LABOUR PARTY OF KENYA

Investing in People

Strategic Plan 2015 - 2020



We Are Winners

We have the power

Look back, and see what was before.
We can appreciate the reliability in history. If we know our past and mirror our present against it we can also be sure that things will happen ahead of us.
The past is not past. Time travels with us. Or we travel with time. History can teach us. We can remember and learn, from previous mistakes and from our glorious victories.
That is how the labour movement grew strong and influential in so many places around the globe; by learning from history.
That way the future is in our hands. We have the power.

We are winners

History shows the way. Throughout time, every single progress in our lives is the result of our joint struggle for better conditions. Nothing has ever been given freely to the hardworking people. We fought for it, and we won it
This is the way it has to go. And we are prepared.
History tells us how the victorious way looks. We have that advantage. We are the winners.

We are together

We have to join all forces for a change. We must work with sister parties, labour unions and student organisations, but also with jua kali, the unemployed, the disabled or the elderly.
What we know is that a strong unified movement for social change always succeeds.
That is why we all need to increase our presence in the Kenyan society. If we don´t engage the rich elite will continue to rule and also shape the future.
We cannot allow a small click of extremely rich to decide our future!
That is why we organise. We are part of the labour movement, and we have sisters and brothers around the globe.
We are together.







We Have the Plan

We have the key

We are together, and that places both responsibility and demands on our shoulders.
As the Kenyan representative in the Socialist International we have a responsibility to share the strength and power of the social democratic visions.
It is our duty to the nation and to the hardworking people of Kenya.
That duty demands that we increase our efforts to engage Kenyans. Everybody needs to know that there is an alternative way to build our nation, that there is a vision which has placed more than sixty socialist parties in governing position.
It is our duty to provide that knowledge. This ideology is like a patent key. Every country is its own lock and only one key fits, but the principles, a foundation of people-centred national economy and wealth distribution looks the same.

We have the plan

We want people on all walks of life to get involved and take part in a broadened labour movement coalition. But we are also looking for political power by own strength. We are after all a political party.
For this to happen, we need to take a number of steps to make our party and the social democratic ideology both visible and present in Kenyan minds.
This what our new strategic plan unfolds. It gives us a roadmap into the future. And we got it by looking back, by learning from mistakes and being inspired by our success stories and by strong member efforts.
We did it as a true social democratic party. We took the planning process through the democratic structures, anchoring the plan on all levels within the party.
We can truly say: We have the plan

Julia Ojiambo
Chairperson
Labour Party of Kenya









This is why we did it

Kenya is a harsh and cruel class society where the wealthy are shamefully rich and the poorest are left on their own, without any support from their country.

Our nation has free public schools, but they are sub-standard, undermanned, without any real option to develop quality, and they have so many hidden financial demands on the Kenyan families that they hardly can be considered "free". Once examined from secondary school all doors are closed for the poor population, except from a few seats in higher education through scholarships.
Even our higher education is compromised, despite high standard it fails to deliver i relation to Kenyan demands.
Kenya has a badly maintained healthcare system, and the rulers have only made faint attempts to even out the most striking inequalities of our class society. Still today, poor Kenyans die from deceases that the rich citizens have not seen in a decade.

Kenya is in need of food import and aid, despite the fact that our nation is rich in all aspects when it comes to agriculture. Instead of building strong structures for farming, a handful of families hold huge areas idle. On other places Kenya has leased many hundred thousand acres of prime farming land to European and Arab states.
Land grabbing is also a big problem, and the election violence 2007-08 still has a negative impact on food security.

The big problem is still to be found in unemployment. Nearly 7 out of 10 young Kenyans meet jobless days. What effect this has on the Kenyan society is incomprehensible. It shapes a whole generation and is already our single biggest threat to a future democratic Kenya. Other African states can offer scaring examples on what can happen if we Kenyans don't address this issue.

LPK is one of the older political parties in Kenya.
We have grown old by the power of our message: There is an alternative way to build this country, a vision that will give us a strong, just and inclusive nation.
We know that we cannot do this alone. We need to form alliances and build networks between all good forces. As Kenya's representative in the global socialist family we have access to two hundred years of fighting experience. We have a duty to share this with all Kenyans, and to implement the social democratic vision also in this country.

To do that we need to be present where it happens and we need to speak with an increasingly loud voice. That is why we needed to revise our strategic plan. We needed a wider approach to our activities, extending the implications of our ideology. But above all, we needed updated plans that, in details, told us how to act during the coming five years in order to come closer to our goals.



This is how we did it

Labour Party of Kenya is a democratic party, with full transparence through all levels of decision and policy making. But democracy must be defended every day, in a party nation as well as in a nation.

Hence, the process during the development of this new strategic plan has been as much a way for LPK to involve member and local representatives in our common cause as it has been an effective way to know ourselves and see our capabilities.
And in the centre has our ideology been



The electioneering period is such a short time to imprint worthy ideological system in the minds of Kenya but this has been a platform for LPK to provoke Kenyans to view leadership from wider perspective and not the narrow windows of tribal inclinations.

The Strategic Plan 2015-22 was slowly compiled, after a holistic and painstaking analysis of the party's weaknesses had shown us our weaknesses and lost options, but also our strong sides and our many future possibilities to succeed.
We worked during a period of six months, in smaller work groups as well as all together in larger assemblies, ordinary members as well as the top leadership. It was a demanding period that revealed a harsh political reality, full of threats and dangers. But we came empowered out of it, strengthened by the knowledge that we now have a strategy for how to develop and handle future challenges.

LPK's main focus now and in the future is to extend networks and to convince various sober groups about our wider vision and concerns of bad political leadership that has been the main cause of socio-economic regression that this country has witnessed since independence.
With major institutions now believing in our noble cause LPK will focus on creative programs geared towards socio-political and economic empowerment of our people, programs initiation, links and civic education measures that will shift the people's thought and immense potential from the destructive and continuous ethnic politics to socio-economic growth the only sure way to ensure our people co-exist peacefully.



Our ideology must be seen

The Youth and Women
We work together to enhance the quality of life of our societies by involving and tapping youth and women immense potential competitively for economic growth and political involvement.
We endeavor to eradicate stereotypical discrimination among the African youth based on race, color, religion, tribe, sex, disability or any other protected status.



We are committed to fostering teamwork and to providing an environment that values, empowers, and respects individuals' lives.

Improved quality of life for all
We believe that the protection of human life is the key responsibility of every government.
We are committed to maintaining a safe, healthful and productive nation by improving the conditions of living for the broader local communities and we endeavor to provide favorable work environment for all.
We will actively pursue creative modern and sustainable community socio-economic programs that will minimize negative environmental impacts.

Total elimination of inequality and poverty
We believe in the common saying a "human being is only human with other human beings" and therefore committed to using fiscal and human resource as a single society to help around the world learn, grow, and acquire new skills, better our people's lives without discrimination and, in doing so, build a global socialist network.
We will immediately prioritize to offer assistance in collaboration with other socialist organizations in restoring and sustaining rapid economic growth in order to increase the wealth and economic expansion necessary to reduce the incidence of poverty and empower our people both socially, economically and politically.

Globalization
Lastly LPK also recognizes that the nature and scope of the problems facing the world today calls for well-developed partnerships strategies between us, like minded governments, civil society organizations, social democracies, faith based organizations among others both



locally, regionally and internationally, and convincingly show that such partnerships have the potential to tackle complex, large-scale problems in new ways, marshaling substantial resources in the form of creative energy, community support, and a multiplicity of problem-solving perspectives. We have the power

We have a proud tradition

The Labour Movement
The Labour Movement became early a broad term for the collective organization of working people, campaigning for better working conditions and treatment from their employers and governments, in particular through the implementation of labour and employment laws.
Labour unions are collective organizations within societies, organized for the purpose of representing the interests of workers and the working class. The labour movement history start with the unions, a fact that emphasise the importance of building strong networks between LPK and Kenya's labour unions.

Executive power
Our country has not yet seen strong, democratic labour unions like the ones seen historically in countries with strong labour movements. In our socialist history growing labour unions raised political issues during their struggle for better conditions, and in order to push their will all the way to realisation they needed a political vehicle, the final tool to turn their visions into laws. Most of the older socialist parties were established that way, in order to be the final executive power of the working class.

One road
Labour Party of Kenya was established in loyalty with this tradition, and with the same vision and mission. Without the traditional network of a well founded workers movement, the party many times finds itself isolated. With few options to put real force behind political demands the chances for impact diminishes.
For Labour Party of Kenya there is no other road to take.
We must open our policy profile, also place it outside parliamentary politics, amongst the Kenyan people.
In that effort we need the labour unions as well as youth and women organisations that share our value base.

The 888 movement
Advent of the labour movement is known as the 888 movement. The three eights is an acronym for "eight hours of work, eight hours of recreation and eight hours of rest", which was the demand from labour unions in demonstrations, pamphlets and newspapers.
The election year of 2017 will be an anniversary.
It will be two hundred years since these demands was first heard. But where are we today? Do Kenyan workers really have eight hour workdays?
LPK will put stronger efforts in Labour Day celebrations, in order to raise the 888 demand again.

Public sector
Labour Party of Kenya can see a disastrously underdeveloped area of our society. Workplace safety is a concept that only reached a few, and regulated working hours hardly exist.
Only fractions of the Kenyan people have any job options at all, which forces an almost mandatory demand to create some business in the jua kali sector on poor the Kenyans.
LPK advocates a significantly strengthened public sector; in full relation to the social democratic tradition employing teachers or health personnel nationwide and deploying job creation centres or study centres on county level.

Because ...
Our party need to share its parliamentary focus with the general labour movement issues that builds loyal coalitions between labour movement actors. We need to catch up with the global socialist tradition.
Because Kenya needs a strong labour movement.
Because the global socialist community needs a strong labour movement in Kenya.

A long road to go, but we walk together

Operational efforts to improve party efficiency



The party administration is in need of a good revision. The secretariat is housing in temporary facilities. The 2013 election drained the party economy and the financial space for a new office has been limited. Empty cash boxes also cripple the local representatives. This is a situation that needs immediate attention and it has first priority in the Strategic Plan.

Even with today's limited resources it is time to refurbish the structures of the secretariat. It is mostly a matter of staff training, but we are also establishing new communication routines and we strengthen our online presence. In the end of we are opening a new office, putting an office clerk on place and finally deploying a small but effective media centre.

Ideological training through national



One big challenge for LPK is to forward ideological knowledge, thus making party policies understood in their full context. We have looked at solutions to the problem within the global socialist family.
One of the best ways is the "Study Circle", a collective way of learning together and forward knowledge that become a success during the last 20 years.

Those theories will be used at three National Study Centres, to be opened in Kisumu, Nairobi and Mombasa. Parts of the curriculum will be directed to the public, parts will be intended for labour movement representatives. A Leadership Institute for Democracy and Governance will be important part of the effort.

Improved presence, visibility in media and social media



LPK has quite a vibrant presence online, through dedicated members. The party is also officially present in social media. Facebook and Twitter have LPK accountsas well the Labour Day effort, the 888 page. However, the pages are identical to a number of other pages and even share identical content. We will do a graphic revision and content refurbishment.
The official website of LPK has been down for years, bad considering the rapidly growing global network. A new website is deployed before the factual plan period starts.
A Media Office is installed at the secretariat. Its will develop and maintain inhose and outbound communication.
During 2015 Workers Voice, a weekly paper, is revived. In plan it will reach financial break even during early 2016.

MAKING OUR VISIONS PALPABLE
A mission for all LPK members

After half a year of analysis and internal discussions we have a detailed Strategic Plan. Until 2020 more than 100 planned activities are on our agenda. The efforts can be packed together in a good handful of focus groups, each of them with key committees or representatives assigned with full responsibility and accountability. Below you find a random pick from the long intervention list ...

Highlighting LPK's focus areas through conferences

The overall policy of the Labour Party of Kenya binds us to certain strategic socio-economic standpoints. LPK does not share the market fundamentalism that haunts the world and hits Kenyans hard. We believe in progressive taxing to release funds for development of health, education and for job creation. We believe in taxing the rich high and moving tax from food and other necessities to companies and real estate.
LPK's focus areas are Health, Education, Job Creation, Food Security and Integrity. Each and one of those areas are lit through by our ideological conviction and our socio-economic solutions.
The party aims to hold two or three annual conferences on the focus areas, bringing together experts and stakeholder from the whole of Kenya for unfettered reasoning around the topics.



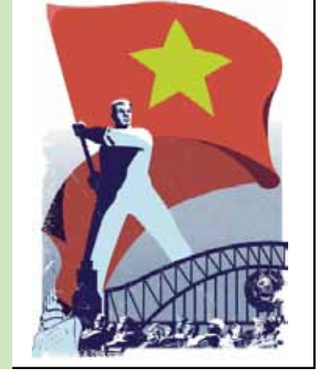
Strengthened recruitment routines

Labour Party of Kenya currently has 46500 members in 27 counties. There is need to scale up membership of the party in at least 47 counties across the country in order to ensure national outlook and popular ownership of the party agenda. LPK will have a continuous focus on member recruitment, primarily focusing on the party's ideology. We need to increase the membership of the party at county level, as well as member participation and engagement.
During the plan period we will se perpetual membership registration in all the 47 counties and an increase of the total LPK membership registers. This happens through membership recruitment drives in the counties.
LPK equips the branch offices with party literature and capacity building programs for members at county and national levels.



Establishing a new, unifying tradition for Labour Day cel-

Since almost two hundred years Labour Day has been celebrated. Every May 1st almost two billion workers celebrate the labour movement, its struggles and victories. It is a day of manifestation, showing off how strong the movement is, demanding improvements and reforms.
Kenya lacks that tradition. Labour Party of Kenya must nurse and vitalise that tradition also here in Kenya. We have seen faint attempts to grab the day. Not to take back the day as the annual unifier within the labour movement, instead always for other purposes.
LPK will try hard during the plan period to establish an ideologically well founded Labour Day tradition. Our working class is still very small, but soon the Kenyan it will expand heavily, partly due to expected mining and oil production, partly because of the rapid urbanisation.



THE ROAD TO POLICY SUCCESS
Looking for trust, not positions

Random Picks From the Strategic Plan

A preparatory implementation framework is put up, to pave the ground before the plan period start in January 2015. Here are random picks from the 2014, and plan years 2015–2016.

New Tools

Digital Presence
Reaching the globe

2014
April



"Rebirth Online"

Refurbishing the party's online presence.
Global/national/regional online accessability.

Raising Issues

Picking the Brains
Limelight on change

2014-15
April

"Unfolding Options"

Series of conferences on key issues in Kenyan politics. Official marketing of upcoming Labour Day Celebrations.

Open conference, strong invitation list at the stage.

New Strength

The Future. **Involving the members.**

The Strategic Plan

2015-2020

Implementation starts

Internal Party document, to be converted into interactive communication with future voters.

2014
April

Training

Knowledge is Power
Raising awareness

2014-15
Continous

"Diving Deeper"

In-house training of elected county representatives
Strengthening party presence on county level.
Providing consecutive ideological training.

2014
April

Strengthening the party secretariat

Technical update of facilities.

Revised output of party documents (constitution, strategic plan, rep registry)

Administrative training.

Party Secretariat and county officers.

Labour Day Celebrations

2014 -
May

Joint venture.

Public meeting, stakeholders invite members.

Branding

Being Familiar
Recognized

2014
September

"We Have A Dream"

Party profiling posters.

A set of five posters, to be printed and also possible download and print as flyers.

For use at public meetings, in campaigning, or to be handed out to sister organisations and labour unions.



THE ROAD TO POLICY SUCCESS
Looking for trust, not positions

Random Picks From the Strategic Plan

Being Present

Taking the Initiative
Taking place on

2014
December

"The Media Centre"

The build-up of a sustainable communications hub for in and outbound communication.

An effort to refine and streamline both in and outbound communications. Strengthens the secretariat's control of the party's information flow, making it easier to unify policy messages, improving the party branding.



Visions/Ideas **Training Leaders for Democracy.**

2015
January

"Kusoma Kenya"

Building a network of study centres.

Local study centres, focused on workers issues, offering options to improve general education, but also bringing ideological issues into limelight.

Open to the public. Bringing ideological standpoints out to common knowledge, offering the centres for studies also to sister organisations and labour unions.

In order to secure the outcome of the strategic plan an evaluation and monitoring tool must be at hand. An oversight committee as well as the other committees setup shall form the basis of the monitoring tool and will regularly report back to the NEC for evaluation and assessment of the implementation process.

The NEC through the oversight committee will take the lead role in ensuring the Plan is well coordinated. The oversight committee will carry out regular evaluation and reporting of all programs and activities that will be implemented during the planning period.

Rights and Duties

Rights Revealed
A reading lesson

2015
March

"Announcing Aspiration"

Placing the constitution in Kenyan minds.

Printing short summaries from the constitution on consumer items (flour and sugar packages, tea boxes, plastic and paper bags)

Targeting all Kenyans.

Give a Voice

Holding the Spotlight
Writing the political agenda

2015
March

"Workers Voice"

Reviving LPK's weekly newspaper.

Breaking the media silence that meets LPK. Taking the initiative through a party owned newspaper.

Targeting the Kenyan working class.

See the Youth

Energy On Wheels
Speaking the language

2016
January

"Youth on Tour"

Finding future voters.

Sending a group of engaged members of LPK's Youth Congress around Form 4 classes in Kenya to present and discuss the constitution.

Targeting future voters. Recruiting new Youth Congress Members

The Kenya We Want

It is often said that there can be no democracy without political parties, it is equally true that there can be no parties without the democratic participation of a country's citizenry. This not only means being open to people's specific demands and interests, but also providing them with equal opportunities to reach leadership and representative positions.

Hearing Citizens Demands

Since its founding in 1998, one of Labour Party of Kenya central themes has been to strengthen its position as a key political party in order to contribute to the consolidation of representative democracy. Even in instances where the party has lacked the numbers from the public, LPK has still carried out indispensable functions such as channeling the demands of citizens, developing policies and programs, selecting candidates for the Executive and Legislative powers, as well as monitoring the sitting government. These are functions that in present-day democracies forward looking political parties must continuously engage in.

Strong Advocacy

The party's first chapter in its constitution states the "the intension of the Labour Party of Kenya, is the struggle towards the Democratic Socialism," that is, a society with a democratic economy based on the socialist principle, The Labour party supports social welfare provision paid for from progressive taxation. The party supports a social corporatist economy involving the institutionalization of a social partnership system between capital and labor economic interest groups, with government oversight to resolve disputes between the two factions. Since inception of the party, LPK has been a strong supporter of feminism, equality of all kinds, and maintains a strong opposition to what we perceive as discrimination in any form or manner.

The Kenya We Want

The Strategic Plan offers Labour Party of Kenya a self evaluation tool of where the party has been and its current position in Kenya politics, regional and global politics and of course the road map of where the party needs to be in the coming years. We hope that the dissemination, internalization and implementation of the strategic plan will compel Kenyans from various walks of life to opt for LPK as a party of choice as a truly social democratic party in its ideals and representative of the aspirations of Kenyans as we journey towards "The Kenya we want".

Peter L. B. Kubebea
Secretary General
Labour Party of Kenya



Values Propelling Our Visions

VISION

To be the strongest, most inclusive social democratic party in Africa

MISSION

Empowering the citizens of Kenya to form a government that will ensure a classless society that guarantees socio-economic prosperity for all.

CORE VALUES

- Integrity
- Democracy
- Respect for citizen's rights
- Respect for rule of law
- Gender equity.
- Equity and meritocracy
- Commitment
- Justice
- Accountability

Shaped by Necessity - Shaping Kenyan Politics

LABOUR PARTY - WHO ARE WE?

The Labour party of Kenya was first registered under the Societies Act on 30th March 1998 and later under the PPA2007. The party fully complied with the new Political Parties Act. 2011 (PPA2011) and has been registered as a Political party, Registration Certificate No. 3 on the 29th March 2012.
The party is over Sixteen years old since inception and was founded on social democracy as its political ideology, with a major focus on the welfare of workers, gender parity and equal opportunities for all the Kenyan people – to include the disabled people and minority groups, existing harmoniously in a peaceful and just society.
The Labour Party of Kenya has a membership of approximately 46,000 members spread in thirty counties across Kenya.
Hon. Prof. Julia Ojiambo is the current National Chairperson of the Labour Party of Kenya while Mr. Peter Kubebea is the current Secretary General of the party. The party's Executive Director is Mr Martin Gavole.
LPK has been actively involved in Coalition building in the past three General Elections, that is

- 2002 General elections under National Rainbow Coalition (NARC) that saw H.E President Mwai Kibaki elected as the third President of the Republic of Kenya.
- 2007 General Elections under ODM-K Coalition that saw the Coalition front runner Hon. Kalonzo Musyoka appointed the Vice President of the Republic of Kenya.
- The Political Parties Coalition Forum (PPF) that saw at least 21 political parties come together to forge a common front in the just concluded General Elections.

The party's membership is open to adults above 18 years of age, interested in its principles and values of social justice, workers rights, gender parity and equal opportunities for all Kenyan people. The party has continued to engage other likeminded political players in finding solutions to issues and challenges facing Kenya.

OUR JOURNEY

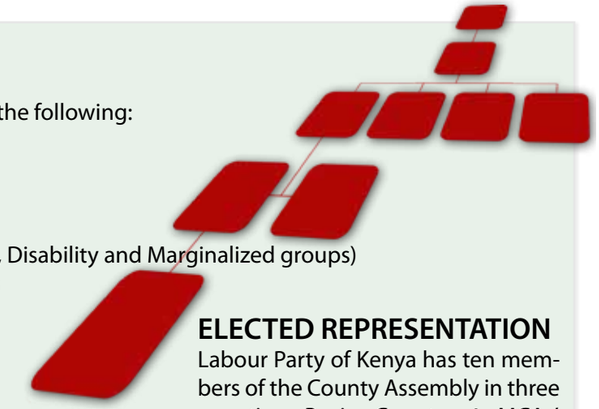
Since its formation, the Labour Party of Kenya has been an active player in Kenyan politics.
Labour Party's political platform for the past ten years has been that of a Progressive Reform agenda. Our motivation as LPK was to see a new constitutional dispensation that propagated democracy in all forms.

Labour Party participated greatly in the formulation of the Bomas Draft and consequently in the 2005 referendum to defeat the Wako Draft that was being sneaked in, in pretext of the Bomas draft.
August 2010 saw a new dawn in Kenya when the New CONSTITUTION was promulgated.
It is worth noting that great gains in terms of social justice, human rights, devolution, gender parity and representation were achieved.

In the legislative front, Labour party has contributed to enactment of laws governing the Cotton Industry, Nutrition, Public Procurement procedures and Gender parity and affirmative action.

PARTY STRUCTURE

- The LPK party structure comprises of the following:
- The National Delegates Congress
- The Supreme Council
- The National Executive Council
- The Party Secretariat
- The Party Congresses (Women, Youth, Disability and Marginalized groups)
- The Party Branches and Sub Branches
- The National Elections Board
- The National Appeals Board
- The Disciplinary Committee.



ELECTED REPRESENTATION

Labour Party of Kenya has ten members of the County Assembly in three counties: Busia County, 4 MCAs', Homabay County, 5 MCAs' and Makueni County, 1 MCA.

LOCAL AND INTERNATIONAL ENGAGEMENT

PPF COALITION FORUM
Focused on the need to foster National cohesion and integration, hence promoting peace across the country and appreciating the fact that a united front of likeminded political parties is the sure way to offering Kenyans new, progressive leadership, Labour Party of Kenya is affiliated to more than fifteen political parties, in the Political Parties Forum Coalition.

CENTRE FOR MULTI PARTY DEMOCRACY
Labour Party of Kenya is also a member of the Centre for Multi Party Democracy, an organization well known for capacity building programs within political parties and also well known for championing Good Governance and Leadership.

CIVIL SOCIETY MOVEMENT
In August 2011 Labour party of Kenya was among five political parties invited by a social movement known as G47 to engage on pertinent issues affecting Kenyans and provide a way forward in resolving the leadership challenges through alternative dynamic and progressive leadership.

THE SOCIALIST INTERNATIONAL
The Labour Party of Kenya is the Kenyan representative in the Socialist International, the biggest global political organization, bringing together political parties that subscribe to social democracy as their political ideology. LPK enjoys global recognition among all the social democratic institutions across the world.

SOCIALIST INTERNATIONAL WOMEN CONGRESS
SI women is the women league of the Socialist International. The Labour Party of Kenya women congress is currently a member of the SI Women.

INTERNATIONAL UNION OF SOCIALIST YOUTH
The International Union Of Socialist Youth (IUSY), is an organization bringing together youth leagues and youth congresses of social/liberal democratic parties, to advance the Youth agenda across the globe.The Labour Party of Kenya Youth Congress is a member of the International Union of Socialist Youth. The Labour Party Youth Congress has attended seminars and workshops on several continents.

WOMEN ACADEMY FOR AFRICA
Labour Party of Kenya currently hosts the Secretariat of WAFA, courtesy of a project initiated and fully funded by the Westminster foundation.

Giving the Constitution Life

THE CONSTITUTION OF KENYA

Article 1 Sovereignty of the people
All sovereign power belongs to the people of Kenya and are exercised only in accordance with this Constitution.

- The people may exercise their sovereign power either directly or through their democratically elected representatives.
- Sovereign power under this Constitution is delegated to the following State organs, which perform their functions in accordance with this Constitution:
  - Parliament and the legislative assemblies in the county governments;
  - the national executive and the executive structures in the county governments; and
  - the Judiciary and independent tribunals.
- The sovereign power of the people is exercised at:
  - the national level; and
  - the county level.



Article 38 Political rights

- Every citizen is free to make political choices, which includes the right
  - to form, or participate in forming, a political party;
  - to participate in the activities of, or recruit members for, a political party; or
  - to campaign for a political party or cause.
- Every citizen has the right to free, fair and regular elections based on universal suffrage and the free expression of the will of the electors for
  - any elective public body or office established under this Constitution; or
  - any office of any political party of which the citizen is a member.
- Every adult citizen has the right, without unreasonable restrictions
  - to be registered as a voter;
  - to vote by secret ballot in any election or referendum; and
  - to be a candidate for public office, or office within a political party of which the citizen is a member and, if elected, to hold office.

Article 73 Responsibilities of Leadership and Integrity
The guiding principles of leadership and integrity include:

- selection on the basis of personal integrity, competence and suitability, or election in free and fair elections;
- objectivity and impartiality in decision making, and in ensuring that decisions are not influenced by nepotism, favouritism, other improper motives or corrupt practices;
- selfless service based solely on the public interest, demonstrated by:
  - honesty in the execution of public duties; and
  - the declaration of any personal interest that may conflict with public duties;
  - accountability to the public for decisions and actions; and
  - discipline and commitment in service to the people.

Article 91 Basic requirements for political parties
Every political party

- has a national character as prescribed by an Act of Parliament;
- has a democratically elected governing body;
- promotes and uphold national unity;
- abides by the democratic principles of good governance, promotes and practices democracy through regular, fair and free elections within the party;
- respects the right of all persons to participate in the political process, including minorities and marginalized groups;
- respects and promotes human rights and fundamental freedoms, and gender equality and equity;
- promotes the objects and principles of this Constitution and the rule of law; and
- subscribes to and observes the code of conduct for political parties.



With promulgation of the new constitution in August 2010, came the ominous task to begin unpacking the constitution in order to ensure the Kenyan citizenry realizes the promises enshrined in the new constitution. From the listed articles of the constitution above, a new Kenya that recognizes the sovereign power of the people and envisages representative and participatory political engagement is on offer.

Having a robust multiparty democracy is not an option but a must, hence the need for political parties to realign their political agenda in line with the constitution. This can only be attained through a clearly defined roadmap in a strategic plan.

Labour Party of Kenya seeks to strategically position itself as a progressive social democratic party that resonates with the wishes and aspirations of Kenyans in accordance with the Kenyan constitution.

It Was Good Intentions

THE POLITICAL PARTIES ACT 2011

The Political Parties Act 2011 (PPA 2011) provides for the registration of political parties as well as funding and regulatory framework, within which political parties are required to operate within.
Whereas LPK has adhered to the PPA 2011 Act and will continue to do so according to the law, there is a strong feeling within the party ranks that certain sections of this Act appear to undermine the spirit and letter of the constitution and there is need to amend those sections in order to ensure conformity and compliance with the constitution.
The PPA 2011 IN SECTION 25 states as follows 25.
The Fund shall be distributed as follows

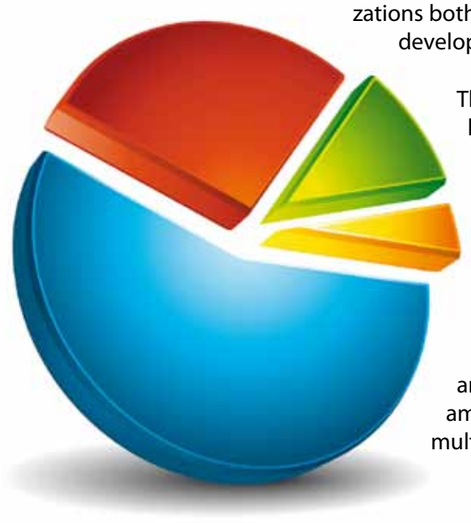
- ninety five per cent of the fund proportionately by reference to the total number of votes secured by each political party in the preceding general election; and
- five percent for the administration expenses of the fund.

A political party shall not be entitled to receive funding from the fund if

- the party does not secure at least five per cent of the total number of votes at the preceding general elections; or
- more than two-thirds of its registered office bearers are of the same gender.

For purposes of the subsections, the total number of votes secured by a political party shall be computed by adding the total number of votes obtained in the preceding general election by a political party in the election for the President, members of Parliament, county governors and members of county assemblies.

The criterion adopted in the PPA 2011 to allocate funds is unfair and discriminatory and undermines the spirit and letter of the constitution in seeking to attain a vibrant multi party democracy. Whereas there are more than 50 registered political parties to date the most number of contesting presidential candidates in elections are never more than 2 or 3 hence using such a criteria may prove to be discriminatory and unfair. The PPA 2011 equally bars parties from seeking financial support from outside the country, restricting them to only technical assistance. Resource mobilizations both financial and human are very critical in the advancement and development of political parties.



The PPA 2011 places an enormous task on political parties to have at least 24 county offices with staff operating in them. This legal requirement places a financial obligation on the parties without factoring in the much needed sources of income. Other legal requirements of the PPA2011 such as submission of audited accounts, publication of declarations in the public dailies among others does place financial cost element on political parties as well.

LPK realizes and appreciates that resource mobilization is the key driver to the vibrancy of a political party to remain relevant and engaged politically in the country. The PPA 2011 MUST be amended in order to facilitate growth of a robust and vibrant multi party democracy.

Reality Imbalance

KENYA'S POLITICAL LANDSCAPE

Since the last General elections in March of 2013, Kenya has been engulfed in a myriad of issues without any clear cut solutions in sight to address the challenges.

The year 2013 saw the enactment of a new media law that eroded previous gains made in the attainment free media in Kenya. Also battles between the rogue National Assembly and the Senate played out in the public domain and remain unresolved to date.

The ever mushrooming Government wage bill continues to take centre stage as a national debate on the same rages on. It must be noted that the wage bill is a deterrent to the development of the existing devolved structures at county level as less than 30% of county funds are going into county development issues while the rest of the funds are being spent on recurrent expenses.

The country's national security has deteriorated with government continually giving Kenyans empty promises. Contempt of court orders by certain arms of government seems to have become a norm hence threatening the independence and functionality of certain arms of government.

Due to the new PPA 2011 regulations on funding, approximately 94% of the parties did not receive funding. In the absence of funding, most parties are barely trying to stay afloat. The threat by government to curtail the civil society movement has been very real. This is a move by government in relation to the ICC cases at the Hague.

The ICC cases have equally had their fair share on Kenya's national debate with far reaching consequences not mention deep rooted hatred between communities. Tribalism is still a factor in Kenyan politics with the main coalitions in the country mobilizing along ethnic lines.



The independence of the Independent Electoral and Boundaries Commission (IEBC) has also come into question with most Kenyans feeling maybe there is a need to reconstitute the IEBC before the next General Election.

With this kind of emerging political landscape with a conscious citizenry that is more alive to the ever dynamic political stage unfolding in the country there is need for political parties to stake their rightful place as the much needed vehicles for productive political engagement.



SITUATIONAL ANALYSIS

Mission or Role
The party is unable to articulate its mission to both its members and the general public. The desired expectation in 5 years is that each party member should be in a position to fully understand the party's role and mission and share it in the public domain.

People/Members
The party lacks quality human resource across the counties .Even the existing party members are lacking in party knowledge and general political education. Loyalty of existing party members is not assured. The desired expectation in five years is to have a membership that is well educated and has a fair knowledge of political education. Also focus on building a membership that is loyal. LPK should effectively use the party members in the counties to advance the party position from an ideological perspective on county related issues on policy.

Structure
The existing party structure is not functional as expected. The membership do not understand the protocol as detailed by the party structure. The existence of an ineffective party structure has greatly compromised the party's communication strategy and information sharing mechanism. Due to a lack of understanding in party structure by the various members in the structure outlay, there is an overlap of roles by the various structures. The ineffective party structure has made the party appear nonexistent at county level. Due to the ineffective party structure, some party members feel left out in party decisions and political stand points.

The desired expectation within the next 5 years is
- a well reviewed party structure that essentially takes into account the devolved political structure of the country and focuses on consultations at all levels leading to inclusive party processes.
- a structure that creates party presence at all levels of devolution.(both national and county)
- a membership that is well educated on the party structure and roles of each organ within the part structure.
- a structure that complements party processes and party activities and makes it easier to make the party functional at all levels.
- a structure that enhances the party's information flow while at the same time complementing the communication strategy of the party.

Activities
Apart from NEC meetings and the few capacity building meetings by the Registrar of Political Parties and NGOs the party has no other activities. Lack of party activities both at national and county level are a major contributor to the lack of party presence countrywide. Due to lack of activities more than 80% of the party membership has remained inactive, hence resulting into a lot of discontent at the county level. Membership retention is beoming a challenge in the absence of party activities.

The party focus in the next 5 years will be
- a vibrant party that is actively involved in both national and county activities.
- a party that whose membership is proud to identify with due to the activeness of its membership in party organized activities.
- a political party that is able to organize party activities either jointly or on its own on a regular basis to ensure active participation.
- a party with its own calendar of activities at the beginning of every year that is circulated to its membership.
- to have running programs on capacity building.

Processes
Current party processes have been greatly hampered by the non functional party structure.
Existing party personnel has very little knowledge or non at all on how best to handle party processes. The party currently lacks consultative and all inclusive processes procedures.

Our focus within the next five years is:
- The party will have well defined an outlined party processes and procedures with key individuals assigned roles to oversee/implement.
- Party processes that are all inclusive and consulted all through to the satisfaction of party members and meet the accountability threshold.

Culture
The party membership is yet to embrace the party's culture due to a lack of awareness. Despite being an ideologically grounded party, majority of the party membership do not exhibit/portray an ideological culture on political standpoints.

Within 5 years we aim to:
- have a party membership that is typically ideologically grounded on social democracy and portrays this in political standpoints.
- be a party that is typically branded as a social democratic party that fights, agitates, articulates, advocates for the rights of Kenyan workers.



External Legitimacy and Support
The party is a registered political party under the political parties Act 2011 and fully recognized as a political party under Kenyan law however challenges remain on funding due to the new PPA2011 section25.The Party is also recognized by the Socialist International as an observer member of its league of political parties globally. The party is currently engaged in capacity building programs with the Office of the Registrar of Political Parties, IEBC, CMD and from time to time with a few other political parties. Lack of funding from the exchequer posses a great risk to the existence of the party.

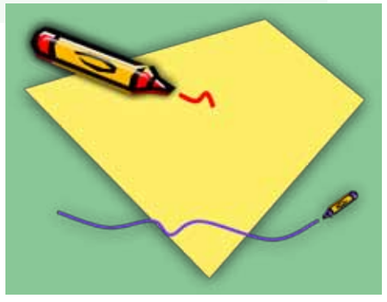
The expected results within 5 years will be
- a political party that is fully registered under the PPA2011 and receives funding from the political parties funding to engage in progressive politics aimed at pragmatic approaches in solving political challenges.
- a political player that is recognized by the RPP, IEBC, the Kenyan public and NGOs both locally and internationally as being progressive.
- a political party that is able to receive technical support in form of exchange programs and training aids from its partners geared towards capacity building.



Financial Resources

Owing to the new 5% cap on funding of political parties the party has completely no financial resources making it extremely difficult to conduct its activities and almost non functional. Party membership fees is a very nominal fee that is very difficult to collect at county level. The political parties Act limits funding of political parties from outside the country.

LPK shall strive to achieve the following in 5 years:
- to be a political party that is able to meet its financial obligations while ensuring proper utilization of funds in accordance with the PPA2011 and the Public Act of Public Funds utilization.
- to get involved in income generating programs/projects that aim at creating income streams for the party in order to avail funding for party activities.
- to have a membership that has been trained on why it is important to support the party financially



Policy

The party has continually failed to engage on pertinent policy issues that affect the labour industry and the common mwananchi

LPK shall focus to achieve the following within the next 5 years
- to be a party that effects progressive change through sound policy initiatives.
- to focus on Labour Policy matters with a view of improving working conditions and enhancing workers rights.

Elective Representation

The party currently has ten elected county representatives (MCAs) and no members in the parliament. The party's representation is in only 3 counties out of the 47 counties The current elective representation of the party lack a proper ideological rooting within the party hence are not able to articulate policy issues at county level from an ideological stand point.

Within the 5 year strategic plan implementation, LPK shall aim to
- to map out possible elective seats in the county assemblies and parliament that the party can field candidates with a probable success rate.
- to build capacity of existing elective representatives so that they may effectively become the party's mouth piece in the county assemblies with a view of accomplishing the party's mission and vision.

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- to establish a support kitty for party candidates during election.
- to develop branded party merchandise for campaign purposes.

Party's Rallying Call

The party has no rallying call hence not easily identifiable and cannot stand out or be distinguished from other political parties.

The party within the next 5 years shall work towards:
- to be a party that stands out among the rest and can easily be identified by its rallying call on issues very pertinent to Kenyans.
- to have a party that is fully branded with issues related to workers and is the pride of every worker on the land cause of its proactiveness,

Solidarity with other political players.

They party has attempted to locally form partnerships with other likeminded political parties but with minimal successes. Currently LPK is part of the PPF Coalition Forum which hasn't made much impact politically other than a few litigation issues. International the party is part of the Socialist International as an full member. LPK women congress is also part of the SI women. Jointly with the Westminister, LPK was part of an initiative that Women Academy for Africa (WAFA). Lpk Youth Congress are part of the International Union of Socialist Youth.

LPK aims to achieve the following in the coming years:
- to be a party with strong ties with other likeminded political parties, organizations and individuals at county and national level.
- to be part of a strong network of social democratic parties within Kenya.
- to be an active member of the socialist international with strong ties within the SI and actively engaging on global issues
- to seek bilateral relations and partnerships with other like minded political parties, organizations and individuals across the globe.



FOCUS AREAS THAT WILL ENSURE SOUND POLITICAL ENGAGEMENT

The strategic areas informing this plan include:

- Political Alliances
- Party Profiling
- Media engagement
- Campaign strategy focusing on the poor and marginalized
- Peaceful and unifying party
- Capacity of Back office Staff
- Facilities at the Party Secretariat
- Party Visibility
- Establishing general ideological awareness.
- Continuous active engagement in Politics.
- Resource mobilization
- Profiling Labour Issues
- Strengthen women and youth congresses
- Increase level of elected party representation in the county Assemblies
- Have elected party representation in the Parliament (National Assembly & Senate)
- International and Local solidarity
- Party Publications
- Engendering of women and youth into party politics
- Communication Strategy
- Pro- Policy engagement

PRIORITY AREAS FOR THE LABOUR PARTY'S FUTURE PLAN

The Leadership of the party as well as the membership and the party secretariat must agree that the following must form the priority areas for the Party's future plan.

- To revamp the party structure and ensure functionality of all party organs in accordance with the party constitution and also in line with the new devolved structure
- Focus on continuous party profiling
- Capacity building of party membership in the counties
- Ensure women, youth, disability and marginalized groups are mainstreamed into the party's political agenda
- Continuously engage on Labour issues and be in the fore front of the Labour movement.
- Activate new party branches in the counties to ensure public participation through LPK
- Focus on establishing training and study centres for disseminating information and training
- Build capacity of secretariat staff on a regular basis.
- Develop partnerships with media, NGOs, and

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SWOT ANALYSIS

Strength, weakness, opportunities and threats.
The Project team in consultation with the party secretariat and party leadership did an analysis of internal successes and strengths as well as a review of possible challenges that could greatly/adversely affect the preliminary implementation and overall implementation of the plan.Review of the external aspects that affect the plan including opportunities and threats were also identified and discussed.

Strength
- Strong ideology, shared by the global socialist family
- International networks
- Continuity over two decades
- Regional spread
- Parliamentary and county assembly impact
- Consistent focused leadership
- Committed membership base loyalty

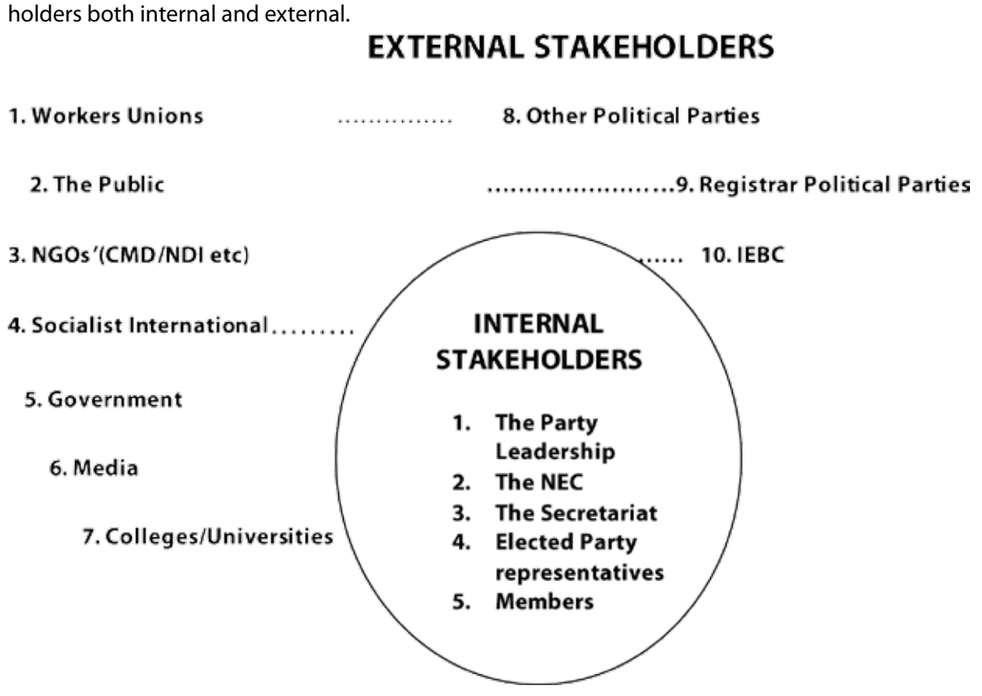
Weakness
- Financial resources
- Weak governing council
- Capacity and resource inability, lack of training
- Thin party registers
- Weak member communications
- Access to media

External opportunities
- Cooperation with trade unions
- International cooperation and solidarity
- Local co-operations with players in the political landscape
- Policy and legislative issue oriented
- Advocacy, lobbying for workers rights an issues.
- Study of the workers movement in Kenya and the need to grow.
- The workers voice
- Practical approach to unemployment
- Social security
- Capacity building in political parties
- Labour inventory
- Review of the taxation system

Threats / Challenges
- Financial threats
- PPA Act 2011(Sector 5a,b)
- Membership
- Lack of knowledge about LPK ideology
- Lack of media interest in party issues.
- Multi party democracy is undermined

STAKEHOLDER ANALYSIS

Through the strategic planning tool a stake hoder identification process and analysis was carried out by the Project team and the NEC. The diagram below shows the identification of the party stake holders both internal and external.



The party viewed the internal stakeholder as any person , group or organization inside the political party that can make claim on the party's attention, resources or outputs, or that is affected by the party's outputs.

Similarly the party also in turn views an external stakeholder as any person, group or organization inside the political party that can make claim on the party's attention, resources or outputs, or that is affected by the party's outputs.

After identification of the party stakeholders a further analysis of the party's stakeholders was done through utilizing a set out criteria in the Strategic Planning tool.

For each internal stakeholder group listed above a ranking criteria in order of important role they play in the party was adopted. The project committee then proceeded to adopt a methodology that would most likely be used by the internal stakeholder in assessing functionality of the party.

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For each criterion, grade on a scale of 1(very poor) to 10 (excellent) was used to determine perception of functionality.

The table below shows the internal stakeholder analysis undertaken

Stakeholders Name	Criteria for analysis internal party functionality						
	Level of stakeholder interest	Understanding the party and its role in society	Level of party interaction	Financial contribution to party activities	Policy deliverance	Ideological foundation	Aver
Members	6	4	2	1	1	1	15/
Elected representatives	6	4	4	3	3	3	23/
NEC	8	8	5	3	5	3	32/
Party leadership	8	10	7	5	5	7	42/
Secretariat	3	6	8	-	8	6	31/
Youth Congress	5	5	4	1	3	5	23/
Womens Congress	5	5	4	2	4	4	24/
Disability Congress	5	5	3	1	2	2	18/
Liberty Foundation	6	6	2	-	4	4	22/

For each external stakeholder group listed above a ranking criteria in order of important role they play in the party was adopted.

The project committee then proceeded to adopt a methodology that would most likely be used by the external stakeholder in assessing functionality of the party.
For each criterion, a grade on a scale of 1(*very poor*) to 10 (*excellent*) was used to determine perception of functionality.

The table below shows the external stakeholder analysis undertaken:

	Criteria for analysis external party functionality							
Stakeholders Name	Professionalism	Transparency	Democracy	Information Delivery	Input in Public Debate	Representing Social Interests	Training Political Leaders	Average
The Public	1	1	3	2	3	2	3	**15/70**
Workers unions	2	1	3	3	2	2	3	16/70
Registrar of Political Parties	5	5	5	5	3	3	6	32/70
IEBC	4	3	4	4	3	3	5	26/70
NGOs'	4	3	3	4	3	4	5	26/70
Media	2	2	3	2	2	3	2	16/70
Other Political players	4	3	4	3	3	3	3	23/70
The Socialist Family	3	4	4	3	3	4	3	24/70
Colleges & Universities	3	3	3	4	2	3	2	20/70

PESTLE ANALYSIS

This is a simple and effective tool the project team used in situation analysis to identify the key external forces that might impact the implementation of the Strategic plan.
The aim of doing PESTEL is to find out the current external factors affecting the party, identify the external factors that may change in the future and to exploit the changes (opportunities) or defend against them (threats) better than other political players would do.
The analysis outcome is an understanding of the overall picture surrounding the party.

Table of PESTLE analysis

No.	Category	Issues arising	Effect
1	**Political**	• Government has passed legislation which undermines the freedoms and rights enshrined in the constitution • New political Acts law on funding has effectively cut off 95% of, the political parties from funding hence rendering them ineffective • Different regions within the country still heavily polarized on tribal lines • Government failing in delivering its election promises • Regional integration still at a slow pace • Disregard of court orders by certain arms of government • Rival workers union now in place to rival COTU • The continuing ICC cases at the Hague • Questionable capital investment government projects eg. Railway line, airport expansion • Mushrooming Government wage bill • Global terrorism and increased insecurity in the country • Emergence on new devolved structures • Jubilee Coalitions internal disagreements and the impact on Leadership and governance of the country • Debates on land issues in the country generating a lot of heat	• The new of media law has created a lot mistrust between the fourth estate and government. The public likewise views it as an on slaught on media and a contradiction to the aspirations of the constitution • PPA 2011 CLAUSE on Political Party funding has rendered 95% of the political parties ineffective hence undermining democracy • The country is still polarized under ethnic lines since the last election • The mushrooming wage bill is limiting growth and development agenda in the counties • The ICC cases continue to dominate the national debate and to cause the country to split further • The need for new devolved structures has put a demand on parties to similarly review their party structures in order to actively engage • Due to lack of party funding LPK is limited on participation on national debates

2	**Economic**	• Due to financial crunch parties are yet to be allocated the right amunt on funding as stated in the law. • Government Wage bill • Tourism industry in a slow decline • Country 's GDP growing slowly • Availability of credit for businesses still hampered by beauracracy The same applies for the cost of credit in the 1 half of the year • Unemployment is still a challenge with government not giving indexes on the issue • Inflation still on the rise • Corporate tax rate may increase • Dollar exchange rates are expected to decrease compared to euro • Disposable income level will decrease • Metal and oil prices will increase by 5% and 6% respectively in 2014 • Perceived corruption in government • Increased focus on devolved structures as economic zones • Mining industry taking shape	• There is less development projects due to the high recurring government costs on a monthly basis. • Tourism industry on a decline due to threats from terrorist groups • Growing insecurity arising due to unemployed youth • Cost of living is increasingly becoming high for most Kenyans • Levels of taxation bound to go high as both national and county governments seek to raise revenue. • Public and investor confidence and trust getting eroded due to unaddressed issues of corruption • General public is more aware of the devolved structures and demand for economic viability in the counties is on the rise. •
3	**Social**	• Increased awareness of people's political and human rights • Awareness of emerging social trends • Migration of skilled Human resource • Alignment and availability of job opportunities regardless of one's training • Increased poverty levels • People tend to buy more cheaper rather than superior products • People change their eating habits and now tend to eat healthier food • Health consciousness • Access to quality Education is still a challenge. • Emphasis on road safety by government • Contrasting Lifestyles of Kenyans • Buying habits • Religion and beliefs • Attitudes toward and support for renewable energy • Population growth rate • Immigration and emigration rates • Age distribution and life expectancy rates • Average disposable income level • Social classes • Family size and structure • Minorities	• Enhancing public participation in governance and leadership • A more informed and upto date society • Development of personal individual skill set on the rise • Increased number of people becoming poor • No new business initiatives are forthcoming • Agitation for social equity is a must • New strategies in addressing socio-economic challenges is a must • There is a total strain on the existing social amenities •

4	**Technological**	• Basic infrastructure level of technology within the counties • Rate of technological change on an annual basis • Spending on research & development • Technology incentives • Legislation regarding technology • Technology level in utilization by political parties • Communication infrastructure that exists • Access to newest technology available • Internet infrastructure and penetration rate across the country	• Existing infrastructure level is good enough for utilization by LPK to disseminate and receive information • LPK must focus on purchasing modern ICT equipment and use ICT as a platform for its operation. • LPK should focus on assisting the fourth estate and parliament in developing good legislation on technology utilization • Website portals, sms solutions, mobile telephony are just few among many applications that LPK can focus on. • Development of a party process manual on utilization of technology is a must • Develop a sound communication strategy anchored on ICT
5	**Legal**	• Legislative role of parliament • The Political Parties Act • The Kenyan Constitution • Discriminatory laws • Copyright, patents / Intellectual property law • Consumer protection and e-commerce • LPK Party Constitution • Employment law • Health and safety law • Data Protection	• Focus on enhancing_participation of existing LPK elected representatives in the participation of legislative processes in their respective counties • Train the party membership how to contribute to legislative processes in the future through public engagement. • Be in the forefront of advocating for change of funding laws of the PPA2011. • ENSURE adherence to the constitution, political parties act and the party constitution
6	**Environment**	• Weather • Climate change • Laws regulating environment pollution • Air and water pollution • Recycling • Waste management • Attitudes toward "green" or ecological products • Endangered species • Attitudes toward and support for renewable energy	• Focus the party towards the new legislations on environmental issues and management of land in the country.

EMERGING KEY STRATEGIC ISSUES

STRENGTHENING OF PARTY ORGANS



With promulgation of the new constitution, the country's governance structures became devolved to counties hence more resource allocation to the counties setting the stage for increased governance structures and enhanced public engagement and participation at county level.
It is only prudent that the party reviews its existing party structure in order to ensure effective party participation at both national and county level through its existing party structure.

MEMBERSHIP RECRUITMENT

Labour Party of Kenya currently has a membership base of approximately 46500 members in 27 counties. There is need to scale up membership of the party in at least 47 counties across the country in order to ensure national outlook and ownership of the party agenda by the Kenyan people.

PARTY POSITIONING AND PROFILING

Almost all political parties in Kenya are similar in the manner in which the Kenyan public views them. No single party can claim ownership of a specific national agenda or even claim to spear head a particular cause for the Kenyan people.
The planning team sought to position LPK as a party that the Kenyan people will identify with a specific cause/political agenda/ struggle unlike the current status.
The party's ideological awareness must stand out in the party's political stand points which Kenyans should be able to identify and rally behind in the true spirit of patriotism and nationhood

LOW LEVEL OF INCLUSIVITY IN GOVERNANCE BY YOUTH, WOMEN AND PERSONS WITH DISABILITIES



Engagement, participation and inclusivity of Youth, Women, Disabled persons and marginalized communities in political activities is still a major concern both at national and county level. This groupings have continually found difficult to be involved in mainstream politics despite the concerted legal framework provided constitutionally.
Its the duty of political parties to create structural interfaces within their organizational outlook and operational outlay that will deliberately include and enhance the participation of the youth,women, disabled persons and the marginalized communities

RESOURCE MOBILIZATION

Political Mobilization is "the process of forming crowds, groups, associations, and organizations for the pursuit of collective political agenda". Political Organizations do not "spontaneously emerge" but require the mobilization of resources.

This chapter outlines the key emerging issues during the planning process, from which strategic objectives are derived and developed into key strategies and activities for implementation.
Take note of the party's focus areas, collapsed into thematic areas for better understanding and implementation.

INTIAL RESOURCE MIX

There are various resource needs in a starting political organizations (technology, labor, capital, organizational structure, societal support, legitimacy, etc.).
LPK Must now clearly address the issues of resource mobilization in order to have a well thought and structured approach to its political agenda both internally and externally.
Availability of funds and execution of political goals go hand in hand. Also the right human resource is a pre requisite in ensuring delivery of expected outputs.

LOW LEVEL REPRESENTATION IN GOVERNANCE STRUCTURES



Elective representation is a key factor in determining a party's strength both at national and county level and equally sets the stage for political engagement, participation and the possibility to influence policy formation as well as implementation. The importance of having more elected representatives in legislative assemblies is therefore a critical goal that any serious political party wanting to impact the socio-economic fabric of its citizenry, must consider and take as a primary objective to creating change.
To date LPK has only 13 county representatives in the 47 county assemblies and no elected member of parliament or senate. This is a great detterent to the party in pushing for legislative changes in the respective assemblies both at national and county level.

INTERNATIONAL AND LOCAL SOLIDARITY ENGAGEMENT

No political struggle has ever been worn singularly. Solidarity of purpose is key in pursuing political goals from an ideological standpoint that is shared by likeminded individuals as well as political parties. Best practices and experiences of successful political agendas always set the stage for learning platforms to be shared and emulated.
LPK's political agenda mustn't be an internal party agenda identified and owned by only its members but also a political struggle that resonates with those individuals and parties belonging to the same political school of thought/ideology. The party has to seek out partnerships both locally and internationally as this will form an integral part of the resource mobilization strategy as well as exchange of best practices and experiences in political leadership.

A LEADERSHIP EMPOWERMENT TRAINING INSTITUTE.

To revitalize party leadership and ensure continuity in leadership both at party level and at national level, LPK MUST tackle fundamental questions such as:

- What is leadership and why is it important?
- What kind of leadership contributes to effective, legitimate governance?
- How can you evaluate your leadership for governance?
- How can you develop the next generation of strong leaders?



Training of leaders in a political setup is a very important aspect of developing sound leaders for a nation. As political parties seek to be in charge of government. The have an ultimate responsibility to provide good and credible leadership that is visionary and well articulated for purposes of good governance. These aspects of leadership cannot be left to chance, hence the need to develop training needs, resources and expected training outcomes through a structured party institute/college.

LABOUR PARTY OF KENYA

WORKERS VOICE MAGAZINE/NEWSPAPER



The Kenyan worker today is at the very core of the main drivers of the country's economy yet a majority of them lack a voice. Or medium through which they can voice their opinions and share their challenges/struggles. The workers unions out theres have failed in airing the grievances of the Kenyan workers.

Labour Party Kenya despite its name has equally failed to fill in the gap occasioned by poor representation of the Kenyan workers. There is a growing need to voice the struggles of the Kenyan workers and to share in their plight as well as agitate for better working conditions.

LPK is seeking to provide that medium through print media as one of its key strategic issues.

PARTY FOUNDATION

As much as a lot of the conflicts experienced today around the country and globally are politically instigated, it is very difficult to build bridges and make peace with the warring factions while in political attires/gloves. To have any chance of arriving at any tangible peaceful resolution engaging a neutral perspective might be the starting point.

Political parties are not only formed to wrestle for power but to vehicles for positive change through various initiatives. But to be effective in some of these initiatives it then becomes necessary to use alternative means such as the party's foundation.

LPK has an existing foundation already in place hence the most important thing will be to activate the foundation and strategically engage it in the party's political engagement.

KEY STRATEGIC OBJECTIVES AND STRATEGIES

This chapter outlines the key emerging issues in the application of the strategic planning tool and from which strategic objectives are derived and developed into key strategies and activities for implementation. Take note of the party's focus areas outlined in chapter 2. The focus areas have now been collapsed into thematic areas for better understanding and implementation.

EMERGING ISSUES IMPACTING THE PARTY

THE NEW DEVOLVED STRUCTURE AT COUNTY LEVEL



PUBLIC CONSCIOUSNESS AND AWARENESS

Today the Kenyan people is more conscious on political matters than before. The promulgation of the new constitution set the stage for more and enhanced public participation in leadership and governance structures. Kenyans are seeking active avenues through which to participate and engage on leadership and governance issues both at county and national level.

Political parties provide the right forums and platforms for people to collectively air their opinions on the way they are being governed or offer alternative political solutions to emerging political challenges.

EMERGING POLITICAL CHALLENGES

Almost all political parties in Kenya are similar in the manner in which the Kenyan public views them. No single party can claim ownership of a specific national agenda or even claim to spear head a particular cause for the Kenyan people.

Since the last General Election on 4th March 2013, a lot of issues have emerged on Kenya's political landscape offering great challenges to the very existence of the nation itself. Some of the challenges witnessed in the past one year included:

- The passing of the draconian and punitive media bill into law.
- The onslaught by government on the civil society movement
- The rogue parliament that is misusing its tyranny of numbers
- The war between the senate and the national assembly
- The ongoing ICC trials in the hague
- The existing confrontation between the Judiciary and the Legislature
- Rising insecurity in the country
- High unemployment rate among the youth
- The threat of terrorism etc.

Political parties have missed the opportunity to take a stand and voice their opinions on these emerging issues and LPK has equally been caught up in the same trappings

The project team sought to position LPK as a party that the Kenyan people will identify with a specific cause/political agenda/ struggle unlike the current status. The party's ideological awareness must stand out in the party's political stand points which Kenyans should be able to identify and rally behind in the true spirit of patriotism and nationhood

RESOURCE MOBILIZATION

Political Mobilization is "the process of forming crowds, groups, associations, and organizations for the pursuit of collective political agenda". Political Organizations do not "spontaneously emerge" but require the mobilization of resources.

The existing new law on funding of political parties has resulted in about 95% of the parties missing out on funding hence posing a great challenge to the advancement of democracy.

INTIAL RESOURCE MIX

There are various resource needs in our organization (technology, labor, capital, organizational structure, societal support, legitimacy, etc.).

LPK Must now clearly address the issues of resource mobilization in order to have a well thought and structured approach to its political agenda both internally and externally.

Resource mobilization will be look at in three key areas that is:

- Financial base and capacity
- Human resource
- Asset base and party structure

Availability of funds and execution of political goals go hand in hand. Also the right human resource is a pre requisite in ensuring delivery of expected outputs.

LOW LEVEL REPRESENTATION IN GOVERNANCE STRUCTURES

Elective representation is a key factor in determining a party's strength both at national and county level and equally sets the stage for political engagement, participation and the possibility to influence policy formation as well as implementation. The importance of having more elected representatives in legislative assemblies is therefore a critical goal that any serious political party wanting to impact the socio-economic fabric of its citizenry, must consider and take as a primary objective to creating change.

To date LPK has only 10 county representatives in the 47 county assemblies and no elected member of the National Assembly or Senate. This is a great deterrent to the party in pushing for legislative changes in the respective assemblies both at national and county level.

Policy formulation will form a critical focus point for the party in being able to influence legislative change that has an impact on the lives of Kenyans in being able to generate positive change

INTERNATIONAL AND LOCAL SOLIDARITY ENGAGEMENT

No political struggle has ever been worn singularly. Solidarity of purpose is key in pursuing political goals from an ideological standpoint that is shared by likeminded individuals as well as political parties. Best practices and experiences of successful political agendas always set the stage for learning platforms to be shared and emulated.

LPK's political agenda mustn't be an internal party agenda identified and owned by only its members but also a political struggle that resonates with those individuals and parties belonging to the same political school of thought/ideology. The party has to seek out partnerships both locally and internationally as this will form an integral part of the resource mobilization strategy as well as exchange of best practices and experiences in political leadership.

EXISTING LEADERSHIP GAPS AND MEMEBERSHIP LACKING IN POLITICAL LEADERSHIP

To revitalize the coutry's leadership as well as party leadership and ensure continuity in leadership both at party level and at national level, LPK MUST tackle fundamental questions such as:

- What is leadership and why is it important?
- What kind of leadership contributes to effective, legitimate governance in nations and communities?
- How can you evaluate your leadership for governance?
- How can you develop the next generation of strong leaders?

Training of leaders in a political setup is a very important aspect of developing sound leaders for a nation. As political parties seek to be in charge of government they have an ultimate responsibility to provide good and credible leadership that is visionary and well articulated for purposes of good governance. These aspects of leadership cannot be left to chance hence the need to develop training needs, resources and expected training outcomes through a structured framework.

Training of leaders as well as empowering Kenyan citizenry on leadership and Governance is therefore is an emerging key issue that the party seeks to critically look into in its strategic planning in the next 5 years.

STRATEGIC OBJECTIVES AND STRATEGIES

From the emerging issues identified above, strategic objectives to be achieved in the planning period and strategies to be implemented to achieve the objectives have been developed. The specific strategic objectives have been developed on the criteria guided by:

- **Measurable Objectives** – they have indicators that measure progress against the fulfilling objectives.
- **Specific Objectives** - provides a clear message as to what needs to be achieved
- **Appropriate Objectives** – Are consistent with the party's vision and mission
- **Realistic Objectives** – must be achievable given the party's capabilities and existing opportunities in the country's political landscape as well as global stage
- **Timely Objectives** – time allocation in the accomplishment of the objective.

Specific activities to be implemented are provided with details of specific individuals or organs within the party assigned with the responsibility. This activities are programmed to be achieved in the period 2015 2020.

TO STRENGTHEN PARTY ORGANS /STRUCTURES

To develop clear party internal strategies on how best to operationalize the various party organs ensuring that each organ delivers on its mandate and functions while at the same time working in tandem with the other party organs.
The party structures that are to be strengthened are the

- Secretariat,
- The NEC,
- the party Congresses, (women, youth, disability and marginalized groupings)
- The Supreme Council and
- The Annual Delegates Congress.
- The party Branches and Sub branches

Expected output:

- To have a fully fledged party secretariat that is functional, well equipped and adequately remunerated
- To have fully functional party organs in accordance to the party constitution
- Ensure that all parties organs are engaged and fulfil their legal requirements
- To have a party that has internal democracy at its very core
- Host annual delegates congress annualy
- Ensure an new governing council NEC is duly elected into office within one year
- Fully functional party offices and branches in 47 counties

Proposed Activities

- Hold party elections within a year
- Activate and empower party congresses through financing
- To have a competent and ideologically initiated staff at the party headquarters.
- Inter Party exchange programs geared towards learning best practises of managing party secretariats.
- Facilitate in house training for secretariat staff.
- A Technical upgrade of the party secretariat that ensures optimal functionality at the secretariat with a focus on future expansion.
- Training of staff on use of technology use and administrative routines.
- Hold regular meetings of the party organs in accordance with the party constitution

Organ assigned: NEC
Time Frame: Vary according to the various organs assigned

INCREASE PARTY MEMBERSHIP IN THE COUNTIES

To continuously focus on recruitment of new party members into the party primarily focusing on the party's ideology. There is need to increase the membership of the party at county level with an emphasis to increase participation and engagement of the party at county level.
Labour Party of Kenya currently has a membership base of approximately 46500 members in 27 counties. There is need to scale up membership of the party in at least 47 counties across the country in order to ensure national outlook and ownership of the party agenda by the Kenyan people.
Expected output:

- To have perpetual membership registration in all the 47 counties
- and increase the total LPK membership registers in the counties
- To have active party branches with engaged membership at county level
- To have an effective party structure for membership recruitment, involvement and consequent retention.

Proposed Activities

- Have membership recruitment drives in the counties
- Equip the party branch offices with party literature
- Have capacity building programs for members at county and national levels
- Application of ICT to recruit new members and retain them

Organ assigned: **NEC**
Time Frame: Vary according to the various organs as assigned in section 3:3 but must be a continuous activity with NEC specifying targets for each county. A membership retention strategy must be in place with a regular membership reassessment exercise in place.

LABOUR PARTY OF KENYA

PROFILING THE PARTY AS A PARTY OF CHOICE FOR MOST KENYANS

To strategically front and position Labour Party as a party of choice for most Kenyans by ensuring the party focuses on mundane issues that affect and resonate with the aspirations of the wananchi. This strategic objective includes identifying critical areas within the party that affect the party image and have direct bearing on general public perceptions on how the party looks and the potential it posses.

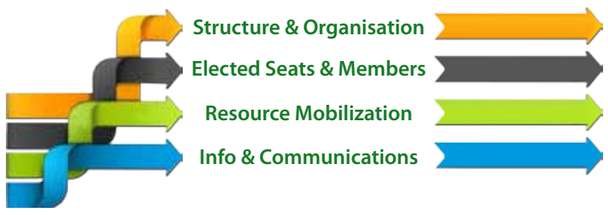
Expected output:

- To stand out as a political player who is easily identifiable with Labour issues on a proactive basis.
- To be a fully engaged political player within the public domain.
- To have a fully functional media centre
- To utilize ICT fully for purposes of party profiling and branding
- To have Labour Party of Kenya as a political brand easily identifiable with ideological issues, labour movement and issues on social justice.
- The party should ensure that the party's communication strategy is well developed and implemented from national level to county level.
- the party's secretariat should be fully trained and charged with the responsibility of ensuring the party is visible through the communication strategy.
- To keep in touch with all political events/activities and offer a response/position to each through media.
- To become pro-policy oriented
- To have a party publication highlighting on the plight of Kenyan workers

Proposed Activities

- Engage in branding the party on Labour issues
- Commence on the process of establishing a workers newspaper/magazine
- Ensure appropriate equipment and knowledge is in place for purposes of party profiling
- Develop party documents
- Application of ICT in web design and social media interaction
- Focussed on initiating party campaigns to ensure party visibility
- Have a communication strategy in place
- Disseminate party manifesto in the public domain.

Organ assigned: **NEC/Media team/ Secretariat**
Time Frame: Vary according to the various organs assigned but must be a continuous activity.





STRENGTHENING ENGAGEMENT, REPRESENTATION, INCLUSIVITY OF YOUTH, WOMEN, DISABLED AND MARGINALISED COMMUNITIES

To continuously and deliberately focus on mainstreaming women, youth and disability groups in party political activities and national politics. The youth and women form a large part of Kenya's population and yet there level of political engagement still remains quite low when viewed from political parties and elective assemblies.

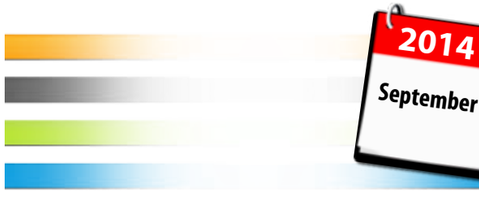
Expected output:

- Mainstream youth and women in leadership and governance across the country
- Build, mentor and train youth, women and special groups to develop their entire communities
- To have the party congresses fully functional and vibrant with engaged membership at county and national level
- Have leadership of all party congresses in place
- Have women and youth fully participating in party programs and activities both at county and national
- Have ideological training programs for women and youth geared towards mainstreaming their specific issues
- Have representation of marginalized communities within the party

Proposed Activities

- Have membership recruitment drives in the counties focussed on women and youth
- Organising capacity building programs for youth and women
- Hold annual delegates congresses of the women and youth leagues
- Seek out partnerships with parties, NGOs and individuals with special interests in assisting in mainstreaming women and youth agendas
- Engage marginalised groups at national and county level on pertinent issues affecting them
- Focus on socio-economic programs for women and youth in the counties

Organ assigned: **NEC/ Secretariat/ Congresses**
Time Frame: Vary according to the various organs assigned but must be a continuous activity.





DEVELOPING SUSTAINABLE RESOURCE MOBILIZATION STRATEGIES

To develop sound and clearly thought out resource mobilization strategies that will centre on sustainable fundraising strategies and proper human resource development and utilization within the party.

The party aims to constitute a resource mobilization committee whose mandate will be primarily to fundraise for the party based on the needs identified. The treasurer of the party shall be assigned the co-ordination role whereas the NEC shall be in charge of the entire process.

This is the core of the party's affairs and focuses in material and human resources needed to run all the affairs of the party i.e. secretariat, public engagement, communication and leadership strengthening. It is also critical to have enough resources to implement socio-economic development programs for the youth, women, elderly, people with disability and other vulnerable groups as well as facilitate political campaigns.

Expected output:
- Attain sustainable institutional financial base
- Maintain credibility and transparency in monitoring and evaluation
- Initiate and strengthen community outreach socio-economic empowerment programs
- To have a resource mobilization committee continuously in place advising the party of fundraising strategies
- To have enhanced financial management skills and capacity in place
- To identify appropriate human resource within and outside party ranks
- To have an effective party structure that is supported by a strong resource base.

Proposed Activities
- Constitute a resource mobilization committee with terms of reference (within 6 months – june 2015)
- Identify existing sources of funding
- Initiate Donor and Diaspora contacts towards fundraising strategy
- Have capacity building programs for members on resource mobilization
- Contract specialized services in fundraising
- Organising periodic fundraising initiatives with the party
- Engage sister parties, donors etc for resource mobilization
- Have workshops and exchange programs with likeminded political parties targeting the women and youth leagues.

Organ assigned: **NEC/Treasurer/Resource Mobilization committee**
Time Frame: Vary according to the various organs as assigned in section 3:3 but must be a continuous activity. The resource mobilization committee once in place by june 2015 will setup a calendar of events based on resource mobilization that will run for each financial year.

LABOUR PARTY OF KENYA

INCREASED REPRESENTATION IN GOVERNANCE STRUCTURES

To focus on having a parliamentary group and county assembly group for each of the party branches after the next General election.. This Parliamentary and County groups form part of the leadership at county level and will be key strategic drivers of influencing policies and change.
It is very important that LPK dominate the political arena by having enough leaders in both the county and parliamentary assemblies; this will help us create checks and balances to the activities of other active political parties, influence national policy and decision making as well as create monitoring and control mechanism for the excesses of the ruling party. The political leaders will also help to keep the ideology, vision and the mission of the party alive Ensure constant engagement of the party with the general public, attract local, regional and international material and human support to the party and maintain the party political relevance.

Expected output:
- To have elected representatives in at least 24 counties
- To have majority leadership in the county assemblies in at least 10 counties
- To have at least 50 elected members of the national assembly and atleast 10 senate seats
- To begin influencing policy formulation, articulation and implementation at national and county level.

Proposed Activities:
- Begin a candidate identification, training and retention mechanism
- Enhance competency of the existing elective and non elective party leadership in the counties.
- Continuous party recruitment activities in the counties.
- Involve party membership in capacity building programs.
- Ensure party structure at county level exists, functional, vibrant and proactive
- Training elected party representatives in the county on how best to engage and enhance party visibility.

Organ assigned: **NEC/Secretary General**
Time Frame: Vary according to the various organs as assigned in section 3:3 but must be a continuous activity



LABOUR PARTY OF KENYA

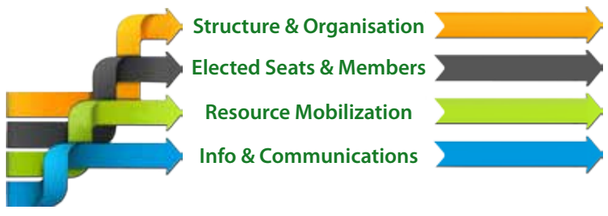
DEVELOP AND STRENGTHEN INTERNATIONAL AND LOCAL SOLIDARITY

To work with likeminded political parties, organizations and individuals who share the same ideological platform in addressing common global challenges and having agreeable international political standpoints that outlines solutions that are grounded on the socialist ideology.
This will involve establishing bilateral relations with other likeminded political parties/organizations and individuals that profess socialist ideology while at the same time seeking to share best practices and experiences through exchange programs.

Expected output:
- Develop a quality profile for the ongoing labor issues in the country, region and the globe
- Establish bilateral relationships with like-minded political parties locally, regionally and internationally
- Unite the local, regional and global public behind the socialist ideologies
- Enhance LPK participation within SI, SIW and IUSY
- Seek out regional and continental global alliances based on ideology and unfolding global challenges.
- Be recognized globally as a leading social democratic party.

Proposed Activities:
- Ensure party members attend international meetings and workshops
- Work towards hosting an international meeting within one year of the implementation of the plan
- initiate exchange programs with sister parties and likeminded organizations aimed at capacity building both human and institutional.
- Continuously seek out partnerships with likeminded organizations and political parties.

Organ assigned: **NEC/Secretary General/ Party Secretary for International affairs**
Time Frame: Vary according to the various organs as assigned in section 3:3 but must be a continuous activity. The Secretary for international affairs shall liaise with all the member organisation and develop an international calendar for the party and seek to establish bilateral relations. This should be done before January 2015 with set targets.





A LEADERSHIP INSTITUTE FOR DEMOCRACY AND GOVERNANCE

To develop training needs and a curriculum aimed at instituting in-house training of party members of LPK. The focus of this training will be to ensure that all membership within the party shall have a proper understanding of the party ideology and be able to articulate the party policies in accordance with the party ideology.
The leadership institute will also focus on training party members on leadership and governance principles based on party ideology, principles and values.
The leadership institute will have a set of trainers who initially begin by conducting the trainings using study centres at various locations in the country.

Expected output:
- To have party members who are well trained on party ideology
- To increase party membership knowledge on political education
- To have increased awareness and consciousness on political and governance issues by members
- To build a set of in-house trainers who may in turn be used to train other trainers globally
- To develop training needs and curriculum for socio democratic parties in Africa
- To eventually end up with an income generating institute that is self sustaining

Proposed Activities:
- Identify trainers and training needs
- Develop a curriculum
- Establish study centres
- Identify sister parties and organisations to team up with
- Set dates for commencement of the institute
- Invite overseas trainers
- Focus on legal registration of the institute and an oversight board to be incharge

Organ assigned: **NEC/Secretary General/ Secretary for Education/ Secretary for Political Affairs**
Time Frame: Vary according to the various organs as assigned in section 3:3 but must be a continuous activity
Secretary for Education and Secretary for Political affairs to initiate the process by reviewing the activities and tabling at the fist NEC meeting of 2015.



LABOUR PARTY OF KENYA

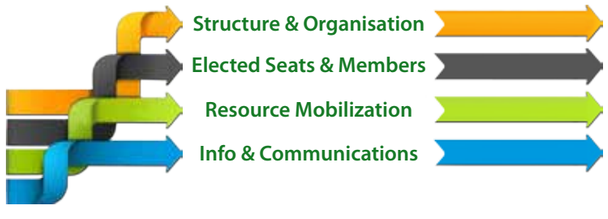
ADVOCATES FOR WORKERS RIGHTS THROUGH A NEWSPAPER/MAGAZINE

To develop through print media a medium through which to agitate for the plight of the Kenyan workers as a critical party niche in Kenya's political landscape.
The Kenyan Labour Movement has been poorly represented over the years by the various players who should have stood up for the rights of Kenyan workers. LPK is equally at fault for seizing the opportunity to do so. LPK wants to stand out as the "Workers Party" and strongly believes that print media is the starting point of the agitation battle towards ensuring the voice of the Kenyan worker remains heard at all times.

Expected output:
- To have a monthly publication of the workers voice by July 2015
- To continuously highlight the plight of Kenyan workers
- To raise awareness and consciousness on global issues in relation to workers
- To ensure that the publication enjoys readership from a greater percentage of the Kenyan public by 2017

Proposed Activities:
- Develop a set of writers on various topical issues in relation to workers rights
- Have an editorial team in place by January 2015
- Conduct sensitization campaigns on the relevance of the newspaper
- Meet stakeholders in the Labour industry and share the concept with them
- Seek out Donors and partners willing to fund the project
- Focus on establishing workers voice as a private company eventually

Organ assigned: **NEC/ Media Team/ Secretariat**
Time Frame: Vary according to the various organs as assigned in section 3:3 but must be a continuous activity
The media team should evaluate the initialization cost of the project and advise NEC fully during the first meeting of the NEC of 2015.





SUPPORTING STRATEGIES FOR
RESOURCE MOBILIZATION AND RISK MANAGEMENT

RESOURCE MOBILIZATION

The Labour party of Kenya previously had funding from the political parties fund and this was in accordance with the PPA 2007 which allowed all political parties to be funded. The new act PPA 2011 however introduced a 5% threshold for funding and effectively locked out 95% of the political parties. Labour party of Kenya was locked out of the funding bracket as well.
In addition to the government funding LPK had other sources of funding which included Membership contributions, Sale of membership cards, and donations in kind which only added upto 12% of total income received within the last financial year.
LPK's secretariat budget per financial year without involving programs and activities at county level is approximately Kshs.6.5million. with the Strategic Plan now in place the stage is set for more spending by the party.

Overall Resource Requirements:
To actualize this institutional strength, LPK seeks for aid in financial terms of $ 800,000 (US Dollars), annually which is to be in invested to equipment and upscale the party requirements for a period of five years as highlighted below:
- LPK offices fundamentally require CAPITAL equipment - office equipment: furniture, computers, cell phones, printers, vehicle(s), scanners and organization's software.
- LPK team need OCCUPANCY expenses – rent, bills, maintenance, insurances, legal fees, bank charges, security, phone calls, and other administrative costs to be covered
- OPERATIONS - such as vehicle and vessels mileage, travel and accommodation costs, events of any kind that are related to supervising or managing the grassroots youth projects and activities, and the specific budgets for such commitments.
- LPK also needs PERSONNEL expenses support, a cost of about 60% of the budget (not including the actual projects themselves as those will be determined as always has been based on the implementation requirements of individual projects). As the county offices advance, there will be the need for equipping the PERSONNEL with, trainings, medical expenses and insurances, pension schemes and such other labour and saving engagements that local grassroots people are merely exposed to. This therefore will make LPK one of the most advanced and capacity-built community-focused political party in Africa.
- CAPACITY BUILDING, particularly of the identified youth and women leaders and their economic empowerment groups already existing in the counties for greater results

through the liberty foundation



RISK MANAGEMENT

In implementing this plan, there are a number of risk factors to the implementation process. The matrix below summarizes possible risks to this plan including a ranking and suggested mitigation strategies.

No.	Risk Factor	Rank	Risk Management
1	Ownership of the Plan	High	Consultation, inclusion and consensus
2	The PPA 2011	High	Push for amendments in the Act
3	Volatile Political landscape	High	Be aware and restrategise
4	Existing capacity of secretariat	High	Establish funding mechanism
3	Financial resource	High	Source for funding from donors and likeminded individuals and organisations
4	Dynamic Technological inventions	Medium	Invest in ICT and training
5	Stakeholders interest	Medium	Involve them from the start
6	External interference	Medium	The party leadership must be assertive
7	Membership Resistance to change	Medium	Proper structures with effective communication strategy
8	Negative Perception of the Kenyan public towards political parties	Medium	Positive publicity and engaging the public on a continuous basis
9	Non commitment and adherence to the monitoring and evaluation process	Low	Establish loyal party members who are sold out to the course

PREPARATORY IMPLEMENTATION FRAMEWORK (May-December 2014)

The Project team appreciated the challenges that come with implementing Strategic Plans as well as the risks factors involved as discussed in the previous chapter. There was therefore need to create a preparatory implementation framework that will enable the Strategic Plan implementation process to take off smoothly. The preparatory implementation framework is set to be undertaken between May 2014 to December 2014. The Strategic Plan implementation phase begins in January 2015 to January 2020.During this phase all conditions necessary to facilitate implementation of the plan shall be undertaken and will include:

No.	ACTIVITY	TIME FRAME	RESPONSIBILITY
1.	PRINTING OF STRATEGIC PLAN	JUNE 2014	NEC/DONORS/SUPPORTERS
2	ESTABLISHMENT OF COMMITTEES	JUNE 2014	NEC
3	OFFICIAL LAUNCH OF THE STRATEGIC PLAN	JULY 2014	SP LAUNCH COMMITTEE
4	DISSEMINATION OF THE PLAN	JULY 2014	NEC/SECRETARIAT/BRANCHES
5	DONOR & PARTNERSHIP ENGAGEMENT	AUGUST 2014 - ONWARDS	RESOURCE MOBILIZATION COMMITTEE
6	INTERNATIONAL MARKETING	AUGUST 2014 - ONWARDS	DIASPORA COMMITTEE

The aim of the project team is to ensure that the Plan implantation phase is not hampered in any way and hence it is crucial that the preparatory implementation phase takes off first.

EVALUATION MONITORING AND EVALUATION FRAMEWORK

As discussed in the specific objectives arrived at in the previous chapter, the objectives must be attainable hence an evaluation and monitoring tool must be at hand to ensure effective implementation. The oversight committee as well as the other respective committees setup shall form the basis of the monitoring tool and will periodically report back to the NEC for evaluation and assessment of the implementation process. The NEC through the oversight committee will take the lead role in ensuring the Plan is well coordinated. The oversight committee will carry out regular evaluation and reporting of all programs and activities that will be implemented during the planning period.

The Monitoring & Evaluation framework shall aim at ensuring

- There are clear finance accountability mechanisms in place to ensure proper utilization of program and activity funds
- That all programs and activities in the implementation plan are centered on the devolved structure
- There is information on all indicators either annually as well as on an incremental basis
- That a review is carried out biannually so as to update the plan and start projections for the next phase of the plan.
- An annual evaluation exercise takes place on the impact of the strategies
- The various committees' assigned within the plan will continue to give periodic reports on the specific objective areas.
- The party membership shall be expected on annual basis to give feedback on the impact of the Strategic plan at county level.
- The NEC shall also conduct an annual survey through electronic media, print media and social media to asses impact of the plan on the specific objective areas.
- LPK will also endeavor to put in place a participatory monitoring and evaluation system for information collection and analysis involving governments, donors, research institutions and affiliate institutions as well.

PLAN, REVIEW AND FUTURE UPDATES

A Strategic Plan is a living document thus should be reviewed from time to time to update it on emerging issues and also recognize the activities/strategies that may have been achieved and new ones that need to be adopted and added to enhance existing strategies set out in the plan.

It is anticipated that the plan will be reviewed every two years and updated accordingly. The review exercise will involve the NEC, Various party organs, the Supreme council, county leadership, committees and any other person/organization the NEC may wish to involve.

ACKNOWLEDGEMENTS

This Strategic Plan is the result of efforts started in June 2013, involving a number of people without whom it would have been impossible to complete. We would like to express our deepest gratitude to them.

Foremost, to Netherlands Institute for Multiparty Democracy for developing a Strategic Planning Tool for Political Parties that became a focal point for utilization and generation of the strategic plan developed.

We would also like to thank the Centre for Multiparty Democracy in Kenya for providing the institutional and implementing framework for the Strategic Planning Program for the ten political parties involved.

We appreciate the advice of the advisory groups/experts/consultants more specifically Dr. Joel Mabonga and Mr. Ernest Kimaita who have given us constant support through feedback on a regular basis throughout the planning period, keeping LPK project team focused on developing a practical and sound strategic plan document.

We also recognize the office of the Registrar of Political Parties in offering a supportive role in the implementation of the Strategic Planning Tool hence playing a big role not only as a regulator but an enhancer of institutional capacity development of political parties.

We also wish to thank our loyal supporters and members and the Kenyan public for sharing information and data with the project team that proved to be very critical in conducting a self evaluation and assessment of the party as well as deciding the best way forward.

We are also eternally grateful to the socialist family (Socialist International (SI) and International Union of Socialist Youth(IUSY)) for the great role they have played in inspiring Labour Party of Kenya to pursue a Progressive Social Democratic Agenda in attainment of its political goals more so through experiences gained in conferences and workshops in which LPK has participated in.

Finally, we wish to celebrate the LPK leadership under our party leader Hon. Prof. Julia Ojiambo and the entire LPK staff in accomplishing the overall strategies envisioned in the 2015-2020 Strategic Plan. It is through their hard work, dedication, collaboration, and expertise and of course with the support of the party members that they will bring these initiatives to fruition. They have translated the opportunities and challenges into effective services and programs that have been recognized at a national level. The NEC, will play a key role in leading this effort and in extending the vision into the future with this consolidated plan.

The project's main team was led by Mr. Peter L. B. Kubebea (Secretary General), Mr. Martin Gavole Mwenesi (Executive Director and Group Co-ordinator), Mr. Anders Kholer (LPK party Media Strategist and Consultant), Mrs. Jane Kitundu (National Organising Secretary) Hon. Jackie Nyongesa (Women Congress), Mr. Jonah Simba (Disability Congress), Mr. John Nene Jaoko (LPK Editorial

