



Institute of  
Certified Secretaries

*The Governance Profession*



# STRATEGIC PLAN

2023 - 2027





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## VISION



Leaders in good governance for a sustainable society.

## MISSION



To develop and guide sustainability and governance standards in organizations.

## CORE VALUES



**Boldness**



**Integrity**



**Excellence**



**Agility**



**Collaboration**

## MANDATE



To promote the practice of good governance in both private and public institutions.

## HOW WE DO IT



Through regulation, research, publication, capacity building and advisory services in the area of governance.



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# List of Abbreviations & Acronyms

Abbreviation	Meaning
BEICA	- Bold, Excellence, Integrity, Collaboration, Agility
CPS	- Certified Public Secretaries
CS	- Certified Secretaries
COG	- Champions of Governance Award
CAP	- Chapter
CIArb	- Chartered Institute of Arbitrators
CEO	- Chief Executive Officer
CPD	- Continuing Professional Education
COVID-19	- Coronary Viral Disease 19
CSIA	- Corporate Secretaries International Association
CSF	- Critical Success Factors
ESG	- Environmental, Social, and Governance.
FAS	- Finance, Administration and Strategy Committee
FCS	- Fellow of Certified Secretaries
GDP	- Gross Domestic Product
ICT	- Information Communication Technology
ICIFA	- Institute of Certified Investment and Financial Advisors
ICPAK	- Institute of Certified Public Accountants
ICS	- Institute of Certified Secretaries
ICPSK	- Institute of Certified Secretaries of Kenya
IOD	- Institute of Directors
IHRM	- Institute of Human Resource Management
IIA-K	- Institute of Internal Auditors Kenya
ICL	- Institutional Consultants Limited
KASNEB	- Kenya Accountants and Secretaries Examination Board
KIPI	- Kenya Industrial Property Institute
KISM	- Kenya Institute of Supplies Management
KPI	- Key Performance Indicators
LSK	- Law Society of Kenya
M & E	- Monitoring and Evaluation
MOU	- Memorandum of Understanding
NITA	- National Industrial Training Authority
NGO	- Non-Governmental Organization
PESTLE	- Political, Economic, Socio-Cultural, Technological, Legal and Environmental Factors
RCPSB	- Registration of Certified Public Secretaries Board
SACCO	- Savings and Credit Cooperative Society
SASRA	- Sacco Societies Regulatory Authority
SME	- Small and Medium-Sized Entities
STEEPLE	- Socio-Cultural, Technological, Economic, Environmental, Political, Legal and Ethical factors
SMART	- Specific, Measurable, Attainable, Realistic, Time Bound
SCAC	- State Corporations Advisory Committee
SWOT	- Strengths, Weaknesses, Opportunities and Threats
CMA	- The Capital Markets Authority of Kenya
WGV	- The Weekly Governance Voice YouTube Channel



# Forward



**FCS Diana Sawe Tanui**  
Chairman  
Institute of Certified Secretaries

**Welcome to the five (5) year strategic plan of the Institute of Certified Secretaries (ICS). This plan covers the period from 2023 - 2027. It is the seventh written strategic plan of ICS. This plan builds on the successes of the previous ones. The sixth Strategic Plan covered the years 2018 – 2022. The Institute attained significant key milestones during its sixth strategic plan. The major achievements were in the area of governance and policy. In this area, the Institute was able to develop and publish a number of standards, develop governance codes, improve & sustain the COG awards. Apart from the successes experienced in the area of governance and policy, the Institute partially achieved in the other goals and objectives it had set. The interruption caused by the COVID-19 pandemic had a large negative impact on the activities of the Institute and especially in 2020 and 2021.**

As I express my sincere gratitude to members of the Institute, FAS, the Council, Secretariat and Stakeholders for their support in the successful implementation of the fifth Strategic plan, I call upon all to actively support the Institute to realize the stated goals and objectives in this seventh strategic plan (2023 - 2027).

The Council will exercise its oversight and leadership role to ensure that things go as planned. The Council committees will be required to increase their efforts to ensure the implementation of this seventh strategic plan does not fall behind.

As a Council, we are committed to steering the process forward to cover major milestones on an annual basis and to realize the full value of this strategic plan by the end of it. This will be for the benefit of our members and other stakeholders.

# Acknowledgement



**FCS Jeremiah N. Karanja**  
Chief Executive Officer

**Strategic planning is a very intense, involving and hectic exercise. The Institute feels quite empowered and encouraged after having gone through this very important and rewarding experience of developing the 2023- 2027 strategic plan.**

Those who participated in the process of developing the Strategic Plan include the Council, College of Fellows, senior staff and membership. Others who participated in the Strategic planning process included officers from KASNEB and RCPSB. The joint and collective efforts of those involved were invaluable and therefore very highly appreciated, not just because of the time and resources contributed but also because of the commitment and enthusiasm demonstrated throughout the planning exercise. The commitment shown is considered by the Institute as a major step towards realizing its vision of being leaders in good governance for a sustainable society.

The Institute greatly appreciates the guidance and contribution of the members of the Council and FAS Committee who made a timely decision to review the strategic plan as it was being prepared but also actively participated in the actual strategic planning process at some point in time. In addition, the Institute appreciates the Council and RCPSB for the detailed survey carried out on the State of the CS Profession in Kenya. Indeed, the results of the survey formed part of the thinking process in the course of drafting the 2023 - 2027 strategic plan.

The Institute would like to express its sincere gratitude to the Secretariat for actively participating throughout the planning period in addition to providing the necessary logistical support and guidance for a number of strategic planning workshops that were held.

Special appreciation is to the members of the Institute and partners who gave their contributions during the strategic planning process. Their contribution was enriched by far the issues that came out during the strategic planning process.

Special thanks go to the Envision Strategy Solutions team of Consultants who professionally and ably facilitated and conducted the strategic planning process. Their unique approach and methodology enabled the Council and Senior Managers who were the main participants in various workshops to get an in-depth understanding of the strategic planning process which in turn enabled them to actively participate and contribute throughout the exercise.

The Consultants went the extra mile to ensure that the process was efficiently managed and effectively completed and hence the 2023 - 2027 strategic plan was generated. The Consultants also assisted the participants to view the Institute's challenges from a different perspective and to be better prepared to face and overcome these challenges in the future.



# Executive Summary

The Institute of Certified Public Secretaries of Kenya (ICPSK) is a Professional Membership Association that was established by an Act of Parliament, the Certified Public Secretaries of Kenya, Cap. 534 of the Laws of Kenya of 1988. ICPSK rebranded to Institute of Certified Secretaries (ICS) in the year 2016.

ICS is dedicated to the promotion, growth, development and regulation of the governance and corporate secretarial profession in Kenya.

ICS is a member of the Association of Professional Societies in East Africa (APSEA), Kenya Private Sector Alliance (KEPSA), as well as the Corporate Secretaries International Association (CSIA), the global umbrella body for corporate secretaries and governance professionals.

This is the seventh Strategic Plan since inception of the Institute covering the period 2023 to 2027. A review of the status of implementation of the current plan (2018-2022) has established that while a good number of the strategic initiatives were implemented, there was quite a significant number that could not be executed for various reasons.

The new Plan creates a platform for the Institute to embrace new ways of doing things, redefining value creation for its members, creating a strong profile amongst its stakeholders and becoming a strong financially sustainable institution. Council members, the Secretariat and other key stakeholders were actively involved in the development of the plan.

Following intensive deliberations and various scenario analyses, the Strategy development workshop came up with the following Vision, Mission and Core Values:

.....  
**New Vision:**  
 Leaders in good governance for a sustainable society  
**Mission:**  
 To develop and guide on sustainability and governance standards in organizations  
 .....

In an endeavour to realize its vision and mission, the Council, staff and other Stakeholders of ICS will uphold the following core values:



The acronym BEICA will be used to help easily remember the values.

The Strategic Plan is aimed at steering the organization in the next five years to ensure sustainable growth and benefits for its members and other stakeholders. The plan was developed in a participatory process involving the Council, FAS, College of Fellows, Senior management, employees of ICS, and other stakeholders. Participation was aimed at enhancing ownership, and effective and efficient implementation of the strategic plan.

The process of strategic planning is aimed at identifying and selecting the most appropriate ways of using the skills and resources of an organization to achieve specified objectives, while taking into account the external environment in which the organization operates. The

strategic planning process entails choices among competing priorities and focusing the organization's limited resources in areas with the greatest payoffs.

This strategic plan will enable ICS determine its strategic focus and to channel its resources and the efforts of its Council, staff and other stakeholders towards shared goals. Communication of the plan to the staff and stakeholders will enhance successful implementation due to understanding and appreciation of the role of everyone in the achievement of ICS's objectives.

In order to refocus its efforts in the new Strategic Plan period, ICS changed its vision and mission statements. It also reviewed its core values.

The following goals were identified for this plan period:

- To grow and develop membership.
- To embed the governance profession in all sectors of the economy.
- To spread the governance profession within the East African Region.
- To achieve institutional sustainability.
- To enhance processes for excellent service delivery to stakeholders.
- To foster a learning and innovation culture at the Institute.

In order to achieve the goals noted above, the following objectives were set out:

- Enhance features of the CS product(s)/services in order to avoid product redundancy.
- Enhance the legal framework supporting the CS profession.
- Increase the number of those being registered as CSs.
- Enhance professionalism amongst members.
- Safeguard the interests of the

public through adequate regulation.

- Contribute to the development and promotion of good governance in all sectors.
- Promote and improve Institutional brand image.
- Intensify advocacy activities of the Institute.
- Influence Public Policy on governance and related areas.
- Enhance partnership and stakeholder engagement.
- Strengthen and establish local branches.
- Champion establishment of associations in other countries in the East African Region.
- Enhance financial sustainability of the Institute.
- Diversify sources of funding operations of the Institute.
- Review membership admission criteria.
- Automate service delivery to members and other stakeholders.
- Support members business processes through appropriate technology.
- Deliver a consistent high-quality member and stakeholder experience that is in line with, and enhances the Institute brand.
- Increase staff productivity
- Implement an enterprise risk management framework and enhance environmental sustainability.
- Re-engineer the business processes of the Institute.
- Enhance governance structures and practices.
- Cultivate a growth and innovation mind-set.
- Enhance knowledge and records management.
- Position CSs to be ESG Practitioners.

To facilitate the achievement of these objectives, strategies and appropriate activities for each strategy have been identified. Verifiable indicators, outcome, time frame and persons responsible to achieve the strategy have also been identified. These have been documented under the implementation plan presented in the Appendices of this strategic plan.

In addition, annual key performance indicators which would assist in tracking the progress towards the achievement of the set objectives were identified. The Critical Success factors have also been identified. A monitoring and evaluation framework that will assist in enhancing successful implementation of the strategic plan has been provided in Chapter Eight.



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**STRATEGIC PLAN**  
**2023 - 2027**



Chapter One

**Introduction**

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## Chapter One

# Introduction

## 1.1 Organizational Background

### 1.1.1 1891- Origin

The Certified Public Secretaries Profession has its origin in the United Kingdom, when, in 1891, the Institute of Chartered Secretaries was formed. The profession is now represented in many Countries across the world. The global umbrella body for the corporate secretaries and governance professionals is Corporate Secretaries International Associations (CSIA), whose membership comprises of 14 professional associations from different countries including Kenya.

### 1.1.2 1969 - Evolution

The evolution of the Certified Public Secretaries profession in Kenya is traced to the establishment of the Kenya Accountants and Secretaries National Examinations Board (KASNEB) in 1969. The Board came into being through an Administrative Order under the auspices of the Directorate of Personnel Management, Office of the President.

### 1.1.3 1977 - Mandate

The mandate of KASNEB was to examine both Certified Public Accountants and Certified Public Secretaries. KASNEB was included as an institutional structure in the Accountants Act, Cap 531 Laws of Kenya, in July 1977. A provision was made under the Accountants Act to appoint two members to the Board of KASNEB "from the Governing body of such a profession for Certified Public Secretaries and Administrators as may be established with the consent of the Attorney-General".

### 1.1.4 1977 To Present - Working Party

The Kenya Government appointed a working party on the certified public Secretaries profession in 1978, which made its report to the Attorney General in June 1981, where the enactment of the legal framework on the Certified Public Secretaries profession was recommended. In November 1988, the Certified Public Secretaries of Kenya Act, Cap 534 was enacted by Parliament and became operational on November 1, 1989. Subsequently, the first Council of the Institute of Certified Public Secretaries of Kenya was elected in 1991.

According to the Certified Public Secretaries of Kenya Act, Cap 534, Section 7, the functions of the Institute include the following:

- To promote standards of professional competence and practice amongst members of the Institute.
- To promote research into the subject of secretarial practices and finance and related matters and the publication of books, periodicals, journals and articles in connection therewith.
- To promote the international recognition of the Institute.
- To advise the Examination Board on matters relating to examination standards and policies.
- To carry out any other functions prescribed for it under any of the provisions of this Act or any other written law.
- To do anything incidental or conducive to the performance of the preceding functions.

**It is worth noting that this Act (Cap 534) is in the process of being reviewed and the reviewed Act will have additional and modified functions included therein.**

### 1.1.5 Governance

The Institute is governed by a Council comprising eleven (11) members, out of whom ten (10) are elected by members and one (1) is appointed by the Cabinet Secretary responsible for Finance pursuant to the CPS Act. The Council is led by the Chairman who is also elected by members. The Council operates through Committees established to handle various activities touching on the CPS profession.

For the day-to-day running of the Institute's operations, the Council has put in place a Secretariat headed by the Chief Executive Officer.

### 1.1.6 Certified Secretaries

All members of the Institute are generally referred to as Certified Secretaries and the designatory letters "CS" are used before their names. The designation "CS" is protected at the Kenya Industrial Property Institute (KIPI).

Specific job titles may however vary depending on the type of organization they are working for or the position they occupy. Such titles may include Corporate Secretary

& Communication, Company Secretary, Corporation Secretary, Board Secretary, Council Secretary, Trust Secretary, Commission Secretary, Governance Officers, Integrity Officers, Ethics Officers, and Compliance Officers, among others.

### 1.1.7 Initiatives to Promote Good Governance

As a public institution with a statutory mandate of promoting good governance, ICS has over the years partnered with other institutions to undertake various governance initiatives including:

- Code of Governance for State Corporations “Mwongozo” (on behalf of State Corporations Advisory Committee and Public Service Commission)
- Champions of Governance (COG) Award
- Code of Corporate Governance for Issuers of Security to the Public issued by the Capital Markets Authority.
- The Code of Governance for Private Organizations in Kenya
- CSIA Corporate Secretaries Tool Kit
- The Governance Framework for Certified Public Secretaries working at the County Governments
- Governance Audit Framework and Guidelines
- Governance Standards and Guidelines
- Governance Training Manuals
- Governance Research, Trainings and Consultancies
- Governance Journal
- The Weekly Governance Voice (WGV) YouTube Channel.
- Mentorship and Internship Program.

### 1.1.8 Membership Growth

The status of Membership growth is shown in table 1 as follows:

Table 1: Members' Growth Rate | Source: ICS

Year	No. of Members	Growth in No.	Growth Rate (%)
2013	2,807	-	-
2014	2,930	123	4%
2015	3,071	141	5%
2016	3,225	154	5%
2017	3,345	120	4%
2018	3,470	125	4%
2019	3,616	146	4%
2020	3,739	123	3%
2021	3,837	98	3%

The rate of growth of the Institute has been slow. The highest growth rate was recorded between the year 2015 and 2016 when 154 members were added to the membership. The total addition to membership between the year 2016 and the year 2021 was 612 representing an 18.9% growth in the six (6) years while the total addition to membership between 2013 and 2021 (nine years) was 1,030 representing 36.7%. This represents a low growth rate in membership.

## 1.2 Rationale for the Strategic Plan

The Strategic Plan is aimed at steering ICS to ensure sustainable growth and benefits for its members in the next five years. The Plan was developed in a participatory process involving the Council, FAS, College of Fellows, Senior management, employees of ICS, representatives from KASNEB, Registration of Certified Public Secretaries Board (RCPSB) and other stakeholders.

The process of strategic planning is aimed at identifying and selecting the most appropriate ways of using the skills and resources of an organization to achieve specified objectives while taking into account the external environment in which the organization operates. The strategic planning process entails making choices among competing priorities and focusing the organization's limited resources in areas with the greatest payoffs.

This strategic plan will enable ICS to determine its strategic focus and will channel its resources and the efforts of its members towards shared goals. Communication of the plan to the members and stakeholders will enhance successful implementation due to understanding and appreciation of the role of everyone in the achievement of ICS's objectives.

## 1.3 Methodology of developing the plan

A participatory strategic planning process was used in the preparation of the strategic plan. Participation was aimed at enhancing ownership, and effective and efficient implementation of the strategic plan. The process entailed the involvement of the key stakeholders in the planning process. Specifically, the following methodology was used:

### 1.3.1 Documents review

Some of the documents that informed the strategic plan include:

- The Certified Public Secretaries of Kenya Act, Cap 534.
- The previous Strategic Plan of ICS for the period 2018 – 2022.
- The Strategic Plan Implementation Matrix for the period 2018 – 2022.
- ICS Annual Reports and Financial Statements for the years 2019 – 2021.

- ICS/ RPCSB – Report on the Research undertaken on the state of the CS profession in Kenya in 2022.
- ICS Membership growth from 2013 – 2021.
- Institute of Certified Secretaries Information Booklet 2022.

### 1.3.2 Discussions

Discussions were held with the Council members, FAS, Senior management, employees of ICS, representatives from KASNEB, Registration of Certified Public Secretaries Board (RCPSB), Board of Fellows and other stakeholders aimed at collecting information that informed the strategic planning process.

### 1.3.3 Strategic Planning Workshops

Several workshops were held to discuss aspects of the strategic plan and collect information from various stakeholders as follows:

- A Half Day in-person workshop held on 30th May, 2022 at Bonds Restaurant in Upper hill, Nairobi.
- A one-day strategic planning workshop held on 25th July, 2022 at the ICS offices in Upper Hill, Nairobi.
- A one-day strategic planning workshop held on 17th August, 2022 at the ICS offices in Upper Hill, Nairobi.
- An ICS 2023-2027 Strategic Plan Webinar held on 24th August, 2022 on Zoom at 2pm.
- A Board of Fellows workshop held during their AGM on 15th September 2022.
- A full day workshop held on 12th October 2022 held with the members of the FAS together with members of Management at the ICS offices at Upper Hill, Nairobi.
- A two-day Strategic Planning workshop held on 24th and 25th October 2022 with members of Council and Senior Management at Lake Naivasha Resort.
- A two-day strategic planning Management meeting held on 21st and 22nd December held at Upperhill Spring Hotel, Nairobi.
- A one strategic planning Management meeting held on January 18th held at the ICS offices in Upper Hill, Nairobi.

## 1.4 Organization of the Plan

This strategic plan consists of eight chapters:

**Chapter one** is the introduction and covers the background of ICS, the rationale for the strategic planning, the methodology of developing the plan and organization of the plan.

**Chapter two** is the institutional review and provides the principal activities of ICS and covers a review of the vision, mission and core values.

**Chapter three** is the review of the current strategic plan 2018 – 2022, a review of the extent of the implementation of the 2018 – 2022 strategic plan, the challenges and lessons learnt as well as a review of the past financial performance.

**Chapter four** presents the situational analysis covering a review of other regulatory institutes, the SWOT analysis and the PESTLE (STEEPLE) analysis. The SWOT and PESTLE analysis represent a good review of the internal environment and the external environments.

**Chapter five** looks at the strategic analysis and covers the key issues affecting the Institute, goals, objectives and strategies the Institute will adopt in the 2023-2027 Strategic Plan.

**Chapter six** represents the implementation strategy and the risk management measures to be put in place in order to ensure the implementation process goes on as planned.

**Chapter seven** covers the institutional structure.

**Chapter eight** covers the mechanisms for monitoring and evaluation of the implementation process and the key performance indicators.



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## STRATEGIC PLAN 2023 - 2027



### Chapter Two

# Institutional Review

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## Chapter Two

# Institutional Review

## 2.0 Institutional Review

### 2.1 Principal activities of the Institute of Certified Secretaries (ICS)

The principal activity of the Institute of Certified Secretaries (ICS) is promoting good governance and developing as well as regulating the Certified Secretaries (CS) profession.

### 2.2 Review of Vision and Mission statements

In order to refocus its efforts in the new Strategic Plan, the Institute of Certified Secretaries (ICS) changed its vision and mission statements as indicated below.

Previous Vision	New Vision
To be the premier centre of excellence in governance promotion and development in Africa.	Leaders in good governance for a sustainable society.

Previous Mission	New Mission
To embed good governance practices that transform institutions and inspire professionals in order to be the premier centre of excellence in governance promotion and development in Africa.	To develop and guide on sustainability and governance standards in organizations.

In an endeavour to realize its vision and mission, the Members and other Stakeholders of ICS will uphold the following core values:

Core Value	Meaning
<b>Boldness</b>	The Institute is able to take considered risks and show determination and commitment.
<b>Excellence</b>	The Institute commits to embracing quality and excellence in everything that it does. This covers the quality and delivery of programmes and services, performance and commitment to strategic goals as well as the conduct and behaviour of its members and staff.
<b>Integrity</b>	and do the right things even behind closed doors.
<b>Collaboration</b>	We partner with people from different departments, locations and teams and then focusing other for the sake of the collective goals. We are open to and accept new ideas.
<b>Agility</b>	We are agile in our decision-making; in our planning; and in our delivery. We are entrepreneurial in spirit, with an organization structure that allows us to respond quickly and meaningfully to new growth opportunities within our existing businesses or to entirely new opportunities that we create for ourselves.



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Chapter Three

# Review of the Current Strategic Plan

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## Chapter Three

# Review of the Current Strategic Plan

### 3.1 Extent of Implementation of Strategic Plan 2018-2022 and Constraints

The current strategic plan covered the period 2018-2022 and contained strategic objectives that have propelled the Institute to its current status. It had set out to carry out the following objectives:

- a. Membership Growth and Development.
- b. Partnership development.

- c. Corporate Image.
- d. Financial Sustainability.
- e. Develop Governance Centre.
- f. Institutional Strengthening.
- g. Governance & Policy.

The key goals, objectives and strategies in the 2018-2022 strategic plan and the implementation status is given in the table below:

Strategic Perspective	Strategic Objective	Strategies	Implementation status
Customer Focus			
Membership Growth and Development	Increase membership	Standardization of entry requirements	Not achieved
		Improve service delivery	
		Implement sensitization of initiatives	Partially achieved
	Empower members	Conduct value-adding training Research and publications	
	Increase retention	Improve value proposition	
		Enforce fees payment	
	Stakeholder engagement	Regular engagement forums	
		Strategic communications	
		Relationship management	
Partnership development	Execute smart partnerships	Partnership mapping and recruitment	Partially achieved
Corporate Image	Improve image of ICS	Rebrand ICPSK	Fully achieved
		Undertake strategic communications with stakeholders	
	Undertake publicity	Op-Eds on topical issues	Partially achieved



Financial					
Financial Sustainability	Increase sources of revenue	Develop governance certification	Partially achieved		
		Restructure ICL	Not achieved		
		Introduce innovative products and services	Achieved		
	Review membership criteria	Review entry requirements	Not achieved		
		Expand membership categories			
	Increase operational efficiency	Increase automation	Partially achieved		
		Improve productivity	Partially achieved		
	Develop Governance Centre	Source funding	Pre-sale of space	Not achieved	
Sale shares					
Grant from Treasury					
Bank facilities					
Issue construction contract		Identify contractors			
		Award contract			
		Obtain guarantees			
Undertake construction		Break ground			
		Monitor progress			
		Monitor budget			
		Execute penalties			
Business Processes					
Institutional Strengthening		Attract, motivate, develop and retain staff	HR policies		Partially achieved
	Succession planning				
	Employee welfare				
	Performance management				
	Staff learning & development				
	Compensation & pay				
	Organizational culture				
	Talent management				
	Improved governance structures		Council & Committee development		

		Nomination policy	
		Separation of CEO & Secretary roles	
		CEO succession planning	
	Harness ICT	Integrated ICT system	
<b>Business Processes</b>			
<b>Institutional Strengthening</b>	Attract, motivate, develop and retain staff	HR policies	Partially achieved
		Succession planning	
		Employee welfare	
		Performance management	
		Staff learning & development	
		Compensation & pay	
		Organizational culture	
		Talent management	
	Improved governance structures	Council & Committee development	

### 3.2 Challenges facing the Institute

The challenges facing the Institute have been shown under Chapter five (5) on Strategic Analysis.

### 3.3 Financial Performance

A review of eight years was undertaken with a view of isolating factors that may have favorable or unfavorable influence on ICS. The comprehensive income statements and statements of financial position for the last nine (9) years are shown as follows:

#### 3.3.1 Statements of Comprehensive Income

The statements of comprehensive income for years 2014 to 2022 are shown in Table 3:

Table 3: ICS Statements of Comprehensive Income for years 2014 to 2022

**THE INSTITUTE OF CERTIFIED PUBLIC SECRETARIES OF KENYA**  
**STATEMENT OF COMPREHENSIVE INCOME**

	2014	2015	2016	2017	2018	2019	2020	2021	2022
	Shs	Shs	Shs	Shs	Shs	Shs	Shs	Shs	Shs
Income									
Membership subscriptions fees	21,355,170	22,364,170	24,251,520	24,013,995	26,051,150	27,151,250	28,257,610	29,837,556	32,090,165
Members' functions	15,794,617	11,399,664	19,635,627	34,445,229	46,658,528	73,591,000	21,214,750	29,315,000	31,143,210
Premises fund	1,300,000	1,490,000	1,620,000	1,190,000	1,410,000	1,460,000	1,220,000	1,450,000	1,554,000
Consultancy income	609,228	1,243,944	5,792,964	3,525,840	5,280,000	5,730,000	3,690,000	5,973,900	26,000,000
COG award income	7,187,000	9,673,000	6,799,900	7,600,600	3,824,041	2,705,000	36,000	-	2,575,000
Other income	1,646,561	2,592,233	2,047,975	2,060,702	2,217,307	1,221,400	3,133,114	1,400,821	4,240,501
<b>Total Income</b>	<b>47,892,576</b>	<b>48,763,011</b>	<b>60,147,986</b>	<b>72,836,366</b>	<b>85,441,026</b>	<b>111,858,650</b>	<b>57,551,474</b>	<b>67,977,277</b>	<b>97,602,876</b>
		2%	23%	21%	17%	31%	-49%	18%	44%
Expenses									
Administrative expenses	(37,413,877)	(50,394,668)	(50,974,483)	(48,162,817)	(60,187,832)	(65,934,230)	(64,624,383)	(53,897,018)	(65,585,209)
Membership functions expenses	-	-	-	(18,937,579)	(33,056,899)	(36,700,605)	(6,928,880)	(14,941,146)	(22,474,637)
Establishment expenses	(3,503,364)	(3,408,930)	(3,456,571)	(2,463,056)	(4,643,752)	(5,350,079)	(4,866,710)	(2,759,651)	(5,195,361)
<b>Total expenses</b>	<b>(40,917,241)</b>	<b>(53,803,598)</b>	<b>(54,431,054)</b>	<b>(69,563,452)</b>	<b>(97,888,483)</b>	<b>(107,984,914)</b>	<b>(76,419,973)</b>	<b>(71,597,815)</b>	<b>(93,255,207)</b>
		31%	1%	28%	41%	10%	-29%	-6%	30%
<b>Surplus / (deficit) for the year</b>	<b>6,975,335</b>	<b>(5,040,587)</b>	<b>5,716,932</b>	<b>3,272,914</b>	<b>(12,447,457)</b>	<b>3,873,736</b>	<b>(18,868,499)</b>	<b>(3,620,537)</b>	<b>4,347,669</b>
		172%	213%	43%	480%	131%	587%	-81%	208%

	2014	2015	2016	2017	2018	2019	2020	2021	2022
<b>Ratio Analysis:</b>									
Subscriptions to total income	45%	46%	40%	33%	30%	24%	49%	44%	33%
Functions to total income	33%	23%	33%	47%	55%	66%	37%	43%	32%
Admin expenses to total income	78%	103%	85%	66%	70%	59%	112%	79%	67%
Functions expense to total income	0%	0%	0%	26%	39%	33%	12%	22%	23%
Total expenses to total income	85%	110%	90%	96%	115%	97%	133%	105%	96%

Member subscriptions fees is the main source of income for the Institute. Subscriptions have continued increasing at a slow rate from Kshs.21.3 million in 2014 to a Kshs.32.7 million in 2022. In the 9-year period, the increase in member subscriptions is 49%. The total number of members in 2016 were 3,225 while at the end of 2022, the total members were 4,122. This gives an increase in the 7 years of 897, a very modest number indeed. The percentage increase in membership in the 6-year period was 27.8%. The small increase in number of members has contributed to the slow growth of member subscription fees. Besides, some members have fallen behind in paying their subscriptions and this has further contributed to the slow rate of growth in the member subscriptions fees.

Membership functions income is the second major revenue generating stream. The income in this area has increased from Kshs 15.7 million in 2014 to a high of Kshs 73.5 million in 2019 before going down to settle at a Kshs 45.1 million in 2022. In years 2020 and 2021,

Membership functions were greatly curtailed by the COVID-19 pandemic.

The other revenue generating streams including premises fund, consultancy income and COG income do not contribute a significant amount to the total income of the Institute. The premises fund amount has remained more-or-less at the same level over the years.

Administrative expenses have risen from Kshs 37.4 million in 2014 to a high of Kshs 65.9 million in 2019 before going down in years 2020 and 2021 and settling at Kshs 47 million in the in 2022. The percentage increase between years 2014 and 2022 is 89%. Membership functions expenses have tended to be a proportion of the membership functions income. In years 2014, 2015 and 2016, we did not have any allocation to membership functions expenses. During these years, membership functions expenses would be subtracted (net-off) from Membership functions income and the net amount reported as income. From year 2017, Membership functions and Membership expenses started being reported

on a gross basis. In 2017, the amount was 18.9 million. The membership functions expenses rose sharply to Kshs 33.0 million in 2018 and Kshs 36.7 million in 2019. After 2019, the expenditure in membership functions went down to a low of Kshs 6.9 million in 2020 before beginning to rise again and settling at Kshs 23.9 million projected in year 2022.

Due to the high expenditure amounts, out of the 9 years reviewed, the Institute recorded deficits in years 2015, 2018, 2020 and 2021. In years 2014, 2016, 2017, 2019 and 2022, the Institute recorded surpluses but even these are fairly low in amounts.

From a review of the statement of comprehensive income, it is obvious that the Institute needs to improve its financial position.



Table 4: ICS Statements of Financial Position for years 2014 to 2022

	2014	2015	2016	2017	2018	2019	2020	2021	2022
	Shs	Shs	Shs	Shs	Shs	Shs	Shs	Shs	Shs
<b>ASSETS</b>									
<b>Non-current assets</b>									
Property and equipment	25,589,671	502,089,496	23,946,515	23,262,907	23,192,432	22,591,787	21,583,367	20,616,579	21,660,170
		1862%	-95%	-3%	0%	-3%	-4%	-4%	5%
Intangible asset	-	-	-	-	4,642,227	2,321,114	-	-	-
Investment in subsidiary	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	26,589,671	503,089,496	24,946,515	24,262,907	28,834,659	25,912,901	22,583,367	21,616,579	22,660,170
		1792%	-95%	-3%	19%	-10%	-13%	-4%	5%
<b>Current assets</b>									
Inventory	25,243	-	-	-	-	-	-	-	-
Trade receivables	27,837,615	43,856,131	51,129,333	40,919,977	45,774,712	63,828,951	54,138,956	65,026,252	66,925,247
		58%	17%	-20%	12%	39%	-15%	20%	7%
Provision for impaired receivables	(12,685,399)	(26,954,410)	(35,973,236)	(37,539,425)	(38,709,659)	(48,294,511)	(49,296,070)	(48,646,280)	(51,855,738)
		112%	33%	4%	3%	25%	2%	-1%	7%
Net trade receivables	15,152,216	16,901,721	15,156,097	3,380,552	7,065,053	15,534,440	4,842,886	16,379,972	14,069,509
		12%	-10%	-78%	109%	120%	-69%	238%	21%
Staff loans and advances	-	-	-	1,018,234	2,356,200	3,116,125	1,844,203	1,727,594	2,130,166
Other receivables	365,535	540,330	308,195	3,939,437	1,113,889	1,159,579	1,314,606	1,723,325	2,068,217
Related party	1,076,819	4,572,528	5,077,878	4,523,863	4,529,283	4,529,283	4,529,283	-	3,000,000
Cash and bank balances	12,016,401	5,088,006	17,573,414	19,513,891	6,962,339	8,527,094	4,509,181	3,798,798	5,998,782

	2014	2015	2016	2017	2018	2019	2020	2021	2022
	28,636,214	27,102,585	38,115,584	32,375,977	22,026,764	32,866,521	17,040,159	23,629,689	28,266,674
<b>TOTAL ASSETS</b>	<b>55,225,885</b>	<b>530,192,081</b>	<b>63,062,099</b>	<b>56,638,884</b>	<b>50,861,423</b>	<b>58,779,422</b>	<b>39,623,526</b>	<b>45,246,268</b>	<b>50,926,844</b>

860% -88% 10% -10% 16% -33% 14% 13%

	2014	2015	2016	2017	2018	2019	2020	2021	2022
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**Shs Shs Shs Shs Shs Shs Shs Shs Shs Shs**

**MEMBER'S FUNDS AND LIABILITIES**

**Members' funds**

Accumulated funds 8,825,506 2,085,583 5,887,843 9,160,756 (3,286,701) (2,293,240) (21,543,189) (29,467,002) (27,119,333)  
-76% 182% 56% -136% -30% 839% 25% -4%

Revenue reserve - 453,617,898 - - - 1,465,038 1,465,038 1,465,038 1,465,038

Institute premises fund 11,548,864 12,800,917 14,230,559 14,230,559 14,230,559 15,592,182 16,733,480 18,120,519 20,120,519

Research fund 1,960,129 2,407,412 2,892,442 2,892,442 2,892,442 2,946,056 2,186,208 5,102,445 5,102,445

22,334,499 470,911,810 23,010,845 26,283,757 13,836,300 17,710,036 (1,158,463) (4,779,000) (431,331)

**Current liabilities**

Trade payables 12,988,675 16,220,854 21,474,108 4,461,818 10,989,743 12,195,691 12,221,316 14,438,794 17,222,938  
25% 32% -79% 146% 11% 0% 18% 19%

Accruals and provisions - - - 5,724,223 6,799,624 12,348,540 11,993,777 14,074,861 12,540,121

Due to benevolent fund - - - 2,027,060 2,058,380 145,000 605,000 603,120 875,151

Other payables - - - 108,375 108,376 219,405 87,255 5,511,908 5,838,203

Deferred life membership subscriptions 698,920 678,645 659,496 590,150 518,000 459,750 514,500 339,556 301,471

	2014	2015	2016	2017	2018	2019	2020	2021	2022
Deferred income-capital grant	406,000	406,000	406,000	406,000	406,000	406,000	406,000	406,000	406,000
	14,093,595	17,305,499	22,539,604	13,317,626	20,880,123	25,774,385	25,827,848	35,374,240	37,183,885
		23%	30%	-41%	57%	23%	0%	37%	5%
<b>Non- current liabilities</b>									
Deferred life membership subscriptions	2,557,791	2,266,146	2,083,650	2,015,501	1,529,001	1,085,001	1,150,141	1,253,029	1,149,033
Deferred income-capital grant	16,240,000	15,834,000	15,428,000	15,022,000	14,616,000	14,210,000	13,804,000	13,398,000	13,025,257
Deferred income tax	-	23,874,626	-	-	-	-	-	-	-
	18,797,791	41,974,772	17,511,650	17,037,501	16,145,001	15,295,001	14,954,141	14,651,029	14,174,291
<b>TOTAL MEMBER'S FUNDS AND LIABILITIES</b>	<b>55,225,885</b>	<b>530,192,081</b>	<b>63,062,099</b>	<b>56,638,884</b>	<b>50,861,423</b>	<b>58,779,422</b>	<b>39,623,526</b>	<b>45,246,268</b>	<b>50,926,844</b>
		860%	-88%	-10%	-10%	16%	-33%	14%	13%

	2014	2015	2016	2017	2018	2019	2020	2021	2022
<b>Ratio analysis</b>									
Net Current assets	14,542,619	9,797,086	15,575,980	19,058,351	1,146,641	7,092,136	(8,787,689)	(11,744,550)	(8,917,211)
Current ratio	2.03	1.57	1.69	2.43	1.05	1.28	0.66	0.67	0.76
Receivable turnover (Sales/AR)	3	3	4	22	12	7	12	4	6
Total Assets Turnover (Sales/total assets)	1	0	1	1	2	2	1	2	2

From the statements of financial position, number of observations are derived. We have an amount of Kshs 1.0 million invested in a subsidiary company. This company is dormant and does not contribute anything to the Institute. There was a revaluation of the Institute premises carried out in year 2015 which generated a revaluation reserve of Kshs 453.6 million. However, this amount was not carried in the books beyond year 2015. The gross trade receivables have risen from Kshs 27.8 million in 2014 to an amount of Kshs 65.0 million in 2021, a total increase of 133.8%. This is a significant deterioration in the amount of trade receivables. The projected amount in 2022 is Kshs 66.9 million. The Institute is having more and more members failing to pay their subscriptions and hence the increase in trade receivables. As required by the International Financial Reporting Standard No.9, the Institute has evaluated its trade receivables and impaired what was considered uncollectible. The provision for impairment amount has gone up from Kshs 12.6 million in 2014 to Kshs 49.2 million in 2020, an increase of 290.5%. This has drastically impacted on the amount of trade receivables leaving small amounts as the net receivables.

In year 2014, the total assets of the Institute were Kshs 55.2 million and the projected total assets in year 2022 is Kshs 50.9 million. Although in 2018 the total assets were Kshs 63.0 million, because of the difficult operating conditions the Institute finds itself in, it has been difficult to grow its asset base. The COVID-19 years of 2020 and 2021 have contributed to the worsening situation of the Institute.

In year 2014, the total members' funds were a surplus of

Kshs 22.3 million while in 2020, the amount turned into a negative Kshs 1.1 million. This is due to huge losses made by the Institute from year 2018. The highest amount of trade payable was recorded in year 2016 and was Kshs 21.4 million. The projected amount in 2022 is Kshs 17.2 million. Accruals and provisions have also gone up from Kshs 5.7 million in 2017 to a projected amount of Kshs 12.5 million in 2022.

The net current asset position has deteriorated from a positive amount of Kshs 14.5 million in 2014 to a negative of Kshs 8.9 million projected in year 2022. From year 2020 and due to the COVID-19 impact, the Institute experienced a net current liability position meaning that it was technically insolvent from that year onwards. This technical insolvency position has been confirmed by the current ratios which fell below 1.0 from year 2020. The net receivables turnover has gone up and down indicating the instability of the sales income of the business but also the amounts that are impaired. The total turnover ratio barely touches 2.0 in years 2018, 2019 and 2021, with the rest of the years returning a ratio of 1.0 or below. Many analysts use the asset turnover to assess the overall management performance as well as measure the effective utilization of invested funds. A low asset turnover is a strong indicator of a financial risk which the Institute seems to be experiencing.

From a careful study of the statements of financial position, it is evident that during the period of the expiring strategic plan, the Institute experienced poor financial health and could not carry out its programs effectively.



Institute of  
Certified Secretaries

*The Governance Profession*



## STRATEGIC PLAN 2023 - 2027



Chapter Four

# Situational Analysis

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## Chapter Four

# Situational Analysis

### 4.1 Recommendations from the survey on the State of CS Profession in Kenya

From the Research carried out by the ICS recently and its results published in the Book, "The State of the CS Profession in Kenya," recommendations from the three main areas researched on including access to the profession, quality assurance and awareness and acceptance include the following:

#### Access:

**Enhancing affordability:** Most respondents believed that enhanced affordability was one of the most important ways to facilitate access to the CS for both practitioners and users. This access can be achieved by lowering the cost of CPD events in order to encourage participation.

Alternative routes to membership, technology as a means to enhance access and scholarships and bursary programmes were cited as other means of enhancing access to the CS profession.

#### Quality Assurance

In order to improve quality assurance, it was recommended that there should be:

- » **Partnerships and collaborative efforts towards increased quality assurance:** In this endeavour, it was noted that the profession regulators, that is, ICS, RCPSB and KASNEB should actively engage with and monitor institutions that offer CS training to ensure that the quality of training is at par with the global CS standards.
- » **Finding sustainable alternatives to the Institute's financial resources:** In this regard, one of the reasons cited by the ICS as hampering effective capacity development is therefore lack of adequate financing. Most of the finances available to run the Institute's activities come from member contributions, which in itself puts an unconscionable burden on its membership. The ICS may have to look for alternative sources of financing its activities.
- » **Partnerships with academic institutions to incorporate governance syllabus in degree programmes:** it can be argued that the current route to entry does not have organic growth as this has been limited to successful completion of KASNEB exams or fellowship. In

- line with increased calls for alternative routes to membership, ICS, RCPSB and KASNEB ought to increase partnerships with institutions of higher learning to, among other things, incorporate governance syllabus in degree programs at undergraduate, graduate and postgraduate level.
- » **Amendments to the qualifications under S.20 of the CPS Act:** the amendments to the qualifications under section 20 of the CPS Act to provide for affiliate membership will provide the Institute with a wider pool of experts on matters of governance which is key aspect of guaranteed quality assurance and relevance, but which also has a direct influence on the level of awareness and acceptability by building a significant pool that will influence the governance agenda in the country.
- » **Mentorship:** the study revealed that there were serious gaps in the level of mentorship within the CS profession and that more needs to be done to enhance mentorship by tapping into the existing knowledge and experiences of senior or high performing practitioners for the benefit of newer or less experienced ones.

#### Awareness/Acceptance

In order to enhance awareness and acceptance of the CS profession, the following recommendations were made:

- » Effect changes in the name of the profession and affiliated institutions
- » Enhance partnerships and collaborative efforts to raise awareness and acceptance
- » Use legislative processes to force compliance with good governance requirements
- » Leverage on technology
- » Enhance affordability and timeliness of the CS training
- » Bridge awareness gaps among prospective practitioners
- » Build stronger relationships with other professional associations
- » Build regional partnerships with CS professional associations in other countries

### 4.2 The 'Product/Service' sold by members of the Institute

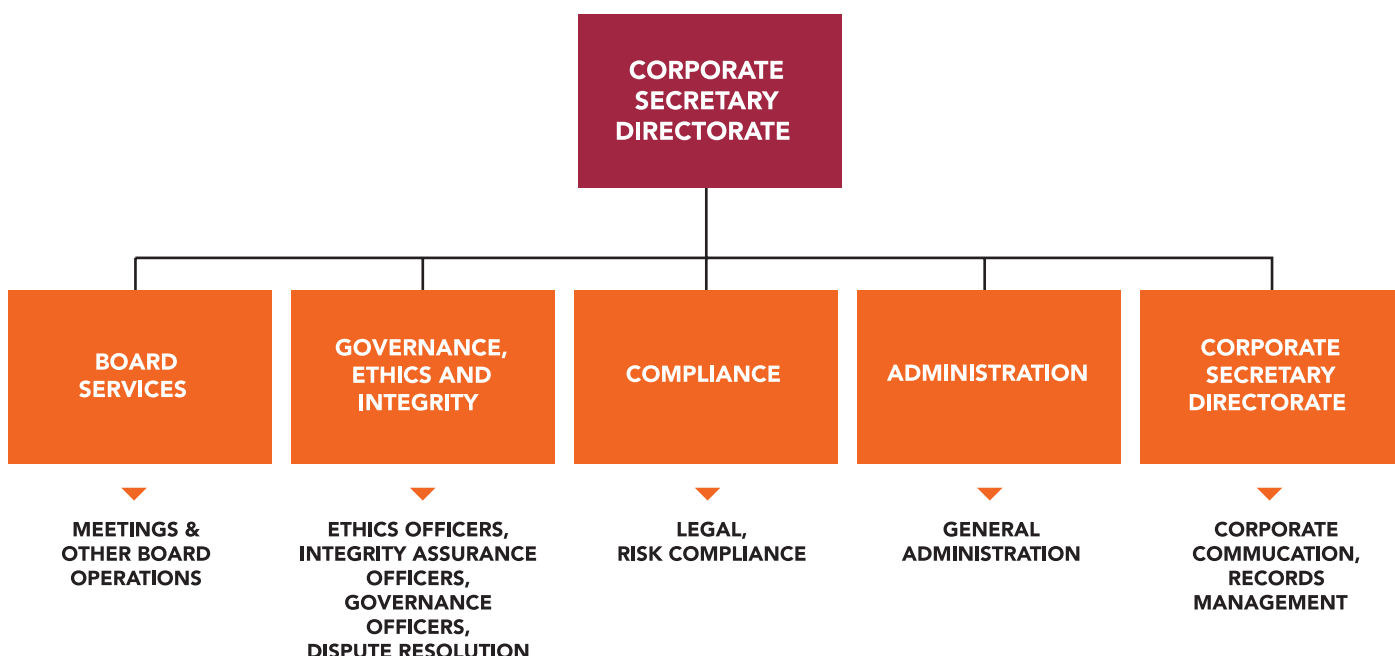
Members of the Institute (Certified Secretaries) sell governance related products. More need to be done to ensure that the product features are clear to the practitioners and the potential customers-the public. There is room for

the Council and Secretariat to ensure all members of the Institute know the services (products) they can offer and have full knowledge on how to offer these services to the consuming public. Further, it is important to ensure that persons engaged to perform functions listed hereunder are qualified as per the CPSK Act: governance auditor, shares registrar, company secretary, corporation secretary, council secretary, board secretary, commission secretary, trust secretary, ethics officer, governance officer, or integrity officer.

CSs are trained, examined, certified and deemed competent in a number of key roles and responsibilities, namely board services, governance, compliance, administration, public policy, ethics, integrity, communication and records

management. The CS function is not limited to Board operations but should benefit entities on all matters related to governance, ethics and integrity. These functions include supporting the Public Service Commission (PSC) towards gathering data for purposes of preparing the annual Values and Principles Compliance Report in fulfilment of the PSC’s constitutional mandate spelt out in Article 234 2(c) 2(h) of the Constitution. In addition, CS competency on matters of ethics and integrity should provide useful support to the Ethics and Anti-Corruption Commission (EACC).

A more comprehensive approach on the functions of the CS directorate could be illustrated as follows:



The services (products) that members can offer to the consuming public include:

**4.3.1 Board Services**

- Board and shareholder meeting procedures including preparation of meeting papers and minutes.
- Overseeing implementation of elections, nominations, appointments and constitution of governing organs.
- Overseeing the development and implementation of work plans, inductions, and trainings of the governing organs.
- Overseeing the annual evaluations of the governing organs.
- Other Board operation services

**4.3.2 Compliance Services**

- Oversee legal and regulatory compliance,
- Incorporation, registration, deregistration, dissolution, striking off or winding up of an entity;
- Updating statutory returns or registers for submission with relevant authorities;
- Effecting statutory changes in the ownership and governance of an entity;
- Certifying governance section of annual reports;
- Keeping custody and accounting for the use of the official corporate seal;

**4.3.3 Administration services**

- Overseeing general administration,
- Overseeing other corporate support services

#### 4.3.4 Communication and records management

- Preparing, reviewing and keeping custody of internal policies and documents.
- Overseeing management of organizational records and confidentiality of information.
- Overseeing dissemination of meetings' resolutions to all stakeholders.
- Supporting in the development and implementation of stakeholders' policies and strategies.
- Facilitating effective communication between the organization, members and stakeholders.

#### 4.3.5 Governance services

- Overseeing development, review, implementation and advising on corporate governance, ethics and compliance.
- Overseeing governance audits of the organization and reporting on implementation of recommendations thereof.
- Ensuring that an appropriate framework on environmental, social and governance (ESG) is put in place, implemented and regularly reviewed.
- Resolution of governance disputes

#### 4.3.6 Ethics and integrity services

- Facilitating the development, approval, reviewing and implementing of code of conduct, policy on whistle blowing, gift policy, anti-corruption policy, and conflict of interest policy.
- Facilitating the development, reviewing, implementing and periodic assessing of ethics strategy, budgets, structures, programs, education, capacity building and organizational ethical goals.
- Facilitating the development, reviewing and implementing the corporate social responsibility (CSR) guidelines.
- Providing support and advising on integrity management system.
- Coordinating ethics risk assessment and developing appropriate strategies to address systemic weaknesses, vulnerability and risks.

Certified Secretaries are also competent to offer a wide range of Investment and Business Management Advisory Services critical to organizations. Such services include: Trade advisory services, Project Management, Strategic Planning among others.

The consumers of the Secretarial or Governance products/services need to be made more aware of the benefits of consuming these products.

### 4.3 Institute's subsidiary companies

Subsidiary companies are established to support the mandate of the organization without detracting from the core business of that organization. The Institute has established two subsidiary companies, specifically:

- Institutional Consultants Ltd
- CPS Governance Centre Public Company Ltd

#### i. Institutional Consultants Ltd (ICL)

This company was set-up as a revenue diversification measure. However, the governance and management structure of ICL was conflated with that of the Institute, thus creating conflict between the Company's Board and Institute's Council. Further, some of the programmes marketed by the company were similar to those of the Institute thus creating unnecessary confusion in the market place. Arising from the governance and operational challenges, the Company failed to realize its objectives and has not been in operation since the year 2017. ICL mandate has since been partially carried out by Institute's secretariat under the professional services department.

In this strategy, it is envisaged that ICL would be wound up by year 2024. The mandate of ICL will in the short run continue to be handled by the directorate responsible for capacity building. This will require enhancement of human capacity in the Institute's Secretariat.

#### ii. CPS Governance Centre Public Company Ltd

In the year 2006, the Institute acquired its own premises measuring approximately 0.4053 or hectare or 1.0015 acres and located at Kilimanjaro Road, Upper Hill, Nairobi. The premises, aptly named the CPS Governance Centre, have remained as the Institute's offices since then.

In the year 2012, the Institute embarked on a project aimed at developing an office complex at the CPS Governance Centre premises. To achieve this, a Public Limited Company known as CPS Governance Centre Limited was incorporated to act as an investment vehicle and enable members of the Institute to buy the shares of the Company and hence participate in the ownership of the Office complex.

This was an ambitious revenue diversification strategy program of the Institute. Setting up this development as a subsidiary company was aimed at creating a strategic business unit that could be managed away from the core business of the Institute. However, since the company had no staffing of its own, the Secretariat of the Institute was actively involved in all aspects of the Centre development. This was despite the acute capacity deficiency at the Secretariat thus not only compromising service delivery at the Institute but also affecting efficiency of the Company. One of the key lessons learnt from this experience is that such subsidiaries should be assigned a staff member fully dedicated to the implementation of the subsidiary's mandate.



Secondly, a section of members had recorded their opposition to the project as conceptualised. There was fear that Institute’s land would be transferred to a company whose ownership comprised private investors and therefore dis-franchising members who would not be shareholders in the said company.

Prevailing economic conditions in the country, inability to raise adequate funding for the project, Covid 19, and oversupply of office space in upper hill however frustrated achievement of this project. During the 30th Annual General Meeting of the Institute held on Friday, May 28, 2021 and Annual General Meeting of CPS Governance Centre Limited held in June 2021, members on recommendations by the Council and the Board respectively approved the proposals that the project, as initially envisioned, was no longer viable and that all investors be refunded their funds taking into consideration the interest earned over time and sunk costs incurred. Refund of the said monies commenced by end of the year 2021 and is scheduled to be finalised by end of first quarter 2023.

#### 4.4 Governance and Ethics Academy

Since its inception, the Institute has over the years aspired to establish a training institution to offer the CPS Courses among other relevant areas. All successive strategic plans have always projected this as one of the strategies towards increasing Institute’s membership as well as establishing the Institute as the point of reference in training on governance matters.

To date, CS Students continue to face immense challenges in undertaking the course due to lack of adequate training institutions fully dedicated to training on the CS Syllabus as examined by kasneb. Based on research conducted by the Institute in partnership with RCPSB, this was highlighted among the biggest challenges to the growth of CS Students numbers. This is in contrast with most comparable professional bodies, both locally and across the world, who have their own training institutions for students aiming to join the profession.

In pursuit of this objective, the Institute in the year 2022 registered “Governance and Ethics Academy” under the Registration of Business Names Act Cap, 499. It is envisioned that the Academy will be fully registered under the Technical and Vocational Education and Training (TVET) Act No. 29 of 2013 and accredited by kasneb by end of year 2023 with the Academy operationalised by year 2024.

The Academy, and which is one of the arms of the Institute, will actuate realization of the Institute’s aspirations in the following three broad areas:

- Training certified secretaries’ students;
- Innovation, research and publications;
- Capacity building for members, staff and stakeholders.

To minimize costs and overcome the challenge of space, the Academy will incorporate online trainings, distance learning, and e-library services. To allow for physical library and in-person trainings, the Council will, within year 2023, develop low-cost semi-permanent structures.

To minimise the risks associated with creation of too many governance structures, it is envisioned that the Academy, at least during the lifetime of this strategy, will be under direct supervision of the Council through its relevant standing committees. Similarly at the Secretariat level, the Academy will remain a section or department under relevant directorate. However, with the growth of the Academy, an autonomous governance and management structure could be established, possibly in the next strategic planning period.

#### 4.5 Stakeholder Analysis

The Institute enjoys the support and involvement of a wide stakeholder community in its initiatives and programmes. The stakeholders, whose needs are varied and different, require both the commitment and collaboration of the ICS to meet them. For successful co-existence, the Institute must take deliberate steps to identify and address the needs/interests of its stakeholders.

Table 5: Key Stakeholders

Stakeholder	Needs/Interests
Members of the Institute	Services, products, networking, opportunities
Internal Stakeholder	Saff & Council who provide support to governance and operations of the Institute
Students of CS Profession	Inspiration, internship, opportunities
The National Treasury	Parent Ministry and administrator for the CPSK Act
KASNEB	Examines CS students but also supports the Institute financially
RCPSB	Registers qualified CSs but also collaborates with the Institute in other ways



Stakeholder	Needs/Interests
Business Registration Service	Facilitating business environment relevant to the profession
State Corporations	Professional services, training & development
Private/Public Companies	Professional services, training and development
Members of other Professional Bodies	Opportunities, collaboration, knowledge enrichment
Listed Companies	Professional services, training and development
SACCOs	Professional services, training and development
Commissions	Professional services, training and development
Insurance Firms	Professional services, training and development
Regulators (IRA, SASRA, CMA, SCAC, RBA etc)	Reporting, compliance, collaboration
Education Institutions	Collaboration and programme development
SMEs, NGOs, Faith Based Orgs	Professional services, training and development
The General Public	Information, education
Industrial and Allied Companies	Professional services, training and development
Government (National & County)	Professional services, training and development
International Affiliations	Networking, opportunities, collaboration

## 4.6 SWOT Analysis

The market conditions that organizations face are in a state of flux. This forces organizations to come up with new products to help them to be competitive and to keep businesses relevant to modern consumers. Strategic planning describes the process a business uses to determine how it can best meet its objectives and carry out its mission. A SWOT analysis is a common strategic planning

tool that assists managers to evaluate the chances that a certain project will succeed. The SWOT analysis is split between the Internal and the External environments.

### 4.6.1 Internal environment

Analysis of the internal environment entails identification of issues within ICS that positively (strengths) or negatively (weaknesses) affect performance. The strengths and weaknesses of ICS are shown on table 5:

Table 6: Strengths and Weaknesses of ICS

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Established by an Act of Parliament</li> <li>Good physical location on owned premises</li> <li>Professionally run programmes and trainings using seasoned facilitators</li> <li>Beneficial partnerships with key stakeholders including CMA, SCAC, KASNEB and RCPSB</li> <li>Authority in Corporate Governance training, Board Evaluations and in undertaking Governance audits</li> </ul>	<ul style="list-style-type: none"> <li>Not perceived as a stand-alone profession</li> <li>Lack of clearly defined product(s) for its members</li> <li>Members belonging to several professional bodies and with low allegiance to ICS</li> <li>Inadequate internal capacity for research and development</li> <li>Limited human and financial resources</li> <li>Poor internal management processes</li> <li>Poor corporate image</li> <li>Low level of advocacy</li> </ul>

## 4.6.2 External environment

Analysis of the external environment identifies factors outside ICS that impact on the organization positively (opportunities) or negatively (threats). The opportunities and threats impacting ICS are shown on table 6:

Table 7: Opportunities and Threats Impacting ICS

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Thought leadership in the area of governance</li> <li>• Emerging opportunities in the area of Environmental and Social Governance</li> <li>• High level of interaction with Government</li> <li>• An expanding market as the Certified Public Secretaries profession gets entrenched in various legislation</li> <li>• Existence of unregistered qualified persons</li> <li>• Existence of students interested in the CPS profession</li> <li>• Undertaking Consultancy work for various stakeholders</li> <li>• Institutionalization of Governance and Ethics Officers in Public Institutions</li> <li>• Expanding regional integration offers opportunities for the CS profession</li> </ul>	<ul style="list-style-type: none"> <li>• Competition from other Institutes/organizations</li> <li>• Low staff motivation and retention</li> <li>• Delayed development of the CPS Governance Centre</li> <li>• Limited understanding of the mandate of the Institute by the public</li> <li>• Limited employment opportunities for CPS professionals and students</li> <li>• Limited practice areas for CPS Practitioners</li> <li>• Partial recognition of the CPS qualification in recruitment and career progression</li> <li>• Weak enforcement of relevant laws</li> <li>• Some provisions of the Companies Act 2015 impacting on the CS work negatively</li> </ul>

## 4.7 Pestel (Steeple) Analysis

Instead of doing the PESTEL analysis (PESTLE standing for Political, Economic, Socio-Cultural, Technological, Legal and Environmental Factors), we decided to do the expanded STEEPLE analysis (STEEPLE standing for Socio-Cultural, Technological, Economic, Environmental, Political, Legal and Ethical factors).

### 4.7.1 Socio-Cultural Factors

Socio-cultural factors encompass the growth of population, the attitude of the consumer, age structure, lifestyle changes, peoples' traditions, educational level, cultural standards and diversity, health consciousness and safety emphasis. These factors directly impact on access to opportunities but also affect production and consumption of resources ultimately influencing choices and decisions in the labour market. The Institute recognises that socio-cultural factors can and do affect its source of membership.

### 4.7.2 Technological Factors

The technology of the business world is now completely different from what it was in the past. Advances in technology have greatly affected and changed the manner in which businesses operate. In the present age, technological progress has created a society which expects instant results. The Institute needs to adopt and keep abreast of

technology which can assist it in fulfilling or meeting the expectations of its members. In the era of digital products and virtual organizations, there is even a greater need for the Institute to digitize, automate, virtualize membership and launch more digital products amongst other items.

### 4.7.3 Economic Factors

The economic situation of a country can be understood by weighing the present inflation level, unemployment, international trade and rate of growth as measured by the Gross Domestic Product (GDP). Kenya's Economic policy has been defined in the Vision 2030. This Vision blueprint has the potential to focus the National effort and facilitate the achievement of significant progress in inculcating a culture of integrity and public values in performance of duties. One of the key Pillars under Vision 2030 is the Social Pillar. The Institute must factor in the contribution of its members to the attainment of the Social Pillar where governance is given prominence if it is to maintain its relevance beyond the foreseeable future.

### 4.7.4 Environmental Factors

The environmental aspects assess the positive and negative impact an organization has on the environment. The factors to be considered under the environmental analysis include legislation for environmental protection, management of waste and its disposal, water and air pollution, energy-efficient technologies and ecology in the society.

Economic activities are already being impacted negatively by environmental degradation and climate change and hence the urgent need to embrace green practices. Members of the Institute come from various sectors of the economy some of whom may be directly contributing to environmental degradation. The best position would be for the Institute members to be actively involved in positive environmental governance in order to preserve our planet for the sake of posterity.

#### 4.7.5 Political Factors

The political factors than an organization should consider include tax policies, employment laws, regulations on the environment, restrictions on trade and tariffs, the stability of the ruling party, interference of the state, trade agreements and clarity of law. After the 2007/8 political instability, Kenya has enjoyed a relatively stable political environment. The general elections of year 2022 went on smoothly without major hiccups except for the presidential results which were contested at the Supreme Court. Once the case was heard and determined, and Kenya finally has a new President in office, the country is experiencing a relatively stable political environment. The Institute's activities and programmes are not likely to be impacted negatively in the next five years.

#### 4.7.6 Legal Factors

Legal factors include all regulatory and law determinants and can negatively or positively impact results and activities of organizations. Examples of legal elements include the competition law, minority protection act, legal restraint and regulations and health and safety of the employees. The Constitution of Kenya 2010 created a devolved type of government with new governance structures and attendant legislative and institutional changes.

The CPS Act is an old piece of legislation and is in the process of being reviewed to accommodate the Institute's growth and development. The Companies Act 2015, the CMA Code of Corporate Governance for Issuers of Securities to the Public 2015, and the Mwangozo Code of governance for State Corporations are examples of recent instruments that have an impact on the work and progress of the Institute.

#### 4.7.7 Ethical Factors

Social values are an integral part of the ethical aspects of an organization that governs their behaviour. Ethical elements determine what is right and what is wrong. The common ethical factors to be analysed include peoples' morality, integrity, cultural values and duties and behaviour of employees towards the society. For members of the Institute to maintain high standing in society, they must uphold high standards of ethical behaviour and refuse to be compromised.

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## STRATEGIC PLAN 2023 - 2027

Chapter Five

# Strategic Analysis

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## Chapter Five

# Strategic Analysis

### 5.1 Key strategic issues affecting the Institute of Certified Secretaries (ICS)

Strategic issues are fundamental challenges facing ICS’s mandate, mission, conduct and services to clients. Identifying strategic issues will therefore enable ICS to focus on the immediate and future challenges. It is crucial that strategic issues be dealt with expeditiously and effectively if ICS is to prosper.

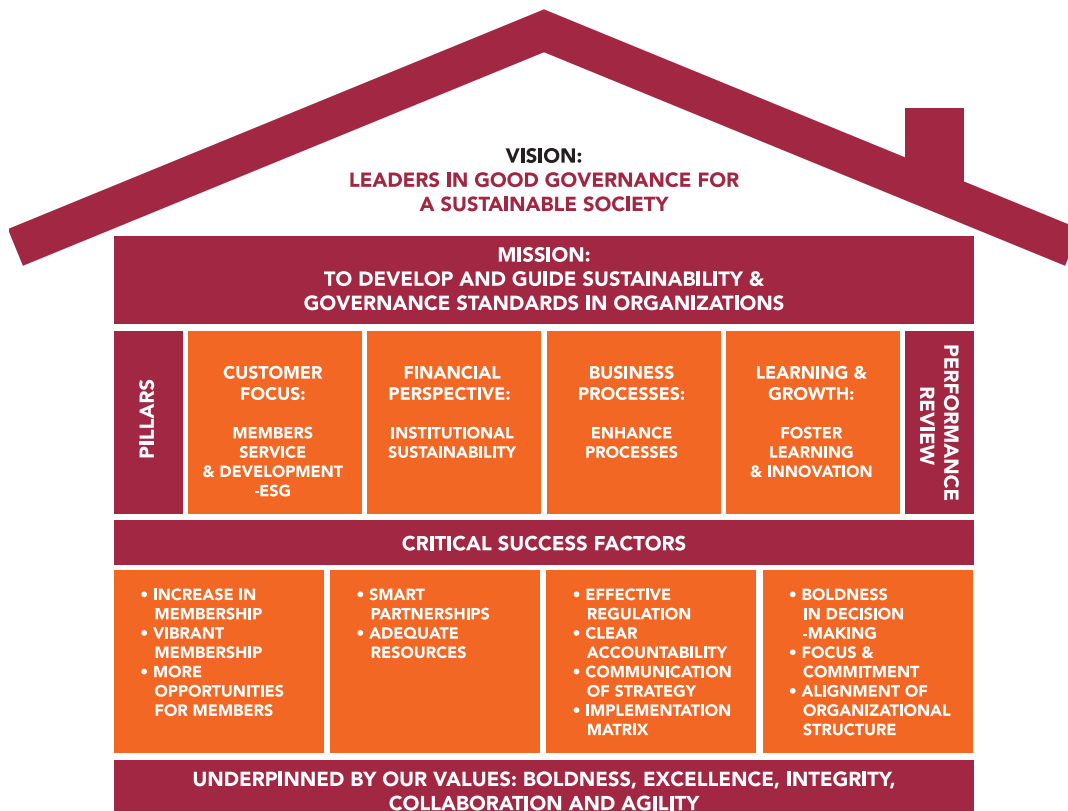
After carrying out an Institutional review, a review of the implementation status of the expiring 2018 -2022 strategic plan and the situational analysis, the following strategic areas affecting ICS and which have to be addressed in order to realize this strategic plan were identified:

- Opportunities for members.
- Membership.
- Commitment by existing members.
- Product (service) demand.
- Government support.
- Governing legal framework for the CS Profession.
- Enforcement of the existing regulatory framework.
- Resources to run the affairs of the Institute.

- Customer/Member focus.
- Consuming public awareness of the services offered by css.
- Brand visibility- name is confusing – CS, CPS or Governance professionals.
- Institute Structure.
- Organizational culture.
- Internal governance at the Institute
- Pricing of Institute programs
- Partnership and advocacy.
- Accessibility to learning material.
- Structured quality assurance mechanisms.

### 5.2 The ICS Strategy House

An illustration of the ICS Strategy House before delineating the Goals and Objectives to be put in place to deal with the fundamental issues affecting the Institute is given below. This illustration goes beyond and delineates the Critical Success Factors to be considered in order for the Institute to turnaround its “Poor performance” into “Good performance.”



### Goals of the Institute of Certified Secretaries (ICS)

In order to deal with the key strategic issues indicated in 5.1, the goals to be pursued during the plan period include the following:

- a. To grow and develop membership.
- b. To embed the governance profession in all sectors of our economy.
- c. To spread the governance profession within the East African Region.
- d. To achieve institutional sustainability
- e. To enhance processes for excellent service delivery to stakeholders.
- f. To foster a learning and innovation culture at the Institute.
- g. To promote ESG

The goals stated above can be fitted easily into the four (4) perspectives of the balanced score card framework. These four perspectives are: Customer focus (Customer and Stakeholders), Financial (Financial/Budget), Business Process (Internal Business Processes) and Learning and Growth.

### Customer Focus goals:

- To grow and develop membership
- To embed the governance profession in all sectors of our economy
- To spread the governance profession within the East African Regions
- To promote ESG

### Financial Perspective:

- To achieve Institutional sustainability

### Business Processes Perspective:

- To enhance processes for excellent service delivery to stakeholders

### Learning and Growth Perspective:

- To foster a learning and innovation culture at the Institute

Under each of the goals are objectives and strategies to be applied in order to realize the goals.

Customer Focus		
Goal	Objectives	Strategies
<b>Grow and develop membership</b>	<ul style="list-style-type: none"> <li>• Enhance features of the CS product(s)/services in order to avoid product redundancy</li> </ul>	<ul style="list-style-type: none"> <li>• Re-package the product(s) sold by CSs</li> <li>• Expand the range of products sold by CSs</li> <li>• Create uniformity in the delivery of CS products</li> <li>• Ensure the CS profession can stand on its own without support from 'other professions'</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensure there is right legal framework to support the CS profession</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure for CS qualification to be incorporated in the Public Service Scheme of Service</li> <li>• Lobby to ensure the law is amended to require more sectors to utilize the services of a CS</li> <li>• Lobby for the law to be amended to require increase the threshold to utilize the services of a CS</li> </ul>
	<ul style="list-style-type: none"> <li>• Increase the number of those being registered as CSs</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure more CS students are registered with KASNEB</li> <li>• Review and standardize entry requirements to the CS profession</li> <li>• Intensify sensitization initiatives on the CS profession in lower levels of the School system</li> <li>• Partner with academic Institutions to run a degree program in CS</li> <li>• Improve on responsiveness to member enquiries</li> </ul>

Customer Focus		
Goal	Objectives	Strategies
<b>Goal</b>	<ul style="list-style-type: none"> <li>Enhance professionalism amongst members</li> </ul>	<ul style="list-style-type: none"> <li>Enhance the Continuous Professional Development programs</li> <li>Increase members' compliance with professional development requirements</li> <li>Undertake standards development and implementation for the benefit of members</li> <li>Intensify research and publications in governance and other CS related areas</li> </ul>
	<ul style="list-style-type: none"> <li>Enhance stakeholder engagement</li> </ul>	<ul style="list-style-type: none"> <li>Create more awareness about the role and mandate of ICS</li> <li>Convene regular engagement forums to widen the scope of the CS profession</li> </ul>
	<ul style="list-style-type: none"> <li>Safeguard the interests of the public through adequate regulation</li> </ul>	<ul style="list-style-type: none"> <li>Streamline licensing of practitioners and governance auditors</li> <li>Enhance Peer review processes for Governance Auditors</li> <li>Review and streamline regulations governing CSs</li> <li>Publish governance public interest matters through various media networks</li> <li>Review and have revised as necessary provisions of the CPS Act Cap 534</li> <li>Enhance the Disciplinary process</li> <li>Crackdown on illegal CS Practitioners</li> </ul>
<b>To embed the governance profession in all sectors of our economy</b>	<ul style="list-style-type: none"> <li>Contribute to the development of good governance in all sectors</li> </ul>	<ul style="list-style-type: none"> <li>Develop/review sector specific codes of governance for various sectors</li> <li>Capacity build officers in different sectors on areas of good governance</li> <li>Lobby for enactment of law enforcing governance audits in all sectors of our economy</li> </ul>
	<ul style="list-style-type: none"> <li>Contribute to the development of good governance in all sectors</li> </ul>	<ul style="list-style-type: none"> <li>Lobby for increased representation of ICS members on Boards, Committees and Task-forces of various Government bodies</li> <li>Review and implement the Institute brand strategy</li> <li>Develop communication and marketing strategies to sensitize the public on the role of the Institute</li> <li>Develop and conduct robust CSR activities to create more public awareness about the Institute</li> </ul>
	<ul style="list-style-type: none"> <li>Intensify advocacy activities of the Institute</li> </ul>	<ul style="list-style-type: none"> <li>Lobby for more recognition of the Institute by both private and public institutions</li> <li>Lobby for improved and more favourable legislation for the CS profession</li> </ul>

Customer Focus		
Goal	Objectives	Strategies
	<ul style="list-style-type: none"> <li>To influence Public Policy on Governance and related areas</li> </ul>	<ul style="list-style-type: none"> <li>Support oversight role on ethics and governance in public sector bodies</li> <li>Develop high level advisory opinions on governance for discussion with Cabinet Secretaries in order to curb corrupt practices</li> </ul>
<b>To spread the governance profession within the East African Region</b>	<ul style="list-style-type: none"> <li>To create local branches/chapters/associations in the East African Countries</li> </ul>	<ul style="list-style-type: none"> <li>Engage closely with the Governments (and especially the Ministries of Finance, East African Community and Office of the Attorney Generals) and establish local branches/chapters in the East African Countries</li> <li>To promote the use of our Mwongozo and the CMA codes of Governance in the East African Countries</li> <li>To have the ICS registered as a Trainer with relevant training institutions in the East African Countries (for example NITA in Kenya) and to sponsor and carry out Governance trainings in those countries</li> </ul>
<b>To promote ESG</b>	<ul style="list-style-type: none"> <li>To position CSs as ESG Practitioners</li> </ul>	<ul style="list-style-type: none"> <li>Partnership with Accrediting Institutions</li> <li>Training of members to take up ESG as one of the products they sell.</li> </ul>

Financial Perspective		
Goal	Objectives	Strategies
<b>To achieve Institutional sustainability</b>	<ul style="list-style-type: none"> <li>Achieve a financial sustainability status</li> </ul>	<ul style="list-style-type: none"> <li>Increase sources of revenue</li> <li>Introduce innovative products and services</li> <li>Ensure to attain cost optimization in the Institute's operations</li> <li>Enhance value for money in the supply chain processes</li> <li>Support sustainable branches</li> </ul>
	<ul style="list-style-type: none"> <li>Review membership admission criteria</li> </ul>	<ul style="list-style-type: none"> <li>Review entry requirements to the CS profession</li> <li>Review and expand membership categories</li> </ul>
	<ul style="list-style-type: none"> <li>Diversify sources of funding the operations of the Institute</li> </ul>	<ul style="list-style-type: none"> <li>Seek for a grant from Treasury</li> <li>Seek for grant from other global research supporting organizations</li> </ul>



Business Processes Perspective		
Goal	Objectives	Strategies
<b>Enhance processes for excellent service delivery to stakeholders</b>	<ul style="list-style-type: none"> <li>Automate systems leading to faster service delivery to members and other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Implement the member service charter</li> <li>Develop and implement a complaint handling system for members and other stakeholders</li> </ul>
	<ul style="list-style-type: none"> <li>Support members practice through appropriate technology</li> </ul>	<ul style="list-style-type: none"> <li>Disseminate information to members and other stakeholders through interactive digital means</li> <li>Establish a knowledge repository and a virtual library for reference by members</li> </ul>
	<ul style="list-style-type: none"> <li>Deliver a consistent high-quality member and stakeholder experience that is in line with and enhances the Institute brand</li> </ul>	<ul style="list-style-type: none"> <li>Attain a 80% member satisfaction index</li> <li>Develop and implement member participation programs for members in different segments of the public</li> <li>Endeavour to enhance member satisfaction most of the times</li> </ul>
	<ul style="list-style-type: none"> <li>Endeavour to become a premier business partner</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement a partnership engagement policy</li> <li>Carry out partnership mapping and recruitment</li> <li>Put in place measures to ensure member relations are effectively handled</li> <li>Create a Governance Academy for purposes of infusing a system of sustainability in offering governance courses</li> </ul>
	<ul style="list-style-type: none"> <li>Increase staff productivity</li> </ul>	<ul style="list-style-type: none"> <li>Attract, motivate, develop and retain top talent</li> <li>Put in place an effective performance and reward system</li> <li>Ensure there is a match between workload and skills</li> <li>Organize and conduct continuous relevant training and have succession plan in place for smooth transition</li> </ul>
	<ul style="list-style-type: none"> <li>Implement an enterprise risk management framework and enhance environmental sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Determine the risks that can impact the Institute</li> <li>Develop and implement a risk management policy and framework</li> <li>Develop and implement an environmental sustainability policy</li> </ul>
	<ul style="list-style-type: none"> <li>Re-engineer the business processes of the Institute</li> </ul>	<ul style="list-style-type: none"> <li>Review and benchmark all the policies and SLAs of the Institute</li> <li>Review and implement the ICT strategy</li> <li>Have operations manuals in place to guide the activities of the Institute</li> </ul>

Business Processes Perspective		
Goal	Objectives	Strategies
	<ul style="list-style-type: none"> <li>Ensure improved governance structures</li> </ul>	<ul style="list-style-type: none"> <li>Review and revamp the Institute’s governance structure</li> <li>Develop and implement policies on good corporate governance</li> <li>Carry out continuous training of Council members</li> <li>Carry out evaluation of Council members at least once in a year</li> <li>Enhance accountability and disclosure reporting</li> <li>Enhance general data protection in compliance with local and global regulation</li> </ul>

Learning and Growth Perspective		
Goal	Objectives	Strategies
<b>Foster a learning and innovation culture at the Institute</b>	<ul style="list-style-type: none"> <li>Cultivate a growth and innovation mind-set and encourage knowledge sharing</li> </ul>	<ul style="list-style-type: none"> <li>Motivate employees to expand their knowledge base</li> <li>Demonstrate to the employees how they are contributing to the mission of the Institute</li> <li>Reward employees for innovating and sharing knowledge</li> <li>Reward and recognize teams rather than individual performance</li> <li>Involve employees in creating training programs that will benefit them and the activities of the Institute</li> </ul>
	<ul style="list-style-type: none"> <li>Promote good governance</li> </ul>	<ul style="list-style-type: none"> <li>Review, develop, publish and enforce governance standards</li> <li>Review, develop and publish governance codes</li> <li>Improve and sustain COG awards</li> <li>Launch and roll-out the COG Index</li> </ul>
	<ul style="list-style-type: none"> <li>Enhance knowledge and records management</li> </ul>	<ul style="list-style-type: none"> <li>Develop technology platforms that enhance internal collaboration and information sharing</li> <li>Automate the Record management system</li> </ul>

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**STRATEGIC PLAN**  
**2023 - 2027**

Chapter Six

# Implementation of the Plan

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## Chapter Six

# Implementation of the Plan

### 6.1 Introduction

Chapter 5 contains the key strategic issues (challenges) affecting the Institute. It continues to delineate the goals (perspectives), objectives and strategies to be employed in overcoming the challenges. This chapter 6 discusses the implementation of the 2023-2027 strategic plan. It is important to document the implementation matrices. In these matrices, under each strategy, documentation is made of the action/activity to be undertaken, the verifiable indicators, the expected outcome, the time frame and finally the officer to be responsible. The implementation matrices leave no room for guesswork and they make it easier to implement the strategic plan.

### 6.2 Implementation Strategy

The formulation of the Institute's strategy sets the stage for the next phase in the strategic management process which involves putting the strategy into action to produce results.

It is only after the strategy is implemented when results can be obtained. Even the most brilliantly crafted strategies can fail if implementation is not effective. In implementing the Institute's strategy, it is important to pay attention to certain critical factors which will support the process. These factors are described below:

#### 6.2.1 Buy-in of the Strategic Plan by Council and Management

No strategic plan can be successfully implemented without total support from the governing body as well as senior staff. It is critical that the Council members and senior staff of the Institute remain enthusiastic and provide full support to this implementation effort.

#### 6.2.2 Re-alignment of the Institute's Structure

The organizational structure of the Institute will need to be aligned to the strategy developed.

#### 6.2.3 Systems and Procedures

Systems and procedures at the Institute should support the implementation of the strategic plan. Where inconsistencies exist, they should be removed or harmonized.

#### 6.2.4 Skills and Attitudes

Strategies are implemented by people. The people have to possess the right skills and have the right attitudes towards their work. Acquiring and developing such required skills should be part of the implementation effort.

#### 6.2.5 Communication of the Institute's strategy

Once implementation starts, it will involve everybody at the Institute. It is important that the message in the strategic plan is taken to all levels in the Institute. This will be useful in soliciting input from all levels and building commitment and support for the plan.

#### 6.2.6 Ability to measure progress

Every implementation effort has an element of trial-and-error learning. However, the learning opportunity is missed if you cannot measure your results. A learning organization must be able to define success and measure its progress so it can learn what works and what doesn't. In this regard therefore, on an annual basis, the Institute should carry out a comprehensive analysis of its implementation status for the past year. Besides, the implementation status of the strategic plan should become a regular agenda item in the various Council meetings held.

#### 6.2.7 Commitment

Commitment starts at the Council and senior management but it must not end there. Middle management and supervisors must have the commitment needed to communicate the plan and enroll the employees in the strategy. If they are not committed, the rest of the organization will not be committed either.

#### 6.2.8 Acceptance of Change

Implementing new strategies involves introducing change in the Institute. The Council should not shy away from introducing such changes. Staff of the Institute will need to be sensitized on management of change because this skill will be critical in effective implementation of the Institute's strategic plan.

## 6.3 Risk Management

Risk management entails organized activity to manage uncertainty threats and involves people following procedures and using tools in order to ensure conformance with risk management policies. The implementation of the ICS Strategic Plan may be threatened by the following risks:

### 6.3.1 Resistance by Stakeholders:

Like in many organizations, new ideas could get some resistance from internal and external ICS stakeholders due to uncertainty of outcomes and perceived impacts of the running of the organization.

### 6.3.2 Unwillingness or inability to change:

The Institute and the strategic plan must be nimble and able to adapt as market conditions change.

### 6.3.3 Stiff competition:

The ICS is not the only player in the field of secretarial and governance practice and development. The products that ICS provides may be copied or replicated. In this free market economy, various competing groups have emerged, and the Institute must be prepared to secure its place.

### 6.3.4 Possible changes in the CPS Act:

There is a quest by various actors in the secretarial and governance field to have the law amended to allow those other actors to undertake some of the mandate of the Institute. If changes in the law are allowed, then the Institute and its members will be left with limited space within which to operate.

### 6.3.5 Scarcity of resources:

Sufficient amount of resources should be made available for the implementation of the strategic plan. If adequate resources are not made available, then it becomes difficult to implement the strategic plan.

### 6.3.6 Organizational culture:

The culture of the organization is a key driver for an organization's strategy. The Institute must ensure it has an enabling culture that fosters teamwork, excellence and effectiveness as it endeavours to implement its various strategies. A poor or weak organizational culture will inhibit the proper execution of the strategic plan.

### 6.3.7 Lack of Leadership Courage and Commitment:

The Leadership of the Institute must be committed to carrying out the implementation of the strategic plan courageously and to the very end. Lack of top leadership commitment renders the efforts to chart a path to the future fruitless and a waste of resources.

### 6.3.8 Not having the right people involved:

Those charged with executing the strategic plan should be involved from the very onset because those involved in creating the strategic plan will be committed to seeing it through execution.

### 6.3.9 Not understanding the environment or focussing on results:

Strategic planners must pay attention to changes in the business environment, set meaningful priorities and understand the need to pursue results. The Institute should re-imagine the products being sold by CSs to keep them relevant in the marketplace.

### 6.3.10 Employee Turnover:

A high turnover of staff creates an environment of instability and a lack of continuity and this can impact on the Institute's strategic focus. In order to mitigate this risk, the Institute should seek to attract, motivate and retain its top talent.

### 6.3.11 Cyber risks:

The cyber space has many risks ranging from technological sabotage, hacking and malicious misinformation. Having high-end security installations would ensure the security of the Institute's system and protect data and other online installations.



Risk	Root cause	Likelihood	Impact	Mitigating measures
<b>CUSTOMER FOCUS PERSPECTIVE</b>				
Resistance by stakeholders	Inadequate engagement with stakeholders	High	High	Enhanced engagement efforts
Stiff Competition	Limited innovation and lack of differentiation	High	High	<ul style="list-style-type: none"> <li>• Carry out R &amp; D</li> <li>• Innovate</li> <li>• Introduce new products &amp; services</li> </ul>
Not understanding the environment or focussing on results	Inadequate/irregular review of changing environmental conditions	High	High	Regularly review and adjust to the environment appropriately
<b>FINANCIAL PERSPECTIVE</b>				
Scarcity of resources	Limited sources of revenue	High	High	<ul style="list-style-type: none"> <li>• Membership drive</li> <li>• Seek for alternative sources of income</li> </ul>
<b>BUSINESS PROCESS PERSPECTIVE</b>				
Unwillingness or inability to change	Poor organizational culture and being used to the status quo	Medium	Medium	Instil an agile culture amongst employees of the Institute
Possible changes in the CPS Act	Outdated law	High	Medium	Lead the review of the CPS Act
Not having the right people involved	Inability to attract and retain top talent	Medium	Medium	<ul style="list-style-type: none"> <li>• Increase Institute's income</li> <li>• Make the Institute an employer of choice</li> </ul>
Cyber risks	Inadequate security safeguards	High	High	Acquire and install the right safeguards

LEARNING AND GROWTH PERSPECTIVE

<b>Organizational culture</b>	Inadequate development programmes for staff and members	High	High	Introduce and carry out culture change programmes
<b>Lack of leadership courage and commitment</b>	Politics/infighting/low competencies/unclear roles and responsibilities within the Governance structure	Medium	High	<ul style="list-style-type: none"> <li>• Clarify roles &amp; responsibilities</li> <li>• Carry out leadership development programmes</li> <li>• Ensure there is effective communication</li> </ul>
<b>Employee turnover</b>	Un-attractive employee value proposition	High	High	Competitive employee value proposition

Institute of  
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**STRATEGIC PLAN**  
2023 - 2027

Chapter Seven

# Institutional Structure

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## Chapter Seven

# Institutional Structure

### 7.1 Introduction

The success of the strategic plan depends on the way it is implemented. Effective implementation requires ICS to be adequately resourced not only in terms of monetary and physical resources but also in terms of human capital with the requisite skills. This strategic plan will require ICS to review its structure to ensure it supports the intended growth and efficiency in operations.

### 7.2 Organization at the Institute

The Institute's leadership team is composed of the Council, the CEO and heads of directorates. This organizational structure has been designed around the Institute's strategic roadmap and is intended to facilitate the implementation of this strategic plan.

#### 7.2.1 Council, Committees and Related Parties

Structures should be able to drive the organizational strategy. As the over-arching governance structure of the Institute, the Council is expected to delegate its authority to other entities as follows:

#### a. Disciplinary Committee

- To review files referred for disciplinary inquiries to regulate the professional conduct of the members of the Institute as per Section 25 of the CPS Act.

#### b. Audit, Risk and Compliance Committee

- Assessing and reporting on internal controls, risk management, and internal compliance framework

#### c. Corporate Services Committee

This Committee and which is meant to be made up exclusively of Council members will execute the following mandate:

- Accounts and Finance
- Procurement and disposal
- Marketing and communication
- General administration and governance of the Institute
- Human resources management and development
- Elections, nominations and appointments
- Performance management, both for the council and Secretariat
- Appointment and monitoring of the Institute's repre-

sentatives in other entities

- Legal services
- Council and council committees support services
- General meetings
- Liaison with ICPSK SACCO
- Liaison with ICPSK Benevolent Fund
- Development of Institute's premises (oversee liquidation of CPS Governance Centre Public Company Limited and takeover its mandate).

#### d. Membership, Regulation and Advocacy Committee

- Members support programmes
- Promotion of the CS profession
- Increased demand for certified secretaries' services
- Advocacy
- member welfare programs
- Students' affairs
- Professional Mentorship and Internship Program
- Liaison with branches
- Members caucus groups
- Syllabus review and development
- Professional standards
- Quality assurance and peer review
- Governance audit peer review framework
- Compliance and enforcement
- COG Awards, governance indices, and governance audits

#### e. Strategy & Research and Capacity Development Committee

- Research, innovation and publications;
- Post-qualification diploma;
- Strategy development and monitoring;
- Resource mobilization;
- Partnerships
- Seminars and workshops;
- Strategy development, monitoring and evaluation
- Fundraising, sponsorship and resource mobilization
- Seminars, workshops and trainings conferences for members and non-members
- Consultancies
- Business development
- Governance and Ethics Academy



#### f. College of Fellows

- College of Fellows, while not a Committee of Council, is nevertheless a structure within the Institute. The Governing structure of the College of Fellows is the Steering Committee.
- provide advice to Council on contemporary issues of the profession;
- act as a link between the Institute and the wider society;
- support the Council in advocacy, partnerships and resource mobilisation;
- Advise Council on the award of commendations, fellowship, honorary fellowship, Chairman's Roll of Honour, and other Awards to members and non-members

#### g. ICPSK Sacco Society Ltd

- The Sacco while not a Committee of Council, a structure within the Institute.
- The Sacco is one of the member welfare tools for the Institute in mobilizing savings to afford access to Loans (productive and provident) on competitive terms as a way of enhancing members socio-economic well-being.

#### h. ICPSK Benevolent Fund

- The Benevolent Fund was established by the Council as a members' welfare tool.
- The Fund supports members who are in distress either due to long hospitalisation or bereavement

#### i. Branches

- Branches support the Council in serving members within a specific jurisdiction.
- Currently, there are two branches: Western and Coast.
- It is envisaged that two more branches will be operationalised within this strategy period

#### j. Caucus Groups

- These are special groups of members sharing similar professional needs

#### k. Special Committees

- The Council may establish ad hoc committees and special task forces to provide support on specialised needs within the profession.

#### l. CS Profession Institutions Joint Forum

- This is comprised of ICS, RCPSB, KASNEB, Training Institutions through a Memorandum of Understanding signed in 2021. It is aimed at allowing the Certified Secretaries (CS) Institutions to work together to achieve mutual objectives in promoting governance and the CS profession. The following entities are established for the purposes of operationalizing, over-

sight and reporting on the implementation of the MOU:

- The Implementation and Strategy Committee (ISC) comprising the CEO's of each Party or their delegates. Each Party should be represented in the Committee by no more than two members. The Committee shall be responsible for preparing work plans for execution of the goals and objectives tabulated in the MOU, monitoring implementation and for periodic reporting of progress thereon. The Committee will meet every quarter;
- Chairs and CEO's Forum (CCF) comprising the Chairpersons and CEO's of each CS institution whose role shall be to monitor the implementation of the objectives and goals laid out in the MOU and to give any directives they consider appropriate;

#### m. Professional Development Fund

- The strategic plan recommends that the Institute spearhead the establishment of the professional Development Fund by 2023. This fund will be supported by the CS related institutions, specifically, ICS, RCPSB, KASNEB, Training Institutions and key stakeholders.
- The Institute as a not-for-profit organization should be able to attract funds from different sources, particularly the private and key stakeholders in the public and private sectors, NGOs and development partners. A governance structure involving professional stakeholders should manage this Fund. ICPSK will provide secretarial services to the Fund. A key role of the College of Fellows should be to mobilize resources for the Professional Development Fund. The governance charter will detail the objectives of the Fund, intervention areas and the role of different stakeholders in the management and governance of the Fund.

The purpose of the Fund is:

- promotion of the profession;
- Advocacy;
- research and publications on critical issues of governance;
- development of learning resources for both members and students;
- support to students through bursaries;
- support mentorship and internship programs for CS students.
- strengthening of the Governance and Ethics Academy.

#### 7.2.2 Secretariat

In this organizational structure, the CEO has five (5) direct reports whose roles are functionally differentiated. The envisaged effect is that this differentiation will allow the CEO, ample space to focus on implementing the strategies outlined herein. Moreover, this organizational structure will also enable the executive committee (CEO



& his direct reports) to take on more responsibility for overall business and organizational development and allow for clearer career path definition and growth for staff. A foreseen indirect result of having this clearer and purpose-driven organogram, is enhanced staff retention. The organizational structure has been developed based on the following considerations:

- a. The Institute is predominantly a program-based organization, with programs geared towards the service to members. As such, the make-up of the organizational structure is meant to ensure efficient and effective delivery of programs by having competent, qualified, results-driven managers who have a good grasp of their respective responsibilities and who have in place clear reporting lines within their directorates. Moreover, to ensure efficient and effective delivery of programs, both the division and constituent departments' responsibilities have been clearly defined. This clarity of purpose informed the team composition in the different sections of the Institute.
- b. The Institute's growth and expansion in the scope of operations within the governance space is an intended outcome of this strategic plan. The organizational structure has consequently been structured in a manner that allows the Institute to operate at maximum capacity by optimizing the utilization of both human as well as capital resources available within the institute.
- c. The structure has further been assembled in a manner to reduce the number of interfaces thus reducing superfluous bureaucracy and allowing for expedited decision making which is important for program initiation, expediency and execution.
- d. The clearer growth paths also allow for a more concise succession planning exercise while at the same time allowing for controlled staff change within the Institute enabling the achievement of optimum workflow and productivity.

The expected organization chart as the strategic plan continues being implemented is given below:  
(SEE NEXT PAGE)

Figure 2: The ICS Organizational Chart

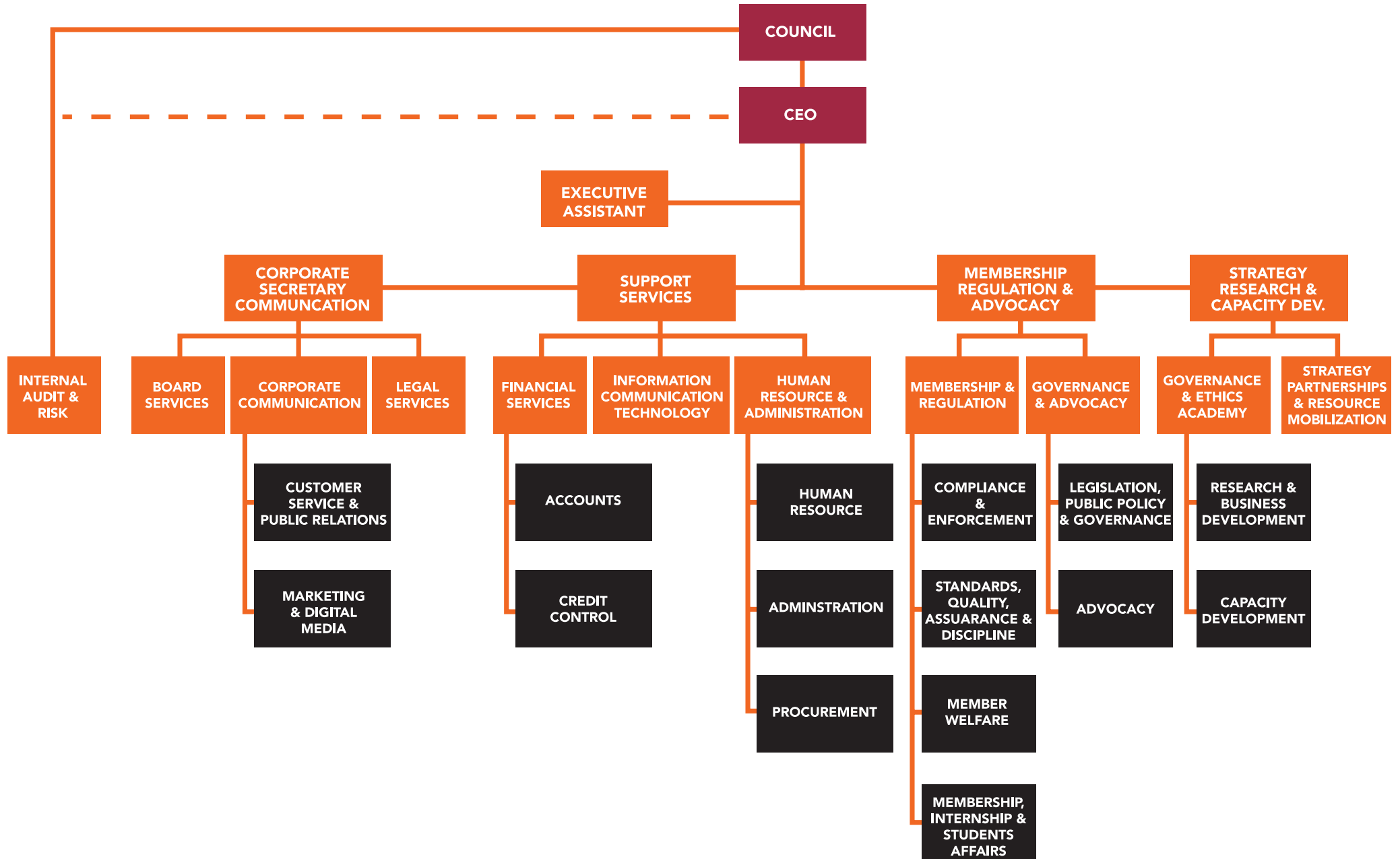
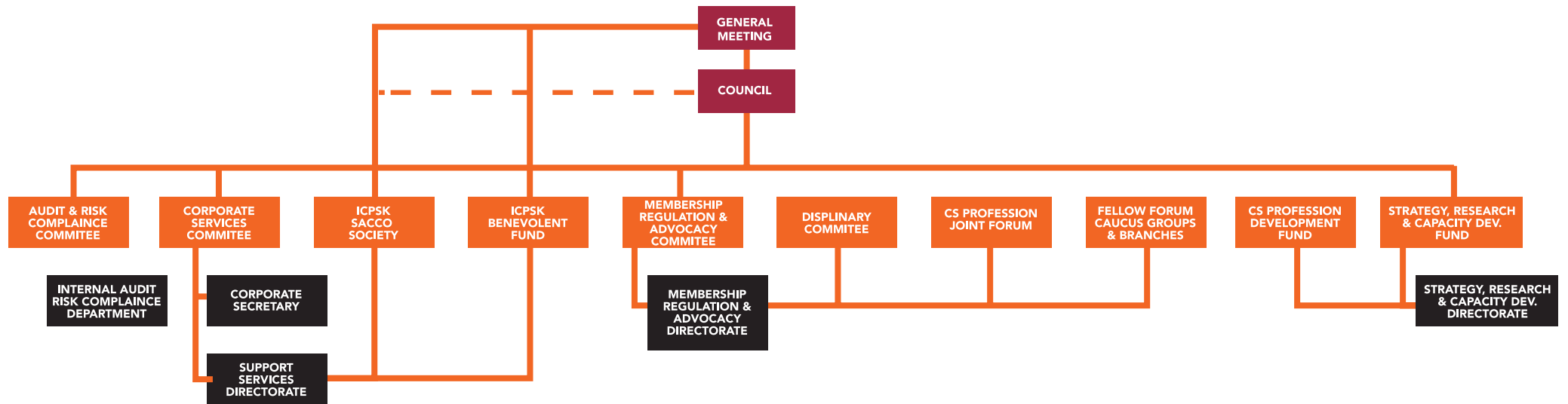


Figure 2: The ICS Organizational Structure





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## STRATEGIC PLAN 2023 - 2027

### Chapter Eight

# Monitoring and Evaluation

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## Chapter Seven

# Institutional Structure

### 8.1 Objectives of Monitoring and Evaluation

In order for the Institute to attain the targets that it has set, it is important that the various strategies are implemented. Successful implementation of the plan requires sourcing and deploying the requisite resources and putting in place an adequate Monitoring and Evaluation Framework (M & E) Framework among other activities.

### 8.2 Monitoring and Evaluation Framework (M & E)

The following Monitoring & Evaluation Framework will be put in place by the Committee in charge of Strategy e in order to ensure effective implementation of the strategic plan as indicated below:

- A Monitoring and Evaluation (M & E) committee is to be established comprising the CEO and Heads of directorates to oversee the implementation of the strategic plan.

- The M & E committee is to hold monthly meetings to review the status of the strategic plan implementation as it relates to their respective areas.
- The M & E committee is to develop strategy implementation checklist(s) containing the key areas where levels of achievement will be expected from.
- The M & E will be reporting quarterly to the Board on the progress of the strategic plan implementation through the committee in charge of Strategy
- The strategic plan will be reviewed annually so as to ensure that necessary changes in the objectives, strategies, activities and outcomes are informed by new information regarding the Institute and the external environment.
- The strategic plan objectives will form part of the performance management criteria of the Institute

### 8.3 Key Performance Indicators

- The projected key performance indicators (KPIs) for financial and non-financial targets set for years 2023 to 2027 are shown on Table 7 below:



Table 7: Opportunities and Threats Impacting ICS

Item description	2023 Kshs	2024 Kshs	2025 Kshs	2026 Kshs	2027 Kshs
Membership	5,000	6,500	7,500	8,500	10,000
Growth in membership	25.00%	30.00%	15.38%	13.33%	17.65%
Membership subscription fees	33,695,000	35,379,407	37,148,377	39,005,796	40,956,086
Growth in membership subscription	5.00%	5.00%	5.00%	5.00%	5.00%
Members' functions	55,085,000	66,102,000	79,322,400	95,186,880	114,224,256
Growth in members' functions	76.88%	20.00%	20.00%	20.00%	20.00%
Other Income (Kshs)	43,200,000	47,440,000	52,100,000	57,221,800	62,851,370
Growth in Other Income	25.69%	9.81%	9.82%	9.83%	20.64%
<b>Total Income</b>	<b>131,980,000</b>	<b>148,921,407</b>	<b>168,570,777</b>	<b>191,414,476</b>	<b>218,031,712</b>
Growth in Total Income	35.22%	12.84%	13.19%	13.55%	29.34%
Administrative expenses	(85,121,000)	(85,640,612)	(92,914,136)	(100,898,863)	(110,448,034)
Growth in administrative expenses	80.00%	85.00%	90.00%	90.00%	90.00%
Membership functions expenses	(33,122,000)	(36,434,200)	(40,077,620)	(44,085,382)	(48,493,920)
Growth in membership functions expenses	47.38%	10.00%	10.00%	10.00%	10.00%
Other expenses	(13,036,380)	(9,591,266)	(8,127,230)	(7,108,368)	(6,415,311)
<b>Total expenses</b>	<b>(131,279,380)</b>	<b>(131,666,078)</b>	<b>(141,118,986)</b>	<b>(152,092,613)</b>	<b>(165,357,265)</b>
Growth in total expenses	40.77%	0.29%	7.18%	7.78%	8.72%
<b>Surplus/(deficit)</b>	<b>700,620</b>	<b>17,255,329</b>	<b>27,451,791</b>	<b>39,321,863</b>	<b>52,674,447</b>
Growth in surplus/(deficit)	-83.89%	2362.87%	59.09%	43.24%	33.96%
Subscriptions to total income ratio	25.53%	23.76%	22.04%	20.38%	18.78%
Total expenses to income ratio	99.47%	88.41%	83.71%	79.46%	75.84%
Current assets	29,341,074	35,041,136	64,933,589	106,596,119	165,699,444
Current liabilities	(53,360,851)	(35,290,198)	(32,847,243)	(31,508,367)	(35,153,404)
<b>Net Current assets/(liability)</b>	<b>(24,019,777)</b>	<b>(249,062)</b>	<b>32,086,346</b>	<b>75,087,752</b>	<b>130,546,040</b>

Item description	2023 Kshs	2024 Kshs	2025 Kshs	2026 Kshs	2027 Kshs
Number of employees					
Productivity (Total inc/Employees) in Kshs					
Number of new products developed/repackaged					
Member satisfaction index	75.00%	85.00%	95.00%	95.00%	95.00%
Employee satisfaction index	80.00%	90.00%	95.00%	95.00%	95.00%

Key highlights from the Key Performance Indicators (KPIs)

The key highlights from the Key Performance Indicators include:

### 8.3.1 Increase in Membership

By the end of the plan period in 2027, total Membership must be at least 10,000. These members should be active, paying their subscriptions and participating actively in the events of the Institute. The 10,000 members must be supporting the Institute fully and must not be dormant.

### 8.3.2 Total Institute Income

The Institute income, comprising both subscriptions and membership functions must almost double by the end of the plan period. Most of this increase should come from subscriptions and membership functions and not from undertaking Consultancy work by the Institute. By its very nature, the Institute is not a Consulting firm but a membership firm.

### 8.3.3 Running of the Institute administrative functions

Most of the office administrative functions should be run using subscription income. This is the reason why

membership should be increased, well-regulated and supported in order to support the Institute in return with faithfully paying their subscriptions. Membership functions should be adequately priced and none of these functions should be run at a loss where the total function expenses exceed the income derived therefrom.

### 8.3.4 Accumulated surpluses at the Institute

By the year 2025, the Institute should turn from carrying accumulated losses and into carrying accumulated surpluses. If this happens, it is highly likely that the Institute will have a positive cash flow and enough liquidity to carry on its affairs.

### 8.3.5 Members' satisfaction surveys

Members' satisfaction surveys, even on a simplified and less expensive manner should be undertaken at least once in a year to gauge how members are satisfied (or dissatisfied) with the services they receive from the Secretariat. Any members' grievances should be handled and resolved promptly.

### 8.3.6 Employee satisfaction surveys

Employees' satisfaction surveys should be carried out at least one a year to find out whether the employees

are happy with their working conditions and environment and to solicit views on what can be done differently so that the Institute can make strides forward. A culture survey should also be done together with the satisfaction surveys or as a stand-alone item.

## 8.4 Critical Success Factors (CSF)

The Critical Success Factors to watch out for in this strategic plan include the following:

### 8.4.1 Periodic Review of Strategy Implementation:

There is need to ensure periodic reviews are done in order to ensure the strategy is being implemented according to the plan. It is a good practice to have the review done on a quarterly basis. This notwithstanding, the status update should be a constant agenda item.

### 8.4.2 Boldness in decision-making:

The performance of the Institute has been on a downward trend for a number of years now. Serious decisions that could turnaround the Institutes fortunes need to be made. The Council and Senior Management need to make bold decisions on how to increase the Membership if the Institute, how to assist Members in getting many more opportunities to practice their discipline, how to position the Institute as the main ref-

reference point on matters of governance and other related bold initiatives.

#### 8.4.3 Increase in membership:

The number of members at the Institute has remained low for many years. This number is not sufficient for the Institute to thrive. The Institute must seek to recruit more members until it can attain a critical mass of not less than 10,000 active members in its register.

#### 8.4.4 Opening up more Opportunities for Members to engage in fully:

It will be difficult for the Institute to attract, recruit and retain more members if there are no obvious employment or practice related opportunities for the members to engage in. The Institute must ensure that the ICS Profession is fully recognized in the Public (Civil Service) Sector in the same way and graded in the scheme of the civil service sector. In addition, the Institute must ring-fence services like Governance audits such that they are provided by members of the Institute only.

#### 8.4.5 Vibrant Membership:

Having more members in its register is not enough if those members are not fully engaged and involved. The Institute must create platforms for involvement and engagement in order to attract more and retain those already registered.

#### 8.4.6 Effective Regulation of the affairs of the Institute:

The Institute must enhance its regulatory role. In this regard, it should streamline the practice of the CS profession and ensure that those in practice apply world-class and acceptable standards in their practices. The Institute should also ensure that no quacks are allowed to practice.

#### 8.4.7 Focus and Commitment by Council and Senior Management:

Both Council and Senior Management have been involved in the development of this Strategic Plan. They fully understand that the greatest challenge facing the Institute is the low membership numbers. They also understand that opportunities for Certified Secretaries to thrive on are limited. They must look outwards at finding opportunities for Members to thrive on. If the Members do well, the Institute in turn will do well.

#### 8.4.8 Alignment of the Organizational Structure:

Structure follows strategy. This implies that the organizational structure of the Institute must be reviewed and changed where necessary in order to be aligned to the new strategic plan. The new organization structure must reflect the key roles and deliverables which are considered of strategic importance to the Institute and compe-

tent personnel appointed to relevant roles for the effective execution of the strategy.

#### 8.4.9 Communication and Cascading of the Strategy:

The details of this strategic plan should be shared with staff and other stakeholders in order for the Institute to gain the necessary support and the feedback required to deliver value to its members through implementation of the strategy. An engagement plan should be put in place to ensure all stakeholders are involved in the strategic implementation process.

#### 8.4.10 Smart Partnerships:

Partnerships are important for networking, collaboration, resource sharing and identifying opportunities that would benefit members and staff alike. The Institute must seek out and sign up memoranda of understanding with strong partners both locally and internationally in order to agree on areas of collaboration which will assist the Institute in delivering added value to its members.

#### 8.4.11 Clear Accountability:

Without clear accountability, the Institute will struggle in the strategy implementation process. As per the implementation matrix appended to this strategic plan, all individuals given the responsibility for implementation of parts of this strategy must be held to account for the execution of their part.

#### 8.4.12 Culture Change:

Without the right culture, the Institute will struggle to pursue and attain its desired goals and objectives. Getting the right people with the right attitudes and necessary qualifications is essential. Besides, Council and Management need to adopt the right culture if the Institute is to thrive and succeed. Personnel at the Institute may have to undertake a culture change program in order to align their attitudes and behaviours to values and aspirations of the organization.

#### 8.4.13 Adequate Resources should be made available:

The necessary resources needed for the successful implementation of this strategic plan should be sought and made available. This includes budgetary provisions, human resources and other material requirements.

#### 8.4.14 Implementation Plan/Matrix:

The implementation matrix for this strategic plan is attached hereafter. The implementation of the 2023 -2027 will commence on 1st January 2023. It is necessary for the implementation plan to be aligned to the operational budget.

## ANNEXES

### Annex I - Projected Statement of Comprehensive Income Five-year Projections

Description	2022 Shs	2023 Shs	2024 Shs	2025 Shs	2026 Shs	2027 Shs
<b>Income</b>						
Membership subscriptions fees	32,090,165	33,695,000	35,379,407	37,148,377	39,005,796	40,956,086
Members' functions	31,143,210	55,085,000	66,102,000	79,322,400	95,186,880	114,224,256
Premises fund	1,554,000	1,600,000	1,680,000	1,764,000	1,852,200	1,944,810
Consultancy income	26,000,000	28,600,000	31,460,000	34,606,000	38,066,600	41,873,260
COG award income	2,575,000	7,000,000	7,700,000	8,470,000	9,317,000	10,248,700
Other income	4,240,501	6,000,000	6,600,000	7,260,000	7,986,000	8,784,600
<b>Total Income</b>	<b>97,602,876</b>	<b>131,980,000</b>	<b>148,921,407</b>	<b>168,570,777</b>	<b>191,414,476</b>	<b>218,031,712</b>
<b>Expenses</b>						
Administrative expenses	(65,585,209)	(85,121,000)	(85,640,612)	(92,914,136)	(100,898,863)	(110,448,034)
Membership functions expenses	(22,474,637)	(33,122,000)	(36,434,200)	(40,077,620)	(44,085,382)	(48,493,920)
Establishment expenses	(5,195,361)	(13,036,380)	(9,591,266)	(8,127,230)	(7,108,368)	(6,415,311)
<b>Total expenses</b>	<b>(93,255,207)</b>	<b>(131,279,380)</b>	<b>(131,666,078)</b>	<b>(141,118,986)</b>	<b>(152,092,613)</b>	<b>(165,357,265)</b>
<b>Surplus / (deficit) for the year</b>	<b>4,347,669</b>	<b>700,620</b>	<b>17,255,329</b>	<b>27,451,791</b>	<b>39,321,863</b>	<b>52,674,447</b>
	220%	-84%	2363%	59%	43%	34%
<b>Ratio Analysis:</b>						
Subscriptions to total income	33%	26%	24%	22%	20%	19%
Functions to total income	32%	42%	44%	47%	50%	52%
Admin expenses to total income	67%	64%	58%	55%	53%	51%
Functions expenses to total income	23%	25%	24%	24%	23%	22%
Total expenses to total income	96%	99%	88%	83%	79%	76%

ASSETS	2022 Shs	2023 Shs	2024 Shs	2025 Shs	2026 Shs	2027 Shs
<b>Non- current assets</b>						
Property and equipment	21,660,170	37,005,620	30,050,492	24,744,194	20,658,152	17,483,180
Intangible asset		-	-	-		-
Investment in subsidiary	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	22,660,170	38,005,620	31,050,492	25,744,194	21,658,152	18,483,180
<b>Current assets</b>						
Inventory	-	-	-	-		-
Trade receivables	66,925,247	69,495,294	72,758,498	91,742,524	113,533,316	138,358,569
Provision for impaired receivables	(51,855,738)	(54,722,738)	(60,913,435)	(63,235,740)	(65,325,815)	(67,206,882)
Net trade receivables	15,069,509	14,772,555	11,845,063	28,506,784	48,207,500	71,151,686
Staff loans and advances	2,130,166	2,626,547	3,238,598	3,993,271	4,923,802	6,071,170
Other receivables	2,068,217	2,482,132	2,978,885	9,075,053	18,391,258	37,071,928
Related party	3,000,000	3,145,257	3,297,547	3,457,210	3,624,604	4,800,104
Cash and bank balances	5,998,782	6,314,583	13,681,044	19,901,270	31,448,955	46,604,556
	28,266,674	29,341,074	35,041,136	64,933,589	106,596,119	165,699,444
<b>TOTAL ASSETS</b>	<b>50,926,844</b>	<b>67,346,694</b>	<b>66,091,629</b>	<b>90,677,783</b>	<b>128,254,271</b>	<b>184,182,624</b>
<b>MEMBER'S FUNDS AND LIABILITIES</b>						
<b>Members' funds</b>						
Accumulated funds	(27,119,333)	(28,918,713)	(13,663,384)	11,788,407	49,110,270	99,784,717
Revenue reserve	1,465,038	1,465,038	1,465,038	1,465,038	1,465,038	1,465,038
Institute premises fund	20,120,519	22,620,519	24,620,519	26,620,519	28,620,519	30,620,519
Research fund	5,102,445	5,102,445	5,102,445	5,102,445	5,102,445	5,102,445
	(431,331)	269,289	17,524,618	44,976,409	84,298,272	136,972,719
<b>Current liabilities</b>						
Trade payables	17,222,938	20,543,930	15,805,855	16,853,004	17,102,665	18,400,466
Accruals and provisions	12,540,121	15,421,127	7,964,023	9,793,702	9,043,737	9,321,472
Due to benevolent fund	875,151	1,269,880	1,842,647	2,673,754	2,779,725	2,833,493



<b>ASSETS</b>	<b>2022 Shs</b>	<b>2023 Shs</b>	<b>2024 Shs</b>	<b>2025 Shs</b>	<b>2026 Shs</b>	<b>2027 Shs</b>
Other payables	5,838,203	15,452,256	9,034,536	2,909,798	1,988,920	4,025,662
Deferred life membership subscriptions	301,471	267,658	237,638	210,984	187,320	166,311
Deferred income-capital grant	406,000	406,000	406,000	406,000	406,000	406,000
	37,183,885	53,360,851	35,290,198	32,847,243	31,508,367	35,153,404
<b>Non-current liabilities</b>						
Deferred life membership subscriptions	1,149,033	1,053,669	966,219	886,027	812,491	745,057
Deferred income-capital grant	13,025,257	12,662,885	12,310,594	11,968,104	11,635,142	11,311,444
Deferred income tax	-					
	14,174,291	13,716,553	13,276,813	12,854,131	12,447,633	12,056,501
<b>TOTAL MEMBER'S FUNDS AND LIABILITIES</b>	<b>50,926,844</b>	<b>67,346,694</b>	<b>66,091,629</b>	<b>90,677,782</b>	<b>128,254,272</b>	<b>184,182,624</b>

	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Ratio analysis</b>						
Net Current assets	(8,917,211)	(24,019,777)	(249,062)	32,086,346	75,087,752	130,546,040
Current ratio	0.76	0.55	0.99	1.98	3.38	4.71
Receivables turnover (Sales/AR)	6	9	13	6	4	3
Total Assets Turnover (Sales/total assets)	2	2	2	2	1	1

### Annex 3 – Implementation Matrix

Goals	Strategic Objective	Strategies	Expected Output	Output Indicators	Target for the 5 years	Responsibility					Consolidated Budget (Kshs)	
						Y1	Y2	Y3	Y4	Y5		
Grow and develop membership	Enhance features of the CS product(s)/services in order to avoid product redundancy	Establish a Training Institution to offer CS course	Governance and Ethics Academy was established and accredited to offer CS Course	Number of CS students in the Governance and Ethics Academy	2000	-	100	400	500	500	Strategy, Research & Capacity Development	2,500,000
		Articulate benefits of ICS membership to eligible persons	Information packaged and disseminated	Increased new registrations	3,000	200	300	500	1000	1000	Corporate Secretary & Communication	2,500,000
		Re-package the product(s) sold by CSs	No. of products re-packaged	No. of products re-packaged	10	2	2	2	2	2	Strategy, Research & Capacity Development	2,500,000
		Expand the range of products sold by CSs	No. of new products	No. of new products	10	2	2	2	2	2	Strategy, Research & Capacity Development	2,500,000
		Promote ESG as a product of the CSs	Accredit ESG Practitioners	No. of Practitioners	450	50	100	100	100	100	Strategy, Research & Capacity Development	3,500,000
		Create uniformity in the delivery of CS products	Codes & standards	No. of Codes & standards	10	2	2	2	2	2	Membership, Regulation & Advocacy	3,000,000
		Champion the CS profession can stand on its own without support from 'other professions'	Market briefs encouraging CS Profession to be separated from others at the workplace	No. of Market briefs encouraging CS Profession to be separated from others at the workplace	10	2	2	2	2	2	Membership, Regulation & Advocacy	3,000,000

Goals	Strategic Objective	Strategies	Expected Output	Output Indicators	Target for the 5 years	Responsibility					Consolidated Budget (Kshs)	
						Y1	Y2	Y3	Y4	Y5		
	Ensure there is right the legal framework to support the CS profession	Lobby CS qualification is entrenched and recognized by Government and Government institutions	amended laws and policy changes effected	No. of amended laws and policy changes effected	5	1	1	1	1	1	Membership, Regulation & Advocacy	2,500,000
		Lobby the CS qualification is incorporated in the Government job grading system	amended laws and policy changes effected	No. of amended laws and policy changes effected	5	1	1	1	1	1	Membership, Regulation & Advocacy	2,500,000
		Lobby to ensure the law is amended to require more sectors to utilize the services of a CS	amended laws and policy changes effected	No. of amended laws and policy changes effected	5	1	1	1	1	1	Membership, Regulation & Advocacy	2,500,000
		Lobby for the law to be amended to require increase in threshold required to utilize the services of a CS	amended laws and policy changes effected	No. of amended laws and policy changes effected	5	1	1	1	1	1	Membership, Regulation & Advocacy	2,500,000
	Increase the number of those being registered as CSs	Ensure more CS students are registered with KASNEB	Increase in registration	Number of registrations	2,000	200	300	400	500	600	Membership, Regulation & Advocacy	500,000
	Review and standardize entry requirements to the CS profession	Recognition of prior learning by the Examiner and alternative route by the Registration Board	Recognition Policy	Prior learning Recognition policy		1	-	-		Membership, Regulation & Advocacy		

Goals	Strategic Objective	Strategies	Expected Output	Output Indicators	Target for the 5 years	Responsibility					Consolidated Budget (Kshs)	
						Y1	Y2	Y3	Y4	Y5		
		Intensify sensitization initiatives on the CS profession in lower levels of the School system	Increase in registration	Number of initiatives	200 High Schools	40	40	40	40	40	Membership, Regulation & Advocacy	4,000,000
		Partner with academic Institutions to run a degree program in CS	Increased awareness of the CS profession	Degree program offered	Proposals to 10 institutions	10 proposals discussed					Membership, Regulation & Advocacy	200,000
		Improve on responsiveness to stakeholder enquiries	Improved member engagement	Member satisfaction survey	10 Surveys	2	2	2	2	2	Membership, Regulation & Advocacy	50,000
	Enhance professionalism amongst members	Streamline the Continuous Professional Development programs	Standard Operating Procedure	Standard Operating Procedure manual	1	1	-	-	-	-	Strategy, Research & Capacity Development	-
Webinars to encourage good standing among members			No of member webinars	5	1	1	1	1	1	1	Membership, Regulation & Advocacy	-
Quality program that meet the needs of the market		No. of quality programs	350	70	70	70	70	70	70	Membership, Regulation & Advocacy	1,000,000	
Increase members' compliance with professional development requirements		Improved compliance	% increase	80% active members attending CPD Events	40%	50%	60%	70%	80%	Membership, Regulation & Advocacy	-	

Goals	Strategic Objective	Strategies	Expected Output	Output Indicators	Target for the 5 years	Responsibility					Consolidated Budget (Kshs)	
						Y1	Y2	Y3	Y4	Y5		
		Contribute to standards development and implementation for the benefit of members	Dissemination of codes and standards to new members and tracking of the same	No. of Codes & standards	10	2	2	2	2	2	Membership, Regulation & Advocacy	3,000,000
		Intensify research and publications in governance and other CS related areas	No. of publications	No. of publications	15	3	3	3	3	3	Strategy, Research & Capacity Development	10,000,000
	Enhance stakeholder engagement	Create more awareness about the role and mandate of ICS	No. of awareness sensitization forums	No. of awareness sensitization forums	15	3	3	3	3	3	Membership, Regulation & Advocacy	2,000,000
		Convene regular engagement forums to widen the scope of the CS profession	No. of engagement forums	No. of engagement forums	30	6	6	6	6	6	Membership, Regulation & Advocacy	2,000,000
		Make Courtesy calls to various stakeholders	No. of Courtesy calls to various stakeholders	No. of Courtesy calls to various stakeholders	50	10	10	10	10	10	Strategy, Research & Capacity Development	1,000,000
	Safeguard the interests of the public through adequate regulation	Streamline licensing of practitioners and governance auditors									Membership, Regulation & Advocacy	500,000
		Develop framework for Peer review mechanism & enforcement	Peer review reports	No. of Peer review reports	10	2	2	2	2	2	Membership, Regulation & Advocacy	500,000
		Review and streamline regulations governing CSs	Compliance matrix for CSs	Compliance matrix for CSs	1	-	1	-	-	-	Membership, Regulation & Advocacy	500,000
		Publish governance public interest matters through various media networks	No. of publications on media networks	No. of publications on media networks	20	4	4	4	4	4	Strategy, Research & Capacity Development	2,000,000



Goals	Strategic Objective	Strategies	Expected Output	Output Indicators	Target for the 5 years	Responsibility					Consolidated Budget (Kshs)		
						Y1	Y2	Y3	Y4	Y5			
		Review and have revised as necessary provisions of the CPS Act Cap 534	Adoption of new bill	Adoption of new bill	1	-	1	-	-	-	Membership, Regulation & Advocacy	10,000,000	
		Enhance the Disciplinary process	Develop Dispute management plan framework	Documented Case Management Reports	All cases documented	All	All	All	All	All	Membership, Regulation & Advocacy	200,000	
		Crackdown on illegal CS Practitioners	Biannual joint inspections with BRS	Inspection reports	10	2	2	2	2	2	Membership, Regulation & Advocacy	5,000,000	
To embed the governance profession in all sectors of our economy	Contribute to the development of good governance in all sectors	Develop/review sector specific codes of governance for various sectors	Sector specific codes	No. of codes	5	1	1	1	1	1	Membership, Regulation & Advocacy	1,500,000	
		Capacity build officers in different sectors on areas of good governance	Sector specific trainings	No. of training	20	4	4	4	4	4	Membership, Regulation & Advocacy	4,500,000	
		Lobby for enactment of law enforcing governance audits in all sectors of our economy	Law on governance audits	Law enacted	1	-	1	-	-	-	Membership, Regulation & Advocacy	1,500,000	
		Promote and improve the Institutional brand image	Lobby for increased representation of ICS members on Boards, Committees and Task-forces of various Government bodies	Increased number of ICS Representatives	Number of new representations	80	5	10	15	20	30	Membership, Regulation & Advocacy	2,500,000
		Develop a representation policy and strategy	Policy	Policy	1	-	1	-	-	-	Membership, Regulation & Advocacy	300,000	
		Review and implement the Institute brand strategy	Brand strategy	Signed brand strategy	1	1						Corporate Secretary & Communication	100,000

Goals	Strategic Objective	Strategies	Expected Output	Output Indicators	Target for the 5 years	Responsibility					Consolidated Budget (Kshs)	
						Y1	Y2	Y3	Y4	Y5		
		Develop communication and marketing strategies to sensitize the public on the role of the Institute	Communication via various media	Effective communication on print, social media etc	20	4	4	4	4	4	Corporate Secretary & Communication	2,500,000
		Develop and conduct robust CSR activities to create more public awareness about the Institute	Annual CSR Activities	Visible CSR Programs	5	1	1	1	1	1	Corporate Secretary & Communication	1,000,000
	Intensify advocacy activities of the Institute	Lobby for more recognition of the Institute by both private and public institutions	Requests for Institute representation	No. of unsolicited requests	5	1	1	1	1	1	Membership, Regulation & Advocacy	1,500,000
		Lobby for improved and more favourable legislation for the CS profession	Report on legislation review with proposed compliance matrix	Report on legislation review with proposed compliance matrix	3	1	-	1	-	1	Membership, Regulation & Advocacy	1,500,000
	To influence Public Policy on Governance and related areas	Support oversight role on ethics and governance in public sector bodies	Official Response on governance issues	No. of media appearances	10	2	2	2	2	2	Membership, Regulation & Advocacy	2,000,000
		Develop high level advisory opinions on governance for discussion with Cabinet Secretaries in order to curb corrupt practices	Professional Opinion papers	No. of Professional Opinion papers	10	2	2	2	2	2	Membership, Regulation & Advocacy	1,000,000
	To have a robust stakeholder engagement with Government Ministries	Create and implement a robust Stakeholder Engagement framework and policy	Review Stakeholder mapping framework & Policy	Report on review of the Mapping & Policy	2	1	-	-	1	-	Membership, Regulation & Advocacy	1,000,000

Goals	Strategic Objective	Strategies	Expected Output	Output Indicators	Target for the 5 years	Responsibility					Consolidated Budget (Kshs)		
						Y1	Y2	Y3	Y4	Y5			
To spread the governance profession within the East African Region	To create local branches/chapters/associations in the East African Countries	Engage closely with the East African Community Governments	No. of partner countries in CS	3	1	-	1	-	1		Membership, Regulation & Advocacy	3,000,000	
		To promote the use of our Mwongozo and the CMA codes of Governance in the East African Countries	No. of partner countries in CS	3	1	-	1	-	1		Membership, Regulation & Advocacy	3,000,000	
		To have the ICS registered as a Trainer with relevant training institutions in the East African Countries	Accredited trainer status	No of Institutions	5	1	1	1	1		Membership, Regulation & Advocacy	500,000	
Achieve Institutional sustainability	Achieve a financial sustainability status	Increase sources of revenue	Increase in revenue	Number of sources of revenue created	5	1	1	1	1	1	Strategy, Research & Capacity Development	-	
		Introduce innovative products and services	New and innovative products	Number of new and innovative products	5	1	1	1	1	1	Strategy, Research & Capacity Development	2,000,000	
		Ensure to attain cost optimization in the Institute's operations	Reduced running cost of trainings	Improved break-even of trainings	13%	5%	2%	2%	2%	2%	2%	Strategy, Research & Capacity Development	-
		Enhance value for money in the supply chain processes	High quality Products at the right price	Cost savings	25%	5%	5%	5%	5%	5%	5%	Support Services	-

Goals	Strategic Objective	Strategies	Expected Output	Output Indicators	Target for the 5 years	Responsibility					Consolidated Budget (Kshs)	
						Y1	Y2	Y3	Y4	Y5		
		Improved Cash available for operations & investment	liquidity	Level of liquidity	70 million	5million	10 million	15 million	20 million	20 million	Support Services	-
	Review membership admission criteria	Review and expand membership categories	New membership categorical paying subscription	No. of new members paying subscriptions	500	100	100	100	100	100	Membership, Regulation & Advocacy	5,000,000
	Diversify sources of funding the operations of the Institute	Seek for a grant from Treasury	Grant amount	Kes	500m	100m	100m	100m	100m	100m	Strategy, Research & Capacity Development	200,000
		Seek for grant from other global research supporting organizations	Grant amount	Kes	25m	5m	5m	5m	5m	5m	Strategy, Research & Capacity Development	1,000,000
	Liquidate ICL and transfer the mandate its mandate to the Governance & Ethics Academy	4 Wind up the company and transfer its assets and mandate	Enhance the Governance & Ethics Academy								Corporate Secretary & Communication	1,000,000
Enhance internal governance at the Institute	Elections nomination policy	6 Develop elections nomination policy	Policy developed and implemented	Free, fair and transparent elections and nomination processes							Corporate Secretary & Communication	50,000
	Policy on nomination and evaluation of Institute's representatives	8 Develop policy on appointment and evaluation of Institute's representatives in other entities	Policy developed and implemented	Structured appointment of Council nominees and feedback mechanism							Corporate Secretary & Communication	50,000

Goals	Strategic Objective	Strategies	Expected Output	Output Indicators	Target for the 5 years	Responsibility					Consolidated Budget (Kshs)	
						Y1	Y2	Y3	Y4	Y5		
	ves in other entities											
Enhance processes for excellent service delivery to stakeholders	Document systems leading to faster service delivery to members and other stakeholder	10 Review and implement a member service charter	Service Charter	Approved Charter	Approved Charter	1					Corporate Secretary & Communication	50,000
		Develop and implement a complaint handling system for stakeholders	Complaints handling system	Approved Complaints handling system	Approved Complaints handling system	1					Corporate Secretary & Communication	50,000
	Support members business conditions through appropriate technology	Disseminate information to members and other stakeholders through interactive digital means	Interactive digital releases	Interactive digital releases	250	50	50	50	50	50	Support Services	50,000



Goals	Strategic Objective	Strategies	Expected Output	Output Indicators	Target for the 5 years	Responsibility					Consolidated Budget (Kshs)	
						Y1	Y2	Y3	Y4	Y5		
		Establish a knowledge repository and a virtual library for reference by members	e Library & Knowledge repository	e Library & Knowledge repository	1	1					Strategy, Research & Capacity Development	4,000,000
	Deliver a consistent high-quality member and stakeholder experience that is in line with and enhances the Institute brand	Attain a 80% member satisfaction index	80% Satisfaction Index	Index	80%	50%	60%	80%	80%	80%	Membership, Regulation & Advocacy	400,000
		11 Develop and implement member participation programs for members in different segments of the public	Caucus group events	Number & Diversity	25	5	5	5	5	5	Membership, Regulation & Advocacy	15,000,000
		Support sustainable physical branch offices	Physical branch offices	Branch offices	5	1	1	1	1	1	Membership, Regulation & Advocacy	2,250,000

Goals	Strategic Objective	Strategies	Expected Output	Output Indicators	Target for the 5 years	Responsibility					Consolidated Budget (Kshs)	
						Y1	Y2	Y3	Y4	Y5		
	Become a premier business partner	Develop and implement a partnership engagement policy	partnership engagement policy		1	-	1	-	-	-	Strategy, Research & Capacity Development	200,000
		Carry out partnership mapping and recruitment	partnership engagement policy		1	-	1	-	-	-	Strategy, Research & Capacity Development	200,000
		Put in place measures to ensure partners relations are effectively handled	Annual partnership engagement policy reviews	Reports	5	1	1	1	1	1	Strategy, Research & Capacity Development	1,500,000
		Create a Governance Academy for purposes of infusing a system of sustainability in offering governance courses	Registered Academy		1	-	1	-	-	-	Strategy, Research & Capacity Development	20,000,000
	Increase staff productivity	Attract, motivate, develop and retain top talent		Quality of new hires & retention of existing staff	Hires from good employers  90% Retention	70%	70%	70%	70%	70%	Support Services	1,000,000
		Put in place an effective performance and reward system		Performance Evaluation cascaded to staff	Performance Evaluation	1					Support Services	100,000
		Ensure there is a match between workload and skills		Job Evaluation	Job Evaluation & Grading	1					Support Services	1,000,000

Goals	Strategic Objective	Strategies	Expected Output	Output Indicators	Target for the 5 years	Responsibility					Consolidated Budget (Kshs)	
						Y1	Y2	Y3	Y4	Y5		
					Structure							
		Organize and conduct continuous relevant training and have succession plan in place for smooth transition		Trainings attended	All staff trained in their relevant areas	7	20	20	20	20	Support Services	20,000,000
	Implement an enterprise risk management framework and enhance environmental sustainability	Determine the risks that can impact the Institute	Risk Register	Approved Risk Register	Approved Risk Register	1					Internal Audit	500,000
		Develop and implement a risk management policy and framework	Risk Management Policy	Approved Risk Management Policy	Approved Risk Management Policy	1					Internal Audit	500,000
		Develop and implement an environmental sustainability policy	Env. Sustainability Policy	Approved Sustainability Policy	Approved Sustainability Policy	1					Corporate Secretary & Communication	150,000
	Re-engineer the business processes of the Institute	Review and benchmark all the policies and SLAs of the Institute	2 Reviews	Review Report	2		1		1		Support Services	100,000
		Review and implement the ICT strategy	2 Reviews	Review Report	2		1		1		Support Services	500,000
		Have operations manuals in place to guide the activities of the Institute	Manuals in place		1		1				Corporate Secretary & Communication	100,000
	Improved governance structures	Review and revamp the Institute's governance structure	Review of Governance Structure	Report	5	1	1	1	1	1	Corporate Secretary & Communication	100,000

Goals	Strategic Objective	Strategies	Expected Output	Output Indicators	Target for the 5 years	Responsibility					Consolidated Budget (Kshs)	
						Y1	Y2	Y3	Y4	Y5		
		Develop and implement policies on good corporate governance	Good Governance Policies	Policies	2	1		1			Corporate Secretary & Communication	100,000
		Carry out continuous training of Council members	Council Training	Training Reports of all Council members	11	5	7	11	11	11	Corporate Secretary & Communication	6,000,000
		Carry out evaluation of Council members at least once in a year	Evaluation Report	Evaluation Report	5	1	1	1	1	1	Corporate Secretary & Communication	1,370,000
		Governance Audit			2		1		1		Corporate Secretary & Communication	2,500,000
		Enhance accountability and disclosure reporting	Reports	Disclosure in annual reports	5	1	1	1	1	1	Corporate Secretary & Communication	-
		Enhance general data protection in compliance with local and global regulation	Data Protection Policy & Strategy	Approved DP Policy	1	1					Support Services	300,000
	Wind up CPS Governance Center and transfer mandate to the Finance & Administration Committee										Corporate Secretary & Communication	200,000
Foster a learning and innovation culture at the Institute	Cultivate a growth and innovation mind-set and encourage knowledge sharing	Motivate employees to expand their knowledge base	Monthly reading challenge	Report	60	12	12	12	12	12	Support Services	500,000
		Demonstrate to the employees how they are	Monthly strategic Reporting	Report	60	12	12	12	12	12	Support Services	300,000

## Annex 4 – Outcome Performance Matrix

Goals	Outcome	Key Performance Indicator	Baseline		Target	
			Value	Year	Midterm Period Target	End-term of Plan Period Target
<b>Goal 1:</b> To Grow and develop membership	500 new members outside the traditional KASNEB members	Expanded membership categories	-	2022	250	500
<b>Goal 2:</b> To embed the governance profession in all sectors of our economy	CSs required across the Kenyan economy	CS Functions in all industries, employment as well as Consultancies for CSs	-	2022	5 new industries expressly recognizing CS	10 new industries expressly recognizing CS
<b>Goal 3:</b> To spread the governance profession within the East African Region	2 Countries in East Africa	Presence of an effective Governance Institute	-	2022	1	2
<b>Goal 4:</b> Endeavour to achieve Institutional sustainability	Financial surplus	Surplus Cashflow available for investments	1m	2022	10 m	50 m
<b>Goal 5:</b> Enhance processes for excellent service delivery to stakeholders	Member Satisfaction	Positively engaged members	46%*	2022	60%	80%
<b>Goal 6:</b> Foster a learning and innovation culture at the Institute	Inspired Employees	Innovative Staff who are motivated and well appraised with matters pertaining to the profession	*	2022	60%	80%
<b>Goal 7:</b> Promote ESG	Position CSs as ESG Practitioners	Certified Secretaries to have ESG as part of their products	-	2022	400	900





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