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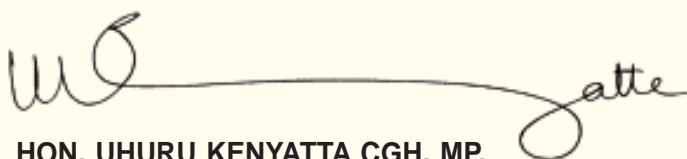
The process of developing the Strategic Plan for KANU started way back in January 2003 with the formation of a nine-member task force by the former President and former National chairman of KANU His Excellency Daniel Toroitich Arap Moi. The task force consisted of eminent members and leaders of KANU, namely Hon Chris Obure, Hon Dalmas Otieno, Hon. Dr. Amukowa Anangwe, Hon William Morogo, Hon. Ngenye Kariuki, Hon. Samuel Mkalla, Hon. Patrick Sau Mutemi, Hon. Joseph Kiangoi and Hon. Mohammed Affey. It is the work of this task force, which laid the foundation upon which the strategic planning process for KANU began. Therefore, KANU acknowledges very heartily the work done by the task force and above all His Excellency retired President Daniel Arap Moi for his strategic leadership of the party, the foresight and timely decision in forming the task force.

However, the breakthrough in KANU's rebuilding and strategic planning process came as a result of the involvement of the Institute for Education in Democracy (IED) and the Federation of Women Lawyers, Kenya (FIDA-K). This relationship soon developed into a partnership, involving a series of consultative meetings and workshops, which resulted in the development of the Strategic Plan. KANU is extremely grateful for the invaluable contribution of FIDA-K, especially the former chairperson, Ms. Joyce Majiwa and the former Executive Director Ms. Jane Kiragu.

Very special thanks go to IED and its funding partner the Royal Norwegian Embassy. It is the commitment and dedication of IED and funding support from the Royal Norwegian Embassy that enabled the successful completion of KANU's strategic planning process, including the finalisation and publication of the Strategic Plan 2005-2010. KANU singles out the immense contribution of Ms. Koki Muli, IED Executive Director and Mr. Peter Aling'o Programme Officer-Electoral Process Programme. In addition, KANU acknowledges the special contribution of IED consultants, Dr. Agnes Abuom, Ms. Betty Murungi and Ms. Jane Kiragu. IED's collaboration with KANU would not have been possible without the support of their Board of Directors led by Ms. Aoko Midiwo. KANU remains indebted to you all.

The National Democratic Institute (NDI) generously supported KANU's initial strategic thinking and brainstorming workshops. The workshops provided us with the initial tools for party rebuilding and strategic direction. KANU is very grateful to NDI.

Finally, we acknowledge with many thanks the participation, commitment and contributions of members of the National Executive Committee, the Parliamentary Group, and the Secretariat led by Hon. Julius Sunkuli, the members, supporters and friends of KANU in the process of rebuilding our party. Special thanks go to the technical committee consisting of Hon. William Ruto, Hon. Dalmas Otieno, and Ms. Kathleen Kihanya, who together with IED team ensured the successful finalisation and publication of the Strategic Plan 2005-2010.



HON. UHURU KENYATTA CGH. MP.
CHAIRMAN.

FOREWORD

We are on the verge of a new frontier of our party KANU. A new page of the nation's history is about to be written and it is important for us to take the next steps with utmost care for what we are underwriting will impact greatly on our future. We are ready to move forward and chart a course that will see us reach a New Kenya, but we must first examine our past to make sure we know where we have come from, understand and appreciate where we are, so as to plan and chart our way forward.

The results of the last General Elections in 2002 sent a message to KANU that Kenyans did not believe in KANU'S commitment to deliver change, because admittedly, in forty years of the party's tenure, mistakes were made, some of them major. A party popularly elected by the people is responsible for all that happens while in government. KANU cannot, therefore escape responsibility for mistakes made during its tenure, and it is with this in mind that over the past two years the party has embarked on a process of self evaluation with the intention of internalizing, appreciating and accepting our past, recognizing our present and planning our future.



It has been a long fulfilling journey which began with the appointment in January 2003 of a nine member **TASK FORCE** on the reorganization of **KANU** by former President and National Chairman of the Party H.E. Daniel Toroitich arap Moi, CGH, whose mandate it was, principally, to investigate why KANU had lost the general elections. After the task force's report was completed and compiled we had the first seminar, at Safari Park on 28th March 2003, to discuss the report. We have since held numerous seminars in various parts of the country; both at Provincial and branch levels. These seminars culminated with a meeting that was held in Mombasa where both our Parliamentary Group and NEC saw the first draft of this document.

We did approve at that meeting that it was important for us to call as many of our grassroots leaders as possible to be able to discuss some of the conclusions that we had reached. We, therefore, invited party chairmen, secretaries and treasurers from all the branches, the Parliamentary Group, Women Leaders and Youth Leader for a major seminar at the Safari Park Hotel on 14th September 2004. The Strategic Plan was once again discussed and endorsed by the grassroots leaders, with numerous suggestions.

As a party, we agreed that we must begin with the first step of rebuilding the party and that was the holding of the grassroots elections. These grassroots elections were to be

preceded by a party membership recruitment exercise where the membership would be rejuvenated and the party base expanded. The exercise was conducted and concluded on 1st February 2005 with the election of the new National Party Officials, following the branch and sub-branch election of party officials.

I must say I am most grateful to the contribution and support that I received from each and every member in these grassroots elections and I believe that the team that was elected to the National Executive Council is a team that is both capable and has the commitment to move this party forward.

The very essence of this Strategic Plan is giving a road map on how to chart and plan a structured way forward for our party. It details the kind of activities that we would like to engage in and how we intend to position ourselves in parliament both as a credible opposition and as a government in waiting. It is important for all of us to acknowledge that none of these will happen on their own; it will require the effort and commitment of each and every one of us.

We are currently at a stage in the history of our country where people are looking for visionary leadership; constructive and committed leadership; participatory as opposed to dictatorial leadership a leadership, that through wider democratic space, deals with the real issues and not personalities.

I believe these are challenges that we as KANU can actually rise up to and meet, but once again it boils down to commitment. We have always maintained that our party KANU is a “National Party” a party of all communities and with roots in every corner of this Republic. We need now to focus ourselves on the issues that affect Kenyans in every corner of this country. Focusing ourselves on the issues enables us to understand the various interests of our people, which will allow us to move away from personality cults to a culture of consensus building, dialogue and participation. This process will ensure that the issues that we deal with touch upon the lives of the people of this Republic.

There can be no greater time than now, when we see all around us, disorganization, confusion in the political realm, and the rise of ethnicity in issues that impede a nation from moving forward. These are challenges that must be faced, if our unity in diversity is to be maintained and KANU can be the vehicle of voicing those issues on behalf of the people. We are serving not just the interest of the party, but also that of the people of this Republic. I believe a new election or any future election will no longer be on the basis of emotion, on the basis of who shouts the loudest, on the basis of personality, but will be on the basis of the parties that are prepared to get down and to deal with the real challenges that face the people of this country.

We cannot say that one waits to get into power to develop a plan, we must develop a plan in advance; we must develop an agenda now. An agenda that we must begin to articulate even as we sit on the opposition benches, an agenda that we must begin to sell to Kenyans so that come the next General Election, the people of this Republic will know and

understand what KANU is, what it represents and what it intends to do for them.

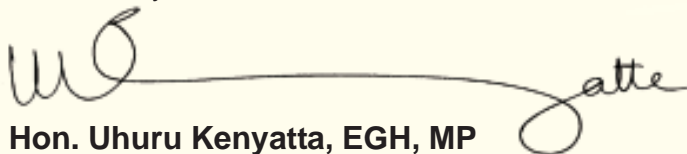
A lot of work has been put into this document, representing views of all our members from the branches because we did not want it to be a document a few or a group of individuals. It has been endorsed by the membership at large and this portrays the ownership of this Strategic Plan by all. These are the views of every single member throughout the country stipulating the principles, the vision, and those codes of ethics that KANU plans to implement.

Today, we have a chance to change the manner in which politics is conducted in this country. We have an opportunity today to give Kenya a new direction. But, again, that can only happen, not through the contributions of one or two, but through the contributions from each and every one of us and from the commitment of each and every one of us.

As I conclude, I would like to take this opportunity to thank the various NGO's that have consistently been supportive to us as a party and more so to the democratic process in this country. The Institute for Education in Democracy, the Institute of Economic Affairs, the National Democratic Institute, the International Republican Institute, FIDA Kenya, the Centre for Multiparty Democracy, to name but a few, and the able facilitation of our National election by the Institute for Education in Democracy and the Centre for Multiparty Democracy with the assistance of Electoral Commission of Kenya who trained election officials. I assure them that despite the propaganda of the ruling establishment that KANU is both unable and unwilling to change, KANU has not only accepted and embraced change but KANU is living that change and we intend to continue through that process and we appeal to our colleagues in various political parties to emulate what KANU is doing.

Let us live for the future my brothers and sisters, we have acknowledged our past, we have accepted our strengths, we have also accepted, bravely, in front of the entire nation and the world at large, our failures. It is only through the implementation of this Strategic Plan, that we can prove that we are now ready to deal with those failures, strengthen our party and build a party and a nation that shall be and will be for the benefit of all.

Gob bless you all.

A handwritten signature in black ink, appearing to read 'U Kenyatta', with a long horizontal line extending from the end of the signature.

Hon. Uhuru Kenyatta, EGH, MP
National Chairman. KANU

EXECUTIVE SUMMARY

The Kenya African National Union (KANU) Strategic Plan sets out its vision, mission and programme of action during the plan period 2005 - 2010. This plan acknowledges the rich history of KANU that has shaped the values and direction of the nation since independence in 1964. The plan seeks to position KANU as a strong and vibrant public institution of governance and democracy offering effective leadership in the country. At the same time, the plan embraces a self reflective and proactive approach for its lessons learning process on its style of governance.

Historically, KANU's political principles were based on African socialism rather than communism. In terms of its institutional governance arrangement, KANU adopted the central government system as opposed to federalism. These choices around its governance agenda were captured in the Sessional Paper No. 10 of 1965 and reflect the principles and philosophy of KANU. These historical decisions are crucial in providing a basis for the formulation of strategic priorities and a turn around strategy for the party.

The plan undertakes an analysis of both the External and Internal environment so as to enable appropriate and strategic positioning of the party. In appreciating the narrowing gap between global and national trends in the social, economic and political arena, the plan has designed responses that will propel the party to be a model within the continent. In its candid self reflection through the SWOT analysis, the party has recognized that it can develop strategies to maximize on the party strengths and existing opportunities as well as minimizing their weaknesses and redressing the threats facing the party.

In order to address these challenges, strategic priorities have been identified with a view to strengthening KANU as a strong national democratic party. In this respect, probable scenarios are examined that give a true picture of the party and key tenets to build upon for the future.

Both the SWOT analysis and scenario building indicate that KANU is still a dominant party having garnered 68 seats from a possible number of 222 in the whole nation. This factor lends credence that the party has a sound base to build on again and assume government. The key factors to build upon include gender mainstreaming the agenda of the party, resource mobilization, setting up party secretariat, revising and updating a party constitution, ensuring that Kenyans have a new national constitution, developing a media strategy.

There are critical issues that KANU as a party needs to address as a matter of urgency, especially given that it has been associated with power structures of the nation for the last forty years of its existence. There are no tangible resources, which can be accessed immediately. There is need to harness the properties spread across the country and legalize the ownership and management. During this plan period, KANU is determined to delineate government structures from those of the party as it seeks to create new ones. This phase will determine the party leadership, mode of recruitment and learning new methods of doing things again as a political party with a national outlook.

The Strategic Plan demonstrates that KANU has the capacity to make a turn around and be a strong public institution of governance and democracy offering effective leadership. KANU is committed to the democratization process, respect for the rule of law and will adhere to its new vision, mission and its values as guiding principles.

CHAPTER ONE

INSTITUTIONAL HISTORY

KANU in pre-independence times

The name KANU is closely associated with the history of our country, Kenya; the struggle for independence and commitment to build a united, peaceful and prosperous nation in which every citizen enjoys political freedom, social justice and has equal access to opportunities.

The emergence of KANU as a political party goes back to the Second World War. By 1944, Kenyans and other Africans from other British colonies helped the British and the Americans to win the war. Those who participated as British soldiers in fighting the war were provoked to question colonialism in their own countries. During the war President F. D. Roosevelt of U.S.A accompanied by the British Prime Minister, issued what was popularly referred to as "The Atlantic Charter". This was a call to promote freedom in all allied Nations and everywhere, which was subsequently to lead to self-rule.

When the ex-soldiers returned they too wanted freedom in their own countries, after fighting for the same in Europe. Until 1944, Kenya Africans had no members in the Legislative Council or the Parliament at the time. In late 1944, Eliud Mathu was appointed to the Legislative Assembly and this was indication of the realization by the British that Africans had political rights.

In October 1944 the precursor to KANU, the Kenya African Union (KAU) was formed as an association to unite Africans against the oppressive and exploitative colonial systems. By 1947, KAU had established itself as the first sustained effort of Kenyan Africans to create a National organization whose immediate goals included seeking self government, immediate increase in the number of African members of the Legislative Assembly inter alia. By 1951, there were five more African members to the Legislative Assembly. In terms of exerting political pressure KAU witnessed growing political recognition for Africa representation. The Lyttleton Constitution in 1956 provided for Africans to vote and in 1957 Eight (8) Africans were elected members to the Legislative Council as compared to European and Indian representation of 21 elected members. The piecemeal approach was totally rejected by the Legislative Council members who continued to demand for more power in the government system of the time. The eight elected African members in the Legco made the Lyttleton Constitution unworkable. They demanded majority seats and a timetable for advancement of Uhuru/freedom. The colonial government met this demand by increasing the seats from eight for fourteen through the Lennox-Boyd Constitution. These changes did not remedy the situation and pressure continued to mount with regard to increased African representation.

The desire and the demand for total liberation and not piece meal appeasement continued. The members rejected participation in the Legco by 1958 and requested a round-table conference to resolve the issues they raised. After prolonged agitation up to 1959 the colonial government agreed to hold another round table conference in 1960 for constitutional advancement. By 1960, the ban on country wide African political parties was lifted and Africans were free to form national political parties.

The Lancaster House Conference demand was for universal suffrage, regardless of race and colour and it was resolved that the Legco would have sixty five (65) elected members out of which thirty three (33) seats were reserved for Africans on a wider but qualified franchise. Upon the members return, one of Legco members, Hon. Masinde Muliro formed the Kenya National Party (KNP) and served as its President. This party was later known as the Kenya African Democratic Union (KADU) whose main leaders were Hon. Masinde Muliro, Hon. Ronald Ngala and Hon. Daniel arap Moi. The supporters of this group were viewed as moderates and cautious on their demands for immediate self-government. The rest of

the members who had gone to Lancaster House wanted uhuru¹ immediately. They formed Kenya Independence Movement (KIM), with Mr. Oginga Odinga as the President. A leader's conference was convened in Kiambu on 27th March 1960 which resolved to form a mass organization and this marked the birth of Kenya African National Union (KANU) whose main leaders were Hon. James Gichuru, Jaramogi Odinga Oginga and Tom Mboya. On 11th June 1960, KANU was officially registered as a political society.

In the process of the on-going negotiations divisions were brewing in the country between parties at the time; namely KADU and KANU. This led to realignment of the parties and emergence of KANU as a leading party in the country. In the 1961 elections under the first Lancaster House Constitution, KANU got 67.5%, that is 19 seats and KADU got 16.4% that is 11 seats. This gave KANU the majority holding in the Legislative Council in 1961. When KANU was requested to form the government, they rejected the offer until Kenyatta could be released from detention. The governor turned to KADU, but being a minority party they could not afford to form one. Divisions emerged because of diverse ideologies advocated; KADU wanted quasi-federal system of government and KANU stood for a central government.

By August 1961, Jomo Kenyatta was released and one of the Legco members for Muranga relinquished his seat for him, while at the same time, James Gichuru resigned to make room for Kenyatta to be the president of KANU. Jomo Kenyatta led the

¹ Uhuru - is Swahili word meaning freedom.

delegation to the second Lancaster House Conference. This conference was very important in that it was to set the date for internal self-government. In setting the date for internal self rule, the colonial government placed a condition, that until the elections of 1963, a coalition government of both KANU and KADU would be formed. The Second Lancaster House conference thus, gave birth to the coalition government. In the elections of May, 1963 KANU won the elections and formed the government in June that year. In 1964 KADU dissolved itself and joined KANU by the time Kenya was celebrating its first anniversary of self rule and became a republic on 12th December 1964. This political situation positioned Kenya to enter its independence era under a newly united KANU, which aimed at nurturing, healing, and uniting its peoples to secure development and improved quality of life.

KANU in post independent Kenya

At its formative stage, KANU had developed its manifesto. Strengthened by the unity arising from KADU's merger with KANU, the party developed its refined manifesto which is captured in the Sessional Paper No. 10 of 1965 on African Socialism and its Application to Planning in Kenya. This Sessional Paper embodies the manifesto and principles of KANU and presents a concise vision for Kenya which later became known as the National Goals of the country. African socialism is influenced by some African traditional practices and regards all human beings as sisters and brothers who should be treated equally.

THE AIMS OF AFRICAN SOCIALISM

The Sessional Paper captured these through its principle objects which were:

The desire for political and social equality; the respect for human dignity, including freedom of conscience; access to equal opportunities; and attainment of high and growing per capita incomes equitably distributed

The Sessional paper in particular, recognized the need for hard work to ensure optimal utilisation of the national resources, diffusion of ownership to avoid concentration of economic power, and the need for domestic capital accumulation in cooperation with foreign investors.

The party attained great success in this regard, propelling Kenya to attain high standards of development. Since independence KANU has endeavoured with reasonable success to achieve most of its economic objectives including training its human resource to manage and develop the country, building infrastructure for a modern economy and expanding production in agriculture and industry, including tourism and horticulture.

Some highlights of KANU's success

Development of "Harambee" as a national motto calling on citizens working together to rid ignorance, disease and poverty.

Improved access to education at all levels

Political stability

By 1992,

Life Expectancy had increased from 40 to 60 years;

Infant Mortality had dropped from 126 to 59 per 1000;

Primary School Enrolment had increased from 900,000 to nearly 6,000,000;

Secondary School enrolment from 60,000 to 600,000.

In the four public universities there were 41,000 students compared with 565 attending one university college in 1963. Personal incomes had doubled.

Agriculture, industry and tourism had expanded considerably.

In the political and social spheres, while most of sub-Saharan Africa has been embroiled in civil wars and insurgencies, Kenya is among the very few countries that have remained stable and peaceful. The peaceful manner in which the party managed the presidential succession in 1978 attests to the institutionalised systems of governance KANU had established.

With Daniel Arap Moi in the helm, the party continued to develop and establish its grassroots infrastructure, through support from its (KANU) members. In adopting the philosophy of "nyayoism", he assured Kenyans continuity on development policies set up by Kenyatta's government, in addition nyayoism also called for peace, love and unity, being mindful of other peoples welfare and respect for each other regardless of tribe, religion or socioeconomic background.

In pursuing the national development agenda, there was gradual growing intolerance of internal criticism within KANU and gradually alternative forms of political associations and regional welfare societies were hampered. However with the attempted coup de tat of 1982, these parties and movements were proscribed. In a lull of a decade the agitation for multi-party politics gathered momentum. In 1991 with the change of article 2A of the constitution, the government or KANU, which was synonymous with each other, gave in to multi-party era. The reintroduction of multiparty politics heralded another milestone in the history of our country and despite the anxiety and excitement with which multipartism swept across the continent, the fabric of the Kenyan nation was strong enough to accommodate this new progressive dimension.

From 1992 the party started separating itself from the state. KANU had to start redefining itself as a party within the state, taking into account that the president was the chairman of the party. These are some of the momentous events, which in 2002 culminated in seeing the exit of KANU from power, which it had held for the last forty years.

The peaceful handover of office by the former President and KANU chairman, His Excellency Daniel arap Moi, in the 2002 General Election is yet further demonstration of the party's commitment to democracy and respect for the rule of law.

At the beginning of 2003 a Task Force was set up by the retired Chairman of KANU, His Excellency Daniel arap Moi, to inquire into the reasons for KANU's defeat and what measures the party should take to rebuild itself. The outcome of almost two years of soul searching and long hours of in-depth and serious deliberation, is a Comprehensive Report alongside this new Strategic plan which encompasses our vision, mission, and party strategy, the party's new Constitution and accompanying revised Election Rules.

CHAPTER TWO

ENVIRONMENTAL ANALYSIS

PART A: EXTERNAL ENVIRONMENT

The purpose of conducting an analysis of the external environment analysis is to enable KANU take stock of major social economic, political and technological trends outside the party that may have direct impact on its activities within the plan period. External environmental analysis has been conducted from three levels namely global, regional and national with a view to

determining the linkages between the various layers and actors. Following the mind mapping of such trends, KANU as an organization will devise strategies and activities to address the same.

Political Environment

Perhaps the major global political trends reflected at the regional and national levels, begin with the momentum for good governance, transparency and accountability of public institutions. Today, the global

MAJOR TRENDS

	REGIONALLY	NATIONALLY
<p>GLOBALLY</p> <p><u>POLITICAL:</u> Global terrorism Growth in militarism Increased monitoring of International conventions</p> <p><u>ECONOMIC:</u> Economic integration Globalisation, WTO, Bretton Woods agencies Privatisation of social services Global trend on the roll back on the role of the state in national development to remain minimal</p> <p><u>SOCIAL:</u> Increasing global poverty HIV/AIDS</p>	<p><u>POLITICAL:</u> Regional insecurity, Somalia, Burundi, DRC, Sudan etc Growth in civil wars Expanding of regional integration</p> <p><u>ECONOMIC:</u> Creation of larger economic and political blocks: COMESA, AU, IGAD, EAC</p> <p><u>SOCIAL:</u> Poverty Illiteracy HIV/AIDS pandemic Vibrant civil society movements</p>	<p><u>POLITICAL:</u> State role being rolled back and reversed Unemployment Corruption Increased political consciousness, Inability to translate political awareness to prudent action Weak crime control</p> <p><u>ECONOMIC:</u> Privatisation of national economy Regional Intergration Custom Laws</p> <p><u>SOCIAL:</u> Awareness and an informed Community Hopelessness and despair Poverty, Illiteracy</p>

governance system including national political parties are under pressure to democratise. At national level, the civil society has been effective as a citizens watchdog and monitoring agency. The civil society have been key in demanding and working for the democratisation of society leading to more scrutiny and demand for political parties to democratise.

Kenyans overwhelmingly elected the NARC government with high expectations particularly in the areas of constitution review governance, corruption and ensuring gender equality. Increasingly, the inability of NARC to deliver on their electoral promises has resulted to minimal attainment of these high ideals and Kenyans are disillusioned and largely disappointed. There is definitely heightened political consciousness amongst the Kenyan public following intense and consistent civic education and empowerment programmes by civil society organizations. The citizens perception that government is for the political elite and does not embrace them erodes decades of activism for good governance and democracy. In addition the national constitution making process has also dominated political discourse in the country, resulting to increased political tensions within the country and national parliamentary business due to lack of firm and decisive leadership by the government.

A second trend is violence/terrorism that is gaining a global dimension and which has the potential of impacting negatively on the respect for human rights and democratic practices. Concerns revolving around security are putting pressure on government budgets as they seek to protect citizens whose consequence is diversion of meagre resources from basic services to security

related activities. Probably one of the developments at the political level is the regional integration processes where nations are creating both political and economic blocks for purposes of obtaining better bargaining power, articulating common agenda and pursuing common interests.

Economic Environment

It is now widely accepted that the growth prospects for developing countries are greatly enhanced through an outer oriented trade regime and fairly uniform incentives (primarily through the exchange rate) for production across exporting and import-competing goods. Economically, globalisation whilst providing positive stimulus as far as technology and travel, it has adverse effects on the livelihoods of many. In particular, poverty has become rampant due to global economic structural and institutional arrangements. Related to poverty is the enhanced privatisation of services such as water resulting into serious marginalization of communities and deprivation. Besides poverty, a cancer impacting many a country is corruption and unemployment. Lack of job opportunities and poverty are believed to partly contribute to increased violence and especially domestic violence. A concern that many African countries face is their near exclusion from the World Trade Organization in terms of participation on an equal basis in international trade. And despite the various arrangements to open up markets such as AGOA, prescribed regulations still inhibit equal exchange.

Social Environment

Socially, there is increased consciousness among people about their rights and obligations due to civic and voter education in many countries. The role and growth of civil society globally and nationally is a factor that political parties can not ignore. In other words, associated life has shifted from functioning purely in the field of social service delivery to political work, advocacy and policy.

However, a challenge that is facing humanity is the impact of HIV/AIDS pandemic and its effects on the human race. Accompanied with poverty, HIV/AIDS places the future of the world and in particular of Kenyans at risk. The unequal power relations between women and men makes women more vulnerable to HIV/AIDS infection. Internationally and nationally, the gender disparities continues to receive greater attention although political parties still require to be gender sensitised and embrace gender equality principles. Women leadership in civil society, public and private sector is in some cases where it is affirmed providing alternatives that society needs especially in terms of styles, values and visionary leadership.

Information, Communication and Technology

At the technological level, it is evident that the digital divide between Africa and the developed world remains big in spite of great efforts. The gap is made worse by the levels of illiteracy in many a country.

More important is the need for political parties to embrace Information Communication and Technology (ICT) in order to manage their work effectively and efficiently. A number of political parties remain underdeveloped in terms of infrastructure and equipment making their work laborious.

PART B INTERNAL ENVIRONMENTAL (SWOT) ANALYSIS

While the external environment analysis determines key global, regional and national trends, internal environment analysis is a process of establishing the major strengths, weaknesses, opportunities and threats (SWOT) facing the party. Once again the results of this analysis are critical in evolving strategies and activities to either build on the strengths and opportunities or to address the risks and challenges/weaknesses.

Through this self analysis, KANU has acknowledged it has weaknesses and is faced with a diverse range of threats. Through this strategic plan, the party has developed a wide range of strategies that will result to KANU maximizing on its strengths and identified opportunities whilst at the same time, minimizing on its weaknesses and threats. Following its recently concluded national elections, KANU has an opportunity to re-energise and rebuild itself as a party with the interests of the Kenyan people by promoting good governance and democracy. In recognition of the growing importance of political parties as institutions of governance, the plan provides new thinking around the

institutional culture of KANU, which shall ultimately result to a formidable strong political party. Efforts to rebuild anew and modernize the party secretariat management and financial systems arrangements have already commenced, to ensure that the party is managed by highly qualified and committed staff who have

political savy to continuously analyse and inform political party strategies. Its imperative that the programmes proposed in this plan are accompanied with an alignment on values and beliefs of party members who have made a commitment to reshape the institutional culture of KANU.

SWOT ANALYSIS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Commitment to reform (turnaround) KANU has presence nationally Network of Grassroots leaders Largest single parliamentary party Recognition & acceptance of weaknesses Leadership Experience House hold name National grassroots elections Historical record of achievements Resilience & staying power Public acknowledgement and apology of past failures -Has a national profile and coverage -Has an established identity -Strong inter-generational representation -Has Multi ethnic membership -Prides itself with Historical heritage -Has a countrywide branch network -Is consistent, experienced and well known -Has held national and grassroots elections -Is the largest single political party	Lack of financial and human resources Low morale, and lack of confidence Lack of cohesiveness KANU name and Image Lack of Discipline Lack of party office and weak secretariat. Overdependence on individuals for party finance and financial support Cronyism, patronage Bad record of governance Lack of effective communication Lack of commitment to strengthening the party	Building partnerships with CSO's, development and potential partners. Wrangles within NARC Failure by NARC to deliver on its Election pledges and post elections Programs ICT availability. New role as official opposition: KANU can repackage, renew re-brand and reorganize. Intergenerational representation Anticipated reform in the party particularly in the area of gender equality	Emergence of Strengthened political parties National paralysis and crisis Interference by NARC Govt. Defections by KANU MP's to Govt. Ethnicization of party politics

PART C: STAKEHOLDERS ANALYSIS

Stakeholder Analysis

The purpose of carrying out stakeholder analysis is to:

enable KANU to position itself strategically in relation to the environment and other political actors;

determine the comparative advantage of the party vis-a vis other parties; and to build on the strengths while minimizing the gaps; and

know the key competitors, their activities in terms of core business and their strengths in so far as strategies are concerned.

Key Stakeholders identified are:

Political parties

Religious groupings

Civil society

Formal and informal lobbies

Proscribed groups

Development partners

Media

As a political party, KANU is cognizant of the fact that all other political parties are its competitors. The ruling party NARC and its

various wings is a key competitor to KANU. Most political parties are established and duly registered with a view to seeking political power and consequently, as a political party, KANU must distinguish itself through clear articulation of its philosophies and policies as well as developing a commendable mobilization strategy. In view of this, KANU has devised strategies to address competition.

Of special interest to observe in future is the new approach of alliance/coalition building between political parties and in as much as some of the other parties may be small and the NARC experiences of MoU's, KANU needs to take seriously possibility of coalitions in future that could threaten its power base.

Finally, it is of essence to note that a number of the parties are competitors but their base is narrow, either ethnic and/or religious. But all parties whether small or big share the same aim and carry out the same activities.

Whilst, political parties pose competition to KANU, other stakeholders such as religious groupings, civil society, media and development partners are our allies. These actors are concerned primarily about human rights, respect for the rule of law, good governance and democracy as key pillars for social cohesiveness and development. The role of these actors is to monitor and watch for the public where excessive government power is accumulated and abused. As the official opposition with a commendable number of parliamentarians, KANU strongly shares these concerns and is strategically positioned to raise critical issues of concern to Kenyan public in Parliament. KANU will do this through raising questions in Parliament to the relevant ministries,

monitoring legislation proposed by government for its consistency with the stated needs of Kenyans, developing private members motions and actively participating in the parliamentary committees as well as sharing information with these actors.

KANU shall seek to anchor itself amongst the Kenyan people, the bulk of whom are poor, by promoting and protecting their interests. The party shall entrust and entrench itself in the Kenyan body politic as a vehicle to defend the ordinary Mwananchi's interests, to articulate their problems and to make their dreams come true by fighting tirelessly for social justice for all, whether or not the Party is in power

Nevertheless, KANU must monitor and understand the operations of its competitors for power and strategise how to beat all and become the Party to join in any coalition or otherwise

KANU's COMPARATIVE ADVANTAGES

In the face of competition from other political parties and with the new alliances with civil societies, religious groupings and development partners, KANU after analyzing its strengths and weaknesses notes that it has comparative advantages over other political parties demonstrated through various attributes.

KANU is strategically positioned in implementing its turn around strategy because it is the oldest political party having been set up over forty (40) years ago.

KANU

Has a national profile and coverage

Has an established identity

Strong inter-generational representation

Has Multi ethnic membership

Prides itself with Historical heritage

Has a country wide branch network

Is consistent, experienced and well known

Has held national and grassroots elections

Is the largest single political party

PART D SCENARIO BUILDING

Critical challenges that KANU needs to address

An approach used to identify critical challenges emanating from both external and internal environmental analysis is scenario building whereby the best case and worst case scenarios are discussed and issues outlined. Below are the scenarios and implied challenges:

SCENARIO ONE

"The best-case scenario assumes that the Turn Around of the Party has new set of leaders after an election with minimum fallout and the party is strengthened.

Factors that will make this best-case scenario possible are: clear energetic, dynamic and innovative leadership and good policies."

Minimum steps for attaining scenario one

KANU is repackaged to become a vibrant party that provides effective leadership in good governance and democracy

Public apology is made and major achievements of the party shared widely

Development and internalization of party ideology takes place accompanied with wide dissemination

A team of energetic, focused, innovative persons hold the leadership offices

The "old baggage" is shed off

Persons on whom questions of integrity and credibility in public office have been raised take a back seat

Team approach to managing and developing the party is adopted and visible demonstration of "one united voice" in KANU

Institutional management and financial systems to promote accountability developed and implemented

Adopt and make sincere commitment to improving the participation of women in party activities and decision making at all levels

Design an effective and well thought out public relations and media strategy

Leadership code establishing standards of ethics is developed, internalized and firmly enforced

Establish strong secretariat embracing modern successful institutional management systems

Enhanced professional expertise utilization to generate knowledge for party decision making processes

Relationship and engagement rationale developed with different actors including civil society and implemented.

Approaches to sustain scenario one

- a) **Strengthened leadership:** Enhance quality and capacity of leadership at all levels of party structure to ensure common understanding of party ideals, philosophy and policies. This shall also ensure that a strong sense of ownership by members of KANU shall be nurtured resulting to increased party loyalty
- b) **Change management process:** the transition that KANU has undergone over the past year requires a structured methodology to manage change and revitalize

c) **Institutional culture change:** The party has made a decision to initiate institutional culture transformation initiatives. KANU has had a long culture of patronage, handouts and sycophancy; all these lead to dependence and suppression of genuine leaders. KANU has resolved to turn around this and will invest in team building and improving management style.

d) **Communication strategy:** The style of communication within the party as well as with external actors shall be "avant - garde". Internally, KANU shall maximize on the networks country wide and formalize its dissemination strategy. In addition, the party shall enhance its monitoring and evaluation which shall be performance based and develop incentives for effective, accurate and timely information dissemination. In its relation with external audiences, a comprehensive media strategy will be developed. KANU is developing its regular dissemination forums that will both be commentary on national issues as well as accountability statements to the public on their achievements as official opposition and as a political party.

SCENARIO TWO

The Turn Around of the party takes place and new leaders are elected after an election. But the party experiences defections. How does the party plan to mitigate with the old culture in the party that could contribute to these defections?

Minimum steps to respond to scenario two

KANU is repackaged to become a vibrant party that provides effective leadership, good governance and democracy

Development and internalization of party ideology takes place accompanied with wide dissemination

The “old baggage” is shed off

Persons on whom questions of integrity and credibility in public office have been raised take a back seat

Team approach to managing and developing the party is adopted and visible demonstration of “one united voice” in KANU

Adopt and make sincere commitment to improving the participation of women in party activities and decision making at all levels

Design an effective and well thought out public relations and media strategy

Leadership code establishing standards of ethics is developed, internalized and firmly enforced

Relationship and engagement rationale developed with different actors including civil society and implemented.

Approaches to respond to scenario two

- a) **Strengthened party regulations and enforcement mechanisms** - rules on defection and process of re-admission to the party shall be developed to ensure that loyal members of the party are not undermined and neither is the party utilized as vehicle to meet selfish and individual interests.
- b) **Strengthening political party;** as an institution of governance with clear protocols on how decisions and responses to the public are made and who is the spokesperson of the party with regard to specific and varied issues.
- c) **Communication strategy;** KANU shall develop a comprehensive communication strategy in responding to its internal matters to reinforce the “one united voice” message.

SCENARIO THREE

The worst case scenario would be the demise of KANU or complete collapse of the party due to external threats. This would occur due to consolidation of factionalism within the party or alternatively self destructive behaviour by certain members.

Minimum steps for avoiding scenario three

Repackaging the party and enhancing knowledge of party ideals amongst its members and attracting new members to the party

Developing self regulating and assessment standards of performance as a political party and also in its role as the official opposition

Honouring all public commitments made to the people

Developing pride and sense of ownership in KANU

This will require dedication and selflessness on the part of party members who will be giving to the party rather than expecting the party to facilitate their progress. In this way, once the party prospers, so shall its members who will derive the benefits and pride of being a continental model for reshaping and rebuilding good governance and democracy

- b) **Evangelising the political party agenda** - members of the party are planning to deepen their understanding on the special role political parties play within a democracy and how it promotes good governance, whilst safeguarding the rule of law. While understanding the interconnectedness of the party and the global governance agenda provides insight and energy for members to design responsive and attractive messages for public mobilization. For non-KANU members the clarity of connectedness provides inspiration and confidence that the party truly cares for the Kenyan people.

Approaches to respond to scenario three

- a) **Dedicated investment on the political party as an institution** - Through the plan period, KANU shall rejuvenate the party as it would a business, so as to build a lasting and successful empire.

3 CHAPTER THREE INSTITUTIONAL IDENTITY

THE IDEOLOGY AND PHILOSOPHY OF KANU

KANU is a party for Kenyans who are desirous of forming a strong, cohesive and dynamic political entity in order to further their Constitutional right of association based on a clear Party ideology, vision and mission.

KANU is strongly convinced that it is only through such a profile that it can, with singular voice, effectively espouse its political values, realize its ideals, and become relevant to Kenyans who aspire to safeguard their political independence, national honour, sovereignty as well as to enhance national unity and political stability.

To compete successfully in the political arena against other political parties, KANU shall anchor itself amongst the Kenyan people, the bulk of whom are poor. By their courtesy, the party shall entrust and entrench itself in the Kenyan body politic as a vehicle to defend their interests, to articulate their problems and to make their dreams come true by fighting tirelessly for social justice for all, whether or not the Party is in power.

Consequently, all the members and leaders of KANU resolve to commit themselves ideologically to democracy based on social justice, mutual social responsibility and equity in the distribution of the national

resources as the Party's core values. Guided by this ideological conviction, KANU will strive hard to capture the hearts of Kenyans and to realize their aspirations in order to achieve their economic emancipation and fair reward for their hard work.

BROAD GOAL

During the next five years, KANU's broad goal is "To provide political leadership through a strong credible political party".

IDENTITY

The identity of KANU comprises our name, vision, mission statement, core values, philosophy, ideology and logo.

NAME

Our name KANU symbolizes the struggle for independence and the major strides made since. We believe we should build on the strong foundation of our party's history and retain the name "KANU"

VISION

KANU envisions a free, secure, prosperous and just society founded on the rule of law and equitable development.

This vision embodies a set of principles and ideals that we elaborate on:

“FREE”

The main tenet of democracy is freedom. Democratic governance embodies commitment to the Rule of Law: a recognition that no one can be above the law: that every action of the government or individual must be founded in the law.

The New Kenya must invest in the creation and protection of a system that respects the public office and does not glorify the office holder. Once we do so it would be easier for us to eradicate corruption and other unethical practices in the public service.

The arms of government-the Executive, the Judiciary and the Legislature-must be balanced. History has shown and Kenyans are alive to the fact that concentrating too much power in one arm of Government is dangerous.

The New Kenya must embrace the principle of a devolved Government, because Kenya shall forever belong to Kenyans, not to an individual, clique of individuals, or tribe.

Kenyans should be free to determine their own destiny.

Underpinning a durable, free and democratic society is the grand norm of a Constitution. The new Constitution must reflect fundamental ideals and establish democratic institutions necessary in a New Kenya. We must strive for the establishment of the necessary checks and balances to the executive and the necessary devolution of power structures. In this regard it is important that the constitutional review process be finalized, in the proper manner and a new Constitution enacted.

“SECURE”

Kenyans are desirous of a peaceful, stable and secure nation; a Kenya where property is protected and secure; all Kenyans, especially women, are free to move about at any hour of the day or night without the fear of robbery, murder or rape; where Kenyans are free to live in any part of the country regardless of their ethnicity, religion, race or political affiliation; where everyone is guaranteed protection under the law regardless of their social status; a Kenya where our Region is peaceful and our

neighbours are at peace with themselves and with us.

The constitutional rights and freedoms of the individual are of fundamental importance in a democratic nation and must be respected and secured. In the New Kenya, to effectively provide security, every Kenyan must enjoy the freedom of thought and expression, belief, faith, worship and association.

“PROSPERITY”

At independence, KANU identified the three ills that Kenyans had to fight: Poverty, Ignorance and Disease. These ills continue to hamper our capacity to move forward as a nation. The question remains, how can we successfully combat these impediments to development, which still dogs us 40 years after independence? The answer lies in the economy and its growth.

A strong economy is the engine which will drive Kenya through the challenges of the 21st Century.

Kenya’s greatest asset is its people; this wealth of young educated and intelligent work force is unrivalled in most of Africa and, indeed many parts of the world.

The New Kenya must put in place an incentive structure that encourages our workforce to be productive and conserves our human capital. Kenya has invested heavily in the education of these brilliant and creative minds and must optimize their employment for economic development.

We must create the enabling environment for economic development. The New Kenya must bear a stable government, a

government able to offer consistent policy guidelines which will not waiver, an efficient, competent and incorruptible civil service, a government with respect for the rule of law, a government that has policies that are consistent and predictable, a government that has a well thought out, wide and participatory economic agenda, and a bold government that will open up the budgetary process to greater participation by the various stakeholders to ensure that we get a well balanced budget responsive to the needs of all Kenyans.

Then and only then will Kenya be able to ensure that her generations are not burdened with poverty, ignorance and disease.

“JUST and EQUITABLE”

The foundation of a good nation must be based on justice for all, our national anthem reflects this ideal, and justice goes hand in hand with equity. The first step in ensuring a just society is to establish a truly independent, neutral reliable judiciary to ensure that all Kenyans are treated equally before the law regardless of ethnicity, religion, gender and even political affiliation and most importantly that Kenyans have recourse against a tyrannical regime. The Kenya that KANU desires shall ensure that justice is made more available and accessible to every mwananchi in every part of Kenya.

Justice and equity also embodies the fair and equal treatment of all Kenyans and the creation of equal opportunities.

But we must remember the maxim that “to treat unequals as equals is not equity”. This means more development and assistance

must be given to the marginalized regions and groups to uplift their people. The party must guarantee the protection of minorities from exploitation, the development of marginalised areas of the country, the protection of women and children from mistreatment, the mainstreaming of the youth and women into greater participation in political affairs; affirmative action.

MISSION

KANU is a political party that seeks to promote national unity, wealth creation and equitable development through:

- (a) Creation of an enabling environment;
- (b) Mobilization and empowerment of the Kenyan people;
- (c) Creation and promotion of institutions and structures that support and advance good governance;

KANU's CORE VALUES

KANU is a (nationalist-national) political party, which believes in:

- Democracy
- Social Justice
- Mutual social responsibility
- Equity
- Inclusiveness
- Respect for diversity
- Freedom
- Equality
- Integrity-honesty and reliability
- Respect for the rule of law

Inclusiveness- the party shall ensure that it projects and represents the "voice of all Kenyan communities."

LOGO OF THE PARTY

Our party symbol is Jogoo. The crest of the Jogoo is a symbol of civility; its powerful talons suggest strength; its daring to fight any enemy denotes courage; its instinct to invite others whenever food is obtained shows benevolence; its punctuality in keeping the time through the night gives us an example of veracity.

These are all the virtues that we want the party to aspire to achieve. Over the decades Jogoo has symbolized the party and has found itself in the national emblem. In this regard it is retained.



NEW POLICY APPROACH AND COMMITMENTS

CONCERNED, that during the four decades of our independence, economic growth has not matched with the growth in other sectors resulting in the Kenya people becoming poorer now that they were at independence;

AWARE that economic growth is the primary challenge of any meaningful political leadership;

NOTING the commitment of Kenyan people to hard work and believing that a partnership of leaders, entrepreneurs, investors and the people of Kenya is the surest way to put our economy and lives of the people on track;

COMMIT ourselves to:

- 1) **PROMOTE** participatory, accountable and transparent governance that seeks to harness our political, social, economic and ethnic diversity to ensure sound political and economic governance founded on the rule of law, respect for human rights and equitable distribution of national resources through consistent and predictable public policy.
- 2) **DEVELOP** an all-inclusive and participatory planning process to achieve an enterprise driven economy that rewards hard work, innovation and efficiency by engaging our vast professional, skilled and productive human resource in gainful employment to create productive and prosperous nation
- 3) **SPEARHEAD** equal gender opportunities in access to education and training at all levels, employment, participation in politics, administration and decision-making through concerted elimination of cultural barriers, prejudices and discriminations..
- 4) **ENSURE** proper allocation and audit of public resources an national security so as to guarantee a secure state and value for money, where citizens, entrepreneurs, and investors engage in economic activity without the fear of muggers, rapists, carjackers, thieves and death.

- 5) INVEST public funds in new generation agriculture that focuses on quality production, new technology, good infrastructure and availability of affordable credit so as to guarantee cost effective, high yielding and value added output thus making agriculture a meaningful engagement to the farmer and farm workers while ensuring sufficient and affordable products to consumers.
- 6) CONFRONT the problem of land reform and secure tenure in order to improve land productivity, promote land intensification technologies, develop an optimal land use and enact legal and regulatory framework that focuses on improving efficient land zoning, sustainable land carrying capacities, development of efficient land marketing systems that promote exchange, land taxation and increasing lease arrangements for increased land-use-efficiency in order to promote food production which would not only reduce poverty, hunger environmental degradation and social conflicts but increase rural development and guarantee social cohesion.
- 7) ATTAINMENT of universal, compulsory, achievable education and comprehensive healthcare as an investment in knowledge, skills, and capacities of citizens so as to effectively participate in social, political and economic development while promoting information technology as a catalyst for increased technological and economic progress and as a means of making effective decisions, increasing productivity and quality of education, health care and management.
- 8) CONTINUE the 'Harambee' spirit of pulling together as a national culture to augment development efforts and assist the needy by encouraging voluntary contribution, while ensuring efficiency and accountability.

4 CHAPTER FOUR STRATEGIC OBJECTIVES AND PRIORITIES

To realize the dreams and objectives of transforming KANU to be a vehicle of progress, the party shall be redesigning and needs to be re-launched in the right direction. The first step has already been taken, that of identifying the vision, mission and values of KANU. The next step would be to change the legal framework of KANU to reflect the vision, mission and values. Therefore, a new Constitution has been drafted and will be enacted. This constitution will be the legal document reflecting the new direction that the party shall adopt and is of primary importance to the process of rebuilding our image.

As the party disseminates its vision, mission and values, there is need to embark on the process of recruiting individual members who share in the beliefs and vision, to join the party and help rebuild it to its next glory. The party shall formulate and implement recruitment rules to ensure that the recruitment is carried out in a transparent, procedural and fair manner. Internal democracy in the party is of utmost importance to rebuilding and maintaining the party. Indeed, the basic tenet of democracy is free choice through fair election. Election of new officials from the

grassroots to the national level is by far one of the most important steps undertaken towards this end, culminating to party elections in January 2005. To this end a set of election rules to govern the handling of the elections from the grass roots to the national level were prepared and independent observation of elections undertaken, crediting the party for renewal and commitment of true democratic principles.

KANU, being a political party, must contest elections with other political parties and win. It is only then that the implementation of the development agenda for Kenya can become a reality. The party must constantly enhance its competitiveness by encouraging new and dynamic leaders to come forward and contest elections in addition to the current experienced leaders. A new focus for our party will be women and the youth, who form the bulk of Kenya's population yet, have little say in the running and management of political institutions. KANU's new Constitution endeavours to mainstream women in the party by setting aside key positions in the high echelons of the party.

In addition, the party shall continually train and increase the capacity of its leaders in articulating party policies, in

developing leadership skills while maintaining ethical practices. The party shall embark on a process of capacity building of the elected officials in the areas of leadership, organization and community mobilization to ensure that the party ideals are kept alive, vibrant and that the officials adequately serve the membership. Of primary importance would be the strengthening of the branch offices. Under the new structure, much power will be devolved to the branch and sub-branch levels and, therefore, these offices MUST be well equipped to carry out their new duties and serve their members effectively.

As KANU is currently the Official Opposition Party, it will seek to return to government. The Party shall be a constructive opposition. In acknowledging that Kenyans have been used to criticism for the sake of criticism, the party shall endeavour to recreate the opposition space with a view of making it more meaningful to ordinary citizens. In so doing the parliamentary opposition as an institution shall focus on issues that affect the daily lives of Kenyans and does not tear away at the fabric of our unity; nor should it go against the basic tenets of our mission to promote national unity and the creation of wealth and equitable development.

“Waswahili wasema kuteleza sio kuanguka,” KANU now has the opportunity to rebuild a strong party that shall last for many generations to come. Our continued individual and collective commitment is required to ensure our success.

STRATEGIC PRIORITIES

In the examination of both the current and the historical background of KANU there are key issues, which need to be addressed to create a vibrant party with capacity to win power. Thus, a number of strategies are proposed to respond to these challenges and achieve the vision and turn around. Anticipated key strategies that will create a turnaround strategy for the party by 2007 are:

A. Strengthening of Party Secretariat and Branch Set-Ups

One of the priorities of KANU is to strengthen party offices both at the Head Quarters and Branches. Since the last General Elections, KANU has on the one hand, had its National Party Secretariat Offices taken by government (KICC) rendering the party without official functioning secretariat. At the same time, field branches were almost abandoned or taken over by other actors and those available have limited or no infrastructure. Nearly all the political parties are in need of funding for physical facilities, professional staff and viable systems to support their activities. Because of lack of capacity most parties have no physical address, budgets, personnel and equipment, and thus, their existence is precarious. Indeed, few parties have representation throughout the country and can hardly sustain effective national campaigns during the general elections, which renders most of them to be tribal/regional outfits devoid of

meaningful national agenda and appeal. Within this context and with KANU's aspiration to support and participate in democratic competition, its capacity has to be enhanced through the strengthening of their office and branch setups in terms of physical facilities, staffing, equipment and monthly operations.

A major challenge is the ownership of party properties and their management. The party shall thus conduct an audit and develop its inventory of its party offices and revive them with the newly elected officials of the party. In addition, new party secretariat offices shall be secured and staffed with highly qualified professional staff, recruited through an open and professionally managed recruitment process. The party secretariat staff shall be inducted in detail on the party vision, values and objectives so as to ensure that the party is managed as a professional outfit as compared to the past. The systematic strengthening of the party secretariat will require robust approach to management, with sound financial management and operational procedures. A needs assessment for the staffing needs at the branch levels shall be conducted and branch office staff shall be recruited in a transparent manner. In embracing principles of transparency and accountability, the party secretariat shall adopt a results based management approach through which periodic party accountability statements shall be disseminated to the public. Through this professional approach, the party will become an effective leader in promoting good governance and democracy.

B. Enhanced awareness on KANU's vision, mission and policies at all party levels

KANU has invested time and energy to revitalize itself, the old culture of patronage as well as negative competition is a thing of the past. Culture change is often riddled with difficulties; however, the party recognizes this and has resolved to ensure that it will have a strong team approach to strengthen its party. The process of a national election within the party is a statement of its commitment to internal invigoration consequently, the leadership must take on the role to ensure team work is developed and encouraged to enable effective awareness creation of the new vision, mission and policies of the party. This spirit needs to be nurtured through continuous and structured interactions amongst the various leaders through bonding retreats that will facilitate the building of bridges to enhance mutual understanding and a good rapport.

With a new vision, mission, values and strategic agenda, KANU shall co-ordinate and organize awareness creation seminars throughout the country to share the new national agenda and identity of the party. In view of the fact that the party does not possess adequate capacity to undertake such awareness creation workshops, KANU shall develop an awareness programme within its secretariat. Whilst establishing the programme and building capacity for its implementation, KANU shall enhance its linkages with civil society and in particular non-governmental organizations (NGO). When KANU was in power it perceived this activity as a preserve of NGOs that was

merely tolerated but now the party acknowledges the importance of civic education and the need to collaborate and build linkages with NGOs and religious organizations on this matter. Unlike in the past when the electorate waited for a manifesto, this time round KANU needs to engage its membership in understanding the new leadership code, values and together with national leadership evolve a new political culture. In order for the party to be strong, a consultative process between all levels of the party on important matters of the party is mandatory, as this will enhance participatory leadership and management of party affairs.

C. Strengthening the party's role as the official opposition

Official vibrant and pro-active opposition politics is a very recent phenomenon in multi-party politics in Africa and Kenya. It is a daunting task for a party that has been in power for long like KANU, which has to suddenly play the role of official opposition party.

Whilst the party has done quite well in curving its space, a lot remains to be done. To this end, there is need for policy research on issues, liaising with private sector and civil society to push the relevant agenda for holding government accountable. It is therefore important that KANU is facilitated in areas where they have gaps particularly with regard to research capacity that will inform debate and bills in parliament. In order to meaningfully make substantial contribution and leave a legacy of impeccable performance as the official

opposition, KANU shall review and publicize its Shadow Cabinet. In addition, the party shall establish and strengthen its parliamentary programme within the KANU Secretariat to ensure systematic and effective coordination of parliamentary business. The secretariat shall amongst other things, research and develop party positions on key issues arising in Parliament to strengthen the Shadow Cabinet's participation in Parliament. This secretariat based programme shall also act as a rapid response mechanism by demanding ministerial statements on important policy issues that Kenyans seek to know. In a bid to attain exemplary performance the party shall ensure members active participation in parliament and parliamentary committees with weekly updates to the public on issues on parliamentary agenda. One of the most important items in parliamentary business is the statement of how public funds have been utilized and how the government plans to finance the national budget particularly taxation as well as priority in expenditure. KANU shall intensify its participation in the preparation of national budget; scrutinize and publicize its contents in simplified policy implications format for Kenyans.

The role of KANU as official opposition places it in a unique platform for articulating its own position on development of the country. It thus shall interrogate/critique the policies enacted by the current government and proactively propose policy directions that will enhance the lives of Kenyans e.g. fight against corruption. KANU has the opportunity to provide leadership in the constitutional review stalemate that has preoccupied the country over the last two years. As the official opposition, it is of

necessity for KANU to develop close relations with media, civil society, trade unions, private sector and development partners in strengthening its participation in parliament. These agencies often have access to credible and accurate information on matters that are of concern to the ordinary Kenyan due to their natural proximity with them. They are powerful sources of information and potential allies in spreading the revised agenda of KANU.

D. Membership Recruitment and Mobilization

Nearly all political parties have no record of their membership and can only claim ambiguous political following. In recognition of this, KANU has resolved that it shall respond to this by systematic and organized party recruitment through the issuance of membership cards and compilation of membership registers at the grassroots. This has already been partially completed in the run up to the party's national elections held in January 2005; KANU has learnt several lessons through the process. The party has learnt that party recruitment requires enormous logistic support as well as independent supervision of the exercise throughout the country. For instance, procurement of registers and cards accompanied with their distribution requires resources. For the integrity of the process, it is important that personnel carry out the recruitment professionally, whilst returns should all be computerized and updated continuously. With a complete data base of the party members, KANU will be able to develop programmes throughout the year that will engage and meaningfully utilize the members in advancing the party agenda. In

addition, being able to know its members provides it with useful information with regard to developing responsive programmes that will ensure members are loyal and faithful to party. It also enables the party to have its grassroots constituency informed and able to mobilize others to the party.

E. Policy research for sectoral policies development

Policy formulation, articulation, implementation and monitoring are an important function for the party. The electorate may vote out a party due to perceived or real bad policies or no pro-people and especially poor people policies. It is likely that KANU was voted out of power because of its bad policies. Now that it is in opposition one of its roles is to interrogate policies enacted by the current government but beyond that to proactively propose policy directions that can enhance its competitive edge and in line with its values and mission. Political parties are important vehicles for mobilization of the population to participate in politics. However, they tend to be male dominated not only at leadership level but also in their political agenda, resulting in the marginalization of women who constitute the bulk of the voters. Indeed, few political parties attempt deliberately to mainstream the women agenda. Thus, it is imperative to gender sensitize the agenda of KANU in order to deepen democracy in Kenya. The process will entail creating awareness amongst KANU members and seeking out support on gender-sensitive policy formulation and implementation process at all levels and in all parties.

F: Development and Implementation of Media and Communication Strategy

As an opposition, there is a need for the party to develop a comprehensive strategy that will re-brand and market the party. Already, KANU has made great strides in positioning itself within the opposition and repackaging internally. The new style of leadership and way of “doing business” should be highly profiled with accompanied requests for feedback to assess its effectiveness. The media plays an important role in shaping public opinion, and KANU needs to harness it in order to invariably enhance their image by being well understood by Kenyans. However, to maximize on the media opportunities, political parties need a joint media strategy and broadcasts to facilitate their exposure and ability to communicate their ideals.

KANU shall develop its secretariat programme to include a strong communication and outreach component. The professional staff who will undertake this work will ensure that the revitalised KANU is visible at the national and local levels. The party’s messages shall be inspirational and demonstrate KANU’s commitment to serving the Kenyan peoples. This will be achieved through co-ordination of research, media events, media monitoring and launching relevant media campaigns.

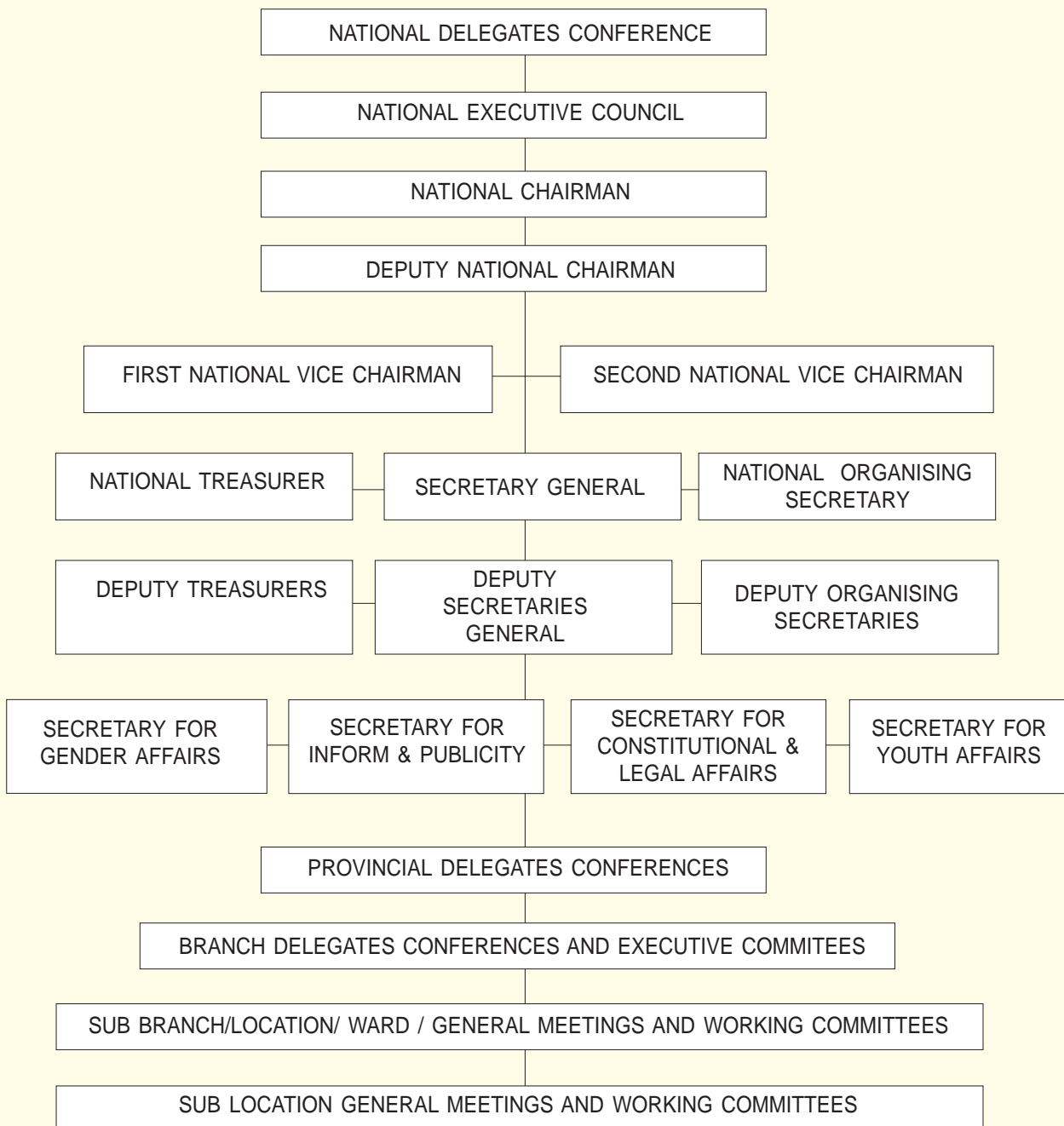
G. Resource mobilization and fundraising strategies

Many political parties do not have access to resources and KANU, which has been in power for many decades, tended to utilize government resources although it has limited assets all over the country. With regard to its assets in the country, the party shall develop its inventory and assets register. It is therefore incumbent upon KANU like any other political party to develop resource mobilization strategies, which could include:

- Membership fee;
- Partnership with NGOs on specific projects;
- Sourcing funding from development partners and foundations;
- Organizing fundraising activities; and
- Other strategies such as sale of materials.

Furthermore, initiation of the Proposed Legislation to provide for public funding of Political Parties needs to be pursued. It is imperative that political parties develop consensus amongst themselves on the proposed legislation so that the legal framework on funding of political parties enables political parties to thrive effectively. In addition, the party’s internal structures will be strengthened to ensure that accountability for funds sourced is ensured. With a strong secretariat that is subjected to regular audits, the party will be a reliable and accountable recipient of funds.

CHAPTER FIVE IMPLEMENTATION STRUCTURE (PARTY ORGANOGRAM)



CHAPTER SIX

MONITORING AND EVALUATION

Monitoring and Evaluation

Monitoring and evaluation are important tools to ensure that the KANU Strategic Plan is implemented effectively and efficiently. They are concerned about:

Collecting, recording and reporting information concerning any and all aspects of performance of the strategic agenda to sponsors, NEC and Secretariat;

Using the information to bring actual performance in line with planned performance;

Determining as systematically and objectively as possible the relevance, effectiveness and impact of activities in light of their objectives.

In view of the national character of the party, there will be need to develop monitoring and evaluation tools appropriate for the different activities. For example Management standards and performance appraisal tools will be required for the secretariat staff and the leadership organs. In so far as programmes are concerned, the use of project evaluation tools will be useful and finally opinion polls for public views of the party should be thought out. In so far as the plan is concerned, periodic

reviews and progress reports need to be produced and discussed with a mutual feedback. This can be on monthly, quarterly, six months and annual basis. For the secretariat and branches this is imperative in order to track results.

Without belabouring the process, it may be useful to peg review and appraisals on other meetings like NEC, PG, NDC but provide adequate time and space for the exercise. It is important that the party develops the discipline of internalizing Planning, Evaluation and Monitoring as part of the culture. This will assist in detecting challenges/gaps and determining relevant remedies. Hence the secretariat should consider having a Planning, Monitoring and Evaluation Team to work closely with Media, Research and projects staff.

ABBREVIATIONS

CMD	Centre for Multi-Party Democracy-Kenya
Ford - P	Ford People
FORD - K	Forum of Restoration of Democracy - Kenya
FIDA	Federation of Women Lawyers-Kenya
IED	Institute of Education in Democracy
KNP	Kenya National Party
KIM	Kenya Independence Movement
KADU	Kenya African Democratic Union
KANU	Kenya African National Union
LDP	Liberal Democratic Party
MOU	Memorandum of Understanding
NAK	National Alliance of Kenya
NARC	National Alliance Rainbow Coalition
NDI	National Democratic Institute
SWOT	Strengths, Weaknesses, Opportunities and Threats
SDP	Social Democratic Party

LOGICAL FRAMEWORK MATRIX

Activity	Output/Impact	Objectively Verifiable	Means of verification	Risks and assumptions
Modelling KANU as an example of an institution of governance providing effective leadership in good governance and democracy	<p>A vibrant, well informed and knowledgeable Opposition</p> <p>A party with sound, relevant and modern policies that promote good governance and democracy</p> <p>A model of political party institution embracing accountability, good leadership and team work</p>	<p>Shadow cabinet in place and effective</p> <p>Parliamentary questions on issues of concern to populace</p> <p>Number of Private motions filed in Parliament</p> <p>Effective policies to respond to inequalities</p> <p>Enhanced inclusion and participation of women in party affairs at all levels</p> <p>Consistent party statements and messages</p> <p>Team work and support in party assignments.</p>	<p>List of shadow cabinet</p> <p>Hansard reports</p> <p>Bills published</p> <p>Party manifesto</p> <p>Number of women in decision making positions</p> <p>Leadership code</p> <p>Leadership workshop reports</p> <p>Press releases</p> <p>Team building workshop reports</p>	<p>Internal party harmony will be secured and maintained</p> <p>Leadership shall remain strong, focused, reliable and consistent</p> <p>Professionals shall support the development of party sectoral policies</p> <p>Resources shall be available</p>
Raising the profile and visibility of KANU	<p>Communication and Media strategy to provide positive image of the party developed and implemented</p> <p>New leadership of party demonstrating new culture of the party</p>	<p>Communication and media strategy in place</p> <p>Evident institutional culture change</p>	<p>Documented media strategy Media supplement and coverage of plan</p> <p>News reports</p> <p>Public rallies</p>	<p>Media will not become hostile</p> <p>Media will remain independent and objective</p> <p>Leaders will not resist the new style of leadership and managing the party</p>

Activity	Output/Impact	Objectively Verifiable	Means of verification	Risks and assumptions
	Nationwide presence and knowledge of party new agenda and vision Relationship and partnerships developed with diverse civil society actors and media	Provincial rallies sharing party manifesto and mobilizing members Linkages with civil society and media developed with clear purpose	Number of civil society partnering with the party Positive Media coverage Members registers Paid up subscriptions	Members will adopt the new culture of the party Resources will be available
Strengthening the institutional capacity of KANU	Professional management of KANU secretariat and branch offices Financial, management and operational procedures developed and implemented	Party Secretariat offices and branch offices secured Transparent and professional recruitment of staff Job descriptions based on performance management Staff assessments Induction and continuous training institutionalized Regular financial auditing	Party offices operational Advertisement Recruitment report Competent staff Performance management appraisals Induction workshop report Staff Training reports Audit reports	There shall be no political interference in claiming branch offices Qualified personnel willing to work for the party Party will have sufficient resources
Strengthen the resource base for the party	A comprehensive strategic plan developed and disseminated to potential funders Party inventory of assets undertaken Financial management systems developed and implemented Membership subscriptions registers updated	Strategic plan disseminated to potential funders Fixed assets register of all party assets Financial prudence Members subscriptions collected on time	Strategic plan Donor roundtables Fixed assets register Clean financial audits Members subscriptions	Potential funders will be interested in our plan Resources will be secured Members will pay their subscriptions