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# Kenya Medical Training College



MAINTENANCE POLICY

MAY 2019

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## PREFACE

On behalf of the Kenya Medical Training College (KMTc) Board of Directors, I am delighted to approve this Policy for use by Management. The KMTc Board is determined to improve access to and equity of quality Medical training and to ensure that the institution plays its role in the realization of Sustainable Development Goals, Vision 2030, health sector policies and the government agenda on the “Big Four”. The Board continues to realize the set milestones which contribute to improving the quality and quantity of essential health care providers. Inadequate numbers of skilled care providers have had a negative impact on efforts to expand access and improve the quality of health services. This situation is compounded by continued high prevalence of communicable and non-communicable diseases in the country.

Towards this end, the KMTc Board of Directors under my leadership is determined to critically address the task of defining long-term strategies for addressing the constraints to training and development of quality health care providers through:

- i. Improved policy and corporate governance for enhancing accountability and decision making.
- ii. Enhanced access, quality, relevance and equity in medical training.
- iii. Prudent resource utilization and good infrastructural management.
- iv. Increased visibility of Kenya Medical Training College nationally and internationally as a premier institution focusing on training, research and consultancy.
- v. Improved resource base, partnership and linkages.

In response to the 2010 Constitutional agenda, the Board will continue to direct efforts at advancing community – oriented programs that respond positively to the country’s social and economic development agenda. This Policy therefore provides an analysis of the internal and external environment, and makes strong statement on the role KMTc will play in supporting the Government to realize sustainable growth in the health sector. The Board is dedicated to offer oversight on the operations and management of the College to ensure sustainable delivery of health coverage in the country and beyond. I believe successful implementation of the Policy will be realized through total commitment of the entire staff, students and other key stakeholders.



**Prof. Philip Kaloki, MBS,**

**Chairperson, KMTc Board of Directors.**

## FOREWORD

Kenya Vision 2030 provides for improvement of the visual appeal and functionality of the built environment. Physical assets are very important as they represent a high level of investment in terms of capital, materials, labour and time. For an organization to achieve its goals and carry out maintenance works, a clear Policy is paramount. For maintenance works to be undertaken effectively and efficiently there has to be proper planning with appropriate budgetary allocations. Well-kept records with clear plans enable works to be carried out systematically.

The Board of Directors acknowledges the importance of its physical assets. Proper management and maintenance results to sustainability.

Kenya Medical Training College (KMTC) owns and operates an extensive portfolio of physical assets that include land, buildings, plant and equipment as well as motor vehicles utilized in conjunction with human resource to facilitate the realization of the vision and mission through teaching, research and corporate social responsibility. In addition, the College owns housing units located in various places within the campuses and elsewhere. The College also owns a fleet of motor vehicles currently in different states of maintenance.

In order for the College to achieve its stated Vision and Mission, and Core Values, it requires physical facilities in addition to human resources. These facilities need to be retained or maintained in a state that enables the College to execute its mandate of training, research, innovation and consultancy.

There is therefore need for the College to develop a consistent approach to the maintenance of its assets while maximizing their useful life and provision of best service, and to define the roles and responsibilities of stakeholders in the maintenance and preservation of physical assets.

This Policy provides a management framework to ensure that the extensive portfolios of physical assets that the College owns and operates are maintained effectively to support the College strategic objectives. It will help to improve the standards of our physical assets and enable the College achieve its mandate for training, research, consultancy and innovation.

It's my pleasure to thank all the individuals who in one way or the other contributed in the rigorous process of formulating this Maintenance Policy.

Effective implementation of this Policy will immensely improve the standards of the College's physical assets.



**Prof. Michael Kiptoo,**

**Chief Executive Officer.**

## **VISION**

A model institution in the training and development of competent health professionals

## **MISSION**

To produce competent health professionals through training and research, and provide consultancy services

## **CORE VALUES**

Accountability

Integrity

Responsiveness

Equity

Teamwork

Professionalism

Creativity and innovation

## **ABBREVIATIONS**

<b>CEO</b>	Chief Executive Officer
<b>EMCA</b>	Environmental Management and Coordination Act
<b>KMTC</b>	Kenya Medical Training College
<b>M &amp; E</b>	Monitoring and Evaluation
<b>OSHA</b>	Occupational Health and Safety Act

## DEFINITION OF TERMS

<b>Preventive Maintenance:</b>	The actions performed to retain an item or asset in its original condition as far as practicable by providing systematic inspection, detection and prevention of incipient failure. Preventive maintenance is normally programmed, for example as “predetermined preventive maintenance.
<b>Corrective Maintenance:</b>	The actions performed, as a result of failure, to restore an item or asset to its original condition, as far as practicable. Corrective maintenance may or may not be programmed.
<b>Deferred Maintenance:</b>	Maintenance which is due to be carried out in the current financial year but which will not be carried out because of a shortage of funds or unavailability of parts. Deferred maintenance should be added to the backlog of maintenance items awaiting attention.
<b>Backlog Maintenance:</b>	Maintenance that is necessary to prevent the deterioration of an asset or its function but which has not been carried out.
<b>Statutory Maintenance:</b>	Maintenance that must be carried out to meet statutory requirements.
<b>Fair Wear and Tear:</b>	Reasonable use of the building and fixtures by the tenant and the wear and tear imposed due to the operation of natural forces.

## 1.0 POLICY MANAGEMENT AND RESPONSIBILITIES

This Policy shall be domiciled in the office of the Deputy Director Finance and Administration, whence from it shall be decentralized to a specific office in charge of maintenance of KMTC Assets.

The CEO shall ensure holistic enforcement of this Policy.

The Finance, Planning and Development Committee of the Board will receive reports on quarterly basis and make recommendations to the Board of Directors.

## 2.0 PURPOSE

To outline the maintenance principles and standards, funding needs as well as the roles and responsibilities of stakeholders in the maintenance and preservation of the College physical assets.

## 3.0 OBJECTIVES

The objectives of this Policy are to:

- i. Ensure physical assets perform effectively and efficiently throughout their service life.
- ii. Set minimum standards for the maintenance of assets.
- iii. Clarify maintenance responsibilities for physical assets.
- iv. Ensure that associated risks are effectively managed.
- v. Ensure statutory compliance.
- vi. Provide sound basis for the allocation of maintenance funds.

## 4.0 SCOPE

- i. This Policy shall be limited to maintenance of buildings, grounds, plant and equipment owned by the College with regard to their:
  - a. Maintenance standards
  - b. Health and safety.
  - c. Security and access.
- ii. It envisions identification and prioritization of:
  - a. Maintenance needs.
  - b. Preventive, corrective and rehabilitative maintenance.
  - c. Planning cycle.
  - d. Routine servicing requirements and cycles.
  - e. The tasks done in-house and the ones outsourced.
- iii. It looks at the structure in which they operate and the resultant management.

## 5.0 MAINTENANCE STANDARDS

- i. Maintenance of physical assets shall be according to:
  - a. Statutory requirements
  - b. Manufacturer's standards
  - c. Professional standards



## 6.0 MAINTENANCE STRATEGIES

### i. Risk Management Strategy

Risk associated with maintenance will be managed in the following order of priority:

- a. Maintenance in respect of health and safety issues.
- b. Statutory maintenance requirements; security, fire, gas, electrical and mechanical systems, access, structural, building fabric, natural and man-made disasters.
- c. Environmental requirements; sites, grounds and waste disposal.

KMTC shall keep selected assets for instance motor vehicle and other machineries insured so that the College may be indemnified in cases of substantial damages to such assets.

### ii. Financial Strategy

Financial sustainability of physical asset maintenance is achieved by carrying out a detailed inventory of all the assets which will form a basis for:

- a. Determining the budget for planned and preventive maintenance activities to achieve the established standards and address the risks.
- b. Identifying works that are to be considered for capitalization.
- c. Establishing a fund for maintenance of rented College facilities.

### iii. Procurement Strategy

- a. Maintenance services are to be procured in accordance with the Public Procurement and Disposal Act and the Regulations thereto.
- b. Procurement of maintenance works, tools and materials in all College physical assets should be done in a manner that provides value, fairness and transparency so as to conform to the set maintenance standards.

### iv. Health and Safety Strategy

College physical assets shall be maintained to meet the health, safety and environmental standards under relevant legislation such as Occupational Health and Safety Act (OSHA), Environmental Management and Coordination Act (EMCA) and in line with Kenya Constitution, 2010.

### v. Physical Asset Life Cycle Costing Strategy

The strategy shall harmonize the cost of acquiring, operating and maintenance of physical assets.

### vi. Monitoring, Evaluation and Research Strategy

- a. The strategy will facilitate effective Monitoring and Evaluation (M&E) of planned activities and set standards of maintenance work.
- b. Continuous research on maintenance will be undertaken to enhance M&E and inform the stakeholders for future actions.

### vii. Information Management System Strategy

The strategy will facilitate collection, storage, retrieval, analysis and custodianship of maintenance data. This will guide in decision making on physical asset maintenance.

## 7.0 MAINTENANCE CATEGORIES

- i. Preventive maintenance: is the maintenance which shall be carried out to prevent an item failing or wearing out by providing systematic inspection, detection and prevention of developing failure. Preventive maintenance is usually programmed.
- ii. Statutory maintenance: is the maintenance which shall be carried out when plants such as lifts, fire systems, fume hoods and air conditioning systems are serviced and maintained in

accordance with legislative requirements.

- iii. Corrective maintenance: is maintenance that shall be carried out to bring an item back to working order when it has failed or worn out.
- iv. Rehabilitative maintenance: is maintenance that shall require major works to be done to restore the asset to its functional state.

## **8.0 FUNDING RESPONSIBILITIES**

- i. KMTC shall be responsible for funding repairs and maintenance that is due to fair wear and tear.
- ii. The funds shall be provided for in the annual budget.
- iii. Work identified as legitimate maintenance items will be prioritized and programmed within funding levels.
- iv. The officer in charge of maintenance shall include in the procurement plan all the assets that need maintenance in the preceding year so as to comply with procurement Act and Rules 2015 and any other applicable policies and laws.

## **9.0 ASSESSMENT OF PHYSICAL ASSETS**

- i. An audit will be carried out on College owned physical assets annually.
- ii. The audit scope will encompass assessment of compliance with statutory requirements, condition of the asset, functionality and space utilization.
- iii. Audits will be carried out as follows:
  - a. Level 3 Detailed audit
  - b. Level 2 Walk through audit
  - c. Level 1 Desktop audit
- iv. Each facility shall undergo a Level 2 or Level 3 audit every 5 years and a Level 1 audit each intervening year.
- v. Level 3 audits shall be undertaken by the Administrative Services department to provide a comprehensive report for maintenance and to provide a basis for rehabilitation projects.
- vi. Building maintenance deficiencies will be identified and placed on appropriate works programmes (e.g. corrective maintenance, preventive maintenance, rehabilitation, minor works etc.).

## **10.0 MAINTENANCE PROCUREMENT**

All statutory and preventive maintenance services will be procured in accordance with the Public Procurement Act which shall be used for tender evaluation of maintenance service contracts.

## **11.0 MAINTENANCE PRIORITIES**

- i. All maintenance works shall be undertaken as per prioritized in the annual maintenance plan.
- ii. Other requests shall be assigned priority rating based on information received.

## **12.0 MAINTENANCE PERFORMANCE MANAGEMENT**

Performance shall be monitored to ensure that the delivery of maintenance services meets the stipulated standards.

The office for the time being in charge of maintenance services shall keep a register of all KMTC assets for ease of assessing and managing maintenance schedule.

## **13.0 ADMINISTRATION**

All maintenance works shall be coordinated by the Administrative Services Office where maintenance requests/faults shall be reported through relevant section heads.

## **14.0 IMPLEMENTATION STRATEGY**

- i. This Policy shall become effective upon approval by the KMTC Board of Directors.
- ii. This Policy shall be implemented in accordance with the relevant Government Maintenance policies, practices, regulations and legislation, and the existing College Statutes.
- iii. The College shall establish a Maintenance Committee at the Headquarters and campus levels.
- iv. This Policy shall be administered in accordance with the implementation guidelines.

## **15.0 MONITORING, EVALUATION AND REPORTING**

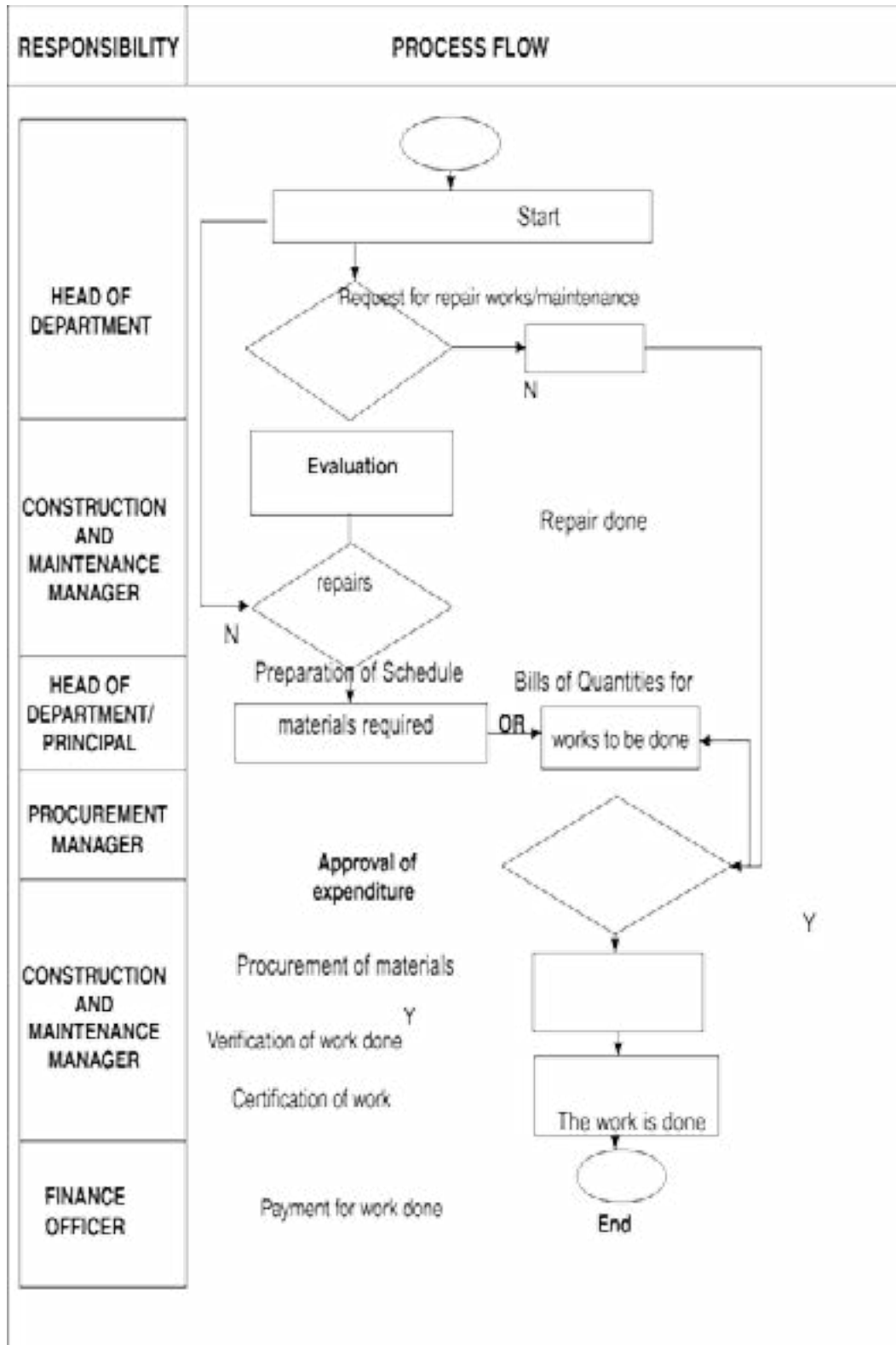
- i. The College shall develop standardized tools for monitoring and assessment of Physical assets.
- ii. The Headquarters Maintenance Committee shall continuously monitor, evaluate and report on all maintenance activities.

## **16.0 POLICY REVIEW**

This Policy shall be reviewed after every three (3) years or as may be required from time to time.

## REFERENCES

1. *College Strategic Plan*
2. *KMTC Act, 1990 (as amended)*
3. *KMTC Statutes*
4. *Constitution of Kenya 2010*
5. *Environmental Management and Coordination Act*
6. *Kenya's Vision 2030*
7. *Public Health Act*
8. *Building Code*
9. *Physical Planning Act*
10. *National Environmental Management Authority (NEMA) Policy*
11. *Public Procurement and Disposal Act, 2005*
12. *Housing Act Cap. 117, 1990*
13. *Workman's Compensation Act Cap. 236, 1970*
14. *Local Government Act Cap. 265, 1986*
15. *Physical Planning Act cap. 286, 1996*

**APPENDIX I: PROCESS MAP FOR MAINTENANCE OF PHYSICAL ASSETS**

## APPROVAL

**Title** : Maintenance Policy

**Contact** : Deputy Director Administration and Finance

**Approval Authority** : The Board of Directors

**Commencement Date** : May 2019

### SIGNED



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**Prof. Philip Kaloki, MBS,**  
**Chairperson, KMTC Board of Directors.**

**15th May 2019**  
**Date**



KMTC is ISO 9001:2015 Certified.

**Kenya Medical Training College**


PO BOX 30195-00100

Nairobi, Kenya.

Tel: 020-2725711/2/3/4

0737-352543 | 0706-541869 | 020-2081822/23

Website: [www.kmtc.ac.ke](http://www.kmtc.ac.ke)

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