



HEALTH RECORDS AND INFORMATION MANAGERS BOARD

STRATEGIC PLAN 2026-2031



VISION STATEMENT

‘A world class regulatory body in health records and information management training and practice.’

MISSION STATEMENT

‘To regulate, promote, and uphold professional standards in health records and information management through effective training oversight, licensing, ethical governance, and capacity building to support the healthcare system in Kenya.’

CORE VALUES

Professionalism

Integrity

Excellence

Confidentiality

Teamwork and collaboration

Equity and inclusivity

FOREWORD

The Health Records and Information Managers Board (HRIMB) was established on 5th August 2022 through Kenya Gazette Notice No. 9323 of 2022, following the enactment of the Health Records and Information Managers Act No. 15 of 2016. This marked a significant milestone in the professionalization and regulation of health records and information management in Kenya.

The HRIMB Strategic Plan 2026–2031 marks a major milestone in the country’s progress towards attaining quality health care through strengthened health information systems, in line with the Constitution of Kenya 2010 and other relevant national, regional and international frameworks.

As a regulatory body under the Ministry of Health, the Health Records and Information Managers Board safeguards the integrity of health data and information systems by setting and upholding professional standards, fostering continuous professional development, and providing ethical guidance. This ensures competence and accountability in health records and information management practice. The Board achieves this through the registration and licensing of Health Records and Information Managers, oversight of training institutions and curricula, accreditation of training programmes, enforcement of standards, and promotion of best practices in health information management.

We shall innovatively be part of this journey in all aspects as enshrined in the Bottom-Up Economic Transformation Agenda (BETA) for the great people of Kenya. The HRIMB Strategic Plan 2026-2031 will guide the Board in critical decision-making and prioritization of resource allocation to ensure the achievement of the set strategic objectives.

During this Plan period, HRIMB shall play a key role in contributing towards meeting global and national health outcome indicators by strengthening health information systems that are foundational to evidence-based planning, Universal Health Coverage (UHC), and quality healthcare delivery. The HRIMB leadership will set directions aligned with the whole-of-Government approach and public service principles for organizational performance.

The stakeholders will support the achievement of the Strategic Objectives in this Plan and the socio-economic development of Kenya. I, therefore, call upon all stakeholders including county governments, training institutions, health professionals, development partners, and the public to pledge their commitment to high quality health care through the best professional standards in health records and information management and to play their part in the successful implementation of this Plan. The Ministry of Health, on its part, is committed to providing the necessary direction and guidance in the implementation of this Strategic Plan.

Insert name of chairperson

Chairperson, Health Records and Information Managers Board

PREFACE AND ACKNOWLEDGEMENT

The Health Records and Information Managers Board (HRIMB) has developed its Strategic Plan 2026-2031 through an extensive consultative process involving technical staff, Board members, and relevant stakeholders, institutions, and experts. This Plan is inspired by the constitutional right of every Kenyan to the highest attainable standard of health, which can only be realized through accurate, secure, timely, and reliable health information systems managed by competent and ethical professionals.

The HRIMB envisions a world-class regulatory body that sets and upholds high standards in the training, registration, licensing, and practice of health records and information management professionals, thereby inspiring public confidence and enhancing the quality of healthcare delivery in Kenya.

This Strategic Plan was systematically developed based on a comprehensive assessment of the external and internal environment, past performance review, and wide-ranging stakeholders' inputs. The Board is committed to building a culture of excellence, professionalism, and integrity aimed at achieving and sustaining outstanding performance that meets stakeholder expectations.

This strategy is designed to build the HRIMB for posterity, enabling the Board to proactively adapt to emerging challenges such as digital transformation, and evolving health system needs, while leveraging on opportunities in innovation and collaboration. It requires the Board to look beyond its immediate mandate and work with others in the national interest to strengthen health information systems and support broader societal health goals.

To ensure the realization of strategic results, the Board will implement a robust corporate governance system that guarantees business continuity, effective risk management, accountability, and transparency in line with statutory and regulatory requirements. Throughout the implementation and periodic review of the strategy, the HRIMB will maintain a stakeholder and client centric operating model and culture, ensuring that the needs and expectations of health professionals, training institutions and the public are integrated into all processes.

The HRIMB extends its gratitude to the Ministry of Health for overall leadership and guidance, and to the Board, led by the Chairperson, for their strategic direction from inception to the completion of this Plan. Special acknowledgement is given to the various departments within the Ministry of Health, County Governments, training institutions, Central Planning and Project Monitoring Directorate, the State Department for Economic Planning, and other stakeholders for their valuable technical input and support.

The HRIMB calls upon all staff, and stakeholders to unite in protecting public health by ensuring that Health Records and Information Managers are competent, ethical, and fit to practice, thereby effectively executing the mandate as envisioned in this Strategic Plan 2026-2031. The HRIMB looks forward to the 2026–2031 strategic period with renewed commitment to monitoring progress, learning from implementation, and delivering on its vision of becoming a world-class regulatory body in health records and information management.

insert name of CEO

Registrar/CEO – Health Records and Information Managers Board

Table of Contents

FOREWORD	3
PREFACE AND ACKNOWLEDGEMENT	4
LIST OF TABLES	7
LIST OF FIGURES AND MAPS	7
DEFINITION OF CONCEPTS AND TERMINOLOGIES	8
ACRONYMS AND ABBREVIATIONS	11
EXECUTIVE SUMMARY	13
CHAPTER ONE: INTRODUCTION	15
1.1 Strategy as an imperative for Organizational Success	15
1.2 The Context of Strategic Planning	15
1.2.1.1 United Nations 2030 Agenda for Sustainable Development	15
1.2.1.2 WHO Global Strategy on Digital Health	16
1.2.2 African Union Agenda 2063	16
1.2.3 East Africa Community Vision 2050	16
1.2.4 Constitution of Kenya	16
1.2.5 Kenya Vision 2030, Bottom-Up Economic Transformation Agenda (BETA) and Fourth Medium Term Plan	16
1.2.6 Sector Policies and Laws	17
1.3 History of the Organization	17
1.4 Methodology of Developing the Strategic Plan	18
CHAPTER TWO: STRATEGIC DIRECTION	19
2.1 Mandate	19
2.2 Vision Statement	19
2.3 Mission Statement	19
2.4 Strategic Goals	20
2.5 Core Values	20
2.6 Quality Policy Statement	20
CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSES	21
3.1 Situational Analysis	21
3.1.1 External Environment	21
3.1.2 Summary of Opportunities and Threats	21
3.3.1 Internal Environment	23
3.1.5 Analysis of Past Performance	25
3.2 Stakeholder Analysis	26
CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS	33

4.1	Strategic Issues.....	33
4.2	Strategic Goals.....	33
4.3	Key Result Areas.....	33
CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES.....		35
5.1	Strategic Objectives.....	35
5.2	Strategic Choices.....	39
CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK.....		42
6.1	Implementation Plan.....	42
6.1.1	Action Plan.....	42
6.1.2	Annual Workplan and Budget.....	14
6.1.3	Performance Contracting.....	14
6.2	Coordination Framework.....	14
6.2.1	Institutional Framework.....	14
6.2.2	Staff Establishment, Skills Set and Competence Development.....	15
6.2.3	Leadership.....	1
6.2.4	Systems and Procedures.....	1
6.3	Risk Management Framework.....	1
CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES.....		4
7.1	Financial Requirements.....	4
7.2	Resource Mobilization Strategies.....	5
7.3	Resource Management.....	6
CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK.....		7
8.1	Monitoring Framework.....	7
8.2	Performance Standards.....	7
8.3	Evaluation Framework.....	7
8.3.1	Mid-Term Evaluation.....	9
8.3.2	End-Term Evaluation.....	10
8.4	Reporting Framework and Feedback Mechanism.....	10

LIST OF TABLES

Table 3.1: Summary of Opportunities and Threats	22
Table 3.2: Summary of Strengths and Weaknesses	25
Table 3.3: Stakeholder Analysis	27
Table 4.1: Strategic Issues, Goals and KRAs	34
Table 5.1: Outcomes Annual Projections	36
Table 5.2: Strategic Objectives and Strategies	40
Table 6.1: Implementation Matrix	44
Table 6.2: Staff Establishment	58
Table 6.3: Skills Set and Competence Development	64
Table 6.4: Risk Management Framework	74
Table 7.1: Financial Requirement in Ksh. Millions	77
Table 7.2: Resource Gap	78
Table 8.1: Outcome Performance Matrix	80

LIST OF FIGURES AND MAPS

Figure 1: Organization structure for Health Records and Information Managers Board	58
--	----

DEFINITION OF CONCEPTS AND TERMINOLOGIES

Accreditation (of training institutions/programmes): Formal recognition by the Board that an institution or programme meets specified standards for training HRIM professionals.

Appropriations-in-Aid (AIA): Revenues generated by the Board from fees, services or other sources that are retained for operational use subject to government rules.

Branches: Refers to the Health Records and Information profession specialization

Curriculum: A structured set of learning outcomes, content, assessment methods and competencies for a specified HRIM programme level (certificate, diploma, degree).

Competency (competence): The combination of knowledge, skills, attitudes and behaviours required to perform a professional role to the expected standard.

Continuous Professional Development (CPD): Ongoing education and training activities required to maintain and enhance professional competence and licensure.

Code of Ethics: A set of ethical principles and conduct standards that guide professional behaviour of HRIM practitioners.

Career Progression: The pathway through which employees advance within an organization, typically through promotions, role changes, or skills development.

Disciplinary Process: The formal procedure for receiving, investigating and adjudicating complaints about professional conduct, including sanctions where warranted.

Devolution (of health services): The transfer of health service responsibilities and functions from national to county governments under Kenya's constitution.

Digital Health: Use of information and communication technologies (including electronic health records, interoperability and digital platforms) to manage and exchange health information.

Digital Health Authority (DHA): The national/regulatory entity responsible for overseeing digital health systems, standards and interoperability.

e-Citizen: Government digital service platform used for online service delivery, payments and transactions.

Governance Instruments (HR instruments): Policies, manuals, schemes of service and related documents that guide human resource management and organizational governance.

Governance: The structures, policies and processes for decision-making, accountability, oversight and control within the Board and its operations

Health Records and Information Managers Board (HRIMB): The statutory regulatory body established under the Health Records and Information Managers Act to regulate training, registration, licensing, accreditation, standards and professional conduct of health records and information management practitioners in Kenya.

Health Records and Information Manager (HRIM): means an officer trained in health records and information and charged with the responsibility of managing health records and information for health services in health facilities and institutions

Indexing (of students): The process of officially recording student enrolment details with the Board for tracking, certification and training quality assurance

Inspection: A systematic assessment by the Board of facilities, institutions or practice sites to determine compliance with established standards.

Key Result Area (KRA): A priority domain or theme within the strategic plan where the Board intends to deliver measurable results

Key Performance Indicator(KPI): A measurable variable used to track progress toward a strategic objective, outcome or output.

Licensing/Licensure: The statutory process through which registered practitioners are granted authority (a licence) to practise, subject to conditions, competency and payment of applicable fees.

Monitoring, Evaluation and Reporting: The systematic collection, analysis and use of performance information to track implementation, assess results and inform decision-making.

Memorandum of Understanding(MOU): A formal but non-binding agreement that defines collaboration terms between two or more parties.

Professional Misconduct: Acts or omissions by a practitioner that violate legal, ethical or professional standards and may attract disciplinary action.

Public-Private Partnership(PPP): A collaborative agreement between the Board (or Government) and private sector partners to deliver services or infrastructure.

Risk Management: The process of identifying, assessing, mitigating and monitoring threats that could affect the Board's ability to achieve its objectives.

Resource Mobilization: Activities and strategies used to secure financial, human and other resources needed to implement programmes and sustain operations.

Registration: The formal process of recording a practitioner's details on the Board's register as evidence of qualification and eligibility to practice

Strategic Plan: A document that sets the organization's vision, mission, strategic goals, objectives, strategies and resource plans to guide implementation and performance

Standards: Prescribed benchmarks or performance criteria (technical, ethical, procedural) required for services, training, accreditation, registration and practice.

Stakeholder: Any individual, group or organization with an interest in or influence on the Board's mandate, programmes or outcomes.

Strategic Goal: High-level objectives an organization sets to guide and align actions towards the realization of the vision.

Strategic Issues: The fundamental policy choices, critical challenges /gaps, or opportunities that are addressed in the strategic plan

Strategic Objectives: Broad and clearly defined statements of “end goals” that an organization aspires to achieve within a defined time-frame.

Standard Operating Procedures (SOPs): Documented step-by-step instructions that describe how routine tasks and processes should be performed to ensure consistency and compliance.

Universal Health Coverage (UHC): A health system goal where all people receive needed health services of sufficient quality without financial hardship.

ACRONYMS AND ABBREVIATIONS

A-in-A	Appropriations-in-Aid
AMRO-K	Association of Medical Records Officers–Kenya
AWP	Annual Work Plan
BETA	Bottom-Up Economic Transformation Agenda
CBET	Competency-Based Education and Training
CDACC	Curriculum Development Assessment and Certification Council
CEO	Chief Executive Officer
CPD	Continuous Professional Development
CSR	Corporate Social Responsibility
GOK	Government of Kenya
EAC	East African Community
ERP	Enterprise Resource Planning
IFHIMA	International Federation of Health Information Management Associations
IFMIS	Integrated Financial Management Information System
FIF	Facility Improvement Financing
HR	Human Resource
HRIMB	Health Records and Information Managers Board
HRIM	Health Records and Information Manager
ICT	Information and Communication Technology
KHHRAC	Kenya Health Human Resources Advisory Council
KHSSP	Kenya Health Sector Strategic Plan
KHIS	Kenya Health Information System
KUCCPS	Kenya Universities and Colleges Central Placement Service
M&E	Monitoring and Evaluation
MOH	Ministry of Health
MTP	Medium-Term Plan
MTR	Mid-Term Review
PC	Performance Contract
PPDA	Public Procurement and Disposal Act
QA	Quality Assurance

SAGAs	Semi-Autonomous Government Agencies
SCAC	State Cooperation Advisory Committee
SDGs	Sustainable Development Goals
SDPH&PS	State Department for Public Health and Professional Standards
SHA	Social Health Authority
SO	Strategic Objective
SOPs	Standard Operating Procedures
SP	Strategic Plan
SRC	Salaries and Remuneration Commission
TORs	Terms of Reference
TVET	Technical and Vocational Education and Training
TWG	Technical Working Group
UHC	Universal Health Coverage

EXECUTIVE SUMMARY

The Health Records and Information Managers Board (HRIMB) Strategic Plan 2026–2031 provides a forward-looking framework for strengthening the regulation, development, and practice of health records and information management in Kenya, recognizing the central role of high-quality health data in improving healthcare delivery, policy formulation, and decision-making. The Plan is aligned with national priorities such as Kenya Vision 2030, Universal Health Coverage (UHC), and the country’s digital health agenda, and responds to persistent challenges including gaps in regulatory compliance, limited workforce capacity, low awareness of the Board’s mandate, and evolving technological demands in health information systems. In this context, HRIMB positions itself as a critical institution in ensuring that health information is accurate, timely, secure, and effectively utilized across the health sector.

The Strategic Plan focuses on strengthening regulatory frameworks to enhance licensing, accreditation, and compliance with professional standards, while simultaneously investing in capacity building to ensure that health records and information professionals are equipped with relevant competencies in areas such as digital health, data analytics, and health information systems management. It also emphasizes the need to increase visibility and awareness of the profession through targeted advocacy, communication, and stakeholder engagement initiatives, thereby enhancing recognition of HRIM as a key pillar in health system performance. In addition, the Plan promotes research, innovation, and knowledge management as essential drivers of evidence-based practice, encouraging the generation and dissemination of insights that can inform both policy and practice.

Institutional strengthening is a core component of the strategy, with a focus on improving governance structures, operational efficiency, infrastructure, and the adoption of digital solutions to support service delivery. The plan further recognizes the importance of financial sustainability and outlines approaches for resource mobilization, including diversification of revenue streams through membership fees, accreditation services, partnerships, and government support. Implementation will be guided by a results-based framework with clearly defined activities, performance indicators, and monitoring and evaluation mechanisms to ensure accountability, track progress, and enable adaptive management.

Collaboration with key stakeholders, including government ministries, regulatory agencies, training institutions, healthcare providers, and development partners, is identified as essential for successful implementation. The Plan also acknowledges potential risks such as funding constraints, resistance to change, and technological challenges, and proposes mitigation measures to address these barriers.

The total projected resource requirement for implementing the Strategic Plan over the five-year period is **Ksh. 952.02 million** against an estimated allocation of **Ksh. 93.93 million**, resulting in a financing gap of **Ksh. 858.09 million**. To address this gap, HRIMB will pursue a diversified resource mobilization strategy focusing on optimizing internal revenue through revised fees, strengthened enforcement, linkage of Continuing Professional Development (CPD) to licensing, and administration of examinations. HRIMB will also advocate for increased government allocation, strengthen partnerships with development partners and donors, and diversify funding through grant proposals, corporate and individual social

responsibility initiatives, innovative community fundraising, introduction of selected competency assessment fees, and enhanced outreach to increase uptake of HRIMB's services.

Monitoring, evaluation, and reporting will be integral to implementation of this Strategic Plan. HRIMB will establish and strengthen a dedicated Monitoring and Evaluation (M&E) unit to systematically track progress against defined indicators, baselines, and targets across all KRAs. Quarterly and annual performance reports will be prepared and reviewed by Management and HRIMB to inform decision-making and enable timely corrective action. In addition, a mid-term review and an end-term evaluation will be conducted to assess overall effectiveness, document lessons learned, and inform future strategic planning.

By the end of the strategic period, HRIMB aims to achieve a well-regulated and competent workforce, improved compliance with professional standards, enhanced visibility of the profession, strengthened institutional capacity, and a sustainable resource base. Ultimately, the successful implementation of this Strategic Plan is expected to contribute significantly to improved health information systems, better decision-making, and enhanced health outcomes for the population.

CHAPTER ONE: INTRODUCTION

This chapter outlines the significance of planning to the success of the Health Records and Information Managers Board (HRIMB). It contextualizes the strategy within the global, regional and national frameworks as well as the Plan development process.

1.1 Strategy as an imperative for Organizational Success

A clear and well-articulated Strategic Plan is essential for the success of the Health Records and Information Managers Board (HRIMB). As a key institution mandated to regulate the training, registration, licensing, and professional conduct of health records and information managers across the country, HRIMB operates in a complex, devolved, and rapidly evolving health landscape. The strategic plan provides a roadmap to navigate these complexities, align institutional priorities with national and county health goals, and ensure impactful service delivery.

This Plan serves as a critical tool for prioritization, coordination, and accountability. It enables HRIMB to align its functions and resources with national development frameworks such as the Constitution of Kenya (2010), Vision 2030, and the Fourth Medium-Term Plan (MTP IV) (2023–2027), as well as global commitments including Universal Health Coverage (UHC) and the Sustainable Development Goals (SDGs).

In an environment of limited resources and growing demand for quality health services, this Plan helps HRIMB to:

- Define and realize its vision, mission, and core values;
- Set clear goals and measurable objectives;
- Guide decision-making and investment in regulatory capacity and health systems governance;
- Promote institutional cohesion and foster intergovernmental collaboration with the Ministry of Health, county governments, and other stakeholders.

Moreover, the Plan enhances operational efficiency and institutional resilience, allowing HRIMB to respond proactively to emerging challenges. It also provides a basis for monitoring, evaluation, and learning, ensuring that the organization remains adaptive and results-driven.

1.2 The Context of Strategic Planning

This Plan has been developed in consideration of international, regional and national development frameworks as follows:

1.2.1.1 United Nations 2030 Agenda for Sustainable Development

The United Nations 2030 Agenda’s Sustainable Development Goals (SDGs) puts health at the centre of human development. Specifically, SDG 3— “Ensure healthy lives and promote well-being for all at all ages”— places renewed emphasis on the quality, safety, and accessibility of health services. Towards this, the Plan will ensure that the health information systems and data management frameworks supporting health care are robust, equitable, and fit for purpose.

1.2.1.2 WHO Global Strategy on Digital Health

The World Health Organization Global Strategy on Digital Health provides a comprehensive framework to guide countries in leveraging digital technologies to strengthen health systems and accelerate progress toward Universal Health Coverage (UHC) and the SDGs.

This Plan will address the needs of health records and information managers and align with emerging global standards and trends. In addition, it will incorporate strategies that embrace innovation, sustainability, digital transformation of health systems, information exchange and evidence-based planning.

1.2.2 African Union Agenda 2063

The African Union Agenda 2063 provides a visionary framework that highlights health as a critical pillar for sustainable development. The agenda underscores the need for functional, well-resourced, and well-regulated health systems to support economic growth and human development. Aspiration 1, Goal 3 of the African Agenda 2063 aims to ensure healthy well-nourished citizens across Africa focusing on universal health coverage, reduced mortality rates and resilient health systems. To achieve this, it is important for nations to adopt information technology and data management for optimal decision-making and health service delivery. This Plan will put in place measures to achieve the aspirations of the agenda.

1.2.3 East Africa Community Vision 2050

East African Community Vision 2050 is a long-term regional development blueprint of the East African Community that outlines the shared vision of transforming East Africa into a prosperous, competitive, and integrated region by the year 2050. This Plan aligns with the Vision's aims of strengthening health systems, improving access to quality healthcare, harmonizing training and professional standards, building a skilled health workforce, enhancing regional disease surveillance and response, and promoting digital health and interoperable health information systems.

1.2.4 Constitution of Kenya

The strategic planning process for the Health Records and Information Managers Board (HRIMB) is firmly grounded in Kenya's national development priorities, legal frameworks, and health sector reforms. The Constitution of Kenya (2010) forms the cornerstone of this context, affirming the right to the highest attainable standard of health for every citizen under Article 43. It also provides for the equitable distribution of health resources through the devolved governance framework established under Articles 174, 186, and 189. This Plan has been developed with the aim of furtherance of the Constitution.

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

Kenya's national development blueprint, Vision 2030, prioritizes the establishment of a robust and efficient health system that guarantees a high quality of life for all Kenyans. Vision 2030 is operationalized through successive five-year Medium-Term Plans (MTPs), with the current Fourth Medium-Term Plan (MTP IV, 2023–2027) and the BETA which seek to promote quality health care under the pillar of Universal Health Coverage (UHC). This Plan provides

for health information management and human resources for health development as critical enablers of social and economic transformation in the context of developing and transitioning health systems.

1.2.6 Sector Policies and Laws

- i. Kenya Health Policy, 2014-2030
- ii. Kenya Health Sector Strategic Plan (KHSSP), 2023-2027
- iii. Kenya National e-Health Policy, 2016 -2030
- iv. Universal Health Coverage Policy, 2020-2030
- v. State Department for Public Health and Professional Standards Strategic Plan, 2023-2027
- vi. Health Act, 2017
- vii. Digital Health Act, 2023
- viii. Health Records and Information Managers Act, 2016
- ix. Data Protection Act, 2019

1.3 History of the Organization

Health Records and Information Management (HRIM) in Kenya began in the late 1960s when the first Medical Records Officer was employed by the Ministry of Health. By 1970, only two qualified medical records personnel were serving at Kenyatta National Hospital. In the early 1970s, collaboration between Kenya and the United Kingdom enabled several Kenyans to receive scholarships to study medical records in Britain, strengthening the emerging profession. Around the same time, a British-trained Medical Records Officer helped establish a formal medical records department at Kenyatta National Hospital.

In 1975, the Association of Medical Records Officers–Kenya (AMRO-K) was established and registered under the Registration of Societies Act. The Association later became a member of the International Federation of Health Information Management Associations (IFHIMA), linking Kenya to the global HRIM community.

Due to increasing demand and limited overseas training opportunities, the Government began local training in 1978 with a two-year Certificate course in Medical Records at the Kenya Medical Training College (KMTC), Nairobi. A Diploma programme was introduced in 1990 and a Bachelor's degree in 2009. To date, over 6,000 personnel have been trained at various levels, serving in both public and private sectors.

HRIM remained largely an administrative function for many years, operating within hospital structures under the Ministry of Health. Systems were predominantly paper-based, resulting in slow data retrieval, limited data sharing, and frequent errors. The profession also faced challenges, including lack of a legislative framework, limited recognition, weak professional networks, inadequate funding, unclear career progression, and inconsistent job titles. The Scheme of Service was developed and signed in 2012 and revised and signed in 2025 to strengthen career structures.

In 2015, a Private Member's Bill was introduced and subsequently enacted as the Health Records and Information Managers Act, 2016 (Acts No. 15 of 2016). The Act formally

established the Health Records and Information Managers Board (HRIMB) and recognized HRIM as a regulated health profession in Kenya.

Following sustained advocacy and stakeholder engagement, the Board was fully operationalized through Kenya Gazette Notice No. 9323 of 2022. This marked a significant milestone, transforming HRIM from a technical support function into a professional discipline with defined standards, ethical guidelines, and regulatory oversight.

1.4 Methodology of Developing the Strategic Plan

This Strategic Plan was developed in line with the revised guidelines for preparation of fifth-generation strategic plans for the period 2023-2027 provided by the State Department for Economic Planning. To facilitate the development of this Strategic Plan (SP), HRIMB convened a consultative meeting with technical staff to deliberate on the planning process. Following the meeting, the Board directed the formation of a Technical Working Group (TWG) with clearly defined Terms of Reference (TORs).

The TWG was composed of diverse stakeholders, including HRIMB technical staff and representatives from the Ministry of Health. The team was tasked with identifying strategic issues and thematic areas and formulating the strategic goals, objectives, and strategies of the plan. Additionally, the team developed an implementation matrix and coordination framework, as well as a Monitoring and Evaluation (M&E) matrix to support execution and accountability throughout the plan's lifecycle. A comprehensive costing exercise was also conducted to estimate the financial resources required for implementation.

The draft Strategic Plan was shared with the HRIMB Chairperson for initial concurrence and was subsequently subjected to a validation process involving both internal and external stakeholders. Feedback from these consultations was reviewed and integrated into the final version of the plan. The validated Strategic Plan was submitted to the State Department for Economic Planning for review and feedback after which it was subsequently finalized and disseminated.

CHAPTER TWO: STRATEGIC DIRECTION

This chapter presents the mandate, vision, mission, strategic goals, core values and quality policy statement of HRIMB.

2.1 Mandate

The functions of the board are defined by the Health Records and Information Managers Act No. 15 of 2016 as follows.

- a) Establish and improve standards of all branches of the health records and information managers profession in all their aspects;
- b) Establish and improve the standards of professional health records and information management in Kenya;
- c) With the approval of the Cabinet Secretary, make provision for the training and instruction for persons seeking registration or enrolment under this Act;
- d) In consultation with institutions offering training on health records and information technology, prescribe syllabuses of instruction;
- e) Recommend to the Cabinet Secretary the institutions to train in health records and information technology;
- f) With the approval of the Cabinet Secretary, make provision for proficiency examination for persons seeking registration or enrolment under this Act;
- g) Have regard to the conduct of persons registered, enrolled or licensed under this Act, and take such disciplinary measures as may be necessary to maintain a proper standard of conduct among such persons;
- h) Direct and supervise the compilation and maintenance of registers, rolls and records required to be kept under section 22; and
- i) Advise the Cabinet Secretary on matters concerning all aspects of health records and information management.

2.2 Vision Statement

‘A world class regulatory body in health records and information management training and practice.’

2.3 Mission Statement

‘To regulate, promote, and uphold professional standards in health records and information management through effective training oversight, licensing, ethical governance, and capacity building to support the healthcare system in Kenya.’

2.4 Strategic Goals

- i. Strengthened institutional capacity and governance
- ii. Strengthened policy, legal and regulatory framework
- iii. Enhanced coordination, collaboration and effective partnerships
- iv. Improved visibility of the Board

2.5 Core Values

- i. Professionalism
- ii. Integrity
- iii. Excellence
- iv. Confidentiality
- v. Teamwork and collaboration
- vi. Equity and inclusivity

2.6 Quality Policy Statement

The Health Records and Information Managers Board is committed to the highest standards of regulatory service delivery through effective governance, professional competence, ethical practices, and continuous quality improvement. HRIMB will endeavour to ensure that all health records and information management professionals are adequately trained, licensed, and equipped to deliver accurate, secure, and reliable health data services, thereby contributing to efficient and quality healthcare in Kenya.

CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSES

This Chapter presents an analysis of the external and internal environment, past performance review and stakeholder analysis.

3.1 Situational Analysis

This section provides a detailed analysis in the context of the external and internal environment. This includes an analysis of the Political, Economic, Social, Technological, Environmental and Legal (PESTEL) factors that affect the delivery of HRIMB's mandate. It also presents a review of the Strengths, Weaknesses, Opportunities, and Threats (SWOT) that may affect the implementation of the Plan. This is presented in the sub-sections below.

3.1.1 External Environment

An analysis of the opportunities and threats that provide insight into how HRIMB is affected by its immediate environment is presented in Table 3.1.

3.1.1.1 Macro Environment

This analyses major external factors that pose both direct and indirect impacts on the decision-making and performance of HRIMB as examined through the PESTEL analysis.

3.1.1.2 Micro-environment

HRIMB operates in a complex micro-environment influenced by various stakeholders, community perceptions, information systems, resources, among others. Successful management of these factors is vital for HRIMB's performance.

3.1.2 Summary of Opportunities and Threats

Based on analysis of the external environment, the emerging opportunities and threats are summarized in Table 3.1

Table 3.1: Summary of Opportunities and Threats

Environment al factor	Opportunities	Threats
Political	<ul style="list-style-type: none">● Political good will● Devolution of health services	<ul style="list-style-type: none">● Political interference● Conflicting geopolitical health agenda● Changes in priorities at national and county leadership

Environmental factor	Opportunities	Threats
Economic	<ul style="list-style-type: none"> ● Partnerships and collaborations with other implementing partners ● GoK budgetary allocation ● Favourable economic policies 	<ul style="list-style-type: none"> ● Increased unemployment rate for practitioners ● Inadequate budgetary allocation. ● Inflation
Social	<ul style="list-style-type: none"> ● High demand for professional regulations ● Availability of training institutions. 	<ul style="list-style-type: none"> ● Unqualified practising officers ● Unlicensed practising officers ● Low awareness of the Boards' regulations
Technological	<ul style="list-style-type: none"> ● Digital superhighway ● Emergence of new technologies and innovations e.g. Artificial Intelligence ● Adoption of tele-medicine 	<ul style="list-style-type: none"> ● Rapid technological changes requiring high investment for adoption. ● Increased technology risks, such as cyber-threats
Environmental	<ul style="list-style-type: none"> ● Global, regional, and national focus on climate change and health ● Emerging green technologies ● Collaboration with stakeholders on environmental matters ● Availability of eco-friendly products in the market 	<ul style="list-style-type: none"> ● Global warming ● Poor waste management ● High environmental regulatory compliance and maintenance cost

Environmental factor	Opportunities	Threats
Legal	<ul style="list-style-type: none"> ● Constitution of Kenya ● MOUs ● Availability of legal instruments (Act of parliament, regulations) ● Health Records and Information Managers Act 2016 	<ul style="list-style-type: none"> ● Litigation risks ● Weak compliance and enforcement of legal, policy and regulatory frameworks ● Overlapping and conflicting mandate with the Commission of University Education

3.1.1.2 Micro Environment

This is the immediate operating environment within the HRIMB that affects its ability to serve and discharge the mandate. Micro environment can be improved to ensure the aspirations of the plan are achieved.

3.3.1 Internal Environment

The Board analysed its strengths and weaknesses based on governance and administrative structures, internal business processes, and resources and capabilities, as outlined in Table below.

3.1.3.1 Governance and Administrative Structures

The HRIMB is established by an Act of Parliament, providing it with a clear legal mandate to regulate and oversee the HRIM profession. This statutory foundation positions the Board to effectively deliver on its functions and enhance professional standards within the sector. However, the Board continues to face several institutional challenges that hinder its optimal performance. These include delays in the appointment of the Board, the absence of a substantive Chief Executive Officer and a fully constituted management team, limited decentralization of HRIMB services, and the lack of comprehensive governance frameworks, such as human resource instruments and audit manuals.

3.1.3.2 Internal Business Processes

Several milestones have been achieved in streamlining internal business processes, including the establishment of online registration and licensing platforms, as well as the development of inspection and accreditation tools. However, the Board continues to face a number of challenges that hinder optimal performance. These include delays in the appointment of the

Board, the absence of a substantive Chief Executive Officer and fully constituted management team, limited decentralization of HRIMB services, and the lack of comprehensive governance frameworks such as human resource instruments and audit manuals.

3.1.3.3 Resources and Capabilities

There are notable opportunities to increase Appropriation-in-Aid (A-I-A), particularly through the growing pool of HRIM professionals, which expands the potential client base for services such as registration, licensing, accreditation, and continuous professional development. However, several constraints continue to limit the Board’s effectiveness. These include the absence of a structured partnerships and coordination framework, which hampers collaboration with key stakeholders; inadequate human resources, affecting service delivery and oversight; and limited financial resources, which constrain operational capacity. Additionally, insufficient capacity-building initiatives weaken staff competencies, while inadequate office space, infrastructure, vehicles, and equipment limit outreach and operational efficiency. Weak enforcement capacity further undermines compliance and regulatory effectiveness.

Table 3.2: Summary of Strengths and Weaknesses

Factor	Strength	Weakness
Governance & administrative structures	The HRIMB is established by an Act of Parliament.	<ul style="list-style-type: none"> ● Delay in the appointment of the Board ● No substantive CEO and management team ● Lack of decentralized HRIMB services ● Lack of a governance frameworks e.g HR instruments, audit manuals
Internal business process	<ul style="list-style-type: none"> ● Online registrations and licensing platform ● Inspection and accreditation tool available 	<ul style="list-style-type: none"> ● Slow digitalization of processes ● Inadequate policies, guidelines, procedures, and SOPs ● Inadequate complaint handling and redress mechanism ● Possibility of cyber threats and crimes.

Resources & capabilities	<ul style="list-style-type: none"> ● Opportunities for increasing A-I-A ● Growing pool of the HRIM professionals 	<ul style="list-style-type: none"> ● Lack of partnerships and coordination framework ● Inadequate human resources ● Limited financial resources ● Inadequate capacity building ● Inadequate office space, infrastructure, vehicles, and equipment ● Inadequate enforcement capacity
--------------------------	--	---

3.1.5 Analysis of Past Performance

3.1.5.1 Key Achievements

1. The HRIMB was Categorized by State Cooperation Advisory Committee (SCAC) under Category 06B & conducted two annual evaluations for the board performances in August 2023 and in April 2025
2. Development of training and accreditation guidelines & inspection tool for training institutions was done and disseminated
3. Developed an online website for application and renew of licenses and accreditations of training institution
4. 6201 members have been registered and licensed across the country
5. Standardized training curricula for certificate, diploma and degree Programs for use in all accredited training institutions developed.
6. Entry requirements for placements of government sponsored students into universities and colleges as per the board standards aligned with Kenya Universities and Colleges Central Placement Service (KUCCPS).
7. The Board developed draft Human Resource (HR) instruments under the guidance of SCAC and state department of public service waiting approval by public service commission
8. Five regulations / rules have been drafted and are at stakeholder engagement and public participation level
9. HRIMB services onboarded to the e-citizen
10. Developed and disseminated code of ethics for Health Records and information professionals.

3.1.5.2 Challenges

1. Inadequate financial resources
2. Delayed inspection of training institutions
3. Low visibility of the Board
4. Lack of office infrastructure and equipment
5. Inadequate human resource.
6. Registration resistance by the HRIMs
7. Some board operations are not automated e.g. HR, procurement
8. Some training institutions offering HRIM programmes have been accredited by the board
9. Regulations have not been finalized and approved.
10. Weak coordination and linkage mechanisms
11. Employment of non-HRIM practitioners

3.1.5.3 Lessons Learnt

1. Develop resource mobilization strategies
2. Adequate administrative and technical staff is crucial for effective performance of the board functions
3. Fast track the approval regulation and governance instruments for seamless operationalization of the functions of the board
4. Stakeholders' engagement is crucial in most of the boards process for buying and support
5. Decentralize the operations to regional/ county level

3.2 Stakeholder Analysis

The implementation of this Strategic Plan will require concerted efforts from all partners through mutually beneficial collaborations. Table 3 presents the stakeholders' analysis.

Table 3.3: Stakeholder Analysis

S/N O	Stakeholder	Role	Expectation of the stakeholder	Expectation of the of HRIMB
	Ministry of Health	Policy direction on Health Capacity building	<ul style="list-style-type: none"> ● Operationalization of the Board ● Independence and Impartiality ● Embrace good 	<ul style="list-style-type: none"> ● Facilitate funding and resource allocation ● Develop internal policy guidelines ● Gazettement of rules and regulations

S/N O	Stakeholder	Role	Expectation of the stakeholder	Expectation of the of HRIMB
			<p>governance in operations</p> <ul style="list-style-type: none"> ● Prudent use and accountability of allocated resources ● Timely submission of appropriate reports ● Prompt implementation of policies 	<ul style="list-style-type: none"> ● Technical assistance and support
	<p>Health Records Information professionals</p>	<ul style="list-style-type: none"> ● To provide health records information management services 	<ul style="list-style-type: none"> ● Timely efficient and quality service ● Professionalism and confidentiality ● Accurate and timely information ● Participation in service delivery ● Non-discrimination and protection of the vulnerable persons 	<ul style="list-style-type: none"> ● Adherence to Registration and licensing guidelines and any other requirement ● Provide quality services and uphold ethical standards ● Provide information and feedback ● Participation in board-initiated activities
	<p>County Governments</p>	<ul style="list-style-type: none"> ● Management of 	<ul style="list-style-type: none"> ● Good governance 	<ul style="list-style-type: none"> ● Adherence to standards and regulations

S/N O	Stakeholder	Role	Expectation of the stakeholder	Expectation of the of HRIMB
		<p>devolved health services</p>	<ul style="list-style-type: none"> ● Efficient regulation of the cadre ● Timely information and feedback ● Involvement and participation in joint health inspection 	<ul style="list-style-type: none"> ● Information sharing ● Cooperate/collaborate with the board ● Comply and implement recommendations of the regulatory bodies ● Participate in periodic self-evaluation on quality improvement ● Employ qualified and licensed professionals ● Participation of the board in the county policy development process
	<p>Training institutions (Universities and Colleges)</p>	<ul style="list-style-type: none"> ● Train professionals 	<ul style="list-style-type: none"> ● Timely information and feedback ● Collaborate and partner with the board 	<ul style="list-style-type: none"> ● Provide high quality standard training to Health Records and Information professionals ● Adherence to the training and accreditation guidelines from HRIMB ● Collaboration in curriculum development

S/N O	Stakeholder	Role	Expectation of the stakeholder	Expectation of the of HRIMB
	Commission for University Education / TVET	<ul style="list-style-type: none"> ● Regulate university/ tertiary education and accredit universities and programmes 	<ul style="list-style-type: none"> ● Participate in review and approval of training curricula ● Monitor the standards and capacities of training institutions 	<ul style="list-style-type: none"> ● Approve universities and colleges for training professionals programmes ● Develop policy for criteria and requirements for admission to universities and colleges
	KUCCPS	<ul style="list-style-type: none"> ● Coordinate the placements of government sponsored students into universities and colleges 	<ul style="list-style-type: none"> ● Timely information and feedback ● Collaborate and partner with the board 	<ul style="list-style-type: none"> ● Placement of students as per HRIMB regulations entry requirements
	CDACC	<ul style="list-style-type: none"> ● Accreditation ● Curriculum development ● Competence assessment ● Certification 	<ul style="list-style-type: none"> ● Timely information and feedback ● Collaborate and partner with the board 	<ul style="list-style-type: none"> ● Design and develop curricula, assessments and competence certification in line with HRIMB core curriculum
	Digital Health Authority	<ul style="list-style-type: none"> ● Develop and maintain comprehensive integrated health 	<ul style="list-style-type: none"> ● Updated list of registered and licensed officers ● Accurate and timely documentation 	<ul style="list-style-type: none"> ● Maintain accurate registries of clients, health facilities and healthcare providers

S/N O	Stakeholder	Role	Expectation of the stakeholder	Expectation of the of HRIMB
		information system		<ul style="list-style-type: none"> ● Favorable digital health regulations
	Non-state actors	<ul style="list-style-type: none"> ● Advocacy for good governance 	<ul style="list-style-type: none"> ● Collaboration ● Timely and efficient services ● Timely and accurate information ● 	<ul style="list-style-type: none"> ● Adherence to regulations ● Sharing of information ● Participate in planned activities of the Board
	National Treasury	<ul style="list-style-type: none"> ● Managing public finances ● For formulating the national budget 	<ul style="list-style-type: none"> ● Timely submission of projected annual budget. ● Timely submission of financial reports ● Adherence to PFM Act and PPRA 	<ul style="list-style-type: none"> ● Allocation of adequate resources ● Timely release of exchequer
	Health Professional Associations	<ul style="list-style-type: none"> ● Welfare of Health Professionals 	<ul style="list-style-type: none"> ● Good labor relations ● Fair resolution of complaints affecting their members ● Inclusivity of health professions in the management ● Enforce professional standards and ethics 	<ul style="list-style-type: none"> ● Good labor relations ● Advocacy on professional development, licensing and training for members ● Involvement and participation in planned activities of the board ● Support the board in the agenda of transforming

S/N O	Stakeholder	Role	Expectation of the stakeholder	Expectation of the of HRIMB
				health professions
	KHHRAC	<ul style="list-style-type: none"> ● Review of norms and standards ● Management of health workforce registry 	<ul style="list-style-type: none"> ● Share information on the health professionals ● collaboration 	<ul style="list-style-type: none"> ● Maintain a master register for all health workers ● Harmonise career progression guidelines ● Develop guidelines on the management of healthcare professionals at national and county levels
	Public Service Commission	<ul style="list-style-type: none"> ● Management of the public service 	<ul style="list-style-type: none"> ● An approved management structure ● Approved human resource and procedure manual ● Approved career progression guidelines 	<ul style="list-style-type: none"> ● Advise in matters related to manpower requirements, management improvement, staff development, human resource administration
	Judiciary	<ul style="list-style-type: none"> ● Administer justice ● Interpreting laws ● Dispute resolution 	<ul style="list-style-type: none"> ● Implement mandate in accordance to the law ● Effectively resolve complaints and disputes ● Seek legal consultation and advice 	<ul style="list-style-type: none"> ● Speedy impartial judicial services ● Capacity building on alternative dispute resolution mechanisms

S/N O	Stakeholder	Role	Expectation of the stakeholder	Expectation of the of HRIMB
	Development partners	<ul style="list-style-type: none"> • Technical and financial support 	<ul style="list-style-type: none"> • Effective execution of mandate • Good governance • Financial and resource accountability 	<ul style="list-style-type: none"> • Technical and financial support to the board
	Public	<ul style="list-style-type: none"> • Public participation in formulation of laws and policy 	<ul style="list-style-type: none"> • Timely efficient and effective service delivery • Good governance and accountability 	<ul style="list-style-type: none"> • Participation in policy making process • Demand for services
	KHPOA	<ul style="list-style-type: none"> • Oversight of regulatory bodies 	<ul style="list-style-type: none"> • Adherence to the law 	<ul style="list-style-type: none"> • Effective oversight • Joint inspection

CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

This Chapter identifies the strategic issues to be addressed during this Strategic Plan period. It also sets the goals to be realized in each strategic issue and the corresponding key result areas that will shape the strategic direction of the Board.

4.1 Strategic Issues

1. Inadequate institutional capacity and governance
2. Inadequate policy, legal and regulatory frameworks
3. Weak coordination, collaboration and partnerships
4. Low visibility of the Board

4.2 Strategic Goals

1. Strengthened institutional capacity and governance
2. Strengthened policy, legal and regulatory framework
3. Enhanced coordination, collaboration and effective partnerships
4. Improved visibility of the Board

4.3 Key Result Areas

1. Financial sustainability
2. Human resource capacity
3. Infrastructure and equipment acquisition
4. Corporate governance and leadership
5. Policy and planning frameworks
6. Legal and regulatory frameworks
7. Coordination, collaborations and partnerships
8. Advocacy and awareness creation

Table 4.1: Strategic Issues, Goals and KRA

Strategic Issue	Strategic Goal	Key Result Area	Strategic Objectives
Inadequate institutional capacity and governance	Strengthened institutional capacity and governance	Financial sustainability	To enhance financial sustainability
		Human resource capacity	To enhance human resource capacity

		Infrastructure and equipment acquisition	To improve operational efficiency
		Corporate governance and leadership	To strengthen corporate governance and leadership
Inadequate policy, legal and regulatory framework	Strengthened policy, legal and regulatory framework	Policy and planning frameworks	To strengthen policy and planning
		Legal and regulatory frameworks	To strengthen legal and regulatory framework
			To ensure quality training of health records and information managers
			To enhance registration and licensing of health records and information managers
		To strengthen enforcement and compliance to set standards	
Weak coordination, collaboration and partnerships	Enhanced coordination, collaboration and effective partnerships	Coordination, collaborations and partnerships	To strengthen coordination, collaboration and partnerships
Low visibility of the Board	Improved visibility of the Board	Advocacy and awareness creation	To improve visibility of the Board's functions

CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

Overview

This chapter outlines HRIMB’s strategic objectives and the various strategic choices for implementation.

5.1 Strategic Objectives

HRIMB has set the strategic objectives that it commits to achieve. These objectives are aligned to address the various KRAs under the strategic issues. These strategic objectives are:

- 1) To enhance financial sustainability
- 2) To enhance human resource capacity
- 3) To improve operational efficiency
- 4) To strengthen corporate governance and leadership
- 5) To strengthen policy and planning
- 6) To strengthen legal and regulatory framework
- 7) To ensure quality training of health records and information managers
- 8) To ensure all training institutions and programmes are accredited
- 9) To enhance registration and licensing of health records and information managers
- 10) To strengthen enforcement and compliance to set standards
- 11) To strengthen coordination, collaboration and partnerships
- 12) To improve visibility of the Board’s functions

Table 5.1 below, outlines the objectives, outcomes, indicators and the annual projections.

Table 5.1: Outcomes Annual Projections

Strategic Objective	Outcome	Outcome Indicator	Projections				
			2026/27	2027/28	2028/29	2029/30	2030/31
KRA 1: Financial sustainability							
To enhance financial sustainability	Sustainable financial resources	Percentage increase in AIA	20	40	60	80	100
		Percentage increase in GoK allocation	5	10	15	20	25

KRA 2: Human resource capacity

To enhance human resource capacity	Increased workforce productivity	Staff establishment fill rate	-	20	40	60	80
		Percentage increase in staff performance	-	20	40	60	80

KRA 3: Infrastructure and equipment acquisition

To improve operational efficiency	Adequate and functional infrastructure and equipment	Level of automation of HRIM services	60	80	100	100	100
		Proportion of staff provided with appropriate working environment	-	20	40	60	80

KRA 4: Corporate governance and leadership

To strengthen corporate governance and leadership	Improved service delivery	Customer satisfaction index	20	40	60	80	100
---	---------------------------	-----------------------------	----	----	----	----	-----

KRA 5: Policy and planning frameworks

To strengthen policy and planning	Timely implementation of programmes and activities	Percentage of planned programmes and activities implemented within the scheduled timeframe	100	100	100	100	100
-----------------------------------	--	--	-----	-----	-----	-----	-----

KRA 6: Legal and regulatory frameworks

To strengthen legal and regulatory framework	Strengthened legal and regulatory framework	Reviewed HRIM Act	1	-	-	-	-
		HRIM Act finalized regulations	1	-	-	-	-
To ensure quality training of health records and information managers	A competent, ethical and standardized HRIM workforce across levels	% of HRIM graduates meeting competency standard	-	100	100	100	100
To ensure all training	Increase in Training	% of HRIM program	60	70	80	90	100

institutions and programmes are accredited	Institutions accredited	mes and institutions accredited					
To enhance registration and licensing of health records and information managers	Increase in Registered and licensed HRIM professional	% of practicing HRIMs licensed	60	100	100	100	100
To strengthen enforcement and compliance to set standards	Enhanced compliance to regulatory standards	% reduction in reported HRIM malpractice incidents	60	70	80	90	100
KRA 7: Coordination, collaborations and partnerships							
To strengthen coordination, collaboration and partnerships	Functional partnerships delivering coordinated HRIM services	Number of new MOUs signed	1	1	1	1	1
KRA 8: Advocacy and awareness creation							
To improve	Enhanced	Percentage	10	30	50	70	100

visibility of the Board's functions	visibility of HRIMB	increase in uptake of HRIMB services					
		Percentage increase in website traffic	10	20	30	40	60

5.2 Strategic Choices

This Section describes the course of action and means that HRIMB will focus on achieving the results on the strategic areas of focus. Table 5.2 below, presents a summary of key result areas, their respective strategic objectives and the strategies that will be implemented towards achieving the strategic goals.

Table 5.2: Strategic Objectives and Strategies

KRA	Strategic Objective(s)	Strategies
Financial sustainability	SO1: To enhance financial sustainability	Implement resource mobilisation strategies
		Diversify revenue streams
		Implement cost optimization and efficiency measures
Human resource capacity	SO2: To enhance human resource capacity	Implement approved HR instruments
		Strengthen human resources capacity
		Establish performance management mechanisms
Infrastructure and equipment acquisition	SO3: To improve operational efficiency	Improve infrastructure and equipment
		Leverage on technology to

KRA	Strategic Objective(s)	Strategies
		improve efficiency
Corporate governance and leadership	SO4: To strengthen corporate governance and leadership	Enhance corporate governance
		Strengthen risk management mechanisms
Policy and planning frameworks	SO5: To strengthen policy and planning	Enhance policy planning for the Board
		Institutionalize monitoring, evaluation and reporting
Legal and regulatory frameworks	SO6: To strengthen legal and regulatory framework	Strengthen legislative framework for HRIMB
	SO7: To ensure quality training of health records and information managers	Establish and maintain standards for HRIM branches (specialization)
		Establish and implement HRIM competence based syllabus
		Institute mechanisms for the accreditation of training institutions
	SO8: To enhance registration and licensing of health records and information managers	Establish mechanism for examination, registration and licensing
		Strengthen professional practice
		Establish mechanism for continuous professional development
SO9: To strengthen enforcement and compliance to set standards	Enhance enforcement and compliance	

KRA	Strategic Objective(s)	Strategies
Coordination, collaborations and partnerships	SO10: To strengthen coordination, collaboration and partnerships	Enhance coordination, collaboration and partnerships
Advocacy and awareness creation	SO11: To improve visibility of the Board's functions	Enhance visibility of HRIMB

CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

This Chapter provides a comprehensive roadmap for implementing the strategic plan. It provides the implementation plan, coordination framework and a risk management framework.

6.1 Implementation Plan

6.1.1 Action Plan

To ensure a clear and transparent strategic plan, the Board has developed a detailed action plan. This implementation framework includes the strategic objectives, strategic interventions, annual targets and responsibilities for implementation. It is presented in Table 6.1 below.

Table 6.1: Implementation Matrix

Strategy	Key activities	Expected output	Output indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					2026/27	2027/28	2028/29	2029/30	2030/31	2026/27	2027/28	2028/29	2029/30	2030/31	Lead	Support
Strategic Issue: Inadequate institutional capacity and governance																
Strategic Goal: Strengthened institutional capacity and governance																
KRA 1: Financial sustainability																
Outcome: Sustainable financial resources																
Strategic Objective: To enhance financial sustainability																
Implement resource mobilization strategies	Develop resource mobilization strategy	Resource mobilization strategy	Resource mobilization strategy	1	1	-	-	-	-	0.82	-	-	-	-	HRIM B	SDPH& PS
	Advocate and lobby for increased GoK funding	Increased GoK allocation	Percentage increase in GoK allocation	25	5	10	15	20	25	4.34	4.34	4.34	4.34	4.34	HRIM B	SDPH& PS
Diversify revenue streams	Develop grant proposals targeting development partners	Grants proposals developed	No. of grant proposals	3	-	1	1	-	1	-	0.72	0.72	-	0.72	HRI MB	SDPH& PS
	Offer additional chargeable services (CPD, examination, indexing)	Additional chargeable services rolled out	No. of services	3	-	3	-	-	-	-	-	0.00	-	-	HRI MB	SDPH& PS
Implement cost optimization and efficiency measures	Conduct quarterly internal audit	Audit reports	No. of audit reports	20	4	4	4	4	4	0.74	0.74	0.74	0.74	0.74	HRI MB	SDPH& PS
	Conduct capacity building of officers on PFM Act and regulations	Staff capacity built	No. of staff capacity built	61	2	10	13	16	20	1.08	1.85	2.14	2.43	2.81	HRI MB	SDPH& PS
Sub-Total										6.98	7.64	7.93	7.50	8.60		

Strategy	Key activities	Expected output	Output indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					2026/27	2027/28	2028/29	2029/30	2030/31	2026/27	2027/28	2028/29	2029/30	2030/31	Lead	Support
Strategic Issue: Inadequate institutional capacity and governance																
Strategic Goal: Strengthened institutional capacity and governance																
KRA 2: Human resource capacity																
Outcome: Increased workforce productivity																
Strategic Objective: To enhance human resource capacity																
Implement approved HR instruments	Finalize HR instruments	Approved HR instruments	Approved HR instruments	1	1	-	-	-	-	3.58	-	-	-	-	HRIM B	SDPH& PS
	Recruit staff	Staff employed	No. of staff employed	61	2	10	13	16	20	-	1.35	1.35	1.35	1.35	HRIM B	SDPH& PS, PSC,SR C,TNT
	Conduct induction of recruited staff	Staff capacity built	Number of staff trained	61	2	10	13	16	20	3.90	4.57	4.83	5.08	5.41	HRIM B	SDPH& PS
Strengthen human resource capacity	Conduct training needs assessment	Training needs assessment reports	No. of training needs assessment reports	2	-	1	-	-	1	-	2.26	-	-	2.26	HRIM B	SDPH& PS
	Conduct skills gap analysis	Skills gap analysis report	No. of skills gap analysis reports	2	-	1	-	1	-	-	1.98	-	1.98	-	HRIM B	SDPH& PS
	Develop a Human Resource Plan	Human Resource Plan	Human Resource Plan	1	-	1	-	-	-	-	1.44	-	-	-	HRIM B	SDPH& PS
	Capacity building of staff	Staff trained	No. of staff	61	2	10	13	16	20	2.10	3.04	3.39	3.75	4.22	HRIM B	SDPH& PS
Establish performance	Conduct annual staff performance appraisals	Performance appraisal	No. of performance	4	-	1	1	1	1	-	0.45	0.45	0.45	0.45	HRIM B	

Strategy	Key activities	Expected output	Output indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					2026/27	2027/28	2028/29	2029/30	2030/31	2026/27	2027/28	2028/29	2029/30	2030/31	Lead	Support
management mechanisms			appraisal reports													
	Conduct biennial employee satisfaction survey	Employee satisfaction survey done	Employee satisfaction survey report	2	-	1	-	1	-	-	1.64	-	1.64	-	HRIM B	
Sub-Total										9.58	16.74	10.02	14.24	13.69		
Strategic Issue: Inadequate institutional capacity and governance																
Strategic Goal: Strengthened institutional capacity and governance																
KRA 3: Infrastructure and equipment acquisition																
Outcome: Adequate and functional infrastructure and equipment																
Strategic Objective: To improve operational efficiency																
Improve infrastructure and equipment	Develop and update an inventory of equipment	Updated inventory of equipment	Inventory file	5	1	1	1	1	1	0.01	0.01	0.01	0.01	0.01	HRIM B	
	Acquire new office space (rent)	Standard office acquired	Office space acquired	1	-	1	-	-	-	-	3.90	-	-	-	HRIM B	SD Public works,
	Equip and furnish acquired office	Fully equipped and furnished office	Percentage of required office equipping done	100	-	40	60	80	100	-	8.01	4.01	4.01	4.01	HRIM B	
	Procure motor vehicles	Motor vehicles procured	No. of motor vehicles	2	-	1	-	1	-	-	20.00	-	10.00	-	HRIM B	

Strategy	Key activities	Expected output	Output indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					2026/27	2027/28	2028/29	2029/30	2030/31	2026/27	2027/28	2028/29	2029/30	2030/31	Lead	Support
Leverage on technology to improve efficiency	Develop ICT strategy	ICT Strategy developed	ICT Strategy in place	1	-	1	-	-	-	-	0.82	-	-	-	HRIM B	ICTA
	Digitalize HRIMB's services	Services digitalized (registration, license, accreditation, indexing, examination, CPD)	No. of services digitalized	6	2	2	2	-	-	0.79	0.79	0.79	-	-	HRIM B	ICTA
	Capacity build and train staff on adoption of technology	Staff capacity built	No. of staff capacity built	61	2	10	13	16	20	0.22	1.11	1.44	1.77	2.22	HRIM B	ICTA
	ICT infrastructure acquisition and maintenance	ICT infrastructure acquisition and maintained	Percentage of maintenance	100	-	40	60	80	100	-	8.01	4.01	4.01	4.01	HRIM B	
Sub-Total										1.02	42.63	10.25	19.79	10.23		
Strategic Issue: Inadequate institutional capacity and governance																
Strategic Goal: Strengthened institutional capacity and governance																
KRA 4: Corporate governance and leadership																
Outcome: Improved service delivery																
Strategic Objective: To strengthen corporate governance and leadership																

Strategy	Key activities	Expected output	Output indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					2026/27	2027/28	2028/29	2029/30	2030/31	2026/27	2027/28	2028/29	2029/30	2030/31	Lead	Support
Enhance corporate governance	Constitute Board of management	Board of management constituted	No. of board members	16	8	-	-	8	-	2.23	-	-	2.23	-	HRIM B	SDPH&PS
	Conduct capacity building for the Board	Board capacity built	Number of board members	16	8	-	-	8	-	30.06	-	-	30.06	-	HRIM B	SCAC
	Develop corruption prevention plan	Corruption prevention plan developed	Corruption prevention plan	1	-	-	1	-	-	-	-	0.82	-	-	HRIM B	EACC
	Institute and implement mechanisms for corruption prevention	Corruption mitigation mechanisms in place and implemented	Corruption mitigation reports	3	-	-	1	1	1	-	-	0.08	0.08	0.08	HRIM B	EACC
	Develop and implement internal controls	SOPs developed	No. of SOPs	4	-	1	1	1	1	-	0.88	0.88	0.88	0.88	HRIM B	KENAO
Strengthen risk management mechanisms	Develop a risk management policy framework	Risk management policy framework developed	Risk management policy framework	1	1	-	-	-	-	0.82	-	-	-	-	HRIM B	KENAO, Internal audit
Sub-Total										33.12	0.88	1.79	33.26	0.96		
Strategic Issue: Inadequate policy, legal and regulatory frameworks																
Strategic Goal: Strengthened policy, legal and regulatory framework																
KRA 5: Policy and planning frameworks																
Outcome: Timely implementation of programmes and activities																

Strategy	Key activities	Expected output	Output indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					2026/27	2027/28	2028/29	2029/30	2030/31	2026/27	2027/28	2028/29	2029/30	2030/31	Lead	Support
Strategic Objective: To strengthen policy and planning																
Enhance policy and planning for the Board	Develop strategic plan	Strategic plan developed	Strategic plan developed	1	1	-	-	-	-	17.54	-	-	-	-	HRIM B	SDPH& PS
	Conduct Strategic Plan mid-term review	Strategic Plan mid-term review conducted	Mid-term review report	1	-	1	-	-	-	-	-	2.69	-	-	HRIM B	SDPH& PS
	Conduct Strategic Plan end-term review	Strategic Plan end-term review conducted	end-term review report	1	-	-	-	-	1	-	-	-	-	2.69	HRIM B	SDPH& PS
	Develop the annual work plan	Work plan developed	No of work plan developed	5	1	1	1	1	1	2.44	2.44	2.44	2.44	2.44	HRIM B	SDPH& PS
	Mid- term review of the annual work plan	Annual work plan reviewed	mid-term report	5	1	1	1	1	1	-	-	0.24	-	-	HRIM B	
	Prepare and sign Performance contract	Performance contract Prepared and signed	Performance contract	5	1	1	1	1	1	0.24	0.24	0.24	0.24	0.24	HRIM B	SDPH& PS, PSMU
	Prepare annual procurement plan	procurement plan prepared	Procurement plan	5	1	1	1	1	1	0.24	0.24	0.24	0.24	0.24	HRIM B	
	Carry out operational research on HRIM services	Operational research on HRIM services Carried out	Operational research	2	-	1	-	1	-	-	1.31	-	1.31	-	HRIM B	

Strategy	Key activities	Expected output	Output indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					2026/27	2027/28	2028/29	2029/30	2030/31	2026/27	2027/28	2028/29	2029/30	2030/31	Lead	Support
Institutionalize Monitoring, Evaluation, and Reporting	Conduct quarterly performance review	Performance review conducted	Quarterly performance reports	-	4	4	4	4	4	0.17	0.17	0.17	0.17	0.17	HRIM B	PSPMU
	Develop M&E framework	M&E Framework	M&E Framework	1	1	-	-	-	-	0.82	-	-	-	-	HRIM B	
	Build capacity of staff on M&E	Staff Capacity built	No. of staff capacity built	61	2	10	13	16	20	0.22	1.11	1.44	1.77	2.22	HRIM B	
	Conduct quarterly monitoring and evaluation	M&E conducted	M&E reports	20	4	4	4	4	4	1.24	1.24	1.24	1.24	1.24	HRIM B	SDPH& PS
Sub-Total										22.91	6.74	8.70	7.40	9.23		
KRA 6: Legal and regulatory frameworks																
Outcome: Strengthened legal and regulatory framework																
Strategic Objective: To strengthen legal and regulatory framework																
Strengthen legislative framework for HRIMB	Review the Act	Act reviewed	HRIM Act	1	-	-	-	1	-	-	-	-	9.56	-	HRIM B	SDPH& PS, AG, Parliament
	Finalize the HRIMB regulations	regulations finalized	HRIM regulations	1	1	-	-	-	-	9.56	-	-	-	-	HRIM B	SDPH& PS, AG, Parliament
Outcome: A competent, ethical and standardized HRIM workforce across levels																
Strategic Objective: To ensure quality training of health records and information managers																
Establish and	Develop guidelines for the branches	Guidelines developed	HRIM guideline	1	-	1	-	-	-	-	3.47	-	-	-	HRIM B	SDPH& PS

Strategy	Key activities	Expected output	Output indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					2026/27	2027/28	2028/29	2029/30	2030/31	2026/27	2027/28	2028/29	2029/30	2030/31	Lead	Support
maintain standards for HRIM branches (specialization)	Conduct sensitization on the HRIM guidelines	sensitization on the HRIM guidelines Conducted	Sensitization report	1	-	-	1	-	-	-	-	0.62	-	-	HRIM B	
Establish and implement HRIM competence based syllabus	Develop the HRIM syllabus	Syllabus developed	No. of syllabus	3	3	-	-	-	-	2.77	-	-	-	-	HRIM B	
	Carry out stakeholder Sensitization on the syllabus	stakeholder Sensitization on the syllabus carried out	Sensitization report	1	1	-	-	-	-	0.60	-	-	-	-	HRIM B	
Institute mechanisms for the accreditation of training institutions	Review the core curriculum	core curriculum reviewed	No. of curriculum	3	-	-	-	3	-	-	-	-	2.64	-	HRIM B	CUE, TVETA, KNQA
	Review training institution guidelines	Training institution guidelines Reviewed	Training institutions guidelines	1	1	-	-	-	-	2.90	-	-	-	-	HRIM B	CUE, TVETA, KNQA
	Conduct inspection	Inspection conducted	No of inspections	60	12	12	12	12	12	1.18	1.18	1.18	1.18	1.18	HRIM B	
Outcome: Increase in Registered and licensed HRIM professional																
Strategic Objective: To enhance registration and licensing of health records and information managers																
Establish mechanism for	Develop guidelines for examinations, registration and	Guidelines developed	No. of Guidelines	1	1	-	-	-	-	3.69	-	-	-	-	HRIM B	

Strategy	Key activities	Expected output	Output indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					2026/27	2027/28	2028/29	2029/30	2030/31	2026/27	2027/28	2028/29	2029/30	2030/31	Lead	Support
examination , registration and licensing	licensing examinations															
	Administer licensure examinations	Licensure examinations administered	Licensure examinations	10	2	2	2	2	2	11.59	11.59	11.59	11.59	11.59	HRIM B	
	Develop guidelines for indexing students	Guidelines for indexing students developed	Guidelines	1	-	1	-	-	-	2.29	-	-	-	-	HRIM B	
	Conduct stakeholder sensitization on the guidelines for indexing students	Stakeholder sensitization conducted	Sensitization conducted	1	-	1	-	-	-	1.25	-	-	-	-	HRIM B	
	Conduct indexing of students	Indexing of students conducted	No of indexing activities carried out	10	2	2	2	2	2	34.20	34.20	34.20	34.20	34.20	HRIM B	
	Register and license professional	Professional Registered and licensed	No of professionals registered and licensed	12,000	2,400	2,400	2,400	2,400	2,400	0.90	0.90	0.90	0.90	0.90	HRIM B	
	Maintain an updated register for HRIM	HRIM register updated	Percentage update	100	100	100	100	100	100	-	-	-	-	-	HRIM B	
Strengthen professional practice	Develop code of practice	Code of practice developed	Code of practice developed	1	-	1	-	-	-	-	3.46	-	-	-	HRIM B	SDPH& PS, KHPOA

Strategy	Key activities	Expected output	Output indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					2026/27	2027/28	2028/29	2029/30	2030/31	2026/27	2027/28	2028/29	2029/30	2030/31	Lead	Support
Establish mechanism for Continuous professional development	Carry out compliance audit checks	Compliance audit checks carried out	Number of compliance audit checks carried out	60	12	12	12	12	12	6.28	6.28	6.28	6.28	6.28	HRIM B	
	Conduct quarterly joint inspections	Joint inspections conducted	Inspection reports	20	4	4	4	4	4	0.89	0.89	0.89	0.89	0.89	HRIM B	KHPOA
	Develop guidelines for continuous professional development	Guidelines developed	No of guidelines	1	-	1	-	-	-	-	3.46	-	-	-	HRIM B	
	Conduct stakeholder sensitization on the CPD	Stakeholder sensitization conducted	Sensitization report	1	-	-	1	-	-	-	-	1.25	-	-	HRIM B	
	Conduct continuous professional development activities	CPD activities Conducted	No	4	-	1	1	1	1	-	52.60	52.60	52.60	52.60	HRIM B	
Outcome: Enhanced compliance to regulatory standards																
Strategic Objective: To strengthen enforcement and compliance to set standards																
Enhance enforcement and compliance	Finalize guidelines for disciplinary process	Guidelines for disciplinary process Finalized	Guidelines	1	1	-	-	-	-	3.47	-	-	-	-	HRIM B	
	Constitute disciplinary committee	Disciplinary committee constituted	Disciplinary committee	1	-	1	-	-	-	-	-	-	-	-	HRIM B	

Strategy	Key activities	Expected output	Output indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					202 6/27	202 7/28	202 8/29	202 9/30	203 0/31	202 6/27	202 7/28	202 8/29	202 9/30	203 0/31	Lead	Support
Sub-Total	Convene disciplinary committee meetings	Disciplinary committee meetings convened	No of meetings	16	-	4	4	4	4	-	0.14	0.14	0.14	0.14	HRIM B	
										81.5 5	118. 15	109. 64	119. 97	107. 77		
Strategic Issue: Weak coordination, collaboration and partnerships																
Strategic Goal: Enhanced coordination, collaboration and effective partnerships																
KRA 7: Coordination, collaborations and partnerships																
Outcome: Functional partnerships delivering coordinated HRIM services																
Strategic Objective: To strengthen coordination, collaboration and partnerships																
Enhance coordination, collaboration and partnerships	Develop a coordination and collaboration framework	Coordination and collaboration framework Developed	Framework	1	-	1	-	-	-	-	2.20	-	-	-	HRIM B	
	Conduct stakeholder meetings	Stakeholder meetings conducted	No of meetings	5	1	1	1	1	1	-	0.25	0.25	0.25	0.25	HRIM B	
	Develop proposals	Proposals Developed	No of proposals	5	1	1	1	1	1	-	1.08	1.08	1.08	1.08	HRIM B	
	Develop and sign MOUs	MOUs developed and signed	No of MOUs	3	-	-	1	1	1	-	1.08	1.08	1.08	1.08	HRIM B	
Sub-Total											4.60 8	2.41	2.41	2.41		
Strategic Issue: Low visibility of the Board																
Strategic Goal: Improved visibility of the Board																
KRA 8: Advocacy and awareness creation																

Strategy	Key activities	Expected output	Output indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					2026/27	2027/28	2028/29	2029/30	2030/31	2026/27	2027/28	2028/29	2029/30	2030/31	Lead	Support
Outcome: Enhanced visibility of HRIMB																
Strategic Objective: To improve visibility of the Board's functions																
Enhance visibility of HRIMB	Carry out Corporate Social Responsibility activities	CSR activities done	No. of CSR activities report	5	1	1	1	1	1	2.00	2.00	2.00	2.00	2.00	HRIM B	
	Develop communication strategy	HRIMB Communication Strategy	Communication Strategy	1	-	-	1	-	-	-	-	0.82	-	-	HRIM B	
	Conduct media engagements and public relations	Media engagement and public relations conducted	No. of media engagements and public relations conducted	10	2	2	2	2	2	2.26	2.26	2.26	2.26	2.26	HRIM B	
	Develop and disseminate IEC materials (banners, badge, T-shirts, newsletter, pamphlets, posters)	IEC materials disseminated	No. disseminated	20	128	128	128	128	128	0.61	0.61	0.61	0.61	0.61	HRIM B	
	Participate in corporate marketing events and brand	Corporate marketing events and brand participation	No. of events and brands	20	4	4	4	4	4	1.85	1.85	1.85	1.85	1.85	HRIM B	
	Conduct outreach activities	Outreach activities conducted	No. of outreach activities	4	-	2	2	2	2	-	1.46	1.46	1.46	1.46	HRIM B	

Strategy	Key activities	Expected output	Output indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					2026/27	2027/28	2028/29	2029/30	2030/31	2026/27	2027/28	2028/29	2029/30	2030/31	Lead	Support
	Conduct conference for HRIMs	HRIMs conference conducted	No. of conferences	2	-	1	-	1	-	-	2.84	-	2.84	-	HRIM B	
Sub-Total										6.72	11.02	9.00	11.02	8.18		
Grand Total										169.97	218.83	167.73	226.37	169.12		

6.1.2 Annual Workplan and Budget

HRIMB will focus on the strategies and activities in this Plan so as to realize the strategic objectives and the goals of the plan. The Board will prepare and implement Annual Work Plan and Budget drawn from this Strategic Plan.

6.1.3 Performance Contracting

Performance management is very critical for the realization of planned activities. The Board will align its management framework to the Performance contracting requirements as provided by the Public Service Commission (Performance Management) Regulations, 2021. The annual performance contract targets will be derived from the annual work plans, specifically targeting the high-level deliverables that directly lead to the realization of all stated objectives

6.2 Coordination Framework

The strategies and activities outlined in this Plan will be implemented by the relevant Departments while the Planning and Strategy Unit will be charged with overall coordination responsibility. To have a well-coordinated and efficient implementation of this Plan, a coordination framework has been developed and considers Institutional Framework, Staffing Levels, skill sets and competencies, leadership and systems & procedures.

6.2.1 Institutional Framework

Structure of the Organization

The proposed organisational structure of HRIMB is presented below.

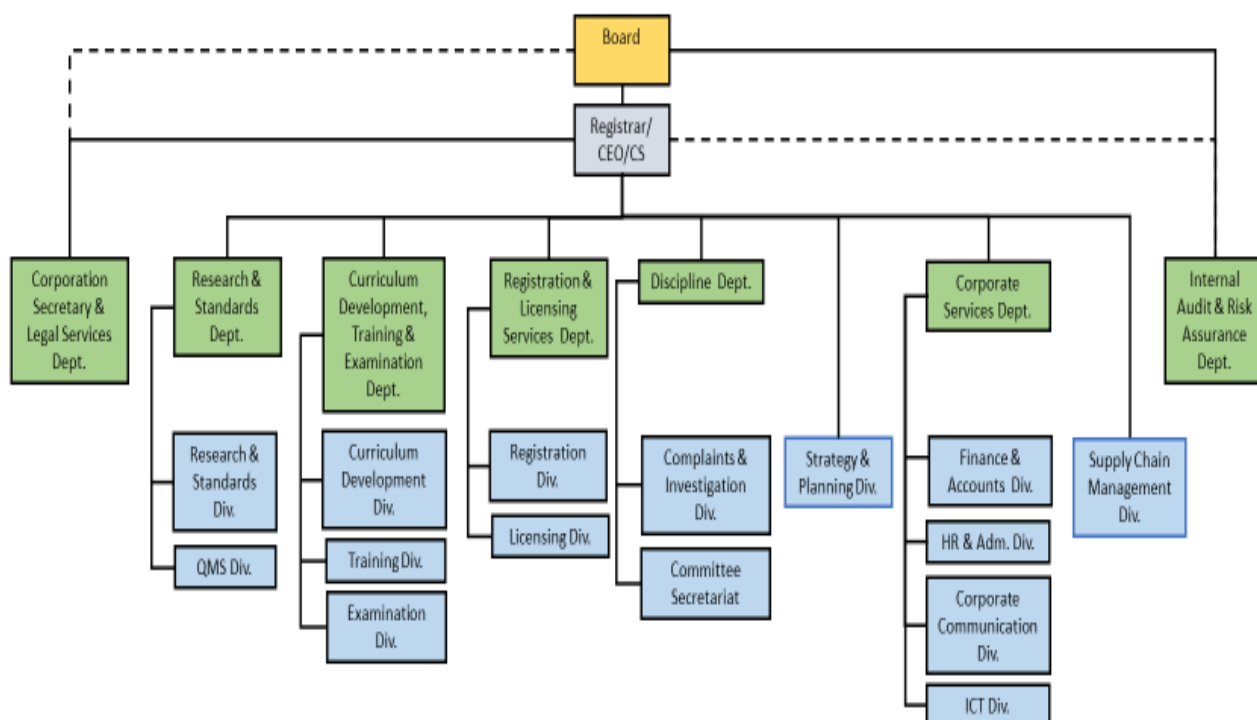


Figure 1: Organization structure for Health Records and Information Managers Board

6.2.2 Staff Establishment, Skills Set and Competence Development

The HRIMB’s approved staff establishment is 77 with no in-post resulting in a shortfall of 77 members of staff. The proposed optimal staffing levels which will be required to facilitate effective and efficient service delivery in the Board is 77 staff. However, due to strained financial resources available the Board is forced to operate with minimal staff across all departments. Table 6.2 shows the current staff establishment.

Table 6.2: Staff Establishment

S/No.	Designation	HRIM Grade	Proposed Establishment	Optimal Staffing Level	In-post	variance
1.	Registrar/ CEO	1	1	1	0	1
2.	*Personal Assistant	-	0	0	0	0
3.	**Security Officer (Body Guard)	-	0	0	0	0
4.	Assistant Director, Office Administrative Services	4	1	1	0	1
5.	Principal Office Administrator	5				
6.	Senior Assistant Office Administrator I	6	1	1	0	1
7.	Assistant Office Administrator I	7				

8.	Principal Driver	8	1	1	0	1
9.	Senior Office Assistant	9	1	1	0	1
	Total		5	5	2	3
Curriculum, Assessment and Accreditation Directorate						
10.	Director, Curriculum, Assessment and Accreditation	2	1	1	0	1
11.	Principal Assistant Office Administrator	5	1	1	0	1
12.	Senior Assistant Office Administrator	6				
13.	Assistant Office Administrator I	7				
14.	Assistant Office Administrator III/II	9/8				
	Total		2	2	0	2
Curriculum Development and Accreditation Division						
15.	Deputy Director, Curriculum Development and Accreditation	3	1	1	0	1
16.	Assistant Director, Curriculum Development and Accreditation	4	1	1	0	1
17.	Principal Curriculum and Assessment Officer	5	2	2	0	2
18.	Senior Curriculum and Assessment Officer	6				
19.	Curriculum and Assessment Officer II/I	8/7	2	2	0	2
	Total		6	6	0	6
Examination Division						
20.	Deputy Director, Examination	3	1	1	0	1
21.	Assistant Director, Examination	4	1	1	0	1
22.	Principal Curriculum and Assessment Officer	5	2	2	0	2
23.	Senior Curriculum and Assessment Officer	6				
24.	Curriculum and Assessment Officer II/I	8/7	2	2	0	2
	Total		6	6	0	6
Capacity Development Division						
25.	Deputy Director, Capacity Development	3	1	1	0	1
26.	Assistant Director, Capacity Development	4	1	1	0	1
27.	Principal Curriculum and Assessment Officer	5	2	2	0	2
28.	Senior Curriculum and Assessment Officer	6				

29.	Curriculum and Assessment Officer II/I	8/7	2	2	0	2
	Total		6	6	0	6
Compliance, Standards and Quality Assurance Directorate						
30.	Director, Compliance, Standards and Quality Assurance	2	1	1	0	1
31.	Principal Assistant Office Administrator	5	1	1	0	1
32.	Senior Assistant Office Administrator	6				
33.	Assistant Office Administrator I	7				
34.	Assistant Office Administrator III/II	9/8				
	Total		2	2	0	2
Standards Division						
35.	Deputy Director, Standards	3	1	1	0	1
36.	Assistant Director, Standards	4	1	1	0	1
37.	Principal Compliance Officer	5	2	2	0	2
38.	Senior Compliance Officer	6				
39.	Compliance Officer II/I	8/7	2	2	0	2
	Total		6	6	0	6
Discipline Division						
40.	Deputy Director, Discipline	3	1	1	0	1
41.	Assistant Director, Discipline	4	2	2	0	2
42.	Principal Compliance Officer	5				
43.	Senior Compliance Officer	6				
44.	Compliance Officer II/I	8/7	2	2	0	2
	Total		6	6	0	6
Quality Assurance Division						
45.	Deputy Director, Quality Assurance	3	1	1	0	1
46.	Assistant Director, Quality Assurance	4	2	2	0	2
47.	Principal Compliance Officer	5				
48.	Senior Compliance Officer	6				
49.	Compliance Officer II/I	8/7	2	2	0	2
	Total		6	6	0	6
Registration and Licensing Directorate						
50.	Director, Registration and Licensing	2	1	1	0	1
51.	Principal Assistant Office Administrator	5	1	1	0	1
52.	Senior Assistant Office Administrator	6				
53.	Assistant Office Administrator I	7				

54.	Assistant Office Administrator III/II	9/8				
	Total		2	2	0	2
	Registration Division					
55.	Deputy Director, Registration	3	1	1	0	1
56.	Assistant Director, Registration	4	1	1	0	1
57.	Principal Registration and Licensing Officer	5	2	2	0	2
58.	Senior Registration and Licensing Officer	6	2	2	0	2
59.	Registration and Licensing Officer II/I	8/7				
	Total		6	6	0	6
	Licensing Division					
60.	Deputy Director, Licensing	3	1	1	0	1
61.	Assistant Director, Licensing	4	1	1	0	1
62.	Principal Registration and Licensing Officer	5	2	2	0	2
64.	Senior Registration and Licensing Officer	6				
65.	Registration and Licensing Officer II/I	8/7	2	2	0	2
	Total		6	6	0	6
	Corporate Services Directorate					
66.	Director, Corporate Services	2	1	1	0	1
67.	Principal Assistant Office Administrator	5	1	1	0	1
68.	Senior Assistant Office Administrator	6				
69.	Assistant Office Administrator I	7				
70.	Assistant Office Administrator III/II	9/8				
	Total		2	2	0	2
	Human Resource and Administration Division					
71.	Deputy Director, Human Resource and Administration	3	1	1	0	1
72.	Assistant Director, Human Resource and Administration	4				
	Human Resource Management and Development Officers					
73.	Principal Human Resource and Administration Officer	5	1	1	0	1
74.	Senior Human Resource and Administration Officer	6				
75.	Human Resource and Administration Officer II/I	8/7				
	Administration Officers					
76.	Principal Administration Officer	5	1	1	0	1

77.	Senior Administration Officer	6				
78.	Administration Officer II/I	8/7				
	Sub-total		3	3	0	3
Drivers						
79.	Principal Driver	8	1	1	0	1
80.	Senior Driver	9				
81.	Driver II/I	11/10				
	Sub-total		1	1	0	1
	Total		2	2	0	2
Finance and Accounts Division						
82.	Deputy Director, Finance and Accounts	3	1	1	0	1
83.	Assistant Director, Finance and Accounts	4				
Finance Section						
84.	Principal Finance Officer	5	1	1	0	1
85.	Senior Finance Officer	6				
86.	Finance Officer II/I	8/7				
Accounts Section						
87.	Principal Accountant	5	1	1	0	1
88.	Senior Accountant	6				
89.	Accountant II/I	8/7				
	Total		3	3	0	3
Corporate Communications Division						
90.	Deputy Director, Corporate Communications	3	1	1	0	1
91.	Assistant Director, Corporate Communications	4				
92.	Principal Corporate Communications Officer	5				
93.	Senior Corporate Communications Officer	6				
94.	Corporate Communications Officer II/I	8 / 7				
	Total		1	1	0	1
Information Communication Technology Division						
95.	Deputy Director, Information Communication Technology	3	1	1	0	1
96.	Assistant Director, Information Communication Technology	4				
97.	Principal ICT Officer	5	1	1	0	1
98.	Senior ICT Officer	6				
99.	ICT Officer II/I	8/7				
	Total		2	2	0	2
Strategy, Planning and Research Division						

100.	Deputy Director, Strategy, Planning and Research	3	1	1	0	1
101.	Assistant Director, Strategy, Planning and Research	4				
102.	Principal Strategy and Planning Officer	5	1	1	0	1
103.	Senior Strategy and Planning Officer	6				
104.	Strategy and Planning Officer II/I	8/7				
	Total		2	2	0	2
Supply Chain Management Division						
105.	Deputy Director, Supply Chain Management	3	1	1	0	1
106.	Assistant Director, Supply Chain Management	4				
107.	Principal Supply Chain Management Officer	5	1	1	0	1
108.	Senior Supply Chain Management Officer	6				
109.	Supply Chain Management Officer II/I	8/7				
	Total		2	2	0	2
Corporation Secretary, Legal Services Directorate						
110.	Director/ Corporation Secretary, Legal Services	2	1	1	0	1
111.	Deputy Director, Legal Services	3				
112.	Assistant Director, Legal Services	4				
113.	Principal Legal Officer	5				
114.	Senior Legal Officer	6				
115.	Legal Officer II/I	8/7				
	Total		1	1	0	1
Internal Audit Directorate						
116.	Deputy Director, Internal Audit	3	1	1	0	1
117.	Assistant Director, Internal Audit	4				
118.	Principal Internal Auditor	5				
119.	Senior Internal Auditor	6				
120.	Internal Auditor II/I	8/7				
	Total		1	1	0	1
	Grand Total		77	77	0	77

To address the gaps noted from the variances in Table 6.2 above, recruitment of new staff members with the required skills and qualifications is necessary. It is crucial that the recruitment processes be transparent and merit-based to ensure that the most qualified individuals are employed to fill identified gaps. Competence development in HRIMB is essential for promoting efficiency, productivity, innovation, and

the overall improvement of the sector. Table 6.3 below provides an analysis of skills set required, identified skills gaps and competence development per cadre.

Table 6.3: Skills Set and Competence Development

S/NO.	Cadre	Skill Set	Skills Gap	Competence Development
1.	Registrar/CEO	<ul style="list-style-type: none"> • Senior Management Course (SMC) • Strategic Leadership Development Programme (SLDP) • Supervisory Skills • Impromptu public speaking • Communication skills • Decision-Making Skills • Problem-Solving Skills • Conflict Management Skills 	<ul style="list-style-type: none"> • Strategic leadership and Governance • Healthcare systems management • Supervisory and people management • Decision-making and problem-solving • Conflict and change management 	<ul style="list-style-type: none"> • Senior Management Course (SMC) • Strategic Leadership Development Programme (SLDP) • Healthcare Systems training • Executive Professional Development Courses
2.	Curriculum Development and Accreditation officer	<ul style="list-style-type: none"> • SMC • SLDP • Curriculum design and development • Accreditation and quality assurance • Assessment and Certification • Knowledge of regulatory and policy frameworks • Monitoring and Evaluation (M&E) • Research, Innovation and data analysis • Stakeholder engagement and coordination • Communication and technical/report writing • Digital literacy • Project management • Ethics, integrity, and professionalism 	<ul style="list-style-type: none"> • Accreditation standards and QA tools • M&E systems • Strategic leadership and Governance • Healthcare systems management • Decision-making and problem-solving • Conflict and change management • Policy development 	<ul style="list-style-type: none"> • SMC • SLDP • Curriculum development • Accreditation and quality assurance • Knowledge of regulatory and policy frameworks • Monitoring and Evaluation (M&E) • Research and data analysis • Stakeholder engagement and coordination • Communication and technical/report writing • Digital literacy • Project management • Ethics, integrity, and professionalism

3.	Examination Officer	<ul style="list-style-type: none"> ● Examination planning and administration ● Assessment design and evaluation ● Examination security and integrity management ● Knowledge of regulatory and policy frameworks ● Monitoring and Evaluation ● Stakeholder engagement and coordination ● Communication and technical/report writing ● Digital literacy ● Project management ● Ethics, integrity, and professionalism 	<ul style="list-style-type: none"> ● SMC ● SLDP ● Conflict Resolution Mechanism ● Data management and analysis ● Decision making skills Stakeholder Engagement and Coordination ● Technical Writing and reporting ● Digital skills training ● Project management training ● 	<ul style="list-style-type: none"> ● Examination management and Administration Systems ● Competency-Based Assessment and Evaluation ● Examination Security, Risk Management, And Malpractice Handling ● Data Management, Analysis, And Reporting Tools ● Examination Policies and Regulations ● Monitoring and Evaluation (M&E) Systems ● Ethics, governance, and accountability ● SMC ● SLDP
4.	Capacity Development Officer	<ul style="list-style-type: none"> ● Human Resource Management and Development ● Training Needs Assessment (TNA) Skills ● Curriculum and capacity-building program design ● Monitoring & Evaluation (M&E) of training programs ● Policy analysis and implementation ● Data analysis and reporting ● Strategic planning ● Project management ● Stakeholder engagement and coordination 	<ul style="list-style-type: none"> ● Supervisory and people management ● Decision-making and problem-solving ● Conflict and change management <ul style="list-style-type: none"> ● Communication and presentation skills ● Critical thinking and problem-solving ● Adaptability and innovation 	<ul style="list-style-type: none"> ● HR analytics and digital HR systems ● Training Needs Assessment (TNA) and curriculum development ● Mentorship/coaching in stakeholder engagement ● Monitoring & Evaluation (M&E) ● Certification in Project Management ● Strategic HR Management ● Organizational Development ● SLDP ● SMC

		<ul style="list-style-type: none"> • Knowledge management and documentation • Budgeting and resource mobilization • SLDP • SMC • Ethical conduct and professionalism 		
5.	Compliance, Standards and Quality Assurance Officer	<ul style="list-style-type: none"> • Regulatory Compliance Frameworks • Professional Standards and Quality Assurance • Regulatory Compliance • Accreditation Standards • Inspection and Audit Skills • Risk-Based Regulation • Professional Ethics and Integrity • Enforcement and Investigation Skills • Accreditation Standards • Risk Management • Governance and Ethics • Report Writing and Documentation • SMC • SLDP 	<ul style="list-style-type: none"> • Regulatory Compliance and Enforcement • Risk-based Inspections and Investigations • Evidence Handling and Reporting • Ethics and Integrity Enforcement • Standards Development and Review • Quality Assurance Implementation • Inspection and Compliance Monitoring • Reporting and documentation 	<ul style="list-style-type: none"> • Regulatory Compliance Training • Risk Management Training • Enforcement and Investigation Training • SMC • SLDP • Standards & Quality Assurance training • Inspection and Compliance training • Professional Ethics training •
6.	Curriculum, Assessment and Accreditation Officer	<ul style="list-style-type: none"> • Curriculum Design and Review • Competency-Based Education and Training (CBET) • Instructional Design • Monitoring and Evaluation • Accreditation Standards • Quality Assurance of Training Institutions • Stakeholder Coordination and Engagement 	<ul style="list-style-type: none"> • Curriculum Design and Review • CBET Implementation • Accreditation Processes • Training Programme Evaluation 	<ul style="list-style-type: none"> • Curriculum Development Training • CBET training • Accreditation & Quality Assurance Training • M&E for Training Programmes

		<ul style="list-style-type: none"> ● SMC ● SLDP 		
7.	Discipline Officer	<ul style="list-style-type: none"> ● HRM Policies and Procedure ● Knowledge of disciplinary procedures and Labour laws ● professional ethics and regulatory frameworks ● Case investigation and evidence analysis ● Report writing and documentation of disciplinary proceedings ● Knowledge of alternative dispute resolution (ADR) mechanisms ● Emotional intelligence and discretion ● Decision-making ● Risk assessment and compliance management ● SLDP ● SMC 	<ul style="list-style-type: none"> ● Case management and tracking ● Legal interpretation and application ● Stakeholder coordination ● Records management and confidentiality handling ● Interpersonal and Conflict Resolution Skills ● Ethics and Compliance 	<ul style="list-style-type: none"> ● SMC ● SLDP ● Disciplinary Procedures and Labour Laws in Kenya ● Investigation Techniques and Evidence Management ● Report Writing and Legal Drafting ● Conflict Resolution and Mediation ● Labour Relations / Employment Law ● Regulatory Compliance and Professional Discipline ● Investigation and Evidence Handling ● Legal and Regulatory Compliance ● Case Management Efficiency ● Conflict Resolution and Mediation ● Ethical Decision-Making
8.	Registration and Licensing Officer	<ul style="list-style-type: none"> ● Health Regulation and Policy ● Inspection and Enforcement ● Risk Assessment ● Ethics and Professional Conduct ● Report Writing and Case Management ● SMC ● SLDP 	<ul style="list-style-type: none"> ● Healthcare Systems ● Supervisory Skills ● Decision-Making And ● Problem-Solving Skills ● Conflict Management Skills ● Inspection and Enforcement 	<ul style="list-style-type: none"> ● SMC ● SLDP ● Supervisory Skills ● Decision-Making and Problem-Solving Skills ● Conflict Management Skills ● Professional Development Courses

		<ul style="list-style-type: none"> ● Healthcare Systems 	<ul style="list-style-type: none"> ● Interpretation of Public Health Laws ● Risk Assessment ● Disciplinary Procedures 	<ul style="list-style-type: none"> ● Regulatory Enforcement Training ● Case Management Training
9.	Legal Services	<ul style="list-style-type: none"> ● Health Law and Regulatory Frameworks ● Legislative Drafting ● Minute writing ● Report writing ● Contract Management ● Dispute Resolution ● Governance and Compliance ● SMC ● SLDP 	<ul style="list-style-type: none"> ● Health Regulatory Law ● Legislative Drafting ● Contract Management ● Dispute Resolution 	<ul style="list-style-type: none"> ● Health Law Training ● Legislative Drafting Training ● Contract Management ● SLDP ● SMC
10.	Internal Audit and Risk Assurance officer	<ul style="list-style-type: none"> ● Internal Auditing Standards ● Risk Management and Assurance ● Governance and Controls ● Fraud Detection and Prevention ● Audit Report Writing ● SMC ● SLDP 	<ul style="list-style-type: none"> ● Internal Auditing Standards ● Risk Management and Assurance ● Fraud Detection and Prevention ● Audit Reporting 	<ul style="list-style-type: none"> ● SMC ● SLDP ● Internal Audit Standards Training ● Risk Management & Assurance Training ● Fraud Detection Training ● Audit Report Writing
11.	Human Resource Management and Development officers/Assistants	<ul style="list-style-type: none"> ● Problem-Solving ● Industrial Relations ● Training of trainers (ToT) ● SMC ● SLDP ● Supervisory skills ● Decision-making ● Conflict management skills ● Minute writing skills ● Budgeting skills ● HR planning and forecasting 	<ul style="list-style-type: none"> ● Supervisory skills ● HR planning and forecasting skills ● Recruitment and selection management skills ● Performance management and appraisal implementation ● Training and staff development skills ● Employee relations and disciplinary handling 	<ul style="list-style-type: none"> ● SMC ● SLDP ● Budgeting ● Training of trainers (ToT) ● Report writing skills ● HR Planning and Forecasting training ● Performance Management & Appraisal training ● Training & Staff Development training

		<ul style="list-style-type: none"> ● Recruitment, selection and onboarding ● Performance Management and appraisal ● Training and staff development ● Employee relations and disciplinary management ● HR policy development and implementation ● HR data management and HRIS ● Payroll and benefits administration 	<ul style="list-style-type: none"> ● HR policy development and implementation skills ● HR data management and HRIS skills ● Payroll and benefits administration skills 	<ul style="list-style-type: none"> ● Employee Relations & Disciplinary Management training ● HR Policy Development & Implementation training ● HRIS & HR Data Management training ● Payroll & Benefits Administration training
12.	Strategy, Planning and Research Officer	<ul style="list-style-type: none"> ● Strategic planning and implementation ● Project planning and Monitoring ● Policy Development ● Program Management ● Monitoring and Evaluation ● Cultural Sensitivity ● SMC ● SLDP ● Economic analysis and forecasting ● Macroeconomic policy interpretation ● Public finance and budgeting ● Cost-benefit and cost-effectiveness analysis ● Data analytics and economic modeling 	<ul style="list-style-type: none"> ● SMC ● SLDP ● Economic analysis and forecasting skills ● macroeconomic policy interpretation ● public finance and budgeting knowledge ● cost-benefit and cost-effectiveness analysis ● data analytics and modelling capacity ● report writing and policy brief development 	<ul style="list-style-type: none"> ● Monitoring and evaluation ● SMC ● SLDP ● Macroeconomic Policy Analysis ● Public Finance and ● Economic Modelling and Forecasting ● Cost-Benefit and Cost-Effectiveness Analysis training ● Data Analytics and Statistical Modelling ● Report Writing and Policy Brief Development
13.	Finance officers	<ul style="list-style-type: none"> ● Public Finance Management and analytics ● Financial planning and budgeting ● Budget monitoring and control ● Cash flow management ● Financial reporting and reconciliation ● Internal controls and compliance 	<ul style="list-style-type: none"> ● Knowledge of PFM Act and guidelines Risk Management ● Cash Flow Management and forecasting ● Budget planning and monitoring skills ● financial reporting and reconciliation skills 	<ul style="list-style-type: none"> ● SMC ● SLDP ● Financial Planning and Budgeting training ● Budget Monitoring and Control training ● Cash Flow Management and Forecasting training

		<ul style="list-style-type: none"> ● Procurement and expenditure management ● Use of financial management systems (IFMIS, GIMIS etc.) ● SMC ● SLDP 	<ul style="list-style-type: none"> ● internal controls and compliance knowledge ● procurement and expenditure management skills 	<ul style="list-style-type: none"> ● Financial Reporting and Reconciliation training ● Internal Controls and Compliance training ● Procurement and Expenditure Management training ● Financial Management Systems training (IFMIS/GIMIS)
14.	Accountants	<ul style="list-style-type: none"> ● Financial accounting, reporting and analysis skills ● Financial reporting ● Quality assurance and control skills ● SMC ● SLDP ● Budget preparation and control ● Cash flow management ● Financial analysis and interpretation ● Internal controls and compliance ● Use of financial management systems (IFMIS) 	<ul style="list-style-type: none"> ● Knowledge of PFM ACT and guidelines ● Proficiency in data analysis ● Proficiency in preparation of financial reports ● SMC ● SLDP 	<ul style="list-style-type: none"> ● SMC ● SLDP ● Financial Accounting and Reporting training ● Budget Preparation and Control training ● Cash Flow Management and Forecasting training ● Financial Analysis and Interpretation training ● Internal Controls and Compliance training ● Financial Management Systems training (IFMIS)
15.	Supply Chain Management Officers/Assistants	<ul style="list-style-type: none"> ● Procurement planning and sourcing ● Tendering and contract management ● Supplier evaluation and performance management ● Inventory and stores management ● Logistics and distribution management ● Asset management ● Public procurement regulations and compliance ● Vendor management and negotiation ● IFMIS competency ● Receipting & warehousing ● Stock control ● Budgeting skills ● SMC 	<ul style="list-style-type: none"> ● SMC ● procurement planning and sourcing skills ● tendering and contract management knowledge inventory and stores management practices ● logistics and distribution planning skills ● public procurement regulations and compliance ● negotiation and vendor management skills ● SLDP 	<ul style="list-style-type: none"> ● Budgeting skills training ● SMC ● SLDP ● Procurement Planning and Sourcing training ● Tendering and Contract Management training ● Supplier Evaluation and Performance Management training ● Inventory and Stores Management training ● Logistics and Distribution Management training ● Asset Management training ● Public Procurement Regulations & Compliance training

		<ul style="list-style-type: none"> ● SLDP ● eGP skills 		<ul style="list-style-type: none"> ● Negotiation and Vendor Management training
16.	Administrative Officers	<ul style="list-style-type: none"> ● SLDP ● SMC ● Paramilitary course ● performance measurement ● Leadership and Teamwork ● Report writing ● Policy Development ● Program Management ● Monitoring and Evaluation 	<ul style="list-style-type: none"> ● SLDP ● SMC ● Paramilitary course ● Performance measurement 	<ul style="list-style-type: none"> ● SLDP ● SMC ● Paramilitary course ● Performance measurement ● Policy Development ● Program Management ● Monitoring and Evaluation
17.	Information Communication Technology Officers	<ul style="list-style-type: none"> ● Computer maintenance ● ICT infrastructure management. ● Network administration and Management ● SMC ● SLDP ● ICT systems administration and support ● Database administration ● Software development and integration ● ICT project management ● Cybersecurity and data protection ● ICT user support and troubleshooting 	<ul style="list-style-type: none"> ● ICT systems administration and troubleshooting skills ● Network management and security skills ● Database administration knowledge ● Software development and integration skills ● ICT project management skills ● cybersecurity and data protection capacity ● user support and helpdesk skills ● Data protection ● Web Management 	<ul style="list-style-type: none"> ● Network Programming and Cloud Computing ● SMC ● SLDP ● ICT infrastructure management. ● ICT Systems Administration and Support training ● Network Management and Security training ● Database Administration training ● Software Development and Integration training ● ICT Project Management training ● Cybersecurity and Data Protection training

				<ul style="list-style-type: none"> ● User Support and Helpdesk training
18.	Corporate Communications Officer	<ul style="list-style-type: none"> ● SMC ● SLDP ● Strategic communication and corporate messaging ● Media relations and press management ● Speech writing course ● Public relations and stakeholder engagement ● Content creation (press releases, speeches, articles) <ul style="list-style-type: none"> • Digital communication and social media management • Crisis communication and reputation management 	<ul style="list-style-type: none"> ● Communication Skills ● Public relations ● interpersonal skills ● Media Relations ● Content Creation 	<ul style="list-style-type: none"> ● Strategic Communication and Corporate Messaging training ● Media Relations and Press Management training ● Public Relations and Stakeholder Engagement training ● Content Creation and Storytelling training ● Digital Communication and Social Media Management training ● Branding and Corporate Identity training ● Crisis Communication and Reputation Management training ● SMC ● SLCP
19.	Office Administrative Services	<ul style="list-style-type: none"> ● Supervisory skills ● SMC ● SLDP ● Office management and coordination ● Administrative support services ● Records and documentation management ● Office correspondence handling ● Customer care, service and reception ● Diary and meeting coordination 	<ul style="list-style-type: none"> ● Secretarial Skills ● Certified Public Secretaries (CPS) ● ICT and digital literacy skills ● Meeting planning and diary management ● Office management and coordination skills ● Records Management ● Correspondence handling and documentation 	<ul style="list-style-type: none"> ● SMC ● SLDP ● Secretarial Skills ● Office Management and Coordination ● Records and Documentation Management ● Correspondence and Report Writing training ● Customer Care and Stakeholder Engagement training ● ICT and Digital Literacy training ● Meeting and Diary Management training

20.	Clerical Officers	<ul style="list-style-type: none"> ● Computer application skills ● Supervisory skills ● Office administration and clerical support ● Records and file management ● Customer service and front desk operations ● Communication and interpersonal skills 	<ul style="list-style-type: none"> ● Listening skills ● Customer Care/Public Relations Course ● Supervisory skills 	<ul style="list-style-type: none"> ● Office Administration ● Time Management training ● Records and File Management ● Customer Care and Public Relations ● Digital Literacy training ● Communication and Interpersonal Skills training
21.	Drivers	<ul style="list-style-type: none"> ● Defensive Driving ● Certificate in suitability test ● Basic Mechanical Skills ● Customer Care/Public Relations ● Vehicle maintenance and basic troubleshooting skills ● Route planning and time management ● Basic first aid and emergency response 	<ul style="list-style-type: none"> ● First Aid and Emergency Response Training ● Customer service Skills ● Defensive Driving skills 	<ul style="list-style-type: none"> ● Customer Care/Public Relations Course ● Driver refresher course ● Defensive Driving and Road Safety training ● Basic Vehicle Maintenance training ● Route Planning and Time Management training ● First Aid and Emergency Response training
22.	Office Assistants	<ul style="list-style-type: none"> ● Customer Care/Public Relations Course ● Hospitality skills 	<ul style="list-style-type: none"> ● Hospitality skills 	<ul style="list-style-type: none"> ● Time management skills ● Hospitality skills

CROSS CUTTING SKILLS FOR BOTH TECHNICAL AND SUPPORT CADRE

- Interpersonal Skills
- Communication Skills
- Time-management Skills
- Organization skills
- ICT and Technology Proficiency
- Problem-Solving
- Report writing skills
- Pre-retirement Training
- Life skills
- Emotional Intelligence

6.2.3 Leadership

Strategic teams will lead the execution of this Strategic Plan, focusing on key identified issues. Success relies on the combined efforts of the Board, its Implementation Committees, the CEO, the Secretariat, Directors, staff, and other stakeholders. Together, they will track progress to ensure that all activities—from monitoring and evaluation to reporting and information sharing—are handled efficiently.

The Board’s primary focus is fulfilling its mandate under the HRIMB Act. This involves overseeing registration, licensing, regulations, quality assurance, and compliance, with each area led by a director responsible for tracking specific plan activities. The Board members will provide high-level oversight by setting and updating the Council’s long-term vision and strategic goals. The directorate in charge of Finance, Planning, and Strategy directorate will serve as the central hub for coordinating and reporting on the plan’s overall implementation and progress.

6.2.4 Systems and Procedures

The board will put in place measures to ensure efficiency and cost-effectiveness of all its services. This will entail putting in place ICT systems, automation and digitization of its core services. In addition, the Board will deploy an Enterprise Resource planning (ERP) system that will integrate the Boards’ internal process like finance, human resource, supply chain management and records into a single, centralized platform, providing real-time data thus improving efficiency, control, better decision making, enhanced operations and streamlined operations.

6.3 Risk Management Framework

The Board will operate in an environment where a number of inherent risks are bound to affect its strategic outcomes. The Board performance will be guaranteed by designing a comprehensive risk mitigation strategy that will assist the Board in mitigating the risks should they arise. This strategic plan has identified potential risks that may affect the successful implementation of the plan and the mitigation measures as outlined in Table 6.1.

S/NO	Type of risks	Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
1.	Financial	Resource constraints	H	H	H	<ul style="list-style-type: none">• Develop a resource mobilization strategy• Strategic engagements with treasury, parliament and development partners

S/NO	Type of risks	Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
						<ul style="list-style-type: none"> Diversify resource options
		Austerity measures and budget cuts	H	H	H	<ul style="list-style-type: none"> Strategic engagements with treasury and parliament to ring fence the board's funds
2.	Operational and governance	Inadequate human resources	H	H	H	<ul style="list-style-type: none"> Conduct skills gap analysis Recruitment and training
		Inadequate internal controls	H	H	H	<ul style="list-style-type: none"> Develop and implement a corruption risk plan Strengthen internal control systems and processes
3.	Technological	Cyber security threats	H	H	H	Enhance Information Security Management System (ISMS)
		Rapid technological change	H	H	H	Continuous capacity building on ICT
		Inadequate ICT working equipment and services	H	H	H	Procurement and maintenance of ICT working equipment and services for staff
4.	Regulatory	Regulatory changes and shifts	H	H	H	Enhance political goodwill through effective sensitization

S/NO	Type of risks	Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
		in priorities				and communication strategies
		Inadequate legislation and policy framework	H	H	H	Develop and review of legislation, policies, guidelines and SOPs

CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

This chapter details the financial resources necessary to execute the Board's Strategic Plan, 2026-2031. It outlines resource gaps and strategies to bridge them. Furthermore, it highlights resource management measures to ensure efficient utilization of resources geared towards achieving the strategic plan's objectives.

7.1 Financial Requirements

The successful implementation of this Strategic Plan relies on adequate financial resources. The budget estimate is based on the costed activities necessary to achieve the strategic objectives. Table 7.1 provides a summary of the financial requirements by Key Result Areas (KRAs), indicating a total budget requirement of **Ksh. 952.02 million**. Of this, the current government funding over the next five years is **Ksh. 93.93 million**, leaving a substantial gap of Ksh. 858.09 million over the same period, as shown in Table 7.2.

Table 7.1: Financial Requirement in Ksh. Millions

Cost Item	Projected Resource Requirements (Ksh. Mn)					
	2026/27	2027/28	2028/29	2029/30	2030/31	Total
KRA 1: Financial sustainability	6.98	7.64	7.93	7.50	8.60	38.65
KRA 2: Human resource capacity	9.58	16.74	10.02	14.24	13.69	64.27
KRA 3: Infrastructure and equipment acquisition	1.02	42.63	10.25	19.79	10.23	83.92
KRA 4: Corporate governance and leadership	33.12	0.88	1.79	33.26	0.96	70.01
KRA 5: Policy and planning frameworks	22.91	6.74	8.70	7.40	9.23	54.98
KRA 6: Legal and regulatory frameworks	81.55	118.15	109.64	119.97	107.77	537.08
KRA 7: Coordination, collaborations and partnerships	-	4.608	2.41	2.41	2.41	11.84
KRA 8: Advocacy and awareness creation	6.72	11.02	9.00	11.02	8.18	45.94
Administrative cost	8.09	10.42	7.99	10.78	8.05	45.33
Total	169.97	218.83	167.73	226.37	169.12	952.02

Table 7.2: Resource Gaps

Financial Year	Estimated Requirements (Ksh. Mn)	Financial (Ksh. Mn)	Estimated Allocations (Ksh. Mn)	Variance (Ksh. Mn)
2026/27		169.97	17.00	(152.97)
2027/28		218.83	17.85	(200.98)
2028/29		167.73	18.74	(148.99)
2029/30		226.37	19.68	(206.69)
2030/31		169.12	20.66	(148.46)
Total		952.02	93.93	(858.09)

7.2 Resource Mobilization Strategies

The Board recognizes the imperative need to mobilize adequate resources, particularly to bridge the gaps identified above to achieve the desired outputs and outcomes. The Board will adopt a multi-faceted approach, leveraging the following comprehensive resource mobilization strategies:

- i. **Optimize Internal Revenue Generation:** The Board will put in place measures aimed at optimizing its own source revenue without overburdening Professionals and facilities seeking registration and licensing. It will also explore other avenues of generating additional internal revenue streams besides the legacy sources.
- ii. **Seek to strengthen Public-Private Partnerships (PPPs):** The Board will engage the private sector to partner in areas of mutual interest to leverage the private sector capital, expertise and efficiency.
- iii. **Grants and Donor Funding:** The Board will establish beneficial relationships with development partners to access grants and technical assistance.
- iv. **Leverage Government Allocations:** The Board will advocate for increased allocations from the National Treasury to adequately fund its operations while working toward financial adequacy and independence to mitigate against future rollback in government funding.
- v. Develop proposals that can attract personal social responsibility and corporate social responsibility.
- vi. Engaging community funding raising through charity runs, walks, conferences, marathons and digital campaigns
- vii. Introduce competency assessment fees for: Internship/induction assessment, Re-entry to practice, Recognition of prior learning (RPL)
- viii. Conduct public sensitization campaigns, and outreach programs to increase the uptake of HRIMB's services.

7.3 Resource Management

The Board will put in place mechanisms to ensure prudent management and utilization of resources as per Constitution, PFM Act 2012 & PFM Regulations 2015 and other legal requirements of transparency, equity, accountability, integrity and good governance. Towards this the Board will ensure:

- i. Proper financial accounting, auditing and reporting to realize value for money;
- ii. Proper budgeting and planning to ensure optimal allocation of resources;
- iii. Strengthening the office of the internal auditor to enhance independence
- iv. Adhering to approved Human Resource Instruments in management of human resources;
- v. Adhering to all relevant legal and statutory requirements;
- vi. Ensuring proper maintenance of the facilities, equipment, and vehicles
- vii. Leveraging on shared ICT resources while keeping up to date with emerging technological opportunities;
- viii. Periodic monitoring and evaluation of programs and projects;
- ix. Entrenching risk management and mitigation in its operations.
- x. Continuous capacity building of staff on resource mobilisation and management.

CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

This chapter outlines the Monitoring, Evaluation, and Reporting (ME&R) framework for the Strategic Plan. It presents the systematic, continuous process of collecting and analyzing data against defined outputs and outcome indicators and targets. The findings from ME&R will guide corrective actions, strengthen implementation, and inform future planning and decision-making.

8.1 Monitoring Framework

The implementation of planned activities and programmes needs to be monitored in order to make informed decisions. The monitoring reports will be used to inform on relevance, efficiency, impact and sustainability of planned activities and tracking of the KRAs, strategic objectives, strategies and expected outputs. Quarterly and annual monitoring reports will inform periodical reviews to ensure the Strategic Plan remains relevant to the Board's priorities.

A Monitoring and Evaluation (M&E) unit will be strengthened and made inclusive to ensure availability of timely and credible data. In order to complement this initiative, the Board will be required to prepare annual work plans in line with annual performance contracts linked to the Strategic Plan.

8.2 Performance Standards

The Board will coordinate the implementation of the Strategic Plan across its directorates, ensuring that each directorate prepares and submits monthly reports to the M&E unit. All Directorates will be expected to document lessons learned during the Plan's implementation and provide feedback to the M&E unit who will design appropriate response mechanisms to support the successful implementation of strategies.

To manage staff performance, the Board will align the Strategic Plan's objectives, strategies, activities, and targets through a structured matrix, linking top-level strategic goals to daily tasks of frontline staff. The Chief Executive Officer (CEO) and Head of Directorates (HODs) will continuously monitor this matrix and engage their teams regularly to review progress. High performance will be recognized and rewarded, while underperformance will prompt targeted actions to address any challenges that arise.

8.3 Evaluation Framework

This will involve a systematic and objective process of implementation in order to assess the level of achievements of the objectives towards attainment of the strategic goals along respective KRAs. Evaluation will be informed by the outcome performance matrix that clearly defines outcome indicators, baselines and targets as summarized in Table 8.1. The KRAs and their outcomes will be drawn from Table 5.1.

Table 8.1: Outcome Performance Matrix

Key Result Area	Outcome	Outcome indicator	Baseline		Target	
			Value	Year	Mid-term period	End-term period
KRA 1: Financial sustainability	Sustainable financial resources	Percentage increase in AIA	-	N/A	60	100
		Percentage increase in GoK allocation	-	N/A	15	25
KRA 2: Human resource capacity	Increased workforce productivity	Staff establishment fill rate	-	N/A	40	80
		Percentage increase in staff performance	-	N/A	40	80
KRA 3: Infrastructure and equipment acquisition	Adequate and functional infrastructure and equipment	Level of automation of HRIM services	30%	2025/26	100	100
	Strengthened institutional capacity	Proportion of staff provided with appropriate working environment	-	N/A	40	80
KRA 4: Corporate governance and leadership	Improved service delivery	Customer satisfaction index	-	N/A	60	100
KRA 5: Policy and planning frameworks	Timely implementation of programmes and activities	Timely implementation of programmes and activities	-	N/A	100	100
KRA 6: Legal and regulatory frameworks	Strengthened legal and regulatory framework	Reviewed HRIM Act	-	N/A	-	-
		HRIM Act regulations finalized	-	N/A	-	-

Key Result Area	Outcome	Outcome indicator	Baseline		Target	
			Value	Year	Mid-term period	End-term period
	A competent, ethical and standardized HRIM workforce across levels	% of HRIM graduates meeting competency standard	-	N/A	100	100
	Increase in Training Institutions accredited	% of HRIM programmes and institutions accredited	50%	2025/26	80	100
	Increase in Registered and licensed HRIM professional	% of practicing HRIMs licensed	TBD	N/A	100	100
	Enhanced compliance to regulatory standards	% reduction in reported HRIM malpractice incidents	-	N/A	80	100
KRA 7: Coordination, collaborations and partnerships	Functional partnerships delivering coordinated HRIM services	Number of new MOUs signed	-	N/A	1	1
KRA 8: Advocacy and awareness creation	Enhanced visibility of HRIMB	Percentage increase in uptake of HRIMB services	-	N/A	50	100
		Percentage increase in website traffic	-	N/A	30	60

8.3.1 Mid-Term Evaluation

The Board will conduct a mid-term review of the Strategic Plan in the Financial Year 2028/29 to examine the progress towards achieving set targets. These reviews will ensure necessary changes in the objectives and strategies are informed by the outcome of the evaluation.

8.3.2 End-Term Evaluation

The end-term evaluation will be conducted at the end of FY 2030/31. A detailed assessment of the level of implementation of the Strategic Plan and performance outcomes against the targeted expectations will be done. The details will include the performance against targets, key milestones achieved, gap analysis, challenges, emerging issues, lessons learnt and way forward. The evaluation report will provide integral input into development of the subsequent Strategic Plan for the Board.

8.4 Reporting Framework and Feedback Mechanism

The Strategic Plan will be implemented through the annual work plans. The reporting will therefore include the quarterly progress reports and annual performance reports. Monitoring will be undertaken on a continuous basis and reporting on a quarterly basis, annually, mid-term and at the end of the Plan.

