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CENTRE FOR MULTIPARTY DEMOCRACY (CMD) - KENYA

ANNUAL REPORT FOR 2014

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A. GENERAL

Link Between Programme and Strategic Objectives: The annual programme is grouped around four strategic objective areas, namely: (1) facilitating the interparty dialogue platform in influencing the strengthening of multiparty democracy systems; (2) strengthening the institutional capacity of political parties; (3) harnessing relations between political parties and civil society in influencing the development of democratic systems; (4) strengthening the organisational capacity of the multiparty dialogue platform.

Each of those strategic objective areas address in multiple ways respective strategic objectives of the *CMD-Kenya 2009-2013 Strategic Plan*, i.e.: (1) to further develop an inclusive national platform for the advancement of multiparty democracy and political dialogue in Kenya; (2) effective participation and engagement of political parties, the state, and non-state actors in major ongoing reform, reconciliation, and reconstruction measures at all levels; (3) lobby and advocate for the promotion of equity on gender and other lines in political parties and other spheres of decision making; (4) an organisation and political parties capable of tapping and duly exploiting the synergy around it for the greater good of the country and its citizens; (5) undertake effective interventions in governance, rule of law, and public policy; (6) engage effectively with regional and international partners in the development of democracy.

B. IMPLEMENTATION OF PLANNED ACTIVITIES

1. STRATEGIC OBJECTIVE AREA 1; FACILITATING INTERPARTY DIALOGUES IN STRENGTHENING OF MULTIPARTY DEMOCRACY

Under this strategic objective are the activities were implemented under relevant sub-strategic objective areas as follows:

1.1 Political Parties Act (PPA) 2011 Rationalised and implemented.

1.1.1 - Facilitate CMDK political parties to develop consensus and attain agreement on occupancy the Office of the Registrar of Political Parties and all its departments. CMD-Kenya and its member political parties resolve to lobby the State for the Occupancy of the Officer of the Registrar of Political Parties;

1. On Wednesday the 9th of April 2014 CMD-Kenya held a meeting for political parties to discuss the matter of the occupancy of the Office of the Registrar of Political Parties as per the PPA 2011. It was noted that the onus is on the President to nominate a Selection Panel for approval by the National Assembly for purposes of recruiting the Registrar and the Deputies.
2. It was agreed at the meeting that the President be lobbied to that effect for purposes of which it was agreed to set up a meeting with the Presidential Advisor on Justice and Constitutional Affairs. Efforts in that direction are ongoing.
3. The Committee resolved that in addition to the above a memorandum on the same should be done to the President and/or the Justice and Constitutional Affairs Advisor.

1.1.3 - Hold the first annual Board meeting to develop consensus and attain agreement on revision of Section 25 (2) of the Political Parties Act 2011 on criteria of state funding for parties: At the Oversight Board Meeting of the 29th of April 2014 member parties of CMD-Kenya developed consensus on this matter as follows:

- a. The efforts of parties that had made contributions to the Constitutional Petition case number 436 of 2013 (on Section 25, 2, on minimal criteria of state funding to parties) in the High Court phase should be noted;
- b. That as many parties as possible be enjoined in the Court of Appeal case on the PPA and that they and CMD-Kenya take an active role in creating public awareness of the key issues at hand; The Board in addition resolved to have CMD-Kenya formally enjoined in the case and be represented by Mr Charles Kanjama subject to agreement on legal fees and terms favourable to both parties. To that end the CMD –Chair was authorized to formally communicate this decision to Mr. Charles Kanjama and to open negotiations with him so as to reach agreement on legal fees and terms

favourable to CMD-Kenya. It was noted in this regard that Hon. Paul Muite has been approached and briefed on the matter and was willing to join up in the case.

- c. That CMD and parties support the efforts of Hon. Sakwa Bunyasi, UDF Member of the National Assembly for Nambale, to bring a bill to that House by June 2014 at the latest seeking to amend Section 25 (2) of the PPA to; (a) have the minimum criteria for state funding of parties as attaining the election of either an MP (Senate or National Assembly), a member of a county assembly, or a governor in the general election; (b) insertion of a clause stating that monies for presidential votes be divided between parties in a coalition. **The Board in addition resolved that CMD-Kenya convenes a breakfast meeting of Secretary Generals to spearhead the lobbying and which should go on inside and outside the parties.**
- d. All parties lobby their MPs to support the Hon. Bunyasi initiative and that CMD-Kenya provides assistance for those lobbying efforts.
- e. A memorandum should be done to the Speaker of the National Assembly to brief him on the efforts to amend the PPA and ask him to support the initiative.
- f. That the Office of the President be lobbied on the matter of putting in place a Selection Panel to appoint the Registrar of Political Parties as per the PPA. And that a memorandum of the same be prepared and sent.

1.1.4 - Analyse options for the revision of Section 25(2) of the PPA 2011 on criteria of funding to give the Board alternatives for its decision on that and in lobbying government on the same.

1. On the 5th of February 2014 CMD-Kenya hosted a meeting of political parties on the decision of the High Court to dismiss the Constitutional Petition 436 of 2013 that had sought to have Section (25) (2) (a) of *The Political Parties Act 2011* declared unconstitutional. It was agreed that an appeal be filed in the Court of Appeal and that political parties support it with contributions of KES 10, 000.00 per party. The Governance Committee at its meeting in April 2014 resolved to recommend to the Board that the efforts of parties that had made contributions to the case in the High Court phase should be noted. At the same time a reminder was sent to parties that had so far not done so. The Committee also requested that the High Court ruling be availed to inform the process.
2. The appeal would be filed on behalf of political parties by Mr. Charles Kanjama of Muma and Kanjama Advocates.
3. On the 9th of April 2014 the matter was discussed at length at a political parties workshop to address the question of the occupancy of the Office of the Registrar as per *The Political Parties Act 2011*.
4. It was noted at the meeting on the 9th of April 2014 that Hon. Bonny Khalwale the Senator for Kakamega had filed a Bill to amend Section 25 (2) of the PPA to do away with (a) the minimum threshold of 5% of votes received at a general election to qualify for public funding, (b) presidential votes as part of votes to be considered in funding parties.
5. Hon. Khalwale's proposal was that for parties to qualify all they should have in the general election is a member of Parliament (Senate or National Assembly) or a member of any county assembly.

6. It was agreed at the meeting of the 9th of April 2014 that the good intentions of Hon. Khalwale be welcomed and his initiative be embraced and taken forward but that the actual amending of the PPA would have to be in the National Assembly and thus it was equally crucial to approach, advocate, and lobby the National Assembly on the same.
7. On Tuesday the 15th of April 2014 the members of the Steering Committee and other Board members of CMD-Kenya met Mr. Charles Kanjama to discuss the matter of appealing the High Court dismissal of Constitutional Petition 436 on Section 25 (2) of the PPA. Mr. Kanjama filed the appeal on the same day.
8. It was agreed that as many parties as possible should be enjoined in the petition. It was also agreed that CMD-Kenya would work to lobby and advocate the political parties and the public to make the issue a matter of public concern. It was further agreed that because the PPA is a money bill it was crucial to get a member of the National Assembly to sponsor an amendment bill to originate in that chamber as is constitutionally required on money bills.
9. On Thursday the 25th of April 2014 CMD-Kenya officials met with Hon. Sakwa Bunyasi, member of the National Assembly for Nambale who has agreed to take an amendment bill to that chamber as a party bill, i.e. of his party the UDF.
10. Hon. Bunyasi would approach the Legal Department of Parliament to help in drafting the bill. Hon. Bunyasi would also lobby the Justice and Legal Affairs Committee of that Chamber as well as other members of Parliament on the same. Hon. Bunyasi will lobby to have the bill come to the floor of the House by June 2014 at the latest. It was agreed that the Bill should seek to; (a) have the minimum criteria as attaining the election of either an MP 9Senate or National Assembly), a member of a county assembly, or a governor; (b) insertion of a clause stating that monies for presidential votes be divided between parties in a coalition
11. CMD-Kenya would assist in lobbying and advocating with both political parties and members of Parliament on the effort. CMD-Kenya would develop a small brief to be used to that effect. Such lobbying could include hosting of meetings for both political parties and MPs. It was agreed that the brief not be more than 3 pages and should contain enough details to inform on key issues without also being too wordy or saying more than is necessary.
12. All parties were asked to lobby their members of Parliament to support the effort.
13. At its meeting of the 26th of April 2014 the Governance Committee of CMD-Kenya resolved to propose to the Oversight Board that in addition to the above:
 - (a) A proper strategy be worked out between CMD-Kenya and political parties for the lobbying of MPs on the matter, including looking into the possibility of assisting in hosting meetings between party officials and MPs (e.g. breakfast meetings to brief them of the same);
 - (b) a lobbying register be developed to keep track and record what each party is doing in its lobbying efforts;
 - (c) the lobbying brief/leaflet should be ready by the 2nd of May 2014;
 - (d) a memorandum should be done to the Speaker of the National Assembly to brief him on the efforts and ask him to support the initiative.
14. On the 7th of August 2014, the Senate passed the Political Parties (Amendment) Bill by deleting sub-sections (1) and (2) of Section 25, and substituting them with a more inclusive and equitable criteria for sharing of resources from the Political Parties Fund. That seventy five (75%) per cent of funds available would be shared in proportion to votes garnered in the previous general election; twenty (20%) percent would be distributed equally among qualifying

parties; and five (5%) percent retained at the ORPP for administration purposes. In addition, parties will qualify if they have one Governor, a seat in the Senate, two seats in the National Assembly or at least twenty members in the county assemblies. Should there be concurrence by the National Assembly this will become law but if there is a difference then the two speakers would appoint an arbitration panel to harmonize their positions. Recently, the member of National Assembly for Kiminini, Chris Wamalwa moved a motion to peg the number of members of the National Assembly needed to qualify for funding to 5. CMD-Kenya has written to the Chair of the National Assembly Committee for Justice & Legal Affairs to open an opportunity for dialogue over the matter. At the same time CMD-Kenya continued with seeking consensus among political parties on the way forward in regard to the matter

1.2 – Sustaining Citizens Participation in Monitoring County Government Plans & Activities

1.2.1 Develop model legislation for county governments on facilitation of citizen participation (model to be presented for interparty discussion and resolution making at end year CMDK Board Meeting).

- a. CMD-Kenya engaged a consultant to develop a model policy framework and bill to guide county governments on how to institutionalize citizen participation in the counties. While formal citizen participation in policy, legislation and decision making is central requirement in the constitution and legislation, the formal political structures and mechanisms for participation are not clearly spelt out. CMD-Kenya attempted to spell out structures and operational mechanisms to facilitate citizen participation in decision, budget, and policy and law making by customizing the model policy and a bill. Two thousand (2,000) copies of the publication: 'Model Policy and Legal Framework' were printed and shall be disseminated during our interventions in the counties in the 2015. The interventions shall be in the form of 6 workshops focusing on the transition to devolved government through requisites policies, laws, and establishing of structures and operational mechanisms. Each of the 6 workshops should be attended by at least 100 participants who are members of the CMD-Kenya member parties.
- b. Less than five years after the enactment of the constitution 2010, some political forces under the banners Pesa Mashinani (Funds for Grassroots) initiated by the Council of Governors and Okoa Kenya (Save Kenya) fronted by Coalition for Reforms and democracy (CORD) are calling for its amendment primarily to increase resources to the counties.
On 25th November, 2015 a meeting was held between CMD-Kenya steering committee members and the Chair of the Council of Governors where the latter reported that they had attained one million signatures and shared the Pesa Mashinani referendum bill which also covered the following areas.

REVENUE:

- a. To fix the allocation of revenues to the counties at 45% of the national budget and 5% for wards development;
- b. Provide for the formation of a joint loans and grants council for national and county governments;
- c. Make the equalization fund a county fund.

FUNCTIONS:

- a. To enhance the role of county governments in management of national parks, forests, and land;
- b. To give county governments a role in security;
- c. Provide for a joint and concurrent control of infrastructure;
- d. Strengthen the role of the Senate by making it in the “upper house”;
- e. Ensure that there is uniform law of impeachment and/or recall of elected leaders.

INSTITUTIONS:

- a) Ensure the legislators at both levels of governments have similar roles and are accorded proportionate privileges;
- b) Elevate the national and county government co-ordinating summit to a constitutional body.

Okoa Kenya is yet to release their bill which they say is undergoing citizen participation.

1.2.4 - Production and airing of at least 20 messages on post-electoral transition processes and governance at National and devolved levels through mass media: (supported by Ford Foundation).

The messages here were generated from the Mombasa and Vihiga counties sessions that were in the town hall debate format and were produced and disseminated as follows on the Internet and through Radio and TV as follows:

1. In collaboration with the IRUNTHISCITY program of Forrester Media a specially dedicated and interactive web based portal incorporating use of social media was created at <http://www.irunthiscity.org> . Here messages from those for as information text, video, and photos were uploaded; <http://www.irunthiscity.org/index.php?page=my-mombasa&sp=photos> , <http://www.irunthiscity.org/index.php?page=my-vihiga&sp=photos> , <http://www.irunthiscity.org/index.php?page=my-mombasa&sp=msa> <http://www.irunthiscity.org/index.php?page=my-vihiga&sp=debate>

In the case of the Mombasa Town hall Debate, the Mombasa County Executive was represented by Deputy Governor Hazel Katana. Other County Executive Members present were;

1. Walid Khalid - Finance and Economic Planning
2. Binty Omar - Health Services
3. Hazel Koitaba - Youth, Gender and Sports
4. Francis Thoya - Planning, Land and Housing

5. Mohammed Ibrahim - Trade, Energy and Industry

The session was very engaging and informative. Among the highlights from the Town Hall included:-

1. The County Government has held a number of citizen engagement fora, but the biggest challenge has been poor attendance. The delegates present urged the government to reach out to more people using a multiplicity of media.
2. Delegates raised the issue of all political parties working together to champion development in the county. Being a 100 percent ODM county (All MCAs, Governor, Senator, Woman Rep), Mombasa County is unique in that all other political parties are in the opposition but outside government. The County Executive said it was ready and willing to engage with all leaders from political parties, the civil society and community organizations.
3. Youth employment and drug abuse came out as major challenges affecting Mombasa County. The government reported a number of initiatives geared towards youth employment and empowerment. Youth leaders present at the Town hall expressed a number of ideas on how to reach out to the youth and keep them off crime, drugs and other vices.
4. Women organizations also sought the government's support in a number of programs being conducted in the grassroots to support women and youth. The Executive in charge of Youth, Gender and Sports welcomed community leaders to share their ideas and to work out cooperation programs.

The video of the Town Hall is also available on YouTube at <http://www.youtube.com/watch?v=3VKTNa-qyWU>



Mr. Walid Khalid;-the Mombasa County Executive Committee Member for Finance and Economic Planning, makes a contribution during the Mombasa citizen participation town hall debate. The initiative is supported by CMD-Kenya through IRunThisCity! campaign.

For Vihiga the team was led by CMD-Kenya Chairman Hon. Omingo Magara and warmly welcomed to Vihiga by H.E the Governor Rev Moses Akaranga, his Deputy-Mr Caleb Temba Amaswache, members of the County Executive Committee and Chief Officers of the various departments.

At the Mbale Praise Centre were leaders of all political parties that are members of CMD, as well as leaders of civil society, religious, youth, women and trade organizations. The Vihiga County Assembly was also represented.

The Town hall's main focus was to review the status of Public Participation, seeking to gauge the understanding of citizens and the government on their role in public participation. It was apparent that all participants present were aware of the constitutional requirement for Public Participation in various stages of policy, budget and law making processes. Participants shared their views on the performance of the County Executive and Assembly after one year in office, and enumerated what they would like their government to initiate for development. It emerged that key developments are needed in roads and infrastructure, water, trade/ market places and youth programs.



The Vihiga Town Hall Debate

2. Radio and TV Messages

- Messages from the Mombasa Town Hall were aired on Bahari FM in the run up to the Mombasa debate on the 18th of March 2014;
- Mombasa Town Hall documentary promos (*Citizen TV*): The pre-feature promos aired for 3 days (15, 16, 17th May). There were four (4) mentions each day.
- Mombasa County Documentary: The feature was transmitted on Citizen TV on Saturday 17th May, 2014 at 2:10pm.
- Vihiga Town Hall documentary promos (*Citizen TV*): The pre-feature promos aired for 4 days (22nd-25th May). There were four (4) mentions each day;
- Vihiga County Documentary: The feature was transmitted on Citizen TV on Sunday 25th May, 2014 at 2:10pm
- Radio messages were aired on Citizen Radio between the 26th to the 31st May 2014.

1.5 Improving Planning, Positioning, Review and Audit of the Interparty Dialogue Effectiveness

1.5.1 Develop draft multi- annual strategic plan and operational analysis for processing the CMD organs: the Draft Multi-Annual Strategic Plan for CMD-Kenya is ready for presentation to the Oversight Board and Annual General Meeting of CMD-Kenya on the 29th and 30th of July 2014 respectively. The proposed strategic objective areas are as follows:

1.1- Strategic Objective Area 1 - To Improve the Multiparty Democracy and Political Systems Level:

1.1.1 Strategic Issue 1:

Kenya has a new constitutional dispensation that has brought with it new systems of political and other governance, including devolved government. With it has come for the first time an express recognition of Kenyan's political rights, particularly the rights to form political parties, to vote, and to be elected as stated in Article 38. For the first time also the constitution has expressly cognised the role and functions of political parties and stipulated their basic nature in Articles 91 and 92. The mandate of CMD –Kenya is to strengthen multiparty democracy from within political society by working with political parties, and hence has to have strategies to implement the new constitutional dispensation.

1.1.2 Strategic Objectives - Area 1:

1. To enhance the role of political parties and through them the mass public in the realisation of the new constitutional dispensation including devolution;
2. To commit political parties to the effective representation of the citizens, and especially women, youth, minorities, and PWDs;
3. To promote and commit political parties to eradicating of barriers for effective citizens' participation in politics, political parties, voting, standing for elections, or other forms of participation;
4. To promote proactive contestation and participation in the political system;
5. To build the capacity of political parties to be stable organisations with effective capacity to contest in electoral processes;
6. To ensure that electoral laws, political party regulations, and public funding frameworks are fair to and adhered to by all parties¹;

¹ Accountable and prudent use of public resources is to be emphasized here.

1.2 Strategic Objective Area 2 – To Enhance the Status and Capacities of Political Actors:

1.2.1 Strategic Issue 2:

There are no political systems devoid of actors and who need appropriate capacities in order to operate and conduct themselves effectively in attaining their mandates. Political parties in Kenya are generally structurally and institutionally weak with many being of a rather transient nature. The new constitutional dispensation provides a good opportunity for enhancing their capacities. A core mandate of CMD-Kenya is the institutionalisation and capacity building of political parties to be effective actors in the development of multiparty democracy.

1.2.2 Strategic Objectives - Area 2:

1. To enhance the capacity of parties to produce substantive policy positions, and programmatic election manifestos which party members can understand and endorse;
2. To encourage parties to ensure coherence between their views and those of citizens and constituents;
3. To build the capacity of parties to be effective institutions that identify and select candidates for leadership, roll out campaigns, and support their own programmatic development;
4. To enhance the capacity of parties to have strong, functional, and effective relations with their members of Parliament and County Assemblies.
5. To commit political parties to and monitor the application of democratic principles in their functioning, including transparency, accountability, and inclusiveness.
6. To found an institution to provide professional, regular, scheduled, dedicated, and certified long term capacity building and training in politics, governance, and leadership to political actors and other persons.

1.3 Strategic Objectives Area 3 – To Improve the Political Culture Level:

1.3.1 Strategic Issue 3:

Multiparty democracy and political systems, as well as the capacity of actors must go with a culture. Democracy is not just about constitutions and the structures that go with them, there are also traditions, more, do and do nots, culture that must go with it. The United Kingdom is a good example since it is a very stable democracy and yet much of its constitution remains largely unwritten so that what is done is what has devolved from culture and tradition over hundreds of years. Crucial in democracy is the inculcation of a culture of not only tolerance but appreciation and accommodation of divergent opinion. Other traits are such as rule bound or rule following behaviour, constitutionalism, respect for the rule of law, and explicit renunciation of violence as a means of resolution of political and social differences.

1.3.2 Strategic Objectives - Area 3:

1. To maintain the role of CMD-Kenya as a continuous and constructive dialogue platform between the political parties on all levels and on a wide range of national issues;

2. To commit political actors to rule bound behaviour in compliance to rules and regulations, and appropriate reinforcement mechanisms.
3. To promote and strengthen means for peaceful resolution of political conflicts, and encourage the explicit exclusion of violence as an option to resolving conflicts;
4. To promote and encourage means for tolerant, respectful, and constructive debate and exchange of opinions.

1.4 – Strategic Objective Area 4 -To Develop the Organisational Capacity of CMD-Kenya to Effectively Deliver on its Mission

1.4.1 Strategic Issue:

CMD-Kenya has been in existence for 10 years now. A key element of an effective organisation is the ability to adapt to changes over time. Just like the organisation has formulated this 3rd of its strategic plans so must it also renew itself in other ways to be able to meet its mandate and to address new challenges different from the ones it experienced at its inception.

1.4.2 Strategic Objectives – Area 4:

1. To ensure effective overall organisational functioning of CMD-Kenya and coherence between all its organs;
2. To put in places policies, strategies, and implement plans to ensure the financial sustainability of CMD-Kenya;
3. To make programmes more coherent to the needs of member parties and other stakeholders;
4. To enhance capacities, mechanisms, systems, and methods for effective programmatic delivery;
5. To create an environment conducive to optimal return from human capital in producing value by way of competencies, knowledge, creativity, and ability.
6. To put in place policies and strategies and provide appropriate technological and infrastructural components.

1.5 Strategic Objective Area 5– To Promote Exchange Between Political Society and Other Actors in Building a Better Society:

1.5.1 Strategic Issue:

The political world and society exist neither in a vacuum nor in isolation from other kinds of society. There is no one field of human endeavour that has a monopoly of ideas, knowledge, and skills. Political society and political parties have to work with other organisations for purposes of mutual enhancement of capacities and indeed to attain a better society.

1.5.2 Strategic Objectives – Area 5:

1. To collaborate with other sectors to enhance the capacity of CMD-Kenya to be as a successful governance institution;
2. To use CMD-Kenya as a platform for inter-sectoral dialogue and joint actions in realizing the new constitutional dispensation, democracy, good governance, and rule of law

1.5.3 Organise large roundtable meeting with current and other partners on fundraising by presenting the institute and its achievements:

A roundtable was held on the on the 3rd of June 2014 attended by CMD-Kenya Board members and staff and representatives of NIMD, Ford Foundation, HBS, UN- Women, International IDEA, DFID, DLDP, URAIA, etc. The meeting was appraised on CMD-Kenya programmes, resource projections for 2014 and the next five years, and CMD-Kenya' s thinking on what would go into the Strategic Plan 2014 – 2018. The representatives of the partners present also made presentations on their current work with CMD-Kenya as well as future prospects. It was agreed that the Strategic Plan needed to be in place ASAP to inform engagement with partners.

1.5.4 Host four meetings for planning and review of progress and functioning of the programme:

In January 2014 CMD-Kenya and the NIMD hosted a workshop to conduct both a political context scan of Kenya as well as an organisational scan of CMD-Kenya. The workshop had the objectives of pilot testing scanning tools developed by the NIMD as well as laying the ground for the formulation by CMD-Kenya of Planning, Monitoring, Evaluation, Reporting, and Learning (PMERL) Policy Frameworks, Guidelines, and Procedures that have now been developed.

2. STRATEGIC OBJECTIVE AREA 2; TO IMPROVE THE CAPACITIES, POLICIES, PROGRAMMES AND STRUCTURES OF POLITICAL PARTIES

Under this strategic objective area activities were implemented under respective sub-strategic areas as follows:

2.1 CMD-Kenya Institutes, and Effectively Manages the Leadership Training Institute

2.1.1 - Facilitate the legal founding of a CMDK Leadership Institute as a legal person or body corporate: the legal founding of the Institute as a body corporate linked to CMD-Kenya is already underway with the Registrar of Companies.

2.1.2 - Finalise the founding curriculum of the CMDK Leadership Institute. CMD-Kenya commissioned the development of a curriculum for the Institute as well as four other modules for delivery alongside the 4 ILEDA ones.

2.1.3 - Facilitate a peer exchange for CMDK to like-minded institution in the region to look at issues pertaining to curriculum and rolling out of the initiative:

The exchange took place in South Africa in March 2014 and involved visits to the Thabo Mbeki leadership Institute (TMALI) attached to the University of South Africa (UNISA) in Pretoria and Stellenbosch University in Cape Town.

Lessons Learnt from the Peer Exchange

1. (a) The delegation learnt about the inception and founding of SPL, and TMALI; (b) The visions, missions, objectives, and target groups and beneficiaries were also ascertained; (c) It was noted that TMALI was very clear on, strong, and passionate about their philosophy of Afro-Centricity and Africology; (d) from the SPL it was noted that one had “to be very clear and strong on their vision but flexible in regard to boundaries”.
2. The governance, management, and administration, of the SPL and TMALI were studied.
3. The, curricula, course content, modules, and methods of delivery of academic programmes of the SPL and TMALI as described above were studied and experienced first-hand.
4. Possibilities of partnering with the SPL were explored first hand with the terms and conditions thereto established. It was noted that in order for one to partner with SPL: (a) the latter have to be directly involved/participate in the delivery of programmes; (b) the Leadership Institute would need to also enter into partnership with a local university; (c) SPL would get 51% of the proceeds.

Steps for Follow-up

At its meeting on the 29th of April 2014, the CMD -Kenya Board resolved as follows on the Leadership Institute

1. Immediately initiate the process of going into a formal partnership with the School of Public Leadership (SPL) of Stellenbosch University ;
2. Write to the SPL through Prof. Erwin Schwella stating that it is in principle acceptable to go into partnership with SPL though CMD-Kenya would like a re-look at one or two of the terms and conditions of SPL with a view to renegotiating them.
3. Immediately initiate the process of going into a formal partnership with Thabo Mbeki African Leadership Institute (TMALI) of the University of South Africa (UNISA):
4. Write to TMALI through Prof. Vusi Gumede expressing an interest in partnering with TMALI and inquiring into the terms and conditions thereto.
5. Seriously explore the prospect of partnering in the Leadership and Governance Institute initiative with the following local universities: Kenyatta University; Eldoret University; JKUAT; Egerton University; Jaramogi Oginga Odinga University of Science and Technology; University of Nairobi; and Strathmore University among others.

6. Develop additional teaching modules on: (i) *governance and management*; (ii) *political rights, the constitution, and related laws*; (iii) *money and politics*; (iv) *communication and public relations*; (v) *social and political movements and organisations*;
7. That the institute should from the start operate from rented premises and the Committee proceeds through a Sub-Committee to explore possibilities of accessing of such rented premises.

2.1.4 - Pilot the inter-party dialogue module under development by NIMD and International IDEA at the Leadership Institute

As a backdrop to the trainings to be offered under the nascent Leadership Institute CMD-Kenya in December 2014 offered the pilot training on inter-party dialogue in accordance with what has been jointly developed by the NIMD and the International IDEA. The raining also brought together participants from Tanzania and Zimbabwe.

2.1.6 - Finalisation of the comprehensive pre-plan for the Institute

CMD- Kenya commissioned a consultant to develop a draft business plan as a part of the comprehensive pre- plan for leadership Institute.

2.2 CMD-Kenya Inducts Local Political Party Cadres into the Key Principles and Practices of Devolved Government

2.2.1- Train party members on the county level in at least 8 counties (NIMD):

Between the 27th to the 30th of May 2014, CMD-Kenya convened workshops in four (4) different counties (Busia, Siaya, Kericho, and Narok) attended by a total of 357 political party representatives (Busia 119, Siaya 84, Kericho 80 and Narok 74) to share experiences, lessons learnt, opportunities and limitations in achieving good county governance specifically, participants:

- Were introduced to good practices in county political governance and shared lessons learnt in county governance since March 2013.
- Were sensitised on the legal obligation for citizen participation in county governance and in providing oversight.
- Were sensitised on formal structures, mechanisms and networks available for citizen's participation in budget and policy making, legislation and planning.
- Shared knowledge and experiences on challenges facing the realisation of the objects of devolved governance.

Resolutions on the Way forward:

- To actively work to entrench universally accepted good practices in county governance;

- To press for demand driven development and share practical challenges and opportunities for creating relating to full and sustainable implementation of devolution and realisation of optimum benefits.
 - Enhance civic education up to the grassroots' level to trigger public participation in county governance;
 - Need for greater public vigilance to offer check and balances on the excesses of the county governments;

2.3 CMD- Kenya Political Parties Acquainted with Strategic Management Principles and Practices

2.3.1 - Complete strategic planning process for at least 10 parties on the basis of the NIMD/IDEA Tool:

- CMD- Kenya and International IDEA have just concluded Phase I and started on Phase II of Strategic Planning for ten (10) different political parties in a partnership with the Office of Registrar of Political Parties (ORPP), International IDEA, and NIMD. Eight (8) parties successfully produced the plans. These are: LPK, NFK, TNA, MDP, GNU, APK, APK and PICK.
- They highlighted implementation challenges including lack of resources to print enough copies and to disseminate them to their officials.

Outputs:

- Strategic plans for eight political parties finalized and launched in a ceremony on 15th April 2014 in Nairobi.
- The strategic Planning Tool which was developed by International IDEA and NIMD was tested and appreciated by participating parties and Assistance Providers who included: International Foundation for Development Assistance, Disability Caucus on Implementation of the Constitution, EISA, NDI, IFES, IED, Uraia Trust, Kenya National Association of the Deaf, United Disabled Persons of Kenya (UDPK), and Ecumenical Disability Advocates Network.
- The good reception of the tool by the parties encourages us to use it on more political parties.

2.4 CMD- Kenya Political Parties Embrace Gender Equity and Equality, and Inclusivity in Policies and Practices for Women:

Under the *Women's Political Rights (WPR) Programme*, activities were implemented under the respective milestones as follows:

I. First Milestone

- Conduct a general gender assessment scan/baseline;
- Gender assessment and ranking assessments (cross-party);
- 10 bilateral gender assessments/capacity building;
- Four lobby sessions with women MPs;
- Develop lobby plan and tools on Affirmative Action (AA);
- Track and document parliamentary process on AA;
- Publish joint statement/communiqué on way forward on AA;

What was Achieved?

- Baseline survey of the status of gender equality in political parties was conducted in February-March 2014. The Report on gender ranking outcomes was disseminated at a cross-party forum on 15th April 2014 at Laico Regency, Nairobi.
- The above baseline report was adopted by the UN Women to inform programmatic interventions for Kenya;
- Barriers to women's participation in political leadership were identified and shared with relevant stakeholders – political parties, UN Women, National Gender and Equality Commission (NGEC), etc;
- Eleven (11) bi-lateral gender assessments and trainings were conducted with pilot parties namely: The national Alliance (TNA), United Republican Party (URP), Orange Democratic Movement (ODM), Wiper Democratic Movement (WDM), People's Democratic Party (PDP), KANU, NARC-Kenya, Ford-Kenya Ford-People, Labour Party of Kenya (LPK), and United Democratic Forum (UDF);
- The eleven (11) Political Parties have developed clear plans for advancing gender equality at bi-lateral levels (TNA, URP, ODM, WIPER, KANU, PDP, KANU, NARC-Kenya, Ford-Kenya, Ford-People, LPK and UDF). The bi-lateral workshops for assessment were planned in such a way that they not only identified the barriers but also served as planning sessions with action plans for addressing barriers as a key output. These include the strongest political parties as per the 2013 General Elections;
- One cross-party dissemination workshop for participating parties was held and agenda for 2015 collectively developed. Political party leadership gave intentions of committing by supporting the development of concrete action plans to promote women's participation of women in leadership. The representation came from parties that participated in the pilot gender assessment and training workshops held between June and July 2014 at party headquarters;
- Eleven (11) action plans to address barriers militating against women's participation in leadership were developed. The action plans were integrated into the gender assessment and training workshops held for the eleven pilot parties;

- One multi-sector forum on AA was held for political parties and other stakeholders on 15th July 2014 at Sarova Stanley Hotel, Nairobi. Key stakeholders who took part in the workshop include political parties, NGEK, Constitution Implementation Commission (CIC), Independent Electoral and Boundaries Commission (IEBC), Kenya Law Reform Commission (KLRC), Law Society of Kenya (LSK), & Ministry of Devolution and Planning (MODP);
- One cross-party workshop to audit status of women in Kenya was conducted on 11th September 2014 at CMD-Kenya boardroom. A common communiqué was developed as a lobbying tool;
- Provision of logistical support to project activities was also achieved;
- In terms of the activities adapted, interventions on AA action especially with MPs (Activity 1.1.1.4a, b) were modified to offer political parties greater space for engagement and input especially in respect to the implementation of advisory ruling by the Supreme Court in respect to the representation of women in Parliament (Senate & National Assembly). Lobby workshops for women MPs and other stakeholders were held.

2. Second Milestone

- 11 gender planning workshops (bilateral) to remove barriers;
- Follow-up support to parties on gender reform plans;
- Review campaign finance for gender responsiveness;
- Produce documentary on barriers toward women political participation.

What was Achieved?

- Eleven (11) gender specific plans were developed by the aforementioned eleven political parties to address barriers at bi-lateral levels;
- Parties developed the gender plans on their own which increased the ownership levels of the plans. There was also an increased demand to facilitate intra-party dissemination of the gender plans;
- One party (NARC- Kenya) shared their gender plan with their respective National Executive Committees (NEC) for ownership and sustainability.

3. Third Milestone

- Collect & publish stories on female candidates & their experiences in politics
- Scan the political party support for women candidates;

What was Achieved?

- Video documentary on all elected women in the single gender constituency and selected women candidates whose petitions CMD-K supported have had their ‘Challenges, Breakdowns and Triumphs’ was recorded.

1) What were the main successes in 2014?

- a. **UN Women adopted the Baseline Survey as the tool for national programming:** Two outstanding success stories: One, following the sharing of the results of the gender ranking survey by CMD-Kenya, the UN Women has adopted the Report as the primary material for informing Kenya country interventions on gender and women’s participation in leadership. Specifically, the UN Women have taken the political pillar as central to this programming under

the theme: *Strengthening Participation of Women in Political Parties*. Following this decision, CMD-Kenya generated a concept paper which was subsequently adopted by the UN Women and shared among stakeholders at a special workshop convened and funded by UN Women. It is envisaged that UN Women will resource a number of local partners to implement different aspects of the program on strengthening women's participation in political leadership following invitations for proposal from various partners including CMD-Kenya. It is envisaged that respect for women's political rights has therefore become a national agenda, something that is directly attributable to the activities implemented by CMD-Kenya so far under WPR.

- b. **United Republican Party (URP): Deputy President's Party Launched Women's League:** Following the successful hosting of the ten bi-lateral gender assessment and WPR, all participating political parties were helped to identify party specific barriers to women's participation and to develop tangible action plans. URP was the first party to uptake this intervention during which the party developed a clear plan of action that included re-launching a more vibrant and inclusive Women's Congress. On 23rd June 2014, URP made good their pledge and launched a renewed and resourced Women's League with support from the Party, NDI and EISA.

2) What were the main challenges in 2014? Please also reflect upon your Risk Management and Monitoring Plans

The following challenges emerged in 2014:

- a. The debate on the legislative changes for Public Organisations (PBOs) which sought to put a threshold on the foreign funding NGOs receive re-emerged in the last quarter of 2014. For the second time however, the Bill did not sail through and therefore its potential risk was mitigated.
- b. Political fluidity resulting from the passage of the controversial security law in December 2014. The infighting between the opposition coalition and government had the potential to impact negatively on the implementation of the Constitution including the provisions of affirmative action in that member parties. The infighting did not however, spill over to CMD-Kenya to affect its programs.

3) What key resources, products or documents (that can be used for internal and external sharing) have been produced?

- a. The gender ranking baseline survey report that has thus far been adopted by UN Women as a primary reference material informing Kenya country interventions.
- b. Stories on female candidates & their experiences in politics have been documented detailing challenges that women candidates face in politics as well as their triumphs. The stories will be shared variously but mainly as television documentary, radio documentary and a book telling their personal political stories, strengths as women despite socio-cultural barriers and will be central in inspiring upcoming women political leaders.

C. RESULTS AND OUTPUT LEVEL

i. Outputs Realised According to Indicators & Verifiers

1.1 Political Parties Act (PPA) 2011 rationalised and implemented:

- 1.1.1 – Political parties were facilitated and they developed consensus and attained agreement on occupancy the Office of the Registrar of Political Parties and all its departments. At their meeting on the 9th of April 2014 it was noted that the responsibility was with the President to appoint a Selection Panel for appointing the Registrar and Assistant Registrars. It was thus agreed to lobby the President.
- 1.1.3 – At the first Board meeting for 2014 CMD-Kenya member parties to developed consensus and attained agreement on revision of Section 25 (2) of the Political Parties Act 2011 on criteria of state funding for parties by: (i) agreeing to support an initiative for an amendment bill to be done by Hon. Sakwa Bunyasi and sponsored by his UDF party for debate in the National Assembly; (ii) to support the Court of Appeal case in favour of Constitutional petition 431 of 2013 challenging the constitutionality of Section 25(2) of the Political Parties Act 2011;
- 1.1.4 The actions in 1.1.3 above went along with the analysis of options for the revision of Section 25(2) of the PPA 2011 to give the CMD-Kenya Board alternatives for its decision on that and in lobbying government on the same. A letter was additionally sent to the Attorney – General/State Law Office proposing to amend that section through a mooted Miscellaneous Amendments Bill to be sent for debate in the National Assembly.

1.5 Improve planning, positioning, review and audit of the interparty dialogue effectiveness

1.5.1 and 1.5.2 - the draft CMD-Kenya multi- annual strategic plan for 2014 – 2018 has been developed and is ready for presentation to the Oversight Board meeting of the and Annual General Meeting 29th and 30th of July 2014 respectively.

1.5.4 – CMD-Kenya working in collaboration with the NIMD has been able to develop a Policy Framework, and Guidelines, and Procedures for PM&E.

2.2 - CMD-Kenya inducts local political party cadres into the key principles and practices of devolved government

2.2.1 Between the 27th to the 30th of May 2014, CMD-Kenya convened workshops in four (4) different counties (Busia, Siaya, Kericho, and Narok) attended by a total of 357 political party representatives (Busia 119, Siaya 84, Kericho 80 and Narok 74) to share experiences, lessons learnt, opportunities and limitations in achieving good county governance.

2.3 CMD – Kenya Political parties are well acquainted with strategic management principles and practices

2.3.1 Strategic plans for eight political parties finalized and launched in a ceremony on 15th April 2014 in Nairobi.

2.4 CMD – Kenya political parties embrace gender equity and equality, and inclusivity in policies and practices for women

Under the WPR:

1.1 the first Output required at least 60% of the political parties conduct assessments of internal and external barriers and strategies that impact on women's political participation and leadership.

In that regard the milestones were;

- Political Parties in Kenya embraced gender equality as a priority agenda;
- Ten Political Parties have developed clear plans for advancing gender equality at bi-lateral levels;
- A report from a baseline of the status of gender equality in political parties report was adopted by the UN Women to inform programmatic interventions for Kenya;
- Barriers to women's participation in political leadership were identified and shared.

What was organised and achieved?

- A Baseline survey of the status of gender equality in political parties was conducted;
- Report on gender ranking outcomes disseminated at a cross-party forum and;
- 10 bi-lateral gender assessment and training with 10 political parties were conducted.

1.2 The second output required that at least 30% of the Kenya's political parties' executive leadership representatives openly promote (young) women's political empowerment.

In that regard the milestones were;

At least 37% of the total party leadership committed to pursuing concrete action plans to promote women's participation of women in leadership. The representation came from parties that participated in the pilot gender assessment and training workshops.

What was organised and achieved?

- Ten (10) political parties developed action plans to address barriers militating against women's participation in leadership develop. The ten parties represent the ten strongest political parties in Kenya as per the 2013 General Elections.
- The action plans were integrated into the gender assessment and training workshops held for the ten pilot parties. These are also the ten strongest political parties as per the 2013 General Election.
-

1) **What were the main successes?**

UN Women adopted the Baseline Survey as the tool for national programming: Two outstanding success stories: One, following the sharing of the results of the gender ranking survey by CMD-Kenya, the UN Women has since adopted the Report as the primary material for informing Kenya country interventions on gender and women's participation in leadership. Specifically, the UN Women have taken the political pillar as central to this programming under the theme: *Strengthening Participation of Women in Political Parties*. Following this decision, CMD-Kenya generated a concept paper which was subsequently adopted by the UN Women and shared among stakeholders at a special workshop convened and funded by UN Women. It is envisaged that UN Women will resource a number of local partners to implement different aspects of the program on strengthening women's participation in political leadership following invitations for proposal from various partners including CMD-Kenya. It is envisaged that respect for women's political rights has therefore become a national agenda, something that is directly attributable to the activities implemented by CMD-Kenya so far under WPR.

United Republican Party (URP): Deputy Presidents Party Launched Women's League: Following the successful hosting of the ten bi-lateral gender assessment and WPR, all participating political parties were helped to identify party specific barriers to women's participation and to develop tangible action plans. The United Republican Party (URP) was the first party to uptake this intervention during which the party developed a clear plan of action that included re-launching a more vibrant and inclusive Women's Congress. On 23rd June 2014, URP made good their pledge and launched a renewed and resourced Women's League with support from the Party, NDI and ISEA.

2) **What (local) partners and key stakeholders were either informed or involved in the said successes and challenges?**

CMD-Kenya collaborated with the National Gender and Equality Commission (NGEC) whose mandate it is to monitor implementation of the gender provisions as spelt out in the Constitution. NGEC had already mobilized resources to pursue the affirmative action agenda in collaboration with other Constitutional Commissions and civil society actors. CMD-Kenya was given the role of creating spaces for engagement by Political Parties to ensure effective participation of the political parties. The Secretariat participated in most Consultative meetings and a forum for political parties is scheduled for July 2017.

3) **Key resources, documents or products produced (that can be used for internal sharing or international communication)**

- a) Gender Ranking survey tool;
- b) Gender Assessment & Training Tool
- c) Case studies by NDI

ii. Planned Outputs not Realised

No planned output in those six months was unrealised.

iii. Unplanned Outputs Realised

No unplanned output in those six months was realised.

iv. Explanation of Deviations from Plans

Not applicable.

D. RESULTS AT OUTCOME LEVEL

i. Outcomes Realised Referring to Indicators and Sources of Verification

1. Political powers constitutionally balanced and checks and balances strengthened;

The Constitution is explicit about the sovereignty of the people of Kenya to be exercised directly or through their representatives at national and devolved levels. That is the reason that there is stipulation in Article 10 of public participation as a crucial benchmark of the processes of governance. That goes with the unprecedented explicit recognition of Political Rights in Article 38, especially of the rights to vote, to be elected to public office, to form political parties, and to participate in the activities of a party where one is a member. Article 91, and 92 that provide more details on the nature and function of political parties besides stipulating public funding have thus expounded those basic rights. It is a big question whether there can be effective checks and balances when political parties that have mandate in Parliament and in county assemblies do not receive state funding. That is at the very least some kind of an anomaly. It is for that reason that CMD-Kenya is expending serious effort in seeking to amend Section 25(2) of the Political Parties Act 2011 so that the anomaly can be corrected and a potential threat to the strengthening of checks and balances addressed.

2. - To improve the institutional, human resource and technical capacities, policies, programmes and structures of political parties in line with the constitution and current times;

The new constitutional and legal frameworks, including the creation of the Office of the Registrar of Political Parties (ORPP) as an Independent Office, as well as the foundation of the Political Parties Liaison Committee as a Statutory body, accord a new opportunity for the institutionalisation of political parties. The ORPP properly conceived is not merely a regulator but also a capacity building facilitator for political parties. Close co-operation between that office and political parties in capacity building will go a long way in improving the institutional capacities of Kenyan political parties. CMD-Kenya, the NIMD, and International IDEA are doing well by facilitating just that kind of collaboration by facilitating the up-take of proper management principles for political parties beginning with strategic planning processes for political parties. At the same time the Political Parties Act 2011 requires political parties to have marked presence in at least 24 out of 47 counties. To that end CMD-Kenya is continuing to work with political parties to strengthen their presence at county level through engagement with the issue of devolution. The Act also requires parties to observe gender equity particularly at least one third of officials in their organs must be of the opposite sex. With the Women's Political Rights Programme (WPR) CMD-Kenya has reinforced its work with political parties in strengthening the presence of women therein.

ii. **Relevant Political and Social Developments that Influenced Outcomes**

Obviously the results of the last general election continue to influence things. First, that only three political parties met the threshold of 5% of votes needed to access state funding. The performance of women in that election was not as good as one would have expected with the country having gone into a new constitutional dispensation. The fact that no Registrar of Political Parties has been appointed in accordance with the Act is another significant factor influencing political society. Questions about the last general election and the performance of the IEBC, particularly in regard to the voter register, and the Electronic Voter and Identification system, including the manner of its procurement still linger. Teething problems in the implementation of the devolved government system and latent tensions between the national and county governments are also an issue for concern. One should also add the matter of insecurity in the county and which can hardly be ignored.

iii. **Threats that had to be dealt with and Opportunities that Presented Themselves**

The lack of state funding to all but three out of 29 of CMD-Kenya's member parties is a major threat and the manner in which CMD-Kenya and the parties have tried to deal with it has already been detailed above. Yet this is also an opportunity for political parties to work together on a matter where a majority of them seem to agree that there ought to be a revision of section 25(2) of the Political Parties Act 2011. CMD-Kenya also made effort to mobilise political parties to address the problems faced by devolution, a process that also provides an opportunity for the latter to bolster their presence at county level.

iv. **Assessment of Relevance of the Programme so far**

E. LESSONS LEARNT

i. Methods to Better Deal with Internal and External Factors to Improve Results

In the Narrative Report for January – June 2013 it was stated as a lesson for CMD-Kenya in particular that internally one would have to think of continuing to improve the PM&E system, probably infusing that with regular SWOT and organisational analyses. That a great achievement was realised in 2012 with the inception of the first multi –partner annual plan and strategy; continuing to enhance good corporate governance and accountability practices at Board and management levels; continuing to improve the professional capacity of the Secretariat, e.g. through capacity building in programme management, PM&E, finance, democracy, elections, and etc. Well in 2014 giant strides were made in that direction with important lessons to learn. First in January 2014 in collaboration with the NIMD, CMD-Kenya held a workshop that conducted a scan on the Kenyan political context as well as an organisational scan of CMD-Kenya. The lessons from the latter scan were as follows:

Strengths	Points for improvement
-Accountability mechanisms	-Flexibility/adaptability
-Consistency	-Fundraising/sustainability
-Alliances	-Staffing and human resources (further capacity building)
-Strategic coherence	-Planning, monitoring, evaluation process
-Relevance	-Communication, internal and external
Inclusiveness, stability, legitimacy	

These lessons have been taken home and have informed the CMD-Kenya Strategic Plan 2014 – 2018.

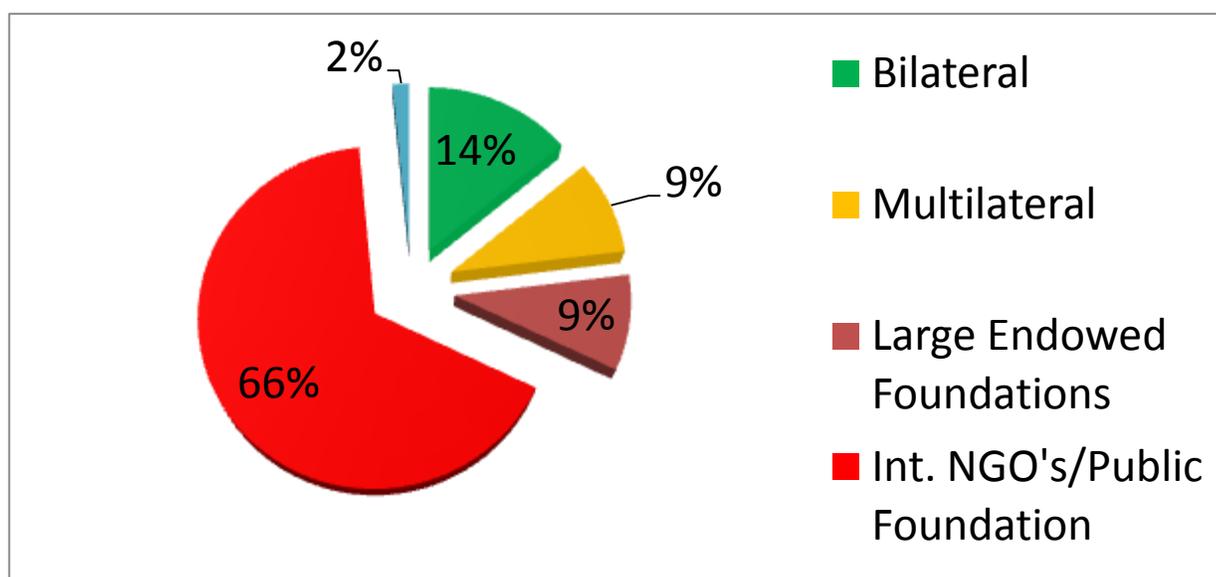
ii. Financial Sustainability:

A second crucial lesson was in the realm of financial sustainability out of an effort sponsored by the Ford Foundation and facilitated by Spring Strategies. The lessons are graphically as below:

Percentage of CMD-Kenya Revenue in 2013 that came from each of the following income sources

Income by Types	%
Individual donors (large and small), including membership fees	
Income generating activities	
Grants from bilateral donors	14%

Grants from multilateral donors ²	9%
Grants from large private / endowed foundations ³	9%
Grants from small private / endowed foundations	
Grants from INGOs / public foundations ⁴	66%
Grants from corporations	
Revenue from endowment or investments	
Other ⁵	2%
Total	100%



Thus most of CMD- Kenya ' s income, as one can see from the years since at least 2010 As one can see from the table and pie chart above as well as the tables below, are from INGOs/public foundations donors (Like NIMD and DLDP). Thus, the organization not only has to try and diversify its sources of income to include more resources from other types of donors but also to tap into others sources of revenue such as income generating activities, grants from corporations, individual donors, and from endowments or investments as well.

The tables below depict CMD- Kenya' s sources of funding in the years from 2010 to 2013:

Funder	Amount in KES	Amount in other Currencies
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² UN- Women

³ Royal Netherlands Embassy

⁴ NIMD, DIPD and DLDP, CIDA, and HBS.

⁵ Contributions from member parties as membership and annual subscription fees.

Ford Foundation	12,943,800.00	US\$ 150,000.00
Netherlands Institute for Multiparty Democracy (NIMD)	48,400,000.00	Euros 440,000.00
Danish Liberal Democracy Programme (DLDP)	24,823,386.00	DKK 1,773,099.00
State of Netherlands/Ministry of International Trade & Development Cooperation/Royal Netherlands Embassy in Nairobi (programme to run through to 2015).	29,833,134.00	
Heinrich Boll Stiftung (HBS)	1,857,900.00	Euros 16,890.00
TOTAL		

2012

Funder	Amount in KES	Amount in other Currencies
Netherlands Institute for Multiparty Democracy (NIMD)	48,400,000.00	Euros 440,000.00
UN – Women	8,329,196.04	US \$ 100,000.00
Heinrich Boll Stiftung (HBS)	1,540,000.00	Euros 14,000.00
TOTAL		

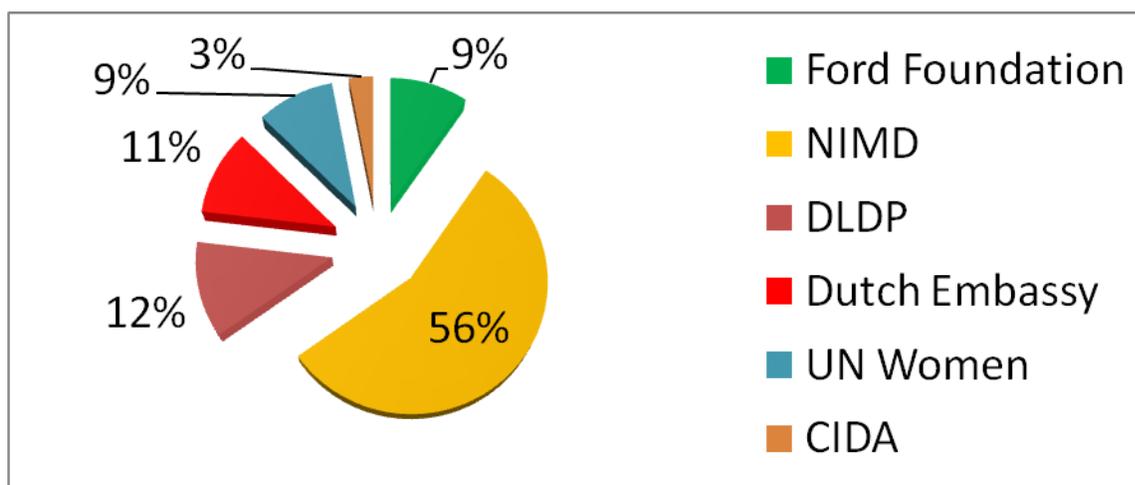
2011

Funder	Amount in KES	Amount in other Currencies
Ford Foundation (NB: Programme running from 1 st December 2011 to 31 st December 2013)		US\$ 100,000.00
Netherlands Institute for Multiparty Democracy (NIMD)	55,000,000.00	Euros 500,000.00
Danish Liberal Democracy Programme (DLDP) (NB: programme to run from 2011 through to 2013)	39,085,732.00	DKK 2,791,838.00
Canadian International Development Agency (CIDA) (NB: programme to run from 2011 through to 2013)	30,800,000.00	CAD \$ 350,000.00
UN- Women	8,382,240.00	US \$ 100,000.00
Heinrich Boell Stiftung (HBS)	1,699,500.00	Euros 15,450.00
TOTAL		

2010

Funder	Amount in KES	Amount in other Currencies
Ford Foundation		US\$ 100, 000.00
Netherlands Institute for Multiparty Democracy (NIMD)	57, 970, 000.00	Euros 527, 000.00
UN- Women		US \$ 100, 000.00
USAID/Development Alternatives Initiative (DAI)		US \$ 30, 000.00
USAID/Pact –Kenya		USD 200, 000.00
Kenya Human Rights Commission (KHRC)	4, 002, 000.00	US \$ 50, 025.00
Heinrich Boell Stiftung (HBS)	1, 650, 000.00	Euros 15, 000.00
TOTAL		

The pie chart below then summarises on average for those years the income received by CMD-Kenya each of from the various donor sources listed on the tables.



The chart indicates that up to 56% of the income from donors came from one single source, i.e. the NIMD. So CMD-Kenya not only has to diversify income types, but also to diversify donor types, and well as donors.

Revenues from Institutional Donors⁶, in Percentages of those that are Multi and Single-Year

Multi-year funding from institutional donors	15%
Single-year funding from institutional donors	85%

⁶ Institutional donors are a combination of any of the following: bilateral donors; multilateral donors; large private / endowed foundations; small private / endowed foundations; INGOs / public foundations; grants from corporations”.

Total	100%
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The financial sustainability baseline also sought to establish the percentages of funding from donors to CMD-Kenya that are on multi-annual and those that are on single year basis. It was established as one can see from the table above that most of the funding is on a single year. For the organisation to be on the road to financial sustainability it would be better if most of the percentage of funding from donors was on a multi-annual basis. The organisation then has to lobby its partners who fund on a single year basis to move to a multi-annual modus.

These lessons have also been taken home and have informed the Strategic Plan 2014 – 2018 with a number of proposals made toward a financial sustainability route for the organisation:

1. That Financial Sustainability of CMD – Kenya should be an integral part of the Strategic Plan 2014- 2018;
2. The role of CMD-Kenya, the gap it has filled in the last ten years, and the various major nation saving interventions should become a big part of why the organisation should continue to exist and this also is an integral part of this Strategic Plan.
3. The organisation shall embark on working towards a Reserve Fund Policy which should be in place and working in the life time of this Strategic Plan (2014-18).
4. That CMD-Kenya should explore and approach non-traditional donors like the corporate bodies through KEPSA (working towards integrating national development, business and good politics).
5. CMD-Kenya should revive old partnerships with bodies like COTU and KNUT with a national and non-partisan outlook like themselves towards sustainable discussions on issues of national importance and thus propel the organisation to higher relevance and political heights.
6. To revisit, review, update and actualize our six year old Resource Mobilization Policy and Strategy as well as working towards its implementation as part of the sustainability projects.
7. Integrate two donor roundtable meetings in each of the next five years, so as to jointly review progress with our partners.
8. Some specific directions towards this process include: (i) The RMC on behalf of the OB should develop comprehensive understanding of current and potential partners/donors; (ii) The RMC on behalf of the OB should Develop good understanding of the various partner/donor sectors; (iii) The RMC on behalf of the OB should Develop good understanding of the various partner/donor sectors; (iv) The RMC on behalf of the OB should Constantly analyze and understand CMD dashboard; (v) The RMC on behalf of the OB working hand in hand with the Secretariat should Balance and expand CMD funding base within and across sectors; (vi) The RMC on behalf of the OB working hand

in hand with the Secretariat should Balance and expand CMD funding base within and across sectors;