

Centre for Multiparty Democracy in Kenya [CMD-Kenya]

Resource Mobilization Strategy and Implementation Plan



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TABLE OF CONTENTS

	Abbreviations and Acronyms	3
	Acknowledgement	4
	Executive summary	5
1.	INTRODUCTION AND BACKGROUND	6
1.1	Introduction	6
1.2	Background	6
2.	PRINCIPLES GUIDING RESOURCE MOBILISATION STRATEGIES	7
3.	RESOURCE MOBILISATION STRATEGIES	8
3.1	Current and New Donors	8
3.2	Individuals	8
3.3	The Corporate Sector	9
3.4	Governments	9
3.5	Income Generating Activities	10
3.6	Debt Swaps	10
3.7	Membership Fees	10
3.8	Partnerships and Alliances	11
3.9	Legacies	11
3.10	In-kind Donations	11
3.11	Revolving and Research Funds	11
3.12	Miscellaneous	12
4.	IMPLEMENTATION PLAN	13
5.	CONCLUSION	20
6.	APPENDICES	21

Abbreviations and Acronyms

CMD- K	Centre for Multiparty Democracy in Kenya
RMC	Resource Mobilization Centre
NGO	Non Governmental Organization
NIMD	Netherlands Institute for Multiparty Democracy
OB	Oversight Board
RMS	Resource Mobilization Strategy

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Executive Summary

This document, Resource Mobilisation Strategy and Implementation Plan, seeks to inform and guide the Centre for Multiparty Democracy in Kenya (CMD-K) efforts towards sustainable financing of its programmes and operations. It reviews past funding patterns, provides guiding principles, and proposes strategies for mobilising resources to support the implementation of CMD-K's Strategic Plan and the ultimate fulfilment of its vision and mission. Each strategy has an implementation plan detailing practical steps CMD-K should take to translate the recommendations into actions within a specific timeframe.

A review of CMD-Ks funding trend from 2004 to 2009 shows an average annual funding of about US \$ 700, 000.00.

A further analysis reveals that one donor accounted for around 70% of total funding. This situation signals the urgency for CMD-K to diversify its donor base. The diversification should consider various types of donor sources and conditions they attach to the funding so as to reduce the risk of losing funding. The goal is not merely to have a large number of donors; rather, it is to have *different* types of donors.

Owing to potential changes in donors' priorities and the importance of developing and implementing programmes of work based on reasonably secure funding, CMD-K is thus developing a resource mobilization strategy and implementation plan.

This document lists 13 resource mobilization strategies, ranging from long-term, new and potential donors that could potentially enhance funding to the CMD-K. A critical dimension of resource mobilization strategy is connection of the strategy and the programme of work. Resources are a means to achieving CMD-K's vision and mission.

An implementation plan is also proposed detailing actions to be taken, the individuals responsible, and the expected amount of funds/resources mobilised. An effective governance and management of raised resource is also explicitly proposed in the document.

1. INTRODUCTION AND BACKGROUND

1.1 Introduction

This document, Resource Mobilisation Strategy and Implementation Plan, seeks to inform and guide the Centre for Multiparty Democracy in Kenya (CMD-K) efforts towards sustainable financing of its programmes and operations. It reviews past funding patterns, provides guiding principles, and proposes strategies for mobilising resources to support the implementation of CMD-K's Strategic Plan and the ultimate fulfilment of its vision and mission. Each strategy has an implementation plan detailing practical steps CMD-K should take to translate the recommendations into actions within a specific timeframe.

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1.2 Background

The CMD-Kenya is a body corporate founded by registered political parties in Kenya, who were also its founder members. It was registered as a trust in early 2004. Its basic quest is to enhance multiparty democracy. At inception in 2004, it had ten political parties as members, and in the spirit of the development of multiparty democracy the number had risen to 16 by 2005, and following the eventful general elections of December 2007, that number doubled to 33 by 31st of March 2009.

CMD-Kenya stemmed in part out of experiences of the Netherlands Institute for Multiparty Democracy (NIMD) initiatives in Ghana, Zambia, Malawi, Tanzania, Mozambique and South Africa. In Kenya discussions about forming an all inclusive party forum started in October 2003 through the sponsorship of the NIMD. The discussions also focussed on the needed reforms and parameters along which future bilateral assistance to political parties could be managed. The parties participating in these meetings endorsed a framework for partnership programmes with NIMD and other institutions. These programmes were geared to turning political parties into democratic, reliable, well managed, transparent and accountable institutions.

The 2009-2013 Strategic Plan, which was developed through a process of in-house consultative meetings of all the CMD-Kenya staff and discussions with members of the Oversight Board (OB), required a corresponding development of a Resource Mobilization Strategy and Implementation Plan. This Strategy will ensure sufficient resources are available to implement relevant activities in the annual plans.

Vision

CMD-K's vision is institutionalised, vibrant, and democratic political parties capable of enhancing and perpetuating multiparty democracy in Kenya.

Mission Statement

The mission of CMD-Kenya is to facilitate the growth of and perpetuate multiparty democracy through capacity building of political member parties in Kenya.

Core Values

- **Integrity:** CMD-Kenya is going to strive to ensure that all its activities as well as those of its members are conducted with integrity and in a transparent manner at all times.
- **Respect for human rights and women human rights:** CMD-Kenya, is going to continuously aspire to ensure that respect for human rights, particularly women human rights, are adhered to by all member political parties at all times.
- **Democracy, good governance, and respect for the rule of law:** CMD-Kenya is going to continuously work towards capacity building of political parties with a view to ensuring that they are democratically run and have in place a mechanism for ensuring that their rank and file memberships respect the rule of the law.
- **Statesmanship, patriotism and servant leadership:** CMD-Kenya is going to work towards inculcating a culture of statesmanship, patriotism and servant leadership in all political parties in Kenya at all times.

2. PRINCIPLES GUIDING RESOURCE MOBILISATION STRATEGIES

The principles below shall guide, encourage, and where necessary, restrain CMD-K in its efforts to raise resources. CMD-K shall:

2.1 Seek to *diversify* its donor base while retaining and deepening its relationship with the current (very supportive) donors;

2.2 Pursue strategies that build on CMD-K's *comparative advantage*, positively impact on its programme of work, and bring greater focus in its institutional growth (Appendix 1);

2.3 Undertake strategies that are efficient, practical, and *sustainable*;

2.4 Nurture *partnerships* and *alliances* as staircases and strategic approach in raising resources.

2.5 Be careful about receiving funds from individuals and institutions whose practices and values could significantly *negate* CMD-K's core vision and values.

2.6 Ensure *governance* and *management* systems and structures are in place to manage and grow acquired resources and assets.

Principles guiding strategies
<ul style="list-style-type: none">▪ Diversify▪ Build on comparative advantage▪ Efficient, practical, and sustainable▪ Strategic partnerships▪ Values-driven▪ Supported by strong governance and management

3. RESOURCE MOBILISATION STRATEGIES

This section considers various types of donors and strategies needed to raise funds from each donor. It must be emphasized, however, that effectiveness of the strategies is largely dependent on two pillars; the programme (its quality, relevance, efficiency, effectiveness, impact and results, sustainability and quality) and effective communication strategies. CMD-K must, therefore, never tire in developing high-quality programmes that are focused, coherent, and at the cutting edge of multiparty democracy and sharing results to the widest constituency.

Here below are categories of donors and the appropriate timeframe for raising resources. Short-term refers to 1- 3 years, medium term 3- 5 years, and long-term more than 5 years.

3.1 Current and New Donors (short-term, medium, and long-term)

In the short and medium terms, CMD-K must continue to engage current donors for funding of continuing programmes. These donors have demonstrated interest and commitment to CMD-K's work and it is cheaper to raise funds from them since they know the institution and are sympathetic to its cause. NIMD, in particular, has been extremely supportive of CMD-K's work and CMD-K should hold a candid discussion with the institution about CMD-K's resource mobilization efforts.

In the medium to long terms, CMD-K should increase the number of donors participating in its programmes and seek their opinion on CMD-K's sustainability (programmatic, financial, and institutional). In order to increase chances of success, it is recommended that CMD-K request NIMD to champion its resource mobilization efforts.

New donors to be targeted include "friends" of current donors that could be approached through recommendation letters or word of mouth, through researching those whose areas of interest and strategic plans are similar to CMD-K's, and through courting others who are willing to buy into CMD-K's work. This of course requires a specialised human resource in the form of a staff member or a contractor.

By 2013, CMD-K should aim to raise a specific amount of funds from new donors (over and above what CMD-K is raising for its current programme of work).

3.2 Individuals (long term)

Despite the pervasive poverty in Kenya today, there is a growing middle class (of affluence and influence) that is committed to alleviating poverty and suffering as well as upholding democratic principles. This group is educated and has a sizeable proportion has been educated or worked abroad. Thus, the group has experienced the benefits of multiparty democracy and would wish to contribute towards CMD-K's work.

Besides the middle-class, Kenya has wealthy individuals who could make a large one-off donation to specific thematic areas or specific activities. Besides many foundations are cropping up (for example, Mo Ibrahim Foundation and Modibo Diarra Foundation). Some target good governance and leadership and political stability among other interests.

It is proposed that CMD-K breaks its programme of work into specific activities that would interest individuals. For example, peace initiatives and empowerment to youth and women could have elements that individuals could participate. Moreover, individuals who have

benefited from CMD-K's work could be asked to "give back" to the institution for sustainability.

3.3 The Corporate Sector (medium to long term)

The reasons why the corporate sector gives include creating goodwill and a better image, associating with a cause, satisfying the Chief Executive Officer, wanting to gain publicity, and fulfilling their Corporate Social Responsibility (CSR) budgets.

This sector recognized the significance of good multiparty democracy during the Kenya post election violence in early 2008. Some of the companies are yet to recover from the losses they incurred as a result of the violence. Given a clear entry to participate in democratization processes, the sector could make a contribution.

Strategic issues III (reforms, reconciliation, and reconstruction) and VI (governance, rule of law, and public policy) could have clear activities that would interest the sector.

Success in mobilizing resources from the corporate sector will depend on how CMD-K can explain or "market" the qualitative and quantitative needs of its work.

CMD-K's approach to mobilizing resources from the corporate sector needs to be flexible, with a willingness to engage in dialogue with the more receptive companies or to pursue more aggressive tactics when deemed desirable and productive.

Unlike individuals, corporations never really become committed to a cause. Whereas many of them have adopted the triple bottom approach (economic, social, and environmental) to evaluating their sustainability, the highest consideration still goes to increasing shareholder value. Moreover, corporations have tight decision-making processes for donations (require budgeting and approvals). The actual funds given by corporations may not be significant when one removes the high content of advertisement and marketing costs associated with such donations.

Moreover, various studies have shown individual category gives 70- 80% of all giving in the world.

3.4 Governments

CMD-K's work on multiparty democracy is sometime beneficial to the government of the day and at other times viewed as opposing the policies of that government. There areas of collaboration and also areas of disagreement.

Where there are clear areas of collaboration on a win-win basis, CMD-K should partner with the government to implement its work. Such areas include undertaking joint research work or CMD-K securing a research consultancy from the government. CMD-K has capacity to undertake research and other consultancies available in government, especially at the Ministry of Justice and Constitutional affairs.

CMD-K can, therefore, offer itself as a capable candidate to consult with government and other associated institutions (World Bank, UNICEF) and charge for the work. It must be recognised, though, that the Secretariat might require setting up a consultancy department or upgrading capacities of its current staff to effectively exploit this opportunity.

On the other hand, partnering with the government might make CMD-K become too close that it cannot objectively criticize the government when it is necessary to do so. Being fully aware that CMD-K has a lobbying and advocacy mandate, the OB should always give guidance on the potential impact of any CMD-K government collaboration.

3.5 Income Generating Activities (IGAs)- Medium to Long Terms.

Income generating activities are many and varied. However, it is recommended that CMD-K undertake activities that yield much gain without taking a lot of management time.

CMD-K should widen its current income-generating activities to include:

- ◆ Institutional strengthening of all political parties. The registered parties have a 5% budget allocation to spend on their operational budgets. No single institution is best positioned to offer this service than the CMD-K. However, it is further recommended that the CMD-K partners with two or three institutions that have requisite skills and competences to offer quality products. Discussions with identified parties should culminate in clear roles and responsibilities and sharing of benefits and losses;
- ◆ Develop and implement training programmes to parties and aspiring politicians. Courses such as ethics and values, campaigning, resource mobilization, budgeting, communication, dealing with the media, public speaking, etc would be relevant;
- ◆ Research, develop, package, and sell political materials in convenient form to political parties and politicians;
- ◆ Sale of publications and use of its resource centre (library).
- ◆ The list is endless. However, CMD-K should remain focused on its programme of work and only undertake activities that it can deliver quality on.

3.6 Debt Swaps (Long-Term)

Debt swaps involve buying a developing country's debt by a third party, usually an NGO at a discounted value in the secondary market. The debt is cancelled and the proceeds are used to develop activities in the debtor nation. This is an area that can yield substantial funds. In effect, the external debt of the indebted country is dropped in return for a promise by the debtor to create funds in national currency to finance sustainable development programmes.

Since multiparty democracy has become such an important issue to African countries, CMD-K should probe opportunities offered by this facility. From mid-1980s, there has been “debt for nature”, “debt for health”, and “debt for housing” swaps. There is no reason why ‘debt for democracy’ cannot be developed. CMD-K has government links and global touch, two very important ingredients for success in this area. [It is a new way of raising funds and though demanding, its rewards are worth the effort].

Mozambique’s Community Development Foundation (FDC) successfully raised \$ 2m from a debt swap 1998.

3.7 Membership fees (Medium term)

The strategy on membership is to review and increase the annual fees as well as the value-added services to members.

Practically, this can be achieved through *first* capacity-building political parties to gain financial independence and self-sufficiency and, *second* asking the empowered parties to support CMD-K Secretariat. The fees paid should go towards a general reserve and invested to increase income to the Secretariat. A serious effort to collect fees from members on a timely manner is necessary. Also, the portfolio of benefits to members will need to be reviewed and enhanced to ensure members see the need to continue engaging with Secretariat.

3.8 Partnerships and alliances with like-minded or complementing bodies (long term)

CMD-K should continue to increase the number of its enviable list of strategic partners. At one level, these include:

- Registrar of Political Parties;
- Parliament, parliamentarians, local authority bodies and civic leaders; and
- Civil society and the private sector.

On another level, they include local, regional, and international partners that CMD-K has working collaboration. These are many and include all parties in the world as well as other institutions dealing with multiparty democracy such as Centre for Governance in Democracy (CGD) and Heinrich Boell Foundation (HBF).

It is recommended that the Secretariat review all current and potential partners with a view to ascertaining which ones it can forge closer partnerships for resource mobilization. Also, the Secretariat must develop partnership criteria to ensure the new partners are vision, values, and ethics that resonate with those of CMD-K.

3.9 Cultivate relationships with individuals who could leave legacies

Increasingly, there are individuals who have accepted the reality of death and are willing to bequeath their money or other assets to organisations of their liking. Through the unfortunate HIV/AIDS disease, for example, the African continent has witnessed many persons passing away.

CMD-K should widely share the results and impact of its, plus possibilities of persons bequeathing before death. While this concept is new in Africa, it is an established norm in the developed and it is a matter of time before Kenya adopts it. It is thus included here for the medium term and long term consideration.

3.10 In-kind donations

All in-kind donations from individuals and companies must be recognised and appreciated. This includes volunteer work or secondment of expert staff. Such donations are a measure of people's confidence in the organisation and reflect the level of financial income CMD-K can expect from stakeholders at large.

3.11 Management of programme and research funds

CMD-K has a lot experience on multiparty democracy, dealing with parties and politicians, addressing youth and women issues, and managing political campaigns among other programmes. Its financial management is also quite strong. Hence, the organization is well-qualified to manage funds for smaller NGOs or CBOs at a fee. Similarly, CMD-K can take

project management role in any consortium of partners. This, too, would earn the organization some fees.

Finally, CMD-K can undertake research on multiparty democracy and be paid professional fees or manage funds for institutions performing research and earn administration fees.

3.12 Other Funding Sources

As it develops its endowment, CMD-K will receive donations from sources it would not have anticipated. Such contributions might come from anonymous donors. The contributions could be insurance proceeds by people who nominated CMD-K as a beneficiary or other assets designated to be taken over by CMD-K should a certain event occur. On hearing that CMD-K specialises on delete and women's education, some people might contribute books and other learning materials to CMD-K.

Once the endowment fund campaign takes off, no one can accurately estimate the level of contributions (or even their source) that will pour in.

For budgeting purposes, however, these are estimated at \$... in a five-year period.

4. IMPLEMENTATION PLAN

a) Strengthening Governance, Management and Organisational Structure and Systems

Donors (current and potential) are always interested in the level of effectiveness of governance and management arrangements in an institution. Specifically, clear roles and responsibilities between the Board and the management, presence of transparent and accountable systems using internal controls and external audits, and cultivation of enabling working climate that fosters innovation and minimizes wrangles and suspicion that drag many an institution backwards.

Efforts towards strengthening governance systems and structures should continue.

Sufficient resources (human and funds) must be allocated to Resource Mobilization Strategies.

b) Implementing high-quality, demand-driven programmes

This area has two major dimensions. One, how are programmes developed (is the customer the main focus or is it a donor imposing and how is the conflict between demand of programmes and funding resolved?). Is there continuous research on relevant programmes and available funding in the market?

Two, is sharing results of CMDK's to wider constituency. The results and impact of high-quality programmes should be *frequently* shared with current and potential donors. Many institutions do not share half of what they achieve, and CMDK is not an exception. The CMDK website should enhance such sharing.

c) Communication

Communication is the heart and soul of resource mobilisation. It must be flexible, persuasive, user-friendly, targeted, factual, culturally-sensitive and brand-building in the messages it communicates. Videos, brochures, web-based media (for growing of on-line philanthropy markets), and speeches (by CMDK Chair and Executive Director) would reinforce CMDK's case statement. Though still lagging behind, Kenya has encouraging ICT developments that make the Internet-based fundraising a real possibility. It is innovative, cost-effective, and reaches a constituency that would be difficult to reach otherwise. A website, as well specific materials, for the "Friends of CMDK" should be developed to target that particular audience.

Finally, CMDK must move on to allocate responsibilities on who should do what activity, when, how, where, and develop parameters to measure success. The RM sub-committee must monitor progress, through the Communication and Research Officer who is in charge of this task.

Developing a Communication Strategy is of immense urgency.

d) Enacting cost-saving measures

Another way of mobilizing resources is by reducing overhead within an organisation. ICTs provide a timely and cost effective opportunity for enhancing efficiency, effectiveness and productivity. Given the extremely time consuming nature and high cost of travel within Kenya, CMDK should consider investing in technological and online tools for conducting virtual meetings, trainings and consultation.

For instance, some training workshops could be offered using virtual/online training platforms. One of the EC meetings could be held using online meeting or video conferencing tools. An increasing number of organisations are organizing virtual conferences and consultations leading up to a face-to-face event or to a publication.

Other investments to consider are virtual private network for voice and internet (VOIP). This could help cut down on telephone charges while potentially enhancing communication between CMDK and political parties. It would be useful to research various solutions that respond to CMDK's needs and structure.

In order to fully understand the possible areas to cut on costs, the Finance Manager could do an analysis of all costs and their added benefits. Preparation of future budgets would take a zero budget orientation.

A caution, though, is that costs should not be reduced at the *cost* of effectiveness.

DETAILED PLAN FOR RESOURCE MOBILISATION STRATEGIES

Resource Mobilisation to support CMDK's programmes in a sustainable manner.

RESULTS/OUTPUTS	INDICATORS	ACTIVITIES	PERIOD			RESOURCE INPUT
			1-3 YS	3-5 YS	>5 YS	
3.1 RM Strategic Objective: Raise US\$... from current and new donors.						
3.1.1 Increased commitment and support of current donors.	<ul style="list-style-type: none"> ▪ No. of formal and informal meetings between Secretariat and donors. ▪ Percentage of yearly increase in funding. 	<ul style="list-style-type: none"> ▪ Conduct satisfaction surveys among donors. ▪ Acknowledge weaknesses and implement recommended tasks to address them. 	x	x	x	S staff
		<ul style="list-style-type: none"> ▪ Regularly hold donor for a. ▪ Invite donors to functions. ▪ Share milestones, impact, results with donors. ▪ Discuss with donors their future strategic direction and new funding areas. ▪ Request one-off donation from donors with changed priorities ▪ Periodically conduct evaluations on funding and set new targets. 				RM Committee members
3.1.2 New donors join the CMDK donors' consortium.	<ul style="list-style-type: none"> ▪ No. of new donors enquiring about and attending the CMDK donor forum. 	<ul style="list-style-type: none"> ▪ Research donors with similar vision to CMDK and create database. ▪ Seek recommendations from current donors. ▪ Approach donors using CMDK materials. ▪ Develop targeted communication. 	x	x	x	S staff and consultants
3.1.3	<ul style="list-style-type: none"> ▪ Amount of funds raised. 	<ul style="list-style-type: none"> ▪ Market CMDK to prospective 	x	x	x	S staff and consultants

RESULTS/OUTPUTS	INDICATORS	ACTIVITIES	PERIOD			RESOURCE INPUT
			1-3 YS	3-5 YS	>5 YS	
Gradual increase in funding levels to reach \$...m by 2014.		<ul style="list-style-type: none"> donors. ▪ Acknowledge funding. ▪ List all donors since inception and re-engage them ▪ Invest funds raised. ▪ Develop and implement Investment Strategy 				
3.2 RM Strategic Objective: Raise US \$...m from individuals (in Africa and beyond).						
3.2.1 Friends of CMDK (Kenya) constituted. This is a long-term strategy to attract potential donors who don't want to serve in any other capacity. Link democracy to peace, lack of violence, reduced corruption, strong institutions, economic growth, better environment, social benefits, etc.	<ul style="list-style-type: none"> ▪ No. of individuals registering and contributing to the body. 	<ul style="list-style-type: none"> ▪ Identify and list individuals to approach. ▪ Approach and ask for funding. ▪ Publicise and market the body. ▪ Carry M/E and implement recommendations. 			x	S staff Board and consultants
3.3 RM Strategic Objective: Acquire \$...m from corporate sector by 2014						
3.3.1 Corporate sector starts donating.	<ul style="list-style-type: none"> ▪ No. of companies showing interest and actually donating. 	<ul style="list-style-type: none"> ▪ Identify and list companies to approach (beginning with closest e.g. suppliers, our bankers, hotels we use so often, bankers, companies like General Motors, Citi Foundation, Standard Chartered bank, Safaricom, Kenya Airways, etc. ▪ Approach and ask for donations. 		x	x	S staff and EC members

RESULTS/OUTPUTS	INDICATORS	ACTIVITIES	PERIOD			RESOURCE INPUT
			1-3 YS	3-5 YS	>5 YS	
		<ul style="list-style-type: none"> Do M/E and intervene as necessary. 				
3.3.2 \$...m realised by 2014	<ul style="list-style-type: none"> Amount of funds raised. 	<ul style="list-style-type: none"> Monitor and record funds received. Share results on periodic basis. Undertake M/E and adjust approach as necessary. 		X	X	
3.4 RM Strategic Objective: \$...m raised from governments and relationships strengthened.						
3.4.1 Raised US\$...m from government institutions/ministries (Possible to lobby government for land/building?)	<ul style="list-style-type: none"> No. of government institutions working with CMDK 	<ul style="list-style-type: none"> Identify and list potential ministries, parastatals, departments, ministers, their assistants, PSs, Directors, etc. Make appointments through these or other friendly government officials Approach them and market CMDK. Continue to lobby and network with the above. 	X	X	X	EC Members and staff
3.4.2 \$...m consultancy fees realised by 2014	<ul style="list-style-type: none"> Amount of funds raised through proposal writing 	<ul style="list-style-type: none"> Set up CMDK internal enterprise development department Identify government agencies with donors funds on issues CMDK has competences and skills Submit proposals (jointly or individuals) to governments and other institutions. Consult and deliver high quality outputs. Account for all funds received. 		X	X	S and EC members, consultants.

RESULTS/OUTPUTS	INDICATORS	ACTIVITIES	PERIOD			RESOURCE INPUT
			1-3 YS	3-5 YS	>5 YS	
3.5 RM Strategic Objective: Raise \$...m by 2014. Details are to be found in investment strategy and implement plan (to be developed)						
3.6 RM Strategic Objective: Raise \$...m through membership fees.						
3.6.1 New membership criteria and policy developed	<ul style="list-style-type: none"> ▪ No. of members joining CMDK. 	<ul style="list-style-type: none"> ▪ Consider all potential members who could join CMDK, in Kenya and beyond. ▪ Develop inclusive membership criteria. ▪ Discuss and agree appropriate fees for different categories. ▪ Develop and disseminate information on membership. ▪ M/E and take appropriate interventions. 		x		EC and Board
3.6.2 \$...m mobilised by 2014	<ul style="list-style-type: none"> ▪ No. of members contributing to CMDK. ▪ Amounts of funds contributed. 	<ul style="list-style-type: none"> ▪ Monitor and report on amounts being raised. ▪ Share results with stakeholders. 		x		S staff
3.7 RM Strategic Objective: Realise \$1m from partnerships by 2014						
3.7.1 Strategic partnerships forged Raise \$... m by 2014	<ul style="list-style-type: none"> ▪ No. of formal partnerships formed (MoUs, contracts, agreements, etc) 	<ul style="list-style-type: none"> ▪ Develop criteria (check list) to use before forging new partnerships/alliances. ▪ Scan local, regional and international markets for potential value adding partnerships. ▪ Research and approach them. ▪ Take advantage of major meetings and approach partners. 			x	<p>S staff, EC/Board members.</p> <p>There is merit then to having a Resource Mobilisation and Partnerships Officer.</p>

RESULTS/OUTPUTS	INDICATORS	ACTIVITIES	PERIOD			RESOURCE INPUT
			1-3 YS	3-5 YS	>5 YS	
3.8 RM Strategic Objective: Acquire \$...m by 2014 through revolving and research funds.						
3.12.1 Managing funds for donors For international, regional, and local researchers on multiparty democracy.	<ul style="list-style-type: none"> ▪ No. of donors partnering with CMDK to manage funds. ▪ Amounts of funds CMDK is managing. 	<ul style="list-style-type: none"> ▪ Identify donors who fund education or research projects through pooled resources. ▪ Approach identified donors and bid for management of such funds. ▪ Prepare research proposals aimed to manage the funds. ▪ Undertake some of the research 			x	S staff.

5. CONCLUSION

It is commendable that CMD-K is focusing on resource mobilisation to increase its financial sustainability. Despite its many successes in fundraising through donors', it is imperative that CMD-K expand and diversify its income and resources base. The risks associated with the current global economic crisis should be a wake-up call! CMD-K can convert this challenge into a creative force.

The fact that CMD-K is a stable and well-respected Kenyan NGO, ably governed and managed by Kenyans, and that the organisation is a brand name associated with all things relating to democracy, is clearly a comparative advantage that can be turned into currency through a well-thought out resource mobilisation mechanism.

Mobilization of resources is a key strategic area for any NGO. It requires considerable determination and sustained commitment on the part of CMD-K's leadership. This belief should bring CMD-K's fund-raising efforts to fruition, especially during difficult moments when many non-profit institutions lose momentum and give up.

The big challenge that CMD-K will face in raising funds locally is learning how to be accountable to an unfamiliar group: local communities and individuals. CMD-K has over the years learned how to prepare donor reports to major partner organisations. This new stream of donors may require additional and different kinds of reports.

CMD-K will, therefore, need to continue to manage received funds wisely, monitor how funds are being used and keep donors informed about how their funding has helped achieve CMD-K's objectives.

Finally, CMD-K must always remember that its funding is a means towards achieving its vision and mission.

