

INSTITUTE OF HUMAN RESOURCE MANAGEMENT (IHRM)

STRATEGIC PLAN FOR THE PERIOD 2023 - 2027

“The Professional Body of HR Practitioners in Kenya”

December, 2023

DRAFT

Vision

Ethical, People –Centric HR Professionals

Mission

To regulate and promote the practice of Human Resource Profession

Core Values

- ❖ Integrity
- ❖ Professionalism
- ❖ Innovativeness and Creativity
- ❖ Service Excellence
- ❖ Customer Focus

FOREWORD

The Strategic Plan (2023-2027) marks yet another milestone in the life of the Institute of Human Resource Management. It is a visible high point in a long and eventful journey that began over 30 years ago, gaining significant momentum with the enactment of the Human Resource Management Professionals (HRMP) Act No. 52 of 2012.

This Plan takes off from a successful implementation regime of the previous Strategic Plan (2020-2023). It guarantees continuity and succession and further takes a bold initiative to chart a new path, introducing a new critical dimension in the conceptual framework of the Institute's mandate. Further, it repositions the institution as a critical player in the regulation of the HR profession in Kenya, as well as the promotion of ethical and professional practice.

The Institute has fully rediscovered its role and contribution in the world of work in both the public and private sectors of the economy. The Strategic Plan (2023-2027) introduces reforms in IHRM from four institutional strategic lenses, namely structural, human resource, governance, and symbolic components of the Institute of Human Resource Management.

The Plan is designed to provide unique strategies for transforming the Institute to better serve the human resource professionals, stakeholders, and the secretariat. The main thrust of this Plan is strategic repositioning to make a difference in delivery of service to members, stakeholders, and staff.

In the foreseeable short term of five (5) years, the Institute seeks to pursue five strategic and critical areas which include: Compliance with HRMP Act; Strengthening Member Services and Welfare; Credible Information and Knowledge on Human Resource Management; Development of HR Professionals /Profession and Institutional Sustainability and Growth.

Successful implementation of this Plan will be demonstrated by efficiency and effectiveness in terms of quality, accuracy, speed, and real-time capability for interactive feedback on various communication platforms. Finally, restructuring and rebranding will be measured through a new vision and mission, enhanced linkages with various stakeholders, efficiency in governance and physical relocation of the Institute's offices to a more suitable setting.

CHRP Odero Philip Dalmas,

National Chairperson, Institute of Human Resource Management

PREFACE AND ACKNOWLEDGEMENT

This Strategic Plan for the Institute of Human Resource Management (IHRM) covers the period 2023/24- 2027/28. The Plan has been developed in accordance with the mandates, functions and responsibilities of the Institute as established under the Human Resource Management Professionals (HRMP) Act, No. 52 of 2012, the Constitution of Kenya 2010 and the revised Guidelines for the development of the fifth Generation Strategic Plans issued by the National Treasury and Economic Planning.

The Plan development process followed the four steps outlined in the revised Guidelines for the Development of the Fifth-Generation Strategic Plans. Step one involved the initiation of the planning process with top management agreeing on the strategic direction for the Institute by setting the vision, mission, core values and strategic objectives and constituting a technical committee for the development of the Plan. Step two involved the actual development of the plan by the technical committee. Step three involved the validation of the Plan by stakeholders while step four involved the finalization and dissemination of the plan for implementation.

This Strategic Plan is a product of extensive collaboration and comprehensive feedback from our internal and external stakeholders. I acknowledge the contributions of Staff and all stakeholders for their invaluable inputs in the process of developing this Plan.

My appreciation goes to the technical committee comprising of David W. Kiboi, Irene Kimacia, Fredrick Karani, Job Akuno, Isaac Nyamweya, Mary Maina, Daniel Nyoike, Mourice Raryeah, and Odiwuor Dedan for their dedication and tireless efforts in completing this Plan.

Finally, I wish to invite all our partners and other stakeholders to cooperate with the Institute in building vibrant partnerships necessary for the implementation of the Plan for the realization of an ethical, people –centric human resource professionals.

CHRP Quresha Abdullahi,
Executive Director, Institute of Human Resource Management

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DEFINITION OF CONCEPTS AND TERMINOLOGIES

Act	Cited as the Human Resource Management Professionals Act, 2012
Institute	Means the Institute of Human Resource Management established under section 3 of the Act;
Council	Means the Council of the Institute constituted pursuant to section 7 of the Act
Executive Director	Means the person appointed as the Executive Director of the Institute under section 8 of the Act
Examinations Board	Means the Human Resource Management Professionals Examinations Board established under section 16 of the Act
Practicing certificate	Means a practicing certificate issued by the Registration Committee pursuant to section 29 of the Act
Member	Means a person registered under the HRMP Act 2012
Branch	Means thirty (30) or more registered and fully paid-up members of the institute in a geographical area approved as such by the council
Secretariat	Means staff of the Institute
Continuing Professional Development (CPD)	Means the ongoing process of acquiring and enhancing the knowledge, skills, and competencies necessary for HR professionals to stay current and in good standing
Professional	Means an individual who has acquired specialized knowledge, skills, and expertise in the field of HR and adherence to set ethical standards
Practicing License	Means the official authorization granted by IHRM allowing an individual HR professional to legally and actively engage in the profession in adherence to established standards and ethical guidelines
People-Centric	Refers to the approach that prioritizes the needs, well-being, and engagement of individuals, emphasizing a focus on human experiences, relationships, and collaboration
Ethical	Refers to principles or standards of conduct that conform to moral values, integrity, and fairness, guiding IHRM in making morally sound decisions and actions

ACRONYMS AND ABBREVIATIONS

AGM	:	Annual General Meeting
AU	:	African Union
AVAC	:	Activities, Value-added, Appropriation and Change
CBD	:	Central Business District
CEO	:	Chief Executive Officer
CHRM	:	College of Human Resource Management
CHRP	:	Chartered Human Resource Professional
CPD	:	Continuous Professional Development
CSR	:	Corporate Social Responsibility
EAC	:	East African Community
ERP	:	Enterprise Resource Planning
GDP	:	Gross Domestic Product
HIV	:	Immunodeficiency Virus Human Resources
HR	:	Human Resource
HRMCS	:	Human Resource Management Consultancy Services
HRMPEB	:	Human Resource Management Professional Examinations Board
IHRM	:	Institute of Human Resource Management
ILO	:	International Labor Organization
KEBS	:	Kenya Bureau of Standards
KIM	:	Kenya Institute of Management
KSG	:	Kenya School of Government
M&E	:	Monitoring and Evaluation
MTP	:	Medium Term Plan
PESTEL&R Regulatory	:	Political, Economic, Social, Technological, Ecological, Legal & Regulatory
PSC	:	Public Service Commission
SCAC	:	State Corporations Advisory Committee
SDGs	:	Sustainable Development Goals
SHRM	:	Society of Human Resource Management
SWOT	:	Strengths, Weaknesses, Opportunities and Threats
TVETA	:	Technical and Vocational Education and Training Authority

EXECUTIVE SUMMARY

This Plan stipulates the Institute's strategic direction for the period 2023/24-2027/28. The process of putting together the Strategic Plan was consultative, participatory, and took into consideration the revised Guidelines for the Preparation of the Fifth Generation Strategic Plans (2023-2027) provided by the State Department for Economic Planning.

The Plan development followed the four steps outlined in the Guidelines. Step one involved the initiation of the planning process with top management agreeing on the strategic direction by setting the vision, mission, core values and strategic objectives and constituting a technical committee for the development of the Plan. Step two involved the actual development of the plan by the technical committee. Step three involved the validation of the Plan by stakeholders while step four involved the finalization and dissemination of the Plan.

This Strategic Plan is a product of extensive collaboration and comprehensive feedback from our internal and external stakeholders. I acknowledge the contributions of Staff and all stakeholders for their invaluable inputs in the process of developing this Plan.

The Institute plays an important role in the regulation and promotion of the practice of Human Resource profession. The mandate, functions and responsibilities of the Institute are provided under the Human Resource Management Professionals (HRMP) Act, No. 52 of 2012. The mandate/functions include: establish, monitor, and publish the standards of professional competence and practice amongst human resource professionals; register persons who meet the required professional and ethics standards; promote research in human resource practice and related matters; publish books, periodicals, journals, and articles on human resource; provide a medium for communication and exchange of information, knowledge, and ethical standards for those persons engaged in the field of human resources management; network with regional and international related bodies to promote and develop progressive human resource management practices; hold examinations and prescribe tests of competency deemed appropriate to qualify for membership and certification by the Institute; advise the Examinations Board on matters relating to examination standards and policies; advise the Registration Committee on matters relating to registration; regulate the practice, competence, and professional conduct of human resource professionals; Promote and protect the welfare and interests of the human resources profession; Promote inter-professional collaboration with other professional bodies; and carry out any other functions prescribed for it under any of the provisions of this Act or under any written law.

Several milestones were realized during the implementation of the previous Strategic Plan (2020-2023). These are: gazettment of the Human Resource Management Professional Code of Conduct, development of the Draft Human Resource Management Professional Act (Amendment) Bill, provision of high-quality Continuing Professional Development (CPD) programs that are aligned with market demands, and

elevation of the well-being of members through the establishment and management of beneficial initiatives such as the Huduma HR Sacco as a dedicated Member Welfare Fund.

During the implementation of the previous Strategic Plan, the Institute faced two major challenges namely; inadequate administrative capacity, and resources. The capacity challenges were mainly inadequate human resources, manual systems of operation, weak internal accountability systems, and a negative perception and image of the Institute. This was coupled with the challenge of inadequate funds intended to facilitate most of the Institute's operations.

To achieve the mandate of the Institute, five (5) Key Result Areas (KRAs) have been identified for this Strategic Plan. These include: Compliance with HRMP Act, 2012; Strengthening Member Services and Welfare; Credible Information and Knowledge on Human Resource Management; Development of HR Professionals /Profession and Institutional Sustainability and Growth. The strategic model including the strategic objectives, strategies, and outcomes under each key result area has been developed and aligned to an implementation matrix.

Emanating from the KRAs, the Institute has identified the following Key strategies: promotion of compliance with the HRMP Act, 2012 for enhanced professionalism and ethical conduct; development of HR Standards; sensitization on HR Codes and Standards to enhance consistency in HR Practice; improvement of registration processes for enhanced member experience; empowerment of branch networks for efficient service delivery; establishment of digital platforms for delivery of HR Professionals content to the public; and diversification of revenue streams to enhance resource mobilization.

Some of the identified Key activities are: sensitization of key stakeholders on the HRMP Act; reviewing of the HRMP Act 2012; holding of regular informative forums; automation of key processes for efficient and effective delivery of the Institute services; improvement of capacity provision of quality and accessible CPD programs to promote professionalism; development of HR Professional protection guidelines; establishment of a research and publishing unit within the Institute; establishment of a podcast platform; development and implementation of ethics and governance curriculum; and establishment of internal audit.

To be able to deliver on the aforementioned Key Result Areas, Strategic Objectives, Strategies and the Key activities, the Institute will require a projected staff establishment of 49 and a budget of Kshs. 1,652.9 million.

The Institute will mobilize resources from the Government, Development Partners, Private sectors, Civil Society Organizations as well as savings realized through prudent management of available resources.

Monitoring of the implementation of this Plan will provide management with the opportunity to make timely adjustments and corrective actions to improve the

programme/project design, work plan and implementation strategies. It will be a participatory process involving all officers at all levels and stakeholders. Regular reporting at all levels will be done quarterly and annually. The reports will be presented in the form of quarterly returns, Annual Progress Reports and annual audit reports. The reports will be useful to the Institute for learning, and future Planning.

Midterm review of the Strategic Plan will be carried out in the third year of implementation to assess the performance at the Midpoint. The end term review will be carried out in the fifth year to enumerate results and document lessons learnt which will be useful in the next strategic planning cycle.

During the implementation period, an *ad hoc* review may be carried out in case of significant unexplained variation between the goal and performance to inform decision-making and implementation. Documentation of best practices will be done by the directorate in charge of monitoring and evaluation at the midterm and end term reviews and disseminated to all stakeholders for learning.

This Strategic Plan consists of eight (8) chapters as follows:

Chapter one outlines strategic planning as an imperative for organizational success. It highlights the Global, Regional and National Development issues specific to the mandate of the institute and the role in Kenya Vision 2030 and its Medium-Term Plans, the Five Actions Plan of the Bottom-Up Economic Transformation Agenda (BETA), the Africa Agenda 2063 and the UN's Sustainable Development Goals (SDGs).

Chapter two delves on the strategic direction of the Institute by outlining the background of the Institute and its evolution of over time; governance structure; the mandate/functions; vision; mission; strategic goals; and core values.

Chapter three outlines the achievements, challenges and lessons learnt during the implementation of the previous Strategic Plan. The chapter also provides the situational analysis through: Strength, Weaknesses, Opportunities and Threats (SWOT) analysis; Political, Economic, Social, Technological, Environmental, Legal and Regulatory (PESTEL&R) analysis; and stakeholders' analysis.

Chapter four provide a detailed outline of the strategic issues, goals and the key result areas the plan focuses on. Chapter five outlines the strategic objectives and the strategies while Chapter six details the implementation and coordination framework including organizational structure; resource mobilization; risk analysis and mitigation measures.

Chapter seven outlines the resource requirement and mobilization strategies for the realization of the targets of the Plan, and Chapter eight provides the monitoring, evaluation, reporting and learning (MERL) framework necessary for tracking the implementation of the Plan.

CHAPTER ONE: INTRODUCTION

1.0 Overview

This Chapter outlines strategic planning as an imperative for organizational success. It highlights the Global, Regional and National Development issues specific to the mandate of the Institute and the role in Kenya Vision 2030 and its Medium-Term Plans (MTPs), the Five Actions Plan of the Bottom-Up Economic Transformation Agenda (BETA), the Africa Agenda 2063 and the UN's Sustainable Development Goals (SDGs).

1.1 Strategy as an Imperative for Organizational Success

Strategic planning is a significant component of the results-based management framework in an organization. It ensures that public entities deliberately and effectively define their strategic directions and make informed and appropriate decisions regarding resource allocation to implement priority policies and programmes. Strategic Planning is therefore imperative for the success of Institute of Human Resource Management (IHRM) during the Plan period. It will ensure that the entire results-based management system delivers the desired outcomes envisioned in this Plan. IHRM has been developing its strategic plans since 2016 with its first-generation strategic plan running for the period 2016-2020. The second generation Plan was for the period 2020-2023 while the third-generation strategic plan 2023-2027 is prepared to align to the guidelines issued by the National Treasury and Economic Planning on the preparation of the fifth-generation strategic plans for Ministries, Departments and Agencies. The Plan is also prepared in cognizance that the institution has transitioned to a State Corporation and thus requires to align to the National development agenda especially the Bottom-up Economic Transformation Agenda (BETA).

IHRM is committed to achieving its corporate objectives as outlined in the strategic issues, the key result areas and the strategies. IHRM will thus allocate its resources; design its organizational structure, put in place a coordination and implementation framework coupled with a monitoring and evaluation system for prioritized policies, programmes, projects and activities for the achievement of the Institutes mandate.

1.2 The Context of Strategic Planning

The notable policies and legislations that guide the Institute include:

1.2.1 United Nations 2030 Agenda for Sustainable Development

The Institute is committed to the achievement of the SDGs and will focus on Goals number 5, 8 and 10 as highlighted in Table 1.1. Specifically, the Institute is directly involved in implementation of Goal Number 8: Promote Sustained, Inclusive and Sustainable Economic Growth, Full and Productive Employment and Decent Work for all targets and indicators, which touches on decent work and economic growth, by pursuing the following targets:

- Target 8.1: Achieve high level of economic productivity,
- Target 8.5: Full and productive employment and decent work for all,
- Target 8.7: Eradication of forced labor, modern slavery, and human trafficking; and,
- Target 8.8: Protects labor rights and promotes a safe and secure working environment.

Table 1.1: The Role of the Institute in the United Nations Sustainable Development Goals

S/No.	Sustainable Development Goals	Role of IHRM
1	Goal #5: Achieve gender equality and empower all women and girls	<ul style="list-style-type: none"> • Affirmative action in all HR Functions • Average hourly earnings of female and male employees, by occupation, age and persons with disabilities.
2	Goal #8: Promote Sustained, Inclusive and Sustainable Economic Growth, Full and Productive Employment and Decent Work for all	<ul style="list-style-type: none"> • Enhance welfare, training and capacity building of the employees. • Structure training programs to impart relevant skills in members. • Ensure national compliance with labor rights based on International Labor Organization (ILO) conventions, protocols and standards, textual sources and national legislation • Establish structures to minimize the frequency rates of fatal and non-fatal occupational injuries
3	Goal #10: Reduce income inequality within and among countries	<ul style="list-style-type: none"> • Benchmark with other countries on remuneration for best practice and endeavor to implement them. • Continue to improve terms and conditions of employment for Workers.

1.2.2 African Union Agenda 2063

The African Union's Agenda 2063 lies at the heart of the vision for a future integrated Africa that is prosperous and at peace with itself. The framework builds on and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development. The role of the Institute in the realization of the aspirations

and flagship projects of the Agenda is by promoting projects geared towards well-educated citizenry and skills revolution underpinned by Science, Technology, and Innovation.

1.2.3 East Africa Community Vision 2050

Well-educated, enlightened and healthy human resources are essential to facilitate development in the region. Investment in human capital is critical for wealth creation and employment. The key components of human capital include good health promotion, nutrition, education and skills development. An educated population is required for effective and efficient production, knowledge transfer and technological adaptation and innovation. Given the current challenges with education, the focus of EAC Vision 2050 will therefore be on improving access to education and completion rates, particularly at higher levels. Another area of focus is skills development, with special emphasis on those required by the critical sectors identified in the pillars of this Vision.

1.2.4 Constitution of Kenya

The Constitution of Kenya is the supreme law of the Republic that binds all persons and all State organs at both levels of government. It recognizes the aspirations of all Kenyans for a government based on the essential values of human rights, equality, freedom, democracy, social justice, and the rule of law. The Constitution delineates these aspirations further through, among other constitutional provisions, Article 10 on the national values and principles of governance and Article 232 on the values and principles of public service as well as Article 41 on the right of every person to fair labour practices. The Institute, as the State overseer of the Human Resource (HR) Profession, shall continue to ensure that the profession adheres to these constitutional imperatives.

To ensure that the HR profession contributes positively to the economic transformation of the Country, the Institute shall assert the need for good governance, integrity, transparency, accountability, human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination, and protection of the marginalized. The Institute shall thus enforce high standards of professional ethics within the HR profession; encourage the efficient, effective, and economic use of resources, and fair competition and merit as the basis of appointments and promotions by HR professionals.

1.2.5 Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan

a) Kenya Vision 2030

Kenya's Vision 2030 is a long-term development blueprint for the country that aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens by 2030 in a clean and secure environment. The vision

is anchored on three pillars; economic, social, and political, and recognizes the critical role the Social Sector plays in achieving sustainable development.

As an enabler in the achievement of the vision, the Institute will continue to enhance the Country's Human Resource with a view to improving productivity in the country and providing the required skills and expertise to enable investment. The Institute will provide professionalized human resource management services and improve the welfare of its members with a view to improving their morale, which will result in a well-managed workforce.

b) Fourth Medium Term Plan (MTP) (2023-2027)

The MTP is a successive five-year plan that implements the Kenya Vision 2030 which is a development blueprint. The MTP IV contains five sectors namely: Finance and Production Economy; Infrastructure; Environment and Natural Resource; Social Sector; and Governance and Public Administration.

The Institute shall endeavor to transform the management of employees in order to achieve the desired reforms that are important enablers as Kenya strives to attain middle income status. The Institute has a vital role to play in the implementation of MTP IV as follows:

Table 1. 2: Role of the Institute in Medium Term IV

S/NO.	MTP IV PROGRAMME	ROLE OF IHRM
1	ICT	<ul style="list-style-type: none"> The Institute plans to automate all its membership services to ensure speed, integrity, accountability and fairness in enquiries, applications, upgrades, compliance, quality assurance, training, CPD Events and discipline.
2	Public Sector Reforms	<ul style="list-style-type: none"> The Institute shall endeavor to professionalize its activities and inculcate ethical values from enquiries, applications, upgrades, compliance, quality assurance, training, CPD Events and discipline.
3	Strengthen Social Sector for Socio-Economic Transformation	<ul style="list-style-type: none"> The Institute is working towards undertaking Corporate Social Responsibility (CSR) activities to enhance its image as well as assist communities execute some of its projects. The Institute is also facilitating integration of the HR Profession with the community and taking its services closer to the people through decentralization, community neighborhood forums and stakeholder collaboration.

4	Cross Cutting Issues	<ul style="list-style-type: none"> The Institute has continued to mainstream HIV and other terminal illnesses, environmental sustainability, disaster risk reduction, and Youth, Women, Persons with Disability and Gender Issues in all its programs.
5	Policy, Legal and Institutional Reforms	<ul style="list-style-type: none"> The Institute has developed several policies and regulations related to Human Resource Management. The Institute is also in the process of reviewing its strategic plan and policy documents to align to the current vision as well as develop new ones to meet the needs of the changing environment.

c) Bottom-up Economic Transformation Agenda

The Strategic Plan 2023-2027 is anchored and aligned to the Bottom-Up Economic Transformation Agenda (BeTA) which outlines the government priority focus areas for development. The Bottom-Up Economic Transformation Agenda is geared towards economic turnaround and inclusive growth to increase investments in five sectors of the economy that form the core pillars. These sectors include: Agricultural Transformation; Micro, Small and Medium Enterprise (MSME); Housing and Settlement; Healthcare; Digital Superhighway and Creative Industry. The agenda also includes the following key enablers: Infrastructure; Manufacturing; Blue Economy; the Services Economy, Environment and Climate Change; Education and Training; Women Agenda; Youth Empowerment and Development Agenda; Social Protection; Sports, Culture and Arts; and Governance.

1.2.6 Sector Policies and Laws

The Institute is a statutory professional body established under the Human Resource Management Professionals Act No.52 of 2012. The HRMP Act, 2012 provides the legal framework which regulates the HR profession in Kenya. In order to operationalize the Act, several regulations have been established including the Election to Council Regulations 2015, Registration and Training Regulation 2015 and the Human Resource Management Professionals Code of Conduct and ethics.

1.3 Name of the Organization

The Institute of Human Resource Management (IHRM) is a Statutory Professional Body established under the Human Resource Management Professionals Act, No. 52 of 2012. Its mandate is to regulate the Human Resource (HR) profession in Kenya and enhance competencies and capacities while supporting innovative and transformative HR practices and standards.

IHRM is domiciled and operates within the Republic of Kenya. It is governed by a Council and headed by the Executive Director who is responsible for general policy and strategic direction of the institute and is the Secretary to the Council.

IHRM formerly known as the Institute of Personnel Management Kenya (IPM (K) was registered in the year 1987 as an association of personnel practitioners with the aim of sharing knowledge and experiences for professional development. IPM (K) changed its name to IHRM in July 2007 in pursuit of development of a legal framework to govern the practice of Human Resource Management in Kenya.

The Council is made up of elected members representing various regions and representatives of the Principal Secretary responsible for Public Service and Labour. The Council has delegated authority to Branches made up of professionals within a given geographical location for devolution of services, networking and continuous professional development.

IHRM is located in Nairobi City County on the 24th Floor of Prism Towers, 3rd Ngong Avenue, Upperhill. It offers a wide range of services including Registration of Members, Continuous Professional Development through training, Consultancy, Lobbying, and Advocacy. IHRM has a membership of over 17,000 HR professionals from across all sectors of the economy.

The Institute transitioned to a State Corporation in September 2022 to enable it have strengthened regulatory authority over all Human Resources Management practitioners. The Institute is domiciled in the Ministry responsible for Public Service.

1.4 Strategic Planning Process

The development of this Strategic Plan (2023 – 2027) started on receipt of letter **Ref No. TNTEP/SDEP/4/86** dated **3rd July, 2023** from the State Department for Economic Planning that provided the Revised Guidelines for the development of 5th Generation Strategic Plans for Ministries, Departments, Agencies, Counties, Constitutional Commissions and Independent Offices. IHRM Council approved the work plan to develop the Institute strategic plan vide its retreat held in Manzoni on 5th -7th July 2023.

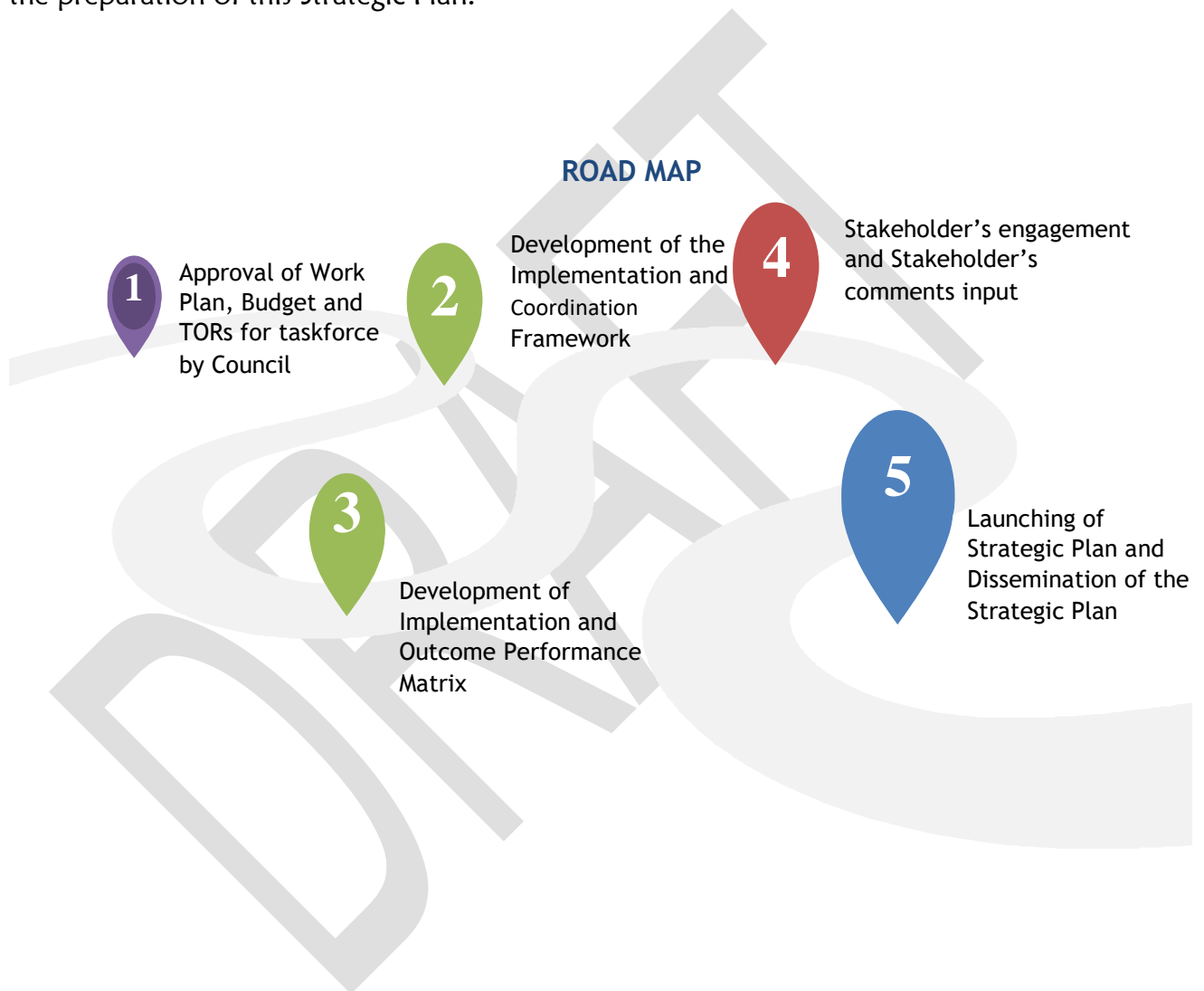
A technical committee was appointed on 12th July, 2023 vide letters Ref: NO: IHRM/OEDIHRM/SP/1/23 to develop the IHRM Strategic Plan with the Terms of Reference attached as Annex I.

The technical team developed the draft Strategic Plan through in-depth desk reviews, retreats, workshops and focused group discussions between the inception period up to end of October, 2023. The Draft Plan was subjected to IHRM internal stakeholders for comments and feedback by the Council during its Council meeting held on 24th November, 2023. The Draft Plan was subjected to IHRM Leadership Summit workshop held on 30th November to 1st December 2023 for comments **before being subjected finally to the wider stakeholders public participation workshop onThe Plan was approved by the council in itsmeeting held on**

1.5 Roadmap for the Preparation of the Strategic Plan

The Council Approved the Work Plan, Budget and TORs for the taskforce. They were issued with appointment letters to develop the implementation and coordination framework, and implementation and outcome performance matrix. The technical team held a stakeholder engagement forum and addressed the comments from the forum accordingly. The finalized Plan was published, launched and disseminated for implementation.

The diagram below indicates the roadmap, the processes and the methodology used in the preparation of this Strategic Plan.



CHAPTER TWO: STRATEGIC DIRECTION

2.0 Overview

This chapter outlines the Mandate, Vision and Mission statements of IHRM. It provides the Institute's aspirations over the medium term (2023-2027) in its endeavor to achieve its Key Result Areas and Strategic Objectives. The chapter also provides core values, guiding principles, enablers and quality statement which establishes the framework and context for the IHRM in its effort to enhance regulation of the HR professionals in Kenya, enhance their competencies and capabilities while supporting innovative and transformative HR practices and standards.

2.1 Mandate

The mandate of the Institute of Human Resource Management is derived from Human Resource Management Professionals (HRMP) Act, No. 52 of 2012. The Institute is broadly charged with the responsibility of regulating the HR management profession in Kenya, enhancing competencies and capabilities while supporting innovative and transformative HR practices and standards. The functions of IHRM as provided in the Act are:

- a) Establish, monitor, and publish the standards of professional competence and practice amongst human resource professionals;
- b) Register persons who meet the required professional and ethics standards;
- c) Promote research in human resource practice and related matters,
- d) Publish books, periodicals, journals, and articles on human resource;
- e) Provide a medium for communication and exchange of information, knowledge, and ethical standards for those persons engaged in the field of human resources management;
- f) Network with regional and international related bodies to promote and develop progressive human resource management practices;
- g) Hold examinations and prescribe tests of competency deemed appropriate to qualify for membership and certification by the Institute;
- h) Advise the Examinations Board on matters relating to examination standards and policies;
- i) Advise the Registration Committee on matters relating to registration;
- j) Regulate the practice, competence, and professional conduct of human resource professionals;
- k) Promote and protect the welfare and interests of the human resources profession;
- l) Promote inter-professional collaboration with other professional bodies; and
- m) Carry out any other functions prescribed for it under any of the provisions of this Act or under any written law.

2.2 Vision Statement

Ethical People-Centric HR Professionals.

2.3 Mission Statement

To regulate and promote the practice of Human Resource Profession.

2.4 Strategic Goals

- i. Effective regulation of the human resource management profession;
- ii. Enhance HR management professionals' competencies and capabilities;
- iii. Promote and protect the welfare and interests of the human resources profession; and
- iv. Strengthen IHRM organizational effectiveness and efficiency.

2.5 Core Values

- i. **Integrity** – The Institute believes that Integrity keeps us close to God, guides our lives, brings peace, and earns us trust and influence.
- ii. **Professionalism**–The Institute will uphold high standards of professionalism, integrity, and excellence in service delivery.
- iii. **Innovativeness and Creativity** –The Institute will continuously embrace innovation, creativity and transformation while leveraging on Technology in execution of its operations.
- iv. **Service Excellence**–The Institute will deliver quality services of unmatched value, constantly raising the bar on its performance.
- v. **Customer Focus**–The Institute will uphold a business philosophy that places the customer at the center of all business development and management decisions.

2.6 Quality Policy Statement

At the Institute of Human Resource Management, our commitment to excellence is embedded in our core values and strategic vision. As a cornerstone of our Strategic Plan, we prioritize upholding the highest standards of quality in service delivery to foster unparalleled efficiency and effectiveness. We recognize that our client's success is directly linked to the quality of our services, and we remain dedicated to exceeding their expectations. Through continuous improvement initiatives, rigorous quality control measures, and the cultivation of a culture that champions excellence, we aim to consistently provide services that not only meet but surpass industry benchmarks.

Our focus on quality permeates every aspect of our operations, from talent acquisition and development to innovative member services. We are unwavering in our pursuit of delivering outcomes that stand as a testament to our commitment to quality, thereby strengthening our position as a trusted partner in empowering businesses for success.

2.8 Separation of mandate and the inter-dependence of IHRM Affiliates

To eradicate any form of conflict between the affiliate bodies, the Council has structured its affiliate to clarify their respective mandates in a way that illuminates their mutual independence and inter-dependence. The HRMP Act 2012 creates two separate and distinct institutions; IHRM & HRMPEB. To effectively operationalize the Act and separate its core twin functions, namely Regulatory & Standardization from the Welfare function, the IHRM Council established the following special purpose vehicles:

1. College of Human Resource Management (CHRM), whose mandate is to offer training;
2. Huduma HR SACCO, to provide member welfare;
3. Human Resource Management Consultancy and Enterprise Services (HUREMCES), to offer welfare services to IHRM-accredited firms, and;
4. Association of Human Resource Practitioners of Kenya (AHRPK) for member protection.

The relationship between IHRM, HRMPEB, HUREMCES, CHRM, Huduma HR SACCO and AHRPK should be considered as a “sextuplets” relationship since they have a lot in common but are not identical. This is demonstrated by the fact that the six institutions share the initials “HR”, but are differentiated by their specific mandates, governance structure and their establishing instruments. The independence of the affiliates is depicted here below:

Table 2.1: Separation of mandate and the inter-dependence of IHRM Affiliates

REGULATORY & STANDARDIZATION				WELFARE		
Affiliate	IHRM	HRMPEB	CHRM	HUDUMA HR SACCO	HUREMCES	AHRPK
Establishing Instrument	Human Resource Management Professionals (HRMP) Act No. 52 of 2012	Human Resource Management Professionals (HRMP) Act No. 52 of 2012	Company's Act	Co-operative Society's Act No. 12 of 1997	Company's Act	Society's Act of 1968
Governance Structure	Council	Board	Board	Management Committee	Board	Governing Council
Functions	Establish, Monitor and Publish HR standards Register Persons who meet professional standards	Prescribe and regulate syllabuses of instruction for HRM professional examinations Prepare and conduct examination	Develop and maintain professional standards in our processes and operations	Promote thrift among IHRM members Create source of funds at fair and reasonable rates of interest	Promote research in HR Practice and related matters Publish books, periodicals, Journals and articles	Defend and protect the rights of HR professionals in Kenya Improve the social economic welfare of the members

	<p>Regulate the practice, competence and professional conduct of HR Professionals</p> <p>Provide medium of communication and exchange of information</p> <p>Network with related organizations</p> <p>Hold examinations and tests of competency</p> <p>Advise the registration committee</p> <p>Promote Inter-Professional Collaboration with other professional bodies</p>	<p>s for persons seeking IHRM registration</p> <p>Make rules with respect to examinations</p> <p>Prescribe the fees and other charges payable with respect to such examination</p> <p>Issue professional qualifying certificates and other awards to candidates who have satisfied examination requirements</p> <p>Investigate and determine cases involving indiscipline by students</p> <p>Promote recognition of its examinations locally and internationally</p>	<p>Establish and maintain up to date library resources in all the centers</p> <p>Develop and implement value added course programs;</p> <p>Enable students to achieve their full potential;</p> <p>Engage in strategic partnerships;</p> <p>Maintain long-term financial viability and fully implement agreed framework for the allocation of resources;</p> <p>Develop and launch an ODeL unit as a business model.</p>	<p>Provide opportunity for IHRM members to improve their economic and social conditions</p> <p>Provide IHRM members with credit for purposes of providence or production</p> <p>Offer IHRM members complementary savings and credits in form of front office services</p> <p>Ensure progress of its members by educating them regularly on the proper use of credit</p> <p>Perform the function and exercise the powers designated for savings and credit Co-operatives societies</p>	<p>on human resource</p> <p>Promote and protect the welfare and interests of IHRM accredited firms/agencies</p> <p>Carryout industry-specific HR & Mgt. consultancies</p> <p>Conduct HR & related enterprise activities to empower its members and support the growth of HR Profession, IHRM and members' social economic welfare</p>	<p>Facilitate the organization of all HR professionals into a movement and spheres of influence</p> <p>Encourage the principles of development and maintenance of good industrial relations between HR Professionals and their employers</p> <p>Facilitate the settling of disputes</p> <p>Secure adequate and effective representation in bodies dealing with HR and employment policies and legislation</p> <p>Set up appropriate committees and organs to provide training, education and other facilities</p>
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CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS

3.0 Overview

Situational and stakeholder analysis are fundamental components of the strategic planning process, providing essential insights that guide an organization's decisions and actions. These analyses offer a comprehensive understanding of the organization's internal strengths and weaknesses, external opportunities and threats, and the various stakeholders who influence or are affected by its operations.

3.1 External Environment

The Institute conducted a Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis to describe and appreciate the environment under which the Institute operates. This will allow the Institute to identify and take advantage of opportunities and prepare plans to guard against the possible threats. This analysis will allow the Institute to find the best match between environmental threats and internal capabilities. The Institute will purposefully enhance its Strengths and exploit the Opportunities. The PESTEL analysis is summarized in **Table 3.1**.

3.0.1 Summary of Opportunities and Threats

Table 3. 1: Summary of Opportunities, Threats and Strategic Responses

Environmental factor	Opportunities	Threats	Strategic Response
Political	<ul style="list-style-type: none">• Favorable Policy, and regulatory frameworks: A positive political climate that provides room for the Institute to influence policies and regulations that benefit its members• Advocacy and Lobbying: A supportive political environment that provides an opportunity for the Institute to	<ul style="list-style-type: none">• Unfavorable Changing policies and regulations: Rapid changes in political leadership or shifts in policy priorities could result in unexpected changes to regulations that impact the industry, requiring the professional body to adapt quickly.• Unfavorable Policies: Political decisions that are not aligned with the Institute's needs and	<ul style="list-style-type: none">• Changing policies and Regulations: Establish a rapid-response team to monitor and analyze policy changes. Develop contingency plans to adapt to new regulations quickly while keeping members informed.• Policy Influence: Strengthen research and thought leadership capabilities. Publish position papers, research reports, and policy briefs to demonstrate the professional body's influence on important industry matters.

	<p>advocate for its members' interests and shape government decisions that impact the industry.</p>	<p>values could hinder growth and innovation, necessitating active advocacy and engagement.</p>	<ul style="list-style-type: none"> • Unfavorable Policies: Cultivate strong alliances with other industry stakeholders and associations. Collaborate on joint advocacy efforts to present a unified front against unfavorable policies.
	<ul style="list-style-type: none"> • Collaboration with Government: A cooperative relationship with governmental agencies leading to partnerships in addressing industry challenges and promoting growth. 	<ul style="list-style-type: none"> • Bureaucratic Delays: Lengthy bureaucratic processes or red tape in government interactions can slow down the Institute's initiatives and projects. 	<ul style="list-style-type: none"> • Collaboration with Government: Initiate regular dialogues and collaboration forums with relevant government agencies. Showcase the professional body's expertise and commitment to industry development. • Bureaucratic Delays: Streamline internal processes to enhance agility. Establish clear communication channels with government agencies to expedite approvals and responses.
	<ul style="list-style-type: none"> • Mistrust between the Institute and the Public due to inadequate information on the mandate of the Institute 	<ul style="list-style-type: none"> • Public Perception and Scandals: Negative political events involving the industry, or its members could lead to public mistrust and damage the professional body's reputation. 	<ul style="list-style-type: none"> • Mistrust: Awareness creation for the public to fully understand the Institutes issues that are not clear • Public Perception and Scandals: Proactively address any issues related to members' conduct. Implement a robust code of ethics and conduct training programs to uphold the professional body's reputation.
Economic	<ul style="list-style-type: none"> • Economic Growth and Stability: During periods of 	<ul style="list-style-type: none"> • Economic downturns results in reduced 	<ul style="list-style-type: none"> • Financial Resilience: Strengthen financial reserves during prosperous

	<p>economic growth, the Institute expands its activities, attract new members, and invest in enhancing member benefits and services</p>	<p>membership, funding cuts, and decreased participation in events and programs, affecting the financial health of the Institute</p>	<p>times to mitigate the impact of economic downturns.</p> <ul style="list-style-type: none"> • Develop contingency plans to manage budget constraints during economic challenges • Streamline operations and identify areas for efficiency improvements to manage resource constraints.
	<ul style="list-style-type: none"> • Increased Funding Opportunities: A strong economy leads to increased funding availability from government grants, corporate sponsorships, and philanthropic organizations for professional development initiatives. 	<ul style="list-style-type: none"> • Reduced Funding Availability: Economic challenges might lead to reduced government funding, corporate sponsorships, and donations, impacting the Institute's ability to fund important initiatives. 	<ul style="list-style-type: none"> • Diverse Funding Sources: Maintain diverse funding sources, including corporate partnerships, grants, membership dues, and event revenues. • Cultivate strong relationships with sponsors and donors to ensure continued support.
	<ul style="list-style-type: none"> • Global Market Expansion: A robust global economy presents opportunities for the Institute to extend its reach internationally, attracting members and partners from different regions. 	<ul style="list-style-type: none"> • Resource Constraints: Economic instability may require the Institute to operate with limited resources, affecting its capacity to deliver high-quality programs and services. 	<ul style="list-style-type: none"> • Global Partnership Strategies: Monitor global economic trends and adapt expansion strategies accordingly. • Develop flexible plans to navigate economic uncertainties in different regions.
Social	<ul style="list-style-type: none"> • Changing Demographics: Embrace diversity and cater to a wide range of demographics within the 	<ul style="list-style-type: none"> • Changing Work Patterns: Evolving work patterns, including remote work and gig economy, may impact traditional 	<ul style="list-style-type: none"> • Diversity and Inclusion: Implement initiatives that promote diversity and inclusion within the Institute's activities, events, and leadership positions.

	<p>industry. Offer inclusive programs and services that resonate with different age groups, genders, and backgrounds.</p>	<p>membership models and participation in events and activities.</p>	
	<ul style="list-style-type: none"> • Addressing Skills Gap: Respond to the industry's skills gap by offering training, certifications, and educational resources to bridge the gap and enhance members' skills and employability. 	<ul style="list-style-type: none"> • Rapid Technological Advancements: Members might struggle to keep up with rapid technological changes. The Institute must adapt its offerings to equip professionals with relevant skills. 	<ul style="list-style-type: none"> • Continuous Learning: Develop a culture of continuous learning by offering up-to-date resources, webinars, and workshops to address the skills gap.
	<ul style="list-style-type: none"> • Social Media and Networking: Leverage the power of social media platforms to connect members, share industry insights, and facilitate networking, creating a sense of community among professionals. 	<ul style="list-style-type: none"> • Generational Differences: Generational gaps in expectations and preferences can challenge the Institute's ability to engage and meet the diverse needs of its members. 	<ul style="list-style-type: none"> • Digital Engagement: Enhance the Institute's online presence through engaging social media campaigns, webinars, and virtual networking events.
	<ul style="list-style-type: none"> • Work-Life Balance: Develop programs that focus on work-life balance, mental health, and well-being, reflecting the evolving 	<ul style="list-style-type: none"> • Negative incidents among the professionals: Negative incidents involving professionals within the industry could lead to a decline in 	<ul style="list-style-type: none"> • Wellness Programs: Integrate wellness programs and resources into the Institute's offerings, supporting members' mental and physical well-being • Crisis Management:

	needs of professionals in today's fast-paced environment.	public trust and reputation, affecting the Institute's credibility.	Develop a crisis communication plan to address negative incidents promptly and transparently, safeguarding the Institute's reputation.
	<ul style="list-style-type: none"> • Corporate Social Responsibility: Promote ethical and sustainable practices within the industry. 	<ul style="list-style-type: none"> • Competing Online Communities: The rise of online communities and forums could divert members' attention away from the Institute's offerings and events. 	
Technological	<ul style="list-style-type: none"> • Digital Transformation: Embrace technology to enhance member engagement, streamline operations, and offer virtual events, webinars, and online resources. 	<ul style="list-style-type: none"> • Digital Exclusion: Not all members might have access to or be comfortable with technology, leading to potential exclusion from digital initiatives and events. 	<ul style="list-style-type: none"> • Digital Accessibility: Offer technology training and support to members who might face digital exclusion. Ensure that all digital platforms are user-friendly and accessible.
	<ul style="list-style-type: none"> • E-Learning and Training: Leverage e-learning platforms to provide members with flexible and accessible training programs, certifications, and skill development resources. 	<ul style="list-style-type: none"> • Cyber security Risks: The increased reliance on technology exposes the Institute and its members to cyber security threats, including data breaches and hacking. 	<ul style="list-style-type: none"> • Cyber security Measures: Implement robust cyber security protocols to safeguard member data and privacy. Educate members about best practices for online security.
	<ul style="list-style-type: none"> • Data Analytics and Insights: Utilize data analytics to gain 	<ul style="list-style-type: none"> • Rapid Technological Changes: Staying current with rapidly evolving 	<ul style="list-style-type: none"> • Agile Technology Adoption: Stay updated with emerging technologies by investing in ongoing

	insights into member preferences, behavior, and needs, enabling the customization of offerings and enhancing member satisfaction.	technologies can be challenging, potentially leading to outdated platforms and tools.	training and partnering with technology experts to guide adoption.
	<ul style="list-style-type: none"> • Virtual Networking and Collaboration: Use virtual platforms to facilitate networking, knowledge sharing, and collaboration among members, regardless of geographical locations. 	<ul style="list-style-type: none"> • Reduced Face-to-Face Interaction: Overreliance on virtual interactions might reduce opportunities for meaningful in-person networking and relationship-building. 	<ul style="list-style-type: none"> • Hybrid Approach: Maintain a balance between virtual and in-person events to cater to different preferences and ensure a diverse range of networking opportunities
	<ul style="list-style-type: none"> • Innovation Showcasing: Utilize technology to showcase industry innovations, new products, and cutting-edge research, positioning the Institute as a hub of industry progress. 	<ul style="list-style-type: none"> • Competition from Online Platforms: Online platforms and industry-specific websites might compete for members' attention and engagement, drawing them away from the Institute's offerings. 	<ul style="list-style-type: none"> • Value-Added Online Content: Create unique and valuable online content that members can't easily find elsewhere, solidifying the Institute's role as a trusted source of industry knowledge.
Legal	<ul style="list-style-type: none"> • Advocacy for Favorable Regulations: Collaborate with legal experts to advocate for 	<ul style="list-style-type: none"> • Changing Regulations: Rapid changes in laws and regulations can create uncertainty for members and 	<ul style="list-style-type: none"> • Regulatory Monitoring: Establish a regulatory monitoring system to stay updated on changes in laws and regulations, and promptly inform members.

	<p>regulations that support the industry's growth and address members' needs.</p> <ul style="list-style-type: none"> • Legal Education and Training: Offer members legal education and training programs • Industry Compliance Standards: Develop industry-specific compliance standards and guidelines that members can follow to ensure legal compliance in their operations. • Public Policy Engagement: Engage with policymakers and governmental bodies to contribute to the formation of laws and policies that benefit the industry. 	<p>require the professional body to provide updated guidance.</p> <ul style="list-style-type: none"> • Legal Liability: The Institute might be held liable for providing incorrect legal advice or guidance, leading to legal challenges and reputational damage. • Compliance Burden: Complex and evolving legal requirements can place a burden on members who need to ensure compliance, potentially affecting their engagement. • Litigation and Disputes: Members might face legal disputes, lawsuits, or conflicts that could impact their involvement with the professional body and their overall reputation. 	<ul style="list-style-type: none"> • Legal Resource Hub: Develop a centralized hub of legal resources, guides, and templates that members can access to address legal challenges. • Legal Advisory Services: Collaborate with legal experts to offer members access to advisory services, consultations, and workshops on legal matters. • Risk Management: Implement risk management strategies to mitigate legal liability, including clear disclaimers on legal advice and guidance provided. • Advocacy and Public Relations: Establish a strong advocacy program to actively engage with policymakers and influence legislation in the industry's favor.
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Ecological	<ul style="list-style-type: none"> • Sustainability Advocacy: Advocate for sustainable practices within the industry, promoting environmentally friendly processes and technologies. • Green Innovation: Encourage members to develop and adopt green technologies, fostering innovation that aligns with ecological sustainability. • Education on Environmental Impact: Offer educational programs to raise awareness among members about the ecological impact of their activities and how to minimize it. • Industry Environmental Standards: Develop and promote industry- 	<ul style="list-style-type: none"> • Environmental Regulations: Evolving and stringent environmental regulations could require members to make costly changes to their operations for compliance. • Negative Public Perception: Failure to address ecological concerns might lead to public criticism and damage the industry's reputation. • Resource Depletion: Ecological challenges like resource depletion can disrupt industry operations and potentially lead to shortages. • Loss of Biodiversity: Activities within the industry might contribute to biodiversity loss, which could have 	<ul style="list-style-type: none"> • Sustainability Integration: Integrate sustainability principles into the Institute's activities, events, and communications to set an example for members. • Education and Training: Develop educational resources and training programs that highlight the importance of ecological sustainability and how members can contribute. • Green Technology Promotion: Promote green technologies and practices within the industry, encouraging members to adopt more environmentally friendly solutions. • Advocacy for Balanced Regulation: Advocate for balanced environmental regulations that consider both ecological concerns and the practical challenges faced by the industry.
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	<p>specific environmental standards that members can follow to reduce their ecological footprint.</p> <ul style="list-style-type: none"> • Partnerships for Conservation: Collaborate with environmental organizations and agencies to contribute to conservation efforts and demonstrate the industry's commitment to sustainability. 	<p>negative ecological and reputational consequences.</p> <ul style="list-style-type: none"> • Climate Change Impact: Climate change effects, such as extreme weather events, could disrupt industry operations and supply chains. 	<ul style="list-style-type: none"> • Partnerships for Conservation: Collaborate with environmental NGOs and agencies on conservation initiatives, showcasing the industry's commitment to ecological well-being.
Regulatory	<ul style="list-style-type: none"> • Develop the IHRM regulations to govern the operations of the Institute in achieving its mandate 	<ul style="list-style-type: none"> • Inadequate Regulations may hinder the achievement of the Institutes mandate 	<ul style="list-style-type: none"> • Develop the regulations to guide in undertaking the mandates of the Institute.

3.2 Internal Environment

The Institute conducted a situation analysis of the internal environment (strengths and weaknesses) to establish the factors impacting its work. The main areas of focus were; Governance and administrative structures, the internal business processes, and the available resources and capabilities. The Institute will purpose to minimize the effect of its Weaknesses while at the same time enhancing its Strengths. The results are summarized in Table 3.2.

3.2.1 Governance and Administrative Structures

The governance and administrative structure of the Institute of Human Resource Management (IHRM) is designed to ensure effective oversight, representation, and

leadership. At the apex of this structure is the Council, serving as the highest organ responsible for providing oversight over the IHRM Secretariat. The Council plays a pivotal role in representing the interests of members and the government, offering strategic guidance, and exercising overall leadership. Operating per the *Mwongozo* code for public agencies, the Council employs committee-based approach to facilitate its functions. These committees play a crucial role in delving into specific areas, ensuring a comprehensive and informed decision-making process within the organization. On an annual basis, a leadership summit comprising of key stakeholder groups will meet to provide feedback mechanisms on the implementation of IHRM programmes and projects.

The IHRM Secretariat is headed by the Executive Director, who serves as the Secretary to the Council. This leadership role entails overseeing the daily operations and implementing resolutions made by the Council. The Executive Director is instrumental in translating the strategic vision set by the Council into tangible actions. Within the Secretariat, key departments have been established to streamline operations. These departments include HR and Member Services, responsible for managing human resources and providing services to members; Corporate Affairs and Communication handling communication and stakeholder engagement matters and Operations (Shared Services), responsible for the efficient delivery of services. This governance and administrative framework ensure that IHRM operates with transparency, efficiency, and a clear focus on its mission and objectives.

3.2.2 Internal Business Processes

The Internal Business Processes factor encompasses several key aspects aimed at enhancing the organization's functionality and impact. It emphasizes a diverse range of professional development opportunities and member engagement facilitated through events, forums, and conferences, which collectively contribute to elevating professional credibility within the field. However, the factor highlights challenges such as the lack of integration between research and practice, inconsistent monitoring of ethical compliance, and a fragmented approach to forming partnerships.

3.2.3 Resources and Capabilities

The Resources and Capabilities factor addresses critical elements that contribute to the IHRM's effectiveness and sustainability. It underscores financial transparency and accountability, crucial for maintaining trust among members and partners. The availability of skilled trainers, a diverse team with varied expertise, and online platforms for member engagement enhances the organization's capacity to deliver quality programs and services. Despite these strengths, challenges such as inadequate contingency planning, and limited talent development initiatives are identified.

3.2.4 Summary of Strengths and Weaknesses

Strengths are the capabilities and resources that give the Institute a competitive

advantage and which can be utilized to make the greatest impact while weaknesses are constraints that the Institute faces within its internal operational environment. This section encompasses a multifaceted approach to enhancing the organization's operations. Noteworthy strengths include a clear hierarchical structure and leadership, which promotes effective decision-making, and well-defined roles and responsibilities that contribute to operational clarity. Compliance with legal and regulatory requirements ensures adherence to standards, while regular stakeholder communication and collaboration with industry partners foster a robust network.

Leveraging on technology optimizes operations and facilitates member engagement, while opportunities for networking and learning enhance professional credibility. However, areas for improvement include the need for more inclusive decision-making, overcoming bureaucracy for faster responsiveness, and fostering adaptability to changes. Further, diversifying funding sources, allocating resources for innovation, integrating research and practice, and enhancing member services' personalization is essential for growth. Addressing weaknesses, such as over-dependence on specific revenue streams, bolstering contingency planning, enhancing talent development programs, and improving system integration, is crucial.

Table 3.2: Summary of Strengths, Weaknesses and Strategic Responses

Factor	Strengths	Weaknesses	Strategic Responses
Governance and Administrative Structures	<ul style="list-style-type: none"> • Clear hierarchical structure and leadership • Well-defined roles and responsibilities • Compliance with legal and regulatory requirements • Regular communication with stakeholder • Collaboration with industry stakeholders • Utilization of technology for operations • Opportunities for networking and learning 	<ul style="list-style-type: none"> • Inadequate inclusivity in decision-making • Inflexibility in adapting to changes • Limited diversification of funding sources • Inadequate resource allocation for research and innovation 	<ul style="list-style-type: none"> • Promote diversity in leadership and decision-making • Streamline administrative processes for efficiency • Develop a culture of adaptability and innovation • Explore partnerships for diversified funding • Allocate budget for research and innovative projects
Internal Business Processes	<ul style="list-style-type: none"> • Integrated financial, human resources and 	<ul style="list-style-type: none"> • Lack of integration 	<ul style="list-style-type: none"> • Strengthen ethical oversight and

Factor	Strengths	Weaknesses	Strategic Responses
	<p>logistics management</p> <ul style="list-style-type: none"> • Diverse range of professional development • Member engagement through events and forums • Collaborations with academia and industry • Strategic alliances with industry stakeholders 	<p>between research and practice</p> <ul style="list-style-type: none"> • Inconsistent monitoring of ethical compliance • Fragmented approach to partnerships • Insufficient feedback loop for process improvement • Lack of differentiation on provision of member services 	<p>reporting mechanisms</p> <ul style="list-style-type: none"> • Develop partnership engagement strategy • Regular process reviews for their optimization • Implement personalized support based on member needs • Undertake regular surveys to gather member feedback
Resources and Capabilities	<ul style="list-style-type: none"> • Financial transparency and accountability • Skilled trainers and facilitators for programs • Diverse skills and expertise within the IHRM • Online platforms for member services and communication • Trust and credibility among members and partners • Collaborative projects for mutual benefits 	<ul style="list-style-type: none"> • Overdependence on membership and training fees for revenue • Insufficient contingency planning • Limited talent development programs • Lack of integration between systems • Reliance on a few key strategic alliances • Inadequate IT security measures 	<ul style="list-style-type: none"> • Diversify revenue sources through Government funding, partnerships, and sponsorships • Develop a robust contingency plan for financial uncertainties • Implement mentorship and training for career progression • Integrate systems for seamless data sharing and reporting • Foster relationships with a diverse range of industry stakeholders • Strengthen cyber

Factor	Strengths	Weaknesses	Strategic Responses
			security to safeguard sensitive information

3.3 Stakeholder Analysis

The Institute interacts with many internal and external stakeholders in the process of carrying out its function. Stakeholders are individuals and organizations that influence or are impacted upon by the operations of the Institute. Stakeholders can either provide opportunities for the institute to enhance its efficiency and effectiveness or present threats that may have a significant impact on the implementation of the Strategic Plan. Stakeholder Analysis allows the Institute to have insights on the expectations of stakeholders. The analysis assessed the interests and expectations of the Institute from its stakeholders. This involved taking an inventory of all parties that have a stake in the work of the institute. Table 3.3 shows the results of the stakeholder analysis by outlining the expectations that each stakeholder cluster has on the institute in the discharge of its mandate and what the institute expects from them.

Table 3.3: Stakeholder Analysis

S/N o.	Stakeholder	Functional Relationship	Role	Expectation of the Stakeholder	Expectation of the Organization
1	Staff	<ul style="list-style-type: none"> Implementation of tasks to achieve the mandate of the organization 	<ul style="list-style-type: none"> Coordinate tasks and activities for operational efficiency in line with their job roles 	<ul style="list-style-type: none"> Competitive remuneration Capacity building Conducive working environment Commitment to staff welfare Opportunities for career growth and progression Recognition 	<ul style="list-style-type: none"> Commitment, professionalism, and productivity Uphold existing laws and policies Provide prompt, effective, and efficient service to customers Confidentiality

S/N o.	Stakeholder	Functional Relationship	Role	Expectation of the Stakeholder	Expectation of the Organization
				for performance	
2	Members	<ul style="list-style-type: none"> Compliance with the requirements of the HRMP Act No.52 of 2012 	<ul style="list-style-type: none"> Support Institute's initiatives Provide input. 	<ul style="list-style-type: none"> Provide professional guidance Protect members from victimization by the employer Enhance Member welfare Develop relevant policies and regulations 	<ul style="list-style-type: none"> Alignment with organizational mission Informed decision-making, Members' satisfaction.
3	National Government	<ul style="list-style-type: none"> Regulatory oversight and policy influence. 	<ul style="list-style-type: none"> Set policies, and regulations, and enforce compliance . 	<ul style="list-style-type: none"> Compliance with policies and regulations Equitable treatment for all Adherence to the organization's mandate Prudent use of resources 	<ul style="list-style-type: none"> Funding Effective implementation of policies Cooperation in achieving government objectives.
4	Salaries and Remuneration Commission	<ul style="list-style-type: none"> Set remuneration standards and guidelines. 	<ul style="list-style-type: none"> Establish fair remuneration for public servants. 	<ul style="list-style-type: none"> Compliance with remuneration guidelines Fair and timely compensation for public servants. 	<ul style="list-style-type: none"> Transparent and fair compensation practices Adherence to established guidelines.
5	Development	<ul style="list-style-type: none"> Financial 	<ul style="list-style-type: none"> Provide 	<ul style="list-style-type: none"> Effective use 	<ul style="list-style-type: none"> Transparent

S/N o.	Stakeholder	Functional Relationship	Role	Expectation of the Stakeholder	Expectation of the Organization
	nt Partners	and technical support for projects.	resources for development initiatives.	of resources <ul style="list-style-type: none"> • Successful project outcomes Alignment with development goals. 	use of resources <ul style="list-style-type: none"> Achieving development milestones, Cooperation in projects.
6	Civil Society	<ul style="list-style-type: none"> • Advocacy and representation of public interests. 	<ul style="list-style-type: none"> • Advocate for fair labor practices and rights. 	<ul style="list-style-type: none"> • Fair labor practices • Employee rights are protected • Transparency in organizational actions. 	<ul style="list-style-type: none"> • Support for workers' rights • Awareness of societal concerns Responsible business practices.
7	Parliament	<ul style="list-style-type: none"> • Legislation and oversight. 	<ul style="list-style-type: none"> • Enact labor laws and provide legislative oversight. 	<ul style="list-style-type: none"> • Enactment of just labor laws • Proper oversight Representation of public interests. 	<ul style="list-style-type: none"> • Alignment with societal needs Effective Governance • Addressing labor issues through laws.
8	Attorney General	<ul style="list-style-type: none"> • Legal advice and representation. 	<ul style="list-style-type: none"> • Provide legal guidance and representation. 	<ul style="list-style-type: none"> • Compliance with legal requirements • Legal protection for employees • Fair treatment in legal matters. 	<ul style="list-style-type: none"> • Adherence to legal standards • Protection from legal disputes Upholding ethical conduct.
9	Public Service Commission	<ul style="list-style-type: none"> • Oversight of public service employment . 	<ul style="list-style-type: none"> • Oversee public service recruitment and policies. 	<ul style="list-style-type: none"> • Transparent and fair recruitment • Adherence to public service 	<ul style="list-style-type: none"> • Professionalism in public service • Efficient and effective governance

S/N o.	Stakeholder	Functional Relationship	Role	Expectation of the Stakeholder	Expectation of the Organization
				<ul style="list-style-type: none"> values Employee development 	<ul style="list-style-type: none"> Employee satisfaction.
1	Professional Bodies and Associations	<ul style="list-style-type: none"> Set standards and provide professional guidance. 	<ul style="list-style-type: none"> Set industry standards and offer professional advice. 	<ul style="list-style-type: none"> Upholding professional ethics Continuous learning Maintaining industry reputation. 	<ul style="list-style-type: none"> Adherence to professional standards Professional development Industry growth.
1	Judiciary	<ul style="list-style-type: none"> Legal interpretation and dispute resolution. 	<ul style="list-style-type: none"> Interpret labor laws and resolve legal disputes. 	<ul style="list-style-type: none"> Fair legal treatment Protection of rights Timely resolution of disputes. 	<ul style="list-style-type: none"> Interpretation of labor laws Access to justice Uphold the rule of law.
1	Trade Unions	<ul style="list-style-type: none"> Worker representation and advocacy. 	<ul style="list-style-type: none"> Represent worker interests and negotiate. 	<ul style="list-style-type: none"> Improved working conditions Fair wages Protection of labor rights Active involvement in decision-making. 	<ul style="list-style-type: none"> Consideration of workers' needs Constructive engagement Harmonious workplace relations.
1	Media	<ul style="list-style-type: none"> Information dissemination and public opinion influence. 	<ul style="list-style-type: none"> Report on HR issues and shape public perception. 	<ul style="list-style-type: none"> Accurate reporting Awareness of HR and labor conditions Influence in shaping public opinion. 	<ul style="list-style-type: none"> Transparency in communication Fair portrayal of the organization Public trust.
1	Public	<ul style="list-style-type: none"> Stake in 	<ul style="list-style-type: none"> Expect fair 	<ul style="list-style-type: none"> Fair 	<ul style="list-style-type: none"> Addressing

S/N o.	Stakeholder	Functional Relationship	Role	Expectation of the Stakeholder	Expectation of the Organization
		societal and labor conditions.	treatment and societal benefits	employment practices • Safe products/services Positive societal impact.	societal concerns providing quality products/services, responsible corporate behavior.
1	County Governments	<ul style="list-style-type: none"> Local governance and policy implementation. 	<ul style="list-style-type: none"> Implement and adapt labor policies locally. 	<ul style="list-style-type: none"> Adapted labor policies Local economic growth Alignment with county needs. 	<ul style="list-style-type: none"> Effective governance at the local level Improved labor conditions, Economic development
1	Industry Partners	<ul style="list-style-type: none"> Collaborative relationships for industry growth. 	<ul style="list-style-type: none"> Contribute to industry development and standards. 	<ul style="list-style-type: none"> Skilled professionals Collaboration on research for industry transformation Industry growth innovation Adherence to industry standards and regulations. 	<ul style="list-style-type: none"> Collaboration for industry advancement Adherence to standards Mutual benefit.
1	Suppliers	<ul style="list-style-type: none"> Provide goods and services for organizational needs. 	<ul style="list-style-type: none"> Supply goods/services needed for operations. 	<ul style="list-style-type: none"> Reliable supply Quality products/services Adherence to agreements. 	<ul style="list-style-type: none"> Timely delivery Quality products/services Stable supply chain.

3.4 Analysis of Past Performance

This section provides an in-depth analysis of the Institute's key achievements, challenges, and lessons learnt during the implementation of the Strategic Plan (2020-2023).

3.4.1 Key Achievements

The key achievements during the period under review include:

- a) **Gazettement of the Human Resource Management Professional Code of Conduct:** To provide clear parameters on the acceptable principles, behavior, credibility and to promote a culture that places great value on upholding the highest ethical standards for the HR profession in the country, the Institute Gazetted the Human Resource Management Professional Code of Conduct.
- b) **Development of the Draft Human Resource Management Professional Act (Amendment) Bill** that was discussed by the 12th Parliament, Justice and Legal Affairs Committee (JLAC).
- c) **Issuance of compliance letters:** The pursuit of regulatory adherence and ethical standards within various sectors of governance and business operations has been advanced through a proactive approach involving the issuance of compliance letters. This strategic initiative entails the distribution of compliance letters to an extensive array of recipients, encompassing government departments, county governments, and private institutions. By leveraging this mechanism, a multi-faceted drive towards fostering and reinforcing compliance has been engendered.
- d) **Formulation of policies:** Throughout the reviewed period, the Institute has formulated and put into effect a range of policies, encompassing Finance, Procurement, ICT, and HR manuals, as well as a Service Charter and Council Charter.
- e) **Enhanced the registration process:** The enhancement of the registration process has bolstered member services through the implementation of a user-friendly portal. This platform empowers members to seamlessly navigate end-to-end procedures. This advancement has yielded gains in efficiency, service quality, and overall customer satisfaction. Furthermore, it has positioned us to successfully align with governmental mandates for the digitization of processes.
- f) **Continuing Professional Development (CPD) programs:** The Institute provided high-quality Continuing Professional Development (CPD) programs

that are aligned with market demands, ensuring accessibility to participants. These programs are enriched by the involvement of skilled and proficient facilitators who engage participants effectively. During the review period, the Institute developed and issued Ninety-One (91) CPD programs and trained 6,825 people.

g) Establishment and Management of beneficial initiatives: Elevated the well-being of members through the establishment and management of beneficial initiatives, including the Huduma HR Sacco and a dedicated Member Welfare Fund. The Huduma HR Sacco provides members with a platform to access financial services, enabling them to save, invest, and secure loans under a cooperative framework.

h) Conducted Human Resources Audits: Engaging in consultancy services specialized in conducting Human Resources (HR) audits within county governments. So far six (6) Counties have undergone a comprehensive HR Audit. These services entail a comprehensive assessment of the HR practices and processes implemented within the county administration.

i) Organized HR circle of Excellence Awards: The Institute organized HR circle of excellence awards annually since the year 2019 to promote HR excellence by rewarding and recognizing community-focused organizations, NGOs, INGOs, county governments, Government ministries, State departments, Commissions, and Corporations, Institutions of learning such as public universities, colleges, technical institutes, listed companies, businesses and other private entities for their ground-breaking efforts.

j) Strategic Partnerships: The institute has partnered with Council of governors, Chiromo Hospital Group, Agricultural Employers Association and Strathmore University among others to tap into a rich tapestry of perspectives, skills, and experiences, thus cultivating a fertile ground for innovation, growth, and lasting impact.

3.4.2 Challenges

The Institute faced the following challenges during the review period;

- i. Administrative capacity mainly due to inadequate human resources, manual systems of operation, weak internal accountability systems;
- ii. Inadequate resources to implement the vast mandate as provided in the HRMP Act;
- iii. Delays in reviewing the HRMP Act due to the end of parliaments cycle; and
- iv. The COVID-19 pandemic and its impact hurt the operations of the Institute as well as its revenue generation capability thereby affecting the planned implementation of several activities of the Strategic Plan (2020 – 2023).

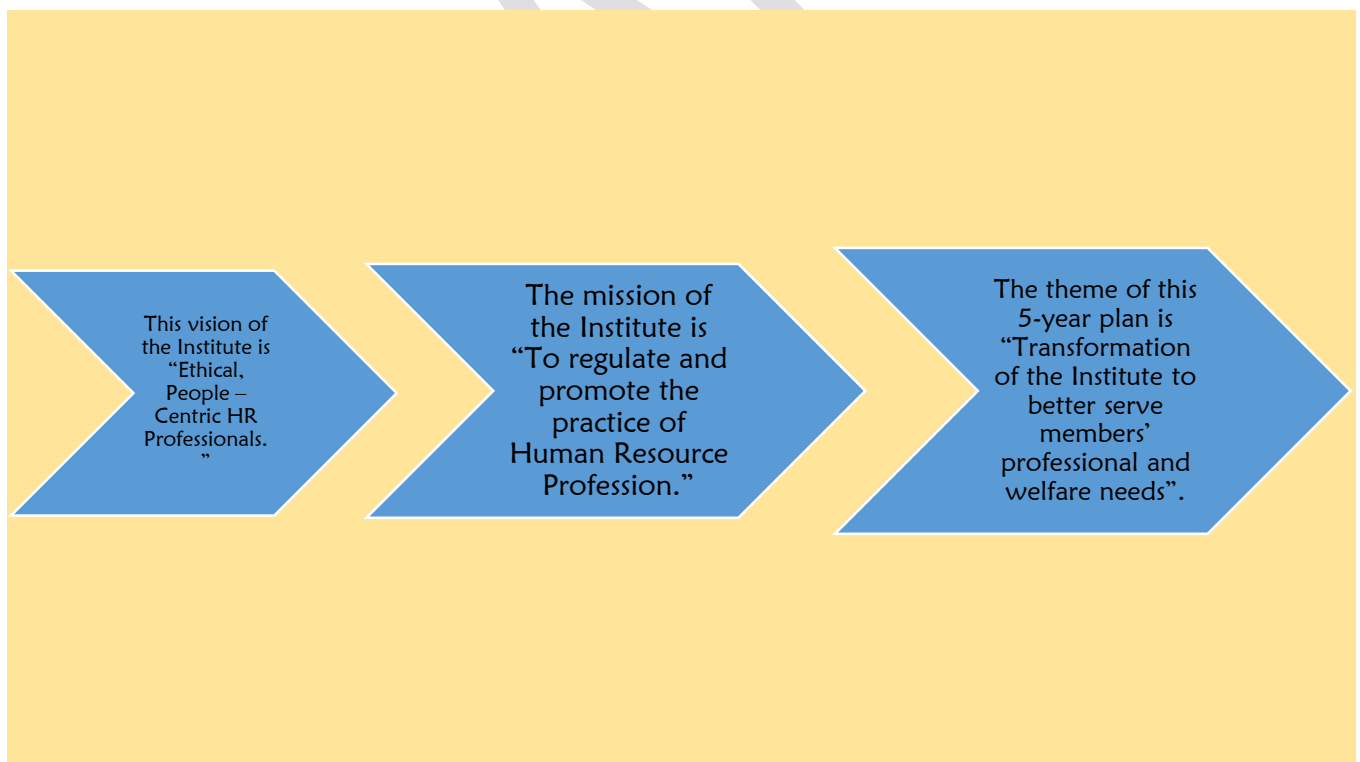
3.4.3 Lessons Learnt

- i. Legislation is important in the enforcement of the Code of Conduct for the Practice of Human Resources Management professionals in Kenya;
- ii. Continually engaging and advancing value propositions for the members create solidarity in advancing the course of the HR practice;
- iii. Collaborating with other professional bodies is important in advancing learning, professional developments and achievement of IHRM goals;
- iv. Rapid advancement of digital technology and the internet has transformed online platforms which has created shift from the traditional ways of working; and
- v. COVID – 19 brought about a paradigm shift in work schedules bringing about the working from home systems.

CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.0 Overview

This chapter extracts the strategic issues that IHRM must deal with in order to forge a paradigm shift in its approach to meeting the need of all its stakeholder. The strategic issues will be addressed through aiming at achieving the envisioned strategic goals and key results areas of the Institute. The strategic linkage between the IHRM vision, mission, core values, strategic goal and objectives is intended to bring coherence and consistency in the implementation of the IHRM mandate and satisfies the vertical and horizontal logic of a good plan. The vision and the mission are tied at the lintel line by the theme of this Plan. The entire roof is supported by concrete strategic pillars, which provide the strategic objectives of the Plan. The strength of the Institute's superior structure and framework cannot be better than its foundation. The Institute has chosen its strongest foundation to be its shared values, to which every member of the Institute Community subscribes. This framework describes in summary the structure under which the Institute will establish itself for the next 5-year journey of transforming the Institute to better serve members.



4.1 Strategic issues

The Institute has the following strategic issues to grapple with in order to meet its mandate as provided for in the IHRM Act, 2012:

- i. Expansion of membership for registered HR Professions in Kenya in line with the IHRM Act, 2012;
- ii. Promotion of ethics and governance culture in the HR Profession;
- iii. Enhancement of regulation of the HR Professionals;
- iv. Research-based public policy formulation and advisory on key HR management, labour policies, and standards; and
- v. Strengthen the IHRM organizational effectiveness and efficiency for a sustainable institute able to regulate, register, promote, and protect Members.

Table 4.1: Strategic Goals

	STRATEGIC ISSUE	STRATEGIC GOAL
1	Expansion of membership for registered HR Professions in Kenya in line with the HRMP Act, 2012	Increased Membership and satisfaction levels.
2	Promotion of ethics and governance culture in the HR Profession	Enhanced HR professionals' development
3	Enhancement of regulation of the HR Professionals	Ethical and compliant HR professionals/Profession.
4	Research based public policy formulation and advisory on key HR management, labour policies and standards	Evidence based HR management policies and advisories
5	Strengthen the IHRM organizational effectiveness efficiency for a sustainable institute able to regulate, register, promote and protect Members	Organizational effectiveness and efficiency

4.2 Key Result Areas

The Institute will implement five key result areas namely:

1. Compliance with HRMP Act;
2. Strengthening Member Services and Welfare;
3. Credible Information and Knowledge on Human Resource Management;
4. Development of HR Professionals /Profession; and
5. Institutional Sustainability and Growth.

KRA 1: Compliance with HRMP Act, 2012

This key result area centers on ensuring strict adherence to the Human Resource Management Professional (HRMP) Act. Its primary goal is to establish and maintain organizational practices and procedures in full compliance with the legal framework, guidelines, and regulations outlined in the HRMP Act.

KRA 2: Strengthening Member Services and Welfare

Focusing on enhancing the experiences of members, this key result area aims to bolster member services and welfare initiatives. The objective is to provide HR professionals with valuable resources, support networks, and opportunities for professional development.

KRA 3: Credible Information and Knowledge on Human Resource Management

This area revolves around the dissemination of accurate, up-to-date, and credible information related to Human Resource Management (HRM). The primary objective is to be a reliable source of knowledge, research, and insights in the HRM field.

KRA 4: Development of HR Professionals /Profession

Centered on elevating the capabilities of HR professionals and the HR profession as a whole, this key result area seeks to foster continuous growth and improvement. Its goal is to provide tailored training, development programs, and opportunities for skill and competency enhancement.

KRA 5: Institutional Sustainability and Growth

This area concentrates on ensuring the long-term viability and expansion of the organization. It encompasses strategic planning, resource allocation, and effective governance to support the institution's stability and growth over time.

Table 4.2: Strategic Issues, Goals and Key Result Areas

	Strategic Issue	Goal	KRAs
1	Enhancement of regulation of the HR Professionals	Ethical and compliant HR professionals /Profession.	KRA 1: Compliance with HRMP Act, 2012
2	Expansion of membership for registered HR Professions in Kenya in line with the HRMP Act, 2012	Increased Membership and satisfaction levels.	KRA 2: Strengthening Member Services and Welfare.

3	Research based public policy formulation and advisory on key HR management, labour policies and standards	Evidence based HR management policies and advisories	KRA 3: Credible information and knowledge on Human Resource Management.
4	Promotion of ethics and governance culture in the HR Profession	Enhanced HR professionals' development	KRA 4: Development of HR Professionals /Profession.
5	Strengthening of the IHRM organizational effectiveness and efficiency	Organizational effectiveness and efficiency	KRA 5: Institutional Sustainability and Growth

CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

5.0 Overview

Institute of Human Resource Management (IHRM) provides membership services, regulation of the HR profession, HR education and training, members' branch networks and mobilization of resources to achieve its strategic objectives. The Strategic Plan 2023-2028 is the third Plan to be prepared and implemented and takes into consideration the success of the prior strategic plans including taking deliberate measures to address lessons learnt in the past as well as the government agenda espoused in the BETA.

5.1 Performance Projections

The Institute has planned to put in place valuable tools that show a digital completion of analysis, projection, revenue, expenditures and budget to help provide an overview of its institutional performance. The performance report would include graphic elements such as charts, graphs, tables, and statistical data to offer both informational and visual status. The information would be collected, analyzed and communicated to all stakeholders to enable accurate and timely decision making for future planned activities by the Institute.

Performance projection report would be critical to the Institute by serving as a benchmark for new activities, marketing, planning and budgeting needs. The internal performance report forms a strong base for preparing the external reports and documents as the information is already consolidated. In addition to this, the performance projection reports are expected to improve communication channels within the Institute by sharing transparent information with all stakeholders thereby keeping a record of the Institute strategic plan implementation.

Table 5.1: Projection of KRAs

KRA	Year 1	Year 2	Year 3	Year 4	Year 5
KRA 1: Compliance with HRMP Act	49.668%	58.516%	67.364%	76.212%	85.06%
KRA 2: Strengthening Member Services and Welfare	68.4%	73.8%	79.2%	84.6%	90%
KRA 3: Credible information and Knowledge on Human Resource Management	5	5	5	5	5
KRA 4: Development of HR Professionals /Profession	8,643	10,233	11,823	13,413	15,003
KRA 5: Institutional Sustainability and Growth	100%	100%	100%	100%	100%

5.2 Strategic Objectives

- i. To promote compliance with the HRMP Act (2012) for enhanced professionalism and ethical conduct.
- ii. To Establish HR Professional Welfare fund.
- iii. To engage in public policy formulation and advisory on Best HR Practices.
- iv. To conduct HR research and engage in consultancy to support the growth of public and private sector.
- v. To strengthen IHRM institutional capacity

5.3 Strategic Choices

The institute is desirous of meeting its goals, KRAs and the above strategic objectives through robust implementation mechanisms that will be put in place. The implementation of this Plan requires critical analysis of strategic choices that will be required to be made taking into consideration the IHRM SWOT and PESTEL& R analysis. Table 5.2 provides the strategic choices that the Institute will take to meet its mandate.

Table 5.2: Strategic Objectives and Strategies

KRA	Strategic Objective(s)	Strategies
KRA 1: Compliance with HRMP Act.	To promote compliance with the HRMP Act, 2012 for enhanced professionalism and ethical conduct.	<ul style="list-style-type: none">• Promote ethics and governance culture in the HR Profession• Enhance compliance• Protect members operating within the provisions of the HRMP Act.• Review the HRMP Act 2012• Develop relevant regulations• Provide road map for the development of standards• Participate in national debates on policy formulation. Create awareness on newly established standards.

KRA	Strategic Objective(s)	Strategies
KRA 2: Strengthening Member Services and Welfare.	To Establish HR Professional Welfare fund	<ul style="list-style-type: none"> • Automation of registration processing • Provision of quality and accessible CPD programs • Promote Huduma HR SACCO Operations • Establishment and management of the fund. • Establish an association to promote members' Association • Establish mechanism to manage expected change • Establish protection mechanisms for HR Professionals • Empower branch network for efficient service delivery.
KRA 3: Credible information and Knowledge on Human Resource Management. Stakeholders.	To conduct HR research and engage in consultancy to support the growth of public and private sector	<ul style="list-style-type: none"> • Engage in public policy formulation and advisory on Best HR Practices • Establish a research and publishing unit • Establish a consultancy unit • Establish digital platforms for delivery of HR Professionals
KRA 4: Development of HR Professionals /Profession	To engage in public policy formulation and advisory on Best HR Practices	<ul style="list-style-type: none"> • Engage in advocacy and lobbying • Collaborate with relevant stakeholders to leverage on individual strengths • Promote ethics and governance culture in the HR Profession
KRA 5: Institutional Sustainability and Growth	To strengthen IHRM institutional capacity	<ul style="list-style-type: none"> • Diversify IHRM revenue streams • Prudent utilization of resources • Establish internal audit • Enhance Risk Management • Strengthen the institute's Institutional capacity • Establish rewards and sanctions. • Leverage on ICT for enhanced service delivery • Strengthen Corporate Governance

KRA	Strategic Objective(s)	Strategies
		<ul style="list-style-type: none"> • Enhance Efficiency and effective institute operations • Enhance employee productivity and effectiveness • Enhance communication and stakeholder engagement

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CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

6.0 Overview

This Chapter highlights how the strategic plan will be implemented through the operationalization of the implementation plan, action plan, annual work plans, budgeting and performance contracting. It also highlights the principles of the organization structure, Staff Establishment, Business Process Re-engineering and Risk Analysis & Mitigation Measures.

6.1 Implementation Plan

The Institute will implement the strategic plan through the development of an elaborate action plan. The action plan gives the strategic objectives of each Key Result Area with well-defined Annual Targets, Annual Budgets and Responsibility for execution of the activities. The concept of Performance Contracting will also be deployed in operationalizing the Strategic Plan. Table 6.1 in the Annex provide a detailed implementation plan for the Strategic Plan.

6.2 Annual Work plan and Budget

The Institute will develop Annual Work plan for each Financial Year of the Plan period. It will further be cascaded to departmental and individual work plans. The Work plans will be costed based on corresponding activities and available budget.

In accordance with the State Corporations Act, Cap. 446, Sections 11 and 12 and the Public Finance Management Act, 2012 (PFMA), Section 68, State Corporations and Semi-Autonomous Government Agencies (SAGA) are required to prepare and submit their budget proposals to the Parent Ministry and the National Treasury and Economic Planning attest by end of January each year for the projected revenue and expenditure proposed to be incurred in the succeeding financial year.

The Institute will prepare and submit annual budget and Medium-Term projections in line with the guidelines issued by the National Treasury and Economic Planning and submit to the Ministry of Public Service, Gender and Affirmative Action and the National Treasury and Economic Planning by 31st January, every year. In addition, the institute will enhance cost control measures with the aim of delivering services in the most cost-effective manner by entrenching prudent financial management practices in planning.

6.3 Performance Contracting

The Performance Contract establish a basis for ensuring that efficient and effective services are delivered to Kenyans in line with the provisions of the Constitution. IHRM commits to adopting systems that enable innovativeness and adaptability of public services to the needs of users through automation and on-boarding of services on the e-citizen platform. The Performance Contract represents the basis for continuous performance improvement that meets the needs and expectations of the Kenyan people.

Institute of Human Resource Management will develop and implement Performance Contracts annually in line with the Performance Contracting Guidelines. In addition, the Institute will submit quarterly and annual performance reports online in the prescribed format to the designated agencies as specified in the Performance Contracting Guidelines for the purpose of monitoring progress and annual performance evaluation.

6.4 Coordination Framework

Human Resource Management Professionals Examinations Board (HRMPEB) is an institution under the Institute of Human Resource Management. The institute is mandated with appointment of four (4) board members of HRMPEB.

6.5 Institutional Framework

The implementation of the Strategic Plan will be premised on a robust structure with clear hierarchy, roles, responsibilities, and reporting relationships. The Management Structure to implement the strategic plan will comprise three technical departments

namely: Department of the Registration, Licensing and Member welfare, Compliance, Enforcement and Accreditation, Communication and Stakeholder Engagement and Research, Strategy and Quality Assurance.

The technical directorates will be supported by the Corporate Services Directorate. The Executive Director will be the accounting officer of the Institute and will provide leadership in the organization, control and management of its operations. The established Corporation Secretary will report functionally to the Executive Director and administratively to the IHRM Council while the internal audit will report directly to the IHRM Council and administratively to the Executive Director.

Office of the Secretary/Executive Director

The Secretary/Executive Director shall be the chief executive and accounting officer of the Institute and will be responsible for the day-to-day administration of the affairs of the Institute.

The Technical departments and their roles are as follows.

a) Department of the Registration, Licensing and Member Welfare

The department is established pursuant to sections 18 (3) (a), 29 (2) and 6 (1) (k) of Human Resource Management Professionals Act No. 52 of 2012. The department is responsible for registration and licensing of members and member welfare. Maintenance of member register, Promote and protect the welfare and interests of the human resources profession and Receive applications for registration and grant practicing certificates in accordance with the provisions of the Act.

b) Department of the compliance, enforcement and accreditation

The department is established pursuant to sections 6(1)(g), 6(1)(j), 18(3)(b), and 40-43, and 44(c) of Human Resource Management Professionals Act No. 52 of 2012. The department is responsible for Compliance & Enforcement, Continuous Professional Development & Accreditation for Human Resource Professionals. It is also responsible for managing Disciplinary and Professional Ethics for Human Resource Professionals.

c) Department of Communication and Stakeholder Engagement

The department is established pursuant to sections 6 (1) (e, f & l) of Human Resource Management Professionals Act No. 52 of 2012. The department is responsible for communication and stakeholder engagement. Develop policies, strategies and programs on communication, Sensitization and stakeholder engagement within the provisions of the Act and advise the institute on matters relating to communication and stakeholder engagement.

d) Department of Research, Strategy & Quality assurance

The department is established pursuant to section 6 (1) (a), (c) & (d) of Human Resource Management Professionals Act No. 52 of 2012. The department will establish, monitor

and publish the standards of professional competence and practice amongst Human Resource Professionals. It will also ensure that the Institute adopts and implements effective strategies for policy formulation, Research, Quality Assurance, Coordination of risk management and Performance Management.

The technical departments will be supported by a corporate service directorate that will comprise three Divisions namely: Human Resource & Administration, Finance and Accounts; and Information Communication and Technology. There will be two stand-alone Divisions reporting directly to the Executive Director; Supply Chain Management and Legal Services. The functions of the audit unit will also be included in this section. The key functions of the departments/divisions are as follows;

a. Human Resource & Administration Division

The Division has the responsibility to effectively manage the human resources of the IHRM implementation of appropriate Policy guidelines. Among other initiatives, the Directorate implements strategies for optimal utilization of human resource to enhance productivity and efficiency at all levels of the Committee. The strategies employed in this regard include; effective human resource planning, succession management, payroll management, employee motivation and the promotion of best practices in human resource management.

The Administrative Division will provide overarching support services for the effective implementation of the Committee's mandate. The support is in the areas of facility management and logistical services. To this end, the Division will manage the physical infrastructure, employee work environment and safety, and records management.

b. Finance and Accounts Department

The Department is responsible for prudent financial management as required under the Public Finance Management Act, 2012 through application of sound principles, systems and techniques in accounting. It is also in charge of budgetary control as well as preparation of the IHRM annual financial statements. To fully fund the strategic plan, the Department is also responsible for growing the IHRM financial resource base and enhancing efficiency in the mobilization and utilization of resources for the Institute.

c. Supply Chain Management Division

The department's role is to coordinate all procurement and management of inventories through: undertaking procurement planning; contract management; asset and inventory management and; disposal of assets for the IHRM.

d. Information Communication Technology (ICT) Division

The department is responsible for the creation of an appropriate Information Communication Technology environment to support the effective and efficient execution of the mandate of IHRM. The department will develop and implement ICT

related policies, guidelines, standards and procedures as well as advise the IHRM on new and emerging technologies, innovations and ICT related risk management strategies.

e. Internal Audit Unit

The Internal Audit Unit's role is to offer independent and objective assurance designed to enhance institutional risk management, controls and governance processes in the Institute. The division is also responsible for spearheading good corporate Governance practices and enhancement of the internal control systems to promote efficiency and effectiveness in service delivery within IHRM.

6.6 Staff Establishment, Skills Set and Competence Development

The Institute's authorized establishment is 25 against an in-post of 21. The shortfall of staff for the Institute is 4. The proposed optimal staffing levels to facilitate effective and efficient service delivery in the Institute is 49.

Table 6.1: Current Staff Establishment

S/No	Designation	Job Grade IHRM	Approved Establishment (A)	Optimal Staffing Levels (B)	In post (C)	Variance D=(B-C)
Office of the Executive Director						
1.	Executive Director	1	1	1	1	0
2.	Executive Assistant	7	1	1	0	1
Total			2	2	1	1
Finance						
1.	Manager Finance	3	1	1	1	0
2.	Accountant	4	1	1	1	0
3.	Accounting and Finance Assistant	5	1	1	0	1
Total			3	3	2	1
Internal auditor						
1.	Internal auditor	3	1	1	0	1
Total			1	1	0	1
Operations (Shared Services)						
1.	Head of operations and shared services	2	1	1	1	0
2.	ICT officer	5	1	1	0	1
3.	Procurement Officer	5	1	1	0	1
4.	Operations officer	5	1	1	1	0
5.	Front Office Assistant	7	2	2	2	0
6.	Driver/Liaison Assistant	8	1	1	1	0
Total			7	7	5	2

Human Resource and Membership Services						
1.	Head of HR and Membership Services	2	1	1	0	1
2.	Manager Training Membership and Registration	3	1	1	1	0
3.	HR Officer	5	1	1	0	1
4.	Manager Compliance and Regulatory Affairs	3	1	1	0	1
5.	Welfare Officer	5	1	1	1	0
6.	Membership Registration Officer	5	1	1	1	0
Total			6	6	3	3
Corporate Affairs and Communication						
1.	Head of corporate affairs and communication	2	1	1	1	0
2.	Digital Media Officer	5	1	1	1	0
3.	Publication Officer	5	1	1	0	1
Total			3	3	2	1
Grand Total			22	22	13	9

Table 6.2: Proposed Staff Establishment

S/No	Designation	Job Grade IHRM	Approved Establishment (A)	Optimal Staffing Levels (B)	In post (C)	Variance D=(B-C)
Office of the Executive Director						
4.	Executive Director	1	1	1	1	0
5.	Personal Assistant	4	1	1	0	1
6.	Administration Officer/Senior	6/5	1	1	0	1
7.	Driver /Senior	9/8	1	1	1	0
Total			4	4	2	2
Corporation Secretary and Legal Services Department						
2.	Corporation Secretary & Director Legal services	2	1	1	0	1
3.	Principal Legal Officer	4	1	1	0	1
4.	Legal Officer/Senior	6/5	1	1	1	0
Total			3	2	1	1
Registration, Licensing and Member Welfare						
7.	Director Registration, Licensing and Member Welfare	2	1	1	0	1

	Total		1	1	0	1
Registration & Licensing Section						
7.	Manager Registration & Licensing	3	1	1	0	1
8.	Principal Registration & Licensing Officer	4	1	1	0	1
9.	Registration & Licensing Officer /Senior	6/5	1	1	0	1
	Total		3	3	0	3
Member Welfare Unit						
4.	Principal Member Welfare Officer	4	1	1	0	1
5.	Member Welfare Officer /Senior	6/5	1	1	0	1
	Total		2	2	0	2
Compliance and Enforcement Department						
1.	Director, Compliance & Enforcement	2	0	1	0	1
	Total		0	1	0	1
HRMP Standards Section						
1.	Manager, HRMP Standards	3	0	1	0	1
2.	Principal HRMP Standards Officer	4	0	1	0	1
3.	HRMP Standards Officer /Senior	6/5	0	1	0	1
	Total		0	3	0	3
Disciplinary and Professional Ethics Section						
1.	Manager, Compliance (Disciplinary and Professional Ethics)	3	0	1	0	1
2.	Principal Compliance Officer	4	0	1	0	1
3.	Compliance Officer /Senior	6/5	0	1	0	1
	Total		0	3	0	3
Continuous Professional Development & Accreditation Section						
1.	Manager, Training (CPD & Accreditation)	3	1	1	1	0
2.	Principal Training Officer	4	0	1	0	1
3.	Training Officer /Senior	6/5	1	1	1	0
	Total		2	3	2	1
Communication and Stakeholder Engagement						

1.	Director, Communication and Stakeholder Engagement	2	0	1	0	1
	Total			1	0	1
Communication Section						
1.	Manager, Communication	3	1	1	1	0
2.	Principal Communication Officer	4	0	1	0	1
3.	Communication Officer /Senior	6/5	0	1	0	1
4.	Customer Care Assistant/Senior	8/7	0	1	0	1
	Total		1	4	1	3
Stakeholder Engagement Section						
1.	Manager, Stakeholder Engagement	3	0	1	0	1
2.	Principal Stakeholder Engagement Officer	4	0	1	0	1
3.	Stakeholder Engagement Officer/Senior	6/5	0	1	0	1
	Total		0	3	0	3
Research, Strategy & Quality Assurance Department						
1.	Director, Research, Strategy & Quality Assurance	2	0	1	0	1
	Total		0	1	0	1
Research & Strategy Section						
1.	Manager, Planning (Research & Strategy)	3	0	1	0	1
2.	Principal Planning Officer (Research & Strategy)	4	0	1	0	1
3.	Planning Officer /Senior (Research & Strategy)	6/5	0	1	0	1
	Total		0	3	0	3
HRMP Standards, Quality Assurance & Performance Management Section						
1.	Manager, HRMP Standards, Quality Assurance & Performance Management	3	0	1	0	1
2.	Principal Planning Officer (HRMP Standards & Quality Assurance)	4	0	1	0	1
3.	Principal Planning Officer (Performance Management)	4	0	1	0	1

4.	Planning Officer /Senior (HRMP Standards & Quality Assurance)	6/5	0	1	0	1
5.	Planning Officer /Senior (Performance Management)	6/5	0	1	0	1
	Total		0	5	0	5
Corporate Services Department						
1.	Director, Corporate Services	2	0	1	0	1
	Total		0	1	0	1
Human Resource and Administration Section						
1.	Manager, Human Resource and Administration	3	0	1	0	1
2.	Principal Human Resource and Administration Officer	4	0	1	0	1
3.	Human Resource and Administration Officer /Senior	6/5	1	1	1	0
4.	Records Management Assistant/Senior	8/7	0	1	0	1
5.	Driver/Senior	9/8	0	1	0	1
6.	Office Assistant/Senior	10/9	0	1	0	1
	Total		1	5	1	4
Information Communication Technology Section						
1.	Manager Information Communication Technology	3	0	1	0	1
2.	Principal Information Communication Technology Officer	4	0	1	0	1
3.	Information Communication Technology Officer /Senior	6/5	1	1	1	0
	Total		1	3	1	2
Finance & Accounts Section						
1.	Manager, Finance & Accounts	3	1	1	1	0
2.	Principal Accountant Officer	4	1	1	0	1
3.	Accountant /Senior	6/5	1	1	1	0
4.	Accounts Assistant/Senior	8/7	1	2	1	1
	Total		3	5	3	2
Supply Chain Management Section						
1.	Manager, Supply Chain	3	1	1	0	1
2.	Principal Supply Chain Management Officer	4	1	1	0	1

3.	Supply Chain Management Officer/Senior	6/5	1	1	0	1
4.	Supply Chain Management Assistant/Senior	8/7	1	1	0	1
	Total		4	4	0	4
Internal Audit Department.						
1.	Director, Internal Audit	2	0	1	0	1
2.	Manager/Principal/Senior Internal Auditor	3/4/6/5	0	1	0	1
	Total		0	2	0	2
The Ratios: Technical Vs. Support						
Technical		36				73.5%
Support		13				26.5%
Total		49				100%

Key competencies and skills for Managerial levels

Strong Negotiation skills, Strong communication and reporting skills, Strong analytical and numerical skills, Strong organization and interpersonal skills, Conflict Management, Relationship Management Skills, Ability to work under pressure, prioritize, and multi-task, Strong managerial skills, and ability to lead teams.

Key Competencies and Skills Lower Cadres

Communication and reporting skills, Attention to detail and quality orientation skills, Problem-solving and analytical skills, Interpersonal and negotiation skills, Conflict Management, Team player, Ability to work under pressure, prioritize, and multi-task.

6.0.1 a) Leadership

For the successful implementation of the Strategic Plan the leadership of the Institute will take responsibility in the execution of the plan. Strategic theme teams have also been established that is the team leads as indicated in the implementation matrix.

6.0.2 Systems and Procedures

Business Process Enhancement

The Institute will implement the following strategies to refine its business processes:

i) Digital Transformation and Automation: The Institute will:

- Develop an integrated environment and HR information system to align with the government's commitment to provide online public services,
- Create and maintain an updated website and public portals for efficient information sharing and service delivery,
- Adopt and manage a digital records system for streamlined record management,

- d) Establish an administration and HR information system for effective management of HR and administrative functions,
- e) Establish inter-connectivity mechanisms with various regions through technological infrastructures,
- f) Set up a data center for system hosting and collaboration with relevant entities and equip staff with necessary ICT tools for efficient service provision.

ii) Collaborative Framework Establishment: The Institute will develop standards and guidelines for:

- a) Management of HR-related information, data interchange, and security,
- b) Compliance with Data Protection Act for handling personal information,
- c) Ensuring continuity during emergencies and crises,
- d) Integration, consolidation, and dissemination of HR information,
- e) Regular updating of websites, systems, and databases to align with technological advancements.

iii) Communication Integration: The Institute will oversee the integration of communication into all its programs and initiatives to enhance visibility and public comprehension, leading to behavioral change. This will involve:

- a) Creation of Social Media platforms for effective information sharing,
- b) Procurement of bulk messaging services for broadcasting messages and raising awareness,
- c) Development of communication standards and guidelines.

Human Capital Management and Development Strategies

To amplify employee capacity and productivity, the Institute of Human Resource Management will undertake the following endeavors:

- a) Recruitment: The Institute will engage in the recruitment of skilled personnel to fill vacant positions,
- b) Career Progression Guidelines: Efforts will be made to secure approval for the proposed Guidelines for career advancement that was formulated for different professional levels within the technical services, so as to implement.
- c) Human Resource Planning (HRP): An HR planning strategy will be crafted to address succession management and HR needs,
- d) Training: The Institute will conduct a Training Needs Assessment (TNA) to identify critical training needs and formulate effective solutions,
- e) Skills Inventory: A database of available skills will be developed to facilitate efficient skill deployment and utilization,
- f) Staff Performance Appraisal: The Institute will endeavor to successfully implement its yearly Performance Contract with the ministry by linking individual performance with organizational objectives through performance evaluations,

- g) Human Resource Policies and Procedures: The Institute will enforce the approved Human Resource Policies and Procedure Manual to address diverse HR concerns and ensure adherence,
- h) Organizational Structure and Staff Establishment: Efforts will be made to secure approval for the proposed organizational structure and staff establishment, followed by its implementation.

6.7 Risk Management Framework

The Institute of Human resource Management has put forward for the purpose of providing guidelines to all likely risks, risk management systems and frameworks. The risk management framework thereby sets the guidelines that help the institute to identify, assess and manage risks. It is taking into consideration various aspects such as risk identification, measurement, mitigation, reporting, monitoring and governance. This process would help the Institute to identify potential risks and develop strategies to mitigate the same.

Some of the notable risks are credit, liquidity operational, compliance, reputation, credit, information and communication technology risks. The Council and Secretariat are responsible for defining the probable risks, manage and transfer risks to ensure that the Institute has effective system. This is to be achieved through development of strong internal controls, policies, procedures and compliance to regulatory laws and regulations.

The scope of the compliance function would be subjected to a periodic internal audit to review the day-to-day activities as a way of testing the existing controls in place and adherence to applicable procedure, standards and laws. Noncompliance with the legal and regulatory framework has the possibility of exposing the Institute to payment of fines, penalties, damages, contract violation, diminishing reputation and loss of public confidence among others.

The Institute will be driving the risk culture as this is everyone responsibility. The council, secretariat, members and the stakeholders are actively involved in managing risks, use common risk language, discuss risks in open and honest forum,

The Council through the Governance, Integrity, Audit and Risk Committee offers an oversight duty of ensure the risk management framework is fully integrated, periodical regular reviews with new products activities and/or systems including the approval of the changes from time to time.

Table 6.3: Risk Management Framework

Risk Category	Class/	Risk Description &	Likelihood (L/H/M)	Impact (L/H/M)	Overall Risk Level	Mitigation Measures

				(L/H/M)	
Financial	Lack of funding for regulatory	H	H	H	<ul style="list-style-type: none"> Seek for budgetary allocation from State Department of Public Service
	Lack of Internal Audit Unit	H	H	H	<ul style="list-style-type: none"> Establish an Internal Audit Unit
	Financial reporting	M	H	H	<ul style="list-style-type: none"> Ensure integration of the accounting system and membership portal meets IHRM requirements on financial accountability and reporting
	Unresolved Prior Year Audit Issues	M	L	L	<ul style="list-style-type: none"> Implement prior audit recommendations
	Lack of provision and policy to manage bad and doubtful debts.	H	H	H	<ul style="list-style-type: none"> Develop a policy framework for bad and doubtful debt management.
	Lack of effective control environment	M	M	M	<ul style="list-style-type: none"> Establish an effective control environment for governance with standards

					of conduct and code of ethics.
	Weak compliance management system	H	H	H	<ul style="list-style-type: none"> Regular capacity building on new and updated laws, regulations and standards and how to apply the same
Information, Communication and Telecommunication (ICT)	Data availability, confidentiality and integrity (cyber security threats and software vulnerabilities)	H	H	H	<ul style="list-style-type: none"> Ensuring all ICT equipment are installed with updated anti-virus and anti-phishing software; Provide sufficient budgetary allocation. Implementation of strong network intrusion prevention and detection system (Firewall). Annual training of staff on Security awareness. Develop and implement ICT strategies to address data security and prevention of cyber-attacks.

Human Resource	Loss of vital knowledge and skills due to key man effects	H	M	H	<ul style="list-style-type: none"> Analyze the situation, plan and spread knowledge across the department and secretariat.
	Inadequate staff to support transformation	H	H	H	<ul style="list-style-type: none"> Upgrade current staff Recruit for vacant positions
	Non-Compliance with laws, regulations or contractual obligations (Public Procurement Act)	H	H	H	<ul style="list-style-type: none"> Strengthen working relationship with PPOA, CIC and other GoK agencies to ensure the Institute is informed on time on new/emerging laws and regulations and any amendments thereof
Procurement	Price changing volatility	H	H	H	<ul style="list-style-type: none"> Developing a prequalified supplier based and prices for a defined period.
	Non Compliance to relevant regulations	H	H	H	<ul style="list-style-type: none"> Continuous sensitization of the user department on the legal provisions and requirements of

					<p>IHRM procurement procedures to minimize breach of the same.</p> <ul style="list-style-type: none"> Capacity building of the procurement committees, if formed, on their mandate and how to efficiently undertake their roles and responsibilities
Operations and Shared Services	Conflict between the Act and State Department of Public Service	H	H	H	<ul style="list-style-type: none"> Amendment of the Act
	Periodical changes in governance interrupting leadership	H	H	H	<ul style="list-style-type: none"> Proper planning and coordination of governance office succession.
	Weak Management Systems and Structures	H	H	H	<ul style="list-style-type: none"> Integrate and update the Institute's management systems to meet its demands.
	Vulnerability to disasters such as fire breakouts, terrorist	H	H	H	<ul style="list-style-type: none"> Develop and implement Disaster Management Strategies.

	attacks, physical attacks and/or theft.				
Membership and Training	Failure to update member status with transaction on real time basis	H	H	H	<ul style="list-style-type: none"> Integrate and update the Institute's management systems to meet the it's demands.
	Lack of event management system	H	H	H	<ul style="list-style-type: none"> Develop an event management system to adequately control registration, CPD award and billings.
	Identification of trainers and facilitators	M	L	L	<ul style="list-style-type: none"> Develop a database of competent pre qualified trainers with engagement terms.

CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

7.0 Overview

This chapter highlights the financial Resource Requirements, Resource Gaps, Resource Mobilization Strategies and the Resource Management Strategies for the Strategic Plan period.

7.1 Financial Requirements

The total estimated financial resource requirement for the plan period is Kshs. 1,652.9 million against an estimated allocation of Kshs. 1,541.33 million, hence a gap of Kshs. 111.89 million. Table 7.1 summarizes the resource requirement for the Institute for the plan period.

Table 7.1: Financial Requirements for Implementing the Strategic Plan

Cost Item	Projected Resource Requirements (Kshs. Mn)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
KRA1	47	62.5	49.5	55.5	61.5	276
KRA2	51.8	27.6	30.7	33.5	36.6	180.2
KRA3	6.93	7.93	10.43	7.43	7.93	40.65
KRA4	20.5	19.05	15.5	16.95	18.4	90.4
KRA5	53.1	61.6	54.1	125.6	107.1	401.5
Administrative Cost/PE	116.31	131.13	134.9	138.9	142.9	664.14
TOTAL	295.6	307.8	295.1	377.9	374.4	1652.9

Table 7.2: Financial Resource Gaps

Financial Year	Estimated Financial Requirements (Kshs. Mn)	Estimated Allocations (Kshs. Mn)	Variance (Kshs. Mn)
Year 1	295.64	273.24	(22.4)
Year 2	309.81	278.93	(30.88)
Year 3	295.13	298.84	3.71
Year 4	377.88	328.72	(49.16)
Year 5	374.43	361.6	(12.83)
TOTAL	1,652.89	1,541.33	(111.56)

7.2 Resource Mobilization Strategies

The Institute has a number of resource mobilization to enable meet its core mandate. The Institute commits to raise through A-in-A through;

- 1 Application and Upgrade – The application fees are charged for the new members joining the Institute. The Institute is pushing for the new human resource graduates

to join the Institute through the career fairs and driving the compliance agenda within the work force. The upgrade on the other hand increases the members' likelihood of member active participation and opens additional revenue opportunities.

- 2 Membership Fees – The Institute has different categories for membership namely; Associate, Full Member, Practicing and Fellows. These categories have varying entitlements and requirements based on academic qualification and work experience. The Institute is always pushing for the annual membership renewal drive through the media as this is a mandatory for practicing human resource professional. Good standing member status offers human resource professional the tools and connections they need to solve problems, their career and their organizations moving forward.
- 3 Seminar and Training – The Institute runs an annual calendar of events which offers various seminars and training for professional development. The trainings are structure along the market and industry needs to ensure the human resource professional remain key contributors in the various sectors of the economy in respect to human resource development, management and sustenance.
- 4 Consultancy Service – This has been a specialized human resource consultancy services to specific clients based on their request. The Institute has so far identified various assignments such as in-house tailor-made training, participation in key government recruitment processes and the human resource audit exercise in various county government from time to time.
- 5 Rental Income – The Institute is currently owing an apartment which is considered to be a revenue stream as it is rented out. To achieve the overall revenue project, the apartment is estimated to be fully occupied in the period for maximum returns.
- 6 Congress and Conference – In the annual calendar of events, the Institute runs to key activities in the year namely Annual National HR Conference and Annual National HR Congress. These are major activities bringing together highest number of members at mid-year and end-year respectively to share information and discuss particular topics of interest, concern and trend.
- 7 Continuous Professional Development (CPD) Program Accreditation – The Institute in collaboration with other human resource trainers, work on offering everything from taking training courses, attending educational event, studying for new qualifications and/or learning new aspects of human resource profession.
- 8 Sponsorship – The Institute is in partnership with various organization for supporting event, activity, organization or through provision of products and/or services. This gives the Institute a form of marketing that enable it to reach out to members and general public.

7.3 Resource Management

The Institute of Human Resource Management (IHRM) through the Council is mandated with the task of providing business stability by helping get the most out of the resources. Through the Finance, Administration and Resource Mobilization (FARM) Committee, the

Council is mandated to managing the process of planning, scheduling and allocating resources various activities.

The resource management plan documents include: resource capacity planner, team availability, resource allocation, resource planner, and work plan. Resource management is helpful for businesses of all types, including startups, small businesses, and large enterprises. It offers a variety of benefits to support business success, including:

- Ensuring an efficient use of staff, finances, technology, and physical space
- Enhancing the ability to spot challenges before they occur or avoid them altogether
- Sustaining cordial relationship between the secretariat, members and governance body.

The Institute is keenly managing the resource through detailed activity reporting, management reports, statutory reports, budgeting and budgetary controls

CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

8.0 Overview

The chapter provides the MERL framework that will be utilized during the implementation of this Strategic Plan. Monitoring and evaluation is a management tool that ensures feedback on the suitability, effectiveness and efficiency of implementation of programmes and projects to inform corrective actions, future decision making, continuous improvement and learning.

8.1 Monitoring Framework

Monitoring implementation of the Strategic Plan constitutes systematic tracking of activities and actions to assess progress of implementation across the Institute of Human Resource Management (IHRM). It will involve measuring progress against specific targets and activities in the Strategic Plan. This has to be timely and effective to help identify opportunities and challenges, allowing for timely corrective measures if necessary, ensuring prudent use of resources and achievement of targets.

The Institute's Monitoring and Evaluation Committee with representation from specific departments as shall be deemed appropriate by the council will be operationalized. The members of the committee will act as M&E champions in the respective departments. The Committee will be under the leadership of Chief Executive Officer and the M&E department will provide the technical support. The role of the committee will be to follow up and ensure that strategies are being implemented, performance measured, progress reports are made and discussed, and corrective action taken where necessary.

8.2 Performance Standards

The monitoring and evaluation system that will be used by the IHRM will be based on internationally accepted norms and standards taking cognizance of relevance, efficiency, effectiveness, success and sustainability.

The Head of Monitoring and Evaluation (M&E) Departments at IHRM will be responsible for data collection for the respective KRAs. The officer shall outline the standards for tracking performance for the Strategic Plan. This will include defining the Key Performance Indicators (KPIs) identified at outcome, output and efficiency levels. The officer shall also document best practices at the Mid-term and End-term reviews and disseminate the findings to all stakeholders for learning purposes.

8.3 Evaluation Framework

Evaluation of the implementation of the Strategic Plan will be conducted through the Mid-term and End-term reviews. However, ad hoc reviews can also be initiated during the implementation period on need basis. The evaluation process will incorporate external reviewers to enhance objectivity.

Table 8.1: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End of Plan Period
KRA 1: Compliance with HRMP Act, 2012	Compliance with HRMP Act	% level of Compliance with HRMP Act	40.82	2023	65.21	85.06
KRA 2: Strengthening Member Services and Welfare.	Increased satisfaction levels of HR practitioners in Kenya	% level of satisfaction HR practitioners	63	2023	80	90
KRA 3: Credible information and knowledge on Human Resource Management.	Enhanced Policy and advisories to key stakeholders	No. of Policy advisories provided to key stakeholders	15	2023	15	25
	Establishment of HR information hub	% of HR hub established	0	2023	50	100
KRA 4: Development of HR Professionals/Profession.	Increased number of HR professionals in good standings	Number of HR professionals in good standings	7,053	2023	11,500	15,000
KRA 5: Institutional Sustainability and Growth	Optimal Staffing of HR functions	% implementation of approved HR staffing levels	65	2023	70	80
	Institutional financial sustainability	% level of financial sustainability	100	2023	100	100
	Automation of institutional processes	% level of automation	60	2023	80	90
	Strengthened institutional corporate services	% of institutional corporate services strengthened	60	2023	80	90

8.3.1 Mid-Term Evaluation

Mid-term review of the Strategic Plan will be carried out in the third year of implementation of the Strategic Plan. Its aim is to evaluate the two and a half (2.5) year's activities and indicate the extent to which the Institute has implemented the Plan. The report generated will be used to review the programmes/activities in order to achieve the goals set in the Strategic Plan on time

8.3.2 End-Term Evaluation

End-term review will be carried out in the fifth year. The objective is to enumerate results and document lessons learnt. The review results will be used during the next strategic planning cycle.

8.4 Reporting Framework

Regular reporting at all levels will be done on a quarterly basis in terms of quarterly reports and annually in terms of annual reports through the Performance Contracts. This ensures a repository of knowledge that provides a basis of problem solving and innovation, growth and sustainability of programmes.

Monitoring and Evaluation Reports will be useful to the Institute for Planning, The National Treasury and Economic Planning for budgeting and The Controller of Budget for allocation of resources.

8.5 Feedback Mechanism

Institute of Human Resource Management (IHRM) shall ensure that lessons learnt are captured and fed into a continual adjustment and improvement of the necessary corrective interventions in the strategy. Measurements of actual performance will be made at predetermined times and compared with the performance standards. If the actual results fall outside the desired tolerance range, action shall be taken to correct the deviation. The action will not only correct the deviation but also prevent its recurrence

ANNEX 1: IMPLEMENTATION MATRIX

Table 6.1: Action Plan Implementation Matrix

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Kshs. Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead
Key Result Area 1: Compliance with HRMP Act 2012.															
Strategic Issue: Enhancement of regulation of the HR Professionals															
Strategic Goal: Ethical and compliant HR professionals/Profession.															
Outcome: Compliance with HRMP Act															
Strategic Objective: To promote compliance with the HRMP Act (2012) for enhanced professionalism and ethical conduct.															
(i). Promote ethics and governance culture in the HR Profession	Sensitize members on the HRMP Act (2012) and HR Codes and Standards	Members sensitized	No. of members	30,000	4,000	5,000	6,000	7,000	8,000	5	6	7	8	9	HCC
	Develop a resource portal	Resource portal developed	No. of portal	1	-	1	-	-	-	-	1	-	-	-	HOP/SS

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Kshs. Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead
	Publicize on various media platforms	Publications done	No. of material publicized	30	6	6	6	6	6	0.5	0.5	0.5	0.5	0.5	HCC
(ii). Enhance Compliance	Develop an audit framework and schedule	Framework and schedule developed	Approved Framework and schedule	1	-	1	-	-	-	3	-	-	-	-	Director Compliance
	Form a compliance enforcement team	Team established	Appointment letters	1	1	-	-	-	-	1	-	-	-	-	ED
	Write compliance letters	Letters issued	No. of organizations	100,000	20,000	20,000	20,000	20,000	20,000	0.5	0.5	0.5	0.5	0.5	Director Compliance
	Conduct onsite visits	Visits conducted	No. of organizations	800	-	50	50	50	50	-	0.5	0.5	0.5	0.5	Director Compliance
	Regular reporting and	Reports submitted	No. of reports	20	4	4	4	4	4	-	-	-	-	-	Director Compliance

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Kshs. Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	remedial planning														
	Develop a penalties guideline	Guidelines developed	Approved guidelines	1	-	1	-	-	-	-	3	-	-	-	Director Compliance
	Sensitize Members on the Guideline	Members sensitized	No. of Members	30,000	4,000	5,000	6,000	7,000	8,000	5	6	7	8	9	HCC
(iii) Protect members operating within the provisions of the HRMP Act.	Create a help desk, hotline	Establish a functional help desk and hotline	No. of helpdesk and hotlines	1	1	-	-	-	-	1	-	-	-	-	ED
	Sensitize members on the existence of the help desk hotline.	Sensitization undertaken	No. of Members sensitized	30,000	4000	5000	6000	7000	8000	5	6	7	8	9	HCC
	Establish a legal aid fund	Operational Fund	No. of people	400	-	100	100	100	100		1	1	1	1	ED

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Kshs. Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
			accessing the fund												
(iv) Review the HRMP Act 2012	Develop the HRM amendment Bill	Bill developed	Approved Bill	1	-	-	-	-	-	0	10	-	-	-	ED
	Sensitize members on the reviewed HRMP Act 2012	Members Sensitized	No. of members Sensitized	30,000	4,000	5,000	6,000	7,000	8,000	5	5	5	5	5	HCC
(v) Develop relevant regulation	Develop regulations	Regulations Developed	Approved Regulations	1	-	1	-	-	-	-	5	-	-	-	ED
	Sensitize Stakeholder on regulations	Stakeholder Sensitized	No. of Stakeholder Sensitized	30,000	4,000	5,000	6,000	7,000	8,000	5	6	7	8	9	HCC
(vi) Provide road map for the	Develop HR standards	HR Standards developed	Approved HR standards	1	-	1	-	-	-	-	3	-	-	-	ED

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Kshs. Mn)					Responsibility Lead
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
development of standards	Sensitize Stakeholder on HR standards	Stakeholder Sensitized	No. of Stakeholder Sensitized	30,000	4,000	5,000	6,000	7,000	8,000	5	6	7	8	9	HCC
(vii) Participate in national debates on policy formulation.	Develop and implement an advocacy strategy	Strategy advocacy developed	Approved advocacy strategy	1	1	-	-	-	-	3	-	-	-	-	HCC
(viii) Create awareness on newly established standards.	Develop and implement a communication strategy	Developed communication strategy	Approved communication strategy	1	1	-	-	-	-	3	-	-	-	-	HCC
	Sensitize member on newly established standards	Members sensitized	No. of Members sensitized	30,000	4,000	5,000	6,000	7,000	8,000	5	6	7	8	9	HCC
Key Result Area 2: Strengthening Member Services and Welfare.															

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Kshs. Mn)					Responsi bility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead
Strategic Issue: Expansion of membership for registered HR Professions in Kenya in line with the HRMP Act, 2012															
Strategic Goal: Increased Membership and satisfaction levels.															
Outcome: Improved satisfaction levels among the members															
Strategic Objective: To Establish HR Professional Welfare fund.															
(i)Automati on of registration processing	Upgrade existing systems	System upgraded	Percentage level of upgrade	100	100	-	-	-	-	2	-	-	-	-	Head of ICT
(ii) Provision of quality and accessible CPD programs	Contract competent facilitators	Facilitators contracted	No. of facilitators contracted	1000	200	200	200	200	200	2	2.5	3	3.5	4	Head of Training
	Sensitization of Members on CPD programs	Members sensitized	No. of Members sensitized	10,000	2,000	2,000	2,000	2,000	2,000	3	3.5	4	4.5	5	Head of Training
	Developed Market-driven programs	Market-driven programs developed	Approved programs	200	40	40	40	40	40	1	1.5	2	2.5	3	Head of Training
			No. of delegates	25,000	5000	5000	5000	5000	5000	1	1	1	1	1	ED and Training

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Kshs. Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead
			accessing the programmes												
(iii). Promote Huduma HR SACCO Operations	Sensitize Members on Huduma HR Sacco	Members sensitized	No. of new Members on boarded	1000	200	200	200	200	200	2	2.5	3	3.5	4	Membership
(iv). Develop instruments for the establishment and management of the Welfare Fund.	Operationalization of the Welfare Fund	Welfare Fund operationalized	No. of Members accessing the Fund	2000	400	400	400	400	400	2	2.5	3	3.5	4	Membership
	Sensitize Members on the existence of the HR Professional Welfare Fund	Members sensitized	No. of Members sensitized	15,000	3000	3000	3000	3000	3000	5	5.5	6	6.5	7	Membership
(v) Establish an association to promote	Develop and implement the Association Framework	Framework developed	No. of Approved Frameworks	1	1	-	-	-	-	3	-	-	-	-	Membership

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Kshs. Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead
member welfare.															
(vi) Establish mechanism to manage expected change	Establish and Implement mechanism for change.	Mechanism developed	Approved mechanisms	1	-	-	-	-	-	2	-	-	-	-	Member ship
(vii). Establish protection mechanisms for HR Professionals	Develop HR Professional protection guidelines	Policy and Guidelines developed	No. of Approved Policy and Guidelines	1	1	-	-	-	-	5	-	-	-	-	
	Develop Whistleblower Policy	Whistleblower policy developed	No. of policies	1	1	-	-	-	-	5	-	-	-	-	Legal and Compliance
	Develop and implement Confidentiality and data security policy	Confidentiality and Data Security Policy developed	No. of policies	1	1	-	-	-	-	5	-	-	-	-	Legal and Compliance

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Kshs. Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead
	Conduct Training on Mental Health and wellbeing (Who is being trained)	Training on mental health done	No. of trainings done	20	4	4	4	4	4	1.5	1.6	1.7	1.8	1.9	Training
	Sensitize Members on the reviewed HRMP Act 2012	Members Sensitized	No. of Members sensitized	100	20	20	20	20	20	2	2	2	2	2	Member ship
	Conduct Audit reviews on compliance	Audit reviews conducted	No. of audits	20	4	4	4	4	4	1.8	1.5	1.5	1.2	1.2	Legal and Compliance
	Collaboration with legal experts	Legal experts engaged	No. of legal experts engaged	50	10	10	10	10	10	1	1	1	1	1	Legal and Compliance
(ix) Empower	Review branch operations	Branch operations	Approved Branch	1	1	-	-	-	-	5	-	-	-	-	Member ship

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Kshs. Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead
branch network for efficient service delivery.	standard guidelines	standard guidelines Reviewed	operations standard guidelines												
	Capacity building of the branch leadership	Branches Capacity built	No. of branches sensitized	47	21	7	7	7	7	2.5	2.5	2.5	2.5	2.5	Membership
	Establishment of branches	Branches established	No. of branches established												Membership
Key Result Area 3: Credible information and Knowledge on Human Resource Management.															
Strategic Issue: Research based public policy formulation and advisory on key HR management, labour policies and standards															
Strategic Goal: Evidence based HR management policies and advisories															
Outcome: Enhanced Policy advisories to key stakeholders															
Strategic Objective: To conduct HR research and engage in consultancy to support the growth of public and private sector															
(i). Engage in public policy	Publishing and disseminate articles	Articles published & disseminated	No. of Published articles	20	4	4	4	4	4	1	1	1	1	1	Communications

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Kshs. Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead
formulation and advisory on Best HR Practices	Grow Trees	Tree Planting undertaken	Report on No. of Trees grown	25000	5000	5000	5000	5000	5000	0.5	0.5	0.5	0.5	0.5	Communications
	Undertake CSR initiatives	CSR Initiatives undertaken	Number of CSR Activities undertaken	5	1	1	1	1	1	1	1	1	1	1	Communications
(ii) Establish a research and publishing unit	Conduct and publish Research	Research published	Number of research conducted	8	-	2	2	2	2	1	1	1	1	1	Research, Strategy & Quality Assurance
(iii) Establish a consultancy unit	Develop and implement a Consultancy Framework	Consultancy Framework developed	No. of Frameworks developed	1	-	-	1	-	-	-	-	3	-	-	Research, Strategy & Quality Assurance

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Kshs. Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead
(iv) Establish digital platforms for delivery of HR Professionals content to the public	Create a podcast platform	Podcast platform created	No. of Platforms created	20	4	4	4	4	4	2	2	2	2	2	Communications
	Hire talent to manage the platform	Talents Hired	No. of talented individuals Hired.	2	-	1	-	-	1	-	0.5	-	-	0.5	Communications
	Facilitate the development of high-quality content	Development of high-quality content facilitated	Content disseminated	16	-	4	4	4	4	-	1	1	1	1	Communications
	Annual Subscription to the Platform	Platform Subscribed to	No. of subscriptions	1	-	1	1	1	1	1	0.5	0.5	0.5	0.5	Communications
	Undertake Research on industry trends	Research undertaken	Number of research undertaken	10	2	2	2	2	2	0.25	0.25	0.25	0.25	0.25	Research, Strategy & Quality Assurance

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Kshs. Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead
	Develop Visual and Multimedia content	Multimedia content developed	Number of the content disseminated	60	12	12	12	12	12	0.06	0.06	0.06	0.06	0.06	Communications
	Boost Digital content created	Content uploaded	Number of Content uploaded	60	12	12	12	12	12	0.12	0.12	0.12	0.12	0.12	Communications
Key Result Area 4: Development of HR Professionals /Profession.															
Strategic Issue: Promotion of ethics and governance culture in the HR Profession															
Strategic Goal: Enhanced HR professionals' development															
Outcome: Increased number of HR professionals in good standings															
Strategic Objective: To engage in public policy formulation and advisory on Best HR Practices															
(ii) Engage in advocacy and lobbying	Develop Advocacy and Public policy	Advocacy and Public Policy developed	Approved advocacy and public policy	1	1	-	-	-	-	5	-	-	-	-	Executive Director
	Sensitize members on	Members Sensitized	No. of Members Sensitized	10000	2000	2000	2000	2000	2000	5	5.5	6	6.5	7	Executive Director

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Kshs. Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead
	Advocacy and Public policy														
(ii) Collaborate with relevant stakeholders to leverage on individual strengths	Identify strategic partners for MOUs.	MOUs signed	No. of MOU's signed	10	2	2	2	2	2	1	1.2	1.3	1.4	1.5	Executive Director
	Create strategic CRS partners in HR profession	CRS Activities undertaken	No. of CRS Activities	5	1	1	1	1	1	1	1.25	1.5	1.75	2	Head of Corporate Affairs
	Stakeholder Mapping and Identification	Stakeholder Mapping and Identification Undertaken	No. of Mapping and Identification Reports	1	1	-	-	-	-	0.5	0.6	0.7	0.8	0.9	Executive Director
	Development Stakeholder engagement and partnership Strategy	Stakeholder Engagement and Partnership Strategy Developed	Approved Stakeholder Engagement and Partnership Strategy	1	1	-	-	-	-	3	-	-	-	-	Executive Director

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Kshs. Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead
(iii) Promote ethics and governance culture in the HR Profession	Develop and implement ethics and governance curriculum	Ethics and governance curriculum developed	No. of ethics and governance curriculum	1	-	1	-	-	-	-	5	-	-	-	Head of Membership
	Capacity Building for HR professional on Ethic and Governance	HR Professionals Trained	No. of HR Professionals Trained	1000	200	200	200	200	200	5	5.5	6	6.5	7	Head of Membership

Key Result Area 5: Institutional Sustainability and Growth.

Strategic Issue: Competitively attract, recruit, develop and retain staff in line with the approved staff establishment and structures to undertake fully the mandate of the institute

Strategic Goal: Strengthened operational capacity and institutional development.

Outcome: Optimal Staffing HR functions, Institutional financial sustainability, Automation of institutional processes & strengthened institutional corporate services

Strategic Objective: To strengthen IHRM institutional capacity

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Kshs. Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead
(i) Diversify revenue streams	Develop Resource Mobilization Strategy	Resource Mobilization Strategy developed	No. of Approved Strategies	1	-	1	-	-	-	-	3	-	-	-	HOF
	Establish sustainable physical regional offices	Physical Offices Established	No. of Physical Offices Established	6	2	1	1	1	1	4	2	2	2	2	ED
	Lobby for grants from GoK in line with our regulatory mandate	Proposals submitted to the CS	No. of Proposals submitted	5	1	1	1	1	1	1	1	1	1	1	ED
(ii). Prudent utilization of resources	Develop and implement annual procurement and asset disposal plan	procurement and asset disposal plans developed	No. of Approved annual procurement and asset disposal plans	10	2	2	2	2	2	1	1	1	1	1	HOP

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Kshs. Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Review the Procurement Policy and procedures Manual	Procurement Policy and procedures Manual Reviewed	No. of Policy and Procedures Manuals.	1	-	-	-	1	-	-	-	-	7	-	HOP
	Maintain up-to-date and accurate stock, asset and disposal.	Stock, assets levels established and disposed	No. of asset and Stock and reports	5	1	1	1	1	1	0.1	0.1	0.1	0.1	0.1	HOP
(iii). Establish internal audit	Develop Annual Risk-based Audit Plans	Develop and implement annual risk-based audit plans	Approved annual risk-based audit plans	1	-	1	-	-	-	-	4	-	-	-	HIA
	Establish and operationalize an Internal Audit Unit	Internal Audit Unit established	Fully Functional Internal Audit Unit	1	1	-	-	-	-	1	-	-	-	-	ED
(iv). Enhance	Develop and implement a	Risk Management	Approved Risk	1	1	-	-	-	-	3	-	-	-	-	HOO

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Kshs. Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead
Risk Management	risk management framework	Framework Developed	Management Framework												
(v)Strengthen the Institute's Institutional capacity	Develop HR Policy and Procedure Manual	HR Policy and Procedure Manual Developed	Approved Policy	1	1	-	-	-	-	5	-	-	-	-	Head of HR
	Develop and implement car loan policy and scheme	Car Loan Scheme Policy Developed	Approved Policy	1	-	1	-	-	-	-	5	-	-	-	Head of HR
	Develop mortgage scheme	Mortgage Scheme Policy Developed	Approved Policy	1	-	1	-	-	-	-	5	-	-	-	Head of HR
	Develop Career Progression Guidelines	Career Progression Guidelines Developed	Approved Guidelines	1	1	-	-	-	-	3	-	-	-	-	Head of HR

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Kshs. Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
(vi). Establish rewards and sanctions.	Develop and Implement Reward and Sanctions Policy	Reward and Sanctions Policy Developed	Approved Policy	1		1	-	-	-	-	5	-	-	-	Head of HR
(vii). Leverage on ICT	Acquire, deploy, and manage computing and network equipment to meet optimal requirements of the Institute	Modern ICT Infrastructure for the Institute in place	% Annual ICT Improvement/ITSM	1	-	0.5	0.3	0.2	-	-	2	1	1	-	Head of Operation
(viii) Strengthen Corporate Governance	Capacity building of the Council members	Council members Capacity built	Number of Capacity building to the Board	5	1	1	1	1	1	1	1	1	1	1	Council/ED
	Benchmark on best corporate	Benchmarking undertaken	No. of Reports on Benchmarki	5	1	1	1	1	1	1	1	1	1	1	Council/ED

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Kshs. Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	governance practices		ng undertaken												
	Carry out Council performance evaluation	Council performance Evaluation undertaken	No. of Board Evaluation reports	5	1	1	1	1	1	1	1	1	1	1	Council/ED
	Carry out governance and compliance audit	Governance and compliance audit undertaken	No. of Reports on Governance and Audit Compliance	5	1	1	1	1	1	1	1	1	1	1	Council/ED
	Hold Annual Governance Leadership Summit	Annual Governance Leadership Summit held	No. of Governance Leadership Summit held	5	1	1	1	1	1	4	4	4	4	4	Le
(ix) Enhance Efficiency and effective	End-User Capacity Building	Capacity building on ICT for staff undertaken	No. of staff trained	30	5	5	5	5	5	2	2	2	2	2	Head of Operation

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Kshs. Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead
institute operations	Develop and operationalize Institute's information repository and knowledge management system	Integrated Knowledge management System developed	Approved Integrated Knowledge Management System	1	-	-	1	-	-	-	-	5	-	-	Head of Operation
	Develop and operationalize Customer Relationship Management System	Customer Relationship Management System developed	% Customer Care relationship system utilization	1	0.2	0.2	0.2	0.2	0.2	0.3	0.3	0.3	0.3	0.3	Head of Operation
	Develop and Implement Business continuity Plan and Disaster Recovery Plan	ICT Business continuity Plan and Disaster Recovery Plan in place	Approved ICT Business Continuity Plan, Approved Disaster Recovery Plan	1	1	-	-	-	-	1	-	-	-	-	Head of Operation

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Kshs. Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead
(x). Enhance employee productivity and effectiveness	Undertake Capacity Building, training and impact assessment	Employees trained	Number of employees trained Annually	30	30	30	30	30	30	10	10	10	10	10	Head of HR
	Conduct employee satisfaction surveys	Number of Employee satisfaction survey carried out	Employee satisfaction survey report	3	1	-	1	-	1	1	-	1	-	1	Head of HR
	Conduct and implement safety preparedness assessment	safety preparedness assessment Conducted	Reports on safety preparedness assessment	1	1	-	-	-	-	0.5	0.5	0.5	0.5	0.5	Head of Operation
	Undertake office design, partition, fit out and reallocation	offices partitioned	Office design, partition, fit out and	1	-	-	1	-	-	-	-	-	80	70	Head of Operation

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Kshs. Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead
			reallocation report												
	Offer competitive compensation and recognition of employees.	Employees compensated and recognized	No. of Reports on Employees compensated and recognized	5	1	1	1	1	1	2	2	2	2	2	Head of HR
	Create mental health awareness	Mental health awareness created	No. of mental health Awareness Campaigns	5	1	1	1	1	1	0.2	0.2	0.2	0.2	0.2	Head of HR
	Register for ISO certification	Attain ISO Certification	ISO Certification	1	-	-	1	-	-	-	-	10	-	-	ED
	Continuous training and development initiatives	Undertake annual training needs assessment	Duly signed Training needs assessment report	5	1	1	1	1	1	1	1	1	1	1	Head of HR

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Kshs. Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead
	Undertake Team building initiatives to build group synergy	Team building events /initiatives held	Number of Team building events /initiatives held	10	2	2	2	2	2	4	4	4	4	4	Head of HR
(xi). Enhance communication and stakeholder engagement	Develop a communication Strategy	Communication strategy developed	No. of Approved Communication Strategies	2	1	1	-	-	-	1	1	-	-	-	Head of Corporate Communication
	Undertake Member sensitization campaigns on compliance	Program's sensitization campaigns undertaken	No. of programs sensitization Reports	47	21	7	7	7	7	1	1	1	1	1	Head of Corporate Communication
	Enhance Corporate Social Responsibility Activities	CSR Activities undertaken	Reports on CSR	47	21	7	7	7	7	2	2	2	2	2	Head of Corporate Communication

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Kshs. Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead
	Carry out customer satisfaction and brand awareness survey	Customer satisfaction surveys carried out	Reports on Customer Satisfaction Surveys	5	1	1	1	1	1	1	1.5	2	2.5	3	Head of Corporate Communication, Head of ICT, Head of HR and Admin

ANNEX 2: MONITORING AND EVALUATION REPORTING TEMPLATES

Table 8.1: Quarterly Progress Reporting Template

Institute of Human Resource Management (IHRM)

QUARTER ENDING

Expected Output	Output Indicator	Annual Target (A)	Quarter for Year			Cumulative to Date			Remarks
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)	

Table 8.2: Annual Progress Reporting Template

Institute of Human Resource Management (IHRM)

ANNUAL PROGRESS REPORT YEAR ENDING

Expected Output	Output Indicator	Achievement for Year.....			Cumulative to Date (Years)			Remarks
		Target (A)	Actual (B)	Variance (B - C)	Target (D)	Actual (E)	Variance (E - D)	

Table 8.3: Evaluation Reporting Template

Key Result Area	Outcome	Key Performance Indicator	Baseline		Mid-Term Evaluation		End of Plan Period Evaluation		Remarks
			Value	Year	Target	Achievement	Target	Achievement	
KRA 1									
KRA 2									
KRA 3									