



NATIONAL
COHESION AND
INTEGRATION
COMMISSION

National Cohesion and Integration Commission

PARLIAMENT
OF KENYA
LIBRARY





NATIONAL COHESION AND INTEGRATION COMMISSION

ANNUAL REPORT
July 2013 - June 2014

Published by:
National Cohesion and Integration Commission
P.O. Box 7055-00100
Nairobi, Kenya
www.cohesion.or.ke

Copyright ©2015
National Cohesion and Intergration Commission
All rights reserved.

ISBN No. 978-9966-044-08-2
NCIC Publication No 1/2015

OUR REF: NCIC/ADM/RPTS/VOL 2 (25)

21/07/2015

Hon. Joseph Nkaisery,

Cabinet Secretary,

Ministry of Interior and Coordination of National Government,

Harambee House, Harambee Avenue,

P. O. Box 30510 - 00100,

NAIROBI



Dear Sir,

RE: SUBMISSION OF THE NCIC 2013/2014 ANNUAL REPORT

Pursuant to the National Cohesion and Integration Act 2008, I have the pleasure of submitting to you the Annual Report of the National Cohesion and Integration Commission (NCIC) for the year July 2013 - June 2014. The Cabinet Secretary is required under section 41(4) of the Act to transmit the Annual Report of the Commission to the National Assembly within 30 days of its receipt, with any comments which the Cabinet Secretary considers necessary.

Yours faithfully,

A handwritten signature in blue ink, appearing to be "J. Nkaisery", written over a horizontal line.

Commission Secretary/CEO

Table of Contents

Abbreviations and Acronyms	v
Foreword	vi
Executive Summary	vii

Section One

Structure, Mandate, and Programmes of NCIC	1
1.1 Establishment of NCIC	1
1.2 The Structure of NCIC	1
1.3 Mandate and Powers of NCIC	1
1.4 Vision, Mission and Strategy	3
1.5 The Principles and Values of NCIC	4
1.6 Departments of NCIC	4
1.7 Budget and Funding	5
1.8 Partnership and Collaboration	6

Section Two

NCIC's Key Result Areas	7
2.1 Increased knowledge and transformational practice on national reconciliation, cohesion and integration	7
2.2 Elimination of all forms of ethnic, religious and racial discrimination in Kenya	17
2.3 Strengthening good governance and implementation of the Constitution through emphasis on equitable access to public resources	28
2.4 Promoting research and monitoring of the status and trends of national peace and stability and advising the relevant state agencies	31
2.5 Facilitating operationalization of laws, policies, and practices that counter ethnic, racial and religious tensions	34
2.6 Organizational Growth and Development	38

Section Three

Challenges and Recommendations 41

3.1 Challenges 41

3.2 Recommendations 43

Section Four

4.1 Financial Report 46

Section Five

5.1 Commissioners 76

5.2 NCIC Management Team 81

Abbreviations and Acronyms

ADR	- Alternative Dispute Resolution
ASK	- Agricultural Society of Kenya
DPCs	- District Peace Committees
DPP	- Director of Public Prosecutions
FBA	- Folke Bernadotte Academy
FBOs	- Faith Based Organisations
GIZ	- The Deutsche Gesellschaft für Internationale Zusammenarbeit
GPF	- Global Peace Foundation
GTZ	- German Technical Cooperation
IDPs	- Internally Displaced Persons
IEBC	- Independent Electoral and Boundaries Commission
IEC	- Information, Education and Communication
IJR	- Institute of Justice and Reconciliation
IPCRM	- Integrated Public Complaints Referral Mechanism
KICD	- Kenya Institute of Curriculum Development
KRA	- Key Result Area
M & E	- Monitoring and Evaluation
NCI Act	- National Cohesion and Integration Act, no. 12 of 2008
NCIC	- National Cohesion and Integration Commission
NSC	- National Steering Committee on Peace building and Conflict Management
SIDA	- Swedish International Development Agency
ToT	- Training of Trainers
UNDP	- United Nations Development Programme

Foreword

Kenya has been relatively stable in the recent past. However deep-rooted divisions still exist amongst a section of the citizenry. The ethnic competition for political power among the larger ethnic communities in Kenya still poses a serious cohesion challenge. The current devolved governance structure that has created forty seven county governments, if not carefully nurtured, may pose the potential to push divisions across counties and pronounce exclusion of those deemed not to belong to the county.

The desire to establish the National Cohesion and Intergration Commission (NCIC) was a blunt recognition that Kenya had many communities with diverse cultural practices and as many political affiliations that required a common rallying strategy to enhance cohesion amongst them. Fundamentally, the Commission has a functional relevance to invest the strengths of Kenyan diversity in a way that enhances national appreciation through strategies that build patriotism. This is the fifth Annual Report of the NCIC and covers the Commission's activities from 1st July 2013 to the year ended in 30th June 2014. The period under review saw the implementation of the devolved system of government bringing with it both challenges and opportunities for the Commission. To this end, a large number of the Commission's activities in the period under review worked towards anchoring the work of the Commission within county governments.

The Commission therefore, took deliberate measures to ensure that the relative calm prevailing before and during the election period was reinforced. This was especially so, in view of the need for an enabling environment to continue the implementation of the Constitution. The Commission also operated for the better part of the reporting period without Commissioners, whose term of office had ended on 30th September 2013.

I wish to acknowledge with appreciation the work of all our partners from community based organizations, civil society, government institutions, donors and the general public who have continued to work with the Commission in realizing its mandate. We look forward to strengthening these partnerships moving forward. Special thanks go to Commission staff for working tirelessly towards the implementation of the Commission's programmes and activities. The Commission will continue putting in place strategies that will nurture the national identity of the Kenyan people while providing systematic peace building and reconciliation structures that will inspire communities towards the realization of national values rather than individualistic tribal affiliations.



MR. HASSAN S. MOHAMED, OGW
COMMISSION SECRETARY

Executive Summary

This report is in fulfillment of the requirement of Section 41 of the NCI Act, on annual reports. The annual report covers Commission's activities for four quarters, commencing from 1st July 2013 to 31st June 2014. The report contains, in respect of the year to which it relates; a description of the activities of the Commission, such other statistical information as the Commission considers appropriate relating to complaints to the Commission, investigations by the Commission and reports by the Commission on the results of investigations, the financial statements of the Commission, and any other information relating to its functions that the Commission considers necessary. Furthermore, the report highlights initiatives towards the realization of cohesion and integration in Kenya. The report also includes the achievements, challenges, impediments and lessons learned within the period and makes recommendations to address those challenges.

The period under review was characterized by relative calm across the country following the high stakes elections of March 2013. Even though the pre and post election period was markedly peaceful, the elections were closely contested and consequently, the country was left divided along ethnic lines. This division was heightened by the Presidential election petition arising from the 2013 general election.

The devolved system of governance that came in to being with the new Constitution, was actualized after the March 2013 general election. This new development brought with it enormous opportunities as well as challenges. The County governments enabled the devolvement of power, resources and decision making to the devolved units. Despite all the benefits that the devolved units stood for and promised, they also brought forth new conflict dynamics, arising from competition between groups for power and resources. The conflicts between clans, groups and ethnic communities escalated with the creation of the devolved units and posed a serious threat to the realization of cohesion and national unity. The Commission therefore had its work cut out in view of the post election context and the realization of a smooth take off of the devolved system of government.

To enable it realize its mandate, the Commission structured its operations under five departments. These were Civic Education and Advocacy; Reconciliation and Integration; Complaints, Legal and Enforcement; Research, Policy and Planning and Finance, Administration and Human Resource. Each department had an advisory committee composed of three Commissioners, and was headed by a head of department who oversaw the implementation of the Commissions' works. The Commission forged partnership with relevant agencies, public institutions, state and non-state actors, development partners and the general public on various projects and programmes that focused on the realization of its six KRAs.

The Commission carried out intensive civic education campaign, by engaging with a wide range of Kenyans with messages promoting the importance of peaceful coexistence. The Commission also carried out a number of trainings on its mandate for key stakeholders. A wide range of Information, Education and Communication (IEC) material were developed to reinforce the Commission outreach programmes. The Commission carried out rigorous media campaign, in both print and electronic media in its quest to promote national cohesion and integration amongst Kenyans of different orientations.

The period under review saw a number of activities that focused on the county governments and in particular deliberate measures to ensure equality of opportunities at the both the county and national levels. The Commission continued to hold a number of county forums to engage citizens and leaders on issues of devolution and access to county recourses for all Kenyans. The Commission also carried out research on devolution and audit of public universities and recruitment at the County governments.

The Commission received a number of complaints on hate speech and discrimination along ethnic, religious and racial grounds. These complaints were investigated and those that fell under NCICs mandate were handed over to the office of the Director of Public prosecution (DPP). The Commission, in partnership with other state institutions, worked hard to remove administrative and legal impediments by analysing laws and policies to ensure full realization of rights by all Kenyans, and encouraging the ratification and implementation of international human rights conventions.

This report is divided into four sections. The first section captures in summary the structure, mandate and programmes of the Commission, and includes a brief on the cohesion and integration initiatives. The second section comprises of the thematic focus areas of the Commission's work. These thematic areas are the core of the work of the Commission. The thematic areas are crafted around six Key Results Areas (KRA's) and it is these KRAs that guide in developing programmes and activities. The section describes in detail achievements realized by the Commission as a result of the activities implemented within the reporting period.

Section three of the report captures in a comprehensive manner the challenges experienced by the Commission in implementing activities and programmes and recommendations on how to address the challenges. The fourth section provides an comprehensive financial report and accounts for the financial year 2013/2014. A brief on the profiles of the management team during the reporting period is also captured in section five.

Section One

Structure, Mandate and Programmes of NCIC

1.1 Establishment of NCIC

The National Cohesion and Integration Commission (NCIC) was established by NCI Act, No. 12 of 2008. The desire to establish NCIC was a blunt recognition that Kenya has many communities with diverse cultural practices and as many political affiliations that required a common rallying strategy to enhance cohesion amongst them. Fundamentally, NCIC, since inception in 2009, embodies the hopes of Kenyans from different walks of life, irrespective of their religion, racial, 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 build patriotism.

1.2 The Structure of NCIC

The Commission consists of the following:

i. Commissioners

- a) A Chairperson nominated by National Assembly and appointed by the President.
- b) Seven Commissioners nominated by the National Assembly and appointed by the President, and
- c) Three Ex- officio members namely:
 - The Chairperson of the Kenya National Commission on Human Rights
 - The Chairperson of the National Gender and Equality Commission
 - The Chairperson of the Commission on Administrative Justice (Office of the Ombudsman).

ii. Secretariat

The Secretariat is composed of the Commission Secretary who is the Chief Executive Officer, and other members of staff. At the end of the reporting period, there were 45 permanent members of staff. In addition, the Commission has an active internship and attachment programme,.

1.3 Mandate and Powers of NCIC

The object and purpose for which the Commission is established is to facilitate and promote equality of opportunity, good relations, harmony and peaceful coexistence between persons of different ethnic and racial communities of Kenya, and to advise the Government on all aspects thereof. Without prejudice the Commission shall:

- a. Promote the elimination of all forms of discrimination on the basis of ethnicity or race;
- b. Discourage persons, institutions, political parties and associations from advocating or promoting discrimination or discriminatory practices on the ground of ethnicity or race;
- c. Promote tolerance, understanding and acceptance of diversity in all aspects of national life and encourage full participation by all

ethnic communities in the social, economic, cultural and political life of other communities;

- d. Plan, supervise, co-ordinate and promote educational and training programmes to create public awareness, support and advancement of peace and harmony among ethnic communities and racial groups;
- e. Promote respect for religious, cultural, linguistic and other forms of diversity in a plural society;
- f. Promote equal access and enjoyment by persons of all ethnic communities and racial groups to public or other services and facilities provided by the Government;
- g. Promote arbitration, conciliation, mediation and similar forms of dispute resolution mechanisms in order to secure and enhance ethnic and racial harmony and peace;
- h. Investigate complaints of ethnic or racial discrimination and make recommendations to the Attorney-General, the Human Rights Commission or any other relevant authority on the remedial measures to be taken where such complaints are valid;
- i. Investigate on its own accord or on request from any institution, office, or person any issue affecting ethnic and racial relations;
- j. Identify and analyze factors inhibiting the attainment of harmonious relations between ethnic communities, particularly barriers to the participation of any ethnic community in social, economic, commercial, financial, cultural and political endeavors, and recommend to the Government and any other relevant public or private body how these factors should be overcome;
- k. Determine strategic priorities in all the socio-economic, political and development policies of the Government impacting on ethnic relations and advise on their implementation;
- l. Recommend to the Government criteria for deciding whether any public office or officer has committed acts of discrimination on the ground of ethnicity or race;
- m. Monitor and review all legislation and all administrative acts relating to or having implications for ethnic or race relations and equal opportunities and, from time to time, prepare and submit to the Government proposals for revision of such legislation and administrative acts;
- n. Initiate, lobby for and advocate for policy, legal or administrative reforms on issues affecting ethnic relations;
- o. Monitor and make recommendations to the Government and other relevant

- public and private sector bodies on factors inhibiting the development of harmonious relations between ethnic groups and on barriers to the participation of all ethnic groups in the social, economic, commercial, financial, cultural and political life of the people;
- p. Undertake research and studies and make recommendations to the Government on any issue relating to ethnic affairs including whether ethnic relations are improving;
 - q. Make recommendations on penalties to be imposed on any person for any breach of the provisions of the Constitution or of any law dealing with ethnicity;
 - r. Monitor and report to the National Assembly the status and success of implementation of its recommendations;
 - s. Issue notices directing persons or institutions involved in actions or conduct amounting to violations of human rights on the basis of ethnicity or race to stop such actions or conduct within a given period and;
 - t. Do all other acts and things as may be necessary to facilitate the efficient discharge of its functions.
- person or authority.
- ii. Shall publish the names of persons or institutions whose words or conduct may undermine or have undermined or contributed towards undermining good ethnic relations, or who are involved in ethnic discrimination or the propagation of ethnic hate.
 - iii. May enter into association with such other bodies or organizations within or outside Kenya as it may consider desirable or appropriate, and in furtherance of the purpose for which the Commission is established.
 - iv. The Commission shall have power to summon witnesses and to call for the production of books, plans and other documents and to examine witnesses and parties on oath.

1.4 Vision, Mission and Strategy

NCIC envisions "A Peaceful, United, Harmonious and Integrated Kenyan Society". Our mission is to facilitate and promote a Kenyan society whose values are harmonious and non-discriminatory for peaceful co-existence and integration.

The Commission's mandate is realized through six (6) KRAs as below:

- i. Increased knowledge and transformational practice on national reconciliation, cohesion and integration;
 - ii. Elimination of all forms of ethnic,
- In the discharge of its functions under this Act, the Commission:
- i. Shall not be subject to the direction or control of any other

religious and racial discrimination in Kenya;

- iii. Strengthening good governance and implementation of the new constitution through emphasis on equitable access to public resources;
- iv. Promoting research and monitoring of the status and trends of national peace and stability and advising the relevant state agencies;
- v. Facilitating operationalization of laws, policies, and practices that counter ethnic, racial and religious tensions; and
- vi. Organizational growth and development.

1.5 Principles and Values of NCIC

NCIC’s cardinal principle is zero tolerance to discrimination.

The core values are:

- i. Independent from the Executive, Judiciary and Legislature;
- ii. Objectivity in dealing with issues around discrimination;
- iii. High levels of integrity within the Commission;
- iv. Open door policy to all and sundry;
- v. Affirmative action for the vulnerable;
- vi. Inclusivity of all forms of diversity;
- vii. High degree of accountability and transparency and;
- viii. Tolerance to varied opinions,

beliefs and aspirations.

1.6 Departments of NCIC

The Key Result Areas and the mandate of the Commission are realized through departments which are guided by Committees convened by Commissioners. The following are the five departments in the Commission:

1.6.1 Finance and Administration Department

The Finance and Administration Department is the administrative arm of the Commission and it manages the finance, human resource, procurement and physical assets of the Commission. The Department is composed of five sections, namely: Accounts, Procurement, Information Communication Technology, Human Resource and Administration. In conducting the day to day activities, these sections are guided by the Constitution of Kenya, the National Cohesion and Integration Act 2008, The Government Financial Management Act No.5, 2004, the Government Financial Regulations among other laws, policies and procedures.

1.6.2 Civic Education and Advocacy Department

The Civic Education and Advocacy Department (CEAD) draws its mandate from the NCI Act section 25 (d). The department formulates, coordinates and implements educational, training and capacity building programmes that advance peace and harmony among ethnic communities and racial groups.

CEAD contributes to the attainment of Commission's mandate through programmes and activities that are aimed at promoting good relations, harmony and peaceful co-existence between persons of different ethnic and racial communities of Kenya. The department uses communication, advocacy, and outreach initiatives to promote active public participation in the advancement of tolerance, understanding and appreciation of diversity in all aspects of national life. The department also undertakes its work through Communication and Media relations; Network and Partnership.

1.6.3 Research, Policy and Planning Department

Pursuant to Sec 25(2) of the NCI Act, the Research Department, is mandated to offer empirical information geared towards informing interventions and policy direction. The translation of research findings into sustainable peaceful co-existence among different ethnic communities in Kenya remains a key component of the overall NCIC strategy.

Hence, the department seeks to collect, collate and synthesize information on various issues of interest to the Commission. In addition, the department seeks to translate theory into practice through policy development, planning and implementation. The department seeks to collaborate with researchers and analysts in academic and research institutions to develop tools, models and carry out high quality research to

enhance understanding of cohesion building.

1.6.4 Complaints, Legal and Enforcement Department

The Legal Department receives and investigates complaints on actions deemed to be in breach of the provisions of the NCI Act i.e. hate speech, discrimination based on ethnicity, victimization and harassment on basis of ethnicity, discrimination in employment, discrimination in access to and distribution of public resources among others and make recommendations to Parliament and other relevant government agencies. The department conducts Capacity Building to key stakeholders in the criminal justice system, media and relevant institutions including County Governments, Investigations on possible breach of the NCIC Act, Litigation and Conciliation.

1.6.5 Reconciliation and Integration Department

Pursuant to sections 25(1) of the NCI Act, the Reconciliation Department is responsible for promoting peaceful coexistence and community reconciliation. The department spearheads initiatives aimed at promoting inclusion, tolerance for diversity and equitable distribution of resources. The department uses community dialogue and peace building as well as, reconciliation tools to promote active public participation in governance, conflict prevention, peace building, reconciliation, and behavior change. The department hosts two key

programmes namely, Peace building Reconciliation.

1.7 Budget and Funding

The Commission was allocated Two Hundred and Six Million, Sixty Hundred and Fifty Eight Thousand Shillings (Kshs. 206,658,000) during the financial year 2013 /2014. The Commission maintained proper books of accounts with management ensuring preparation and fair presentation of financial statements in accordance with international financial reporting standards and enforced appropriate financial controls.

To bridge the financial gap due to limited funding from the Exchequer, the Commission solicited funds for programme support from the donor

community in line with Section 26 2(c) and Section 37 (c) of NCI Act.

1.8 Partnerships and Collaboration

In the period under review, the Commission's donor partners were: the United Nations Development Programme (UNDP), Swedish International Development Agency (SIDA). Other partners who supported the Commission, especially in reconciliation and integration were the Institute of Justice and Reconciliation (IJR) of South Africa and the Folke Bernadotte Academy (FBA), Sweden and Interpeace. Most of the donor funding was channelled through UNDP and SIDA.

Section Two

NCICs Key Result Areas

During the period under review, the Commission engaged in a number of activities and programmes that sought to facilitate the attainment of its six Key Result Areas (KRAs).

2.1 Increased Knowledge and Transformational Practice on National Reconciliation, Cohesion and Integration

Sections 25 (2)(d) of the National Cohesion and Integration (NCI) Act, 2008 mandates the Commission to plan, supervise, co-ordinate and promote educational and training programmes to create public awareness, support and advancement of peace and harmony among ethnic communities and racial groups. The Commission therefore established the processes to sensitize the public on matters of positive ethnicity, nationhood and inclusivity through advocacy on national reconciliation, cohesion and integration. In this regard, the Commission partnered with various strategic partners to nurture values and practices that would go a long way in promoting respect for diversity and a national identity to facilitate knowledge increase and transitional practice on national reconciliation, cohesion and integration.

The Commission initiated a number of programmes and activities to influence the public on matter of positive ethnicity, nationhood and inclusivity.

NCIC was able to engage, interact and exchange ideas with the public and create awareness about the Commission's mandate. The interactions opened an opportunity for dialogue on key tenets of non-discrimination on the basis of ethnicity, race, religion and social origin to achieve reconciliation, cohesion and integration. The capacity of key actors to

apply principles of national reconciliation, cohesion and integration was enhanced to upscale the awareness on peaceful co-existence.

2.1.1 Supporting Drama and Music Festivals

Co-curricular activities are strategic platforms for mainstreaming national cohesion and integration issues within the education sector. These platforms bring together teachers, students and other stakeholders from different ethnic, racial and religious, orientations and offer an opportunity to progressively incorporated as agents of national cohesion and integration.

In view of the above, the Commission sponsored the 87th edition of the Kenya National Music Festivals, 2013 whose theme was *'Enhancing Unity in Diversity'*. In addition, the Commission supported the Regional Drama Festivals in Rift Valley, Aberdare, Northern and Metropolitan regions. NCIC was once again the a thematic sponsor of the 55th edition of Annual Kenya Schools and Colleges National Drama Festivals whose theme was *"Celebrating our Diversity for National Unity."*

Participation and sponsorship of the Drama and Music festivals entrenched the messaging of cohesion and integration throughout the local, regional and national competitions. The festivals also



Participants during National Music and Drama Festivals

enabled sensitization of participants (students, teachers and parents) on the work of the Commission.

2.1.2 Sponsorship of Cultural Events and Festivals

The Commission considers cultural events and festivals as important forums for exploring challenges and possible solutions to cohesion and integration issues. The NCIC thus focused on the wide range of opportunities provided by cultural events that brought together people of diverse orientations. It is in this regard that the Commission sponsored and participated in the following cultural events and festivals:

i. The Kalacha Food Festival

The Commission in partnership with the Kivulini Trust co-sponsored the second Kalacha Cultural Food and Music Festival which was held in Kalacha, Marsabit County. The festival brought together pastoralists, fisher folk, hunter gatherer, metal artisans and agricultural communities of the region to share and



Performances during Kalacha Festival

groups and consequently improving peaceful co-existence. Participants were also sensitized on the work of the Commission.

ii. Loiyangalani Cultural Festival

The Commission co-sponsored the 7th Lake Turkana Cultural Festival held in Loiyangalani, Marsabit County. The theme of the festival was “mobilizing cultural diversity for cohesion and socio-economic development”. The festival were

aimed at promoting cross-cultural interaction, promote cooperation and better understanding by enabling people embrace cultural diversity and overcome stereotypes and negative ethnicity. Loiyangalani festivals sought to promote culture as means of economic empowerment through shared and eco-friendly use of natural resources. The cultural festival gave participating communities an opportunity for cross-cultural interaction, cooperation and exchange. The festival has also served as a building block of peace helping foster mutual understanding between local communities. The festival offered an avenue for the Commission to interact with community elders in the delivery of peace messages.



Samburu Morans performing a dance.

2.1.3 Participation in Agricultural Society of Kenya (ASK) shows

The Commission continues to utilize the ASK shows as a platform to reach to the public. The ASK shows are held in various counties and regions, including the International show being held in Nairobi. The ASK shows attract diverse communities and groups and therefore, offer a wide reach for civic engagement. In 2013, the Commission participated in regional ASK shows that were held in Nyeri, Kabarnet and Garissa counties. The shows encouraged free and open dialogue between the public and the Commission on the discourses of ethnicity, nationhood, cohesion, integration and other related issues.



An advert of Lake Turkana Cultural Festival

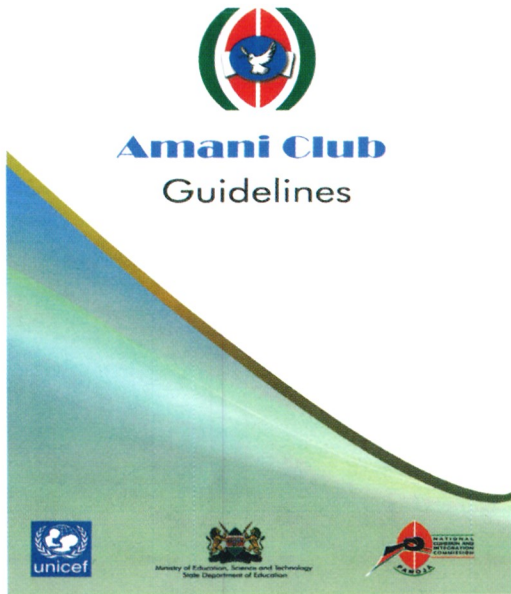


NCIC CEO and staff during ASK Show in Kabarnet

2.1.4 Establishment of Amani Clubs in Educational Institutions

The Commission in partnership with the Ministry of Education, Science and Technology developed the guidelines for the establishment of the Peace (*Amani*) Clubs, in educational institutions. The overall goal of the *Amani* Clubs is to promote good relations, harmony and peaceful co-existence amongst students, school management and their neighbouring communities.

The Guidelines are expected to serve as a standard reference document for the establishment and operationalization of Peace Clubs in schools in a structured and coherent manner. Through the establishment of the clubs it is envisaged that appropriate values, skills and attitudes will be inculcated among the youth enabling them to confront negative ethnicity thereby reducing conflicts among students.



The Amani Clubs Guidelines



NCIC to roll out peace clubs in public schools

Mohammed says the programme will ensure learners understand the value of peace

by NICHOLAS CHIRIBWA

The National Cohesion and Integration Commission (NCIC) has announced that it will roll out peace clubs in public schools across the country. The initiative is part of the NCIC's broader efforts to promote national unity and peaceful co-existence among the Kenyan people.

NCIC Chairman, Mohammed Ali, said the programme is a key component of the NCIC's strategy to address the root causes of conflict and promote a culture of peace. He emphasized that the programme will focus on teaching students the values of tolerance, respect, and non-violence.

The programme will be implemented in a structured and coherent manner, with the NCIC providing the necessary support and resources. The goal is to ensure that all students in public schools have access to the programme and that it is integrated into the school curriculum.

The NCIC will also be working closely with the Ministry of Education, Science and Technology to ensure the smooth implementation of the programme. The NCIC will be monitoring the progress of the programme and reporting to the public on its achievements.

Media coverage on the roll out of Amani Clubs

2.1.5 Youth Engagement to Promote Cohesion and Integration

- i. Facilitation of the Annual Kenya Red Cross Society Youth Camp and Humanity Charity Walk

The Kenya Red Cross Society under the Department of Organization Development has a programme which facilitates youth in branches to conduct inter-branch exchange programs. In this regard, the Commission partnered with the Nyeri branch of the Kenya Red Cross Society to organize for an annual youth empowerment camp as well as the humanity charity walk.

The youth empowerment camp was held from 23rd to 27th April 2014 at Mt. Kenya Leisure Lodge, Naru Moru in Nyeri County. The camp was attended by fifty (50) Red Cross Society's youth volunteers, members and leaders from Nyeri, Murang'a, Thika, Laikipia, Nairobi and Machakos branches. The theme of

the camp was *"Developing the Culture of Volunteerism through Unity in Diversity"*. Participants were taken through several topics, including the role of youths in promoting national cohesion and integration and conflict management strategies. They also did team building exercises and trained in a number of life skills. The humanity walk, whose objective was *"To facilitate and promote a Kenyan Society whose Values are Harmonious and Non Discriminatory for Peaceful Co-existence and Integration"* was held on 17th May, 2014.



Flagging off The humanity charity walk in Nyeri

Both the youth empowerment camp and the humanity charity walk provided the Commission with a platform to create public awareness about its mandate, core function, its achievements and challenges. The Commission got the opportunity to exhibit on its programmes and activities. Participants undertook to mainstream national cohesion and integration in their activities.

ii. Training of Youth leaders from Nakuru and Turkana Counties

The Commission in collaboration with the Global Peace Foundation (GPF) and

United Generation (U-GEN) conducted a capacity building workshop for youth leaders between the 9th and 11th of October, 2013 at YMCA, Nakuru. The purpose of the workshop was to provide the youth with the ownership of the peace process in their respective counties. Some 54 young leaders from Nakuru and Turkana Counties were trained on conflict management and resolution, strategies for improving their livelihoods by engaging in Income Generating Activities (IGAs), enhancing of social entrepreneurship by making a difference in their communities, and strategies for enhancing community dialogue and creating credible leaders as peace ambassadors. They were tasked with the responsibility of coming up with viable projects that would entrench cohesion and integration in their respective communities. The Commission got a platform to create public awareness about its mandate, the Mission and Vision, core function, and its programmes and activities.



Participants during the Youth Training

iii. Sports for Peace Campaign

Sports is a powerful tool to promote peace, tolerance and understanding by

bringing people together across boundaries, cultures and religions. Its intrinsic values such as teamwork, fairness, discipline, respect for the opponent and the rules of the game are understood all over the world and can be harnessed in the advancement of solidarity, social cohesion and peaceful coexistence. Football sport represents a flexible and cost-effective medium for peace building as well as conflict prevention as it is capable of conveying basic rules and essential values of peaceful coexistence – such as tolerance, team spirit, loyalty and fair play. In addition, football is especially suitable to form character skills because it gives the value of discipline, endurance, courage and self-motivation.

Commission strongly believes in utilisation of sports as an effective medium to promote peaceful coexistence among communities and in particular the youth. It is in this regard that the Commission organised a peace football tournament targeting twenty football teams in Garissa County. The tournament was aimed at promoting peace among the youth and the general public in a region that has experienced conflicts. The Commission also sponsored a football match in Kericho County that brought together youths from Kisumu and Kericho Counties. The football match was aimed at promoting reconciliation among conflicting communities in Kericho and Kisumu border. These engagements increased awareness among the youth on the importance of peaceful coexistence and appreciation of diversity for sustainable peace and development to be realised.



Youth from Nyakach and Kericho West sub county after the football match

2.1.6 Promoting National Identity and Values through Music

The Commission underscores the importance of music as a strategy to promote peace and cohesion in the country. During the reporting period, the Commission engaged musicians from seventeen (17) ethnic groups to develop songs that promote diversity, national cohesion and peaceful co-existence among different communities. The peace songs have been provided a powerful advocacy tool enabling awareness





Some of the Music for Peace by Musicians from different ethnic communities

creation among multiple audiences and consequently enhancing tolerance and peaceful co-existence.

2.1.7 Public Outreach using Radio Messages

In the period under review, the Commission engaged the public by running peace messages and community radio activities in Radio Salaam, Baraka FM and Radio Kaya targeting the coast region. The radio messages were aimed at enhancing knowledge and understanding of the importance of peaceful co-existence and getting rid of negative ethnicity for sustainable development. The targeted radio programmes enhanced outreach thus increasing awareness and promotion of national peace, cohesion and integration.

2.1.8 Development of Information, Education and Communication (IEC) Materials

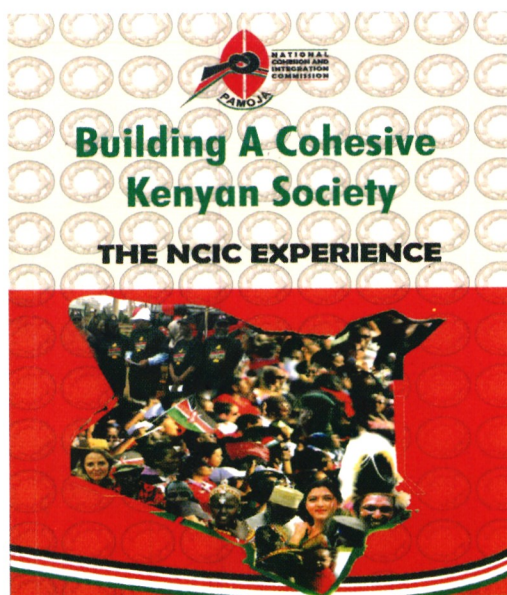
To promote communication and knowledge management, the Commission coordinated the development of a wide range of IEC materials. The IEC Materials formed a key component for targeting and engagement with the mass audience. Through the IEC Materials, NCIC enhanced its public outreach and visibility.



Some of the IEC and publicity materials developed and disseminated

2.1.9 Production of Cohesion and Integration Success Stories

During the reporting period the Commission developed and published its' achievements as well as the challenges and lessons learnt since inception in a publication titled *"Building a Cohesive Society - The NCIC Experience"*. The documentation of the achievements arose from the need to provide concise information that would help Kenyans to understand and appreciate the true nature of the work of the Commission, and enable harnessing public support in its work. The document has also enabled the commission adopt new strategies informed by the lessons learnt.



The publication on Building a Cohesive Society in Kenya.

2.1.10 Engagements with Stakeholders to Promote National Cohesion

The Commission made significant contribution to issues of peace building, conflict management, reconciliation and national cohesion through facilitating meetings, forums, workshops and/or conferences. This was done through offering technical expertise on relevant matters. In the period under review, the Commission engaged in the following activities:

i. UNDP ADR Stakeholders Workshop

The Commission participated at the Alternative Dispute Resolution (ADR) stakeholders workshop organized by UNDP. The workshop was aimed at evaluating stakeholders involved in ADR mechanisms in the country. This was the final process of the assessments of ADR results exercise

that saw the UNDP Independent office of evaluation present the evaluation results to the stakeholders. Participants in the workshop were able to directly engage and exchange views on the success of the UNDP programmes. The Commission also got an opportunity to widen its base of stakeholders in ADR and also sensitize more institutions on its mandate.

ii. African Alliance for Peace Summit (AAPS) Workshop

The African Alliance for Peace (AAP) is a platform that targets Ministries and Departments from various African countries. Growing out of the Global Alliance for Ministries and Infrastructures of Peace (GAMIP), it includes members from Rwanda, Senegal, Uganda, and South Africa, Sierra Leone, Ghana, Nigeria, Democratic Republic of Congo, and Cameroon, and continues to grow. Its aim is promoting peace education in our communities.

The Commission participated in 3rd AAPS workshop that was held in Kigali, Rwanda. The objective of the workshop was to deepen the understanding of peace education, creating awareness of different approaches used by peace educators from various countries, proposing an effective curriculum for peace education programmes in Africa and to learn about the Rwanda genocide experience. The Summit brought together 62 participants from 11 countries that were able to share their peace education strategies in their communities. The Commission presented a Paper on Infrastructure for Peace in Kenya and the Role of NCIC in promoting National cohesion and Integration in Kenya. Key achievements of the workshop was establishment of a new steering committee that had a representative from

NCIC and settling on Kenya as the venue of the upcoming workshop that will be held in 2016.



Some of the participants of the 3rd AAPS

iii. Eldoret Peace Stakeholders Meeting

The Commission acknowledges the role that women play in peacebuilding especially in areas that are prone to conflict or those that bore the brunt of conflict. It is with this background that the Commission in collaboration with the Majority Whip-Senate, Hon. Beatrice Elachi, organized a peace meeting with women drawn from Faith Based Organisations (FBOs), Community Based Organisations (CBOs) and other stakeholders in the peace sector. The aim was to evaluate peace efforts undertaken in Uasin Gishu County. Participants were sensitized on the Commission's mandate. Further, peace efforts undertaken were shared and it was resolved that more support to institutions supporting women peacebuilding initiatives need to be put in place.

iv. Marsabit County Professionals' Meeting

The Commission encourages contribution of an array of stakeholders in issues of national cohesion. Marsabit

County had experienced conflicts that raised ethnic tensions amongst communities living in the County. It is with this background that the Commission organized a meeting that brought together 100 professionals from the Marsabit County. The objective of the meeting was to brief them on the peace process and the humanitarian interventions undertaken in partnership with other institutions. The Commission was able to share and offer expertise on sustainable strategies of promoting lasting peace in the County.

v. National Council of Elders Meeting

Community elders play a key role in solving conflicts at the community level. The Commission has been partnering with community elders to bring harmony among communities in conflict. The National Council of Elders is a platform having representatives from majority of the Counties. To support their initiatives, the Commission facilitated their meeting that was held in Nairobi that sought to discuss issues touching on Peace and Cohesion. Sixty elders from across the country attended the meeting. The elders issued a press statement that encouraged Kenyans to co-exist peacefully and not to be divided by political differences.

2.1.11 Capacity Building on Peace Building and Reconciliation

i. Training of Trainers on Facilitating Community Reconciliation Dialogues

As part of its lasting contribution to capacity building and skills transfer in Kenya, the NCIC-FBA-IJR tripartite Project conducted two Training of Trainers (ToT) that targeted alumni of the Facilitation of Reconciliation Dialogue Courses that had also been conducted by the same project. The participants were individuals who had been involved in reconciling communities through dialogue and have the passion to pass on similar skills to individuals and organizations working in the reconciliation, peace, transitional justice and human rights sectors. The objective of the ToTs Course was to build the capacity of individuals and civil society organizations to facilitate a Reconciliation Dialogue Training and establishing a core group of individuals and civil society actors who will form a network of practitioners with a specific focus on inter/

intra-community reconciliation.

From the trainings, a total of forty eight (48) people were trained. A loose network of alumni was formed so that alumni can share experiences and expertise while working in their various Counties. The trainings also made it possible for the project partners to validate the Draft Handbook on Reconciliation in Kenya that will be produced by the partners.



Participants during the training of trainers

2.2 Elimination of all Forms of Ethnic, Racial and Religious Discrimination in Kenya

Kenya is a country of diverse ethnic, racial and religious orientations. This calls for deliberate efforts to ensure appreciation of diversity and inclusion in all aspects of governance processes. The Commission places importance in respect of all persons irrespective of their ethnic, racial, religious and social origin. It is in view of this that it has engaged in the development of policies and laws that promote equality amongst all Kenyans.

Intervention at policy level was aimed to ensure that adoption of practices and procedures in public service delivery were not seen as discriminatory, but instead create an opportunity to eliminate discriminatory practices that counter national unity.

During the reporting period, the Commission undertook the following initiatives aimed at eliminating all forms of discrimination based on ethnic, racial, religious and social origin in Kenya.

2.2.1 Peace Forums on Conflict Management and Resolution

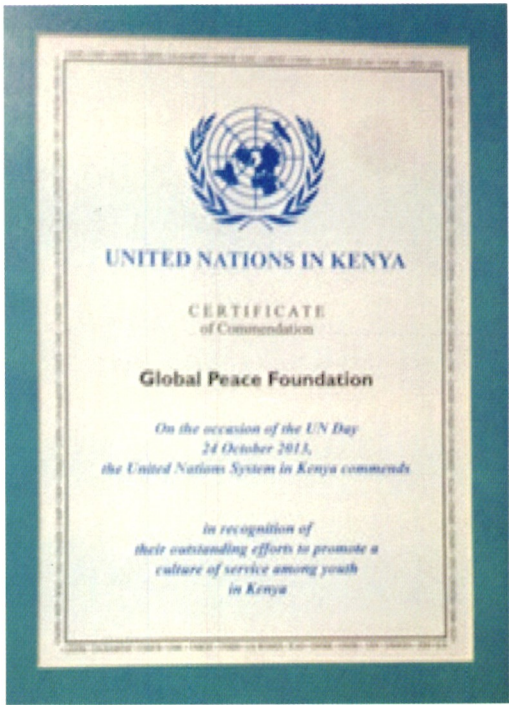
The Commission engaged several Counties in promoting national cohesion during the period under review. These engagements were informed by the nature of issues disrupting the status of peace in the specific Counties. Approaches used in these engagements included dialogue forums, mediation meetings, public barazas and workshops.

(A) Intra County Forums

i. Nairobi County

Under the NCIC-FBA-IJR tripartite project and in partnership with Global Peace Foundation (GPF), the partners organized a series of dialogue meetings targeting landlords and tenants residing in Mathare slums in Nairobi County. GPF is one of the beneficiaries of the Facilitation of Reconciliation Dialogue trainings. The Mathare slums tension had taken an ethnic dimension prompting the intervention of the Commission. From the series of dialogue meetings, a community action group that was composed of tenants, landlords, business men, local administrators and security personnel was formed. The dialogue process was commended by the United Nations and GP was able to receive an award courtesy of NCIC and partners capacity building.





Participants in the Mathare dialogue meetings and the UN recommendation to GP

In Kibera slums, the Commission under the NCIC-FBA-IJR Project partnered with Lang'ata Youth Networks with a view of promoting peace and cohesion between different communities based in the area. Three dialogue consultative forums were held and from these dialogues issues causing tensions in the area were highlighted. These included political differences, historical injustices bordering on land and the tenant and landlord relationship. It was agreed that tenants and landlords will need to meet their obligations; stereotypes will need to be toned down and criminals to be held responsible and not the community. The dialogue was able to spark a conversation on twitter via twitter handle #KiberaDialogues.



Photo showing the FBA delegation led by the FBA Director General, Sven Erik Soder during a visit to Kibra

ii. Laikipia County

Cattle rustling, proliferation of Small Arms and Light Weapons (SALW), non-resettlement of Internally Displaced Persons (IDPs), unequal distribution of resources among others have caused tensions amongst Kikuyus, Maasais, Kalenjins, Turkana, Samburu and Pokot communities in Laikipia County. It is in light of this that the Commission through its FBA and IJR partners facilitated a meeting of the Laikipia Turkana Council of elders. This was a series of dialogue meetings that culminated to a joint dialogue forum that brought elders from

all the communities living in Laikipia county. From the meeting an all inclusive council of elders to be known as Laikipia Council of elders was proposed to be formed.



Participants during Laikipia dialogue meetings

iii. Nakuru County

Internal Displacement and Policy Centre supported by the NCIC-FBA-IJR project held a series of dialogue meetings in Banita, Nakuru, to provide an environment of peaceful co-existence between the resettled IDPs and host communities. IDPs were mainly from the Kikuyu and Luhya community while the hosts are from the Kalenjin community. The key issue causing tension was the resettlement and allocation of land. From the series of meetings, it was agreed that a committee comprising of ten elders from each ethnic group residing

in Banita be established to address the issue of resettlement including historical injustices and way forward. The participants acknowledged the importance of the process as for the first time two key protagonists in Banita were able to have a joint meeting.



Participants at a dialogue meeting in Nakuru

iv. Tana River County

Juhudi Community Support Center based in Tana River County with the support of NCIC and its partners, IJR and FBA, conducted three community mobilisation and sensitisation meetings targeting the Pokomo, Orma and Wardei ethnic communities. The objective of the meetings were to initiate a genuine reconciliation peace process in Tana River that sought to peacefully resolve conflicts. Some of the issues identified as causing tensions among these communities included invasion of farmlands by pastoralists, increase in population leading to interference with waterways (Malkas), weak community structures such as the council of elders that can be used to solve conflicts at the community level. Participants in the meeting agreed to form a representative council of elders and to open Malkas that had been closed. A week after the

meeting, two water ways were opened as a result of the initiatives.



Participants following proceedings during one of the dialogue meetings in Tana River

v. Trans Nzoia County

Peace Rights Programme under the NCIC-FBA-IJR project conducted consultative dialogue forums with an objective to promote healing, reconciliation and peaceful coexistence among the communities leaving in Trans Nzoia and Bungoma Counties through inter community dialogue forums. The forum also sought to reduce prejudices, mistrust and misconceptions among the Kikuyu, Bukusu, Sabaot and Teso communities. Elders from the four communities attended. Also in attendance were the Governor, Senator and County commissioner. Issues that cause tension among the ethnic groups included stereotyping, political differences, land issues, prejudices and renaming of areas according to origins of foreigners. It was resolved that a council of elders that will include all ethnic groups from the county be established; renaming of places be abolished and residents promote community policing.



Trans Nzoia Governor His Excellency Khaemba



Participants addressing the audience

vi. Garissa County

Garissa Mediation Council in partnership with the Commission and its partners, FBA and IJR, held a series of dialogue meetings that sought to foster cohesion between the Abdwak and Aulian clans. The forum highlighted issues that caused conflict such as pasture and water, political differences, boundary disputes and high levels of insecurity. It was recommended that communities engage in continuous dialogue as a way forward in uniting the two clans.

Months after the series of dialogue forums, conflict erupted again between the two clans. This prompted the Commission to facilitate a meeting



Participants during the Garissa dialogue meeting

between the two clans based in Kabobey settlement. The meeting brought together the council of elders, political leaders, women leaders, youth leaders, religious leaders and other stakeholders from Garissa County Government led by the Governor. The meeting aimed at resolving the persistent ownership dispute of Kabobey sub-location by the Aulian and Abduwak clans. After two day deliberations the meeting came up with seven point resolution signed by representatives of the two clans and witnessed by Commission addressing sticky short and long-term issues.



Hon. Yusuf Hajji, Senator Garissa County addressing the participants.

vii. Murang'a County

AMKA Space for Women Creativity with the support from NCIC-FBA-IJR conducted

dialogue forums in Murang'a county that sought to interrogate issues that have caused lack of co-existence amongst the communities and security agents. Separate dialogue meetings targeting the youth, women and elders were held. These culminated to a joint meeting bringing all the three groups together. Participants identified high insecurity incidences, high unemployment rates, high poverty levels, neglect of the boy child and drug abuse as factors contributing to the high levels of insecurity leading to bad relationships between community and security agents. Participants agreed that it will be important to form community security groups to supplement community policing and encourage creation of more income generating opportunities.

A follow up meeting was done two months after the meeting to establish the status of implementation of the recommendation and it was established that the some of the community members had embraced the concept of community policing because several arrests had been made as a result of the meeting.



NCIC and FBA representatives and Participants, during a meeting in Murang'a

viii. Kajiado County

Under the FBA-IJR-NCIC project, the Commission partnered with Tumaini Support Group to meet with indigenous land owners and relevant stakeholders in the County to analyse the impact of selling land to other communities and its effects on peaceful coexistence. It was noted that further sub division of land in light of an ever expanding population, renaming of places based on ethnic origin of non-indigenous communities, political differences and disrespect of the land buyers to the hosts, could influence negatively the status of peace in Kajiado County. From the meeting, it was proposed that a steering reconciliation committee should be formed to ensure that recommendations from the forums are implemented. The participants also agreed to desist from renaming places according to their ethnic origins. Immediately after the meeting, land transactions were stopped and various stakeholders consulted to ensure participatory processes.



Participants/proceedings of the Kajiado dialogue forum

ix. Embu County

The political turmoil in Embu County that led to impeachment and re-impeachment of the Embu Governor had created animosity between Embus and Mbeeres. NCIC in collaboration with the National Steering Committee on Peace Building & Conflict Management (NSC) and the office of the County Commissioner engaged the youth, women, clergy and other stakeholders in a three day forum that sought to forge sustainable ways of reducing the ethnic tensions as a result of

the political differences. Participants held separate meetings during the three days and resolved the need for tolerance when dealing with political matters. The youth were urged not to be manipulated by politicians into causing havoc in the community.

x. Mandera County

Following a spate of violent conflict between Garre and Degodia Communities in Mandera County, NCIC has been facilitating mediation meetings with political and religious leaders from the Northland Region. The meetings were aimed to strengthen interventions for promoting peace and cohesion between the Garre and Degodia clans. As a result of these meetings, a peace agreement was signed on 23rd June, 2013 between representatives from the two communities. The signing of this agreement led to a significant reduction of incidences of clan conflict in the County.

The region had attracted continued technical and financial support from the Commission. Community and political leaders from the neighbouring counties of Wajir and Garissa have helped in the mediation of the conflict that led to cessation of violent conflict. The local administration specifically the chiefs and their assistants were given the responsibility of being accountable for security related matters on an ongoing basis. The county government facilitated the return of IDPs to their original homes where they are presently living peacefully with the other communities. Roads that had been previously blocked by militia

were cleared for use. The communities, through the elders, provided counseling services to traumatized victims of the violence for community healing.

The Commission further facilitated a political and religious leaders meeting in April 2014 with an objective of strengthening the peace efforts being undertaken in Mandera County due to frequent violent clan conflict spitting Garreh and Degodia clans. The meeting resulted in the signing of an inclusive community social contract.

To promote sustainable peaceful co-existence in Mandera, the Commission partnered with an International Organisation called Inter-peace in a project that sought to embrace a participatory approach where the communities/individuals are encouraged to expose, discuss their problems and develop alternatives for the same. The methodology of Inter-peace presumes that people know and understand realities around them and can utilize the knowledge to transform reality. Project participants are involved in the process of developing the aims, objectives and research directions for societal change. Under the project with Inter-peace, the NCIC staff were first oriented on the participatory research approach to peace building and shared specific peace building methodologies and tools relevant to the Mandera context. In addition, the project conducted a Mandera pilot process design workshop that developed an action plan which included undertaking a literature review of the Mandera conflict situation and mapping of

stakeholders. Implementation of the project is ongoing.



Participants during the pilot process design workshop

xi. Narok County

Narok County has over the years been faced with recurrence of inter and intra ethnic conflict and violence between the different ethnic groups residing in the county. The County had witnessed land grievances pitting the different Maasai clans (Siria, Moitanik and Uasin Gishu) and between the Maasai, the Kipsigis and the Kuria that sometimes took ethnic lines. It is in this view of this that the Commission facilitated three days peace meetings, from 21st to 23rd of August 2013, in order to allow elders to iron out the differences between their clans and communities respectively. The meetings were attended by, among others, the Transmara West Deputy County Commissioner, all senior assistant county commissioners in Transmara West, District land registrar, District Peace Committee (DPC) members, District Security Intelligence Officers and staff from the NCIC. Two facilitators were invited by the Commission to share their experiences in the dispute resolution of Nakuru between the Kikuyu and Kalenjin.

They talked to the elders asking them to take responsibility of their communities.

During the peace meetings, elders deliberated on land adjudication challenges witnessed in Moita farm and Masurura area; land demarcation in Shartuka and Olalui group ranch; community settlement at the Murumbi farm; and the occupation of Kailolong/ Ang'ata /Barikoi Farm. The meeting resolved that for those areas whose matters were still pending in court, the parties concerned should refrain

from any forms of aggression as they wait for the court's verdict. Meanwhile, it was agreed that the residents and neighbours of disputed land should also co-exist peacefully and inform the Provincial Administration of any irregular activities. Participants also recommended for the establishment of boundary committees comprising of land officials, public administration, and elders from both communities to handle arising and easy boundary disputes. The DPCs were urged to conduct a series of peace talks while the Public Administration maintains law and order.

DAILY NATION
Monday August 16, 2013

DISPUTE | Leaders accused of favouring their kinsmen

Tension as clans tussle over land

Cohesion team tries to broker deal among Siria, Uasin Gishu and Moitanik groups each claiming ancestral rights

BY GEORGE SAVAGE
george.savage@kenya.com

Tension is rising among the Maasai clans in Transmara West, District land registrar, District Peace Committee (DPC) members, District Security Intelligence Officers and staff from the NCIC. Two facilitators were invited by the Commission to share their experiences in the dispute resolution of Nakuru between the Kikuyu and Kalenjin.

In a meeting organized by the National Cohesion and Integration Commission (NCIC) in Kilgus, Moitanik and Siria clans respectively to acquire land under questionable grounds.

What's alleged: Politicians asked to keep off key issue

Leaders from the Maasai community gathered in a hall on Monday to discuss a land dispute with a farmer's society, but the politicians were asked to keep off the issue. The group had been clearing a clearing of land to build a house, while the land is held under illegal farmers, but according to the chairman, George Savage, they are happy with the decision issued by President Uhuru Kenyatta to compensate them when he ruled the area President Kenyatta appointed a committee to look into the problem facing them.

The dispute said land was held under illegal farmers, but according to the chairman, George Savage, they are happy with the decision issued by President Uhuru Kenyatta to compensate them when he ruled the area President Kenyatta appointed a committee to look into the problem facing them.

The dispute said land was held under illegal farmers, but according to the chairman, George Savage, they are happy with the decision issued by President Uhuru Kenyatta to compensate them when he ruled the area President Kenyatta appointed a committee to look into the problem facing them.

xii. Baringo County

Following intermittent ethnic conflict in Baringo County, the Commission engaged community members from this county in an effort to address the conflict and promote peace among the communities. The meeting brought together Pokot elders, youth, women and traditional leaders from East Pokot and Marigat Sub counties.

The forum provided an opportunity for the participants to appreciate the need for peaceful co-existence and appreciation of the diverse communities residing in the county. The elders also resolved to promote resource sharing among the many ethnic groups.

xiii. Marsabit County

Marsabit county had experienced a spate of ethnic conflicts pitting the Gabra and Burji against Boran ethnic group. To address this conflict, His Excellency, The President, Honorable Uhuru Kenyatta appointed Hon. Francis Ole Kaparo and Hon. Senator Yusuf Hajji to mediate the inter-ethnic conflicts in order to find a lasting, just and equitable solution. The Commission facilitated this process by offering office space, technical and financial support to the Marsabit Mediation Secretariat. The Commission in particular facilitated elders' and professional forums as well as accompanying the Committee for it's field visits to the affected areas. The mediation process culminated into the signing of the Boma Peace Agreement between the leaders at the Boma Hotel.

(B) Inter County Forums

i. Kisumu-Nandi Counties

The Commission facilitated an Inter-County peace forum that brought together political and religious leaders, community representatives and other stakeholders from both Kisumu and Nandi Counties to deliberate on the underlying issues behind causes of perennial conflicts between the two counties. The meeting was held in Kisumu County. In attendance were the governors and County Commissioners from both Counties.



Hon. Ranguma, Kisumu Governor making his remarks during the workshop

The forum identified issues causing tensions between the two counties as mismanagement and misallocation of resources, political differences, stock theft, cultural and ethnic differences leading to negative ethnicity, socio economic issues such as poverty, unemployment among others. The participants developed and signed resolutions to enhance peaceful co-existence and harmonious living of the communities in the two Counties.

ii. Kisumu-Kericho Counties

NCIC facilitated a peacebuilding workshop between stakeholders from Kisumu and Kericho Counties with an objective of finding solutions to the recurrent conflicts and tensions in the area. The meeting was held in Kericho County and it brought together County and local administrators, peace and reconciliation stakeholders and representatives from communities of both Kericho and Kisumu Counties. The County government and office of the county commissioner from the two Counties was represented. Issues identified as causing conflict between the two Counties were cattle rustling, land disputes, historical injustices, inequitable distribution of resources among others. Consequently, a resolution was drawn and signed by representatives of key stakeholders from the two Counties.



NCIC representative addressing participants

As a follow up to the Kisumu-Kericho inter County forum, the Commission facilitated follow up meetings in both Nyakach and Kericho West constituencies with a view of disseminating the contents of the resolutions of the forum to the local residents. The Nyakach Constituency forum was a culmination of separate youth, elders and women meetings. In attendance were political leaders, the county commissioner's

office and other stakeholders. The Nyakach meeting deliberated and harmonised resolutions of the previous separate meetings held by the youths and elders. Recommendations from the joint meeting included use of social platforms such as chief's baraza in discussing issues affecting the community. The Nyakach sub county peace committee members were mandated to spearhead peace initiatives in the constituency. Also recommended was the construction of social amenities (schools, hospitals, churches among others) that would promote cohesion between communities in Kericho west and Nyakach sub counties.

2.2.2 Pamoja Conference

NCIC partnered with the National Council of Churches of Kenya (NCCK) and Inter Religious Council of Kenya (IRCK) to implement a national cohesion process dubbed the Pamoja Initiative. The goal of this Initiative was to see a strengthened framework for peace and reconciliation between key ethnic groups in Kenya. This was to be attained by creating safe spaces for open dialogue and consensus building amongst ethnic communities in conflict. In this regard, the Commission collaborated with the NCCK and the IRCK to host a national conference dubbed 'The Pamoja Conference' from 9th to 10th June 2014, at Safari park Hotel in Nairobi. The Conference was aimed at promoting national cohesion and integration in Kenya by providing an opportunity to discuss, share experiences of successful initiatives, and to explore the lessons learnt and best practices. The conference was opened by His Excellency, President Uhuru Kenyatta and was attended by over 500 participants,

drawn from the Executive, Parliament, Judiciary, political parties, civil societies, women leaders, Councils of Elders, Religious Organisations, and academia.

Through presentations and discussions with invited leaders and experts, the participants generated and exchanged knowledge and skills that were crucial in enhancing cohesion and integration in the county. The conference underscored the importance of national cohesion and integration as a critical element in the governance and development processes. It provided for an opportunity to critique the existing framework for national cohesion and integration in Kenya. From the presentations made, best practices for national cohesion and integration were highlighted at international, regional, national and community level. The conference resolved on the need to develop county relevant and nationally linked agendas for promoting sustained national conversations on cohesion and integration in Kenya.



Strengthening cohesion and integration among ethnic communities in Kenya

Venue: Safari Park Hotel, Nairobi **Date:** 9th – 10th June 2014

The Pamoja Conference will bring together delegates from communities and religious institutions in Kenya for dialogue on cohesion and integration in Kenya. Keynote address will be delivered by His Excellency Hon Uhuru Kenyatta, President and Commander in Chief of the Armed Forces of the Republic of Kenya.

FOLLOWED BY: A Public Lecture

Venue: Taifa Hall, University of Nairobi, Main Campus

Date: 11th June 2014 **Time:** 1.30 pm

Keynote Address by His Excellency William Ruto, Deputy President of the Republic of Kenya



A delegate during the Pamoja Conference at Safari Park Hotel

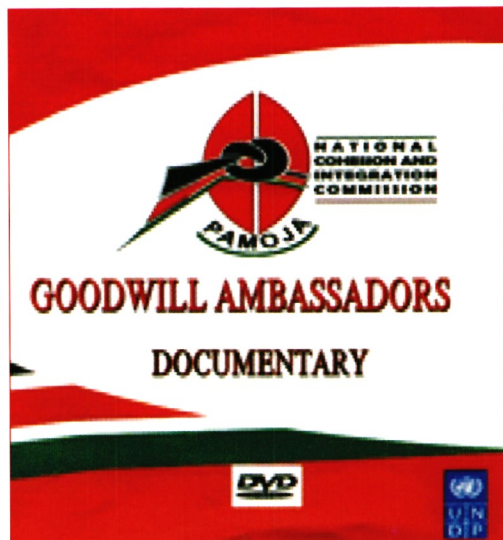
2.3 Strengthening Good Governance and Implementation of the Constitution through Emphasis on Equitable Access to Public Resources

The devolved system of governance system is one of the most transformative aspects of the Constitution. However, if it is not well managed it can easily disintegrate the country along ethnic lines. Devolved governments have a paramount role of protecting and promoting the interests and rights of all communities in their respective jurisdiction without discrimination and promote a sense of unity.

The Commission put in place initiatives aimed at enhancing the capacity of key actors to apply principles of national reconciliation cohesion and integration through identification, campaigning and lobbying for fair and inclusive processes at all levels. Among the activities undertaken include the following:

2.3.1 Engagement with NCIC Goodwill Ambassadors

NCIC continued to engage with its Goodwill Ambassadors in an effort to complement the work of the Commission in promoting cohesion, integration and peaceful co-existence. The Commission developed a documentary involving Goodwill ambassadors to document their experiences in promoting national cohesion and integration. The documentary will go a long way in enhancing awareness among the public as well as the visibility of the Commission.



A documentary on the work of Goodwill Ambassadors

2.3.2 Dynamics of Devolved Governance System in Kenya

Following the transition from the centralized government to the devolved governance, which divided Kenya into 47 counties, the Commission embarked on a study to underscore the dynamics of ethnicity at county level and interpretations of the devolved government. The aim of this study was to devise policies intended to resolve tensions among different ethnic communities and understanding the dynamics to safeguard the interest of minority communities at county level.

The study adopted both qualitative and quantitative approaches and examined a number of local and international literature that aided the generation of primary data. The study revealed that

several counties were not ready for the devolved system of government. Many respondents were apprehensive about the devolved system in terms of development, and how decisions about allocation of resources will be made.

There were also concerns about the relationship between county governments and the national government as well as the need for a fair method of dealing with minorities in areas where they live under dominant groups. The NCIC, through the study, discovered that there was a shifting ethnic identity in Kenya, which has moved beyond the 42 ethnic groups officially recognized at independence in 1963. The understanding of ethnic dynamics is paramount in unravelling vulnerability of minority groups in the various counties of Kenya. The study further revealed that the implementation of the provisions of the 2010 Constitution and other devolution laws still posed many challenges to county governments. One of the challenges was on how to address new dynamics and tensions arising out of devolution and decentralization, as well as dealing with cohesion and integration issues in the new constitutional dispensation.

2.3.3 County Consultative Forums on Minimum Standards and Principles for Recruitment

The adoption of the Constitution of Kenya 2010 heralded a new governance system through the creation of 47 devolved units or governments. A number of functions that were

previously carried out by the National government were transferred to the County Government. This necessitated the county governments to recruit staff to carry out these functions.

NCIC is mandated to facilitate and promote equality of opportunity, good relations, harmony and peaceful co-existence between persons of the different ethnic and racial communities in Kenya and to advise the Government on all aspects thereof. In line with its mandate the Commission with the assistance of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) developed minimum standards and principles for recruitment to ensure inclusivity and diversity at the county level. The minimum standards are based on the Constitution of Kenya (2010), the National Cohesion and Integration Act, the County Governments Act as well as The Public Service Recruitment and Training Policy.

The Commission in conjunction with GIZ organized and held ten (10) one-day consultative forums on the draft the minimum standards and principles for recruitment to ensure inclusiveness and diversity at the county level. The Forums were held in the following counties: Nairobi, Kiambu, Nakuru Kajiado, Tharaka Nithi, Mombasa, Kwale, Kisumu, Bungoma and Migori.

The overall goal of the forums was to engage various Stake holders on consultative draft that was prepared by the NCIC and to get opinion and suggestion on ways to engage the County and National government based



**Consultative Draft
on the Minimum Standards and Principles for Recruitment
to Ensure Inclusiveness and Diversity
at the County Level**



on past mistakes and with the hope of preventing the same mistakes in the future, with the overall view of making the consultative draft better before it is presented to the public. The stakeholders invited included Governors of the various counties, the various County Commissioners, County Executive Committee Members, Members of County Assemblies; Faith based Organizations as well as Civil Society Organizations.

2.4 Promoting Research and Monitoring Status and Trends of National Peace and Stability

To acquire reliable data and statistics that will provide useful tools in addressing issues of perception and feelings of non-inclusion has been one of the Commission's strategies. Through research, the NCIC has managed to develop a data base on the trends, extent and status of conflicts that are primarily driven by ethnicity, race or religion in the country. The Commission has been conducting specific studies on identified hot spots to determine the root causes of recurrent conflicts; consistent monitoring and pro-active engagement with relevant actors. So far, NCIC has managed to conduct issue-specific fact-finding missions; and promoting ethnic integration and help to formulate Early Warning Systems for effective handling of eminent conflicts and tribal animosities. NCIC sought to enhance knowledge bases to counter threats to peace and stability.

2.4.1 The Status of Social Cohesion in Kenya, 2013

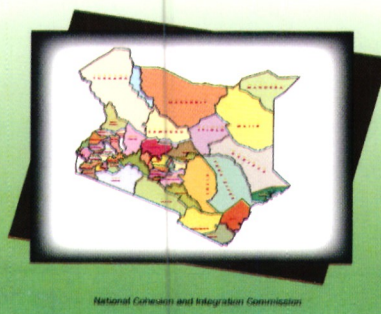
Since its inception, the Commission has undertaken several activities in the quest to improve the level of cohesion and integration amongst communities in the country. However, it had been extremely difficult to understand whether the level of cohesion was improving and to identify the areas where more effort should be concentrated to reinforce cohesion and integration.

In a joint effort with the Kenya Institute of Public Policy Research, and Analysis (KIPPRA) a multi-year endeavor was instigated in March 2013, through the use

of econometric techniques, to develop a national report on the status of cohesion in Kenya. The study employed both qualitative and quantitative methods by undertaking a nationally representative survey covering 4,860 rural and urban households in 324 clusters across the country. The study further employed a literature review that accentuated the fluidity of social cohesion and derived debates on whether the concept is quantifiable thereby a barometer or an index. The approach adopted by the study was informed by experiences drawn from other countries such as South Africa, Rwanda and Cyprus.

The research conceptualized social cohesion in six dimensions. These were Prosperity, Equity, Peace, Diversity, Trust and Identity. Using a scientific method - principles components analysis, - the study picked weighted indicators for the aforementioned components. The study revealed varied patterns of the aforementioned dimensions where Equity emerged the poorest.

The Status of Social Cohesion in Kenya 2013



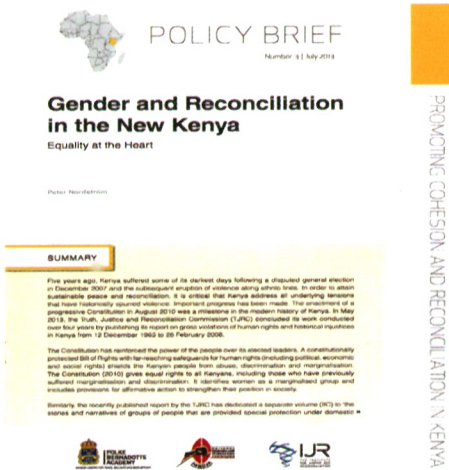
Generally, the findings of the research study revealed unique circumstances in each county and a skewed distribution of county Social Cohesion Index scores. Many of the merginslised countries in Arid and Semi-Arid Land (ASAL) areas such as Wajir, Garissa, Mandera, Tana River and Kajiado, with Wajir were the worst affected. The final report shall be validated and launched in the subsequent year.

2.4.2 Development and Dissemination of Policy Briefs

The-NCIC-FBA-IJR undertook the required research and policy analysis to produce three policy briefs on a range of issues vital to national cohesion, peace building and reconciliation in Kenya as follows:

i. Policy Brief 3, July 2013 -

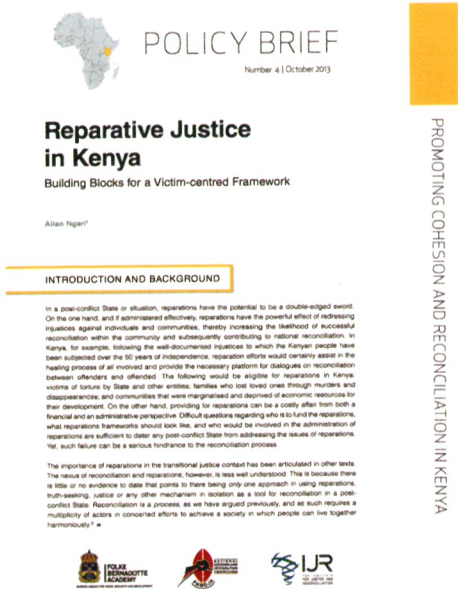
Gender and Reconciliation in the New Kenya: Equality at the heart –
The policy brief argues that gender equality is an essential aspect of reconciliation. Mainstreaming a gender perspective in all policy areas is instrumental to a successful reconciliation process.



ii. Policy Brief 4, October 2013 -

Reparative Justice in Kenya: Building blocks for a victim-centered framework.

This policy brief evaluates the reparations framework identified in the Truth, Justice and Reconciliation Commission Report and argues for a sustainable and national reparations process that locates the victims of past abuses not only as beneficiaries of reparations policies and legislation, but as participants in and determinants of reparations programmes.



iii. Policy Brief 5, October 2013 -

Towards National Dialogue, Healing and Reconciliation in Kenya–

This policy brief urges that building national cohesion is a progressive process that requires political dialogue to facilitate the involvement of all sectors within the society. The brief addresses the role of institutions in reconciliation.



POLICY BRIEF

Number 5 | October 2013

Towards National Dialogue,
Healing and Reconciliation
in Kenya

Muriithi Mutuku

INTRODUCTION AND BACKGROUND

The signing of the Kenya National Dialogue and Reconciliation (KNDR) Agreement following the post-election violence of 2007-2008 marked the beginning of the first national political dialogue on issues affecting national cohesion in Kenya. The agreement, which was designed to promote and facilitate an environment conducive to building mutual trust and confidence, involved representatives of the two warring political formations (the Orange Democratic Movement, or ODM, and the Party of National Unity, or PNU), together with the African Union Panel of Eminent African Personalities. The parties to the KNDR unanimously agreed on the need to ensure its effective implementation at various levels in reference to a range of targeted and agreed-upon timelines. This was in order to consolidate the peace process by identifying Kenya's long-standing challenges and underlying causes of the violence that was witnessed in the country following the disputed results of the 2007 elections. The KNDR Agreement also proposed the establishment of institutions, the adoption of policy frameworks and the enactment of legislation to address the underlying causes of the post-election violence.

Despite the evident potential of the country along ethnic lines that had been witnessed in election-related violence of 1992, in 1997 and during the Constituent referendum of October 2005, and despite historical ethnic animosities, a conscious effort at national dialogue aimed at reconciliation had not really been undertaken. Thus, the signing of the KNDR Agreement in February 2008 marked Kenya as a nation entered another challenging process: the creation of a new era of democratic and transparent leadership, anchored in transitional justice with national healing and reconciliation as preconditions for sustainable peace and nation building. The KNDR Agreement outlined key issues and included provisions for procedures and institutions to monitor the implementation and facilitation of dialogue, national healing and reconciliation.



PROMOTING COHESION AND RECONCILIATION IN KENYA

Contents of the three policy brief were disseminated during a policy seminar that took the form of a moderate panel discussions in which representatives from government, national commissions and civil society were engaged on issues vital to reconciliation and national cohesion in Kenya. In total, the partners were able to disseminate over 500 copies of each of the three policy briefs.

2.4.3 Mainstreaming Cohesion in the Education Curriculum

Following the research on "Mainstreaming Cohesion in the Education Curriculum" done in the previous year, that sought to examine the current primary and secondary education curricula with the view of identifying how it enhances national cohesion in Kenya; the NCIC received an invitation from KICD in June 2014

to suggest how features that foster national cohesion and integration can be incorporated in teaching/learning resources used in both primary and secondary schools.

Some of the commission's recommendations included the need to introduce subjects such as national unity, national values, social development, citizenship, civic education and life skills into the curriculum. The curriculum should also be responsive to the needs of the society at each level. It was agreed that there was need for the government to invest more in education and take into account issues of devolution and nurture talent through promoting drama festivals and science congress sessions.

2.4.4 Development of a Handbook on Reconciliation in Kenya

A handbook on Reconciliation in Kenya was being developed under the NCIC-FBA-IJR Project. The handbook is based on the practice of dialogue as a tool for reconciliation. It is the result of a series of trainings on reconciliation dialogues in different parts of Kenya conducted under the project on "promoting national cohesion and reconciliation in Kenya" that took place across the country over the period 2012 and 2013. The Handbook is informed by the experiences of the three institutions in engaging communities in dialogues for reconciliation in Kenya together with experiences of previous work of the FBA and IJR in other post-conflict states. It targets practitioners in the field of reconciliation in Kenya, who will be involved in facilitating reconciliation dialogues in order to promote reconciliation at the communal, county and national levels. It will be published in the next reporting period.

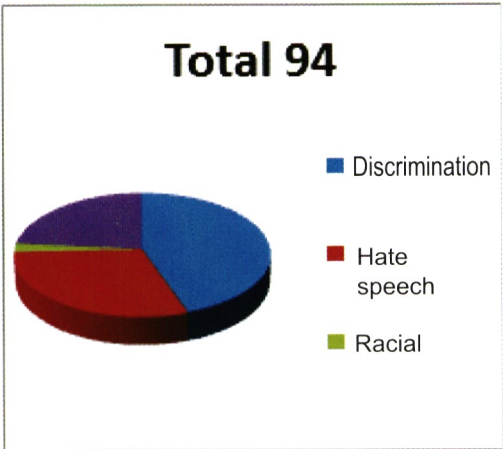
2.5 Facilitate Operationalization of Laws, Policies, and Practices that Counter Ethnic, Racial and Religious Tensions.

The Commission has continued to reinforce compliance and improve mechanism of handling of complaints and crimes on hate speech and discrimination along ethnic, religious and racial grounds. Despite the lack of prosecutorial powers, NCIC has been instrumental in investigating cases and complaints that fall under its mandate and handing over these cases to the office of the Director of Public Prosecutions (DPP). The Commission has made gains in removing administrative and legal impediments by analyzing laws and policies to ensure full realization of rights by all Kenyans. In addition, the Commission has advocated for the ratification and implementation of international human rights conventions. In order for the Commission to provide an enabling and stable administrative and legal framework the following activities were implemented.

2.5.1 Complaints and Investigations

The Commission is mandated to receive, analyze and investigate complaints affecting ethnic or racial relations in the country. In fulfillment of the aforesaid mandate, NCIC may summon any person to appear before the commission to give evidence or produce any document. Upon investigations, the Commission makes recommendations to the relevant authority to take remedial measures or to forward the file to the DPP for possible prosecution.

During the reporting period the Commission received and analyzed a total of ninety four (94) complaints. Out of this number, forty (40) complaints were resolved and forty (40) were pending. The number of complaints received significantly dropped by 47% from one hundred and seventy nine (179) in the year 2012/2013 to ninety four (94) in the year 2013/2014. The drop can be attributed to the fact that there was relative calm after the highly contested General-Election in March 2013.



Out of the ninety four (94) complaints, forty two (42) complaints were on ethnic discrimination, twenty eight (28) on hate speech, two (2) on racial discrimination and twenty two (22) were outside NCIC’s mandate.

2.5.2 Criminal Cases Pending In Court

The Commission investigated and charged five (5) persons with the offence



Integrated Public Complaints Referral Mechanism (IPCRM) brochure indicating the contacts of the IPCRM partners

2.5.6 Opening desk at Huduma Centre

To devolve its services and enhance service delivery to the people of Kenya, the Commission joined Huduma Kenya Initiative under the Ministry of Devolution and National Planning and opened a complaints desk at Machakos Huduma Bora Centre. The desk act as a regional office as well receiving complaints from the public and channeling to the head office and referring those do not fall within our mandate to the relevant agencies. Since its opening in the month of June 2014, the desk has received eleven (11) complaints.



NCIC staff being shown some of the services offered at the Huduma Centre



Mrs. Kinyanjui, Manager, Machakos Huduma Centre explaining the operations of the centre.

2.5.7 Review of the NCI Act of 2008

The Commission in collaboration with the Office of the Attorney General, Department of the National Cohesion and the National Steering Committee on Peace Building and Conflict Management (NSC) embarked on the review of the NCI Act to fill the gaps and weakness that had been experienced since its enactment. The review was further necessitated by the need to align the Act with the new Constitution, to address the concerns in the National Cohesion

and Integration, and the National Values policies; the recommendations of the National Elders' Conference of April, 2010, and to bring it in tandem with the restructured government functions. The team comprehensively reviewed the Act and consulted all actors in the national cohesion and integration agenda and enacted a new Bill called National Cohesion and Peace building Bill which is awaiting parliamentary debate.

2.5.8 Monitoring Hate Speech

The Commission had identified hate speech as a major impediment to national cohesion and integration. It had however been noted that the country's security and justice system lack capacity in the investigation and prosecution of hate speech cases, thus leaving a lacuna which has been exploited by the perpetrators of hate speech.

This has created the need for capacity building among stakeholders in the country's security organs. The Commission identified the Criminal Intelligence Unit of the CID as a key partner in the eradication of hate speech, and consequently embarked on a countrywide exercise of training selected CID officers in the investigation and prosecution of hate speech cases, as well as the use of monitoring devices. The one day forums were held in September 2013 in Kisumu, Nakuru,

Nairobi and Mombasa Counties. A total of 201 Officers were trained. The training focused on enhancing the capacity of the Officers on; unpacking of hate speech, investigation and prosecution of hate speech cases; use of monitoring gadgets; and the collation, preservation and production of the electronic evidence in court.



2.6 Organizational Growth and Development

The Commission acknowledges that human resource is key to achieving its mandate. NCICs efficiency therefore depends on the quality of employees it engages. To further enhance its capacity to deliver; the Commission focused on engaging competent, enlightened and motivated staff. It has been the policy of NCIC therefore to attract, recruit and retain qualified personnel in terms of academic and professional qualification. The Commission has strived to ensure that it engages staff with the right competencies, skills, attitudes and experience; those who can be trained for effective work performance to achieve NCIC objectives.

2.6.1 Recruitment

In a bid to strengthen its human resource capacity and operate effectively, the Commission recruited two permanent staff under Programmes and Administration sections. This brought the number of staff on permanent employment terms to Forty Five (45) by the end of the period under review. The Commission continued to streamline and strengthen the internship and attachment programmes.

2.6.2 Capacity Building

Among the key reasons for capacity building is to increase expertise in the variety of roles that the commission can play in addressing its mission and achieving its mandate. A number of staff trainings were conducted for purposes of knowledge enhancement and improvement

of different staff skills and capacities. Staff trainings were carried out for employees through continuous professional education. Others were done to improve on their working, leadership and management skills.

Some of the trainings that members of staff attended include; 'Senior Management Course', 'Strategic Leadership Development Programme' and Secretarial Management Training at the Kenya School of Government. Other members of staff were trained on Leadership Development and Change Management II at ESAMI, 'East Africa and Cyber Security Convention' at Globaltrain Institute 'Legislative Drafting at the Kenya School of Law', 'Trustee Development Program' at the College of Insurance and 'Defensive Driving & First Aid' at the Kenya Institute of Highway and Building Technology.

The Commission in partnership with FBA sponsored two NCIC staff, to attend a course on "Dialogue and Mediation Efforts", in Sweden in May 2014. The training offered the staff an opportunity to share knowledge and experiences as well as establish new networks.



Participants during the training

The Commission staff also participated in a training dubbed *"Special Workshop on Engaging Armed Groups for Civilian Protection"* held in Nairobi. The training was organized by Geneva Academy of International Humanitarian Law and Human Rights. The Academy's aim is to provide in-depth knowledge and legal expertise in international law applicable in times of armed conflict and other emergency situations.

2.6.3 Strategic Direction Paper 2014/2015

The previous Strategic Plan covered the years 2010 to 2013. Its completion coincided with the termination of the Commissioners' term in September 2013. The secretariat then developed an Annual Strategic Direction paper to cover the year 2014/2015 while awaiting appointment of new commissioners. This strategic direction paper was developed following monitoring and evaluation of the implementation of the Strategic Plan 2010-2013. Besides relying on the changing circumstances, the strategic direction paper borrowed heavily on the strategic objectives of the previous strategic period.

The strategic direction paper 2014/2015 maintained the six Key Result Areas as follows:

- a) Increased knowledge and transformational practice on national reconciliation, cohesion and integration.
- b) Elimination of all forms of 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) Promote research and monitor the status and trends of national peace and stability, and advise relevant state agencies.
- e) Facilitate the operationalisation of laws, policies and practices that counter ethnic, race and religious tensions; and
- f) NCIC - organisational growth and development.

2.6.4 Establishment of a Resource Centre

The Commission established a resource centre that puts together a collection of materials relating to cohesion and integration, in July 2013. The library supports scientific and scholarly research that includes primary, as well as secondary sources.

The Commission identified several organizations and research institutes where it collected trusted and documented information on all ethnic groups in Kenya. It is envisaged that ease of access of literature of this nature shall ultimately promote cohesion and integration in Kenya by enhancing appreciation of diversity. The development of a resource centre is progressive and shall continue in the subsequent year.

2.6.5 Monitoring and Evaluation

In order to measure the Commission's relevance, credibility, effectiveness and sustainability, the NCIC developed a *Monitoring and Evaluation (M&E) Handbook* to prepare and guide NCIC staff and stakeholders in the planning and implementation of the Commission's Strategic Plan 2014–2017 and programmes. The development of the *Monitoring and Evaluation Handbook*, which commenced on 2nd January 2014, has been participatory with consultation of various stakeholders through key informant interviews. A review of relevant documents, publications and reports was also pertinent for a clear understanding of the organization.

NCIC staff were trained on basic M&E concepts and processes and provided with practical guidance in developing and implementing M&E activities for

the Commission's Strategic Plan (2014–2017) and programmes. The training exposed the different tools, methods and approaches used in Monitoring and Evaluation and created a common understanding of commission M&E Framework among Heads of Departments and Heads of Sections as well as strengthened NCIC capacity for operationalisation and coordination of M&E Framework.

It is envisaged that the handbook will ensure the Commission is increasingly accountable to its stakeholders, demonstrate results; thereby ensure improved allocation of resources, improve organizational learning through reflection and drawing of lessons, as well as maintain continuous learning and adaptation, which ultimately improves performance of the Commission.

Section Three

Challenges and Recommendations

3.1 Challenges

3.1.1. Lack of Commissioners

The term of the first Commissioners came to an end on September 2013. Consequently the Commission operated without Commissioners for the better part of the period under review. The absence of Commissioners impacted significantly on the operations of the Commission most importantly because they are the ultimate policy makers. Their absence affected the making of key policy decisions.

3.1.2. Budgetary Constraints

Almost all the cohesion programmes and activities undertaken by the Commission embrace a direct approach strategy. This strategy requires the full and direct participation of individual communities as it offers better results in terms of outcomes and impact. However, the approach is often expensive. As a result of a multiplicity of these programmes, the Commission is faced by huge financial constraints in their implementation and has most of the times been forced to only roll its programmes in certain areas. This has limited the efforts of the Commission to carryout programmes at a nationwide level as mandated.

3.1.3. Deeply Entrenched Negative Ethnicity

Cultural attitudes and socialization of the Kenyan society have changed little in the post-independence period. Kenyans still maintain deep-rooted loyalties to their ethnic identities and

this still influences economic, social and political organization and expression. This has led to ethnic-biased politics and employment, and associated negative sentiments. The current ethnic tensions and conflicts in Kenya are the fodder for future violent conflicts and without studying, understanding and addressing the root causes of the conflicts there is every possibility that violent ethnic conflict may recur on a larger and deadlier scale.

3.1.4. Absence of Regional Offices

The Commission currently executes its mandate from its headquarters in Nairobi. It reaches the grassroots level through the various stakeholders with quasi structures at the districts and county levels. Lack of representation of the Commission at the regional levels in the entire Country and more especially the areas that are prone to conflict hinder effective promotion cohesion and integration. This challenge is due to a number of constraints including limited staff, lack of adequate funds and material resources. With the advent of a new governance structure established by the current Constitution, public Institutions are destined to deploy their staff to county governments. It is imperative therefore that the Commission should equally recruit and deploy officers to the regional levels to manage the national cohesion and integration mandate in the said jurisdictions.

3.1.5. Inadequate Policy and Legal Environment

Although the Constitution provides for

a great emphasis on national cohesion and integration, the mainstreaming of the same in different aspects of governance structures has been hampered by policy and legal inadequacy. The deficiency of policy and legal framework has consistently created delays in putting in place mechanisms for an integrated cohesion building framework that is responsive to the expectations of Kenyans. There is a need to establish an amiable environment so that the provisions of the NCI Act can be mainstreamed in most public and private sectors. In this way, national cohesion and integration can be mainstreamed into Kenya's socio-economic and political structures.

The adoption and passage of the Policy on national cohesion and integration and the review of the NCI Act remain an available option for strengthening policy and legal

mechanisms which will facilitate the incorporation of national cohesion and integration into the day-to-day practice of the public service as reflected in performance contracting approaches.

3.1.6. 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.

3.2 Recommendations

3.2.1. Establishment of Regional Offices

The Commission currently executes its mandate from its headquarters in Nairobi. However, lack of representation of the Commission at the regional levels in the entire country and more especially in the areas that are potentially or prone to conflict hinders effective promotion of cohesion and integration. The new constitutional dispensation requires the public Institutions to devolve its functions to county levels. In this regard, it is imperative that the Commission should devolve its functions in the county jurisdictions. Therefore, there is need for the Commission to be restructured and devolved to the regional level in order to effectively and efficiently fast-track its mandate. With the restructuring and devolution of its functions, the Commission can effectively execute its mandate throughout the country by coordinating and impacting the same at lower levels.

3.3.2. Increased Funding to the Commission

To enable the Commission to successfully develop effective strategies for enhancing ethnic relations and national cohesion, and implementation of peace, national cohesion and reconciliation programmes; there is need to avail adequate funds. More funding to the Commission would allow it to fully undertake its programmes on a national and county level scale with no constraints. With increased financial allocation in the relevant areas of budgeting it would be possible to deal with the issues

of technical trainings, technological advancement, communication and devolving to counties. The Commission requires sufficient human, material and financial resources to enable it carry out its mandate. The availability of adequate funds is intricately connected to the Commission's ability to effectively mitigate the possible outbreak of violence as well as support the programmatic work of the Commission. The Commission requires the adequate continued support of funds to have a financially stable and fully capacitated Secretariat and support its activities.

3.2.3. Establishment of Adequate Legal and Policy Operational Environment

The National Cohesion and Integration Commission was established as a response to post-election violence in 2008. Since then the country has undergone numerous changes in legislation especially with the promulgation of the Constitution of Kenya, 2010. There is need therefore to review the NCI Act and align it with the Constitution. For the NCI Act to be a more effective tool for promoting national cohesion and integration; there are a number of issues that needs to be addressed. These include: (i) the need to review the Act to recognize and/or encompass other actors/institutions in national cohesion and integration processes, so as to maximize on synergies; (ii) the need to review, re-align or rationalize institutions that are likely to overlap in their mandates to avoid duplication of effort; (iii) need to extend the physical presence of the institutions to local levels for effective monitoring system; and (iv) the need to update

the Act based on the provisions of the Constitution.

The Commission in conjunction with the then Ministry of Justice, National Cohesion and Constitutional Affairs developed the National Cohesion and Integration (NCI) Policy. The development of this policy was aimed at mainstreaming national Cohesion and integration in relevant government ministries, department and agencies. The policy was expected to enhance the consistency and efficiency with which the government and other stakeholders design and implement appropriate interventions aimed at promoting national cohesion and integration. Having been approved by Cabinet, there is need for this policy to be adopted by Parliament as a sessional paper and its contents be fully implemented.

There is need to establish a comprehensive referral mechanism that would allow easy handing over of issues that are not covered by the mandate of NCI Act to other institutions and put in place measures to monitor the referral processes to its successful conclusion. This will ensure that the recommendations and advisories issued by the Commission are implemented to the latter; and the necessary feedback is relayed back to the Commission.

3.2.4. Capacity Building and Civic Education on National Cohesion and Integration at both the national and county level

The NCIC seeks to mainstream national cohesion and integration in all the country's development policies and

strategies through capacity building to both the national and county government institutions such as the Executive, Judiciary and Legislature - for enhancing peaceful co-existence in the counties. The role of leadership, and particularly transformative leadership, will be indispensable in enhancing national cohesion within the national and devolved system of governance.

There is need to establish effective national conflict prevention, management and reconciliation mechanisms. The NCIC, in collaboration with other stakeholders, needs to strengthen reconciliation initiatives by strengthening the peace and cohesion committees at County and Sub county levels; Create conflict monitoring systems; and strengthen the Alternative Dispute Resolution (ADR) mechanisms and practices, such as use of the institution of community elders to augment conflict management processes; The Commission intends to instill conflict management and reconciliation ethos among citizens; and conduct peace education with groups of influential opinion shapers in conflict environments, aimed at discouraging the use of force in solving disputes

There is need for the promotion of national identity and nationhood by the Commission. This is because Kenya's rich diversity, to a large extent, has not been effectively managed to foster peace, national cohesion and integration. In order to promote identities that foster peaceful coexistence and a sense of common belonging in the county, the NCIC will stimulate conversation and discussion on what constitutes County and National Identities; Identify

common values that are upheld across counties which promote peace and unity both at the county and national level; and sensitize all stakeholders (including individuals, teachers, religious leaders, the media) on the importance of national values; The Commission intends to identify and use role models in promoting peace and /or national values; Recognize, reward and memorialize values champions to foster peace and unity both at the county and national level; and develop and implement a rewards system for espousal of national values at various levels of society.

FINANCIAL REPORT

i. Key Commission Information and Management**(a) Background information**

The Commission is a statutory body established under the National Cohesion and Integration Act (Act No. 12 of 2008) and is domiciled in Kenya. The Commission is represented by the Commissioners who are responsible for the general policy and strategic direction of the Commission.

(b) Principal Activities

The principal activities of the Commission are to facilitate and promote equality of opportunity, good relations, harmony and peaceful co-existence between persons of different ethnic and racial communities of Kenya, and to advise the Government on all aspects thereof.

(c) Key Management

The Commissions day-to-day management is under the following key organs:

- **Commission Secretary**
- **Directors**

(d) Fiduciary Management

The key management personnel who held office during the financial year ended 30th June 2014 and who had direct fiduciary responsibility were:

No.	Designation	Name
1.	Commission Secretary	Hassan Sheikh Mohamed, OGW
2.	Director Programmes and Technical Services	Dr. Julius O. Jwan
3.	Director Finance, HR and Administration	Dr. Benjamin Kituku

(e) Fiduciary Oversight Arrangements

The funds of the Commission shall consist of;

- a) Monies appropriated by parliament
- b) Monies on asset as may accrue to the Commission in the course of the exercise of its powers in the performance of its functions under the National Cohesion and Integration Act.
- c) Monies from donors.

With regard to the Commissions finances, the Commission Secretary is the Accounting Officer. Administration of funds shall be as per the annual estimates /work plans and funding agreements with different donor agencies. This shall be guided by the Public

Procurement disposal Act 2005, National Cohesion and Integration Act (No.12 of 2008) and the Government financial regulations and procedures.

The accounts of the Commission are audited and reported upon by the Auditor General in accordance with the provisions of the Public Audit Act 2003(No 12 of 2003). In addition, development partners usually have independent audits of programs/projects that they fund directly as part of their oversight role as and when agreed.

(f) Entity Headquarters

KMA Centre
6th Floor
Mara Road, Upper Hill
P. O. Box 7055 – 00100
Nairobi
Kenya.

(g) Entity Contacts

Telephone: 020-258701/2/3 Cell: 0702-777000
E-mail: info@cohesion.or.ke
Website: www.cohesion.or.ke

(h) Entity Bankers

Kenya Commercial Bank
Sarit Centre Branch, Nairobi

Standard Chartered Bank
Harambee Avenue Branch, Nairobi

National Bank of Kenya
Harambee Avenue Branch, Nairobi

(i) Independent Auditors

Auditor General
Kenya National Audit Office
Anniversary Towers, University Way
P.O. Box 30084
GPO - 00100
Nairobi, Kenya.

ii. Report of the Chief Executive Officer

The NCIC was established under the National Cohesion and Integration Act (No.12 of 2008). Since its operationalization, the Commission has carried out a number of programmatic activities to achieve its mandate in six Key Result Areas as outlined in the Commission's strategic plan. The period under review was a period that saw the implementation of the devolved system of government bringing with it both challenges and opportunities for the Commission.

To this end, a large number of the Commission's activities in the period worked towards anchoring the work of the Commission with county governments. These are the fourth Annual Financial statements of the National Cohesion and Integration Commission (NCIC). The statements cover the period from 1 July 2013 to 30 June 2014.

The period under review saw a number of activities that focused on the county governments and in particular deliberate measures to ensure equality of opportunities at the both the county and national levels. The Commission carried out intensive media campaigns and engaged a wide range of Kenyans with messages promoting the importance of peaceful coexistence. The Commission also carried out trainings for key stakeholders.

The Commission has continued to hold a number of county forums to engage citizens and leaders on issues of devolution and access to resources for all Kenyans. The Commission has also carried out research on devolution and audit of public universities and recruitment at the County governments.

I would like to recognize the work of all our partners from community based organizations, civil society, government institutions, donors and the general public who continue to work with the Commission in realizing its mandate and look forward to strengthening these partnerships moving forward.

Lastly, I thank the NCIC Commissioners for their guidance and support and the staff for working tirelessly towards the implementation of the Commission's programmes and activities.

I wish to reiterate the Commission's zeal to continue putting in place strategies that will nurture the national identity of the Kenyan people while providing systematic peace building and reconciliation structures that will inspire communities towards the realization of national values rather than individualistic tribal affiliations.

The Commission urges all Kenyans to undertake the collective responsibility of building "A Peaceful, United, Harmonious and Integrated Kenyan Society."



Hassan Sheikh Mohamed, OGW
Secretary/Chief Executive Officer

iii. Corporate Governance Statement

Corporate governance is the process by which an institution is directed and controlled with the ultimate aim of achieving a long term value with the interest of all stake holders being put into account. The quality and status of governance is a key factor to the operational success of any corporate institution and in this regard the Commission recognizes the need to base its operations on sound corporate governance principles including high professional ethics, integrity and accountability. This is also consistent with the Commissions core values hence a strong commitment and sense of responsibility to conduct its operations in accordance with best practices taking into consideration, transparency compliance to relevant laws and regulations. In this regard the Commission is guided by:

- 1) The Constitution of Kenya 2010.
- 2) The National Cohesion and Integration act No.12 of 2008.
- 3) The public offices Ethics Act.
- 4) Government financial regulations and procedures.
- 5) Relevant treasury circulars.
- 6) The Commission's human resource value.

Sound corporate governance is not only indispensable but a fundamental aspect of the Commission's culture and operational practices. The Commissioners are responsible for ensuring proper corporate governance within the Commission.

iv. Report of the Directors

The Directors submit their report together with the unaudited financial statements for the year ended June 30, 2014 which show the state of the commission affairs.

Principal activities

The principal activities of the Commission are to facilitate and promote equality of opportunity, good relations, harmony and peaceful co-existence between persons of different ethnic and racial communities of Kenya, and to advise the Government on all aspects thereof .

Results

The results of the Commission for the year ended June 30, 2014 are set out from page 56.

Directors

The Commissioners who served during the year are shown on page 81

Auditors

The Auditor General is responsible for the statutory audit of the Commission in accordance with the Section 68 of the Public Finance Management (PFM) Act, 2012 and the National Cohesion and Integration Act, 2008. PFM Act, 2012, empowers the Auditor General to nominate other auditors to carry out the audit on his behalf.

By Order of the Commission



Hassan Sheikh Mohamed, OGW
Secretary/Chief Executive Officer

03/ 04/ 2015

v. Statement of Directors' Responsibilities

Section 81 of the Public Finance Management Act, 2012 and section 14 of the State Corporations Act, require the Commissioners to prepare financial statements in respect of that Commission, which give a true and fair view of the state of affairs of the Commission at the end of the financial year/period and the operating results of the Commission for that year/period. The Commissioners are also required to ensure that Commission the keeps proper accounting records which disclose with reasonable accuracy the financial position of the Commission. The Commissioners are also responsible for safeguarding the assets of the Commission.

The Commissioners are responsible for the preparation and presentation of the Commission's financial statements, which give a true and fair view of the state of affairs of the Commission for and as at the end of the financial year (period) ended on June 30, 2014. This responsibility includes: (i) maintaining adequate financial management arrangements and ensuring that these continue to be effective throughout the reporting period; (ii) maintaining proper accounting records, which disclose with reasonable accuracy at any time the financial position of the entity; (iii) designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements, and ensuring that they are free from material misstatements, whether due to error or fraud; (iv) safeguarding the assets of the Commission; (v) selecting and applying appropriate accounting policies; and (vi) making accounting estimates that are reasonable in the circumstances.

The Commissioners accept responsibility for the Commission's financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgements and estimates, in conformity with International Financial Reporting Standards (IFRS), and in the manner required by the PFM Act and the State Corporations Act. The Commissioners are of the opinion that the Commission's financial statements give a true and fair view of the state of Commission's transactions during the financial year ended June 30, 2014, and of the Commission's financial position as at that date. The Commissioners further confirm the completeness of the accounting records maintained for the Commission, which have been relied upon in the preparation of the Commission's financial statements as well as the adequacy of the systems of internal financial control.

Nothing has come to the attention of the Commissioners to indicate that the Commission will not remain a going concern for at least the next twelve months from the date of this statement.

Approval of the financial statements

The Commission's unaudited financial statements were approved by the Commissioners on 03 / 04 / 2015 and signed on its behalf by:



Hassan Sheikh Mohamed, OGW
Commission Secretary

VI STATEMENT OF FINANCIAL PERFORMANCE**For the year ended 30 June 2014**

	Note	2013-2014 Kshs 000	2012-2013 Kshs 000
Revenue from non-exchange transactions			
Public contributions and donations	3	51,131	180,545
Transfers from other governments – gifts and services	4	174,960	446,067
		226,091	626,612
Revenue from exchange transactions			
Other income	5	5,715	1,309
Total revenue		231,806	627,921
Expenses			
Employee costs	6	104,060	113,678
Depreciation and amortization expense	7	23,333	27,979
Repairs and maintenance	8	6,094	15,340
General expenses	9	176,009	415,368
Total expenses		309,496	572,365
Other gains/(losses)		-	-
Loss on sale of motor vehicle	10	(3,116)	-
Surplus for the period		(80,806)	55,556

VII. STATEMENT OF FINANCIAL POSITION			
As at 30 June 2014			
	Note	2013-2014 Kshs 000	2012-2013 Kshs 000
Assets			
Current assets			
Cash and cash equivalents	11	12,310	33,433
Receivables from non-exchange transactions	12	11,975	63,695
		24,285	97,128
Non-current assets			
Property, plant and equipment	13	94,663	109,944
		94,663	109,944
Total assets		118,948	207,072
Liabilities			
Current liabilities			
Trade and other payables from exchange transactions	14	3,843	11,161
		-	-
Non-current liabilities		-	-
Total liabilities		3,843	11,161
Net assets		115,105	195,911
Reserves		8,847	8,847
Accumulated surplus		106,258	187,064
Minority interest		-	-
Total net assets and liabilities		115,105	195,911

The Financial Statements set out on pages 1 to 20 were signed on behalf of the Commission by:



Hassan Sheikh Mohamed, OGW
Commission Secretary

Date...03/04/2015.....

VIII. STATEMENT OF CHANGES IN NET ASSETS**For the year ended 30 June 2014**

	Attributable to the owners of the controlling Reserves		
	Capital reserve	Accumulated surplus	Total
	Kshs '000	Kshs '000	Kshs '000
Balance as at 30 JUNE 2012	8,847	131,507	140,354
Surplus/(deficit) for the period	-	55,557	55,557
Transfers to/from accumulated surplus	-	-	-
Balance as at 30 JUNE 2013	8,847	187,064	195,911
Surplus for the period	-	(80,806)	(80,806)
Transfers to/from accumulated surplus	-	-	-
Balance as at 30 JUNE 2014	8,847	106,258	115,105

IX. STATEMENT OF CASH FLOWS			
		2013-2014	2012-2013
		Kshs 000	Kshs 000
Cash flows from operating activities			
Receipts			
Public contributions and donations		51,131	180,545
Government grants and subsidies		174,960	446,067
Other income, rentals and agency fees		-	1,309
		226,091	627,921
Payments			
Compensation of employees		81,729	98,328
Rent paid		22,303	17,304
Other payments		171,394	428,754
		275,426	544,386
Net cash flows from operating activities		(49,335)	83,535
Cash flows from investing activities			
Purchase of property, plant, equipment and intangible assets		(12,149)	(61,719)
Proceeds from sale of property, plant and equipment		980	-
Net cash flows used in investing activities		(11,169)	(61,719)
Cash flows from financing activities			
Net cash flows used in financing activities		-	-
Net increase/ (decrease) in cash and cash equivalents		(60,504)	21,816
Cash and cash equivalents at 1 July		72,814	50,998
Cash and cash equivalents at 30 June		12,310	72,814

X. STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS

	Original budget 2013-2014 Kshs 000	Adjustments 2013-2014 Kshs 000	Final budget 2013-2014 Kshs 000	Actual on comparable basis 2013-2014 Kshs 000	Performance difference 2013-2014 Kshs 000
Revenue					
Public contributions and donations	31,698	-	31,698	51,131	19,433.40
Government grants and subsidies	605,200	(430,240)	174,960	174,960	-
Other income	-	-	-	5,715	5,715
Total income	636,898	(430,240)	206,658	231,806	25,148
Expenses					
Compensation of employees	135,690	(51,000)	84,690	81,729	2,961
Rent paid	25,000	(1,000)	24,000	22,303	1,697.40
Other payments	476,208	(333,346)	142,862	208,580	(65,718)
Total expenditure	636,898		251,552	312,612	(61,060)
Surplus for the period	-		(44,894)	(80,806)	86,208

xi. Notes to the Financial Statements

1. Statement of compliance and basis of preparation

The Commission's financial statements have been prepared in accordance with and comply with International Public Sector Accounting Standards (IPSAS). The financial statements are presented in Kenya shillings, which is the functional and reporting currency of the entity and all values are rounded to the nearest thousand (Ksh000). The accounting policies have been consistently applied to all the years presented.

The financial statements have been prepared on the basis of historical cost, unless stated otherwise. The cash flow statement is prepared using the direct method. The financial statements are prepared on accrual basis.

2. Summary of significant accounting policies

a) Revenue recognition

i) Revenue from non-exchange transactions

Fees, taxes and fines

The entity recognizes revenues from fees, taxes and fines when the event occurs and the asset recognition criteria are met. To the extent that there is a related condition attached that would give rise to a liability to repay the amount, deferred income is recognized instead of revenue. Other non-exchange revenues are recognized when it is probable that the future economic benefits or service potential associated with the asset will flow to the entity and the fair value of the asset can be measured reliably.

Transfers from other government entities

Revenues from non-exchange transactions with other government entities are measured at fair value and recognized on obtaining control of the asset (cash, goods, services and property) if the transfer is free from conditions and it is probable that the economic benefits or service potential related to the asset will flow to the entity and can be measured reliably.

ii) Revenue from exchange transactions

Rendering of services

The entity recognizes revenue from rendering of services by reference to the stage of completion when the outcome of the transaction can be estimated reliably. The stage of completion is measured by reference to labour hours incurred to date as a percentage of total estimated labour hours.

Where the contract outcome cannot be measured reliably, revenue is recognized only to the extent that the expenses incurred are recoverable.

Sale of goods

Revenue from the sale of goods is recognized when the significant risks and rewards of ownership have been transferred to the buyer, usually on delivery of the goods and when the amount of revenue can be measured reliably and it is probable that the economic benefits or service potential associated with the transaction will flow to the entity.

b) Budget information

The annual budget is prepared on the accrual basis, that is, all planned costs and income are presented in a single statement to determine the needs of the entity. As a result of the adoption of the accrual basis for budgeting purposes, there are no basis, timing or entity differences that would require reconciliation between the actual comparable amounts and the amounts presented as a separate additional financial statement in the statement of comparison of budget and actual amounts.

c) Taxes***Current income tax***

Current income tax assets and liabilities for the current period are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, at the reporting date in the area where the Entity operates and generates taxable income.

Current income tax relating to items recognized directly in net assets is recognized in net assets and not in the statement of financial performance. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Deferred tax

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognized for all taxable temporary differences, except in respect of taxable temporary differences associated with investments in controlled entities, associates and interests in joint ventures, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognized for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognized to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilized, except in respect of deductible temporary differences associated with investments in controlled entities, associates and interests in joint ventures, deferred tax assets are recognized only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilized.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilized. Unrecognized deferred tax assets are re-assessed at each reporting date and are recognized to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date. Deferred tax relating to items recognized outside surplus or deficit is recognized outside surplus or deficit.

Deferred tax items are recognized in correlation to the underlying transaction in net assets.

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exists to set off current tax assets against current income tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

Sales tax

Expenses and assets are recognized net of the amount of sales tax, except:

- When the sales tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case, the sales tax is recognized as part of the cost of acquisition of the asset or as part of the expense item, as applicable
- When receivables and payables are stated with the amount of sales tax included.

The net amount of sales tax recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statement of financial position.

d) Investment property

Investment properties are measured initially at cost, including transaction costs. The carrying amount includes there placement cost of components of an existing investment property at the time that cost is incurred if the recognition criteria are met and excludes the costs of day-to-day maintenance of an investment property.

Investment property acquired through a non-exchange transaction is measured at its fair value at the date of acquisition. Subsequent to initial recognition, investment properties are measured using the cost model and are depreciated over a 30-year period.

Investment properties are derecognized either when they have been disposed of or when the investment property is permanently withdrawn from use and no future economic benefit or service potential is expected from its disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognized in the surplus or deficit in the period of de-recognition.

Transfers are made to or from investment property only when there is a change in use.

e) Property, plant and equipment

All property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. Depreciation is calculated using the reducing balance method to write down the cost of each asset to its residual value over its estimated useful life using the following annual rates.

	<u>Rate - %</u>
Motor vehicles	25
Furniture & Fittings	12.5
Computers, copiers & faxes	33.3

Cost includes expenditure that is directly attributable to the acquisition of the items. When significant parts of property, plant and equipment are required to be replaced at intervals, the entity recognizes such parts as individual assets with specific useful lives and depreciates them accordingly. Likewise, when a major inspection is performed, its cost is recognized in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognized in surplus or deficit as incurred. Where an asset is acquired in a non-exchange transaction for nil or nominal consideration the asset is initially measured at its fairvalue.

f) Leases

Finance leases are leases that transfer substantially all of the risks and benefits incidental to ownership of the leased item to the Entity. Assets held under a finance lease are capitalized at the commencement of the lease at the fair value of the leased property or, if lower, at the present value of the future minimum lease payments. The Entity also recognizes the associated lease liability at the inception of the lease. The liability recognized is measured as the present value of the future minimum lease payments at initial recognition.

Subsequent to initial recognition, lease payments are apportioned between finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are recognized as finance costs in surplus or deficit.

An asset held under a finance lease is depreciated over the useful life of the asset. However, if there is no reasonable certainty that the Entity will obtain ownership of the asset by the end of the lease term, the asset is depreciated over the shorter of the estimated useful life of the asset and the lease term.

Operating leases are leases that do not transfer substantially all the risks and benefits incidental to ownership of the leased item to the Entity. Operating lease payments are recognized as an operating expense in surplus or deficit on a straight-line basis over the lease term.

g) Intangible assets

Intangible assets acquired separately are initially recognized at cost. The cost of intangible assets acquired in a non-exchange transaction is their fair value at the date of the exchange. Following initial recognition, intangible assets are carried at cost less any accumulated amortization and accumulated impairment losses. Internally generated intangible assets, excluding capitalized development costs, are not capitalized and expenditure is reflected in surplus or deficit in the period in which the expenditure is incurred.

The useful life of the intangible assets is assessed as either finite or indefinite.

i) Research and development costs

The Entity expenses research costs as incurred. Development costs on an individual project are recognized as intangible assets when the Entity can demonstrate:

- The technical feasibility of completing the asset so that the asset will be available for use or sale
- Its intention to complete and its ability to use or sell the asset
- How the asset will generate future economic benefits or service potential
- The availability of resources to complete the asset
- The ability to measure reliably the expenditure during development

Following initial recognition of an asset, the asset is carried at cost less any accumulated amortization and accumulated impairment losses. Amortization of the asset begins when development is complete and the asset is available for use. It is amortized over the period of expected future benefit. During the period of development, the asset is tested for impairment annually with any impairment losses recognized immediately in surplus or deficit.

h) Financial instruments

Financial assets

Initial recognition and measurement

Financial assets within the scope of IPSAS 29 Financial Instruments: Recognition and Measurement are classified as financial assets at fair value through surplus or deficit, loans and receivables, held-to-maturity investments or available-for-sale financial assets, as appropriate. The Entity determines the classification of its financial assets at initial recognition.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. After initial measurement, such financial assets are subsequently measured at amortized cost using the effective interest method, less impairment. Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate. Losses arising from impairment are recognized in the surplus or deficit.

Held-to-maturity

Non-derivative financial assets with fixed or determinable payments and fixed maturities are classified as held to maturity when the Entity has the positive intention and ability to hold it to maturity. After initial measurement, held-to-maturity investments are measured at amortized cost using the effective interest method, less impairment. Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate. The losses arising from impairment are recognized in surplus or deficit.

Impairment of financial assets

The Entity assesses at each reporting date whether there is objective evidence that a financial asset or a entity of financial assets is impaired. A financial asset or a entity of financial assets is deemed to be impaired if, and only if, there is objective evidence

of impairment as a result of one or more events that has occurred after the initial recognition of the asset (an incurred 'loss event') and that loss event has an impact on the estimated future cash flows of the financial asset or the entity of financial assets that can be reliably estimated. Evidence of impairment may include the following indicators:

- The debtors or a entity of debtors are experiencing significant financial difficulty
- Default or delinquency in interest or principal payments
- The probability that debtors will enter bankruptcy or other financial reorganization
- Observable data indicates a measurable decrease in estimated future cash flows (e.g. changes in arrears or economic conditions that correlate with defaults)

ii) Financial liabilities

Initial recognition and measurement

Financial liabilities within the scope of IPSAS 29 are classified as financial liabilities at fair value through surplus or deficit or loans and borrowings, as appropriate. The Entity determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings, plus directly attributable transaction costs.

Loans and borrowing

After initial recognition, interest bearing loans and borrowings are subsequently measured at amortized cost using the effective interest method. Gains and losses are recognized in surplus or deficit when the liabilities are derecognized as well as through the effective interest method amortization process.

IPSAS 29.65

Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate.

i) Inventories

Inventory is measured at cost upon initial recognition. To the extent that inventory was received through non-exchange transactions (for no cost or for a nominal cost), the cost of the inventory is its fair value at the date of acquisition.

Costs incurred in bringing each product to its present location and condition are accounted for, as follows:

- Raw materials: purchase cost using the weighted average cost method
- Finished goods and work in progress: cost of direct materials and labour and a proportion of manufacturing overheads based on the normal operating capacity, but excluding borrowing costs

After initial recognition, inventory is measured at the lower of cost and net realizable value. However, to the extent that a class of inventory is distributed or deployed at no charge or for a nominal charge, that class of inventory is measured at the lower of cost and current replacement cost.

Net realizable value is the estimated selling price in the ordinary course of operations, less the estimated costs of completion and the estimated costs necessary to make the sale, exchange, or distribution.

Inventories are recognized as an expense when deployed for utilization or consumption in the ordinary course of operations of the Entity.

j) Provisions

Provisions are recognized when the Entity has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Where the Entity expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognized as a separate asset only when the reimbursement is virtually certain.

The expense relating to any provision is presented in the statement of financial performance net of any reimbursement.

Contingent liabilities

The Entity does not recognize a contingent liability, but discloses details of any contingencies in the notes to the financial statements, unless the possibility of an outflow of resources embodying economic benefits or service potential is remote.

Contingent assets

The Entity does not recognize a contingent asset, but discloses details of a possible asset whose existence is contingent on the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Entity in the notes to the financial statements. Contingent assets are assessed continually to ensure that developments are appropriately reflected in the financial statements. If it has become virtually certain that an inflow of economic benefits or service potential will arise and the asset's value can be measured reliably, the asset and the related revenue are recognized in the financial statements of the period in which the change occurs.

k) Nature and purpose of reserves

The Entity creates and maintains reserves in terms of specific requirements. Entity to state the reserves maintained and appropriate policies adopted.

l) Changes in accounting policies and estimates

The Entity recognizes the effects of changes in accounting policy retrospectively. The effects of changes in accounting policy are applied prospectively if retrospective application is impractical.

m) Employee benefits***Retirement benefit plans***

The Entity provides retirement benefits for its employees and councillors. Defined contribution plans are postemployment benefit plans under which an entity pays fixed contributions into a separate entity (a fund), and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods. The contributions to fund obligations for the payment of retirement benefits are charged against income in the year in which they become payable.

Defined benefit plans are post-employment benefit plans other than defined-contribution plans. The defined benefit funds are actuarially valued tri-annually on the projected unit credit method basis. Deficits identified are recovered through lump sum payments or increased future contributions on proportional basis to all participating employers. The contributions and lump sum payments reduce the post-employment benefit obligation.

n) Foreign currency transactions

Transactions in foreign currencies are initially accounted for at the ruling rate of exchange on the date of the transaction. Trade creditors or debtors denominated in foreign currency are reported at the statement of financial position reporting date by applying the exchange rate on that date. Exchange differences arising from the settlement of creditors, or from the reporting of creditors at rates different from those at which they were initially recorded during the period, are recognized as income or expenses in the period in which they arise.

o) Borrowing costs

Borrowing costs are capitalized against qualifying assets as part of property, plant and equipment.

Such borrowing costs are capitalized over the period during which the asset is being acquired or constructed and borrowings have been incurred. Capitalization ceases when construction of the asset is complete. Further borrowing costs are charged to the statement of financial performance.

p) Related parties

The Entity regards a related party as a person or an entity with the ability to exert control individually or jointly, or to exercise significant influence over the Entity, or vice versa. Members of key management are regarded as related parties and comprise the councillors, the executive mayor, mayoral committee members, the city manager, deputy city manager and senior managers.

q) Service concession arrangements

The Entity analyses all aspects of service concession arrangements that it enters into in determining the appropriate accounting treatment and disclosure requirements. In particular, where a private party contributes an asset to the arrangement, the Entity recognizes that asset when, and only when, it controls or regulates the services the operator must provide together with the asset, to whom it must provide them, and at what price. In the case of assets other than 'whole-of-life' assets, it controls, through ownership, beneficial entitlement or otherwise – any significant residual interest in the asset at the end of the arrangement. Any assets so recognized are measured at their fair value. To the extent that an asset has been recognized, the Entity also recognizes a corresponding liability, adjusted by a cash consideration paid or received.

r) Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and cash at bank, short-term deposits on call and highly liquid investments with an original maturity of three months or less, which are readily convertible to known amounts of cash and are subject to insignificant risk of changes in value. Bank account balances include amounts held at the Central Bank of Kenya and at various commercial banks at the end of the financial year. For the purposes of these financial statements, cash and cash equivalents also include short term cash imprests and advances to authorised public officers and/or institutions which were not surrendered or accounted for at the end of the financial year.

s) Comparative figures

Where necessary comparative figures for the previous financial year have been amended or reconfigured to conform to the required changes in presentation.

t) Significant judgments and sources of estimation uncertainty

The preparation of the Entity's financial statements in conformity with IPSAS requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities, at the end of the reporting period. However, uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in future periods.

State all judgements, estimates and assumptions made: e.g.

Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Entity based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. However, existing circumstances and assumptions about future developments may change due to market changes or circumstances arising beyond the control of the Entity. Such changes are reflected in the assumptions when they occur.

Useful lives and residual values

The useful lives and residual values of assets are assessed using the following indicators to inform potential future use and value from disposal:

- i. The condition of the asset based on the assessment of experts employed by the entity;
- ii. The nature of the asset, its susceptibility and adaptability to changes in technology and processes;
- iii. The nature of the processes in which the asset is deployed;
- iv. Availability of funding to replace the asset; and
- v. Changes in the market in relation to the asset.

Provisions

Provisions were raised and management determined an estimate based on the information available.

Provisions are measured at the management's best estimate of the expenditure required to settle the obligation at the reporting date, and are discounted to present value where the effect is material.

Assumptions were used in determining the provision for rehabilitation of landfill sites. Landfill areas are rehabilitated over years and the assumption was made that the areas stay the same in size for a number of years.

Provision is made for the estimated cost to be incurred on the long-term environmental obligations, comprising expenditure on pollution control and closure over the estimated life of the landfill. The provision is based on the advice and judgment of qualified engineers.

The estimates are discounted at a pre-tax discount rate that reflect current market assessments of the time value of money.

The increase in the rehabilitation provision due to passage of time is recognized as finance cost in the statement of financial performance.

The cost of ongoing programs to prevent and control pollution and rehabilitate the environment is recognized as an expense when incurred.

u) Subsequent events

There have been no events subsequent to the financial year end with a significant impact on the financial statements for the year ended June 30, 2014.

3. Public contributions and donations		
	2014	2013
	Kshs 000	Kshs 000
SIDA	51,131	148,455
IJR	-	12,090
UNDP-Uwiano		20,000
Total transfers and sponsorships	51,131	180,545

4. Transfers from other governments – gifts and services in-kind		
	2014	2013
	Kshs 000	Kshs 000
Unconditional grants		
Operational grant	174,960	446,067
	174,960	446,067

5. Other income		
	2014	2013
	Shs 000	Shs 000
Other income	5,715	1,309
Total other income	5,715	1,309

6. Employee costs		
	2014	2013
	Kshs 000	Kshs 000
Employee related costs - salaries and wages	81,729	98,328
Employee related costs - contribution to pensions and medical aids	22,331	15,350
Employee costs	104,060	113,678
7. Depreciation and amortization expense		
	2014	2013
	Kshs 000	Kshs 000
Property, plant and equipment	23,333	27,979
Total depreciation and amortization	23,333	27,979
8. Repairs and maintenance		
	2014	2,013
	Kshs 000	Kshs 000
Vehicles	3,759	8,894
Other	2,335	6,446
Total repairs and maintenance	6,094	15,340

9. General expenses

The following are included in general expenses:

	2014	2013
	Kshs 000	Kshs 000
Advertising	9,398	143,833
Admin fees	-	16,069
Audit fees	1,044	1,044
Conferences and delegations	2,086	5,585
Electricity	-	66
Fuel and oil	4,412	9,639
Insurance	2,774	77
Postage	263	181
Printing and stationery	3,732	9,487
Hire charges	3,337	10,510
Rental	22,303	17,304
Telecommunication	4,544	6,374
Training	1,573	1,057
Other	120,543	194,142
Total general expenses	176,009	415,368

10. Loss on sale of assets

	2014	2013
	Shs 000	Shs 000
Property, plant and equipment	3,116	
Other assets	-	
Total gain on sale of assets	3,116	

11. Cash and cash equivalents

	2014	2013
	Kshs 000	Kshs 000
Bank	11,664	32,806
Cash-on-hand and in transit	646	627
Total cash and cash equivalents	12,310	33,433

12. Receivables from non-exchange contracts

	2014	2013
	Kshs 000	Kshs 000
Current receivables		
Other debtors (non-exchange transactions)	11,975	63,695
Total current receivables	11,975	63,695

13. Property, plant and equipment				
	Computers & Printers	Furniture & Fittings	Motor Vehicles	Total
<i>Cost or Valuation:</i>	Kshs 000	Kshs 000	Kshs 000	Kshs 000
As at 1st July, 2012	8,178	37,976	61,436	107,590
Additions during the year	4,841	25,357	31,521	61,719
As at 30th June 2013	13,019	63,333	92,957	169,309
Additions during the year	841	11,308	-	12,149
Disposal	-	-	(9,710)	(9,710)
Transfer/Adjustments	-	-	-	-
As at 30th June 2014	13,860	74,641	83,247	171,749
Depreciation and impairment				
At 1 July 2012	3,887	5,260	22,239	31,386
Depreciation	3,041	7,259	17,679	27,979
At 30 June 2013	6,928	12,519	39,918	59,365
Depreciation	2,308	7,765	13,260	23,333
Disposals	-	-	(5,614)	(5,614)
At 30 June 2014	9,236	20,284	47,564	77,085
Net book value				
At 30 June 2014	4,624	54,357	35,682	94,663
At 30 June 2013	6,091	50,814	53,038	109,944

14. Trade and other payables from exchange transactions		
	2014	2013
	Kshs 000	Kshs 000
Trade payables	3,843	11,161
Total trade and other payables	3,843	11,161

15. Cash generated from operations		
	2014	2013
	Kshs 000	Kshs 000
Surplus for the year before tax	(80,806)	55,556
Adjusted for:		
Depreciation	23,333	27,980
(Gains) and losses on disposal of assets	3,116	-
Increase in receivables	51,908	(44,169)
Increase in deferred income		4,787
Increase in payables	(7,318)	-
Net cash flows from operating activities	(9,767)	44,154

xii. Progress on Follow Up of Auditor Recommendations

The following is the summary of issues raised by the external auditor, and management comments that were provided to the auditor for the 2012/2013 financial report. We have nominated focal persons to resolve the various issues as shown below with the associated time frame within which we expect the issues to be resolved.

Reference No. on the external audit Report	Issue / Observations from Auditor	Management comments	Focal Point person to resolve the issue	Status:	Timeframe:
1	There was no risk management policy in place during the year under review	The Commission recognizes the importance of having in place a solid risk management policy even if it did not have one in place in the year under review. The internal audit department had been working on a risk and governance framework but its setup went beyond the period under review. This will be however be addressed to ensure risk management is handled with the importance it deserves	Senior Internal Auditor	Not resolved	June 2015
4	The Commission uses LSO's for ordering services of hotels. However, the books are not used chronologically.	The Commission has noted the observation made on the use of LSO's and will endeavour to improve on its system of issuance of accountable documents to ensure they are utilized chronologically to avoid their misuse.	Senior Supply Chain Officer	Resolved	N/A
8	The financial statements of NCIC for the period ended 30 June 2013 reflect cash and bank balances amounting to Ksh 33,432,921 which is not supported by board of survey report at the close of the year.	The Commission did not have a board of survey at the close of the period under review. However, the report for cash balance is hereby attached for your verification of the Ksh 626,910; being Kshs 288,681 for GoK Funds and Kshs 3688,229 for IJR/FBA/ NCIC Funds that was at hand on 30th June 2013	Director Finance	Resolved	N/A
	Further the bank reconciliation statement for the account held at Standard Chartered Bank has not been availed for audit verification. Hence the figure for cash and bank balance cannot be ascertained to be accurate and complete.	The bank reconciliation for the Standard Chartered Bank account was availed to you on 2nd April 2014. However, a copy is herewith attached for your verification of the reconciliation.	Senior Accountant	Resolved	N/A

Commission Secretary

Date 03/03/2015

5.1 Commissioners



**1. Commissioner
Mzalendo N. Kibunjia,
PhD, EBS**

Dr. Mzalendo Kibunjia is the Chairperson of the National Cohesion Integration Commission in Kenya. He holds a PHD and MA in Anthropology from Rutgers, The State university, New Jersey USA and a BA in Archaeology & History from the University of Nairobi. He is a member of the Institute of Directors (IOD) Kenya, Board Member Tana and Athi River Development Authority (TARDA), Kenya Representative to UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions, Chairperson and member of International Council of Monuments and Sites (ICOMOS) Kenya. Dr. Kibunjia was the Director, Sites & Monuments at the National Museums of Kenya and Team Leader and Consultant of the New Nairobi Museum and Athletics Kenya Museums respectively. He has rich experience in heritage, anthropology, language and was an external examiner in Kenyatta University, University of Nairobi, University of Dar es Salaam and Institute of African Studies. He was awarded Elder of Burning Spear in December 2010 for exemplary leadership.



**2. Commissioner Milly
Lwanga Odongo**

Commissioner Milly Lwanga Odongo, the Commission's vice chairperson is a Kenyan Lawyer with vast experience in International Human Rights Law. She was a member of the Task Force on Implementation of the Sexual Offences Act 2006, set up by the Attorney General to offer guidance in ensuring full implementation of the then new and progressive legislation that aimed to address sexual based gender violence. For thirteen years, Milly Lwanga has been actively involved in the protection of human rights, offering technical assistance to Civil Society Organizations. She was involved in advocacy work as a Strategist and Trainer and conducted research on the status of implementation of the Sexual Offences Act. She conducted an audit of the capacity of the Judiciary to contribute to the development agenda, particularly under Vision 2030. She also worked as a Program Officer for Africa with the Raoul Wallenberg Institute of Human Rights Sweden (RWI), as well as with UNHCR before her appointment as a Commissioner.



3. Commissioner Dr. Ahmed Yassin, PhD

Commissioner Dr. Ahmed Yassin joined NCIC from the National Museums of Kenya where he served as a Director at the Research Institute of Swahili Studies of Eastern Africa (RISSEA) as well as Director Human Resources and Administration. Dr. Ahmed has been the Chairman of the Muslims Education and Development Agenda Network (MEDAN), Board Member Kenya Marine and Fisheries Institute (KEMFRI), and Secretary, National Museums Education Trust (NMET). Dr. Yassin holds a PhD from School of Oriental and African Studies, University of London. His thesis was on Conflict and Conflict Resolution among the Swahili of Kenya. He has MA in Social Sciences/Development Administration from University of Birmingham UK and is a holder of Certified Public Secretaries (Kenya) Part Two. He has attended numerous project management courses.



4. Commissioner Jane M. Kiano EBS.

Commissioner Jane M. Kiano was the Chairperson of the National Council of Women of Kenya, the Kenya Literature Bureau and Alliance Francaise, Kenya. She is also the Patron of the Maendeleo ya Wanawake Organization and Vice President of the Common Wealth League. She is also a Board member of Family Health Foundation of Kenya. Commissioner Kiano was for many years the chairperson of Maendeleo ya wanawake organisation. She has vast experience as a teacher. She was awarded the Elder of the Burning Spear in 1979 as an outstanding woman leader, and the Golden Mercury International Award dubbed "Ad Personam for Productive Development and International Co-operation" in 1982 in Addis Ababa, Ethiopia. Commissioner Kiano was recognized as Kenya Woman of the Year, 1974. She has a passion for working with disadvantaged members of society and is a strong believer of gender equality.



5. Commissioner Fatuma Mohamed

Commissioner Fatuma Mohamed holds a Masters and Bachelors degree in Gender and Development studies from University of Nairobi.

Commissioner Fatuma was the first National Vice Chairperson of the National Council of Women of Kenya and the founder of Women Advancement Initiative, an NGO that spearheads the empowerment of marginalised women in education, business and politics and eradication of negative cultural practices in North Eastern Province. Commissioner Fatuma was instrumental in resolving several conflicts in Garissa and the rest of North Eastern Province as the Secretary of Garissa Women for Peace Initiative. The organisation was set up by local women in response to the gender consequences of community conflicts. She is also a successful business woman and banker.



6. Commissioner Alice Nderitu

Commissioner Alice Nderitu is a Transitional Justice Fellow of the International Justice and Reconciliation Institute. She spearheads work on information, education and communication at the Commission. Prior to joining NCIC, Commissioner Nderitu was the regional Director of Education of Fahamu, a UK registered charity with a head office in Oxford and a presence in South Africa, Brazil, Kenya and Senegal. She headed a program that worked to build capacities by developing and delivering training courses in human rights and conflict prevention in collaboration with the University of Oxford, The United Nations University for Peace and the UN High Commissioner for Human Rights. Commissioner Nderitu was also one of the pioneer staff at the Kenya National Commission on Human Rights (KNCHR) as program head of Human Rights Education, where she led the drafting of the first human rights education curriculum for public officers. Ms. Nderitu has also worked with the Prisons Department as Senior Superintendent of Prisons working as the personal assistant to the Commissioner of Prisons as well as human rights liaison officer.

Commissioner Alice Nderitu has mediated in several community peace initiatives in Kenya, Zimbabwe and Ethiopia. She also worked in a program that integrated militia groups into mainstream society in Rwanda, and contributed to the review of education curriculums in South Africa to accommodate race, ethnic and social cohesion. She has trained doctors supporting health programs in Somalia, Military and Law Enforcement Peace Keeping officers at the Rwanda Military Academy and the International Peace Support training college in Kenya on human rights and conflict prevention.

Commissioner Alice Nderitu is a guest lecturer at the University of Pretoria's Centre for Human Rights. Most recently, she has facilitated sessions at the John F. Kennedy.



**7. Commission Secretary
Hassan Sheikh
Mohamed, OGW**

Mr. Hassan Mohamed has been the Commission Secretary since June 2010. He holds an MA in Economic and Social Studies (Development Administration and Management) from University of Manchester UK, Post Graduate Diploma in Public Administration and Management from Glasgow Caledonian University, UK; and Diploma in Range Management from Egerton University.

Mr. Hassan is a career Civil Servant who has served in various Government Ministries culminating in his promotion to the rank of Senior Deputy Secretary. He was awarded the Order of the Grand Warrior of Kenya in 2009 for Peace building efforts whilst serving as the Coordinator of the National Steering Committee for Peace Building and Conflict Management in the Office of the President. In addition to the aforementioned, Mr. Hassan also received exposure in international peace while he was on secondment as a Special Envoy of IGAD to the Sudan Peace Process in 2009 - 2010. He has extensive knowledge in Government Financial Management, having served as a Budget Supply Officer in the Ministry of Finance in 1997 – 2006.

NB: The above Commissioners, except the Commission Secretary, left office in September 2013.

Ex-Officio Members



8. Commissioner
Otiende Amollo

Mr. Otiende Amollo is the **Chairperson of the Commission for the Administration of Justice**. He served in the Committee of Experts on Constitutional Review and as the Chairman of the Kenya Section of the International Commission of Jurists (I.C.J.). He has also served as the Secretary to the East African Law Society, joint Secretary to the Government of Kenya Implementation Committee on the Report of the Task Force on HIV and AIDS. He is the Sub-Editor to the East African Lawyer magazine and a board member to 'Kituo Cha Sheria' a legal advice center.



9. Samuel K. Tororei,
D.Phil-Human Eco;
Msc. HPF; B.Ed (Arts)

Dr. Samuel K. Tororei is the **Ag. Chairman, Kenya National Commission on Human Rights**. Prior to his appointment as a Commissioner to the KNCHR, he was a Lecturer at Moi University and the Lead Consultant with Empowerment Resources Development Centre (ERDC). Dr. Tororei is a Human Ecologist and a Health Economist with a D. Phil in Human Ecology (Moi University), an Msc in Health Planning and Financing (London School of Economics).

He has long and wide experience and expertise in disability and Non-Governmental work; University teaching at all levels and played the role of policy negotiation and dialogue in the Constitution of Kenya Review Process.



10. Commissioner
Winfred Lichuma

Commissioner Winfred Lichuma is the current Chairperson of the National Gender and Equality Commission (NGEC). Winfred is lawyer of over 20 years standing. Previously she has served as a Commissioner at the Kenya National Commission on Human Rights and has been a legal adviser to the National Aids Control Council. She also has worked as a practising Advocate of the High Court of Kenya. Commissioner Winfred Lichuma began her career as a Magistrate of the High Court of Kenya, a position she held for ten years and served around the country, growing up the ranks to Senior Resident Magistrate. Winfred has a wide experience in gender mainstreaming and human rights promotions and programming.

5.2 Management Team



**1. Commission Secretary
Hassan Sheikh
Mohamed, OGW**

Mr. Hassan Mohamed has been the **Commission Secretary since June 2010**. He holds an MA in Economic and Social Studies (**Development Administration and Management**) from University of Manchester UK, Post Graduate Diploma in Public Administration and Management from Glasgow Caledonian University, UK; and Diploma in Range Management from Egerton University.

Mr. Hassan is a career Civil Servant who has served in various Government Ministries culminating in his promotion to the rank of Senior Deputy Secretary. He was awarded the Order of the Grand Warrior of Kenya in 2009 for Peace building efforts whilst serving as the Coordinator of the National Steering Committee for Peace Building and Conflict Management in the Office of the President. In addition to the aforementioned, Mr. Hassan also received exposure in international peace while he was on secondment as a Special Envoy of IGAD to the Sudan Peace Process in 2009 - 2010. He has extensive knowledge in Government Financial Management, having served as a Budget Supply Officer in the Ministry of Finance in 1997 – 2006.



2. Dr Julius Ouma Jwan

Dr. Julius O. Jwan is the **Director, Programmes and Technical services** which entails coordinating the implementation of programmatic work within four programme departments. These are; Civic Education & Advocacy; Reconciliation and Integration; Research, Policy & Planning; Enforcement, Complaints & Legal.

Dr. Jwan holds a PhD Degree in Educational Leadership & Management; a Master of Science (MSc) Degree in Research Methods; a Master of Philosophy (MPhil) Degree in Education Communication & Management; Master of Philosophy (MPhil) Degree in Linguistics and a Bachelor of Education (B.Ed) Degree.



3. Dr. Benjamin Kituku

Dr. Benjamin Kituku is the **Director Finance, Hr and Administration which is the administrative** arm of the commission and is composed of the following divisions; Finance and Accounts, Human Resource, Administration, Supplies Management and ICT.

Dr. Kituku is a Certified Public Accountant of Kenya (CPA - K) and a member of ICPAK. He holds a Masters In Business Administration (MBA) Finance and Strategic Management from the University of Nairobi and a BVMPH from the same university.



4. Dr. Sellah King'oro

Sellah King'oro is the **Assistant Director of Research, Policy and Planning** at the National Cohesion and Integration Commission. This department collects, collates and synthesizes information on various issues of interest to the commission and is also key in policy development planning and implementation.

She holds a Bachelor of Education (Arts) and a Master in International Studies with a major in Conflict Management from the University of Nairobi and is currently pursuing her PhD in Peace and Conflict Studies at Kisii University.



5. Mr. Liban Guyo

Mr. Liban Guyo is the **Assistant Director; Reconciliation and Integration at the National Cohesion and Integration Commission**. This department is involved in the promotion and sustenance of the national peace and reconciliation agenda.

Mr. Guyo holds a Masters Degree in Governance and Development from Sussex University and a BA in International Relations from United States International University-Africa Nairobi, Kenya.



6. Mr. Charllow Kyalo Mwengi

Mr. Mwengi is the **Assistant Director Complaints, Legal and Enforcement department**, which receives and investigates complaints of ethnic and racial discrimination and makes recommendations to the parliament and any other relevant government department or authority.

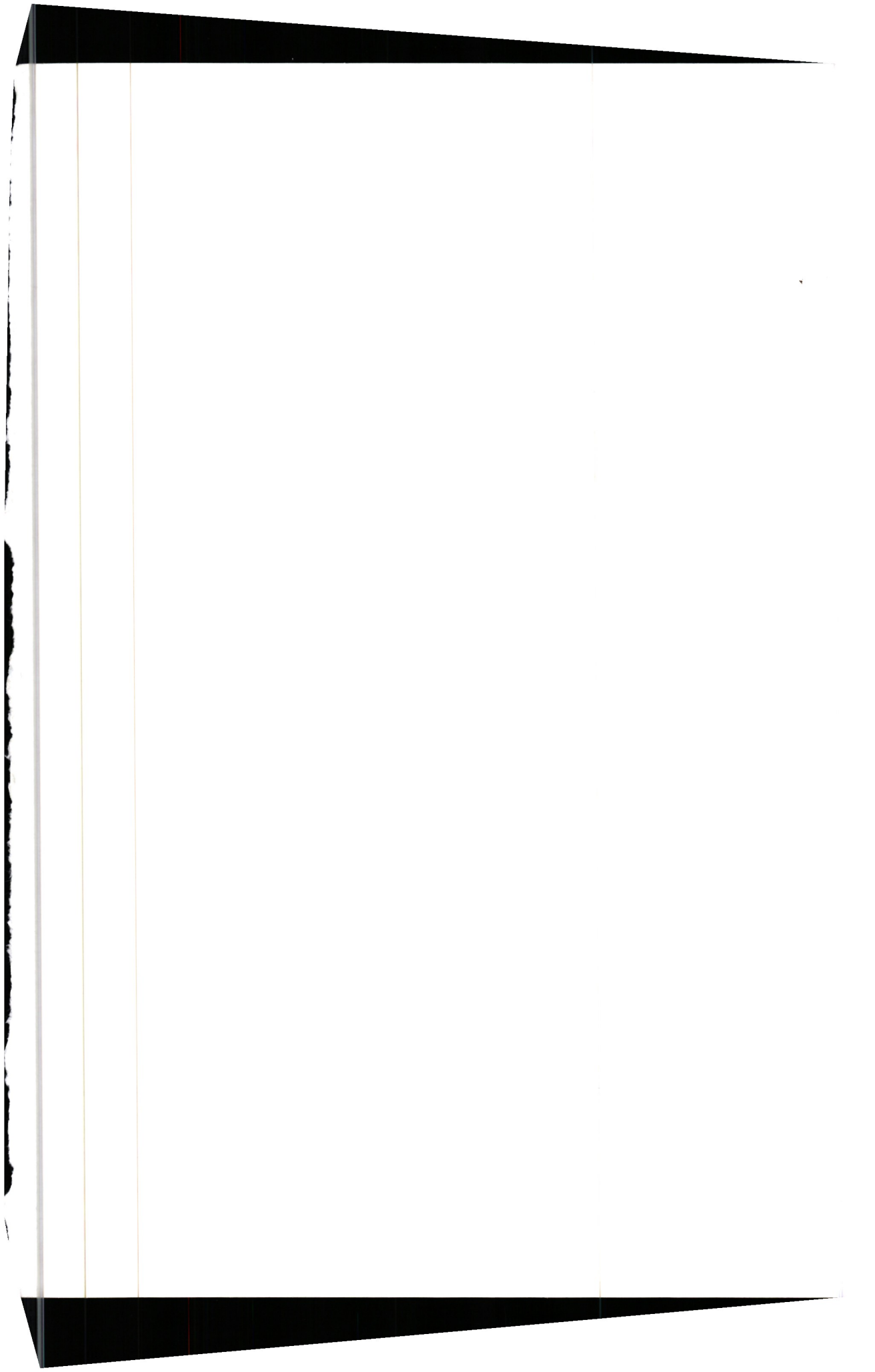
Mr. Mwengi is an advocate of the high court of Kenya and a member of the law society of Kenya. He holds a Bachelors degree in Social Legislation (BSL), Bachelors in Laws (LLB) and a Diploma in Law from the Kenya School of Law.



7. Mr. Killian Nyambu Machila

Mr. Kilian Nyambu is the **Assistant Director, Civic Education and Advocacy** at the National Cohesion and Integration Commission. The department spearheads initiatives aimed at policy influence and advocacy, public education and awareness, capacity development and outreach

Mr. Kilian Nyambu holds a Master of Education (M.Ed) in Educational Administration and Planning as well as Bachelor of Education (Arts) degree from the University of Nairobi. He has multiple certificates in various management programmes from different training institutions including the Kenya Institute of Administration.



One People One Nation One Destiny



NATIONAL
COHESION AND
INTEGRATION
COMMISSION

KMA Centre, Mara Road, Upper Hill
P.O. Box 7055-00100, GPO Nairobi
Tel: 254-20-8073264/5
Email: info@cohesion.or.ke
website: www.cohesion.or.ke
Toll Free No. 15666