Republic of Kenya

Ministry of Interior and Coordination of National Government

National Coordination Mechanism on Migration

Implementation Action Plan (2020-2022)

Forward

Since its establishment in July 2016, the Kenyan National Coordination Mechanism on Migration (NCM) has made several milestones in its coordination role in migration governance. NCM has been meeting quarterly to address existing and emerging migration issues, improve cooperation on migration management and governance, share information as well and promote inter-agency migration discourse at the national and regional levels. NCM prides itself with a reliable membership list of committed state and non-states actors with migration tasks in Kenya. NCM has become a point of reference for other countries in the region in terms of coordination of migration matters and have consequently received delegation from neighbouring countries namely; Sudan, Uganda, South Sudan and recently Ghana to benchmark the good practices on inter-agency cooperation in migration governance.

For the organisation to take a long-range view of what it aims to accomplish and how it will do so in the long-run, NCM has collaborated with implementing and development partners to develop this implementation strategy. The implementation strategy is built on a thorough analysis of the organization's objectives, existing structure, staff, collaborations and resources (financial, human, technical, and material). This analysis is vital to allow NCM to maximise its efforts and resources to achieve its long-term goals and objectives.

This Implementation Strategy will enable the Secretariat and the stakeholders to have a comprehensive and coherent plan of action on migration management projects in Kenya for effective service delivery. Its development is so timely coinciding with the adoption of the Global Compact for Migration (GCM) in December 2018. The strategy will make a significant contribution towards achieving the identified 23 action points objectives in a timely manner by providing a coordinated, comprehensive and inclusive approach. Thus, the NCM will effectively and efficiently deliver its ambitious mandate, "to provide one stop coordination platform for migration governance at the county, regional and international levels".

I wish to recognize all efforts of stakeholders in development of this document. I wish to recognize the financial and technical support of GIZ BMM in the development of this document. To the NCM fraternity and the Secretariat, let this not be just another document. Let this be a living document in all our migration governance endeavors. Let us be guided by the vision and mission, of this strategy. Lastly, I hope that the activities herein and the timelines will be achieved for successful migration management to our Nation.

Alexander Muteshi Imbenzi
Director General

Table of Contents

Introduction

The 2020-2022 NCM Implementation Strategy represents the three-year strategic direction of the National Coordination Mechanism (NCM) and provides a clear focus for future pursuits by identifying priorities for action. It is constructed around a hierarchy of results, outcomes and activities to be achieved and demonstrates strategic coherence across the different pillars of the implementation strategy.

Profile of the NCM

The 21st century is witnessing unprecedented exponential rise in human mobility driven by forces of globalization. Technological advancement, as a feature of globalization and the resultant transport revolution, improved health care and communication advancement all have facilitated migrations. The increase in migration globally means increase in challenges, social, economic and political while opportunities from migrations abound. Hence, there is need for engagement of all stakeholders in the management of migration for the benefit of all humanity and nations.

In response to the contemporary migration challenge, and in order to harness the migration potential for continental development, the Council of Ministers of the OAU during the 74th Ordinary Session sitting in Lusaka, Zambia in July 2001, adopted Decision CM/Dec 614(LXXIV) to establish a migration policy framework in Africa. This framework could help address challenges posed by migration and ensure integration of migration related issues into regional and national policy agenda.

In 2006, Decision EX.CL/Dec.304 (IX) was adopted in Banjul, The Gambia, reiterating the Lusaka decision. The AU Migration Policy Framework (MPFA) was developed in response to these Decisions. Revised in 2018, the (Revised) MPFA provides comprehensive and integrated policy guidelines to AU Member States and respective RECs as a response to the migration challenge on the continent. The MPFA addresses nine critical policy themes namely: internal migration, labour migration, border management, irregular migration, forced migration; human rights of migrants; migration data management; migration and development and inter-state co-operation and partnerships.

The IGAD Council of Ministers in Addis Ababa inspired by the Banjul Decision, on 11 July 2012, during the 45th Ordinary Session adopted the IGAD regional migration policy framework. The IGAD Regional Migration Policy Framework (RMPF) acknowledges the predominance of migration phenomenon in the region. The IGAD RMPF identifies the need for establishment of migration coordination mechanisms bringing together all governmental and non-governmental agencies in a coherent and holistic management of migration in the region.

The establishment of the National Coordination Mechanism on Migration in Kenya is founded on the continental (AU-MPFA) and regional (IGAD-RMPF) frameworks. The need for national mechanisms for the management of migration cannot be overemphasized. In response, the IGAD in collaboration with IOM and Government of Kenya conducted a National Institutional Coordination Framework/Mechanism needs assessment. The conception of NCM in Kenya was a result of the findings and recommendations of this rapid assessment on migration in Kenya. The Government of Kenya through administrative process established the National Coordination Mechanism on migration in 2016 with a secretariat.

The National Coordination Mechanism on Migration (NCM), Kenya is a government led Inter-Agency Coordination Platform in charge of   Migration issues and facilitating cooperation and interventions among relevant stakeholders with Migration related functions. It draws its members from all Ministries, Departments and Agencies (MDAs), Civil Society, academia and Faith Based Organizations (FBOs). NCM has an elaborate partnership with International Non-Governmental Organization (IGOs/NGOs) who support the cause of the mechanism. This platform enhances inter-agency coordination, collaboration and information-sharing at the national level on the various areas of migration. This will support migration management at the regional level by facilitating a common approach and shared responsibility on the migration realities at the national and county levels while at the same time facilitating pulling of resources for support of migration programs in the country.

Mission and Vision of NCM

Vision
To be a premier one-stop platform for coordinating migration governance at all levels of the society in Kenya.

Mission
We provide effective and efficient institutional coordination mechanism on migration governance in Kenya

NCM Values
We are driven the by core values of teamwork, reliability, transparency, integrity, professionalism, timeliness and respect for human rights.

NCM Mandate
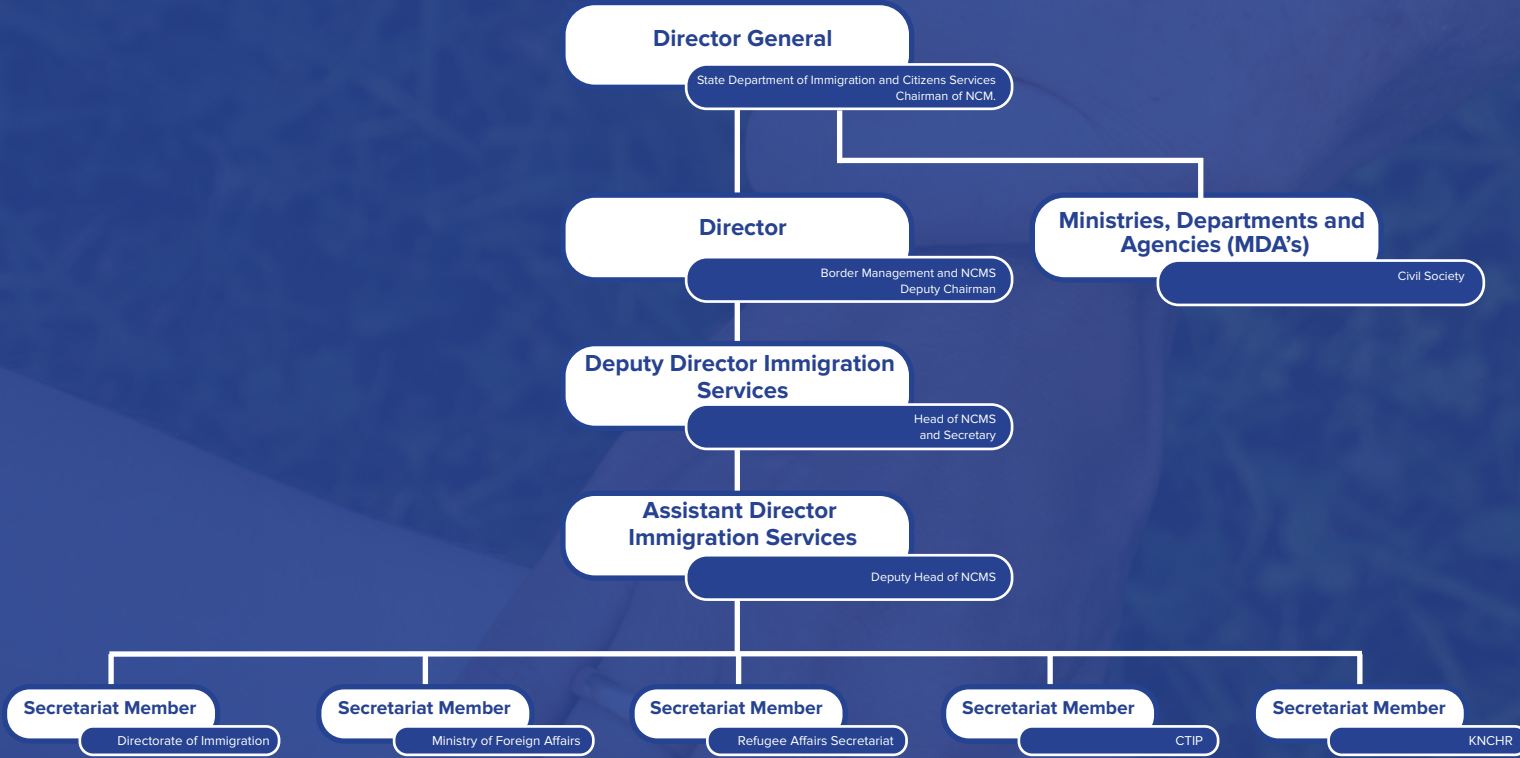We provide a one-stop coordination platform for migration governance at the county, national, regional and international levels.
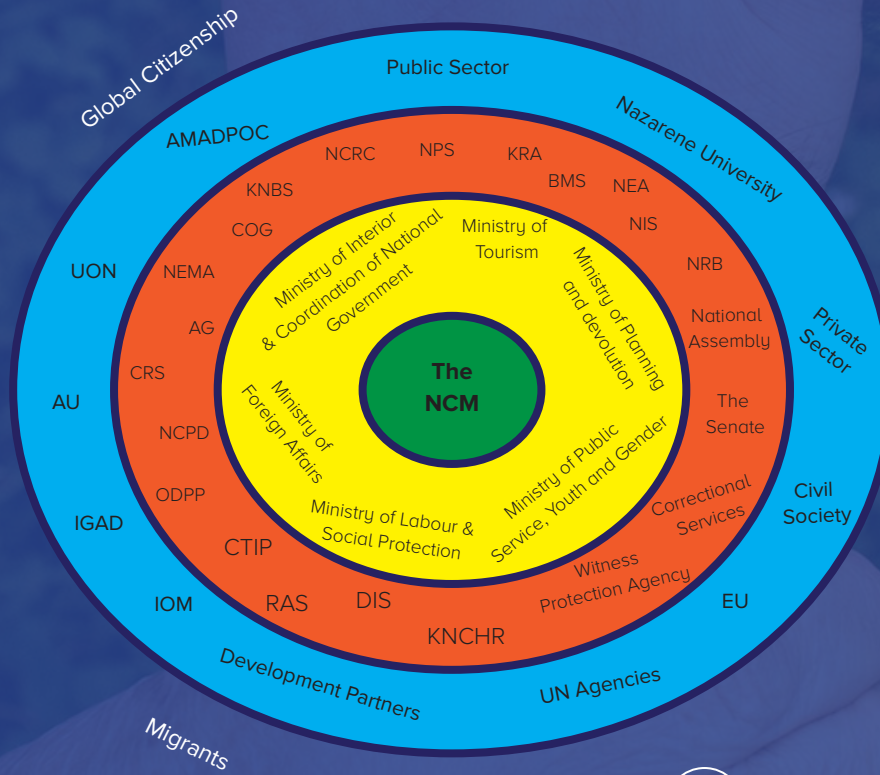
NCM Structure
NCM is comprised of committed stakeholders drawn from all government and non-government entities with migration mandate and interest led by the Directorate of Immigration Services in Kenya. A professional secretariat manages day to day operations of the mechanism.

Organogram

Director General

State Department of Immigration and Citizens Services
Chairman of NCM.

Director

Border Management and NCMS
Deputy Chairman

Ministries, Departments and Agencies (MDA's)

Civil Society

Deputy Director Immigration Services

Head of NCMS
and Secretary

Assistant Director Immigration Services

Deputy Head of NCMS

Secretariat Member

Directorate of Immigration

Secretariat Member

Ministry of Foreign Affairs

Secretariat Member

Refugee Affairs Secretariat

Secretariat Member

CTIP

Secretariat Member

KNCHR

NCM Stakeholders

The NCM has brought together various actors from relevant ministries, departments and agencies as well as non-state actors to realise its mandate.

Global Citizenship

Public Sector

Nazarene University

AMADPOC

NCRC   NPS   KRA

KNBS   BMS   NEA

COG   NIS

UON   NEMA   NRB

AG   National Assembly

CRS   The Senate

AU   NCPD   Correctional Services

ODPP   Private Sector

IGAD

CTIP

IOM   RAS   DIS   Witness Protection Agency   Civil Society

KNCHR   EU

Development Partners   UN Agencies

Migrants

Ministry of Interior & Coordination of National Government

Ministry of Tourism

Ministry of Planning and devolution

Ministry of Foreign Affairs

The NCM

Ministry of Public Service, Youth and Gender

Ministry of Labour & Social Protection

Key

- International, Continental, Regional, Think Tanks, Academia, Civil Society and Community Based Organisations
- Department and Agencies
- Ministries

Abbreviations

AG - Office of the Attorney General
AMADPOC - African Migration and Development Policy Center
BMS - Border Management Secretariat
COG - Council of Governers
CTIP - Counter Trafficking in Persons Secretariat
CRS - Civil Registration Services
KNBS - Kenya National Bureau of Statistics
KNCHR - Kenya National Commission on Human Rights
NCPD - National Council for Population and Development
NCTC - National Counter Terrorism Center
NCRC - National Crime Research Center
NEA - National Employment Authority
NEMA - National Environment Management Authority
NIS - National Intelligence Service
NPS - National Peace Secretariat
NRB - National Registration Bureau
ODPP - Office of The Director of Public Prosecution
RAS - Refugee Affairs Secretariat

Functions of NCM

1. Coordinate migration stakeholders for continuous dialogue and cooperation on migration related issues.

2. Facilitate formulation of a comprehensive national migration policy and standard operation procedures.

3. Participate in the development and implementation of regional, continental and international migration policies.

4. Foster a common understanding among key stakeholders on migration trends, types and characteristics.

5. Develop, establish and support knowledge sharing platforms on migration matters.

6. Implement Migration Governance Framework for Kenya.

7. Coordinate the implementation of the objectives of the Global Compact on Migration GCM in Kenya.

8. Mobilize resources from regional, continental and international partners for migration governance.

9. Conducting research and analysis on international and regional conventions/treaties, policies and principles on migration.

10 Develop and Coordinate programmes for the Kenya Institute of Migration Studies.

11 Develop and coordinate a platform for information and data sharing among all stakeholders on migration issues through determinate means.

12 Provide custodianship of data, information and research publications generated in the course of discharging NCM core functions including intellectual property rights for the Kenya Institute of Migration Studies.

13 Auditing the existing systems to ensure they are compliant with migration best practice legislation.

NCM SWOT Analysis

This comprehensive SWOT profile of NCM provides you an in-depth strategic SWOT analysis of the NCM operations. It offers a clear and an unbiased view of the organisational key strengths and weaknesses and the potential opportunities and threats in order to formulate strategies that enable NCM to maximise on opportunities offered by migration and at the same time mitigate challenges brought by migration in Kenya

Purpose

To conduct an examination of the operational and structural suitability of the NCM

S — Strengths

1
- Consistent NCM Membership
- Strong political will (support from the executive). Efficient coordination of stakeholders
- Teamwork among NCM stakeholders

2
- Diverse Membership (Ministries, Departments, Agencies, civil society and academia).
- Reliable response to ad hoc issues.
- Having focal point persons in all MDAs, Civil Society, Academia and technical working groups.

3
- Consultative processes that lead to consensus.

4
- Efficient coordination from meetings to concrete results.
- The adoption of NCM mechanism by all countries across the region.

5
- All NCM members have a legal mandate to be involved in migration governance.
- NCM has competent leadership and officers

O — Opportunities

1
- Amendment of an existing acts to give legal backing to NCM

2
- Political will by top management
- Enhanced inter-agency cooperation among stakeholders.

3
- Regional legal and policy frameworks
- Collaboration of state and non-state actors.

4
- Adoption of virtual technology in meetings and NCM fora.
- Embedding of NCM activities in stakeholders' calendar

5
- Availability of project funding/support for NCM activities
- Institutionalization of NCM framework in all Government activities
- Availability of bilateral agreements with other governments and partners.
- Availability of relevant technical expertise (knowledge sharing).

Coordination Mechanism

Weaknessses

W

1
- NCM is not anchored in law.
- Inconsistent membership representation due to changing focal points leading to loss of institutional memory

2
- NCM has a bloated membership that may lead to diluted ideas.
- Lack harmonization of migration governance programs among partners leading to repetitions and duplications

3
- Inadequate awareness on the existence of NCM among the implementing stakeholders like county officers.

4
- Limited office space
- Inadequate office infrastructure
- Bureaucratic red tape

5
- Lack of a migration policy
- Policy incoherence

Threats

T

1
- Organizational changes in NCM.
- Waning political support to NCM activities.
- Cumbersome process of anchoring NCM in national legal framework.
- Lack of budgetary allocation from government.
- Risk of sustainability of funding due to donor fatigue and economic meltdown.

2
- Inadequate manpower and equipment to run the NCM activities.

3
- Diminishing regional goodwill and support to migration governance.
- Changing migration trends.

4
- Competing and overlapping mandates.
- Duplication of roles e.g. NCM/CTIP/BMS

5
- Risk of political instability and other unforeseen events.
- Cumbersome bureaucracies in government procedures.
- Proliferation of complex crimes such as terrorism that lead to securitization of migration

BETTER MIGRATION MANAGEMENT

To improve migration management in the region and for the region

NCM 2020-2022 Key Projects

1. Anchor NCM into Law.

2. Empower the NCM with right skills, attitudes, knowledge, people, equipment and infrastructure in order to achieve its mission and vision.

3. Promote inclusive participation in migration governance by relevant stakeholders and harness migration opportunities for Kenyans.

4. Enhance migration data collection, analysis, storage and dissemination for evidence-based policy making.

5. Establish the Kenya Institute of Migration Studies (KIMS) into a stand-alone regional center of excellence in migration studies.

NCM Strategy Tree

The NCM members and key stakeholders developed the following Strategic Tree which will determine organisational success in accomplishing the mission and attaining the vision.   The strategy tree forms the rubric of the NCM results matrix for 2020-2022.

6 Strategic Priorities

Our Mandate

We provide a one - stop - coordination platform for migration governance at the county, national, regional and international levels.

- We are the premium repository of valid and reliable migration data and reports
- The stakeholder engagement processes are efficient and inclusive
- We foster goodwill from our stakeholders at all levels
- We have adequate resources to deliver our mandate
- Our communication is effective and efficient
- We uphold professional standards and national values in service delivery

NCM Implementation strategy - The Power of Alignment

SG1. Stakeholders trust the migration data that we provide
SG2. All stakeholders have access to the relevant data on migration
SG3. Formalized and institutionalized MOUs with providers of data

SP1.
We are the premium repository of valid and reliable migration data and reports

Our Ma

We provide a on tion platform governance at th al, regional an lev

SG1. Individual stakeholders own the consultative process in their specific thematic areas
SG2. Inclusion of relevant stakeholders
SG3. Our consultative process reaches out to the national and county governments

SP2.
The stakeholder engagement processes are efficient and inclusive

SP3.
We foster goodwill from our stakeholders at all levels

SG1. We enhance and support articulation of Kenyan position on migration matters in relevant forums
SG2. Migration governance is embedded in strategic/ action plans of all stakeholders
SG3. Resolutions get implemented
SG4. NCM shall timely respond to stakeholders needs

') & Stretch Goals (SGs')

SG1. Our personnel are adequate and competent
SG2. We have an innovative and conducive work environment
SG3. We have adequate mechanisms for resources mobilization and prudent utilization
SG4. NCM is anchored in law

SP4.
We have adequate resources to deliver our mandate

ndate

e-stop-coordina-
for migration
e county, nation-
d international
els.

SP5.
Our communication is effective and efficient

SG1. Our messages are clear to our target audience
SG2. We use effective channels ofcommunication
SG3. Our communication complies with the requirements of communication and information Act
SG4. Our communication supports coordination on migration governance

SP6.
We uphold professional standards and national values in service delivery

SG1. We facilitate institutionalized good practices and training in migration governance
SG2. We fulfil our commitments
SG3. Anchor NCM Law/legislation
SG4. We learn from our mistakes
SG5. Our staff and stakeholders are competent to contribute to the NCM mandate and national Values

Activities

Based on the key projects and the strategy tree above the

Pillar 1: Coordination of Migration Activities

- Hold 3-day quarterly meetings with stakeholders on their thematic areas.
- Provide quarterly report with progress updates from all the working groups.
- Institutionalise feedback loop from stakeholders during NCM quarterly meetings.
- Develop county outreach strategy
- Conduct advocacy workshops on NCM in counties targeting government CSOs and Private Sector stakeholders.
- Develop and maintain stakeholder's database
- Organize 1 benchmarking tour for 10 NCM members (Nigerian NCM and any other) for 5 days
- Organize 2 annual consultative forums on best migration practices with regional and international partners (IGAD, EAC COMESA)

Pillar 2: Harmonization of Migration Data Activities

- Develop tools for data collection and sharing
- Develop and sign the MOUs with the key stakeholders on data sharing.
- Organize regular data providers consultation forums – annual SOP review (debriefing)
- Issue the Kenya Migration Fact Sheet on a regular basis (quarterly)
- Constitute a review committee for the Kenya Migration Profile
- Build the capacity of primary data analysts.

activities of 2020-2022 have been aligned into four pillars:

Pillar 3: Capacity Building

- Establish Kenya Institute of Migration Studies as a stand-alone regional centre of excellence.
- Develop generic migration governance curriculum for NCM members (new entrants)
- Conduct 3-day training on migration governance targeting all the NCM members
- Revise ToRs for NCM core team

Pillar 4: Organisational Development, Resource Mobilisation, Policy and Legal Framework

- Anchor NCM into Law.
- Review the national migration governance architecture.
- Develop an organizational structure/staffing plan or organogram
- Develop workplace policies for NCM secretariat
- Develop service charter and communication strategy for NCM (Promise document/corporate branding)
- Develop an M&E system in NCM (to capture feedback & progress of stakeholders)
- Develop a resource mobilization strategy for NCM
- Draw annual budget for NCM secretariat based on NCM priorities and needs.
- Procure a vehicle for NCM logistic facilitation
- Lobby and networking for resources from GOK and partners
- Conduct quarterly audits to ensure compliance with financial & procurement procedures.

NCM 2020 Action Plan

Pillar 1: Coordination of Migration Activities in Kenya								
Strategic Objective 1: Our Consultative processes are inclusive and efficient. Strategic Objective 3: We enjoy goodwill from our stakeholders at all levels								
Ser.	Milestones	Activities	Expected results outcomes	Input Resources	Location	Date	Annual Budget	Source of Funding
1.1	Institutionalization of NCM at all levels of migration governance in Kenya. .	Conduct 4 quarterly stakeholder meetings.	Enhanced decision-making process. Ownership of NCM at all levels	40pax conference, accommodation	TBD	March June Sept Dec		IGAD IOM
1.2		Develop NCM Outreach Strategy Hold NCM County Outreach meetings in priority areas	Ensure benefits of migration are harnessed at the local level.	Workshop for core team Conference facility at counties Transport facilitation	TBD	April May July August October		GIZ IOM
1.3		Develop and maintain stakeholder's database	Ensure migration governance issues are understood at all levels of the society.	Database for stakeholders	Continuous			
1.4		Provide quarterly report with progress updates from all the working groups	Enables the NCM Sec to maintain a dialogue with stakeholders, transfer knowledge, build confidence, enable stakeholder decisions and	Template and capacity building on effective reporting	TBD	Report issued during quarterly meetings		GIZ

Ser.	Milestones	Activities	Expected results outcomes	Input Resources	Location	Date	Annual Budget	Source of Funding
			influence their actions.					
1.5		Organize 1 benchmarking tour for 10 NCM members (Nigerian NCM) for 5 days	Ensure cross-border learning, adopt best practices in migration governance in Kenya.	Flights DSA Accommodation	Nigeria			GIZ
1.6		Attend regional/global migration governance meetings.	Articulate Kenyan's position at the national, regional and global forums such as KP, GCM etc.	Flights DSA Accommodation				IOM
1.7		Hold a workshop develop progress report on GCM implementation.	Monitor progress made by various NCM members on GCM implementation.	Conference package DSA Accommodation Transport				IOM
Pillar 2: Harmonization of Migration Data in Kenya

Pillar 2: Harmonization of Migration Data in Kenya

Strategic Objective 1: We are the premium repository of valid and reliable migration data and reports

Ser.	Milestones	Activities	Expected results outcomes	Input Resources	Location	Date	Annual Budget	Source of Funding
2.1	Valid and reliable migration data is available for designing, implementing,	Support printing of the Data Management SOPs	Increase the visibility and application of principles of migration data management.	Printing costs	Nairobi	Feb-March		GIZ

2.2	and evaluating policies that can generate substantial economic, social, and humanitarian benefits for Kenya and migrants alike.	Map data needs (purposes) of relevant stakeholders	Ensure the needs and concerns of migration data providers are taken into consideration. Hence timely data provision.	Consultancy	Nairobi	June-July		GIZ
2.3		Hold workshop on results of data needs assessment	Always promote ownership of NCM processes.	Conference package	TBD	July		GIZ
2.4		Compile Kenya Migration Factsheet (or similar publication) four times within 12 months	Ensure accessible data on migration trends in the country.	Designer Printing costs		March June Sept Dec		GIZ
2.5		Develop and sign the MOUs with the key stakeholders on data sharing.	Ensure legal procedures and technicalities are resolved while sharing data.	MOU templates				NCM
2.6		Constitute a review committee to update the Kenya Migration Profile.						IOM
2.7		Conduct training for primary migration data analysts.		20ppx3 Days	Trainers Conference package Accommodation	Apr		IOM
Pillar 3: Capacity Building								
Strategic Objective 6: We uphold professionalism in our service delivery								

Ser.	Milestones	Activities	Expected results outcomes	Input Resources	Location	Date	Annual Budget	Source of Funding
3.1	Establish KIMS as a stand-alone regional center of excellence in migration studies.	Carry out 3 capacity building workshops for KIMS trainers	The regional center for excellence in migration governance is operationalized.	Resource pax Conference package	Nairobi	May June July		GIZ Maastricht
3.2		Develop short courses on migration governance for KIMS		TNA report Core group workshop Consultancy	Nairobi			IOM ILO
3.3		Facilitate up to one regional study tour for KIMS students (Uganda)		Transport Accommodation Flights	Uganda			GIZ
3.4		Carry out a benchmarking exercise of up to 5 training institutions in Nairobi		Technical support	Nairobi			GIZ
3.5		Carry out assessment of courses and curriculum development needs		Consultancy	Nairobi			IOM
3.6		Support second cohort tuition fees and upkeep for foreign students.		Tuition fees Stipends	Nairobi			GIZ IOM
3.7	Migration governance training package for Kenya	Develop generic migration governance curriculum for	NCM new members understand the vision, mandate of the mechanism	2-day conference package NCM Core team	Nairobi			GIZ

Ser.	Milestones	Activities	Expected results outcomes	Input Resources	Location	Date	Annual Budget	Source of Funding
	developed and adopted for NCM induction training.	NCM members (new entrants)	and their specific role in migration governance in Kenya					
3.8		Conduct a 3-day training on migration governance			Naivasha/Machakos			GIZ
3.9	NCM TORS are updated.	Revise and update NCM TORs	NCM members conduct their functions as per the TORs.	Secretariat time	Nairobi			NCM Sec
**Pillar 4: Organizational Development, Resource Mobilization, Policy and Legal Framework**							
**Strategic Priority 4: We have adequate resources to deliver our mandate** **Strategic Priority 5: Our communication has impact**							
Ser.	Milestones	Activities	Expected results outcomes	Input Resources	Location	Date	Annual Budget	Source of Funding
4.1	Gazettement of NCM	Lobby legal teams from the Ministry of Interior and Coordination of Government to table the gazettement of NCM to Cabinet.	NCM is anchored into law.	NCM Sec Time	Nairobi	Jan-March		IOM
4.2	NCM organizational structure strengthened.	Conduct NCM organizational needs assessments Develop an organizational structure/staffing plan.	NCM is well equipped and staffed to carry out its mandate	Consultancy 10 days @ 50000	Nairobi	Oct-Dec		GIZ

4.3		Develop service charter and communication strategy for NCM (Promise document/corporate branding)		NCM Core team NCM Members validation workshop	Nairobi	Oct-Dec		GIZ
4.4		Procure a vehicle for NCM logistic facilitation		Procurement of 4 wheel-drive vehicle				IOM
4.5	NCM Communication Strategy adopted. (corporate branding)	Develop NCM Communication Strategy.	NCM communication to all stakeholders is timely, easy to understand and effective.	Consultancy	Nairobi			GIZ
4.6	Budgeting cycle to get financial resources from the state is commenced.	Draft budget as per governmental guidelines.	NCM secures funding from government for its activities.	Workshop with NCM core team and Planning Officers.	Nairobi			GIZ

NCM 2020 Budget

Pillar 1: Coordination of Migration Activities in Kenya

	Item	Cost/Unit	No of Pax	No of days	Total Amount	Grand Total
	Pillar 1: Coordination of Migration Activities in Kenya					
1.1.1	Conference package	4000	40	3	480,000.00	
1.1.2	Transport	50000	1	1	50,000.00	
1.1.3	DSA	4000	40	3	480,000.00	
1.1.4	accomodation	15000	40	3	1,800,000.00	
					2,810,000.00	
	Total cost for 4 meetings				11,240,000.00	**11,240,000.00**
1.2	**Develop NCM Outreach Strategy**					
1.2.1	Conference package	4000	12	2	96000	**96,000.00**
	Conduct NCM Outreach meetings at County				0	
1.2.2	Promotional material (banners, brochures, Tshirts)	100000	1	1	100,000.00	
1.2.3	Conference package	4000	50	2	400,000.00	
1.2.4	Transport	4000	50	2	400,000.00	
1.2.5	Other costs	100000	1	1	100,000.00	
					1,000,000.00	
	Total cost for 3 County Forums				3,000,000.00	**3,000,000.00**
1.3	Maintain Database	costs be ascertained				
1.3.1	Staff time	privided				
1.4	Quarterly reporting to stakeholders					
1.4.1	Consultancy	50000	1	8	400,000.00	**400,000.00**
	Staff time	(provided)				
1.5	Benchmarking visit to Nigeria					
1.5.1	Flights	80000	12	1	960,000.00	
1.5.2	Accomodation and meals	20000	12	5	1,200,000.00	
1.5.3	DSA allowance	8000	12	5	480,000.00	
	Other costs	100000	1	1	100,000.00	
					2,740,000.00	**2,740,000.00**

	1.7	workshop to monitor GCM progress				
1.7.1		Conference package	4000	40	3	480,000.00	
1.7.2		Resource persons	50000	2	3	300,000.00	
1.7.3		Transport	50000	1	1	50,000.00	
1.7.4		Accomodation	20000	40	3	2,400,000.00	
		DSA	4000	40	3	480,000.00	
						3,710,000.00	3,710,000.00
Pillar 2:		**Harmonization of Migration Data in Kenya**				
	2.1	Printing and design data SOPS				
	2.1	Printing and design costs	2000	100	1	200,000.00
	2.2	Consultancy to map data needs	50000	1	10	500,000.00
	2.3	Hold workshop on results of data needs assessment plus transport costs	6000	40	1	240,000.00
	2.4	Compile migration fact sheet(designer and print costs)	50000	1	1	50,000.00
	2.7	Conduct training data analysts (3 day training)	20000	30	3	1,800,000.00
						2,790,000.00	2,790,000.00
Pillar 3: Capacity Building						
	3.1	Hold 3 capacity building workshops for KIMS trainers	4000	10	9	360,000.00	360,000.00
	3.2	Develop short professional courses for KIMS (Consultancy)	50000	4	10	2,000,000.00	2,000,000.00
	3.3	Facilitate 1 regional study tour Uganda				
		Accomodation in Busia	5000	32	1	160,000.00
		Accomodation in Uganda	11000	32	4	1,408,000.00

	Dinner allowances	2000	32	5	320,000.00	
	Lunches	2000	32	6	384,000.00	
	Transport (buses, insurance for 2 days on the road	250000	1	1	250,000.00	
	Flight back to Narobi	30000	32	1	960,000.00	
	Transport within Kampala	10000	1	4	40,000.00	
	Contigencies	100000	1	1	100,000.00	
					3,622,000.00	**3,622,000.00**
3.6	Second cohort fees	205000	25	1	5,125,000.00	
	Second cohort stipends	75000	14	9	9,450,000.00	
					14,575,000.00	**14,575,000.00**
3.7	Development of migration governance curriculum workshop	4000	12	2	96000	**96,000.00**
3.8 Conduct Training to NCM members migration governance						
	accomodation	15000	40	3	1,800,000.00	
	conference package	4000	40	3	480,000.00	
	Transport	2000	40	2	160,000.00	
	resource persons	50000	2	2	200,000.00	
	DSA	4000	40	3	480,000.00	
					3,120,000.00	**3,120,000.00**
Pillar 4	**ORGANIZATIONAL DEVELOPMENT, RESOURCE MOBILIZATION, POLICY &LEGAL FRAMEWORKS**					
4.1	Anchor NCM into law (conference package)	4000	20	2	160,000.00	
4.2	Consultancy to conduct NCM organisational needs	50000	1	10	500,000.00	
4.4	Procure a vehicle for NCM logistic facilitation	8000000	1	1	8,000,000.00	

4.5	Consultancy to develop and design NCM Communication Strategy	50000	1	10	500,000.00	
4.6	Workshop with NCM core team and Planning Officers to kick-start budgeting for government funding	4000	12	2	96,000.00	
					9,196,000.00	9,196,000.00
						56,945,000.00

Appendices

Appendix 1 - NCM Strategy Matrix

Strategic Priority 1 : We are the Premium Repository of Valid and Reliable Migration Data and Reports

	Goals	Indicators / Measures	Targets	Activities	Sub-activities	Requirements
1	**Stakeholders trust the migration data that we provide.**	No. of feedbacks No of decisions made based on the data No of requests. No of published reports	Positive Feedback	**Map our stakeholders** (data consumers and data providers) who are they?	- Develop TORs for development of a stakeholder map analysis	a) 1-day core team meeting to agree on migration data providers and consumers. b) 1-day NCM members workshop to validate the stakeholder map.
				Conduct **comprehensive data needs assessment** for the consumers and providers of data by: ● Determining what data migration is needed, for what and by whom? ● Determining which government agency will provide that data— what, when and how?	- Develop needs assessment tools (questionnaires, FGD tool etc.) - Conduct TNA Provide report on the comprehensive data needs analysis.	c) NCM sec internal capacity in liaison with training department.

	Goals	Indicators / Measures	Targets	Activities	Sub-activities	Requirements
			Train 40 data focal points on migration data analysis	Build the **capacity of primary data collection and management.**	- Develop a curriculum on migration data analysis - Conduct training on data analysis (training on statistical and other analytical tools)	d) Experts on migration data analysis. e) Training materials f) Training budget
			Kenyan Migration Factsheet distributed to stakehold-ers every quarter.	Provide quarterly Kenyan Migration Factsheet (collect, analyze and distribute)	- Appoint data analysts from NCM to collect and analyze and distribute migration data every three months.	
			Kenyan Migration Profile revised every 3 years.	Constitute a review committee for the Kenyan Migration Profile.		Budget for the review of the migration profile.

2	All stakehold-ers have access to the relevant data on migration.	- Automated database in place. - Data entry and processing is based on agreed standards. - New data is disseminated in a timely manner.	- Everybody involved in migration comes to the NCM for data on migration gover-nance. - Continuous	- Develop tools for data collection and sharing - Develop an automated database for migration data between the providers of data - Train the secretariat and focal points on management of the database	- Determine requirements for the NCM database	a) Procure a robust database which can connect with various providers. b) Provide annual license fees c) Hire an expert to train officers on databased management (on the job) d) Training budget.
3	Formalized and institutional-ized MOUs with providers of data	- No. of formalized MOUs signed with the data providers. - Providers of data deliver as agreed upon.	- Continuous	- Develop and sign the MOUs with the key stakeholders. - Develop M&E framework to monitor compliance. - Organize regular data providers consulta-tion forums – annual SOP review (debriefing)	Hold a consensus meeting between legal teams from the various agencies to agree on templates for the MOU. Lobby for the MOU on data sharing to be signed	½ day meeting with legal teams for templates 1-day sensitization meeting with NCM Principals meeting

Strategic Priority 2: The Stakeholder Engagement Procceses are Efficient and Inclusive

	Goals	Indicators / Measures	Targets	Activities	Sub-activities	Requirements	Timelines
1	**Individual stakeholders own the consultative process in their specific thematic areas**	- Consultative preparation of the agenda. - We follow set schedules for meetings. - No. of Resolutions are implemented - Feedback from stakeholders - Consultative forums with regional and international countries - Exchange programs with regional countries	Quarterly meetings 100% Continuous	- Organize 2-day quarterly meetings with stakeholders on their thematic areas - Develop an M&E system in NCM (to capture feedback & progress of stakehold-ers) - Develop a feedback mechanism on stakeholder's activities - Quarterly Report on progress by the individual stakeholders on their different thematic areas(time). - Develop a M$E system in NCM (capture feedback and progress) - Conduct a One-day evaluation and learning workshop on feedback from stakeholders	Mobilize key stakeholders based on their thematic areas Train NCM Secretariat and stakeholders on M & E Develop a reporting tool	Two-day stakeholder workshop accommodation Venue Transport Stationery Per diem M & E Committee A monitoring tool Two-day residential stakeholder workshop M & E Committee A monitoring tools One-day workshop evaluation workshop	

			- Organize 2 bench-marking tours for 10 NCM members (Nigerian NCM and any other) for 5 days - Organize 2 annual consultative forums on best migration practices with regional and international partners (IGAD, EAC COMESA)		Benchmarking trips for 10 Air fare Accommodation Local travel Per diem Two-day consultative workshop Air fare Accommodation Local travel Per diem	
2	**Inclusion of relevant stakeholders**	- No. of Consistent focal point persons (institutions) and their alternatives - Directory of stakeholders	Continuous	Map relevant stakeholders Continuous update of stakeholder's directory			
3	**Our consultative process reaches out to the national and county governments**	- No. of effective structures at the county levels	All the 47 counties represented	- Develop a manual for outreach program to the counties - In consultation with NCM members identify 4 regions for the migration outreach programs	Conduct training of NCM Secretariat on the outreach manual	Consultant for developing the outreach training manual Two-day ToT Workshop for NCM secretariat	

				- Identify representa- tives at the county government - Organize 2-day dissemination workshop for the 4 regions		Two-day workshop for 4 regions Accommodation Venue Stationery Transport Per diem	

Strategic Priority 3: We Foster Goodwill from our Stakeholders at all Levels

	Goals	Indicators	Targets	Activities	Sub-activity	Requirements	Timelines
1	We enhance and support articulation of Kenyan position on migration matters in relevant forums	1. 1-3 position papers/policy document on Kenyan Migration governance developed.	Impact achieved through 100% participation	1. Develop position papers/diplomatic cables 2. Conduct regular NCM stakeholder's forum on migration governance (quarterly meetings) 3. Develop appropriate reporting mechanism on all forums on migration governance attended at the regional/international level.	Invite stakeholder input Invite stakeholder feedback	3 days workshop to develop position papers on migration matters Quarterly NCM stakeholders' fora	As need arise

	Goals	Indicators	Targets	Activities	Sub-activity	Requirements	Timelines
				4.participate in national and international migration forums			
2	Migration governance is embedded in strategic/action plans of all stakeholders	No. of action / strategic plans with migration governance aspects	100%	1. Conduct capacity building on migration governance for stakeholders 2. Review the national migration governance architecture.	NCM to engage stakeholders in development and implementation of action plans	Feedback on NCM activities from stakeholders during Quartely meetings.	As need arise
3	Resolutions get implemented	1. Agreed resolutions for NCM secretariat get implemented 2. Agreed resolutions for stakeholders get implemented 3. Status implementation report	100%	1. Develop work plan 2. Update stakeholders as appropriate 3. Develop a monitoring and evaluation mechanism	1. Develop capacity building on appropriate skills (M&E)	1. Trainer 2. 3 days workshop on work plan 3. 5 days training on M&E	First year 2020 First year 2020 First year 2020
4	NCM shall timely respond to stakeholders needs	1. Feedback from stakeholders 2. Reputation of the NCM Sec.	100%	1. Conduct stakeholders need assessment 2. Conduct stakeholders satisfaction survey	1. Address stakeholders needs 2.Share survey findings	1. Consultant 2. 2 baseline surveys	Second half of first year 2020 Second half of first year 2020

Strategic Priority 4: We have Adequate Resources to Deliver our Mandate

	Goals	Indicators / Measures	Targets	Activities	Sub-Activities	Requirements
1	**Our personnel are adequate and competent**	We know which competence is needed. Staff performance according to performance deliverables. We have the capacity to activate external expertise Our succession plan ensures business continuity		- Develop an organizational structure/staffing plan or organogram - Carry out a 2-day Competence assessment for NCM core team - Develop ToRs for NCM core team - Hiring of key personnel to run the affairs of the secretariat - Develop a sustainability plan		- Committee to develop an organogram - A consultant to carry out institutional Assessment/ HR to draw Terms of Reference & hire staff
2	**We have an innovative and conducive work environment.**	Office space and equipment	Feedback from office staff	- Source for adequate office space for the NCM secretariat. - Identify and procure adequate equipment for NCM secretariat - Develop workplace policies for NCM secretariat - Procure a vehicle for NCM logistic facilitation		- Office space for 20 staff - Boardroom - Store & library - Reception and tearoom - Workstation for 20 staff - Servers - Projectors & display screens - Printers & copiers - Data analysis software - Biometric access and CCTV - Firewalls

						- Stationery - Boardroom furniture - Internet connectivity - Kitchen equipment - Consulta - Enough funding; Purchase & running costs
3	**We have adequate mechanisms for resources mobilization and prudent utilization.**	- We know the resource required. - We know our budget process and comply with it - Increased government funding - Reduced donor dependency - Prudent processes for accountable use of resources	- Always - From X% to Y% BY 2020 - Increased self-reliance on budget & competences - Maximum results with minimum budgets	- Draw annual budget for NCM secretariat based on NCM priorities and needs. - Develop a resource mobilization strategy for NCM - Lobby and networking for resources from GOK and partners - Conduct quarterly audits to ensure compliance with financial & procurement procedures. - Evaluate program activities		- Two-day budget drawing workshop by NCM CORE TEAM - Resource mobilization committee - Consultant for independent evaluation of program activities

| 4 | **NCM is anchored in law** | Gazettement of NCM | | Conduct a two-day advocacy workshop for relevant government stakeholders & CSO

Lobbying and networking for NCM anchorage in law

Validation | | - Advocacy workshop
- Accommodation, Transport, Per diem,
- Stationery
- Networking / Lobbying Committee | |

Strategic Priority 5 : Our Communication is Effective and Efficient

No	Stretch goals	Indicators	Targets	Activities	Sub-activity	Requirements	Timelines
1	**Our messages are clear to our target audience**	No. of response from stakeholders No. of feedback	1. Above 80% 2. 100%	- Develop and maintain stakeholder's database - Raise awareness on NCM activities to target audience - Conduct a baseline survey on the effect of communication strategy - Develop a communica-tion feedback mecha-nism	Identify target audience Engagement of a consultant	Consultant Funding (financial resources)	Continuous Continuous Within 3 months Within 3 months Within 3 months Continuous

| 2 | We use effective channels of communication | A communication strategy in place (competence, skills and equipment)

- | 1. communi-cation | - Develop NCM communication strategy
- Conduct NCM communication needs assessment
- Develop NCM website
- Publicize and disseminate NCM activities report
- Develop strategies for media engagement.
- Brand NCM (logos, mandate)
- Develop IEC materials for dissemination
Identify equipment for communication
- Organize training on communication skills | | A communication consultant

Budget for publishing reports

Communication software | Should be completed by end of 2020 |

3	Our communication complies with the requirements of communication and information Act.	100 % compliance	Above 80%	- Train NCM on effective communication - Identify platform for information sharing - Sensitization of NCM on information and communication Act	Engage communication experts to train NCM sec on communication management.	Budget for communication training and subject matter experts.	Continuous Within 3 months Within 6 months Within 3 months
4	Our communication supports coordination on migration governance	1. No. of meetings convened 2. The frequencies on correspondence and feedback 3. No. of attendances of participants	Above 100%	- Convene stakeholders to quarterly meeting. - Develop and share conference(meetings)agenda - Conduct a team building exercise for NCM stakeholders.		5 days team building annually Conference facilities.	

Strategic objective 6: We Uphold Professional Standards and National Values in Service Delivery

	Goals	Indicators / Measures	Targets	Activities	Sub-activities	Requirements
1	**We facilitate institutional-ized good practices and training in migration governance**	- A regional training and research Centre of excellence (KIMS) for migration governance established	No. of service charter developed **(1)** A functional regional Centre of excellence (Kenya Institute of Migration studies) No. of approved training policies and plans No. of staff and stakeholders trained (70) within the 3-year period.	- Conceptualize the KIMS and enhance it beyond the PGD and identify the short courses. - Develop KIMS website - Develop a resource mobilization strategy for KIMS. - Hold strategic capacity building for KIMS trainers and staff (Tot, mentoring, support) - Develop a compre-hensive training policy and plans (courses to be offered and market dynamics) guided by existing TNA. - Develop specified training contents and curriculums	Undertake benchmark-ing exercise with other learning institutions to guide org structure of KIMS. Secure space for premises Identify full-time staff (faculty and support) for KIMS - Undertake validation and policy documents - Validation of curriculum on migration governance	- Funding to hire a technical expert to develop a detailed Business plan for KIMS - Infrastructure funding (buildings, equipment and institutional capacity) - 15 comprehensive ToTs trained on migration governance for KIMS courses. - Funding for short courses curriculum development - Funds for KIMs website develop-ment.

				- Implement the training contents and curriculums and ensure they are certified by relevant authorities. - Develop code of conduct guidelines for staff and students under KIMS - Offer opportunity for training to staff and NCM Stakeholders - Conduct exchange programme interna-tionally, national and regional		
		A national think tank on migration governance established.	No. of research plans developed No. of research done and published No. of academic research papers developed and published	TORs for the national think tank on migration governance established Develop a research a plan (thematic areas) strengthen the Centre of excellence.	Identify research researchers and Institutions.	

2	**We fulfil our commitments**	NCM Service Charter We deliver the agreed quantity and quality	1. NCM service charter	- Develop service charter for NCM (Promise document/corporate branding) - Develop survey tool to gauge satisfaction from our stakeholders - Develop NCM generic training on migration governance competencies for staff and stakeholders	- Develop content of service charter - Hold consultative meetings - Hold National validation forum - Design, layout and publication - Develop a 2-day generic curriculum on migration governance for NCM members to be delivered annually.	Funding for consultative meetings to develop the NCM service charter
3	**Anchor NCM Law / Legislation**	NCM gazetted	NCM gazetted.	- Anchor NCM Law / legislation - Gazette NCM	- Lobbying for entrenching NCM into a gazette notice with the principal secretaries of the NCM members.	Funding for the consultative meetings for the NCM gazettement.
4	**We learn from our mistakes**	Existence of a monitoring and evaluation mechanism Reduced rework	No. of complaints and complements systems developed (1)	- Develop a comprehensive monitoring and evaluation system - Cascade / link NCM deliverable in performance contract-	- Conduct mid-term review (every half and end of year) - Produce a progress report	

			for the dept - Develop monitoring tool for stakeholders - Training staff and core team on quality report writing (communication)	- Institutionalize appropriate appraisal system for NCM Sec staff - Implement recom-mendations emanating from relevant research and M&E reports and government directives.	
Our staff and stakeholders are competent to contribute to the NCM mandate and national Values	- No. of staff and stakeholders sensitized on NCM mandate and National Values	- No. of staff trained - No. of advisories issued	- Train staff and stakeholders on the NCM mandate and NCM values - Develop/issue advisories to government agencies on migration governance	- Sensitize staff and stakeholders on the NCM mandate	- Budget for NCM members training on the coordination expected results.

Implemented by