

# IN THE FOOTPRINTS OF NCIC

**Published by**

National Cohesion and Integration Commission (NCIC)  
KMA Centre 6TH Floor, Mara Road, Upper Hill  
P.O. Box 7055-00100, GPO Nairobi  
Email: info@cohesion.or.ke | website: www.cohesion.or.ke

**ISBN No. ISBN NO. 978-9966-044-18-1**

**All rights reserved.**

**NCIC Publication No. 1/2016**

**Contact Details**

National Cohesion and Integration Commission (NCIC)  
KMA Centre, 6TH Floor- Mara Road, Upper Hill  
P. O. Box 7055 - 00100,  
G.P.O., Nairobi.  
Tel: 254 -20-8073264/5  
Toll Free Number: SMS No. 15666  
Mobile +254-702-777000

Email: info@cohesion.or.ke  
Website: http://: www.cohesion.or.ke  
Twitter Handle: @NCIC\_Kenya  
Facebook Page: National Cohesion and Integration  
Commission

**Principal Bank**

Kenya Commercial Bank  
Sarit Centre Branch, Nairobi

Standard Chartered Bank  
Harambee Avenue Branch, Nairobi

National Bank of Kenya  
Harambee Avenue Branch, Nairobi

**Independent Auditors**

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

## OUR CORE STATEMENTS

### OUR VISION

A peaceful, cohesive, united and integrated Kenyan society

### OUR MISSION

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

### CORE VALUES

#### 1. Professionalism

We are committed to serving our clients with utmost professionalism

#### 2. Affirmative action for the marginalized and the minorities

We endeavor to undertake affirmative action for the marginalized and the minorities.

#### 3. Respect for diversity and inclusivity

We respect diversity and ensure inclusion in our various engagements

#### 4. Integrity

We provide our services with utmost integrity

## LIST OF ABBREVIATIONS AND ACRONYMS

ADR	Alternative Dispute Resolution Mechanism
CAJ	Commission for Administrative of Justice
CAK	Communications Authority of Kenya
CVE	Countering Violent Extremism
DCI	Directorate of Criminal Investigations
EACC	Ethics and Anti-Corruption Commission
HURIA	Human Rights Agenda
IEBC	Independent Electoral and Boundaries Commission
IEC	Information, Education and Communication
KNCHR	Kenya National Commission on Human Rights
KRA	Key Result Area
MCK	Media Council of Kenya
NACCSC	National Anti-Corruption Campaign Steering Committee
NCI Act	National Cohesion and Integration Act No. 12 of 2008
NCIC	National Cohesion and Integration Commission
NCTC	National Counter Terrorism Centre
NIS	National Intelligence Service
NONDO	Northern Nomadic Disabled Person's Organization
NPS	National Police Service
NSC	National Steering Committee on Peace Building and Conflict Management
ODPP	Office of the Director of Public Prosecutions
ORPP	Office of the Registrar of Political Parties
PLWD	Persons Living With Disabilities
PPDA	Public Procurement Disposal Act
LSO	Local Service Order
LPO	Local Purchase Order

# TABLE OF CONTENTS

EXECUTIVE SUMMARY.....	7
<b>SECTION ONE: STATEMENT AND GOVERNANCE.....</b>	<b>8</b>
1.1 Statement from the Chairperson.....	8
1.2 Who Governs Us.....	9
Ex- Officio Members.....	13
1.3 Statement from the Commission Secretary.....	14
1.4 Who Leads Us.....	15
<b>SECTION TWO: WHO WE ARE.....</b>	<b>17</b>
2.1 Establishment of NCIC.....	17
2.2 What We Do.....	17
2.3 Principles and Values of NCIC.....	18
<b>SECTION THREE: OUR PERFORMANCE.....</b>	<b>19</b>
3.1 A National Culture and Value System that upholds and Inspires a Kenyan Identity.....	19
3.2 Transformative Institutions, Communities and Structures that Promote Peacebuilding, Reconciliation and Integration towards National Cohesion.....	24
3.3 Practices and Structures that Provide Equal Opportunities For All.....	29
3.4 Research Programs, Studies and Audits that Address Conflicts and Inequalities using Empirical and Scientific data.....	35
3.5 A Commission that is Visible, Responsive, Active, Functional and Effective in delivering its mandate.....	37
<b>SECTION FOUR: CHALLENGES, LESSONS LEARNT AND RECOMMENDATIONS.....</b>	<b>41</b>
4.1 Challenges.....	41
4.2 Lessons Learnt .....	41
4.3 Recommendations .....	41
<b>SECTION FIVE: FINANCIAL STATEMENT FOR THE YEAR ENDED 30TH JUNE, 2017.....</b>	<b>45</b>
5.1. Financial Report and Statements for the Year Ended 30th June, 2017.....	45
5.2. Statement of Commissioners' Responsibility.....	46
5.3 Report of the Auditor-General on the National Cohesion and Integration Commission.....	47
5.4 Statement of Financial Performance as at 30th June 20.....	50
5.5. Statement of Financial Position as at 30th June 2017.....	51
5.6 Statement of Changes in Net Assets for the Year Ended 30th June 2017.....	52
5.7. Statement of Cash Flows as at 30th June 2017.....	52
5.8 Statement of comparison of budget and actual amounts for the period ended 30th June 2017.....	53
5.9 Notes to the Financial Statements.....	54
5.10. Notes to the Financial Statements.....	57
5.11. Progress on Follow up of Auditor Recommendations.....	63
5.12. Appendix 1: Projects implemented by the Entity.....	64
5.13 Appendix 2: Inter-entity Transfers.....	66

## EXECUTIVE SUMMARY

The year 2016 -2017 was exciting, prolific but also challenging with the stage set for the second General Elections, in the devolved system of Government. Political bells began way too early in 2016, yet elections were set for August, 2017. The country was marked with heightened political campaigns in the pre-and post-party primaries periods. The Party primaries were conducted in May 2017, but ended being shambolic and below expectations. There was contestation for elective positions starting with Member of County Assembly, Gubernatorial all through the Presidency resulting to rampant cases of political intolerance and tensions witnessed in over half of the counties. Nevertheless, the Commission made great strategic investments to sustain the efforts of integration, national unity and peaceful coexistence, among communities amidst heightened political competitions arising from the 2017 Election fever.

The Commission raised the bar by first conducting a rapid conflict assessment that mapped out hot spot counties with possibilities of recurring violence. The initial assessment was conducted in June 2016. It identified 19 counties as conflict hotspots while the second assessment which was conducted in November 2016 in partnership with UWIANO saw the number increase to 33 counties. Further to this, the Commission installed a robust Early Warning and Early Response System to manage the information derived and disseminated from the competitive political environment. The Commission recruited, trained and deployed 123 Cohesion and Social Media monitors across the 47 counties to collect and report on threats to peaceful coexistence. 700 police officers were also trained and provided with tools and equipment to manage hate speech. 50 Body worn cameras, 150 voice recorders and 50 camcorders were distributed to police officers and cohesion monitors across the 47 counties. All these were interwoven in a seamless system where warning alerts were relayed through several platforms including WhatsApp, SMS, email and calls. The information was quickly analyzed, authenticated and transmitted to different security authorities and government agencies for quick response. This significantly contributed to the relative peace and calm witnessed during the party primaries and the period beyond. Additionally, NCIC successfully recorded 95 cases of hate speech and ethnic incitement. It successfully investigated and forwarded 19 to the Office of Director of Public Prosecutions who complied with the Commission's recommendations for prosecution, the 19 accused persons were arraigned in various courts. The 2017 political activities created fertile ground for ethnic tensions and hostilities. As it's the mandate of the Commission, over 20 major dialogue and mediation forums were conducted to stem hostilities among the warring communities arising from political tensions, competition over scarce resources and historical ethnic divisions. Three such major dialogue forums brokered peace and ceasefire among the communities residing in Samburu - Laikipia; Garissa - Wajir border; and Pokot - Elgeyo Marakwet. The peace pacts realized from the dialogue forums significantly contributed in preventing, averting, and resolving inter-community and clan conflicts.

To reduce the conflicts and tensions that were arising from the political and ethnic divisions, the Commission intensified sensitization, awareness and media campaigns to promote peaceful coexistence. Over 100 forums were carried out across the 47 counties disseminating peace messaging targeting, youth, women, interfaith leaders, political leaders and the public. Public forums, baraza, mass media platforms were used to reach over 10 million people with peace and cohesion messages. Themes such as Zuia Noma, Dumisha Amani, Kenya ni Yetu Sisi Sote and Stop Hate Speech were advanced on national and local T.V and Radio stations and social media platforms. Populations in institutions of learning, formal and informal settlements were not left out either. Pursuant to the Commission's mandate of reducing ethnic discrimination in public employment as prescribed in Section 7(2) of the NCI Act 2008, it held several forums with key public establishment such as County Governments, Public Universities, and State Corporations to advocate for compliance with the law. Specifically, the Commission discussed with them strategies that would reduce the levels of overrepresentation of major community groups such as the Kikuyu, Luo, Luhya, Kalenjin and Kambas and instead increase the representation of the marginalized communities such as the Dasenach, Turkana and Gosha, as established in the findings of the 2016 Ethnic Diversity Audits.

Besides focusing on maintaining peaceful coexistence among the diverse communities of Kenya, the Commission also invested in improving its Systems of Accountability and Good Governance. A great milestone was attained through the adoption of a cashless system of payments that has significantly enhanced security and accountability of the Commission's resources. NCIC also complied with the new Public Procurement, Asset Disposal Act (PPADA) 2015 that required all public entities to adhere to the one third rule of providing at least 30% of the value of its procurement of goods and services to special interest groups (Women, youth and persons living with disabilities). As a result, 33% of the total value of goods and services procured went to these groups. The Commission further constituted an Audit Committee as stipulated by Public Finance Management Act 2012 (PFM) and PFM regulations 2015 laws. The Office of the Auditor General also undertook a statutory annual audit for the year in question and an unqualified opinion was expressed on the financial statements and books of accounts of the Commission .

## SECTION ONE: STATEMENT AND GOVERNANCE

## 1.1 STATEMENT FROM THE CHAIRPERSON

I am greatly honored to present to you the Annual Report and Financial Statements of the Commission for the year ended 30th June 2017. This financial year was a critical one for Kenya since it was scheduled to hold its second General Elections under the devolved governance system. Indeed, the country's political landscape led to high levels of tensions and anxieties that threatened the already fragile social cohesion fabric and inter-communal relations.

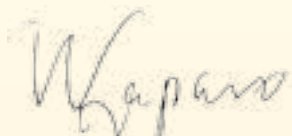
The Commission therefore was expected to discharge its mandate of promoting national unity and peaceful coexistence among all Kenyans in such challenging environment. Nevertheless, it continued to demonstrate leadership in sustenance of peace and cohesion matters through the strong synergy between the Commissioners, the Secretariat and the county peace infrastructure by promoting arbitration, conciliation, mediation and other similar forms of Alternative Dispute Resolution Mechanisms (ADR). The Commission adequately facilitated reconciliation dialogues between warring communities in Samburu-Laikipia, Garissa-Wajir, Kisumu and Nandi, Pokot-Elgeyo Marakwet and Meru and Isiolo among others. The peace pacts that were signed between these communities, contributed significantly to preventing, averting and resolving inter-community and clan conflicts.

The Commission's Ethnic Diversity Audits continued to influence policy in attaining fairness in distribution of employment in all public institutions, as required by Section 7 (1) of the National Cohesion and Integration Act 2008, and the Constitution of Kenya. Most of the institutions that had not complied, in the 2016 Ethnic diversity audits responded positively to our recommendations.

Further, the Commission spearheaded the establishment of Peace (Amani) Clubs in institutions of learning in Kenya, aimed at enhancing skills in conflict and dispute resolution while entrenching peace education. So far, the Commission has reached over 370,000 students across 15 counties. More will be accomplished in the coming years.

The Commission also forged strategic partnerships with various agencies including; the Office of the Director of Public Prosecution (ODPP), the Directorate of Criminal Investigations (DCI), Communication Authority of Kenya (CAK) and National Treasury in countering hate speech.

Finally, on behalf of NCIC Commissioners and Staff, I express my sincere gratitude to the Government of Kenya, Ministry of Interior, Coordination and National Government, Donors and stakeholders for their continued support. I am confident that the Commission is on the right trajectory towards attaining a peaceful, cohesive united and integrated Kenyan Society.



HON. FRANCIS XAVIER OLE KAPARO, EGH,  
COMMISSION CHAIRMAN

## 1.2 WHO GOVERNS US



**Hon. Francis Ole Kaparo,**  
Commission Chairman

Hon. Francis Ole Kaparo was inaugurated as the Commission Chairman by President Uhuru Kenyatta on 11th September, 2014 alongside seven other commissioners to lead the National Cohesion and Integration Commission of Kenya. Hon. Francis Ole Kaparo is a lawyer by profession with vast experience in Kenya's political and development discourse. He holds a Bachelor of Laws degree from the University of Nairobi and a post graduate Diploma in Laws from Kenya School of Law. Hon. Kaparo was admitted to the roll of Advocates as an Advocate of the High Court of Kenya since 1997. He is the longest ever serving Speaker of the National Assembly of Kenya, having served from 1993 - 2008. Before then, he previously served as Minister for Labour 1990 -1991, Minister for Industry 1991-1993, Assistant Minister for National Guidance and Political Affairs 1988-1989, Assistant minister for Supplies and Marketing 1989-1990. He was also a Member of Parliament for Laikipia East between 1988 - 1992. Hon. Francis Ole Kaparo has served in various capacities as well in the government of Kenya and Africa as a whole. These include Chairman to the Commonwealth Parliamentary Association, 1995-1997, Chairman, Steering Committee of Speakers' Conference – Africa Region, 1997-1999, Chairman, Steering committee of Speakers' conference of the CPA international 2004-2006 Member of the African Union Observer Mission to the Zimbabwe Election and President of the Inter Parliamentary Union General Assembly in 2006. Hon. Francis Ole Kaparo is the former Chief Scout of the Kenya Scouts Association. Before joining the Commission, Hon. Francis Ole Kaparo was the immediate Chairman to the National Environmental Management Authority and The United Republican Party (URP).



**Irene N. Wanyoike,**  
Vice Chairperson and  
Commissioner

Commissioner Irene N. Wanyoike holds a Bachelor of Laws degree from the University of Nairobi and a post graduate Diploma in Law from Kenya School of Law. Commissioner Irene is an Alternative Dispute Resolution (ADR) Practitioner with emphasis in Mediation. She is a member of the Chartered Institute of Arbitrators (CI Arb) in both Kenya and London Branches. Currently she is the Honorary treasurer and Council member of CI Arb. She has also been a private Consultant, working closely with FIDA in Family Mediation and the Chartered Institute of Arbitrators. She has a wide knowledge in the field of Mediation and Arbitration, Public Sector Reforms, Governance, Human Rights, and is very passionate on issues of Women and Youth Empowerment. She has been a Civic Educator in the National Steering Committee of the Kenya National Integrated Civic Education (K-Nice) which had been under the then Ministry of Justice and Constitutional Affairs. She is also in the Panel of Mediators at the newly established Strathmore Dispute Resolution Centre at Strathmore University Campus. Commissioner Irene is the Convener of the Association of Professional Societies in East Africa's (APSEA), Constitutional Implementation and Oversight Committee and a member of Professional Integrity and Ethics Committee of APSEA. She has served in various Professional Bodies in different positions. She is the Chairperson of the Centre for Alternative Dispute Resolution (CADR), and a Senior 1st Vice Chairperson of the Association of Professional Societies in East Africa (APSEA). She is the Honorary Treasurer of the Chartered Institute of Arbitrators (CI Arb), and a Board Member of the Kenya Private Sector Alliance (KEPSA). Irene also serves in several committees and secondary school boards and offers probono services on Family Mediation and Reconciliation.



**Belinda Ochiel,**  
Commissioner

Commissioner Belinda Ochiel holds a Masters in Communication Studies and a Master of Diplomacy both from the University of Nairobi. She is a Policy, Advocacy and Communications Specialist with 13 years' experience in democracy, governance, health and human rights work.

She has vast experience in research, policy analysis and evidence based advocacy, documentation of human rights violations, civic education, reporting and outreach, complaints handling and redress, behavior change communications and knowledge management, partnership building and resource mobilization.

She is a seasoned policy, advocacy, and communications expert with regional and international experience in peace building, democracy, governance, and human rights.

She was the Director of Policy, Advocacy, and Communications at the Commission on Administrative Justice (Office of the Ombudsman) Kenya with the Responsibility of Designing, Implementing, Monitoring and Evaluating Advocacy and Communications Programmes to Promote Administrative Justice, Good Governance and Enhance Realization of Human Rights. Previously, she spearheaded national peace initiatives and was instrumental in the investigations and documentation of 2007/2008 post-election violence in Kenya.

With a Master of Science in Project Planning and Management from the University of Bradford, Commissioner Adan Abdi Mohamed previously undertook County Coordination with regard to drought management and food security through the operation of a County Drought Early Warning System, coordination and participation in County and national food security assessment and surveys and regular community information feedback. He previously managed the Arid Lands Resource Management Project as a Drought Management Coordinator.

Commissioner Adan has 23 years of experience, both as an educationist and a development worker under various capacities. He also handled and coordinated drought mitigation response activities; handled and facilitated conflict dialogues and mitigations, coordinated development agencies both government departments, civil societies, NGOs, INGOs and UN Agencies at County level.

He has skills working in hardship, drought and conflict prone areas, has the capacity to respond to emergency situations, in the areas of drought and conflict mitigation and relief operations, and has knowledge of working with communities in micro-development projects. Commissioner Adan has adequate skills in the design, formulation and management of development projects, has knowledge of coordinating government, donors, NGOs, Civil society and international agencies coupled with abundant administrative and supervisory skills.



**Adan Abdi Mohammed**  
Commissioner

Commissioner Dr. Roba D. Sharamo has over 16 years of experience in international development, diplomacy and conflict analysis and resolution where he worked in senior management positions with the United Nations Development Programme (UNDP) in Kenya, Government of Kenya, non-governmental organizations and a leading think-tank, Institute for Security Studies in Addis Ababa and Nairobi, among other international institutions. Most recently, he worked for UNDP as the Team Leader for Peace Building and Conflict Prevention Unit. He received his Doctorate in Conflict Analysis and Resolution from George Mason University, United States of America (USA) in 2012. His doctoral dissertation is entitled, "Predatory Politics and Struggles of Peacemaking in Somalia," at George Mason University, Arlington, Virginia, US. Dr. Roba has a Master's degree in Sustainable International Development from Brandeis University, Boston, USA, 2002 and a Bachelor of Science from Kenyatta University, Nairobi, Kenya, 1998. He has lectured and made presentations in numerous regional and international conferences and published key monographs and scholarly articles on peace and security in Africa. He also co-edited two monographs: with Berouk Mesfin entitled Regional Security in Post-Cold War Horn of Africa (April 2011); and The State of Human Security in Africa (co-edited with C. Ayangafac) in April 2012, respectively. He is committed to the institutionalization of the inter-related agendas of peace, cohesion and integration in Kenya. His areas of specialization include conflict analysis and resolution, political economy, peace building, cohesion, community security, mediation and negotiation. Dr. Roba Sharamo was appointed as a Commissioner of the National Cohesion and Integration Commission (NCIC) by His Excellency President Uhuru Kenyatta on 12th August 2014.



**Dr. Roba D. Sharamo**  
Commissioner

Commissioner Dr. Joseph Wamocha Nasongo is a PhD holder in Conflict Resolution and Management from Masinde Muliro University of Science and Technology, Master's degree in Philosophy of Education and Bachelor's degree in Education arts of Kenyatta University. His PhD thesis was titled 'An analysis of feminist epistemology: Logical pedagogical implications to education in Kenya'. He joins the Commission from the world of academia with Twenty-Four years' experience as an educationist, seven of which he taught in secondary schools, Six years at Maseno University and Eleven years at Masinde Muliro University of Science and Technology. He has vast experience in teaching, research and publications. His research interests include: Peace studies, conflict resolution and management, Education, feminism, and philosophy. He has attended and presented papers in local, regional and international conferences. Dr. Joseph W. Nasongo is also a member of professional associations namely: Association of Disaster Management and Conflict Resolution of Kenya (ADMCRK), Organization of Social Science Research in Eastern Africa (OSSREA) and Association of Third World Studies ATWS). He has actively participated in community development through engagement in civic education, review of peace building training manual, research on impact of violent conflicts on education and member of boards of management of schools and sub county district education board. His global is guided by the philosophy that the human person has a rich endowment of potential that requires conducive environment to flourish. Conducive environmental factors include: peace, access to basic needs, quality education, respect for human dignity and freedom to exercise talents in enhancing individual and societal development.



**Dr. Joseph Wamocha Nasongo**, Commissioner



**Prof. Gitile Joseph Naituli**,  
Commissioner

Commissioner Prof. Gitile Joseph Naituli holds a PhD degree in Business Management from Egerton University, a Master's in Business Administration (MBA) degree in Management and a Bachelor of Arts (BA) degree in Business Administration and Government from MIU-IOWA, USA. His PhD Thesis was entitled: "Constraints on Growth of Micro and Small-Scale Women Enterprises in North and Central Meru, Kenya". Prof. Naituli has over 20 years' experience in Business Management and Leadership gained from extensive consulting, facilitation, teaching and research. Before his appointment as a Commissioner with the National Cohesion and Integration Commission, Prof. Naituli served as the Acting Principal and Deputy Principal (Finance and Administration) and Associate Professor, Business Management and Leadership at Multimedia University of Kenya. He is also a visiting Professor of Management at the University of Virginia, USA and sits on the Advisory Board of Environic Foundation International (EFI), USA, as well as the National Trustee Intervarsity Environmental network (IVEN). Prof. Gitile Naituli has conducted research in several fields.

These include Education for Sustainable Development and its application to Business Systems, Small to Medium Enterprises and the implication for sustainable development, Small Business Development and Management, Gender Issues in Small Business Management and Development and the Implication for Poverty Alleviation Efforts, Climate Change Adaptation and Mitigation, Gender Issues in Organizational Development and Management, Strategic Management and its implications for Organizational Re-engineering, Transformational Leadership and its implication

for development and Conflict Resolution and Mitigation. Prof. Naituli is the author of more than 25 papers on Leadership and Management that have been published in professional journals or presented at various professional international conferences. He has also authored and co-authored more than 8 books in business Management. Prof. Naituli is a Technical Specialist with the United Nations Environment Programme (UNEP), Mainstreaming Environment for Sustainability in African Universities (MESA).

He has also been helping African Universities to develop projects on adaptation to climate change and also providing technical assistance to the concerned Universities, besides organizing, planning and participating in strategic meetings and Seminars/workshops. Prof. Naituli has been a Consultant for UNESCO Windhoek Cluster Office to Angola, Lesotho, Namibia, South Africa and Swaziland. In 2008, Prof. Naituli was appointed as the coordinator for the International Training Programme in Education for Sustainable Development in Higher Education in African Universities by Ramboll Natura AB and SIDA of Sweden. He chaired the University of Gondar (Ethiopia) Senate Committee that helped develop a curriculum based on the United Nations guidelines on Education for Sustainable Development (ESD), which used ESD tool kit as a resource.



**Hon. Morris M. Dzoro**,  
EGH,  
Commissioner

Commissioner Hon. Morris M. Dzoro, EGH has over 15 years working experience and exposure in leadership and development at both local and international levels. He has been keen in empowering communities to determine their own future and realize their full potential through helping them demonstrate their relationship and live at peace with each other and their environment in order to meet their own long-term needs and livelihood with the main aim of transforming their lives.

Hon. Dzoro served as a Cabinet Minister in the Ministry of Tourism and Wildlife from 2003 to 2007; an Assistant Minister for Public Service between 2002 and 2003; and a Member of Parliament from 2002 to 2007. Prior to that, he worked as the Programme Manager for the World Vision - Kenya, in different counties and regions. He has also worked as a Part-Time Lecturer at both the University of Nairobi and Daystar University.

Hon. Dzoro is currently pursuing a PhD degree course on Tourism Management at the Moi University. He holds a Masters of Arts (MA) Degree in Theology and Development from the University of Leeds, UK; a Bachelor of Arts (BA) degree in Community Development from Messiah College, USA; and a Diploma in Communication Arts from the Daystar University, Kenya. Hon. Dzoro has attended training in different fields such as Strategic Planning and Management at CORAT; Proposal Writing and Health Management at AMREF; Cross Cultural and Peace Keeping at the London Institute and Advanced Leadership Course from Singapore. He has also attended several seminars and conferences, including the World Tourism Organization in Malaysia; Public Service Conference in South Africa and International Urban Ministry in Chicago, USA.

Hon. Dzoro brings to the Commission valuable knowledge and experience in leadership, peace building and conflict resolution; partnerships and relationships across sectors (networking and collaboration).

## EX-OFFICIO MEMBERS

Mr. Hassan Mohamed is the Commission Secretary since June 2010. He holds a 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 Director of Administration 2015.

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.

Mr. Hassan also received exposure in international peace efforts while on secondment as a Special Envoy of IGAD to the Sudan Peace Process between 2009 - 2010.

He has extensive knowledge in Government Financial Management, having served as a Budget Supply Officer in the Ministry of Finance from 1997 – 2006.



**Mr. Hassan Mohamed,  
OGW.  
Commission Secretary**



*Dr. Otiende Amollo*

Dr. 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. Dr. Otiende resigned as the Ombudsman effective December 2016.



*Ms. Kagwiria Mbogori*

Ms. Kagwiria Mbogori is an accomplished Human Rights Practitioner with broad work experience at the national and regional level. She provides authoritative policy direction in keeping with the mandate of National Human Rights Institution (NHRI). Ms. Mbogori holds a Masters of Law from the University of Notre Dame, majoring in International and Regional Human Rights Protection Systems, International Humanitarian Law and Transitional Justice. She is a Law Graduate from the University of Nairobi and hold a post graduate diploma from the Kenya School of Law. Ms. Kagwiria Mbogori has worked for a number of regional and international organisations. She served at the United Nations Development Programme (UNDP) as a Chief Technical Advisor. She has provided strategic policy direction for the South Sudan Judiciary, as well as working as Head of Advisory Unit of United Nations Mission in Liberia (UNMIL). She also served as Human Rights Officer (UNMIL), Country Programme Manager United Nations Development Fund for Women (UNIFEM) and Executive Director Kenya Section of the International Commission of Jurists.



*Commissioner  
Winfred Lichuma*

Commissioner Winfred Lichuma is the current Chairperson of the National Gender and Equality Commission (NGEC). Winfred is a seasoned lawyer of over 20 years standing.

Previously she 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 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.

### 1.3 STATEMENT FROM THE COMMISSION SECRETARY

The financial year 2016-2017 was an outstanding year for the National Cohesion and Integration Commission (NCIC). The Annual Report and the Financial Statements are a clear testimony of our achievements as a Commission and the Country. I am glad to be part of the team that steered this exceptional performance .

Among the key achievements during the year, was the development of a Strategic Roadmap to the 2017 Peaceful General Elections. This strategic document provided a clear framework to the management of the 2017 General Elections drawing from the experiences of the 2013 General Elections.

As part of its strategy for managing general elections, the Commission strengthened its Early Warning and Early Response system in collaboration with the security teams both at national and county levels.

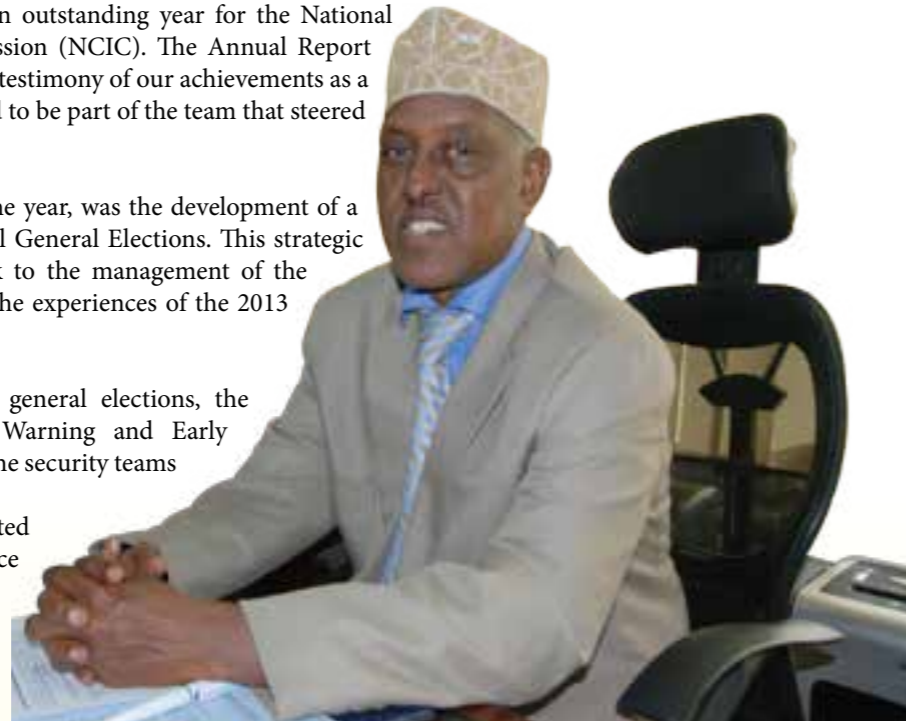
In addition, the Commission invested significantly in the training of police officers and equipped them with tools such as voice recorders, body worn cameras and camcorders. All these were undertaken in the bid to strengthen hate speech management .

The Commission further deployed a team of cohesion and social media monitors.

In partnership with key stakeholders under the UWIANO platform, the Commission reached out to Millions of Kenyans with peace messages on peaceful coexistence and national unity. Our Key target groups included the youth, women, transport welfare associations, religious and community leaders and the general public.

In conclusion, I wish to thank the Commissioners, Management and Staff of the Commission for their continued dedication that facilitated the delivery of these impressive results. I extend our gratitude to the Government of Kenya, the Ministry of Interior and Coordination of National Government, the National Treasury and Development partners (UNDP, Swedish International Development Agency, European Union, UN Women, and Department For International Development) among others.

I also thank the general public and the media for being supportive and furthering our agenda while promoting peaceful coexistence in their own unique way. I am confident that the Commission has remained and will continue to be focused NCIC to its vision of a peaceful, cohesive, united and integrated Kenya society.



MR. HASSAN MOHAMED, OGW.  
COMMISSION SECRETARY

### 1.4 WHO LEADS US



**Dr. Benjamin M. Kituku, CPA**  
Director, Finance, HR and Administration

Dr. Benjamin Kituku is the Director Finance, Human Resource and Administration, the administrative arm of the Commission which comprises the following units:

Finance and Accounts, Human Resource, Administration, Supplies Management and ICT. He 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 University of Nairobi and a BVMPH from the same University.



**Millicent Apondi Okatch,**  
Director, Programmes and Technical Services

Millicent Apondi Okatch is the Director Programmes and Technical Services. She holds a Masters of Arts Degree with specialization in Sociology and Community Development and Bachelor of Arts Degree in Sociology and Communication both from the University of Nairobi. She is a certified Bullet Proof Management and Development specialist having been trained by APMG and Raiser Group. Millicent is a results-oriented, hands-on Social Development expert, with a successful 20-year career, having worked for various International Relief and Development Non-Governmental Organizations (NGOs) in different capacities. A better part of her career growth has been realized while working for Care International, Community Aid International and World Vision International in different capacities in Programme Management. She has also short stints working for Goal Kenya and People Against Torture (PAT).

Prior to joining NCIC, Millicent worked for World Vision International in the Capacity of National Programme Coordinator with a portfolio of over 70 programmes and projects across the 47 counties in Kenya. She successfully steered teams in designing, implementing, monitoring and evaluating programmes in Peace, Advocacy, Health, HIV & AIDS, Child Protection, Education, Gender Empowerment and Relief. Millicent's great management skills and ability to enhance partnership and linkages enabled her to oversee donor projects with high risks.



**Kilian Nyambu Machila,**  
Assistant Director,  
Civic Education and Advocacy

Mr. Kilian Nyambu is the Assistant Director, Civic Education and Advocacy Department. He 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. Mr. Nyambu has over 20 years of experience in working with the public sector. Before joining the Commission, Mr. Nyambu worked for the Ministries of Justice, National Cohesion and Constitutional Affairs as well as Youth and Sports as an Assistant Director, in charge of National Cohesion and Youth Training respectively. He has also served as a teacher, Head of Department and Deputy Principal in a number of secondary schools in Kenya.

Mr. Nyambu has multiple certificates in various management programmes from different training institutions including the Kenya School of Administration. He also serves in several committees and secondary school boards of Management.

**M**r. Charllow Kyalo Mwengi is the Assistant Director, Complaints, Legal and Enforcement department. He is an advocate of the high court of Kenya of over 15 years standing and a member of the Law Society of Kenya. He has been a member of several taskforces, currently a member to a taskforce appointed to the Chief Justice to develop a judicial policy on Alternative Justice Systems. He has represented the Kenyan Government at the International level including appearing before the committee on the elimination of racial discrimination. He is an expert of Constitutional Law and good Governance. He holds a Bachelor's degree in Social Legislation (BSL), Bachelors in Laws (LLB) from Dr. Babasahab Ambedkar Marathwada University, India and a Diploma in Law from the Kenya School of Law.



**Charllow Kyalo Mwengi**  
Assistant Director Complaints,  
Legal and Enforcement

**D**r. Sellah Nasimiyu King'oro is the Assistant Director of the Research, Policy and Planning Department. 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. Dr. King'oro has over 11 years of experience in social research with interests in measuring peace, ethnic relations, genocide prevention and social cohesion among others. She coordinated the concept development and implementation of the first ever ethnic audits of public institutions in Kenya. Additionally, she was appointed a Global Peace Index Ambassador by the Institute of Economics and Peace, USA following her great efforts in developing a Social Cohesion Index for Kenya in 2013. Dr. King'oro worked for both local and international NGOs before joining the Commission. She has a PhD in Peace and Conflict (Kisii University), a Master of Arts in International Studies (University of Nairobi), a Bachelor of Education Arts (Maseno University) and a Bachelor of Laws (Mount Kenya University). She is also a Rotary Peace Fellow Alumni with a postgraduate certificate in Peace and Conflict from Chulalongkorn University, Thailand and a diploma in 'Using Democracy for Peace' from Bradford University, UK.



**Dr. Sellah Nasimiyu King'oro,**  
Assistant Director,  
Research, Policy & Planning

**O**live C Metet-Bii is the Assistant Director, Communication and Knowledge Management. She has over 13 years in the field of Corporate Communication and Knowledge Management. She has excellent skills in Strategic Corporate Communications and Public Relations, spearheading award winning publications as well as media campaigns having grown through the ranks, from a public relations officer to Head of Corporate Communications and Customer Experience. She joined the Commission from the Higher Education Loans Board (HELB) among working in other Government Parastatal.

She holds a Masters of Arts Communication Studies from the University of Nairobi and a Bachelor of Arts degree Communication-Public Relations (Honors) from the Daystar University. She is a member of Public Relations Society of Kenya (PRSK). She spearheads and manages communication and knowledge function at the Commission.



**Ms. Olive C Metet- Bii, MPRSK**  
Assistant Director,  
Communication and Knowledge  
Management

**M**r. Liban Guyo is the Assistant Director, Peacebuilding and Reconciliation Department. He is also a Co-President at African Alliance for Peacebuilding. He 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. He has more than 12 years of work experience. His particular strengths are in peace building, community reconciliation, democracy and governance, project management, Organizational Development and Strategic Management. Liban is culturally a flexible person who can work harmoniously with people of different racial and ethnic background. He is a strong believer in rule of law, human rights of individuals and communities which has a pathway to sustainable peace and development.



**Liban Guyo,**  
Assistant Director, Peacebuilding  
and Reconciliation

## SECTION TWO: WHO WE ARE

### 2.1 ESTABLISHMENT OF NCIC

**T**he National Cohesion and Integration Commission is a statutory body established by the National Cohesion Integration Act, No. 12 of 2008. The Commission draws its existence from the Kenya National Dialogue and Reconciliation Agreement signed in Nairobi on February 28, 2008 after the 2007/2008 post-election violence. The Commission was formed under Agenda 4 of the agreement that recognized long term issues with regard to poverty, inequitable distribution of resources and perception of historical injustices and exclusion of segments of the Kenyan society as contributors to the prevailing social tensions, instability and cycle to violence recurrent in electoral processes in Kenya. The Commission's policies are driven by Commissioners appointed under section 17 of NCI Act.

### 2.2 WHAT WE DO

#### Principal Activity

As stipulated in the NCI Act, 2008, the Commission was established to build national identity and values, mitigate ethno political competition and ethnically motivated violence, eliminate discrimination on ethnic, racial and religious basis, promote national reconciliation and healing.

#### Specific Functions

The object and purpose for which the Commission is established as espoused in the NCI Act, 2008, 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:

1. Promote the elimination of all forms of discrimination on the basis of ethnicity or race;
2. Discourage persons, institutions, political parties and associations from advocating or promoting discrimination or discriminatory practices on the ground of ethnicity or race;
3. 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;
4. 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;
5. Promote respect for religious, cultural, linguistic and other forms of diversity in a plural society;
6. 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;
7. Promote arbitration, conciliation, mediation and similar forms of dispute resolution mechanisms in order to secure and enhance ethnic and racial harmony and peace;
8. 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;
9. Investigate on its own accord or on request from any institution, office, or person any issue affecting ethnic and racial relations;
10. 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;

## SECTION THREE: OUR PERFORMANCE

11. Determine strategic priorities in all the socio-economic, political and development policies of the Government impacting on ethnic relations and advise on their implementation;
12. 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;
13. 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;
14. Initiate, lobby for and advocate for policy, legal or administrative reforms on issues affecting ethnic relations;
15. 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;
16. Undertake research and studies and make recommendations to the Government on any issue relating to ethnic affairs including whether ethnic relations are improving;
17. 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;
18. Monitor and report to the National Assembly the status and success of implementation of its recommendations;
19. 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;
20. Do all other acts and things as may be necessary to facilitate the efficient discharge of its functions.
21. In the discharge of its functions under the NCI Act, 2008, the Commission:
  - Shall not be subject to the direction or control of any other person or authority.
  - 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.
  - 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.
  - 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.

### 2.3 PRINCIPLES AND VALUES OF NCIC

**Professionalism:** We are committed to serving our clients with utmost professionalism.

**Affirmative Action for the marginalized and the minorities:** We endeavor to undertake affirmative action for the marginalized and the minorities.

**Respect for Diversity and inclusivity:** We respect diversity and ensure inclusion in our various engagements.

**Integrity:** We provide our services with utmost integrity.

### 3.0 INTRODUCTION

In the year under review, NCIC conducted targeted programs and activities geared towards achieving the Commission's Five Key Result Areas (KRAs) outlined in the Commission's Strategic Plan, as follows:

1.	A National culture and value system that upholds and inspires a Kenyan identity.
2.	Transformative institutions, communities and structures that promote peace building, reconciliation and integration towards national cohesion.
3.	Practices and structures that provide equal opportunities for all.
4.	Research programs, studies and audits that address conflicts and inequalities using empirical and scientific data.
5.	A Commission that is visible, responsive, active, functional and effective in delivering its mandate.

#### 3.1. A NATIONAL CULTURE AND VALUE SYSTEM THAT UPHOLDS AND INSPIRES A KENYAN IDENTITY

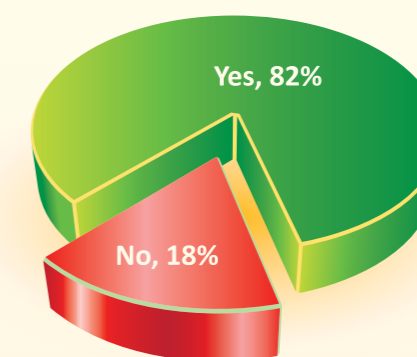
The Commission developed and implemented programs that promote national values and identity. Overtime, it has progressively targeted institutions of learning, community groups and media through training and awareness programs.

##### a. Establishment and strengthening of Amani Clubs in Institutions of learning

The Commission undertook sensitization forums for teachers, students and education stakeholders to establish Amani clubs and mainstream peace and cohesion in schools. As a result 200 teachers and education stakeholders were reached in four counties (Nakuru, Kilifi, Kisii and Kiambu).

Further to this, the Commission conducted monitoring and evaluation exercise targeting 15 counties that had established Amani clubs. It was found out that Amani clubs had been embraced by schools administration due to its effective role in equipping students with skills in dispute resolution. The Commission specifically piloted three (Kwale, Kitui and Kisumu) counties to evaluate the relevance and effectiveness of Amani clubs as outlined in Figure 1 below. Out of the schools evaluated, 82 percent of students reported that Amani Club Members were actively involved in dispute resolution, while 18 percent were not actively involved.

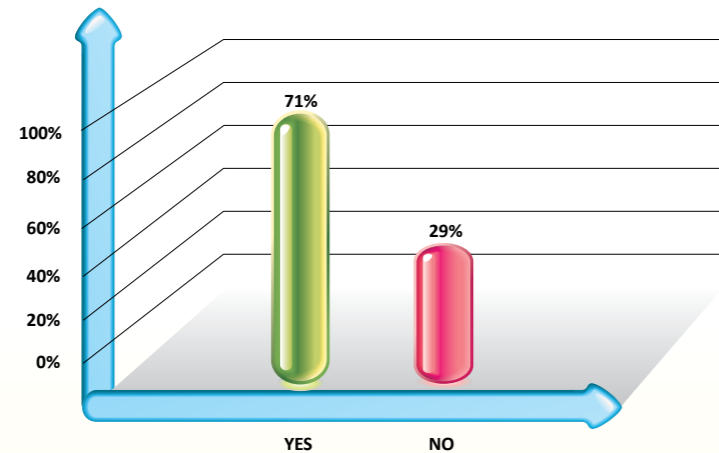
Figure.1. Amani club members involved in dispute resolution.



82% of Amani Club members are involved to solve disputes while 18% of the respondents indicated that the schools did not involve the Amani club members actively.

Additionally, 71 percent of the schools reached had trained their Amani club members on alternative dispute resolution approaches as presented in Figure 2 below.

Figure 2. Percentage of Amani Club Members trained by the school to resolve conflicts



Further, to strengthen students' virtual interactions within Amani clubs, the Commission in collaboration with the Ministry of Education, Science and Technology (MoEST), Kenya Institute of Curriculum Development (KICD), Twaweza Communications and Google Kenya supported the 'Amani Hangout Bridges'. As a result, over 400 students from Matuga Girls in Kwale County, Arya Girls and Nairobi School in Nairobi County interacted through this platform.



Students and Participants during Amani Google Hangout bridges meeting in May 2017 at KICD Nairobi.

**b. Sensitization forums to increase awareness on peacebuilding, conflict management and national values**

During the period under review, the Commission undertook various sensitization forums in various counties targeting community leaders, interfaith leaders, women and youth.

**Sensitization Forums for Youths, Women and Community leaders:** The sensitization forums aimed at enhancing the target groups' knowledge and skills on promoting peace building, national values, cohesion and the need for peaceful elections. As a result, 26 sensitization forums were conducted in Nairobi, Homabay, Narok, Nyamira, Kiambu, Nakuru, Kisii, Meru, Kisumu, Machakos and Nyeri Counties. The forums reached out to 12,130 people contributing to a reduction in political tensions in the target counties.

**Sensitization Forums for Tertiary Institutions and Universities:** The Commission conducted sensitization forums that targeted students, teaching and non-teaching staff in tertiary institutions and Universities. The forums aimed at enhancing awareness on cohesion and integration. As a result, nine forums were conducted in the following institutions: University of Nairobi (UoN), Technical University of Mombasa, Kabianga University, Karatina University, Masai Mara University, Jaramogi Oginga University and Kagumo Teachers Training College (KTTC). The forums reached out to 1,000 students, teachers and non-teaching staff.



NCIC Chairperson Hon. Francis Ole Kaparo during a student leaders' forum at the University of Nairobi.

**Sensitization Forums for Youth in Informal Settlements:** The Commission conducted sensitization forums in Babadogo, Kibera and Korogocho areas in Nairobi County reaching over 400 youth. The aim of the forum was to enhance their awareness in peace building reducing their vulnerability to exploitation during conflict.



Youth during a sensitization forum in Kibera, Nairobi County

**Promoting Cultural Diversity:** The Commission advocated for the promotion and respect of diverse cultures in the country through sponsorship of cultural events, music and drama festivals. This aimed at advancing peace messages on peaceful co-existence, tolerance and acceptance of diversity. As a result NCIC supported and participated in 12 different festivals held in Nyeri, Meru, Tharaka- Nithi, Kisumu, Marsabit and Turkana Nairobi County; Nyeri County, Uasin Gishu and Kericho counties. A total of 12,500 persons were reached and sensitized on the Commission's mandate.



Hon. Francis Kaparo, NCIC Chairperson, during Ura-Gate Cultural Festival in Tharaka- Nithi County

**National Drama Festival:** The Commission sponsored the 58th edition of the Kenya Schools and Colleges National Drama Festivals held in Kisumu County themed “Enhancing National Values for Development.” The festival provided a platform for creating awareness national values, peaceful coexistence and promotion of national unity geared towards the 2017 General Elections. Through this platform the Commission reached over a million audience including students and teachers.



Kenya Schools and Colleges National Drama Festivals held in Kisumu County

**Promoting Peace, Cohesion and Integration through Sports:** The Commission supported numerous engagements in the form of ‘Sports for Peace’ activities aimed at enhancing awareness among the citizenry on peaceful co-existence. As a result, a total of five sports for peace initiatives were conducted in Nairobi, Nyeri, Bomet and Nyamira Counties, reaching over 5,000 persons with peace and cohesion messages.



Players and Team leaders participating in ‘Sports for peace’ tournament in Kibra, Nairobi County

In addition, the Commission supported the 5th Edition of the Northern Nomadic Disabled Person’s Organization (NONDO) Desert Wheel Race held in Isiolo County. The race that culminated into a peace conference, brought together Persons Living With Disabilities (PLWD) from 17 Counties namely Isiolo, Marsabit, Wajir, Turkana, Narok, Kajiado, Samburu, Tana River, Garissa, Makueni, Machakos, Kirinyaga, Meru, West Pokot, Kiambu, Embu and Baringo.



NCIC Chairperson Hon. Francis Ole Kaparo participating in the flag-off of the fun fair category for VIPs with Isiolo Governor, H.E. Hon. Godana Doyo

**Public sensitization through Media Relations and Campaigns:** The Commission used mass media to raise public awareness campaigns in key thematic areas such as hate speech management, inclusivity, national values and peaceful co-existence. Emotional appeals were adopted to connect with various audiences thus persuading the viewer/reader on the need to embrace peace and tolerance. As a result over 20 million members of the public were reached.

### 3.2. TRANSFORMATIVE INSTITUTIONS, COMMUNITIES AND STRUCTURES THAT PROMOTE PEACEBUILDING, RECONCILIATION AND INTEGRATION TOWARDS NATIONAL COHESION

Pursuant to Sections 25 (2) (g) provisions of the NCI Act, 2008, the Commission is responsible for securing and enhancing ethnic and racial harmony and peace through promoting arbitration, conciliation, mediation and similar forms of Alternative Dispute Resolution (ADR) mechanisms. The ADR Mechanism is also recognized in article 189 (2) of the Constitution. The Commission therefore uses dialogue extensively as a tool for achieving peaceful coexistence between and amongst communities. Mediation often exists alongside dialogue efforts. During the period under review, the following was achieved:

#### a. Community Dialogue Forums

**Garissa-Wajir County Boundary Dispute:** Following violent inter-ethnic conflict fueled by boundary dispute between Aulihan sub-clan of Garissa County and the Bah Geri sub-clan of Wajir County, NCIC facilitated a multi stakeholder dialogue forum that brought together eight representatives from the political leadership from the two counties, including the Governors, as well as Council of Elders from the affected communities. As a result, there was a ceasefire between the affected communities. A follow-up engagement was recommended to resolve the long-standing boundary dispute between the two counties. The Commission referred this matter to the Independent Boundaries and Electoral Commission (IEBC) and the National Lands Commission (NLC).

**Elgeyo Marakwet, Pokot and Baringo County Reconciliation Forums:** Baringo, Pokot and Elgeyo Marakwet Counties experienced violent conflict along the Kerio Valley leading to loss of lives, livestock and property. Over 30 persons died, 500 livestock lost and property of unknown value destroyed. To end the conflict, the Commission facilitated a reconciliatory meeting between the Marakwet and Pokot communities residing along Kerio Valley in the border areas of Baringo and Elgeyo Marakwet counties. As a result, the Nakuru Declaration was endorsed and signed by representatives of national government and the two communities leading to cessation of conflict and tensions. The two communities also constituted a joint grazing committee to regulate sharing of forages and water. Additionally, National Police Reservists were recruited to enhance security and compliment the regular police.

**Laikipia - Samburu Inter-community Peace Dialogue Forum:** Following prolonged conflicts in Laikipia County over scarcity of resources, the Commission in collaboration with the Ministry of Interior and Coordination of National Government and the National Police Service conducted a series of dialogue and mediation forums between Samburu, Turkana, Pokot and Maasai communities living in the county. The dialogues aimed at reconciling communities in conflict over scarce resources including grazing land and water. As a result of the forums, ceasefire and cessation of hostilities was attained.

#### b. Capacity Building for Youth and Women on Conflict Management and Mediation

The Commission targeted youth and women with trainings on Conflict Management and Mediation in preparation for the 2017 General Elections. Eight Counties; Migori, Garissa, Kisumu, Nyeri, Nairobi, Isiolo, Nakuru and Kirinyaga counties were reached. A key focus in the training was awareness creation on the UN resolution 1325. As a result over 1000 youth and women were trained.



NCIC Vice Chairperson, Commissioner Irene Wanyoike with participants during a Women training workshop on Peace Building, Mediation, National Cohesion and Integration held in Kerugoya, Kirinyaga County.

#### c. Strengthening Community Resilience Against Preventing and Countering Violent Extremism (P/CVE) and Radicalization

To mitigate the risk posed by violent extremism and radicalization, the Commission, in partnership with UN-Women, NCTC and UNDP implemented several projects on building the communities' resilience against Violent Extremism. The projects targeted the following counties: Mombasa, Kwale, Kilifi, Mandera, Lamu, Wajir and Nairobi.

**NCIC-UN-Women Project on Establishment of Networks of Women, Civil Society and Practitioners on P/CVE:** Through this project, a directory comprising names and contact details of 177 organizations/institutions working in peace, security and CVE in Mombasa, Kilifi, Kwale, Mandera and Wajir Counties was established. 175 women, civil society and practitioners on P/CVE were trained on preventing and countering radicalisation and violent extremism in the target counties. Further, four functional networks in Mombasa, Mandera, Wajir and Kilifi Counties were formed. Some of the activities conducted by the networks include community sensitization programs, establishment of projects e.g. 'Watoto base project' in Mombasa and training of Nyumba Kumi committee members and chiefs on CVE.



Participants following the proceeding of the CVE workshop held at Pride Inn Hotel, Mombasa County.

**NCIC – NCTC Partnership on P/CVE:** In partnership with the National Counter Terrorism Centre (NCTC), the Commission conducted women, youth and public community sensitization forums to strengthen the community’s resilience against radicalization and violent extremism. As a result over 200 women and 350 youth were sensitized on P/CVE and over 3,000 members of the public reached through forums and community public barazas. Members present were able to understand radicalization and its dynamics and the community security relations were enhanced.



NCIC Commissioner Dr Roba Sharamo addressing the Public at a Public Baraza in Barsheba, Mombasa

#### d. Promoting a Peaceful 2017 Electioneering Period

In preparation for the 2017 General Elections, the Commission prioritised interventions that would prevent possible electoral-related violence. It developed strategic framework that guided its implementation.

**Strengthening of Conflict Early Warning and Early Response Mechanism:** This was achieved through the recruitment of 120 cohesion monitors deployed across the 47 Counties; four Social Media Monitors based at the Commission headquarters; training and equipping of 700 police officers; establishment of online system for relaying conflict related information (WhatsApp and SMS platform (15666)); regular meetings with national and county security teams. In addition, cohesion, peace and social media monitors were trained in partnership with UWIANO stakeholders to enhance their capacity in monitoring hate speech, conflict and ethnic intolerance and human rights violations among other things. Monitors from the Commission were equipped with voice recorders for hate speech monitoring.

**Monitoring of Party Primaries:** The Commission deployed 115 cohesion monitors across the country to monitor political party primaries. As a result, over 200 political rallies and public gatherings in over 42 counties were covered. This led to identification of potential hotspot counties that enabled the Commission to come up with strategies to avert possible conflict and escalation of violence. The 19 hotspot counties were; Uasin Gishu, Nairobi, Kisumu, Busia, Kakamega, Mombasa, Bungoma, Homa Bay, Migori, Kisii, Nyamira, Nakuru, Baringo, Elgeyo Marakwet, Laikipia, Kajiado and Siaya.

**Training of Bloggers, Television, Radio and Print reporters on conflict sensitive journalism:** In partnership with the Media Council of Kenya (MCK), the Commission sensitized reporters and bloggers on conflict-sensitive reporting in relation to NCIC mandate. The trainings targeted four regions, namely; Nairobi, Mombasa, Kisumu and Nyeri. As a result, 200 journalists and bloggers were reached.

**Peace Accountability Charter and Online Peace Pledge Widget:** The Commission developed a Peace Accountability Charter dubbed the “Kenya Kwanza Campaign Charter”, which was used to rally Kenyans on peace before, during and after the 2017 General Elections. An online peace pledge widget was developed. The aim of the widget was to provide an opportunity for Kenyans to commit to peace. As a result, over 51,000 Kenyans signed the peace pledge.



Snapshot of the Online Peace Pledge Widget

#### e. Dissemination of Peace Messages during the Electioneering Period

The Commission in partnership with the Matatu Owners Association, Matatu Welfare Association and Boda boda association disseminated peace messages aimed at promoting peaceful elections. As a result 7,000 car stickers and 3,500 branded reflector jackets were disseminated reaching over five million persons.



NCIC Chairperson branding a public service vehicle with a peace message during the launch of the initiative at Lilian Towers.

**f. Engagement of Youth, Women and Community leaders on Peaceful 2017 General Elections**

The Commission conducted sensitization forums on peaceful elections for youth and Women in Nakuru, Migori, Homa Bay, Kiambu, Nairobi, Bungoma, Siaya, Tharaka Nithi, Nakuru, Tana River, Uasin Gishu and Busia Counties. The forums aimed at capacity building of youth, women and community leaders on conflict resolution and mediation. As a result, 2,500 youth, 1,000 women and 1,500 community leaders were sensitized.



From Left to Right: Community leaders following proceedings in Siaya County; Group photo of Siaya Community leaders/elders and Commission Representatives

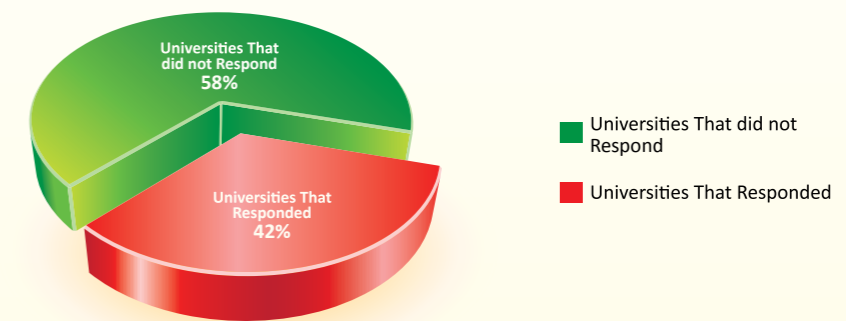
**3.3. PRACTICES AND STRUCTURES THAT PROVIDE EQUAL OPPORTUNITIES FOR ALL**

The Commission has continued to work with key stakeholders to enhance effectiveness of laws that would reduce ethnic and racial discrimination. The Commission therefore undertook the following activities in an effort to ensure the implementation of the legislations.

**a. Issuance of Compliance Notices to Parastatals and Universities**

Section 7 (2) of the NCI Act requires public establishments to have not more than one third of its staff from the same ethnic community. To operationalize the provision, the Commission conducted ethnic audits on 185 Parastatals and Universities. Results of the audit revealed that 53 parastatals and 26 universities had not complied with the requirement of the NCI Act. The Commission issued compliance notices to non-compliant establishments requiring them to comply by among other factors stating the measures, action and timeline they required to comply. Out of the 26 universities that were issued with compliance notices, 11 responded while 15 had not responded. Out of 53 parastatals found to be non-compliant, 22 responded while 31 had not responded by end of the reporting period.

**Universities that responded to compliance notice**



**b. Strategic Partnerships**

**Integrated Public Complaints Referral Mechanism :** Integrated Public Complaints Referral Mechanism (IPCRM) is a partnership among various government agencies notably, the Ethics and Anti-Corruption Commission (EACC), Kenya National Commission on Human Rights (KNCHR), Commission for Administrative of Justice (CAJ), National Anti-Corruption Campaign Steering Committee (NACCSC) and the National Cohesion and Integration Commission. The objective of the partnership is to strengthen the public complaints process that touch on the various mandates of the listed agencies. Specifically, the initiative seeks to handle, manage and direct the received complaints/reports to the relevant agency as well as providing feedback to the public on the actions taken. As a result of this partnership, partners held meetings to develop a new e-system platform to improve the complaints process. In addition, joint work plans were developed to advocate for outreach activities with the objective of reducing overlap and duplication of interventions.

**Prevention of Undesirable Bulk Political Content/Messages via Electronic Communications Networks:** The Commission, in partnership with the Communications Authority of Kenya (CAK) and Mobile Network Providers partnered to prevent the use of electronic communications networks as a conveyance of inciting and hate related messages. Before circulation of messages, they were analyzed to detect whether the content was inflammatory, inciting, hateful or otherwise in violation of the law. As a result, messages that were found undesirable were barred and content developers advised to amend appropriately. Further, guidelines on Prevention of Dissemination of Undesirable Bulk Political Messages and Social Media Content for political purposes via electronic communications networks were developed leading to reduction in dissemination of inflammatory messages.

### c. Complaints Received and Processed by the Commission

The Commission is mandated to receive and investigate complaints of ethnic or racial discrimination, hate speech and ethnic contempt making recommendations to relevant authorities on remedial measures to be taken. The Commission received and processed over 150 reported complaints, 19 of these were investigated and forwarded to the ODPP and are currently being prosecuted in various courts in the country.

The following is a summary of complaints received and forwarded to court.

No	Names	Offence	Court
1	Republic Vs Allan Wadi	Ethnic incitement contrary to Section 62 (1) of NCI Act No. 12 of 2008	Magistrates Court at Milimani Law Courts, Nairobi
2	Republic Vs George Aladwa	Incitement to violence contrary to Section 96 (c) of the Penal Code	Magistrates Court at Milimani Law Courts, Nairobi
3	Onesmus Kimani Ngunjiri	Ethnic Contempt contrary to Section 62 (1) of NCI Act No. 12 of 2008	Magistrates Court at Milimani Law Courts, Nairobi
4	Timothy Bosire	Hate Speech contrary to Section 13 (1) (a)(2) of NCI Act No. 12 of 2008	Magistrates Court at Milimani Law Courts, Nairobi
5	Aisha Jumwa Karisa Katana	Hate Speech contrary to Section 13 (1) (a)(2) of NCI Act No. 12 of 2008	Magistrates Court at Milimani Law Courts, Nairobi
6	Junet Sheikh Nuh	Hate Speech contrary to Section 13 (1) (a)(2) of NCI Act No. 12 of 2008	Magistrates Court at Milimani Law Courts, Nairobi
7	Florence Mutua	Incitement to violence contrary to Section 96 (c) of the Penal Code	Magistrates Court at Milimani Law Courts, Nairobi
8	Moses Kiarie Kuria	Incitement to violence and disobedience of the law contrary to Section 96 (a) of the Penal Code	Magistrates Court at Milimani Law Courts, Nairobi
9	Ferdinand Waititu	Incitement to violence and disobedience of the law contrary to Section 96 (a) of the Penal Code	Magistrates Court at Milimani Law Courts, Nairobi
10	Monica Njambi and Antony Njomo	Ethnic Contempt contrary to Section 62 (1) of NCI Act No. 12 of 2008	Magistrates Court in Mombasa
11	Mohammed Lughman Maalim Vs Republic	Ethnic Contempt contrary to Section 62 (1) of NCI Act No. 12 of 2008	Magistrates Court in Mandera
12	Wilson Onyango vs Republic	Ethnic Contempt contrary to Section 62 (1) of NCI Act No. 12 of 2008	Magistrates Court in Kisumu
13	Meshack Kipchirchir Korir	Ethnic Contempt contrary to Section 62 (1) of NCI Act No. 12 of 2008	Magistrates Court in Eldoret
14	Fred Kitowoy Kipiswa	Ethnic Contempt contrary to Section 62 (1) of NCI Act No. 12 of 2008	Magistrates Court in Eldoret
15	Matthew alias Muindi Sparta Njoroge	Ethnic Contempt contrary to Section 62 (1) of NCI Act No. 12 of 2008	Magistrates Court in Nairobi
16	Kennedy Lugabo Mutuka	Incitement to violence contrary to Section 96 (c) of the Penal Code	Magistrates Court in Nairobi
17	Paul Kipngetch Kimtai alias P.K.	Hate Speech contrary to Section 13 (1) (a)(2) of NCI Act No. 12 of 2008	Magistrates Court in Eldoret
18	Mathew Lempurkel	Hate Speech contrary to Section 13 (1) (a)(2) of NCI Act No. 12 of 2008	Magistrates Court in Nairobi
19	Paul Amemba Odhiambo	Hate Speech contrary to Section 13 (1) (a)(2) of NCI Act No. 12 of 2008	Magistrates Court in Busia

### d. Complaints Portal

The Commission developed a web based online complaints portal to enhance its efficiency and effectiveness in handling public complaints. A consultant together with NCIC technical staff conducted several meetings to develop an efficient portal.



*A snapshot of the NCIC complaints portal*

### e. Social Media Platforms Monitoring

The Commission witnessed an increase in hate messages on social media platforms. This led to the Commission monitoring social media platforms. As a result, the Commission established a functional social media-monitoring unit that was charged with the responsibility of identifying social media accounts/platforms propagating hate speech for action. It was noted that Facebook, Twitter, YouTube, local newspapers and WhatsApp were common platforms used to propagate hate speech and incitement. 271 cases were identified and investigated as presented.

Table 2: Social media cases identified and forwarded for investigations

Platforms	No of cases identified and forwarded for Investigations
Facebook	169
Twitter	33
YouTube	21
Local newspapers	29
WhatsApp	19

The Commission identified several Facebook Groups/Political forums that were likely to spew hate remarks especially during the nomination period.

The groups include Bunge la Mwananchi (11,234 members); Kamba Politics (206,784 members); Uasin Gishu County Discussion Forum (12,671 members); Uasin Gishu County Forum (90,341 members); Mombasa County Politics (980 members); Kisumu NASA (87,123 members); Meru County Forum (126,890 members); Kisumu for Raila (245,612 members); the Kalenjin Forum (211,879 members); Kiambu County Forum (145,123 members).

The Commission also noted an increase in the membership of the above groups/forum. As a result, surveillance of the same groups was increased.

Groups/Forums	March-April, 2017	May-June, 2017
Uasin Gishu County Forum	90,341	121,559
Uasin-Gishu County Discussion Forum	48,547	49,131
Kisumu for Raila	245,612	245,612
Bunge La Suba South	21,312	23,451
Kisumu Nasa	87,123	93,726
Meru County Forum	126,890	126,890
Bunge La Mwananchi	11,234	12,234
The Kalenjin Forum	211,879	217,879
Kiambu County Forum	145,123	151,100
Kamba Politics	206,784	212,784

#### f. Multi-Agency Working Group to Deal with Hate Speech, Ethnic Contempt, Incitement to Violence and Related Offences during the 2017 General Elections

The Commission constituted a working group to develop strategies and a framework to deal with hate speech, incitement to violence and related cases in the build up to 2017 General Elections. This comprised of NCIC, Independent Electoral and Boundaries Commission (IEBC), National Intelligence Service (NIS), Ethics and Anti-Corruption Commission (EACC), Office of the Director of Public Prosecutions (ODPP), Office of the Registrar of Political Parties (ORPP), Office of the Attorney General, National Police Service (NPS), Directorate of Criminal Investigations (DCI), Media Council of Kenya (MCK), Communications Authority of Kenya (CAK) Ministry of Information, Communications and Technology and National Steering Committee on Peace Building and Conflict Management (NSC).

As a result, joint activities in capacity building and enforcement of laws relating to hate speech and related cases were conducted; partnership and collaboration of institutions in the criminal justice sector was enhanced; monitoring of political rallies and social gatherings were conducted jointly and a joint proposal for review of a number of laws was developed.



Hon. Francis Ole Kaparo, Chairman, NCIC; P. Thuku, Secretary NSC; Wafula Chebukati, IEBC Chairman, Deputy Director DCI and Mr. Hassan Mohamed, CEO NCIC demonstrating the use of hate speech monitoring gadgets to the media

#### g. Election Security Arrangement Program

The Commission, partnered with the IEBC, NPS, DCI, ODPP and representatives from Civil Society Organizations to develop a hand book on election security. The handbook acted as a reference to ensure peaceful coexistence in the 2017 General Elections. Specifically, the handbook was to provide security agencies, the IEBC and other stakeholders with a comprehensive guide to election security through identifying the linkages between elections and security, the role of security agencies and their interaction with other actors, laws and institutions governing electoral security, election offences and consequences of violating electoral laws.



Members of the technical working group during retreat to develop of the election security hand book

#### h. Enhancing the Capacity of Directorate of Criminal Investigations on offences created under the NCI Act

NCIC partnered with the Directorate of Criminal Investigations (DCI) to enhance the capacity of criminal investigations officers in detecting and investigating offences under the NCI Act.

Therefore, the Commission trained and sensitized over 800 police officers on the different offences under NCI Act. They were further equipped with technical skills to identify and investigate cases of hate speech and ethnic contempt within their various jurisdictions. In addition, some of the trained police officers were issued with monitoring gadgets for monitoring of political rallies during the 2017 General Election campaigns. Subsequently, the numbers of hate speech cases identified and investigated by police officers at the county levels increased.



Participants following proceedings during the Isiolo Police training held at Bomen Hotel, Isiolo

#### i. Training of Police officers and prosecutors in enforcement of NCI Act and related laws

The Commission partnered with the Office of the Director of Public Prosecutions (ODPP), the National Police Service (NPS) and the Independent Electoral and Boundaries Commission (IEBC) to train the police and prosecutors on the enforcement of the NCI Act and related laws. The trainings targeted officers from the NPS from Machakos, Kitui, Makueni, Kajiado Isiolo, Meru, Marsabit, Laikipia, Samburu, Nyeri, Nyandarua, Kilifi, Tana River, Lamu and Nairobi Counties. As a result of the trainings, police officers and prosecutors were equipped with the necessary investigative skills in handling hate speech cases under the NCI Act and the election offences act; their capacity on drafting of charge sheets was enhanced; gaps in the prosecution of the hate speech cases were identified among others.

#### 3.4. RESEARCH PROGRAMS THAT ADDRESS CONFLICTS AND INEQUALITIES USING EMPIRICAL AND SCIENTIFIC DATA

The Commission 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 communities in Kenya remains a key component of the overall NCIC strategy. Therefore, the Commission developed tools, models and carried out quality research to enhance understanding of cohesion building.

##### a. Study on the Impact of Organized Criminal Gangs on National Cohesion

The Commission embarked on a study aimed at investigating the re-emergence and proliferation of organized criminal gangs, and their impact on cohesion ahead of the 2017 General Elections in Kenya. The study was motivated by the concern of the rising levels of political radicalization and re-emergence of organized criminal gangs wreaking havoc in different parts of the country before during and after the elections. The main aim of the study was to provide empirical and credible data on the formation, proliferation and sustenance of criminal gangs and their impact on cohesion with an aim of informing policy and strategy as well as providing intelligence for further investigations to promote peaceful co-existence in the run up to and beyond electoral process.

As a result, data collection was done in 15 counties: Nairobi, Kisumu Nakuru, Mombasa, Kwale, Bungoma, Kakamega, Siaya, Kiambu, Murang'a, Kisii, Nyamira, Bomet, Narok and Nyeri. Preliminary findings of the study revealed an increased proliferation of organized gangs. In addition, the research provided an opportunity to interact with the gangs during the active period of election campaigns. The research data that threatened cohesion fabric was fed in the early warning and response system, leading to rapid response for concerned partners. Key informant interviews, analysis and report writing shall be undertaken in the subsequent financial year.

##### b. Editing and Publishing of the Ethnic and Diversity Audits of Public Institutions

The Commission, has in the past, conducted four ethnic and diversity audits of public institutions including Commissions, Parastatals, Public Universities and their constituent Colleges and County Governments. The audits were aimed at reducing discrimination in employment of staff in public institutions on the basis of ethnicity and enhancing equality of opportunity for all. The audits also sought to uphold affirmative action, especially for minority and marginalized communities.



A snapshot of the Commission's Ethnic Audits conducted in 2016.

The Commission edited the reports for relevance and a balance of structure. Over 2,000 reports were published and disseminated to various strategic target audiences. This has led to an increase in understanding of the legal provisions by county governments and universities thus an increase in compliance in embracing diversity in employment. In addition, the universities and county governments established cohesion committees in preparation for promoting peaceful co-existence ahead of the 2017 General Elections. Further, several mitigation measures have been put in place by the relevant public establishments. First, the Public Service Commission developed a Diversity Policy for the Public Service (2016) which provides strategies for ensuring an inclusive Public Service. These guidelines have enhanced the levels of professionalism in the public service.

### c. A Forum with Chairs of University Councils, Vice Chancellors and Principals to deliberate on the Ethnic and Diversity Audit of Universities

Following the release of the Report on 'Ethnic and Diversity Audit of Public Universities and Constituent Colleges', the Commission in conjunction with the Ministry of Education, Science and Technology, conducted a forum with the chairs of university councils, vice chancellors and principals of all the 22 public universities and their nine constituent colleges. The forum sought to share the findings of the audit report, provide a platform for university leadership to interrogate the audit and diversity of public universities in Kenya, gain insight from public universities on the way forward in redressing the issue of inequality in public university employment and to develop suggestions for the improvement of compliance within institutions of higher learning. As a result, consensus was reached on the need to attain compliance with legal provisions leading to commitments by the institutions in collaborating with the Commission in undertaking further studies and audits. Additionally, a steering committee was selected to look further into the Universities Report. The Universities further committed to submit annual reports on compliance with the NCI Act to the Commission.

### d. Promoting Sustainable Peace in Mandera

The Commission's partnership with Interpeace seeks to resolve long-standing conflicts in Mandera County. The partnership that is implemented through a project has continued to reinforce the broader efforts of the Kenyan Government to restore peace in the northern region. The project sought to establish impediments to peace in Mandera County. As a result, it employed the project design including use of key informant interviews, focus group discussions and audio-visual recordings. Interviews conducted in the past were done with government officials, religious and community leaders, businesspersons, professionals and other key stakeholders. Films and videos have also been recorded to reinforce the interviews. In the reporting period, the partners held a stakeholder forum to validate data collected from the focus group discussions and interviews. The report was compiled and published. As a result, the Mandera peace building project has opened channels of communication between the various clans in Mandera County. This has increased levels of trust to confront the conflict issues.

### e. County Public Service Boards Trainings on Inclusivity in Employment

Following the release of the Ethnic and Diversity Audit Report of County Governments in 2016, the Commission provided several policy recommendations geared towards enhancing the deliverance of fair and inclusive recruitment with an aim of improving diversity within the county public service. The ethnic auditing process was premised on the County Government Act Sec 65(e) that obligates all county governments to ensure that at least candidates who are not from the dominant ethnic community fill 30% of vacant posts at entry level. The recommendations of the Report included inter alia; the need to build the capacity of employment organs, development of a County Minority Register for minority and marginalized groups, the Salaries and Remuneration Commission ensuring harmonization of salaries to enable transfers; the establishment of continuous and modular learning processes for County Public Service Boards and County Assembly Service Boards among others.

To facilitate implementation of the recommendations, the Commission together with its partners conducted trainings for chairs and secretaries of all the County Public Service Boards on the principles of equality and inclusion.



NCIC Commissioner Prof. Gitile Naituli addressing participants in County Public Service Boards Training.

## 3.5. A COMMISSION THAT IS VISIBLE, RESPONSIVE, ACTIVE, FUNCTIONAL AND EFFECTIVE IN DELIVERING ITS MANDATE

The Commission's efficiency and effectiveness depends on the quality of its employees. To enhance its capacity to deliver, the Commission focused on engaging competent and motivated staff. It is the policy of NCIC therefore, to attract, recruit and retain qualified personnel in terms of academic and professional qualifications. In the period under review, the Commission prioritized and implemented the following in the promotion of organizational growth and development.

### a. Recruitment

The Commission recruited 129 Officers to meet its human resource needs. The officers recruited on temporary basis were: 120 cohesion monitors, four social media monitors, four investigators and one project officer.

In addition, the Commission has had an active internship and attachment program that targets students that have just completed their tertiary education and those who are still continuing. The Commission's internship and attachment program has enabled interns to gain valuable work experience and acquire employability skills. As a result, the Commission provided internships and industrial attachments to 45 students.

### b. Staff Development Trainings

Training is one way of equipping employees with desired behavior geared towards improved performance. It equips employees with the knowledge, skills and competencies that can be transferred to their job. The learning process therefore addresses the performance gap by reconciling the gap between what should happen and what is happening. The Commission sponsored several officers to participate in various courses as presented in the Table below.

Table 5. Staff Development Trainings in Year 2016/17

Course	Institution	No. of Staff
Trustee Certification Program	College of Insurance	3
Effective Office Management & Administration Programme	Kenya Institute of Management	2
Annual Tax Conference	ICPAK	1
Public Sector Audit Conference	ICPAK	1
Senior Management Course	Kenya School of Government	1
Certified Information System Security Professional	Harmony Solutions LTDH	1
Corporate Governance	Centre for Corporate Governance	1
LSK Seminar	Nairobi	2
Ensuring Transparency and Accountability in Public Finance Management	Tambo Conference Boksburg, SA	1
Executive Secretarial Management Training	Kenya School of Government	1
Board of Audit and Committee workshop	Institute of Internal Auditors Kenya	4
International Public-Sector Accounting Standards (IPSAS)	IPSAS Tanzania	1
Designing Human Resource Policies	ESAMI Headquarters	1
Public Relation and Customer Care Course	Kenya School of Government	1

ICT Governance	Computer Society of Kenya	1
33rd Annual Seminar	ICPAK	3
Advance Programme on Prevention Detection and Analysis of Corporate Fraud	ESAMI Headquarter	1
Result Based Management	ESAMI Dubai United	1
Code of conduct and Ethics sensitization	In house training by NCIC	82

### c. International Convention on the Elimination of all Forms of Racial Discrimination

Kenya is a state party to the International Convention on the Elimination of all forms of Racial Discrimination having ratified the treaty in September 2001. Kenya has a legal obligation under this treaty to submit periodic state reports on the progress of the implementation of the provisions of the convention. The Kenyan Government submitted its 5th -7th report to the Committee on the Elimination of Racial Discrimination in December 2015. Kenya sent a delegation to defend the report before the Committee on 2nd and 3rd May 2017 in Geneva, Switzerland. The Kenyan delegation comprised of senior officers drawn from the Office of the Attorney General and Department of Justice, Ministry of Foreign Affairs and International Trade, Ministry of Lands and Physical Planning and the National Cohesion and Integration Commission.

The delegation showcased the legislative, policy and administrative actions that the government had put in place to ensure compliance with the treaty and also mitigate some of the challenges posed by elections. In addition, the delegation informed the Convention of the measures that had been put in place by various Kenyan agencies in preparation for the 2017 Election.



Kenyan Delegation seated Teresia (Ministry of Lands), Maryanne Njau (A.G.'s office), Emily Cheweya (A.G.'s office), and Kotut (Legal Advisor Embassy of Kenya, Geneva), Standing Kyalo Mwangi (NCIC) and Claris Kariuki (A.G.'s office).

### d. Signing of Performance Contracts

In the year under discussion 40 staff members set performance targets and were appraised as required in performance management. Performance Management is key in achieving the Commission's mandate.

### e. Development and Sensitization of the Commission's Code of Conduct and Ethics

The Commission developed a Code of Conduct and Ethics that set out the standards of behavior for the Commission's employees. This follows the demands of efficiency in public service delivery by the public and the ongoing reforms in the Public Service. The Code of conduct aims to ensure impartiality, objectivity, transparency, integrity, efficiency and effectiveness of employees in performing their duties. As a result, 82 staff were sensitized on the provisions of the Code of Conduct.

### f. Development and Validation of the Commission's Service Charter

In order to improve its service to the public the Commission developed a customer service charter. The charter outlines the type and standards of service that customers and partners expect to receive when they engage with the Commission. The Charter also provides NCIC customers and stakeholders an opportunity to provide feedback that may help the Commission to improve its service delivery and achieve better standards of service. As a result an in house validation workshop targeting 80 Commissions' staff was conducted.

### g. Compliance with Constitutional and other Legal Provisions

**ICT Policy:** During the reporting period the Commission conducted two meetings to review and validate the Information and Communication Technology (ICT) policy. The meeting brought two technical staff from the ICT Authority together with over 15 NCIC staff from different departments. As a result of the meeting the ICT policy was edited and approved by the Commission.

**Development and Sensitization of the Risk Management Policy Framework:** The Government of Kenya's Treasury Circular No. 3/2009 issued by the Permanent Secretary, office of the Deputy Prime Minister and Ministry of Finance mandates all Public-Sector Accounting Officials, Chief Executives of State Corporations and Clerks to Local Authorities to develop and implement an Institutional Risk Management Policy Framework. The framework should enable management to focus in a comprehensive and holistic basis on all risks faced by the Commission, which could impact on achievement of strategic objectives as well as service delivery targets and thereby enhance accountability to the Commission stakeholders. During the period under review, the framework was developed and commissioners and senior staff sensitized on the same.

**Implementation of the Public Finance Management Act (No. 18 of 2012) and PFM Regulations 2015 on the formation of NCIC Audit Committee:** The Public Finance Management Act (PFMA), 2012 and Public Finance Management Regulation (PFMR), 2015 requires that each public entity shall establish an Audit Committee that will provide an independent expert assessment of the activities of top management, the quality of the risk management, financial reporting, financial management and internal audit, to the board of directors or a supervisory board or executive management. In the period under review, the Commission constituted the audit committee that comprised of Two (2) independent audit committee members sourced competitively, appointing the chairperson amongst the 2 members; One (1) Commissioner with as little as possible executive responsibilities and One (1) National Treasury representative.

**Public Procurement and Asset Disposal Act (PPADA):** Section 155 of PPADA 2015 provides that preference should be given to Kenyan firms and reservations of at least 30 percent of procurement be accorded to special groups. In the period under review, the Commission's procurement budget amounted to Kshs. 216.4 Million translating to 35 percent of the Commission's GOK budget amounting to Kshs. 610 Million. Out of the 35 percent allocated to procurement budget, 33 percent was reserved allocated to disadvantaged groups. The Table below presents a summary of this information.

## SECTION FOUR: CHALLENGES, LESSONS LEARNT AND RECOMMENDATIONS

Table 7: Allocation of Procurement Opportunities to Disadvantaged Groups

No	Description	Amount in Kshs	
1	NCIC GOK Budget 2016/2017	610,000,000	
2	Procurement Budget (35% of the GOK Budget)	216,400,000	
<b>Compliance to Section 155 of PPADA 2015 and Article 227(2) of the Constitution</b>			
Category of Disadvantaged Groups	Number of Orders (LPOs/LSOs/Contracts)	Amount	Percentage
Women	105	40,466,800	18.7
Youth	86	28,564,800	13.2
PWD	12	2,386,400	1.1
<b>Requirement Achieved above the 30% threshold</b>			
Open but to Kenyan Nationals	-	144,982,000	67.0
Total Spent on both Disadvantaged and Kenyan nationals	Over 200 orders	216,400,000	100.0

Despite attaining major milestones, the Commission experienced some key challenges that affected the execution of its mandate. Lessons were however learnt and recommendations made during implementation of the various NCIC programs in a bid to improve the Commission's future overall performance. Challenges experienced, lessons learnt and recommendations made during the year under review are highlighted below.

**4.1. CHALLENGES**

- Obstacles relating to investigation and prosecution of hate speech cases.
- Budgetary constraints: Budgetary constraint has inhibited the Commission from recruitment of additional staff, upscaling and sustenance of peace and cohesion interventions, building the capacity of staff, meeting the overwhelming demand for peace and cohesion programs by other actors.
- Limited understanding of the Commission's mandate: Members of the public have minimal understanding of the Commission's mandate on matters touching on discrimination, hate speech and facilitation of cohesion programs.
- Difficulty in implementing social contracts and peace agreements between and amongst communities.
- The fluidity and dynamic nature of conflict exacerbated by new forms of conflict over county boundaries, violent extremism and radicalisation, re-emergence of organised gangs and increasing proliferation of small arms and light weapons.
- Heightened tension and suspicion due to political and ethnic polarization impacting on institutional trust and acceptability.
- Uncoordinated peace and cohesion initiatives amongst various agencies and actors resulting to duplication of initiatives.

**4.2. LESSONS LEARNT**

- Peace and reconciliation processes are not an event but rather a continuous process requiring constant engagement with multi sectoral stakeholders. The need for adequate resources cannot be gainsaid.
- There is need to devolve peace and cohesion initiatives to the grass root level.
- A coordinated approach and synergies between key institutions is instrumental in contributing to cohesion and future peaceful electoral processes. For instance, strengthening linkages with the county governments through anchoring peace, cohesion and integration initiatives within the devolved system structures is necessary.
- There is need to enhance and strengthen follow-up, monitoring and evaluation of cohesion interventions to enable documentation of results and impact of interventions.

**4.3. RECOMMENDATIONS**

To foster sustenance and impact of cohesion interventions, it is recommended that:

- Relevant peace and security stakeholders including the Commission increase collaboration, coordination and cooperation at the national, county and grassroots level
- Lobby for additional funding to enable the Commission execute its mandate.
- Conduct continuous mapping of areas/counties that are prone to recurrent conflict and violence

## SECTION FIVE: FINANCIAL STATEMENT FOR THE YEAR ENDED 30TH JUNE, 2017

- Strengthen early warning and early response mechanisms across all levels, national, county and grassroots.
- Continuously support the implementation and monitoring of community ceasefire and peace agreements
- Enhance the capacity of structures that promote peace building and conflict management at the county and community levels.
- Continuous sensitization and awareness on how emerging conflict issues such as extractive industries, violent extremism and radicalization among others impact on community social cohesion.
- Continuous development of NCIC staff capacity through staff development trainings, development and review of relevant employee policies among others. This will assist in effective coordination of the Commission's programs.




---

## National Cohesion and Integration Commission

### FINANCIAL STATEMENT FOR THE YEAR ENDED 30TH JUNE, 2017

---

Prepared in accordance with the Accrual Basis of Accounting Method under the International Public Sector Accounting Standards (IPSAS)

## 5.1. FINANCIAL REPORT AND STATEMENTS FOR THE YEAR ENDED 30TH JUNE, 2017

### REPORT OF THE COMMISSIONERS

The Commissioners submit their report together with the audited financial statements for the year ended June 30, 2017 which show the state of the Commission's 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, 2017 are set out on page 1

#### Commissioners

The Commissioners who served during the year are shown on page iv to xv

#### Auditors

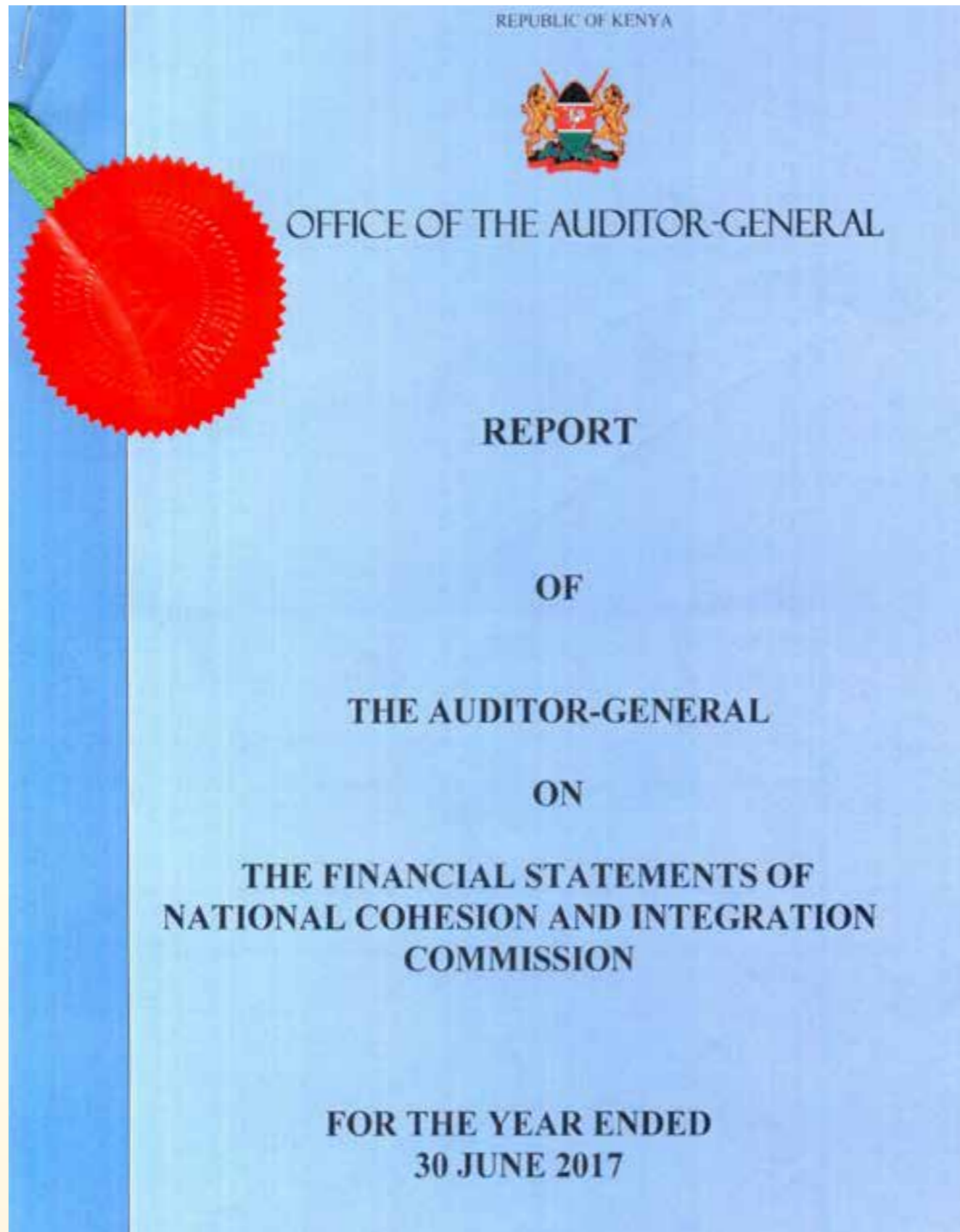
The Auditor General is responsible for the statutory audit of the Commission in accordance with the Section 68 of the Public Finance Management (PFM) Act, 2013, which empowers the Auditor General to nominate other auditors to carry out the audit on his behalf.

By Order of the Commission



Hassan Sheikh Mohamed, OGW  
Secretary/Chief Executive Officer

06 / 05 / 2018



## 5.3 REPORT OF THE AUDITOR-GENERAL ON THE NATIONAL COHESION AND INTEGRATION COMMISSION.

### 5.2. STATEMENT OF COMMISSIONERS' RESPONSIBILITY

Section 81 of the Public Finance Management Act, 2015 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 the Commission 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, 2017.

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 Commission; (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, 2017, 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

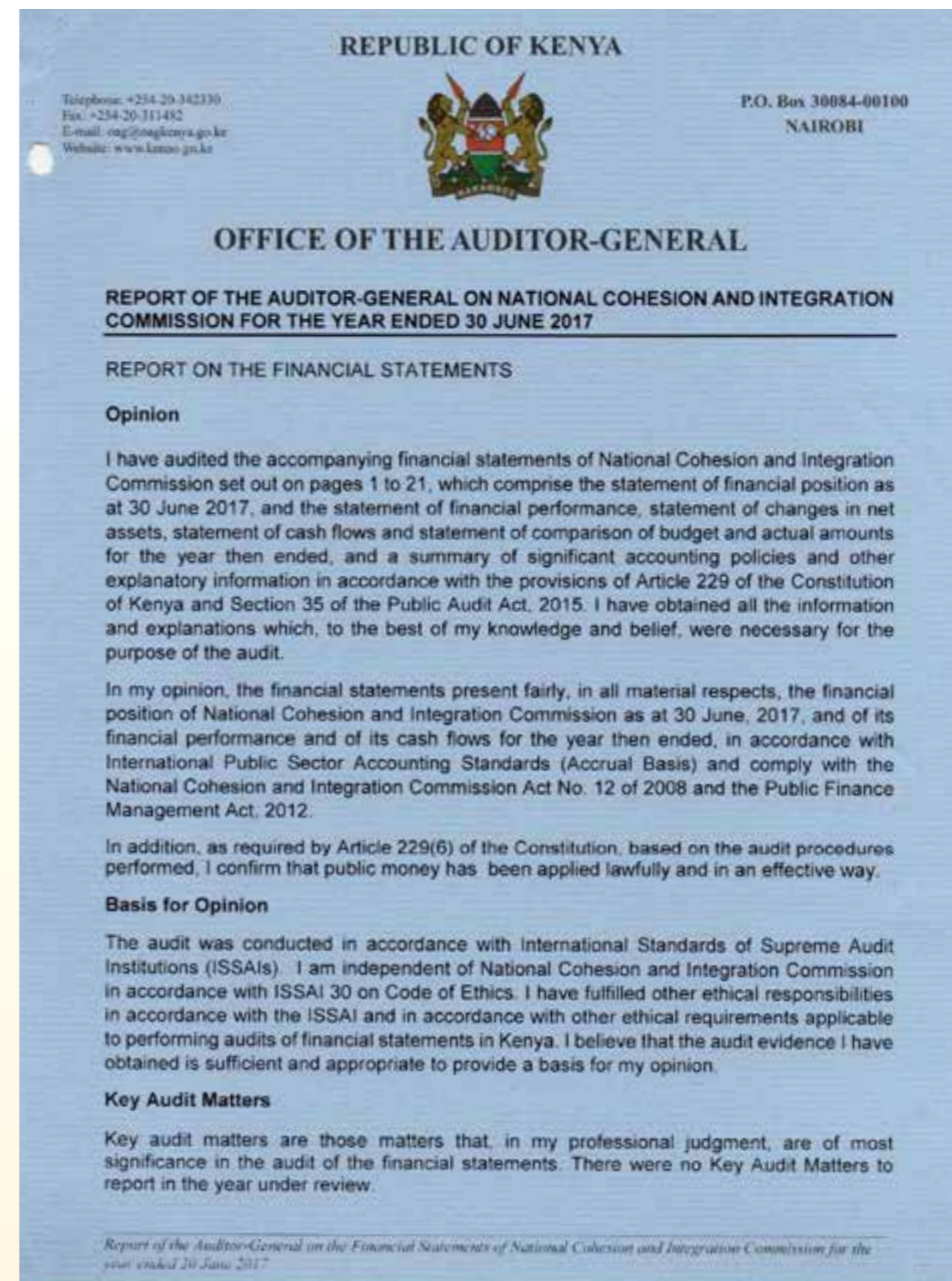
The Commission's financial statements were approved by the Commission on 06/05 2018 and signed on its behalf by:



Hon. Francis Ole Kaparo, EGH, SS  
Commission Chairman



Hassan Sheikh Mohamed, OGW  
Secretary/Chief Executive Officer



### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Public Sector Accounting Standards (Accrual Basis) and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Commission's ability to sustain services, disclosing, as applicable, matters related to sustainability of services and using the applicable basis of accounting unless the management either intends to cease operations, or have no realistic alternative but to do so.

Management is also responsible for the submission of the financial statements to the Auditor-General in accordance with the provisions of Section 47 of the Public Audit Act, 2015.

Those charged with governance are responsible for overseeing the Commission's financial reporting process.

### Auditor-General's Responsibilities for the Audit of the Financial Statements

The audit objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion in accordance with the provisions of Section 48 of the Public Audit Act, 2015 and submit the audit report in compliance with Article 229(7) of the Constitution. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISSAIs will always detect a material misstatement and weakness when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit conducted in accordance with ISSAIs, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances and for the purpose of giving an assurance on the effectiveness of the Commission's internal control.

*Report of the Auditor-General on the Financial Statements of National Cohesion and Integration Commission for the year ended 30 June 2017*

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of the management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Commission's ability to sustain its services. If I conclude that a material uncertainty exists, I am required to draw attention in the auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my audit report. However, future events or conditions may cause the Commission's to cease sustaining its services.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information and business activities of the Commission to express an opinion on the financial statements.
- Perform such other procedures as I consider necessary in the circumstances.

I communicate with the management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that are identified during the audit.

I also provide management with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.



FCPA Edward R. O. Ouko, CBS  
AUDITOR-GENERAL

Nairobi

04 May 2018

*Report of the Auditor-General on the Financial Statements of National Cohesion and Integration Commission for the year ended 30 June 2017*

## 5.4 STATEMENT OF FINANCIAL PERFORMANCE AS AT 30TH JUNE 2017

	Note	2016-2017	2015-2016
		Kshs 000	Kshs 000
Revenue from non-exchange transactions			
Public contributions and donations	1	48,837	28,035
Transfers from other governments – gifts and services-in-kind	2	610,00	311,107
		<b>658,837</b>	<b>339,142</b>
Revenue from exchange transactions			
Other income	3	-	12
		-	12
Total revenue		<b>658,837</b>	<b>339,154</b>
Expenses			
Employee costs	4	167,082	130,029
Depreciation and amortization expense	5	34,180	32,387
Repairs and maintenance	6	14,172	11,201
General expenses	7	310,013	260,603
Total expenses		<b>525,447</b>	<b>434,520</b>
Other gains/(losses)			
Loss on sale of assets	8	(237)	(77)
Surplus/( deficit) for the period		<b>133,153</b>	<b>95,443</b>

The notes set out on pages 57 to 66 form an integral part of these Financial Statements

## 5.5. STATEMENT OF FINANCIAL POSITION AS AT 30TH JUNE 2017

	Note	2016-2017	2015-2016
		Kshs 000	Kshs 000
Assets			
Current assets			
Cash and cash equivalents	9	123,798	1,033
Receivables from non-exchange transactions	10	16,410	7,828
		<b>140,208</b>	<b>8,861</b>
Non-current assets			
Property, plant and equipment	11	119,712	120,450
Intangible assets	12	466	123
		120,178	120,573
Total assets		<b>260,386</b>	<b>129,435</b>
Liabilities			
Current liabilities			
Trade and other payables from exchange transactions	13	7,781	9,984
		7,781	9,984
Non-current liabilities			
Total liabilities		<b>7,781</b>	<b>9,984</b>
Net assets		252,604	119,451
Reserves		8,847	8,847
Accumulated surplus		243,757	110,605
Total net assets and liabilities		252,604	119,451

The Financial Statements set out on pages 50 to 66 were signed on behalf of the Commissioners on 06 / 05 / 2018 by:



Hassan S. Mohamed, OGW  
Commission Secretary/CEO



Hon. Francis Ole Kaparo EGH, SS  
Commission Chairman



Dr. Benjamin Kituku  
Director Finance, HR & Administration  
ICPAK Member Number 3145

## 5.6 STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDED 30TH JUNE 2017

	Reserves		
	Capital Reserve	Accumulated surplus	Total
	Kshs 000	Kshs 000	Kshs 000
Balance as at 1 July 2015	8,847	206,048	214,895
Surplus/(deficit) for the period	-	(95,443)	(95,443)
Balance as at 30 June 2016	8,847	110,605	119,452
Balance as at 1 July 2016	8,847	110,605	119,452
Surplus for the period	-	133,152	133,152
Balance as at 30 June 2017	8,847	243,757	252,604

## 5.7. STATEMENT OF CASH FLOWS AS AT 30TH JUNE 2017

		2016-2017	2015-2016
		Kshs 000	Kshs 000
Surplus for the year		133,153	(95,443)
Adjusted for			
Depreciation and amortization		34,180	32,387
Loss on disposal		237	77
<b>Operating surplus before working capital changes</b>		<b>167,570</b>	<b>(62,979)</b>
Increase in receivables from non -exchange transactions		(8,581)	89,442
Decrease in trade and other payables		(2,202)	8,546
		<b>(10,783)</b>	<b>97,988</b>
<b>Net cash flows from operating activities</b>	<b>40</b>	<b>156,787</b>	<b>35,009</b>
Cash flows from investing activities			
Purchase of property, plant, equipment and intangible assets		(33,557)	(25,084)
Purchase of Intangible assets		(575)	-
Proceeds from sale of property, plant and Equipment		110	-
<b>Net cash flows used in investing activities</b>		<b>(34,022)</b>	<b>(25,084)</b>
Net increase/(decrease) in cash and cash equivalents		122,765	9,925
Cash and cash equivalents at 1 July		1,033	(8,891)
<b>Cash and cash equivalents at 30 June</b>		<b>123,798</b>	<b>1,033</b>

## 5.8 STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS FOR THE PERIOD ENDED 30TH JUNE 2017

	Original budget		Adjustments		Final budget		Actual on comparable basis		Performance difference	
	2016-2017	Kshs 000	2016-2017	Kshs 000	2016-2017	Kshs 000	2016-2017	Kshs 000	2016-2017	Kshs 000
<b>Revenue</b>										
Public contributions and donations	40,000		8,777		48,777		48,837		(60)	
Government grants and subsidies	971,940		(361,940)		610,000		610,000		-	
<b>Total income</b>	<b>1,011,940</b>		<b>(353,163)</b>		<b>658,777</b>		<b>658,837</b>		<b>(60)</b>	
<b>Expenses</b>										
Compensation of employees	310,840		(136,566)		174,274		167,082		6,163	
Rent paid	40,000		(14,795)		25,205		25,131		31	
Other payments	661,100		(202,512)		458,588		331,730		119,943	
<b>Total expenditure</b>	<b>1,011,940</b>		<b>(323,163)</b>		<b>658,777</b>		<b>523,943</b>		<b>121,137</b>	
<b>Loss on disposal of assets</b>							<b>(237)</b>		<b>237</b>	
<b>Surplus for the period</b>							<b>134,656</b>			

### Budget notes

1. The Commission was given Kshs 200 million as election funding which was to cater for the election preparations, election monitoring and also for post-election activities. The elections were scheduled to be held on 8th August 2017 which was after the close of the financial year under reported. The 26% variance in other payments is attributed to the funds that were to be utilized for peace meetings, sensitizations and cohesion monitoring after the close of the reporting year as well as those funds that were unutilized before the close of the year.
2. The difference between the original budget and the final budget was due to budgetary ceilings set by the National Treasury

## 5.9 NOTES TO THE FINANCIAL STATEMENTS

### 1. GENERAL INFORMATION

The Commission is a statutory body established under the National Cohesion and Integration Act (Act No. 12 of 2008). The Commission is an independent Commission and is domiciled in Kenya. 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.

### 2. 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. 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 indirect method. The financial statements are prepared on accrual basis.

### 3. ADOPTION OF NEW AND REVISED STANDARDS

- i. Relevant new standards and amendments to published standards effective for the year ended 30 June 2017

Standard	Impact
IPSAS 33: First time adoption of Accrual Basis IPSAS	(Effective for annual periods beginning on or January 1, 2017) The Commission adopted IPSAS in the year ended 30 June 2014 and therefore provisions of first time adoption of accrual basis does not apply to the entity.
IPSAS 34: Separate Financial Statements	(Effective for annual periods beginning on or January 1, 2017) The Commission does not have any subsidiaries, joint ventures or investments and therefore the standard does not apply.
IPSAS 35: Consolidated Financial Statements	Effective for annual periods beginning on or January 1, 2017) The Commission does not have any subsidiaries, joint ventures or investments and therefore the standard does not apply
IPSAS 36: Investments in Associates and Joint Ventures	(Effective for annual periods beginning on or January 1, 2017) The Commission does not have investments in associates or joint ventures
IPSAS 37: Joint Arrangements	(Effective for annual periods beginning on or January 1, 2017) The Commission does not have an interest in a joint arrangement and therefore the standard does not apply
IPSAS 38: Disclosure of Interests in Other Entities	(Effective for annual periods beginning on or January 1, 2017) The Commission does not have an interest in other entities and therefore the standard does not apply

- ii. Early adoption of standards

The Commission did not adopt early any new or amended standards in year 2017.

### 4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### a) Revenue recognition

##### i) Revenue from non-exchange transactions

##### 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.

#### b) Budget information

The original budget for FY 2016-2017 was approved by the National Assembly on May 2016. Subsequent revisions or additional appropriations were made to the approved budget in accordance with specific approvals from the appropriate authorities. The additional appropriations are added to the original budget by the entity upon receiving the respective approvals in order to conclude the final budget.

The entity's budget is prepared on a different basis to the actual income and expenditure disclosed in the financial statements. The financial statements are prepared on accrual basis using a classification based on the nature of expenses in the statement of financial performance, whereas the budget is prepared on a cash basis. The amounts in the financial statements were recast from the accrual basis to the cash basis and reclassified by presentation to be on the same basis as the approved budget. A comparison of budget and actual amounts, prepared on a comparable basis to the approved budget, is then presented in the statement of comparison of budget and actual amounts.

In addition to the Basis difference, adjustments to amounts in the financial statements are also made for differences in the formats and classification schemes adopted for the presentation of the financial statements and the approved budget.

A statement to reconcile the actual amounts on a comparable basis included in the statement of comparison budget and actual amounts and the actuals as per the statement of financial performance has been presented under section XV of these financial statements.

#### c) Property, plant and equipment

All property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. 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 fair value.

Full year depreciation is charged in the year of purchase and none in the year of disposal. 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.

Rate - %	
Motor vehicles	25
Furniture & Fittings	12.5
Computers, copiers & faxes	33.3

#### d) 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. 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 at an annual rate of 33.3%. The useful life of the intangible assets is assessed as either finite or indefinite.

#### e) Inventories

The Commission's stock is in the form of low cost consumables which were expensed at the point of purchase hence there is no reflection of closing inventory in the financial statements.

#### f) 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.

#### g) Employee benefits

##### Retirement benefit plans

The Commission provides retirement benefits for its employees. Defined contribution plans are post employment 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.

The NCIC Staff Pension Scheme was established under irrevocable trust. It commenced on 1 July 2012 and is governed by Trust Deed and Rules. Employees who are the members contribute to the scheme at the rate of 5% of their basic salary while the employer, also Founder, contributes at the rate of 10% of the Member's basic salary. In addition, members are allowed to make additional voluntary contributions.

#### h) 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 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.

#### i) Comparative figures

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

#### j) 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, 2017.

## 5.10. NOTES TO THE FINANCIAL STATEMENTS

### 1. PUBLIC CONTRIBUTIONS AND DONATIONS

Description	2016-2017	2015-2016
	KShs 000	KShs 000
UNDP	27,554	28,035
UN-Women	12,434	-
OSIEA	8,849	-
<b>Total</b>	<b>48,837</b>	<b>28,035</b>

### 2. TRANSFERS FROM OTHER GOVERNMENTS

Description	2016-2017	2015-2016
	KShs 000	KShs 000
Unconditional grants		
Operational grant	610,000	311,107
<b>Total government grants and subsidies</b>	<b>610,000</b>	<b>311,107</b>

### 2 (B) TRANSFERS FROM MINISTRIES, DEPARTMENTS AND AGENCIES

Name of the Entity sending the grant	Amount recognized to Statement of Comprehensive Income	Amount deferred under deferred income	Amount recognised in capital fund.	Total grant income during the year	2015-2016
	KShs 000	KShs 000	KShs 000	KShs 000	KShs 000
Ministry of Interior and Coordination of National Government	610,000	-	-	610,000	311,107
<b>Total</b>	<b>610,000</b>	<b>-</b>	<b>-</b>	<b>610,000</b>	<b>311,107</b>

**3. OTHER INCOME**

Description	2016-2017	2015-2016
	KShs 000	KShs 000
Income from sale of tender	-	12
<b>Total other income</b>	<b>-</b>	<b>12</b>

**4. EMPLOYEE COSTS**

Description	2016-2017	2015-2016
	KShs 000	KShs 000
Salaries and wages	160,057	124,693
Employee related costs - contributions to pensions and medical aids	7,025	5,636
<b>Employee costs</b>	<b>167,082</b>	<b>130,329</b>

**5. DEPRECIATION AND AMORTIZATION EXPENSE**

Description	2016-2017	2015-2016
	KShs 000	KShs 000
Property, plant and equipment	33,948	32,325
Intangible assets	233	62
<b>Total depreciation and amortization</b>	<b>34,180</b>	<b>32,387</b>

**6. REPAIRS AND MAINTENANCE**

Description	2016-2017	2015-2016
	KShs 000	KShs 000
Vehicles	12,368	9,829
Furniture and fittings	970	578
Computers and accessories	834	794
<b>Total repairs and maintenance</b>	<b>14,172</b>	<b>11,201</b>

**7. GENERAL EXPENSES**

Description	2016-2017	2015-2016
	KShs 000	KShs 000
Advertising	39,958	16,239
Audit fees	1,044	1,044
Hospitality and Conferences	29,140	25,718
Electricity	502	662
Fuel and oil	10,324	9,743

Insurance	14,966	17,453
Postage	379	285
Printing and stationery	10,285	13,494
Hire charges	3,369	9,145
Rental	25,131	23,456
Telecommunication	1,919	1,778
Training	4,605	4,489
Bank charges	244	91
Confidential expenditure	590	891
Contracted guards and cleaning services	2,565	2,400
Contracted professional services	4,254	3,178
Domestic Travel and subsistence	130,801	100,112
Foreign Travel and subsistence	16,294	26,560
Internet connectivity	1,602	1,795
Membership fees, dues and subscriptions	764	1,411
Parking charges	90	6
Project sponsorships	6,051	555
Specialized materials and supplies	5,135	98
<b>Total general expenses</b>	<b>310,013</b>	<b>260,603</b>

**8. GAIN (LOSS) ON SALE OF ASSETS**

Description	2016-2017	2015-2016
	KShs 000	KShs 000
Cost of assets	1,851	115
Net Book value of disposed assets	347	77
Proceeds from sale of assets	110	-
<b>Total gain (loss) on sale of assets</b>	<b>(237)</b>	<b>(77)</b>

**9. CASH AND CASH EQUIVALENTS**

Description	2016-2017	2015-2016
	KShs 000	KShs 000
Current account	123,798	1,033
<b>Total cash and cash equivalents</b>	<b>123,798</b>	<b>1,033</b>

**10. (A). DETAILED ANALYSIS OF THE CASH AND CASH EQUIVALENTS**

Financial institution	Account number	2016-2017	2015-2016
		KShs 000	KShs 000

a) Current account			
Kenya Commercial bank	11189199238	120,936	54
National Bank of Kenya	0102815036400	215	703
Standard Chartered Bank	01020060864600	2,647	75
<b>Grand total</b>		<b>123,798</b>	<b>832</b>

### 11. RECEIVABLES FROM NON-EXCHANGE CONTRACTS

Description	2016-2017	2015-2016
	KShs 000	KShs 000
Current receivables		
Staff Imprest	6,951	4,412
Staff salary advances	670	933
Commissioners advances	2,206	783
Prepayments	4,882	-
Bank Guarantee	1,700	1,700
<b>Total current receivables</b>	<b>16,410</b>	<b>7,828</b>

### 12. PROPERTY, PLANT AND EQUIPMENT

	Computers	Furniture and fittings	Motor Vehicles	Total
	Kshs 000	Kshs 000	Kshs 000	Kshs 000s
At 1 July 2015	19,764	78,469	140,240	238,474
Additions	2,528	2,474	20,082	25,084
Disposals	(115)	-	-	(115)
At 30 <sup>th</sup> June 2016	22,177	80,943	160,322	263,443
Additions	24,256	9,301	-	33,557
Disposals	(1,465)	(386)	-	(1,851)
At 30 <sup>th</sup> June 2017	44,968	89,858	160,322	295,148
Depreciation and impairment				
At 1 July 2015	12,578	27,394	70,733	110,706
Depreciation	3,235	6,693	22,397	32,325
Disposals	(38)	-	-	(38)
At 30 June 2016	15,775	34,087	93,130	142,993
Depreciation	10,152	6,997	16,798	33,948
Disposals	(1,295)	(209)	-	(1,504)
At 30 <sup>th</sup> June 2017	24,632	40,875	109,928	175,436
Net book values				
At 30 <sup>th</sup> June 2017	20,336	48,983	50,394	119,712

At 30 <sup>th</sup> June 2016	6,402	46,856	67,192	120,450

### 13. INTANGIBLE ASSETS-SOFTWARE

Description	Kshs 000
Cost	
At 1 July 2015	278
Additions	-
At 30 <sup>th</sup> June 2016	278
Additions	575
At 30 <sup>th</sup> June 2017	853
Amortization and impairment	
At 1 July 2015	93
Amortization	62
At 30 <sup>th</sup> June 2016	155
Amortization	233
At 30 <sup>th</sup> June 2017	388
Net book values	
At 30 <sup>th</sup> June 2017	466
At 30 <sup>th</sup> June 2016	123

### 14. TRADE AND OTHER PAYABLES FROM EXCHANGE TRANSACTIONS

Description	2016-2017	2015-2016
	KShs 000	KShs 000
VAT withheld	1,529	172
Withholding Tax	366	-
PAYE	-	2,425
Audit fees	2,088	
Other creditors	3,798	7,387
<b>Total trade and other payables</b>	<b>7,781</b>	<b>9,984</b>

## 5.11. PROGRESS ON FOLLOW UP OF AUDITOR RECOMMENDATIONS

### 15. RELATED PARTY BALANCES

#### a) Nature of related party relationships

The Commission regards a related party as a person or entity with the ability to exert control individually or jointly, or to exercise significant influence over the Commission's operating and financial decisions. The Commissioners and key management are considered as the Commission's related parties. The Commission has 8 full time commissioners and 3 ex-officio members being the chairpersons of the Commission for Administration of Justice (CAJ), National Gender and Equality Commission (NGEC) and the Kenya National Commission on Human Rights (KNCHR). The Commissioners are charged with policy formulation and direction while the key management led by the Commission secretary (who is the CEO) are charged with the implementation and day-to-day running of the Commission.

*The Commission is in summary is related to*

- The National Government;
- The Parent Ministry;
- Commissioners;
- Ex-officio members;
- Key management.

#### b) Key management remuneration

### 16. EVENTS AFTER THE REPORTING PERIOD

There were no material adjusting and non- adjusting events after the reporting period.

### 17. ULTIMATE AND HOLDING ENTITY

The National Cohesion and Integration Commission is a statutory body established by the National Cohesion and Integration Act (NCI Act) NO 12 of 2008 under the Ministry of Interior and Coordination of National Government.

### 18. CURRENCY

The financial statements are presented in Kenya Shillings (Kshs).

The following is the summary of issues raised by the external auditor, and management comments that were provided to the auditor. 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 (Name and designation)	Status: (Resolved / Not Resolved)	Timeframe: (Put a date when you expect the issue to be resolved)
	Unregistered Lease agreement	The Commission forwarded the lease documents to the relevant ministry for consent and registration. The Commission has made considerable effort to follow up on the progress but the Ministry had not finalized	The head of procurement	Not resolved	31/12/2017

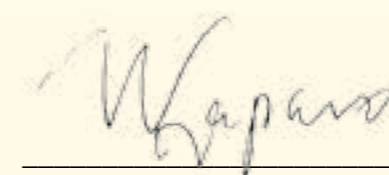
Guidance Notes:

Use the same reference numbers as contained in the external audit report;

Obtain the "Issue/Observation" and "management comments", required above, from final external audit report that is signed by Management;

Before approving the report, discuss the timeframe with the appointed Focal Point persons within your entity responsible for implementation of each issue;

Indicate the status of "Resolved" or "Not Resolved" by the date of submitting this report to National Treasury.



Commission Chairman

Date 06/ 04/ 2018



Commission Secretary

Date 06/ 04/ 2018

## 5.12. APPENDIX 1: PROJECTS IMPLEMENTED BY THE ENTITY

## PROJECTS

Projects implemented by the Commission Funded by development partners

Project title	Project Number	Donor	Period/ duration	Donor commitment Ksh 000	Separate donor reporting required as per the donor agreement (Yes/ No)	Consolidated in these financial statements (Yes/No)
Deepening the Foundations of Peace & Community Security in Kenya	7KEN14710	UNDP	2014-2018	125,011	Yes	Yes
Organised Criminal Gangs and their impact on National Cohesion ahead of the 2017 General Elections	OR 2016-31262	OSIEA	November 2016-	8,849	Yes	Yes
Establishment of networks of women, civil society and practitioners on preventing and CVE in Kenya	82756	UN-Women	July 2016-March 2017	12,999	Yes	Yes
Strengthening Community Resilience against radicalisation and violent extremism	98877	UNDP	January 2017-June 2017	6,000	Yes	Yes

## STATUS OF PROJECTS COMPLETION

	Project	Total project Cost	Total expended to date	Completion % to date	Budget	Actual	Sources of funds
1	Deepening the Foundations of Peace & Community Security in Kenya	158,110	125,011	79	158,110	125,011	UNDP
2	Organised Criminal Gangs and their impact on National Cohesion ahead of the 2017 General Elections	8,849	5,981	68	8,849	5,981	OSIEA
3	Establishment of networks of women, civil society and practitioners on preventing and CVE in Kenya	12,999	12,999	100	12,999	12,999	UN-Women
4	Strengthening Community Resilience against radicalisation and violent extremism	6,000	6,000	100	6,000	6,000	UNDP



