

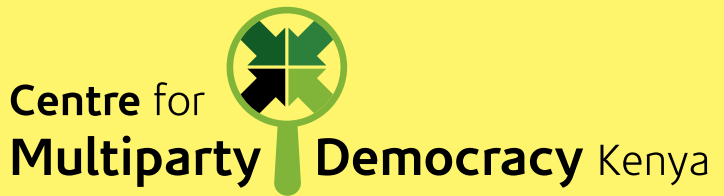
Centre for  Democracy Kenya

# Strategy 2023

Strengthening Parties  
and Multiparty Democracy  
in Kenya







# **Strategy 2023**

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and Multiparty Democracy  
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## Statement from the Chairman of the Board



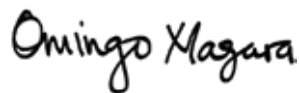
***CMD-Kenya commits to strengthen political parties in Kenya through policy influence, capacity building and will continue to provide a platform for political parties, political actors and policy makers to engage in dialogue.***

Strengthening Political Parties to enhance multiparty democracy in Kenya remains the primary focus of the Centre for Multiparty Democracy Kenya (CMD-Kenya). It continues to expand the multiparty democratic space through policy influence and building the capacity of political parties in Kenya. Since its establishment in March 2004, CMD-Kenya has provided a platform for political parties, political actors and policy makers to engage in strengthening multiparty democracy; designed and delivered needs specific training and capacity building programs for political parties and political actors; lobbied for policy change and partnered with international organizations such as Netherlands Institute for Multiparty Democracy (NIMD), Danish Liberal Democracy Programme (DLDP), Danish Institute for Parties and Democracy (DIPD), UN Women, United Nations Development Programme (UNDP), Canadian International Development Agency (CIDA), USAID Kenya, International IDEA, FORD Foundation and Heinrich Boll Foundation in enhancing multiparty democracy.

Great strides have been made in shaping the Kenyan political governance and electoral systems. The promulgation of the Kenya constitution 2010 set forth a number of progressive legal provisions which established a two-tier governance system; promoted inclusivity and established legal safeguards of ensuring women and other marginalized group's participation in Kenya's political space. Despite these concerted efforts, the Kenyan political governance and democratic landscape is still faced with a myriad of challenges which require concerted effort from key political actors. Inasmuch as Kenya prides herself as a multiparty democracy, a shrinking democratic and civic space continues to impede democratic consolidation in spite of the new Constitution. Moreover, electoral institutions remain vulnerable with dominance of the executive, ethnic and identity politics and a patriarchal culture that continues to marginalise women in electoral process. The political parties are seldom ideology driven and remain personality and ethnic based with weak institutional arrangements.

Enhancing multiparty democracy remains a continually evolving process. Cognizant of this fact, CMD-Kenya commits to strengthen political parties in Kenya through policy influence, capacity building and will continue to provide a platform for political parties, political actors and policy makers to engage in dialogue. Importantly, the key priorities and strategic objectives spelt out in this new strategic plan will be implemented to expand the democratic space, promote social justice, and respect for human rights and fundamental freedoms for all Kenyans.

I hope that this strategic plan will provide impetus for CMD-Kenya to continue playing a critical role in promoting multiparty democracy in the country.



**Hon. CPA Omingo Magara, MGH**

Chairman of the Board

## Statement from the Executive Director



***CMD-Kenya will adopt both process and impact evaluation approaches focusing on assessing outputs, outcomes and impacts of activities implemented.***

I am pleased to present to you the new strategic plan for the next five years. In the past years, CMD-Kenya has continued to grow in strengthening political parties towards multiparty democracy. The organization designed and facilitated capacity building programs for political parties in areas of organizational development, intergenerational engagement, dialogue and participatory policy formulation strategies. CMD-Kenya pursued strategic partnerships and collaborations in areas of youth development, gender and inclusivity, strategic planning for political parties and issue-based politics. We are indebted to our partners such as NIMD, the Embassy of the Kingdom of the Netherlands – Nairobi, DLDP, DIPD, the Embassy of Denmark – Nairobi, UN-Women, USAID Kenya and International IDEA. However, such achievements were not without challenges. The organization is still struggling with resource constraints and institutional capacity related issues which need to be addressed.

In order to consolidate the achievements realized in the previous years, CMD-Kenya has developed a

five-year strategic plan for the 2019 - 2023 planning cycle. The new strategy highlights CMD-Kenya's key achievements and challenges during the past planning cycle; and define its strategic priorities for the next five years. The preparation of this strategic plan involved an assessment of CMD-Kenya's internal and external environment with emphasis on political economy analysis; an analysis of its stakeholders' expectations; a review of its priorities, objectives and strategies; including a forecast of the resource requirements for the realization of the organization's strategic intent. During the 2019 - 2023 planning period, CMD-Kenya will focus on strengthening its capacity to influence policy and convene; strengthen both its institutional capacity and that of the political parties in terms of systems, people and knowledge management capability; leverage strategic partnerships and promote networking between political parties.

The extent to which the management and governance bodies commit to support the implementation of this strategic plan will determine its value in

achieving CMD-Kenya's strategic intent for the next five years. In this regard, provision has been made in the plan to strengthen the implementation process through Monitoring, Evaluation and Learning (MEL) Framework. CMD-Kenya will adopt both process and impact evaluation approaches focusing on assessing outputs, outcomes and impacts of activities implemented. It is envisaged that yearly annual work plans will be drawn from the main strategy and implemented with regular reviews undertaken to incorporate emerging issues and lessons learnt.

I am convinced more than ever that through this strategic plan, CMD-Kenya will grow closer to attaining its mandate of enhancing multiparty democracy; strengthen institutional capacity of political parties and nurture an enabling working environment to its staff.



**Frankline Mukwanja, MPRSK**  
Executive Director

## Abbreviations & Acronyms

<b>5C</b>	Capacity to deliver on results; Capacity to achieve coherence; Capacity to commit and adapt; Capacity to relate; Capacity to adapt and self renew
<b>CIDA</b>	Canadian International Development Agency
<b>CMD</b>	Centre for Multiparty Democracy
<b>DIPD</b>	Danish Institute for Parties and Democracy
<b>DLDP</b>	Danish Liberal Democracy Programme
<b>HBF</b>	Heinrich Boll Foundation
<b>HR</b>	Human Resources
<b>ICT</b>	Information Communication & Technology
<b>IDEA</b>	International Institute for Democracy and Electoral Assistance
<b>KAS</b>	Konrad-Adenauer-Stiftung
<b>KRA</b>	Key Result Area
<b>KSHS</b>	Kenya Shillings
<b>MEL</b>	Monitoring, Evaluation and Learning
<b>NIMD</b>	Netherlands Institute for Multiparty Democracy
<b>PESTEL</b>	Political, Economic, Social, Technological, Environmental and Legal
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>USAID</b>	United States Agency for International Development



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# 1

## INSTITUTIONAL CONTEXT AND THE PROCESS

### 1.1 Overview of CMD-Kenya

The Centre for Multiparty Democracy, CMD-Kenya, is a political parties-based membership organization established in March 2004. The mandate of CMD-Kenya is to enhance multiparty democracy and strengthen the institutional capacity of political parties in Kenya through policy influence and capacity building. The organization provides a platform for political parties, political actors and policy makers to engage in dialogue and cooperate in strengthening multiparty democracy. CMD-Kenya works closely with political parties, political actors, strategic partners and key stakeholders in promoting social justice, political governance best practices, respect for human rights and fundamental freedoms.

### 1.2 The CMD-Kenya's Vision, Mission and Core Values

#### VISION

A multi-party democratic Kenyan society that is issue based, people-centred, and accountable to the public.

#### MISSION

To facilitate the institutionalisation of multiparty democracy through policy influence and capacity building of political parties in Kenya.

CMD-Kenya upholds the following core values and guiding principles which define how it pursues its mandate, strategic intent and relates with its stakeholders:

- Patriotism
- Accountability
- Tolerance
- Integrity
- Inclusivity

### 1.3 The Strategy Development Process

CMD-Kenya has developed a new strategic plan for the 2019 - 2023 planning cycle. The new strategy highlights its achievements and challenges during the past planning cycle; and define its strategic priorities for the next five years. The preparation of this strategic plan involved an assessment of CMD-Kenya's internal and external environment with emphasis on political economy analysis; a review of its priorities, objectives and strategies; including a forecast of the resource requirements for realizing its strategic intent. A participatory planning approach was employed to build consensus and ensure ownership by political parties and key stakeholders in the process. Initial consultative meetings were held with the Secretariat and Steering Committee to agree on the scope of the review and obtain critical input for consideration in the next plan. This was followed by a two-day strategic planning retreat to evaluate CMD-Kenya's current performance and define the 2019 - 2023 strategic imperatives, objectives, strategies and action plan. The 2019-2023 strategy was then subjected to a validation process by the Oversight Board and key stakeholders on December 13, 2018.

# 2

## CONTEXTUAL ANALYSIS: OPPORTUNITIES AND CHALLENGES

### 2.1 Introduction

A review of CMD-Kenya's current performance and strategic analysis involving SWOT, 5C scan and PESTEL analyses were carried out to understand its internal and external context.

The internal strategic analysis focussed on CMD-Kenya's strengths, weaknesses and achievements including lessons learnt during the implementation of the last strategic plan.

The external strategic analysis involved the evaluation of the Kenyan political context in terms of political system, political actors and political culture in order to identify opportunities and threats for political change in Kenya. Stakeholders' analysis was also carried out to map and understand stakeholders' expectations.

### 2.2 Building on the Achievements and Lessons Learnt from the Last Plan

Significant progress was realized during the implementation of the last strategic plan in terms of institutional strengthening, strategic partnerships and capacity building programs for political parties. Analysis of resource and surplus growth in 2014/2018 show an average decline of 12.5% in resources growth compared to 20% increase registered in 2009/2013 strategic planning cycle. However, a total of Kshs 343,462,658 was mobilized with an average of Kshs 68,692,532 generated each year. Similarly, an average growth of 41.1% in surplus was reported with Kshs 14,245,520 being year on year surplus realized. CMD-Kenya in her efforts to strengthen its internal capacity developed; HR, procurement and

Table 2.1: Resource & Surplus Growth During 2014-2018 Period

Year	Resources Generated	% Growth in Resources	Expenditure (Kshs)	% Growth in Expenditure	Surplus/ Deficit	% Growth in Surplus
2013 (Base)	108,405,887	20.0	90,771,525	-11.0	17,634,362	-4.0
2014	86,423,280	-20.3	67,323,360	-25.8	19,099,920	8.3
2015	97,490,954	12.8	83,682,038	24.3	13,808,916	-27.7
2016	57,210,931	-41.3	40,247,502	-51.9	16,963,429	22.8
2017	52,837,563	-7.6	48,347,386	20.1	4,490,176	-73.5
2018	49,499,930	-6.3	32,634,772	-32.5	16,865,158	275.6
<b>Total (2014-2018)</b>	<b>343,462,658</b>	<b>-62.7</b>	<b>272,235,058</b>	<b>-65.8</b>	<b>71,227,599</b>	<b>205.5</b>
<b>Mean (2014-2018)</b>	<b>68,692,532</b>	<b>-12.5</b>	<b>54,447,012</b>	<b>-13.2</b>	<b>14,245,520</b>	<b>41.1</b>

financial policies and procedures; implemented computerized accounting & payroll systems; established and operationalized the Leadership Institute. Similarly, CMD-Kenya facilitated capacity building programs for political parties in areas of organizational development, intergenerational engagement, dialogue and participatory policy formulation strategies. In order to enhance sustainability of project results, CMD-Kenya collaborated and partnered with various organizations working on similar thematic areas such as youth development, gender and inclusivity and the 2014-2017 issue-based politics programme. Some of our partners include NIMD, DLDP, DIPD, UN-Women, CIDA, UNDP, USAID, KAS, HBF, International IDEA, Christian Democratic International Centre, and Ford Foundation.

**2.3 Analysis of CMD-Kenya’s Internal Environment**

An evaluation of CMD-Kenya’s capacity to achieve its strategic intent and realise its mission and mandate reveals significant strengths and weaknesses. The organization has a functional leadership and governance structure made up of an Oversight Board and active Board Committees, and Secretariat headed by a competent Executive Director. CMD-Kenya has strong knowledge base in multiparty democracy and appreciable goodwill from member political

parties, national & county government and the CMD global network which validates its relevance and mandate. However, the need to strengthen its internal capacity in terms of governance structures, management systems, processes and people capability cannot be overemphasized.

From the analysis of the 5C scan, it is imperative for CMD-Kenya to review its governance and institutional set-up in order to strengthen its imprint on Kenyan politics and democracy. Moreover, the organization needs to address its fragile resource base, leverage strategic partnerships to complement its internal capacity to deliver its mandate and strengthen its corporate image and visibility.

**2.4 Analysis of Political Parties Internal Environment**

At the core of the institutionalization of multiparty democracy are vibrant and democratic political parties capable of expanding democratic space in Kenya. In line with its mandate, CMD-Kenya seeks to strengthen the capacity of political parties to effectively deepen and consolidate democratic governance in Kenya. In order to strengthen political parties, an analysis of their institutional capacity was conducted to identify engagement drivers

*Fig 2.1: Summary of CMD-Kenya’s 5C Scan Results*

Factor	Internal Capacity Rating (Scale 1 - 5) 1 = hardly; 2 = to a small extent; 3 = not sure; 4 = to a great extent; 5 = all the time
Capacity to deliver on results	3.5
Capacity to achieve coherence	3.0
Capacity to commit and adapt	2.5
Capacity to relate	2.3
Capacity to adapt and self renew	1.7

and internal capacity challenges that must be addressed to enable them to enhance multiparty democracy in Kenya. It was evident that political parties in Kenya are not ideology driven but are less rooted and largely personality and ethnic based special purpose vehicles for winning elections and are thus liable to fade away, depending on the movement of political kingpins. They have weak institutional capacity in terms of leadership and governance structures, management systems, people capabilities and resource base.

## 2.5 Analysis of the Country Context: Political Economy Outlook

The socio-economic, political and regulatory analysis of the CMD-Kenya's operating environment identifies both drivers and threats that CMD-Kenya must either harness or address in order to realize its mandate of enhancing multiparty democracy in Kenya.

Kenya is a presidential democratic republic with a multi-party system since 1991. The electoral system is a first-past-the-post with the dominance of the executive leading to "winner takes it all" politics. The executive power is vested in the government headed by a President, who doubles up as the head of state. However, legislative power is vested in both the executive and the parliament comprising the National Assembly and the Senate.

Although Kenya is a multiparty democracy with a new Constitution of Kenya (2010); an analysis of the Kenyan political economy reveals a shrinking democratic and civic space with a myriad of impediments to democratic consolidation. Vulnerable electoral institutions, ethnicity and identity politics; first-past-the-post electoral system and the dominance of the executive were identified as key challenges.

At the political sector level, analysis of the nexus between political parties and parliament in advancing inclusive and transparent democracy and the space for civil society to influence these political parties and parliament reveals a myriad of issues. The interplay of ethnicity, the competition for executive power, indistinguishable influence of economic and political elites controlling the political spectrum and major industries continues to constrain democratic transition in Kenya.

Though the 2010 Constitution has established legal safeguards that shall ensure women's participation in Kenya's political arena, gender inequality persists and can be attributed to the patriarchal culture which has undermined the attainment of the 2/3 gender rule in parliament. Other constraining factors include political violence largely by disenfranchised youth, increasing corruption and economic crime, emergence of election industry, regional economic disparities in terms of development outcome, and ethnic based political coalitions and practices perpetuated by political elites.

These pertinent issues and challenges present opportunities for action by CMD-Kenya in pursuit of its mandate. Conversely, taking actions to mitigate threats inherent in the environment that has the potential to dissuade it from realising its mandate will be critical.

## 2.6 Stakeholders Analysis:

### Identity and Expectations

Managing interests and expectations of its diverse stakeholders will enable CMD-Kenya to realize its vision and mission.

Table 2.2: CMD-Kenya Stakeholders' Analysis

Stakeholders Category		Stakeholders Expectations	CMD-Kenya's Expectations
Internal Stakeholders	Political Parties	<ul style="list-style-type: none"> <li>• Effective programs</li> <li>• Effective representation</li> <li>• Networking and linkages</li> <li>• Accountability</li> <li>• Participatory decision making</li> <li>• Effective communication</li> </ul>	<ul style="list-style-type: none"> <li>• High level representation</li> <li>• Quality engagement and active involvement</li> <li>• Prompt payment of subscription fee</li> <li>• Adherence to good governance principles</li> </ul>
	Staff	<ul style="list-style-type: none"> <li>• Competitive remuneration</li> <li>• Organizational stability and fair labor practices</li> <li>• Involvement in key decision making</li> <li>• Adequate resources</li> </ul>	<ul style="list-style-type: none"> <li>• Adherence to policies and procedures</li> <li>• Productivity, creativity, innovation</li> <li>• Commitment and stewardship</li> </ul>
	Oversight Board	<ul style="list-style-type: none"> <li>• Effective implementation of Board decisions</li> <li>• Accountability</li> <li>• Participatory decision making and empowerment</li> </ul>	<ul style="list-style-type: none"> <li>• Quality and timely decisions</li> <li>• Quality engagement and active involvement</li> <li>• Availability and commitment</li> <li>• Adherence to good governance principles and practices</li> </ul>
External Stakeholders	Donors & Partners	<ul style="list-style-type: none"> <li>• Alignment to donor priority</li> <li>• Results and accountability</li> <li>• Donor visibility</li> </ul>	<ul style="list-style-type: none"> <li>• Adequate resources and support</li> <li>• Reasonable latitude on decision making in achieving results</li> </ul>
	Political & Civic Actors	<ul style="list-style-type: none"> <li>• Relevant programs</li> <li>• Involvement and support to execute mandate</li> </ul>	<ul style="list-style-type: none"> <li>• Active and constructive participation</li> <li>• Commitment</li> </ul>
	• Media	<ul style="list-style-type: none"> <li>• Credible and timely information</li> <li>• Respect media independence</li> <li>• Fair treatment</li> </ul>	<ul style="list-style-type: none"> <li>• Fair and objective coverage</li> <li>• Respect organization ethics</li> </ul>
	• GoK	<ul style="list-style-type: none"> <li>• Compliance and accountability</li> <li>• Patriotism &amp; contribution to national development</li> </ul>	<ul style="list-style-type: none"> <li>• Favorable policy / regulatory environment</li> <li>• Adequate infrastructure</li> </ul>
	• Public	<ul style="list-style-type: none"> <li>• Information</li> <li>• Policy influence</li> </ul>	<ul style="list-style-type: none"> <li>• Participation and civic duties</li> <li>• Interest in CMD-Kenya's programs</li> </ul>

# 3

## THE CMD-KENYA STRATEGY 2019 – 2023

The Strategy 2023 outlines a strategically focused path towards the realization of CMD-Kenya's mandate. While remaining focused on delivering this Strategy, CMD-Kenya will be adaptive to emerging opportunities and continue to strengthen its internal capacity.

A mid-term review in 2021 will be conducted to assess the progress in implementing the strategy and adapt to changes. CMD-Kenya believes that collaborative learning and adaptive management

practices will enable the organization address challenges it is likely to face and achieve the results it aspires to realize.

### 3.1 2023 Strategic Focus, Alignment and Imperatives

Taking into consideration the lessons learnt from the implementation of the 2014-2018 strategic plan, the CMD-Kenya Strategy 2023 seeks to harness current opportunities in the following 4 Key Results Areas (KRAs):

#### KRA 1: Political Governance and Democracy Development

An enabling political governance and democracy driven policy environment and cooperation among key political actors is critical in expanding multiparty democracy. CMD-Kenya will increase its capacity to influence policy in the area of political governance to expand democratic space. The organization will promote dialogue and strengthen political party system and culture in line with democratic principles and values.

#### KRA 2: Political Parties Institutional Strengthening

Strong and engaged political parties are critical for enhancing multiparty democracy. Therefore, strengthening political parties and providing dialogue platforms will increase their capacity to enhance democracy. CMD-Kenya seeks to strengthen institutional capacity of political parties; promote inter parties dialogue and enhance its value proposition in order to improve political parties' engagement and involvement in its programs.

#### KRA 3: Partnerships, Networking and Linkages

CMD-Kenya will provide a platform for political parties and other actors to engage and nurture inter party's networking and linkages in order to promote institutional learning. CMD-Kenya will also leverage strategic partnerships and collaboration initiatives with legislature, political actors, policy makers, regional and international bodies in order to deliver on its mandate and programs.

#### KRA 4: Operational Effectiveness and Efficiency

Critical to CMD-Kenya's continued operations and contribution in developing multiparty democracy in Kenya is operational efficiency that delivers results and leads to financial sustainability. CMD-Kenya will revamp its governance and management structures; strengthen its management systems and staff capacity; enhance its corporate image and develop a sustainable resource base.

### 3.2 The Strategy Goals

By 2023, CMD-Kenya is a Thought Leader in political governance and democracy development, engaging with political parties, political actors and policy makers through policy influence & capacity building.

### 3.3 The Strategic Objectives

- To influence policy and build capacity of parties to enhance political democracy
- To strengthen political party system and culture to improve political governance and democracy
- To build research and knowledge management capability to advance political democracy
- To strengthen institutional capacity of Political Parties to deliver on their mandate
- To leverage strategic partnerships and promote networking & linkages between Political Parties
- To revamp institutional governance and leadership structures and systems to deliver CMD-Kenya’s mandate
- To attract, develop and retain top talents to deliver results
- To diversify resource streams to achieve financial sustainability

### 3.4 Funding

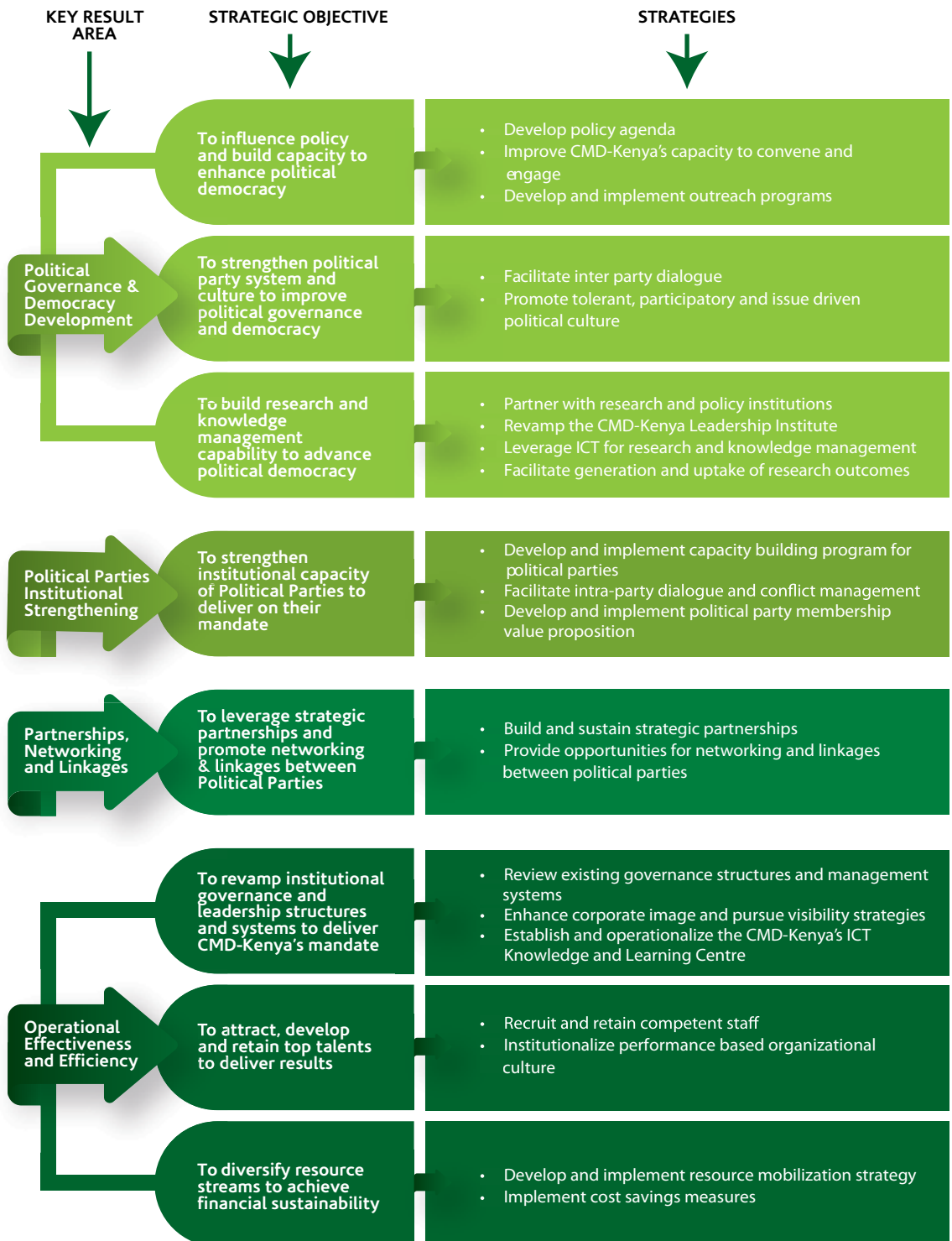
CMD-Kenya is an independent not-for profit entity, with a business model based on multiple resource streams. The Strategy proposes resource diversification, prudence resource management and cost saving strategies to achieve sustainability overtime. The main source of funding remains largely donor-based grants, political parties’ membership subscriptions and subsidized training programs from the CMD-Kenya’s Leadership Institute.

Table 3.1: Projected Resource Requirements for the Strategic Planning Period

Source of Resources		2019 – 2023 Projected Resource Requirements in Kshs				
		2019	2020	2021	2022	2023
1	Donor Grants	51,974,927	55,613,172	61,174,490	67,291,938	74,021,132
2	Leadership Institute	4,000,000	4,280,000	4,708,000	5,178,800	5,696,680
3	Reserve fund	1,575,000	1,685,250	1,853,775	2,039,153	2,243,068
4	Subscriptions	1,128,750	1,207,763	1,328,539	1,461,393	1,607,532
<b>Total</b>		<b>58,678,677</b>	<b>62,786,185</b>	<b>69,064,804</b>	<b>75,971,284</b>	<b>83,568,412</b>
<b>Percentage Growth</b>		<b>5%</b>	<b>7%</b>	<b>10%</b>	<b>10%</b>	<b>10%</b>



Fig 3.1: Strategic Objectives and Strategies



### 3.5 Strategy Outputs, Outcomes and Impact

It is envisaged that as a result of the implementation of this Strategic Plan, the following outputs, outcomes and impact will be realized:



# 4

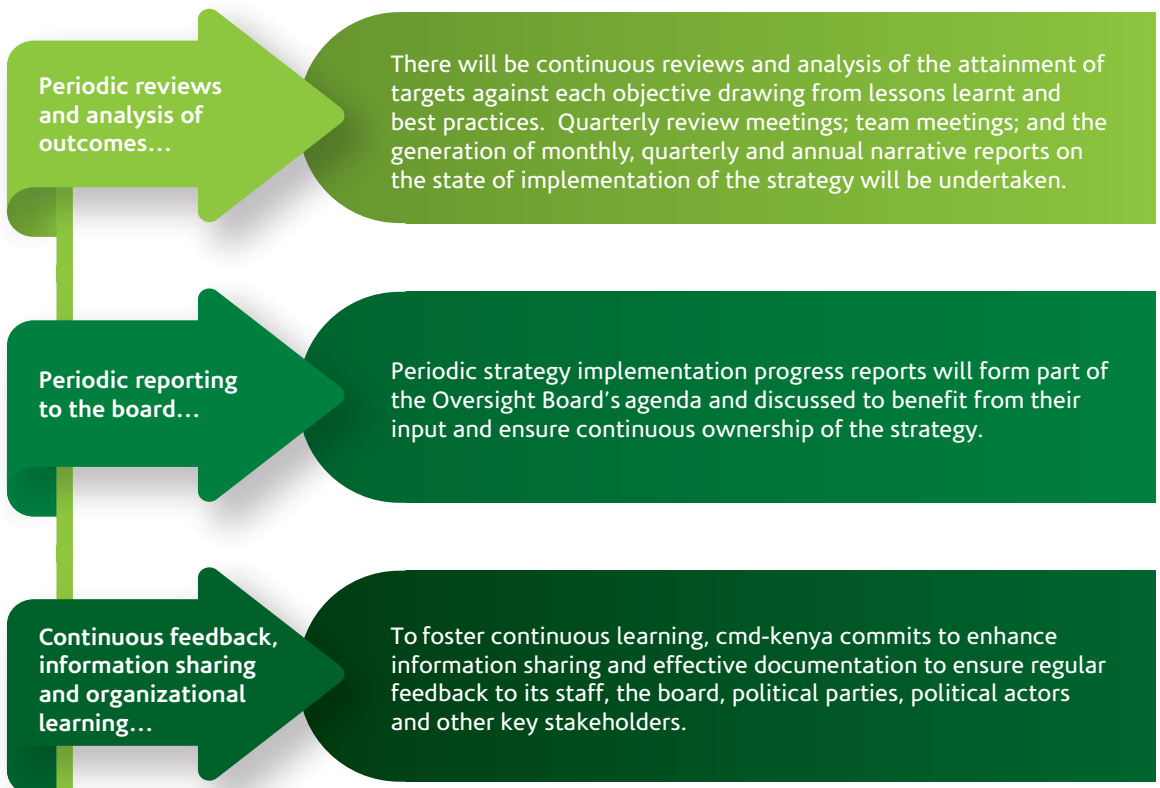
## IMPLEMENTATION, MONITORING, EVALUATION & LEARNING

In order to strengthen the implementation process, Monitoring, Evaluation and Learning (MEL) Framework will be revised and updated to facilitate assessment of progress while allowing for learning from any implementation or strategic pitfalls.

It is envisaged that yearly annual work plans will be drawn from the main Strategy and implemented with regular reviews undertaken to incorporate emerging issues and lessons learnt. To this end, CMD-Kenya will adopt both process and impact evaluation approaches

focusing on assessing outputs, outcomes and impacts of activities implemented. Strategic Plan activities will be mainstreamed into the day to day operations of CMD-Kenya and linked to performance targets to ensure the Secretariat assumes full responsibility for implementation of the plan.

Staff capacity will be strengthened to collect and process timely and reliable information for effective monitoring, evaluation and learning. The process will involve information and feedback through:



# 5

## THE 2019 – 2023 IMPLEMENTATION MATRIX



Inter-party youth dialogue session

Key Result Area 1: Political Governance & Democracy Development						
Strategic Objective 1: To influence policy and build capacity to enhance political democracy						
STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	PERFORMANCE INDICATORS	TIMELINES	RESPONSIBLE	BUDGET KSHS
Develop policy agenda	<ul style="list-style-type: none"> <li>Identify policy gaps and develop action areas</li> </ul>	<ul style="list-style-type: none"> <li>Improved political governance and multiparty democracy</li> <li>Increased engagement and support by actors</li> </ul>	<ul style="list-style-type: none"> <li>Number of policy agenda developed</li> <li>Number of stakeholders lobbied and showing support for the policy agenda</li> </ul>			
	<ul style="list-style-type: none"> <li>Lobby stakeholders to implement policy agenda</li> </ul>					
Improve CMDs capacity to convene and engage	<ul style="list-style-type: none"> <li>Organize high level policy engagement platforms</li> </ul>	<ul style="list-style-type: none"> <li>Policy change</li> <li>High level participation and interest in promoting democracy</li> </ul>	<ul style="list-style-type: none"> <li>Number of policy platforms organized</li> <li>Number of policy resolutions implemented</li> </ul>			
	<ul style="list-style-type: none"> <li>Partner with political actors and other strategic institutions such as CSOs, religious organizations</li> </ul>					
Develop and implement outreach programs	<ul style="list-style-type: none"> <li>Engage legislature/Parliamentary Groups/Caucuses to enhance multiparty democracy</li> </ul>	<ul style="list-style-type: none"> <li>Improved policy influence</li> <li>Increased support and interest in CMD-Kenya programs</li> </ul>	<ul style="list-style-type: none"> <li>Number of memorandum of Understanding/actions signed</li> <li>Nature and quality of partnerships secured</li> </ul>			
	<ul style="list-style-type: none"> <li>Improved multiparty democracy</li> <li>Increased support by Parliament</li> <li>Improved visibility and presence of CMD-Kenya</li> </ul>					
	<ul style="list-style-type: none"> <li>Conduct capacity needs assessment.</li> </ul>	<ul style="list-style-type: none"> <li>Increased civic awareness levels</li> <li>Quality outreach programs</li> <li>Improved participation in CMD-Kenya programs</li> </ul>	<ul style="list-style-type: none"> <li>Number of outreach projects implemented</li> <li>Number of participants trained</li> </ul>			
	<ul style="list-style-type: none"> <li>Develop outreach projects</li> </ul>					
	<ul style="list-style-type: none"> <li>Organize capacity building forums</li> </ul>					
	<ul style="list-style-type: none"> <li>Monitor and evaluate impact</li> </ul>					
<b>SUB TOTAL 1</b>						

Key Result Area 1: Political Governance & Democracy Development						
Strategic Objective 2: To strengthen political party system and culture to improve political governance and democracy						
STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	PERFORMANCE INDICATORS	TIMELINES	RESPONSIBLE	BUDGET KSHS
Facilitate inter party dialogue	<ul style="list-style-type: none"> <li>Define inter-party dialogue agenda</li> </ul>	<ul style="list-style-type: none"> <li>Political governance and democracy improved</li> <li>Political party system and culture strengthened</li> <li>Increased interparty dialogue</li> <li>Increased networking and inter-parties linkages</li> <li>Increased policy influence and change</li> </ul>	<ul style="list-style-type: none"> <li>Number of inter-party dialogue agenda proposed</li> <li>Level of buy in and support by senior leadership towards the agenda</li> </ul>			
	<ul style="list-style-type: none"> <li>Convene and facilitate inter-party forums</li> </ul>		<ul style="list-style-type: none"> <li>Number of dialogue platforms organized</li> <li>Level and quality of representation in the meetings</li> </ul>			
Promote tolerant, participatory and issue driven political culture	<ul style="list-style-type: none"> <li>Convene and facilitate thematic debates</li> </ul>	<ul style="list-style-type: none"> <li>Issue driven political debates and culture</li> <li>Political tolerance and post-election peace demonstrated</li> </ul>	<ul style="list-style-type: none"> <li>Number and quality of thematic debates and capacity building programs organized</li> </ul>			
	<ul style="list-style-type: none"> <li>Organize capacity building programs</li> </ul>					
	<ul style="list-style-type: none"> <li>Facilitate inter-generational exchange and learning</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness, learning</li> <li>Improved appreciation of diversity across generations</li> </ul>	<ul style="list-style-type: none"> <li>Number of inter-generational exchange programs</li> <li>Level and quality of representation in the meetings</li> </ul>			
<b>SUB TOTAL 2</b>						

Key Result Area 1 : Political Governance & Democracy Development						
Strategic Objective 3: To build research and knowledge management capability to advance political democracy						
STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	PERFORMANCE INDICATORS	TIMELINES	RESPONSIBLE	BUDGET KSHS
Partner with research and policy institutions	<ul style="list-style-type: none"> <li>Conduct partners mapping</li> </ul>	<ul style="list-style-type: none"> <li>Increased capacity of CMD-Kenya to conduct research and disseminate findings</li> <li>Evidence based decisions</li> </ul>	<ul style="list-style-type: none"> <li>Number of partners captured in the database</li> </ul>			
	<ul style="list-style-type: none"> <li>Establish strategic partnership with research and policy institutions</li> </ul>					
Revamp the CMD Institute of Leadership and Governance	<ul style="list-style-type: none"> <li>Review current institute operations to identify gaps</li> </ul>	<ul style="list-style-type: none"> <li>Improved operational efficiency</li> <li>Increased enrolment / uptake of institute's programs</li> <li>Financial sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Number of students enrolled in the institute</li> <li>Revenue level collected from the institute</li> </ul>			
	<ul style="list-style-type: none"> <li>Develop institute business strategy</li> </ul>					
Leverage ICT for research and knowledge management	<ul style="list-style-type: none"> <li>Upgrade existing ICT infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Improved operational efficiency and decision making</li> <li>Effective communication and dissemination of research findings</li> </ul>	<ul style="list-style-type: none"> <li>Nature of the ICT infrastructure adopted vis-a-viz the existing market trends</li> </ul>			
	<ul style="list-style-type: none"> <li>Utilize ICT to conduct research and share knowledge</li> </ul>					
Facilitate generation and uptake of research outcomes	<ul style="list-style-type: none"> <li>Develop research agenda</li> </ul>	<ul style="list-style-type: none"> <li>Evidenced based decisions and programs</li> <li>Improved political governance and democracy</li> </ul>	<ul style="list-style-type: none"> <li>Number and quality of research findings and policy briefs</li> </ul>			
	<ul style="list-style-type: none"> <li>Commission research, disseminate and lobby for implementation of findings</li> </ul>					
<b>SUB TOTAL 3</b>						

Key Result Area 2: Political Parties Institutional Strengthening						
Strategic Objective 1: To strengthen institutional capacity of Political Parties to deliver on their mandate						
STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	PERFORMANCE INDICATORS	TIMELINES	RESPONSIBLE	BUDGET KSHS
Develop and implement capacity building program for political parties	• Conduct capacity needs assessment	<ul style="list-style-type: none"> <li>Functional and mandate driven political parties enhancing multiparty democracy</li> <li>Improved internal governance and operational efficiency of political parties</li> </ul>	<ul style="list-style-type: none"> <li>Number and quality of programs</li> <li>Relevance of technical Assistance provided</li> <li>Nature of post training evaluation conducted</li> </ul>			
	• Develop capacity building projects					
	• Organize capacity building forums					
	• Provide tailor-made technical assistance and support to PPs					
	• Monitor and evaluate impact					
Facilitate intra-party dialogue and conflict management	• Define intra-party dialogue agenda	<ul style="list-style-type: none"> <li>Improved intra-party governance and democracy</li> <li>Increased intra-party dialogue and conflict resolution</li> <li>Effective decision making</li> </ul>	<ul style="list-style-type: none"> <li>Number and nature of intra-party dialogue agenda</li> <li>Number and nature of intra-party conflicts resolved</li> <li>Degree of inclusivity in party decision making processes</li> </ul>			
	• Convene and facilitate intra-party forums					
	• Facilitate mediation, negotiations, learning and exchanges					
Develop and implement political party value proposition	• Conduct membership satisfaction survey	<ul style="list-style-type: none"> <li>Improved membership satisfaction and engagement</li> <li>Increased involvement in CMD-Kenya programs</li> <li>Effective representation of CMD-Kenya's interests</li> </ul>	<ul style="list-style-type: none"> <li>Nature of responses from the satisfaction survey</li> <li>Membership satisfaction index</li> <li>Quality of programs</li> </ul>			
	• Develop variety of services e.g. partnership week					
	• Implement awards and recognition schemes					
<b>SUB TOTAL 4</b>						



Key Result Area 3: Partnerships, Networking and Linkages						
Strategic Objective 1: To leverage strategic partnerships and promote networking & linkages between Political Parties						
STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	PERFORMANCE INDICATORS	TIMELINES	RESPONSIBLE	BUDGET KSHS
Build and sustain strategic partnerships	<ul style="list-style-type: none"> <li>Formulate partnership policy</li> </ul>	<ul style="list-style-type: none"> <li>Increased support and implementation effectiveness of CMD-Kenya agenda and programs</li> <li>Increased capacity of CMD-Kenya to achieve its mandate</li> <li>Enhanced visibility and brand recognition</li> </ul>	<ul style="list-style-type: none"> <li>Number of potential partners/ opportunities in the database</li> </ul>			
	<ul style="list-style-type: none"> <li>Conduct partners mapping</li> </ul>					
	<ul style="list-style-type: none"> <li>Establish strategic partnerships</li> </ul>					
Provide opportunities for networking and linkages between political parties	<ul style="list-style-type: none"> <li>Identify opportunities for networking and linkages</li> </ul>	<ul style="list-style-type: none"> <li>Improved inter-parties networking and collaborations</li> <li>Increased political parties' capabilities to influence policy or legislative change</li> <li>Enhanced learning and adoption of best leadership and governance practices</li> </ul>	<ul style="list-style-type: none"> <li>No. of participating political parties</li> <li>Quality of representation</li> <li>Number of joint policy position adopted by political parties</li> <li>No. of peer to peer learning platforms</li> </ul>			
	<ul style="list-style-type: none"> <li>Organize and facilitate networking platforms</li> </ul>					
	<ul style="list-style-type: none"> <li>Facilitate peer to peer learning and exchanges</li> </ul>					
<b>SUB TOTAL 5</b>						

Key Result Area 4: Operational Effectiveness and Efficiency						
Strategic Objective 1: To revamp institutional governance and leadership structures and systems to deliver CMD-Kenya's mandate						
STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	PERFORMANCE INDICATORS	TIMELINES	RESPONSIBLE	BUDGET KSHS
Review existing governance structures and management systems	<ul style="list-style-type: none"> <li>Conduct organizational review and job evaluation</li> <li>Streamline existing policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced operational effectiveness and efficiency</li> <li>Improved internal controls and decision making</li> </ul>	<ul style="list-style-type: none"> <li>Number of policies and procedures revised.</li> <li>Level of target of the restructuring programs</li> </ul>			
	Enhance corporate image and pursue visibility strategies	<ul style="list-style-type: none"> <li>Formulate corporate communication strategy</li> <li>Undertake corporate rebranding</li> <li>Leverage media and digital communication platforms</li> <li>Leverage CMD Alumni</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced corporate image and brand visibility / presence</li> <li>Increased media coverage of CMD- Kenya programs and activities.</li> <li>Active involvement and engagement of CMD- Kenya Alumni with its programs</li> <li>Effective communication</li> </ul>	<ul style="list-style-type: none"> <li>Nature of the corporate communication strategy formulated</li> <li>Number of new brand visibility programs</li> <li>Frequency of Media coverage</li> <li>Number of digital platforms in use</li> <li>Number of programs engaging the CMD-Kenya alumni</li> </ul>		
Establish and operationalize the CMD-Kenya ICT knowledge and learning center	<ul style="list-style-type: none"> <li>Review ICT policy</li> <li>Establish ICT and knowledge center</li> </ul>	<ul style="list-style-type: none"> <li>Expanded knowledge base in multiparty democracy</li> <li>Financial sustainability</li> <li>Recognition of CMD-Kenya as a thought leader in promoting multiparty democracy</li> </ul>	<ul style="list-style-type: none"> <li>Nature of CMD-Kenya ICT Knowledge and Learning center established and operationalized</li> </ul>			
<b>SUB TOTAL 6</b>						

Key Result Area 4: Operational Effectiveness and Efficiency						
Strategic Objective 2: To attract, develop and retain top talents to deliver results						
STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	PERFORMANCE INDICATORS	TIMELINES	RESPONSIBLE	BUDGET KSHS
Recruit and retain competent staff	<ul style="list-style-type: none"> <li>• Advertise and hire competent staff</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced staff capability</li> <li>• Improved service delivery</li> <li>• Needs based capacity building</li> <li>• Membership satisfaction</li> <li>• Employee satisfaction and productivity</li> </ul>	<ul style="list-style-type: none"> <li>• Number of quality staff hired</li> </ul>			
	<ul style="list-style-type: none"> <li>• Conduct training needs assessments and facilitate training programs</li> <li>• Develop and implement performance-based reward system</li> </ul>		<ul style="list-style-type: none"> <li>• Number of quality training programs initiated</li> </ul>			
Institutionalize performance based organizational culture	<ul style="list-style-type: none"> <li>• Develop and implement performance-based reward system</li> </ul>	<ul style="list-style-type: none"> <li>• Performance oriented culture</li> <li>• Membership satisfaction</li> <li>• Employee satisfaction and productivity</li> </ul>	<ul style="list-style-type: none"> <li>• Nature of performance based reward system initiated</li> <li>• Levels of employee support to the performance based reward system</li> <li>• Change in productivity as a result of the performance based program</li> </ul>			
	<ul style="list-style-type: none"> <li>• Develop and implement performance management system</li> <li>• Implement attitude and culture change programs</li> </ul>		<ul style="list-style-type: none"> <li>• Nature of performance Management &amp; Appraisal system developed</li> <li>• Change in productivity as a result of the performance based program</li> </ul>			
<b>SUB TOTAL 7</b>						

Key Result Area 4: Operational Effectiveness and Efficiency						
Strategic Objective 3: To diversify resource streams to achieve financial sustainability						
STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	PERFORMANCE INDICATORS	TIMELINES	RESPONSIBLE	BUDGET KSHS
Develop and implement resource mobilization strategy	• Develop resource mobilization strategy	<ul style="list-style-type: none"> <li>Improved revenue/resource base</li> <li>Financial sustainability</li> <li>Prudence management of resources</li> <li>Cost saving culture institutionalized</li> </ul>	<ul style="list-style-type: none"> <li>Number of proposals generated.</li> <li>Level of change in organizational resource base</li> </ul>			
	• Implement the strategy					
	• Increase capacity of CMD to fundraise					
Implement Cost Savings measures	• Identify cost saving areas		<ul style="list-style-type: none"> <li>Number of cost saving areas or projects identified</li> <li>Number of cost saving - linked reward system</li> <li>Number of staff rewarded</li> </ul>			
	• Initiate cost saving mechanisms					
	• Reward cost saving champions					
<b>SUB TOTAL 8</b>						
<b>Y1 Total Budget Estimate (KES)</b>						







## VISION

A multi-party democratic Kenyan society that is issue based, people-centered, and accountable to the public.

## MISSION

To facilitate the institutionalization of multiparty democracy through policy influence and capacity building of political parties in Kenya.

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