

MEDIA
COUNCIL OF KENYA



STRATEGIC PLAN

2018 - 2023

COUNCIL MEMBERS
OF THE
MEDIA COUNCIL OF KENYA



*(Back) From Left: Mr. David Omwoyo, Mrs Elizabeth Limagur, Mr. Ahmed Ibrahim, Rev. Paul Munyalo Inuvu, Mr. P.D. Gwaro Ongwaro
(Front) From Left: Mrs. Violet Tsisiga Awuori, Dr. Julius Mwaniki Kinyeki, Mrs. Veronica Everlyne Akinyi*

COMMISSIONERS
COMPLAINTS COMMISSION
OF THE
MEDIA COUNCIL OF KENYA



*(Back) From Left: Mr. Philip Mbaji, Mr. Timothy Kimani, Mr. David Omwoyo, Mr. Henry Omusandi Maina
(Front) From Left: Mrs. Kwamboka Oyaro, Mrs. Esther Jowi Anyango [Missing from the photo is Mr. Abdi Mohamud Hassan]*

CONTENTS

Abbreviations & Acronyms	2
Definition of Key Terms	3
Foreword by the Chairman of the Council.....	4
Preface by the CEO & Secretary to the Council.....	5
Message from Chairman of the Complaints Commission.....	6
1. Introduction	7
1.1 Statutory Foundation.....	7
1.2 Principles & Values of Public Service.....	7
1.3 National Principles & Values of Governance.....	7
1.4 Functions & Mandate of the Media Council of Kenya.....	7
2. Strategic Direction.....	9
2.1 Mission.....	9
2.2 Vision.....	9
2.3 Values.....	9
2.4 Key Result Areas Functions & Mandate of the Media Council of Kenya.....	9
3. Strategic Plan Implementation	12
3.1 Implementation Matrix.....	12
4. Critical Success Factors & Managing Risks.....	24
4.1 Critical Success Factors	24
4.2 Managing Risks.....	24

ABBREVIATIONS & ACRONYMS

AG	Attorney General
BBC	British Broadcasting Corporation
BSC	Balanced Scorecard
CEO	Chief Executive Officer
CIC	Commission for the Implementation of the Constitution
E & M	Entertainment & Media
FM	Frequency Modulation
GIZ	German International Cooperation
HR	Human Resource
HR & ADMIN	Human Resource and Administration
ICCK	Independent Communications Council of Kenya
ICT	Information and Communications Technology
KBC	Kenya Broadcasting Corporation
KCA	Kenya Correspondents' Association
KNA	Kenya News Agency
KPIs	Key Performance Indicators
MCK	Media Council of Kenya
M & E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MTP	Medium Term Plan
PESTEL	Political, Social, Technological, Environmental and Legal factors
PWC	PriceWaterhouseCoopers
SC	State Corporation
SDGs	Sustainable Development Goals
SG	Standard Group
SMS	Short Messaging Service
SO	Strategic Objective
SP	Strategic Plan
SWOT	Strength Weakness Opportunities Threats
TBA	To Be Advised
TNA	Training Needs Assessment
UNDP	United Nations Development Programme
UNESCO	United Nations Educational Scientific and Cultural Organization

DEFINITION OF KEY TERMS

Core Values	: The fundamental rules by which the Council wants to conduct its mandate
Key Result Areas	: The areas on which the Council will focus to achieve results
Outputs	: The service that the Council makes available to its stakeholders
Performance Indicator	: The measure used to assess the performance of the Council and its employees in service delivery
Service Delivery Targets	: Are specific outputs needed to achieve the Strategic Objectives.
Situation Analysis	: Is the critical assessment of the environment in which the Council operates.
Strategic Action Plan	: Is a plan which sets out the parameters that lead to the fulfilment of the Council's Vision.
Strategic Objectives	: Are long-term targets designed to achieve the Council's mission
Strategy	: Method and/or procedure adopted by the Council for achieving the strategic objectives

FOREWORD BY THE CHAIRMAN OF THE COUNCIL

I have the pleasure to present to you the Media Council of Kenya (MCK) Strategic Plan (2018/19 – 2022/23). This plan provides a strategic framework in which focus areas and strategic objectives for pursuing the Council's mandate and core functions are spelt out. Importantly, the plan also contains a resource mobilization strategy.

Our vision: **“a professional, free and independent media accountable to the public”**, shall guide us through the coming five years. MCK is more than ever committed to fulfil its mission **“To safeguard media freedom and enhance professionalism through setting media standards and ensuring compliance”**.



This Strategic Plan details the immediate, mid and long-term objectives of the Media Council of Kenya between 2018 and 2022 within the context of the Council's functions as determined in the Media Council Act, 2013. At its core is the development of a comprehensive media policy that details media regulation and media development in Kenya, positioning the MCK as the regulator of choice for the industry in the Country.

Happy to note that this Plan is a product of extensive open discussions within the Council, the Complaints Commission and engagement with the Council's stakeholders, whose valuable and insightful feedback has been aptly incorporated. This Plan will act as a guide towards improved institutional effectiveness and efficiency in Kenya's fast-paced media environment. It also seeks to improve the reputation of MCK and prioritize the protection of media freedom as well as impartial arbitration of disputes.

I duly acknowledge the unwavering commitment of the Board members and the MCK management in developing and guiding the crafting and adoption of this Plan. I also commend the Secretariat and Consultants for ensuring the successful completion of this exercise. We also owe gratitude to our partners and friends for their precious contribution and we look forward to continued support and mutually beneficial engagements throughout the implementation of this Plan.

The Media Council of Kenya remains committed to its mandate of regulating the media and promoting ethical conduct and discipline among media practitioners in Kenya. I am optimistic that our endeavours to attain professionalism in the media industry and to safeguard media freedom – including the protection of journalists - will be realised through the successful implementation of this Plan.

A handwritten signature in black ink that reads "Dr. Julius Kinyeki". The signature is written in a cursive, slightly stylized font.

Dr. Julius M. Kinyeki
Ag. Chairman of the Council
Media Council of Kenya

PREFACE BY THE CEO & SECRETARY TO THE COUNCIL

The Media Council of Kenya is an independent national institution set up to safeguard media freedom, enhance professionalism and arbitrate media disputes. The statutory body was established under Article 34 (5) of the Constitution of Kenya 2010 and actualized by the Media Council Act (MCK Act) in 2013 for purposes of setting media standards, ensuring compliance with those standards and to reflect the interests of all sections of the society. Pursuant to Art. 34 (5a) the Council is independent of control from government, political or commercial interests.



One of the Council's core functions is to facilitate mediation and to arbitrate disputes between the Government and the media, the public and the media and intra-media in an impartial manner. This function is undertaken by the Complaints Commission which is an independent organ of the Council.

Arbitration of disputes serves several purposes at once: it solves conflicts between parties involved, protects media freedom, ensures the adherence to ethical and professional standards, increases the credibility of the media and improves the reputation of MCK. Therefore, one of the priorities of this Strategic Plan is to enhance the capacity of the Complaints Commission and to communicate its outcomes to the public.

The SP equips the Media sector to address the challenges of the sector in the contemporary media world namely the dynamics of digitalization and fake content, commercial interests and decentralization.

As we embark on this strategic period, I have no doubt that MCK will continue to deliver on its mandate together with its partners and its committed workforce, despite the various challenges, and more significantly that it will reach more Kenyans with its services.



Mr. David O. Omwoyo
CEO & Secretary to the Council
Media Council of Kenya

MESSAGE FROM CHAIRMAN OF THE COMPLAINTS COMMISSION

On behalf of my fellow Commissioners in the Complaints Commission, I wish to congratulate the Council for successfully completing this Strategic Plan document for the period 2018 – 2023. This is a landmark achievement for the Council that lays out a clear road map for its operations in the next five years.

This Plan is different from the previous ones because for the first time, it includes the input of the Complaints Commission and more importantly, it makes the Complaints Commission one of its focus areas. Specifically, it sets out to strengthen the mediation and dispute resolution capacity of the Council, which lies squarely in the hands of the Complaints Commission.



The Complaints Commission is an independent organ of the MCK that seeks to help the Council fulfil part of its mandate by resolving disputes between the government and the media; the public and the media and intra-media, in an impartial manner. The success of the Complaints Commission is tied to that of the Council in a spirit of collegiality and interdependence, while maintaining distinct and complimenting roles for the Media Sector, as contemplated in Section 30 of the Media Council Act.

In that regard, as a key stakeholder in the Council's affairs, the Complaints Commission lends its support to the achievement of this Strategic Plan. Specifically, it will ensure through its work that public confidence is restored in alternative dispute resolution for media related issues with complainants opting to appear before the Commission rather than court rooms and by ensuring transparent communication of the Commission's proceedings and rulings. The support of the Council will be invaluable in achieving this.

I wish to thank the Council Members, the Secretariat and other stakeholders in this process for recognizing and highlighting the key role played by the Complaints Commission in the achievement of the Council's mandate, and more so in restoring, building and maintaining public confidence in the professionalism and ethical conduct of media operations in Kenya.

We pledge our support for this Plan and commit to resolve media disputes in an impartial, fair and efficient manner no matter who the party before us is, for the benefit of the people of Kenya.

A stylized, handwritten signature in black ink, consisting of several fluid, overlapping strokes that form a recognizable name.

Mr. Timothy Kariuki
Chairman of the Complaints Commission
Media Council of Kenya

I.1 Statutory Foundation

Article 33, 34 of the Constitution of Kenya (2010) guarantee freedom of expression and freedom of the media in Kenya. The Media Council of Kenya was set up to give effect to Article 34(5) of the Constitution with the Media Council Act 2013. Parliament enacted legislation that provides for the establishment of a body, which is independent of control by government, political interests or commercial interests; which reflects the interests of all sections of the society and sets media standards and ensures compliance with those standards. Hence, MCK is an independent national institution whose purpose is safeguarding media freedom, enhancing media development and for connected purposes.

I.2 Principles & Values of Public Service

MCK shall be responsible for implementation of Government policies and programmes as guided by the following values and principles of public service as stipulated in Article 232 of the Constitution:

- i. High standards of professional ethics;
- ii. Efficient, effective and economic use of resources;
- iii. Responsive, prompt, effective, impartial and equitable provision of services;
- iv. Involvement of the people in the process of policy making;
- v. Accountability for administrative acts;
- vi. Transparency and provision to the public of timely, accurate information
- vii. Fair competition and merit as the basis of appointments and promotions;
- viii. Representation of Kenya's diverse communities; and
- ix. Affording adequate and equal opportunities for appointment, training and advancement, at all levels of the public service, of:
 - (a) men and women;
 - (b) the members of all ethnic groups; and
 - (c) persons with disabilities.

I.3 National Principles & Values of Governance

MCK will also be bound by the national values and principles of governance as stipulated in Article 10 of the Constitution. These include:

- i. Patriotism, national unity, sharing and devolution of power, rule of law, democracy and participation of the people;
- ii. Human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination and protection of the marginalized;
- iii. Good governance, integrity, transparency, accountability; and
- iv. Sustainable development.

I.4 Functions & Mandate of the Media Council of Kenya

The seventeen functions of MCK are outlined in Section 6 of the MCK Act which reads as follows:

- i. promote and protect the freedom and independence of the media;
- ii. prescribe standards for journalists, media practitioners and media enterprises;
- iii. ensure the protection of the rights and privileges of journalists in the performance of their duties;
- iv. promote and enhance ethical and professional standards amongst journalists and media enterprises;
- v. advise the government or the relevant regulatory authority on matters relating to professional, education and the training of journalists and other media practitioners;

- i. set standards, in consultation with the relevant training institutions, for professional education and training of journalists;
- ii. develop and regulate ethical and disciplinary standards for journalist's, media practitioners and media enterprises;
- iii. accredit journalists and foreign journalists by certifying their competence, authority or credibility against official standards based on the quality and training of journalists in Kenya including maintaining of a register of journalists, media enterprises and such other related registers as it may deem fit and issuance of such documents evidencing accreditation with the Council as the Council shall determine;
- iv. conduct an annual review of the performance and the public opinion of the media, and publish the results in at least two daily newspapers of national circulation;
- v. through the Cabinet Secretary, table before Parliament reports on its functions;
- vi. establish media standards and regulate and monitor compliance of media standards;
- vii. facilitate resolution of disputes between the government and the media, between the public and the media and intra media;
- viii. compile and maintain a register of accredited journalists, foreign journalists, media enterprises and such other related registers as it may consider necessary;
- ix. subject to any other written law, consider and approve applications for accreditation by educational institutions that seek to offer courses in journalism; and
- x. perform such other functions as may be assigned to it under any other written law

In exercise of its powers and discharge of its function under this Act the Council and every person to whom this Act applies shall ensure:

- (a) that the provisions of Article 33(2) of the Constitution are safeguarded;
- (b) that the freedom and independence of media is exercised in a manner that respects the rights and reputations of others;
- (c) that the protection of national security, public order, public health and public morals is safeguarded; and
- (d) the compliance with any other written law.

The Council draws its mandate and authority from Art. 34 (5) of the Constitution in conjunction with the Media Council Act (2013). The Supreme Courts' opinion on article 34(5) of the Constitution from 2014 reads as follows:¹

[172] Sub-Article (c) of Article 34(5) of the Constitution provides for the functions of the body to be established. It is to set media standards, and regulate and monitor compliance with those standards. What do the words "media standards" mean, in the context of the media sector and its operations? It is apparent from the wording of this Article that the Constitution requires Parliament to establish a standards-compliance watchdog, some kind of media -oversight authority. This same watchdog is expected to set those standards, and regulate them.

[173] In conventional parlance, the phrase "media standards" is used to convey the sense of the professional qualifications, and codes of conduct and ethics, for media practitioners. The standards denote not only who qualifies to practice, for example, as a journalist or correspondent, but also how media practitioners and media houses should conduct themselves in the course of their functions.

[174] The freedom of the media, while guaranteed by the Constitution, is subject to certain professional and ethical standards. This is in keeping with criteria of integrity, also found in other professions, such as medicine, law, engineering, or architecture. In many jurisdictions, the standardization and monitoring of media practice, takes the form of either a "self-regulating" or a "governmental- regulating" mechanism. Self-regulation can be statutory or non-statutory. Governmental regulation is rarely the preferred option, given the intrusive nature of Government-interest in media activities.

¹ Supreme Court in the "Digital Migration Case": PETITION NO. 14 OF 2014.

2.1 Mission

To safeguard media freedom and enhance professionalism through setting media standards and ensuring compliance.”

2.2 Vision

“A professional, free and independent media accountable to the public.”

2.3 Values

To align the mission and vision of the Council every member of staff as well as the actors who engage with the Council will be expected to internalize and commit to the following set of core values:

- Professionalism;
- Innovation and Creativity;
- Accountability and Transparency
- Independence
- Teamwork

2.4 Key Result Areas

The five Key Result Areas (KRAs) have been derived from the strategic issues and objectives which in turn have emanated from a situational analysis and review of the preceding Strategic Plan, the MTP III under Vision 2030, the Jubilee Party Manifesto, the Big Four Agenda and at a global level the UN Agenda 2030 on SDGs.

The strategic objectives under each thematic area are identified and the specific strategies to address each objective outlined:

2.4.1 Key Result Area One: Policy and Legal Framework

STRATEGIC ISSUE: Gaps in Policy and Legal Framework	
STRATEGIC OBJECTIVE I: Create an Enabling Policy and Legal Framework for Media Regulation and Development	
STRATEGIES:	<ul style="list-style-type: none"> • Develop and adopt a comprehensive media sector policy framework • Review and harmonize the existing legal and regulatory framework • Undertake awareness on policy and legal framework implementation among stakeholders and the public
OUTPUTS:	<ul style="list-style-type: none"> • Over-arching and comprehensive media sector policy • Reviewed and harmonised sector laws with clear roles and competencies. • Policy and legal tracking mechanisms • Sustained awareness campaigns

2.4.2 Key Result Area 2: Media Development and Standards

STRATEGIC ISSUE: Low Media Development	
STRATEGIC OBJECTIVE 2: Enhance Media Development	
STRATEGIES:	<ul style="list-style-type: none"> Promote value chain approach capacity development in the media sector both at the national and county levels; Develop, promote and ensure implementation of appropriate curricula, training approaches and tools in the sector; Develop and set standards, thematic reporting guidelines. Develop, promote and ensure implementation of media accreditation guidelines Secure and promote networks and partnerships in the sector Enhance professionalism of independent content generators and social media users Promote media literacy Spearhead establishment of Media Sector Fund Implement itemised media monitoring and evaluation as a feedback mechanism for improvement Extend outreach programmes
OUTPUTS:	<ul style="list-style-type: none"> Comprehensive media capacity building curricula applied countrywide Increased number of accreditations/subscriptions countrywide Reviewed accreditation guidelines, standards and procedures Reporting guidelines (manual) Survey/list of quality training institutions Media monitoring and evaluation mechanism Media associations and support groups identified Collaborations and partnerships developed

2.4.3 Key Result Area 3: Media Freedom and Independence

STRATEGIC ISSUE: Limitations to Media Freedom and Independence	
STRATEGIC OBJECTIVE 3: Promote and Safeguard Media Freedom and Independence	
STRATEGIES:	<ul style="list-style-type: none"> Enhance support to the media Strengthen protection mechanisms for journalists Improve access to information Strengthen media freedom through a advocacy and public education Enhance protection of professional independent content producers and social media users Facilitate self-regulation in advertising and creativity
OUTPUTS:	<ul style="list-style-type: none"> Protected journalists Expanded availability of information Advocacy campaign conducted Public education – outreach program completed Advertising standards bureau in place Advertising code of conduct in place

2.4.4 Key Result Area 4: Mediation and Dispute Resolution

STRATEGIC ISSUE: Inadequate Dispute Resolution Capacity	
STRATEGIC OBJECTIVE 4: Strengthen Media Sector Mediation Capacity and Dispute Resolution Mechanisms	
STRATEGIES:	<ul style="list-style-type: none"> • Promote fair and just dispute resolution by the Complaint's Commission • Expand access to mediation and dispute resolutions • Ensure enforcement of the Commission's verdicts • Strengthen the institutional capacity of the Complaints Commission • Facilitate dialog and mediation processes between stakeholders (e.g. media houses and GoK or between media houses)
OUTPUTS:	<ul style="list-style-type: none"> • Ensure there is an effective dispute resolution mechanism in place • Awareness campaigns and regional/county level sittings conducted • Commission's verdicts enforced and published • Support staff recruited • Needs based training schedule for Commissioners and support staff implemented

2.4.5 Key Result Area 5: Institutional Capacity and Image

STRATEGIC ISSUE: Weak institutional capacity and Image	
STRATEGIC OBJECTIVE 5: Strengthen MCK's Institutional Capacity and Image	
STRATEGIES:	<ul style="list-style-type: none"> • Increase human resources • Improve human resource capacity development and management • Mobilize and manage financial resources • (Develop infrastructure and manage assets • Strengthen and manage information and communication technology infrastructure and services • Strengthen corporate affairs, image and communication • Introduce an PM&E system
OUTPUTS:	<ul style="list-style-type: none"> • Sufficient work force established • Qualified, competent and motivated human resources • Adequate financial resources • Adequate infrastructure and assets • Public communication and outreach strategy • PM&E reports

3.1 Implementation Matrix

KRA I: Policy and Legal Framework

Strategic Issue I: Gaps in Policy and Legal Framework

Strategic Objective I: Create an Enabling Policy and Legal Framework for Media Regulation and Development

Strategies	Activities	Expected Outputs/ Targets	Responsibility /Actor	Performance Indicator	Timeframe
1.1 Develop and adopt suitable media sector policy framework	1.1.1 Review existing policy framework	<ul style="list-style-type: none"> All sector policy frameworks reviewed 	<ul style="list-style-type: none"> CEO/Head operations/ 	Finalised policy review reports	2018-19
	1.1.2 Develop new policy framework	<ul style="list-style-type: none"> Over-arching media sector policy framework developed 	<ul style="list-style-type: none"> CEO/Head operations/ Legal 	Finalised policy framework	2020-2012
	1.1.3 Ensure adoption and implementation of the new policy framework	<ul style="list-style-type: none"> Media sector policy implementation strategy in place 	<ul style="list-style-type: none"> CEO/Head operations/ Legal 	Finalised implementation strategy	2018 - 2022
1.2 Develop, Review and harmonize legal and regulatory framework	1.2.1 Identify and review all pieces of media sector legislations	<ul style="list-style-type: none"> Legal framework reviews conducted 	<ul style="list-style-type: none"> CEO/ Head legal 	Finalised review reports	19/20
	1.2.2 Process the bills to harmonize reviewed legislations	<ul style="list-style-type: none"> Review bills processed 	<ul style="list-style-type: none"> CEO/ Head legal 	Finalised bills	20/21
	1.2.3 Develop and institutionalize policy and legal implementation tracking mechanism	<ul style="list-style-type: none"> Clear monitoring and evaluation mechanism developed 	<ul style="list-style-type: none"> CEO/Head operations/ Legal 	M&E reports	20/21
	1.2.4 Undertake awareness on policy and legal framework implementation	<ul style="list-style-type: none"> 20 awareness campaigns conducted 	<ul style="list-style-type: none"> Council, CEO, Head legal 	No. of awareness campaigns conducted	2018/19

KRA 2: Media Development

Strategic Issue 2: Low Media Development

Strategic Objective 2: Enhance Media Development

Strategies	Activities	Expected Outputs/Targets	Responsibility /Actor	Performance Indicator	Timeframe
1.1 Promote value chain approach capacity development in the media sector both at the national and county levels of Government	1.1.1 Identify value chains in the media sector	Media sector value chain report	CEO/ Director of Communications & Strategy	No. of value chains identified	18/19
	1.1.2 Develop capacity building tools and guidelines for various value chains	Capacity building report	CEO/ Director of Communications & Strategy	1 report	18/19
	1.1.3 Undertake awareness campaigns for capacity development in the sector	Awareness campaigns all over the Country	CEO/ Director of Communications & Strategy	20 campaigns	18/22
1.2 Develop, promote and ensure implementation of appropriate curricula, training approaches and tools in the sector	1.2.1 Undertake baseline survey on the existing curricula	Survey report	CEO/Director Programmes	1 baseline report	18/19
	1.2.2 Develop and validate appropriate curricula and tools	Validation reports	CEO/Director Programmes	5 stakeholder validation workshops	19/21
	1.2.3 Develop regulatory /implementation guidelines	Regulatory/ Implementation guidelines developed	CEO/Director Programmes	1 regulatory guidelines report	19/20
	1.2.4 Undertake awareness and promotional campaigns for adoption of appropriate curricula	Awareness campaigns all over the Country	CEO/Head Operations	20 campaigns	18/22
1.3 Develop, promote and ensure implementation of media accreditation guidelines and standards	1.3.1 Undertake a baseline survey on media accreditation and standards and identify the gaps	Baseline survey undertaken	CEO/Director of Regulatory Affairs	1 baseline report	18/19
	1.3.2 Develop and validate progressive media accreditation and standards	Accreditation and standards developed	CEO/Director of Regulatory Affairs	Accreditation and standards booklet	18/20
	1.3.3 Undertake promotional activities to enhance adoption of the accreditation and standards	Awareness campaigns and promotional activities conducted	CEO/Director of Regulatory Affairs	20 campaigns across the Country	18/22

Service Offering

MCK has **17** functions condensed into **6** key areas:

- Academy
- Accreditation
- Adjudication
- Advisory
- Advocacy
- Analysis

MISSION

Why We

To safeguard media freedom, professionalism through self-regulation and ensuring accountability

VISION

The Future We

A professional, free and accountable media sector

VALUES

Our Core

Professionalism
Innovation & Creativity
Accountability & Transparency
Independence
Teamwork

STRATEGIC OBJECTIVES

Strengthen the MCK's Legal and Policy Framework

Outputs:

- Comprehensive Media Sector Policy
- Reviewed Sector Laws
- Tracking of Policy & Legal Developments
- Sustained Stakeholder Awareness & Engagement

Enhance Media Development

Outputs:

- Application of Media Training Curricula Countrywide
- Increased Number of Accreditations
- Listing of Approved Media Training Institutions
- Listing and Engagement with Media Associations and Support Groups

Improve Media Governance

Outputs:

- Protected Journalism Practitioners
- Expanded Availability of Information
- Advocacy & Publicity Campaigns
- Establishment of Regulatory and Code of Practice

STRATEGIC PARTNERSHIPS



UNITED NATIONS

UN: Sustainable Development Goals

SDG 16: Ensure public access to information and to protect fundamental freedoms, in accordance with national legislation and international agreements.



UNESCO

Inclusive knowledge societies that build on the sum of human ingenuity, technical innovation and the power of information and knowledge, facilitated by the media.



Africa Union: Vision 2063

An integrated, prosperous and peaceful Africa driven by its own citizens and representing a dynamic force in international arena.



East African Community Vision 2030

East African Community transformed into a high income region with a politically united East Africa, guided by the principles of accountability and transparency.

VISION
We Exist

freedom and enhance
setting media standards and
compliance.

MISSION
Work Towards

and independent media
to the public.

VALUES
Beliefs

Journalism
& Creativity
& Transparency
Integrity
Work

Strategic Orientation

MCK will address local media sector challenges through cutting-edge regulatory **creativity** and **efficient** service delivery that employs **partnerships, collaboration, networking** and **technological innovation**.

ACTIVITIES & OUTPUTS

Media Freedom

Journalists & Media
Availability of Public
Public Education
Advertising Bureau
Practice

Strengthen Mediation and Dispute Resolution Capacity

Outputs:

- Effective Dispute Resolution Mechanism
- Enforcement of Complaints Commission's verdicts
- Regional Commission Hearings and Awareness Campaigns
- Recruitment of Support Staff and Training of Commissioners

Strengthen the MCK's Institutional Capacity & Image

Outputs:

- Sufficient, Qualified, Competent and Motivated Human Resources
- Adequate financial, and Infrastructural Resources in Place
- Comprehensive Public Communication and Outreach Programme
- Performance Monitoring & Evaluation Framework and Reports in Place

ANCHORS

Kenya Vision 2030

Community will be
an upper-middle
within a secure and
East Africa based on
inclusiveness and
by 2050.

Kenya: Vision 2030

The Kenya Vision 2030 aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens in a clean and secure environment.

Kenya: Agenda Four

Address long-term issues including constitutional, legal and institutional reforms; land reforms; tackling youth unemployment; tackling poverty, inequity and regional development imbalances; consolidating national unity and cohesion and addressing impunity, transparency and accountability.

Kenya: Big Four Agenda

Enhancing Manufacturing
Food Security & Nutrition
Universal Health Coverage
Affordable Housing

1.4 Secure and promote networks and partnerships in the sector	1.4.1 Develop mechanisms for collaborations and partnerships	Strategy and guideline on collaborations and partnership	CEO/ Director of Communications & Strategy	1 strategy report	18/22
	1.4.2 Forge public private partnerships	Number of partnerships developed and actualised	CEO/ Director of Communications & Strategy	100 partnerships	18/22
	1.4.3 Establish and maintain positive linkages with National and County Governments	Linkage networks established in each sector	Council/ CEO/ Director of Communications & Strategy	10 linkages	18/22
	1.4.4 Lobby the private sector and counties to support media related research in their areas of interest	Lobby activities conducted	Council/ CEO/ Director of Communications & Strategy	10 consultative meetings	18/22
1.5 Enhance professionalism of independent content generators and social media users	1.5.1 Undertake a baseline survey on independent content generators and social media users	Survey report undertaken	CEO/ Director of Communications & Strategy	1 survey report	18/19
	1.5.2 Identify professional gaps on independent content producers and social media users	Survey report findings	CEO/ Operations	No. of actionable findings in the survey report	18/19
	1.5.3 Develop and execute a strategy on enhancing professionalism of independent content producers and social media users	Strategy on enhancing professionalism of independent content producers developed	CEO/ Operations	1 strategy report	18/22
1.6 Promote media literacy	1.6.1 Develop a strategy to promote media literacy	Media literacy strategy developed	CEO/ Programmes	1 strategy report in place	18/19
	1.6.2 Undertake media literacy campaigns	No. of campaigns undertaken	CEO/ Programmes	20 Campaigns	18/22
	1.6.3 Monitor media literacy progress and take corrective measures	M & E conducted and corrective measures taken	CEO/ Programmes	Annual M & E activities	18/22

1.7 Spearhead establishment of Media Sector Fund	1.7.1 Develop a strategy on establishment and utilization of media sector fund	Strategy on establishment of Media sector fund developed	CEO/ Head Operations/ Legal/ Finance	I Strategy report	18/19
	1.7.2 Undertake legal review and develop the law under PFM for the Fund	Media Sector Fund legal framework developed and enacted	CEO/ Head Operations/ Legal/ Finance	Fund regulations	18/20
	1.7.3 Rally stakeholders and fundraise for the Fund	Stakeholder consultative and persuasive meetings	Council/ CEO/ Operations	5 meetings	18/20
	1.7.4 Establish the fund and monitor its use	Fund structure put in place	CEO/ Operations	Progress reports on fund use	19/22
1.8 Implement itemised media monitoring and evaluation as a feedback mechanism for improvement	1.8.1 Develop a comprehensive media development M & E framework	M & E framework for monitoring sector activities developed	CEO/ Operations	M & E framework report	18/19
	1.8.2 Undertake monitoring and evaluation in the sector	Several monitoring and evaluation activities undertaken	CEO Operations / Audit	M & E reports	18/22
	1.8.3 Act on the findings of M & E	Report on the findings of M & E	CEO Operations	Implementation report	18/22

KRA 3: Media Freedom and Independence
Strategic Issue 3: Limitations to Media Freedom and Independence
Strategic Objective 3: Promote and Safeguard Media Freedom and Independence

Strategies	Activities	Expected Outputs/ Targets	Responsibility /Actor	Performance Indicator	Timeframe
1.1 Enhance Support to the media	1.1.1 Identify and document support gaps in the media sector	Support gap reports	CEO/ Operations	Semi-annual reports	
	1.1.2 Develop media support strategy	Media support strategy in place	CEO	1 Strategy report	
	1.1.3 Engage stakeholders and implement support strategy	Meetings and awareness campaigns conducted	Council/CEO	4 annual campaigns	
1.2 Strengthen protection of journalists	1.2.1 Identify and document journalist risk areas	Risks reports done annually	CEO/ Operations	4 annual reports	
	1.2.2 Develop Journalists protection strategy	Strategy developed and implemented	CEO/ Operations	1 strategy paper	
	1.2.3 Carry out awareness campaigns on journalists protection	No. of campaigns carried out countrywide	CEO/ Operations	20 campaigns	
	1.2.4 Support enforcements of verdicts on violations of journalists rights and freedom	Actionable survey reports	Council/CEO	4 enforcement reports	
1.3 Improve access to information	1.3.1 Undertake baseline survey on media information access by the public	Baseline survey report	CEO/	1 report and 4 reviews	
	1.3.2 Promote campaigns to enhance media information access by the public	Promotional activities and campaigns conducted	CEO	20 promotional activities	
1.4 Strengthen Media freedom advocacy	1.4.1 Develop a strategy on media freedom and advocacy	Strategy developed	CEO/ HODs	1 strategy paper	
	1.4.2 Carryout advocacies on media freedom countrywide	No. of advocacy activities reports carried out	Council/ CEO	4 reports	
	1.4.3 Monitor / track violations of media freedom countrywide	Tracking mechanisms developed	CEO/M & E	10 Monitoring reports	
	1.4.4 Undertake appropriate action on media freedom violations	Reports on the actions taken	CEO/M & E	2 reports annually	

1.5 Enhance protection of professional independent content producers and social media users	1.5.1 Undertake a baseline on violation of independent content producers and social media users rights and freedoms	Baseline conclusively conducted	CEO/ HOD	1 baseline report	
	1.5.2 Hold consultative stakeholder fora to sensitize the public on the rights and freedoms of independent content producers and social media users	Consultative fora held	Council/CEO	4 Fora reports	
1.6 Facilitate self regulation in advertising and creativity	1.6.1 Identify self regulation gaps in advertising and creativity	Report on self regulation gaps	CEO/ Operations	1 annual report	
	1.6.2 Develop the code of conduct in advertising and creativity	Code developed	CEO/ Operations	Acceptable code of conduct	
	1.6.3 Monitor the implementation of the code of conduct in advertising and creativity	Monitoring activities carried out	CEO/ M&E	Annual monitoring visits reports	
	1.6.4 Facilitate establishment of advertising bureau in the media sector	Support activities for the bureau undertaken	CEO/ Operations	Progress reports on the bureau establishment	

KRA 4: Mediation and Dispute Resolution
Strategic Issue 4: Inadequate Mediation and Dispute Resolution Mechanisms
Strategic Objective 4: Strengthen Mediation and Dispute Resolution Capacities

Strategies	Activities	Expected Outputs/ Targets	Responsibility /Actor	Performance Indicator	Timeframe
1.1 Promote fair and just dispute resolution by the Complaint's Commission	1.1.1 Enhance technical capacity of the Commission through trainings	Trainings conducted	CEO/Registrar	1 training per year	18-22
	1.1.2 Establish a media resource / research centre	Media research centre established and in use	HR	1 centre	19/20
	1.1.3 Benchmarking activities	Study tours and trainings both home and abroad	Commission Chair/ CEO/ Registrar	1 per year	18/22
1.2 Expand access to mediation and dispute resolutions	1.2.1 Avail regional offices / places for the Commission sittings	Commission hearings conducted outside Nairobi	Council/ CEO/ Commission Chair	4 sittings per year	18/22
	1.2.2 Enhance the capacity of the Commission to conduct field based hearings	Mobility and communication equipment	Commission Chair/ CEO/ Registrar	2Vehicles 4 laptops	18/19
1.3 Ensure enforcement of the Commission's verdicts	1.3.1 Lobby with the Judiciary and Police for enforcement of the Commission's verdict	Consultative Meetings held with the judiciary and police	Commission Chair/ CEO/ Registrar	2 meetings annually	18/22
	1.3.2 Conduct awareness campaigns on the Commission's verdicts and enforcement	Campaign activities in the sector	Commission Chair/ CEO/ Registrar	4 awareness campaigns annually	18/22
	1.3.3 Enhance advocacies and follow ups on the Commission's verdicts	Monitoring and tracking of verdicts enforcements	Commission Chair/ CEO/ Registrar	Quarterly Monitoring reports	18/22
1.4 Strengthen the institutional capacity of the Complaints Commission	1.4.1 Identify the institutional gaps at the complaints commission	Institutional capacity deficiency report	CEO/ Registrar	1 report	18/22
	1.4.2 Acquire adequate physical facilities for the Complaints Commission	Physical facilities installed as per the requirements	Commission Chair/ CEO/ Registrar	Acquisition, Delivery and installation reports	18/22
	1.4.3 Strengthen the Complaints Commission Secretariat through adequate staffing	staffing requirement and gaps filled	Commission Chair/ CEO/ Registrar	Postings report	18/22
	1.4.4 Capacity build the Commissioners and the secretariat to undertake their functions	Capacity building activities undertaken	Commission Chair/ CEO/ Registrar	2 capacity building activities annually	18/22
1.5 Strengthen Council mediation and arbitration mechanisms	1.5.1 Establish mediation and arbitration mechanism within the Council structure	Dedicated unit for mediation and arbitration	Council/CEO	Unit established	
	1.5.2 Capacity the mediation and arbitration staff	Trainings	CEO/HR	No. of trainings	
	1.5.3 Develop and document mediation and arbitration mechanisms that the Council applies	Report	CEO/HR	Annual report	
	1.5.4 Create awareness on the existing mediation and arbitration mechanisms	Awareness campaigns	CEO/ Unit	Annual campaigns	
4.6 Facilitate dialog and mediation processes between stakeholders	XXXXXXXXXX				

KRA 5: Institutional Capacity and Image

Strategic Issue 5: Weak Institutional Capacity and Image

Strategic Objective 5: Strengthen MCK's Institutional Capacity and Image

Strategies	Activities	Expected Outputs/ Targets	Responsibility /Actor	Performance Indicator	Timeframe
1.1 Restructure MCK and its organs to deliver on the mandate	1.1.1 Develop appropriate organizational structure	Functional MCK structure that covers the regions	Council/CEO/HR	New Organogram	18/19
	1.1.2 Determine and implement optimal staff establishment	Adequate staffing to deliver on MCK mandate	Council/CEO/HR	Optimal staff numbers per department	20 staff per year
	1.1.3 Strengthen capacity for effective service delivery	Five regional Offices opened	Council/CEO	No. of regional Offices in use	1 office per year
1.2 Improve human resource capacity development and management	1.2.1 Attract and retain qualified and competent staff	Institutionalize staff motivation schemes	CEO/HR	Finalised staff motivation schemes	18/22
	1.2.2 Develop and implement functional human resource management policies and manuals	Human resource development plan in place	CEO/HR	Report on the implementation	18/22
	1.2.3 Promote good corporate governance practices	3 trainings for Council, top and senior management staff on corporate governance annually	Council/CEO/HR	No. of trainings conducted annually	18/22
	1.2.4 Promote employee satisfaction and wellness	Undertake a gap analysis on employee satisfaction and wellness	CEO/HR	Baseline Survey	18/19
	1.2.5 Attain quality management system (ISO 9001:2015)	QMS Certificate	CEO/Top management/MR	ISO 9001:2015 Certification Maintenance	18/22
1.3 Mobilize and manage financial resources	1.3.1 Develop resource mobilization strategy	Strategy for resource mobilization	CEO/HODs	Strategy report	
	1.3.2 Identify and engage development partners to financially support MCK programmes	No. of Development partners identified and engaged	CEO/HODs	20 No. of MOUs on financial support signed	
	1.3.3 Lobby Government for increased ex-chequer funding	Strategy meetings with the Parent Ministry and the National Treasury Government	Council Chair/CEO/Finance	4 meetings	
	1.3.4 Strengthen internal audit unit for financial prudence	Internal Audits inculcated in the Council operations as a mandatory practice	Council Audit Committee/CEO/Internal Auditor	Quarterly Audit reports	

1.4 Develop physical infrastructure and manage assets	1.4.1 Establish physical infrastructure requirement	Assessment report	CEO/Operations	A validated assessment report	18/19
	1.4.2 Acquire and implement adequate physical infrastructure at the Council	Procuring of items	CEO/Head Finance	No. of targeted procurements undertaken	18/22
	1.4.3 Establish and maintain an asset register (including electronic tagging) for all Council assets	1 consolidated asset register	CEO/Audit/Head Finance	Comprehensive and up to date Asset register	18/22
1.5 Strengthen and manage ICT infrastructure and services	1.5.1 Develop ICT policy/strategy for the Council	Council policy domesticated from the National ICT policy	CEO/Head ICT	Finalised and approved ICT policy/strategy	18/22
	1.5.2 Establish soft/hardware ICT infrastructure requirement for MCK	Full report on the requirement	Head ICT	No. of Soft/hardware requirements reports approved	18/19
	1.5.3 Acquire, Operationalize and maintain ICT infrastructure	ICT infrastructure in place	CEO/Head ICT & Finance	Functional ICT infrastructure	18/22
1.6 Strengthen MCK's corporate affairs, image and communication	1.6.1 Rebrand MCK and its organs	A comprehensive rebranding strategy	Head Communications	Finalised rebranding strategy and implementation across the Council and Commission	18/19
	1.6.2 Enhance digital and social media platforms and channels	Specific digital and social media channels	CEO/ Head Communications /Head Finance	No. of digital and social media channels enhanced	18/22
	1.6.3 Develop MCK mobile and Web applications	Mobile and Web applications	CEO/ Head Communications /Head Finance	Operational mobile and web applications	18/22
	1.6.4 Develop and implement a strategic public communications and stakeholder relations strategy	Strategy in place and being implemented	CEO/ Head Communications /Head Operations	1 strategy in place and being implemented	18/19
	1.6.5 Promote public and stakeholder engagements.	20 public and stakeholder engagements	Council/ CEO/Head Communications	Successfully completed engagements	18/22
	1.6.6 Undertake a sustained corporate communication programme	Periodical TV, Radio and print properties about the Council and its activities	CEO/ Communications	Number of programmes and inserts	18/22
	1.6.7 Expand the communication capacity of the Council and its organs	Department on communication established and resourced	Council/ CEO	Established and resourced communication department	18/22
1.7 Provide efficient programme planning and management	1.7.1 Undertake M & E on all programmes and projects of the Council	M & E structure established	Strategy and Planning department	M & E structure in place	18/19
	1.7.2 Undertake risks assessment	4 risks assessments carried out annually	CEO/Internal Audit	No. and reports of assessments	

1.8 Establish positive organizational culture	1.8.1 Institutionalize a positive organizational culture based on core values	Sensitize all staff on Chapter 6 of the Constitution, Values and principles of public service, public officer ethics act, service charter and corruption prevention.	Integrity assurance department	No. of staff sensitized	18/22
1.9 Mainstreaming of cross cutting issues in programmes / projects of the Council	1.9.1 Promote gender equity, HIV/AIDs control/awareness, and environmental conservation measures	Cross cutting measures mainstreamed in the Council programmes	CEO/HODs	No. awareness campaigns, staff trained and issues in programmes	18/22

4.1 Critical Success Factors

Critical Success Factors (CSFs) are aspects that ensure the success of an undertaking. In implementing the Strategic Plan, the following have been identified as some of the CSFs:

- a) Adequate and skilled human resources;
- b) Adequate financial and material resources;
- c) Satisfied internal and external customers;
- d) Cooperation and support from partners, collaborators and stakeholders;
- e) Good corporate governance;
- f) Effective leadership;
- g) Effective communication;
- h) Conformance to acceptable ethical principles; and
- i) Effective monitoring and control.

4.2 Managing Risks

No.	Type of Risk	Impact of Risk*	Mitigation Strategies
1	Political uncertainty	Medium	<ol style="list-style-type: none"> i. Strategically place the Council at the center of nation building ii. Ensure the Council is run professionally Develop mechanisms to shield organization from political interference/ interruption
2	Terrorism attack and fundamentalism	Low	<ol style="list-style-type: none"> i. Invest in appropriate security and surveillance systems ii. Review security systems regularly iii. Install digital data back-up systems in different locations iv. Sensitize staff on terrorist threats and ways to mitigate against them
3	Outbreak of pandemics and natural disasters	Low	<ol style="list-style-type: none"> i. Create awareness among staff on possible outbreaks ii. Train staff on disaster preparedness iii. Build capacity for quick response to disasters iv. Liaise with Disaster Management Organizations to train staff on quick response and coping strategies
4	Cash flow problems	High	<ol style="list-style-type: none"> i. Avoid financial commitments without assurance for funding ii. Ensure timely settlement of payments of goods and services provided to the council iii. Ensure organization enters into only reasonable and legally binding contracts iv. Ensure timely renegotiation of interests and other charges including penalties due to circumstances beyond the scope of the organization
5	Financial instability due to over-reliance on ex-chequer funding	High	<ol style="list-style-type: none"> i. Establish and operationalize media protection Fund ii. Lobby National Governments to increase funding for MCK and media development activities iii. Lobby development partners to support MCK activities iv. Initiate Public-Private Partnership for revenue generation ventures v. Exercise prudent Financial Management
6	Negative outcome of unforeseen litigation	Medium	<ol style="list-style-type: none"> i. Strengthen the legal unit to effectively carry out negotiations and arbitrations ii. Ensure all MCK properties are legally secured iii. Ensure all legal contracts are well negotiated and bidding iv. Ensure adherence on all statutory and legal pronouncements v. Ensure MCK property and vehicles are always insured as per the law

7	Negative image	Medium	<ul style="list-style-type: none"> i. Provide reliable and high quality services ii. Build a strong brand identity iii. Develop and implement a good Corporate Social Responsibility (CSR) strategy iv. Maintain effective communication with internal and external customers
8	Negative reports which damage reputation	Medium	<ul style="list-style-type: none"> i. Strengthen media relations ii. Develop and implement an effective social media strategy iii. Ensure effective response is provided to stakeholders' concerns iv. Respond effectively and convincingly to crises v. Ensure structures and operations/processes are "fit for purpose" vi. Develop an effective feedback soliciting system to assess the perception on the Council by stakeholders and make improvements as necessary
9	Negative political and socio-cultural practices and mis-information	Medium	<ul style="list-style-type: none"> i. Create awareness campaigns among stakeholders and staff ii. Consider and incorporate political and socio-cultural issues of target beneficiaries when delivering services iii. Engage opinion leaders (religious, political, community leaders and administrators) when dealing with specific communities
10	Duplication of roles with peer organizations in the sector	High	<ul style="list-style-type: none"> i. Identify potential competitors ii. Promote awareness on the Council services iii. Push for harmonization of the legal regime and institutional framework for the sector iv. Ensure high levels of integrity in all undertakings v. Attract and retain qualified scientific and support staff
11	Inability to cope with rapidly changing technologies	Medium	<ul style="list-style-type: none"> i. Upgrade existing technology ii. Acquire modern technology iii. Regularly train staff on new technologies
12	Changes in demand for Complaints Commission services	Low	<ul style="list-style-type: none"> i. Ensure implementation of the Commission verdicts ii. Ensure services of the Council and the Commission are widely promoted through demonstrations, trade fairs and marketing advertisements in media and other channels

***Key:**

Low = Adverse impact due to the risk is minimal

Medium = Adverse impact due to risk is moderate

High = Adverse impact due to risk is major




MEDIA
COUNCIL OF KENYA

Media Council of Kenya
Britam Centre, Ground Floor, Mara/Ragati Road Junction, Upper Hill
P. O. Box 43132 00100 Nairobi, Kenya
Tel: +254 2737058/ 2716265/2716266/0727 735252
Email: info@mediacouncil.or.ke
Website: www.mediacouncil.or.ke



@MediaCouncilK



MediaCouncilofKenya