



Institute of
H u m a n
R e s o u r c e
M a n a g e m e n t

The Professional Body of HR Practitioners in Kenya

STRATEGIC PLAN
2020-2023





STRATEGIC PLAN
2020 - 2023

FOREWORD

The Strategic Plan (2020-2023) 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 (2016-2020). 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 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 (2020-2023) 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 a unique strategy 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 three years, the Institute seeks to pursue four strategic and critical areas which include: regulation of HR practice, competency and professionalism in the conduct of HR Professionals; registration of persons who meet the required professional and ethical standards; promotion and protection of the welfare and interests of the HR Profession, and; engage in Public Policy formulation and advisory to the Government on HR Management, Labour policies and Professional Standards.

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.

JOSEPH V. ONYANGO, MBS
NATIONAL CHAIRPERSON, INSTITUTE OF HUMAN RESOURCE MANAGEMENT

ACKNOWLEDGEMENT

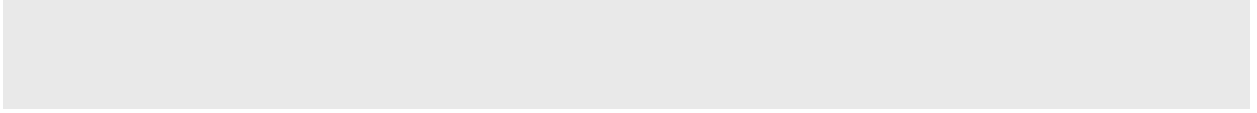
This plan is a product of efforts from several persons who put in several man hours to see it through. I want to acknowledge the Chairperson, Institute of Human Resource Management, Mr. Joseph V. Onyango, MBS, who through his vast knowledge and experience in HR reforms in both the public and private sectors and strategy development, provided the much-needed policy direction.

I also wish to thank all the Council Members for providing leadership and support in developing this plan. My sincere gratitude to the various Council Committee Members for the support and insights they accorded to the process of developing this Strategic direction of the Institute.

I appreciate the efforts of Members and the Branch leadership for interrogating the proposed strategic direction of IHRM and freely sharing their input. To the consultants, I appreciate your role in shaping the initial thoughts of the plan during the initial stages all through to the document we can proudly refer to as a strategic road map for IHRM.

My gratitude also goes to all IHRM staff for the roles they continue to play in ensuring that IHRM achieves its mandate for the growth of the HR Profession. Finally, I want to acknowledge our Stakeholders for their insights and support that added value to the finalization of this document.

MS. IRENE KIMACIA,
AG. EXECUTIVE DIRECTOR, IHRM



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ACRONYMS

| | |
|---------------|---|
| 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 |
| CIPD | Chartered Institute of Personnel & Development |
| CPD | Continuous Professional Development |
| CSR | Corporate Social Responsibility |
| DPSM | State Department of Public Service Management |
| EAC | East African Community |
| EASP | East Africa Protocol on Standards Platforms |
| ERP | Enterprise Resource Planning |
| GDP | Gross Domestic Product |
| HELB | Higher Education Loans Board |
| HIV | Human Immunodeficiency Virus |
| HR | Human Resources |
| HRH | Human Resource for Health |
| 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 |
| NHIF | National Hospital Insurance Fund |
| PESTEL | Political, Economic, Social, Technological, Natural Environment and Legal (analysis) |
| PSC | Public Service Commission |
| SCAC | State Corporations Advisory Committee |
| SDGs | Sustainable Development Goals |
| SHRM | Society of Human Resource Management |
| SWOT | Strengths, Weaknesses, Opportunities and Threat |
| S3PE | Structure, Systems, Strategy, People and Environment |
| TVETA | Technical and Vocational Education and Training Authority |
| USIU | United States International University |

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Members of various Council Committees



INTRODUCTION

1.1. BACKGROUND

The Institute operates within a context which comprises of policy and legal frameworks as well as the socio-economic and political realities. The main contextual components which have been important in the Institute's strategic planning include: the Kenya Vision 2030; the Africa Agenda 2063, the Constitution of Kenya 2010 and the HRMP Act No. 52, 2012.

IHRM was established under the Human Resource Management Professionals Act No. 52 of 2012, Laws of Kenya. During the last strategic plan period (2016 – 2020), IHRM made notable strides in achieving strategic targets in the thematic areas of membership services, legislation of HR profession, HR education and training, branch network and mobilization of financial resources.

This Strategic Plan whose theme is “Transformation of the Institute to better serve members’ professional and welfare needs” charts out the future direction of IHRM in the light of its vision, mission, values and the nature of HR issues and challenges that will be tackled. In this regard, IHRM will redefine and prioritize its strategic targets and devise innovative approaches for realizing them. It will also identify required intervention programs for each strategic target to be operationalized over the next three (3) years.

1.2. THE PURPOSE OF THIS PLAN

The Strategic Plan 2020-2023 is the second one to be prepared by the Institute since the enactment of the HRMP Act. It is a successor to the first Strategic Plan 2016-2020 that was prepared and successfully implemented by the Institute.

The Strategic Plan 2020-2023 takes into account the achievements, challenges and lessons learnt from the first Council under the Act and the previous Strategic Plan 2016-2020. The plan makes a deliberate effort and choice to chart a new path given the current realities and the prevailing circumstances in the operating environment. The Institute leadership has chosen the theme of this 3-year plan as “*Transformation of the Institute to better serve members’ professional and welfare needs*”

The purpose of this plan is to reposition the Institute to better serve its members by introducing reforms while also strengthening the support and enabling services and capabilities in the management and administration of the Institute secretariat. The plan intends to realize this purpose through the following strategic objectives:

- (i) Regulate the practice, competence and professional conduct of HR Professionals;
- (ii) Register persons who meet the required professional and ethical standards;
- (iii) Promote and protect the welfare and interests of the HR Profession; and,
- (iv) Engage in Public Policy formulation and offer advisory services to the Government on HR

I.3. RATIONALE FOR DEVELOPING THIS PLAN

In developing the Strategic Plan, we recognized that IHRM faces several challenges and lags on advocating and lobbying for the inclusion of people management structures at the workplace in national programs and policies. It also lacked representation in various national taskforces and agencies. Hence, the need for new levels of creative thinking, collaboration, distributed leadership, resource mobilization and a dynamic advocacy culture, which will be critical given the dynamic nature of the HR profession today in addition to the increased expectations placed on the profession.

We therefore plan to focus on innovation. The Strategic Plan proposes a series of robust initiatives aimed at revitalizing the way we develop and regulate the HR profession in Kenya. More importantly, the Plan aims at achieving a balance between a strong self-regulatory regime and service to members.

Together, the core activities, strategic initiatives, and foundations we establish will represent a distinct identity – a sense of what we want to be known for in Kenya and beyond.

In recognition of the fact that our members are expected to be effective in their work by adding value to those who rely on them including their clients, employers and the public in general, we have adopted strategies aimed at helping members meet and exceed the expectations of the users of their services. By so doing, we will create and offer life-long value to our members.

This Strategic Plan therefore provides a road map on key strategies in the areas of governance and public accountability.

I.4. SEPARATION OF MANDATES AND THE INTER-DEPENDENCE OF THE AFFILIATES

The HRMP Act creates two separate and distinct institutions IHRM & HRMPEB. The Council in its own wisdom has created two other affiliates i.e. CHRM & HRMCS. The

relationship between IHRM, HRMPEB, CHRMs & HRMCS should be considered as “quadruplet” relationship since they have a lot in common but are not identical. This is demonstrated by the fact that the four institutions share the initials “HRM” but are differentiated by their specific mandates.

Fig. 1.1: The shared and overlapping mandates of IHRM, HRMPEB, CHRMs and HRMCS

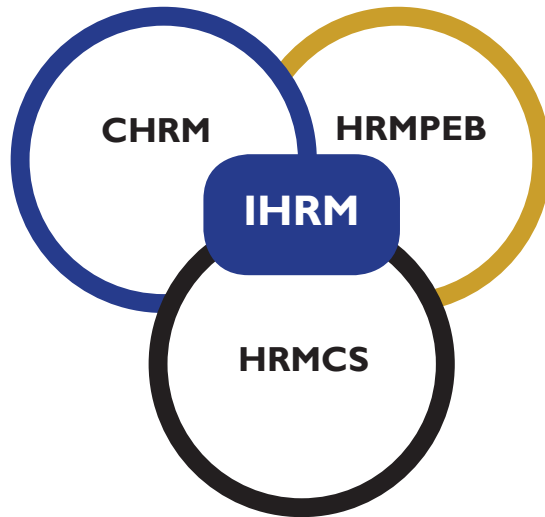


Fig. 1.2: The Interdependence of IHRM, HRMPEB, CHRMs and HRMCS



The intersection region indicates the common and interdependent areas which include the fact that the HRMPEB Board, CHRM Board and HRMCS Board are invited members of the Council. The independent part is where the HRMPEB, CHRM & HRMCS each exercise their independent mandate which can be distinctively outlined as follows, for HRMPEB, To develop and review curriculum, examine and certify Human Resource Professionals; for CHRM, To provide quality Human Resource Professional and academic training and promote excellence in research-integrated learning and innovation; for HRMCS, To provide specialized Human Resource Consultancy Services.

While the HRMPEB, CHRM & HRMCS exercises this independence, the Council exercises a facilitative function through reviews and granting approvals and confirmations or otherwise.

1.5. THE PROCESS OF DEVELOPING THIS PLAN

The process of developing this Plan has been very participatory. It has taken a bottom-up approach with support of external expertise from the Independent Consultant on strategic planning, SCAC, and the Attorney General’s Office under the leadership of the Institute. The Institute subjected the Plan to an ownership process to ensure that the leadership vision espoused is clearly articulated and mainstreamed in the strategies and objectives of the plan.

The tabulation below indicates a chronology of the processes and the methodology used.

Table 1.1: Participatory Methodology- Consultative and Validation Forums for the Strategic Plan

| S/NO. | DESCRIPTION OF PLANNING ACTIVITY | VENUE | DATE |
|-------|---|--|----------------------------------|
| 1. | Mt Kenya North Branch Sensitization and Member Feedback Forum | Kongoni Camp Hotel | 24 th January, 2020 |
| 2. | Chairman’s Summit - Branch Leadership Sensitization Forum | IHRM, Cardinal Otunga Plaza 9 th Floor Boardroom | February 15 th , 2020 |
| 3. | South Rift – Kericho Sensitization and Member Feedback Forum | Sunshine Hotel, Kericho | 29 th January, 2020 |
| 4. | Fellows Sensitization and Feedback Forum | Sarova Stanley, Nairobi | February 12 th , 2020 |

| S/NO. | DESCRIPTION OF PLANNING ACTIVITY | VENUE | DATE |
|-------|--|--------------------------|---|
| 5. | Western Branch Sensitization and Member Feedback Forum- Kakamega | Golf Hotel Kakamega | 31 st January, 2020 |
| 6. | Central Rift – Naivasha Sensitization and Member Feedback Forum | Lake Naivasha Resort | 16 th January, 2020 |
| 7. | Mt. Kenya South Sensitization and Member Feedback Forum – Thika | Shuhan Hotel, Thika | 14 th January, 2020 |
| 8. | Nairobi HR Sensitization and Member Feedback Forum | KICC Amphitheatre | 17 th December, 2019 |
| 9. | Nyanza-Kisumu Branch Sensitization and Member Feedback Forum | Royal City Hotel, Kisumu | 5 th Dec, 2019 |
| 10. | North Rift- Eldoret Branch Sensitization and Member Feedback Forum | Boma Hotel, Eldoret | 4 th Dec, 2019 |
| 11. | Mombasa Branch Sensitization and Member Feedback Forum | Pride Inn, Mombasa | 3 rd Dec, 2019 |
| 12. | Garissa Branch Sensitization and Member Feedback Forum | Boma Hotel, Eldoret | 2 nd Dec, 2019 |
| 13. | IHRM Governance Meeting | Royal City Hotel, Kisumu | Nov. 29 th , 2019 To 2 nd Dec, 2019 |

1.6. INSTITUTIONAL POLICY AND LEGAL CONTEXT

The HRMP Act stipulates the mandate of the Institute, which is further operationalized by the IHRM Governance Policy that outlines the functions of the Council. Subsequently, the IHRM Finance Policy stipulates that the Council shall cause to be prepared estimates of the revenue and expenditure of the Institute for that year.

This Plan provides a framework from which the Institute interprets the mandate and functions of the Council and prepares the annual estimates of the revenue and expenditure necessary for execution of the Plan. The Strategic Plan has been prepared in line with the Government budgetary cycle. The cycle will aid the Council to apportion resources required for the implementation of this Plan during the budgetary process held each year.

I.7. STRUCTURE OF THIS PLAN

Briefly, the six Chapters of the Strategic Plan contain the following:

- ❖ Chapter 1 is dedicated to the introduction of this Strategic Plan 2020–2023. The Chapter delves into the rationale, process, methodology, and the legal context for developing the Plan.
- ❖ Chapter 2 focuses on the linkages of this Plan with other national and international frameworks. This Chapter explores the linkages with; Vision 2030, The Big Four Agenda, Sustainable Development Goals, MTP III and the National Fight against Corruption.
- ❖ Chapter 3 entails the situational analysis. The Chapter provides SWOT, PESTEL and AVAC analysis using the S3PE framework and stakeholders' analysis of the Institute. The Chapter further discusses the achievements, gap analysis, stakeholder analysis, and the challenges and lessons learnt during the previous Strategic Plan for the period 2016–2020.
- ❖ Chapter 4 gives strategies for transformation of the Institute's delivery of services, key result areas, strategic issues, strategic objectives, strategies, and activities.
- ❖ Chapter 5 covers the institutional framework for implementation and co-ordination of this Strategic Plan. It provides the new structure for effective implementation of the Plan. The new structure also outlines the flagship projects that the Institute will implement during the period of the Plan.
- ❖ Chapter 6 provides the Monitoring and Evaluation framework and identifies key technical and support service indicators that will be monitored.

LINKAGES OF THIS PLAN WITH THE NATIONAL, REGIONAL AND GLOBAL DEVELOPMENT AGENDA

2.1. INTRODUCTION

The Institute is a major enabler in the achievement of Vision 2030, the ‘Big Four’ Agenda, the Medium-Term Plan III; Sustainable Development Goals; East Africa Protocol on Standards Platforms (EASP) and the African Union Agenda 2063. The Institute is indeed set for a comprehensive restructuring to enhance its capacity to play its role in this regard.

2.2. LINKAGE WITH NATIONAL DEVELOPMENT AGENDA

2.2.1. VISION 2030

Kenya Vision 2030 is the country’s development blueprint covering the period 2008–2030. It aims to transform Kenya into a newly industrialized, “middle-income country providing a high-quality life to all its citizens by the year 2030”.

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.

2.2.2. THE “BIG FOUR” AGENDA

The Government seeks to build on the development made so far under the Economic Transformation Agenda (ETA). Under the Big Four Agenda, the Government has prioritized policy objectives that will lead to accelerated growth of the economy and targets to accomplish the following:

- I. Support value addition and raise the manufacturing sector share of GDP to 15 percent by 2023;
- II. Focus on initiatives that guarantee food security and nutrition to all Kenyans by 2023;
- III. Provide Universal Health Coverage thereby guaranteeing quality and affordable healthcare to all Kenyans; and,
- IV. Provide Housing to all Kenyans by targeting construction of at least five hundred thousand affordable houses by 2023.

The Big Four are precisely anchored on the Kenya Vision 2030 and well-mapped in the 3rd Medium Term Plan (2018–2023) of the Kenya Vision 2030. The Institute plays an important role as an enabler in the Agenda as shown in Table 2.1 below:

Table 2.1: Role of the Institute in the ‘Big Four’ Development Agenda

| S/NO. | THE BIG FOUR AGENDA | ROLE OF IHRM |
|-------|----------------------------------|--|
| 1 | Affordable Housing | The Institute will ensure that the country has got enough trained and qualified manpower in the construction industry Design trainings which enhance members’ knowledge on Modern-day housing technologies and project methodologies. Assist members in designing and reviewing their mortgage policies in line with the National Housing Policy |
| 2 | Universal Health Coverage | By enhancing capacity in Human Resource for Health HRH Encourage members to source for attractive and more comprehensive medical insurance service providers for employees in their organizations Assist members in designing and reviewing their health policies in line with the Universal Health Policy |
| 3 | Enhance Manufacturing | Create a conducive work environment for industries through strategic and professionalized human resource management Create a platform for member organizations and their employees to provide and showcase their innovative and creative ideas that they can use in their operations |
| 4 | Food Security | By enhancing the human resource and technical capacity in the Agricultural Sector |

2.2.3. SUSTAINABLE DEVELOPMENT GOALS

To implement the seventeen (17) Sustainable Development Goals (SDGs) in Kenya, each of the goals were mapped with Vision 2030 within the MTP III to align the vision to the global development framework. Its implementation is a progressive process with goals and milestones that will be achieved over time.

While the Institute is more directly interested in 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, it will specifically pursue 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: Protect labor rights and promote safe and secure working environment.

Table 2.2: 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 | 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 | 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 | Benchmark with other countries on remuneration for best practice and endeavor to implement them. Continue to improve terms and conditions of employment for Workers. |

2.2.4. MEDIUM TERM PLAN III

The Kenya Vision 2030 envisages a secure and stable environment for Kenya’s economic development by year 2030. 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 III as follows:

Table 2.3: Role of the Institute in Medium Term III

| S/NO. | MTP III PROGRAMME | ROLE OF IHRM |
|-------|---|--|
| 1 | ICT | The Institute plans to automate all its membership services to ensure speed, integrity, accountability and fairness in enquiries, applications, upgrades, compliance, quality assurance, trainings, CPD Events and discipline. |
| 2 | Public Sector Reforms | The Institute shall endeavor to professionalize its activities and inculcate ethical values from enquiries, applications, upgrades, compliance, quality assurance, trainings, CPD Events and discipline. |
| 3 | Strengthen Social Sector for Socio-Economic Transformation | 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 | 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 | 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. |

2.2.5. LINKAGES WITH HRMPEB

The Human Resource Management Professional Examinations Board (HRMPEB) is one of the affiliates of the Institute of Human Resource Management (IHRM) established under Section 16(1) of the Human Resource Management Professionals (HRMP) Act, 2012. Both the Institute and HRMPEB share a common vision.

The HRMPEB is a corporate body with perpetual succession under a common seal. Its functions include the following among others:

- I. Prescribe and regulate syllabuses of instruction for Human Resource Management Professional Examinations, and;
- II. Prepare and conduct examinations for persons seeking registration under the Act.

Therefore, the greatest importance of HRMPEB is the facilitative role it plays in certifying individuals who are admitted into the Certified Human Resource Professional (CHRP) Register. The Institute will support the board in all aspects as specified under Section 16(3)(a) by, among other things, nominating four (4) persons as members of the HRMPEB Board.

2.2.6. LINKAGES WITH CHRM

The College of Human Resource Management (CHRM) is a registered company limited by guarantee and fully owned by the Institute. Both the Institute and CHRM share a common vision.

The College is managed by a board appointed by the Council to serve for a specific term as specified in the instruments of appointment. The appointment of the board takes into consideration other relevant laws such as the TVET Act. The College is the training arm of the Institute that admits students as per the laws concerned.

After students have graduated with the prerequisite qualifications, they are admitted into the Institute's membership register.

2.2.7. LINKAGES WITH HRMCS

The Human Resource Management Consultancy Services (HRMCS) is the third affiliate of the Institute. Its mandate is to carry out consultancy services, conduct research, and make publications for the benefit of the Institute's Members. Both the Institute and HRMCS share a common vision.

It is managed by a board appointed by the Council to serve for a specific term as specified in the instruments of appointment. The appointment of the board takes into consideration other relevant laws.

2.2.8. LINKAGES WITH MINISTRY OF PUBLIC SERVICE AND GENDER AFFAIRS

The State Department of Public Service Management (DPSM) draws its mandate from Executive Order No. 1 of 2018. Its mandate is to provide strategic leadership and guidance to the Public Service on matters of human resource management and development.

The DPSM is the parent department under which the Institute falls and hence provides it with policy direction. Section 7(1) of the Act provides that the Principal Secretary of the Ministry of Public Service & Gender Affairs or a representative designated in writing by the Principal Secretary represents the Ministry in the Council.

2.2.9. LINKAGES WITH MINISTRY OF LABOUR & SOCIAL PROTECTION

The Ministry of Labour & Social Protection provides representation in the Council to cater for policy direction affecting the private sector. Section 7(1)(c) of the Act provides that the Principal Secretary of the Ministry of Labour & Social Protection and Human Resource Development or a representative designated in writing by the Principal Secretary represents the Ministry in the Council.

2.3. INTERNATIONAL LINKAGES

The Institute will continue to pursue the following:

- ❖ Strong inter-regional interactions and collaboration under the East African Community (EAC) Protocol.
- ❖ Promote the establishment of the African Institute of Human Resource Management whose mandate will be internationalization of Human Resource Management professionals by broadening the Institute's reach beyond national borders through CHRP certification.
- ❖ Promotion of closer cooperation with the International Labour Organization (ILO), Society of Human Resource Management (SHRM), and Chartered Institute of Personnel & Development (CIPD).

2.4. THE ROLE OF THE INSTITUTE IN THE 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 is by promoting projects geared towards well-educated citizenry and skills revolution underpinned by Science, Technology, and Innovation.



Fellows of The Institute during a breakfast meeting

3

SITUATIONAL ANALYSIS

3.1. INTRODUCTION

This Chapter analyses the current situation of the Institute with a view to identify the micro- and macro-thematic areas of competitiveness, and the value the Institute can derive from the identified areas in order to reposition strategically moving forward. The Chapter also intends to explore organizational and systemic weaknesses that may have led to under-performance of the Institute with a view to acknowledging, appreciating, learning, and improving from them. The basic model of analysis applied is a reflection on the current Institute's Structure, Systems, Strategy, People and Environment (S3PE). The People component of the Institute is further disintegrated into Institute's Staff, Skills, Styles and Shared values.

The rationale behind the S3PE framework is that strategies are formulated and executed by people, which means the people component is the most critical ingredient for success or failure of the Institute. The structure of the Institute to which people report, and who is responsible for what activities is important, as are the systems that it has in place for determining how performance is measured, how people are rewarded or sanctioned and what information goes to who in the reporting and accountability structure. The Institute's performance is also a function of the work environment and physical location of its office premises.



In order to bring out the best and focused analysis of the strengths and challenges in each area, four other models have been superimposed on the Institute main S3PE framework. These analysis models include the two basic ones namely the Strengths, Weaknesses, Opportunities and Threat (SWOT) and Political, Economic, Social, Technological, Natural Environment and Legal (PESTEL). The other two models are focused on unearthing critical performance areas that require reforms and change in order to solve existing problems, create more value and reposition the Institute strategically. These other two models include analysis of Activities, Value added, Appropriation and Change or reforms needed (AVAC).

The other model applied is Value Chain analysis that looks at the Institute as a production line and critical part of a chain for producing human resource professionals who are ethical and people-centric. The value chain looks at the Institute's primary activities chain and classifies them into in-bound, operations, out-bound, marketing to customers and human resource services. Support activities for the Institute's value chain consist of technology development, procurement, Institute's infrastructure and Human resources management.

3.2. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS

An analysis of the Institute's internal and external environment was undertaken to provide detailed information on how these environments impact on the operations of the Institute. The internal environment explores the strengths and challenges, while the external environment provides the opportunities that are available and the threats that may affect operations

3.3. ENVIRONMENTAL SCANNING (PESTEL ANALYSIS)

While preparing this Strategic Plan, a Political, Economic, Socio-Cultural, Technological, Environmental and Legal (PESTEL) analysis was carried out to identify the key external forces that might affect the Institute. This was done to allow the strategic planners identify and take advantage of opportunities and prepare plans to guard against the threats. PESTEL analysis was undertaken to describe and appreciate the environment under which the Institute operates. This analysis will allow the Institute to find the best match between environmental trends and internal capabilities.

Table 3.1 S3PE Against the SWOT Framework of the Institute

| S/NO. | TRANSFORMATION AREA IN THE INSTITUTE | STRENGTH | OPPORTUNITY | WEAKNESSES | THREAT |
|-------|--------------------------------------|---|--|--|---|
| 1 | STRUCTURE | <p>Top lean with clear leadership</p> <p>Clear functions of the Institute</p> <p>Self-regulating procedure</p> <p>Full time Secretariat with delegated powers</p> | <p>Decentralization to regional representation</p> <p>Inter-dependency by virtue of resource and distribution of functions</p> <p>Re-structuring and repositioning</p> <p>Close-working relationship with the Government</p> | <p>Of all council members, 2 have no voting rights.</p> <p>The quorum provided in the Act is unreasonable</p> <p>Poor succession planning</p> <p>Unclear departmentation</p> <p>Poor Establishment</p> | <p>Delayed review of the Act.</p> <p>Easier to splinter and may lead to formation of rival off shoots</p> <p>Members and public perception over performance of the previous leadership</p> |
| 2 | SYSTEMS | <p>Existence of security access doors</p> <p>24hr Surveillance within the office premises</p> <p>Robust automated online registration processes</p> <p>Existence of LAN and WAN for secure telephone and Email communications</p> <p>Existence of manual system of sorting in-bound communications</p> <p>Existence of a performance contracting system for senior management staff (CEO and Directors)</p> <p>Flexible and adaptable systems</p> | <p>Policies and regulations are live documents and ready to change given goodwill of leadership</p> <p>Existence of software programming of systems for business processes reengineering, human resource management, Financial controls, communications management and performance management</p> <p>Outsourcing of services such as to subject matter experts and research consultants at affordable costs based on tasks and assignments</p> <p>Existence of a biometric system for Members biometric data</p> | <p>Unclear SOPs and operational manuals in finance, procurement, and human resource</p> <p>Lack of policies and regulations</p> <p>Lack of a crisis management policies</p> <p>Existence of a semi-auto and manual filing referencing system</p> <p>Lack of funding from the exchequer</p> | <p>Unethical hacking of systems by unauthorized personnel</p> <p>Dual mandate of the Institute as a regulator and welfare society</p> <p>Risk losing confidence of members as our customers</p> |

| | | | | |
|---|--|--|--|---|
| 3 | <p>STRATEGY</p> <p>Functionally independent</p> <p>Existence of new leadership, collaborators, partners, and others who believe in synergies</p> <p>Existence of leadership that lives the values of the organization</p> <p>Existence of values aligned to the vision and mission</p> <p>Values that align with the culture and attitudes, environment, and behavior</p> | <p>To adapt interdependence approach with affiliates while maintaining our functional independence</p> <p>Reforms and change of strategy to adapt to changing operating environment and circumstances</p> <p>Decentralization to branches</p> <p>Align our policies to synergize with existing national government policies</p> <p>Existing goodwill with parent Ministry</p> <p>New leadership of the Council ready to introduce new styles of trust, openness, democracy, responsibility, honesty, and integrity</p> <p>Learning from new leadership</p> | <p>Absence of resource mobilization strategies</p> <p>Failure to attract budgetary allocation by treasury</p> <p>Low-value to synergy collaboration and working together with affiliates</p> <p>Strategy for appointing the Executive Director has faced huddles</p> | <p>Too many legal disputes lying in court</p> <p>Losing relevance and inability of the strategy to adapt to changing operating environment</p> |
| 4 | <p>PEOPLE</p> <p>Dedicated, youthful and educated staff</p> <p>Gender balance and diversity in staff</p> <p>Existence of a P&E budget</p> <p>Fair IT literacy skills</p> <p>Competencies in execution of tasks</p> | <p>Growth in resources and budget allocation for employment of more staff</p> <p>Availability of experts and consultants for outsourcing of services</p> <p>Move staff to premises with better work and office environment</p> | <p>Demotivation, poor terms, and conditions of service</p> <p>Existence of different terms and conditions among employees of the Institute</p> <p>Stagnation and lack of career progression</p> | <p>Staff turnover for greener pastures</p> <p>Resistance to change and reforms due to external influence and interests</p> <p>Staff loyalty to individuals other than the Institute</p> <p>Emerging and often disruptive technologies that require new skills</p> |

| | | | | | |
|----------|--------------------|---|--|---|---|
| | | requiring specific skills in subject matters and technical expertise Good article and text writing skills Good presentation skills Average leadership and influencing skills Relevant and dependable skills | Existence of other untapped skills among staff such as diplomacy, negotiations, advanced game theory for innovations and competitiveness Opportunities for training in Government protocol, communications and writing skills | Inadequate growth of skills and competencies due to lack of exposure Resistance to learning and re-orientation Rigidity to intra-mobility and movement across affiliates for skill-sharing and improvement. Lack of interpersonal communication skills Leadership styles that hinder people development | New operating environment and strategies for public and community engagement that require new skills Styles that are entrenched and difficult to unlearn due to poor mentorships and partisan loyalties Suspicion, attitudes, and fears |
| 5 | ENVIRONMENT | Existence of a physically independent and rented office premises located in the Central Business District (CBD) Outsourced services for office support and cleaning Easy accessibility of the premises | Availability and possible relocation to a more secure, cheaper, strategic, and accessible office premises including leasing or construction | Poor office and work environment that is not gender-responsive for lactating staff and clean sanitation Lack of sufficient office space to accommodate the leadership, staff, and meeting rooms | Health and disease outbreak risks for both employees and customers |

3.3. ENVIRONMENTAL SCANNING (PESTEL ANALYSIS)

While preparing this Strategic Plan, a Political, Economic, Socio-Cultural, Technological, Environmental and Legal (PESTEL) analysis was carried out to identify the key external forces that might affect the Institute. This was done to allow the strategic planners identify and take advantage of opportunities and prepare plans to guard against the threats. PESTEL analysis was undertaken to describe and appreciate the environment under which the Institute operates. This analysis will allow the Institute to find the best match between environmental trends and internal capabilities.

Participants during the HR Month Career Festival



Table 3.2 S3PE Against the PESTEL Framework of the Institute

| S/NO. | TRANSFORMATION AREA IN THE INSTITUTE | POLITICAL | ECONOMIC | SOCIAL | TECHNOLOGICAL | ENVIRONMENTAL | LEGAL |
|-------|--------------------------------------|--|---|--|--|---|--|
| 1 | Structure | Increased demand for professional HR services and reforms in both the public and private sector | Need to align the Institute to the national development agenda | Lack of inclusivity (ethnicity) at the Institute | Lack of the ERP System | Inadequate capacity at all levels Poor structuring of the Directorates | Lack of proper structure for compliance, lobbying, advocacy, and quality assurance. |
| 2 | Systems | Rigid systems at the Institute to adapt to the changing Political climate | Escalating cost of operations due to dynamic macro-economic environment Limited scope for revenue generation | Lack of value-based approach to integrity and accountability of resources Inadequate stakeholder engagement Lack of advocacy at the national and county levels on the mandate of the Institute | Partial automation of the membership services Untimely dissemination of information on services offered to the public Inadequate information management system Weak performance (IMS) | Weak monitoring, evaluation, and reporting systems | Lack of a CSR policy Review and implement ICT policy Inadequate policies that address issues of good governance |
| 3 | Strategy | Insufficient sensitization of the public on the mandate of the Institute. Inadequate regional and international collaboration and | Inadequate external resource mobilization | Absence of stakeholder satisfaction surveys on the Institute services Inadequate research and benchmarking | Lack of ERP frameworks | | Inadequate policy frameworks to professionalize recruitment, appointment, confirmation, transfer, and promotion process. |

| S/NO. | TRANSFORMATION AREA IN THE INSTITUTE | POLITICAL | ECONOMIC | SOCIAL | TECHNOLOGICAL | ENVIRONMENTAL | LEGAL |
|-------|--------------------------------------|---|---|--|--|---|--|
| | | partnership in HR Management activities Insufficient synergy linkages between the Institute and its affiliates Dynamic political environment | | Inadequate outreach programs Lack of service level agreements Poor customer care culture. | | | Inadequate oversight over disciplinary procedures and appeals processes. Lack of policies on conflict of interest |
| 4 | People | Non-compliance with regional, gender and ethnic balance goals Non-compliance with gender, youth, and disability mainstreaming goals Minimal synergy with other key stakeholders | Inadequate establishment at the Institute | Increased demand for specialized skills Increasing membership growth leading to a strain in secretariat-staff member ratio Lack of employee satisfaction surveys Lack of work environment surveys Youthful workforce susceptible to high turnover Succession management | Inadequate training and capacity building on emerging technologies | Need for the provision of conducive work environment Poor terms and conditions of service for staff Need to instill ethical values at the workplace | Emerging legislation Amendment of the HRMP Act |



3.4. ACTIVITIES, VALUE, APPROPRIATION AND CHANGE (AVAC) ANALYSIS

AVAC analysis implies that strategies that are performance oriented should have a way of being evaluated. The Institute did an AVAC analysis to assess the value and benefit of the activities it has been doing in order to highlight those that add value to the Institute and should be continued and those that have derailed the Institute and should be stopped.

Table 3.3 S3PE Against the AVAC Framework of the Institute

| S/NO. | TRANSFORMATION AREA IN THE INSTITUTE | ACTIVITY | VALUE | APPROPRIATION | CHANGE |
|-------|--------------------------------------|--|--|--|--|
| 1 | Structure | <p>Organizing meetings of the Institute</p> <p>Establishment of the Institute Committees</p> <p>Co-option of Members into the Institute</p> <p>Checks, control and balance on finance and human resource</p> <p>Oversighting the secretariat budget preparation</p> <p>Responding to audit queries</p> <p>Reporting to the line Ministry</p> <p>Preparation of the Agenda for Council meetings</p> | <p>Deliberations of Agenda and matters before them</p> <p>Deal with different thematic areas</p> <p>Usurping powers and authority of the Institute</p> <p>Values not sufficient to address the members expectations</p> | <p>Decision-making</p> <p>Oversee implementation of the committee decisions</p> <p>Make recommendations to the Institute</p> | <p>The Institute will reorganize and restructure its Committees, Directorates and Departments for optimal functioning</p> <p>The Institute will co-opt members of the HRMPEB and CHRM to the Council for synergy</p> <p>Committee will be moving the Council agenda through a council memorandum from committee meetings</p> |
| 2 | Systems | <p>Manual filing</p> <p>Manual record management</p> <p>Manual communication</p> <p>Manual human resource management</p> <p>Ensuring accountability, credibility, timeliness, transparency, and accuracy of Institute decisions</p> <p>Purchasing of motor vehicles and management of transport, repairs, and maintenance</p> | <p>Preservation of institutional memory</p> <p>Difficulty in retrieval and reference</p> <p>Weak accountability</p> <p>Lost value for money and inefficiency in purchase of motor vehicles and management of repairs and maintenance</p> | <p>Information Dissemination</p> <p>Service level agreements</p> | <p>Automate the processes by acquiring an ERP system</p> <p>The Institute will establish a new communication path both internally and externally</p> <p>Ease of decision-making</p> <p>Measuring performance and associating rewards and sanctions to individuals</p> <p>Support corporate governance</p> <p>Financial management (planning, budgeting, budget approvals, procurement, payments, audit, accounting, and reporting)</p> |

| S/NO. | TRANSFORMATION AREA IN THE INSTITUTE | ACTIVITY | VALUE | APPROPRIATION | CHANGE |
|-------|--------------------------------------|---|--|---|--|
| 3 | Strategy | Entrenchment of value system Recruitment, promotion, and appointment of staff Exercising disciplinary control Development and implementation of policies and regulations | Ensure integrity and suitability for service Provide policy direction in key areas Slow decision-making process Accountability challenges Harmony in institutional relationships and operations Synergy and collaboration Rigidity to change | Restoration of professionalism Provide a framework for operations | according to the relevant legislations The Institute will adopt a value-based approach to ethics and fight against corruption Establishment of audit and compliance mechanisms Acquisition of an ERP system to manage recruitment, appointment, confirmation, promotions, transfers, discipline, and appeals The organizational culture affecting member perception of the 'Us vs. Them' fallacy Stakeholder engagement |
| 4 | People | Recruitment and appointment of staff Staff specialization Staff welfare Training and capacity building of staff Promotion and confirmation to permanent and pensionable terms | Optimal numbers for ease of functioning Efficient services to our customers Boost staff morale Lack of promotions Staff being on permanent and pensionable terms affects performance Concentration of knowledge base | Internal capacity development Conducive work environment and increased productivity Change management Improve service delivery Promotion of staff | Develop frameworks to improve staff welfare The Institute will adopt contract-based employment that is tied to performance Integration of shared services within the Institute and its affiliates Staff re-orientation on operations Establish change champions Enhance interdependence and synergy building Institute demand-driven trainings and capacity building Conduct skills mapping and matching |

| S/NO. | TRANSFORMATION AREA IN THE INSTITUTE | ACTIVITY | VALUE | APPROPRIATION | CHANGE |
|-------|--------------------------------------|---|---|---|--|
| 5 | Environment | Acquisition of office space for the Institute Creating of a conducive work environment | Optimal functioning of the staff Un-conducive working environment for the Council and the secretariat High rent expenses Limited accessibility due to poor proximity to our customers Highly centralized services | Accessibility of the Institute offices to our customers Optimize on the rent value Centralized Institute services | Add value by relocating the office premises Construction of a new office block or leasing Add value by decentralization of the Institute services Add value by introducing a lactation room |

3.5. ACHIEVEMENTS OF THE INSTITUTE

This Strategic Plan 2020–2023 is developed to succeed the previous plan 2016–2020. The Plan seeks to leverage on achievements and successes of the previous plan while introducing new strategies to fast track organizational growth and adapt to the changing operating environment. During the period of the last plan, numerous achievements were realized by the Institute. Table 3.4 below provides an executive summary of key result areas and the extent to which the results were achieved.



Table 3.4 Achievements of the Institute (2016–2020)

| No. | ACTIVITY | STATUS |
|-----|--|---|
| 1 | Membership | 2016 – 2,500 2017 – 10,618 2018 – 12,065 2019 July – 14,431 |
| 2 | Branch Network | Nairobi – IHRM Hqs Central Rift-Nakuru North Rift-Eldoret South Rift-Kericho Mount Kenya North- Nanyuki Mount Kenya South- Thika Nyanza – Kisumu Western-Kakamega North Eastern-Garissa Coast/Eastern |
| 3 | CPD Implementation | Annual Calendar circulated every January Enhanced programs launched |
| 4 | Human Resource Management Professionals Examinations Board (HRMPEB) | Board Established Curriculum Launched in November 2016 First exams done in June 2017 5 Examinations conducted so far. 6 th examination series began on 20 th November 2019 Total No. of CHRPs to Date = 512 |
| 5 | IHRM and its affiliates Committees & Board Members | Committees established with new appointees: Risk and Compliance Committee (IHRM). Membership and CPD Committee (IHRM). HR and Finance Committee (IHRM). Member of the HRMPEB Board. |

| No. | ACTIVITY | STATUS |
|-----|--|---|
| | | Member of the CHRM Board. |
| 6 | Visibility & Branding | <p>Participation in matters of national interest. IHRM represented in recruitment panels- Public Service Commission & NHIF</p> <p>Offering technical guidance in establishment of the Public Service Internship Program</p> <p>Hosting of the inaugural golf tournament at VetLab Sports Club.</p> <p>Enhanced social media presence with over 30,000 followers on Facebook, Twitter, Instagram and Linked-In</p> <p>Re-launch of the HRM Magazine</p> <p>TV interviews- IHRM leadership and members viewed as authorities providing expert opinion on various platforms.</p> |
| | | <p>Partnerships established with Nation Media Group, Standard Group, Radio Africa Group</p> <p>Career fairs to prepare graduates transition from school to work and for career guidance and counseling</p> |
| 7 | Membership Services Enhanced | <p>Online Portal Launched in May 2018- allows members to easily access services, book events, and make payments</p> <p>Monthly communication to members</p> <p>Finance System developed and in use</p> <p>A nationwide survey on HR professionals in Kenya - in its final contractual stage</p> <p>The Benevolent fund- roll out ongoing</p> |
| 8 | Institute's Re-launch & 30th Anniversary celebration | <p>IHRM marked 30th anniversary on July 30th, 2017</p> <p>July declared the 'HR Month' which has been marked for 3 years now</p> |
| 9 | Partnerships, sponsorships & Collaborations | <p>Sanlam</p> <p>Nation Media Group</p> <p>KenGen</p> <p>KPLC</p> <p>Strathmore Business School</p> <p>EnWealth Financial Service</p> <p>NIC Bank</p> <p>Oracle</p> <p>MP-Shah</p> <p>Coca-Cola</p> <p>Liberty Insurance</p> <p>UAP Old Mutual</p> <p>Minet</p> <p>Oserian Development Company</p> <p>AMI</p> <p>Kenya Revenue Authority</p> <p>Intra-Health International</p> <p>Isuzu East Africa</p> |

| No. | ACTIVITY | STATUS |
|-----|--|---|
| | | International Coach Federation University of Nairobi Public Service Commission National Youth Council Strathmore Business School Blue Haven Initiative – Data mapping Dialmobi – Hakikisha platform SAP Software Solutions United States International University – Africa (USIU) All Aboard – Training Collaboration Professional Trainers Association of Kenya – Regulate Professional Trainers in HR Global Career Co. – Talent Agenda Series EA Conference 2018 Kenya Bureau of Standards- Developing HR standards The Kenya Institute of Management (KIM) Higher Education Loans Board (HELB) Mhasibu Sacco Mombasa Port Sacco CDI-Africa Kenya School of Government (KSG) |
| 10 | Compliance | Immigration clearance – foreign nationals seeking to practice HR in Kenya must be cleared by IHRM. Requests for verification of HR practitioners standing by individuals and companies alike. Hakikisha platform – Verification of certificates – inception stage |
| 11 | Amendment of the HRMP Act No. 52 of 2012 | Appointment of a taskforce to collect and collate public views and proposed amendments to the Act for further review – Ongoing |
| 12 | HR Centre | Acquisition of office space to host IHRM and its affiliates is ongoing |
| 13 | HR Circle of Excellence Awards | Launched in February 2019 and scheduled for the 6 th of December, 2019 |
| 14 | Organization Review | Assess the effectiveness and efficiency of IHRM and its affiliates (CHRM & HRMPEB) current organizational structure and recommendations – Ongoing |
| 15 | AGM | The first inaugural AGM since the enactment of the HRMP Act No. 52 of 2012, was held on 15 th October, 2019 |

3.6. GAP ANALYSIS

The process of developing this Plan has taken cognizance of the discrepancy between the desired and set targets that the previous plan intended to achieve, and the actual results achieved. These discrepancies have been identified through a strategic gap analysis and evaluation of the previous plan. Subsequently, the gaps realized have been subjected to the changes in leadership of the Institute, time series analysis, and the prevailing operating environment and circumstances. The Institute and its current leadership coupled with changes in leadership of the parent State Department and line Ministry, have introduced a new vision, mission, and strategic key result areas that they are committed to lead the Institute to pursue. These emerging strategies have reorganized and reset the priorities

of this Strategic Plan. Table 3.5 below indicates the unrealized priorities of the last strategic plan, the reason why they were not realized and the strategic choice made to either pursue or abandon the priority in this current Plan due to the changes in the current operating environment.

Table 3.5: GAP Analysis

| S/NO. | WHAT HAD BEEN PLANNED FOR BUT NOT ACHIEVED | REASON FOR THE GAP | STRATEGIC RESPONSE |
|-------|--|--|---|
| 1 | Operationalization of the HRMP Act | Lack of double coincidence | Provision of demand |
| 2 | Establishing strong regional network | Inadequate funding of the branch operation | Expand revenue streams |
| 3 | Creating strong structures | Lack of policies | Establish all the required policies |
| 4 | Acquisition of the HR centre | Inadequate funds | Council support in speeding up the acquisition process |
| 5 | HR publications and research | Lack of capacity | Establishment of a specialized unit to carry out the exercise |
| 6 | Protection of Membership interests | Lack of capacity | Establishment of a specialized unit to carry out the exercise |

3.7. CHALLENGES

During the implementation period of the last plan, the Institute faced two major challenges namely; administrative, and inadequate resources. The administrative challenges were mainly inadequate human resource, 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

3.8. LESSONS LEARNT

Table 3.6 below indicates the key lessons learnt from the experiences in implementing the previous strategic plan 2016–2020

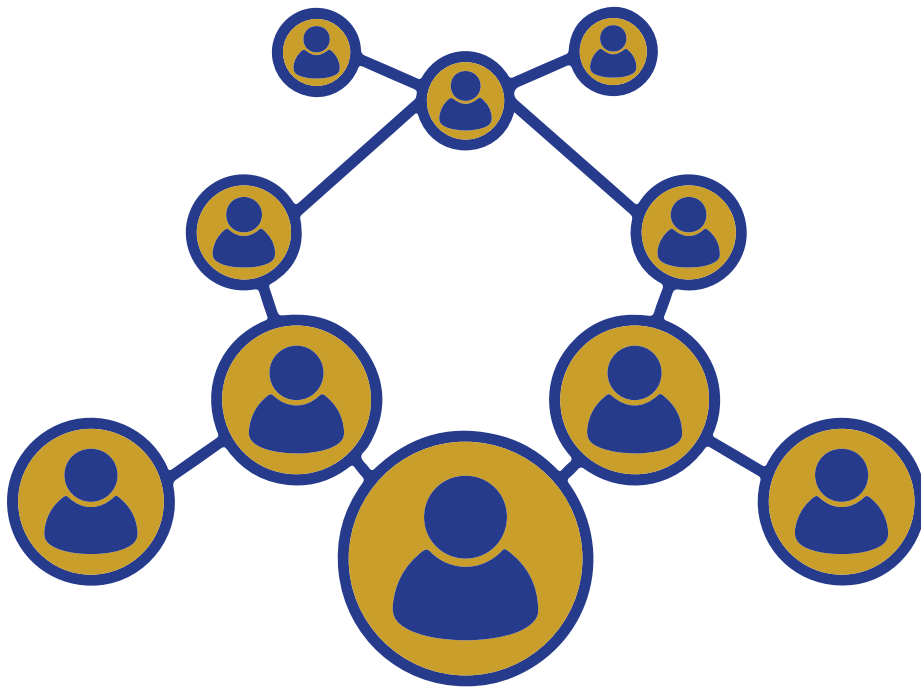
Table 3.6 Lessons learnt

| S/NO. | KEY AREA | LESSON LEARNT |
|-------|-------------|--|
| 1 | Structure | Flexibility and adaptability are important to the changing working environment |
| 2 | Systems | Automation of the Institute's services is crucial for efficient and effective service delivery |
| 3 | Strategy | Activities and programs prioritization should be done to avoid overconcentration on only one aspect of our mandate Effective monitoring and evaluation framework is important to ensure implementation of the Strategic Plan Interdependence and synergy are crucial in transformative membership delivery |
| 4 | People | Develop frameworks to improve staff capacity and welfare |
| 5 | Environment | Accessibility and proximity to our customers are critical for service delivery |

3.9 STAKEHOLDER ANALYSIS

This Plan considers the role of the primary, secondary, and tertiary stakeholders as critical ingredients to its success. The Plan is also cognizant that members are our main customers and our primary stakeholders. A stakeholder is any person, group or institution that has vested interest in each activity or institution. In this regard, this Plan has made a deliberate choice to maintain a culture of continued interaction and working in partnership and collaborations with its stakeholders in the execution of its mandate. Each of these stakeholders have certain expectations which they hope will be fulfilled through their association with the Institute. The Institute also recognizes the fact that stakeholders' interests and clear expectations influence the Institute's functions, and hence the need to build good working relationships.

Table 3.7 below indicates a summary of our stakeholder analysis.



The Institute also recognizes the fact that stakeholders' interests and clear expectations influence the Institute's functions, and hence the need to build good working relationships. Table 3.7 below indicates a summary of our stakeholder analysis.

Table 3.7: Stakeholder Analysis

| S/NO. | STAKEHOLDERS | FUNCTION OF THE STAKEHOLDER | STAKEHOLDER EXPECTATIONS FROM IHRM | ACTION BY IHRM TO MEET STAKEHOLDER EXPECTATION | STAKEHOLDER INPUT FOR IHRM TO ACHIEVE ITS MANDATE |
|-------|------------------------|--|---|--|--|
| 1 | Institute staff | Provide necessary support for the Institute to realize its mandate | <p>To address human resource requirements of the staff for better service delivery</p> <p>Commitment to staff Welfare</p> <p>Adequate and equitable exposure, training, and development opportunities</p> <p>Provide safe and conducive environment for the Institute's staff</p> <p>Exploit research, technology, and innovation for effective and efficient service delivery within the Institute</p> | <p>Favorable terms and conditions of service</p> <p>Conducive work environment</p> <p>Regular review of the conditions of service of the Institute staff</p> | <p>Commitment, professionalism, and productivity</p> <p>Project the right image of the Institute</p> <p>To uphold the values and principles in Articles 10 and 232</p> <p>Provide prompt, effective, and efficient service to customers</p> <p>Confidentiality</p> |
| 2 | Members | To respect and uphold the provisions of the act | <p>Provide professional guidance</p> <p>Protect them from arbitrary decisions in the performance of their duties from employers</p> | <p>Develop policies to address various expectations</p> <p>Build capacity of the members</p> <p>Actively lobby and advocate for professional matters</p> | <p>To raise the stature of the HR Profession</p> <p>Uphold the values and code of conduct in the performance of their duties</p> <p>Comply with the Act</p> |

| S/NO. | STAKEHOLDERS | FUNCTION OF THE STAKEHOLDER | STAKEHOLDER EXPECTATIONS FROM IHRM | ACTION BY IHRM TO MEET STAKEHOLDER EXPECTATION | STAKEHOLDER INPUT FOR IHRM TO ACHIEVE ITS MANDATE |
|-------|--|--|---|---|--|
| 3 | Ministry of Public Service and Gender Affairs & Ministry of Labour & Social Protection & Social Protection | Link to the Executive and provide Policy Guidelines | Enhance welfare of members Institute to carry out duties effectively and efficiently and produce results To efficiently and effectively utilize resources | Institute to set ethical standards and enforce rules of conduct Comply with the national values and principles of governance and of public service | Cooperation with the Cabinet Secretary will enhance functioning of the Institute To comply with the Act, regulations, and decisions Report on compliance by the Institute with values and principles enshrined in the Constitution Report on the discharge of the Institute's Mandate Implement its legal mandate. |
| 4 | Salaries and Remuneration Commission (SRC) | Set and regularly review the remuneration and benefits of all state officers and to advice on the remuneration and benefits of all other public officers | Cooperation with SRC to properly carry out its duties | The Institute will therefore hold consultations for advisory on remuneration and terms and conditions of service for employees | Reasonably set the remuneration, and terms and conditions of service for employees Regular review of the conditions of service Involvement in the review of the terms and conditions of service |
| 5 | Development Partners | They assist in knowledge transfer, capacity building and financial assistance in financing projects that | Accountability in the use of partners' funds To effectively and efficiently utilize | Cooperation and collaboration Timely and accurate reporting | Allocate adequate funds for the Institute's operations Provide constructive criticism Benchmark for best practices |

| S/NO. | STAKEHOLDERS | FUNCTION OF THE STAKEHOLDER | STAKEHOLDER EXPECTATIONS FROM IHRM | ACTION BY IHRM TO MEET STAKEHOLDER EXPECTATION | STAKEHOLDER INPUT FOR IHRM TO ACHIEVE ITS MANDATE |
|-------|----------------------|---|--|--|--|
| 6 | Civil Society | will ensure the institute achieves its mandate Engage the Institute on all issues of interest and concerns that are being raised in respect of the Institute's performance | resources Efficient and effective public service delivery Prudent management of public resources Respect for national values and principles of governance set out in the Constitution Upholding of the objects and authority of the Institute Ethical conduct | Publish and publicize information on the discharge of the mandate of the Institute Transparency and accountability on the discharge of the Institute's mandate Act on the critiques from civil societies | Provide capacity building to the Institute Participation in the policy making process Support and cooperation Prompt submission of information Regular consultations and engagements Carry out civic education Share information |
| 7 | Public | Engage the Institute through correspondence-participation and feedback on Institute activities | Efficient and effective public services Fairness and the exercise of equity for available job opportunities in the Institute Representation of all communities in the Institute Good governance and | The Institute shall endeavor to respond and address all issues raised by members of the public | Cooperate in their respective specialties and outreach Critique the Institute's work Citizens will pay their taxes Qualified Kenyans will apply for jobs when they are advertised Receive objective feedback from the people of Kenya |

| S/NO. | STAKEHOLDERS | FUNCTION OF THE STAKEHOLDER | STAKEHOLDER EXPECTATIONS FROM IHRM | ACTION BY IHRM TO MEET STAKEHOLDER EXPECTATION | STAKEHOLDER INPUT FOR IHRM TO ACHIEVE ITS MANDATE |
|-------|------------------------------|--|--|--|--|
| 8 | Parliament | Parliament has an oversight role of legislation, checks and balances, and approval of budgets for all public institutions. | ethical behavior of persons working in the Institute Amendments of the Act will get the approval of Parliament before Gazettement | The Institute shall account to Parliament the amendment of the Act and establishment of Rules and Regulations as required by law | Support and protect the Institute's mandate Enact relevant Legislation and Regulations to support the Institute's functions |
| 9 | Attorney General (AG) | The AG is the principal legal advisor of Government and all public agencies | Coordination and cooperation Propose relevant legislative reforms needed | The Institute shall work with the office of the AG in all legal matters | Coordination and cooperation Full disclosure of cases that the Institute is enjoined in Introduce and support legal reforms that enhance the Institute's mandate |
| 10 | Media | Publicize and educate members of the public and stakeholders on the Institute's mandate and | To avail relevant information on the discharge of the Institute's mandate | Collaborate, network and partner with the media Provide periodic | Accurate, objective and fair dissemination of information To be professionals and comply with the code of conduct and Objective reporting and coverage |
| 11 | Judiciary | Provide legal redress | Serve the court through competent representation Execute their mandate in a professional manner | Application of relevant laws while executing its mandate | Judicial expedition of Labour cases Efficient record keeping to avoid cases of missing files Objectivity and fairness |
| 12 | APSEA | Advance and advocate for the highest professional standards and ethics | Cascade professionalism to its members | Join APSEA | To maintain and advance, in the public interest, the highest professional in East Africa |
| 13 | Trade Unions | Promote employee | Set standards on | Publish the standards | Articulate provisions of the |

STRATEGIES FOR TRANSFORMATION OF THE INSTITUTE TO BETTER SERVE MEMBERS

4.1. INTRODUCTION

This chapter describes the strategic linkage of the new vision of the Institute, the new mission, and the theme of this Strategic Plan in a coherent and consistent manner that 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 entire structure under which the Institute will establish itself for the next 3-year journey of transforming the Institute to better serve members.

4.2. THE LOGICAL FRAMEWORK



4.2.4. THE PILLARS

The Institute has adopted an architectural framework as a pillar for its stability. The pillars framework is:

- (i) Regulate the practice, competence, and professional conduct of HR Professionals;
- (ii) Register persons who meet the required professional and ethical standards;
- (iii) Promote and protect the welfare and interests of the HR Profession; and,
- (iv) Engage in Public Policy formulation and advisory to the Government on HR Management, Labour policies and Professional Standards.

4.2.5. SHARED VALUES

The strength of these architectural pillars demands a solid foundation of shared values and ethics that every member of the Institute must believe and subscribe. The shared values of the Institute include the following:

Professionalism—The Institute will uphold high standards of professionalism, integrity, and excellence in service delivery.

Integrity – The Institute believes that Integrity keeps us close to God, guides our lives, brings peace, and earns us trust and influence.

Innovation—The Institute will continuously embrace innovation, creativity and transformation while leveraging on Technology in execution of its operations.

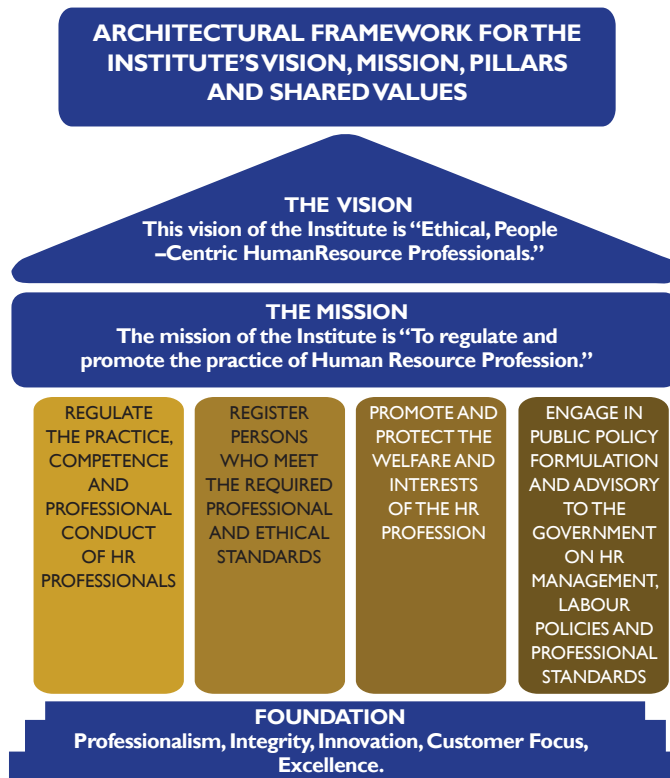
Customer Focus—The Institute will uphold a business philosophy that places the customer at the center of all business development and management decisions.

Excellence—The Institute will deliver quality services of unmatched value, constantly raising the bar on its performance.

4.2.6. STRATEGIC OBJECTIVES

- (i) To improve registration processes for enhanced member experience
- (ii) To empower branch network for efficient service delivery
- (iii) Provision of quality and accessible CPD programs to promote professionalism
- (iv) To promote compliance with the HRMP Act (2012) for enhanced professionalism and ethical conduct
- (v) Sensitization of HR Standards to enhance consistence in HR Practice
- (vi) To establish an association to promote member welfare.
- (vii) To revamp the benevolence fund to support members during financial difficulties.
- (viii) Promote Huduma HR Sacco operations to enhance quality of life
- (ix) Engage in public policy formulation and advisory on Best HR Practices
- (x) To develop and publish HR Standards to enhance professional practice
- (xi) To conduct research, publish, and engage in consultancy to support the growth of public and private sector
- (xii) To diversify revenue streams with the aim of enhancing resource mobilization
- (xiii) Engage the ministry in charge of human resource management for funding
- (xiv) To strengthen capacity for competitiveness
- (xv) Leverage on ICT to enable business re-engineering

- (xvi) To develop, review and influence legislation touching on HR for clarity
 - (xvii) Collaborate with relevant stakeholders to leverage on individual strengths
- Fig. 4.1 Architectural Framework of the Institute Vision, Mission, Theme, Pillars and Shared Values



4.3. KEY RESULT AREAS, STRATEGIC OBJECTIVES, AND ACTIVITIES.

4.3.1. KEY RESULT AREA I:

Strengthening Member Services

STRATEGIC OBJECTIVE 1: To improve registration processes for enhanced member experience

ACTIVITIES:

- (i) Automation of processing
- (ii) Improve capacity Provision of quality and accessible CPD programs to promote professionalism

STRATEGIC OBJECTIVE 2: To empower branch network for efficient service delivery

ACTIVITIES:

- (i) Sensitize on guidelines governing branch operation
- (ii) Provide documentation for standardized processing
- (iii) Establish centralized communication channels

STRATEGIC OBJECTIVE 3: Provision of quality and accessible CPD programs to promote professionalism

ACTIVITIES:

- (i) Develop market driven programs
- (ii) Engage competent facilitators
- (iii) Enhance access to the programs

STRATEGIC OBJECTIVE 4: To promote compliance with the HRMP Act (2012) for enhanced professionalism and ethical conduct

ACTIVITIES:

- (i) Sensitization of the HRMP Act
- (ii) Carry out regular audits
- (iii) Penalize offenders as per the HRMP Act
- (iv) Protect members operating within the provisions of the HRMP Act

STRATEGIC OBJECTIVE 5: Sensitization of HR Standards to enhance consistence in HR Practice

ACTIVITIES:

- (i) Hold regular informative forums
- (ii) Participate in national debates on policy formulation
- (iii) Create awareness on newly established standards

4.3.2. KEY RESULT AREA 2:

Enhancing Member Welfare

STRATEGIC OBJECTIVE 1: To establish an association to promote member welfare.

ACTIVITIES:

- (i) Develop the framework of the association
- (ii) Establish mechanism to manage expected change

STRATEGIC OBJECTIVE 2: To revamp the benevolence fund to support members during financial difficulties.

ACTIVITIES:

- (i) Product diversification
- (ii) Efficient processing of claims

STRATEGIC OBJECTIVE 3: Promote Huduma HR Sacco operations to enhance quality of life

ACTIVITIES:

- (i) Sensitize members
- (ii) Product and service diversification

4.3.3. KEY RESULT AREA 3:

Operationalize HRMCS

STRATEGIC OBJECTIVE 1: Engage in public policy formulation and advisory on Best HR Practices

ACTIVITIES:

- (i) Participate in national discourse

STRATEGIC OBJECTIVE 2: To develop and publish HR Standards to enhance professional practice

ACTIVITIES:

- (i) Provide road map for the development of standards

STRATEGIC OBJECTIVE 3: To conduct research, publish, and engage in consultancy to support the growth of public and private sectors

ACTIVITIES:

- (i) Establish a research and publishing unit
- (ii) Establish a consultancy unit

STRATEGIC OBJECTIVE 4: To establish a Television station to operate studios and facilities that deliver audiovisual content to the public via over-the-air transmission

ACTIVITIES:

- (i) Apply for Commercial free to air television on DTT Platform broadcasting license
- (ii) Apply for Commercial free to air radio Platform broadcasting license
- (iii) Facilitate the development and distribution of high-quality content
- (iv) Strengthen stations' role as an essential, local and International, content provider

4.3.4. KEY RESULT AREA 4:

Institutional Sustainability and Growth

STRATEGIC OBJECTIVE 1: To diversify revenue streams to enhance resource mobilization

ACTIVITIES:

- (i) Identify and engage potential sources of income

STRATEGIC OBJECTIVE 2: Engage the ministry in charge of human resource management for funding

ACTIVITIES:

- (i) Justify the need for funding

STRATEGIC OBJECTIVE 3: To strengthen capacity for competitiveness

ACTIVITIES:

- (i) Attract, develop, and retain talent

STRATEGIC OBJECTIVE 4: Leverage on ICT to enable business re-engineering

ACTIVITIES:

- (i) Formulate policies that ensure a seamless ICT ecosystem
- (ii) Encourage the participation of all relevant stakeholders

4.3.5. KEY RESULT AREA 5:

Linkages and Stakeholder Engagement

STRATEGIC OBJECTIVE 1: To develop, review and influence legislation touching on HR for clarity

ACTIVITIES:

- (i) Engage in advocacy and lobbying

STRATEGIC OBJECTIVE 2: Collaborate with relevant stakeholders to leverage on individual strengths

ACTIVITIES:

- (i) Enter MOU's with relevant Partners
- (ii) Engage in strategic CSR initiatives

Table 4.1: A Summary of Key Result Areas, Strategic Objectives, Activities, and KPI's

| KEY RESULT AREA | STRATEGIC OBJECTIVES | ACTIVITIES | KPI'S |
|---|--|--|--|
| 1. Strengthening Member Services | 1. To improve registration processes for enhanced member experience | (i) Automation of processing (ii) Improve capacity | (i) Increased efficiency (ii) Reduced processing time per application |
| | 2. To empower branch network for efficient service delivery | (i) Sensitize on guidelines governing branch operation (ii) Provide documentation for standardized processing (iii) Establish centralized communication channels | (i) Efficient branch operations (ii) Timely processing of requests (iii) Effective coordination of branch activities |
| | 3. Provision of quality and accessible CPD programs to promote professionalism | (i) Develop market driven programs (ii) Engage competent facilitators (iii) Enhance access to the programs | (i) Increased number of programs (ii) Enhanced quality of delivery (iii) Increased number of delegates |
| | 4. To promote compliance with the HRMP Act (2012) for enhanced professionalism and ethical conduct | (i) Sensitization of the HRMP Act (ii) Carry out regular audits (iii) Penalize offenders as per the HRMP Act (iv) Protect members operating within the provisions of the HRMP Act | (i) Increased level of awareness (ii) Increased number of compliant institutions (iii) No. of protected members |
| | 5. Sensitization of HR Standards to enhance consistence in HR Practice | (i) Hold regular informative forums (ii) Participate in national debates on policy formulation (iii) Create awareness on newly established standards | (i) Increased number of forums held (ii) No. of policies influenced (iii) Increased uptake of new standards |
| 2. Enhancing Member Welfare | 1. To establish an association to promote member welfare. | (i) Develop the framework of the association (ii) Establish mechanism to manage expected change | (i) Existence of the association (ii) Low level of resistance |
| | 2. To revamp the benevolence fund to support members during financial | (i) Product diversification | (i) Increased no. of product |

| | | |
|---|---|---|
| <p>3. Promote Huduma HR Sacco operations to enhance quality of life</p> <p>1. Engage in public policy formulation and advisory on Best HR Practices</p> <p>2. To develop and publish HR Standards to enhance professional practice</p> <p>3. To conduct research, publish, and engage in consultancy to support the growth of public and private sector</p> | <p>(i) Sensitize members</p> <p>(ii) Product and service diversification</p> <p>(i) Participate in national discourse</p> <p>(i) Provide road map for the development of standards</p> <p>(i) Establish a research and publishing unit</p> <p>(ii) Establish a consultancy unit</p> <p>(i) Apply for Commercial free to air television on DTT Platform broadcasting license</p> <p>(ii) Apply for Commercial free to air radio broadcasting license</p> <p>(iii) Facilitate the development and distribution of high-quality content</p> <p>(iv) Strengthen stations' role as an essential, local and International, content provider</p> | <p>(i) Increased uptake</p> <p>(ii) No. of available products and services</p> <p>(i) Increased span of influence</p> <p>(i) Number of standards developed</p> <p>(i) Increased no. of conducted and published research</p> <p>(ii) No. of consultancies undertaken</p> <p>(i) Availability of a broadcasting license</p> <p>(ii) Developed and distributed highly quality content</p> <p>(iii) Visibility across the region both locally and internationally</p> |
| <p>3. Operationalize HRMCS</p> | <p>1. To diversify revenue streams to enhance resource mobilization</p> | <p>(i) Increased Revenue</p> |
| <p>4. Institutional Sustainability and Growth</p> | <p>2. Engage the ministry in charge of human resource management for funding</p> <p>3. To strengthen capacity for competitiveness</p> <p>4. Leverage on ICT to enable business re-engineering</p> | <p>(i) Availability of funding</p> <p>(i) Increased level of competency</p> <p>(i) Availability of an enabling policies</p> <p>(ii) Enhanced level of engagement</p> |
| <p>5. Linkages and Stakeholder Engagement</p> | <p>1. To develop, review and influence legislation touching on HR for clarity</p> <p>2. Collaborate with relevant stakeholders to leverage on individual strengths</p> | <p>(i) Increased no. of policies and laws legislated</p> <p>(i) No. of MOU's signed</p> <p>(ii) Increased visibility threshold</p> |

5

INSTITUTIONAL FRAMEWORK FOR IMPLEMENTATION AND CO-ORDINATION

5.1. INTRODUCTION

This Chapter provides the institutional framework that the Institute intends to use to co-ordinate the implementation of this Plan. The Chapter provides the reorganization and the restructuring necessary for effective implementation of the Plan. This Strategic Plan 2020–2023 envisages an Institute that is structured along its mandate and functional lines to enable the Council exercise authority and leadership of the Institute as stipulated in the HRMP Act No. 52 of 2012

5.2. THE NEW STRUCTURE

The new structure is modelled along the technical functions and the support functions of the Institute. The technical function of the Institute is to provide for registration and regulation of the standards and practice of Human Resource Management professionals. Effective discharge of this technical function will require a support service of the Institute, which is mainly the Shared Services - HR and Member Services and Corporate Affairs and Communication. The Council is charged with the leadership responsibility to ensure successful discharge of the technical and support functions of the Institute. Subsequently, the Council has structured itself into five Committees, each headed by a Council Member and three (3) boards. These Committees include:

- 1) Registration Committee;
- 2) Disciplinary Committee;
- 3) Audit, Risk and Compliance Committee;
- 4) HR and Finance Committee; and,
- 5) CPD and Membership Services Committee.

And the following boards:

- 1) Human Resource Management Professional Examination Board (HRMPEB) ;
- 2) College of Human Resource Management Board (CHRM); and
- 3) Human Resource Management Consultancy Services Board (HRMCS).

In order to strengthen the consultancy and advisory mandate, the Council has restructured the organization to provide for the establishment of HRMCS as a third

affiliate to the structure of the Institute whose board will have a direct reporting line to the Council.

The Institute has an established secretariat headed by the Council Secretary who is also the Executive Director of the Institute. The new structure has introduced three new positions to enable the Council to discharge its mandate effectively. The three positions include Head of Human Resources and Member Services, Head of Operations (Shared Services), and Head of Corporate Affairs and Communications.

The Council will outsource the services of an Internal Auditor to help in accomplishing its strategic objectives. The auditors mandate is to bring in a systematic and disciplined approach to evaluating and improving the effectiveness of risk management, control, and governance processes within the Institute.

HR Directors during a breakfast meeting



Figure 5.1 The restructured governance framework of the Institute

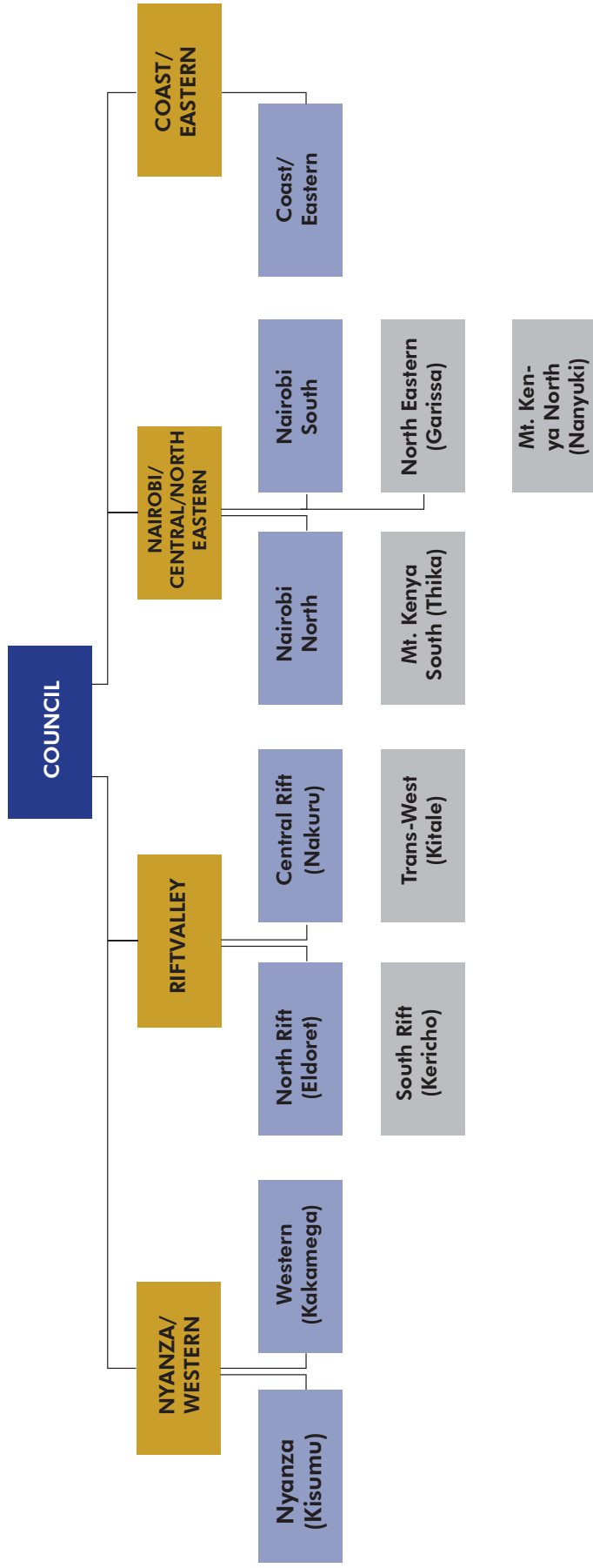
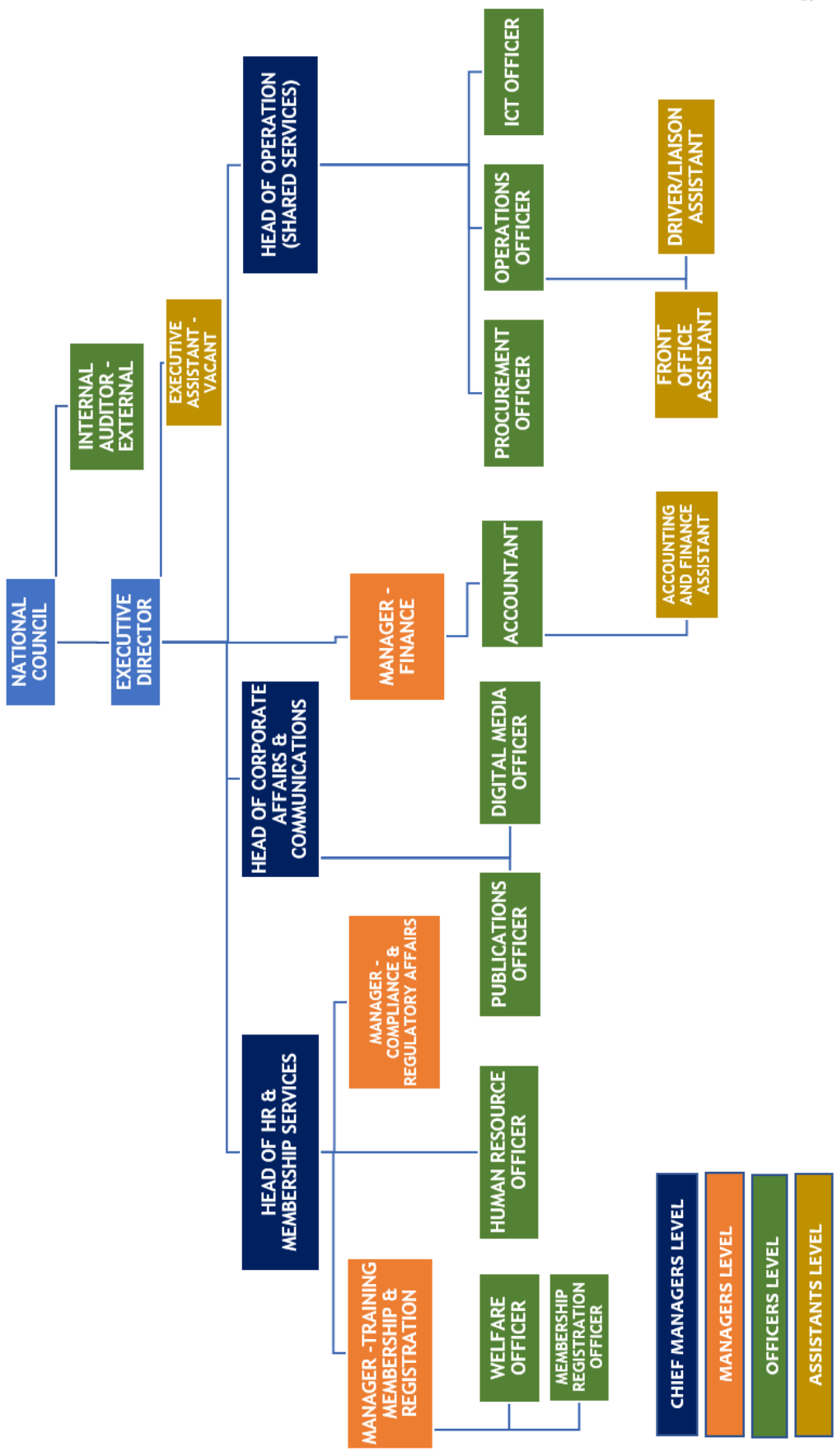


Figure 5.2 The restructured architectural framework of the Institute



5.3. VALUE CHAIN ANALYSIS

Value chain analysis is a strategy formulation tool that identifies processes that are intended to give the Institute an edge in fulfilling its mandate of registering and regulating the standards and the practice of the HR Professionals in a more efficient and effective manner.

This Plan has chosen automation of processes in member services to ensure quality, accuracy, timeliness and transparency of member data and decisions made by the Council using the data.

The automation strategy seeks to synergize with the automation strategy of the Institute and its affiliates by mapping out its processes from the primary source to the destination at the Institute where decisions are made and an equivalent automated return process of dispensing services to the members.

Winners during the 1st HR Circle of Excellence Awards



Table 5.3 Value chain analysis of member service processes at the Institute and how automation will add value

| S/NO. | CORE FUNCTIONS OF THE INSTITUTE | PROCESSES | PROMOTIONAL SUPPORT SERVICES |
|-------|---|---|--|
| 1 | Member Registration | <ul style="list-style-type: none"> • Application for membership/upgrade done online by members through creating an account • Registration Committee does new/upgrades approvals online • Payment done via direct banking, EFT or M-pesa • The membership number automatically generated by the system once a new member has paid. • Membership documents are processed and members alerted via mail. | <ul style="list-style-type: none"> • Campaign on social media platforms on importance of being a member. • Sensitizing through email communication |
| 2 | Agreement with the Code of Conduct and Professional Ethics | <ul style="list-style-type: none"> • Avail a clear and concise code of conduct document • Expound on the content • Append Signature to show commitment • Constantly refer to the provisions of the Code of Conduct in your day-to-day activities | <ul style="list-style-type: none"> • Campaign on Social media platforms. • Sensitization through email communication |
| 3 | Compliance on Continuous Professional Development (CPD) | <ul style="list-style-type: none"> • Avail a Clear CPD Policy • Sensitization of the Policy • Avail signed nomination form • Make payments • Attend training • Send the certificate • Sponsors • Avail a filled online CPD application form with all requirements attached • Send the invoice • Make the payment • Offer the training | <ul style="list-style-type: none"> • Sensitization through email communication - Giving information about venue & date - Programme • Campaign on Social media platforms. - Creating flyers with different speakers - Daily updates on days remaining - Media Buying - Newspaper Adverts - Creating campaigns around the theme • Sending invitation letters to: |

| S/NO. | CORE FUNCTIONS OF THE INSTITUTE | PROCESSES | PROMOTIONAL SUPPORT SERVICES |
|-------|--|--|---|
| | | | <ul style="list-style-type: none"> - Ministries - Parastatals - County Governments - County Assembly - Universities - Public Service Commission - Corporates • Calls to different HR Directors & CEOs • One on one marketing |
| 4 | Provision of Welfare Services | <ul style="list-style-type: none"> • Provision of information on available services • Receive online application • Register Members under scheme • Build Capacity on the Scheme • Receive requests online • Online Processing of request • Approve Requests Online • Give assistance | <ul style="list-style-type: none"> • Communicate to members • Design unique products and services • Advertise the available products and services • Automate the processes on mobile platform |
| 5 | Research and Advisory | <ul style="list-style-type: none"> • Recruiting competent staff • Gather necessary data • Analyze data • Collaborate with other subject matter experts • Publish findings • Disseminate results | <ul style="list-style-type: none"> • Communicate to members • Advertise the available reports • Automate the processes on mobile platform |
| 6 | Enactment of Enabling Legislation | <ul style="list-style-type: none"> • Ensure Members are actively involved through collection of views. • The said views ought to be incorporated with respect to their degree of relevance to the subject matter and a draft developed. • Work closely with the office of the Attorney General and the Ministry of Public Service & Gender Affairs by consulting and updating | <ul style="list-style-type: none"> • Holding forums at branch level – working closely with Branch officials. • Circulating relevant legislation through the mail chimp and providing an email for submission of views |

| S/NO. | CORE FUNCTIONS OF THE INSTITUTE | PROCESSES | PROMOTIONAL SUPPORT SERVICES |
|-------|---|---|--|
| 7 | <p>Creation of Regulatory Administration and Rules</p> | <p>them respectively where need be i.e. (the Codes of Conduct)</p> <ul style="list-style-type: none"> • Scrutiny of the legislation by relevant committees. • Presentation & Adoption by Council • IHRM generally formulates Regulatory Administration and Rules • Depending on the nature of the regulation, submit the latter to the relevant Committee for scrutiny and onward transmission to Council for approval. | <ul style="list-style-type: none"> • A request is made to staff to make their input. • A Consultant maybe tasked to review such documents where need arises. |
| 8 | <p>Enforcement</p> | <ul style="list-style-type: none"> • The IHRM staff are expected to familiarize themselves with all the rules and regulations and apply them to the latter. • The Head of Operations at the Institute is to ensure that such rules and regulations are strictly adhered to. | <ul style="list-style-type: none"> • Communicate through internal Memos on the expectations and consequences of non-compliance. |

5.4. FINANCIAL IMPLICATION OF THE PLAN IMPLEMENTATION

The total projected cost of this Strategic Plan 2020-2023 is estimated to be Kshs. 1.235 billion for three financial-years' period. It is estimated that it will cost Kshs. 0.435 billion, Kshs. 0.390 billion and Kshs. 0.410 billion for the three financial years, respectively.

The financial estimates for successful implementation of this Plan are projected to increase arithmetically from the previous budget due to seven major flagship projects introduced under the new strategy in compliance to the mandate of the Institute. These flagship projects include:

- (i) To improve registration processes for enhanced member experience
- (ii) To empower branch network for efficient service delivery
- (iii) To establish an association to promote member welfare.
- (iv) To revamp the benevolence fund to support members during financial difficulties.
- (v) Promote Huduma HR Sacco operations to enhance quality of life
- (vi) Engage in public policy formulation and advisory on Best HR Practices
- (vii) Operationalization of HRMCS,

Pursuant to these flagship projects, this plan intends to mobilize resources based on five pillars whose total cost estimate are indicated in the summary below and their breakdown contained in Annex I of this plan.

Table 5.2 Financial Estimates of the Strategic Plan Implementation

| S/No. | Key Result Area | Amount in Ksh. (Millions) | | | |
|-------|--|---------------------------|-----------|-----------|---------------|
| | | 2020/2021 | 2021/2022 | 2022/2023 | Total |
| 1 | KEY RESULT AREA 1: Strengthening Member Services | 100.00 | 100.00 | 100.00 | 300.00 |
| 2 | KEY RESULT AREA 2: Enhancing Member Welfare. | 80.00 | 50.00 | 50.00 | 180.00 |
| 3 | KEY RESULT AREA 3: Operationalize HRMCS | 110.00 | 85.00 | 85.00 | 280.00 |
| 4 | KEY RESULT AREA 4: Institutional Sustainability and Growth | 105.00 | 115.00 | 135.00 | 355.00 |



| S/No. | Key Result Area | Amount in Ksh. (Millions) | | | |
|-------|--|---------------------------|---------------|---------------|-----------------|
| | | 2020/2021 | 2021/2022 | 2022/2023 | Total |
| 5 | KEY RESULT AREA 5: Linkages and Stakeholder Engagement | 40.00 | 40.00 | 40.00 | 120.00 |
| | GRAND TOTAL | 435.00 | 390.00 | 410.00 | 1,235.00 |



5.5 EXPECTED SOURCES OF INCOME

The Institute proposes to spend Ksh. 1,135,000,000 in its recurrent budget before risks and inflation provisions. The strategic expense projections take into account the high costs expected to meet the cost of growth and organizational structure adjustments. The Institute will continue to get funding from the current revenue streams and diversify sources of funding through a Resource Mobilization Plan to be aligned to the Strategic Plan 2020 – 2023. The Current revenue stream for the Institute includes:

- a) Membership & Practicing fees
- b) Income from CPD training and Consultancy Services
- c) Income from Conferences, Conventions, Seminars and Bootcamps
- d) Income from Online Learning
- e) Interest from investments
- f) Collaborations and partnership
- g) Rental income

5.6. RISKS, ASSUMPTIONS AND MITIGATION MEASURES

In the process of implementing this Strategic Plan, the Institute anticipates several risks that may negatively affect the full realization of the planned objectives. Consequently, several assumptions have been made and the mitigation framework has been shown in table 5.3 below.

Table 5.3 Risks, Assumptions and Mitigation Matrix

| S/NO. | FLAGSHIP AREA | ASSUMPTIONS | RISK | MITIGATION |
|-------|---|---|--|--|
| 1 | Internationalization of HR Professional | That all the countries in the continent will be willing to join | The Institute might be left to bear the cost implication | Set up a resource mobilization unit |
| 2 | Establishment of HRMCS | The Ministry may cede the consultancy services to the Institute | Might take longer for development of policy structures | Capitalize on meeting the needs of the private sector |
| 3 | Reorganization of the structure to support the functions of the Institute | Staff will embrace the new structure | High expectations from the staff | Level employee expectation that will be in line with the Institute strategic direction |



| S/NO. | FLAGSHIP AREA | ASSUMPTIONS | RISK | MITIGATION |
|-------|--|---|--|--|
| 4 | Build synergy among IHRM affiliates | All affiliates will be ready to collaborate | Legal bottleneck | Provide clear framework before rolling out |
| 5 | Roll out member protection agenda | Members will freely report their grievances | Job loss | Putting in place alternative dispute resolution mechanisms |
| 6 | Acquisition of HR Centre | Availability of funds | Unavailability of a property that meets the required specification | Open the process to competitive sourcing |
| 7 | Automation of processes in member services | Availability of funds | Staff owning the automation process | Capacity building internally |
| 8 | Diversification of sources of revenue | Outbreaks & disruption | Pandemic e.g. COVID-19 | Embracing technology |



6



MONITORING, EVALUATION AND REPORTING

6.1. INTRODUCTION

The core objective of this strategic plan is to enable the Institute to realize its vision and objectives. The Monitoring and Evaluation framework for this Plan will be based on the various key result areas, strategic objectives and specific outputs that the Institute envisages to achieve.

The HR & Finance Committee will take the lead in the Strategic Plan Implementation Committee and will ensure standard assessment and reporting of all identified activities and strategies in the next three years.

6.2. RATIONALE FOR MONITORING AND EVALUATION

Monitoring, Evaluation and Reporting is a critical component for the successful implementation of this Strategic Plan. It is through M&E and Reporting that the Institute will make evidence-based decisions and gauge the extent of achievement of intended results.

Monitoring and Evaluation (M&E) will involve tracking inputs, activities, processes, outputs, and the ultimate outcomes of the strategic plan. This will ensure prudent use of resources as planned within the implementation matrix projections, annual work plans, Medium Term Expenditure Framework, and ensure timely implementation of activities to realize the stated objectives.

Mid-Term and End-Term Evaluation and review will be carried out to measure relevance, efficiency, effectiveness, sustainability, and impact of the Plan implementation.

6.3. DATA COLLECTION, MAINTENANCE AND MANAGEMENT

Proof of performance will be established through data collected from secondary sources, field visits, community feedback, rapid assessment, and surveys. Output data will also be collected through quarterly meetings, programs, and annual reports. Outcome indicators will be generated through periodic evaluation, mid-term evaluations, end-term evaluation, and surveys. Collected data will be collated, analyzed, and presented to stakeholders for feedback and to service delivery points to trigger and induce improvement in performance. The data collected and reported at each level will be subjected to quality checks (i.e., completeness, consistency, and reliability) by responsible trained M&E officers.

Three major evaluation activities will be undertaken. These include mid-term evaluation; end-term evaluation and ad hoc evaluation.

- I. Mid-Term Evaluation will examine the progress towards achieving the set targets and will be undertaken one and half years into the implementation of the Strategic Plan. The findings of mid-term evaluation will help in making improvements to the Strategic Plan implementation process.
- II. End term Evaluation will be undertaken at the end of the Strategic Plan period to ascertain the level of achievement and help in designing future activities of the Strategic Plan.
- III. An ad hoc Evaluation will be done to inform decision-making and implementation in case of significant and unexplained variance between the planned and achieved performance targets.

6.4. KEY PERFORMANCE INDICATORS FOR MONITORING AND EVALUATION

During the implementation of this Strategic Plan, the Institute will monitor several indicators shown in Annex I. Among the indicators, the following key ones will receive special attention:

1. To improve registration processes for enhanced member experience
2. To empower branch network for efficient service delivery
3. To promote compliance with the HRMP Act (2012) for enhanced professionalism and ethical conduct
4. To establish an association to promote member welfare.
5. To revamp the benevolence fund to support members during financial difficulties.
6. Promote Huduma HR Sacco operations to enhance quality of life
7. Engage in public policy formulation and advisory on Best HR Practices
8. To develop and publish HR Standards to enhance professional practice
9. To diversify revenue streams to enhance resource mobilization
10. Engage the ministry in charge of human resource management for funding

6.5 CASCADING THE PLAN TO ALL STAFF

The Strategic Plan must transform to individual work plans for successful implementation. The Plan shall, therefore, be cascaded downwards to the lowest levels using the Institute's Performance Contracts and annual work plans. This will help each member of staff to appreciate and identify their individual roles.

The Strategic Plan must transform to individual work plans for successful implementation. The Plan shall, therefore, be cascaded downwards to the lowest levels using the Institute's Performance Contracts and annual work plans. This will help each member of staff to appreciate and identify their individual roles.

6.6. REPORTING MECHANISMS

The Institute will:

- (i) Monitor the implementation of the Strategic Plan by holding regular and quarterly review meetings;
- (ii) Receive progress reports from the Executive Director and Senior Management Staff;
- (iii) Sign annual performance contracts with the Executive Director and Senior Management Staff and cascade the same to the all the other staff through individual annual work plans;
- (iv) Carry out a review of the annual work plan, execution of the performance contract targets and annual evaluation on the implementation of the Strategic Plan;
- (v) Prepare annual reports; and,
- (vi) Ensure effective sharing of information with stakeholders and the public using websites, media appearances and other medium of communication.

6.7. M&E REPORTS AND THEIR DISSEMINATION

Institute units involved in implementation will be required to provide data on timely basis. This will be achieved by ensuring collection and provision of timely and accurate data during the Plan period. The implementing units will be expected to generate reports on monthly, quarterly, bi-annual, and annual basis. The M&E reports will be shared through meetings, workshops, retreats and seminars for reviews of findings and adoption of recommendations.

The reports will also be disseminated through other print and electronic media such as newsletters, emails, and press conferences. This will assist in determining progress and impacts and direct decisions on programs management and policy making at the various stages of implementation.

In order to effectively monitor the implementation of this Strategic Plan, a series of meetings will be conducted, which include:

- (i) Monthly Review Meetings at the departmental levels to track implementation and reaffirming of functional groups of their commitment to the success of the Strategic Plan
- (ii) Quarterly Review Meetings at the Council and Departmental levels will be scheduled to get and give feedback on the pertinent performance indicators and adjust goals as needed.
- (iii) The overall oversight of the Strategic Plan and its implementation is a critical role of the Council. Therefore, progress reporting will be an Agenda Item in all quarterly meetings of the Council.
- (iv) A Strategy Review Workshop will be held annually to evaluate the impact of operational plans at both operational and strategic levels and give a road map for implementing the Strategic Plan.

6.8 LINKAGES OF MONITORING AND EVALUATION TO PERFORMANCE MANAGEMENT

The Institute will utilize the internal tools available to it to measure levels of performance and continued improvement on service delivery. These tools will include the service charter, performance contracts, annual work plans, performance appraisal systems and planned and impromptu field visits as follows:

- (i) The Service Delivery Charter will provide a range of services offered by the Institute and the way to obtain them. The Charter will be publicized and communicated to its clientele. The charter will be cascaded up to the lowest level and further involve the engagement of the stakeholders in setting out the priorities for the communities and getting feedback.
- (ii) Performance contracting will be cascaded, and Annual Operational Plans and Performance Appraisal Instruments will be used to assess individual performance of the employees.
- (iii) Annual Work Plans will also be cascaded from the top to the lowest levels.

Performance targets and their achievement shall be recorded in quarterly and annual reports. The performance shall be assessed and measured through the performance appraisal system for each employee.

- (iv) Performance Appraisal System will be linked to the performance targets in measuring the achievement level and will be applied as the basis for reward of excellent performance and identifying measures to correct poor performance.

6.9. FINANCING OF MONITORING AND EVALUATION REPORTS

The monitoring and evaluation activities will be financed through budgeted provisions of the Institute. The Institute will provide a budget line and allocate adequate funds specifically for monitoring and evaluation.



IHRM Council donating masks to the National Covid-19 Fund

ANNEX I: THE IMPLEMENTATION MATRIX

| KEY RESULT AREA | STRATEGIC OBJECTIVES | ACTIVITIES | 2020/2021 Ksh. (Millions) | 2021/2022 Ksh. (Millions) | 2022/2023 Ksh. (Millions) | TOTAL Ksh. (Millions) |
|--|---|--|------------------------------|------------------------------|------------------------------|--------------------------|
| 1. Strengthening Member Services | 1. To improve registration processes for enhanced member experience | (i) Automation of processing | 20.00 | 20.00 | 20.00 | 60.00 |
| | | (ii) Improve capacity | | | | |
| | 2. To empower branch network for efficient service delivery | (i) Sensitize on guidelines governing branch operation | 10.00 | 10.00 | 10.00 | 30.00 |
| | | (ii) Provide documentation for standardized processing | | | | |
| | | (iii) Establish centralized communication channels | | | | |
| 3. Provision of quality and accessible CPD programs to promote professionalism | | (i) Develop market driven programs | 40.00 | 40.00 | 40.00 | 120.00 |
| | | (ii) Engage competent facilitators | | | | |
| | | (iii) Enhance access to the programs | | | | |
| | | (i) Sensitization of the HRMP Act | | | | |
| | | (ii) Carry out regular audits | | | | |
| 4. To promote compliance with the HRMP Act (2012) for enhanced professionalism and ethical conduct | | (iii) Penalize offenders as per the HRMP Act | 20.00 | 20.00 | 20.00 | 60.00 |
| | | (iv) Protect members operating within the provisions of the HRMP Act | | | | |
| | | (i) Hold regular informative forums | | | | |
| | | (ii) Participate in national debates on policy formulation | | | | |
| 5. Sensitization of HR Standards to enhance consistency in HR Practice | | (iii) Create awareness on newly established standards | 10.00 | 10.00 | 10.00 | 30.00 |
| | | (i) Develop the framework of the association | | | | |
| | | | | | | |
| 2. Enhancing Member Welfare | 1. To establish an association to promote member welfare. | 25.00 | 25.00 | 25.00 | 75.00 | |

| KEY RESULT AREA | STRATEGIC OBJECTIVES | ACTIVITIES | 2020/2021 Ksh. (Millions) | 2021/2022 Ksh. (Millions) | 2022/2023 Ksh. (Millions) | TOTAL Ksh. (Millions) | |
|--------------------------------|----------------------|--|--|---------------------------|---------------------------|-----------------------|--|
| 3. Operationalize HRMCS | | (ii) Establish mechanism to manage expected change | | | | | |
| | 2. | To revamp the benevolence fund to support members during financial difficulties. | 25.00 | 15.00 | 15.00 | 55.00 | |
| | 3. | Promote Huduma HR Sacco operations to enhance quality of life | 30.00 | 10.00 | 10.00 | 50.00 | |
| | 1. | Engage in public policy formulation and advisory on Best HR Practices | 10.00 | 10.00 | 10.00 | 30.00 | |
| | 2. | To develop and publish HR Standards to enhance professional practice | 20.00 | 20.00 | 20.00 | 60.00 | |
| | 3. | To conduct research, publish, and engage in consultancy to support the growth of public and private sector | 30.00 | 30.00 | 30.00 | 90.00 | |
| | 4. | To establish a Television station to operate studios and facilities that deliver audiovisual content to the public via over-the-air transmission | 50.00 | 25.00 | 25.00 | 100.00 | |
| | 1. | To diversify revenue streams to enhance resource mobilization | 10.00 | 10.00 | 10.00 | 30.00 | |
| | | | (i) Establish a research and publishing unit (ii) Establish a consultancy unit | | | | |
| | | | (i) Apply for Commercial free to air television on DTT Platform broadcasting license (ii) Facilitate the development and distribution of high-quality content (iii) Strengthen stations' role as an essential, local and International, content provider | | | | |
| | | (i) Identify and engage potential sources of income | | | | | |

| KEY RESULT AREA | STRATEGIC OBJECTIVES | ACTIVITIES | 2020/2021 Ksh. (Millions) | 2021/2022 Ksh. (Millions) | 2022/2023 Ksh. (Millions) | TOTAL Ksh. (Millions) |
|---|---|--|---------------------------|---------------------------|---------------------------|-----------------------|
| 4. Institutional Sustainability and Growth | 2. Engage the ministry in charge of human resource management for funding | (i) Justify the need for funding | 10.00 | 5.00 | 5.00 | 20.00 |
| | 3. To strengthen capacity for competitiveness | (i) Attract, develop, and retain talent | 60.00 | 80.00 | 100.00 | 240.00 |
| | 4. Leverage on ICT to enable business re-engineering | (i) Formulate policies that ensure a seamless ICT ecosystem | 25.00 | 20.00 | 20.00 | 65.00 |
| | | (ii) Encourage the participation of all relevant stakeholders | | | | |
| 5. Linkages and Stakeholder Engagement | 1. To develop, review and influence legislation touching on HR for clarity | (i) Engage in advocacy and lobbying | 20.00 | 20.00 | 20.00 | 60.00 |
| | 2. Collaborate with relevant stakeholders to leverage on individual strengths | (i) Enter MOU's with relevant Partners (ii) Engage in strategic CSR initiatives | 20.00 | 20.00 | 20.00 | 60.00 |
| | | | 435.00 | 390.00 | 410.00 | 1235.00 |







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