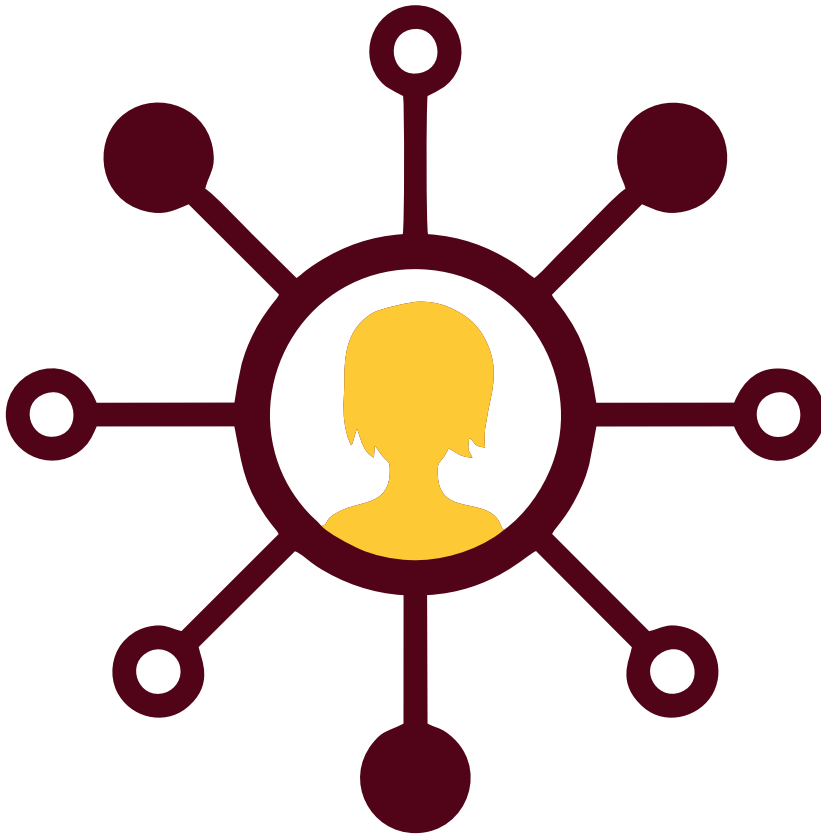




KMTC is ISO 9001:2015 Certified

Kenya Medical Training College



STAKEHOLDER MANAGEMENT
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 (SDGs), 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 this 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

Stakeholder engagement involves giving stakeholders an opportunity to share concerns, knowledge and to develop mutually acceptable outcomes. The College is committed to developing effective working relationships with all stakeholders by making every reasonable effort to work with stakeholders to resolve issues that occur while carrying out the College's mandate including but not limited to improving service delivery.

The College is committed to being open and honest with stakeholders by providing accurate and timely information taking into consideration the stakeholders views and concerns. The College shall do so by evaluating the effectiveness of its stakeholder engagement activities and working to continually improve engagement performance. This shall support and improve initiatives of various parties who in one way or another interact with the College. The effective management of stakeholder interests creates goodwill, promotes a positive image of the College and enhances the achievement of the corporate goals.

The College systematically seeks to address stakeholder perspectives, build trust, develop partnerships and make use of stakeholder capital. For this reason, the "KMTC Stakeholder Management Policy" has been developed, to give a strategic approach toward involving and engaging stakeholders. This Policy is also intended to enhance stakeholder engagement and management to ensure that the corporate image of the College is maintained at all times and service delivery remains at its peak.



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

DEFINITION OF TERMS

Stakeholder Engagement:	Stakeholder engagement utilizes a range of communication methods to enable decision makers and stakeholders to have an opportunity to share concerns and knowledge, and to develop mutually acceptable outcomes.
Stakeholder:	Is a person, people or organizations that have an interest with the College and can either affect or be affected by the core business of KMTC. They can be investors, employees, customers, students or suppliers.
Person:	Includes both natural and juridical persons.

1.0 INTRODUCTION

1.1 Background

Stakeholder management is a concept that has gained a lot of interest in Kenya in the recent past and especially in the public sector. Following Executive Order No. 7 of the President on 25th March, 2015, which would later be referred to as the 'Mwongozo', it is a requirement that KMTC Board of Directors does the following: –

- i. Carry out stakeholder mapping.
- ii. Ensure that a Policy on the management of stakeholder relationships is developed and implemented.
- iii. Ensure periodic review of the Policy for the management of stakeholder relationships.
- iv. Promote effective communication with stakeholders.
- v. Ensure that stakeholder interests, expectations and their power to influence the operations and direction of the organization are documented.
- vi. Ensure that the reputation of the organization and its linkage with stakeholders is a regular Board agenda item.

To systematically seek, address stakeholder perspectives, build trust, develop partnerships and make use of stakeholder capital, it is essential to have a strategic approach toward involving and engaging stakeholders. It is for this reason that the "KMTC Stakeholder Policy" was developed.

1.2 Applicability

This Policy is intended for use in guiding Board of Directors in Kenya Medical Training College in formulating strategy of stakeholder management to ensure that the corporate image of the College is maintained at all times and service delivery remains at its peak.

1.3 Scope

This Policy covers all stakeholders of the College by providing guidelines for establishing and maintaining good relationships.

1.4 Objectives

- i. To plan and implement stakeholder's engagement to enable them to have an opportunity to engage in a manner that allows their needs and interests to be consistently, transparently and meaningfully considered by the College.
- ii. To engage community members including members of the public, stakeholders to develop strong positive relationships and mutual understanding of economic, social and environmental issues.
- iii. To improve the way to communicate and engage stakeholders.
- iv. To understand stakeholder concerns and interests and incorporate them into decision making process.
- v. To build trust and respect of stakeholders.
- vi. To build stakeholder confidence in the College in order to strengthen the corporate reputation within the communities that the College operates within.

1.5 Guiding Principles

- i. Identifying the rights of key stakeholders and ensure they are respected.
- ii. Taking into account legitimate interests and expectations of stakeholders in decision making.

2.0 PROCEDURE OF STAKEHOLDER ENGAGEMENT

Stakeholder engagement processes shall be guided by three engagement principles which provide basis for acceptable standards and good practice of stakeholder engagement. These are: –

i. Inclusivity

The College will actively seek out a broad category/range of stakeholders potentially affected by, or interested in the College's processes and activities, by providing them with the opportunities and information they need to participate in a meaningful way.

ii. Transparency

The College will clearly identify and explain the role of stakeholders in the engagement process, objectives and subsequent decision making procedure.

iii. Emphasis on mutual learning and relationship development

The College will create opportunities for stakeholder engagement that emphasizes mutual learning outcomes and the development of relationships. Engagement approaches will welcome sharing of diverse knowledge and values without prejudice or judgment.

3.0 STAKEHOLDER IDENTIFICATION AND ENGAGEMENT

The College shall identify various stakeholders and engage them as hereunder –

i. Students

a. Key issues

All matters shall be handled in line with the laid down Academic Policies and Procedures of the College.

b. Engagement Method

- Notice Boards
- E-forums
- College Circulars
- Policies and Procedures

ii. Customers and end-users

a. Key issues

- Product assurance
- Reliable supplies

b. Engagement Method

- Continuous communication with client
- Open door Policy

iii. Government – Both National and County Governments

iv. Board of Directors

v. Management

vi. Staff

a. Key issues

- Healthy safety and environment
- Policies and procedures
- Training and personal development
- Remuneration and benefits

b. Engagement Method

- Employee brief
- Notice boards
- Official emails
- Internal memos

vii. Community/Members of the public

viii. Suppliers

a. Key issues

- Compliance with code of conduct and ethics of the College
- Compliance with procurement rules and regulations

b. Engagement method

- Local Purchase Orders
- Delivery days
- Goods Received Vouchers
- Invoices
- Continuous liaison

ix. Contractors

a. Key issues

- Targets and objectives
- Performance updates

b. Engagement Method

- Contractual agreements
- Conditions of agreements

x. Development Partners, regulatory and statutory Bodies

xi. Industry organizations (e.g. KUDHEIHA),

xii. Community, Media and Insurance.

Engagement with these stakeholders shall be in line with the College Policies, National laws and contracts of engagement if any.

4.0 COMPLAINTS PROCESS

- i. The College will ensure that all grievances or complaints regarding the College's activities are addressed in a consistent manner with a guarantee of protection from harassment, prosecution or any other form of reprisal or retaliation.
- ii. The following grievance handling process is to be used in the event that a stakeholder is not satisfied with the Colleges response (the stakeholder must be notified of this process)
 - a) The stakeholder should seek first to resolve their complaint directly with the specific College staff member, or his/her direct manager, whose action or decision they challenge.
 - b) Stakeholders who are unable to resolve their issue directly should refer their complaint, in writing, to the CEO within 30 days. The stakeholder should describe the basis for the complaint; identify potential parties involved in the complaint; summarize the proceedings and results to date.
 - c) The CEO will decide whether the issue will be addressed by him/her. If not, appoint a Dispute Resolution Committee.
 - d) This Dispute Resolution Committee, will be chaired by the CEO or someone nominated by him/her. The CEO will appoint two campus representatives to the committee including the Corporation Secretary and invite external members where appropriate.
 - e) The committee chairman will communicate, in writing, the outcome of the dispute resolution procedure to all parties directly involved within 60 days of receipt of the complaint.
 - f) All complaints shall be recorded in the Stakeholder Register. Corrective actions shall be added to the Stakeholder Register and tracked by Corporation Secretary to completion.
- iii. The Aforementioned dispute resolution process does not oust the jurisdiction of the mechanisms encompassed in the various instruments of engagement executed by the stakeholders, rather it's a mediatory approach to facilitate cementing of good relationship with our stakeholders.

5.0 ADMINISTRATION OF THE POLICY

The Stakeholder Management Policy shall be managed by the Corporation Secretary.

Functions of the Corporation Secretary:-

- i. To clearly define the process of identification of stakeholders.
- ii. Guide regular, focused and effective communication with key stakeholders.
- iii. Mechanisms for stakeholders to raise complaints or grievances with the College.
- iv. Develop Stakeholder Register to record relevant stakeholder information including contact details.
- v. Respond to stakeholder questions and enquiries in a timely manner.
- vi. Develop an understanding of stakeholders and their concerns through stakeholder analysis.

6.0 POLICY IMPLEMENTATION

6.1 Implementation Date

This Policy takes effect on the date it is approved by the Board of Directors of KMTC.

6.2 Monitoring and Evaluation

- i. The Corporation Secretary shall conduct monitoring and evaluation of the effectiveness of this Policy in line with the Monitoring, Evaluation and Reporting framework.
- ii. The College shall:
 - a. Develop and maintain strategies and mechanisms for monitoring and evaluation of this Policy.
 - b. Undertake regular check on implementation of the Policy.
 - c. Carry out annual evaluation on the implementation of the Policy.
 - d. Use the information for planning and management.
 - e. Propose potential areas for review.

6.3 Review

The Policy will be reviewed after every three (3) years or earlier as need arises with an aim to enhance efficient delivery of effective outcomes.

APPROVAL

Title : Stakeholder Management Policy

Contact : Corporation Secretary

Approval Authority : The Board of Directors

Commencement Date : May 2019

SIGNED :



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

15th May 2019

Date



KMTC is ISO 9001:2015 Certified.

Kenya Medical Training College


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