10,000,000**
			Develop rules and regulations for complaints processing						**5,000,000**
			Develop regulations, rules and procedure for setting up a tribunal to hear and determine complaints						**3,000,000**
			Establish and maintain regional complaints desks						**6,000,000**

KRA	Strategic Objective	Strategic Interventions	Activity	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Budget
		Undertake cybercrime investigations	Identify and investigate violations of the NCI Act and relevant laws in cyberspace						**15,000,000**
			Establish a Cyber Crime Unit						**5,000,000**
		Develop rules, regulations and guidelines to operationalize the NCI Act and other relevant laws	Develop criteria for deciding whether any public office or officer has committed acts of discrimination on the ground of ethnicity or race						**8,000,000**
			Comparative analysis on the penalties to be imposed on any person for any breach of the provisions of the Constitution or of any law dealing with ethnicity						**5,000,000**
		Mainstreaming cohesion and integration in all national and county legislations	Undertake and facilitate the review of national and county legislation and administrative acts relating to or having implications for ethnic or race relations and equal opportunities						**16,000,000**

KRA	Strategic Objective	Strategic Interventions	Activity	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Budget
			Engage in public education and campaigns for legislation supporting equality and non-discrimination						**5,000,000**
			Institute public interest legislation to have any retrogressive laws at county and national level repealed on the basis that they are unconstitutional						**10,000,000**
Increased knowledge on cohesion and integration	**Undertake research and studies on any issue relating to ethnic affairs and make recommendations to the Government**	***Undertake audits of employees in public establishments***	Undertake ethnic and diversity audits of the civil service at national level						**6,000,000**
			Undertake ethnic and diversity audits of the 47 county governments						**10,000,000**
			Undertake ethnic and diversity audits of state corporations						**5,000,000**
			Undertake ethnic and diversity audits of Educational Institutions and Opportunities						**10,000,000**
			Establish and promote the use of an online ethnic auditing system by all						**20,000,000**

KRA	Strategic Objective	Strategic Interventions	Activity	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Budget
			public institutions						
			Develop and implement an accreditation system for compliance by public institutions						**9,000,000**
		Undertake audits of distribution of government services and facilities at the county and national levels	Establish a baseline of the distribution of social provisioning by government (disaggregated by county and nationally)						**10,000,000**
		Improve the quality of cohesion and integration research in the country	Promote academic research on aspects that affect ethnic and religious relations in Kenya						**7,000,000**
			Research the impact of decentralization of universities on cohesion and integration						**6,000,000**
		Inquiry and documentation	Establish the status of cohesion in Kenya (cohesion index)						**50,000,000**
			Establish a criteria for definition of ethnicity and categorization of ethnic communities and						**20,000,000**

KRA	Strategic Objective	Strategic Interventions	Activity	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Budget
			individuals in Kenya						
			Research on the ingredients of intra-ethnic cohesion in Kenya						9,000,000
			The creation of a Kenyan Culture						6,000,000
			Comparative study of the rules and regulations on stereotyping						9,000,000
			A rapid assessment on the impact of economic injustices on peace accountability among the youths						5,000,000
			Undertake a study on the relationship between names of places and ethnic violence						7,000,000
		Mapping of actors, issues and relationships in cohesion building	Undertake negative ethnicity hotspot mapping in the country						10,000,000
			Diversity Management of Ethnic Minorities in Kenya						8,000,000
			Xenophobia in Kenya: Actors, Issues and Interventions						10,000,000
A	**Enhance the**	***Strengthen***	Develop and implement a						5,000,000

KRA	Strategic Objective	Strategic Interventions	Activity	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Budget
Commission that is visible, responsive, active, functional and effective in constantly delivering its mandate	**competence of NCIC to effectively discharge its mandate as espoused in the National Cohesion and Integration Act (2008) in pursuance to the Constitution of Kenya (2010)**	***Communication and Knowledge Management***	communication strategy and policy	■	■	■	■	■	
			Set up an intranet to facilitate internal communication	■					**2,000,000**
			Training on video documentation and new media tools		■				**1,500,000**
			Stock and maintain the public resource centre	■	■	■	■	■	**3,000,000**
			Disseminate information and engage the public through the social media platforms (Facebook, Twitter, Website, Instagram etc.)	■	■	■	■	■	**1,000,000**
			Rebrand the Commission	■	■	■	■	■	**10,000,000**
		Strategic Planning, Monitoring and Evaluation	Develop an organizational strategic direction					■	**10,000,000**
			Undertake mid-term reviews			■			**3,000,000**
			Establish a monitoring, evaluation and reporting mechanism for cohesion, and peace building at the National and County levels	■	■	■	■	■	**12,000,000**

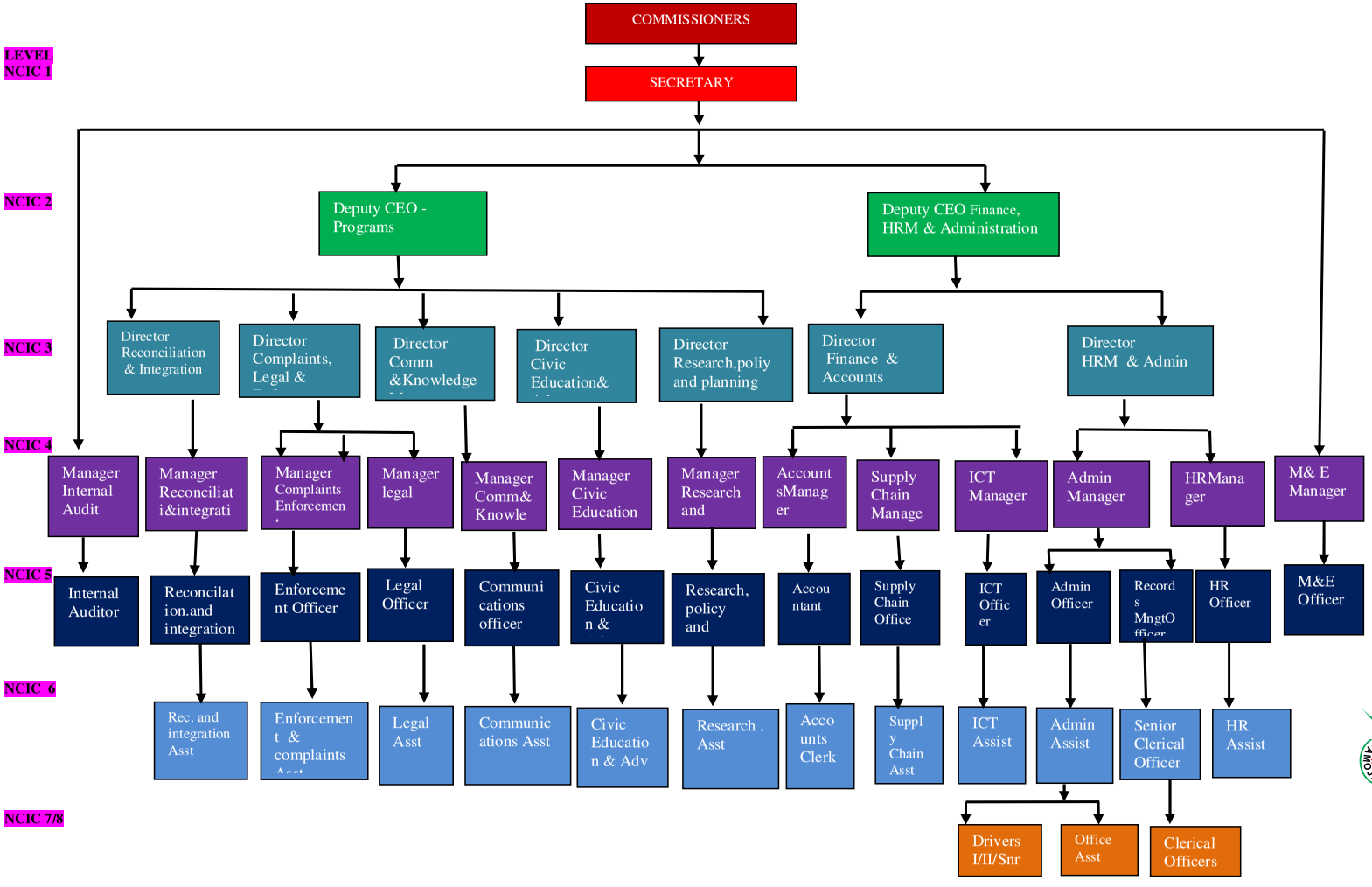
KRA	Strategic Objective	Strategic Interventions	Activity	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Budget
			Develop quarterly policy briefs on matters impacting on ethnic relations						7,500,000
			Develop a status report on the implementation of NCIC recommendations, publicise and follow up with stakeholders to execute the non-implemented recommendations						7,500,000
		Facilitate the development and implementation of functional organizational systems (policies, regulations and guidelines) and structures	Develop and maintain ICT security infrastructure and systems						50,000,000
			Develop and implement an internal Transport policy						5,000,000
			Develop and implement an internship policy						2,000,000
			Develop and disseminate an internal service charter						5,000,000
			Develop an integrated financial management system						60,000,000

KRA	Strategic Objective	Strategic Interventions	Activity	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Budget
			Develop and implement an internal code of conduct						3,000,000
			Develop and implement an internal Equality and diversity policy						1,000,000
			Develop tools to enhance the procurement process						6,000,000
		Strengthen human resource capacity and service delivery	Support staff and commissioners to undertake training						45,000,000
			Recruit qualified personnel						5,000,000
			Undertake performance management through performance contracting, staff sensitization and monitoring						8,000,000
			Offer Competitive terms of service with a career progression plan						4,500,000
			Promote ethical and professional conduct						10,000,000

KRA	Strategic Objective	Strategic Interventions	Activity	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Budget
			Induction of staff on government guidelines and Internal and external lobby meetings with treasury						**2,500,000**
			Salaries and emoluments						**824,820,600**
			Medical Insurance						**133,948,800**
			Recurrent expenditure						**809,085,000**
		Enhance corporate governance and risk management within the Commission	Train Commissioners and staff on Corporate Governance and Risk Management						**50,000,000**
			Conduct a risk analysis and develop an external assessment of the risk management and audit policy						**49,000,000**
		Enhance office ergonomics	Acquire additional office space (rent)						**158,184,772**
			Purchase own office premises						**358,000,000**
			Establish three regional offices to enhance nationwide presence and coverage						**36,000,000**

KRA	Strategic Objective	Strategic Interventions	Activity	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Budget
			Set up a tight security system in the office						**6,000,000**
		Enhance the financial capacity of the Commission	Organize lobby meetings with Government to increase budgetary allocation						**13,500,000**
			Advocate for donor funding with development partners						**9,000,000**
			Develop a Resource Mobilization and management strategy						**6,000,000**
	TOTAL								**4,152,409,322**

Appendix II **PROPOSED ORGANISATIONAL STRUCTURE FOR NATIONAL COHESION AND INTEGRATION**



One People - One Nation - One Destiny

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