





HUMAN RESOURCE MANAGEMENT PROFESSIONALS EXAMINATIONS BOARD (HRMPEB)

STRATEGIC PLAN

2020-2025



Ethical, people-centric human resource professionals.

MISSION

To develop and review curriculum, examine and certify Human Resource professionals.

CORE MANDATE

The mandate of HRMPEB is to develop and prescribe human resource curricula, manage professional examinations and certify qualified candidates.

CORE VALUES

Professionalism

Innovativeness

Ethical

Customer Focus

Excellence

MOTTO

Enhancing HR Competency.

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ACRONYMS

AIDS Acquired Immune Deficiency Syndrome

CBD Central Business District

CDACC Curriculum Development Assessment and Certificate Council

CHRP Certified Human Resource Professional

CHRM College of Human Resource Management

CLE Council of Legal Education

CSR Corporate Social Responsibility

ERP Enterprise Resource Planning

HRMPEB Human Resource Management Professionals Examinations Board

HR Human Resource

HRM Human Resource Management

HRMPA Human Resource Management Professionals Act

ICT Information Communication Technology

IEC Information, Education and Communication

IHRM Institute of Human Resource Management

IM Implementation Matrix

IRE Islamic Religious Education

KCSE Kenya Certificate of Secondary Education

LSK Law Society of Kenya

KASNEB Kenya Accountants and Secretaries National Examinations Board

KISM Kenya Institute Supplies Management

KNQA Kenya National Qualifications Authority

PC Performance Contract

PESTEL Political, Economic, Social, Technological, Environmental and Legal

PIC Plan Implementation Committee

SCAC State Corporations Advisory Committee

SOP Standard Operating Procedure

SP Strategic Plan

TNA Training Needs Analysis

FOREWORD

he 2020-2025 Strategic Plan of HRMPEB was developed to serve as the roadmap for transformation of the Board into a centre of excellence for the development of human resource management professions both locally and regionally. At every stage, the Board has, and continues to adopt an innovative approach towards the implementation of its mandate, which has led to its recognition as a reference point in the human resource profession. The Strategic Plan focuses on improvement of the Board's operational framework,

growth and expansion of its products and services activities to serve the continuously changing needs of all its stakeholders. The Strategic Plan emphasizes on increasing efficiency and improvement of standards of examinations. It embraces a result-oriented approach in customer service in order to focus on adding value to stakeholders.

This Strategic Plan takes cognizance of the changes in the HR profession, the reality of the COVID 19 pandemic, the economic and socio-political environment, and most importantly, the input of the Board members. The vision, values, and priority objectives espoused in this Plan as well as all of their attendant strategies, activities, outputs and indicators align to this dynamic environment. In addition, the annual plans and budgets are responsive to these realities.

The Board is committed to building on the unique relationships that exist between it and its partners, particularly the Council of the Institute of Human Resource Management (IHRM), in fostering and enhancing the provision of quality services for our clients. We are guided by our core values in the pursuit of our vision of churning out "Ethical, people-centric human resource professionals".

While we aim at achieving our goals by the end of the five-year plan period, we shall remain a customer-focused institution where excellence and professionalism are the key mantles in all our endeavours. We are cognizant of the fact that it will take the combined effort of all stakeholders to implement the initiatives required to steer

HRMPEB Strategic Plan 2020-2025

HRMPEB to its desired goal of fulfilling its mission and vision. The Board is committed to providing oversight and strategic direction for effective execution of the plan.

CS. SHARON KISIRE, HSC (MRS.) CHAIRPERSON

PREFACE AND ACKNOLEDGEMENT

he goal of Human Resource Management Professionals Examinations Board (HRMPEB) is provide services through effective management of human resources professional examinations. The quality of this service will be reflected in the way in which the Board's stakeholders view it and the number and calibre of candidates graduating the Board's examinations. It is with this goal in mind that this Strategic Plan 2020-2025 has been prepared to guide the operations of the Board in order to achieve its vision and mandate.

To achieve the Board's goals, we have identified several sub-goals and designed approaches put to achieve them. Whereas the Strategic Plan clearly identifies what must be done, the bottom line is that implementation will need financial resources. The Plan has identified and documented a number of new revenue streams that will be harnessed to implement the plan.

Implementation of this Strategic Plan requires the establishment of a deliberate procedure to ensure that the activities herein feature in the annual budgets, work plans and individual employee targets. It also requires the regular carrying out of quarterly and annual reviews and evaluations and the making of necessary adjustments or interventions to ensure achievement of goals.

We wish to acknowledge all stakeholders and the Board Members whose effort and dedication contributed to completion of this Plan: Chairperson CS Sharon Kisire, and Members; Professor Hazel Gachunga, Nicholas Kanisa, Dr Gladys Asuga, Jacob Omulo, Mohamed Aden, Samuel Kaumba and Emmanuel Mulwa.

DR. DOUGLAS OGOLLA, PHD, MIHRM.

CHIEF EXECUTIVE OFFICER & SECRETARY



PART II

1.0 INTRODUCTION

1.1 Background

On the 31st of December 2012 the Human Resource Professionals Act, 2012 received Presidential Assent and on 3rd January 2013, the Act came into effect thereby, *inter-alia*, ushering in the creation of the Human Resource Management Professional Examinations Board (HRMPEB). The Act mandated HRMPEB to be the sole entity for examination and certification of the human resource professionals in Kenya. Its functions include preparation of syllabi for the human resource professionals' examinations, making rules with respect to the examinations, issuing certificates to candidates who have satisfied examination requirements and promoting recognition of its examinations locally and internationally.

With the coming into effect of the Act, the potential of the Board became apparent and the demand for its services started culminating in pressure for IHRM to create the Board. The high-level activities and the attendant media coverage of IHRM helped create awareness of the functions of the Board further creating demand for the Board's services. The IHRM Board has overseen the management of four examination sessions over a period of 18 months.

During the process of preparation of this Plan, the weaknesses and threats that affected the Board during the one and a half year of its operation were identified and mitigating strategies proposed. Strengths and opportunities were similarly identified and strategies to capitalize on them proposed and captured in the Plan. The vision, mission, and values were also discussed and reviewed to make them more in tandem with the strategic direction of the Board.

In order to develop the Plan, it was necessary that the Board introspects and interrogates its guiding principles to, among other things:

- 1. Determine relevance of the Boards' vision, mission, and values in the context of the changing operational environment;
- 2. Identify priority areas/strategic objectives and the attendant strategies;

- 3. Review environmental factors and their effects on the operations of the Board; and
- 4. Identify and analyse the Board's stakeholders and determine their continued influence on the operations of the Board.

The Strategic Plan therefore identifies the variables that affect the operations of the Board and has also proposed initiatives to capitalize on the Board's strengths and presented opportunities. It also avails strategies to mitigate any weaknesses and external threats that may affect its operations.

1.2 Organization of the Plan

This Strategic Plan is divided into three parts.

Part I consists of:

- (i) the Table of contents (including List of Tables and List of Figures)
- (ii) Acronyms
- (iii) Preface and
- (iv) Foreword.

Part II is the main body of the plan and consists of seven chapters, namely:

- i. Introduction,
- ii. Strategic Direction,
- iii. Institutional Review
- iv. Strategic Analysis/Environmental Outlook
- v. Strategic Issues and Options
- vi. Organization Structure to Deliver the Mission and Vision
- vii. Monitoring and Evaluation

Part III consists of implementation Matrix (IM) and the Strategic Plan Evaluation Framework.

1.3 Rationale for Developing This Strategic Plan

In order to realise its goals, HRMPEB needs to harness and realign the efforts of its staff to its objectives. This will ensure synergy in efforts aimed at promoting

efficiency and innovation in service delivery and provide requisite momentum for change in all service delivery units of the Board. The Plan appreciates that individual effort by itself cannot translate to efficient service for the clients; rather, it is innovativeness coupled with prudent use of technology that will result in greater success for the Board. The Board therefore defines its strategic direction in line with national policies based on its institutional capabilities.

This Strategic Plan seeks to help the Board re-define and align its objectives and purpose. It encourages a visionary approach to management by providing a conceptual framework that helps in focused operations.

In particular, this Strategic Plan addresses the need to:

- i. Develop a supportive institutional structure, including systems that enable the realization of the Strategic Plan. Such a structure and its systems must be flexible and appropriate to the Board's mandate. The structure should also be appropriate to the Board's capacity.
- ii. Expand and improve on the physical and human resources of the Board;
- iii. Adopt modern Information Communication Technology (ICT) in its examination management as well as operations;
- iv. Enhance financial sustainability;
- v. Position the Board as a major player in the delivery of a wholesome human resource professional examinations and accreditation of training institutions; and
- vi. Foster productive relationship between the Board and its stakeholders in delivery of examinations and accreditation services in Kenya.

The Strategic Plan will also serve the following purposes:

- i. Enhance team work, motivation, effectiveness, and innovation;
- ii. Serve as a tool for resource mobilization, and stakeholder support and cooperation; and
- iii. Stimulate forward thinking and establish future direction for the Board.

This Strategic Plan lays ground for enhanced performance that relies on proper utilization of resources, arising from clearly identified core functions and supported by adequately trained, informed and motivated staff. The enhanced

performance envisages that staff targets will rely on the key performance indicators (KPI) captured in this Plan and that one of the mandatory reference documents during annual budgeting and work planning at the beginning of every financial year will be this Plan. The annual evaluation of achievements at Board as well as all lower levels, including the individual, will flow from clearly defined performance targets set at the beginning of the financial year from the Plan.

1.4 Methodology of the Plan

Preliminary sessions held with the management of HRMPEB provided the opportunity for a rapid situational analysis to underscore salient issues and determine expected outcomes of the strategic planning process. Additional information was gathered through a follow-up workshop and data collection templates. Finally, and upon completion of the constitution of the full Board early 2020, a review of the situation of the Board was made. This review took into consideration the prevailing circumstances of operations of the Board, including the strengths that have since emerged as well as its weaknesses. The review also identified new opportunities available for the Board and new threats that have since appeared on the scene. The review further informed the final priority objectives reflected in this Plan.

1.4.1 The Process

Through a consultative process with the management of HRMPEB, a work plan for the preparation of the Strategic Plan was developed. The work plan included a two-day workshop to introduce key personnel to fundamental strategic planning concepts, data collection tools, and elucidation of the procedures for preparation of the Plan. That included development of a number of templates for use as data collection tools. The templates were distributed to the participants composed of IHRM Council and HRMPEB Board members, while others were sent via email.

During the two-day workshop, participants examined the Board vision, mission, and strategic objectives/priority areas. The environmental scan helped to identify and mitigate internal as well as external factors that may affect operations of the Board. This data was collected, analysed, collated and refined as a critical input in drafting the Plan. The first draft of the Plan, including specific questions, was then shared with the management and the Board through email for the purpose of getting further inputs. The additional

information thus gathered further enriched the Plan, and this iterative process continued until the final Plan was completed.

Upon constitution of the full membership of the Board in 2020, the Members further reviewed the Plan and clarified its priority objectives.

2.0 STRATEGIC DIRECTION

1.1 Strategic Direction

The strategic direction for the Board as espoused herein has been determined by the information collected and analysed by the consultant in close consultation with Members of the Board and the management of HRMPEB.

Through a literature review, questionnaires, and a strategic planning workshop, the consultants gleaned and analysed additional information that informed the formulation of the Strategic direction. It is on the above premises that the Board's Vision, Mission, Goals, Objectives, Strategies and Activities that define the Board's direction are designed.

2.1.1 Vision statement

Ethical, people-centric human resource professionals.

2.1.2 Mission statement

To develop and review curriculum, examine and certify Human Resource professionals

2.1.3 Mandate of the HRMPEB

The mandate of HRMPEB is to develop and prescribe human resource curricula, manage professional examinations and certify qualified candidates.

2.1.4 Functions of HRMPEB

The HRMP Act No. 52 of 2012 of the Laws of Kenya outlines the mandate of the Examinations Board as follows:

- a) Prescribe and regulate syllabuses of instruction for human resource management professionals' examinations;
- b) Prepare and conduct examinations for persons seeking registration under the Act:

- c) Make rules with respect to examinations;
- d) Prescribe the fees and other charges payable with respect to such examinations;
- e) Issue certificates to candidates who have satisfied examination requirements;
- f) Issue professional qualifying certificates and other awards to candidates who have satisfied examination requirements;
- g) Investigate and determine cases involving indiscipline by students registered with the Examination Board;
- h) Promote recognition of its examinations locally and internationally;
- i) Remit a proportion of not less than thirty percent of the fees collected under paragraph (d) to the Institute to support continuing human resource professional development; and
- j) Do anything incidental or conducive to the performance of any of the preceding functions.

2.1.5 Core Values

Professionalism: We demonstrate a high level of knowledge, skills and

standards as we provide services to our stakeholders.

Innovativeness: We work to find creative and sustainable solutions in a

dynamic environment.

Ethical: We maintain the highest ethical standards in our

operations while upholding impartiality, fairness, and

confidentiality

Customer Focus: We are customer-centric and are driven by our

stakeholder needs in our operations

Excellence: We strive to provide our clients with the best and most

efficient service in a timely manner.

3.0 THE ORGANIZATIONAL CONTEXT

3.1 Introduction

This Strategic Plan outlines a vision and program for the Human Resource Management Professionals Examinations Board. Over the Plan period, the Board intends to improve the quality and scope of its operations in order to;

- i) Achieve high levels of compliance with the Strategic Plan;
- ii) Increase student registration with the Board;
- iii) Improve content of the human resource professionals training by reviewing the syllabi and developing relevant curricula;
- iv) Enhance resource mobilization to increase quality of service delivery profitability;
- v) Build a good reputation for the Board;
- vi) Recruit, develop, reward and retain the most productive workforce;
- vii) Ensure effective and efficient supply chain;
- viii) Ensure effective financial management and control;
- ix) Ensure institutional strengthening of the Board for improved governance and management of the Board operations in respect to best practices;
- x) Ensure a good working environment for secretariat staff;
- xi) Improve operational efficiency and effectiveness by developing relevant policies and procedures; and
- xii) Enhance and optimize the management information and technological system.

The Board recognizes the importance of human resources as the organization's greatest asset. It will therefore undertake key activities to improve the expertise of its staff in the areas of curricula and syllabi development, examination management, accreditation processes, organizational management, internal knowledge management, operations, innovations, and customer care. The

Board will embark on a strategy of systematically developing a unique brand in the examination and accreditation sector. The defining features of this branding will be an orientation towards results-driven operations, high-impact and costeffective processes, and profiling of processes and systems that are proven to work for other examination and accreditation bodies so that HRMPEB can learn from these processes.

3.2 Organizational Structure

3.3.1 Staff Establishment

At the time of preparing this Plan, HRMPEB had a small number of staff comprising of nine employees. It is noted that this is inadequate for the Board to drive its agenda. Thus, a proper staff complement will be determined once a comprehensive workload review is completed and a human resource plan based on the anticipated workload finalised. In the meantime, Table 1 below would guide the Board in its staffing needs. It should further be noted that most positions will be filled as the organization grows organically and the following conditions are met:

- a. The organization has grown sufficiently to create a sizeable workload for a position to be filled.
- b. A budget has been allocated for the position, and
- c. The Board has approved the request to fill the position.

Table 1: Current staff establishment

No.	Title	Current No.	Vacancy
1.	CEO/Secretary to the Board	1	0
2.	Manager Examinations	1	0
3.	Manager, Examinations Development	0	1
4.	Manager, Examinations Administration	0	1
5.	Manager, HR and Administration	0	1
6.	Manager, Finance	0	1
7.	Manager, Corporate Communication and Business Development	0	1
8.	Manager, ICT	0	1
9.	Internal Auditor	0	1

10.	Finance Officer	0	1
11.	Human Resource Officer	0	1
12.	Business Development Officer	0	1
13.	Quality Assurance and Accreditation Officer	0	1
14.	Curriculum and Research Officer	0	1
15.	Administration Officer	1	0
16.	ICT Officer	0	1
17.	Procurement Officer	0	1
18.	Quality Assurance and Accreditation Assistant	0	1
19.	Curriculum and Research Assistant	0	1
20.	Accounts Clerk -Receivables	0	1
21.	Accounts Assistant – Payables	1	0
22.	Test Development Assistant	0	1
23.	Internal Audit Assistant	0	1
24.	Examination Records and Registration Assistant	2	1
25.	Front Office Assistant	1	1
26.	ICT Assistant	0	1
27.	General Office Assistant	1	1
28.	Storeman	0	1
29.	Support staff	1	1
	Total	9	29

3.4 Financing

The Board's activities are financed by the following sources;

- a) Candidates registration for examinations and applications for exemptions;
- b) Institutions application for accreditation;
- c) Sale of examinations syllabi and
- d) Sale of revision materials.

3.5 Performance Overview

Over the one and a half years of its existence, the most outstanding achievement of the Board has been its ability to maintain a focus on its objective as an examinations and certification body. This has in turn made the Board achieve recognition and respect among its stakeholders.

4.0 SITUATIONAL ANALYSIS

4.1 Introduction

As part of the process of developing this Strategic Plan, an analysis of the current and potential critical environmental factors that may affect the Board's capacity to attain its mission was analysed. The analysis ensured that the Board's planned activities will be within its administrative, technical, professional and financial capabilities and that the activities would take cognisance of the wider environment in which the Board will be operating.

The analysis revealed factors that may present the Board with:

- a) Strengths and opportunities that can be used to achieve its objectives within a short period of time or with less resources, and
- b) Weaknesses and threats, which might frustrate efforts to achieve objectives within the plan period or require that more resources are committed to achieve these objectives.

4.2 Analysis of Internal Factors to identify strengths and weaknesses

Table 2 and Table 3 show the factors considered in assessing the Board's strengths and weaknesses in relation to its capacity to achieve its objectives.

Table 2: Analysis of Internal Factors to Identify Strengths

STRE	STRENGTHS		
No.	Strength	Strategy to be employed to exploit the strength	
1.	Visionary leadership from determined, resourceful, and widely experience members of the Board	Set the vision for the Board and mobilise the necessary resources to realise it	
2.	Prudence in financial management	Implement effective internal control systems.	
1.	Existence of professional and competent staff	To hire, train, develop, rewarded and retain quality staff.	
2.	Located at the CBD	Accessible to stakeholders	
3.	Some on-line presence	Increases visibility, information and interaction	
4.	Existence of a legal frame work within which the Board operates (HRMP Act No. 52 of 2012)	The Board's mandates and operations are sanctioned by law	
5.	Existence of an examination syllabus for all levels	To be continuously reviewed to be meet evolving e market needs	
6.	Experience in conducting examinations at national level	To leverage on experience and collaborations with local and international examination bodies	
7.	HRMPEB has accreditation rights. Autonomy to grant interim or full accreditation, or reject or suspend accreditation	Tap into this strength to increase the clientele base	
8.	HRMPEB is the only examination and certification body of its kind in the continent	Expand regionally and internationally	

Table 3: Analysis of Internal Factors to Identify Weaknesses

WEA	WEAKNESSES		
No.	Weakness	Strategy for mitigating weakness	
1.	HRMPEB is new and has inadequate structures	Need to put in place systems and structures for the Board and the secretariat	
2.	Legislative gaps exist in the Act creating the Board (HRMP Act No. 52 of 2012), for example: a. No provision for the CEO/Secretary to the Board; b. accreditation of institutions and trainers is also not included among the functions of HRMPEB; c. The Act does not insulate the Board by granting it autonomy in its operations.	There is need for review of the law in order to: a. bring out the proper composition of the Board including the role of the CEO as the /Secretary to the Board b. include other functions that are in tandem with the Board's role of safeguarding quality in the human resource management professional qualification. c. safeguard the autonomy of HRMPEB	
3.	Inadequate harnessing of ICT capabilities, including social media	To leverage on ICT capabilities to improve performance in all fronts.	
4.	Security – both for the office staff and the of examination	The Board to work with relevant agencies to improve security, and review its examinations management systems and procedures	
5.	Lack of research and development initiatives	The Board to initiate research and development activities	
6.	Lack of marketing and public awareness	The Board to market itself aggressively for HRMPEB to be distinguished from IHRM and CHRM	

WEA	WEAKNESSES		
No.	Weakness	Strategy for mitigating weakness	
7.	Standard Operations Procedures (SOPs) within HRMPEB are not yet fully developed and functional	The Board to develop policy and procedure manuals to improve operational effectiveness in all functional areas	
8.	Financial constraints hampering roll out of Board programs	Diversify income generation sources by exploring other products and revenue generation streams	
9.	Inadequate staffing	Need to ensure optimal staff establishment and fill vacancies with qualified personnel	
10.	Inadequate security measures	Institute effective security measures, especially during examinations	
11.	Premises/current location has inadequate space	Explore possibility of acquiring or renting additional space	
12.	Exemption and qualification guidelines not properly/ clearly defined	The Board to fast-track guidelines for exemption	
13.	Policies, procedures, rules, and regulations exist only in draft form e.g. appointment of examination committees	Board to ensure approval and effective implementation of examination rules, regulations and procedures	
14.	Lack of documented quality assurance standards e.g. quality culture	Need for a documented quality assurance policy and regulations	

Table 4: Analysis of External Factors to Identify Opportunities and Threats

OPF	OPPORTUNITIES		
No.	Opportunity	Strategy for exploiting this opportunity	
1.	HRMPEB is the only examination and certification HR body in Kenya and Africa. The Board can leverage on this	Need for aggressive marketing of CHRP globally	
2.	Introduction of competence based international examinations	Board to develop a competency- based CHRP curriculum	
3.	High demand for CHRP qualifications	Board to promote local and international recognition	
4.	A number of accredited institutions are spread throughout the regions of Kenya	The Board to recommend and list accredited institutions in its web page to reach out to more clients.	
5.	Existence of other examinations bodies like Council of Legal Education (CLE), Kenya Accountants and Secretaries National Examinations Board (KASNEB), KNEC, etc.	Opportunity to collaborate with local and foreign examination bodies	
6.	Existence of the HRMP Act No. 52 of 2012 that creates IHRM, CHRP, and the Board	Need to leverage on the Act to compel more human resource professionals to register with the Board	
7.	Both National and County governments as well as private sector players use members of IHRM	Leverage on the network with the National as well as the County governments to have their HR professionals certified	
8.	Students pursuing HRM courses register with IHRM to improve their professional standing	Encourage such students to register for the professional examinations of the Board	
9.	There is a pool of HR professionals in the market who can be used to improve the curriculum and syllabi	Use this pool to review the curriculum in order to make it responsive to industry needs	
10.	There is a high and growing demand for HR professionals for better workforce management in the market	Sensitize market to only employ members of IHRM who have professional qualifications	

OPF	OPPORTUNITIES		
No.	Opportunity	Strategy for exploiting this opportunity	
11.	Possible wide clientele base including nationally, East Africa and the globe	Through IHRM, the Board should interest HR professional bodies in the region to have a reciprocal recognition arrangement	
12.	Existence of other examination bodies such as KASNEB	Presents opportunity to benchmark for untapped opportunities such as introduction of other professional examinations. e.g. Certified Human Resource Auditor, Certified Human Resource Analyst, Certified Human Resource Consultant	
13.	There is a good supply of human resource practicing professionals as well as in the academia	Tap their skills and experience in developing curricula, syllabi, and setting and marking of examinations	
14.	There is market for CHRP graduates as a result of the need for better accountability and corporate governance	Encourage more students to register with IHRM and HRMPEB	
15.	There is demand for revision guide books as well as text books that are closely tailored to the syllabi of CHRP	Board to develop revision guides and text books for CHRP curriculum	

THREATS		3
S No.	Threat	Strategy for mitigating this threat
1.	Unlike CPA, the CHRP is not a requirement in the schemes of service of public service HR practitioners. Instead the schemes recognize the higher national diploma in human resource management	and lobby for CHRP to be included in the scheme of service for public
2.	Outbreak of pandemics such as COVID19, whereby students may reduce enrolment for CHRP courses and thereby significantly affect the income of the Board	policy manual for accreditation of training institutions and thus reach
3.	Accredited institutions operate independently and the Board cannot control their operations and this may cause low uptake of courses	
4.	There have been complaints about quality of training against accredited institutions ability to deliver content	
5.	There have been complaints against high cost of exemptions and the CHRP programme	The Board to evaluate the cost of exemptions through benchmarking with other examinations bodies
6.	Fees charged by training institutions is too high. This may hinder registration of HRMPEB candidates.	Board may not have direct control of this but will implement strict standards and quality measures to ensure students get value for their money

	THREATS	3
S No.	Threat	Strategy for mitigating this threat
7.	PhD holders in human resource management have no regard for CHRP certification exams though its mandatory certification requirement	a CHRP holder but any PhD holder
8.	Some of the counties do not have accredited training institutions	
9.	There is a perception that there is no difference between IHRM/CHRM/HRMPEB	
10.	Covid-19 pandemic has negative effect on Kenya and world economy. This may affect cash flow of the Board	

4.4 Strategies for handling issues emanating from internal and external environments

In order to achieve the desired objectives, the Board will seek to: -

- (a) Enhance and rely on its strengths by:
 - i. Motivating staff in order to ensure that they give the clients the best service:
 - ii. Organizing for staff training on areas identified as requiring strengthening. Such areas include, customer care, research and innovations and best practice; and
 - iii. Sharing with staff the results of the environmental scan to empower them to capitalize on the Board's strengths.
- (b) Minimise the potential negative impacts from the identified weaknesses by taking appropriate remedial measures over the Plan period. In this regard, the Board will:
 - i. Develop other income generating activities and fundraising strategies rather than depending entirely on student registration and application for accreditation;
 - ii. Create structures for delegation of work;
 - iii. Prepare job descriptions for its entire staff while underscoring the need for staff to work beyond their job descriptions to grow the Board; and
 - iv. Create awareness about staff roles and responsibilities.
- c) Capitalise on the opportunities by:
 - i. Networking with other examination and regulatory agencies;
 - ii. Organising/coordinating training for Board staff; and
 - iii. Partnering with relevant Government departments and like-minded private sector players.
- (d) Counteract the threats by: -
 - Collaborating with relevant government departments to contribute to the efforts of identification and acquisition/renting of land/bigger premises as a long term goal;

- ii. Widening its financial base by identifying other income streams; and
- iii. Providing health and safety awareness, including emergency preparedness, in the premises.

4.5 The PESTEL Analysis

The Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis was undertaken. The analysis enabled the Board to examine and describe the environment in which it operates with a view of knowing the factors (no matter how remote) that will either support or impede the process of implementing the Strategic Plan.

Table 5: PESTEL Analysis

Category	Issues	Effect (Can be positive and negative)
	• Presence of government-	This may frustrate some of the programs of the Board
Political Factors	established bodies whose policies are inconsistent with those of HRMPEB	 May make the Board bureaucratic hence unable to respond quickly to issues affecting it
	 Constitution of the Board – five members appointed from 	Political interests are constantly shifting hence any interest that is not supportive of the Boards mandates would be temporary
	<u>.</u>	 Need for the Board to review its minimum qualification requirements as the education sector undergoes reforms
	 The general political situation e.g. championing some rights and not 	• The country will be more stable and hence create jobs that will result in need for HR professionals
	• Entry requirements in education	 Will create a good atmosphere for professional development and raise the demand for certification
	systems/ reforms in the education sector	 Will assist the economy to grow and create more demand for certified professionals
	 Political stability / handshake 	Will require skilled work force
	 Political will to support education and training 	
	 Crackdown on corruption 	
	Implementation of Vision 2030	

Category	senss	Effect (Can be positive and negative)
Economic	 Poor economic conditions Higher tax rates East African Community integration (regional integration, improved infrastructure) Government support for TVET (loan and bursary) Fluctuations in the currency 	 May lead to closure of industries, hinder the projected growth estimates and erode the students and parents' ability to pay for training May also lead to limited investment and therefore limited demand for professionals, hence to poor enrolment and registration with HRMPEB May also hinder students' and parents' ability to pay for training Will provide a wider market for the Board's services Will increase the number of students enrolling for certificates, diploma and eventually professional programmes May have an impact on the operations of HRMPEB
Social Factors	 Unemployment – people fear going to the Board due to lack of jobs at the end of the training Low purchasing power Preference for certain programs Increased demand for education and skilled workforce Increased population growth rate 	 Makes it difficult for parents to provide adequately for their children (students), thus the number of candidates may reduce. Families prioritize basic needs instead of professional programmes Traditional professions have a wider and a more recognizable presence than CHRP hence are preferred to CHRP. The Board needs to market better and, with time, it will be felt Will provide a wider market for the Board's services Would increase demand for CHRP

Category	Issues	Effect (Can be positive and negative)
Technological	 Rapid change in technology that gives an opportunity to develop the 	 Technology will greatly enhance the teaching and learning hence more interaction between lecturers and learners
Factors	skills Increasing demand and uptake of ICT	 Need for the Board to harness the power of ICT in marketing and dealing with enquiries, applications for exemptions and registrations such that these are done online
	Slow pace of adoption of technology and general resistance to tochoology.	The Board to employ technology in its operations to improve performance
	Inappropriate use of technological	 The Board to prepare mitigating procedures for technological breaches
	E-learning and e-payment now available	 The Board to introduce e-payments systems and provide customers with opportunity for self-service The Board may collaborate with CHRM to introduce e-learning provisions
Environmental Factors	Green economy and emerging environment concerns	 The Board will adopt green practices in all its operations such as using emails instead of paper in normal day-to-day communication
	 Corporate social responsibility to increase forest cover and protect the environment budgetary implications 	 The Board will participate in CSR when its finances allow otherwise it will participate in the communal cleaning of the city when organized around its area of operation

Category	Issues	Effect (Can be positive and negative)
Legal Factors	 The Kenya National Qualifications framework 	 This exists as part of the KNQA and the Board must be familiar with it
	International protocols and obligations	 the Board must adhere to the protocols that are relevant to its operations
	The place of the Constitution and the Bill of Rights, HRMP Act, the Mwongozo Code, etc.	 The Board must uphold the requirements of all the statutes that guide or affect its operations in but not limited to the Bill of Rights, HRMP Act. Mwongozo Code, etc.
	Litigations from staff and Board members	 The Board to practice best corporate governance and human resource codes of practice to minimize litigations from staff and
	• Constitution of Kenya 2010 on	members
	regional balance, diversity, gender and disability mainstreaming	 The Board must embrace diversity in membership as well as staff composition

4.5 Stakeholder Analysis

In developing this Strategic Plan, HRMPEB analysed both the internal and external stakeholders and identified the following key stakeholders who have direct or indirect relationships with the Board.

4.5.1 Internal Stakeholders

The Board members, and the staff, are the Board's key internal stakeholders. For the internal stakeholders to work effectively in meeting the HRMPEB's goals, good corporate governance is essential. It is therefore critical to delineate their functions and responsibilities for institutional harmony and productivity, as well as addressing each group's expectations.

Table 6: Internal Stakeholder Analysis

Internal Stakeholder	Role	Expectation/Desire
Board Members	a. Setting and giving policy directionsb. Approving all major decisions	ii. Overall success of the Board
Management (CEO and Department heads)	Drafting and Execution of policies, plans and strategies to deliver the Board's vision, mission and goals	 i. Realization of Board's Mission ii. Effective utilization of resources to achieve the Board's goals iii. Effective management of staff to ensure objectives and targets are met iv. Overall success of the Board
The employees	Are the core team of professionals delivering service to the clients on behalf of the Board and implementing Board activities	

4.5.2 External Stakeholders

HRMPEB depends on registration fees of students as well as accreditation fees paid by institutions to carry out its activities. It also depends on other stakeholder groups for its continuous operations. The Board shall have effective

HRMPEB Strategic Plan 2020-2025

consultative mechanisms and collaborative arrangements with the various interest groups in order to develop and maintain an integrated approach to its operations. Table 7 below captures the main external stakeholders of the Board.

Table 7: External Stakeholder Analysis

Stakeholder	Stakeholder role	Influence (score)	Power (score)	Category
1. IHRM	Collaboration and reciprocal support	High	High	А
2. KNQA	Regulatory	High	High	А
3. TVETA	Regulatory	Low	High	В
4. NITA	Regulatory	Low	High	В
5. CDACC	Regulatory	Low	High	В
6. CHRM	Collaboration/Provider of training	High	Low	С
7. Accredited institutions	Opportunity to exercise HRMPEB mandate	High	Low	С
8. Training Institutions and potential candidates	Potential clients	High	Low	С
9. Suppliers	Supply goods and services	High	Low	С
10.KASNEB	Similar roles for Accountants	Low	Low	D
11.CLE	Similar roles for Lawyers	Low	Low	D
12. Auditor General	External Audit	High	High	А
13.HRM Practitioners	Potential clients	High	High	А
14. Ministry of Public Service Youth and Gender	Market CHRP within the government	Low	High	В
15.SCAC	Advisory	Low	High	В
16.KICD	Evaluation and approval of curricular	Low	High	В
17.Federation of Kenya Employers	Employers of CHRPs	Low	Low	D
18.KRA	Collect revenue in Taxes on behalf of the Govt.	High	High	A

In categorising the external stakeholders, the following description explains the broad nature of relationship between the Board and the stakeholder.

Category A: These are the stakeholders with high interest in the Board's operations and activities they also wield considerable powers over the Board's operations. They are the **key stakeholders**. This category must be kept both satisfied and informed of the Board's plans, activities and operations.

Category B: These are stakeholders with considerable powers over the Board's operations but have low interest in its activities. These are **important stakeholders.** This category must be kept satisfied with the Board's activities and operations.

Category C and D:These are **middle Level stakeholders** with some interest in Board's activities and operations but have no direct power over the Board. This category must be kept informed of the Board's operations and activities.

5.0 STRATEGIC PILLARS, ENABLERS AND FOUNDATION

5.1 Introduction

Though the Board has worked for about one and a half years in the accreditation, examinations and certification sector, it is now apparent that the current operational environment calls for a review of the Board's institutional arrangements. The Board needs to address a range of strategic issues in order to foster the realisation of its key objectives.

5.2 Priority Objectives

During the strategy planning retreat and the subsequent review carried out by the Board, the following seven (7) priority objectives were identified:

Priority Objective 1: Best practice corporate governance

Priority Objective 2: Curriculum Development

Priority Objective 3: Customer Focus

Priority Objective 4: Examination Regulation & Certification

Priority Objective 5: Accreditation

Priority Objective 6: Institutional Capacity Development & Financial

Sustainability

Priority Objective 7: Recognition of CHRP examinations locally and

international

The Board will seek to address these priority objectives during the plan period and where necessary, external assistance - including the use of consultants - will be sought to supplement its capacity. The Board will develop action plans in respect of each priority objective in line with the programming provided in the Implementation Matrix (see Appendix).

5.3 Strategies

The Board's priority objectives will be achieved through the strategies indicated against each objective in Table 8 as well as the Implementation Matrix (see Appendix). Table 8 below gives the five priority objectives and the attendant strategies.

Table 8: Priority Objectives

Priority Objective	Strategies
Priority Objective 1: Best practice corporate governance	
Priority Objective 2: Curriculum Development	 i. Develop curricula and syllabi for human resource professionals training. This will assist the Board as it exercises it mandate to prescribe and regulate syllabuses of instruction for human resource management professionals' examinations. It will also be part of the Board's role of ensuring its graduates are responsive to the changing realities of the workplace. ii. Diversify HRMPEB's products and services. This will create support materials for students and generate desired income.
Priority Objective 3: Customer Focus	i. Attract and grow HRMPEB clientele base. This strategy aims at improving the quality of service and increasing the number of students registering with the Board and therefore HRMPEB income.
	 ii. Enhance global visibility and brand management. This is necessary for recognition and therefore enhanced credibility. iii. Create and promote partnerships and linkages globally. This strategy will avail collaboration opportunities for the Board capacity building and benchmarking. iv. Ensure an effective customer feedback system. This will help gauge the satisfaction level of customers and help generate recommendations for improvement.

Priority Objective	Strategies
Priority Objective 4: Examination	i. Deliver CHRP certification. If CHRP certification proceeds without hitches, it will enhance credibility of the Board and thereby open strong marketing opportunities for the Board.
Regulation& Certification	ii. Deliver credible examinations that are efficiently administered. This strategy will enhance the credibility of examinations and the Board.
	iii. Examination logistics, security and transport management. This strategy will assist the Board to standardize its systems and procedures for dependable quality of products and services.
	iv. Efficient certification for the qualifying professionals. Will raise customer satisfaction and increase referrals.
	v. Facilitate administrative dispute resolution. This will reduce instances of disputes between the HRMPEB and its clients resulting in raised customer satisfaction and therefore more referrals.
Priority Objective 5:	i. Standardize accreditation requirements. This will guide the Board and stakeholders in the requirements for accreditation.
Accreditation	ii. Standardize syllabi delivery. This strategy will distinguish the quality of delivery between approved institutions using standardized guides and processes and other institutions.
	iii. Enforcement and compliance. This strategy will ensure standards are maintained and improved.
	iv. Collaboration with other accrediting and certification institutions. This will help HRMPEB benchmark and transfer knowledge from other established institutions.
	v. Lobbying for legislative reform. This will help HRMPEB to refine the law to address inconsistencies in the current HRP Act, 2012.

Priority Objective 6:	i. Develop human resource capacity. This will ensure continuous improvement of service.
Institutional Capacity Development	ii. Ensure financial sustainability. This strategy will assist in sustainability as well as expansion of the Board's operations.
& Financial Sustainability	iii. Develop ICT infrastructure. This strategy will ensure that the Board operations are efficient, economical and convenient for the clients.
Priority Objective 7:	i. Linkages and collaborations with national and international organizations. This strategy will provide opportunities for HRMPEB to benchmark with like-minded organizations and therefore build its operational capacity.
Recognition of CHRP examinations locally and internationally	ii. Creating awareness. This strategy will enhance the visibility of the HRMPEB brand locally as well as internationally.

6.0 ORGANIZATION STRUCTURE TO DELIVER THE MISSION AND VISION

6.1 Overview

HRMPEB has reaffirmed its mission and vision and remains focused on being a major player in the field of accreditation in Kenya.

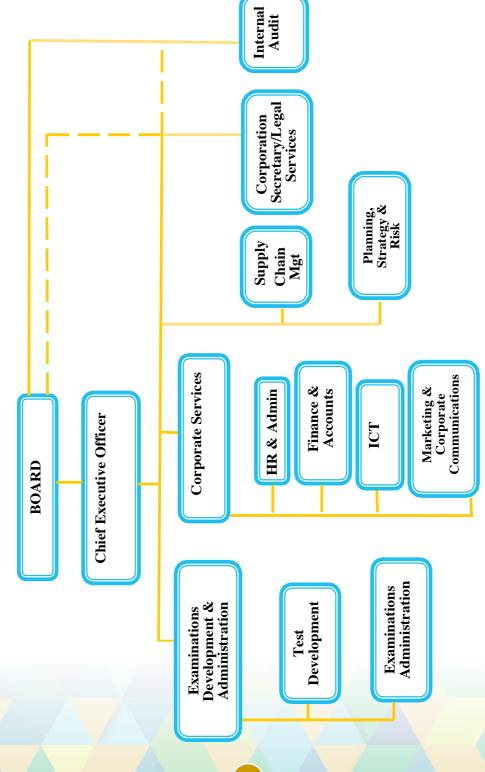
6.2. Job Analysis (JA) and Training Needs Analysis (TNA)

Although HRMPEB has operated from its inception with some level of success in achievement of its objectives, an extensive job/workload analysis has yet to be undertaken. Only a synoptic analysis of the staff requirements of the staff in-post and the expected growth over the Plan period was done during the Strategic Plan preparation. As a result, proposals to changes in the organisational structure will be implemented with hindsight. A fully-fledged job-load analysis will be undertaken to guide the refining of the organisational structure. To ensure success, a Training Needs Analysis (TNA) will be conducted to underpin subsequent staff development initiatives.

6.3. The Organization Structure

As HRMPEB moves to consolidate its position in the field of accreditation and certification in the country, there is an obvious need to develop a structure that will deliver its vision and mission. Consequently, the organization and management structure has taken into account the need to ensure that it will enable HRMPEB achieve its objectives. As already indicated, earlier the structure (Fig 1) will be refined following a more complete workload analysis before implementation. It is important to note, however, that positions will be filled according to priority and as the organization grows in business volume.

ANNEX 1: ORGANIZATIONAL STRUCTURE



7.0 STRATEGY MONITORING & EVALUATION

7.1 Rationale for an M&E System

The success of the implementation of this Strategic Plan will depend significantly on how effectively the planned activities and outputs are monitored and evaluated. The monitoring and evaluation will help ensure that the Board's development over the Plan period remains on the chosen course. In this regard, one of the key elements of this Plan is the process for monitoring and evaluating performance. The M&E System, which will work in tandem with the Implementation Matrix, is designed to ensure the following:

- i) Establishment of an effective information system;
- ii) Establishment of clear reporting schedules, channels, and feedback mechanisms on an on-going basis, requiring time and commitment from all;
- iii) Candid and documented roles of individuals and performance targets;
- iv) Clear statement and definition of action plans to be taken within specified timeframes, typically, quarterly and annually;
- v) Linking M&E to Performance Management and Staff Appraisal; and
- vi) Enhancing internal control measures to ensure compliance with implementation of the plan.

7.2 The Monitoring Framework

7.2.1 The Plan Implementation Committee

The Strategic Plan M&E framework will consist of a **Plan Implementation Committee (PIC),** whose members will be appointed by the Board on recommendation of the CEO. The Committee will continuously monitor activities and outputs/outcomes with a view to advising the Board on the plan implementation status. It will be meeting quarterly to consider plan

implementation progress reports and advise the Board accordingly through written submissions. Its monitoring will rely on Key Performance Indicators (KPIs) as set out in the Implementation Matrix at the Appendix

7.2.2 Progress Reports

All management units will prepare and submit Progress Reports to the PIC both quarterly and annually. The annual report will coincide with the Board's budgetary cycles. Reports will follow the Implementation Matrix and describe actions taken by departments toward achieving specific outcomes and strategies of the Plan, including costs, benefits, performance measures and progress to date.

7.2.3 Evaluation Mechanisms

Evaluation will initially be undertaken by the Plan Implementation Committee at the end of the first year of implementation. The Committee will continuously evaluate all strategies, activities, outputs, and outcomes with a view to advising the Board and the CEO on any performance gaps as well as offer feasible strategy alternatives. The evaluation will entail the following:

- Measuring actual performance against target levels and establishing size of variance, if any;
- ii) Identifying the causal factors for the variance;
- iii) Identifying and recommending appropriate remedial measures including a review of the objectives and/or strategies; and
- iv) Undertaking service delivery surveys.

7.3 Linking M&E to Performance Management and Staff Appraisal

To ensure sustainability, a culture of performance management will cover all staff irrespective of levels. This will enable all staff to appreciate their linkage and contributions to the implementation of the Strategic Plan and the attainment the Board's objectives. For the implementation of the Plan to be effective, the M&E will be an integral part of the Board's performance management system with links to staff appraisal and reward systems. Employees and sections that meet or exceed their planned targets will receive appropriate commendation and reward to motivate them.

7.4 Key Assumptions and Risks

7.4.1. Key Assumptions

- i. Sufficient funds will be obtained to implement the expanded activities and the necessary staffing levels;
- ii. The enrolment of students will increase;
- iii. Procurement and implementation of a modern ICT system (ERP) will be attained by the second year of the Plan.

7.4.2. Main Risks and Mitigation

Table 9: Main Risks and Mitigation

	Risk	Mitigation
i.	Lack of funds to implement the proposed strategies	a. Diversify income streams by, for example, publishing books that support CHRPb. Prioritize roll out of implementation in area that have potential for improved income
ii.	Turnover of key staff charged with specific responsibilities of implementing the plan	Top management to ensure: a. That employee loyalty is nurtured through recognition and support b. That senior employees mentor their juniors for effective on-the-job learning
iii.	Occurrence of a pandemic such as COVID 19	a. Organizational preparedness to provide efficient online services without compromising quality
		b. Need for a deliberate spatial reorganization of the office to provide for physical distancing of employees
		c. Need for sustained sensitization of employees to observe hygiene and social distancing
iv.	Reputational damage as a result of integrity issues related to examination process	Clear and enforced examination development and administration procedures

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V.	Theft, fraud, and embezzlement	a. Develop, implement and enforce an anti-fraud and a whistle blowing policyb. sensitization staff on these policiesc. Improve controls and systems
vi.	Disruption of operations due to loss of data/records	Develop and implement a reliable off-site data backup system
vii.	Fire	a. Proper maintenance and service of electrical appliancesb. Proper storage of inflammable materialsc. Insurance

ANNEX 2: IMPLEMENTATION MATRIX

Priority Objective 1: Best Practice Corporate Governance

Strategy	Activities	Output	Key performance indicator	Key performance Responsibility (Kshs. indicator Million	Budget (Kshs. Million)	2020	2021	2020 2021 2022 2023 2024	2023	2024
Adopt best practice of corporate governance	Capacity building of the board members through retreats and training to ensure convergence of purpose and deeper practice of organizational understanding governance Benchmark against other institutions on corporate governance	Trained members Identify and visit of other institutions regulating and examining professionals Possibly locally and internationally	Training report	CEO/ HRMPEB BOARD CEO/ HRMPEB BOARD	20	4 4	4 4	4 4	4 4	4 4
Sub Total					40	8	œ	œ	œ	œ

Priority Objective 2: Curriculum Development

Strategy	Activities	Output	Key performance indicator	Responsibility	Budget (Kshs. Million)	2020	2021	2020 2021 2022 2023 2024	2023	2024
Develop	Review of CHRP curricula to align with current trends of HR practice and market demands	Revised Curricula	Curricula documents according to professional levels	CEO	15	5	5	Ŋ	0	0
and syllabi for CHRP training	Review of CHRP syllabi to align with curriculum of the CHRP training	Revised syllabi	Syllabi documents for each subject	CEO	15	2	2	5	0	0
	Launch new curricula and syllabi	Launched curricula and syllabi	Launch curricula and syllabi	CEO	12	9	9	0	0	0
Diversify HRMPEB's products.	Commission authors to write curriculum and syllabus support materials	Support materials done	Curricula and syllabi support materials	CEO	20	4	4	4	4	4
Sub Total					62	20	20	14	4	4

Priority Objective 3: Customer Focus

Strategy	Activities	Output	Key performance indicator	Responsibility	Budget 2020 (Kshs. Million)		2021	2022	2023	2024
> M	Develop Service Charter	Service charter developed	A well standardized service	CEO/	10	0	2	7	2	2
clientele base	Implement Service charter	Service char- Implementa ters success- tion reports fully imple-	Implementa- tion reports	CEO/ All managers	ري ا	-	-	-	-	T-
	Review of service charters	Service charters reviewed	Charter review reports	CEO/	2	-	-		T-	T-
Enhance global visibility and brand	List HRMPEB on Google My Business	HRMPEB listed on Google My Business	Availability on Google My Business	ICT	Ŋ		-		-	-
management	Improve website and make it mobile friendly to tap into the ubiquitous smart phone surfers	Mobile version of website created	Mobile version of website available	CEO/ ICT Officer	5	-	-	-	-	-

Strategy	Activities	Output	Key	Responsibility Budget 2020 2021 2022 2023 2024	Budget	2020	2021	2022	2023	2024
			performance indicator		(Kshs. Million)					
	Managing reputation	Redress	Redress	CEO /	10	2	2	2	2	2
	through publicized	mechanism	mechanism	Marketing						
	provision of a	publicized	publicized in	officer						
	complaints redress		the charter							
	mechanism in the									
	service charter									
Create and	Identify potential	Potential	List of	CEO/	10	2	2	2	2	2
promote	partners with similar	partners	potential	Marketing						
partnerships	mandates or interest	identified	partners	officer						
and linkages	as HRMPEB and	and linkage	and copy of							
globally	share a linkage	proposal	draft linkage							
	proposal with them		proposal							
Ensure	Carry out a	customer	Customer	CEO/	10	2	2	7	2	2
proper and	customer	satisfaction	satisfaction	Marketing						
effective	satisfaction survey	survey	survey report	officer						
customer		carried out								
feedback	Implement survey	Survey	Customer	CEO/ Ad-	10	2	2	2	2	2
system	findings	findings	needs	ministration						
		implemented	gradually	Officer						
			addressed							
Sub Total					70	14	14	14	14	14

Priority Objective 4: Examination Regulation& Certification

Strategy	Activities	Output	Key performance indicator	Responsibility (Kshs. Million)		2020	2021	2020 2021 2022 2023 2024	2023	2024
Deliver CHRP certification	Following release of examinations, release certificates within 1 month	Timely release of CHRP Certificates	Records of date of release of exam results and release of certificates	CEO	25	5	5	5	5	2
Deliver credible examinations that are efficiently	DeliverDevelop/Reviewcredibleexaminationexaminationsprocedure to ensurethat areefficiency and timelyefficientlydelivery	Examinations procedure developed/ reviewed	Examinations procedure document	CEO / Head, Manager	50	10	10	10	10	10
administered	administered Review exemption procedure and publicize	Exemption procedure developed/ reviewed and publicized	Exemptions procedure document	CEO/ Head, Exams	5	-	τ-	-	τ-	-

Strategy	Activities	Output	Коу		Rudnet					
A Barrier			performance indicator	Responsibility (Kshs. Million)		2020	2021	2020 2021 2022 2023 2024	2023	2024
Examination	Examination Prepare a list of pre-	Well briefed,	List of							
management	management qualified logistics	security	prequalified							
logistics,	companies and	conscious	logistics	Finance	Ц	τ	τ-		τ	_
security,	brief them on the	pre- qualified	service	Officer	n O	_	_		_	
transport	examination security	logistics service	providers							
	procedures	providers								
	Acquire two office	Motor vehicle in	Log books	Finance	Ç	C	C		L	C
	motor vehicle	place		Officer	2	>	o		o	5
Efficient	Prepared and	Examination	Examination							
certification	implement strict	certification	certification	CEO/						
for the	timelines for	timelines that	timelines	HRMPEB	30	9	9		9	9
qualifying	certification of	are adhered to		BOARD						
professionals	orofessionals qualified professionals									
Facilitate ad-	Facilitate ad- Prepare and publicize	Dispute	Dispute							
ministrative	dispute resolution	resolution	resolution							
dispute reso- mechanism	mechanism	procedure	procedure	CEO/ Nead, Examp	2	_	_		_	_
lution		prepared and	document	Lyallis						
		publicized.								
Sub Total					130	24	24		29	24

Priority Objective 5: Accreditation

dize Develop Accreditation accreditations of the accreditations accordinate institutions accordinate accordinate institutions with institutions accreditations with institutions accreditations with institutions accreditations accreditat	Strategy	Activities	Output	Kev		Budget					
Develop Accreditation Accreditation accreditation criteria developed criteria document Develop Standardized Standards guidelines for guidelines for document syllabi for accredited syllabi delivery syllabi delivery Conduct More Improved quality Increased inspections of the of service delivery number of institutions by colleges hence compliant increased student institutions by enrolment 40% Identify local Relevant local Partnership institutions with institutions created similar mandate identified and				performance indicator	Responsibility (Kshs. Million)		2020 2021 2022 2023 2024	2021	2022	2023	2024
accreditation criteria developed criteria criteria Develop Standardized Standards guidelines for guidelines for document syllabi delivery syllabi for accredited colleges Conduct More Improved quality inspections of the of service delivery institutions Increased student institutions by enrolment Identify local similar mandate criteria document document for syllabi delivery		Jevelop	Accreditation		CEO/						
criteria Standardized Standards guidelines for guidelines for guidelines for document syllabi delivery syllabi for accredited colleges Conduct More Improved quality Increased inspections of the of service delivery number of institutions by colleges hence compliant increased student institutions by enrolment 40% Identify local Relevant local Partnership institutions with institutions created identified and		accreditation		criteria	HRMPEB	2	_	_	_	_	_
DevelopStandardizedStandardsguidelines forguidelines fordocumentsyllabi deliverysyllabifor syllabifor accrediteddeliverycollegesImproved qualityIncreasedConduct MoreImproved qualityIncreasedinspections of the institutionsof service deliverynumber ofinstitutionsby colleges hencecompliantincreased studentinstitutions byenrolment40%Identify localRelevant localPartnershipinstitutions withinstitutionscreatedsimilar mandateidentified andcreated	quirements c	riteria		document	BOARD						
guidelines for guidelines for document syllabi delivery syllabi for accredited colleges Conduct More Improved quality Increased inspections of the of service delivery number of institutions by colleges hence compliant increased student institutions by enrolment 40% Identify local Relevant local Partnership institutions with institutions created identified and		Jevelop	Standardized	Standards							
syllabi delivery syllabi for asyllabi for accredited colleges Conduct More Improved quality Increased inspections of the of service delivery number of by colleges hence compliant institutions by enrolment A0% Identify local Relevant local Partnership institutions with institutions created identified and colleges hence institutions delivery created identified and created similar mandate identified and		juidelines for	guidelines for		CEO/						
for accredited delivery colleges Conduct More Improved quality Increased inspections of the of service delivery number of institutions by colleges hence compliant increased student institutions by enrolment 40% Identify local Relevant local Partnership institutions with institutions created identified and		syllabi delivery	syllabi	for syllabi	HRMPEB	2.5	0.5	0.5	0.5	0.5	0.5
colleges Conduct More Improved quality Increased inspections of the of service delivery number of by colleges hence compliant increased student institutions by enrolment A0% Identify local Relevant local Partnership institutions with institutions created identified and	fe	or accredited		delivery	BOARD						
Conduct MoreImproved qualityIncreasedinspections of theof service deliverynumber ofinstitutionsby colleges hencecompliantincreased studentinstitutions byenrolment40%Identify localRelevant localPartnershipinstitutions withinstitutionscreatedsimilar mandateidentified and	S	solleges									
inspections of the of service delivery number of institutions by colleges hence compliant increased student institutions by enrolment 40% ldentify local Relevant local Relevant local partnership institutions with institutions created identified and	forcement (Sonduct More	Improved quality	Increased							
institutions by colleges hence compliant increased student institutions by enrolment 40% Identify local Relevant local Partnership institutions with institutions created identified and		nspections of the	of service delivery		CEO/						
increased student institutions by enrolment 40% ion Identify local Relevant local Partnership institutions with institutions created identified and		nstitutions	by colleges hence	compliant	HRMPEB	10	2	7	7	7	2
ion Identify local Relevant local Partnership institutions with institutions created similar mandate identified and				institutions by	BOARD						
ionIdentify localRelevant localPartnershipinstitutions withinstitutionscreatedgsimilar mandateidentified and			enrolment	40%							
institutions with institutions created similar mandate identified and	Maboration Ic	dentify local	Relevant local	Partnership	\ \ \ \						
similar mandate identified and		nstitutions with	institutions	created		L	_	T	т	τ	τ
		similar mandate	identified and		ROARD ROARD	n		_	_	_	_
institutions as the board engaged		s the board	engaged		ב ב ב						

Strategy	Activities	Output	Key performance indicator	Responsibility (Kshs. 2020 2021 2022 2023 2024 Million)	Budget (Kshs.	2020	2021	2022	2023	2024
Lobbying for Lobby for legislative amendme reform the HRMF 2012 to in clauses th accord HF autonomy accreditat powers	Lobby for amendment of the HRMP Act 2012 to introduce clauses that accord HRMPEB autonomy and accreditation powers	Lobby for Communication to Communi- amendment of IHRM and CHRP cation and the HRMP Act about amendment meeting min- 2012 to introduce of the HRMP Act utes clauses that 2012 effected accord HRMPEB autonomy and accreditation powers	Communi- cation and meeting min- utes	CEO/ HRMPEB BOARD	Ŋ	-	-	-	-	-
Sub Total					27.5	6.5	6.5	6.5	6.5 6.5 6.5 6.5 6.5	6.5

Priority Objective 6: Institutional Capacity Development & Financial Sustainability

24					
20	ω	0	35	0	0
2023 2024	2	2	30	0	0
2022	Ω.	2	25	0	0
2020 2021	rV	7	15	0	Ø
2020	10	2	10	7	Ø
Budget (Kshs.	Million)	10	115	4	4
Responsibility	CEO/ HRMPEB BOARD	Human Resource Manager	CEO/ HRMPEB BOARD	CEO/BOARD	CEO/ HRMPEB BOARD
Key perfor- mance indicator	Recruitment report	TNA Document Human Resour	Improved CEO/ service delivery HRMPEB BOARD	Organization structure	New policies and procedures developed
Output	Key talent in place	Clearly identified needs	Well remunerated and motivated regular and outsourced staff	Organizational structure developed	Existing policies reviewed and new policies developed
Activities	Budget for and recruit priority talent	Carry out a training needs analysis and train employee based on the TNA	Develop a remuneration strategy based on salary survey	Develop organization structure	Review existing and develop new policies and Procedure Manuals in - HR, - Finance, - Procurement - Examinations - ICT - Accreditation - Exemptions - Security
Strategy	Develop human resource	capacity			

Strategy	Activities	Output	Key perfor- mance indicator	Responsibility	Budget (Kshs. Million)	2020	2021	2022	2023	2024
Ensure financial sustainability.	Carry out a market survey to identify market needs and implement its recommendations	Market needs identified	Market needs survey report	Head Re- search Con- sultancy	τ-	-	0	0	0	0
	Improve enrolment of students through adverts and discounts.	Number of enrolled students improved	Enrolment report	CEO/ Market- 10 ing officer	10	2	2	2	2	2
	Develop new products to generate revenue locrease exemption fees, increase deferment fees, Sale of revision kits, etc	New products developed	List of new products	Marketing officer	10	N	N	2	N	N
Develop ICT infrastructure	Carry out an ICT audit, Pilot testing of online examinations and implement its findings	ICT Audit carried out and recommendations implemented	ICT Audit report	CEO/ Manager, ICT	35	10	10	2	Ŋ	Ŋ
Sub Total					219	41	40	41	46	51

Priority Objective 7: Recognition of CHRP Examinations Locally and Internationally

Strategy	Activities	Output Key perfor- Responsibility Budget 2020 2021 2022 2023 2023 2023 mance indicator (Kshs.	Key perfor- mance indicator	Responsibility Budget 2020 (Kshs.	Budget (Kshs.	2020	2021	2022		2024
Linkages and collaboration with national and international organiza- tions.	Identify international institutions with similar mandate as the board and request to form partnerships	Relevant institutions identified and engaged	Partnerships created	CEO/ HRMPEB BOARD	വ	-	-	-	-	-
Creating awareness/ Stakeholders engagement	Creating Review the HRMPEB awareness/ Website to make Stakeholders it user friendly, engagement interactive and attractive and informative	IRMPEB HRMPEB lake website % reviewed ld	Updated, user friendly, interactive and attractive, informative website	CEO / ICT Manager	5	-	-	-	-	-
	Encourage accredited colleges and relevant stakeholders to include links to HRMPEB website in their own websites and reciprocate the favour	List of colleges and stakeholders with links to HRMPEB in their websites	Sample sites of colleges and stakeholders with links to HRMPEB website in their websites	Manager ICT 10	10	N	N	2	N	N

Strategy	Activities	Output	Key perfor- mance indicator	Responsibility Budget 2020 2021 2022 2023 (Kshs. Million)	Budget (Kshs. Million)	2020	2021	2022	2023	2024
	Develop promotional Marketing IEC materials for distribution flyers produced to strategic stakeholders and events	Marketing IEC materials and flyers produced	Sample of IEC Business and fliers Developm Manager	Business Development Manager	20	4	4	4	4	4
	Engage training Institutions that train HR Management	Training institutions visited	Awareness created among the training institutions	Business Development Manager	5	-	-	-	-	-
Sub Total		Grand Tot	Grand Total: Kshs. 593.5 Million	Million	45	6	6	6	6	6

