



GOVERNMENT OF KENYA



UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

CONSOLIDATING THE GAINS FROM THE KENYA NATIONAL DIALOGUE AND RECONCILIATION PROCESS

PROJECT DOCUMENT

Signature Date Name/Title

Ministry of Justice, National Cohesion and Constitutional Affairs

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18/12/08

Amb. Amina Mohamed Permanent Secretary

Ministry of Finance

THE PERMANENT SECRETARY MINISTRY OF FINANCE, P. O. Box 30007, NAIROBI [Handwritten signature]

14/1/09

Joseph Kinyua Permanent Secretary

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25/01/2009

Tomoko Nishimoto Country Director

Implementing Partner: UNITED NATIONS DEVELOPMENT PROGRAMME

Start date and Duration: February 2008 – July 2008 (Mediation Phase) July 2008 – September 2008 (Transition Phase) October 2008 – September 2009 (Dialogue Phase)

**Project Title:** Consolidating the gains from the Kenya National Dialogue and Reconciliation process

**UNDAF Outcome:** Enhanced capacity of key national and local institutions for improved governance (2008)

1) Democratic governance and human rights including gender equality progressively enhanced 2) Increased equitable access and use of quality essential social services and protection services with a focus on marginal and vulnerable groups (2009)

**UNDP strategic plan:** Focus Area 2 – Democratic Governance;

**Key result Area:** 2.1) Fostering inclusive participation: empowering the poor, women, youth, indigenous peoples, and other marginalized groups, through expanding the core channels of civic engagement, at the national, regional and local levels; 2.2) Strengthening responsive governing institutions: strengthening accountable and responsive governing institutions at national, regional and local decentralized levels that reflect and serve the needs, priorities, and interests of all people, including women, the poor, youth, and minorities; 2.3) Promoting democratic governance practices grounded in international principles

**CPAP Outcomes:** a) Strengthened capacity of key institutions for enhanced efficiency, effectiveness, transparency and accountability in the formulation and delivery of pro-poor planning and policies b) A culture of constitutionalism and c) enhanced capacity for the promotion and administration of justice and human rights (CPAP V. (B. a, b & c)) (2008)

**CP Outcomes:** 1.1.1 Implementation of global and regional covenants and conventions ratified by the Kenyan state accelerated, and advocacy for the ratification and domestication of those outstanding increased for progressive realization of human rights; 1.1.2 More efficient, effective and equitable public service delivery, institutions, and systems for democratic governance and the rule of law enhanced (2009)

#### **Expected Output(s)**

- (a) Political dialogue maintained between the coalition partners and the Panel of Eminent African Personalities.
- (b) Findings from a comprehensive and coordinated monitoring and evaluation mechanism for the implementation of the KNDR agreements are processed and analyzed
- (c) Records of the KNDR and the Commissions emanating from the KNDR are properly stored, archived and preserved (Information repository established).

**Implementing Partner:** United Nations Development Programme (UNDP)

**Collaborating Parties:** Government of Kenya, African Union (AU)

## Project Brief

### i) Outcome ii) Outputs iii) Activities iv) Inputs

**i) The long-term outcomes** that this project aims at contributing to are a) Strengthened capacity of key institutions for enhanced efficiency, effectiveness, transparency and accountability in the formulation and delivery of pro-poor planning and policies b) A culture of constitutionalism and c) enhanced capacity for the promotion and administration of justice and human rights (CPAP V. (B. a, b & c)) **ii) The outputs** that will contribute to the realisation of these outcomes are: a) political dialogue maintained between the coalition partners and the Panel of Eminent African Personalities (PEAP); b) findings from a comprehensive and coordinated monitoring and evaluation mechanism for the implementation of the KNDR agreements are processed and analyzed; and c) records of the KNDR and the Commissions emanating from the KNDR are properly stored, archived and preserved (Information repository established). **iii) The activities** that will contribute to the achievement of the outputs include: a) the establishment of a monitoring and evaluation mechanism, with the assistance of a private research firm; b) the processing and analysis of regular M&E reports on the progress of implementation under the four agenda items of the KNDR; c) the staffing and equipping of the Coordination and Liaison Office (CLO) to serve as the secretariat of the PEAP; d) periodical visits of the Panel members to consult with the political leadership and other key stakeholders and to help resolve any disputes affecting implementation of the agreements; e) support to the establishment and smooth running of the secretariats of the independent commissions emanating from the KNDR; f) provision of regular situation reports to the PEAP and, through the Panel Chair, to the AU; g) regular consultations between the CLO and the Dialogue Team; h) periodical meetings with the Dialogue Team to review and evaluate progress in the implementation process; i) assessment of archiving requirements; and, j) the development of policies, procedures and agreements for the management, custody and ownership of the KNDR archives. **iv) The inputs** required to realize these activities include: communication, personnel (experts, and consultants), workshops and meetings, travel, equipment and transport.

Programme Period:	2008 - 2009
Key Result Area (Strategic Plan):	Focus Area 2 (DG) KRA 2.1, 2.2, 2.3
Atlas Award ID:	00049476
Project Number:	00060369
Start date:	February 2008
End Date:	September 2009
PAC Meeting Date:	26 November 2008
Management Arrangements:	DEX

<b>Total AWP budget:</b>	USD3,078,850
General Management Support	USD215,519
Total allocated resources:	
• Donors	USD3,078,850
• Government:	USD
IN-KIND	
CONTRIBUTION: African Union	USD20,000

## PHASE I: BUDGET AND CONTRIBUTING INSTITUTIONS

Title of project supporting implementation of activities under phase I: *Support to the African Union (AU) Panel of Eminent African Personalities' facilitation efforts on peace building and reconciliation.*

Implementation period: February – July 2008

Phase I project outputs: (Detailed initiation plan attached)

1. Establishment of a framework including measures to end post-election violence and restore fundamental rights and liberties.
2. Immediate measures to address the humanitarian crisis as well as a framework for promotion of reconciliation, healing and restoration of stability.
3. Strategy for the resolution of the political crisis resulting from the disputed presidential election results.
4. To propose and agree on solutions for long-term issues including: constitutional, legal and institutional reforms; tackling poverty, unemployment, inequity as well as combating regional development imbalances; undertaking land reform; promoting transparency and accountability and ending impunity; consolidating national cohesion and unity; and establishing a Truth, Justice and Reconciliation Commission.

*Phase I: Resource flow matrix to project*

DONOR	USAID	DENMARK	Sida	FINLAND	FRANCE	NORWAY	NETHERLANDS
AMOUNT (Received USD)	1,000,000	1,000,000	480,000	787,233	156,219	1,016,121	400,000

DONOR	DFID	EU	AusAID	CANADA*	QATAR	GoK	UN / AU**
AMOUNT (Received USD)	400,280	152,710	192,080	494,560	50,000	1,081,000	250,000

Additional confirmed pledges:

Denmark	USD 120,000
DFID	USD1,400,000
Norway	USD 550,000
Sida	USD1,100,000

\* Amount pledged by Canada for CLO related activities

\*\* UN/AU contribution in Kind

## PURPOSE

This document has been produced to capture and record the basic information needed to correctly direct and manage: “Consolidating *the gains from the Kenya National Dialogue and Reconciliation process* (the “Project”)” at the country level. It derives from the United Nations Development Assistance Framework (UNDAF) 2004-2008 and the Country Programme Action Plan (CPAP) 2004-2008 agreed to upon between the Government of Kenya and UNDP and is forward looking to contribute to the UNDAF 2009-2013 as well as the CPAP 2009-2013.

This project document (PD) is a revised version of the PD signed in February 2008 for the above project for its initial phase – Mediation Phase. The project is hereby substantially revised in order to reflect the outputs/activities of the second phase – Dialogue Phase.

This Project Document (PD) addresses the following fundamental aspects of the Project:

- What is the Project aiming to achieve
- Why is it important to achieve the stated objectives
- What outputs and deliverables will be produced
- Who will be involved in managing the Project and what are their roles and responsibilities
- How and when the arrangements discussed in the PD will be put into effect

When approved by the relevant parties and UNDP, this PD will provide the “baseline” for the Project. It will be referred to whenever a major decision is taken about the Project and used at the conclusion of the Project to measure whether it was managed successfully and delivered acceptable results.

## I. SITUATION ANALYSIS

### A. The 2007 general election and the post-election crisis

#### *Pre elections*

Since 2002, guided by the Government development blue print the Economic Recovery Strategy for Wealth and Employment Creation (ERS) for the period 2003-2007, Kenya's overall growth improved significantly. During this period, the country pursued improvement of the social sector right from the national level to the sub-national levels. Improved Governance situation, management of public resources and implementation of key reforms in various sectors of the economy turned around the economy to grow on a sustainable basis between 2003 and 2006.

Encouraged by the successes already achieved under the ERS and in view of generating more wealth to ensure steady development leading the country to be a middle-income country, the Government embarked on a visioning process. This process envisaged GDP growth of 10%, strengthened social sector and improved social services, environmental sustainability and fostered democratic governance. In 2007, the government unveiled a master plan, Vision 2030, to propel the country to a medium income country by 2030. The Vision was anchored on three key pillars, namely, the economic pillar, the social pillar and the political governance pillar and would propel the country from a position of economic recovery, to one where sustained growth and consolidation of gains made during the ERS period would be undertaken.

This improved situation in various areas created an environment just before the elections in 2007 that was never before witnessed in the country. The political arena just before the elections was characterized by intense campaigns mounted by political candidates for civic, parliamentary and presidential positions. The nature of the campaigns as had been confirmed by regular opinion polls, specifically for the presidential position, was to be one of the most highly contested since independence. Various reforms as well as political space witnessed in the country, the improved capacity and willingness of Kenyans to participate in the elections is noted to have improved significantly over the years. This was also attributable to intensive civic and voter education conducted by various stakeholders, mostly the civil society, over time. The open political space, the precedence set in 2002 by the smooth election process and a resilient and dynamic media outreach to the very grassroots helped to cultivate a closely contested election.

#### *Election time and post election*

Kenya faced the biggest crisis in its post-independence history following the General Elections that took place on 27 December 2007. These elections were the fourth since the re-introduction of multiparty politics in 1992. The presidential election pitted President Mwai Kibaki and his Party of National Unity (PNU) against Mr. Raila Odinga, the leader of the Orange Democratic Movement (ODM), and Mr. Kalonzo Musyoka, head of ODM-Kenya, and six other candidates. In addition to the presidential contest, more than 2,500 candidates vied for 210 seats in the National Assembly. Members of local councils were also elected.

The voter turnout was the highest on record, with about 69 percent of the registered voters casting their vote.

The elections were seen as the “freest and fairest” since independence through all stages except the final stage. National and international observer delegations, including the Kenyan Elections Domestic Observations Forum (KEDOF), the Commonwealth and the EU observer delegations, among others, welcomed the high voter turnout, the general conduct of the polling and the counting process at the polling station level. However, these observers expressed concern over the “significant levels of ethnically-based violence,” the lack of transparency during the tabulation process of the presidential results at the constituency and central levels, and the biased reporting of the state media house, the Kenya Broadcasting Corporation.

While the election day went well, the announcement of the outcome of the presidential election on 30 December 2007 was marred by confusion and tension. Despite advice from the electoral observers to delay the announcement in order to allow due process of re-counting the ballots, the Chairman of the Electoral Commission of Kenya (ECK), Mr. Samuel Kivuitu, declared President Kibaki the winner. The results of the parliamentary elections showed that the ODM had won 99 seats and the ruling PNU came second with 43 seats. The ODM disputed the outcome of the presidential election, stating that Mr. Raila Odinga was the winner. This triggered widespread violent demonstrations and looting in urban centres across the country, particularly in Nairobi and the Rift Valley. What began as post-election mass protests turned into uncontrolled ethnic-based violence in some parts of the country, with over 1,200 people reported killed and 300,000 displaced. Many of those killed were reported to be victims of excessive use of force by the police during the riots.

The intensity and the ethnic-oriented nature of the violence were such that several political leaders and human rights groups claimed that these killings and lootings were planned in advance. However, these allegations have constantly been denied. While election violence had occurred in Kenya during the previous elections (1992, 1997, 2002 and 2005), it never had this magnitude and scale. Despite significant socio-economic achievements made by the Government of Kenya since 2002, the contributing factors to the 2007 post-elections crisis run deep both in the pre- and post-independence political and socio-economic situation of Kenya.

Prominent among the immediate causes was the perceived lack of independence of the ECK and its mismanagement of the results in the tallying, transmission, recording and announcement processes. As for the historic origins and motives behind the occurrence of electoral violence, these included mistrust between the main political leaders, unresolved disputes over constitutional reforms, State land policy, unemployment, poverty, public distrust of the judiciary, and regional economic inequalities. These factors have been a powerful source of dissatisfaction, frustration and anger among Kenyans and explain in part, the magnitude and intensity of the post-election violence.

## **B. Immediate national and international responses to the crisis**

At an early stage of the crisis, several national initiatives were launched to help the parties find a political solution through dialogue. President Kibaki appointed a high-level Committee chaired by Mr. Kalonzo Musyoka and tasked it with addressing the post-electoral violence. The Committee was dismissed by the Opposition as irrelevant for the purpose of a dialogue

between the ODM and the PNU. Kenya's civil society, media and business community also responded to the post-electoral violence. A number of grass-roots coalitions, including women's groups, were also established to help address the humanitarian consequences of the crisis and promote peace between communities.

In response to the growing unrest, President Kibaki announced on 4 January 2008 that he was prepared to form a government of national unity that would give the ODM a large proportion of seats in the Cabinet. However, on 8 January, prospects for a political settlement were complicated by the appointment of Mr. Kalonzo Musyoka as Mr. Kibaki's Vice President, and 16 other key Cabinet members who were all sworn in by the President on 10 January.

Mediation efforts were also undertaken by international actors. These included South Africa's Nobel Peace Prize laureate Archbishop Desmond Tutu, US Assistant Secretary of State Jendayi Frazer, the Forum of Former African Heads of State and Government led by former Mozambican President Joaquim Chissano, Ugandan President Yoweri Museveni in his capacity as Chairman of the East African Community, as well as other high level officials from the UK and the Commonwealth. The UN Secretary-General, Mr. Ban Ki-moon, also made several phone calls to President Kibaki and Mr. Odinga. While none of these initiatives succeeded in bringing the two Parties to the negotiation table, they put pressure on both principals to pursue a political settlement of the post-electoral crisis and prepared the ground for future coordinated international mediation efforts.

### **C. Work of the Panel of Eminent African Personalities and the joint AU-UN support**

As a result of President Kufuor's visit to Kenya from 8 to 10 January 2008, in his capacity as the then Chairperson of the AU, a Panel of Eminent African Personalities, composed of former UN Secretary-General, Mr. Kofi Annan (Chairman), former President of Tanzania, Mr. Benjamin Mkapa and former South African First Lady, Mrs. Graca Machel, was established to assist Kenyans in finding a peaceful solution to the crisis. Upon their arrival in Nairobi on 22 January, the members of the Panel were immediately assisted by the United Nations system in Kenya, including a team from the Department of Political Affairs which was deployed in Nairobi early in January to assess the political situation of the country and advise senior UN officials both in Nairobi and at the Headquarters.

Based on discussions between Mr. Ban and Mr. Annan, it was decided that the UN would formally support the mediation efforts of the Panel. By the end of January 2008, a full-fledged Panel Secretariat, which included UN staff members, staff of the Geneva-based mediation foundation "Centre for Humanitarian Dialogue" (CHD), AU staff and non-affiliated experts, had been established. The Panel also benefited from the support of the international donor community.

Under the auspices of the Panel, President Kibaki's PNU and Mr. Odinga's ODM started negotiations on 29 January 2008, through the Kenya National Dialogue and Reconciliation Committee (the KNDR or "National Dialogue"). Consequently, a four-point Agenda for the National Dialogue was agreed upon at the outset of the negotiations and comprised the following items: i) immediate action to stop violence and restore fundamental rights and liberties; ii) immediate measures to address the humanitarian crisis, promote reconciliation, healing and restoration of calm; iii) how to overcome the political crisis; and iv) long-term issues and solutions (such as land reform, constitutional and institutional reforms, poverty



and inequity, unemployment, particularly among the youth, consolidating national cohesion and unity, transparency, accountability and impunity).

## II. JUSTIFICATION

Over the course of these negotiations, the members of the National Dialogue — which included PNU/Government, ODM and the Panel — signed important agreements on 1, 4, 14 and 28 February, 4 March and 23 July, respectively. These agreements were aimed at addressing the immediate and root causes of the crisis, including measures to end the violence and the humanitarian crisis, measures to address the presidential election dispute and measures to tackle historical issues such as poverty, unemployment, land reform and constitutional reforms. The 28 February power-sharing agreement entailed the creation of the posts of Prime Minister and two Deputy Prime Ministers as well as the formation of the Coalition Government. Following several consultations, President Kibaki announced on 14 April the composition of the 92-member Coalition Government (40 Ministers and 52 Assistant Ministers). Mr. Odinga was appointed Prime Minister, assisted by Mr. Musalia Mudavadi (ODM) and Mr. Uhuru Kenyatta (PNU) as his Deputy Prime Ministers. On 17 April, the members of the Coalition Government were sworn in.

The National Dialogue decided to establish three important Commissions: the Independent Review Commission on the 2007 elections (IREC), the Commission of Inquiry into the Post-Election Violence (CIPEV), and the Truth, Justice, and Reconciliation Commission (TJRC). It further decided that a comprehensive constitutional review process would be undertaken.

The IREC was mandated to investigate all aspects of the 2007 elections and make findings and recommendations to improve the electoral process in the future. The members of the Commission were sworn in on 20 March. The seven-member Commission was tasked with submitting its report between 3-6 months thereafter, as specified in the 4 March agreement.

The CIPEV was mandated to investigate the facts and circumstances related to the post-election violence, including actions or omissions of State security agents, that took place between 28 December 2007 and 28 February 2008, and to make recommendations on criminal accountability, reconciliation, and on how to prevent such acts in the future. The CIPEV could also make recommendations to the TJRC. The three members of the CIPEV were sworn in on 3 June. According to the 4 March agreement, CIPEV would have 3-4 months to complete its work. The Commission started its public hearings on 9 July and, at its request, was granted an extra month to complete its work, beyond the three months originally stipulated in the Gazette notice establishing the Commission. On 26 August, CIPEV submitted a request for an additional three-week extension up to 16 October to enable it to complete its report, and was subsequently granted an extension until 15 October.

The TJRC was mandated to inquire into human rights violations, including those committed by the state, groups or individuals, as well as major economic crimes and historical injustices, including those related to land, which took place between 12 December 1963 and 28 February 2008. The Commission will submit its report, with findings and recommendations, within two years of its establishment. The draft Bill to establish the TJRC is yet to be adopted in Parliament.

Following the signing of the 28 February power-sharing agreement, the Panel appointed Session Chair Ambassador Oluyemi Adeniji to conclude negotiations on Long-term issues and solutions under Agenda item Four. On 23 May, the parties to the National Dialogue cleared and signed a Statement of Principles on long-term issues. They also submitted a draft concept paper on the roadmap to a new Constitution prepared by Justice Minister Martha Karua, for future deliberation. The roadmap was thereafter finalised and a draft bill was agreed upon on 17 June 2008.

The draft bill, which was gazetted on 20 June, follows the five-stage process specified in the 4 March agreement, including a provision for the establishment of a Committee of Experts which will examine previous constitutional drafts, receive inputs from the public, propose compromises for contentious issues and present a new draft Constitution to Parliament. It is expected that once approved by Parliament, the draft Constitution would then be put to a referendum. The constitutional review is to be completed within 12 months from the date of the promulgation of the relevant act by Parliament.

The National Dialogue further requested the Panel's Secretariat to submit a draft Implementation Matrix on Agenda Item Four for further deliberation. This Implementation Matrix was eventually approved on 30 July, together with the Terms of Reference of the Coordination and Liaison Office (CLO). With the finalisation of the Implementation Matrix on Agenda Item Four, the mediation phase of the process was formally concluded. Agenda Item Four identified the following six long-term issues:

1. Constitutional, institutional and legal reforms;
2. Land reform;
3. Poverty, inequity and regional imbalance;
4. Unemployment, particularly among the youth;
5. Consolidation of national cohesion and unity;
6. Transparency, accountability, impunity.

During this period, the Government simultaneously embarked on a process of development of a 5 year Medium Term Strategy, that would contribute to the realization of the Vision 2030 blue print. With the political agreements in place, teams were established featuring representatives of the political parties that constituted the Coalition Government to spearhead development of this strategy. The first 5 year Medium-Term Plan (MTP) was formulated and finalised and together with Vision 2030 were launched by the Coalition Government in June 2008. The MTP integrated a one-year strategy to address the impact of the post-election violence and facilitate economic recovery.

The MTP "Strategy for National Transformation: Accelerating Equitable Economic and Social Development for a Prosperous Kenya" reflects various components aiming at ensuring resolution of long term issues, in line with the outputs of the KNDR. The implementation matrix on Agenda Item Four provides a useful roadmap for moving forward. It contains a series of required actions, timelines and focal points for each of the six sub-themes under Agenda Item Four. The matrix thus provides an important tool for tracking progress in the implementation process. It reflects the strategies outlined in the MTP as well as the KNDR agreements and constitutes a commitment to addressing the long-term challenges facing the country. The established Coordination and Liaison Office (CLO) would therefore support the Coalition Government in its efforts towards achievement of milestones outlined in this roadmap.

In drawing the mediation phase to a close, there is a need to chart a way forward for the sustained engagement of the Panel in support of the process. The objective of this Project Document is to assist in the implementation of the agreements reached by the National Dialogue and to support the Coalition Government as it seeks to address the root causes of the 2007 post-election crisis.

### III. PROJECT OBJECTIVES AND DELIVERABLES

This project will take over the implementation of activities from the initiation plan: *Support to the African Union (AU) Panel of Eminent African Personalities' facilitation efforts on peace building and reconciliation*. The overall objective of the Project is to promote and facilitate the effective implementation of the KNDR agreements with a view to the sustainable realization of national development objectives through entrenchment of constitutionalism, democratic governance and national cohesion.

The specific objectives for project implementation include:

- (i) To maintain the political dialogue between the coalition partners and the Panel.  
*Deliverable:*
  - The Panel's continued engagement during the post-mediation phase is assured and serviced with a view to providing a sustained mechanism for promoting the effective implementation of the KNDR agreements, facilitating the resolution of disputes, and providing support to the secretariats of the independent commissions.
- (ii) To ensure that the findings of a comprehensive and coordinated monitoring and evaluation system for the implementation of the KNDR agreements are processed and analyzed. *Deliverables:*
  - The CLO assists private research firm to establish a monitoring and evaluation mechanism
  - Regular reports on ending the violence, addressing humanitarian issues, overcoming the political crisis, tackling long-term issues and implementing the recommendations of the independent commissions are prepared with a view to measuring progress, identifying constraints and informing decision-making on required actions.
- (iii) To ensure that the wealth of knowledge and information created by the KNDR process is preserved for historical and lessons-learned purposes, and to improve national capacities for conflict prevention and mediation in Kenya and beyond. *Deliverable:*
  - Archives of the KNDR process, including of the Commissions, are established and managed in accordance with best international standards and practices.

Towards achieving these objectives, the CLO, which will be headed by a Coordinator, will carry out the following activities:

- i) Assist the Panel in mobilising international support and resources for the implementation processes;
- ii) Undertake periodic consultations with the Kenya National Dialogue and Reconciliation team (Dialogue Team);

- iii) Keep the Dialogue Team informed about the status of donor contributions to the work of the Panel;
- iv) Liaise with the Coalition Government on the implementation of the reform agenda;
- v) Assist in the establishment and the smooth running of the Secretariats of the Commissions; review and coordinate the flow of information from those Secretariats to the Panel;
- vi) Help source international experts, as required, to assist the Coalition Government;
- vii) Provide support to the Panel for the periodic/episodic visits of its members, ~~including for ad hoc facilitation missions;~~
- viii) Collaborate with the Dialogue Team to provide regular briefings to key stakeholders;
- ix) Assist the Coalition Government to establish and manage the archives of the National Dialogue, including the Commissions;
- x) Collaborate with UNDP to continue administering the project assistance to the Panel and the Commissions and provide reports to funding agencies.
- xi) Provide regular situation reports to the Panel and the AU through the Chair.

With the conclusion of the mediation phase, the Negotiation Team has been transformed into the Dialogue Team referred to above. As during the mediation phase, the Dialogue Team is composed of four representatives from the PNU and four representatives from the ODM. The ODM component of the team is headed by Deputy Prime Minister Musalia Mudavadi, while the PNU component is headed by Minister Martha Karua. The CLO will work closely with the Dialogue Team for the accomplishment of its assigned tasks. To facilitate regular interaction and consultation with the Dialogue Team, liaison officers from the PNU and the ODM will continue to serve as the CLO's first points of contact. The PNU liaison officer is based in the Ministry of Justice, National Cohesion and Constitutional Affairs, while the ODM liaison officer is based in the Office of the Prime Minister.

#### **Role of Ministry of Justice, National Cohesion and Constitutional Affairs**

The Permanent Secretary in the Ministry of Justice, National Cohesion and Constitutional Affairs is a signatory to this Project Document as in terms of government organization, MoJNCCA is the ministry of government responsible for policy guidance and strategic direction with respect to the administration of justice, constitutional reform and development, the development and consolidation of democracy, the promotion and protection of human rights and the enhancement of social justice and legal reform.

In addition, a national and reputable private research firm, South Consulting (SC), has been engaged to undertake independent M&E of the implementation of the KNDR agreements, on behalf of the Panel. The firm will provide the Panel and the Dialogue Team with regular review and evaluation reports. The Open Society Institute (OSI) has provided funding to South to undertake this M&E programme on behalf of the Panel. SC and OSI have concluded a separate bilateral funding arrangement for this purpose, which is not reflected in the budget of the present project document. The amounts budgeted in the present project document under output two therefore only reflect the costs associated with the Panel/CLO's role in helping to develop the indicators, M&E plan and reporting formats to be utilized by South, in consulting regularly with South on the progress of the M&E programme, and in the processing and analysis of the M&E findings for use by the Panel and the Dialogue Team. The budget is based on the premise that approximately 20 percent of staff time and other project resources of the CLO will need to be devoted to the activities related to this output.

Similarly, the amounts budgeted in the present project document under output one (Political dialogue maintained between the coalition partners and the Panel) and output three (Preservation and proper archiving of the records and documents from the KNDR process) are based on the premise that approximately 70 percent of staff time and other project resources of the CLO will need to be devoted to the activities related to output one, while approximately 10 percent will need to be devoted to the activities related to output three. It should be noted that the amounts budgeted for output three cover only preliminary activities related to the establishment of the KNDR archives. As part of these preliminary activities, an international consultant is in the process of formulating a proposal for a comprehensive long-term archiving programme. Once the consultant has completed the proposal, with its associated resource requirements and cost estimates, the budget related to this output might be revised upwards. The Rockefeller Foundation has indicated a willingness to fund the archiving activities up to \$250,000. The CLO will submit a funding proposal to the Rockefeller Foundation once the consultant has identified the requirements.

#### **IV. MANAGEMENT ARRANGEMENTS**

The Implementing Partner for this project is the United Nations Development Programme (UNDP). The CLO will be responsible for reporting and accounting for all activities as undertaken in the project and ensuring strict adherence to UNDP financial rules and regulations. A CLO coordinator, based at the CLO, will be responsible for the overall management of the office assisted by an Administration Manager. The CLO will work very closely with collaborating partners.

##### **a) Project management**

###### **CLO Coordinator**

The overall Project Management will rest with the CLO Coordinator, while the day-to-day administrative management lies with the Administration Manager assisted by the CLO staff. The role of the CLO Coordinator, assisted by the Administration Manager, will be the following.

1. Engagement in political dialogue with the dialogue team
2. Day-to-day management of the Office
3. Identify and obtain any support and advice required for the management, planning, and control of the Office
4. Report progress through regular updates (e.g. meetings, briefings, etc.)
5. Responsible for Project monitoring
6. Ensure subcontracts are adhered to and ensure quality control
7. Ensure the delivery of the Project's deliverables as outlined in the Project Document (PD).
8. Engage with development partners through monthly briefings.

A Project Executive Group (PEG) will be composed of the CLO, UNDP and the Coalition Government. The Coordinator will represent the CLO, the UNDP Country Director will represent UNDP, [and the two liaison officers from the Dialogue Team (one from PNU and the other from ODM) will represent the Coalition Government]. The Project Executive Group (PEG) will be responsible for the overall direction and guidance for the Project in so

far as financial management and procurement of goods and services is concerned. The following will be the main activities of the PEG:

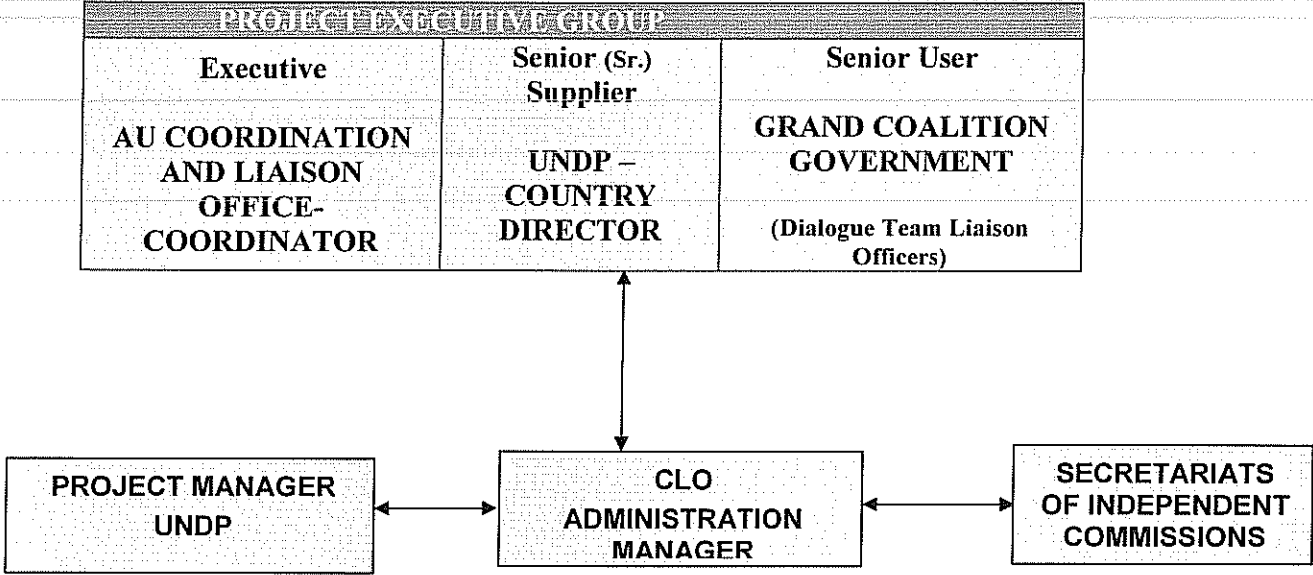
1. Overall direction and guidance for the Project
2. Monitor and control progress
3. Review of each completed stage
4. Commitment of Project resources (as required)
5. Delivery of Project results and objectives

According to PRINCE2 and UNDP programming for results requirements, UNDP will designate a project manager to the project to provide the assurance functions:

1. Ensures that project plans are being developed according to standards and that quality management procedures are properly followed;
2. Ensures that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
3. Ensures that the final project document meets the standard requirements based on the status of the operational modalities of the programme;
4. Ensures that PEG recommendations are followed and revisions are managed in line with the required procedures

The African Union will provide in-kind assistance to the CLO. It will be contributing office accommodation at no cost to the CLO. Utilities (Water and electricity), cleaning and security expenses would be covered together with the CLO on a cost-sharing basis.

**Project Organization Structure**



**b) Legal Context**

This document together with the Country Programme Action Plan (CPAP) signed by the Government of Kenya and UNDP which is incorporated by reference constitute together a Project Document as and all CPAP provisions apply to this document. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via: <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

**V. FINANCIAL MANAGEMENT AND REPORTING**

*Disbursement of Finances*

UNDP shall disburse funds (Direct Payment) directly to contractors and other payees. Such payments will be based on the approved expenditure of this Annual Work Plan (AWP) and in the Quarterly Work Plans. The project will be implemented on a DEX (Direct Execution) modality with the United Nations Development Programme as the implementing partner. This project begins being implemented after completion of the initial mediation phase implemented through the initiation plan: *Support to the African Union (AU) Panel of Eminent African Personalities' facilitation efforts on peace building and reconciliation*, whose activities ended with the agreement on the Agenda Item Four implementation matrix. Development partners have pledged and provided resources for implementation of mediation activities. Any balances of these resources, most of which were not earmarked for specific activities, would be rolled over to support the resultant Coordination and Liaison Office (CLO), in consultation with the respective development partners.

*Financial Accountability*

UNDP in close consultation with the CLO shall be responsible for ensuring that the allocated resources for the AWP are utilized effectively in funding the envisaged activities. Unless otherwise mutually agreed by all parties to this Agreement, UNDP financial rules and regulations, and budget monitoring and reporting procedures shall apply in the execution of this Project. UNDP in close collaboration with CLO will maintain records and controls for the purpose of ensuring the accuracy and reliability of financial information and to ensure that disbursements are within the approved budgets.



### *Financial Reporting*

CLO in close collaboration with UNDP shall within 20 days after the end of each quarter generate a detailed expenditure report. The CLO will keep a register of all details of the expenditure report into appropriate books for purposes of audit. CLO will be responsible to presentation of financial reports and corresponding technical reports.

### *Fiduciary Compliance*

In managing the AWP resources, UNDP has fiduciary and compliance responsibilities and ~~also compliance to reporting procedures.~~

### *Audit Requirements*

Directly executed AWP may be audited at least once in their lifetime. The objective of the audit is to provide the United Nations Development Programme administrator with the assurance that United Nations Development Programme resources are being managed in accordance with:

- a) The financial regulations, rules, practices and procedures for the AWP;
- b) The AWP activities, management and implementation arrangements, monitoring evaluation and reporting provisions; and
- c) The requirements for implementation in the areas of management, administration and finance

Thus an audit of this AWP must fulfil the following set of objectives:

1. Disbursements are made in accordance with the AWP;
2. Disbursements are valid and supported by adequate documentation;
3. An appropriate system for internal control is maintained and can be relied upon;
4. AWP financial reports are fair and accurately presented;
5. The AWP monitoring and evaluation reports are prepared.

## **VI. PROCUREMENT OF GOODS AND SERVICES**

The procurement of goods and services shall be undertaken on the basis of established UNDP laws and regulations relating to procurement of goods and services.

## **VII. MONITORING AND EVALUATION**

Monitoring performance and progress of activities undertaken under this Project will be done at the level of the AWP against the established performance and outcome indicators. The performance of the activities in the AWP will be tracked by reviewing the benchmarks /indicators for each activity. Monitoring of specific AWP activities will be the responsibility of the CLO. The aim will be to provide timely information about the progress, or lack thereof, in the production of the outputs and achievement of the Project's objectives. The mechanisms that will be used to monitor the AWP will be the following:

- (i) Quarterly progress report, a technical and financial report prepared by CLO. The format of the report shall follow UNDP standards,
- (ii) Annual progress report, a technical and financial report prepared by CLO at the end of the year,

## Quality Management for Project Activity Results

<b>OUTPUT 1): Political dialogue maintained between the coalition partners and the Panel.</b>		
<b>Activity Result 2 (Atlas Activity ID)</b>	<i>CLO Political dialogue</i>	Start Date: October 2008 End Date: September 2009
<b>Purpose</b>	To promote and facilitate the implementation of the KNDR agreements	
<b>Description</b>	The CLO will ensure that the Panel is adequately equipped, staffed and serviced to enable it facilitate and promote the implementation of the KNDR agreements and to undertake the tasks assigned to the Panel in the various agreements.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Engagement of the Panel in the post-mediation implementation phase	<p>Number of personnel recruited to CLO.</p> <p>Extent to which office is equipped to allow proper functioning of the CLO</p> <p>Number of follow-up visits to Kenya by Panel members.</p> <p>Number of facilitators and consultants deployed to help resolve any disputes or contentious issues among the Kenyan parties.</p> <p>Extent of formal and informal contacts between the Panel/CLO and the Coalition Government</p> <p>Number of international experts nominated to the TJRC and the constitutional review process.</p> <p>Number and type of additional international experts sourced to assist the Coalition Government in the implementation of the reform agenda.</p> <p>Extent and quality of administrative support provided to the secretariats of the independent commissions.</p> <p>Number and quality of situation reports provided by the CLO to the Panel and the AU through the chair of the Panel.</p>	<p>Quarterly with Quarterly progress reports and Annually as per M&amp;E Milestones</p>
Dialogue Team's role in advancing implementation of the agreements.	<p>Number of consultations between the Dialogue Team and the CLO.</p> <p>Level of Dialogue Team's participation in periodical meetings with the CLO to review progress in the implementation process.</p> <p>Level of collaboration between the Dialogue Team and the CLO in providing information to key stakeholders.</p>	

<b>OUTPUT 2): Processing and analysis of the findings from the comprehensive and coordinated monitoring and evaluation mechanism</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>CLO Monitoring and Evaluation</i>	Start Date: October 2008 End Date: September 2009
<b>Purpose</b>	To promote and facilitate the effective and timely implementation of the KNDR agreements	
<b>Description</b>	The Panel/CLO will be the primary recipient of regular reports, produced by a private research firm, designed to monitor and evaluate progress in the implementation of the KNDR agreements and reform agenda. The reports will track progress and constraints in the follow-up to the agreements reached under all four agenda items, as well as to the recommendations of the independent commissions. The Panel/CLO may, at its discretion and in consultation with the Dialogue Team, make such reports public.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Monitoring and evaluation mechanism established, with the assistance of private research firm	MoU governing collaboration among the M&E partners signed.  Number and usefulness of indicators to measure progress developed.	Quarterly with Quarterly progress reports and Annually as per M&E Milestones. Shared with all stakeholders (Government and Development partners included)
Implementation of actions agreed under Agenda Item 1 of the KNDR (measures to end violence and restore rights) are tracked, reviewed and evaluated.	Number and quality of reports produced on Agenda I (i.e. extent and locations of any violence; incidences of irresponsible and provocative statements and hate messages; demobilisation of illegal armed groups and militias; level of freedom of expression, freedom of assembly and press freedom; level of criminal activities).	
Implementation of actions agreed under Agenda Item Two of the KNDR (measures to address the humanitarian crisis and promote reconciliation) are tracked, reviewed and evaluated.	Number and quality of reports produced on Agenda Item Two (i.e. level of protection and basic services provided to displaced persons; level of support for farming activities; rate of sustainable return of displaced persons to their homes; establishment of a TJRC; establishment of grassroots peace-building committees)	
Implementation of actions agreed under Agenda Item Three of the KNDR (measures to resolve the political crisis) are tracked, reviewed and evaluated.	Number and quality of reports produced on Agenda Item Three (i.e. rate of progress in the electoral reform process; level of cohesiveness and effectiveness of the Coalition Government; extent of the coalition partners' commitment to the principles of the National Accord)	
Implementation of actions agreed under Agenda Item Four of the KNDR (measures to address the long-term issues) are tracked, reviewed and evaluated.	Number and quality of reports produced on Agenda Item Four (i.e. rate of progress in addressing constitutional reform, institutional reforms, land reform, poverty and regional development imbalances, youth unemployment, national cohesion and unity, and transparency and accountability)	
Implementation of the recommendations of the commissions emanating from the KNDR are tracked, reviewed and evaluated.	Number and quality of reports produced on the follow-up to the recommendations of IREC and CIPEV.	

<b>OUTPUT 3): Preservation and proper archiving of the records and documents from the KNDR process. (Information repository established)</b>		
<b>Activity Result 3 (Atlas Activity ID)</b>	<i>KNDR archives</i>	Start Date: October 2008 End Date: September 2009
<b>Purpose</b>	To ensure that the wealth of knowledge and information created by the KNDR is preserved and made available, where possible, to the public, for historical purposes and so that the lessons learned from the process can be used to improve capacity for mediation and early preventive diplomacy in Kenya and beyond.	
<b>Description</b>	The records, documents and other materials from the KNDR process will, in consultation with the Kenyan authorities, be preserved according to international archiving standards and made accessible, where possible, to the public.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Storage of documentation from the KNDR process, including of the commissions,	<p>Quality and timeliness of the expert assessment of archiving requirements.</p> <p>Quality and timeliness of policies, procedures and agreements developed for the archiving of KNDR records, including on management, custody, and ownership.</p> <p>Extent to which KNDR archives, in consultation with the Kenyan authorities, are preserved in accordance with international standards and practices.</p>	<p>Quarterly with Quarterly progress reports and Annually as per M&amp;E Milestones</p>

YEAR: 2008/2009 – ANNUAL WORK PLAN

OUTPUT	OUTPUT INDICATORS	OUT PUT BASELINE	DETAILED ACTIVITIES	ACTIVITY INDICATORS	A/O 08	N/J 08	F/A 09	M/J 09	A/S 09	INPUTS
	(OUTCOME INDICATOR: More effective and timely implementation of KNDR agreements and reforms; Continued engagement mechanism maintained at the country level)									
Political dialogue maintained between the coalition partners and the Panel.	<ul style="list-style-type: none"> <li>- Continued engagement of the Panel in the post-mediation implementation phase</li> </ul>	<ul style="list-style-type: none"> <li>- CLO terms of reference defined and agreed upon as a sustained mechanism to support the Panel's activities following the conclusion of the mediation phase.</li> <li>- Mediation phase of the KNDR concluded</li> </ul>	<ul style="list-style-type: none"> <li>- CLO staffed and equipped.</li> <li>- Panel members visit Kenya periodically to consult with the political leadership and other key stakeholders.</li> <li>- The Panel/CLO uses good offices to help Kenyan parties resolve any differences or disputes affecting implementation of the agreements.</li> <li>- The Panel fulfils the responsibilities assigned to it in the agreements, including nomination of international experts for the TJRC and constitutional review process, and sourcing additional international expertise, as required, to assist the Coalition Government.</li> <li>- CLO undertakes periodic consultations with the Dialogue Team on the implementation of the agreements and the progress in the reform agenda.</li> <li>- CLO assists in the establishment and smooth running of the secretariats of the independent commissions emanating from the KNDR.</li> <li>- CLO provides regular situation reports to the Panel and, through the Panel Chair, to the AU.</li> </ul>	<ul style="list-style-type: none"> <li>- Number of personnel recruited to the CLO.</li> <li>- Extent to which office is equipped to allow proper functioning of the CLO.</li> <li>- Number of follow-up visits to Kenya by Panel members.</li> <li>- Number of facilitators and consultants deployed to help resolve any disputes or contentious issues among the Kenyan parties.</li> <li>- Extent of formal and informal contacts between the Panel/CLO and the Coalition Government</li> <li>- Number of international experts nominated to the TJRC</li> <li>- Number of international experts nominated to the Committee of Experts for the constitutional review process.</li> <li>- Number and type of additional international experts sourced to assist the Coalition Government in the implementation of the reform agenda.</li> <li>- Extent and quality of administrative support provided to the secretariats of the independent commissions.</li> <li>- Extent and quality of information flowing to the Panel/CLO from the secretariats of the independent commissions.</li> </ul>						<p>COMMUNICATION: USD 21,000</p> <p>SECRETARIAT SUPPORT: USD1,220,036</p> <p>SECRETARIAT REQUIREMENTS: USD223,559</p>

OUTPUT	OUTPUT INDICATORS	OUTPUT BASELINE	DETAILED ACTIVITIES	ACTIVITY INDICATORS	A/O 08	N/J 08	F/A 09	M/J 09	A/S 09	INPUTS
Political dialogue maintained between the coalition partners and the Panel (cont.).	- Dialogue Team maintains active role in advancing implementation of the agreements	- No defined role for the Dialogue Team, and no defined counterpart for the Panel Secretariat, following the conclusion of the mediation phase.	- CLO undertakes regular informal consultations with the Dialogue Team - Dialogue Team kept informed about the status of donor contributions to the work of the Panel. - Meetings held with the Dialogue Team to periodically review and evaluate progress in the implementation process, identify weaknesses and initiate corrective measures as required.	- Number and quality of situation reports provided by the CLO to the Panel and the AU. - Number of consultations between the Dialogue Team and the CLO. - Extent of Dialogue Team's participation in periodic meetings with the CLO to review progress in the implementation process. - Level of collaboration between the Dialogue Team and the CLO in providing information to key stakeholders.						EXPERTS, FACILITATORS, CONSULTANTS FEES: USD 672,000  TRANSPORT ARRANGEMENTS, LOCAL: USD99,400  INTERNATIONAL: USD: 22,400
<b>SUBTOTAL</b>										<b>2,258,395</b>

OUTPUT	OUTPUT INDICATORS	OUTPUT BASELINE	DETAILED ACTIVITIES	ACTIVITY INDICATORS	A/O 08	N/J 08	F/A 09	M/J 09	A/S 09	INPUTS
<b>(OUTCOME INDICATOR: Findings of the M&amp;E mechanism inform national decision-making for the effective implementation of the agreements and reforms).</b>										
Processing and analysis of the findings from the comprehensive and coordinated monitoring and evaluation mechanism	- Monitoring and evaluation mechanism established, with the assistance of private research firm	- Detailed signed agreements of the KNDR - Agreement on resolution of long-term issues and implementation matrix - No comprehensive and coordinated M&E mechanism focusing on the implementation of the KNDR agreements.	- Modalities of collaboration between the Panel and the M&E partners are negotiated and agreed upon. -Set of indicators developed against which progress will be measured.	- MoU between the Panel and the M&E partners signed - Set of M&E indicators developed - Number of meetings and consultations between South and CLO to operationalize and review the M&E mechanism.						COMMUNICATION: USD 6,000  SECRETARIAT SUPPORT: USD 264,296
	- Implementation of actions agreed under the four Agenda Items of the KNDR (ending the violence, restoring fundamental rights, addressing the humanitarian crisis, promoting reconciliation, overcoming the political crisis and tackling the long-term issues) are tracked, reviewed and evaluated.	- No structured, regular and independent reports produced on the status of the implementation process.	- M&E reports produced by the private research firm are processed and analyzed by the CLO. -Transmittal of reports to the Panel members and the Coalition Government, for further review and possible follow-up actions. - Findings of the M&E mechanism are periodically shared with development partners and the public.	- Number and quality of reports produced on the four Agenda Items - Level of information generated by the M&E mechanism shared with the public. - Number of monthly briefings to development partners						SECRETARIAT REQUIREMENTS: USD49,874  EXPERTS, FACILITATORS, CONSULTANTS, FEES: USD 192,000  TRANSPORT ARRANGEMENTS, LOCAL: 28,400 USD INTERNATIONAL: USD 6,400
	- Implementation of the recommendations of independent commissions emanating from the KNDR are tracked, reviewed and evaluated.	- No regular and independent reports produced on the implementation of the recommendations of independent commissions.	- M&E reports produced by the private research firm are processed and analyzed by the CLO. -Findings of the M&E mechanism are periodically shared with development partners and the public.	- Number and quality of reports produced on the implementation of the recommendations of the commissions. - Level of information generated by the M&E mechanism shared with the public. - Number of monthly briefings to development partners						
<b>SUBTOTAL</b>										<b>546,970</b>

OUTPUT	OUTPUT INDICATORS	OUTPUT BASELINE	DETAILED ACTIVITIES	ACTIVITY INDICATORS	A/O 08	N/J 08	F/A 09	M/J 09	A/S 09	INPUTS
(OUTCOME INDICATOR: Increased national capacity and knowledge for the prevention of conflict and the resolution of crises. (Information repository established)).										
Preservation and proper archiving of the records and documents from the KNDR process.	- Documentation from the KNDR process, including of the commissions, is properly stored, inventoried and managed, for historical purposes.	- No system or procedures in place for the preservation of the KNDR archives.	<p>Stage 1</p> <ul style="list-style-type: none"> <li>- Consultant fielded to assess archiving requirements.</li> <li>- Policies, procedures and agreements developed on the management, custody and ownership of the archives.</li> </ul> <p>Stage 2</p> <ul style="list-style-type: none"> <li>- Implementation of consultant's recommendations in consultation with the Kenya National Archives</li> <li>- KNDR documents are inventoried, classified and preserved.</li> </ul>	<ul style="list-style-type: none"> <li>- Quality and timeliness of the expert assessment of archiving requirements.</li> <li>- Quality and timeliness of policies, procedures and agreements developed for the archiving of KNDR records, including on management, custody, and ownership.</li> <li>- Extent to which KNDR archives are preserved in accordance with international standards and practices and in consultation with the Kenya National Archives.</li> </ul>						<p>COMMUNICATION: USD 3,000</p> <p>SECRETARIAT SUPPORT: USD132,148</p> <p>SECRETARIAT REQUIREMENTS: USD29,937</p> <p>EXPERTS, FACILITATORS, CONSULTANTS FEES: USD96,000</p> <p>TRANSPORT ARRANGEMENTS, LOCAL: USD14,200</p> <p>INTERNATIONAL: USD:3,200</p>
<b>SUBTOTAL</b>										273,485
<b>GRAND TOTAL</b>										<b>USD 3,078,850</b>



## ANNEX I

### RISKS AND CONSTRAINTS

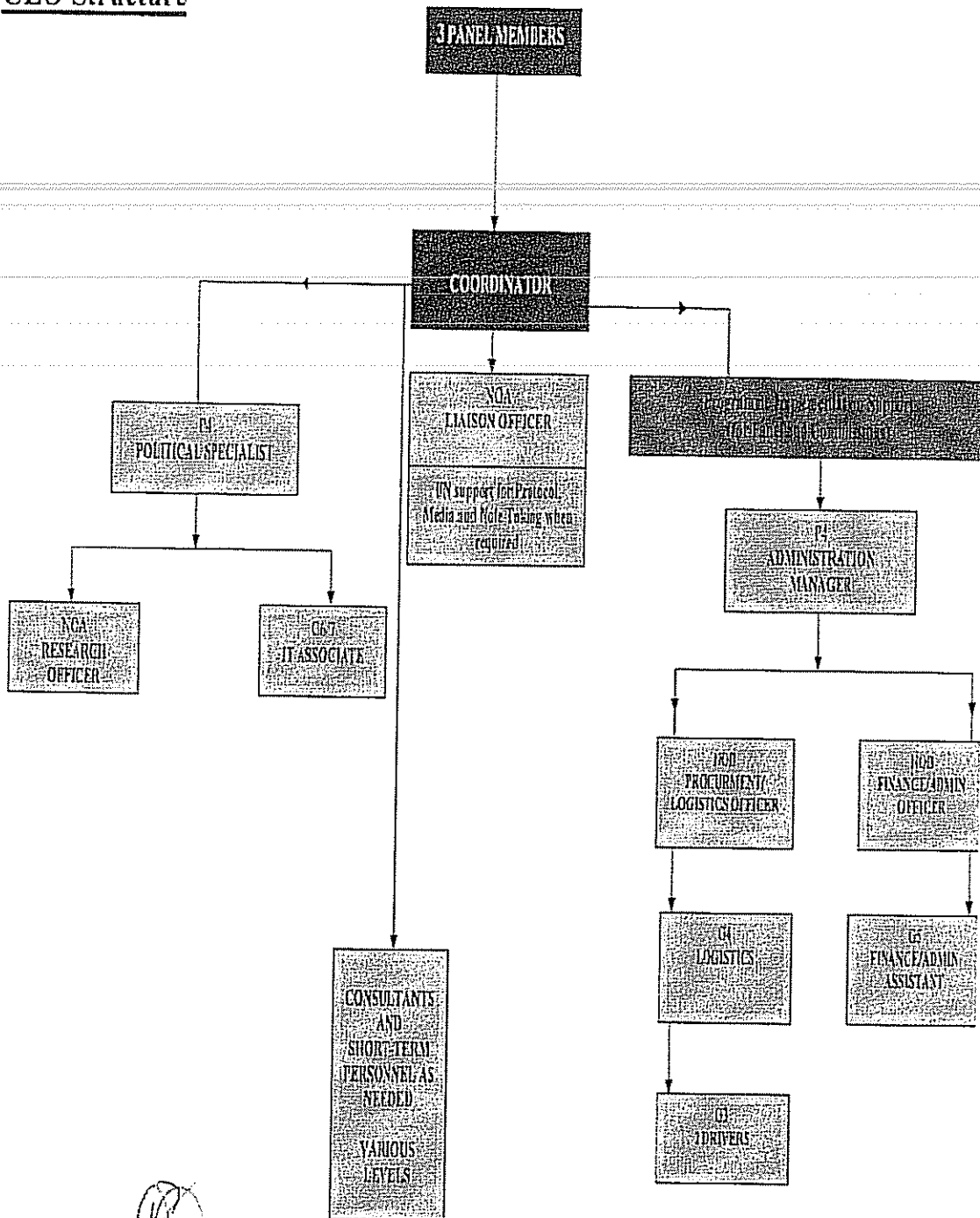
There are a number of risks and constraints that the Project may face and which may justify future adjustments.

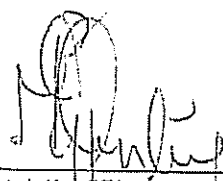
- (i) The political climate may delay the implementation of the agreements, including the passage of the necessary legislation and mechanisms. The success of the Project will largely depend on the political climate and political will of the parties.
- (ii) Limited local expertise in some of the areas that may delay the deployment of the necessary capacity.
- (iii) Retention of experts may prove a challenge if they find more lucrative offers.
- (iv) Inadequate resources may limit achievement of results

#	Description	Category	Impact Probability	Countermeasures	Owner	Author	Date Identified	Last Update	Status
1	Unfavourable political climate	Political	I = 0.2 P = 0.2	Ensure Project begins as soon as possible and define linkages with the KNDR	Project Coordinator	UNDP	July 2008	July 2008	
2	Limited local expertise	Institutional	I = 0.2 P = 0.1	Source appropriate experts from other countries	Project Coordinator	UNDP	July 2008	July 2008	
3	Retention of Experts	Organizational	I = 0.2 P = 0.2	Operate assignment-based contracts / Ensure adequate incentives	Project Coordinator	UNDP	July 2008	July 2008	
4	Inadequate commitment of resources	Financial	I = 0.2 P = 0.2	Ensure adequate and timely information shared with donors	Project Coordinator	UNDP	July 2008	July 2008	

ANNEX II: CLO ORGANIGRAM

CLU Structure



Approved:   
 Amb. Nanti Effah-Apenteng

**ANNEX III: INITIATION PLAN** (*Support to the African Union (AU) Panel of Eminent African Personalities' facilitation efforts on peace building and reconciliation.*)