



RESOURCE MOBILISATION STRATEGY

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Background;

The Kenya Editors' Guild (KEG) is the professional association of editors in Kenya whose mission is to promote media professionalism and excellence in journalism. KEG has more than 250 members across 10 media houses, several universities, as well as independent professionals.

KEG envisions a Kenya and East African political and economic environment in which the media operates freely but responsibly; in which journalists practice their profession without threat or fear of intimidation and in which citizens trust and support media as a central lynchpin of democracy and governance.

As the main gatekeepers in the media industry, editors occupy important positions as they determine the information available to the people, the framing of issues, and their presentation to disparate audiences. Therefore, through the membership, KEG strives to achieve the following broad objectives;

1. Promotion of standards of journalism, the independence of media and to advise members on issues of practical and ethical concern.
2. To represent members' interests in all matters of editorial and professional concern and interest
3. To monitor legislation on matters affecting the news media either directly or indirectly and to make appropriate representations to Parliament, regional assemblies and other organisations and authorities at all levels of government and public life
4. To interpret legislation and advisory notices to members and other organisations
5. To provide a forum for the discussion and resolution of challenges facing editors and to promote the objectives of the guild
6. To network with other professional organisations
7. To help improve the quality of journalism through active support of education and training
8. To represent Kenya's editors regionally and internationally
9. To recognize and reward editorial excellence

The following main objectives inform KEG's programmatic work and outreach not just to the members, but to other stakeholders within the media space through the following pillars;

1. Membership Development
2. Policy Research & Advocacy
3. Next-Gen Initiative



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4. Community Development
5. Institution Strengthening

The Strategy;

Towards the realization of KEG's mandate and vision, resources, both financial and through networks are critical therefore prudent to have a coordinated approach towards resource mobilization for the successful implementation of KEG's activities.

The overall objective of the KEG Resource Mobilisation strategy is to have a clear, systemic, predictable and well-coordinated approach towards soliciting, acquiring and utilization, management, reporting, monitoring and evaluating assistance and for expanding the resource base to ensure sustainable resource availability for implementation of the KEG programmes in support of promotion of ethical journalism in the country.

Specific objectives of the strategy include;

1. Ensuring that KEG has a clear, coordinated approach to soliciting, acquiring, utilization, monitoring and managing of financial inflows.
2. Enhance the effectiveness of KEG to run her programs
3. Improve structures and systems to facilitate better management of resources
4. Improve relations and dialogue between KEG and other partners including funding and development partners
5. Explore alternative sources of funding in order to reduce dependency on traditional donor funding

Guiding Principles;

The guiding principles of this strategy include;

Principle 1 – Realising the KEG Mandate

The KEG secretariat maintains its core mandate and role of defending and promoting media freedom and editorial independence, promotion of quality and ethical journalism and provision of a platform for sharing ideas and experiences that are critical in and for the media.

Principle 2 – Promoting Efficiency and Effectiveness

KEG will improve the effective and efficient use of available resources in a manner that would lead to the realization of the KEG mandate. The secretariat will identify, mobilise, track, monitor and report back on funding received for purposes of accountability.



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Principle 3 – Result-based programming and implementation

In order to remain relevant in the industry, KEG has to deliver quality services, informed by the prevailing context of the media space, in a timely, efficient and accountable manner through monitoring and evaluation mechanisms

Principle 4 – Strengthen Capacity

Capacity building for staff is a continuous objective so that the skills are strengthened so as to generate and monitor the funding. All assistance in projects and programmes shall contain clear capacity building components that build and strengthen the institutional and human resource capacities of the KEG.

Thematic Areas

Membership Development

Through the membership development, KEG primarily works to represent members' interests in all matters of editorial and professional concern and interest. This is realized through several interventions including;

- Provision of forums for discussions on challenges facing the editors
- Recognition and reward of editorial excellence
- Provision of active support of education and training

The strategy will allocate resources to membership development as the membership remains the most critical element of the KEG institution whose roles and responsibilities speak to the other pillars and general media environment.

Policy Research and Advocacy

The media operating environment is guided by prevailing legal and policy frameworks. KEG therefore monitors legislation on matters affecting the media either directly or indirectly and makes appropriate representations to Parliament, regional assemblies and other organisations and authorities at all levels of government and public life

In realizing fundamental rights and freedoms owed to the media industry, and in full enjoyment of these rights, KEG strives to promote the standards of journalism and independence of the media through ethical journalism and reporting.

Engaging in policy direction and influence calls for strategic partnerships, networking and research that speaks to the prevailing context. Through this strategy, KEG will allocate resources that will strengthen this process thereby ensuring media freedoms and rights are respected, promoted and protected.



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Community Development

The media, recognized as the fourth estate of democracy, has a critical role in the community. Media's implicit ability to frame political, socio-economic and cultural issues that revolve around any community are crucial in informing the general public and enabling members to make informed decisions about certain areas of their lives.

Media is the most critical player in public participation as enshrined in the Constitution of Kenya 2010 as their presence in community dialogues facilitates demystifying of complex ideals and breaking them down in a manner that members of the public are able to resonate with.

Through this strategy, KEG will allocate resources that speak to engagement with the community at all levels and ensure that voices of the general public are carried nationwide enabling members of the public to be key players within the national agenda.

Next-Gen Initiative

Capacity building and skills enhancing is critical to the growth and sustainability of any individual and professional block. The media spaces in Kenya currently are occupied by young journalists, and more to come. In ensuring that there is transfer of knowledge and expertise, KEG, through this pillar, institute series of education and mentorship geared towards maintaining ethical ideals and standards of journalism.

Through this strategy, KEG will allocate resource that speak towards inter-generational learning exchanges, capacity building and mentorship of journalists with editors playing a key role in both facilitating and participatory roles.

Institution strengthening

In empowering the institution through the different organs including the membership, the executive council and the secretariat, the following pillars and general mandate of KEG will be realized.

Instituting key processes and structures will ensure that KEG continues to be a professionally run organization. The strategy will therefore speak towards resourcing elements of the institution, including key components of monitoring and evaluation to ensure that there is efficiency and a results-based approach of undertaking any assignment.

Realising the Strategy;

In realizing this strategy, KEG will this year focus on leveraging on existing partnerships while establishing new ones who will speak towards the resource gap as well as realise KEG's critical role in the society.

This will be realized through the following strategies;



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- Presentation of KEG as an effective and efficient champion for professionalism and excellence in journalism
- Enhance KEG's capacity for strategic engagement
- Pursue both public and private investment opportunities
- Sustained engagement with major donors
- Support the expansion/capacity of media associations
- Expanding KEG membership outside Kenyan borders
- Employ a multi-faceted, comprehensive communication strategy
- Demonstrate KEG's results and impact in its various activities
- Share calendar of strategic events enabling others to plug in

The following will be achieved through the following;

1. Donor mapping
2. Identification of high impact areas
3. Annual Financial Target

Donor Mapping;

KEG's donor mapping strategy is influenced by the following matrix which details the key target audience of KEG's work and influence;

TARGET AUDIENCE	What do we want them to know and do (Messages)
Members	<p>We represent their interests in matters of editorial and professional concern</p> <p>We are concerned about their welfare: We want them to thrive in the current life and in retirement</p> <p>We value their opinions</p> <p>We want them to participate more in the conferences and other flagship activities.</p> <p>We want them to be advocates of our organization</p>
Donors	<p>We have the ability to make change if they help us</p> <p>We value their partnership and involvement</p> <p>We want them to increase their donor funding and support</p>
Government	<p>What we want to see changed in policy terms</p> <p>We are a well-respected, authoritative organization</p>
Media Houses	<p>We stand for independence of media and high standards of journalism</p> <p>We want their editors to become members</p> <p>Pay membership subscription fees for their staff</p> <p>Sign up journalists to participate in training sessions</p>
Community	<p>We are a credible, trustworthy and reliable media</p>



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	organization
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Results Framework; Year 2022 Target

PERIOD	OBJECTIVE/STRATEGY	TARGETS	POTENTIAL DONORS/ENGAGEMENTS	RESULTS/OUTCOMES
QUARTER 1 (Jan – Mar)	Develop Resource Mobilisation Policy Conduct Donor Mapping	Develop Donors/Funding Database Target – KES 7mil	Database to contain Traditional Donors and non-traditional donors including; <ul style="list-style-type: none"> • Bilateral engagements with missions • Multilateral donors • INGOs • Media focused organisations in Kenya • International Media agencies 	Comprehensive Database on donors/Funding Partners Donor-roundtable engagement
QUARTER 2 (Apr – Jun)	Conduct a donor - roundtable Develop a communications & Networking Strategy	Engage New Donors Target - KES 20mil	**List annexed	New donors on boarded Clarity of donor commitments
QUARTER 3 (Jul – Sep)	Increased domestic funding	Leverage on non-traditional donors Target – KES	**List annexed	Established financial structure and KEG's sustainability plan



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		10mil		
QUARTER 4 (Oct – Dec)	Investing in innovative impact assessment	Establish private partnerships Target – KES 10mil	**List annexed	

ANNEX

MEDIA ORGANISATIONS IN KENYA

	AGENCY	FOCUS AREA
1.	Luminate	Civic Empowerment Data and Digital Rights Financial Transparency Independent Media
2.	Internews	Disinformation and Misinformation Sustainable Media
3.	Baraza Lab	Strengthening Kenya's media ecosystem
4.	The Elephant	
5.	Code for Africa	
6.	Communication Authority	Programming Code/ Content
7.	Media Council of Kenya	Journalism Training

INTERNATIONAL MEDIA AGENCIES

	AGENCY	FOCUS AREA
1.	International Centre for Journalists (ICFJ)	Builds the expertise and investigative skills of journalists to deliver trustworthy news
2.	Centre for Investigative Journalism- British Independent Charity providing training to journalists	Investigative Journalism Training
3.	The International Center for	Training Investigative Journalism



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	investigative Journalism (The ICIR)	
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BILATERALS

	AGENCY	FOCUS AREA
1.	United States Agency for International Development (USAID)	Agriculture, economic growth; environment, education; democracy, human rights, and governance, women's empowerment, water and sanitation, global health and humanitarian disasters
2.	Swedish International Development Cooperation Agency (SIDA)	Economy Infrastructure Humanitarian assistance Water Urban development
3.	Danish international Development Agency (DIDA)	Social and economic development, human rights, democratization and good governance, stability, security and the fight against terrorism, refugees, humanitarian assistance and environment
4.	The Canadian International Development Agency (CIDA)	Basic human needs; gender equality; infrastructure; human rights, democracy, and good governance; private sector development; and the environment
5.	Japan International Development Agency (JICA)	Development projects
6.	Norwegian Agency for Development Corporation (NORAD)	The rights of the child Persons with disabilities Health HIV/AIDS Anti-Corruption Culture Women and gender equality Human rights Environment Private Sector Development Macro-economics Indigenous peoples



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MULTILATERAL DONORS

	AGENCY	FOCUS AREA
1.	African Development Bank (ADB)	Provide technical assistance for studies and capacity building in support of projects and programs that spur poverty reduction and economic development.
2.	Irish Aid	Working to improve lives through agriculture and support to smallholder farmers, education and strengthening of business and trade development
3.	Green Climate Funds (GCF)	Support projects and programs focusing on climate issues
4.	International Development Organization (IDA)	Aims to provide affordable development financing to countries
5.	The Global Fund to Fight AIDS, Tuberculosis and Malaria	Health
6.	United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA)	Bringing together humanitarian actors to ensure a coherent response to emergencies
7.	European Development Fund (EDF)	Sustainable growth for human development
8.	Multilateral Investment Guarantee Agency (MIGA)	Offers political risk insurance and credit enhancement guarantees. These guarantees help investors protect foreign direct investments against political and non-commercial risks in developing countries
9.	Australian Agency for International Development (AusAID)	Reducing poverty and achieving sustainable development
10.	Danish International Development Agency (DIDA)	Aims to combat fighting poverty through promotion of human rights and economic growth
11.		Climate, biodiversity, peace, education, urban development,



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	French Development Agency (FDA)	health and governance
12.	Austrian Development Agency	Human rights, gender equality, environmental protection, world/fair trade and corporate social responsibility (CSR) as well as global learning

INGOs

	AGENCY	FOCUS AREA
1.	Family health international (FHI 360)	Address emerging health challenges, Improve the education of girls, enhance the quality of teacher training and accelerate integration of information and communication technology into teaching and learning
2.	Mercy corps	Policy and advocacy, education, agriculture, technology, governance, gender equality, climate, environment, energy
3.	United Nations Environmental Programme (UNEP)	Environmental matters