



Association of Professional Broadcasters

STRATEGIC PLAN
2024 - 2028



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ABBREVIATIONS

AMWIK	Association of Media Women in Kenya
APB	Association of Professional Broadcasters
CA	Communications Authority
IAWART	International Association of Women in radio and television
IEBC	Independent Electoral and Boundaries Commission
KBC	Kenya Broadcasting Corporation
KCA	Kenya Correspondents Association
KEG	Kenya Editors Guild
KTN	Kenya Television Network
KUJ	Kenya Union of Journalists
MCK	Media Council of Kenya
MOA	Media Owners Association
TV	Television
UNDP	United Nations Development Programme
UNESCO	United Nations Educational Scientific and cultural Organization
VoK	Voice of Kenya

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We are hopeful that this roadmap will guide APB in its endeavor, to strengthen professionalism and excellence in the broadcast sector in Kenya.

Toepista Nabusoba

Secretary, Association of Professional Broadcasters

FOREWORD

I am pleased to present the first Strategic Plan of the Association of Professional Broadcasters (APB). The plan, covering the period 2024-2028, provides a roadmap on how the Association will execute its mandate. The Association is a voluntary professional body of professionals working in the broadcast chain as well as retired broadcasters.

These professionals decided to join forces to face the increasingly difficult work environment that they face. Threats, harassment, intimidation or violence from politicians, security agencies, criminals, or extremists have become the order of the day. In the recent past, we have also witnessed cases of mass retrenchment, change of employment terms from permanent and pensionable to contractual employment as well as the emergence of ageism in newsrooms. All these issues contribute to undermining professionalism in the broadcast sector in Kenya. Yet, there has not been a professional body for broadcasters to mitigate these challenges and leverage opportunities for training, career progression and advancement. This inaugural Strategic Plan sets out the strategic vision and outlines the priorities for the Association. It highlights the direction, objectives, and targeted activities to be executed in the next five (5) year period, in a very fluid media landscape. This plan takes into consideration the dynamic nature of the media landscape including the digital switchover and its attendant challenges.

The development of this strategic plan was participatory and consultative. I sincerely appreciate and recognize the executive committee, the special taskforce, and the consultants for their sacrifice in developing this inaugural plan and invite all stakeholders to work and walk with us.

Tabitha Mutemi, OGW

Chairperson, Association of Professional Broadcasters

ABOUT APB

The Association of Professional Broadcasters was registered in 2020 as a non-political, non-profit organization under the Societies Act, Cap 108 of the laws of Kenya. Its membership is drawn from broadcasters, producers, and technicians who are working or have worked in the broadcasting industry in Kenya. Broadcasting media houses lack resources and often come under pressure from government, political and commercial interests. At the same time, access to high quality training remains a challenge especially to most broadcasters and producers who joined the profession over a decade ago.

Established as a professional body to enhance media ethics, the APB is concerned with the falling media standards and professionalism. APB therefore aims to enhance media ethics, standards, and professionalism in the media sector. Members of APB have vast experience in all areas of broadcast journalism, with membership drawn from a wide array of renowned veteran and practicing broadcasters. APB's mission is to promote excellence in broadcast journalism, by providing a forum for networking as well as enhancing skills and knowledge. One of the major objectives of APB is to establish and promote a high standard of professional ethics and learning in broadcasting. The association nurtures and mentors young professionals in the field of broadcasting in Kenya. It also engages in legal and policy advocacy in the media landscape.

Key changes in the broadcast landscape, including the move from analogue to digital platforms has seen the proliferation of FM stations and the increased use and deployment of web-based social media platforms. These changes make it hard to distinguish professional broadcasters from citizen journalists. This complexity demands that APB puts in place the necessary skillsets, structures, systems, and resources to effectively deliver on its mandate. It also calls for active participation, together with other stakeholders in the Kenya Media Sector Working Group (KMSWG), the Kenya Editors Guild (KEG), the Kenya Union of Journalists (KUJ), The Kenya Correspondents Association (KCA), the Association of Media Women in Kenya (AMWIK) among others, to review various laws and regulations affecting the sector and align them with the changing market dynamics.

This Strategic Plan provides a guiding framework in appropriate strategies, activities and mechanisms for APB to develop an invaluable network of partners and stakeholders and to strengthen those collaborations.

1.0 A BRIEF HISTORY OF BROADCASTING IN KENYA

Kenya's oldest broadcasting station, Kenya Broadcasting Corporation, was established in 1959 by the British colonial administration with the objective of providing both radio and television broadcasting. The Corporation was renamed Voice of Kenya (VoK) in 1964. Its new role, as the government mouthpiece, was to be the source of information, education, and entertainment for the populace. In 1989, the VoK was again renamed the Kenya Broadcasting Corporation through the Kenya Broadcasting Corporation Act. Although the corporation unveiled big plans to expand news coverage and improve local content programming, it was unable to chart an independent editorial position, and it is still widely seen as a state broadcaster as opposed to a public broadcaster.

Gradual liberalization of the airwaves started in late 1989 when the government licensed the privately owned Kenya Television Network (KTN) to broadcast in Nairobi. Liberalization of the airwaves resulted in a rapid transformation of broadcasting, with numerous stations now serving as platforms for information and public discussion. In 2015, the switchover to digital terrestrial television transmission led to a considerable increase in the number of TV stations. The rapid growth of mobile phones has also been responsible for Kenya having one of the highest internet penetration rates in Africa leading to the rapid expansion of social media as the main source of news and entertainment. The Association of Professional Broadcasters is therefore primed to bridge the missing link of continuous professional development and training given the dynamism of the sector.

2.0 APB OPERATING ENVIRONMENT

The broadcast environment in Kenya is very dynamic and indeed over the past few years, the sector has experienced dramatic changes in technology, policy environment, industry structures and infrastructure. Further, rapid technological advances, changes in consumer behavior amongst other advances, have pushed the rapid evolution of the sector. The shift to cable television and news networks resulted in an unprecedented 24-hour news cycles. This change meant that broadcasters must try to deliver news stories and information fast and first. Being the first to break the news, to keep up with viewer and listener top ratings have become the norm in the sector. Broadcast professionals have to also contend with not just the challenge of providing quality news and stories under tight deadlines, but also maintaining accuracy in their stories. The economic global crisis that has resulted in lean staffing models has further stretched broadcast professionals in their delivery of services.

Evidently, the move from analogue to digital terrestrial broadcasting in 2015 opened the broadcast space to new players in the broadcast sector. It is estimated that there are more than 200 radio stations and more than 100 Television stations in Kenya, including vernacular and community stations. The existing professional training is incapable of coping with the demand for trained broadcast personnel, a factor that led to the emergence of low-quality training colleges for broadcast practitioners. The existing training facilities and equipment therefore are insufficient, and it is not uncommon to find practitioners who have joined the broadcast market, without the requisite knowledge and skills in handling certain essential and basic equipment. The result is an influx of ill-trained broadcast practitioners.

APB is concerned with the plummeting standards in truthfulness, accuracy, objectivity, impartiality, and fairness. The broadcast sector is also experiencing a decline in enforcement of media and broadcast ethics, innovation, and creativity. The use of language also remains a key concern, with some broadcast journalists using gross language that borders on impropriety, innuendos, and baseless insinuations as well as use of language that can be considered prejudicial. APB hopes to contribute to a professional broadcast media in Kenya by strengthening the skills gap through training and mentorship, as well as contribute to a conducive legal environment that allows the broadcast sector to thrive.

The broadcast sector seems to have drifted away from its *raison de tre* of informing, education, and entertainment, with education increasingly drowned in cheap entertainment, while information is laced with fake and inaccurate information. The practice of detailed research to support story telling has declined, making broadcast content shallow and inaccurate. APB will step in and strengthen broadcast media standards through training and mentorship. This will include engaging directly with media houses to provide short term specialized courses, as well as create linkages with media training colleges to ensure broadcast students benefit from the wealth of experience of APB's membership.

The broadcast sector has found itself not just competing with other stations but also with new media, including social media and the internet. New media including Facebook, Instagram and Twitter among others seem to have an edge in advertising sales due to the perception that they are cost effective. The move by advertisers to new media has contributed to dwindling revenue for broadcast organizations, with a much smaller pie now shared among a myriad of broadcast stations. However, a report by Internews indicates that although social media has become a major source of news, radio and television have remained the most trusted source of information. Additionally, the increased number of commercial stations has resulted into stiff and sometimes unhealthy competition. The competition is compounded by lack of product differentiation. For example, most broadcast stations will air the same type of programme concurrently. APB will leverage

on this comparative advantage and promote professional standards, creativity, and innovation in the broadcast sector.

The loss of revenue for broadcast institutions coupled by the need for cost high profit margins, has led to a high labour turnover and subsequently a drop in the quality of service. Unable to maintain qualified staff and coupled with pressure from viewers and listeners for high ratings, media houses have resorted to cheap content created by untrained practitioners including comedians and pseudo-celebrities. The need to survive in the cut-throat competitive space has pushed media owners to rely on a predominantly young and untrained cadre of staff. This situation has contributed to the falling standards in broadcast journalism as no rules apply even in a fairly regulated space. For example, the drop in revenues has resulted in high staff turnover and redundancies by broadcast conglomerates in Kenya. The Kenya Union of journalists (KUJ) estimates that over 300 journalists lost their jobs in 2020. The exits have had a major impact on editorial and content quality as well as technological capacity. Although APB is not a welfare organization, it nevertheless is cognizant that improved media standards require good working conditions for practitioners. APB will therefore work closely with trade unions and unions of journalists including KUJ to promote fair working conditions for workers in the broadcast sector.

Although Article 33, 34 and 35 of the Constitution of Kenya guarantees media freedom, other laws that govern the media are prohibitive. Although the law provides for press freedom, other operating laws especially on libel and defamation constrain the sector. The criminalization in libel laws therefore works against the sector. Additionally, awareness levels of media laws and the operating legal environment remains low among broadcast practitioners, which has led to practitioners being hit with high fines and penalties in legal cases. Apart from engaging with legal and policy processes APB will enhance awareness amongst its members on existing media laws and their impact on broadcast practice. Overall, APB aims to navigate this changing environment, and leverage on the emerging opportunities to strengthen professionalism in the sector.

2.1 PESTEL ANALYSIS OF THE APB

1. Political Environment

INTERNAL	EXTERNAL
<ul style="list-style-type: none"> • Partisan politics • Limited mechanisms to safeguard staff at the workplace • Lack of tolerance and volatile environments • Ethnic and ideological profiling • Editorial interference • Stifling of political opinion 	<ul style="list-style-type: none"> • Changing policies in the media sector • Fragmented and unharmonized media policies • Real and perceived media biases • Some unfavourable laws on media freedom • Co-option of members into political coalitions

2. Economic Environment

INTERNAL	EXTERNAL
<ul style="list-style-type: none"> • Competition for donor resources • Membership with rich professional expertise • Some members have limited economic power • Experienced members not in active service • Lack of academic credentials among some members • Emphasis on opportunities in the sector only for members in active service 	<ul style="list-style-type: none"> • Shifting donor priorities • Independent content creators paid better in the sector • Emergence of the new media as a source of information • Proliferation of younger, economically weak members

3. Social Environment

INTERNAL	EXTERNAL
<ul style="list-style-type: none"> • Limited capacities of members to match public expectations • Low work ethics • Layoffs and depression • Lack of proper psychosocial support structures • Untapped capacity to negotiate and defend members welfare 	<ul style="list-style-type: none"> • Social pressure and high expectation by the public • Perceptions and misconceptions of affluence in the broadcasting sector • Overscrutiny of broadcasters by the public • Mental health problems affecting broadcasters • Unfavourable support systems for welfare of senior members, especially medical cover • Cyber bullying and trolling

4. Legal Environment

INTERNAL	EXTERNAL
<ul style="list-style-type: none"> • Low knowledge and understanding of media laws and related statutes. • Poor knowledge of employment laws • Lack of understanding on Copyright laws • Litigation in the line of duty 	<ul style="list-style-type: none"> • Existence of many conflicting laws • Commercial content not well-regulated e.g. betting • Poor balance between the public vs private interests • Data protection laws do not adequately cushion the broadcast industry • Little respect for access to information laws by public officers • Growing broadcast sector environment that is not professionally regulated

5. Ecological Environment

INTERNAL	EXTERNAL
<ul style="list-style-type: none"> Members do not embrace ecological issues 	<ul style="list-style-type: none"> Unchecked dumping and management of E-waste Commercial interests override ecological concerns Climate change and its effects

6. Technological Environment

INTERNAL	EXTERNAL
<ul style="list-style-type: none"> Members are technologically knowledgeable Ability to work remotely Fast and vast changing technology in the broadcast infrastructure Unexploited potential for partnerships in technological advancement Affordable technology and broadcast hardware 	<ul style="list-style-type: none"> Enforcement of disposal of technological material Cheap technology in hardware and software has revolutionized broadcasting leading to conflicting laws Affordable technology has had positive and negative effect on health and environment Broadcasting revolution including online broadcasting content development and blogging Use of pseudo names to run blogs/online channels Affordable and emerging technology an enabler of cyber crime

WHAT DOES THIS MEAN FOR APB?

Following an assessment of the above issues plaguing the broadcasting sector, a strong, effective, and focused APB is needed. Secondly, after institutionalization of APB, the organization will develop programmes and projects that seek to bolster professionalism across the broadcasting sector. Such programmes will ensure there is a clear continuing professional development programme for the different cadres of its members. Also, APB in partnership with broadcast training institutions will develop specialist curricula and roll them out. Such specializations will include reporting on climate change, human rights, disability, employment and labour relations, and data journalism.

The niche for the Association is in bringing policy proposals that are well reasoned and informed by vast experiences drawn from the membership. The legal and policy environment remains the uncharted waters, yet its role is quite significant in strengthening compliance, operations, and promotion of standards.

Secondly, the Association is a natural leader in broadcast content analysis, review, and prognoses of what is ailing the profession and what can be done to revive it to splendor. Lack of timely and well-reasoned peer reviewing has led to reactive actions by policymakers, and complaints by viewers and listeners which sometimes results in court cases and erodes the sector’s credibility. There’s therefore a need for a regular content review that is shared with Broadcasting Editors that can lead to quarterly reports that will inform the development of professional curriculum, training, and mentorship programmes.

There are also many other areas that, drawing from the competencies, skills and experiences of its membership, APB may develop programmes and offer their services to universities and training institutions in specific areas of training, offer mentorship to broadcast students and those in service, develop, and sign memoranda with universities and tertiary colleges to offer experienced adjunct lecturers in specific areas of training as well as develop and nurture partnership programmes with media regulators, private sector, and select civil society;

Long term plans

In the long term, APB can also consider establishing radio and television studios to enhance its training and production capacity. APB will also aspire to obtain frequencies for a virtual radio as well as mock radio stations. Establishing a curriculum and a training centre or a training programme is also another way of strengthening APB.

3.0 APB SWOT ANALYSIS

	STRENGTHS	WEAKNESSES
Internal Origin	<ul style="list-style-type: none"> • Wealth of talent and experience gained over the years • Recognizable brand names • Reputable membership • Dependable networks in the broadcast sector and beyond • Members in positions of influence • Authority in the design of public broadcasting • Available and dedicated membership • Varied specialisations • Membership across media houses in Kenya • The only association of broadcasters 	<ul style="list-style-type: none"> • Limited capacity to enable institutional growth • Competing sources of funding • A number of members not in active service • Coping with new and emerging complex technologies
	OPPORTUNITIES	THREATS
External Origin	<ul style="list-style-type: none"> • Training and mentorship • Policy advocacy • Review and research of policies in the broadcast sector • Access to training and learning institutions • Consultancy opportunities • Documentation of the history of broadcasting in Kenya • Vast and fast-growing broadcast infrastructure • Goodwill from sector players • High membership potential across the sector • Multi-talented broadcasters 	<ul style="list-style-type: none"> • Digital disruption of traditional media • Emergence of unprofessional broadcasters • Shrinking economic and civic space • Sensational approach to broadcasting to increase audience • Existence of multiple sources of information flooding the broadcast space e.g. bloggers • Politics and polarization • Emergence of citizen journalism • Proliferation of fake news • Shrinking external donor support • Restrictive media laws

HOW DOES APB INTEND TO ADDRESS ITS SWOT?

NO.	STRENGTH	ACTION
1	Wealth of talent and experience with varied specialisations	<ul style="list-style-type: none"> • Use this knowledge and experience to analyze law and media behavior and trends, and to support development of the broadcast sector. • Use the knowledge and skills in training and mentorship. • Offer consultancies.
2	Recognizable brand as the only association of broadcasters	<ul style="list-style-type: none"> • Position the APB brand to attract funding and support from partners. • Expand networks and foster goodwill from the industry. • Enhance visibility for APB.

3	Reputable membership in positions of influence	<ul style="list-style-type: none"> • Use the good reputation to get involved in intellectual and research development. • Engage Ministry of information and communication and the industry in sector policies and regulation.
4	Dependable networks in the broadcast sector and beyond	<ul style="list-style-type: none"> • Enhance stakeholder relations. • Develop structured engagement with stakeholders.
5	Authority in the broadcast industry	<ul style="list-style-type: none"> • Lobbying and advocacy.
6	Available and dedicated membership in the sector	<ul style="list-style-type: none"> • Mentorship and coaching.
	OPPORTUNITIES	ACTION
1	Training and mentorship	<ul style="list-style-type: none"> • Develop curricula for different courses and mentorship programs.
2	Research and advocacy of policies in the broadcast sector	<ul style="list-style-type: none"> • Train members on understanding legislation, policy, research and advocacy. • Undertake media monitoring.
3	Access to training and learning institutions	<ul style="list-style-type: none"> • Conduct research on sector training needs. • Identify training and learning institutions to collaborate with. • Develop academia liaison committee.
4	Documentation of the history of broadcasting in Kenya; Profile veterans and professionals whom upcoming professionals can learn from and emulate	A team to be put in place to lead this project
5	Vast and fast-growing broadcast infrastructure	Train and expose members to the emerging technologies
6	Goodwill from sector players	A team to be put in place to lead these projects
7	High membership potential across the sector	Undertake well-structured recruitment drives

	WEAKNESS	ACTION
1	Limited capacity for institutional strengthening	<ul style="list-style-type: none"> • Train members on leadership and governance • Develop suitable mechanisms for institutional governance
2	Competing sources of funding	<ul style="list-style-type: none"> • Expand networks
3	Members not in active service	<ul style="list-style-type: none"> • Identify strengths of members • Expand networks to more accommodating partners
4	Coping with new and emerging complex technologies	<ul style="list-style-type: none"> • Training to expose
	THREAT	ACTION
1	Digital disruption of traditional media	<ul style="list-style-type: none"> • Invest in modern digital technology • Train members on the use of new emerging technologies
2	Emergence of unprofessional broadcasters and citizen journalism	<ul style="list-style-type: none"> • Offer training and mentorship opportunities • Participate in the development of policies for regulation of the broadcast sector
3	Multiple sources of information and fake news flooding the broadcast space e.g. bloggers	Offer training on debunking and verification of information from social media

4.0 APB STRATEGIC OBJECTIVES

4.1 Strategic Area 1: Research and advocacy

APB will generate material on the state of broadcast sector. This will be done through a periodic assessment and evaluation of broadcast sector, to generate knowledge, information and data that strengthens broadcast standards. The periodic report will be a broadcast watch and accountability framework that will among other things identify emerging issues in the broadcast sector as well as the necessary interventions in strengthening the broadcast sector in Kenya.

4.1.1 Strategic Objective 1: To generate knowledge and data to inform advocacy for a professional broadcast environment

4.1.2: Key activities

- i. Map broadcast practitioners in the broadcast space in Kenya.
- ii. Identify level of training and training needs of broadcast professionals.
- iii. Conduct periodic research on the broadcast environment (including broadcast speciality, focus, gaps)
- iv. Produce a biennial report on the state of broadcast sector in Kenya.
- v. Engage with broadcast houses, regulators and other stakeholders on emerging issues.

4.2 Strategic area 2: Legal and Policy influencing

The Kenya media sector remains unpredictable and dynamic. With the substantial growth in the broadcast sector, there is need to strengthen APB's presence in the legal and policy space in Kenya, and within the region. The laws governing the media sector are not only fragmented, but some are archaic and outdated. Additionally, the media sector has been characterized by low capacity to engage in legal and policy processes. Legal and policy advocacy in the media sector in general and broadcast sector remains uncharted.

Apart from promoting enhanced awareness on existing media and broadcast laws among its membership, APB will engage with the legal and policy processes and reviews to realize a better outcome in media and broadcast laws and policies. APB will lobby for the review and or enactment of appropriate media laws and policies, that promote freedom to inform and be informed and in compliance with media and broadcast ethics.

4.2.1 Strategic objective 2: To strengthen the legal and policy environment in the broadcast sector

4.2.2 Key Activities:

- i. Conduct legal and policy research.
- ii. Sensitize APB members and stakeholders on media and broadcast laws.
- iii. Identify and engage with legal and policy review processes.

4.3 Strategic area 3: Training and mentorship

Acknowledging the growth in the broadcast sector both in terms of the number of radio and TV stations as well as a wide array of broadcast journalists, some trained and some untrained, APB notes with concern the falling standards in media content. Low quality of journalism training, occasioned by lack of common standards by media colleges, ineffective regulation of training colleges, and lack of financial and material resources to support effective content development have largely contributed to the deteriorating standards in the broadcast sector.

It is also notable that media colleges face financial constraints and as such some colleges are unable to provide training facilities and equipment to enhance practical media training. There are cases of media broadcast students completing their studies without access to broadcast equipment. Lack of quality in broadcast training has been exacerbated by a proliferation of sub-standard training colleges and specialized studios that are unable to support the practical lessons for broadcast students.

4.3.1 To enhance professionalism in broadcast sector

4.3.2 Key Activities:

1. Develop a guide on professional broadcast standards (code)
2. Develop a training manual/curriculum on broadcasting standards.
3. Conduct specialized training on broadcasting standards.
4. Training of trainers for APB members.
5. Collaborate with media training institutions to provide training for broadcast students.
6. Conduct mentorship for broadcast practitioners and students (both content and infrastructure).

4.4 Strategic area 4: Institutional Strengthening and Capacity Building

4.4.1 Establish and sustain a visible and well-resourced organization

4.4.2 Key Activities:

- i. Establish and maintain a secretariat.
- ii. Develop and implement a comprehensive resource mobilization strategy.
- iii. Develop and implement Institutional policies and governance framework.
- iv. Develop and implement a Communication Strategy.
- v. Build and maintain APB membership.

5.0 IMPLEMENTATION MATRIX

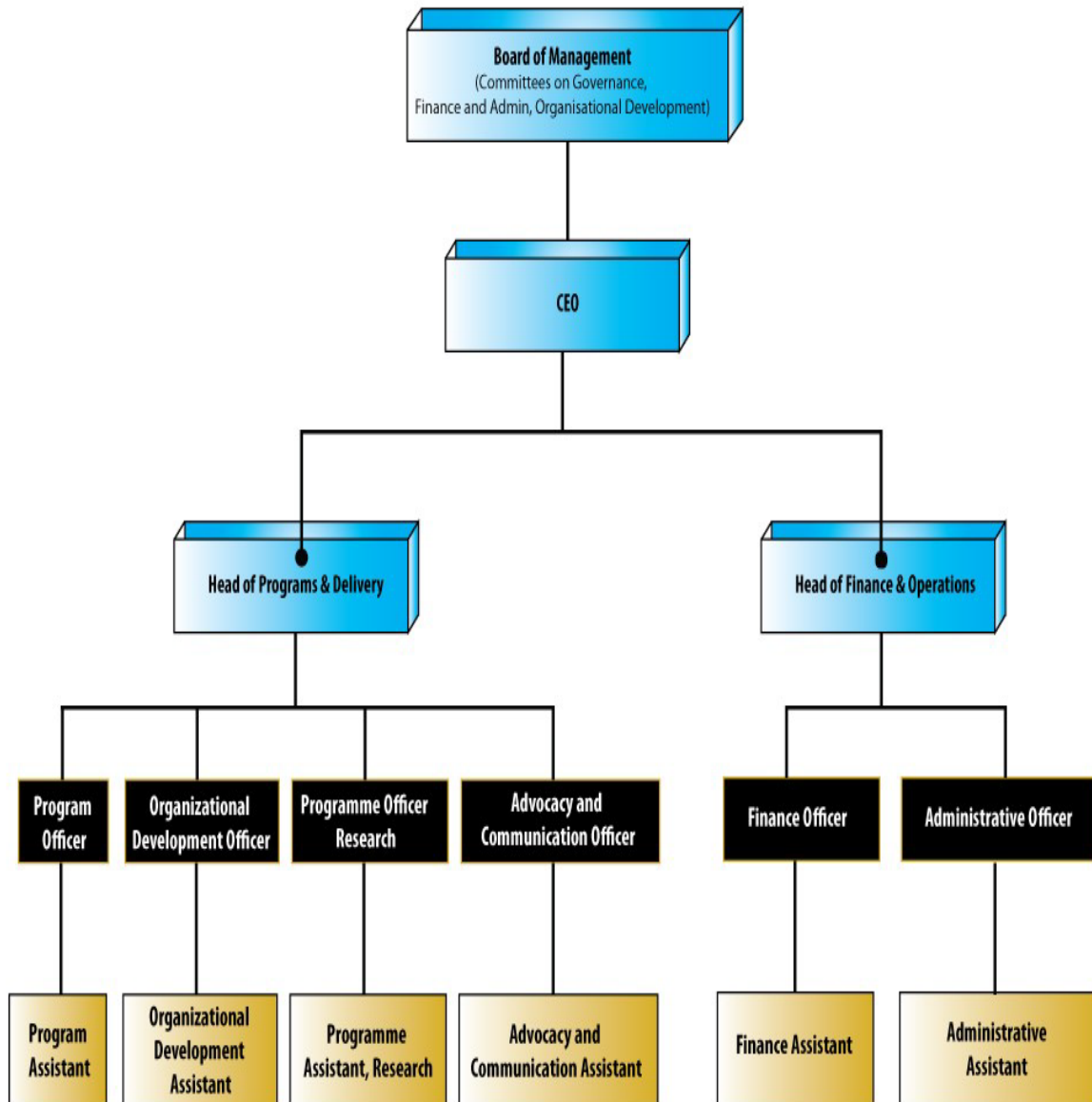
Strategic Objective 1: To generate knowledge and data to inform advocacy for a professional broadcast environment.				
Activity	Output	Outcome	Timeline	Budget kes
1. Map practitioners in the broadcast space.	A register of broadcast practitioners in Kenya.	Level /cadre of broadcast practitioners identified.	Year 1	2million
2. Identify level of training and training needs of broadcast professionals	A report on training needs and gaps in broadcast sector.	Training needs identified.		
3. Conduct periodic research on the broadcast environment (speciality, focus, gaps)	Research reports on broadcast environment	Evidence generated for knowledge and advocacy.	Year 2,	4 million
4. Produce a biennial report on the state of broadcast media in Kenya	Report on status of broadcast media in Kenya printed, launched, and disseminated.	Evidence generated for knowledge and advocacy	Year 2, Year 4	1.6 million
5. Engage with media houses, regulators on emerging issues	Meeting reports with regulators, media houses and stakeholders Policy papers and briefs	Improved broadcast standards, environment, and infrastructure.	Continuous	800,000.00

Objective 2: To strengthen the legal and policy environment in the broadcast sector.				
Activity	Output	Outcome	Timeline	Budget
Conduct legal and policy research.	Research reports Policy papers and briefs	Improved legal and policy environment.	Year 1+ cont.	1.7 million
Sensitize APB members and stakeholders on media and broadcast laws.	Workshop/sensitization reports	Enhanced knowledge and engagement with legal and policy environment.	Y2, Y3, Y4	4.5 million
Identify and engage with legal and policy review processes.	Reports Policy papers	Improved legal and policy environment.	Y2, Y3, Y4	2.94 million

Objective 3: To enhance professionalism in broadcast sector				
Develop a guide/code of conduct for professional broadcasters	Professional code of conduct developed.	Harmonized understanding of broadcast standards.	Y1	1.5 million
Develop a training, manual/curriculum in broadcasting standards.	Curriculum or training manuals	Harmonized understanding of broadcast standards.	Year 2-Y3	4.1 million
TOT of APB members in broadcast standards.	Training/workshop reports	Enhanced capacity and professionalism among APB members	Y3	1.36 Million
Conduct specialized training in broadcast standards and mentorship for media houses and broadcast students.	Training /mentorship reports	Improved standards, ethics and integrity in broadcast sector.	Y3- Y4	12.8 Million
Develop profiles of broadcast veterans.	Profiles developed/coffee book/digital	Standards for upcoming professionals enhanced.	Y1-Y4	3 million

Objective 4: Establish and sustain a visible and well - resourced organization				
Establish and maintain a secretariat	Secretariat in place	Enhanced coordination and efficiency	Y1- Y4	21.12 million
Develop and implement a resource mobilization strategy	Copy of resource mobilization strategy	Improved sustainability of APB	Y1	1.02 million
Develop and implement institutional policies and governance framework	Copy of the Constitution, code of conduct for members, organogram	Regularized and harmonized APB operations	Y1	1.16 million
Develop and implement a communication strategy	Communication strategy document	Improved image	Y1	1.02 million
Build and maintain APB membership	Membership Register Capacity building reports	Strengthened membership	Y1-Y4	Staff time
APB Studio	Operational studio	Feasibility studies		500,000
APB Virtual Radio	Operational Virtual Radio station	Feasibility studies		500,000
			Total	65, 620,000.00

6.0 ORGANOGRAM



7.0 STAKEHOLDERS ANALYSIS

	Organization	Relevance to APB	Possible Collaboration areas
1	Media Council of Kenya	Promoting professional standards of media practice and community access to information. Regulator in the media sector in Kenya	Capacity building Advocacy Training
2.	Kenya Editors Guild	Promote standards of journalism, the independence of media	Legal and policy advocacy on the media sector Promoting standards
3.	Kenya Union of Journalists	Union of Journalists Champion the rights and welfare of workers	Promote the welfare of broadcast practitioners
4	Association of Media Women in Kenya (AMWIK)	Promoting gender equality in the media	Capacity building Training in gender justice.
5	United Nations Educational Scientific and Cultural Organization (UNESCO)	Promoting freedom of expression, access to information and media independence Innovative use of digital technologies.	Capacity building Development of training manuals guides Policy advise Media monitoring
6.	Media Owners Association	Lobbying for advancement of media interests Employers of media sector	Legal and policy advocacy Advocacy training and mentorship
7	Communications Authority	Liencensing and regulation Approval of communications equipment Strengthening Cyber security	Legal and policy advocacy Capacity building
8	International Association of Women in radio and television (IAWART)	Research and multimedia communications Gender justice in media	Research and advocacy Gender justice
9	Internews	Supports independence of Media	Research in media and access to information
10	Kenya Correspondents Association	Association of correspondents	Legal and policy advocacy Capacity building
11.	Article 19	Freedom of information and expression	Legal and policy advocacy

12	Kenya Film and Classification Board	Regulate film and broadcast content	Legal and policy advocacy
13	Commission on Administrative Justice	Fair administrative action, address maladministration and efficient public service delivery	Access to critical information
14	United Nations Development Programme (UNDP)	Poverty reduction and structural transformation	Civic education and public education
15	Independent Electoral and Boundaries Commission (IEBC)	Free and fair election	Public education
16	Commission on University Education	Certification of higher education	Policy advocacy in media training/certification
17	Training Institutions (Multimedia University, UON, Daystar, Mount Kenya, KIMC, the Aga Khan University, other universities with media studies)	Knowledge and skills enhancement	Training and mentorship
18.	Internews	Research and knowledge sharing	Information sharing and partnerships in conducting research

8.0 APPENDIX 1

APB STRATEGIC PLAN 2024-2028

BUDGET NOTES

Strategic Objective 1: To generate knowledge and data to inform advocacy for a professional broadcast environment.		Total in Kshs
Map broadcast practitioners in the broadcast space and Identification of level of training and training needs of broadcast professionals	1Rapid assessment Data collection. Consolidation of data register, generation of report	2 million
Conduct periodic research on the broadcast environment (speciality, focus, gaps) +	Consultancy on research on broadcast environment @ 2 million. Logistics for FGDs and questionnaires @ 2million.	4 million
Produce a biennial report on the state of broadcast media in Kenya	Design layout and printing @ 800,000. Launch of report @ 800,000.	1.6 million
Engage with media houses, regulators on emerging issues	Sensitization roundtables with media owners and regulators 200,000*4 forums	800,000.00
Sensitization workshops for APB members and stakeholders	Sensitization workshops @ 9 workshops*500,000.00	4.5 million
Objective 2: To strengthen the legal and policy environment in the broadcast sector.		
Conduct legal and policy research on media laws	Consultancy @800,000.00; printing report/digital 400,000.00; launch of report 500,000.00	1.7 million
Sensitize APB members and stakeholders on media and broadcast laws	Sensitization workshops for 500 pax. Meals and refreshments and transport @600000* 5 = 3 million, communication for zoom@2000*100=200,000.00	3.2 million.
Identify and engage with legal and policy review processes	Workshop with MPs and policy makers @22,000*40*2 nights1.76 million + airfare@880,000. Transport 300,000.00	2.94 million
Objective 3: To enhance professionalism in broadcast sector		
Develop a guide on professional broadcast guide/code	Consultancy development of code of conduct = 600,000.00, workshop for review=400,000.00 printing of code of conduct 500,000.00	1.5 million
Develop a training, manual/curriculum in broadcasting standards	Training curriculum (Drafting= 2 million, peer review workshops@400,000*4=1.6 million. Printing of manual =500,000.00	4.1 million
TOT for APB members in broadcast standards	Accommodation @12,000*40*2 nights-960,000.00+ transport@240,000. Facilitation@20,000*2*4 trainers=160,000.00	1.36 million
Conduct specialized training in broadcast standards and mentorship for media houses and broadcast students	Hire of training facilities = 25,000* 8 regions*24 months = 4.8 million: facilitators @50,000* 2 trainers*8 regions*10 trainings=8 million	12.8 million
Develop profiles of broadcast veterans		3 million

Strategic Objective 4: Establish and sustain a visible and well-resourced organization		
Establish and maintain a secretariat	Office rent and amenities @60k/month*12 = 720k, Coordinator (CEO) @160/month*12 = 1,920k, Prog Officer @ 120/month*12 = 1,440k, Office Asst @65/month*12 = 780k,Transport, Comm, refreshments@35k/month*12 = 420k	21.120 million
Develop and implement a resource mobilization strategy	Hire consultant to support and enhance capacity of resource mobilization team @220*3months = 660k, develop 3 proposals/year (costs of 3 workshops to finalize the proposals) @120*3 = 360k 1,020k	1,020,000.00
Develop and implement institutional policies and governance framework	Hire consultant to support in developing policies and govern. frameworks @220*3months = 660k, Workshop to finalize documents @ 500k	1,160,000.00
Develop and implement a communication strategy	Hire consultant to support and enhance capacity of resource mobilization team @220*3months = 660k, Develop 3 proposals/year (costs of 3 workshops to finalize the	1.020.000.00
Build and maintain APB membership	Staff time	-
APB Studios	Feasibility studies	500,000
Virtual radio	Feasibility studies	500,000
Total budget		65, 620,000.00

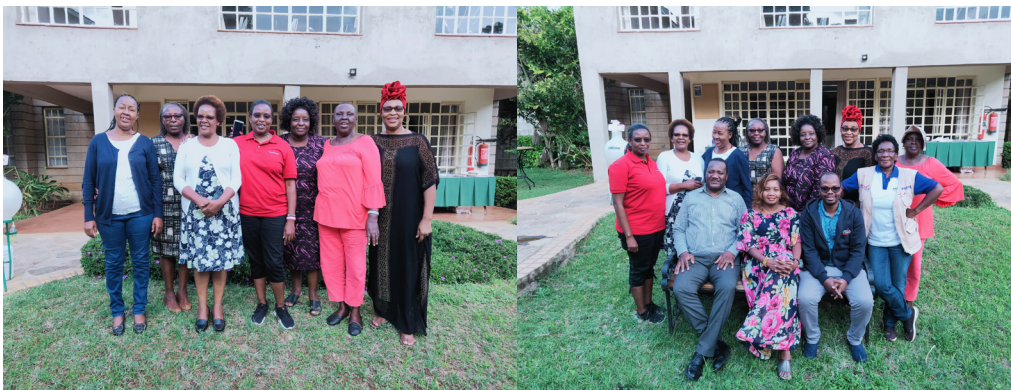
PICTORIAL



Chairperson and Members of APB at Zeituni Lodge (Elementaita)



APB Strategic Plan Development Team



APB Strategic Plan Development Team at Lukenya Gateway Resort 2022

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