

CENTRE FOR MULTIPARTY DEMOCRACY - MALAWI
(CMD-M)

STRATEGIC PLAN: 2012 - 2015

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1.0 INTRODUCTION

The years 1992-1994 shall be remembered in the history of Malawi as the years the country made a highly successful political transformation from a one-party dictatorial political system to multiparty democracy. Several political parties were registered and contested in the 1994 General Elections during which the United Democratic Front (UDF) won and formed Government. Since then, several political parties were formed and have been participating in national elections independently as well as through some form of electoral alliances. Since the unprecedented political changes of the early 1990s and the two general elections of 1999 and 2004, however, political parties have operated as single, intolerant and antagonistic entities. This rivalry has often led to inter-party violence that has threatened the very foundations of the nascent democratic order. The electoral results during 1994-2004 showed regional voting pattern

A lot has been happening on the political scene, including lack of intra-party democracy, founder syndrome trends within political parties, lack of interparty democracy, voter apathy, and squabbles over electoral results, violence perpetuated by leaders of political parties, floor-crossing and proliferation of independent candidates during elections. Other occurrences include unstable party alliances, party splits, leadership squabbles, imposed candidates during primary elections and allegation of rigging. After extensive discussions by the political parties with the financial and technical support from the Netherlands Institute for Multiparty Democracy (NIMD), the Centre for Multiparty Democracy (CMD) was registered in 2005 with the membership of five political parties - Alliance for Democracy (AFORD), Malawi Congress Party (MCP), Malawi Democratic Party (MDP), Malawi Forum for Unity and Development (MAFUNDE) and United Democratic Front (UDF).

In 2009, Malawi went through a presidential and parliamentary elections. The run up to these elections was not without incidents. There was a challenge regarding the appointment of commissioners for the electoral management body; there were running battles regarding floor crossing and the opposition dominated parliament threatened to boycott the approval of the national budget. However, elections took place on 19th May, 2009. President Bingu wa Mutharika won the vote with about 66% while his DPP despite getting only about 34% of the total vote cast for parliamentary elections scooped an emphatic 113 seats in the National Assembly. At the time of drafting the strategic plan, the configuration of the 193 seats in Parliament were as follows: 111 for DPP, 27 for MCP, 17 for UDF, 2 for AFORD, 1 for MAFUNDE, 1 for MPP and the remaining 33 seats for independent MPs. However, most independent parliamentarians had since aligned themselves with the ruling party. The composition of parliament tended to weaken the oversight role of the Legislature, thereby posing a threat to democratic consolidation in the coming years.

As the major instruments for the mobilisation of the citizenry in the country, political parties are central to the effective functioning of a multiparty democracy. The coming onto the scene of CMD to create a forum for political parties in Malawi was extremely important. CMD is a membership organization principally for political parties who are represented in

the National Assembly of Malawi. In order to achieve inclusivity, the membership has been extended to non parliamentary parties, who are represented on the CMD Board as a block. The principal objective of CMD is to ensure a politically mature, stable and democratic Malawi with tolerant leadership, which emphasizes on sustainable socio-economic transformation and development. Through CMD, political parties have been coming together to discuss issues of national concern and has indeed functioned as a capacity development consultant for political parties, a key forum for political parties as well as lobbied and advocated for policy and legal reforms over the past years.

The past two successive strategic plans that CMD developed and implemented have achieved successes but also faced challenges. The current strategic plan constructs a medium-term strategy to make CMD fit for its role of developing the capacity of political parties and functioning as a political forum, thereby promoting the growth and development of democracy and socio-economic development in Malawi. The Centre will perform its role with inclusivity, gender and social equality, consensus, impartiality, accountability, professionalism and high ethical standards. The need to build capacity for CMD, review the legal and administrative framework, enhance the capacity of political parties as organisations, strengthen the financial base and financial management capacity of political parties and promoting intra-and inter-party democracy are critical for the deepening of multiparty democracy in Malawi.

The Strategic Plan will therefore create a Centre for Multiparty Democracy which shall:

- (a) Continue to function as a trusted forum and credible institution for promoting democracy in Malawi;
- (b) Build the capacity of political parties in Malawi to function as professional institutions capable of articulating, aggregating and acting on the interests and aspirations of the peoples of Malawi;
- (c) Play a key role in the deepening of democracy in Malawi;
- (d) Link political parties with strategic partners like political parties and civil society organisations inside and outside Malawi;
- (e) Lobby or advocate for changes or development of new policies or laws aimed at enhancing the effective functioning of political parties and promotion of multiparty democracy in Malawi;
- (g) Remain an informed forum for debate on all matters of national interest.

While appreciating the great partnership that CMD continues to enjoy with Netherlands Institute for Multiparty Democracy, the CMD Board realizes the importance of exploring other strategic partnerships. The consolidation of the institutionalization process and growth of CMD will inevitably require multiple actors including development partners to join hands for the furtherance of multiparty democracy in Malawi. CMD has come a long way since its inception in 2005. It has undertaken a lot of activities to strengthen political parties as well as to institutionalise itself and strengthen the capacity of its secretariat. The plan has taken into account the lessons learned from the previous plans and the challenges political par-

ties in Malawi face. It is designed to enhance CMD's capacity to deliver on its mandate, and through it, enhance the capacity of political parties to function effectively in a multiparty context for the benefit of the people of Malawi. It also promises much needed improvements in the way the Centre for Multiparty Democracy and political parties function. To generate confidence from Government and Development and Cooperating Partners, resources must be utilized efficiently and effectively. The Plan is therefore a clear manifestation that the CMD and political parties stand for transparency and accountability in public expenditure.

This plan is a product of intensive discussions with various stakeholders such as political parties, civil society organisations, cooperating and development partners, electoral and electoral-related bodies, academics and political commentators. They were consulted individually and collectively through a consensus building workshop held at Sunbird Capital Hotel.

I am very grateful to all the stakeholders who took part in the consultation meetings as well as the consensus workshop. It is an eloquent testimony of the close collaboration among various stakeholders- CMD Board members, Leaders of political parties, Civil Society Organisations and academics.

I would like to sincerely thank the UNDP Malawi for the financial and technical assistance that made the development of this strategic plan possible. I thank the NIMD for the technical support and guidance provided during the development of the strategic plan. Last but not least, I would like to profoundly thank Professor Lewis B. Dzimbiri for his leadership and exceptional expertise during the development of the strategic plan. Without his ability to steer the process, this strategic plan could not have become a reality.

Throughout the development of the Plan, the Centre for Multiparty Democracy was conscious of the aspirations of the Political Parties, Civil Society, all Development and Cooperating Partners and most importantly, the aspirations of the people of Malawi who wish to see the growth of multiparty democracy and socio-economic prosperity.

The successful implementation of the 2012-2015 Strategic Plan requires adequate and systematic financial and technical support. It is the hope of the Centre for Multiparty Democracy that as the Plan is being implemented, there will be adequate support from all actors including Government and Development and Cooperating Partners.

Kizito Tenthani
Executive Director

1.1 EXECUTIVE SUMMARY

The Centre for Multiparty Democracy's Strategic Plan 2012-2015 has been developed as a sequel to the second strategic plans 2007-2012. Things continue to change on the political scene in Malawi. New political parties are being established, coalitions are being demolished while new coalitions are born and issues of the constitution and constitutionalism continue to dominate the political agenda. All these factors coupled with the need for CMD to continue to be relevant to its constituents have necessitated the review of the initial strategic plan

There are notable achievements in the 2007-2012 strategic plan. CMD has taken a unique initiative to bring together both opposition and ruling political parties in a forum where they can constructively interact and dialogue on crucial matters of national importance. Leaders are able to sit and think together and come up with solutions to challenges. This has resulted in effective team building such that political parties are no longer stand alones. This cushions a lot of tension. CMD has gained a lot of trust from political parties, institutions involved in governance and democracy such as the Electoral Commission. It has tried to strengthen political parties through funding efforts to promote their 'ideologies'. It has also linked political parties with other international organizations, trained political leaders at local levels and helped the electoral body to be consultative during the preparation for elections. It has also helped with office equipment for political parties, created space for inter-party dialogue and has assisted political parties to participate in vital forums such as the constitution review process. It has also helped in bridging the gaps between the political parties and the Malawi Electoral Commission especially during the elections.

Some of the challenges still outstanding include: financial resources; CMD has yet to strengthen the institutional capacity of political parties; it has to help to instil a culture which effectively eliminates the founders of political parties from the spotlight; CMD has not adequately marketed itself to ensure that its activities and roles are visible to the masses. CMD does not have the legal power to discipline political parties which do not meet expectations. Although various activities were implemented, it is evident that the activities that were undertaken by political parties and CMD were not in line with the planned activities in the strategic plan 2007-2012. This was largely due to prevailing circumstances of the time. The major lesson is that it is far better to focus on strategic imperatives of the plan than the detailed operational activities when developing a strategic plan. In this strategic plan, operational details are minimized to allow for detailed activity planning to be done at political parties and CMD levels to avoid the situation from recurring

A fresh SWOT analysis revealed that the political arena in Malawi is far from being stable. There is increasing evidence of founder dominance and dictatorial tendencies in leadership. Though the transition to multiparty democracy went well, there is a view that people have not embraced multiparty politics because the 'big man' syndrome is still persistent. The structuring of political parties has largely been around individuals who basically dictate the functioning of political parties and activities of persons in leadership positions. During an election period, political parties do not have agenda beyond obtaining power. The conse-

quence of this is lack of accountability by political party leaders to their members. After registration, political parties are not subjected to any form of legal framework for monitoring. As a result, they do not adhere to democratic values. There is little democratic culture within and between political parties. There is no room for constructive dissension among the leaders in the party; everyone is expected to agree with the opinions of those at the top of the party's hierarchy; intra-party and inter-party intolerance, gender inequalities in politics, inadequate civic education on tenets of democracy and the electoral process, financial constraints and capacity gaps among political parties and CMD are some of the notable challenges. It was also noted that CMD needs to complete its own institutionalization process, diversify its funding base and create strategic alliances with other institutions and organizations that share its mission and vision.

The 2012-2015 plan attempts to redress some of the major challenges facing political parties and CMD in order to promote democracy in Malawi.

This Plan is divided into 5 sections. Section 1 provides an **introduction** which provides the context within which the Plan is developed. This includes **introduction** and **executive summary**.

Section 2 presents the **vision, mission and values** of the Centre for Multiparty Democracy. Central to this section is an attempt by the Centre for Multiparty Democracy to chart its strategic direction over the next five years which is to realise a 'Peaceful, pluralistic and democratic Malawi'. Its mission is the 'Promotion of a well-functioning multiparty political system and accountable political parties in Malawi'. This will assist in the promotion and consolidation of a mature multiparty democracy and enhanced economic and social development of the people in line with the Malawi Growth and Development Strategy.

Section 3 outlines **seven strategic goals** the Centre for Multiparty Democracy aims to achieve during 2012-2015 in order to realise its vision and mission. The first goal is to ensure that the **institutional capacity of CMD to promote the effective functioning of political parties and multiparty democracy is enhanced**. This is central to the achievement of the core functions of the Centre for Multiparty Democracy. This will be achieved through various strategies such as capacity and needs assessment, implementing capacity development programmes, marketing role and profile of CMD, creating alliances with like-minded institutions, resource mobilisation, sound financial management and widening the lobbying and advocacy role of the Centre for Multiparty Democracy.

The second goal is strengthening the legal and administrative framework for political parties. This will be facilitated by reviewing existing legal and administrative framework for political parties through replacing Political Parties Registration Act with a Political Parties Act, insulating the office of the Registrar of Political parties from undue political influence in the enforcement of the legal and administrative framework, revising public funding criteria for all political parties. It will also be achieved through the review of laws regarding public media to cover all political parties

The third goal is to **strengthen the institutional capacity of political parties** through the institutionalization of political parties as organizations, review of party constitutions, development of functional strategic plans for political parties, developing party ideologies, development of the capacity of party officials to run party affairs at all levels, enhancing partici-

pation of women and youths in political parties; strengthening networking with Civil Society Organizations and other strategic alliances; and empowering the citizenry and other stakeholders through civic education.

The fourth goal is to promote intra-party democracy. This shall be achieved through reviewing party constitutions, holding of party conventions, developing a code of conduct for political leaders and members, developing intra-party democracy in political parties and conflict resolution and transformation capacity.

The fifth goal is to promote inter-party dialogue. This shall be achieved through creating platforms for inter-party dialogue for party presidents and secretary generals, institutionalizing social events or informal meetings for parties to further dialogue and cooperate, and the training leaders of various political parties as a group from time to time.

The sixth goal is to ensure that the **capability of political parties to participate in fair, free and peaceful elections is strengthened**. The ability of political parties to participate in a free and fair election is one of the key expectations of a multiparty democratic system. This is so because political parties are the vehicles for recruitment of a new government in any democratic society. It is therefore imperative that political parties in Malawi develop the necessary skills, knowledge and requisite competences for a free and fair election. This can be done in through various ways: CMD-Electoral Commission consultative meetings; training in electoral processes and post-election evaluation and regularizing voter education

The seventh goal is to enhance resource mobilization and financial management capacity of political parties This will be achieved through a number of mechanisms including enhancing the financial base of political parties, putting in place systems and structures for financial management that will ensure transparency and accountability, and institutionalizing political culture that see party followers and supporters as owners and financiers of political parties.

Section 4 of the Strategic Plan covers the issue of **resource mobilisation for the implementation of the Plan**. The Centre for Multiparty Democracy recognises that in order to deliver this ambitious Strategic Plan for the period 2010-2015, additional resources will need to be mobilised to fund the activities outlined and the additional technical expertise and capacity needed. This may be in the form of joint programmes, exchanges or direct financial assistance.

Over the years, the Centre for Multiparty Democracy has built up fruitful partnerships with organisations and also cooperating and development partners. In order to develop these partnership, and in order to outline to development partners the strategic vision and direction of the Centre for Multiparty Democracy, the latter will hold a meeting with development partners in order to present the agreed Strategic Plan for 2012-2015 and in order to develop a resource mobilisation plan.

The final section of the Centre for Multiparty Democracy Strategic Plan 2012-2015, describes the way in which the Centre for Multiparty Democracy will **implement, monitor and evaluate the Strategic Plan**. An implementation roadmap will outline a proposed outline timetable for the implementation of the activities outlined in this strategic plan. The overall responsibility for the implementation and delivery of this plan will lie with the CMD

Board and the Executive Director of the Centre for Multiparty Democracy. Under the guidance of the Executive Director, the Centre for Multiparty Democracy and Political parties will develop annual implementation workplans and be responsible for the day to day implementation of such plans.

The following sections present CMD's vision, mission, values and strategic goals and objectives for the period 2012-2015 together with an implementation and monitoring framework.

2.0 VISION MISSION AND CORE VALUES

This strategic plan builds on the Centre for Multiparty Democracy strategic plan for 2007-2012. The vision and mission of the Centre for Multiparty Democracy that were included in the previous strategic plan have now changed. Core values have been developed.

The **vision** of the Centre for Multiparty Democracy is:

“Peaceful, pluralistic and democratic Malawi.”

The **mission** of the Centre for Multiparty Democracy is:

“Promotion of a well functioning multiparty political system and accountable political parties in Malawi.”

Both the vision and its accompanying mission above aimed at ensuring a politically mature, stable and democratic Malawi with tolerant leadership, which emphasizes on sustainable socio-economic transformation and development of the country.

In order to make progress towards achieving the vision and mission of the Centre for Multiparty Democracy and to achieve the six strategic goals outlined in this strategic plan for the period 2012-2015, the Centre for Multiparty Democracy recognises that political parties and CMD staff must continue to cherish **core values** in order to promote and enhance meaningful multiparty democracy and therefore guarantee economic development of the country. These core values are:

- (a) Inclusivity
- (b) Gender and social equality
- (c) Consensus building
- (d) Impartiality
- (e) Accountability

3.0 STRATEGIC GOALS

GOAL 1:

INSTITUTIONAL CAPACITY OF CMD TO PROMOTE THE EFFECTIVE FUNCTIONING OF POLITICAL PARTIES AND MULTIPARTY DEMOCRACY ENHANCED

The role of the Centre for Multiparty Democracy has over the years been central to the strengthening of political parties as well as functioning as a forum for inter-party dialogue and consensus building. While efforts have been made to build the capacity of CMD through formalization of the centre, creating a constitution, recruitment of staff, coordinating activities, managing resources and holding annual general meetings, among others, there are still gaps in its overall capacity. The process of institutionalization to reach the level of a well staffed Secretariat with diversified funding base capable of overseeing the planning, implementation, monitoring and evaluation of its programmes in line with its vision and mission is a continuing journey. Several areas of intervention are required in order to strengthen the capacity of CMD.

1.1 Capacity development and resource needs for CMD undertaken

Capacity and resource needs of an institution like CMD cannot be strengthened in a more effective manner unless a catalogue of such needs is developed. It is therefore necessary to undertake a systematic assessment of the training needs of various staff and board members as well as the resource needs of the centre. A consultant needs to design a study to collect data on the role, functions and responsibilities of staff members- administrative, programme manager, executive director and others-as well as board members. The kind of knowledge and skills they require and what they currently do not have need to be established. Furthermore, appropriate learning interventions and the manner in which they shall be implemented need to be part of the study. Similarly, the study should establish the resources required by CMD to further function effectively and efficiently to realize its vision and mission.

1.2 Programmes to meet capacity and resource needs for CMD implemented

In order to build the capacity of CMD to execute its role and mandate, several capacity building programmes will have to be implemented. Once the study on the capacity assess-

ment and resource needs of CMD have been established, the next stage is to develop specific interventions to ensure that the said capacity and resource gaps have been filled. These capacity interventions include such activities as short courses on corporate governance for board members, financial management, fund raising, project planning and implementation, seminars/workshops, study tours, staff exchanges and long courses for secretariat staff. Resources may need to be procured; funding shall have to be sought, among other methods to meet resource needs.

1.3 Strategic alliances with likeminded institutions in and out of the country established

In order to strengthen its capacity and therefore broaden its impact base, CMD has to create strategic alliances with like-minded institutions within and outside Malawi. A deliberate effort needs to be made to identify civil society organizations in Malawi like CCJP, youth and women empowerment bodies and other institutions like CMD Kenya. A working arrangement would be developed through MOUs.

1.4 Resource mobilisation and funding sources for CMD enhanced

The Centre for Multiparty Democracy recognises that in order to deliver this ambitious Strategic Plan for the period 2012-2015, additional resources will need to be mobilised to fund its activities. Over the years, CMD has built up fruitful partnerships with organisations committed to assisting with the development of the Centre. Such partnerships have strengthened the Centre in its role of capacitating political parties as well as its other major feature as a unique forum for political leaders. In order to outline to development partners the strategic vision and direction of the Centre CMD will hold a meeting with development partners in order present the agreed Strategic Plan for 2012-2015 and in order to develop a resource mobilisation plan.

Additionally, CMD has to develop a sustainability plan beyond its reliance on funding from donors. CMD should consider asking parliament to finance some of its activities. The government of Malawi should also consider allocating funds to the CMD initiative because the work of CMD is commendable. In addition, CMD should consider making political parties contribute to the cause because in any case, they are the major stakeholders of the organization (in fact, CMD Kenya is already doing this). This will enhance political party ownership of the CMD initiative.

1.5 Role and profile of CMD properly marketed

Although CMD has over the years done tremendous work as forum for interparty dialogue and an instrument for the consolidation of democracy in Malawi, little is known about it and its activities. To make itself known and ensure that its activities and roles are visible to the masses, CMD has to find ways of marketing itself. These would include opening of regional offices so that CMD's activities are decentralized. Others include drama, and open debates as well as phone-in-programmes on the radio and TV as well as newspaper columns, reporting on activities, successes CMD is registering in various spheres of its functioning.

1.6 Lobbying and advocacy role for CMD broadened

As an institution that has gained sufficient trust over the years, CMD should continue to widen its lobbying and advocacy role to include lobbying for a comprehensive review of the Party Act, lobbying for the independence of institutions such as MEC to reduce manipulation and lobby other organizations to inject money in political parties so that they are active in between elections. CMD can heighten its advocacy for political parties to improve their views on women and youth's role in the political party structures; creating special forums for programmes of women empowerment; stepping up engagement of more oversight committees of Parliament more and more- finance, legal ; creating spaces of interaction to enhance the relationship between the C.S.O. and political parties and engaging all stakeholders in national politics- parties, civil society, traditional leaders and helping political parties in networking with partners within the region.

GOAL 2:

LEGAL AND ADMINISTRATIVE FRAMEWORK FOR POLITICAL PARTIES STRENGTHENED

The ability of democracy to grow and develop depends on the enabling administrative and legal environment within which political parties function. The legal framework of political parties in Malawi needs to be reviewed to ensure that the playfield for the major actor in the multiparty game is fair and free. Through appropriate structures, policies, rules procedures and regulations that environment should allow major players to compete on equal footing. It should have the potential to promote best practices. It should also be able reward and sanction good and bad performance practices of political parties based on established principles and procedures.

2.1 Existing legal and administrative framework for political parties reviewed

After registration, political parties are not subjected to any form of performance monitoring. As a result, there is no adherence to democratic values by the parties, such as holding of conventions and clear succession plans. There is need to give restrictions, controls or directions to the party leadership in terms of what the political party should be doing, the role of the leaders, their conduct; intra- party democracy; representation of youth and women; party manifestos, conventions, election of leaders, holding conventions and visibility of youths and women in party structures. Such a legal framework should also help to improve the level of democratic activism within and among political parties etc the absence of which

should lead to the de-registration of a political party. Proper regulation of political parties enables them to function in a professional way, thereby reducing personalization of political parties. The review of the existing legal and administrative framework for political parties need to be done in the following interrelated areas: political parties registration, protection of the Office of the Registrar of Political parties from undue political influence in the enforcement of the legal and administrative framework and revision of public funding criteria for political parties

2.1.1 Political Parties Registration Act replaced with a Political Parties Act

The Political Party Registration and Regulation Act in its current state is inadequate as a framework for the creation and management of political parties. To improve on the effective functioning of political parties, a new Act to be named Political Parties Act has to be enacted to provide a comprehensive set of dos and don'ts for political parties. There be deliberate measures to deregister political parties which do not fulfil certain requirements.

2.1.2 The office of the Registrar of Political parties be protected from undue political influence in the enforcement of the legal and administrative framework

In order to promote multiparty democracy and enhance the effective functioning of political parties in Malawi, the office of the Registrar of political parties needs to be cushioned from any political influence. Based on the proposed Political Parties Act, the position should be made independent and neutral to ensure that all political parties including the ruling party are subjected to the same kind of treatment. The registration, monitoring and sanctioning of political parties need to be done in an impartial and professional manner. Efforts need to be made to find ways in which this office can be made more neutral and independent.

2.2 Public funding criteria for political parties revised

Financing of political parties is a big problem in Malawi. State funding targets only those parties represented in parliament especially those that meet the threshold of 10% of the national vote. As a result, most political parties lack funds for their functions such as disseminating important information to the masses, monitoring elections and paying monitors. There is need to use other criterion such as visibility, activeness, holding party conventions, intra-party democracy etc as bases for funding political parties. CMD and political parties need to mobilise the necessary processes and lobby Parliament for the revision of political party funding.

2.3 Laws regarding Public Media reviewed to cover all political parties

Currently, the public media does not effectively play its role as 'public media' as opposition political parties are sidelined by the public broadcaster- MBC. This has a tendency to weak-

en the visibility of opposition parties as their messages and what they stand for, do not reach out to the electorate. In a functioning multiparty system, the public media should be the forerunner of the process of levelling the 'political playing field', ensuring that news from various political parties are covered as well as beamed to benefit the electorate. Uninformed public cannot make proper choices during the election and the potential to usher in a bad government is high. Without benefiting from broader civic awareness of what the political landscape is like, the growth and development of democracy will be affected negatively. CMD needs to pioneer a process aimed at reviewing the law related to the public media to ensure that all parties are given airtime and space on the public media.

GOAL 3:

INSTITUTIONAL CAPACITY OF POLITICAL PARTIES STRENGTHENED

Political parties are the key instruments for the aggregation and articulation of people's interests and are also bale to channel them to policy processes in order to meet the needs their needs. The capacity of these political parties in a country determines the extent to which people's need can be met. There are several approaches to strengthen the capacity of political parties in Malawi.

3.1 Institutionalisation of political parties as organizations achieved

The structuring of political parties has largely been around individuals who basically dictate their activities and persons to fill leadership positions. Parties need to have effective constitutions and power devolved within the party structures, a clear policy agenda and a collective vision to drive this agenda just like any formal organisation. They should build their secretariats and other structures at the branch, area, district and regional levels to ensure that they function as credible institutions. As organizations, political parties need human, material, information and financial management systems in place. Staff has to be recruited to run the secretariat; equipment be procured and various activities related to the functioning of the party be performed. Without offices, the electorate will note take a political party seriously. CMD should assist political parties to establish their secretariats with proper human, material and informational systems and to organise themselves properly from the lowest structure to the highest.

3.2 Review of party constitution done

The framework within which any political party functions is its constitution. There is need for political parties to review their party constitutions to ensure that it is in line with the democratic tenets and values espoused by the National Constitution, and in line with the needs

of the ordinary Malawians. Issues about composition and powers of office holders, election procedures, meetings, leadership succession, manifestos, holding conventions, ethics, intra-party democracy, youth and women involvement in the party structures and decision-making, party funding, party discipline, etc need to be reviewed and incorporated into the new constitution. It is important that party members should know the constitution of their parties. People need to know the legal framework under which political parties are functioning.

Thus, there should be deliberate measure put in place to deregister political parties that do not fulfil certain requirements, such as intra-party democracy, elections, manifestos, holding conventions, ethics, visibility of youths and women, restrictions on party breakaways. Hence the constitution ought to be amended to address the issue of regulation of parties to ensure that parties are addressing the needs of the ordinary Malawian and not of the selfish ambitions of the politicians. Such a legal framework should also help to improve the level of democratic activism within and among the parties.

3.3 Functional strategic plans for political parties developed

Political parties need develop their vision and missions as well as strategic objectives. Their activities should be guided by the goals. This will help political parties to develop appropriate structures, systems and procedures and thereby function in a more professional and organised manner. With strategic plans developed, the activities of political parties will be more focussed than is the case now. With assistance of consultants, CMD will have to help political parties to develop functional strategic plans.

3.4 Party ideologies developed

Political parties in Malawi do not have well articulated ideologies which would act as frameworks of what the parties stand for and what type of society they want to create. Ideologies would make the electorates distinguish one party from another and therefore make informed choices based on values, norms and beliefs of the political party in question. In the absence of ideology, parties continue to be identified with personalities, regions and tribes- a trend which is not helpful to the growth and development of democracy. With the help of consultant CMD need to assist political parties to develop and articulate their ideologies to the citizenry.

3.5 Capacity of party officials to run party affairs at all levels developed

Political party leaders at various levels need to have knowledge, skills and competencies to run their parties as institutions. They need knowledge and skills in the management of political parties, intra-party democracy, party finance and financial management, transparency and accountability, conflict resolution. They should be aware that they do not own the party but their members do. Training programmes aimed at transforming political parties need to be held for each party to allow members to discuss issues and map the way forward. Such training should integrate local leadership of various at branch, area, district and regional levels to enhance mutual understanding and increase interparty dialogue.

3.6 Participation of women and youths enhanced

Political parties that are inclusive have men, women and the youth. As democratic institutions they need to be represented by these three segments to ensure that the interests of various sections of society are taken into account in policy making. Deliberate steps need to be taken to blend youth, women and men in political parties in Malawi as the majority of this country's population is women and youths. Women need to be given critical leadership positions like secretary general, treasure general or president of political parties. Effort needs to be taken to ensure that the youth and women wings in political parties be functional and space in decision making positions be provided to ensure that their interests are represented and effectively considered.

3.7 Networking with Civil Society Organizations and strategic alliances strengthened

Political parties have not efficiently partnered with C.S.O. to establish a common agenda to move forward. They do not work to complement each other's initiatives. C.S.Os. are active in between elections and they often gather vital information which political parties can learn from. C.S.O. compile comprehensive analytical reports regarding how political parties have fared in an election and political parties can use this information to strategize for the next election. Political parties should have strategic connections with other political parties or organizations across the borders to help the parties to tap on their counterparts' expertise to ground their own parties. Strategic connections will help to strengthen the capacity of political parties in Malawi. Political parties, with help from CMD, should make deliberate attempts to identify potential partners within and outside Malawi and engage in possible collaboration.

3.8 The citizenry and other stakeholders empowered

Democracy cannot flourish and mature unless the majority of the citizenry are empowered with knowledge of democracy and good governance and roles of various actors in a political system. Therefore, comprehensive civic education needs to be undertaken by various actors for the ordinary Malawian to understand: multiparty democracy, the role of political parties; obligations of members towards their parties; election of leaders into positions, interface between citizens and government, the opposition etc, need to be an on-going feature. Civic education has also to be mounted for traditional leaders, civil society organisations, faith-based organisation. This could take the form of public rallies, radio broadcasts, public debates, newspaper columns, cartoons etc.

GOAL 4:

INTRA-PARTY DEMOCRACY PROMOTED

Absence of intra-party democracy is a symptom of immature democratic tradition. Political parties should create room within themselves for internal dissent as is required in a democratic dispensation. Parties need to learn to accept diverse ideas and people with different opinions as friends and not as enemies. **It is important that both leaders and members of political parties embrace values and norms of participatory democracy, consultations, consensus and dialogue if Malawi's multiparty democracy is to deepen. The capacity of political parties to practice inter-party democracy can be promoted through various interventions.**

4.1 Political party constitutions analysed

CMD shall conduct an analysis of political party constitutions and other relevant party instruments to establish a baseline of party positions in relation to intra party democracy and transparency

4.2 A code of conduct for political leaders and members developed

CMD recognises that in order to deliver the mission statement, 'Promotion of a well functioning multiparty political system and accountable political parties in Malawi', CMD itself must lead on the issue of good governance. Therefore, during the period 2012-2015 CMD will develop and introduce a Code of Ethics for its Board members, political leaders and party members. The Code of Ethics will specify the duties of members and leaders and the personal conduct expected of them in the public arena and in their day official engagement.

4.3 Leadership training for political parties conducted

CMD will also organise leadership training for political parties to improve their knowledge on minimum basic requirements for intra- party democracy among top level and lower level leaders of political parties.

4.4 Intra-party democracy in political parties and conflict resolution and transformation capacity developed

Free and fair elections thrive in an environment of democracy. Democratic culture is about how a party and other players within the party such as leaders, members and supporters interact. There is need to promote a democratic culture within political parties to ensure that there is room for constructive dissension among leaders and members in the party. There is need for political parties to create room for internal dissent as required in a democratic dispensation. Parties need to learn to accept diverse ideas and people with different opinions as friends and not as enemies. Mechanisms to achieve intra-party democracy in political parties need to be devised.

GOAL 5:

INTER-PARTY DIALOGUE PROMOTED

The political culture in Malawi has not embraced interaction between persons who do not belong to the same political party. The breadth of inter-party dialogue among opposition political parties is limited to taking common positions on contentious issues up for debate in Parliament. It is argued that when such persons are seen interacting, 'they have been bought by the other party'. The culture of inter-party dialogue does not exist mainly due to a deeply entrenched culture of mistrust and suspicion. This greatly affects the progress of multiparty politics since inter-party interaction allows the exchange of ideas and promotes a sense of unity which makes dialoguing easy. Inter-party dialogue is instrumental to democratic consolidation since it facilitates the development of stronger and more effective parties and a conducive atmosphere for multiparty politics. Inter-party dialogue shall be deepened through the following activities:

5.1 Regular Board meetings conducted

CMD shall organise regular board meetings to continuously engage the parties in dialogue and strengthen their commitment and involvement.

5.2 Platforms for inter-party dialogue for party presidents' and secretary generals' forum created

Political leaders and members of political parties in Malawi need to embrace a culture of interaction among them in order to enhance the effective functioning of multiparty democracy. There is need for increased interaction between and among political parties in Malawi. Deliberate efforts have to be made to strengthen and expand political interaction between members of different political parties. The current secretary generals' forum of the CMD needs to be extended to include Party Presidents' forum to be facilitated by eminent persons. This will facilitate discussion of national issues and promote the culture of friendship among political leaders and members.

5.3 Social events or informal meetings for parties to further dialogue and cooperation institutionalized

The need to institutionalize regular dialogue between political parties is important for the creation of a culture of cooperation and fair play in Malawian politics. Both formal and informal arrangements need to be deliberately created to allow for leaders as well as members of various political parties to meet and discuss issues of national importance. Workshops and seminars as well as short courses involving area, branch, district and national executive members of different political parties can be organized from time to time to enhance learning and interact beyond their political parties.

5.4 Multiparty leadership training for all political parties conducted

CMD has been involved in training leaders of various political parties together. This needs to be regularized to ensure that political leaders at lower branch, area, district as well as central executive levels attend same workshops so as to widen opportunities for exchanging ideas and learning from each other. Such arrangements have the potential to bring a common vocabulary among leaders of different political parties and the building of a climate of peace and friendship which may reduce latent conflict from growing violent and destructive.

GOAL 6:

CAPABILITY OF POLITICAL PARTIES TO PARTICIPATE IN FAIR FREE AND PEACEFUL ELECTIONS STRENGTHENED

The ability of political parties to participate in a free and fair election is one of the key expectations of a multiparty democratic system. This is so because political parties are the vehicles for recruitment of a new government in any democratic society. It is therefore imperative that political parties in Malawi develop the necessary skills and knowledge base for a free and fair election. This can be done through various ways:

6.1 CMD-Electoral Commission consultative meetings continued

CMD to continue regular consultative meetings with the Malawi Electoral Commission to improve trust between political parties and the electoral commission; programmes of ongoing dialogue between political parties in CMD and MEC even in between elections be encouraged so that the agreements that were reached in the run up to the elections should be institutionalized as a way of improving subsequent elections;

6.2 Training in electoral processes institutionalized

Political party leaders need to be equipped with knowledge and skills in electoral processes and procedures. Training of political party leaders in electoral processes has to be a regular feature. Some areas to be included in the training are: the electoral process; calendar for registration of voters ; process from the time the ballot papers are received at the airport, storage and transportation to polling centers, the voting, counting and tabulation processes. This will empower political parties to be able to coach their monitors on how they should conduct themselves during the voting and counting stages of the votes;

6.3 Evaluation of Electoral process done after every election

Evaluation provides feedback and lessons arising from the electoral process. Achievements, challenges and lessons are learnt for the improvement of future elections. Thus, evaluation conference on the electoral process where a detailed analysis of the entire electoral process, from the appointment of electoral commissioners, to registration of voters, the verification of voters register, the voting itself and post election developments, be institutionalized. Post Election Healing conferences need to be conducted in all the three administrative regions involving party district officials.

6.4 Voter education regularized

Unless voters understand the rules of the game, the whole exercise can be counterproductive. It is therefore important to empower the voter to understand the voting process. The use of top selling musician to produce a music jingle reminding the electorate of the registration and voting process as well as refraining from violence before, during and after the election, needs to be a permanent feature in the electoral processes. Others include the training of election monitors, training civic education trainers from member political parties, review of election monitoring and electoral laws.

GOAL 7:

RESOURCE MOBILIZATION AND FINANCIAL MANAGEMENT CAPACITY OF POLITICAL PARTIES ENHANCED

Finance is one of the most vital resources that determines how far and what activities an organization can undertake. Equipment and other essential resources including wages and salaries need money. The need to diversify funding sources and manage revenue and expenditures in an efficient and effective manner is an important attribute in financial management. Political parties need to diversify funding sources and manage finances well.

7.1 Financial base of political parties enhanced

Political parties do not have reliable funding sources other than the finances sourced by the founder. Without funds, political parties cannot function properly. Diversified funding and resource mobilization strategies for political parties need to be developed. Several avenues

need to be explored to enhance the financial base of political parties. These include membership fees, sale of party symbols like badges, neck-ties, scuffs, cloth, ti-shirt, identity cards, rentals accruing from investments, well-wisher contributions, state funding etc.

7.2 Systems and structures for financial management that will ensure transparency and accountability put in place

For a political party to function effectively as an organisation, sound financial management systems need to be in place. Party secretariats need to have formal sources of revenue collection, expenditure and accounting systems which are transparent and accountable. To enhance accountability, CMD funding to political parties should have strings attached. Example such as the development of monthly, quarterly and annual work plans as the basis for CMD funding to political party activities; checking on whether the monies have been spent on activities that were planned; auditing of accounts and other forms of verification. CMD should assist political parties to develop good financial systems.

7.3 Political culture that see party followers and supporters as owners and financers of political parties with an obligation to serve them institutionalized

Members of the party need to embrace a culture of ownership of their parties if these parties are to function effectively and deepen multiparty democracy in Malawi. To ensure that members and followers are well informed about the role of the party and the role and obligation of the members, there is need for CMD to mount various forms of civic education to party members at various levels. CMD need to organise workshops for political parties or party leaders on political party financing/funding; alternative sources of party finance or party management and auditing party finances. Members need to be sensitized to own their parties and contribute to them in the same way they contribute and own their churches. Civic education can take the form of public rallies, radio broadcasts, public debates, newspaper columns and cartoons.

4.0 IMPLEMENTATION MONITORING AND EVALUATION

This five year strategic plan 2012-2015 outlines the vision, mission and core values of the Centre for Multiparty Democracy. The plan also highlights priority areas in the form of strategic goals and outcomes that will contribute towards the attainment of the strategic objectives.

CMD is committed to developing a realistic implementation roadmap that will accompany this strategic plan and that will assist the Secretariat in developing annual workplans and delivering the strategic plan. The implementation roadmap will outline a proposed outline timetable for the implementation of the activities proposed in this strategic plan. The Centre for Multiparty Democracy is fully aware that long term implementation planning in a multiparty context can be challenging due to the unpredictable nature of events. The implementation roadmap will need to be a flexible document that will be seen as a guide which can be amended to better overcome any challenges that may arise in the period 2012-2015. CMD secretariat and political parties will develop annual work plans that will reflect the strategic goals outlined in this strategic plan for which budgets will be developed in readiness for fund seeking from development partners like NIMD, UNDP, EU, Government of Malawi etc. Both local and international consultant would be used to guide the implementation of the workplans where necessary.

The annual work plan will include specific indicators of success for actual activities but within the context of this strategic plan. The indicators of success for the outlined strategic goals would be:

- Strategic Goal 1:** Institutional capacity of CMD to promote the effective functioning of political parties and multiparty democracy enhanced
- Strategic Goal 2:** Legal and administrative framework for political parties strengthened
- Strategic Goal 3:** Institutional capacity of political parties strengthened
- Strategic Goal 4:** Intra-party democracy promoted
- Strategic Goal 5:** Inter-party dialogue promoted
- Strategic Goal 6:** Capability of political parties to participate in fair, free and peaceful elections strengthened
- Strategic Goal 7:** Resource mobilization and financial management capacity of political parties enhanced

Overall responsibility for the implementation and delivery of this plan will lie with the Board Chair, Members and Executive Director of the Centre for Multiparty Democracy, as well as political party leaders. Under the guidance of the Executive Director, the CMD secretariat and political parties will develop annual implementation plans and be responsible for implementation, monitoring and evaluating of such plans. When undertaking this monitoring and evaluation process, the CMD secretariat and individual political party secretariats will use international best practice norms to measure actual performance against envisaged outputs and outcomes, identify causes for delays or implementation failures and propose relevant measures to remove any barriers to successful implementation.

An annual written report outlining progress made in implementing the 2012-2015 Strategic Plans will be written by the Executive Director for presentation to the CMD Board and made available to the public on the CMD's website.

Furthermore, CMD is committed to undertaking a final evaluation of this Strategic Plan in 2015 and developing a new strategic plan that will reflect the developing requirements of CMD and Malawi as a country at that time.

APPENDIX 1:

SUMMARY OF GOALS AND OBJECTIVES

GOAL	OBJECTIVES
1. Institutional capacity of CMD to promote the effective functioning of political parties and multiparty democracy enhanced	<ul style="list-style-type: none"> a. Capacity development and resource needs for CMD undertaken b. Programmes to meet capacity and resource needs for CMD implemented c. Strategic alliances with likeminded institutions in and out of the country established d. Role and profile of CMD properly marketed e. Resource mobilisation and funding sources for CMD enhanced f. Lobbying and advocacy role for CMD broadened
2. Legal and administrative framework for political parties strengthened	<ul style="list-style-type: none"> 1. Existing legal and administrative framework for political parties reviewed <ul style="list-style-type: none"> a. Political Parties Registration Act replaced with a Political Parties Act b. The office of the Registrar of Political parties be protected from undue political influence in the enforcement of the legal and administrative framework c. Public funding criteria for political parties revised 2. Laws regarding Public Media reviewed to ensure coverage for all political parties.
3. Institutional capacity of political parties strengthened	<ul style="list-style-type: none"> a. Institutionalization of political parties as organizations achieved b. Review of party constitution done c. Functional strategic plans for political parties developed d. Party ideologies developed e. Capacity of party officials to run party affairs at all levels developed f. Capacity of party officials to run party affairs at all levels developed g. Networking with Civil Society Organizations and strategic alliances strengthened h. Participation of women and youths enhanced i. The citizenry and other stakeholders empowered
4. Intra-party democracy promoted	<ul style="list-style-type: none"> a. Political party constitutions analysed b. A code of conduct for political leaders and members developed c. Training for leadership of various political parties jointly conducted d. Intra-party democracy among political parties and conflict resolution and transformation capacity developed
5. Inter-party dialogue promoted	<ul style="list-style-type: none"> a. Regular Board meetings conducted b. Platforms for inter-party dialogue for party presidents' forum and secretary generals' forum created c. Social events or informal meetings for parties to further dialogue and cooperation institutionalized d. Multiparty leadership training for all political parties conducted
6. Capability of political parties to participate in fair, free and peaceful elections strengthened	<ul style="list-style-type: none"> a. CMD-Electoral Commission consultative meetings continued b. Training in electoral processes institutionalized c. Evaluation of Electoral process done after every election d. Voter education regularized
7. Resource mobilization and financial management capacity of political parties enhanced	<ul style="list-style-type: none"> a. Financial base of political parties enhanced b. Systems and structures for financial management that will ensure transparency and accountability put in place c. Systems and structures for financial management that will ensure transparency and accountability put in place d. Political culture that see party followers and supporters as owners and financiers of political parties with an obligation to serve them institutionalized