



## STRATEGIC PLAN 2017-2022

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## Executive Summary

This strategy is an outcome of various interactive physical and on line sessions/forums/meetings and workshops held by MESHAs secretariat. The development of this strategy was informed by the increased interest from Kenyans and as well as the region's context in science reporting, bridging the gap between the African scientists, communication officers and the journalists. The strategy is also informed by the fact that the relationship between scientists and journalists, even though vastly improved, there is still a long distance to be conquered.

MESHA continues to believe that development is still a complex and continuous process that empowers people and communities to fight poverty and take control of the future and fulfill their potential. Human rights including access to information, quality health care, safe environment, improved agri-business and equal access to opportunities are all vital in the development process. MESHA is committed to highlighting to the public these disadvantages in the next five years through the implementation of various programs enshrined in this strategic plan.

MESHAs Strategic Plan 2017–2022 provides a broad framework for improving the reporting of science issues in Kenya and beyond. It also identifies the issues that need to be addressed to promote sustainable, accurate and quality science reporting. The plan outlines eight strategic approaches that will enhance reporting of agriculture; environment; information, communication and technology (ICT) and development; health; biotechnology and vulnerable groups. **(can we emphasise on women and youth?)**

The strategic plan seeks to increase the proportion of accurate and balanced news and feature stories on science. It also seeks to engage the public more on various scientific issues. To achieve these objectives, the following strategies will be employed:

1. *Sustenance of high standards of reporting.*
2. *Development of a strong and vibrant community of science journalists.*
3. *Development of a common understanding between journalists and sources of news.*
4. *Strengthening the exchange of information and experiences on science issues in Africa.*
5. *Utilization of all forms of media to communicate science issues in Africa so as to inform and educate a larger audience.*
6. *Holding of science cafes.*

This strategy document is designed to be flexible and accommodate communication aimed at ensuring that policies implemented by the Kenyan government adequately address the needs of the people.

## Forward

When we founded MESHA nearly a decade ago, we did not know that we will survive the first year after registration. Why? Journalists did not trust one another with management of any outfit. In fact we looked around for any good manager even in the media houses and realised that top media houses were being manned by non-journalists. So how were we going to convince development partners that we indeed meant well and were not into this association thing for personal gain?

That we have now survived ten years of intense activities including hosting two African science journalists' conferences, two Kenya science journalists' congresses, the only association in Africa with a regular publication to its name, Sayansi which is a Kiswahili word for Science and boast of a strong program of mentoring journalists, have showed that ideas and passion outlive challenges and doubt. We have indeed left a big footprint in Africa when it comes to science journalism.

The motivation that we had when we formed MESHA is still alive. That science journalism will continue to gain prominence in the region and that science journalists will work in a very strategic manner to ensure that they work in harmony not just with themselves, but also with scientists and the community at large for the benefit of the society.

We set out to fill a gap and what we have realized is that the gap was too big to be filled within the decade. By developing this third five year strategic plan, we are confident that the dream is still alive and we are very happy that as an association we have for sure taken off.

A few key issues that are bound to benefit profoundly from this Strategic Plan include;

Platform for journalists and communicators exchange of information – For the past ten years, MESHA has provided a platform for journalists, communicators and scientists to share and exchange information on the various issues they are involved in as well as on ways of improving media coverage of science. MESHA has done this through its meetings which bring together journalists, communicators and scientists.

Partnerships – Since inception MESHA has attracted more than thirty partners all contributing in kind to support members' activities and trainings. The partnerships have strengthened our activities by serving as a source of funding, technical support, expanding MESHA's networking with science organizations, and through these activities MESHA has sought to reinforce the role of science in development.

We are therefore confident that this document will sprang from the fact that whereas there were many journalists and communicators in the fields of agriculture, environment, health and development, there was no platform where they would interact to exchange information and deliberate on ways of improving media coverage of these issues in Kenya.

**Aghan Daniel,**  
**MESHA Secretary**

## Acknowledgement

The development of this Strategic Plan 2017 - 2022 for **The Media for Environment, Science, Health and Agriculture (MESHA)** benefited immensely from the contributions, guidance and insight of many organizations and individual members of the association.

Efforts to prepare this strategy started in May 2017 and considerable effort was expended initially by key members of the governing board of MESHA, several organized interactive sessions/forums/meetings and workshops. These initiatives that were coordinated by the MESHA Secretariat Team led by its Secretary Aghan Daniel formed the foundation of this strategy. On behalf of the MESHA board, I hereby laud their efforts for a job well done.

The MESHA Secretariat that led the whole process would wish to express gratitude to all who reviewed the drafts and participated in the ultimate consultative meeting workshop which bore this final product. The preparation of this strategy presented considerable challenges but all those who were involved took this as a learning process. Whilst it may not be possible to mention all those individuals and institutions that have contributed to the preparation of this strategy, MESHA as a team would like to recognize the contribution of the following external stakeholders;

- Violet Otindo – MESHA Chairperson
- Aghan Daniel – MESHA Secretary
- Agatha Ngotho – MESHA Assistant Secretary
- Philip Keitany – KTN, Nairobi
- Japheth Makau – KTN, Machakos
- Doreen Mwasi – Koch FM, Nairobi
- Philip Muasya – Standard, Kitui
- Lydia Limbe – Freelance, Nairobi
- John Mwendwa – Freelance, Nairobi
- Francis Mureithi – Nation, Nakuru
- Kimani Chege – MESHA, Nairobi
- Edwins Saka of Edisonwoods Consulting Ltd for facilitating a crucial role during the sourcing of ideas and finally conceptualizing the strategy at a crucial stage;

To all, your contributions were significant and invaluable at every stage of realizing this Strategy Plan; this will remain the driving force of MESHA in the overall contribution of science journalism in Kenya and the region. Thank you all for your open and honest contributions that have enabled us to celebrate this New Year's (2018) gift.

**Violet Otindo**  
**Chairperson**

## List of Acronyms and Abbreviations

<b>AIDS</b>	Acquired Immune Deficiency Syndrome
<b>AGM</b>	Annual General Meeting
<b>BA</b>	Bachelors of Arts (Degree)
<b>BOM</b>	Board of Management
<b>CBO</b>	Community Based Organizations
<b>EU</b>	European Union
<b>HIV</b>	Human Immune-Deficiency Virus
<b>HOD</b>	Head of Department
<b>ICT</b>	Information Communication Technology
<b>KPAs</b>	Kenya Priority Area(s)
<b>M&amp;E</b>	Monitoring and Evaluation
<b>NGO</b>	Non-Governmental Organization
<b>PA</b>	Public Address (System)
<b>PESTLE</b>	Political Economic Social Technological Legislative Environmental Analysis
<b>REES</b>	Relevance, Efficiency, Effectiveness and Sustainability analysis Model
<b>SMART</b>	Specific Measurable Achievable Realistic Time-Bound
<b>SWOT</b>	Strength Weakness Opportunities and Threats Analysis
<b>TNA</b>	Training Needs Assessment
<b>UNESCO</b>	United Nations Education & Science Organization

## Operational Terms and Definitions

<b><u>Term</u></b>	<b><u>Definition</u></b>
<b>Core values</b>	These are the fundamental rules which the MESHA Team desires to conduct its "Business" in this strategic period
<b>Goal</b>	This is the highest level statement of what needs to happen to achieve a model MESHA as a unique Organization for Science Journalists.
<b>Key Priority Area(s)</b>	The Strategic objectives or areas on which MESHA will focus on in this planned period in order to achieve results.
<b>Mission</b>	The purpose for which MESHA exists based on its establishment as an organization for science journalists and communicators.
<b>Outputs</b>	The products or services that MESHA intends to produce in this strategic period.
<b>Performance Indicator</b>	The measure used to assess the performance of MESHA in its programmes and service delivery to her publics
<b>Results Framework</b>	Captures the purpose for which MESHA as an organization for science journalists and communicators exists based on its vision, mission, objectives, core values and mandate. The Results Framework, will identify the current objectives, outputs and the performance indicators
<b>Situation Analysis</b>	This is the critical assessment of the environment in which MESHA an organization for science journalists operates.
<b>Strategic Action Plan</b>	Sets out the parameters that lead to the fulfillment of the MESHA's vision and goals.
<b>Strategic objectives</b>	These are broad, long-term targets designed to achieve the MESHA's mission. Ideally they are time bound, measurable and outcome oriented.
<b>Vision</b>	A vibrant and compelling image of what MESHA desires to create in the long term.

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## 1. Chapter One: Introduction

### 1.1 The Story of MESHHA

MESHHA has been in existence since November 2005. It has over the years drawn its membership from journalists and science communicators in the country who are interested in accurate and factual reporting of science issues.

Ten years down the line, the association registered modest achievements despite past hurdles. The idea for the formation of MESHHA arose from the realization that whereas there were many organizations and communicators specialized in the fields of agriculture, environment, health and development, there was no organization that brought them together to enhance the coverage of these topics in the media in Kenya.

Members of MESHHA maintain frequent contact with each other and often cover similar functions or attend the same workshops, conferences and trainings. They are also targeted by the same organizations year in year out. The association which began as self-supporting, with funds drawn from membership fees and donations from corporate sponsors, has today begun to attract seed funding from organizations such as **Internews, the World Federation of Science of Journalists, Africa Seed Trade Association, Arid Lands Information Network, IAVI, AVAC**, IDRC, DNDi, AATF among many others keen to develop partnerships with her.

MESHHA has in the past supported science reporting initiatives through exposing journalists to science, agriculture, environment and health matters in order for them to source quality stories to disseminate to the public. Through these initiatives, MESHHA has recognized the need to harmonize and bridge interactions between scientific work and journalism in order for the public to consume appropriate information on science matters.

During this strategic direction MESHHA's approach focuses on working in partnership with research institutions, individual scientists, budding journalists, governments and development partners to improve science reporting in Kenya and Africa. There's foreseen investment in the current running initiatives and as well as focus on strengthening the public consumership of science news.

### 1.2 Motto

MESHHA as an organization is driven with the following Motto: "***Bringing People Together***"

### 1.3 Vision

An informed and empowered population that is conscious of emerging issues in environment, agriculture, and health in Kenya and the wider East African region.

#### **1.4 Mission**

To promote the development of environment, agriculture, and health through an interactive and holistic approach that involves journalists and other stakeholders to improve science journalism in Kenya and the region.

#### **1.5 Mandate**

Founded in November 2005, MESHA has continuously drawn its membership from journalists and science communicators in the country who are interested in accurate and factual reporting of science. Our members specialize in accurate, timely and factual reporting of science based issues drawn from the fields of environment, health, agriculture and technology.

#### **1.6 Core Values**

Driven by its vision and mission; MESHA's fraternity is guided by a set of core values that are entrenched in the organization's operations. Part of the MESHA's strategy to entrench these values is to publicly display them within the environs of its Secretariat offices and constantly hold the stakeholders (internal and external) of the organization to account on exemplifying these values. Therefore MESHA has committed itself to the following core values:

- Objectivity
- Independence
- Integrity
- Honesty

#### **1.7 MESHA Partners' Profile**

MESHA has the following array of partners;

- i. *Journalists*
- ii. *Media Organizations*
- iii. *Universities and colleges*
- iv. *Development partners*
- v. *Public and private sector agencies*
- vi. *Journalists*
- vii. *Governments (National and County)*
- viii. *Government Agencies*
- ix. *Research Institutions*

#### **1.8 Purpose of the Strategic Plan**

This is MESHA's third Strategic Plan. This plan comes at a time when the association has embarked on a programme of comprehensive reforms aimed at improving efficiency and effectiveness in the overall delivery of its performance target index. As a fledgling national association of science journalists that compete for resources, MESHA needs to have well-articulated strategic goals and objectives to guide the implementation of its activities within the current organizational set-up. The Strategy seeks to inculcate initiatives towards improved efficiency, effectiveness, meaningful and greater involvement of all

stakeholders of the organizations; members, partners, scientists, governments and the public. A deliberate effort will be made to bring on board new partners and government key ministries and agencies.

### **1.9 The process of developing the strategic plan**

This Strategic Plan has been developed through a systematic consultative approach that was intended to ensure ownership, recognition, commitment and leadership by MESHAFraternity. The development process was undertaken through a series of internal evaluations as well as consultations with the stakeholders. It followed a generic process of following the historical development, and analyzing the current situation, the achievements, as well as the external and internal environment, using conventional analysis tools.

A two day meeting that brought together a section of MESHAFraternity leadership and members was held in Machakos, in August, 2017 to streamline the content that went into this Strategic Plan. The list of participants during this crucial initiative is here annexed in the appendix. Participants met to brainstorm on the content of the strategic plan and define the mission, goal and objectives of MESHAFraternity. Deliberate effort was made to ensure the process was as participatory as possible and that all important ideas and suggestions were incorporated so that the document and activities become shared responsibilities.

A strategic Development consultant was hired to lead the discussions. Members were divided into small groups for focus group discussions; subsequent group presentations were made in the plenary. The process supported the strategic plan as a foundation so that all members can understand what is expected of them. Essentially, it provided a "recipe" of how to achieve the association's mission and how MESHAFraternity will live up to its mandate in the five year period covered by the plan. The information was compiled into a draft document which was subsequently revised and finalized.

This process was designed to engage the MESHAFraternity in identifying the strategic issues facing it and the initiatives necessary to transform the organization to greater heights. This momentum will need to be sustained by all stakeholders to ensure that the initiatives set out in this plan are translated into action and used to carry along those that may not have been bought into the plan.

### **1.10 Structure of the Plan**

This plan is an outcome of concerted efforts from strategic players in the science journalism fraternity as well as other frontiers interacting directly or indirectly with MESHA. This third cycle of developing the Strategic Plan at MESHA came up with a simple structure. The structure is presented in such a manner that members are able to assess its performance indicators during and after the planned period and is organized in the following five chapters;

- **Chapter One** introduces MESHA to the public as a media organization and its reasons for existence;
- **Chapter Two** examines the situational, SWOT and stakeholder analyses of MESHA as well as the review of the strategic period 2017-2022 and discusses the internal challenges in the organization;
- **Chapter Three** defines the future strategic direction, covering the period 2017-2022 where strategic issues, objectives and strategies are outlined. The section also presents the Key Priority Areas on which the MESHA strategy will focus on;
- **Chapter Four** gives the resource estimates for the overall implementation of the Plan and guides the desired implementation framework of the strategy;
- **Chapter Five** outlines a monitoring and evaluation framework for the strategic plan which includes the mechanisms that will be used to manage the implementation process. The chapter also presents a detailed implementation matrix of this plan.

## 2. Chapter Two: Situation Analysis

### 2.1 Overview

This chapter provides an analysis of how the internal and external environments impact on the operations of MESHA. Analysis of the internal environment has been carried out mainly through identification of the Strengths and Weaknesses of the organization, while external analysis outlines the Opportunities available and the Threats that may affect operations of the organization.

MESHA has undergone numerous changes dating from the time of establishment and is currently strengthening its engagement with scientists, communication officers and new organizations that may not be aware of how MESHA operates. This is aimed at improving MESHA's belief in the role of science Journalism in the society where science must be answerable to the public. In this regard, there is a real need to find innovative, effective and sustainable ways of communicating and reporting science issues of concern to the general public.

Currently, the organization is better placed to engage with varied external stakeholders including the National Government and County Government officials as well as the Research and Scientific Institutions to ensure improved science reporting. Besides the envisaged improvements in science journalism in Kenya and the East Africa region, MESHA has been working with various partners to ensure that it refines a holistic and competitive science journalist.

In spite of numerous successes, the organization continues to face a myriad of challenges of inadequate staffing and insufficient infrastructure commensurate to increasing number of members and partners. In this strategic planning period, there's need for MESHA to invest in adequate staffing and sufficient infrastructure development to ensure higher retention levels of budding science journalists and committed development partners.

### 2.2 Science Journalism in Africa

Science journalism in Africa is making remarkable progress, with widespread improvements in the quality and quantity of science in the media. African science journalists face many problems, including hostile editors who say that politics sells better than science, poor pay, inadequate training, and a general lack of amenities, such as facilitation to access story sources and locations. Their work is made harder by the disdain with which many scientists treat them. Scientists complain that African science journalists are poorly educated in science and often in journalism, that many do not prepare their interviews properly, and that they write inaccurate copy.

Reporting of emerging technologies such as ICT, biotechnology, climate change and nanotechnology are still rare, given the technical nature of the subjects. Science reporters are overlooked with regards to specialized training in the communication of complex technical information. Science reporters need regular retraining in order to address the lack of a critical mass of science communicators and ensure that they are kept informed of the latest trends in science reporting. Journalists face additional problems when debates about biotechnology or health are dominated by opposing camps and there is a lack of information about the issues. The result is that journalists – many of whom are young and inexperienced – can be vulnerable to manipulation. They therefore need a functional and strong back-up organization that can ensure they are given adequate support. They need a one stop shop that can provide them with up to date information on key issues such as HIV and AIDS, GMOs and Climate Change.

The mass media is undeniably a major role player in stimulating public debate and shaping public opinion on scientific questions and issues. Research is more likely to have an impact if it goes beyond scientific communities. If scientists do not engage the media effectively, people with opposing views (anti-science) will! Silence and avoidance on the part of scientists will fuel ignorance and mistrust of science. However, both the media and researchers must overcome unique challenges as they work together to accurately communicate science issues.

It can be difficult for under-resourced publications, journalists and radio stations to devote time to contacting researchers and cutting through complex research findings to find a suitable story or feature. In turn, researchers are wary of their work being misinterpreted by the media. It is often hard for highly specialized researchers to understand the time and resource constraints that journalists, bloggers and broadcasters work within. Globally, science reporting is now more than ever concentrating on debate and issues surrounding the impact of science on society; it is now based on the reason for research, the source of research funding and the determination of the agenda of such research.

Confronted with this challenge and despite the urgent need for journalists to be consistently retrained on science communication and supported to write stories regularly, few organizations or development partners are willing to fund journalists. In this regard, MESHA aims to ensure continuity, sustainability and consistent coverage of science and development issues as they arise. The ultimate goal of this approach will be to empower them to define themselves as trained science journalists.

### 2.3 MESHA Organizational Profile

Since the last ten years, MESHA has re-organized its operations and structure to ensure that it is re-aligned to its dynamic vision, mission and core functions. The following thus presents how MESHA is currently organized in structure and organs which consist of:

- **Board of Management:** This forms the governing body of the organization. The members must be registered and fully paid up
- **MESHA Secretariat:** This is comprised of the Secretary, who acts as the CEO - representing the Board of Management, Programmes Coordinator, Finance and Administration Officer and one intern.

#### Board of Management (BOM) Composition & Mandate

The Board of Management (BoM) of MESHA is comprised of Seven (7) members headed by the Chairperson, Vice Chairperson and Executive Secretary. The Board is the highest policy-making organ of the organization drawing its mandate from the organization's constitution. The following is the current composition of the Board of the Management of MESHA;

S/No.	Name	Gender	Position	Highest Educational Qualifications	Source Institution
1	<b>Violet Otindo</b>	F	Chairperson	1 <sup>st</sup> Degree	NASCOP
2	<b>Aghan Daniel</b>	M	Secretary	2 <sup>nd</sup> Degree	AFSTA
3	<b>Agatha Ngotho</b>	F	Asst. Sec	Diploma	The Star Newspaper
4	<b>Francis Mureithi</b>	M	Treasurer	1 <sup>st</sup> Degree	Nation, Nakuru
5	<b>Maureen Odiwuor</b>	F	Member	1 <sup>st</sup> Degree	Kisumu Water
6	<b>Zeynab Wandati</b>	F	Member	1 <sup>st</sup> Degree	Nation, Nairobi
7	<b>Kitavi Mutua</b>	M	Member	1 <sup>st</sup> Degree	Nation, Kitui

The Board is answerable to the members during the Annual General Meeting and other special meetings. The Board has the responsibility of holding meetings to discuss and coordinate all MESHA activities including but not limited to development plans, guide and resolve conflicts regarding Secretariat administration, staffing, partners and the science journalism fraternity.

#### MESHA Secretariat Staff Composition and Mandate

MESHA boasts of a competitive small staff composed of four (4) employees. This competent staff is supported with a committed Secretary/CEO; who is a member of the Board. There's an established and functional secretariat that takes care of all the needs of members, Board of Management and partners. The secretariat exists for the sole purpose of coordinating all activities of the organization.

Depending on availability of funds; the entire staff enjoys all-inclusive team building retreats, individual/family support initiatives as well trainings/seminars. The Secretariat has a small fund to cater for their sickness.

## 2.4 SWOT Analysis

MESHA aims at real value addition to its primary stakeholders (the public, science journalists, scientists, communication officers NOT Public Relations Officers and development partners). This is by ensuring that there is steady progress in the media coverage of health, agriculture, environment, science and technology which is critical to improve the external image of a developing country. To impact the community positively; MESHA understands that the challenge remains on how to strengthen the capacity of journalists to enhance science communication to write stories regularly. The following presents the summary of the situation analysis of each key result area of the school that was conducted in the context of the framework illustrated below.

### I. ENVIRONMENT

<b>Summary of the Situational Analysis</b>	
<p>MESHA's engagement in reporting of environment matters has been on a steady rise for the last 10 years. Science and environmental journalism is entering a new era defined by urgency, the politicization of science itself, and increasing political and social polarization across the globe. The evolution of the journalism industry has placed increasing demands on news organizations to do more with less in a rapidly evolving news environment, and we are only just now beginning to understand what this means for in-depth scientific and environmental reporting.</p> <p>Parallel to the shift to online news consumption, several news organizations have been forced to reassign specialty science reporters to a general assignment or eliminate the science desk completely, in an effort to stay competitive on smaller budgets. It is critical to understand what effects these dramatic shifts in the news industry have had on journalists' science writing, journalism education, and audiences' consumption of science news. The organization's aspiration is to have more of her members emerge competitively at the global stage on winning awards in reporting matters on environment.</p>	
<b>Strength</b>	<b>Weakness</b>
<ul style="list-style-type: none"> <li>• Availability of sufficient reporters in the sector;</li> <li>• Availability of qualified and dedicated environmentalists willing to share their stories;</li> <li>• Availability of many institutions specializing in environment matters;</li> <li>• Availability of development partners as well as various other government agencies supporting, promoting and working in the environmental sector;</li> <li>• Availability of research on environmental issues within the SDGs.</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate science reporters on environment matters;</li> <li>• Low linkages with environment leaning institutions e.g. NEMA and Min of Environment;</li> <li>• Few supportive organizations</li> <li>• Poor flow of stories from environment based institutions;</li> <li>• Work more with editors most of who do not understand the need for solution-based science stories.</li> <li>• Not many new journalists are aware of MESHA, and perhaps it would be good to engage the students at the college</li> </ul>

<ul style="list-style-type: none"> <li>• MESHHA has no equal in Kenya when it comes to working with journalists on areas of environment reporting.</li> <li>• Share magazines and tips with journalists on stories they can do on Environment</li> </ul>	<p>level. This will help the talented and students interested in science journalism to start specializing early on.</p> <ul style="list-style-type: none"> <li>• MESHHA is still largely invisible to many journalists including those already practicing.</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Existence of UN body in-charge environment – UNEP</li> <li>• A vibrant industry and many journalism colleges</li> <li>• Ability to improve on environment reporting</li> <li>• Creating an environment where journalists are empowered to specialize on environmental reporting, a fact missing in the colleges and the newsrooms</li> <li>• MESHHA can profit in the international and local science conferences by proactively participating. MESHHA organized annual conference is a great opportunity, but could perhaps be better if MESHHA teamed up not only with sponsoring organizations but with Kenyan mainstream media to ensure buy-in and support of science journalism from the latter.</li> <li>• Proactive support of the Sustainable Development Goals and Solutions-based journalism.</li> <li>• Embracing the digital platforms fully to promote science journalism</li> <li>• Vibrancy and Support by the media houses.</li> </ul>	<ul style="list-style-type: none"> <li>• Trained editors and underpaid journalists who find it too hard to specialize;</li> <li>• A media that is too politically biased; diminishing space for telling in-depth, investigative science stories leading to an exit of good journalists committed to science</li> <li>• If the media houses are increasingly not publishing and broadcasting topical science features, the MESHHA network will indirectly feel the heat.</li> <li>• Maybe diminishing donor funds, lack of support of science journalism by media managers; governments hell-bent to muzzle the media, and the infamous brown envelope</li> </ul>

## II. TECHNOLOGY

### Summary of the Situational Analysis

The Issues of science, technology and innovation remain endemic to development and furthering our understanding on these issues which is a core challenge for science journalism. Yet for many individuals in the developing world, access is still a major challenge, hindering their ability to learn how to use technologies that would improve their lives and promote enterprise development. That challenge is multiplied many times over for national policy makers seeking to use technologies to address energy poverty, food insecurity, environmental threats and job creation. Bridging the technological divide has become a core concern of the United Nations.

MESHA as an organization is cognizant of the fact that there is no doubt about the potential of rapid technological progress to help the world meet the defining challenges of our time. There's need to find innovative ways of closing this gap thus MESHA is poised to the increase the capacity of a growing number of science journalists with a promising dynamic in reporting on emerging technologies. In this strategic period, MESHA seeks to report issues in science, technology and innovation that are topical and important for developing countries in a comprehensive way with an emphasis on policy relevant analysis and conclusions.

<b>Strength</b>	<b>Weakness</b>
<ul style="list-style-type: none"> <li>• Presence of magazines where journalists share their stories on emerging technologies;</li> <li>• Most of MESHA members are journalists with requisite specialization and experience in science reporting;</li> </ul>	<ul style="list-style-type: none"> <li>• Slow progress to achieving the desired interactions of MESHA members on e-platforms</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• MESHA's areas of specialization present an opportunity to members since there's no competition from any other.</li> </ul>	<ul style="list-style-type: none"> <li>• Competing interest of organizations with similar objectives</li> </ul>

### III. HEALTH

#### Summary of the Situational Analysis

The mass media has enormous potential to influence health-related behaviour and perceptions. It is well recognized that the media plays an enormously influential role in public responses to health issues. The mass media - print, television, radio and internet - has an unparalleled reach as a communication mechanism. Journalists routinely attempted to balance different, sometimes competing, aims amidst significant operational constraints.

Over the past three decades, a number of works have investigated how news is sought and shaped by journalists within media organizations. Others have proposed strategies for increasing news coverage of significant health and medical issues. But these strategies need to be pursued carefully. It is well recognized that the mass media, especially its traditional components, print, television and radio, is in many ways a poor vehicle for the communication of scientifically accurate information about health and medicine, prone to sensationalism, sins of omission, and sheer inaccuracy.

There are significant barriers to increasing quality of health and medical reporting. These include: inadequate technical training for journalists, time constraints of news production and the commercial imperatives that drive story selection and headlines. Furthermore, public health can have a more productive engagement with the mass media if there is greater understanding of how health news is packaged within media houses. In this strategic period, MESHA plans to identify how journalists from all sectors of the news production process can work well within their organizations to select, shape and present health news stories. Further, MESHA will work with a core team of journalists and scientists to foster greater relationships within the media so as to propagate health journalism in key areas as HIV/AIDS prevention.

Strength	Weakness
<ul style="list-style-type: none"><li>• There has been consistence in production of the Sayansi magazine with informative Science stories captured in depth highlighting emerging issues on health.</li><li>• Another key strength has been to enhance members with journalistic skills to keep tabs with current trends in science reporting on health matters.</li><li>• Given equal training opportunities for members to attend workshops and local conferences.</li></ul>	<ul style="list-style-type: none"><li>• Members are not fully engaged to help push out stories published in the Sayansi magazine that can give more visibility of health matters.</li><li>• In terms of story contributions, members need to put a little effort so as they can also have story portfolio in our publications so that a year does not end without members bylines appearing for their well-researched and executed stories.</li><li>• Our membership payment has not been strengthened enough, there's need to come up new calendar year of activities so as members get commit paying fees on time so as to help the network</li></ul>

	operate effectively despite our hard economic times.
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Marketing MESHAs to potential local partners, who can support training journalists.</li> <li>• Having MESHAs awards to honour journalists efforts in their Science reporting across the year.</li> <li>• Holding <i>Media Science Cafes</i> that help create relationships with scientists, journalists, communication officers and advocates; and boost mentorship of upcoming journalists in the Kenyan market and across the borders.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of energy to embrace technology such as twitter to push our activities, e.g. 100 tweets per day.</li> <li>• Lack of clarity on celebrating journalists who have taken Kenyan to the global level as motivation to members (appreciate our heroines like Zeynab Wandati of NTV).</li> <li>• No committed editors to work with members on pitching stories that can also be in line with current “hot news” that can be relevant and timely to our audience’s reach.</li> </ul>

#### IV. AGRICULTURE

##### Summary of the Situational Analysis

During the strategic period 2012-2017, among the reasons highlighted for agriculture issues receiving little recognition within the mainstream media were poor infrastructure within media houses, lack of equipment, lack of education on agriculture activities on the part of journalists and poor output resulting out of the latter. In this last strategic period, there has been far too little coverage of biodiversity in the media — and this is as much due to lack of interest from journalists and indifference of editors. Journalists even find it difficult to grasp what biodiversity means. They are used to asking ‘who?’, ‘what?’, ‘where?’ and so on, and the concept doesn’t always lend itself to such categorization: climate change or even the hole in the ozone layer are easier to comprehend.

In this strategic period 2017-2022; MESHA is aware of the need for improved skills where journalists are concerned; improved relationships between government agricultural agencies and the media; as well as the recognition of the important roles technology plays within the field. MESHA will need to put in place several strategies to ensure that key messages are conveyed on agricultural issues; making agriculture a better, highly appealing theme where journalism is concerned. In this period, MESHA will ensure that journalists go beyond the obvious and see how preserving biodiversity can enhance agricultural yields.

Strength	Weakness
<ul style="list-style-type: none"> <li>• MESHA regularly networks with various agricultural organizations to get to expose journalists to agriculturalists so as to build working relationships</li> <li>• The media’s love of the human angle to the story has pushed MESHA members to package their stories on agriculture with a more human angle.</li> <li>• MESHA is the only organization that brings together science experts and journalists for comprehensive coverage of science issues more so agriculture based.</li> <li>• MESHA has been instrumental in seeking and presenting training and scholarships to journalists reporting on agricultural matters.</li> <li>• Communication to members has been consistent and timely.</li> </ul>	<ul style="list-style-type: none"> <li>• Most MESHA activities are concentrated at the headquarters limiting participation of other members</li> <li>• Failing to follow up on inactive members</li> <li>• Most activities are conducted online despite some journalists having challenges accessing the same, those in rural set ups.</li> </ul>
Opportunities	Threats

<ul style="list-style-type: none"> <li>• Goodwill to conduct strategic field trips/site visits for the agriculture journalists.</li> <li>• The need for journalists to be trained/effectively exposed to different issues i.e. Food Waste and Spoilage, Fertilizers etc.</li> <li>• Need for journalists to look for more angles to issues and stories in agriculture. e.g. after launching a new crop variety what more can we tell about the story?</li> <li>• Utilize the SMS to reach stakeholders in the village, some of who have innovative projects but have no access to internet.</li> <li>• Train young journalists on the significance of embracing science reporting more so on agriculture</li> <li>• Partner with a section of media houses to increase publication of science stories in local dailies.</li> </ul>	<ul style="list-style-type: none"> <li>• Blogosphere especially blogs reporting on science.</li> <li>• Uninformed population about the need to integrate new agricultural methods in their farming.</li> <li>• Inadequate information from government institutions could discourage science journalists thus limiting MESHAs mandate.</li> </ul>
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## V. ORGANIZATIONAL DEVELOPMENT

### Summary of the Situational Analysis

The board of MESHA is aware that when creating developmental change in their association, the responsibilities of decision-making should shift from being a task designated to managers to one that all the employees share. In healthy organizations, managers understand that decision-making should occur where the sources of information are, which is not always toward the top of the chain of command. Because teams make up organizations, not just individuals, change must primarily occur at MESHA in order to make a difference in the culture of the organization.

MESHA has since establishment seen challenges of groups as an organization when they have no clear understanding about the organization purpose, mission and goals, as well as the purpose and organization of the management structure. For change agents to be effective, employees and their respective departments should have a good understanding regarding the various departments within an organization and their relationships.

It is saddening to note that since establishment and with solid years of experience; MESHA has been struggling with secretariat organization and administrative support to effectively manage the organization. The funding challenges have continued to hamper retention of professional and competitive staff at the secretariat. The strategic period 2017-2022 will see MESHA invest heavily in a fully functioning secretariat with opportunities to explore and develop budding journalists in science journalism.

Strength	Weakness
<ul style="list-style-type: none"> <li>• Functional secretariat</li> <li>• Professional organization</li> <li>• Multi-disciplinary media network</li> <li>• MESHA Secretariat organizes regular discussions and sends out stories/ideas/themes with the specialists on behalf of our clients;</li> <li>• Regular pitching of stories together and even angle them as a team;</li> <li>• Publication of clients stories in the quarterly magazine, SAYANSI;</li> <li>• Availability of Trained Human Resource at the Secretariat;</li> <li>• Goodwill and Support from the MESHA Board of Management;</li> <li>• Frequent Staff development through participation/attendance in external trainings and seminars;</li> <li>• Materials resources are available at</li> </ul>	<ul style="list-style-type: none"> <li>• No adequate space at the secretariat for coaching and mentorship of budding science journalist;</li> <li>• The few staff at the secretariat are sometimes overwhelmed by the many emerging cases that require attention;</li> <li>• Poor M&amp;E on activities done</li> <li>• Poor networking; few members respond to emails</li> <li>• Inadequate funds to operate the secretariat</li> <li>• Weak communication channels of updating members on points of contacts at any given time there is a change. This is occasioned with sometimes long periods of silence</li> <li>• Low connection of members to outlets that could help grow their careers (Connecting people to institutions i.e.</li> </ul>

<p>the secretariat for reference.</p> <ul style="list-style-type: none"> <li>• The incredible freedom and lack of bureaucracy at MESHA.</li> </ul>	<p>publications, TV and radio stations).</p>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Hosting of the 2018 African Science Journalists Conference in Kenya</li> <li>• Bidding for hosting the World Science Journalists Conference 2021</li> <li>• Organizing a science week or Expo targeting university students and scientists</li> <li>• Growing media industry</li> <li>• At MESHA there's growth, contacts/sources growth, opened avenues through skill exchanges</li> <li>• Appearing more and pushing content that is leaning more towards science reporting</li> <li>• Platforms to share, publish and skill impartation on a regular basis</li> </ul>	<ul style="list-style-type: none"> <li>• Few partners to support the Conference</li> <li>• Few partners to fund the Bid</li> <li>• Poor funding to organize the science week</li> <li>• No science desk in media houses</li> <li>• No science reporting in colleges</li> <li>• Mistrust between scientists and journalists</li> <li>• No finances to countering emerging competition from other players</li> </ul>

## VI. RESOURCES

### Summary of the Situational Analysis

MESHA's fraternity interprets resources in this regard as Finances, Human Resources and Physical (Equipment, ICT and Infrastructure). The secretariat is concerned with ensuring that the staff and interns make the best possible use of the available resources in the organization to enable every member to fulfill his or her potential. Currently MESHA secretariat deals with the overall collection of membership fees, management and expenditure of the collected funds.

MESHA is endowed with a cross section of competent, professional and experienced Board members supported with the over 200 dynamic membership population to deliver the organization's vision and mission. MESHA's physical resources are grouped into two broad areas; Equipment which refers to consumable and non-consumables e.g. computers, stationery, desks, chairs, tables etc. Infrastructure refers to the physical location and facilities in terms of office building block.

Strength	Weakness
<ul style="list-style-type: none"> <li>• Elaborate membership fee collection system in place;</li> <li>• Finance personnel is competent and qualified to handle;</li> <li>• Presence of additional revenue from other sources including consultancy opportunities for the organization</li> <li>• Elaborate and regular budgeting and audit calendar/process;</li> <li>• Steady increase in membership rate thus attracting more funds from membership collections;</li> <li>• All membership cash is paid through the bank a trend that reduces on corruption and insecurity of cash transactions;</li> </ul>	<ul style="list-style-type: none"> <li>• Irregular payments of membership fees;</li> <li>• Donor grants are not forthcoming;</li> <li>• Inconsistent sources for additional revenue e.g. consultancy services;</li> <li>• No additional resource mobilization strategy in place;</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Catchment of MESHA (located in Nairobi) has potential of attracting many members-journalists;</li> <li>• Availability of willing partners;</li> <li>• Availability of Donor and Government grants for MESHA;</li> <li>• Goodwill from well-wishers;</li> <li>• Additional intra sourcing of revenues from MESHA e.g. consultancy services</li> </ul>	<ul style="list-style-type: none"> <li>• Competing interest same resources by other players;</li> <li>• Irregular membership fee payment</li> <li>• Low funding opportunities and unstable disbursement of government grants to partners</li> </ul>

## VII. LINKAGES, NETWORKING AND PARTNERSHIPS

<b>Summary of the Situational Analysis</b>	
<p>MESHA's Board of Management has established the following clear segment of stakeholders (Internal and External) that it serves; science journalists as key stakeholders, Secretariat staff, development partners, service providers/suppliers, well-wishers/sponsors national and county governments. In this strategic period 2017-2022, MESHA will need to establish an internal Quality and Assurance team, consisting of the board members, Key Secretariat staff, Scientists and a small number of key science journalists. The team to meet regularly to consider emerging issues of significance to the science journalism, and direct action at all sector reporters. MESHA will as well institute an 'Expertise's Toolkit'. This will involve on call basis; stakeholders with expertise or responsibility in a given area in developing a brief written summary of the science journalism in that area, so as to spread awareness and understanding to the fraternity.</p>	
<b>Strengths</b>	<b>Weakness</b>
<ul style="list-style-type: none"> <li>• MESHA has a bi-monthly science café at the Alliance Francaise which brings together the public, academia and experts to speak about different issues in agriculture, environment and health.</li> <li>• High collaboration among the stakeholders;</li> <li>• Frequent meetings/for and of the stakeholders;</li> <li>• MESHA Board management team is accessible and friendly to the needs of partners;</li> <li>• Good working relations between MESHA and partners;</li> <li>• Stakeholders' unrivalled faith in the MESHA's rise to glory;</li> <li>• Qualified, experienced and committed board of management.</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders lack of information regarding their role and responsibility to MESHA's programmes;</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• High collaboration among the stakeholders;</li> <li>• Frequent meetings/for a of the stakeholders;</li> <li>• MESHA's Board of management team is accessible and friendly to the needs of stakeholders;</li> <li>• Good working relations between</li> </ul>	<ul style="list-style-type: none"> <li>• Exit or inactive founder members of MESHA;</li> <li>• Exit rate of experienced science journalists to pursue greener pastures.</li> </ul>

<p>MESHA and partners;</p> <ul style="list-style-type: none"> <li>• Stakeholders' unrivalled faith in MESHA's rise to glory;</li> <li>• Qualified, experienced and committed MESHA board of management.</li> </ul>	
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## 2.5 Association's Stakeholder Analysis

Since establishment, MESHA fraternity has interacted and continues to interact with an array of stakeholders drawn from all walks of life seeking varied engagements with the school. In summary the following table dissects through the stakeholders, their roles and responsibilities.

**Table 3: Stakeholder Analysis**

<b>Stakeholder Cluster</b>	<b>Roles and Responsibilities</b>	<b>Stakeholder Expectations from MESHA</b>	<b>MESHA Expectations from Stakeholder</b>
<b>Board of Management</b>	<i>Interact with the MESHA Secretariat in formulation of policies relating to Human Resource Management and development as well as provision of staffing establishment for the organization.</i>	<ul style="list-style-type: none"> <li>• High level of hospitality;</li> <li>• Adhere to set terms and conditions of service for MESHA</li> </ul>	<ul style="list-style-type: none"> <li>• Interaction and Cooperation;</li> <li>• MESHA Board and Secretariat cohesion and harmony;</li> <li>• Initiate Reforms, Human resource management and development;</li> <li>• Training opportunities and performance management;</li> <li>• Terms and conditions of service.</li> </ul>
<b>MESHA Secretariat</b>	<ul style="list-style-type: none"> <li>• To effectively deliver quality programs,</li> <li>• Support the running of the organization's activities</li> <li>• Coordinate and manage varied stakeholders interacting with MESHA</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate facilitation and welfare.</li> <li>• Enabling environment.</li> <li>• Effective leadership.</li> <li>• Two-way communication structure.</li> </ul>	<ul style="list-style-type: none"> <li>• Competitive and high professional standards among Staff;</li> <li>• Effective implementation of the MESHA work plans.</li> <li>• Efficient utilization of resources.</li> <li>• Cooperation with other stakeholders in the Media sector.</li> </ul>
<b>Members</b>	<ul style="list-style-type: none"> <li>• Faithful uptake of the MESHA planned programmes/activities</li> </ul>	<ul style="list-style-type: none"> <li>• Timely, appropriate and efficient science reporting.</li> <li>• Enabling environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Quality entry and exit behavior in MESHA</li> <li>• High professionalism and career growth;</li> <li>• Effective uptake of the MESHA activities.</li> </ul>

<b>Stakeholder Cluster</b>	<b>Roles and Responsibilities</b>	<b>Stakeholder Expectations from MESHA</b>	<b>MESHA Expectations from Stakeholder</b>
		<ul style="list-style-type: none"> <li>• Effective leadership.</li> <li>• Two-way communication structure.</li> </ul>	<ul style="list-style-type: none"> <li>• High interaction with other partners/organizations within and beyond Kenya</li> </ul>
<b>Scientific and Research Institutions</b>	<ul style="list-style-type: none"> <li>• Greater and meaningful involvement in the MESHA programs</li> </ul>	<ul style="list-style-type: none"> <li>• Timely and regular communication.</li> <li>• Effective leadership.</li> <li>• Accountability</li> <li>• High level of interaction and good working relations</li> </ul>	<ul style="list-style-type: none"> <li>• Timely and prompt response to MESHA communication</li> <li>• Commitment to support and funding of MESHA activities;</li> <li>• Effective uptake of MESHA projects.</li> </ul>
<b>Development Partners/Sponsors</b>	<ul style="list-style-type: none"> <li>• Interact with MESHA for funding, networking and partnerships.</li> <li>• Establish funding opportunities and ventures in support of the MESHA work</li> </ul>	<ul style="list-style-type: none"> <li>• High level of networking and partnership;</li> <li>• Enabling environment for collaboration;</li> <li>• Effective and efficient procurement and payment procedures.</li> <li>• Accountability, Monitoring and Evaluation on projects</li> </ul>	<ul style="list-style-type: none"> <li>• Funding, Partnerships, Participation and Accountability;</li> <li>• Project Delivery.</li> <li>• Compliance with state legislations;</li> <li>• Flexibility in procurement and payment procedures;</li> <li>• Work in line with the priorities of MESHA's Strategic Plan.</li> </ul>
<b>(National and County) Government Ministries, Departments and Agencies</b>	<ul style="list-style-type: none"> <li>• Greater and Meaningful involvement in policy formulation, development agenda issues, quality control, auditing and good working relations</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with set policies and procedures;</li> <li>• Information sharing.</li> </ul>	<ul style="list-style-type: none"> <li>• Involvement level on Policy formulation and implementation.</li> <li>• Coordination of government scientific and research programmes.</li> <li>• Collective action.</li> </ul>
<b>Media Organizations</b>	<ul style="list-style-type: none"> <li>• Prioritizing science reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate science reporting;</li> <li>• Share emerging dynamics in the science reporting;</li> <li>• Prompt and appropriate science reporting.</li> </ul>	<ul style="list-style-type: none"> <li>• Professional and objective science reporting.</li> <li>• Raise the image and the organization's visibility to the public.</li> </ul>
<b>Other related associations in the region and beyond</b>	<ul style="list-style-type: none"> <li>• Effectively offer competitive and comparative analysis to MESHA's</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborate and promote quality competition in all</li> </ul>	<ul style="list-style-type: none"> <li>• Professional and quality competition in science reporting</li> </ul>

<b>Stakeholder Cluster</b>	<b>Roles and Responsibilities</b>	<b>Stakeholder Expectations from MESHA</b>	<b>MESHA Expectations from Stakeholder</b>
	<i>programmes and projects.</i>	<i>aspects of science reporting;</i> • <i>Information sharing</i>	

## 2.6 Review of MESHA Strategic Plan 2012 – 2017

The strategic period of 2012 – 2017 provided strong learning points as the organization worked towards making MESHA competitive as well as identifying and establishing our key programs and organizational priorities. During this period, several key achievements were made, a number of challenges were faced, and significant lessons were learned.

**Table 4: Performance Summary of the Strategic Period 2012-2017**

<b>Performance Summary of the Strategic Period 2012-2017</b>	
<b>Achievement</b>	<b>Key Challenges</b>
<ul style="list-style-type: none"> <li>• Retained the services of the Secretary</li> <li>• Annual audits carried out in a timely manner.</li> <li>• Strengthened partnerships with AFSJ, IFAJ and WFSJ and continued to have send science journalists to the international conferences</li> <li>• Enhanced Science-Cafe program for the scientists and journalists through experience sharing at the Alliance Francaise.</li> <li>• MESHA chapters increased the number of members to 200.</li> <li>• Increased the number of science journalist trainings to a total of ten up from two per year.</li> <li>• Expanded the recognition of the organization locally, nationally and internationally through an increased number of partnerships including, partnering with NACOSTI and becoming a member of the AFSJ and WSJ board of directors.</li> <li>• An increase in the number of MESHA members receiving local and international awards and recognitions.</li> <li>• Expansion of the Secretariat to include a Finance Officer, Program Coordinator and interns.</li> <li>• Commitment to good governance through effectively hosting annual</li> </ul>	<ul style="list-style-type: none"> <li>• Similar competing organizations for limited resources</li> <li>• The need for continuous training of journalists in science journalism is so great that it is a challenge to secure funding to ensure all these programmes take place.</li> <li>• Retaining members after they have benefitted from MESHA activities.</li> <li>• Unhealthy competition from other related organizations that target scientists and journalists</li> <li>• The collection of membership fees from members has been deliberately slow.</li> <li>• Identifying experts to work with the organization that are inclined to science reporting; and who have skills to communicate relevant technical information to our members about their potential in science journalism.</li> <li>• Communication about what is happening in the organization throughout the membership has been deliberately slow.</li> <li>• There is inadequate funding to carry out activities, ensure continuity of programs, and hire more staff to expand the programs at the secretariat.</li> <li>• There is no clear cut system of staff/leadership succession planning which means that MESHA loses the technical skills of staff once they leave the organization.</li> </ul>

<p>AGMs, hold elections and reporting to development partners</p> <ul style="list-style-type: none"> <li>• Have partnered with a variety of research organizations including, CIP, IITA, AFSTA and AATF, INTERNEWS to share experiences and information on the status of science reporting in the region.</li> <li>• Has successfully organised the following; <ul style="list-style-type: none"> <li>Two Kenya Science Journalists Congress (held every two years)</li> <li>Two Africa Conference of Science Journalists held every 2 years</li> <li>Three India -Africa Dialogue on Sciences</li> <li>Eight training workshops</li> </ul> </li> </ul>	
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**Lessons Learnt**

- Science-Cafés are proving to be a more effective platform for scientists and journalists, as they provide them with time to interact, appropriately present their data and findings in an appealing and effective way to the public.
- There is need to continue to enhance our resource mobilization efforts to ensure the sustainability of the organization. This includes identifying new development partners, seeking working agreements with key ministries, county governments and designing innovative and new ways to generate funds besides development partners.
- MESHSA needs a small multi-tasking staff at the secretariat to monitor and ensure on time delivery of projects, policies and procedures to ensure effective implementation of the programs and the use of funds.
- It pays to clearly identify organisation’s strengths and weaknesses so that we can form strategic partnerships with organizations/individuals that are stronger in specific areas.
- The global funding situation has affected MESHSA’s financial position.
- It is essential to network and form linkages with other development organizations, government ministries, service providers and other key stakeholders.
- It is important to collect and file relevant data and documentation about successful science journalists for better training and role-modelling of upcoming journalists
- It is rewarding to correctly understand the context the association is operating within in order to align the association with key stakeholders for visibility within the media-science world.
- Host regular meetings to evaluate key issues affecting an association such as leadership, management, fundraising, staffing, financial position, budgets, and objectives to resonate with what other stakeholders are working towards achieving.

## **2.7 Internal and External Challenges**

MESHA being a dynamic institution in the science journalism space, faces a number of challenges in its endeavour to deliver on its vision and mission drawn from both the internal and external environment. The challenges facing the organization include but not limited to the following;

- Increased demand for development and expansion of science journalism in the mainstream media.
- Weak linkages with donors and development partners.
- The constraining priority in raising the profiles of science stories in the mainstream media
- Irregular exchange programmes/visits and interactions between researchers and journalists designed to produce a cadre of reporters with strengthened basic knowledge, comprehension, and initiative in reporting on health and science issues.

MESHA has instituted various reforms and strategies to mitigate these challenges and spur it to deliver on its mandate. Additionally, the organization has now identified a vibrant motto, a set of values and identified Key Priority Areas (KPAs) to guide its operations for the next five years.

## 3. Chapter Three: Strategic Priorities

### 3.1 Overview

In this strategic period; 2017-2022, MESHA has identified several Key Priority Areas (KPAs) to focus on in its overall programming. These Key Priority Areas have been broken down into goals, strategic objectives and strategies. The specific strategies have been broken down into detailed action plans outlining the various activities, resource requirements, timeframes and responsibilities for the delivery of each strategy. These are briefly here outlined:

### 3.2 Summary of Key Priority Areas (KPAs)

#### Strategic Theme 1: Environment

##### Strategic Issues

MESHA fraternity has noted a lot of challenges that hamper reporting of environmental issues. The issues range from low access to dynamic matters in the environmental sector, inadequate interaction between environmentalists and journalists, few environmental institutions collaborating with MESHA, low access to capacity building for Science journalists on environmental matters and low interest in reporting of environmental matters.

##### Strategic Objective

To improve environmental journalism education and reporting by **2022** through various training and exposure fora, to ensure efficiency and effectiveness of environmental science journalism.

##### Strategies

- i. Enroll, expose and train budding science journalists on the SDGs delivery with focus on sustainable energy and environmental reporting;
- ii. Strengthen awareness raising on existing & emerging issues in sustainable development
- iii. Conduct investigative writing on the enactment and implementation of appropriate environmental policies and laws
- iv. Network and exchange information with like-minded organizations and researchers
- v. Liaise with stakeholders to fund and foster training among communicators of environment writing

## **Strategic Theme 2: Biotechnology**

### **Strategic Issues:**

The life sciences offer opportunities for revolutionizing human welfare activities. Enriched by inputs from genomic research, biotechnology is a major force for development in all countries. Entwined with culture and socio-ethical values, biotechnology contributes to solving problems like food and water insecurity that impede national development and threaten peace in the developing world. The lack of facilities and professional skills in biotechnology limits R&D initiatives in the developing and the least developed countries (LDCs); and, restricts their full participation in take-off activities in national and self-reliant regional ventures in sustainable development. MESHHA acknowledges the establishment of biotechnology parks and medicinal plant farms across Kenya as indicative of biotechnology being accorded high policy status in national development; of its significance in the eradication of poverty; and of its use in the empowerment of women in applying the technology for human and social welfare.

### **Strategic Objective:**

To increase public accessibility to credible, balanced and authoritative information on the opportunities and constraints in biotechnology towards responding to the challenges of poverty in the 21st century.

### **Strategies:**

- i. Increase media coverage on bio-technology issues in Kenya and beyond.
- ii. Strengthen networking and linkages with like-minded organizations.
- iii. Map partners to support MESHHA Biotechnology activities in Kenya and beyond.
- iv. Establish a focal point, hub of information and expertise in biotechnology
- v. Facilitate transfer of knowledge to journalists on how to cover Biotechnology

## **Strategic Theme 3: Health**

### **Strategic Issues**

In sub-Saharan Africa, infectious diseases such as malaria and HIV/AIDS cause 69% of deaths. Though there can be delivery of short-term aid and efforts to develop innovative vaccines or treatments for these diseases; the real issue is the danger of a weak healthcare system. To address this, MESHHA is cognizant of the need for governments to focus on building better healthcare infrastructure in Africa. For example, Africa bears one-quarter of the global disease burden, yet has only 2% of the world's doctors. This is unacceptable, and there's need to take steps to address inadequate healthcare infrastructure now. MESHHA fraternity has learned a few important lessons on how to deal with infrastructure challenges in Africa, and have identified where sustainable investments can make a long-term difference.

**Strategic Objective:**

To strengthen reporting on health matters focusing on three areas: leveraging digital technologies, improving knowledge, skills and resources, and creating collaboration as well as consensus among key stakeholders.

**Strategies:**

- i. Lobby for more space in the media on health issues
- ii. Link the journalists with relevant sources of information on health matters
- iii. Create a pool of journalists specializing on health reporting
- iv. Enhance investigative writing on health matters
- v. Establish effective working relations with health institutions

**Strategic Theme 4: Agriculture****Strategic Issues**

Agricultural investment in general, of which concerns about agricultural research and extension are a small but important part, is a key area for development in the developing world, where poverty is predominantly still a rural phenomenon. The major development agencies, including the multilateral development banks, have tended to neglect agriculture through the 1990s, largely for reasons of past difficulties and lack of achieving the success intended, but recently there has been something of a turnaround, wherein the absolute necessity of agricultural and rural development is re-recognized and, accordingly, new investment activities are now being actively planned, with renewed and close attention to learning from the lessons of past experience. MESH in this strategic period acknowledges that investment in agriculture is key for economic growth and job creation among Africa's farmers, but significant constraints remain before they can fulfill that potential.

**Strategic Objective**

To expand and improve the thought process on all agricultural matters affecting the African continent in order to increase food production and enhance food security.

**Strategies**

- i. Create awareness on new agricultural development
- ii. Capacity building of the journalists on reporting agricultural issues
- iii. Strengthening of infrastructure for engagement with agriculture economics
- iv. Increase reporting of cross-cutting issues and policies in agriculture
- v. Enhance data mining on crop-reporting (e-agriculture platform)

## **Strategic Theme 5: Linkages, Networking and partnerships**

### **Strategic Issues**

MESHA in the recent past has experienced challenging times in meeting the needs of its pool of journalists due to inadequacies in linkages and networking platforms coupled with poor partnership profile. In this strategic period, MESHA needs to establish strategic linkages and partnerships based on common understanding of ensuring access to quality science journalism. It is now indispensable to engage with County and National government entities, individual researchers, R&D Institutions as well as local and International organizations for the organization to achieve its vision and mission.

### **Strategic Objective**

To strengthen the mapping and mobilization of strategic networks and partnerships towards realizing efficient and effective delivery of the MESHA programmes.

### **Strategies**

- i. Establishment of baseline perspectives on potential networks and partnerships
- ii. Map and establish the MESHA's new stakeholders with potential benefits
- iii. Build Capacities of MESHA on donor relations and grant-making
- iv. Hold stakeholders' forum or Donor/Funders' Round-table meetings to ensure the MESHA's resource base is stable and sustainable
- v. Ensure ICT integration in MESHA fraternity to connect well with stakeholders through regular update of the website, a variety of information access to partners through social media

## 4. Chapter Four: Resource Requirements

### 4.1 Overview

The MESHA Fraternity is quite aware of the huge resources required to implement the strategic considering the growing pressure exerted ever demand for raising the visibility of science journalism at the global level.

MESHA shall require vast resources to meet the requisite facilities, equipment and staffing levels to bridge the big gap between the scientific findings currently being conducted by the various research institutions and the demand for appropriate reporting on the same in the region.

Human, physical and financial resources are required for the implementation of the plan. In this regard, MESHA's board of management together with her stakeholders and partners will need to put in place concerted efforts to mobilize additional resources from internal and external sources. This is expected to be done through creation of an enabling environment for private sector players to invest in programmes of MESHA through partnerships.

This chapter gives a projection of the planned financial requirements, staffing levels and physical assets of the organization in the strategic period 2017-2022.

### 4.2 Financial Resources

MESHA with an increasing population of science journalists will need to urgently structure a more robust and effective Secretariat to coordinate programmes to sustain the interest of the members. The organization is currently complimenting membership fees with grants from the development partners, Government supported programmes as well hosting conferences. The bulk of MESHA's financial basket is through membership fee payment.

In this strategic period MESHA has planned renewed partnerships with various players in the development, corporate sector and government in order to benefit from the many available funds that have come with the devolved units of government in Kenya.

Within the planned period, MESHA will require a total budget of **Kshs. 50,000,000.00** to implement projects and programmes identified in this plan. Based on this budget, MESHA will need to continuously engage the various stakeholders and partners to provide the required financial resources to ensure full implementation of the planned projects and programmes.

This plan has a detailed costing of the planned activities as captured in the implementation matrix, which will in essence form the organization's main budget and work plans within the given period.

**Table: Resource Estimates**

<b>YEAR</b>	<b>MESHA Budget estimates (Kes. M)</b>
<b>FY1 - 2018</b>	9,000,000.00
<b>FY2 - 2019</b>	9,000,000.00
<b>FY3 - 2020</b>	10,500,000.00
<b>FY4 - 2021</b>	9,500,000.00
<b>FY5 - 2022</b>	6,000,000.00
<b>Total</b>	<b>44,000,000.00</b>

### **4.3 Physical Resources**

MESHA has ensured that every year it conducts an audit of its inventory of the physical assets and is maintained for safeguarding of the same. An analysis of MESHA's physical resource reveals that the organization is currently housed at AFSTA offices; however there are plans to have its own premises. In this planned strategic period, the MESHA team has identified an ideal office space in the up market Kilimani area with 2 utility rooms, one boardroom room, one administration area and a kitchenette. The office shall be fully furnished with furniture, equipment and stationery. Further, there's need for MESHA to initiate effective mechanism to ensure acquisition of their own land/building space to ensure additional facilities and equipment to manage the pressure from the increasing science journalist population.

### **4.4 Human Resources**

MESHA has a science journalist population capacity of two hundred (200) members. However, MESHA will need in this planned period to focus on building strong relations with the schools of journalism and scientific institutions to increase numbers of science journalists as well as partner with various other establishments to ensure adequate science journalism. MESHA will invest in performance management, training and development of both the Board and staff to achieve optimal and appropriate staffing levels which is meant to enable competitive service delivery in the organization.

## 5. Chapter Five : Monitoring and Evaluation

### 5.1 Overview

MESHA's Board of Management will need to ensure that strategic action plans act as the tools for monitoring the progress of implementing this strategic plan.

Additionally there will be a Central Monitoring Committee of this Plan to ensure that the following tasks are carried out to strengthen the monitoring and evaluation of the strategic plan:

- MESHA board of management will need to develop a set of performance indicators to be used for periodic reporting for each output. The strategy will be translated into performance responsibilities for all staff against which their performance will be evaluated;
- Quarterly, Annual and Mid-Term review meetings will be held to report progress over the implementation of the plan;
- MESHA will carry out a service delivery survey early in the strategy period and conduct a review of MESHA's Service Charter to set pace for monitoring performance of the plan. Specific issues will be identified and action plans prepared to address any bottlenecks in the implementation of the strategy; and
- MESHA board of management will establish an all-inclusive M&E team which will develop mechanisms and instruments to gather performance information against set performance indicators and targets (outputs).

### 5.2 Monitoring Plan

MESHA's Board of Management will ensure a comprehensive framework for monitoring and evaluation of this strategy is developed to track indicators and report on them sufficiently. Involvement of the wider MESHA's stakeholders in the M&E process shall be a priority. The information collected shall be used for effective projects and programme identification, review, planning and implementation.

The Strategic action plans include sufficient detail to enable the monitoring of the progress of implementing the strategy for each key result area. To realize the full implementation of this strategic plan, MESHA requires huge resources considering the need to respond to growing demand of the raising the visibility of Science Journalism.

MESHA's Board of Management members are quite aware of the vast challenges ahead to implement this strategy and thus all stakeholders shall be called upon to put in place concerted efforts to mobilize additional financial, human and physical resources to complement the shrinking development partner grants.

This Strategic Plan will be evaluated regularly during and after implementation to gauge the extent of achievement of the intended results. The evaluation will be carried out using a “REES” Model that analyses **Relevance, Efficiency, Effectiveness and Sustainability**.

A mid-term review will also be carried out, midway the implementation of the strategy. The logical framework will help track and monitor progress in the implementation of the Plan. For effective and efficient M&E, clear indicators have been identified based on the planned strategy and activities.

### 5.3 Implementation Framework of the Strategic Plan (2017-2022)

#### Strategic Priority 1: Environment

<b>Strategic Objective:</b> To improve environmental journalism education and reporting by <b>2022</b> through various training and exposure fora, to ensure efficiency and effectiveness of environmental science journalism.						
<b>Strategies</b>	<b>Major Activities</b>	<b>Output(s)</b>	<b>Performance Indicators</b>	<b>Responsibility/Actors</b>	<b>Budget (Kshs. M)</b>	<b>Timeframe</b>
<b>1.</b> Enroll, expose and train budding science journalists on the SDGs delivery with focus on sustainable energy and environmental reporting	<ul style="list-style-type: none"> <li>Conduct a situational analysis</li> <li>Training, Collating reference &amp; training resources</li> <li>Source for training opportunities</li> <li>Outreach to schools and colleges</li> </ul>	<ul style="list-style-type: none"> <li>Improved reporting/ writing on well researched &amp; balanced stories</li> <li>Increased numbers of journalists reporting on environment matters</li> <li>Increased awareness of environment writing in media schools and journalism clubs in schools</li> </ul>	<ul style="list-style-type: none"> <li>No. of well researched stories published.</li> <li>No. of colleges, schools or organizations that have collaborated with or shown interest in MESHA</li> </ul>	<ul style="list-style-type: none"> <li>BOM</li> <li>Secretariat</li> <li>Development Partners</li> </ul>	<b>2</b>	2018-2020
<b>2.</b> Strengthen awareness raising on existing & emerging issues in sustainable development	<ul style="list-style-type: none"> <li>Partner and Networking with organizations involved in environmental and sustainable development issues</li> <li>Create a pool of contacts/reporters interested in environment</li> </ul>	<ul style="list-style-type: none"> <li>Increased interaction/ support from like-minded organizations</li> <li>Increased number of people with adequate information on environment</li> </ul>	<ul style="list-style-type: none"> <li>Response level from readers or viewers on the stories published</li> <li>No. of trainings attended by the journalists.</li> </ul>	<ul style="list-style-type: none"> <li>BoM</li> <li>Secretariat</li> <li>Development Partners</li> </ul>	<b>1</b>	2018/19
<b>3.</b> Conduct investigative writing on the enactment and implementation of appropriate environmental policies and laws	<ul style="list-style-type: none"> <li>Identify outlets for investigative stories on environment for members.</li> <li>Source for capacity building opportunities for journalists.</li> <li>Create a fund to support investigative writing</li> <li>Media monitoring to aid investigative reporting</li> <li>Train journalists to understand the linkages</li> </ul>	<ul style="list-style-type: none"> <li>Journalists more conversant with environment laws and policies.</li> <li>MESHA's ability to have first-hand information of key environment issues as a result of the fund.</li> <li>Upcountry journalists will be able to carry out duties smoothly due to</li> </ul>	<ul style="list-style-type: none"> <li>No. of investigative stories written and produced by journalists.</li> <li>No. of journalists carrying out investigative reporting on environmental matters.</li> </ul>	<ul style="list-style-type: none"> <li>BOM</li> <li>Development Partners</li> </ul>	<b>2</b>	2018-2022

**Strategic Objective:** To improve environmental journalism education and reporting by **2022** through various training and exposure fora, to ensure efficiency and effectiveness of environmental science journalism.

Strategies	Major Activities	Output(s)	Performance Indicators	Responsibility/ Actors	Budget (Kshs. M)	Timeframe
	<ul style="list-style-type: none"> <li>• between human rights and the environment</li> <li>• Liaise with relevant organizations to help source stories</li> <li>• Package a profile indicating MESHAS approach to environmental journalism.</li> <li>• Develop documentaries and investigative stories on the environment</li> </ul>	<ul style="list-style-type: none"> <li>• availability of resources and research materials</li> <li>• Journalists more aware of issues relating to human rights and the environment.</li> <li>• Increased awareness of environmental issues within the populace through MESHAS documentaries.</li> </ul>	<ul style="list-style-type: none"> <li>• No. of capacity building seminars or trainings conducted</li> <li>• No. of investigative documentaries aired.</li> <li>• Documented responses by human rights and other groups on MESHAS documentaries.</li> <li>• No. of organizations collaborating with MESHAS to carry out investigative reporting on environment issues.</li> <li>• Documented responses and actions from concerned policy makers on matters highlighted by MESHAS.</li> </ul>			
<p><b>4.</b> Network and exchange information with like-minded organizations and researchers</p>	<ul style="list-style-type: none"> <li>• Develop a database of journalists and sources, training institutions and grant-making institutions.</li> <li>• Recruitment of members.</li> <li>• Organize quarterly lectures on the state of the environment in Kenya.</li> <li>• Organize workshops to equip journalists with skills in the use of online collaborative tools.</li> <li>• Develop MESHAS information, education and communication (IEC) and publicity materials on the environment-training</li> </ul>	<ul style="list-style-type: none"> <li>• Ability of journalists to access and identify sources of information through the database.</li> <li>• Journalists more updated on new environmental issues/laws through continuous on-the-job training.</li> <li>• Knowledge of MESHAS existence to a number like-minded organizations and research institutions.</li> <li>• Increased collaboration between MESHAS and like-minded</li> </ul>	<ul style="list-style-type: none"> <li>• No. of journalists/ experts joining MESHAS as members</li> <li>• No. of quarterly mentoring/lecture series organized.</li> <li>• No. of workshops/trainings organized for journalists.</li> <li>• Different types of IEC and publicity materials developed by MESHAS.</li> <li>• An increase in the number of informed membership on new laws/ policies.</li> </ul>	<ul style="list-style-type: none"> <li>• BoM</li> </ul>	<p><b>2</b></p>	<p>2018-2022</p>

<b>Strategic Objective:</b> To improve environmental journalism education and reporting by <b>2022</b> through various training and exposure fora, to ensure efficiency and effectiveness of environmental science journalism.						
<b>Strategies</b>	<b>Major Activities</b>	<b>Output(s)</b>	<b>Performance Indicators</b>	<b>Responsibility/Actors</b>	<b>Budget (Kshs. M)</b>	<b>Timeframe</b>
		organizations and research institutions. <ul style="list-style-type: none"> <li>• A well-informed population through continuous publicity of environmental issues.</li> </ul>				
<b>5.</b> Liaise with stakeholders to fund and foster training among communicators of environment writing	<ul style="list-style-type: none"> <li>• Come up with proposals on our activities and the need for funding of such activities.</li> <li>• Develop database of like-minded stakeholders to strengthen the organization.</li> </ul>	<ul style="list-style-type: none"> <li>• An increase in sources of funds to aid MESHA's activities.</li> <li>• A more empowered pool of journalists at MESHA.</li> <li>• An increased interest in MESHA's activities by stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• No. of journalists who have benefited from such training within a particular period.</li> <li>• An improved style of writing environmental stories/ research.</li> </ul>	<ul style="list-style-type: none"> <li>• BoM</li> <li>• Development Partners</li> </ul>	2	2018/20/22
<b>Total Financial Requirement Priority (1)</b>					9	

## Strategic Priority 2: Biotechnology

<b>Strategic Objective:</b> To increase public accessibility to credible, balanced and authoritative information on the opportunities and constraints in biotechnology towards responding to the challenges of poverty in the 21st century.						
<b>Strategies</b>	<b>Major Activities</b>	<b>Output(s)</b>	<b>Performance Indicators</b>	<b>Responsibility/Actors</b>	<b>Budget (Kshs.)</b>	<b>Timeframe</b>
1. Increase media coverage on bio-technology issues in Kenya and beyond.	<ul style="list-style-type: none"> <li>Media capacity building</li> <li>Encourage members to write on bio-technology</li> <li>Link the media with relevant sources of information on the subject</li> <li>Create good working relationship with editors for more coverage</li> </ul>	<ul style="list-style-type: none"> <li>Increased coverage of biotechnology issues both in print and electronic media</li> <li>More editors to support stories on biotechnology</li> <li>More columns and programs covering bio-technology to be initiated.</li> <li>More journalists to understand how to report on biotechnology</li> </ul>	<ul style="list-style-type: none"> <li>Numbers of trained journalists in bio-technology reporting</li> <li>Number of new columns and media programs initiated</li> <li>Number of stories published and programs broadcast</li> </ul>	<ul style="list-style-type: none"> <li>BoM</li> <li>Secretariat</li> <li>Media Partners</li> </ul>	1	2017-2022
2. Strengthen networking and linkages with like-minded organizations.	<ul style="list-style-type: none"> <li>Organize /Workshops/Seminars/Conferences etc</li> <li>Participate in Workshops etc</li> <li>Encourage lectures from biotechnology experts</li> <li>Create database of biotechnology experts</li> <li>Create interactive internet based network between biotech experts and the media</li> </ul>	<ul style="list-style-type: none"> <li>Increased coverage of biotechnology issues both in print and electronic media</li> <li>More organization to join as corporate members.</li> <li>More scientists to understand how science journalists operate.</li> </ul>	<ul style="list-style-type: none"> <li>No. of workshops and seminars organized</li> <li>No. of workshops attended</li> <li>Availability of the database of experts</li> <li>Interactive networks created</li> </ul>	<ul style="list-style-type: none"> <li>BoM</li> <li>Secretariat</li> <li>Development Partners</li> </ul>	1.5	2018/20/22
3. Map partners to support MESHABiotechnology activities in Kenya and beyond.	<ul style="list-style-type: none"> <li>Develop fundraising proposals</li> <li>Hold joint activities with biotechnology stakeholders</li> <li>Develop and sell biotechnology articles to the media</li> <li>Encourage subscription of more writers</li> <li>Organize for fundraising events</li> <li>Offer consultancy services at a fee</li> </ul>	<ul style="list-style-type: none"> <li>Adequate funds for the undertaking within MESHABiotechnology</li> <li>Achievement of strategic objectives</li> </ul>	<ul style="list-style-type: none"> <li>Amount of money generated</li> <li>No. of events organized</li> <li>No. of joint events held</li> <li>No. of successful proposals developed</li> <li>No. of consultancies hired</li> </ul>	<ul style="list-style-type: none"> <li>BoM</li> <li>Secretariat</li> <li>Media Partners</li> <li>Development partners</li> </ul>	2	2018-2022

**Strategic Objective:** To increase public accessibility to credible, balanced and authoritative information on the opportunities and constraints in biotechnology towards responding to the challenges of poverty in the 21st century.

Strategies	Major Activities	Output(s)	Performance Indicators	Responsibility/Actors	Budget (Kshs.)	Timeframe
4. Establish a focal point, hub of information and expertise in biotechnology	<ul style="list-style-type: none"> <li>Create biotechnology resource centre within MESHA</li> <li>Thorough training for MESHA members on the subject</li> </ul>	<ul style="list-style-type: none"> <li>People seeking information from MESHA data-bank</li> <li>Organizations hiring biotech communication experts from MESHA</li> </ul>	<ul style="list-style-type: none"> <li>No. of enquiries made</li> <li>No. of MESHA experts hired</li> </ul>	<ul style="list-style-type: none"> <li>BoM</li> <li>Secretariat</li> <li>Media Partners</li> <li>Research Organizations</li> </ul>	2	2018
5. Facilitate transfer of knowledge to journalists on how to cover Biotechnology	<ul style="list-style-type: none"> <li>Hold interactive forums with various experts in biotechnology reporting</li> <li>Harness and disseminate Information, Education and Communication materials on biotechnology.</li> </ul>	<ul style="list-style-type: none"> <li>Informed, educated and material determination, More stories published.</li> <li>A more informed society on biotechnology issues</li> <li>Enactment of facilitative biotechnology and bio-safety laws in the country</li> <li>Increased use of MESHA website for researches on biotechnology</li> </ul>	<ul style="list-style-type: none"> <li>No. of interactive forums held</li> <li>The IEC materials produced and disseminated</li> <li>Number of stories published on the website</li> <li>Quality of stories running in the media</li> </ul>	<ul style="list-style-type: none"> <li>BoM</li> <li>Secretariat</li> <li>Media Organizations</li> <li>Individual Experts</li> </ul>	2.5	2017-2022
<b>Total Financial Requirement Priority (2)</b>					<b>9</b>	

## Strategic Priority 3: Health

<b>Strategic Objective:</b> To strengthen reporting on health matters focusing on three areas: leveraging digital technologies, improving knowledge, skills and resources, and creating collaboration as well as consensus among key stakeholders.						
<b>Strategies</b>	<b>Major Activities</b>	<b>Output(s)</b>	<b>Performance Indicators</b>	<b>Responsibility/Actors</b>	<b>Budget (Kshs.)</b>	<b>Timeframe</b>
1. Lobby for more space in the media on health issues	<ul style="list-style-type: none"> <li>Media capacity building</li> <li>Encourage members to write on health issues</li> <li>Pay journalists for stories</li> <li>Engaging media trainers</li> <li>Identifying partners to buy space in the media</li> </ul>	<ul style="list-style-type: none"> <li>Increased coverage of health issues both in print and electronic media</li> <li>More editors to support stories on health</li> <li>More columns and programs covering health to be initiated.</li> </ul>	<ul style="list-style-type: none"> <li>No. of articles/ programmes in the Media on Health Issues</li> <li>No. of new columns and media programs initiated</li> </ul>	<ul style="list-style-type: none"> <li>BoM</li> <li>Secretariat</li> <li>Media Partners</li> <li>Development Partners</li> </ul>	2	2018-2022
2. Link the journalists with relevant sources of information on health matters	<ul style="list-style-type: none"> <li>Create a MESH A STI to effectively disseminate health information</li> <li>Carrying out internships/mentoring</li> <li>Hold monthly science cafes</li> </ul>	<ul style="list-style-type: none"> <li>More journalists to understand how to report/broadcast on health.</li> </ul>	<ul style="list-style-type: none"> <li>No. of trained journalists in health reporting</li> <li>No. of stories published and programs broadcast</li> </ul>	<ul style="list-style-type: none"> <li>Secretariat</li> <li>Media Organizations</li> <li>Health Institutions</li> </ul>	1.5	2017-2022
3. Create a pool of journalists specializing on health reporting	<ul style="list-style-type: none"> <li>Inviting credible sources for health stories/broadcast</li> <li>Critiquing scientific work</li> <li>Training &amp; Workshops</li> </ul>	<ul style="list-style-type: none"> <li>A strong network of people with access to health information</li> <li>A consistent source of health information</li> </ul>	<ul style="list-style-type: none"> <li>No. of health journalists trained/ mentored</li> <li>No. of awards for health journalists.</li> </ul>	<ul style="list-style-type: none"> <li>Secretariat</li> <li>BoM</li> <li>Media organizations</li> <li>Development partners</li> </ul>	2	2018/20
4. Enhance investigative writing on health matters	<ul style="list-style-type: none"> <li>Scrutinize the policies, laws on health and their implementations</li> <li>Regular surveys to determine gaps in reporting</li> <li>Encourage use of data networks</li> <li>Give grants to journalists to cover particular issues</li> </ul>	<ul style="list-style-type: none"> <li>More in depth/investigative health stories</li> <li>Faster dissemination of information</li> <li>All rounded coverage</li> </ul>	<ul style="list-style-type: none"> <li>No. of stories published/broadcast</li> <li>Feedback/reaction from readers/listeners/viewers</li> <li>Increase in the number of previously uncovered areas</li> </ul>	<ul style="list-style-type: none"> <li>Secretariat</li> <li>BoM</li> <li>Development Partners</li> </ul>	3	2018/19/20
5. Establish effective working relations with health institutions	<ul style="list-style-type: none"> <li>Develop the engagement framework with health institutions</li> <li>Engaging media trainers</li> <li>Identifying funders/donors</li> </ul>	<ul style="list-style-type: none"> <li>Increased engagement with health institutions</li> <li>Increased training opportunities for health journalists.</li> </ul>	<ul style="list-style-type: none"> <li>No. of MoUs with Health Institutions</li> <li>No. of health journalists trained/mentored</li> </ul>	<ul style="list-style-type: none"> <li>Secretariat</li> <li>BoM</li> <li>Health Institutions</li> </ul>	2	2018-2022

<b>Strategic Objective:</b> To strengthen reporting on health matters focusing on three areas: leveraging digital technologies, improving knowledge, skills and resources, and creating collaboration as well as consensus among key stakeholders.						
Strategies	Major Activities	Output(s)	Performance Indicators	Responsibility/Actors	Budget (Kshs.)	Timeframe
	<ul style="list-style-type: none"> <li>Writing proposal</li> <li>Carrying out internships/mentoring</li> </ul>	<ul style="list-style-type: none"> <li>Donor funding for health project proposals.</li> <li>Motivated health journalists hence quality coverage of health stories/broadcast</li> </ul>	<ul style="list-style-type: none"> <li>No. of funded health media projects</li> <li>No of awards for health journalists.</li> </ul>			
<b>Total Financial Requirement Priority (3)</b>					10.5	

### Strategic Priority 4: Agriculture

<b>Strategic Objective:</b> To expand and improve the thought process on all agricultural matters affecting the African continent in order to increase food production and enhance food security.						
Strategies	Major Activities	Output(s)	Performance Indicators	Responsibility/Actors	Budget (Kshs.)	Timeframe
1. Create awareness on new agricultural development	<ul style="list-style-type: none"> <li>Lobby for more space in the media.</li> <li>Sharing of information between stakeholders</li> <li>Invite experts to talk about topical agricultural issues</li> <li>Network meetings to agree on what should be tackled</li> <li>Interaction with farmers to get their opinions</li> <li>Engaging research institutions such as KALRO, KEPHIS and AFC</li> </ul>	<ul style="list-style-type: none"> <li>Increased coverage of agriculture in media.</li> <li>Frequent stories from members after the training</li> <li>Monthly chapter meetings to share ideas</li> <li>Meetings/interviews with agricultural experts</li> </ul>	<ul style="list-style-type: none"> <li>No. of stories published or broadcast.</li> <li>No. of journalists writing or broadcasting on agriculture.</li> </ul>	<ul style="list-style-type: none"> <li>Secretariat</li> <li>BoM</li> <li>Media organizations</li> </ul>	2.5	2017-2022
2. Capacity building of the journalists on reporting agricultural issues	<ul style="list-style-type: none"> <li>Re-training of journalists to be more proactive in agricultural issues</li> <li>Workshops</li> <li>Field visits to farmers</li> <li>Exchange programs with experts</li> </ul>	<ul style="list-style-type: none"> <li>Wider readership through simplified stories</li> <li>More accuracy in reporting agriculture and development</li> </ul>	<ul style="list-style-type: none"> <li>No. of journalists reporting on agriculture</li> <li>Quality and Factual based reporting</li> </ul>	<ul style="list-style-type: none"> <li>Secretariat</li> <li>Journalists</li> <li>Agricultural institutions</li> </ul>	2	2018-2022
3. Strengthening of infrastructure for engagement with	<ul style="list-style-type: none"> <li>Have forums with senior editors and agricultural economists</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness on agricultural economics and policies</li> </ul>	<ul style="list-style-type: none"> <li>No. of publications and broadcast on</li> </ul>	<ul style="list-style-type: none"> <li>BoM</li> <li>Media partners</li> </ul>	1.5	2018/20/22

<b>Strategic Objective:</b> To expand and improve the thought process on all agricultural matters affecting the African continent in order to increase food production and enhance food security.						
<b>Strategies</b>	<b>Major Activities</b>	<b>Output(s)</b>	<b>Performance Indicators</b>	<b>Responsibility/Actors</b>	<b>Budget (Kshs.)</b>	<b>Timeframe</b>
agriculture economics	<ul style="list-style-type: none"> <li>MESHA team interact with agriculture based institutions</li> </ul>		matters agricultural economics	<ul style="list-style-type: none"> <li>Agriculture based Institutions</li> </ul>		
4. Increase reporting of cross-cutting issues and policies in agriculture	<ul style="list-style-type: none"> <li>Hold interactive forums between media owners and agriculture based institutions</li> </ul>	<ul style="list-style-type: none"> <li>Improved working relations with key partners</li> <li>Increased coverage of agriculture issues</li> </ul>	<ul style="list-style-type: none"> <li>MOUs signed with Agriculture based institutions</li> </ul>	<ul style="list-style-type: none"> <li>BOM</li> <li>Secretariat</li> <li>Media partners</li> </ul>	1.5	2017-2022
5. Enhance data mining on crop-reporting (e-agriculture platform)	<ul style="list-style-type: none"> <li>Active website and social pages e.g. Face book and Twitter on agricultural issues</li> </ul>	<ul style="list-style-type: none"> <li>Increased agricultural information exchange</li> </ul>	<ul style="list-style-type: none"> <li>No. or data based information generated to the public</li> </ul>	<ul style="list-style-type: none"> <li>BOM</li> <li>Media partners</li> <li>Agriculture based Institutions</li> </ul>	2	2018-2022
<b>Total Financial Requirement Priority (4)</b>					<b>9.5</b>	

## Strategic Priority 6: Linkages, Networking and Partnerships.

<b>Strategic Objective:</b> To map and mobilize strategic networks and partnerships for efficient and effective delivery of the MESHA programmes.						
<b>Strategies</b>	<b>Major Activities</b>					<b>Output(s)</b>
1. Establishment of baseline perspectives on potential networks and partnerships	<ul style="list-style-type: none"> <li>Conduct baseline survey on potential networks and partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Gaps in access to potential networks and partnerships identified for collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Baseline Report on enhancing networks and partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Secretariat</li> <li>BoM</li> </ul>	0.5	2017
2. Map and establish MESHA's new stakeholders	<ul style="list-style-type: none"> <li>Partner Mapping</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Partners Identified</li> </ul>	<ul style="list-style-type: none"> <li>Partner List</li> <li>Partner Mapping Report</li> </ul>	<ul style="list-style-type: none"> <li>Secretariat</li> <li>BoM</li> </ul>	0.5	2018
3. Build capacities of MESHA on donor relations and grant-making	<ul style="list-style-type: none"> <li>Conduct Training donor relations and grant-making</li> </ul>	<ul style="list-style-type: none"> <li>Established Good Donor relations and evident grant applications made</li> </ul>	<ul style="list-style-type: none"> <li>Improved MESHA programming</li> </ul>	<ul style="list-style-type: none"> <li>Secretariat</li> <li>BoM</li> <li>Development Partners</li> </ul>	1	2018
4. Hold Annual stakeholders' forums and Donor/Funders' Round-table meetings	<ul style="list-style-type: none"> <li>Round table/Stakeholders Forums for Funders</li> </ul>	<ul style="list-style-type: none"> <li>MESHA requirements/ Support needs identified</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced MESHA funding profile and projects' performance</li> </ul>	<ul style="list-style-type: none"> <li>Secretariat</li> <li>BoM</li> <li>Development partners</li> </ul>	2	Continuous
5. Ensure ICT integration in MESHA fraternity to connect well with stakeholders through regular update of the website, a variety of information access to partners through social media	<ul style="list-style-type: none"> <li>Hold media science cafes</li> <li>Host editors' meetings</li> <li>Conduct Regional Trainings cross cutting issues e.g. HIV &amp; AIDS and ICT in enhancing prevention</li> </ul>	<ul style="list-style-type: none"> <li>Increased ICT platforms in reporting on science matters</li> <li>Enhanced working relations with media</li> <li>Increased inclusion of cross-cutting issues in science journalism</li> </ul>	<ul style="list-style-type: none"> <li>No. of Science Cafes held</li> <li>No. of Editors' meetings held</li> <li>No. of Regional Trainings conducted</li> </ul>	<ul style="list-style-type: none"> <li>Secretariat</li> <li>BoM</li> <li>Media partners</li> <li>Development partners</li> </ul>	2	2018/2020
<b>Total Financial Requirement Priority (5)</b>					<b>6</b>	