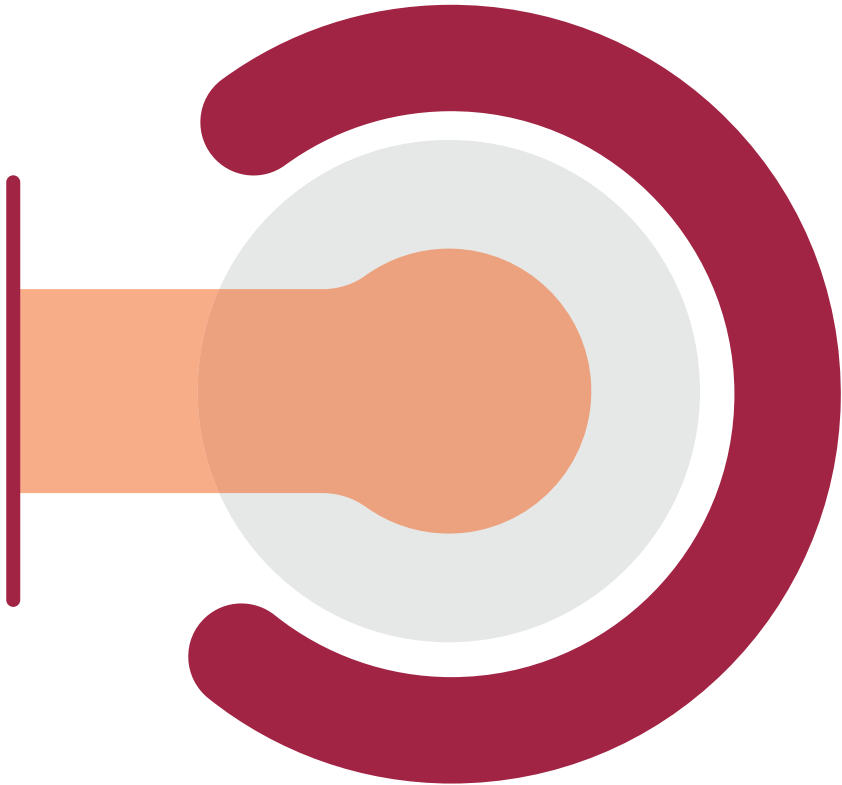


Institute of  
Certified Secretaries  
*'The Governance Profession'*



**CERTIFIED SECRETARIES'  
PROFESSION MENTORSHIP  
PROGRAM**

## VISION

To be the premier center of excellence governance promotion and development in Africa

## MISSION

To embed good governance practices that transform institutions and inspire professionals in order to be the premier centre of excellence in governance promotions and development in africa

## CORE VALUES

Excellence, Ethical, Innovative, Responsive



kasneb



..... towards a prosperous future together



Fulfilling Lives



ISUZU

Sponsors

## **TABLE OF CONTENT**

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<i>Background.....</i>	<i>5</i>
<i>CSPMP Target Groups .....</i>	<i>6</i>
<i>ICSPMP Objectives .....</i>	<i>7</i>
<i>CSPMP Structure.....</i>	<i>8</i>
<i>Monthly Cohorts Meetings and Areas Of Focus.....</i>	<i>8</i>
<i>Ground Rules .....</i>	<i>11</i>
<i>Commitment.....</i>	<i>12</i>
<i>The Role of the group leader .....</i>	<i>13</i>
<i>Guidline on Mentor-Mentee Relationship.....</i>	<i>13</i>
<i>Assesment and Progress Report .....</i>	<i>14</i>
<i>Cost.....</i>	<i>15</i>
<i>Request for Budgetary Support.....</i>	<i>15</i>
<i>Request for Internship and Employment Opportunities.....</i>	<i>15</i>
<i>Call for Expression of Interest .....</i>	<i>16</i>
<i>Mentors.....</i>	<i>17</i>
<i>Mentees .....</i>	<i>18</i>

## **CERTIFIED SECRETARIES' PROFESSION MENTORSHIP PROGRAM (CSPMP) FOR CS STUDENTS AND YOUNG MEMBERS**

The Institute of Certified Secretaries (ICS) is a membership organization established under the Certified Public Secretaries of Kenya Act, Cap. 534 of the Laws of Kenya. The mandate of the Institute is to promote the practice of good governance in both the private and public sectors. In line with its commitment to the growth and development of the Certified Secretary (CS) profession in Kenya, ICS Council with the support of ICS College of Fellows and ICS partners established Certified Secretaries Profession Mentorship Program (CSPMP) targeting at CS students and Young Certified Secretaries (YCS).

The program is aimed at developing and nurturing upcoming leaders and champions in the Profession with the hope that the younger members of the profession will have opportunity to seek and find help from the more senior professionals as they grow and develop in their careers either in practice or in employment. On the hand, senior professionals, especially those who have retired from formal professional engagement need to be better integrated into the Institute's programmes with a view of utilizing their knowledge, skills and valuable experience to further grow the profession.

## **BACKGROUND**

The CSPMP was launched during the 26<sup>th</sup> ICS Annual International Conference held on 27<sup>th</sup> to 29<sup>th</sup> April 2022 in Mombasa in which an initial cohort of fifty (50) mentees were fully sponsored to attend. Mentees were involved in discussions on diverse governance related topics and had an opportunity of networking with other Conference delegates.

## CSPMP TARGET GROUPS

The Program targeted any of the following categories:

- Kasneb students registered for the CS Course;
- Members of the Institute who are thirty-five (35) years of age or less; and
- Members of the Institute with five (5) years or less experience, post registration.



# CSPMP

## OBJECTIVES

CSPMP seeks to develop and nurture upcoming CS professionals through exposure to the profession, networking with seasoned professionals, guidance on career development and practical engagements in professional assignments. The specific goals of CSMP include:

- 1) To facilitate potential and skill development for current and future leaders by creating opportunity for interaction between senior and younger professionals;
- 2) To offer visibility and the opportunity for networking amongst professionals across the whole spectrum of professional practice;
- 3) To offer the younger professionals (mentees) the opportunity of acquiring additional knowledge and skills by understanding the seniors (mentors) practical skills and experience, thus providing a bridge between current and the future of the profession;
- 4) To promote appreciation of the professional and help its growth by attracting and retaining those with interest and aptitude;
- 5) To help the younger professionals to become more competitive in practice and the job market, thus enhancing their financial stability and career status;
- 6) To provide opportunity for senior professionals to better integrate into the Institute's programmes and to also enhance their networks for better utilization of their knowledge and skills; and
- 7) To guide mentees on their career path in regard to governance.



# CSPMP STRUCTURE

The CSPMP is structured into groups of five (5) members. Each group is under a mentor appointed by the Institute and a leader elected by mentees amongst themselves. In coming up with the composition of group members, the following factors are considered: gender; age; number of years of experience as a CS member; and levels of study for CS students. Mentees are required to attend at least 85% of the meetings and which will be structured as follows:

## **a) Monthly Cohort Meetings**

All mentees participate in the monthly cohort meetings as per the schedule of meetings provided. The meetings comprise of breakout discussion sessions and plenary speakers on the topics scheduled for the month.

## **b) Monthly Group Meetings**

Each group meets with their respective mentors to discuss topics provided and any other relevant emerging issues. The groups, under the leadership of the assigned mentor and elected group leader, determines their own meeting dates, time and mode of meeting.

## **c) Monthly Mentees' Meetings**

Mentees are expected to join and participate in mentee-mentee sessions at least once every month. Such sessions are opportunities of discussing the course materials from the month's theme as well as completing group assignments.

# MONTHLY COHORTS MEETINGS AND AREAS OF FOCUS

The first CSPMP cohort 2022 targeted 50 (fifty) mentees for a period of Eight (8) months from 27<sup>th</sup> April, 2022 to 22<sup>nd</sup> November, 2022. Most of the meeting were held virtually on the first Tuesday of every month from 6:30 am to 8:00 am to discuss the theme assigned for the month as follows:



Dates & Time	Topic	Study Areas/Materials
<b>Wednesday 27<sup>th</sup> to Friday 29<sup>th</sup> April 2022</b>	Governance during Turbulent Times	<ul style="list-style-type: none"> <li>• Governance during political transitions;</li> <li>• Governing a devolved system during turbulent times;</li> <li>• Governance during digital evolution;</li> <li>• A focus on “E” in ESG;</li> <li>• Preparing for the future; and</li> <li>• The art of self-preservation during turbulent times</li> </ul>
<b>Tuesday 17<sup>th</sup> May, 2022 6:30-8:00am</b>	Stage Setting	<ul style="list-style-type: none"> <li>• Introductions</li> <li>• An overview of CSPMP</li> <li>• Defining expectations and ground rules</li> <li>• Defining mentorship</li> <li>• Why CSPMP</li> </ul>
<b>Tuesday 7<sup>th</sup> June, 2022 6:30-8:00am</b>	Legal Framework, History, Milestones and Future of the CS Profession	<ul style="list-style-type: none"> <li>• ICPSK, Governance Milestones: The Story of the Certified Secretaries Profession in Kenya (2017)</li> <li>• The Certified Public Secretaries Act Cap 534 of 1988;</li> <li>• MoU between ICPSK, RCPSB, Kasneb and Training Institutions;</li> <li>• The Strategic Plan of the Institute of Certified Public Secretaries of Kenya, 2018-2022</li> <li>• Research findings on the “State of CS Profession in Kenya”</li> <li>• History of the Institute of Certified Secretaries available on <a href="https://ics.bafunde.com/program/history-of-the-institute-of-certified-secretaries-2/10/">https://ics.bafunde.com/program/history-of-the-institute-of-certified-secretaries-2/10/</a></li> </ul>
<b>Tuesday 5<sup>th</sup> July, 2022 6:30-8:00am</b>	The Governance Professional and Comparative Jurisdictions	<ul style="list-style-type: none"> <li>• IFC, the Corporate Secretary: The Governance Professional (2016)</li> <li>• ICPSK, GG 002- Role of the corporate secretary (2016)</li> <li>• IFC, Corporate Secretarial Toolkit</li> </ul>

<p><b>Tuesday</b>  <b>5<sup>th</sup> July, 2022</b>  <b>6:30-8:00am</b></p>	<p>The Governance Professional and Comparative Jurisdictions</p>	<ul style="list-style-type: none"> <li>• CS in supporting Boards of the future</li> <li>• Spreading the governance wings across the East</li> <li>• African Region</li> <li>• Institute of Companies Secretaries of India</li> <li>• Chartered Governance Institute, UK &amp; Ireland</li> <li>• Corporate Secretaries International Association</li> </ul>
<p><b>Friday</b>  <b>2<sup>nd</sup> August, 2022</b>  <b>6:30-8:00am</b></p>	<p>The Corporate Secretary as a Consultant</p>	<ul style="list-style-type: none"> <li>• Consulting Skills</li> <li>• Business Advisory Services</li> <li>• Setting up a sustainable professional firm</li> <li>• Charging professional fees</li> <li>• Report writing</li> <li>• Project management</li> <li>• Managing meetings</li> <li>• Minutes writing</li> <li>• Managing budgets</li> </ul>
<p><b>Tuesday</b>  <b>1<sup>st</sup> August, 2022</b>  <b>12:00-1:30pm</b></p>	<p>Positioning yourself strategically for job opportunities</p>	<ul style="list-style-type: none"> <li>• Interviewing preparation</li> <li>• Opportunities available before employment for graduates</li> <li>• Scholarships</li> </ul>
<p><b>Tuesday</b>  <b>6<sup>th</sup> September, 2022</b>  <b>6:30-8:00am</b></p>	<p>Thriving in a Difficult Work Environment as a Governance Professional</p>	<ul style="list-style-type: none"> <li>• Understanding diversity and personalities in an organization</li> <li>• Psychological theories underpinning diversity and personalities</li> <li>• An appreciation of organizational culture</li> <li>• Dealing with difficult bosses and Boards</li> <li>• Dealing with the problem of corruption and unethical culture</li> <li>• Balancing professionalism and workplace politics</li> <li>• Use of emotional intelligence to thrive in difficult environments</li> <li>• Work life balance</li> <li>• Personal leadership</li> </ul>

22 <sup>nd</sup> November 2022 7:00-11:30am	Graduation	<ul style="list-style-type: none"><li>• Self-reflection</li><li>• Sharing of experiences</li><li>• Personal Action Plan</li><li>• Award of Certificates</li></ul>
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For one to earn a certificate, they must have participated in at least 85% of all the scheduled activities.

## GROUND RULES

### MENTORS

A mentor is a person who guides, advises, counsels and supports another person especially the upcoming and juniors to develop in their personal and professional areas. A mentor is often seen as role model by mentees especially those on the same line of career or in relation to a specific subject matter. The role of a mentor in CS profession is to nurture and develop mentees in the same field.

#### Characteristics of a Good Mentor

- See mentees perspective and value diversity of perspectives.
- Give advice based on experience.
- Give constructive feedback.
- Honest and candid.
- Desire to help others succeed.
- Maintain professional relationship.
- Maintain confidentiality.
- Dependable and consistent.

# GROUND RULES

## MENTEES

A mentee is a person who receives guidance, advice, counselling and support from seasoned and experienced mentors in a specific field or area.

Responsibility of a Mentee.

- Identify information that might be helpful during mentorship.
- Identify the skills and knowledge to be achieved by mentee.
- Work with mentor to seek resources for learning.
- Establish goals based on personal and professional needs.
- Recognizing the importance of the mentor's time.
- Following through with recommendations.
- Provide timely feedback.
- Maintaining confidentiality.

Characteristics of a Good Mentee.

- Motivated to get maximum guidance, knowledge and skills from mentors.
- Able to show gratitude to mentors.
- Recognizes the value of time.
- Give timely feedback.
- Eager and keen to learn and develop.
- Self-disciplined, able to control oneself and work hard.
- Proactive in relation to relevant subjects and issues.
- Willing to learn and unlearn.

## COMMITMENT

As a commitment to the Program, all mentees and mentors are required to fill in the CSPMP Commitment Form by clicking: <https://forms.gle/GywZCNidM4UyBxtk9>

## THE ROLE OF THE GROUP LEADERS

Group leaders are expected to undertake the following;

- Take part in coordination of sessions.
- Ensure collection and reporting of progress reports.
- Report group challenges to the mentorship organizers.
- Act as the link between mentees, mentors and program organizers.
- Take attendance register and share it promptly with the program organizers.

## GUIDELINES ON MENTOR- MENTEE RELATIONSHIP

This program is premised on professionalism and observation of high ethical standards, both mentees and mentors will therefore be required to adhere to the CS profession code of conduct on how they relate to each other. Some of the basic rules guiding the program include:

- Respect for each other's time.
- No party is compelled to follow all the agreed mentor-mentee terms, although it will be expected that both parties will adhere to them.
- All parties will be expected to adhere to the agreed meetings and timelines.
- Agreed meetings and timelines once cancelled should be rescheduled.
- Parties cancelling meetings should notify the program organizers.
- Adherence of moral, ethical and legal conduct.
- Adherence of clear personal boundaries.
- Observation of confidentiality about what's shared.
- Addressing conflicts when they arise as a model of learning.
- Notifying the program organizers any pertinent issue in relation to conflicts arising from the relationship.

## ASSESSMENT AND PROGRESS REPORT

CSPMP involved regular progressive reports from both the mentees and mentors. The progress report by mentees were administered using online questionnaires to group leaders and was submitted within the following timelines:

Progress Report	Month (2022)	Submission Date
1st Progress report	June	30 <sup>th</sup>
2nd Progress report	July	29 <sup>th</sup>
3rd Progress report	August	31 <sup>st</sup>
4th Progress report	September	30 <sup>st</sup>

The progress reports by mentors on the other hand were submitted as follows:

- 1<sup>st</sup> Progress report, 29<sup>th</sup> July, 2022
- 2<sup>nd</sup> progress report, 30<sup>th</sup> September, 2022

## COST

- i) Mentees did not pay any fee for the CSPMP.
- ii) Mentors volunteered their services at no financial consideration.
- iii) Both the Mentees and Mentors met their costs to participate in the Program.
- iv) The Institute, through support of its partners, met the costs relating to transport, participation, and accommodation for the 50 mentees during the 26th Annual Conference.
- v) The Institute provided the zoom meeting platform.
- vi) Subject to availability of resources, the Institute sponsored some in-person sessions and activities.

## REQUEST FOR BUDGETARY SUPPORT

While most of the meetings were virtual and mentors offer their services free of charge, the Institute incurred a number of expenses for the successful implementation of this Program. This includes:

- Administrative costs;
- Staff costs, including engagement of one of the mentees to support in the running of the Program;
- Meeting venues for a limited number of physical meetings;
- Sponsoring Mentees to attend some professional forums;
- Mentorship materials and;
- Printing costs.

The Institute therefore appeals to its members, CS Firms and well-wishers for financial support towards deflating some of these costs.

## REQUEST FOR INTERNSHIP AND EMPLOYMENT OPPORTUNITIES

The Institute invites CS Firms and other corporate entities to engage at least one mentee for internship or employment.

## CALL FOR EXPRESSION OF INTEREST

Following the successful implementation of the first CS Profession Mentorship Program that was rolled out for eight months (April – November, 2022), the Institute wishes to receive expressions of interest from eligible persons to be engaged as mentees during our Second mentorship program titled “Governance and Ethics Mentorship and Internship Program” (GEMIP) that is scheduled to run for eight (8) months begin January, 2023.

The second mentorship program targets hundred (100) young people wishing to be mentored on matters Governance and Ethics and secretarial Practice. The program is aimed at nurturing mentees to become champions of good governance in both public and private sector. The program further seeks to engage twenty (20) mentors on voluntary basis.

The program will be coordinated fully by the Institute and mentees will be expected to participate at no cost/fee. Mentees will be attached to seasoned governance practitioners who will work towards equipping mentees with skills and knowledge on the profession.

### BASIC ELIGIBILITY CRITERIA

#### MENTEES

Mentees should meet the following basic criteria:

- i) Between 18-35 years of age; and
- ii) Either registered as CS students, Kasneb CS graduates or young members of the Institute.

#### MENTORS

Mentors should meet the following basic criteria:

- i) Members of the Institute in good standing with more than five years experience post registration.
- ii) Be willing and available to commit adequate time to the program at no compensation. N/B Members who were not mentors in the first cohort are specifically encouraged to apply.

Interested persons are required fill the form in the link

- 1) Mentees, <https://forms.gle/jnpzv2hNdRKxuykf8>
- 2) Mentors, <https://forms.gle/5rD7PsNutLLKwbtG6>





Dr. Kenneth Wyne Mutuma, PhD



CS Hillary C Biwott



FCS Gabriel Kimani



CS Rosemary Barasa.



FCS William Goko Gatehi



CS Ann Nelima Otunga



CS Emily Mbogo



FCS Beatrice Meso



CS Irine Ogamba



CS Wakonyo Igeria



Chelsea Cherotich



James Njenga Kimani



Esther Mphande



Richard Gatitu Waitthaka



Priscilla Wangui Karanja



Joy Abigael Masika



Eunice Wambui Muigai



George Mutwiri Murithi



Leah Wangechi Nyatha



Festus Kipkorir Kimeli



Joy Nashipai Moyaki



Lucy Wanjiku Mwaura



Gabriel Ruto Suter



Hamisi Mwachingo Rigga



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Joy Kawira



Andrew Walwe



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Marion Wamuyu Tatua



Purity Syokwaa



Damaris Mildred Okeyo



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Stacy Cherop



Linda Morara



CS Emily Awour Onyango



Sarah Waitherero



Lucy Wanjiku Karanja



. Edna Daudi



Elizabeth Wanja Karua



. Oyuchi Sharon Nechesa



CS William Kiema Sammy



Laura Mary Opondo



Cindy Assu Amuka



Ashley Khayo Adipo



Cynthia Kerubo



Clemence Wangio



Njue Beth Karima



Esther Karanja



Kellis Achieng' Awuor



Susan Njeri Ngugi



Riaga Odhiambo Kelvin



Ann Karanja



Caroline Njeri Komu



Osca Musyoka Matheka



Linnet Wamuyu Kairu



Naomi Nduta Chege



Daisy Nipher Ounza



Ivy Chepng'eno Koech



Jecinta wanjiku



**We highly appreciate Members of the Institute, Council, Secretariat, Mentors, Mentees and our Partners for support in successful implementation of the first CS Mentorship Program.**

**We look forward for your continued support as we roll out the second cohort.**

**FCS Jeremiah N. Karanja  
Chief Executive Officer  
Institute of Certified Secretaries**



## FOR ENQUIRIES

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