

**CHAMA CHA UZALENDO**

**FIVE YEAR STRATEGIC PLAN**

**2019-2023**

*The Spirit of 'Uzalendo'*

Chama Cha Uzalendo stands for Nationalism and Patriotism through investing in the people

Chama Cha Uzalendo founding principles of patriotism, national unity, the rule of law, and participation of the people remain firm. Human dignity, social justice, inclusiveness and integrity are at the center of our politics.

In this strategic plan we set how we will build our Party over the next five years. Our objective is to champion Nationalism and Patriotism in politics for greater and wider good of all.

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## **Abbreviations and Acronyms**

|        |   |
|--------|---|
| ADEC   | Agency for Development Education & Communication  |
| BBI    | Building Bridges Initiative   |
| CCU    | Chama Cha Uzalendo  |
| CMD-K  | Centre for Multi-Party Democracy- Kenya   |
| GC     | General Council   |
| IEBC   | Independent Electoral and Boundaries Commission   |
| IED    | Institute for Education in Democracy  |
| IRI    | International Republican Institute  |
| M&E    | Monitoring and Evaluation   |
| NDC    | National Delegates Committee  |
| NEC    | National Executive Council  |
| NDI    | National Democratic Institute   |
| PESTEL | Political, Economic, Social, Technological, Environmental and Legal framework of Situational Analysis |
| PG     | Parliamentary Group   |
| RPP    | Registrar of Political parties  |
| SWOT   | Strengths, Weaknesses, Opportunities and Threats  |
| UNEP   | United National Environmental Programme   |
| WDF    | Westminster Democratic Foundation   |

## **MESSAGE FROM THE PARTY LEADER**

Chama Cha Uzalendo (CCU) is a political Party in Kenya which seeks to promote and enhance Patriotism and Nationalism through Social Democracy guided by human rights ideals. The party seeks to invest in the people first before seeking for votes to form the government either individual or in a coalition.

CCU believes that it is through empowered society that good governance can be realized and the ills in the Country e.g. corruption and tribalism dealt with. CCU wish to depart from tribal based politics and lead the way of building a party that is all inclusive, no-tribal, ethical governed by its ideology and the rule of law.

In CCU your political aspirations shall be democratically realized. In CCU the marginalized are given equal opportunities through affirmative action to develop and realize their dreams.

CCU wish to demonstrate that it is possible to have peaceful, fair, transparent and credible elections through its nomination process because as CCU, we believe incredible elections and poor governance start with the political party's nomination process.

As the party Leader, I promise to lead the way in fulfilling the dreams of CCU which is anchored in its Vision; i.e. **'To have a united democratic Kenya that is just and governed by the rule of law'**.

**HON. SEN. BONIFACE MUTINDA KABAKA**

**Party Leader - Chama Cha Uzalendo**

## **ACKNOWLEDGEMENT**

Kenyan politics needs a rebirth if Kenya is to remain united and experience true peace and harmony. I believe for politics to change for the better, political parties must have to change on how they are formed and managed. Time has come that Political parties have to be managed like companies and follow the rule of the game as outlined in the Kenyan Constitution, political party's act 2011 and the party constitution.

Am happy to be the secretary general of a party whose leadership is determined to lead by example by making sure CCU adheres to its ideology and the rule of law in its operations.

I undertake to lead the Party secretariat in operationalizing the party constitution, Manifesto and party policies through its strategic plan where every member is expected to participate and enjoy the benefit of its success and together seek the general good of all Kenyans.

CCU is therefore a home of those who are out to see this Country develop to prosperity. If you join CCU now, you will form a team to build a house of hope for our people especially our youth, Women and persons with Disability.

**PHILIPPE OPIYO SADJAH**

**Secretary General - Chama Cha Uzalendo**

## **EXECUTIVE SUMMARY**

This strategic plan is the second one since the party was formed and it seeks to build on the gains already made. Chapter one highlights the party's background information and what the party stands for.

Chapter two of the plan consists of the party vision, mission and the core values and guiding principles which every member of the party is expected to fully subscribe and adhere to.

Chapter three of the plan highlights the Party's assessment through SWOT Analysis, external environment assessment as well as stakeholders 'analysis. The party took time to reflect on what in the past have been key areas of strengths and what have been major weaknesses. It also explored in great detail the opportunities and threats that the Party is likely to encounter in the next five years.

Chapter four comprises of the review of issues that the Party ought to address in order to achieve its objectives.

Chapter five highlights five key strategic objectives along which the party activities will be programmed and implemented. The following issue areas are recorded: Resource mobilization, strengthening party structures, management and rebranding, Strengthening communication and outreach, Growing active membership and popularizing the party at grassroots and increasing representation in elective positions

Chapter six gives out the implementation plan for the major highlighted goals of the party, it highlights the strategies, what need to be done, who will do it and by when it should be done

Chapter seven highlights the monitoring and evaluation for the implementation of the plan and the funding strategies

# **CHAPTER ONE**

## **BACKGROUND**

### **INTRODUCTION**

#### **Who is Chama Cha Uzalendo?**

- Chama Cha Uzalendo is a nationalistic people's political party working for long-term unity of the country as well as greater good for all.
- Chama Cha Uzalendo was formed in 2004, established to fill in the gap as a party that promotes patriotism, national unity and national cohesiveness.
- Chama Cha Uzalendo has contested three National Elections (2007, 2013 and 2017).
- At the time of planning this strategy, the party has 2 Members of Parliament and 21 Members of County Assembly.
- The party has one Senator for Machakos County and who is currently the party leader.
- Chama Cha Uzalendo fielded a candidate for the post of Governor of Machakos in the 2013 and a Senator in Kilifi County in the General Elections and went on to garner over 100,000 votes.
- Chama Cha Uzalendo also prides itself in having presence in at least 40 counties and moving progressively towards all 47 Counties. .
- The Focus of Chama Cha Uzalendo now is to champion patriotism by unifying the nation and improving quality of life for all while the focus of the party in the future is to form the government.
- Chama Cha Uzalendo membership is open to Kenyans aged 18 years and above who subscribe to social democratic principle of social justice, respect and protection of human rights and national unity.
- Chama Cha Uzalendo espouses accountable leadership and responsible membership.
- Chama Cha Uzalendo envisions Leadership that has integrity; that is accountable to its members, the electorate and the nation at large.
- Chama Cha Uzalendo therefore subscribes to the ideals of giving members space to participate in party activities and party decisions;



- Chama Cha Uzalendo seeks to be an ideological and issue based party thus the party will communicate regularly with its members;
- Chama Cha Uzalendo seeks to be an inclusive party that is truly national and has the face of the whole country in all party organs;
- Chama Cha Uzalendo will thus put in place structures for transparent and accountable management of the Party; invest in decentralizing and empowering the decentralized units.
- Members of Chama Cha Uzalendo own the Party and subscribe to the party values and principles

### **Key challenges facing political party organization in Kenya today**

The Constitution of Kenya protects the right to political participation and recognizes political parties as key institutions for driving Democracy. In Kenya, the main challenge to political party politics is the lack of issue driven politics coupled with constant take-over of political space by strong and wealthy individuals. This is in spite of the fact that, political association and freedom can only flourish under strong and accountable political parties. Of great concern relating to the history of political parties in Kenya are the following key issues, to mention but just a few:

- Lack of longevity
- Weak institutional Structures
- Lack of ownership of specific agenda by which parties can be identified
- Low ideological awareness
- Lack of issue based politics
- Politics driven by personal interest rather than the greater good of society;
- Political parties are not able to consistently engage on programmes with direct positive lives of Kenyans;

- Political parties are perceived vehicles used to propel powerful personalities to power upon which after they ascend to office, they abandon the parties which sponsored them in the first place, only to form/ buy a new outfit towards the next general elections;
- Political Parties are identifiable more with some dominant political and socio-economic personalities as opposed to their policies and programmes and generally what they stand for on certain issues of great interest to society;
- Majority of the political parties in Kenya have a very weak resource base and quite often exist through funding from some rich benevolent member thus making them (and the rank and file membership) vulnerable to parochial short term strategies and interests mostly at the expense the Country's greater and wider long term good of the Country;
- Un-innovative political organization / strategies always focused on the immediate;
- Poverty, illiteracy and negative ethnicity, particularly amongst the majority of the party rank and file membership, which makes them extremely gullible, and in the process making them completely oblivious to any development policies the party may have had in store.

### **Chama Cha Uzalendo**

- Chama Cha Uzalendo has a long-term vision for the country's greater and wider long-term good by uniting the nation and addressing social economic and political aspirations of all Kenyans.
- Chama Cha Uzalendo encourages patriotism by motivating Kenyans to think first as Kenyans before tribal or racial identity.
- Chama Cha Uzalendo prioritizes strengthened internal organization and institutional Structures.
- Chama Cha Uzalendo will undertake issue based politics, driven by the long-term greater good of society and not by short-term strategies of personal or group interest.
- Chama Cha Uzalendo is to be a party that is identified by its nationalistic outlook, its ideology, its policies and programmes and what the party stands on issues affecting the society and less with dominant personalities or groups.

- Cha Uzalendo will ensure that its entire membership including its candidates shall not use discrimination as leverage to power.
- Chama Cha Uzalendo will endeavor to have a strong resource base and to avoid pitfall of funding from rich benevolent members.
- Chama Cha Uzalendo will consistently engage on programmes with direct positive lives of Kenyans with a view to reducing poverty, illiteracy and negative ethnicity, especially among the party rank and file membership.

## **CHAPTER TWO**

### **PARTY DIRECTION**

#### **(Vision, Mission and Core Values)**

##### **OUR VISION:**

A patriotic, Democratic and united Kenya that is just and governed by rule of law.

##### **OUR MISSION:**

To build a strong political party that champions unity in diversity through multiparty democracy and works with stakeholders to achieve political, economic and social well being of all Kenyans.

##### **OUR CORE VALUES AND GUIDING PRINCIPLES:**

Chama cha Uzalendo endeavors to practice the following core values:

1. **Patriotism** (Uzalendo) –Feeling of love, devotion and sense of attachment to our country and alliance with other citizens who share the same sentiment. CCU believes in putting the country first.
2. **Social Justice**- CCU believes in fair and just relations between the individual and society in terms of distribution of wealth, opportunities and social privileges for all.
3. **Integrity**- acting within the rules and regulations of the party; principled, not being compromised
4. **Equity** –The party believes that the route to achieving **equity** will not be accomplished by treating everyone equally. It will be achieved by treating everyone justly according to their circumstances

5. **Democracy**- the party believes in the rule by the majority while taking into consideration the views of the minority where people are given freedom to elect their representatives.
6. **Human dignity**- preservation and promotion of Human rights

## **OUR IDEOLOGY**

Chama Cha Uzalendo (CCU) believes in Social Democracy and its tenets of: Democracy, broad based taxation, collective civil rights, Private enterprise, subsidized education, healthcare, Child care and social security for all citizens, Rule of Law and Constitutional practices in governance.

## **CHAPTER THREE**

### **ORGANISATION/PARTY ASSESSMENT**

#### **SITUATIONAL ANALYSIS**

##### **Introduction**

Chama Cha Uzalendo was established in 2004 and has been in existence for fourteen (14) years at the time of reviewing this strategic plan. This is a good period of time to sufficiently inform the formulation of this strategy. The Party Leader as well as senior members of the party have been in politics for a period of time and have good political experience. This expertise coupled with the lessons learned by the party for the period that it has been in existence has enabled the party to crystallize its guiding political ideology as **Social Democrats**.

##### **Chama Cha Uzalendo Party ideology - Social Democracy**

- Chama Cha Uzalendo subscribes to the ideology of social democracy.
- Chama Cha Uzalendo aims at balancing the interests of the different and diverse social classes including rural dwellers, urban dwellers, women, youth, persons with disabilities, minority groups, workers, farmers, industrialists, entrepreneurs, workers in formal as well as persons in informal sectors.
- Chama Cha Uzalendo accepts the basic principles of the market economy with a human face and advocates for clear political guidelines and rules in economy.
- Chama Cha Uzalendo acknowledges that in certain areas - particularly regarding basic needs must be regulated to ensure quality of service at an affordable price for the majority of the population.
- Chama Cha Uzalendo strongly advocates for certain essential amenities and services that form basic needs must be owned and run by the state and provided in a manner that is

accessible to the populace. These include housing, water, electricity, and education, food security and healthcare.

- Chama Cha Uzalendo advocates for a strong position of democratically (instead of financially) controlled news services (especially public radio and television).
- Chama Cha Uzalendo demands for extensive social security systems for older persons, persons with disability and the sick as well as for good public schools and institutions of technical and vocational skills.

In keeping with the tenets of Social Democracy, Chama Cha Uzalendo espouses the principle that the people together with their leaders plan, run, implement, and execute actions through a democratically elected government.

- All persons elected to any post in the social democratic structure, from the lowest to the highest level, will be directly accountable to the rank and file. They will be subjected to removal at any time when the majority of those who elected them decide that it is necessary.
- Likewise in keeping with the tenets of Social Democracy, Chama Cha Uzalendo holds that for individuals, social democracy means a chance to develop all individual capacities and potentials within a free community of free individuals.
- Chama Cha Uzalendo believes in classless society that guarantees full democratic rights for every individual with equality of human beings as the underlying principle.
- Chama Cha Uzalendo believes in investing in the people in a holistic way since it is in the people who are social beings and it is through the people that social and democratic goals can be achieved.
- As a party Chama Cha Uzalendo aims at having all the members of the party grounded on and portray the ideology of social democracy.

## SWOT ANALYSIS

### (Strengths, Weaknesses, Opportunities and Threats)

The Party took time to reflect on what in the past have been key areas of strengths and what have been the major weaknesses. It also explored in great detail the opportunities and threats that the Party is likely to encounter in the next five years as shown in the table below:

#### SWOT Analysis

| <b>Strengths</b>  | <b>Opportunities</b>  |
|---|---|
| <ul style="list-style-type: none"> <li>• Strong Ideology of Social Democracy</li> <li>• Party has been in existence for over a decade</li> <li>• Executive documents in place – the constitution, Manifesto, staff handbook</li> <li>• Committed party leadership- many members of NEC are committed.</li> <li>• An established Secretariat</li> <li>• Committees have been established and most committee members are committed.</li> <li>• The party name is strong and associated with nationalism and Patriotism. In addition the party name is in Kiswahili language, which is spoken, by most Kenyans and membership can identify with the name.</li> <li>• There's a sizable following with delegates in 40 Counties out of 47 Counties</li> <li>• The party has strong grassroots support</li> <li>• The party has a pool of highly educated and experienced professionals in diverse fields ready to offer the party professional back stopping</li> </ul> | <ul style="list-style-type: none"> <li>• Forth coming elections give the Party an opportunity to put in place committed leaders and show case free and fair elections</li> <li>• There is an opportunity to strengthen firm and democratize the party structures and programs up to the polling stations as well as strengthening the party brand.</li> <li>• The devolved government gives the party an opportunity to show case itself in different Counties.</li> <li>• There is a ready public /potential electorate for 2022, who are dissatisfied with the other political parties – this presents a huge opportunity for recruitment of members as well as opening doors for strong public personalities to join the party.</li> </ul> |



|  |   |
|--|---|
| <p>services on short notice.</p> <ul style="list-style-type: none"> <li>• The party has good working relations with local and international development partners, the majority of whom are willing / ready to support the party in expanding the democratic space.</li> <li>• The party prides has diversity of regions and members</li> </ul> | <ul style="list-style-type: none"> <li>• There is an opportunity for formation of strong mutually benefiting coalitions and affiliations.</li> <li>• The international community increasingly accepting the partnerships and coalitions, this is a good opportunity to engage international development partners.</li> <li>• Diversity and open-mindedness enjoyed by the party opens doors for recruitment of more members into the party.</li> <li>• There is also an opportunity to develop people oriented programs that can attract more people to the party.</li> <li>• There is also an opportunity to oversight the National and County Governments especially on their expenditure and air out the truth.</li> </ul> |
|--|---|

| Weaknesses  | Threats   |
|---|---|
| <ul style="list-style-type: none"> <li>• Ideology of Social Democracy not well internalized or articulated by members</li> <li>• Financial constraints.</li> <li>• Small Membership</li> <li>• Weak organizational use of modern Information, Communication and Technology (ICT) as a standard tool for modern management (a functioning web-site and social media (blogs, twitter, Facebook, LinkedIn, etc.)</li> <li>• Weak communication structure</li> <li>• Lack of a research wing which should be helping the party to authoritatively act / comment on contemporary social, political and economic issues (including policy issues) of interest to the electorate.</li> <li>• Gaps in party leadership.</li> <li>• Low party loyalty among some members</li> <li>• Insufficient branding</li> </ul> | <ul style="list-style-type: none"> <li>• Other political parties enticing people with money.</li> <li>• Loss of Political Party Funding for failing to meet the legal threshold for accessing the funds.</li> <li>• Disconnect from some members who were elected on the party ticket during the last general elections.</li> <li>• Cannibalization by the other political parties.</li> <li>• Re-organization within the current coalition partners whereby the Coalition partners can ask members of coalition to dissolve themselves and become one large Party.</li> <li>• Inability to accurately and promptly read and act on national issues that the electorate consider important.</li> <li>• Party base strongest only in a small region (Coast and Lower Eastern) of the Country.</li> <li>• Political ignorance of the general populace.</li> </ul> |

## PESTEL Analysis

(P stands for Political, E= economic, S=Social, T= Technological, E=Environmental, and L= legal)

Understanding the environment in which we operate.

What are the external forces affecting the party?

### PESTLE Analysis

| No                            | Issues Arising  | Effect   | Possible Solution  |
|-------------------------------|---|--|--|
| Category                      |   |  |  |
| <b>1.</b><br><b>Political</b> | <p>Politics is the reason for the existence of Chama Cha Uzalendo.</p> <p>Politically, people are engaging to a certain extent</p> <p>Politics in Kenya is currently plagued by negative ethnicity</p> <p>Ownership of political parties is perceived more of individuals and not as corporate ownership by members.</p> <p>Party manifestos are not implemented.</p> <p>Political parties lack ideologies that can hold its member's together.</p> | <p>Weak Parties</p> <p>Migration of members from one party to another.</p> <p>Tyranny of numbers</p> <p>Passing of unpopular laws,</p> <p>Disharmony between the two houses of Parliament</p> <p>Regular confrontation between the three arms of government.</p> | <p>Chama Cha Uzalendo seeks to lead in issue-based politics</p> <p>Chama Cha Uzalendo will lead with integrity and will let people own the party as well as give people space to air their views.</p> <p>Chama Cha Uzalendo will also invest in decentralization and will have the face of the whole country in its top leadership.</p> <p>Chama Cha Uzalendo sensitize and mobilize its rank and file membership with the view to winning (freely and fairly) as many electoral seats as would be possible, and ultimately forming both county and the national</p> |

|   |   |   |  |
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|   | <p>Alignment in political parties is based mostly on regions.</p> <p>Parties are generally plagued with lack of commitment and lack of belief in the party.</p>   |   | <p>government either alone or in coalition with other like-minded political parties and independent candidates.</p>  |
| <p><b>2.</b></p> <p><b>Economic</b></p> | <p><b>Economic</b></p> <p>Currently the value of the Kenya Shilling has dropped;</p> <p>Investment in industries is not adequate a</p> <p>Distribution of resources is wanting ;</p> <p>Leadership does not invest in people especially locals;</p> <p>Fundamental drivers necessary to drive the economy (particularly the macro and micro) are not well managed.</p> <p>Corruption is high;</p> | <p>Economic progressive country and its people is only possible if the Unemployment is high;</p> <p>There is a wide gap, which continues to grow between the rich and the poor with only a few people owning much;</p> <p>There are no factories or industries in most of the counties.</p> | <p>Chama Cha Uzalendo plans to come up with a strategy for members who can be investors in the various Counties.</p> <p>Chama Cha Uzalendo also plans to put in place a qualified and experienced team to form Industrialization and investment Committee to inform the party stand and action on Industrialization and investment and to influence policy and legislative agenda Industrialization and investment for the greater good of all citizens.</p> <p>Chama Cha Uzalendo plans to establish an economic empowerment unit to inform the party stand and action on economic empowerment.</p> |
| <p><b>3.</b></p> <p><b>Legal</b></p>    | <p><b>Legal</b></p> <p>The legal landscape can be</p>   | <p>Lack of trust in the law and the courts to provide answers to</p>  | <p>Chama Cha Uzalendo is guided by the rule of law.</p>  |

|    |  |   |  |
|----|--|---|--|
|    | <p>challenging especially during the period just before elections.</p> <p>The law the Political Parties Act and the Elections Act have been manipulated and amended by Parliamentarians and electoral rules changed just before the repeat of presidential elections.</p> <p>In addition there is a disconnect when votes are not equalized with funding with only two parties currently receiving fund from Political Parties fund</p> <p>Courts should be seen administering justice fairly without favouritism.</p> | <p>societal problems</p> <p>Lack of adherence to the rule of law</p> <p>Uncertainty</p> | <p>Chama Cha Uzalendo subscribes to the constitution of Kenya and what it stands for, particularly issues relating to devolution, the bill of rights, the separation of powers and the funding of political parties.</p> <p>Through legal and legislative means, Chama Cha Uzalendo seeks (in close collaboration with other like-minded political players and actors) to put in place, policy and legislative frameworks with the view to ensuring that future elections (particularly are free, fair and authentic to the satisfaction of all players and citizens, with any aggrieved parties there-in, being encouraged to seek redress in the courts.</p> <p>Chama Cha Uzalendo will also spearhead the alignment of all electoral laws to comply to the letter and spirit of the Constitution and support amendment to political parties Act to provide for public funding for all registered political parties.</p> |
| 4. | Currently there is increased poverty, fear of interaction  | This has resulted in Power struggles within   | Chama Cha Uzalendo intends to de link tribe from issues at hand.   |

|                         |  |   |  |
|-------------------------|--|---|--|
| <b>Social</b>           | <p>because of negative ethnicity.</p> <p>People have formed tribal cocoons.</p> <p>There is generally lack of knowledge/or lack of acceptance or lack of proper interpretation of human rights</p> | <p>political parties and beyond and is therefore impacting politics negatively.</p> <p>Failure to protect the rights.</p> | <p>Chama Cha Uzalendo intends to implement affirmative action on the basis of 50/50 men and women and also intends to implement affirmative action within affirmative action for youth, persons with disabilities and minorities.</p> <p>Chama Cha Uzalendo has set up policy document on the urban groups and will also implement its constitutive documents and its strategy and put in place strong and effective dispute resolution mechanism.</p> |
| <b>5. Technological</b> | <p><b>Technological</b></p> <p>ICT has revolutionized the way people relate and communicate with one another</p> <p>Both news and information crisscross the globe at the click of a button.</p>   | <p>Communication is faster than it has ever been</p>  | <p>Chama Cha Uzalendo plans to leverage on the use of technology</p> <p>Chama Cha Uzalendo plans to embrace technology for issue based resource mobilization, capacity development of its key officials and staff and membership recruitment.</p>  |
| <b>6. Environmental</b> | <p><b>Environmental</b></p> <p>Today, the single biggest challenge to the environment is</p>   | <p>Degradation of the environment</p>   | <p>Chama Cha Uzalendo plans to put in place evidence based policy;</p> <p>Chama Cha Uzalendo plans to</p>  |

|  |   |  |   |
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|  | climate change, mainly occasioned by man related economic undertakings. |  | influence legislative agendas which seek to promote climate change mitigation and adaptation, including sound / sustainable management of Natural resources;<br><br>Chama Cha Uzalendo plans to make full use of its grassroots network including its rank and file membership so as to make sure that issues of climate change are mainstreamed and profiled in all day-to-day activities of the Country and its people. |
|--|---|--|---|

### Stakeholder Analysis

The following are some of the key stakeholders of the Party and each other's expectations.

| <b>Name of Stake holder</b> | <b>Stake holder expectation from the party</b>   | <b>Party expectation from the stakeholder</b>  |
|-----------------------------|--|--|
| Party members               | A vibrant party, which regularly communicates with its rank and file membership and is ready to form the next government in any event the government should not be formed without the party. | A committed / loyal membership which is ready to defend the party and its leadership at all times. |
| Coalition partners          | A political party, which is duly   | A transparent and sincere  |

|                                      |  |   |
|--------------------------------------|--|---|
|                                      | committed to the principles and ideals of the coalition.   | partnership where each coalition partner gives to the other is due.   |
| Registrar of Political Parties       | A political party, which is duly committed to the principles and ideals of multi-party democracy and good governance of the Country.                         | A strong and independent office that is impartial, transparent, accountable and committed to the constitution and the rule of law.  |
| Other Political Parties              | A political party, which is duly committed to the principles and ideals of multi-party democracy and good governance of the Country.                         | Political parties that are duly committed to the principles and ideals of multi-party democracy and good governance of the Country.   |
| The Courts                           | A political party, which is duly committed to the rule of law for the greater good of the Country and its people.  | Courts, which are impartial, transparent and duly committed to the constitution and the rule of law.  |
| IEBC                                 | A political party, which is duly committed to fair, play, the constitution and the rule of law.  | A strong independent electoral body that is impartial, transparent, and accountable fair and devoid of any form of manipulation.  |
| Civil society and the private sector | A political party, which is duly, committed to the rule of law and good governance for the greater good of the Country, its people and development partners. | A civil and private sector, which is supportive to the social and economic development agenda of the Country and one, which respects the constitution, and the rule of law. |
| Voters / the general public          | A political party which is mindful of general welfare of all citizens and one, which keeps its word to its   | Citizens who are well informed of their rights and obligations and one which is willing to register and vote without seeking for financial                                  |



|  |           |   |
|--|-----------|---|
|  | citizens. | incentives from competing political candidates. |
|--|-----------|---|

## Risk Analysis

The party faces a number of risks, key among them the following:

| <b>Risk Factor</b>  | <b>Level of Risk Exposure</b> | <b>Risk Mitigation Strategy</b>  |
|---|-------------------------------|--|
| <b>Interference / infiltration by the ruling coalition.</b> | High                          | <ul style="list-style-type: none"> <li>Put in place and strictly implement a party code of conduct, which must be strictly adhered to by all the party elected and nominated leaders at all levels.</li> <li>Continuously develop programmes of interest and benefit to the party rank and file membership and profile them through the media on a very regular basis.</li> <li>Put in place a party disputes resolution mechanism.</li> </ul> |
|   |                               | <ul style="list-style-type: none"> <li>Put in place and duly support a Jubilee coalition disputes resolution mechanism</li> </ul>  |
| <b>Resources</b>  | High                          | <ul style="list-style-type: none"> <li>Diversify the party financial/resources base,</li> <li>Initiate partnerships and networks and issue based resource mobilization.</li> </ul>   |
| <b>Institutional and Organizational set up</b>              | Medium                        | <ul style="list-style-type: none"> <li>Develop job descriptions for each and every party employee, complete with clear deliverables / targets.</li> <li>Develop and adopt an organogram (s), which clearly outlines the political, governance and administrative</li> </ul>  |

|                        |        |  |
|------------------------|--------|--|
|                        |        | <p>structures of the party at all levels.</p> <ul style="list-style-type: none"> <li>• Respect and make full use of the political, governance and administrative organs and structures established.</li> </ul> |
| <b>Legal framework</b> | Medium | <ul style="list-style-type: none"> <li>• The Party's new constitution is aligned with the national constitution.</li> </ul>  |

## CHAPTER FOUR

### REVIEW OF KEY ISSUES

This review process identified various issues that the Party should address in order to achieve its objectives. The identified issues are as provided in the table below:

| Issue                                   | Relevance  | Consequences of not addressing   | Objective   |
|---|--|--|---|
| <b>Insufficient financial resources</b> | It limits planning and undermines Party operations.      | The Party will collapse and be de-registered.  | Party to identify, secure, sustainable and adequate funding sources.  |
| <b>Lack of Committed membership</b>     | It stagnates Party progress and undermines its programs. | Party shall become irrelevant, sink into oblivion, becomes a non-player and shall not be competitive to attract members. | Expand membership categories. Activate targeted recruitment.  |
| <b>Weak Party Organs.</b>               | It limits the effectiveness of the Party.                | The Party will become moribund.  | Organize Party elections from the grassroots to the National levels, reconstitute the organs with competent members and |

|   |  |   |  |
|---|--|---|--|
|   |  |   | facilitate the organs  |
| <b>Weak Secretariat</b>   | It negatively affects the efficiency of the Party organs.  | The party's efficiency and effectiveness will diminish further.   | Restructure and recruit the necessary staff, audit and procure the required equipment.   |
| <b>Weak Communication policy</b>                                    | It negatively affects linkages with our entire stakeholders.   | The party will not be able to sell itself and its relationship with the various stakeholders will suffer. | Establish a communication team that will develop and implement the communication strategy.   |
| <b>Secured political representation at all levels of government</b> | The Party's voice is inaudible and risk being relegated to oblivion.   | The dream of the Party will die   | Forge strategic alliances & partnerships with likeminded parties to sell party agenda.   |
| <b>Party Hopping/ Defections.</b>                                   | Kenyans democratic culture still evolving with influence peddling as an important tool. It retards the Party's growth. | It will retard the Party and generally affect the growth of democracy and good governance.                | Selective and strategic recruitment of members.<br><br>Enforce the laws on Party hopping & inculcate the culture of party ownership. |

## **CHAPTER FIVE**

### **STRATEGIC OBJECTIVES**

#### **Introduction**

The following are the Strategic Objectives that party should focus on during the strategic plan period. After a critical analysis of the party, its critical guiding philosophy and principles, (including its Vision, Mission, and situational analysis) the Strategic Planning process has narrowed down the following key strategic priority areas the party needs to focus on, during the strategic plan period. This Strategic Plan supports the goals CHAMA CHA UZALENDU by detailing strategic objectives and strategic actions that will lead to attaining the goals.

#### **Priority Areas of Strategic Intervention**

The following are therefore the Key Priority Areas of Strategic intervention that the the Party should focus on during the Strategic Plan Period

1. Resource mobilization
2. strengthening structures , management and rebranding
3. Strengthening communication and outreach
4. Growing active membership and popularizing the party at grassroots
5. Increasing representation in elective positions

#### **STRATEGIC OBJECTIVE 1 - RESOURCE MOBILIZATION**

##### **Proposed Actions**

- Set up the Resource Mobilization Committee
- A Program Officer/Deputy Director in charge of resources mobilization will oversee the raising of not less than ten million in each year of the Strategic plan.
- In the first year of this plan a minimum of Kshs 10 Million will be raised through the following:
- Kshs 5 Million from Funds drive events commencing in September 2019

- Two million from a continuation of existing membership subscriptions - Members contributions (Ordinary Membership, Platinum, Gold, Life Membership, etc.)
- 3 million from people willing to become ‘friends of the Chama Cha Uzalendo Party’ giving a donation of 5,000 and receiving in return a regular briefing on the parties work and development
- Initiate 3 fundraising activities for donations and grants, or technical support - Fundraising activities (tournaments, Dinner Dance, cock tails)
- Target by friendly like-minded and structured political parties in Diaspora and elsewhere
- Establish and retain party offices that are open to all members
- Recruit a team of office volunteers or interns that will work with the office administrator to ensure that the offices are open to the public and members on a fulltime basis
- Write and pursue at least 5 Projects and Programs based Proposals in each year of the Strategic plan.
- Sensitize members to use MPESA pay bill account to enable easy remissions to party accounts
- Regularly collect party dues from members and elected leaders
- Register and operationalize UZALENDO foundation
- Register and operationalize UZALENDO SACCO
- Register and operationalize UZALENDO community radio
- Advocate for the review of Political Parties Funding act to set favorable funding criteria for all political parties.

### **Expected outcome**

- An established , efficient and well financed administrative system
- Sufficient funds raised from our members, supporters and partners to allow Chama Cha Uzalendo to develop the Party across the country, maintain functional party offices in at least 5 Counties and to undertake party programs and activities.

### **Indicators**

- Amount of money and other resources mobilized every year of the Strategic plan

- Number of Partners supporting Chama Cha Uzalendo activities
- operational UZALENDO foundation
- Operational UZALENDO SACCO
- operational UZALENDO community radio

#### **Responsible party organ**

- NEC, Executive Director, Deputy Director or Programme officer in Charge of resource mobilization

#### **Time Frame**

- Continuous subject to time frames stated for the various activities

### **STRATEGIC OBJECTIVE 2 - STRENGTHENING PARTY STRUCTURE AND REBRANDING**

The following are party organs to be strengthened:

1. National Delegates Congress (NDC)
2. National Executive Committee (NEC)
3. National Governing Council (NGC)
4. County Party Forums (CPF)
5. Constituency Committees (CC)
6. Ward Committees (WC)
7. Polling Station Committees
8. Uzalendo Women's Congress.
9. Uzalendo Youth Congress.
10. Uzalendo Persons with Disability Congress
11. Uzalendo Parliamentary and County Leaders Groups
12. Uzalendo Council of Elders.
13. Strategic Planning Committee (SPC)
14. National Secretariat

15. Coalition coordinating Board (CCB)

16. Party Election Board

17. Party Appeals Board

### **Proposed Actions**

- Conduct grass root elections and fill vacant positions within the party structure
- Empower the secretariat
- Review membership to each of the organs
- Activate and fund party congresses
- Organize training and capacity building for staff and holders of party organ portfolios
- Facilitate regular meetings
- Ensure sufficient funds for each organ to enable it undertake its mandate
- Formulate policies that operationalize and govern party organs
- An effective management control and measurement system is in place reporting to the NEC, which ensures that the voluntary working structures in the party can deliver key elements of this plan.
- Optimize use of human capital to promote internal efficiency
- Divide the political organizational and policy development responsibilities between the leader, deputy leader and Chair of the Party and NEC Coordinators.
- Convene regular meetings between the Leadership, Spokespersons and the Communications Team to enable a timely response to political developments at a local, national and international level.
- Introduce a reporting mechanisms
- Ensure that all organs and all meetings are composed of men, women, persons with disabilities and marginalized groups
- Design and implement performance score cards with performance standards for elected leaders and the Management Committee, NEC, PG and Branch Executive Committees and carrying out reviews and evaluations
- Review and Revamp Party policies, regulations and procedures.



- Establish a rebranding committee to deal with issues of rebranding

### **Expected outcome**

- Fully functional party organs and party structures
- Well-defined internal strategies in party organs and party structures for the harmonious operation and co-operation in carrying on of the respective mandates.
- Internal democracy working within the party structures and party organs
- Party offices established in at least 40 Counties.
- Fully functional Boards and Committees
- Annual Delegates Congress
- Internal democracy within the party organs and party structures
- Leadership is exercised in the party in a style that supports consensual decision-making.
- There is a sharing of leadership roles and responsibilities.
- Policy Spokespersons are able to react to changing political developments and at the same time are accountable to the organizational structures in the party through effective reporting mechanisms.

### **Indicators**

- Number of functional party organs
- Numbers of meetings held by the party Congresses
- Internal democracy working within the party structures and party organs
- Number Chama Cha Uzalendo offices established in the Counties.
- Annual Delegates Congress held every year of the Strategic plan

### **The Party Secretariat**

- Establish and brand Party Headquarters
- Revitalize and equip the party secretariat
- Party rebranding
- Clear job descriptions and targets for every secretariat staff

- Party rebranding: (Party Anthem, Party Flag, Party Color's Party slogan etc.....
- Research and documentation to inform and guide evidence based decision-making and the party policy and legislative agenda (Both in the national assembly and the party controlled county assemblies).
- Establish and equip at least 24 County offices.
- Rationalize the party organogram (s)

### **Responsible Organ**

NEC, SG and ED

### **Time Frame**

The Executive Director will liaise with the various organs to plan diary for necessary actions

## **STRATEGIC OBJECTIVE 3 – COMMUNICATIONS AND OUTREACH**

### **Proposed Actions**

- Establish a new Communications team to develop a 2019-2022 communications strategy and oversee its implementation.
- The team will establish training and mentoring programme for party spokespersons and candidates.
- Assist each group; candidate and spokesperson adopt a creative approach to using face-book, twitter, you-tube and other social networking and blogging sites as our main communications format.
- Develop and operationalize a Party communication and media strategy: The party website, party blog, and social media (Face book, tweeter, Skype, LinkedIn, blogs, etc.
- Develop and operationalize a special strategy for engaging with the Diaspora;
- Use Skype to dialogue with grassroots county party officials.
- Develop and roll out media engagement strategy to ensure visibility and image building for the party

- Schedule press conferences with all key National Executive Committee (NEC) representatives for visibility
- Develop party brochures, pamphlets, T-shirts, caps and other party regalia

### **Expected outcomes**

- Party spokesperson and election candidates are skilled in presenting a Chama Cha Uzalendo message in a coherent fashion, which is relevant to the ordinary lives of our people and communities.
- A Digital support Team made up of voluntary/interns staff will maintain and update our digital systems to run our administration and communication systems.
- Chama Cha Uzalendo leveraging on ICT in all activities, project and programs
- Chama Cha Uzalendo messages communicated/articulated to members

### **Indicators**

- Communication team in place
- Website Launched and working well
- Presence of Chama Cha Uzalendo on social networks

### **Responsible organ**

- NEC, Executive Director, Deputy Director

### **Time Frame**

- Continuous subject to time frames stated for the various activities

## **STRATEGIC OBJECTIVE 4 - ACTIVE AND INCREASED MEMBERSHIP**

### **Proposed Actions**

- Create a membership and group development team by November 2019.
- Develop membership recruitment strategy
- Organize countrywide party grassroots sensitization, mobilization, and party membership mapping and recruitment
- Put in place and implement recruitment and retention plan as well as a ‘Group, member & Leadership Development Plan.
- Device plans to enable groups to become more active in community campaigns.
- Develop a means of making outreach meetings interesting
- Promote greater collaboration between different groups like women, youth, and minorities, persons with disabilities.
- Launch Computing Membership Management system to reduce the administration workload in managing our membership subscriptions and communications by March 2020
- Launch recruitment drive by February 2020
- Roll out of continuous Country and County based party sponsored women and youth Economic and social empowerment programmes and projects
- Undertake continuous recruitment of members.
- Initiate, support and profile research and documentation focusing on both current and potential voters particularly on economic, social, environmental and political issues of interest to each of the following age segments and of interest to the party.

### **Expected outcome**

- Double the membership of the party by December 2021
- Increase membership by not less than 100,000 members in each year of the Strategic plan
- The Chama Cha Uzalendo Youth Congress and Women Congress are vibrant and effective political organizations in colleges and at work and development is integrated into the overall party strategy.
- The party is involved in a range of social, environmental and economic campaigning issues which complement and informs our own policy formulation and political work.

- County branches have active, vibrant and involved membership.

### **Indicators**

- Recruitment drive launched
- Numbers of grassroots mobilization drives
- Number of programs and projects initiated for members
- Number of people recruited into Chama Cha Uzalendo membership

### **Organ Assigned**

- NEC, Executive Director, Deputy Director or Programme officer in Charge of membership and recruitment
- Constituency Committees (CC)
- County Party Forums (CPF)
- Ward Committees (WC)
- Party Membership Section

### **Time Frame**

- Continuous subject to time frames stated for the various activities

## **STRATEGIC OBJECTIVE 5- INCREASE REPRESENTATION IN ELECTIVE POSITIONS (2022 GENERAL ELECTIONS)**

### **Proposed Actions**

- i) Develop party leader profile as Presidential candidate and other candidates for other elective offices
- ii) Empower the National Elections and Nominations Board
- iii) Formulate campaign strategy

- iv)** Establish campaign teams
- v)** Establish an outreach team (ad hoc committee) to build partnerships and coalitions
- vi)** Establish a technical team to help party candidates on the ground
- vii)** Identify and field credible candidates
- viii)** Conduct, free, fair and credible party nominations
- ix)** Develop party manifesto
- x)** Hold national rallies to mobilize support and disseminate party policy agenda (ideology, goals
- xi)** Establish a professional ‘Think Tank’ to analyze the political environment for relevant response
- xii)** Establish “intelligence” gathering and analysis unit

## **Expected Outputs**

- To Increase elected representatives
- Field Presidential Candidate
- Field at least one third candidates in all elective positions in the General Elections
- To have Delegates in all 47 Counties
- The Party has top quality candidates contesting Parliamentary and County elections in 2022.
- Potential candidates are identified and prepared systematically, allowing time for those selected to develop their profile and skills.
- Candidates assume a leadership role within their local groups, which encourages greater involvement in community and campaigning work as well as electoral politics.
- Clear and effective election strategies guide engagement in elections; based on the expertise of members, local groups, and previous candidates- the process should be fair.
- High caliber candidates nominated for the elective offices including parliamentary candidates, senators, and governors, Members of the County Assemblies, women’s and youth representatives by the party.
- The Party has top quality candidates contesting the County, and National Parliament elections in 2022.

**Indicators**

- Number of aspirants identified and supported
- Number of candidates nominated for the various seats
- Number of Candidates elected
- Number of votes garnered

**Responsible**

NEC, Executive Director, Deputy Director or Programme officer in Charge of membership and recruitment, Party Membership Section, County Party Forums (CPF), Constituency Committees (CC) Ward Committees (WC)

**Time Frame**

- Continuous subject to time frames stated for the various activities
- The Executive Director will develop a calendar of activities by December 2020

## CHAPTER SIX

### IMPLEMENTATION PLAN

#### Implementation Matrix

| <b>1. STRATEGIC OBJECTIVE 1: RESOURCE MOBILIZATION</b> |   |  |  |  |  |
|--|---|--|--|--|--|
|  | <b>EXPECTED<br/>OUTCOME</b>   | <b>ACTIONS</b>   | <b>KEY<br/>INDICATORS</b>  | <b>ORGAN<br/>ASSIGNED -<br/>BY WHOM/</b>   | <b>TIME<br/>FRAME<br/>-BY<br/>WHEN</b> |
| <b>1.</b>  | <ul style="list-style-type: none"> <li>Establishment of an efficient, well financed, administrative system</li> </ul> | <ul style="list-style-type: none"> <li>Recruit a Program Officer/Deputy Director in charge of resources mobilization.</li> <li>Recruit a team of office volunteers or interns to support administrators</li> </ul> | <ul style="list-style-type: none"> <li>Program Officer/Deputy Director in charge of resources mobilization recruited.</li> <li>A team of office volunteers or interns to support administrators recruited</li> </ul> | <ul style="list-style-type: none"> <li>Top Party leadership</li> <li>The Executive Director</li> </ul> | September 2019                         |
| <b>2.</b>  | <ul style="list-style-type: none"> <li>Sufficient funds</li> </ul>  | <ul style="list-style-type: none"> <li>Raise hundred million</li> </ul>  | <ul style="list-style-type: none"> <li>Amount of money</li> </ul>  | <ul style="list-style-type: none"> <li>Top Party</li> </ul>  | Continuou                              |



|  |   |  |   |  |                                |
|--|---|--|---|--|--------------------------------|
|  | <p>raised from members, supporters and partners to allow Chama Cha Uzalendo to develop the Party across the country, and to undertake party programs and activates.</p> | <p>in each year of the Strategic plan as follows:</p> <ul style="list-style-type: none"> <li>• Kshs 50 Million from Funds drive events commencing in September 2015.</li> <li>• Raise 20 million from a continuation of existing membership subscriptions - Members contributions (Ordinary Membership, Platinum, Gold, Life Membership, etc.)</li> <li>• Raise 30 million from people willing to become ‘friends of the Chama Cha Uzalendo Party’ giving a donation of 10,000 and receiving in return a regular briefing on the parties work and development</li> </ul> | <p>and other resources mobilized.</p> <ul style="list-style-type: none"> <li>• Number of Partners supporting Chama Cha Uzalendo activities</li> <li>• Numbers of resource mobilization activities held</li> </ul> | <p>Leadership, Executive Director, Deputy Director or Programme officer in Charge of resource mobilization</p> | <p>s starting October 2019</p> |
|--|---|--|---|--|--------------------------------|

|    |   |   |  |   |               |
|----|---|---|--|---|---------------|
|    |   | <ul style="list-style-type: none"> <li>• Initiate 3 fundraising activities for donations and grants, or technical support - Fundraising activities (tournaments, Dinner Dance)</li> </ul> |  |   |               |
| 3. | <ul style="list-style-type: none"> <li>• Affiliation with friendly like-minded and structured political parties to support the Party</li> </ul> | <ul style="list-style-type: none"> <li>• Identity and target friendly like-minded and structured political parties in Diaspora and elsewhere</li> </ul>                                   | <ul style="list-style-type: none"> <li>• Number of friendly like-minded and structured political parties supporting the party</li> </ul> | <ul style="list-style-type: none"> <li>• Top Party Leadership, Executive Director, Deputy Director or Programme officer in Charge of resource mobilization</li> </ul> | November 2020 |
| 4. | <ul style="list-style-type: none"> <li>• Establishment of Chama Cha Uzalendo Investment Arm</li> </ul>  | <ul style="list-style-type: none"> <li>• Establish investment arm</li> </ul>  | <ul style="list-style-type: none"> <li>• Investment arm of the party established</li> </ul>  | <ul style="list-style-type: none"> <li>• Top Party Leadership, Executive Director, Deputy Director or Programme officer in Charge of resource</li> </ul>              | February 2020 |

|    |   |   |  |   |                                  |
|----|---|---|--|---|----------------------------------|
|    |   |   |  | mobilization  |                                  |
| 5. | <ul style="list-style-type: none"> <li>Establishment of special purpose investment vehicle</li> </ul>   | <ul style="list-style-type: none"> <li>Establish special purpose vehicle(s) to spearhead resource mobilization on 24 hour basis;</li> </ul>     |  | <ul style="list-style-type: none"> <li>Top Party Leadership, Executive Director, Deputy Director or Programme officer in Charge of resource mobilization</li> </ul> | February 2020                    |
| 6. | <ul style="list-style-type: none"> <li>Proposal writing and grant applications</li> </ul>   | <ul style="list-style-type: none"> <li>Write and pursue at least 10 Projects and Programs each year of the Strategic plan.</li> </ul>           |  | <ul style="list-style-type: none"> <li>Top Party Leadership, Executive Director, Deputy Director or Programme officer in Charge of resource mobilization</li> </ul> | Continuous starting October 2019 |
| 7  | <ul style="list-style-type: none"> <li>Registered and operationalized UZALENDO foundation</li> <li>Registered and operationalized UZALENDO</li> </ul> | <ul style="list-style-type: none"> <li>Register and operationalize UZALENDO foundation</li> <li>Register and operationalize UZALENDO</li> </ul> | <ul style="list-style-type: none"> <li>Working UZALENDO Foundation, Sacco and community radio</li> </ul> | <ul style="list-style-type: none"> <li>Top Party Leadership and Executive Director</li> </ul>   | May 2020                         |

|  |   |   |  |                                  |                            |
|--|---|---|--|----------------------------------|----------------------------|
|  | SACCO <ul style="list-style-type: none"> <li>Registered and operationalized UZALENDO community radio</li> </ul> | SACCO <ul style="list-style-type: none"> <li>Register and operationalize UZALENDO community radio</li> <li></li> </ul>  |  |                                  |                            |
| <b>2. STRATEGIC OBJECTIVE 2 – STRENGTHENING STRUCTURES , MANAGEMENT AND REBRANDING</b> |   |   |  |                                  |                            |
|  | <b>EXPECTED OUTCOME</b>   | <b>ACTIONS</b>  | <b>KEY INDICATORS</b>  | <b>ORGAN ASSIGNED - BY WHOM/</b> | <b>TIME FRAME –BY WHEN</b> |
| <b>i. Party Organs</b>   |   |   |  |                                  |                            |
| <b>1.</b>  | Fully functional party organs and party structures  | <ul style="list-style-type: none"> <li>Hold party elections</li> <li>Review membership to each of the organs</li> </ul> | <ul style="list-style-type: none"> <li>Successful party elections</li> </ul>                                 | NEC, Secretariat                 | December 2019              |
| <b>2.</b>  | Well-defined party organs and party structures carrying on of the respective mandates.                          | <ul style="list-style-type: none"> <li>Formulate policies that operationalize and govern party organs</li> </ul>        | <ul style="list-style-type: none"> <li>Number of functional party organs with membership reviewed</li> </ul> | NEC, Secretariat                 | Continuou<br>s             |

|    |   |  |   |  |                              |
|----|---|--|---|--|------------------------------|
|    |   |  |   |  |                              |
| 3. | <ul style="list-style-type: none"> <li>Internal democracy working within the party structures and party organs</li> </ul> | <ul style="list-style-type: none"> <li>Organize training and capacity building for staff and holders of party organ portfolios for effectiveness</li> <li>Activate and fund party congresses</li> </ul>  | <ul style="list-style-type: none"> <li>Numbers of meetings held by the party Congresses</li> <li>Internal democracy working within the party structures and party organs</li> </ul> | NEC,<br>Secretariat<br><br>Respective Party Organs   |                              |
| 4. | <ul style="list-style-type: none"> <li>Fully functional Boards and Committees</li> </ul>                                  | <ul style="list-style-type: none"> <li>Facilitate regular meetings</li> <li>Raise and allocate sufficient funds for each organ to enable it undertake its mandate</li> </ul>                             | <ul style="list-style-type: none"> <li>Number Chama Cha Uzalendo offices established in the Counties.</li> </ul>  | The Executive Director will liaise with the various organs to plan diary for necessary actions | Starting from September 2019 |
| 5. | <ul style="list-style-type: none"> <li>Hold Special Delegates Congress</li> </ul>   | <ul style="list-style-type: none"> <li>Convene regular meetings Introduce reporting mechanisms</li> <li>Put in place measures to ensure that all organs and all meetings are composed of men,</li> </ul> | <ul style="list-style-type: none"> <li>Special Delegates Congress held at least once every 2 years</li> </ul>   | Party Leadership, Secretariat  | Annually                     |

|   |  |  |   |  |                                       |
|---|--|--|---|--|---------------------------------------|
|   |  | women, persons with disabilities and marginalized groups   |   |  |                                       |
|   |  |  |   |  |                                       |
| <b>ii. Party Secretariat</b>                                  |  |  |   |  |                                       |
| <b>1.</b>   | <ul style="list-style-type: none"> <li>Recruit staff and volunteers/interns for part secretariat.</li> </ul> | <ul style="list-style-type: none"> <li>Develop clear job descriptions and targets for and every party employee.</li> </ul>           | <ul style="list-style-type: none"> <li>Number of party employees and volunteers/interns with clear Job Descriptions.</li> </ul> | <ul style="list-style-type: none"> <li>Executive Director</li> </ul>                               |                                       |
| <b>2.</b>   | <ul style="list-style-type: none"> <li>Rebranded and equipped secretariat.</li> </ul>                        | <ul style="list-style-type: none"> <li>Develop a party anthem, flag, and slogan, uniform and party promotional materials.</li> </ul> | <ul style="list-style-type: none"> <li>Party anthem flag, slogan, uniform and party promotional materials in place.</li> </ul>  | <ul style="list-style-type: none"> <li>Party top leadership</li> <li>Executive Director</li> </ul> | October/November 2019                 |
| <b>3.</b>   | <ul style="list-style-type: none"> <li>Party offices established in at least 40 Counties.</li> </ul>         | <ul style="list-style-type: none"> <li>Establish Party branches</li> </ul>   | <ul style="list-style-type: none"> <li>Number of Party County Offices established</li> </ul>                                    | <ul style="list-style-type: none"> <li>Party top leadership</li> <li>Executive Director</li> </ul> | Continuous Starting from October 2019 |
| <b>3. STRATEGIC OBJECTIVE 3 – COMMUNICATIONS AND OUTREACH</b> |  |  |   |  |                                       |
|   | <b>EXPECTED OUTPUT</b>   | <b>ACTIONS</b>   | <b>KEY INDICATORS</b>   | <b>ORGAN ASSIGNED -</b>  | <b>TIME FRAME</b>                     |

|           |  |  |  | <b>BY WHOM/</b>   | <b>–BY WHEN</b>            |
|-----------|--|--|--|---|----------------------------|
| <b>1.</b> | An effective Communication Team  | <ul style="list-style-type: none"> <li>Establish a new Communications team to develop a communications strategy and oversee its implementation.</li> </ul>                                   | <ul style="list-style-type: none"> <li>A new Communications team in place</li> <li>Communication strategy developed</li> </ul> | <ul style="list-style-type: none"> <li>NEC, Executive Director, Deputy Director or Programme officer in Charge of membership</li> </ul> | December 2019              |
| <b>2.</b> | <ul style="list-style-type: none"> <li>Party spokespersons and election candidates are skilled in presenting a Chama Cha Uzalendo message in a coherent fashion, which is relevant to the ordinary lives of our people and communities.</li> </ul> | <ul style="list-style-type: none"> <li>The communication team to establish training and mentoring programme for party spokespersons and candidates.</li> <li>Launch a new website</li> </ul> | <ul style="list-style-type: none"> <li>Website Launched and working well</li> </ul>  | <ul style="list-style-type: none"> <li>Top party Leadership</li> <li>Secretariat</li> </ul>   | December 2019              |
| <b>2.</b> | <ul style="list-style-type: none"> <li>A Digital support Team made up of voluntary/interns staff maintaining and updating CCU</li> </ul>   | <ul style="list-style-type: none"> <li>Digital support Team to assist each group, candidate and spokesperson adopt a creative approach</li> </ul>  | <ul style="list-style-type: none"> <li>Digital support Team in place</li> <li>Number and quality of digital support</li> </ul> | <ul style="list-style-type: none"> <li>Top party Leadership</li> <li>Secretariat</li> </ul>   | December 2019/January 2020 |

|    |  |   |  |  |   |
|----|--|---|--|--|---|
|    | digital systems to run CCU administration and communication systems.   | to using face-book, twitter, you-tube and other social networking and blogging sites as our main communications format.   |  |  |   |
| 3. | <ul style="list-style-type: none"> <li>• Chama Cha Uzalendo leveraging on ICT in all activities, project and programs</li> </ul> | <ul style="list-style-type: none"> <li>• Develop and operationalize a Party communication and media strategy: The party website, party blog, and social media (Face book, tweeter, Skype, LinkedIn, blogs, etc</li> <li>• Use Skype to dialogue with grassroots county party officials.</li> <li>• Develop and operationalize a special strategy for engaging with the Diaspora;</li> </ul> | <ul style="list-style-type: none"> <li>• Party communication and media strategy</li> <li>• P arty website, party blog, Face book, tweeter, Skype, LinkedIn</li> <li>• Party Skype to dialogue with grassroots county party officials.</li> <li>• Party strategy for engaging with the Diaspora;</li> </ul> | <ul style="list-style-type: none"> <li>• Executive Director, Deputy Director or Programme officer in Charge of membership and recruitment</li> </ul> | <ul style="list-style-type: none"> <li>• October 2019 – March 2020</li> </ul> |
| 4. | <ul style="list-style-type: none"> <li>• Chama Cha</li> </ul>  | <ul style="list-style-type: none"> <li>• Explaining Chama</li> </ul>  | <ul style="list-style-type: none"> <li>• Chama Cha</li> </ul>  | <ul style="list-style-type: none"> <li>• Executive</li> </ul>  | Continuou   |



|  |   |   |   |  |                           |
|--|---|---|---|--|---------------------------|
|  | Uzalendo messages communicated/articulated to members | Cha Uzalendo analysis and resolutions to the electorate | Uzalendo messages <ul style="list-style-type: none"> <li>• Number and quality of messages communicated to members and the populace</li> </ul> | Director, Deputy Director or Programme officer in Charge of Communications | s commencing October 2019 |
|--|---|---|---|--|---------------------------|

#### 4. STRATEGIC OBJECTIVE 4 - ACTIVE AND INCREASED MEMBERSHIP

|           | <b>EXPECTED OUTCOME</b>  | <b>ACTIONS</b>  | <b>KEY INDICATORS</b>   | <b>ORGAN ASSIGNED - BY WHOM/</b>  | <b>TIME FRAME -BY WHEN</b> |
|-----------|--|---|---|---|----------------------------|
| <b>1.</b> | <ul style="list-style-type: none"> <li>• Membership development</li> </ul>   | <ul style="list-style-type: none"> <li>• Create a Membership and Group Development Team</li> </ul>  | <ul style="list-style-type: none"> <li>• Membership and Group Development Team in place</li> <li>• Number of people recruited into Chama Cha Uzalendo membership</li> </ul> | <ul style="list-style-type: none"> <li>• NEC</li> <li>• Secretariat</li> </ul>                                | January/February 2020.     |
| <b>2.</b> | <ul style="list-style-type: none"> <li>• Double the membership of the party by December 2021</li> <li>• Increase membership</li> </ul> | <ul style="list-style-type: none"> <li>• Organize countrywide party grassroots sensitization, mobilization, and party membership mapping</li> </ul> | <ul style="list-style-type: none"> <li>• Number of members with new Identity Cards and voters cards.</li> </ul>   | <ul style="list-style-type: none"> <li>• NEC</li> <li>• Executive Director,</li> <li>• Secretariat</li> </ul> | Continuous                 |

|    |   |  |   |   |            |
|----|---|--|---|---|------------|
|    | by not less than 100,000 members in each year of the Strategic plan   | and recruitment <ul style="list-style-type: none"> <li>• Put in place implement recruitment and retention plan as well as a ‘Group, member &amp; Leadership Development Plan.</li> </ul>   |   | <ul style="list-style-type: none"> <li>• CCU County leadership</li> <li>• CCU Constituency Leadership</li> <li>• CCU Ward Leadership</li> </ul> |            |
| 3. | <ul style="list-style-type: none"> <li>• Launch recruitment drive</li> <li>• Launch Computing Membership Management system</li> </ul>                                   | <ul style="list-style-type: none"> <li>• Launch recruitment drive by March 2020</li> <li>• Launch Computing Membership Management system</li> </ul>  | • Recruitment drive launched                            | <ul style="list-style-type: none"> <li>• Party Leadership</li> <li>• Secretariat</li> </ul>   | March 2020 |
| 4. | • The party is involved in a range of social, environmental and economic campaigning issues which complement and informs our own policy formulation and political work. | <ul style="list-style-type: none"> <li>• Roll out of continuous Country and County based party sponsored Economic, social empowerment and environmental programmes and projects</li> <li>• Device plans to enable groups to become more active in community campaigns.</li> <li>• Develop a means of making outreach meetings interesting</li> </ul> | • Number of programs and projects initiated for members | <ul style="list-style-type: none"> <li>• Party Leadership</li> <li>• Secretariat</li> </ul>   | Continuous |

|    |   |   |  |  |            |
|----|---|---|--|--|------------|
|    |   |   |  |  |            |
| 5. | <ul style="list-style-type: none"> <li>Members are integral to all levels of activity and decision making in the Party</li> </ul> | <ul style="list-style-type: none"> <li>Initiate, support and profile research and documentation focusing on both current and potential voters.</li> <li>Promote greater collaboration between different groups</li> </ul> | <p>Voter profile</p> <p>Number of collaboration initiatives</p>  | <ul style="list-style-type: none"> <li>Party Leadership</li> <li>Secretariat</li> </ul>                            | Continuous |
| 6. | <ul style="list-style-type: none"> <li>County branches have active and involved membership</li> </ul>                             | <ul style="list-style-type: none"> <li>Undertake continuous recruitment of members.</li> </ul>  | <ul style="list-style-type: none"> <li>Numbers of grassroots mobilization drives</li> <li>Number of new members</li> </ul> | <ul style="list-style-type: none"> <li>Party Leadership</li> <li>County Leadership</li> <li>Secretariat</li> </ul> | Continuous |

**5. STRATEGIC OBJECTIVE 5- INCREASE REPRESENTATION IN ELECTIVE POSITIONS  
(2022 GENERAL ELECTIONS)**

|    | <b>EXPECTED<br/>OUTPUT</b>  | <b>ACTIONS</b>  | <b>KEY<br/>INDICATORS</b>   | <b>ORGAN<br/>ASSIGNED -<br/>BY WHOM/</b>  | <b>TIME<br/>FRAME<br/>-BY<br/>WHEN</b> |
|----|---|---|---|---|--|
| 1. | <ul style="list-style-type: none"> <li>To Increase elected representatives</li> </ul> | <ul style="list-style-type: none"> <li>Put in place a Campaign strategy for the party put in place</li> </ul> | <ul style="list-style-type: none"> <li>Number of elected members</li> </ul> | <ul style="list-style-type: none"> <li>NEC,</li> <li>Executive</li> <li>Secretariat</li> <li>Party Membership Section,</li> </ul> | June - October 2021.                   |

|    |  |   |  |  |                      |
|----|--|---|--|--|----------------------|
|    |  |   |  | <ul style="list-style-type: none"> <li>• County Party Forums (CPF),</li> <li>• Constituency Committees (CC)</li> <li>• Ward Committees (WC)</li> </ul> |                      |
| 2. | <ul style="list-style-type: none"> <li>• Nomination of Candidates</li> </ul>   | <ul style="list-style-type: none"> <li>• Put in place nomination rules</li> <li>• Put in place Nominations Board/committee</li> <li>• Undertake a credible nomination exercise</li> </ul> | <ul style="list-style-type: none"> <li>• Nomination rules</li> <li>• Nominations Board/committee</li> <li>• credible nomination exercise</li> </ul>                  | <ul style="list-style-type: none"> <li>• NEC</li> <li>• Executive Director</li> </ul>  | July 2021            |
| 3. | <ul style="list-style-type: none"> <li>• Field Presidential Candidate</li> </ul>   | <ul style="list-style-type: none"> <li>• Identify and nominate a Presidential Candidate</li> </ul>  | <ul style="list-style-type: none"> <li>• Presidential candidate fielded in 2022 General Elections</li> </ul>   | <ul style="list-style-type: none"> <li>• NEC</li> <li>• Executive Director</li> </ul>  | June - October 2021. |
| 4. | <ul style="list-style-type: none"> <li>• Field at least one third candidates in all elective positions in the General Elections</li> </ul> | <ul style="list-style-type: none"> <li>• By December 2020 groups will be encouraged to start a process of selecting local election candidates.</li> </ul>                                 | <ul style="list-style-type: none"> <li>• The Party has top quality candidates contesting Parliamentary and County elections in 2022.</li> <li>• Potential</li> </ul> | <ul style="list-style-type: none"> <li>• NEC,</li> <li>• Executive Director</li> <li>• Deputy Director or Programme officer in</li> </ul>              |                      |

|    |  |  |   |   |              |
|----|--|--|---|---|--------------|
|    |  | <ul style="list-style-type: none"> <li>• Party to identify and support candidates</li> <li>• Systematically prepared the selected candidates and assist them to develop their profile and skills.</li> </ul> | <p>candidates are identified and prepared systematically, allowing time for those selected to develop their profile and skills.</p> <ul style="list-style-type: none"> <li>• High caliber candidates nominated for the elective offices including parliamentary candidates, senators, and governors, Members of the County Assemblies, women's and youth representatives by the party.</li> </ul> | Charge of membership and recruitment  |              |
| 5. | <ul style="list-style-type: none"> <li>• To have Delegates in all 47 Counties</li> </ul> | <ul style="list-style-type: none"> <li>• Elect County Delegates</li> </ul>   | <ul style="list-style-type: none"> <li>• Number of Counties with CCU Delegates</li> </ul>   | <ul style="list-style-type: none"> <li>• Top Party leadership</li> <li>• County leadership</li> </ul> | By June 2021 |

|    |  |  |   |  |              |
|----|--|--|---|--|--------------|
|    |  |  |   | <ul style="list-style-type: none"> <li>• Secretariat</li> </ul>  |              |
| 6. | <ul style="list-style-type: none"> <li>• Clear and effective election strategies guide engagement in elections; based on the expertise of members, local groups, and previous candidates- the process should be fair.</li> </ul> | <ul style="list-style-type: none"> <li>• Put in place and implement a clear and effective election strategies guide engagement in elections</li> </ul> | <ul style="list-style-type: none"> <li>• High caliber candidates nominated for the elective offices including parliamentary candidates, senators, and governors, Members of the County Assemblies, women's and youth representatives by the party.</li> </ul> | <ul style="list-style-type: none"> <li>• Top Party leadership</li> <li>• County leadership</li> <li>• Secretariat</li> </ul> | By June 2021 |

### **Risk Analysis and risk management strategy**

Risks involved in implementing the plan and the management of the risks - key among them the following:

| <b>No.</b> | <b>Risk Factor</b>  | <b>Level of Risk Exposure</b> | <b>Risk Management Strategy</b>   |
|------------|---|-------------------------------|---|
| <b>1.</b>  | <b>Interference / infiltration by the ruling coalition.</b> | High                          | <ul style="list-style-type: none"><li>• Be alert to political machinations</li><li>• Party leaders must internalize party values</li><li>• Party leaders must be focused and assertive</li><li>• Party leaders must put in place and strictly implement a party code of conduct, which must be strictly adhered to by all the party, elected and nominated leaders at all levels.</li><li>• Continuously develop programmes of interest and benefit to the party rank and file membership and profile them through the media on a very regular basis.</li><li>• Put in place a party disputes resolution mechanism.</li><li>• Put in place and duly support a coalition disputes resolution mechanism</li></ul> |
| <b>2.</b>  | <b>Financial</b>  | High                          | <ul style="list-style-type: none"><li>• Diversify the party financial base</li><li>• Continuously mobilize funds from fundraising activities and development partners</li><li>• Initiate partnerships and networks and issue</li></ul>  |

|           |  |        |  |
|-----------|--|--------|--|
|           |  |        | based resource mobilization.   |
| <b>3.</b> | <b>Technology</b>                              | High   | <ul style="list-style-type: none"> <li>• Train key stakeholders on optimal use of technology and ensure party presence in social media as well as mainstream media</li> </ul>  |
| <b>4.</b> | <b>Institutional and Organizational set up</b> | Medium | <ul style="list-style-type: none"> <li>• Develop job descriptions for each and every party employee, complete with clear deliverables / targets.</li> <li>• Develop, rationalize and adopt an organogram (s), which clearly outlines the political, governance and administrative structures of the party at all levels.</li> <li>• Respect and make full use of the political, governance and administrative organs and structures established.</li> <li>• Develop effective communication and co ordination strategy.</li> </ul> |
| <b>5.</b> | <b>Legal framework</b>                         | Medium | <ul style="list-style-type: none"> <li>• Ensure that the reviewed Party's constitution is aligned with the National Constitution</li> <li>• Agitate for the passing of good laws especially the Political Parties Act.</li> <li>• Be alert not to allow passing of laws that do not conform to the Constitution of Kenya</li> </ul>  |
| <b>6.</b> | <b>Strategic Plan ownership</b>                | High   | <ul style="list-style-type: none"> <li>• Build consensus, undertake consultation and be inclusive</li> </ul>   |

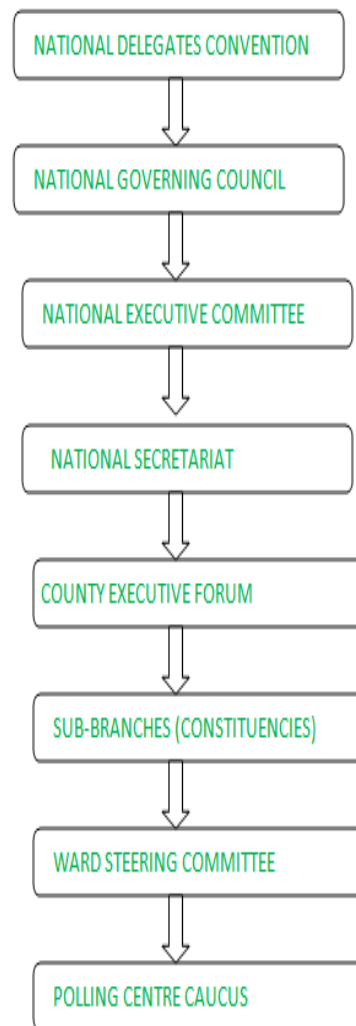


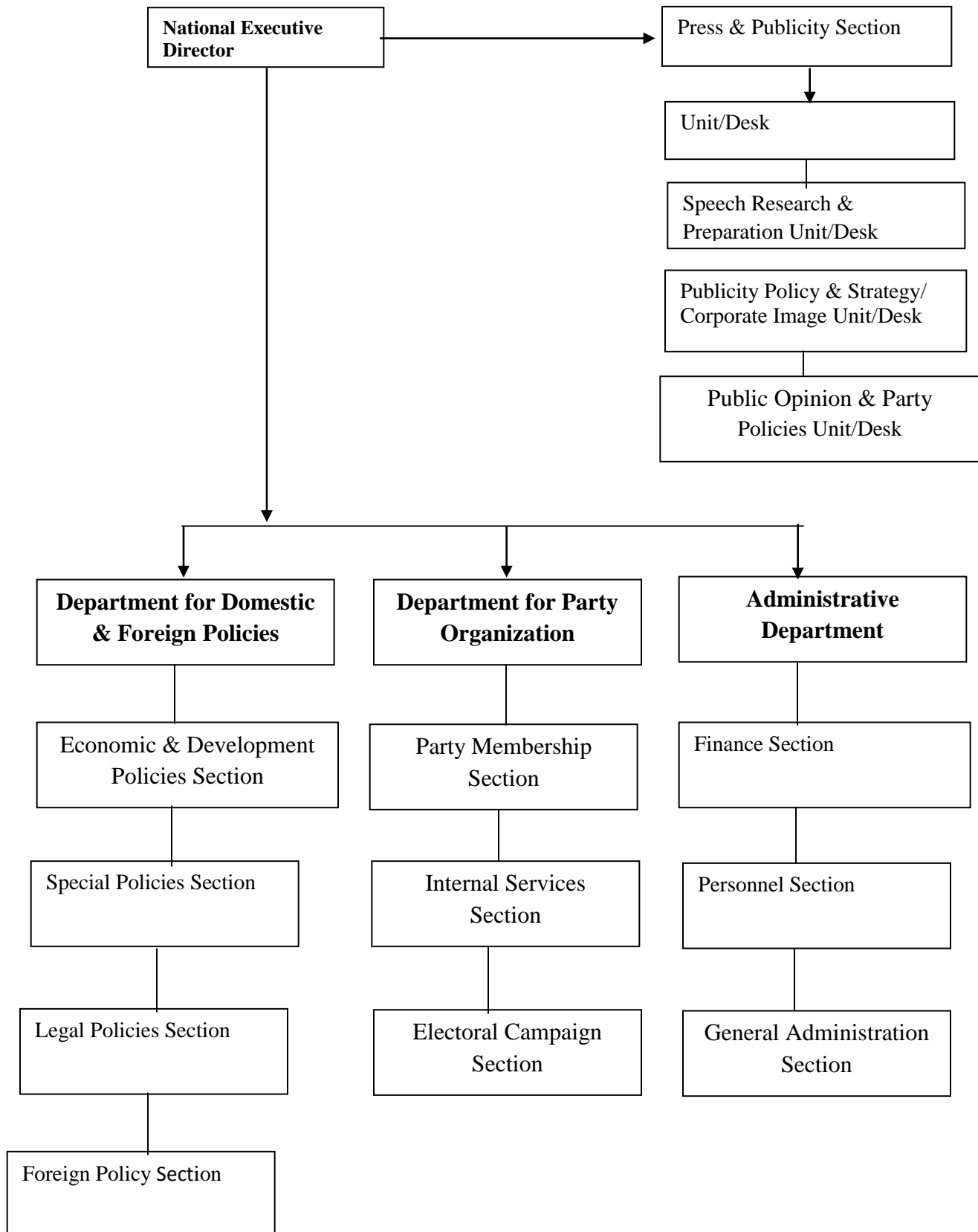
### Implementation Framework

The implementation plan helps in the risk management analysis and so as to enable implementation process to commence smoothly.

| No | Activity                                    | Time frame                     | Responsibility                               |
|----|---|--------------------------------|--|
| 1. | Printing of the strategic plan              | September/ October 2019        | NEC/development Partners/ Secretariat        |
| 2. | Establishment/Rationalization of Committees | October 2019                   | NEC/Secretariat                              |
| 3. | Official Launch of the strategic plan       | October 2019                   | Strategic Plan Launch Committee/ Secretariat |
| 4. | Development Partners' engagement            | September/October 2019 onwards | Resource mobilization Committee/ED           |
| 5  | Regional and International Engagement       | November/December 2019 onwards | Diaspora Committee / Secretariat             |

## Chama Cha Uzalendo Organogram





## **Notes on the Organogram**

- 1) The Organogram puts emphasis on team-based management.
- 2) The overall goals include impact on the 2022 general elections. (These include grassroots mobilization, membership recruitment as well as winning more elective seats).
- 3) Press and publicity section is responsible for Communication/ media /public relations / media unit (for disseminating information could be established. Special units - focused on policy and strategy (for generating policy and strategy positions both foreign and domestic) and Party Organization (for membership, internal service and electoral campaign) as well as Administration (for personnel and financial resources).
- 4) Positions could be created of Deputy Directors/ Programme Officers to head the focused units' e.g. (Deputy Director- Resource Mobilization, Deputy Director Membership and County Affairs including Special Interest Groups - Women / Youth PWD and Minorities and Deputy Director- Policy Research and Communications, with an over-all Executive Director).
- 5) Job evaluation and clear job descriptions exist in the staff handbook.

## **Functions of Governance Organs**

### **The National Delegates Convention**

This is the highest decision making organ of the party. It:

- Formulates reviews, amends and ratifies all rules of the Party.
- Examines and approves party accounts.
- Elects the NEC (National officials) as the executive organ of the Party. .

### **The National Executive Committee (NEC)**

- The executive organ of the party established to work in close liaison with the Parliamentary Group. It
- Supervises the administrative machinery of the party.
- Implements all party policies.
- Makes rules for approval by the National Delegates summit.
- Appoints committees for specific tasks.
- Forms the Elections Board.
- Plans and co-ordinates grassroots elections.
- Appoints representatives to all organizations to which the party relates.
- Moots schemes and strategies for stimulating activities.
- Determines the party's finance policy.
- Maintains discipline in the party.

### **SECRETARIAT**

Secretariat staffs are full-time employees and hence should be on the payroll. Ideally, staff ought to have specific tasks assigned to them in various departments such as Finance and Administration, Communication etc

The Administration of the Party is under the office of the Secretary General. The Executive Director heads the Secretariat and reports to the Secretary General who reports to NEC. The remaining Secretariat staff report to the Executive Director and/or Finance and Administration Officer.

### **The County Executive Committee:**

- Establishes and maintains county offices.
- Supervises the Constituencies offices.
- Propagates party policies.
- Recruits members.
- Mobilizes voter registration.

- Recruits candidates for party.
- Prepares monthly reports.
- Represents party interest in stakeholders functions

## CHAPTER SEVEN

### MONITORING, EVALUATION AND REPORTING

The quality implementation of this strategy shall require a Monitoring and evaluation (M&E) framework to ensure that all the planned activities are implemented and where deviations are experienced, they are detected early enough for re-adjustments. A midterm evaluation shall be carried out at the end of the second year. The tools used for measuring progress include logical frameworks, work plans, quarterly and annual reports, mid-term internal evaluation, and end of term external evaluation.

*The National Executive Committee, with the support of senior staff, will provide leadership for implementation of the strategic plan. The Party will also establish appropriate linkages with other relevant government and private sector initiatives to enhance synergy as it seeks to realize the goals and objectives set out in the plan.*

- A monitoring and evaluation tool is important for ensuring effective implementation of the objectives set above.
- The monitoring and evaluation framework is going to inter-alia include: the use of both descriptive and statistical tools to produce reports, draft policy and legislative agenda documents.
- Monitoring and Evaluation is also going to be undertaken through interactive and participatory sessions both vertically and horizontally with the leadership as well as with the rank and file membership, partners and other key stakeholders.
- The key parameters of the Monitoring and Evaluation will be the number of elective seats and total popular votes the party is going to garner in the next (2022) general elections.
- Other key Monitoring and Evaluation parameters are going to include clear finance and accountability mechanism to ensure proper utilization of the funds, the number of counties in which programs and activities are implemented as well as annual evaluation on the impact of the programs and activities.

## FUNDING THE STRATEGY

### Introduction

Several factors were taken into account to arrive at the lump sum budget. These include operating expenses and the strategic objectives identified in the Plan. The strategy has also taken into account the need to start preparing for the 2022 general elections as shown in the matrix below:

### Lump sum budget

| Category  | Lump sum Budget in Kshs. |      |      |      |      |              |
|---|--------------------------|------|------|------|------|--------------|
|   | 2019                     | 2020 | 2021 | 2022 | 2023 | Total        |
| 1. Party programmes / projects (with special focus on youth and women affairs).             | 5 m                      | 20 m | 30 m | 40 m | 20 m | <b>115 m</b> |
| 2. Internal party elections.  | 20 m                     | -    | -    | -    | -    | <b>20 m</b>  |
| 3. Policy research / resource mobilization / monitoring / media / communication & feedback. | 3 m                      | 10 m | 20m  | 15 m | 15 m | <b>63 m</b>  |
| 4. Operating expenses (staff emoluments / capacity development, rent and other              | 5 m                      | 20 m | 25 m | 15 m | 20 m | <b>85 m</b>  |



|   |             |             |             |             |             |              |
|---|-------------|-------------|-------------|-------------|-------------|--------------|
| operating expenses,<br>etc.)  |             |             |             |             |             |              |
| <b>Total</b>  | <b>33 m</b> | <b>50 m</b> | <b>75 m</b> | <b>60 m</b> | <b>55 m</b> | <b>283 m</b> |
| <b>To be Financed through:</b><br><br>1) Membership fees.<br><br><br>2) Donations from well-wishers (including donations through mobile money platforms, M-pesa, Pay pal, Special fundraising events like Funds-drives golf tournaments, party souvenirs, etc<br><br>3) Grants form Proposal writing. |             |             |             |             |             |              |
| The above computations do not take into account funds needed for political mobilization, organization and execution of the 2022 General Elections projected <b>to be in excess of Kshs. 1 billion.</b>  |             |             |             |             |             |              |