



PUBLIC RELATIONS SOCIETY
OF KENYA

STRATEGIC PLAN /2018-2022

▶ WHO WE ARE

MISSION

To foster professional development and influence the Public Relations and Communication Management industry through policy and promotion of ethical professional practices and standards.

VISION

A globally recognized institute of excellence for Public Relations and Communication Management

CORE VALUES

- .. Professionalism
- .. Respect
- .. Integrity
- .. Dynamism
- .. Excellence

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“ ABBREVIATIONS & ACRONYMS ”

APRA	African Public Relations Associations
CEO	Chief Executive Officer
CIPR	Chartered Institute of Public Relations
CSR	Corporate Social Responsibility
EAPRA	East African Public Relations Association
GA	Global Alliance [for Public Relations and Communications Management]
HR	Human Resource
IHRM	Institute of Human Resource Management
IPRA	International Public Relations Association
IR	Inception Report
KES	Kenya Shillings
KPI	Key Performance Indicator
KRA	Key Result Areas
LSK	Law Society of Kenya
M&E	Monitoring and Evaluation
ME&R	Monitoring, Evaluation and Reporting
MTER	Mid Term Evaluation and Review
PESTEL	Political, Economic, Social, Technological, Environmental, Legal
PPP	Public Private Partnerships
PR	Public Relations
PRSK	Public Relations Society of Kenya
SO	Strategic Objective
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities, Challenges

FOREWORD

STATEMENT FROM THE COUNCIL CHAIR ON THE STRATEGIC PLAN 2018-2022

The Public Relations and Communications Management profession is experiencing drastic changes and challenges. This relates particularly to the inability of people to acknowledge or appreciate the important role the profession plays in society.

This Strategic Plan is fundamentally important to PRSK. It's has been a long time coming, but it was worth the wait. In 2015, the PRSK leadership embarked on developing the first strategic plan. However, this was never achieved for various reasons. Nonetheless, the idea remained alive and was adopted by the current Council at its first meeting in May 2017. The Governance Committee was tasked with turning the dream into a project and reality. And this is the product of the project.

Strategic planning influences the outcomes of any organization and a long-term plan draws the roadmap to be followed to ensure the goals of the organization are achieved within a specific time frame.

This five-year Strategic Plan comes at a time when there is intense desire to separate the wheat from the chaff of Public Relations and Communication Management. This responds to several questions, among them: What is acceptable practise in the profession? Are there any established standards for the practise? Accordingly, it is perhaps important to have legislative support to enhance professionalism and give the Society the legal mandate to enforce ethical behavior and integrity. These are key objectives of this Strategic Plan.

This Strategic Plan is based on four overarching key result areas, namely:

1. To create a robust regulatory framework.
2. To enhance membership and professional development.
3. To be a credible source of knowledge and information on public relation and communication.
4. To promote governance, operational capacity and institutional development.

Our revised Vision and Mission statements reflect the energy that comes with great ambition. Inbuilt in the Strategic Plan is the deliberate effort to increase membership, ensuring that members are drawn from Kenya's 47 counties. In addition, we will put emphasis on research as a key to knowledge acquisition and practise.

The PRSK Council is heavily indebted to members and stakeholders who contributed to the development of this Strategic Plan by participating in discussions, emailing, and sharing their views in several ways. The members have remained faithful to the cause since the formation of the Society in 1971.

I wish those responsible for implementing this Strategic Plan the very best and offer them my full support as they work towards the success of the Society.

Thank you.



**JANE GITAU, MPRSK
CHAIRMAN**

“As the Chair, I wish to thank the entire Council comprising of Wilfred Marube (Vice Chair), Lilian Nganda (Secretary), Beatrice Kungu (Assistant Secretary), Arik Karani (Treasurer), Michelle Anekeya (Assistant Treasurer), Alfred Nganga (Member), Haron Mwangi (Member) and Tim Kamuzu Banda (Member) played an invaluable role often burning the midnight oil to get this Strategic Plan to completion. In producing this plan, PRSK is one step closer to creating effective governance structures. This will then require adequate human resource to enable the structures work successfully.”

PREFACE

WE NEED THE TRUST, BELIEF AND COMMITMENT TO EXECUTE OUR MISSION

This Strategic Plan has been developed at a time when the Public Relations and Communication Management industry faces multiple challenges ranging from low or lack of entry barriers to the profession to disruptive technologies threatening performance and reputations.

We have many people masquerading as Public Relations experts. Besides, we have a skeptical labour market and management that is struggling to understand the role of Public Relations in society beyond cheap publicity. Equally disheartening is the reluctance of employers to support professional development of Public Relations staff and experts based on the fallacious argument that the profession is not anchored in law.

This backdrop gives a snapshot of the obstacles and distractions facing this industry 47 year after the formation of PRSK. This is a watershed moment in the history and future of the Public Relations and Communication Management industry in Kenya. The development of this Strategic Plan will help the Society grow stronger.

The challenges and obstacles identified will be tackled as the PRSK embarks on a new trajectory to success. Consequently, the Public Relations Society of Kenya has set out its mission during this five-year strategic period to “foster professional development and influence the communication management industry through policy and promoting ethical practices and standards”.

Through a participatory strategic planning process, we have identified four key pillars to reinvigorate the society, surmount challenges, exploit existing opportunities in the market place and, ultimately, deliver the practice and industry we desire and deserve.

The four pillars that will define the trajectory of the rejuvenated society are:

1. A robust regulatory framework.
2. Enhanced membership base and professional development.
3. Knowledge and information on public relation and communication.
4. Governance, operational capacity and institutional development.

Various strategic objectives and specific strategies

have been developed to deliver on our unity of purpose. The implementation of this strategy will not only help the soon to be institute enhance professionalism but also be the sanctuary for members seeking value from meaningful networks, growth opportunities and a supportive ecosystem for personal and professional development. It will help inspire members and stakeholders. It will also help gain societal respect that the profession deserves.

Having identified our strategic thrust for the next five years, I urge members to identify areas they wish to contribute to help realize this vision. This new direction challenges members to use this strategic document to identify effective leaders with skills, competences, character, passion, drive and commitment to deliver the aspirations, and, ultimately enhance the reputation and profile of this professional Society.

This document defines the roadmap and values the Society will use to define how the secretariat, members and leadership conduct themselves. It also helps ensure that whatever decisions are made have long-term effects on the Society beyond the life of this Strategic Plan.

For now, our singular and immediate purpose is to ensure the first pillar of developing a robust legal and regulatory framework is achieved within the next 24 months, with the first milestone being a draft bill being presented to Parliament before the end of 2018. All this is possible with hard work, commitment, synergy and accountability.

Thank you.



**DR. WILFRED MARUBE
VICE CHAIR**



▼ ACKNOWLEDGEMENTS

In the development of this Strategic Plan, we wish to recognize the invaluable contribution of various experts and stakeholders. First, we wish to acknowledge the PRSK Council for keeping the dream of having the first ever Strategic Plan for the society alive. Second, we thank members and stakeholders for their contribution to the Strategic Plan and their invaluable engagement with the consultants developing the strategy. To the ever-committed secretariat, the Strategic Plan would not have been realized without your energy and input.

To Kenyatta University team of consultants Prof. David Minja (Lead Consultant), James Onditi (Associate Consultant) and Sarah Makena (Research Assistant), your guidance in developing the Strategic Plan was invaluable.

It is our hope that this first PRSK Strategic Plan will receive the required support from those responsible for its implementation as we work towards the realization of PRSK's vision of being "A globally recognized institute of excellence for Public Relations and Communication Management".

To every other person who contributed to the process of developing this plan, accept our gratitude. We shall strive to transform PRSK into a recognized institution in Public Relation and Communication Management.

Thank you.

LILIAN NGANDA
SECRETARY

▼ EXECUTIVE SUMMARY

This five-year Strategic Plan is meant to offer the Public Relations Society of Kenya (PRSK) strategic direction and roadmap through which its vision and mission can be achieved. It was developed through a participatory process bringing together Council members, the secretariat, members and stakeholders.

The Plan is based on a firm foundation on which its Vision, Mission and core values are built. The Strategic Plan provides PRSK's background, and identifies relevant legislations. It also details the Society's core functions. Under situational analysis, the plan has identified key achievements, challenges and lessons learnt. SWOT and PESTEL techniques were used to conduct internal and external business environment analyses.

The plan has identified four key result areas, namely:

1. Creating a robust regulatory framework
2. Enhancing membership base and professional development
3. Creating a credible source of knowledge and information on public relation and communication
4. Enhancing governance, operational capacity and institutional development

Various strategies and activities have been devised and presented in the Plan. These are meant to help the Society achieve the desired results. Besides, the Strategic Plan provides an implementation matrix for monitoring the achievement of the strategic objectives.

The Plan has also identified six risk areas, namely: Strategic, Financial, Human Resource, Political, Reputational and Compliance risks. These have been classified as either high, medium or low based on the likelihood of occurrence on one hand and the impact on the other. Finally, to assign responsibilities for the achievement of the KRAs, the plan has incorporated a human capital establishment in the form of an organogram with hierarchical reporting for the key staff.

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Chapter One

Historical, Legal And Institutional Framework

- 1.0 - Introduction
- 1.1 - Historical Background
- 1.2 - Legislations Relevant to PRSK
- 1.3 - Mandate/ Core Functions
- 1.4 - Rationale of the Strategic Plan
- 1.5 - Methodology of Developing the Strategic Plan

Historical, Legal And Institutional Framework

“Public Relations” defined as “... a strategic communication process that builds mutually beneficial relationships between organizations and their publics.

1.0 INTRODUCTION

This Strategic Plan was developed through an intensely consultative approach involving the PRSK Council and secretariat, members and stakeholders. This participatory approach is meant to promote inclusion, acceptance and hence ease of implementation of the Plan. It has been developed with the aim of revamping the PRSK in order to appeal to members,

attract new ones and play its role as the professional body for public relations and communication management. If this plan is implemented as envisaged, it will strategically position PRSK to enable it effectively discharge its mandate, enhance performance, and align programs to meet members' needs.

1.1 HISTORICAL BACKGROUND

The formal practice of what is now commonly referred to as “Public Relations” dates to the early 20th Century. Public Relations has variously been defined as “... a strategic communication process that builds mutually beneficial relationships between organizations and their publics.” The intention of Public Relations practice is often to persuade the public, investors, partners, employees, and other stakeholders to maintain a certain point of view about an organization, its leadership, products, or decisions.

The Public Relations Society of Kenya (PRSK) was established in Kenya in 1971 as a registered membership Society. This was after over seventy (70) years after Public Relations was recognized as a profession in 1900. PRSK was therefore created to guide and bring together PR practitioners in Kenya for the purposes of advancing excellence in Public Relations and Communication Management and to

ensure that the practice continues to thrive within the ethical framework defined by the profession. It is a non-political and non-profit making membership organization registered under the Societies Act, managed by a Council which comprises the office bearers of the Society, and three (3) representative Council members elected at its annual general meeting.

PRSK is affiliated to regional, continental, and global PR bodies in order to keep abreast of the global dynamics of the profession and to create networking opportunities for practitioners. These affiliations include membership to the East African Public Relations Association (EAPRA), the Africa Public Relations Association (APRA), and the Global Alliance for Public Relations and Communications Management (GA). Individual PRSK members subscribe to the International Public Relations Association (IPRA), thus forming the Kenya IPRA chapter.

1.3 MANDATE/ CORE FUNCTIONS

In order to meet the needs of its members, PRSK operates within its Constitution with the following mandate:

- To establish and promote a high standard of professional ethics and learning in Public Relations and Communication Management.
- To be the institution charged with accreditation of Public Relations and Communication Practitioners and to establish professional standards.

PRSK Core Functions include:

- Educating and informing members of the public on the purpose and practice of Public Relations and Communication Management.
- Enhancing professionalism in Public Relations and Communication management.
- Promoting research, publication and education in the area of Public Relations and Communication.
- Nurturing and mentoring young professionals in the field of Public Relations and Communication.
- Engaging in advocacy in the area of Public Relations and Communication.
- Advising on matters of national interest related to Public Relations and Communication for the benefit of both the public and private sector.
- Lobbying for the establishment of a legal framework that promotes and advances Public Relations and Communication as a profession.
- Resolving any disputes between members of the Society, between members of the society and the government, and between employers and their employees.
- Safeguarding the interest of PRSK members and uphold the sanctity of PR profession and all connected purposes.
- To affiliate or co-operate with or subscribe to any association, society or corporation in any part of the world whose objects are in general respects similar to the objects of the Society.
- To petition for or promote any Act of Parliament or of any other authority with a view to the attainment of the above objects or any of them.
- To be the internationally recognized institution in matters of Public Relations and Communication.

1.4 RATIONALE OF THE STRATEGIC PLAN

As a profession, PR has continued to grow since its establishment in the early 20th Century. The profession is increasingly becoming accepted as an integral part of organizational operations in many parts of the world including Kenya. Due to a weak legal and regulatory framework, the profession has suffered some reputational damage due to the fact that PRSK is currently voluntary membership organization unable to strictly enforce its professional code of conduct meant to promote professionalism and ethical behavior. PRSK cannot, for example, deregister any member without the minimum professional qualifications. It cannot sanction those breaching the code of conduct for the practice of PR and Communication in Kenya. Neither can it effectively handle complaints against its members. Further, the PR profession has increasingly become synonymous with propaganda and spin. Moreover, the

profession is now replete with members without the requisite professional and academic qualifications. For this reason, the profession suffers credibility challenges, and is hardly respected in society.

Moreover, public relations professionals do not have to be members of PRSK. This is in contrast with other professions where members are expected to belong to professional bodies. Accordingly, there is need to for reforms to help organizations realize and appreciate the role and worth of PR and communication management. Essentially, this Strategic Plan is aimed at implementing a roadmap that will assist PRSK to re-position PR and Communication as a key management function thereby contributing to the advancement of the profession in the country. This will help to instill public confidence in Public Relations as a profession.

1.5 METHODOLOGY OF DEVELOPING THE STRATEGIC PLAN

PRSK management engaged the services of a consultant to help in the development of this Plan. This was based on the fact that there was need for expert knowledge and experience necessary for the development of an effective Strategic Plan. Using well tested and practical planning and methodologies, the process involved all key stakeholders to enhance inclusion and acceptance.

The process of developing this plan was dependent on a broad review of key documents including the Draft Public Relations and Communication

Management Bill, 2016; the PRSK Constitution, 2016; earlier strategic plan documents, and other organizational reports. All relevant data was analyzed to identify and prioritize strategic choices based on identified organizational strengths and opportunities. The end result was the identification of strategic issues and development of the framework for strategic direction including the Vision, Mission, Core Values, Strategic Objectives and Strategies. These were then subjected to stakeholder validation at a special stakeholders' workshop.



02



Chapter Two

SITUATIONAL ANALYSIS

2.0 - Introduction

2.1 - Performance Review

2.2 - Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

2.3 - Environmental Scanning (PESTEL Analysis)

2.4 - Stakeholder Analysis

SITUATIONAL ANALYSIS

2.0 INTRODUCTION

This chapter provides a broad overview of the current PRSK environment and performance. It offers both the internal and external analysis of the organization.

2.1 PERFORMANCE REVIEW

Achievements

- Organizing member forums, such as the Annual General Meeting and other interactive events, on a regular basis.
- Spearheading the presence of international and regional PR associations. These include the East African Public Relations Association (EAPRA), the African Public Relations Association (APRA) and the Global Alliance for Public Relations and Communications Management (GA). PRSK is a founder member in the three associations.
- Hosting international PR Conferences such as (F) APRA (1975 and 2011), APRA (2011); EAPRA (2003 and 2010); the World Conference for PR in Emerging Economies (with GA, 2015); IPRA 1971.
- Setup of a secretariat in 2016.
- Reviewing and operationalizing the PRSK Constitution in 2016.
- Developing a draft Public Relations and Communication Management Bill.
- Mentorship of upcoming professionals through creation of tertiary level programs such PR@360 and the Students Bootcamp.
- Advancing PR development through professional training and engagements.
- Drafted and adopted the Code of Conduct for the Practice of Public Relation and Communication in Kenya.

Challenges

- Inadequate mechanism to enforce the Code of Conduct for the Practice of Public Relations.
- Inability to set training standards for PR profession.
- Inadequate capacity to design, develop and deliver competitive professional training programs to attract meaningful participation.
- Low level of recognition and appreciation by society when compared to other professional societies such as the Law Society of Kenya (LSK) and the Institute of Human Resource Management (IHRM).
- Limited funds to advance its mission and purpose

Lessons Learnt

- Legislation is important in the enforcement of the Code of Conduct for the Practice of PR and Communication Management in Kenya.
- Participation of PRSK members in policy decisions is a prerequisite for ownership and support of decision made by the Council.
- Continually engaging and advancing value propositions for the members create solidarity in advancing the course of the PR practice.
- Collaborating with other professional bodies is important in advancing learning, professional developments and achievement of PRSK goals.

2.2 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS

2.2.1 STRENGTHS

Table 2.1: Strengths

STRENGTHS	STRATEGIC IMPLICATION	STRATEGIC RESPONSE
Rich heritage	Recognized brand	Leverage on its long history to influence public relations and communication in Kenya
Diverse membership (Regions, industry, profession)	Rich knowledge pool and experience	Resource mobilization Networking Rich business advisory pool
Vibrant brand assets (PRSK Awards, PR 360, PR Connect, Boot Camp)	Intensified brand image Top of mind awareness	Engaged membership
Vibrant leadership	Increased membership Enhanced membership participation Increased uptake/ participation in PRSK programs	New perspectives in leadership
Active regional and international networks and partnerships (Member of (Global Alliance, Africa Public Relations Alliance, Chartered Institute of Public Relations)	Networking platforms and knowledge sharing Enhanced regional and global recognition Participation in international awards Global recognition of local practice	Membership value addition Best practices and learning

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS

2.2.2 WEAKNESSES

Table 2.2: Weaknesses

WEAKNESSES	STRATEGIC IMPLICATION	STRATEGIC RESPONSE
Weak governance structures	Weak succession and transition management	Develop a governance framework
Inadequate IT infrastructure	Vulnerability to data loss Reduced productivity	Develop and acquire IT systems
Inadequate finances	Over dependence on membership contribution	Diversify sources of funding Resource mobilization
Poor membership recruitment and retention strategies	Disengaged membership	Develop a regulatory framework Focus on innovative recruitment and retention strategies Define, develop and implement member segmentation strategy and engagement index Create chapters and package deliverables around recruitment and retention
Weak disciplinary mechanisms and enforcement of professional standards among members	Unethical practice among members	Enforce discipline among members Promote use and respect for the Code of conduct
Inadequate partnership and networking initiatives	Sub-optimal value	Collaborations and networks Reevaluate benefits of partnerships
Lack of marketing, communications strategy and policy	Unstructured communication Poor brand perception	Develop and implement a marketing and communications strategy and policy
Inadequate engagement of members	Lack of ownership and support for the Society	Planned engagement and enhanced value proposition to members
Inadequate HR	Overworked secretariat Underexploited secretariat potential Council engaged in operational instead of strategic thinking	Attract, recruit and retain qualified Enhance staff motivation
PRSK is not recognized by recruiters, corporate and individual consultants	Strong brand presence locally and regionally	Develop a partnership and collaboration framework

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS

2.2.3 OPPORTUNITIES

Table 2.3: Opportunities

OPPORTUNITIES	STRATEGIC IMPLICATION	STRATEGIC RESPONSE
Executive selection/ HR standard setting for communication function	Leverage on brand reputation Professionalization of practice	Engaging HR practitioners in selection for communication function
International partnerships	Networking, knowledge sharing, Capacity building	Leverage on the international partnerships to provide value to members Develop partnership guidelines and policies
Public relations consultancy	Capacity building Source of financial resources	Develop a consultancy framework, policies and guidelines
Digital communication tools	Expand outreach	Drive membership and participation
Collaboration with the Ministry of ICT	Contribution to policy development	Enhance engagement with Government and various departments
A pool of practitioners and students	Brand building, thought leadership	Enhance networking, mentorship and membership
Taking part in corporate social responsibility (CSR) activities	Enhancing brand presence	Develop a CSR policy and strategy
Collaboration with other professional bodies both locally, regionally and internationally e.g. Chartered Institute of Public Relations (CIPR)	Enhancing recognition of the society and networking and make use of available opportunities	Develop a collaboration and partnership framework

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS

2.2.4 THREATS

Table 2.4: Threats

THREATS	STRATEGIC IMPLICATION	STRATEGIC RESPONSE
Unqualified practitioners	Bad reputation	Annually publish register of members Members to sign Code of Conduct
Competition from other associations	Loss of membership Impact on financial sustainability	Create value addition to members Sign MoUs with major institutions to benefit members
Unprofessional behavior among PR professionals	Unethical conduct among members and low quality of services	Adopt international acceptable standards Develop local standards Enforce Standards and code of Conduct
Lack of a legal framework	Inability to regulate the conduct of members and enforce professional standards	Lobby for enactment of the Public Relations and Communication Act to set the framework for self-regulation
Dynamic digital space	Slow adoption of industrial trends and utilization of digital space for the benefit of members Low membership engagement	Adapt and acquire an ICT strategy and policy
Misconceptions about PR as a profession	Bad brand reputation	Create a brand enhancement practices

2.3 ENVIRONMENTAL SCANNING (PESTEL ANALYSIS)

2.3.1 POLITICAL FACTORS

Table 2.5: Political Factors

POLITICAL FACTORS	STRATEGIC IMPLICATION	STRATEGIC RESPONSE
Interference with freedom to share information	Practitioners are unable to deliver on their mandate	Take advantage of the existing Access to Information Act 2016
Reorganization of government	Delay implementation of programmes	Realign with the relevant government institutions Reengage with relevant government institutions
Unpredictable political environment	Impact on the planning and delivery of programs	Conduct environmental surveillance and put in place risk mitigation measures

2.3.2 ECONOMIC FACTORS

Table 2.6: Economic Factors

ECONOMIC FACTORS	STRATEGIC IMPLICATION	STRATEGIC RESPONSE
Currency depreciation and inflation	Erosion of the value of funds	Establish a reserve fund
Unemployment	Diminished member base	Lobby employers for budget provision for communication

2.3.3 SOCIAL FACTORS

Table 2.7: Social Factors

SOCIAL FACTORS	STRATEGIC IMPLICATION	STRATEGIC RESPONSE
Demographic changes within the PRSK membership base	Low engagement on PRSK programs and activities	Diversification of PRSK programs and activities
Negative attitudes and opinions about PR practice in general	Erodes brand image and equity	Develop and communicate brand position to members and employers
Lifestyle factors that may affect the reputation of PRSK	Provides more avenues for engagement with PRSK programs and activities	Consistent evaluation of PRSK programs and activities to promote and protect its brand

2.3 ENVIRONMENTAL SCANNING (PESTEL ANALYSIS)

2.3.4 TECHNOLOGICAL FACTORS

Table 2.8: Technological Factors

TECHNOLOGICAL FACTORS	STRATEGIC IMPLICATION	STRATEGIC RESPONSE
New media	More opportunities for information dissemination, engagement,	Adoption of communication policy and strategy
Cyber security	Vulnerability of data	Procure advanced data protection tools Continuous education on modern workplace threats
Technological development	Risk technological redundancy	Continuous upgrade of IT systems
Media convergence and concentration	Limited space and opportunities to engage	Use convergence technology and social media to engage

2.3.5 LEGAL FACTORS

Table 2.9: Legal Factors

ECONOMIC FACTORS	STRATEGIC IMPLICATION	STRATEGIC RESPONSE
Lack of data protection laws and operationalization of Access to Information Act 2016	Erosion of the value of funds	Establish a reserve fund
Lengthy legislation development process	Delay in enactment of the law	Focused engagement and lobbying for legislation

2.4 STAKEHOLDER ANALYSIS

Table 2.5: Stakeholder Analysis

STAKEHOLDER	STAKEHOLDER EXPECTATIONS	PRSK EXPECTATIONS
Members	<ul style="list-style-type: none"> Value for membership 	<ul style="list-style-type: none"> Active engagement
Ministry of ICT	<ul style="list-style-type: none"> Contribute to policy development on PR and communication 	<ul style="list-style-type: none"> Recognition Partnerships and support for policy to facilitate the legislation of PRSK Law
PR and Communication students	<ul style="list-style-type: none"> Develop and effect internships and mentorship opportunities 	<ul style="list-style-type: none"> They become full and active members that operates within the professional code of conduct for the practice of PR in Kenya
Academia	<ul style="list-style-type: none"> Platforms for knowledge development and sharing 	<ul style="list-style-type: none"> Contribute to the PR body of knowledge. Safeguard professional integrity in academic programs Undertake research on the profession
Training institutions	<ul style="list-style-type: none"> Knowledge sharing on trends Linkages Curriculum review feedback 	<ul style="list-style-type: none"> Market and qualified graduates Enhance industry responsiveness Support to the students on their activities
Employers	<ul style="list-style-type: none"> Professional and competent practitioner Design industry standards 	<ul style="list-style-type: none"> Proper recognition and placement of the communication role within the organization Support members participation in PRSK activities Consider PRSK as partners in recruiting talent
The media	<ul style="list-style-type: none"> Industry thought leadership Source of information Quality engagement and content 	<ul style="list-style-type: none"> Objective coverage Facilitate understanding of the PR profession Undertake research An effective tool for PR practice
Local and international associations and professional bodies	<ul style="list-style-type: none"> Uphold international standards Participation in activities Timely payment of subscription and other fees 	<ul style="list-style-type: none"> Share best practices Networking, partnership and mentorship opportunities
Suppliers	<ul style="list-style-type: none"> Timely payment Fair procurement procedure 	<ul style="list-style-type: none"> Production of quality PR tools Provision of services in an ethical manner. Enhance integrity and professional relations

03



Chapter Three

STRATEGIC FOCUS

3.0 - Introduction

3.1 - Vision, Mission, Motto and Core Values

3.2 - Key Result Areas (KRAs)

3.3 - Strategic Objectives

STRATEGIC FOCUS

2.0 INTRODUCTION

This section presents Vision, Mission, Motto and Core Values.

3.1 VISION, MISSION, MOTTO AND CORE VALUES

3.1.1 Vision

A globally recognized institute of excellence for Public Relations and Communication Management.

3.1.2 Mission

To foster professional development and influence the Public Relations and Communication Management industry through policy and promotion of ethical practices and standards.

3.1.3 Motto

Redefining communication management.

3.1.4 Core Values

- **Professionalism**
A professional organization that exists to ensure ethics and best practices are adhered to.
- **Respect**
Respect to the PRSK brand
Respect to the individual member
Respect to the profession/industry
- **Integrity**
Honest practices, accountability, transparency and honesty.
- **Dynamic**
Driving positive change to the industry
Adapting to the changing business environment
- **Excellence**
Excellence in communication management

3.2 KEY RESULT AREAS (KRAS)

These are the areas that the society must focus on and dedicate time and other resources so as to achieve strategic success. They include

1. Creating a regulatory and policy framework
2. Enhancing membership base and professional development
3. Enhancing research and collaboration
4. Enhancing governance, operational capacity and institutional development

3.3 Strategic Objectives

The strategic objectives for each of the Key Result Areas (KRA's)

- a) **Membership and Professional development**
 1. Retain 100% active annual membership
 2. Increase active membership by 50% annually
- b) **Regulation and policy framework**
 1. Present the draft Public Relations and Communication Management Bill to Parliament by the end of 2018
 2. Propose regulations for the communications management industry to operationalize the Act
- c) **Enhanced governance, operational capacity and institutional development**
 1. Improve Perception index to 80% by 2022
 2. Acquiring and developing a robust, integrated and secure IT system by 2022
 3. To acquire and develop a productive and motivated workforce
 4. To create a framework for financial sustainability of the society by 2022
 5. To establish a mechanism for effective governance practices by end of 2019
- d) **Research and collaboration**
 1. Collect, collate and disseminate industry information annually
 2. Organize forums for sharing and validating research findings
 3. Using research findings to enhance professionalism
 4. Using research findings and new knowledge to enhance the place and role of public relations.
 5. Collaborate with academic and research organizations to conduct studies and utilize the knowledge to enhance society's understanding of public relations and associated disciplines.

TABLE 3.1: STRATEGY MATRIX

A) REGULATORY AND POLICY FRAMEWORK			
NO.	STRATEGIC GOAL	STRATEGIC OBJECTIVE	STRATEGIES
	<ul style="list-style-type: none"> • Legislation of PRCM Act 	<ul style="list-style-type: none"> • Present the Draft PRCM Bill to Parliament by end of 2018 	<ul style="list-style-type: none"> • Appoint a Taskforce to draft the PRCM bill • Create a buy-in among stakeholders • Present Draft Regulations to the Ministry of ICT
	<ul style="list-style-type: none"> • Enforce Code of Conduct for the Practice of Public Relations in Kenya 	<ul style="list-style-type: none"> • Propose the regulations for the communications management industry to operationalize the Act 	<ul style="list-style-type: none"> • Review the Code of Conduct for the practice of Public Relations in Kenya and develop Complaints Handling procedure by December 2018 • Approve the reviewed code of conduct by the Council • Set up and train complaints handling Committee

TABLE 3.1: STRATEGY MATRIX

NO.	STRATEGIC GOAL	STRATEGIC OBJECTIVE	STRATEGIES
B) MEMBERSHIP AND PROFESSIONAL DEVELOPMENT			
	Enhance membership base	Retain 100% active annual membership	<ul style="list-style-type: none"> Develop membership recruitment manual and guidelines Develop a robust feedback mechanism Offer professional development programs Innovative PRSK awards Thought leadership
		Increase active membership by 50% annually	<ul style="list-style-type: none"> Innovative recruitment and retention tools to attract and retain members Conduct an engagement and satisfaction index (survey) Revamp outreach programs in the industry
C) RESEARCH AND COLLABORATION			
	<ul style="list-style-type: none"> To be a credible source of knowledge and information on Public Relation and Communication 	<ul style="list-style-type: none"> Conduct rigorous studies to support the profession Collect, collate and disseminate information annually 	<ul style="list-style-type: none"> Work closely with research organizations Strengthen linkages with institutions of higher learning Leverage on technology for knowledge management Enhance research within PRSK
	<ul style="list-style-type: none"> Enforce Code of Conduct for the Practice of Public Relations in Kenya 	<ul style="list-style-type: none"> Propose the regulations for the communications management industry to operationalize the Act 	<ul style="list-style-type: none"> Review the Code of Conduct for the practice of Public Relations in Kenya and develop Complaints Handling procedure by December 2018 Approve the reviewed code of conduct by the Council Set up and train complaints handling Committee

NO.	STRATEGIC GOAL	STRATEGIC OBJECTIVE	STRATEGIES
D) ENHANCED GOVERNANCE, OPERATIONAL CAPACITY AND INSTITUTIONAL DEVELOPMENT			
	<ul style="list-style-type: none"> Enhance governance, operational capacity and institutional development 	To establish a mechanism for effective governance practices by end of 2019	<ul style="list-style-type: none"> Develop Code of Conduct and Council Charter for signing and ensure compliance Train the Council members on governance and leadership Establish annual Council evaluation mechanism
		To create a framework for financial sustainability of the society	<ul style="list-style-type: none"> Diversify sources of funding Develop Financial Management Manual Acquire a software for financial management
		To acquire and develop a productive and motivated workforce	<ul style="list-style-type: none"> Attract and recruit qualified staff Enhance staff capacity building Promote personal and professional development to enhance staff motivation Enhance performance management system for staff Improve workforce engagement
		Acquiring and develop a robust, integrated and secure IT system by 2022	<ul style="list-style-type: none"> Develop and implement an ICT strategy Build the capacity of members and staff in the use of the ICT system Acquire ERP system for organizational management
		Improve Perception index to 80% by 2022	<ul style="list-style-type: none"> Establish the current perception index of PRSK Establish a communications and brand framework

04

Chapter Four

INSTITUTIONAL CAPACITY AND RESOURCE MOBILIZATION

4.0 - Introduction

4.1 - Capacity Development
- Table 4.1: Staffing Levels

4.3 - Governance Structures (Section to Be edited)
- Organizational Structure

4.5 - Financial Implication

INSTITUTIONAL CAPACITY AND RESOURCE MOBILIZATION

4.0 INTRODUCTION

A strong institutional capacity with proper accountability measures and strong governance structures will minimize resource leakages and seepage. It will also enhance relations with partnering institutions.

4.1 CAPACITY DEVELOPMENT

These include programs and activities that the PRSK Council will undertake to support the secretariat and members particularly in strengthening their capability to accelerate the achievement of PRSK strategic objectives. (See details under the implementation matrix).

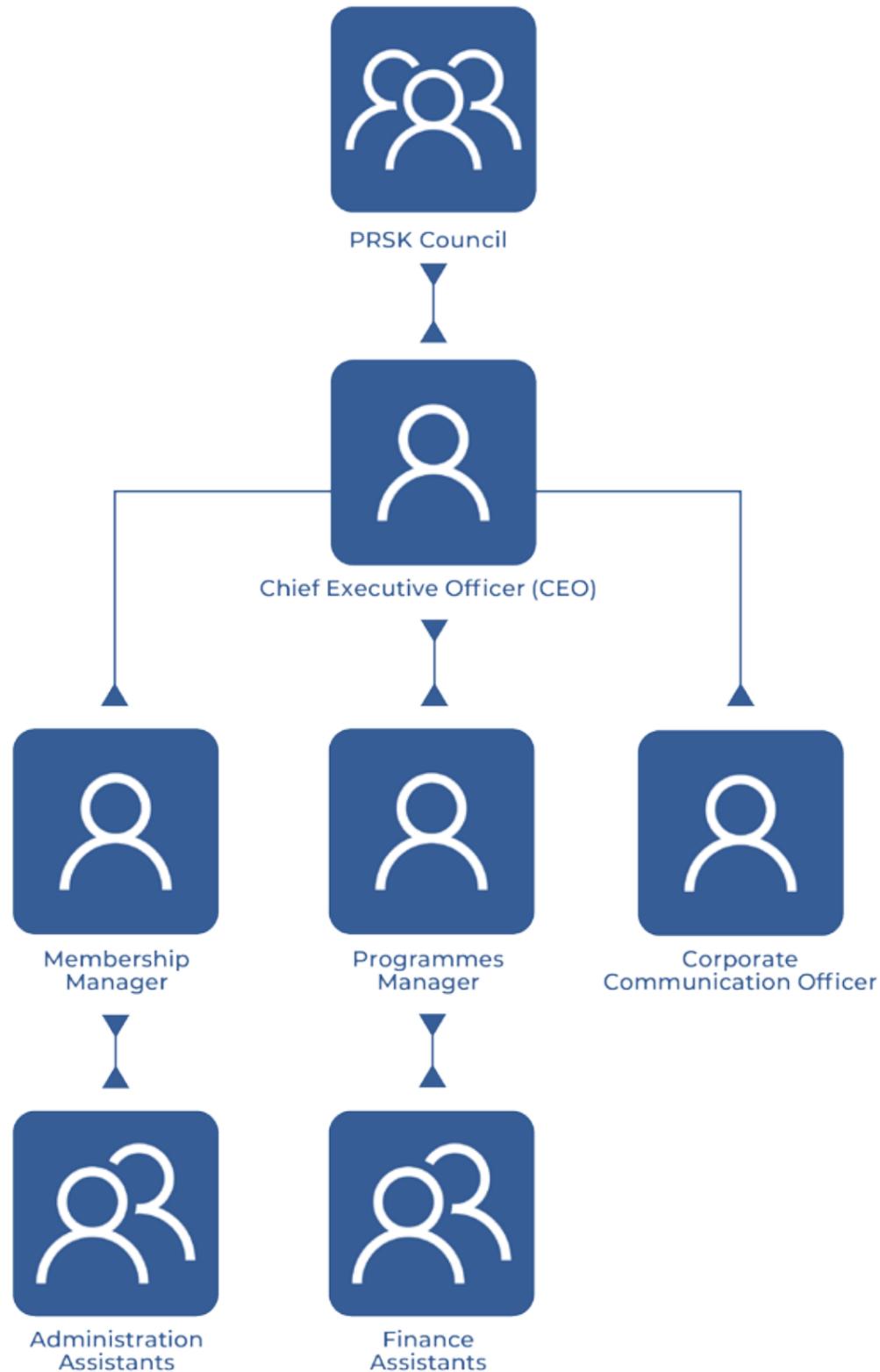
TABLE 4.1: STAFFING LEVELS

These include programs and activities that the PRSK Council will undertake to support the secretariat and members particularly in strengthening their capability to accelerate the achievement of PRSK strategic objectives. (See details under the implementation matrix).

POSITION IN ESTABLISHMENT	POSITIONS FILLED	VACANT POSITIONS	VARIANCE
Chief Executive Officer	0	1	-1
Membership Manager	0	1	-1
Programs Manager	0	1	-1
Corporate Communications Officer	0	1	-1
Finance Assistant	0	1	-1
Administrative Assistant	2	0	1
Total	2	5	-5

4.3 GOVERNANCE STRUCTURES

As per the PRSK Constitution 2016, PRSK’s leadership comprises the Chair, Vice Chair, Secretary, Assistant Secretary, Treasurer, Assistant Treasurer and Three (3) Council Members.



NO.	KRA	STRATEGIC OBJECTIVE	FINANCIAL RESOURCE REQUIREMENTS ESTIMATE (KES)
1.	Creating a regulatory and policy framework	<ul style="list-style-type: none"> Present the Draft Public Relations and Communication Management Bill to Parliament by end of 2018 Propose the regulations for the communications management industry to operationalize the Act 	11,000,000
2.	Enhancing membership base and professional development	<ul style="list-style-type: none"> Increase active membership by 50% annually Retain 100% active membership 	20,000,000 15,000,000
3.	Enhance research and collaboration	<ul style="list-style-type: none"> Collect, collate and disseminate industry information annually 	10,000,000
4.	Enhanced governance, operational capacity and institutional development	<ul style="list-style-type: none"> To establish a mechanism for effective governance practices by end of 2019 To create a framework for financial sustainability of the society To acquire and develop a productive and motivated workforce Acquiring and develop a robust, integrated and secure IT system by 2022 Improve Perception index to 80% by 2022 	5,000,000 1,000,000 15,000,000 5,000,000 1,500,000
Total			83,500,000

4.5.1 SOURCES OF FUNDS

For sustainability, PRSK shall fund its activities from a mix of sources, namely:

- Membership subscriptions
- Investment activities
- Sponsorships
- Donations
- Grants
- Special events
- Sales
- Consultancies and trainings

4.5.2 MEASURES TO ELIMINATE WASTAGE AND LOSSES

The following measures are suggested to enhance the management of resources:

- E-communication
- Strict adherence to budgets
- Planning of activities
- Avoid overbuying
- Prioritize activities

05

Chapter Five

IMPLEMENTATION AND COORDINATION

5.0 - Introduction

5.1 - Pre- implementation

5.2 - During implementation

5.3 - Risk Management Framework

5.4 - Post implementation

5.5 - The Implementation Matrix

IMPLEMENTATION & COORDINATION

5.0 INTRODUCTION

The implementation of this Strategic Plan depends on the commitment of the management, discipline, consistent, effective and efficient leadership and involvement of all staff. The responsibilities outlined in this strategy will therefore be cascaded to all levels to allow effective staff execution of the Strategic Plan. The success of the Strategic Plan will also depend on the development and implementation of annual corporate and departmental business plans.

In order to facilitate the implementation of the Strategic Plan as detailed in the implementation matrix (Appendix I), PRSK will do the following before, during and after the implementation of the Plan.

5.1 PRE IMPLEMENTATION

For the successful implementation of the Strategic Plan, PRSK, through the leadership of the Chief Executive Officer (CEO), will ensure the following:

1. Strategic leadership and commitment;
2. Understanding of the Strategy by all those who are involved in its implementation;
3. Effective communication between all implementers on activities and outcomes;
4. Timely implementation of activities;
5. Appropriate organizational structure and allocation of resources as identified for each activity;
6. Effective translation of strategic plan targets to departmental plans and individual work plans and targets; and
7. Regular review, performance oversight, monitoring, measurement, evaluation and reporting.

5.2 DURING IMPLEMENTATION

The PRSK Council will provide an enabling environment for achievement of results to meet and exceed customer expectation. The plan will be cascaded to the CEO, managers, and officers at all levels at the secretariat. The Council will ensure the needs of stakeholders are addressed.

5.2.1 DURING IMPLEMENTATION

In implementing the strategic plan, the Council shall undertake the following roles:

1. To provide strategic leadership, and be responsible for policy formulation;
2. To play an oversight and supervisory role in the implementation, monitoring and evaluation of the strategic plan;
3. To approve the PRSK's corporate plan, annual work programs and annual budget;
4. Regularly determine the structure and levels of staffing;
5. Strive to encourage professionalism at all levels in the operations of the PRSK;
6. To submit quarterly and annual performance reports on the activities of the organization through performance contracting.
7. Determine the performance of the CEO against set targets
8. Report performance to the Council members during the Annual General Meeting

5.2.3 ROLE OF MANAGERS

Managers will be responsible for the day-to-day implementation, monitoring, and evaluation of the Plan so as to ensure that the planned activities are carried out, and are implemented at all levels. In addition, managers shall ensure:

1. Members of staff under their departments develop and implement work plans in line with the Strategic Plan;
2. A performance management system is adopted in their respective departments;
3. Design M & E tools, coordinate and supervise data collection on the implementation status of the Plan;
4. Analyze data and provide relevant reports to the Manager, Finance & Administration for consolidation and onward transmission to the CEO;
5. Suggest ways in which their respective departments can provide feedback on how the PRSK can integrate the Strategic Plan in their day-to-day operations;
6. Actual performance is measured against negotiated key performance indicators;
7. Staff are empowered, motivated and provided with necessary resources to implement the Strategic Plan.

5.3 RISK MANAGEMENT FRAMEWORK

The implementation of the Strategic Plan faces potential risks that have to be mitigated if PRSK's strategic objectives are to be achieved. This requires that possible risks be identified, and analyzed in order to mitigate risks on time. The table below gives a list of the risks the PRSK may be exposed to. The table also contains possible risk mitigation strategies.

5.3.1 RISK ANALYSIS

Table 5.1: Risk Analysis

NO	RISK TYPE/AREA	RISK IDENTIFIED	LEVEL OF RISK	MITIGATION MEASURE
1.	Strategic risks	Inability to implement the Strategic Plan	Medium	<ul style="list-style-type: none"> • Establish M&E implementation committee • Periodic review of the plan
2.	Financial risks	Inadequate funding to actualize the strategy	High	<ul style="list-style-type: none"> • Find alternative revenue generating avenues
3.	Human Resource risks	Inadequate staff	Medium	<ul style="list-style-type: none"> • Recruitment
4.	Political risks	Political unrest in the country	Low	<ul style="list-style-type: none"> • Regular monitoring of the political situation
5.	Reputational Risks	Brand name at risk	High	<ul style="list-style-type: none"> • Adhere to best management practices
6.	Compliance Risk	Non-compliance	Medium	<ul style="list-style-type: none"> • Ensure compliance to policies and regulations • Regular audits
7.	Governance and leadership	Division within the Council	Medium	<ul style="list-style-type: none"> • Training in governance, teamwork and leadership

5.4 POST IMPLEMENTATION

The Council shall carry out comprehensive reviews of the strategy implementation process and objectively draw out the lessons learnt to inform the next cycle of planning. The results of the review will be shared with all internal stakeholders. The Council has a key role in providing strategic oversight and ensuring that the plan is successfully implemented.

5.5 THE IMPLEMENTATION MATRIX

The Implementation Matrix is a critical tool for the mobilization, allocation and utilization of resources for the Strategic Plan implementation, management and coordination, and monitoring of progress as well as evaluating results/outputs, outcomes and impact.

The implementation matrix is presented in Appendix 1.

The matrix consists of:

1. Key Result Areas
2. Strategic Objectives
3. Strategies
4. Key activities for the respective strategies
5. Responsibility (actors)
6. Estimated Budget (Kes. millions)

06



Chapter Six

MONITORING, EVALUATION AND REPORTING

6.0 - Introduction

6.1 - Monitoring, Evaluation and Reporting Framework

MONITORING, EVALUATION AND REPORTING

6.0 INTRODUCTION

Monitoring, evaluation, and reporting (ME&R) is an integral part of a strategic plan implementation. The Society will put in place a monitoring, evaluation and reporting system to ensure that planned activities are implemented, and setbacks and variations are addressed as they arise. The impact of implemented plans will be assessed. The purpose of monitoring, evaluating and reporting the implementation of the Strategic Plan will be to assess whether what was planned is achieved, and document lessons learnt to inform decision making.

6.1 Monitoring, Evaluation and Reporting Framework

Based on the various key result areas, strategic objectives, strategies and activities, operational plans will be developed and cascaded across the entire organization in line with the implementation matrix and budget.

6.1.1 Monitoring, Evaluation and Reporting Strategies

The Management will systematically track activities to assess implementation progress. Routine data will be collected and analyzed and regularly reported on at all levels as necessary for follow-up and record keeping.

To facilitate this, each department shall:

1. Develop an annual work plan with appropriate targets, activities, performance indicators and budgets as derived from this plan.
2. Measure progress for each action/activity against specific targets and schedules included in the plan.
3. Capture data using standardized data collection tools that shall be developed and used for data collection.
4. Analyze and report relevant information to various users.
5. The reporting shall be done quarterly, half-yearly and yearly to the Society's management as well as to the Council. Results from the analysis will be used to inform decision-making, help to identify challenges and take immediate corrective action where deviations in implementation are noted.

6.1.2 Monitoring and Evaluation Team

For the Strategic Plan to be effectively implemented, the Chief Executive Officer will coordinate the ME&R. The CEO shall ensure that strategies are being implemented, performance is being measured, progress reports are made and discussed, and corrective action is taken where necessary. Respective department responsible shall be accountable for the completion of stated tasks in the Strategic Plan. However, responsibility for data collection, aggregation, analysis and reporting on the Plan will rest with the managers. Where necessary, capacity of various departments to undertake ME&R activities will be enhanced.

Appropriate linkages shall be established to ensure relevant internal and external follow-ups and controls. The overall responsibility of overseeing and managing the monitoring and evaluation of the Strategic Plan lies with the Council.

6.1.6 SCHEDULED MEETINGS AND WORKSHOPS

1. Monthly review meetings at the departmental levels will be scheduled to ensure implementation is on track.
2. Quarterly review meetings at the Council and Management levels will be scheduled to get and give feedback on performance indicators.
3. The overall oversight of the Strategic Plan and its implementation shall remain the principal role of the Council. Therefore, progress reporting will be an agenda item in all quarterly meetings of the Council.
4. A Strategy review (governance) workshop will be held annually to evaluate the impact of operational plans at both operational and strategic levels.

6.1.7 LINKING ME&R TO PERFORMANCE MANAGEMENT

For the implementation of the Plan to be effective, the ME&R will be an integral part of PRSK's performance Management system and will be linked to staff appraisal and system. The Council will monitor and evaluate its activities and performance quarterly, half-yearly and annually in line with the PRSK Council Charter.

6.2 PROGRESS REPORTS

Reporting the progress of implementation will be critical in adjusting strategic directions and measuring performance. In undertaking ME&R, data shall be collected on the various performance indicators in this Strategic Plan. The heads

of departments will prepare reports which shall then be consolidated by the Chief Executive Officer, for onward transmission to the Council detailing progress in implementation of strategies contained in the Strategic Plan:

The reports shall be as follows:

1. Quarterly report – Management and the Council
2. Biannual report – Management and the Council
3. Annual report – Management, the Council and Members of the Society

6.3 PERFORMANCE REVIEW

This section provides details of the annual performance review, mid-term evaluation and review and end-term review of the Strategic Plan.

6.3.1 ANNUAL PERFORMANCE REVIEW

At the end of each financial year, a report will be prepared giving details on progress on the implementation of planned activities.

6.3.2 MID-TERM EVALUATION AND REVIEW (MTER)

There will be a mid-term evaluation and review of the Plan to assess the extent to which the Plan is meeting its implementation objectives and timelines and ensuring that it remains relevant and feasible. The MTER will be carried out in year two i.e. 2020 and will provide an opportunity to give recommendations for the remaining phase of the Plan. The Management and Council will do the MTER.

APPENDIX I: IMPLEMENTATION MATRIX – PRSK STRATEGIC PLAN 2018-2022

STRATEGIES	NO.	KEY ACTIVITIES	PERFORMANCE INDICATORS	5 YRS TARGET	ANNUAL TARGETS					RESPONSIBILITY
					2018/19	2019/20	2020/21	2021/22	2022/23	
KEY RESULT AREA 1: CREATE A ROBUST LEGAL AND REGULATORY FRAMEWORK										
STRATEGIC OBJECTIVE 1: PRESENT THE DRAFT PUBLIC RELATIONS AND COMMUNICATION MANAGEMENT BILL TO PARLIAMENT										
Drafting Public Relations and Communication Management Bill	1.1.1	Develop terms of reference for task force	Draft the Public Relations and Communication Management Bill	1	1	-	-	-	-	Council
	1.1.2	Appoint task force		1	-	-	-	-	-	Council
	1.1.3	Review activities of TF		1	-	-	-	-	-	Council
	1.1.4	Present policy brief to the Ministry of ICT	Submitted Policy Brief	1	1	-	-	-	-	Council
Create buy-in among stakeholders	1.2.1	Map the key stakeholders	Stakeholder support of the key policy	1	1	-	-	-	-	Council
	1.2.2	Sensitization for buy-in		1	1	-	-	-	-	Council
	1.2.3	Hold consultative forums		1	1	-	-	-	-	Council
	1.2.4	Lobbying and networking key stakeholders		1	1	-	-	-	-	Council
STRATEGIC OBJECTIVE 2: PROPOSE THE REGULATIONS FOR THE COMMUNICATIONS MANAGEMENT INDUSTRY TO OPERATIONALISE THE ACT										
Present draft regulations to the Ministry of ICT	1.2.1	Constitute a committee to formulate the draft regulations	Draft regulations submitted to the Ministry of ICT	1	1	-	-	-	-	Council
	1.2.2	Formulate draft regulation		1	1	-	-	-	-	Council

APPENDIX I: IMPLEMENTATION MATRIX – PRSK STRATEGIC PLAN 2018-2022

STRATEGIES	NO.	KEY ACTIVITIES	PERFORMANCE INDICATORS	5 YRS TARGET	ANNUAL TARGETS					RESPONSIBILITY
					2018/19	2019/20	2020/21	2021/22	2022/23	
KEY RESULT AREA 2: ENHANCE MEMBERSHIP BASE										
STRATEGIC OBJECTIVE 1: INCREASE ACTIVE MEMBERSHIP BY 50% ANNUALLY										
Innovative recruitment and retention tools to attract and retain members	2.1.1	Conduct membership baseline survey	Documented membership baseline	50% increase of the previous year membership	1	1	1	1	1	Council
	2.1.2	Develop innovative recruitment and retention tools	Increased membership	1	1	1	1	1	1	Council
Conduct an engagement index (Satisfaction survey)	2.1.3	Develop TOR to conduct the survey	Annual satisfaction survey report	5	1	1	1	1	1	
	2.1.4	Appoint a consultant to undertake the survey	Engagement index (Satisfaction survey) Report	3	1	-	1	-	1	Council
Revamp outreach programs in the industry	2.1.5	Develop chapters for industry players	Regional and industry chapters created	2	1	-	-	-	1	Council
	2.1.6	Develop an up to date data base of current and potential practitioners in Kenya	Updated date data base of practitioners created	2	1	-	-	-	1	Council
STRATEGIC OBJECTIVE 2: RETAIN 100% ACTIVE MEMBERSHIP										
Offer professional development programs	2.2.1	Conduct skills gap analysis	Skills gap analysis report	2	1	-	-	-	1	Council
	2.2.2	Design appropriate, standardized and market driven curriculum	Mounted curriculums	5	1	1	1	1	1	Council
	2.2.3	Establish a resource center	Operational resource center							

APPENDIX I: IMPLEMENTATION MATRIX – PRSK STRATEGIC PLAN 2018-2022

STRATEGIES	NO.	KEY ACTIVITIES	PERFORMANCE INDICATORS	5 YRS TARGET	ANNUAL TARGETS					RESPONSIBILITY
					2018/19	2019/20	2020/21	2021/22	2022/23	
KEY RESULT AREA 2: ENHANCE MEMBERSHIP BASE										
STRATEGIC OBJECTIVE 1: INCREASE ACTIVE MEMBERSHIP BY 50% ANNUALLY										
	2.2.4	Market the programs								
Innovative PRSK awards	2.2.5	Enrich the existing annual awards	Increased annual award categories	5	1	1	1	1	1	Council
	2.2.6	Create awareness on the existence of the awards to the industry	Increase entries for the awards	5	1	1	1	1	1	Council
	2.2.7	Hold annual PRSK awards	Annual PRSK awards held	5	1	1	1	1	1	Council
Vibrant and thought leadership opportunities	2.2.8	Identify opportunities for engagement	Number of regional, local, or international conferences participated	5	1	1	1	1	1	Council
KEY RESULT AREA 3: TO BE A CREDIBLE SOURCE OF KNOWLEDGE AND INFORMATION ON PUBLIC RELATIONS AND COMMUNICATIONS										
STRATEGIC OBJECTIVE 1: COLLECT, COLLATE AND DISSEMINATE INDUSTRY INFORMATION ANNUALLY										
Strengthen linkages with institutions of higher learning	3.1.1	Create opportunities for collaborations and partnerships	No of MoUs signed	5	1	1	1	1	1	Council
	3.1.2	Conduct joint research on industry trends	No of joint research projects	5	1	1	1	1	1	Council

APPENDIX I: IMPLEMENTATION MATRIX – PRSK STRATEGIC PLAN 2018-2022

STRATEGIES	NO.	KEY ACTIVITIES	PERFORMANCE INDICATORS	5 YRS TARGET	ANNUAL TARGETS					RESPONSIBILITY
					2018/19	2019/20	2020/21	2021/22	2022/23	
KEY RESULT AREA 3: TO BE A CREDIBLE SOURCE OF KNOWLEDGE AND INFORMATION ON PUBLIC RELATIONS AND COMMUNICATIONS										
STRATEGIC OBJECTIVE 1: COLLECT, COLLATE AND DISSEMINATE INDUSTRY INFORMATION ANNUALLY										
Leverage on technology for knowledge management	3.1.3	Identify appropriate technology for knowledge management	Number of technologies adopted for knowledge management	3	1	-	1	-	1	Council
	3.1.4	Apply suitable technologies for knowledge management	KM technology adopted	1	-	1	-	-	-	Council
Enhance research within PRSK	3.1.5	Establish a research unit within PRSK	Functional research unit established	1	-	1	-	-	-	Council
	3.1.6	Establish a monthly newsletter	Monthly newsletter published	5	1	1	1	1	1	Council
	3.1.7	Publish through traditional, online and social media	No of published research papers	5	1	1	1	1	1	Council
KEY RESULT AREA 4: ENHANCE GOVERNANCE, OPERATIONAL CAPACITY AND INSTITUTIONAL DEVELOPMENT										
STRATEGIC OBJECTIVE 1: ESTABLISH A MECHANISM FOR EFFECTIVE GOVERNANCE PRACTICES BY END OF 2019										
Enhance capacity of the Council on governance	4.1.1	Conduct governance training for the Council	Annual corporate governance training for the Council	3	1	-	1	-	1	Council
Establish annual Council evaluation mechanism	4.1.2	Design Council evaluation tool	Evaluation tool in place	1	1	C	-	-	-	Council
	4.1.3	Annual valuation of the Council	Annual evaluation reports	2	1	-	-	1	-	Council
Develop a governance framework	4.1.4	Design a Board charter	Board Charter in place	1	1	-	-	-	-	Council

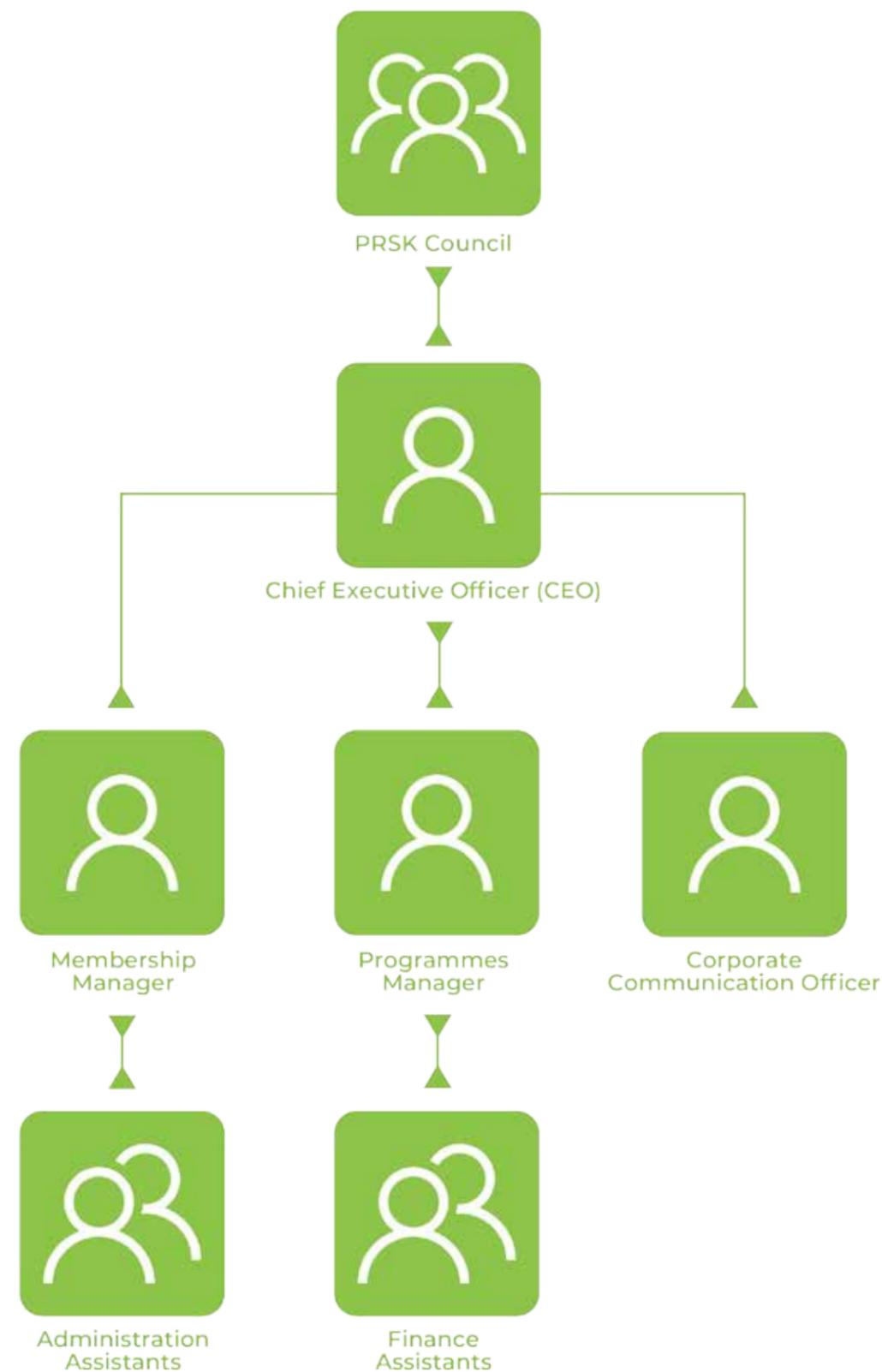
APPENDIX I: IMPLEMENTATION MATRIX – PRSK STRATEGIC PLAN 2018-2022

STRATEGIES	NO.	KEY ACTIVITIES	PERFORMANCE INDICATORS	5 YRS TARGET	ANNUAL TARGETS					RESPONSIBILITY
					2018/19	2019/20	2020/21	2021/22	2022/23	
KEY RESULT AREA 3: TO BE A CREDIBLE SOURCE OF KNOWLEDGE AND INFORMATION ON PUBLIC RELATIONS AND COMMUNICATIONS										
STRATEGIC OBJECTIVE 2: CREATE A FRAMEWORK FOR FINANCIAL SUSTAINABILITY OF THE SOCIETY										
Diversify sources of funding	4.2.1	Identify potential partners	Increase in number of sources of funds	5	1	1	1	1	1	Council
	4.2.2	Develop funding proposals Create more avenues for internally generated funds	Number of funding proposals developed	5	1	1	1	1	1	Council
	4.2.3	Improve collection of funds	Improved cash flow for the society	5	1	1	1	1	1	Council
Strengthen financial management practices	4.2.4	Acquire a system for financial management	Financial management system in place	1	1	-	-	-	-	Council
	4.2.5	Review financial management, procurement policy and procedures	Adherence to prudent financial management practices	1	1	-	-	-	-	Council
STRATEGIC OBJECTIVE 3: ACQUIRE AND DEVELOP A PRODUCTIVE AND MOTIVATED WORKFORCE										
Attract and recruit qualified staff	4.3.1	Recruitment and selection of competent staff	No competent staff recruited	1	1	-	-	-	-	Council
Staff capacity building	4.3.2	Conduct a training needs assessment	A training needs assessment report	1	1	-	-	-	-	Council
	4.3.3	Design and implement staff capacity building programs	No of staff developed	1	-	1	-	-	-	Council

APPENDIX I: IMPLEMENTATION MATRIX – PRSK STRATEGIC PLAN 2018-2022

STRATEGIES	NO.	KEY ACTIVITIES	PERFORMANCE INDICATORS	5 YRS TARGET	ANNUAL TARGETS					RESPONSIBILITY
					2018/19	2019/20	2020/21	2021/22	2022/23	
KEY RESULT AREA 4: ENHANCE GOVERNANCE, OPERATIONAL CAPACITY AND INSTITUTIONAL DEVELOPMENT										
STRATEGIC OBJECTIVE 3: ACQUIRE AND DEVELOP A PRODUCTIVE AND MOTIVATED WORKFORCE										
Enhance performance management system for staff.	4.3.4	Develop a performance management tool for staff	Performance management tool for staff implemented	1	1	-	-	-	-	Council
	4.3.5	Train staff on performance management techniques	Performance management training conducted	3	1	-	1	-	1	Council
Improve workforce engagement	4.3.6	Design innovative staff motivation techniques	Number of innovative staff motivation techniques developed and adopted	1	1	-	-	-	-	Council
	4.3.7	Conduct employee satisfaction survey	Employee satisfaction index	2	-	-	1	-	1	Council
STRATEGIC OBJECTIVE 4: ACQUIRE AND DEVELOP A ROBUST, INTEGRATED AND SECURE SYSTEM										
Develop and implement an ICT system	4.4.1	Conduct a systems audit	Systems audit conducted	1	1	-	-	-	-	Council
	4.4.2	Acquire or develop a secure ICT platform	Functional and secure ICT system	1	-	1	-	-	-	Council
Build the capacity of members in the use of the ICT system	4.4.3	Train the staff and members on use of the system	No of staff and members trained	1	-	1	-	-	-	Council
STRATEGIC OBJECTIVE 5: IMPROVE PERCEPTION INDEX TO 80% BY 2022										
Establish the current perception index of PRSK	4.5.1	Conduct a baseline survey	Baseline perception index	2	1	-	-	-	1	Council
Establish a communication and brand framework	4.5.2	Design a communication and branding strategy	Operational communication and brand strategy	1	-	1	-	-	-	Council

APPENDIX II: PROPOSED ORGANIZATION STRUCTURE



PRSK ANNUAL SUMMIT PICTORIAL





**PUBLIC RELATIONS SOCIETY
OF KENYA**

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