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ANNUAL REPORT FOR 2013

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A. GENERAL

i. Link Between Programme and Strategic Objectives:

The annual programme was 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.

ii. Overview of the Socio-Political Environment and Programmatic Activities in 2013:

The implementation of the *Constitution* and the general elections of the 4th of March 2013 and its dominated the political landscape in 2014. Other than the issue of the creation of an environment appropriate to free and fair elections and the rapid and judicious resolution of electoral disputes, a major concern was that of ensuring that a peaceful atmosphere prevailed thereafter. Significantly the general elections ushered in a huge chunk of the structures stipulated in the new Constitution, and particularly the advent of devolved government. Though the CORD coalition disputed the results of the presidential election they resorted to challenge them in the Supreme Court as provided and even when the latter ruled in favour of the Jubilee coalition candidate CORD accepted the verdict even when they felt it should have been otherwise.

The capacity of CMD to act within the environment painted above was facilitated by its partners such as the Netherlands Institute for Multiparty Democracy (NIMD), UN-Women, Ford Foundation, and the Heinrich Boell Stifting (HBS), Danish Liberal Democracy Programme (DLDP) of the Danish Liberal Party Venstre supported by the Danish Institute for Parties and Democracy (DIPD), the Canadian International Development Agency (CIDA). Support from CIDA enabled CMD-Kenya in an election year

to reinforce work hitherto supported by UN-Women and HBS of enhancing the capacity of political parties to reflect the new constitutional and legal dispensation especially in regard to the presence and participation of women in political parties. Support from DLDP/Venstre and DIPD enabled CMD-Kenya to break new ground in work geared to increase the participation and presence of the youth in political parties, and in enhancing the communication capacities of the parties. A partnership opened with Google Corporation East Africa reinforced the communication bit on the digital and social media side of things.

At the same time the organization also opened a new chapter of co-operation with the Royal Netherlands Embassy in Nairobi geared to improving the governance side of things in the sports fraternity.

iii. Rationale for the 2013 Programme

Informed by that environment the programmatic approach was to sustain inter-party dialogue to support the reform agenda, and particularly the implementation of the new Constitution, and with a special eye to the delivery of free, fair, and peaceful general elections. For political parties to effectively be able to play that role it was crucial to continue enhancing their capacity while at the same time enhancing and sustaining mutually beneficial links and partnerships with non-political society and other kinds of organisations. The Agenda Four (long term issues/and causes to be addressed in the wake of the post-election crisis in 2008 also informed the programme. These six items are: (1) constitutional, legal, and administrative reforms (including political and electoral reforms); (2) national cohesion and integration; (3) poverty, inequity, and regional imbalances; (4) land reform; (5) un-employment, especially among the youth; (6) impunity, transparency, and accountability.

These matters were addressed in various ways especially within the first three strategic objectives of the Annual Plan 2013, i.e.: (1) Sustaining inter-party dialogue to support the reform agenda; (2) enhancing the institutional capacity of political parties; and (3) improving the relations between political and non-political society to support the reform agenda.

iv. Programmatic Approach

The approach has as a first pillar the facilitation of interparty dialogue to harness the influence of political parties on the reform agenda, especially the implementation of the new constitution and preparation for the general election. CMD-Kenya monitored political developments on behalf of political parties and used the forum to then inform them of issues, exchange information, seek trust, and create peer pressure among parties.

Secondly, just like in 2012, CMD-Kenya also worked with parties to strengthen their institutional capacity including on matters of voice and articulation of policy. A deliberate effort was made to strengthen the support base of political parties, especially in the counties in consonance with requirements of the *Political Parties Act 2011 (PPA)* that parties must maintain a minimum membership of 1000 persons in at least a majority of the counties (at least 24 counties).

This report first outlines the salient parts of the CMD-Kenya 2013 Annual Programmatic Plan, and then summarizes programmatic activities undertaken around 4 key areas, i.e.: (a) sustaining interparty dialogue for purposes of supporting the reform agenda; (b) improving the institutional capacity of political parties; (c) improving relations between political and other societies; (d) and expanding strategic networks and realizing funding agreements.

v. Issues Addressed, Activities Undertaken, and Results Attained

The work carried out in 2013 was within the Strategic Plan for 2009 – 2013, and within the 3 strategic objective areas of: (1) Enhancing inter-party dialogue to influence the reform process, and particularly in regard to the Constitution; (2) building the institutional capacity of political parties to reflect the realities of the new constitutional and legal dispensation; (3) enhancing dialogue between political parties and non-state actors to steer the reform agenda and processes.

B. IMPLEMENTATION OF PROGRAMMES

i. Implementation of Planned Activities:

1.1.1a - One paid advert in a newspaper to publicise parties position on implementation of the Constitution: The resources in this line item were part of those used in the airing of at least 30 messages in the campaign for a free, fair, and peaceful general election on the 4th of March 2013. The messages were recordings from Kenyans from various walks of life, i.e. politicians, presidential candidates, religious leaders, sports people, and etc. The messages were developed from December 2012 and aired in February 2013 via TV (KTN, NTV, KBC, Citizen, and QTV), radio (KBC, Easy FM, QFM, Royal Media Services radio outlets, Radio Africa outlets, Radio Maisha, etc.), through print media (Standard, Nation), and via the Internet (Nation Media Group and the Standard Group).

1.1.3a One day workshop for parties: In order to engage more strategically with the general election, CMD-Kenya on the 26th of February trained 70 trainers on election observation and monitoring, as well as how to be election party agents. The trainers in turn went to train other agents, observers, and monitors who were used in backing the candidacy of 34 women candidates (presidential, gubernatorial, senatorial, and National Assembly) from various parties who had been earmarked for strategic support under the CIDA supported “*Strengthening the Participation of Women*” project.

1.2.1 Political parties sensitized on the prevention of political violence and taking greater responsibility against violence in line with the Electoral Code Political Parties Codes of Conduct.

On Friday the 20th of December 2013 representatives of political parties met at the Stanley Hotel and deliberated on issues of national importance and subsequently issued a closing press statement for the year dubbed “State of the Nation”. The highlights were.

- a. Devolution: (i) There are provisions on public participation in the County Governments Act 2012 that need to be activated at county level. These include stipulations of legal obligations by county governments to provide civic education. Political parties as principal links between the citizens and the institutions of the state and government, must be at the centre of such proposes.
- (ii) The County Governments Amendments Bill 2013 that proposes to create so called county Development Boards to be chaired by senators should be shelved because it will only duplicate the roles of and undermine the county governments and assemblies.

- b. Disregard for the Separation of Powers and Contempt for Other State Organs: It was felt that in its dealing with the Senate on the Division of Revenue Bill 2013 and in its dispute with the Judicial Service Commission over the latter's disciplinary action on the Chief Registrar of the Judiciary for abuse of office the National Assembly had openly displayed disregard for those two other institutions . That the Assembly had done the same in intimidating the Salaries and Remuneration Commission (SRC) to increase pay of members of Parliament.
- c. Public Benefits Organisations Act 2013: It was felt that the proposed amendments to the above Act would undermine the most promising route to the proper management of the non-state sector, and they amount to an effort to have the state overly controlling the PBOs, something that is unacceptable. They equally violate Article 36 of the Bill of Rights in the Constitution in regard to the freedom of association. The stringent measures to curtail and control access to foreign funding by PBOs would be counter-productive in a country where because of poverty philanthropy is largely underdeveloped and unmotivated. The amendments would negate the spirit of self-regulation without guaranteeing accountability and professionalism in the sector.
- d. **THE KENYA INFORMATION AND COMMUNICATIONS AMENDMENTS BILL 2013 (MEDIA BILL)**: This law among other things, the law creates the Communications and Multimedia Appeals Tribunal as an enforcer of professional ethics for the media and journalists. tantamount to the state seeking to exercise control over and indeed even abrogating media freedom, something expressly prohibited by Article 34 of the Bill of Rights of Constitution.
- e. Office of the Registrar of Political Parties: This office is yet to be occupied as an independent constitutional office as stipulated in The Political Parties Act 2011 and so to have the offices of the Assistant Registrars of Political Parties. The enforcement of the regulations on political parties including their funding by the state will continue to remain in limbo if the enforcer is only a subordinate official of the Independent Electoral and Boundaries Commission (IEBC).

1.2.1a2 - Publicisation through the media of commitments by political parties to curtail violence during the 2013 general election:

On the 5th and 7th of September 2013, CMD-Kenya assisted political parties to publicise through the mass media (*Daily Nation*), notice and order for Constitutional Petition No. 436 of 2013 (attached below). This constitutional case had been filed by political parties in relation to state funding of parties, particularly in regard to Section 25 (2) of the *Political Parties Act 2011* stipulating 5% of votes received in the general election as minimum criteria for accessing state funds. In the general election of the 4th of March 2013 only TNA, ODM, and URP had attained that threshold meaning that other parliamentary parties (e.g. Wiper Democratic Movement, FORD-Kenya, UDF, KANU, and etc.) and others with mandates in county government would not access state funding. The argument of the petition among other things was that above mentioned Section 25(2) thus violates several constitutional principles, among them: Article 27, equality before the law, right of equal protection, and equal benefit of the law; Article 32, freedom of opinion, Article 33 the right of freedom of expression; Article 35, the right of access to information; and above all Article 38, political rights to participate in political party activities, and to free and fair elections.

CENTRE FOR MULTIPARTY DEMOCRACY (CMD)-KENYA

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POLITICAL PARTY FUNDING

REPUBLIC OF KENYA
IN THE HIGH COURT OF KENYA AT NAIROBI
CONSTITUTIONAL AND HUMAN RIGHTS DIVISION
CONSTITUTIONAL PETITION NO. 436 OF 2013

BETWEEN

POLITICAL PARTIES FORUM COALITION.....1ST PETITIONER
MUUNGANO PARTY2ND PETITIONER
KENYA NATIONAL CONGRESS.....3RD PETITIONER
JULIUS MWANGI MURIUKI.....4TH PETITIONER

AND

THE OFFICE OF THE REGISTRAR OF POLITICAL PARTIES.....1ST RESPONDENT
THE INDEPENDENT ELECTORAL AND BOUNDARIES COMMISSION.....2ND RESPONDENT
THE ATTORNEY GENERAL.....3RD RESPONDENT

NOTICE OF INSTITUTION OF SUIT

(Pursuant to Court order made on 2nd September, 2013)

To: 1. THE NAMED RESPONDENTS

2. WHOMEVER IT MAY CONCERN

TAKE NOTICE that a Constitutional Petition has been filed in the High Court of Kenya at Nairobi (Milimani Law Courts) in Constitutional Petition No. 436 of 2013 against the named Respondents in relation to the utilization of the Political Parties Fund. A copy of the Petition dated 30th August 2013 and Supporting Affidavit, the Notice of Motion dated 30th August 2013 and Supporting Affidavit, and the Orders issued on 2nd September 2013 may be obtained from the Court at Milimani Law Courts Registry, P.O. Box 30420, Nairobi, or from the offices of the Advocates for the Petitioners named below.

AND TAKE NOTICE that any interested Party must appear in Court on 9th September 2013 at 9.00 am.

DATED this 3rd day of **SEPTEMBER 2013**

MUMA & KANJAMA
ADVOCATES FOR THE PETITIONER
DRAWN & FILED BY: -
MUMA & KANJAMA ADVOCATES,
MAENDELEO HOUSE, 3RD FLOOR
MONROVIA STREET
NAIROBI

CENTRE FOR MULTIPARTY DEMOCRACY (CMD)-KENYA

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AND

THE OFFICE OF THE REGISTRAR OF POLITICAL PARTIES.....1ST RESPONDENT
THE INDEPENDENT ELECTORAL AND BOUNDARIES COMMISSION.....2ND RESPONDENT
THE ATTORNEY GENERAL3RD RESPONDENT

ORDER

UPON READING Application presented to this court on 2nd September 2013 under articles 22, 23 (3) (c), 258 of the Constitution of Kenya, section 19 of the Sixth Schedule of the Constitution of Kenya; rules 11, 20 & 21 of the Constitution of Kenya (Supervisory Jurisdiction and Protection of Fundamental Rights and Freedoms of the Individual) High Court Practice and Procedure Rules, 2013; the Inherent Jurisdiction of the Court and all other enabling provisions of Law by Counsel for the Petitioners **AND UPON HEARING** Counsel for the Petitioners ex parte:

IT IS HEREBY ORDERED:

1. **THAT** this Petition be and is hereby certified as urgent.
2. **THAT** conservatory orders be and are hereby issued restraining the respondents from disbursing to any person or party any portion of the Political Parties Fund pending further directions and/or orders of this court.
3. **THAT** matter is fixed for mention/directions on 9th September 2013
4. **THAT** Petitioner shall advertise Notice of Institution of this suit and the orders herein in one newspaper of national circulation. Any political party wishing to join the suit may do so.
5. **THAT** costs be in the cause.

GIVEN under the hand and the seal of this Honourable Court this 2nd day of September, 2013.

ISSUED at **NAIROBI** this **2nd day of SEPTEMBER 2013**

DEPUTY REGISTRAR
HIGH COURT OF KENYA, NAIROBI

1.2.1d (**financed by CIDA**) Hold 2 Security Workshops for Women Candidates from the 27 CMDK Member Parties: On the 22nd of February a security workshop was held for women candidates from various parties from around the country. The 124 participants including the candidates and at least one of their security personnel and/or driver were taken through the paces of the salient features of personal security and safety at election time.

1.2.3a – Collective decision making in enhancing inter-party dialogue to entrench multiparty democracy – hold one AGM of CMDK parties. An AGM was held on the 28th of June 2013. Crucially, the AGM admitted to CMDK new parties that had recently met membership threshold after the general election on the 4th of March 2013. The new members are United Republican party (URP), United Democratic Front (UDF), Federal Party of Kenya (FPK), Maendeleo Democratic Party (MDP), Muungano Party, KADU- Asili, Alliance Party of Kenya (APK), Grand National Union (GNU), Progressive Party of Kenya (PPK), and New Vision party (NVP). Parties like Chama Cha Uzalendo (CCU) and Party of Independent Candidates of Kenya (PICK) whose memberships had lapsed took the opportunity to renew their memberships. The AGM elected a new Board executive to be in office for the next two years. Hon. Omingo Magara, a former MP and a senatorial aspirant in the last election became the Chair of CMDK with Hon. Rose Waruhiu a former member of the Kenya National Assembly as well as the East African Legislative assembly as the Vice- Chair. The AGM adopted the audited accounts for 2012, accepted the Oversight Boards proposal for the setting up of a Leadership training institute, and ratified various programmatic and administrative decisions made by the Oversight Board.

1.2.3b – Collective decision making in enhancing inter-party dialogue to entrench multiparty democracy – CMDK Board consisting of representatives of member parties meetings:

- f. (i) The Board Meeting of the 30th of September 2013: The meeting ratified the following actions and made the decisions below in connection with matters of state funding of Political parties.
- (ii) The Board endorsed that on the 6th of August 2013 CMD-Kenya wrote to both the Attorney General's Office and to the National Assembly Committee for Justice and Legal Affairs seeking to engage them in the matter on amending Section 25(2) of the Political Parties Act on the minimum criterion for accessing state funding, i.e. 5% of votes received in the last general election;
- (iii) The Board endorsed the public statement made on Wednesday the 21st of August 2013 when CMD-Kenya addressed a well publicized press conference on the matter;

- (iv) The Board also endorsed the action taken on Thursday the 5th and Saturday the 7th of September 2013 by CMD- Kenya of publicising through paid adverts in the *Daily Nation* as required by the law the Constitutional Petition No. 436 of 2013 where political parties sought to have sections of the Political Parties Act, including 25(2), to be corrected to accord more with multiparty democracy.
 - (v) The Board decided that CMD-Kenya is be enjoined in the petition.
- g. The Special Board Meeting of the 8th of October 2013, made the following decisions and took the following positions on Devolution particularly;-
- (i) **Proposal to scrap the Transitional Authority before its three year tenure:** It was noted that in the proposed amendments, the national government seemed to be seeking to take advantage of grey areas in county legislation to have a bigger role than prescribed by the Constitution on the devolution process.
 - (ii) **Senators Seeking to Inter with the Roles of Governors Role; Proposal to Form County Development Boards:** *The County Governments (Amendment) Bill, 2013* seeks to create a County Development Board, which will be chaired by the senator and comprise of the county woman representative; the elected MPs in the constituencies within the county; the Speaker of the county assembly; the majority and minority leaders in the county assembly; the chairperson of the county public service board, the chairmen of the county assembly committees in charge of planning, finance, and budget.
- These proposals, the CMD-Kenya Board noted, would amount to interference with the role of county governments.
- (iii) **23 Billion Issue:** Reports then emanating from the national Treasury indicated that over 23 billion disbursed to the counties had not been utilized raising questions over the ability of the counties to absorb the funds. The report states that so far counties have spent 9 billion only. Some governors have however disputed the published figures as incorrect while others indicate that the funds indicated on the report do not reflect an accurate picture of their operational accounts.
- h. The Board Meeting of the 17th of October 2013: made the following decisions and took the following actions:

- (i) Campaign Finance: The Board tasked the Governance committee to assess contents of the bill that was passed and verify if the contents are in line with CMD-Kenya’s proposals;
- (ii) Political Parties Act Section 25(2), Criterion of State Funding of Parties: the Board decided that CMD-Kenya steers a consultative process for political parties to agree on the matter of proposed amendments to the 5% of votes received requirement for parties to get state funding.

1.2.4 – African Regional Conference –NIMD Annual Regional Conference

The NIMD –ARP Annual Regional Conference for 2013 was held in Naivasha Kenya from the 24th to the 27th of June 2013. The theme of the conference was “Interparty Dialogue and Democratic Consolidation”. The objectives of the conference were: (a) To create greater understanding among participants of the rationale for political party dialogue, the contexts in which dialogue can be fruitful as well as mechanisms for interparty dialogue and required facilitation skills; (b) to share some best practices and experiences regarding how interparty dialogue processes are developed, proceed in practice and how they are institutionalised; and (c) To share experiences on how results from the inter-party dialogue platforms can best be linked to national reform agendas and other relevant national/ public institutions such as parliaments.

The **conference format** was designed in such a way that it offers participants a maximum opportunity to share their own experiences from the practice while at the same time benefiting from the input of a limited number of specialized experts.

1.2.5 Story Telling

Just prior to the to the ARP Annual Regional Conference executive officials of the CMDs met from Friday the 21st to Sunday the 23rd of June 2013 to share experiences on the nuts and bolts works of interparty dialogue within CMDs and its role in the consolidation of democracy. Themes tackled included “understanding interparty dialogue and its role in the democratisation process”, “*processes and dynamics of inter-party dialogue: a practical appreciation of the critical stages in inter-party dialogue and the corresponding relevant considerations*”, “*the start-up phase of inter-party dialogue*”, and “*building Building trust and inter-party dialogue*”.

2.2.1h (financed by CIDA) Retain a fulltime IT Specialist, Project Officer, and Interns to Profile Women Candidates/Maintain a Gender Virtual Platform: CMD revamped its web site (<http://www.cmd-kenya.org>) to accord more with the theme of deepening democracy through strengthening the participation of women in elective and appointive positions. A link dedicated to the participation of women (<http://www.cmd-kenya.org/index.php/scaling-of-womens-participation/women-aspirants>) was finally provided. During the election it highlighted profiles of approximately 400 women vying for various positions from around the country, from the presidency to county assemblies. The site dedicated to the participation of women also featured 4 IEC materials already available for downloading.

2.2.2a1 - One day workshop for the youth from political parties to validate the National Youth Charter: The National Youth Charter was officially endorsed and validated by the youth from CMDK member political parties under the auspices of the CMDK Board Youth Committee at a meeting in January 2013.

2.2.2a2 - Conference/workshop to launch the National Youth Charter: The process of formulating the National Youth Charter was finalized and the Charter launched on 11th February 2013 at Laico Regency Nairobi. A popular version of the Charter was prepared, 6,500 copies printed and have been widely circulated. So far, more than 1,900 copies of the popular version have been distributed. The remaining copies will be distributed during the forthcoming County workshops due to commence in mid August 2013. Robust contacts have been made with leading youth focused interest groups including the National Youth Council where the Charter has been widely discussed.

2.2.2a3 (financed by DIPD- DLDP/Venstre) Host a National Conference for 70 Youth on the Charter and Inclusion of Youth in Politics: The conference held on the 30th of April 2013 brought together 70 youth leaders including 50 youth wing/league leaders from the CMD-Kenya member political parties; 14 youth elected leaders (in the Senate and National Assembly) and 6 representing the National Youth Council and leading youth-focused interest groups. The conference took stock of the crucial role young people played in the peaceful general elections, the significant leap forward achieved in elective politics and strategies to sustain the positive and meaningful participation of young people in political parties and processes in between elections.

2.2.2b (financed by DIPD- DLDP/Venstre) Hold Seven Party Cluster Workshops to set Forth Strategies for Strengthening Youth Wings Within Political Parties: The workshops were held in clusters of four parties from 14th – 22nd May 2013 with each party represented by 8 youth. The parties were instructed to ensure gender parity and inclusion of young people with disabilities; A total of 216 young people from 27 political parties deliberated on how to support the political participation of the youth through strengthening youth wings within political parties, the role of young people in enhancing the profile and performance of mother parties and strategies for increasing influence and democratization processes of the their mother parties.

ii. Unplanned Activities Implemented:

1.2.1a2 - Publicisation through the media of commitments by political parties

It had not been anticipated that after the general election, only 3 political parties would meet the threshold of 5% of votes needed to access state funding. Only TNA, ODM, and URP had attained that threshold meaning that other parliamentary parties (e.g. Wiper Democratic Movement, FORD-Kenya, UDF, KANU, and etc.) and others with mandates in county government would not access state funding. Other parties thus filed a constitutional case. The argument of the petition among other things was that above mentioned Section 25(2) thus

violates several constitutional principles, among them: Article 27, equality before the law, right of equal protection, and equal benefit of the law; Article 32, freedom of opinion, Article 33 the right of freedom of expression; Article 35, the right of access to information; and above all Article 38, political rights to participate in political party activities, and to free and fair elections.

Though unplanned CMD-Kenya stepped in to try and make some amends. First, on the 5th and 7th of September 2013, CMD-Kenya assisted political parties to publicise through the mass media (*Daily Nation*), notice and order for Constitutional Petition No. 436 of 2013 (attached below).

CMD-Kenya also attempted to broker an out of court agreement between political parties on the way forward in regard to amending Section 25(2) of the *Political Parties Act 2011*.

1.2.1c (financed by CIDA) Hold 27 Bilateral Gender and Peace Workshops: 34 women candidates from various parties from around the country were directly supported during the election period. Out of the 34 supported 11 were elected to represent various constituencies in the National Assembly. The women supported were: Martha Karua, Naomi Cidi, Teresia Kairu, Margaret Wanjiru, Charity Ngilu, Wavinya Ndeti, Jayne Kihara, Jacinta Mwatela, Catherine Omanyo, Mary Mwangi, Joan Macodawa, Betty Tett, Margaret Gitari, Cecily Mbarire, Regina Muia, Rebecca Kitana, Esther Murugi, Naomi Shaban, Alice Wahome, Alice Nganga, Esther Gathogo, Rebecca Lowoiya, Jenipher Masis, Lina Chebii Kilimo, Sally Kosgei, Peris Tobiko, Rosa Buyu, Millie Odhiambo, Sophia Abdi, Grace Kipchoim, Beatrice Askul, Zipporah Mutisya, Mary Marete Kanana, and Mary Wambui.

2.1.1a Capacity of parties to apply relevant constitutional and legal provisions to their internal party structures, policies etc (especially in the run-up to the 2013 General Election, transition to devolved government, etc.). (under co-financing with Ford Foundation) Technical expertise and/or facilitation provided to individual CMDK member parties, provision of expertise/facilitation to political parties on civic education in the transition after the general election of the 4th of March 2013, especially on devolved government:

- i. **Inception Workshop: Views, Consensus, and Resolutions on Devolution:**
- To set the ball rolling CMD-Kenya on the 31st of July 2013 organized an inception workshop for the target groups and beneficiaries in Nairobi. This was opened by the Speaker of the Senate, Hon. Ekwe Ethuro who expounded on the constitutional role of the Senate and other organs on in regard to devolution. He highlighted the work that the Senate is currently engaged in on various fronts.
 - The participants resolved to champion devolution, and to lobby their parties and other institutions to do the same.

ii.



Senate Speaker, Hon Ekwe Ethuro addressing the forum



Speaker of the Senate, Hon Ekwe Ethuro and CMD-Kenya Chair Hon Omingo Magara consult during the inception.



Participants at the Workshop, Intercontinental Hotel, 31st July 2013.

2. 20 Training Sessions/Meetings for Target Groups and Beneficiaries on Devolved Governance in 20 Counties

Training sessions have been conducted for target groups and beneficiaries in 15 counties around the country;

- **Goal and Objectives of the workshops:** The overall goal of the workshops was to advocate and arouse continued and informed public interest and participation in the transition to a peaceful post-election period while ensuring social justice, democracy and good governance at the devolved levels of governments. During the workshops, the facilitators shared on the overview and status of devolution in the country and the particular County, platforms and opportunities for citizen participation as well as strategies, mechanisms for citizen participation and the County planning and budgeting processes . Constitutional provisions and other relevant legislations including the devolved government act 2012, transition to devolved governments act 2011, public finance act 2012 are also disseminated., The workshops are also platforms for reflection, identification and discussion of County- specific issues. The discussions ultimately generate a common plan for citizen participation in the governance of the Counties;
- **Specific Objectives:** (i) Arouse interest of the participants in the transition to devolved government process; (ii) Provide participants with information and knowledge on the importance and available platforms and mechanisms for citizen participation at the devolved government levels; (iii) Induct participants on their roles and responsibilities in the management and governance of devolved governments; (iv) Share information on government formation and functioning at the devolved levels and the roles and responsibilities of various institutions; (v) Disseminate the constitution and other legal provisions on devolved governments; (vi) Enhance participants' capacity on monitoring and evaluation as well as engagement with various stakeholders in the management of devolved government;
- A total of 881 participants from the target groups and beneficiaries have been provided with knowledge and information on the significance of public participation in devolved government;
- Participants' knowledge and awareness on the legal framework, structures and mechanisms for citizen participation increased;
- Participants' knowledge and awareness of different methods and approaches to citizen participation increased;

- Participants sensitised on the importance of using different approaches, communication channels and available opportunities to engage county governments in agenda setting, service delivery;
- Knowledge and information on the constitutional and statutory right and duty of citizens to participate in policy, budget and lawmaking processes;
- Participants inducted on roles and responsibilities of various state institutions in devolved government highlighted to participants;
- Capacity of participants built in citizens formal networks and structures for monitoring and engaging with devolved government institutions;
- Participants sensitized on the need to ensure that all projects are demand driven
- A resolution political parties to set up interparty leaders forums to articulate common concerns during formal agenda development and service delivery passed;
- Civil society organisations undertook to form multi-stakeholder citizens forums comprising of interest groups, and local civil society organisations to solicit views from citizens and to use different methods to engage county governments.

Table: Summary of Training Workshops Held to Date

Date	County	No of Participants	Venue
04-09-2013	Baringo	46	Kabarnet
05-09-2013	Uasin Gishu	55	Eldoret
06-09-2013	West Pokot	44	Kapenguria
18-09-2013	Samburu	48	Maralal
19-09-2013	Isiolo	40	Isiolo Town
20-09-13	Tharaka Nithi	54	Chuks
02-10-2013	Busia	66	Busia Town
03-10-2013	Bungoma	54	Bungoma Town
04-10-2013	Nandi Hills	60	Kapsabet
16-10-2013	Homa Bay	68	Homa Bay
17-10-2013	Kisumu	77	Kisumu Town
18-10-2013	Kakamega	73	Kakamega Town
20-11-2013	Nakuru	67	Nakuru Town
21-11-2013	Laikipia	64	Nanyuki

22-11-2013	Nyandarua	65	Ol' Kalou
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Photo



A nominated MCA takes Kakamega Training participants through the process of petitioning the County Assembly.

iii. Problems Experienced:

A major problem experienced was that the timetable in the run up to the general election on the 4th of March 2013 was very clogged. Because of the delay of the voter registration exercise that only took place between the 19th of November and 18th of December 2012, actually only 2 months to the election, much of the preparatory work for the election had to be done at the last minute. The situation also created a lot of uncertainty. In addition to that many changes were effected rather close to the election to crucial laws such as the Elections Act 2011. These added to the confusion and the logjam. The situation was further compounded by parties waiting until the very final days in the nominations calendar to carry out their primaries. Women candidates in particular did not fare very well in those primaries so that in the final analysis only 15 women were elected to the National Assembly out of the 290 open seats. In comparison 15 women were similarly elected to the National Assembly out of 210 open seats, and thus the percentage of women elected from open seats in 2013 went down. These and various factors impacted the implementation of programmes in the run-up to the election.

The fact that only three parties (TNA, ODM, and URP) would access state funds turned out to be a big problem and also a challenge on democracy. The matter is that it seems quite anomaly that parties that have mandate both in Parliament and in county government are not going to access state funds to use in exercising that mandate. It also proved difficult to get the parties to

agree to an out of court settlement on the matter of amending Section 25(2) of the *Political Parties Act*. To compound the matter, the High Court on the 3rd of February 2014 ruled against the constitutional petition described above

iv. Actions Undertaken to Overcome Problems:

For the first problem CMD-Kenya did its best to keep up and on top of things by regularly tracking changes in legislation and informing the parties appropriately. Concerns about preparations for the elections, including voter registration, were discussed by parties at CMD-Kenya Board meetings with these in turn being expressed to and discussed with IEBC at various fora. CMD-Kenya made public appeals to Kenyans to utilise the voter registration period and enrol en masse. CMD-Kenya also teamed up with Tuvuke to conduct a massive voter education exercise. In regard to the dismal performance by women during the party primaries, CMD in consultation with CIDA decided to vary some activities in the “Strengthening the Participation of Women” project so that the earmarked resources could be used to engage with women candidates in a more strategic manner. Hence the 34 women (see ii above) candidates who were supported. So out of the 15 women elected to the National Assembly II were supported by CMD-Kenya. The then Vice-Chair of CMD-Kenya, Hon. Alice Wahome was one of those women. Among the 11, Peris Tobiko, a former CMD-Kenya Vice-Treasurer, became the first woman ever from the Maasai community to be elected to the National Assembly on an open seat.

In the second problem, despite difficulties in brokering an out of court, CMD-Kenya sought to use its organs to broker dialogue between political parties on the matter. CMD-Kenya also sought to engage both the State Law Office and the Justice and Legal Affairs Committee of the National Assembly on the matter.

v. Other Actors that Influenced Implementation:

The above stated were really the key issues that impacted on the implementation of programmes. But one could perhaps want to mention that a proposal sent to the Ford Foundation for support of programmes for civic/voter education and peace advocacy in the run – up to the general election did not go through. CMD – Kenya thus had to resort to resources in the NIMD annual plan, especially those that had been earmarked for county civic education forums to put up the messages for peace advocacy. However compensation for that has been instituted through the Ford proposal approved in May 2013 that also has a component for county forums.

The new coalition politics revolving around Jubilee and CORD, a new bicameral legislature, a more independent Judiciary, the new reality of devolved government, issues of state funding of political parties, the continuing Kenya cases at the ICC in the Hague, and some statutes emanating from the executive that seemed geared to push back fundamental rights and freedoms guaranteed in the constitution were major factors influencing implementation.

C. RESULTS AND OUTPUT LEVEL

i. Outputs Realised According to Indicators & Verifiers

1.1.1a - Peace messages (recordings from Kenyans from various walks of life, i.e. politicians, presidential candidates, religious leaders, sports people, and etc) produced, and large scale peace lobbying and advocacy for the first general election under the 2010 Constitution conducted via TV (KTN, NTV, KBC, Citizen, and QTV), radio (KBC, Easy FM, QFM, Royal Media Services radio outlets, Radio Africa outlets, Radio Maisha, etc.), print media (Standard, Nation), and Internet (Nation Media Group and the Standard Group) (December 2012- February 2013).

1.1.3a 70 trainers trained (on the 26th of February 2013) on election observation and monitoring, as well as how to be election party agents to facilitate the training of other agents, observers, and monitors, and thus backing up the candidacy of 34 women candidates (presidential, gubernatorial, senatorial, and National Assembly) from various parties under the CIDA supported “*Strengthening the Participation of Women*” project.

1.2.1 Political parties sensitized on the prevention of political violence and taking greater responsibility against violence in line with the Electoral Code Political Parties Codes of Conduct: Issues of national importance in relation to devolution, separation of powers, *Public Benefits Organisations Act 2013*, *Kenya Communications Amendments Bill 2013*, and occupancy of the Office of the Registrar of Political Parties addressed and shared with the public.

1.2.1a2 - Commitments by political parties publicised through the mass media: Political parties assisted to publicise through the mass media (*Daily Nation*, 5th and 8th September 2013), notice and order for Constitutional Petition No. 436 of 2013 (attached below) in relation to state funding of parties, particularly in regard to Section 25 (2) of the *Political Parties Act 2011* stipulating 5% of votes received in the general election as minimum criteria for accessing state funds. The seeming anomaly that only TNA, ODM, and URP had attained that threshold addressed and the public informed on the same and on attempts to rectify the same through judicial means. Related constitutional questions addressed and shared with the public.

1.2.1d (financed by CIDA) Women candidates from the 27 CMDK member parties and their personnel (124 persons in all) Trained on safety and personal security in an electioneering environment (22nd of February 2013 workshop). Participants inducted into the salient features of personal security and safety at election time, and provided with information on appropriate medical, legal, and psycho-social networks.

1.2.3a – Collective decision making in inter-party dialogue to entrench multiparty democracy – hold one AGM of CMDK parties enhanced (AGM was held on the 28th of June 2013). Multiparty dialogue platform strengthened with the admission of new parties to CMDK The new members (United Republican party (URP), United Democratic Front (UDF), Federal Party of Kenya (FPK), Maendeleo Democratic Party (MDP), Muungano Party, KADU- Asili, Alliance Party of Kenya (APK), Grand National Union (GNU), Progressive Party of Kenya (PPK), and New Vision party (NVP)). Parties like Chama Cha Uzalendo (CCU) and Party of Independent Candidates of Kenya (PICK) whose memberships had lapsed took the opportunity to renew their memberships. Membership of CMDK goes up from 27 to 29. The AGM elected a new Board executive to be in office for the next two years. Hon. Omingo Magara, a former MP and a senatorial aspirant in the last election became the Chair of CMDK with Hon. Rose Waruhiu a former member of the Kenya National Assembly as well as the East African Legislative assembly as the Vice- Chair. The AGM adopted the audited accounts for 2012, accepted the Oversight Boards proposal for the setting up of a Leadership training institute, and ratified various programmatic and administrative decisions made by the Oversight Board.

1.2.3b – Collective decision making in inter-party dialogue to entrench multiparty democracy – enhanced: CMDK Board consisting of representatives of member parties meetings held. Board meetings of the 8th and 17th of October, and the 16th of December discussed and build consensus between political parties in regard to: the need to amend Section 25(2) of the Political Parties Act on state funding of parties, and support the related Constitutional Petition No. 436; Support the process of devolution, and ensure that the finances of the county governments are streamlined; and follow the matter of enacting laws on Campaign Finance

1.2.4 – African Regional Conference –NIMD Annual Regional Conference held, Naivasha Kenya from the 24th to the 27th of June 2013 with the theme of “Interparty Dialogue and Democratic Consolidation”: (a) Greater understanding was created among participants of the rationale for political party dialogue, the contexts in which dialogue can be fruitful as well as mechanisms for interparty dialogue and required facilitation skills; (b) some of the best practices and experiences were shared on how interparty dialogue processes are developed, proceed in practice and how they are institutionalised; and (c) experiences were shared on results from the inter-party dialogue platforms and how they can best be linked to national reform agendas and other relevant national/ public institutions such as parliaments.

1.2.5 **Story Telling**

executive officials of the CMDs met from Friday the 21st to Sunday the 23rd of June 2013, Nairobi, and shared experiences on the nuts and bolts works of interparty dialogue within CMDs and its role in the consolidation of democracy. Themes tackled included “understanding interparty dialogue and its role in the democratisation process”, *“processes and dynamics of inter-party dialogue: a practical appreciation of the critical stages in inter-party*

dialogue and the corresponding relevant considerations”, “the start-up phase of inter-party dialogue”, and “building Building trust and inter-party dialogue”.

2.1.1a Capacity of parties to apply relevant constitutional and legal provisions to their internal party structures, policies etc (especially in the run-up to the 2013 General Election, transition to devolved government, etc.) enhanced. More than 500 members of political parties and non-state bodies trained on the key principles of devolution in 15 sessions in various counties.

2.2.1h (financed by CIDA) Women candidates profiled and gender virtual platform maintained. The CMDK website (<http://www.cmd-kenya.org>) was revamped to accord more with the theme of deepening democracy through strengthening the participation of women in elective and appointive positions. A link dedicated to the participation of women (<http://www.cmd-kenya.org/index.php/scaling-of-womens-participation/women-aspirants>) was finally provided. Profiles of approximately 400 women vying for various positions from around the country, from the presidency to county assemblies highlighted during the election period. The site dedicated to the participation of women also featured 4 IEC materials already available for downloading.

2.2.2a1 –The youth from CMDK political parties discussed modalities of reconciling their mission, articulated and advocated their agenda in the context of the new government structures, and they were also encouraged to join and support political parties. The National Youth Charter was officially endorsed and validated by the youth from CMDK member political parties under the auspices of the CMDK Board Youth Committee at a meeting in January 2013.

2.2.2a2 – The National Youth Charter was thereafter launched (11th February 2013 at Laico Regency Nairobi). A popular version of the Charter prepared, 6,500 copies printed and widely circulated. Robust contacts made with leading youth focused interest groups including the National Youth Council where the Charter has been widely discussed.

2.2.2a3 (financed by DIPD- DLDP/Venstre) The Charter was again discussed in conjunction with the matter inclusion of the youth in politics at a conference attended by 70 youth leaders including 50 youth wing/league leaders from the CMD-Kenya member political parties; 14 youth elected leaders (in the Senate and National Assembly) and 6 representing the National Youth Council and leading youth-focused interest groups (30th April 2013). Stock of the crucial role young people played in the peaceful general elections was taken, in conjunction with the significant leap forward achieved in elective politics and strategies to sustain the positive and meaningful participation of young people in political parties and processes in between elections.

2.2.2b (financed by DIPD- DLDP/Venstre) Strategies for strengthening youth wings in political parties were set forth at 7 party cluster workshops(14th – 22nd May 2013) with each party represented by 8 youth. The parties were instructed to ensure gender parity and inclusion of young people with disabilities; A total of 216 young people from 27 political parties deliberated on how to support the political participation of the youth through strengthening youth wings within political parties, the role of young people in enhancing the profile and

performance of mother parties and strategies for increasing influence and democratization processes of the their mother parties.

ii. **Planned Outputs not Realised**

1.2.1c political parties/coalitions leadership engaged/lobbied on strategies for peaceful electioneering and adoption of gender friendly campaigns (27 bilateral gender and peace workshops). It was deemed prudent to transfer the resources from the activities scheduled here to support the hitherto unplanned activities listed in 1.2.1c below.

iii. **Unplanned Outputs Realised**

1.2.1a2 - Commitments by political parties publicised through the mass media:

Political parties assisted to publicise through the mass media (*Daily Nation*, 5th and 8th September 2013), notice and order for Constitutional Petition No. 436 of 2013 (attached below) in relation to state funding of parties, particularly in regard to Section 25 (2) of the *Political Parties Act 2011* stipulating 5% of votes received in the general election as minimum criteria for accessing state funds. The seeming anomaly that only TNA, ODM, and URP had attained that threshold addressed and the public informed on the same and on attempts to rectify the same through judicial means. Related constitutional questions addressed and shared with the public

1.2.1c (**financed by CIDA**) 34 women candidates from various parties from around the country were directly supported during the election period. Out of the 34 supported 11 were elected to represent various constituencies in the National Assembly. The women supported were: Martha Karua, Naomi Cidi, Teresia Kairu, Margaret Wanjiru, Charity Ngilu, Wavinya Ndeti, Jayne Kihara, Jacinta Mwatela, Catherine Omanyoo, Mary Mwangi, Joan Macodawa, Betty tett, Margaret Gitari, Cecily Mbarire, Regina Muia, Rebecca Kitana, Esther Murugi, Naomi Shaban, Alice Wahome, Alice Nganga, Esther Gathogo, Rebecca Lowoiya, Jenipher Masis, Lina Chebii Kilimo, Sally Kosgei, Peris Tobiko, Rosa Buyu, Millie Odhiambo, Sophia Abdi, Grace Kipchoim, Beatrice Askul, Zipporah Mutisya, Mary Marete Kanana, and Mary Wambui

2.1.1a - Peace messages (recordings from Kenyans from various walks of life, i.e. politicians, presidential candidates, religious leaders, sports people, and etc) produced, and large scale peace lobbying and advocacy for the first general election under the 2010 Constitution conducted via TV (KTN, NTV, KBC, Citizen, and QTV), radio (KBC, Easy FM, QFM, Royal Media Services radio outlets, Radio Africa outlets, Radio Maisha, etc.), print media (Standard, Nation), and Internet (Nation Media Group and the Standard Group) (December 2012- February 2013).

iv. Explanation of Deviations from Plans

1.2.1a2 - Commitments by political parties publicised through the mass media:

Neither CMD-Kenya nor others anticipated a situation where only 3 political parties would qualify for state funding with others that have parliamentary and county government mandate being left out. Obviously this is matter that goes to the very reason of existence for CMD-Kenya as an organisation that geared to strengthening the institutional and other capacities of political parties

1.2.1c – In this instance, in view of the dismal performance of women in the political party nominations in January 2013, CMD and CIDA agreed that if gains for women were to be salvaged it would be wise to channel the resources hitherto earmarked for 27 gender and peace workshops to be used instead in engaging more strategically with women candidates. Thus the decision was made to support the candidacy of the 34 women mentioned above.

2.1.1a – In this instance a request to Ford Foundation to support the large scale airing of peace advocacy messages via the media was not approved on time. The funds hitherto earmarked for 25 party fora for civic education in the run – up to the election were hence channelled into airing the messages. However, the Ford Foundation in May 2013 approved a request that has a component for 20 county fora for civic education and which can thus in a way be a compensation.

D. RESULTS AT OUTCOME LEVEL

i. Outcomes Realised Referring to Indicators and Sources of Verification

1.1 Political powers constitutionally balanced and checks and balances strengthened; In relation to the strengthening of constitutional checks, the year 2013 posed two great challenges to Kenya, i.e. the general election of the 4th of March and the advent of the devolved system of government. The general election was a major challenge since it was the first under the new constitutional dispensation. CMDK played its role in that regard by linking the political parties to that process and all that it entailed, such as appraising them on the time table to the election, keeping them up to date with the status of election regulations, and status of electoral preparedness. CMDK amplified voice in public in relation to the management of the electoral process, and on voter registration. CMDK engaged the IEBC on concerns of both political parties and the public. In relation with Tuvuke CMDK engaged in a very massive voter education exercise. CMDK trained political party members and others on matters relating to the electoral process, election day, and post-polling. In addition CMDK undertook a massive media campaign advocating for a free and fair election.

1. 1.4 Constitutional provisions relating to participation and representation of marginalised groups (women, PWDs, youth, minorities, etc.) implemented.

The Constitutional Petition No. 436 of 2013 on state funding of political parties touched on Outcome 1.1. on constitutional balancing of powers by touching on its sub issues 1.1.1 to 1.1.4 as listed above. This constitutional case had been filed by political parties in relation to state funding of parties, particularly in regard to Section 25 (2) of the *Political Parties Act 2011* stipulating 5% of votes received in the general election as minimum criteria for accessing state funds. In the general election of the 4th of March 2013 only TNA, ODM, and URP had attained that threshold meaning that other parliamentary parties (e.g. Wiper Democratic Movement, FORD-Kenya, UDF, KANU, and etc.) and others with mandates in county government would not access state funding. The petition among other things was that above mentioned Section 25(2) thus violates several constitutional principles, among them: Article 27, equality before the law, right of equal protection, and equal benefit of the law; Article 32, freedom of opinion, Article 33 the right of freedom of expression; Article 35, the right of access to information; and above all Article 38, political rights to participate in political party activities, and to free and fair elections.

1.2 Polarisation in the political arena reduced; The general election was conducted in the shadow of the violent post-election crisis of 2008 and its consequences such as the ICC trials of President Kenyatta and his Deputy Ruto. CMDK weighed in with the massive media (TV, radio, print, and Internet) advocacy for free, fair, and peaceful elections. The elections turned out to be

peaceful and even though the current was tense during the hearing of the petition against the presidential election in the Supreme Court there was not at all anything like 2008. The task of reconciling the country is a massive one and a lot remains to be done. CMDK has perhaps elevated itself as a platform for multiparty dialogue and where parties can engage each other on issues of national importance. The former Chair of CMDK just got appointed the Speaker of the National Assembly, an achievement that no doubt has to do with his two year tenure at the helm of CMDK. CMDK has just admitted 9 new member parties, taking its membership to 29 up from 27.

1.2: Polarisation in the political arena reduced (reconciliation):

1.2.2. Level of understanding and confidence between ethnic, political and regional groups increased:

CMD-Kenya continued to use its platform as a forum for inter-party dialogue for steering issues of national importance. Board meetings sought to develop consensus between political parties on key national issues such as devolution, state funding of political parties, Office of the Registrar of Political Parties, and critical pieces of legislation such as the Public Benefits Organisations Act 2013 and the Kenya Communications Amendments Bill 2013.

1.3 Parties embrace inclusive policies at all levels; With support from its partners, NIMD, CIDA, UN- Women, and HBS particularly CMDK continued to play an unrivalled role in the strengthening of the participation of women, youth, persons with disabilities, and minorities in the political arena. The first National Youth Charter of any kind in Kenya was developed at CMDK. Articulation and advocacy of the youth agenda, and their participation in politics have been pushed for in an unprecedented manner.

2.1. Political parties policies, programmes and structures at all levels in place and operational in line with the constitution;

CMD-Kenya continued to assist political parties in developing their cadres at county levels through provision of training on devolution to members at county level. The Political Parties Act 2011 anticipates parties that have strong bases at the county level though its provisions that they must maintain branches in a minimum of 24 counties.

ii. Relevant Political and Social Developments that Influenced Outcomes:

The key factors influencing outcomes in the reporting period one can easily guess was the just ended general election as well as the new governance structures brought about by the *Constitution* of 2010. Of course as mentioned above the shadow of the post-election crisis and its aftermaths such as the ICC trials still linger. Then there is the massive reform process around the Agenda Four and its various issues, i.e.: land; national cohesion and integration; unemployment especially among the youth; poverty, inequity and regional imbalances; transparency, accountability, and impunity; and of course the constitutional and legal reforms.

The new coalition politics revolving around Jubilee and CORD, a new bicameral legislature, a more independent Judiciary, the new reality of devolved government, issues of state funding of political parties, the continuing Kenya cases at the ICC in the Hague, and some statutes emanating from the executive that seemed geared to push back fundamental rights and freedoms guaranteed in the constitution were major factors influencing implementation.

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

The general election was a threat as has been outline above, but it was also an opportunity for rejuvenating and strengthening CMDK as a platform for inter-party dialogue. CMDK has just admitted 9 new member parties. 2 that had left their membership to lapse have since renewed. The membership has gone to 29 up from 27. The National Assembly felt that a CMDK Chair was good enough to be Speaker for having presided over a platform for interparty dialogue.

The Kenya cases at the ICC in the Hague continue to cast a long destabilising shadow on the Jubilee coalition. The proposed amendments to the *Public Benefits Organisations Act 2011*, and the new *Kenya Communications Act* pose threats to non-state bodies like CMD-Kenya as well as to press and information freedoms. The fact that only three parties have qualified for state funding is a challenge as well as an opportunity for CMD-Kenya to display leadership in addressing the situation. Provision of leadership to political parties in the implementation of devolution is another opportunity for CMD-Kenya.

iv. Assessment of Relevance of the Programmes so far

The level of interest that the members parties seem to have as already demonstrated is perhaps the single most indicator of the continued relevance of CMDK as first and foremost a platform for interparty dialogue. All parliamentary political parties, without exception, are members of

CMDK. The newly created partnerships with bodies like CIDA and DLDP/Ventre and DIPD is another testimony.

E. LESSONS LEARNT

- i. **Methods to Better Deal with Internal and External Factors to Improve Results:**
One would have to think of continuing to improve the PM&E system, probably infusing that with regular SWOT analyses. 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.