

Our Vision: A just society in which the media embraces and promotes equitable development, human rights and women rights.

Our Mission: AMWIK seeks to use the media to promote an informed and gender responsive society in Kenya and Africa.



Strategic Plan
2012 – 2016

Empowering Women by Gathering and
Sharing Information

Association of Media Women in Kenya
(AMWIK)

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Foreword

A strategic plan identifies where the organization wants to be at some point in the future and how it is going to get there. The "strategic" part of this planning process is the continual attention to current changes in the organization and its external environment, and how this affects the future of the organization. AMWIK recognizes that it can no longer merely react to issues as they emerge but will continue as a leader in improving the media profession and ensure that there is inclusivity in the covering and reporting of news and information, it must begin to anticipate future change rather than merely react to change.

The 2006-2010 strategic plan of AMWIK has, to a large extent, guided its growth. While some of the targets were achieved, the association will continue to address the exceptional and emerging challenges emanating from a liberalized political, economic and socio-cultural environment through systematic planning.

AMWIK has continued to execute various activities in line with its objectives. This focused program implementation has led to AMWIK's funding base reaching the current twenty funding partner. This includes long term key partners such as the Fredskorpset, a Norwegian government body under the ministry of foreign affairs who have consistently facilitated an exchange programme for our members. This exchange programme has brought participants from the College of Journalism and Mass Communication (CJMC), Nepal and the Gimlekollen School of Journalism (GSJC), Norway, Tanzania Media Women Association (TAMWA), Uganda Media Women Association (UMWA), Zambia Media Women Association (ZAMWA) and Ethiopia Media Women Association (EMWA). Our members have had an opportunity to work in those institutions. The Ford Foundation has also doubled its funding for the Aquaculture project on women empowerment and on peace related activities in Naivasha and Maella. UN Women has supported AMWIK in its Gender and Governance programme and this has contributed to the increased participation of leadership and governance. On civic education, AMWIK with the support of URAIA rallied Kenyans to take responsibility and participate in the reform process and particularly register as voters and vote in the referendum that ushered the new constitution in 2010.

AMWIK membership continues to attract students and professionals working in Journalism, PR and Communication fields. Through its scholarship fund, AMWIK has managed to raise money and sponsor twenty five members to undergraduate and postgraduate degrees. The Association draws its strength from the diversity of its membership. The organization therefore plans to strengthen its membership and institutional capacity in order to implement the strategic plan. This will ensure efficient and effective work delivery to our members, staff and the communities we work with thereby improving the work of the organization

The approach used in the formulation of the present Strategic Plan is distinct from that used in the previous plans in the sense that it has been widely participatory and consultative. The AMWIK Board, Secretariat and its members all made important contributions during the conception of the plan.

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The Strategic Plan articulates the Vision, Mission, Core Values and Objectives; and also provides the strategies to be implemented in order to give AMWIK a considerably enhanced capacity to implement its work in the next five years. During the plan period, the organization will focus its attention on promoting democracy, governance, human and women rights through the media. AMWIK will also improve its media research capacity and develop more linkages with local/national and international institutions with media and gender excellence with a view to address issues that concern women and children through the media. There will be a deliberate effort to encourage a gender responsive media and to improve the status of media practitioners through media trainings and the AMWIK scholarship fund that will support more members to advance their journalism, PR and communication studies. The operational units will be guided by the vision, mission and core values during the implementation of the Strategic Plan.

The purpose of strategic or long-range planning is to assist the Association in establishing priorities and to better serve the needs of the membership. A strategic plan must be flexible and practical and yet serve as a guide to implementing programs, evaluating how these programs are doing, and making adjustments when necessary. I believe this strategic plan reflects the thoughts, feelings, ideas, and wants of the members and that it will mould our activities along the Association's purpose, vision and mission.

I wish to emphasize that the Strategic Plan is a statement of intent, the first step in a creative endeavour to improve the lives of marginalized communities and the work of the organization. Responsibility for effective execution of the strategy is with all of us at AMWIK, and with the support of our development partners, nothing will be impossible.

I take this opportunity to sincerely thank those who were involved in the formulation of this Strategic Plan for their unreserved commitment to duty and their love for the organization.

**Sylvia Machini,
CHAIRPERSON**

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Acknowledgements

The Association of Media Women in Kenya's 5 year strategic plan is necessary in the face of affirmative action and a relative liberal media brought about by the new constitution. The SP will facilitate the organization's response of gender and media advocacy which has been facilitated through the commendable teamwork of several stakeholders.

My gratitude to Sylvia Machini, Wanjiku Mbugua, Gladys Kemunto, Tabitha Onyinge, Rose Lukalo-Owino, Josephine Karani, Irene Mwivano, Penninah Kihika and Medina Asman for their useful insights during the development of the plan.

Special thanks to Carol Lintari, our consultant for her invaluable comments and guidance. This is much appreciated.

I wish to sincerely thank the board, the secretariat and the members of AMWIK for their co-operation and active involvement in the preparation of the plan.

It is my sincere hope and trust that the plan will be actualized as strategized, and that it will draw the much-desired support from our development partners, the government and the AMWIK family as a whole.

Jane Thuo
Executive Director

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Acronyms

AIDOS	Agency/Gender Support Programme
AIDS	Italian Association for Women in Development
AMWIK	Acquired Immune Deficiency Syndrome
CIDA/GESP	Association of Media Women in Kenya
CSO	Canadian International Development
CWL	Civil Society Organisations
DANIDA	Caucus for Women Leadership
DFID	Danish International Development Agency
EPPP	Department for International Development
FEMNET	Engendering the Political Process Programme
	African Women Development and
	Communication Network
FGM/C	Female Genital Mutilation/Cut
FO	Funding Organisation
GGP	Gender & Governance Programme
GOK	Government of Kenya
HIV	Human Immunodeficiency Virus
ICT	Information Communication Technology
IEC	Information Education and Communication
ILO/IPEC	International Labour Organisation/International
IOM	International Organisation of Migration
KBC	Kenya Broadcasting Corporation
KNA	Kenya News Agency
KUJ	Kenya Union of Journalists
M and E	Monitoring and Evaluation
NCEP	National Civic Education Programme
NCWK	National Council of Women of Kenya
NGOs	Non-Governmental Organisations
ILO/IPEC	International labour Organisation /
	Programme for the Elimination of Child Labour
RMTF	Regional Media Task Force
SNV	Netherlands Development Organisation
SP	Strategic Plan
SWOT	Strengths Weaknesses Opportunities and Threats
UNESCO	United Nations Educational Scientific and Cultural
	Organisation

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AMWIK MANAGEMENT TEAM

Board Members

1. Chairperson Sylvia Machini, Lecturer, Multi Media University
2. Vice-Chairperson Sandra Ndonge, African Regional Representative, Radio Netherlands
3. Secretary (Ex-Officio) Jane Thuo - Executive Director AMWIK

Committee Members

1. Elizabeth Opudo Communications Manager, Kenya Women Holding
2. Penninah Kihika Communications Officer, Ministry of Arid and Semi Arid lands
3. Irene Mwivano Journalist, Global Press Institute
4. Debra Nesoba Senior Program Officer, TISA
5. Rita Maingi Grants Officer, UN-OCHA Somalia
6. Josephine Karani TV Producer, KBC

Members of the Secretariat

1. Ms J. Wambui Thuo Executive Director
2. Marcelline Nyambala Programmes Manager
3. Lilian Juma Programme officer
4. Charles Kerungu Finance and Administration Officer
5. Bernard Ogoi Radio Programme Officer
6. Joyce Nyaruai Programme Assistant
7. Mercy Mwikali Office Assistant
8. Lawrence Muriithi Driver

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Executive Summary

Over the past few decades, Kenya has witnessed resurgence in concerns and increased awareness of issues related to the enhancement of the status of women and children in society. Coupled with this have been political goodwill and the creation of a conducive environment for the growth and expansion of specialist organizations established to address the wide-ranging needs of women.

The forthcoming 2012 general elections will be held within the framework of the new constitution and great effort will go into civic and voter education to help Kenyans understand their voting rights and obligations and especially the offices they shall be voting for. This will call for all state and non state actors to rally around this need as a priority for the year to ensure that Kenya does not have a repeat of the poll chaos experience in the 2007 elections. This alongside the implementation of the new constitution, the ongoing ICC process and the various social and economic concerns that call for greater attention are pointers to the critical role AMWIK will need to play in ensuring that women's concerns are kept within the processes and discussions.

Since its establishment 1993 as a primary specialist organization to address the plight of women in the media, the internal and external challenges facing the Association are numerous. The Association finds itself as the centre piece and best placed to tackle the concomitant concerns of women and children who continue to be 'locked out' of the mainstream development.

In order to better equip itself to respond to its the needs of its members and stakeholders, the Association deemed it necessary to re-define its vision, mission and re-focus its strategic direction. This, it was also believed, would help the institution to remain relevant in the fast mutating socio-economic environment and the resultant changing situational realities that it must continue to respond to.

The Association, through this plan, has taken stock of its current position, limited resources, management structure and acknowledged that there is need to enhance human and fiscal capacity to enable it realize its performance targets both effectively and efficiently. This review has been essential in helping AMWIK get a better understanding of its limitations, re-evaluate its stakeholders and partners as well as how to best harness the skills and abilities of its members in the implementation of this strategic plan.

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This document will be open to review and change to respond to the context and issues under which AMWIK will be working for the next 5 years to ensure that the Association is constantly responding to the needs of women through the media and within the media. The proposed areas of work have however been arrived at through a rigorous process within the membership and with the help of a consultant and will form the basis of AMWIK engagement from 2012 -2016.

This Strategic Plan will therefore serve as a key reference point in developing annual plans, which will be reviewed each year, so that lessons learnt from previous activities, can inform subsequent plans. This will be made possible through the monitoring and evaluation mechanisms that have been incorporated within the strategic planning framework.

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1. INTRODUCTION AND BACKGROUND

1.1. The organisation

1.1.1. Brief historical profile

The Association of Media Women in Kenya, (AMWIK), is a national media Association established in 1983 and registered under the Societies Act as a non-profit membership organisation for women journalists from the print, electronic media and other areas of communication. The Association was founded prior to the United Nation's Third World Women's Conference held in Nairobi in 1985 by women in middle and senior management levels in the media.

The Association's primary focus is women, and it uses the media as a tool to advance issues that affect them. The Association recognizes that gender inequality and inequity undermines the effectiveness of development. It also recognizes that media is a powerful tool for social change and agenda setting. Consequently, it harnesses the competencies of its members to give women's and gender issues visibility in society. AMWIK's challenge however remains to ensure that media outlets positively package and widely disseminate information on issues of concern to enable communities make informed choices.

In 2008, AMWIK undertook a review of its constitution to reflect growth of the institution. The review was also meant to respond to the need to change various structures to make the institution more effective and efficient in its work and to clearly define the roles of various arms of AMWIK including the membership, the board, and the secretariat to avoid overlaps and duplication of effort.

1.1.2. Management

The board is the elected non-executive body of the Association and is responsible for setting out the governance policies of the Association. All registered members qualify to be elected as board members. The board has the mandate to Appoint the Executive Director, provide strategic direction and oversee the enforcement of the internal control policies and procedures and ensure that the systems of internal control are functioning effectively, among other responsibilities.

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The AMWIK secretariat is situated at Wendy Court, on David Osieli off Waiyaki way in the Westlands area. The Secretariat is headed by an Executive Director who is also in charge of administration and finance of the Association as well as the Secretary and an ex-officio in the board. As the Secretary to the board, the Executive Director deals with all communication of the Association under the general direction of the Board, undertakes day to day management of the organisation and is responsible for the safe keeping of all records of the Association and recording and circulating of minutes of all Association meetings. The Executive Director works under the general direction of the Board

(See the AMWIK organogram - Annex 1).

1.1.3. Membership

Its membership comprises employees of various media houses, Non-Governmental Organizations (NGOs) and other institutions as well as independent content producers.

1.1.4. Success story

Since its inception, AMWIK membership has grown from around 50 in 1993 to 300 currently. The Association maintains cordial relations with journalists in all media houses and has continued to receive their support in the implementation of its projects. AMWIK is committed to promoting the right to and use of information to create an equitable society.

1.2. The strategic planning process

The focus of this Strategic Plan is on organizational growth and program development for the members and the primary stakeholders - women and children. It builds on AMWIK's experience in promoting a more gender-sensitive approach to the coverage of women and children and related issues. The plan takes cognizance of the changing environment within which AMWIK operates. To arrive at this strategy, AMWIK undertook the following process.

1.2.1. Review of the 2005-2010 strategy

In January 2011, the board and staff of AMWIK undertook a two day workshop to review the implementation and impact of the 2005-2010 strategic plan. The staff members were taken through a thorough review of the institutions performance and the extent to which the organisation had reached its 5 year goals.

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1.2.2. Management workshop

The staff and management then held a meeting under the guidance of the chairperson to review the strategy. During this meeting, the participants reviewed the vision, mission and core values of AMWIK. The strategic goals were also reviewed to reflect the context within which AMWIK will be working for the next 5 years.

1.2.3. Review with a consultant

A consultant was then brought in to work on the draft strategy putting into consideration the discussions that had already taken place. The consultant was also mandated to work with the AMWIK management to further refine the thinking towards the 5 year strategy.

1.2.4. Validation workshop with membership

The draft strategy was then presented to a full members meeting to get their input and to ensure that the strategy not only reflects the wishes of the members, but also that the members understand both the external and internal environment under which AMWIK is operating in, the opportunities that present themselves, challenges to be dealt with and hence how to harness the strengths of AMWIK to make an impact in the lives of women.

1.2.5. Final strategy report

The final strategy was then drafted taking into account the recommendations from the members meeting and other feedback received from AMWIK board and management.

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2. THE OPERATING ENVIRONMENT

2.1. AMWIK'S Internal Environment

Having been in existence for 25 years, AMWIK has gathered a lot of experience and gained credibility in the work that she does. Many organisations have used the networks and goodwill of AMWIK to not only access the media but also to understand the working of the media. AMWIK is therefore trusted by women and women organisations as a vital and effective link to the fourth estate. AMWIK will therefore need to harness the strengths that give her this unique place in the women's sector to further the agenda of the visibility of women and the issues that make their day to day experiences through the media. These advantages include:

2.1.1. Strengths

- A defined organizational structure
- Existence of a functional representative board elected by the general assembly
- Functional secretariat with good infrastructure
- Strong growing/dynamic membership base with diverse skills.
- Credible public image
- Good working relationship with government, media organisations, communities, training and research institutions and civil society partners
- AMWIK is a legally registered entity
- Networks with other like-minded organisations
- Operating management systems
- AMWIK constitution
- 25 years experience in media strengthening, advocacy and promotion of women's rights through media.
- Strong record of publishing and broadcasting
- Established relations with development partners
- Expansion of programmes
- Existence of a resource centre and radio studio
- Diverse channels of communication
- consultancies and research
- New media

2.1.2. Weaknesses/challenges

AMWIK as an institution also needs to strengthen herself in order to make greater impact to women's lives in Kenya. Like every good organisation, AMWIK has time again considered her weak links that could compromise the quality and quantity of the work and interventions she intends to engage in

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during the next 5 years. These are the issues that the organisation will prioritise in her institutional strengthening endeavours and include:

- Inadequate Policy guidelines
- Over-reliance on donor funding and lack of a sustainability strategies
- Inadequate M&E structure
- Lack of ownership by the membership resulting in low interest and participation in the affairs and activities of AMWIK.
- Inadequate facilities/resources in the resource centre
- An outdated website

2.2. AMWIK'S External Environment

Kenya is the threshold of a unique election period where alongside various governance transitions including moving from the old constitutional dispensation and provisions to the new constitution which has proposed major changes in the way the country will be governed from now and even more so after the 2012 elections. There have been other changes and opportunities that have presented themselves that have the capacity to influence AMWIK's work both positively and negatively that will need to be taken into account as AMWIK plans her work for the next 5 years. These are grouped thematically in this section.

2.2.1. Political

- Expansion of democratic space.
- Increased political space for women.
- 2012 general election – programmatically, environment
- New constitution
- Enhanced government, NSA partnerships
- Increased representation and participation of Women in leadership.
- Entrenchment of Affirmative action in the constitution Proposed change of governance structures after the 2012 election.
- Kenya's golden jubilee
- Freedom of information bill
- Expanded bill of rights in the new of rights
- ICC process
- 2012 Election and the emerging Political polarization
- Negative ethnicity
- Perceived differences among women due to political party affiliation
- Political conspiracies (Patronage& Cronyism) that lead to fewer nomination of women?? Look for right term.

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- Negative voter attitudes and cultural biases towards women candidature.
- Low political awareness among women
- Candidature and nomination – of who and why?
- Uncertainty that comes with the imminent change of regime
- Possible exclusion of women and other minority groups due to Stringent nomination requirements in the constitution and the political parties bill – (look at issues of concern here)
- ICC process and its possible implications to the stability of the country after 2012
- Poor governance culture

2.2.2. Economic

- Vision 2030
- Funding for the implementation of the new constitution
- Uniqueness of AMWIK services and membership
- Opportunities for consultancy services
- Increased women in the media
- Devolved government – AMWIK members presence in the counties
- Donor and government recognition
- Investment opportunities at the county levels
- Regional collaboration
- Influx of refugees
- Establishment of special designated funds for women and youth
- Challenge of increased poverty especially among the women and high cost of living due to inflation
- Global economic decline
- Reduced incomes
- Donor fatigue and dwindling support resulting in insufficient financial resources
- Bad economic foreign policies
- Change of political regime after the 2012 elections may affect donor decisions
- Diversion of donor funds to mitigate famine and drought in the region.
- Corruption
- Competition with mainstream media and other media organisations for donor funding
- High cost of media space/airtime
- Blocking of funds in common pools – basket funding

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2.2.3. Social

- Entry of women to leadership positions
- Increased number of women attaining higher education
- Guaranteed social rights – housing, health, education etc
- Guaranteed access to information
- Vision 2030 as a social pillar for development and provision of services
- Increased population of young people
- New constitution- recognition of various rights and opportunities
- Existence of legal frameworks to deal with violations against women and children like the children’s Act of 2001
- Insensitive media culture towards women
- Retrogressive beliefs, attitudes, opinions and perceptions towards women
- HIV/AIDS
- Unemployment and idleness of young people
- Harmful traditional practices and culture
- Diminished family values
- Substance abuse
- Insecurity – presence of organised militia groups in various parts of the country
- Food insecurity due to famine, drought and poor government policies

2.2.4. Technological

- Advances in media technology
- ICT revolution and increased access to opportunities / information by women
- Multiplicity of media channels
- Increased funding on New media
- Increased ICT training institutions
- E-learning and E- policies
- Scarce resources for technological upgrading
- Lack of legal framework to regulate media technology
- Lack of capacity to understand, utilize and effect policies to mainstream information technologies
- Dynamic nature of the technology environment coupled with inadequate regulation of the ICT industry.

2.2.5. Ecological

- Favourable climate and good tourism prospects
- Good conservation policies

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- Supportive legal framework
- Carbon trading
- Effects of climatic changes resulting in erratic weather patterns
- Famine and drought
- Genetically Modified Organisms (GMOs)
- Weather induced poverty due to overreliance on rain fed agriculture
- Non adherence of environmental laws
- Environmental degradation and pollution

2.2.6. Legal opportunities

- New constitution and attendant legislation
- Reform of judicial systems and structures
- Domestication of international legislations
- Politicization of the implementation of the constitution
- Transition oversight
- Backlash against the affirmative action article in the constitution

2.3. Problem Analysis

The 2012 election will be held within the framework of the new constitution. This will call for intense capacity building for women who will be running for various offices under the new dispensation. This coupled with the need for enhanced civic education to ensure the electorate understands the offices they will be voting for will call for greater engagement by non state actors especially in this voter education. Civil society organisations have to rise to the occasion and be vigilant to ensure that Kenyans are not cheated out of the gains of the new constitution which they voted for in August 2010.

In this scenario, women stand most vulnerable as they have less access to information and therefore could easily go to the ballot without fully understanding what they need to do. AMWIK and other stakeholders in the civil society will therefore try to ensure that women access this information using both conventional and non conventional means of dissemination including mainstream media and also radio listening groups that can reach women at the grassroots level.

Given the masculine nature of the mainstream media, women vying for various positions are likely not get as much airtime and space to articulate their political stands. This is mainly a factor of the financial constraints of accessing this space and airtime and also because most women do not know how to package their messages to attract media coverage. AMWIK will seek

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to build the capacities of these women to effectively use the media and also lobby for their coverage within the various media houses as well as proactively profile these women to ensure the general public knows them and the value addition of voting women into various positions of leadership.

AMWIK itself as an institution has also been faced with the dilemma common to many non profit making organisations, which is sustainability. This has on many occasions made it difficult for the organisation to meet its goals and objectives as it is forced to survive on donor funding. This has altogether been harder given the shrinking funding opportunities. AMWIK will therefore be seeking within this strategy period to build financial and other sustainability measures to reduce donor dependency.

3. STRATEGIC DIRECTION AND THEMATIC FOCUS

3.1. Identity, vision, mission and core values

3.1.1. Vision

A just society in which the media embraces and promotes equitable development, human rights and women rights

3.1.2. Mission

AMWIK seeks to use the media to promote an informed and gender responsive society in Kenya and Africa.

3.1.3. AMWIK Overall Goals

- i) To promote the right to and use of information to create a society that has equitable access to opportunities;
- ii) To create an informed and resourceful society;
- iii) To ensure balanced media coverage of women issues;
- iv) To build the capacity of women to effectively tap the potential of the media in highlighting their specific concerns;
- v) To foster greater understanding of issues affecting women through the media;
- vi) To organize and unite media women in fellowship and link them with similar organizations elsewhere.

3.1.4. Corporate Values

The values that underpin the operations of AMWIK are:

- Responsibility- maximize the responsibility by devolving decision making at all levels.

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- Teamwork- recognize and encourage individual contributions, with everyone working toward the same objectives
- Integrity- Always act consistently with our principles regardless of the short-term benefits.
- Justice/ fairness- individuals should be evaluated and rewarded objectively based on their contributions towards accomplishing our mission.
- Equity – this should be applied when dealing with members, staff and other stakeholders of AMWIK
- Inclusivity – this will apply to members, the staff and other stakeholders including recommendations made during project activities.

3.2. Thematic and programmatic focus

Since its inception, AMWIK has carried out various programmes which have helped it move closer to the fulfilment of its above-stated vision. The programmes have been carried out with different partners in a participatory manner. They have to an extent contributed to the improvement of women's images in the media as well their visibility, albeit in a small way. It must be noted that it takes time to change attitudes, especially when they have been deliberately and systematically cultivated and preserved. AMWIK continues to work with like-minded forces in ensuring that women take their rightful and deserved place in society.

3.2.1. Programme Areas and Achievements

The programmes fall under the following thematic areas:

- Information gathering and dissemination to create public awareness for social mobilisation
- Policy research, lobbying and advocacy
- Capacity building and knowledge base expansion
- Institutional strengthening and/of intersectional linkages between various government and civil society organisations

3.2.2. AMWIK Programme

Over the last 5 years, AMWIK has grown tremendously in terms of its programmes and membership. The contributions of AMWIK towards a more gender inclusive society as well as one in which social justice is entrenched have included:

Campaign against Gender based Violence

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This has been done through various initiatives including a project coordinated by AIDOS, and funded by the Italian Ministry for Foreign Affairs through UNICEF's programme "Working towards a global movement for the abandonment of female genital mutilation and cutting in a generation" which seeks to promote its elimination not only in Kenya but also sub-Saharan Africa and Egypt. Other programmes are simplification and dissemination the sexual offences Act of 2004 to community members in select districts in the country in partnership with CREAM, supported by the Open Society Institute. Others include the Stop FGM International Conference in 2004 that came up with the Nairobi Declaration against FGM, Creating Awareness On Violence Against Women Using ICTs In Central Kenya, Media Campaign to End Workplace Sexual Violence, 16 Days of Activism Against Gender-Based Violence and a campaign to counter human Trafficking in Kenya.

Peace and respect for Human rights

Following the post election violence AMWIK has raised awareness on the importance of sustained peace, reconciliation and respect for human rights amongst different communities in the Rift Valley and also disseminated information on available income generating activities for community's economic empowerment.

Promoting Women's rights and economic empowerment

AMWIK implements projects to promote women's human rights and well as their economic empowerment. This have included community radio groups on women's rights as well as on issues such as aquaculture, micro enterprise and linking them to various micro -finance opportunities.

HIV/AIDS Campaign

In its quest to improve the role of the media in HIV/Aids prevention and control, AMWIK provides well researched and edited online feature articles ready for publication. The articles highlight human interest stories on HIV/AIDS related issues. This UNESCO-supported programme earned AMWIK an award for being the Most Committed media body to HIV/AIDS sensitisation campaign during the Journalist of the Year Awards (organised by the Kenya Union of Journalists in December 2003). AMWIK mainstreams HIV/AIDS issues in all its projects.

Gender and Governance Programme

The Association has been involved in activities aimed to encourage increased participation of women in leadership at all governance levels. Towards this end, AMWIK has been involved in to programmes, the Engendering the Political Process programme (EPP1) in 2002 prior to the general elections and

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in the Gender and Governance programme (GGP) that commenced in 2005 to date. AMWIK builds the capacity of women leaders on how they can effectively use the media to profile themselves, promotes media coverage of gender issues by the media and produces a publication, "The DAWN" and radio programmes to profile women and create public awareness on women leadership.

National Civic Education Programmes

Similarly, the Association is involved in civic education programme that seeks to create public awareness as well as educate the public on issues of governance, democracy, nationhood and human rights. Most of these have been under the National Civic Education Programme (NCEP).

Monitoring Devolved Funds

AMWIK has a programme monitoring the devolved fund. This has involved sensitisation of communities on the devolved funds such as Constituency Development Fund, local Authority transfer fund (Latif) amongst others.

Child Labour Campaign

The Association has in the last four years carried out media and community awareness campaigns against child labour with the support of International Labour Organisation/International Programme on Elimination of Child Labour (ILO/IPEC) and Winrock International.

Child Sexual Abuse and Exploitation

AMWIK has carried out media and community awareness on Child Sexual Abuse and exploitation and published a journalists CSAE code, which equips journalists with key journalism principals on conducting interviews with minors and especially child survivors of sexual abuse.

3.2.3. Key Approaches for the programmes

Capacity Building and Knowledge-Base Expansion

AMWIK's commitment to professionalism has culminated in the training of different groups on media related issues over the years. For example, it has conducted training sessions for editors on how to report and prioritize social issues such as gender, HIV/AIDS, child labour, effects of global policies on women and other emerging issues. Under this programme AMWIK trains partner organisations and women leaders on effective media use to profile their activities.

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Production of Radio Programmes & Community radio listening Groups

The Association's effort to spread information through the media has led to the production of quality radio programmes for, and to support its other ongoing programmes. Some of these have been series produced and aired on local radio stations as well as community radio listening groups. Other programmes have targeted specific messages such as Gender-Based Violence, peace messages, fish farming which are recorded on audio cassettes for specific community radio listening.

Advocacy and lobbying

AMWIK engages in strategic advocacy for issues within its programmes. AMWIK had been involved in the advocacy and lobbying for Sexual Offences Act, Children's Act, Prohibition of FGM/C Act 2011, and the respect of principle of 1/3 representation in institutions of governance. AMWIK has also been lobbying for improved representation of women's voices in the mass media as well as improved representation of women in the media houses especially in leadership positions.

Networking

To leverage its work AMWIK has maintained a strong network with the media and its various stakeholders. Similarly AMWIK interacts with the civil society Organisations (CSOs) especially those in the women's movement and working on governance programmes.

3.3. Membership Activities

AMWIK's activities are predicated upon the assumption that Kenya's progress is inextricably linked to women's active and quality participation in development. The Association takes cognisance of women's inalienable right and ability to express themselves in both conventional and non-conventional media.

3.3.1. The Regional Women's Exchange Programme

Networking, sharing and peer learning are important strategies in AMWIK's advocacy work. It therefore runs and participates in an exchange programme that brings together women media organisations from Tanzania, Uganda, Ethiopia, Zambia and Kenya. Women journalists from the five countries spend a year in the host association to learn and share different skills and experiences.

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3.3.2. AMWIK Scholarship Fund

Women and girls continue to face discrimination in the education sector due to out-dated traditions and boy child preference. Girls are still missing out on school in spite of the free primary education, to help their over-stretched mothers in household chores and child nurturing.

Those who secure places in educational institutions, still find themselves not performing well in their studies, due to interference of socially ascribed gender roles.

In the field of journalism, a large number of women media practitioners are diploma holders in spite of the paradigm shift in the market towards recruitment of journalists with a more broad-based orientation and higher academic qualifications (a first degree, post graduate diploma or Masters).

The AMWIK Scholarship Fund, a first of its kind, was started in 2004 with the aim of addressing this situation. It is a unique idea that was initiated and is being coordinated by the members themselves. It was borne out of the necessity to assist members to access higher education for their own benefit and that of the entire community.

The scholarship fund is a revolving fund, and beneficiaries are required to pay back a certain percentage of the amount given to them, to enable other deserving and committed members to also benefit. A fundraising committee oversees the selection process and ensures strict adherence to the stipulated criteria. The committee reports to the Board.

In 2004 KES 1.3 million was raised through two major local fundraising events, a fundraising dinner in April and a walk in December which enabled four (4) members to access higher education.

The second dinner was held in July 2005 and realised KES 1.4 million. Five additional members were admitted into local universities, two at the post-graduate and three at undergraduate levels.

The Association held its third consecutive dinner fundraiser in 2006 where KES 1.7 million was raised. As a result, another 3 members accessed university education. AMWIK is proud of this initiative and hopes that the fund will assist as many members as possible to access higher education. In realizing the objectives of this initiative, the Association has been supported

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by individual friends, corporate organizations and the members themselves, all to whom it is deeply indebted.

The Association is exploring ways and means of instituting mechanisms to ascertain the sustainability of the fundraising endeavour. In 2011 the Association raised Ksh 1.2 million towards the scholarship fund. This brought the number of beneficiaries over the last six years supported by the fund to 25 women journalists and communicators

3.3.3. AMWIK Welfare

The Welfare committee was established to address important life milestone in the lives of members which are none professional in nature. Committee comes in inform and mobilize support in case of the unfortunate demise of members or their immediate family members, the committee may also mobilize visits of members in case of serious illness. Through the welfare committee members are able to join colleagues in celebrating incase of weddings, a bundle of joy (new born babies) etc. The committee also mobilizes members for the annual visit to Shangilia Mtoto was Africa children's home which AMWIK has been supporting for a number of years

3.3.4. Social Networking

The Association provides members with a fora for social networking amongst media and communication professionals during meetings, AGM, committees. Similarly it has provided an opportunity for networking with other male professionals and individuals coming from like minded organizations.

3.3.5. Mentorship Programmes

There have been opportunities for members to be mentored by colleagues on professional issues. AMWIK has also in the past mentored younger girls through the "Take a child to work," where members including journalists, Government information officers, communication managers etc were able to take a young girl to their office for a day in order to expose them to the work environment.

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3.4. AMWIK resources and capacity for implementation

3.4.1. Membership

Many members of AMWIK have been involved in the implementation of AMWIK programmes since its inception. The members have especially been spearheading training and capacity building of partners as well as other community service activities.

3.4.2. Representation in decision-making structure:

Decision-making in AMWIK has been participatory and members, the board and the secretariat seek consensus on different issues towards the effective implementation of its programmes.

3.4.3. Secretariat

AMWIK has a well established and functioning secretariat which is able to support the implementation of various initiatives and programmes.

3.4.4. AMWIK Annual Dinner

This has enabled AMWIK keep the *Scholarship Fund* kitty which has so far benefited 18 members and enabled them attain higher education and better their chances for better jobs.

3.4.5. Media and Civil Society Networks

AMWIK has developed strong networks with mainstream media establishments on one hand and women organisations on the other. This has come in handy in helping the organisation boost the coverage of women's issues in the media and also in working with other organisations towards fulfilling her mandate.

3.5. AMWIK Partners

AMWIK has received support from several donor agencies including DFID/British Council, DANIDA, CIDA-GESP, AIDOS, UNESCO, Open Society Institute, Mama Cash, the Norwegian Embassy, Netherlands Embassy, Global Knowledge Fund, Oak Foundation, UN Women (formerly UNIFEM), Winrock International, ILO/IPEC, KIOS and Friedrich Ebert Foundation, UNICEF, Ford Foundation, United Nations Democracy Fund

3.6. NETWORKS

AMWIK is a member or affiliated to various networks at international, regional and local levels. These include: African Women Development and Communication Network (FEMNET), the Gender Based Violence (GBV) sub-

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cluster, Caucus for Women's Leadership, Women's Political Alliance, Workers Rights Watch, Coalition against Child Labour, and the National Council of Women of Kenya (NCWK). Sharing Technology and Resources for Engaged and Active Media (STREAM), Tukomeshe Unajisi Network (TUNE) and the Think Tank on Constitutional implementation.

AMWIK is also a member of the Trafficking in Persons' Network which is involved in creating awareness on persons and child trafficking. The project aims to create public awareness and lobby policy makers to develop and enact policies that address persons' trafficking in Kenya. This network is supported by the International Organisation on Migration (IOM).

The Association is recognized as one of the leading media organisations in Kenya. It has working partnership with the Media Council, Editors Guild, Kenya Union of Journalists, African Women and Child Feature Service among others. It gives a voice to women both in the mainstream and alternative media in general, and through news and feature articles and the programmes that they produce. It has been involved in building the capacity of organisations on effective media use and acts as a linkage between the media and the organisations.

AMWIK has acted as a reference point for many journalists in Kenya and abroad on issues affecting women and children and their portrayal in the media and in society.

4. STRATEGIC PRIORITIES WITHIN THE FIVE YEAR PLAN PERIOD

4.1. Operation strategy

The following strategic orientations will enable AMWIK to effectively operationalise its vision and mission and achieve the desired results.

4.1.1. Membership development

AMWIK is boosted by the fact that it has a credible membership in different parts of the country, across media houses and with diverse skills. However these skills need to be tapped in some instances, enhanced in others and better utilised in the majority. AMWIK will continue sharpening these skills by building capacities of members through training (exchange programmes) and in higher institutions (fundraise to provide scholarships) as it has been doing.

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The development of the communication industry poses new challenge to the entire media industry and women journalists in particular. AMWIK will in future endeavour to provide facilities and opportunities to its members so that they are able to compete effectively in the market. This is a tall order but AMWIK will work closely with like-minded partners and well wishers to make this a reality.

4.1.2. Lobbying and advocacy towards a more gender responsive media

Women and children continue to be among the most vulnerable in society. There is an increasing trend of rape and violence against women and children. They continue to be vulnerable because of impact and effects of HIV/AIDS in families. They will therefore remain the primary stakeholders of AMWIK's programmes in the next five years. AMWIK will continue to pursue this agenda in order to educate the public on issues affecting women and children through the media.

4.1.3. AMWIK Institutional Strengthening

As the organisation continues to grow there is need to emphasise on efficient and effective human resource, finance and programme management systems. The current systems and procedures need to be updated and strengthened to meet growing organisational demands. The programme systems and staff also need strengthening so that the organisation is able to respond to new challenges and expectations. A monitoring and evaluation system needs to be developed and activated to facilitate programme's monitoring. This will improve programme implementation and follow up

The mission and vision of AMWIK is not well understood by members and this has been seen as one of the contributing factors to the low participation of members in AMWIK's activities. Lack of clarity of member's role within the association has also led to unrealistic expectations from the members.

AMWIK's demonstrated competencies place it in the forefront in addressing gender and media issues, women and children's rights through the media, media policy, women friendly media houses and working environment. This requires huge amounts of money which AMWIK must raise. A capacity scan shows there is some weakness in fundraising for programmes which should be addressed. Members are also weak on this point. This calls for capacity building in fundraising and perhaps the recruitment of a resource mobilization (fundraising officer) to strengthen the existing team.

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4.1.4. Collaboration and networking

AMWIK's programmes are done in collaboration with media houses. Some of this support includes publishing or airing of AMWIK's programmes. AMWIK will therefore continue to put in place strategies and activities to strengthen this valuable collaboration.

There is a lot of competition among NGO's for funds, therefore AMWIK will need to work in collaboration with like-minded organisations to minimise this competition and to influence policies that affect women and children. AMWIK will seek to collaborate and network with other actors and media so as to maximize on programmes' outcomes.

Lack of gender policies in media houses is an opportunity that AMWIK will take advantage of. AMWIK will carry out gender audits in media houses and lobby for institutionalization of gender policies in the different media houses.

4.2. AMWIK'S Strategic Goals and Objectives (2012-2016)

The following goals will be pursued by AMWIK during the plan period:

Goal 1

Promote democracy, governance, human and women's rights through the media

Objectives

- Promote women participation in governance
- Lobby for positive portrayal of women in the media
- Conduct civic education on the constitution
- Lobby with other stakeholders to hold the government accountable on various laws and policies as well as on the provisions of the Constitution.
- Promote access to public information.
- Promote women's Economic empowerment
- AMWIK to progressively raises its profile as an authoritative voice on gender, media and governance issues.

Goal 2

Enhance collaboration with like minded organisations to address issues of concern to women

Objectives

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- Collaborate with likeminded organisations to create awareness, advocate and lobby women and children's rights and concerns to ensure they are addressed.
- Expand coverage of pertinent issues for women and children in the media.
- Partner in monitoring of how women and children's rights and concerns are being addressed.

Goal 3

Enhance AMWIK's capacity to engage and influence media development through media research, advocacy and partnerships.

Objectives

- Sensitize media practitioners on development issues
- Engagement with other media players at national, regional and international levels to promote professionalism and industry development
- Undertake media research and advocacy

Goal 4

Promote gender responsive media and improve the status of media women in Kenya

Objectives

- Lobby for enhanced gender sensitive policies in Media houses
- Develop and enhance the professional and relevant skills of AMWIK members
- Monitor media coverage of pertinent issues on women and the status of women in the media

Goal 5

Strengthen AMWIK's membership and institutional capacity to manage and implement the Strategic Plan

Objectives

- Enhance AMWIK's capacity to expand the resource base and raise funds
- Strengthen and Enhance governance structures of AMWIK
- Develop Programmes, human resources, finance and administrative policies and systems
- Enhance organization, learning and reflection

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- Share the organisational vision and mission with the members
- Establish Corporate Social Responsibility activities as part of mentoring
- Incorporate and utilize diverse skills from members through engagement with new as well as old members of the Association.

Goal 6

Strengthen AMWIK's capacity for self sustainability.

Objective

- To Increase sustainability of the organization through media related services and diverse resource mobilisation initiatives.

4.3. Sources of Funding

AMWIK has over the years established a strong relationship base with various funding agencies and the portfolio has continued to grow/ AMWIK will use this goodwill to raise more funds as the demands to scale up her programmes and take up more programmes has been also growing.

One of the strategies that will be adopted in this strategy will be to have the members do more consultancy work for organisations to raise money towards the purchase of the institution's own premises. This will help in boosting creating sustainability.

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5. FRAMEWORK FOR IMPLEMENTATION OF AMWIK STRATEGIC PLAN 2012-2016.

Anticipated Result: Media contribution to the advancement and protection of rights of women and children

Strategic goal 1: Promote democracy, governance, human and women's rights through the media

Key Objectives	Activities	Indicators	Means of Verification	Actors	Expected outcomes
1.1 promote women participation in governance	1.1.1 Profile women role models through, a women's publication, print and electronic media	Number of stories published No of women highlighted	Newspaper cuttings, copies of TV and Radio programmes	Secretariat Board members	Increased women participation in governance
	1.1.2 Engage at community level on gender and governance to mobilise participation and support for women leadership	Levels of participation in gender and governance discussions by community members both men and women, youth,etc.	Minutes of meetings	Secretariat Members	Increased acceptance of women leadership at community level

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		No of women elected at community level			
1.2 Lobby for positive portrayal of women in the media	1.2.1 Raise awareness on negative portrayal of women by media in the public interest	Number and types of cases taken up in public interest	Case reports	Board secretariat and external support	Positive portrayal of women in the media
	1.2.2 Strengthen collaboration with other partners to eliminate practices that are unfavourable to women and children	Number of activities implemented jointly with partners	Reports of joint activities	Members secretariat and external support	Favourable practises of women and children in the media
	1.2.3 Strengthen collaboration with other organisations to enhance positive coverage	Number of activities implemented jointly	Reports and minutes of meetings	Members, secretariat and external support	Positive media coverage
1.4. Conduct	1.4.1. Create radio	Radio listening	Reports	Board	An informed

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<i>civic education on the constitution</i>	listening groups especially for women?	groups	Group registration	secretariat	society
1.5. Hold the government accountable on provisions that don't abide by the constitution	1.5.1 lobby for legislations that are in tandem with the constitution	No of lobby campaigns	Press reports	Board secretariat members	Increased government accountability towards the implementation of the new constitution.

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Strategic Goal 2: Enhance collaboration with like minded organizations to address issues of concern using the media

Objectives	Activities	Indicators	Means of verification	Actors	Expected outcomes
2.1 Collaborate with likeminded organisations to create awareness, advocate and lobby women and children's rights and concerns to ensure they are addressed.	2.1.1 Train AMWIK's target groups and partners on effective use of media	Number of partners trained	Training Report	Secretariat external support	Partners informed on how to use the media
	2.1.2 Highlight women and children rights	No of issues highlighted	Reports of campaigns and minutes	Members and secretariat	Reduced cases of women and children issues

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	through print and electronic media				
	2.1.3 Highlight instances where men are advancing & supporting women and children issues	No. Of men allies identified and profiled	Newspaper cuttings, copies of TV and radio programmes	Secretariat Board and members	A gender sensitive society
2.2 Expand coverage of pertinent issues for women and children in the media	2.2.1. Establish monthly pull-outs in leading newspapers on issues critical to women and children.	Copies of Monthly pull out Numbers of newspapers carrying AMWIK's pull out	monthly pull outs	Secretariat	Children and women issues highlighted
	2.2.2 Carry out research on women and children issues in the media.	Number of research carried out by theme and topic	Research reports	Secretariat Members and external support	Children and women issues given prominence
	2.2.3 Issue regular press statements	Numbers of statements issued	Copies of the statements,	Board and secretariat	Reduced cases affecting Women

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	on women and children in collaboration with other stakeholders		newspapers cuttings, TV and radio clips		and children
2.3 Partner in monitoring of how women and children's rights and concerns are being addressed.	2.3.1 Monitor communities levels of knowledge and involvement in implementation of women and children's right in the Constitution 2.3.2 Conduct media monitoring research on how women and children's issues are being reported in the mass media	Levels of engagement at community level, in the mass media. Type of coverage	Reports Radio programmes, news items, newspaper cuttings Press cuttings	Members, Secretariat Members, Secretariat	AMWIK and partners informed on community levels of knowledge, and participation as well as gaps AMWIK gains knowledge on how media is covering women and children's issues

Key Objectives	Activities	Indicators	Means of verification	Actors	Expected outcomes
3.1 Sensitize media practitioners on issues affecting women and children	3.1.1 Lobby for the recognition of women as sources of information for development	Number of women sought as sources by media practitioners	Media Reports, Minutes	Members Board and the secretariat	Increased visibility of Women leaders and their role in national/regional /local development initiatives
	3.1.2 Train journalists in techniques of reporting on women and children's issues	Number of journalists trained per year	Training reports and attendance list. Reports generated after training	Secretariat and external support	Gender sensitive/balanced reporting in various media
	3.1.3 Hold regular meetings with media managers	Number of meeting held	Reports and minutes	Secretariat board members and external support	Increased reports on AMWIK, women and children

Strategic Goal 4: Promote a gender responsive media and Improve the status of media practitioners

Key Objectives	Activities	Indicators	Means of Verification	Actors	Expected outcomes
4.1. Lobby for enhanced gender sensitive policies in Media houses	4.1.1 Research on status of media women	Areas of research identified and carried out	Research reports	External support, members	Increased media women in media houses

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	4.1.2 Lobby for the development and institutionalization of gender policies in the media houses	Numbers and types of lobbying strategies e.g. in house meetings and media forums	Minutes, reports newspapers cuttings and video clips	Secretariat, board and external support and members	Operational gender policies in various media houses
	4.1.3 Lobby for women increased representation in decision making in media houses	Number and types of lobbying initiatives e.g. in house meetings and media forums	Minutes, reports, newspaper cuttings and video clips	Board secretariat and members	Increased women managing editors
4.2. Develop and enhance the professional and relevant skills of AMWIK members	4.2.1 No of members trained	Type of trainings offered and number of members	Training Reports and attendance list	Board and secretariat	Professional AMWIK members

Strategic Goal 5: Strengthen AMWIK's membership and institutional capacity to implement the strategic plan

Objectives	Activities	Indicators	Means of verification	Actors	Expected outcomes
5.1 Enhance	5.1.1 Establish a	consultants identified	Database of consultants	Secretariat and Board	Consultants fundraising for

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AMWIK's capacity to expand the resource base and raise funds	pool of consultants from the membership to fundraise for the organisation				AMWIK
	5.1.2 Establish income generating activities e.g. consulting for other organisations	Number and types of consultancy	Consultancy services, operational contracts	Members and the secretariat	funds generated through consultancy services
	5.1.3. Establish a functional fundraising committee	Existence of a functional fundraising committee	fundraising committee meetings minutes	Board and Fundraising officer	AMWIK funds increase by at least 50% in the 5 years
	5.1.4 Establish a fundraising policy	Existence and adherence of a fundraising policy	fundraising policy document minutes of committee meetings and strategies applied	Board, fundraising committee, secretariat	Fundraising policy guidelines in place and in use
5.2 Strengthen and Enhance governance structures of	5.2.1 establish an election policy and committee (Align the election	Existence of an election policy and committee	Election policy and committee	Board and election committee	Credible, Free and fair elections

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AMWIK	guidelines with the constitution)				
	5.2.2 Develop TORs for the Board function	TORs developed	Board Identified	Secretariat and Members	A competent board
	5.2.3 Establish and implement mechanism for board motivation	Mechanism identified	Motivation	Board members	A motivated board
5.3 Develop Programmes, human resources, finance and administrative policies and systems	5.3.1 Develop Human resources procedures and guidelines	An operational Human Resources Manual	Human resources policy	Board, secretariat and External support	Human resources procedure and guidelines adhered
	5.3.2 Develop Financial and administrative policies and procedures	An operational Financial and administrative manual	Updated financial and administrative manual	Board Secretariat and external support	Financial and administrative policies adhered to
	5.3.3 Expand and Establish a system for sourcing, borrowing and disseminating	System for sourcing and disseminating information established and	Mailing list	Board secretariat and external support	Information disseminated

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	information	operational			
5.4 Enhance organization, learning and reflection	5.4.1 Carry out annual reviews and reflection of the strategic plan and build in changes in the subsequent year plans	Review Meetings of the strategic plan held	Minutes of meetings	Members and external support	Strategic plan enhanced
5.5. Enhance the members understanding of AMWIK mandate and programmes.	5.5.1 develop a training module for members	No of trainings held	Training modules Reports	Board members	Trainings for members enhanced
	5.5.2 Promote essay competitions for the members	No of essays No of People participating	Photos reports	Members secretariat Board	Essay competitions promoted
	5.5.3 Establish a communication policy and strategy	An operational Communication policy and strategy	communication policy and communication strategy	Board members	A communication policy enforced
	5.5.4 Enhance Bonding meetings	No of bonding meetings	List of participants Report	Board members secretariat	Members networked

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5.6. Establish Corporate Social Responsibility activities as part of mentoring	5.6.1 Encourage and promote girls to take up careers in journalism	No of girls school visited and girls talked to	Reports	Members and secretariat	Girls journalists increased
5.7. Incorporate and utilize diverse skills from members through engagement with new as well as old members of the Association.	5.7.1 Invite members to participate in AMWIK's programs	Numbers of members participating in various activities	Applications, reports and attendance list	Board, secretariat and members	Active participation of members in programs
	5.7.2. Give incentives to strengthen chapters outside of Nairobi or representatives of the Association.				
	5.7.3. Encourage and provide opportunities for				

Our Vision: A just society in which the media embraces and promotes equitable development, human rights and women rights.

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	beneficiaries' i.e scholarship fund & Exchange programme to participate in mentoring young professionals.				
	5.7.4. Identify training opportunities for women journalists who are AMWIK's members	Numbers of members trained	Applications, reports and attendance list	External support, secretariat and Board	AMWIK members trained
	5.7.5. Establish an editorial team to publish a regular newsletter	No of people in the Editorial team No of newsletters published	Publications and editorial minutes	Board, secretariat members and external support members	Newsletters published and printed

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Strategic goal 6: Strengthen AMWIK's capacity for self sustainability through provision of media related services

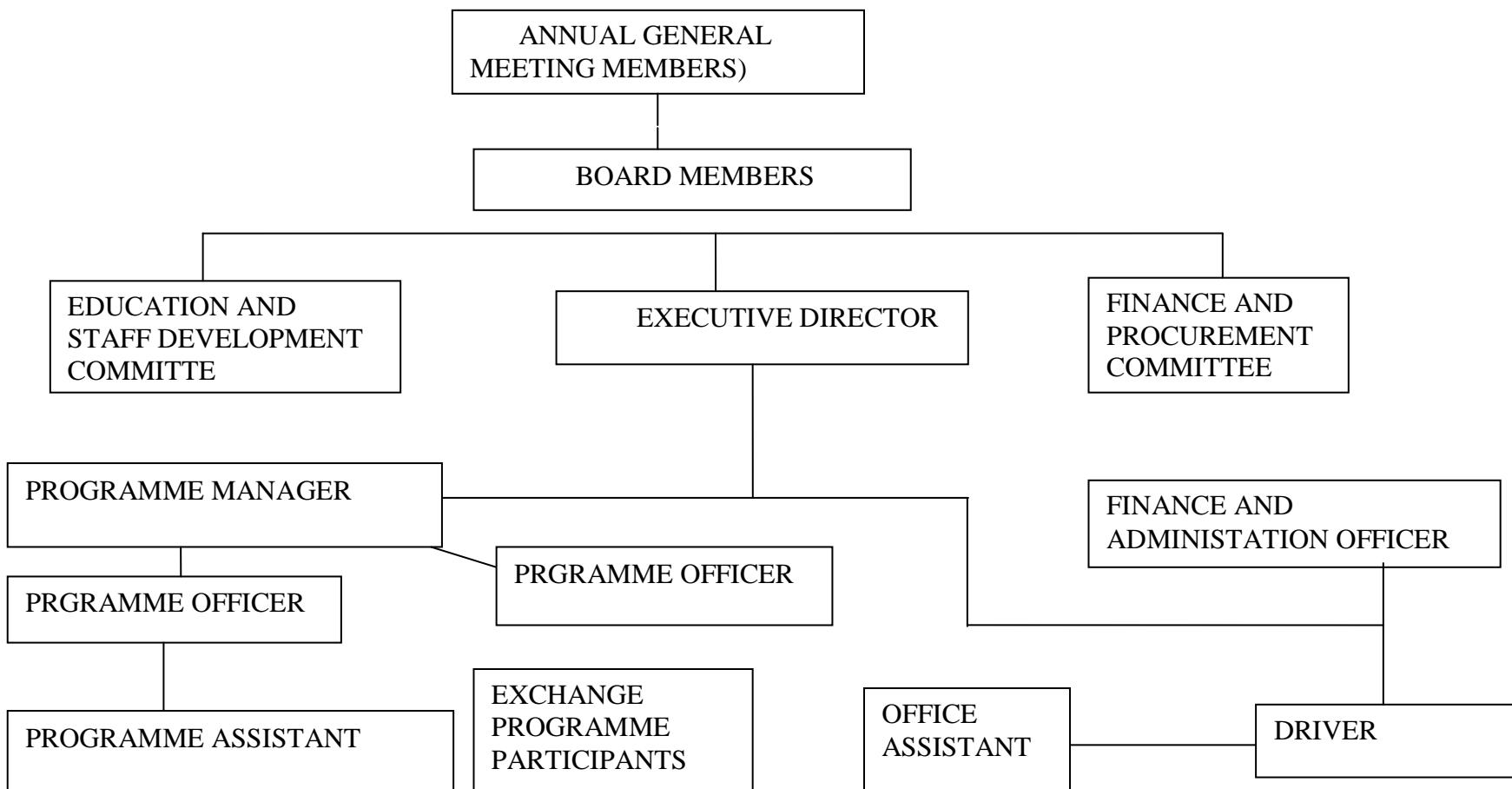
Key Objectives	Activities	Indicators	Means of Verification	Actors	Expected outcomes
6.1 increase sustainability of the organization	6.1.1 Train partners on effective media use	Number of trainings held No of members trainees	Reports, photos	Board, members and secretariat	A sustainable organization
	6.1.2 hire out the studio for radio productions	Number of hires	Records	Secretariat, board	A sustainable radio studio
	6.1.3. consider short and long term investment of AMWIK's dormant finances	Amount invested in various funds, bonds real estate etc	Financial Statements	Board, secretariat	Sustainable resources

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6. ANNEXES

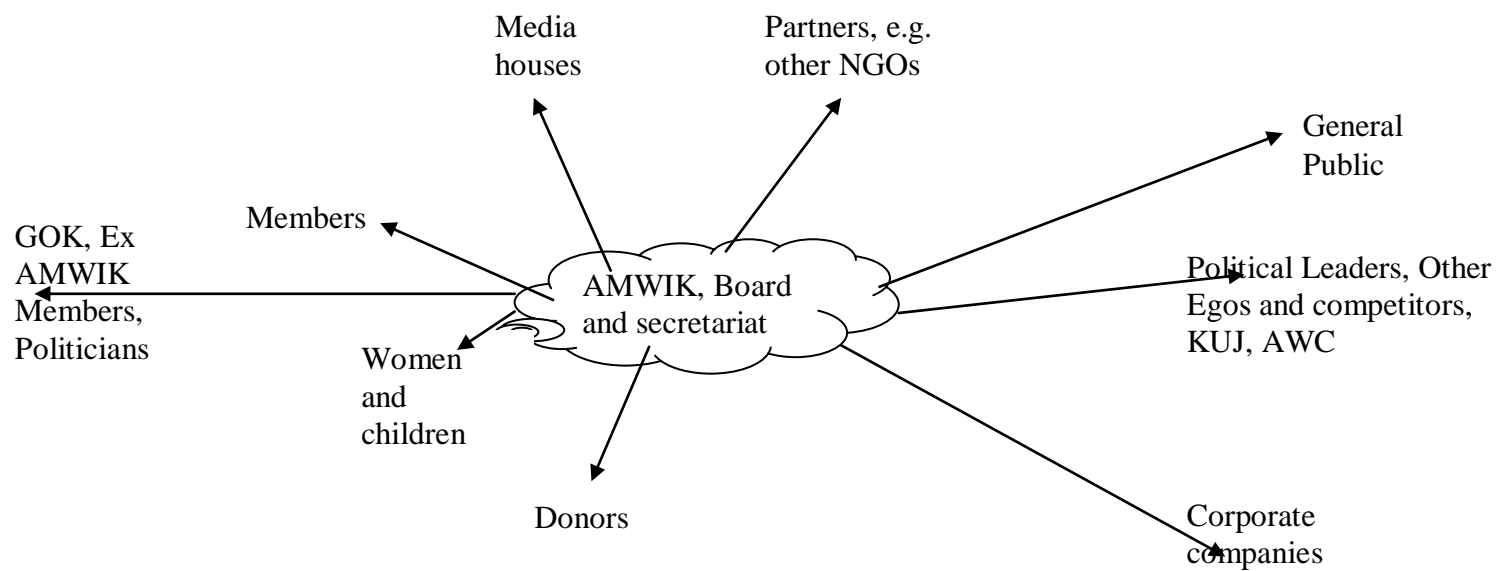
ANNEX ONE: AMWIK FLOW CHART (ORGANOGRAM)



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ANNEX TWO: AMWIK STAKEHOLDERS MAP



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ANNEX THREE: LIST OF PARTICIPANTS

- | | |
|----------------------|--------------------|
| 1. Rose Lukalo | AMWIK |
| 2. Tabitha Onyinge | AMWIK |
| 3. Pamela Mburia | AMWIK |
| 4. Medina Juma | AMWIK |
| 5. Zipporah Musau | AMWIK |
| 6. Wanjiku Mbugua | AMWIK |
| 7. Sylvia Machini | AMWIK Chairperson |
| 8. Jane Thuo | Executive Director |
| 9. Gladys Kemunto | AMWIK |
| 10. Denitah Ghati | AMWIK |
| 11. Kwamboka Oyaro | OD Consultant |
| 12. Sandra Ndonye | |
| 13. Irene Mwivano | |
| 14. Dorah Nesoba | |
| 15. Rita Maingi | |
| 16. Josephine Karani | |
| 17. Penninah Kihika | |
| 18. Joyce Nyaruai | |