



KMTCC is ISO 9001:2015 Certified

Kenya Medical Training College



COMMUNICATION 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”.

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.

The core mandate of the College is to instruct students and equip them with knowledge in preparation to contribute positively to the healthcare industry. To this end, effective and consistent communication remains the cradle of such cohesion given the myriad of stakeholders within the College. This Communication Policy, in-keeping with the constitutional right of expression, confers the right balance of principles and processes that ensure communication both downstream and upstream within the organization and also with external stakeholders. The College will endeavour to foster and nurture effective communication as the backbone towards harmonious co-existence in quest to fulfil its mandate and achieve the Vision and Mission.

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

The Mission of the College is to provide quality training and development of competent multidisciplinary health professionals. Its Vision is to be a model institution in the training and development of competent multidisciplinary health professionals in the region. To realize these two goals, an effective Communication Policy is paramount.

To contribute to Kenya's development agenda, KMTC must be able to respond to communication demands and to show the relevance of the College services for health training and development for the growth of the country. This Policy positions the College to provide that noble obligation.

In line with Kenya's Constitution 2010, the College recognizes the significance of effective communication in eliminating conflict, improving performance and achieving its mandate.

This Policy therefore makes a deliberate commitment to the College stakeholders to demand and make timely, accurate, clear, objective and complete information about information flow, communication channels, feedback mechanisms and crisis communication management.

To achieve these objectives, the Policy establishes principles, rules and procedures that apply to communication among members of the College community and with external stakeholders.

The Policy is expected to connect the College with the world in a technologically-woven global village. It is further envisaged that the Policy will facilitate sharing of information and knowledge so as to support the College's core business of training, research and innovation and contribute towards achievement of the College Vision and Mission as well as Kenya's Vision 2030.



Prof. Michael Kiptoo,

Chief Executive Officer.

ABBREVIATIONS

| | | |
|-------------|---|--------------------------------|
| KMTC | - | Kenya Medical Training College |
| CEO | - | 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

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| Collaborating Institutions: | Means institutions with which the College has entered into formal agreement. |
| College Community: | The Board of Directors, Staff and Students of KMTC. |
| Corporate Communication: | Activities undertaken by KMTC to communicate with internal and external stakeholders as well as with the wider public. The term implies an emphasis on promoting a sense of corporate identity and ownership, thus presenting a consistent and coherent corporate image. |
| Crisis communication: | Designed to protect and defend the College in case of a swelling public challenge to its reputation, coupled with its brand or community or both. |
| External communication: | The exchange of information and messages between the College and organizations, groups or individuals outside its formal structure. |
| Internal communication: | Exchange of information and messages between employees or departments across all levels or divisions of the College. It takes place across all levels of the College. |
| Media: | A means of communication that reaches or influences people widely and rapidly where necessary. |
| Stakeholder: | A person, group or organization with a stake in the College. |

1.0 INTRODUCTION

1.1 Strategic Considerations

The strategic vision of KMTC is to be a model institution in the training and development of competent multidisciplinary health professionals while its mission is to provide quality training and development of competent multidisciplinary health professionals.

The College operates in an environment where public/private partnership is crucial for the success of organizational objectives. Given the inevitable turbulence in such environment, it is imperative that the College communicates effectively and efficiently to stakeholders.

1.2 Purpose

The purpose of this Policy is to ensure that communication across the College is consistent, well-coordinated, effectively managed and responsive to the diverse information needs of the public. It is aimed at fostering effective internal and external communication among KMTC staff, students and other stakeholders. It is expected that the document will enable the College work effectively to not only realize not only the Vision and Mission but also the College mandate.

1.3 Scope

This Policy applies to the communication efforts of the College Board Directors, Management, employees and students countrywide. In addition, the Policy provides guidelines on recommended corporate communication in the institution, including written communication, oral communication among others, to include but not limited to:

- i. Written communication such as advertisements, news releases, speeches by Management, correspondence, conference and exhibitions, the College website, email, social media and blogs.
- ii. Oral communication such as, face to face or group meetings, telephone conversation, teleconferencing, interviews and news conferences.

1.4 Justification for the Policy

For an organization to achieve its goals and objectives, it is important to have a Communication Policy in place. A comprehensive Communication Policy is critical due to three fundamental reasons. First, it ensures that staff members are provided with the information they need to maximize their potential. Secondly, a good Policy helps both students & staff to access the information they need to be successful in their studies and/or duties and finally, to support KMTC in its core duty, we must communicate effectively with external stakeholders.

1.5 Objectives

This Policy is constructed around four objectives, namely:

- i. To ensure all stakeholders are fully informed of relevant College activities.
- ii. To ensure the College activities are promoted strategically.
- iii. To minimize communication breakdown.
- iv. Promote the use of appropriate communication channels at all times.

1.6 Guiding Principle

The guiding principle of this Policy shall be in line with the Constitution, whereby the College recognises that KMTC students, faculty and staff have a right to express their opinion on any situation or issue concerning their area of responsibility and overall workplace environment. This right of expression entitles them to be heard without fear of recrimination or reprisal.

2.0 RULES OF COMMUNICATION

2.1 What is to be Communicated

Internal communications will cover a comprehensive range of topics. They will include recruitment advertisements, promotions, retirement, success stories (awards, grants, scholarships, launches, competitions, tournaments, achievements etc), organizational changes, new initiatives, status on capital construction, physical movement of staff, tuition news, new technology, technology breakdown, events, and health and security alerts.

Negative situations such as College vandalism, theft, assaults, and deaths will be communicated appropriately.

2.2 Confidential Information

- i. If information is considered confidential such information may not be released internally or externally.
- ii. The types of information that should be kept confidential (not released internally and externally) include but are not limited to:
 - a. Personal and personnel issues such as illness or medical information (unless it puts the wider College community at risk)
 - b. Grievances
 - c. Personal legal proceedings
 - d. Discrimination issues
 - e. Salaries
 - f. Non-factual or unproven information.
- iii. In cases where the distinction may be unclear, the Chief Executive Officer will make the final decision on what may be released, with advice from other relevant key College personnel.

2.3 Frequency of Communication

Communication notices will be sent out annually, quarterly, weekly, or daily, and in the case of time-sensitive information, as soon as possible. If the news item warrants, a special bulletin will be sent out or posted immediately that information is authorized for release.

3.0 AUDIENCES

3.1 Internal Audiences

This shall be the KMTC fraternity as follows:

3.1.1 The Board of Directors

The Board is the highest authority in the College which is charged with the duty of policy formulation. Resolutions and policies formulated by the Board shall be communicated to staff and students by the Chief Executive Officer.

3.1.2 Staff and Students

Communication between staff and students are guided by the existing guidelines that are found in different Policy documents.

3.1.3 Staff and Management

Communication between Management and Staff are guided by the existing guidelines that are found in different Policy documents.

3.2 External Audiences

Communication between the College and its external audiences shall be as provided in this Policy, provided that no such information is disseminated without explicit and unequivocal authority of the Chief Executive Officer.

The above notwithstanding, the Chairperson of the KMTC Board of Directors may independently make statements on behalf of the institution as provided for in this Policy.

3.3 The Government of Kenya

The National and County Governments of Kenya shall communicate to KMTC through the Chief Executive Officer and the Chairperson of the KMTC Board of Directors.

3.4 The General Public

Communication to the general public shall at all times be through appropriate channels as stipulated in subsequent sections of this Policy.

3.5 Collaborating Institutions

- i. All Collaborating institutions which include but not limited to, regulatory bodies, other training institutions, Health Care institutions, NGOs, and professional Associations shall be communicated to through the Chief Executive Officer or any other officer designated by him/her to effect such communication.
- ii. The Chair of KMTC Board of Directors may from time to time communicate with the National or County Governments on the institutions governance, Resource mobilization, expansion and strategic direction.

3.6 Development Partners

- i. KMTC will engage with Development Partners on relevant areas of interest through the office of the Chairperson Board of Directors and Chief Executive Officer of KMTC or any other authorized officer in that regard.
- ii. Principals of campuses may initiate communication with potential development partners. However, consultation and approval by the CEO is necessary before any commitments are made on behalf of the College.

3.7 The Media

- i. The College's Corporate Communications office shall serve as a key source of information and link to the media. The office shall process information received or generated from relevant departments and offices before disseminating it through established appropriate communication channels.
- ii. All press conferences, briefings or releases must be approved by the Chief Executive Officer or the Chairperson of the Board as the case may be.
- iii. The College shall at all times be impartial, objective and factual in providing information to various media outlets.

3.8 Communication to Stakeholders

Communication to stakeholders will be done through the Strategic Plan, Annual Report, Newsletter, among other approved channels.

4.0 COMMUNICATION CHANNELS

The College shall use the universally accepted channels of communication as follows:

4.1 Face-to-face Communication

The College values face-to-face communication as a way of cultivating greater trust and understanding among staff and students.

4.2 Written Communication

- i. The College values written communication. All written communication must be simple and easy to understand. Written communication must be devoid of slang, offensive and discriminatory remarks, ethnic slurs or obscene and sexist innuendo.
- ii. The College will communicate using letters, memos, circulars, minutes, notices and other appropriate forms of written communication.
- iii. Correct format of written documents shall be used all the time.
- iv. All forms of written communication shall provide clear, exhaustive and accurate information to be dispatched and received in good time and with confidentiality.
- v. The standard format for writing minutes and memos shall be observed. Minutes once written shall not be altered for personal or departmental interests and concerns.
- vi. A copy of all written communication shall be filed both at the source and destination for future reference. All communication circulars will be released in time and strategically posted for staff and students to access with ease.
- vii. Fax messages shall be correctly documented and delivered to recipients as soon as possible.
- viii. Mobile phone messages shall be recognized as official communication especially where it is not possible to reach staff through memos.

4.3 Meetings

- i. Well-managed meetings or discussions are an effective and efficient way of sharing knowledge, solving problems and ensuring common understanding and appreciation of issues. The College respects meetings and will be used as fora for involving staff members in decision making and problem solving.
- ii. The meetings must provide opportunities for dialogue by all.

- iii. Notices of meetings shall be sent to members in advance to enable them prepare and contribute adequately.
- iv. Meetings shall be held when there is an agenda. Agenda items for a given meeting shall be communicated in good time and shall be open to input from members. Meetings shall be focused on issues at hand and time managed effectively for maximum results.
- v. Deliberations from meetings shall be disseminated to relevant staff upon confirmation in good time and feedback should be provided via the membership and chair to the broader community through appropriate communication channels.

4.4 Oral Communication

4.4.1 Telephone

- i. The College's recommended procedure for handling incoming calls will be adhered to for both landline and mobile phone communication.
- ii. Where regulations demand, mobile phone communication will be complemented with written communication.

4.5 Non-verbal Communication

The College shall promote non-verbal communication strategies to improve the corporate image. This shall include but not limited to the use of sign language.

4.6 Communication for Persons With Disabilities

The College shall provide appropriate methods of communication to enable effective and efficient communication for people with disabilities.

4.7 Electronic Communication

The College shall embrace and promote electronic communication as an official mode of communication to staff, students and other stakeholders. This shall be done through the following media:

4.7.1 Email

- i. All email correspondences shall be in line with the existing College ICT Policy.
- ii. The official College Email is recognized as official means of communication between staff, students and stakeholders.
- iii. For purposes of facilitating effective official communication, all staff and students shall be assigned a College email address by the ICT Manager.
- iv. The College encourages staff to read and respond to incoming emails messages appropriately, effectively and timely.
- v. The official email shall not be used for personal business or gain.

4.7.2 The Web

- i. The College website www.kmtc.ac.ke shall be an official communication channel used internally and externally. The College intranet shall contain news items, events and links that are useful information for staff and students.
- ii. The website shall always be up-to-date, user-friendly and encouraging two-way communication. It will clearly communicate the College vision and mission.

- iii. The Corporate Communications office has the overall editorial responsibility for the website. However, relevant offices shall ensure accuracy of the information posted.

4.8 Other Channels

4.8.1 KMTC Newsletter

- i. KMTC newsletter is the College's staff magazine distributed to the Board, staff, students and other stakeholders on a quarterly basis.
- ii. The newsletter shall be designed to provide more in-depth information into items of interest to the College staff and stakeholders, including new developments in the College, forthcoming events, awards and successes, staff profiles, and a regular update from the Chief Executive Officer and the Board of Directors.
- iii. The CEO (with the input of the Head of Corporate Communications) shall appoint an Editorial Committee to oversee production of the newsletter and other publications.

4.8.2 Annual Report

- i. KMTC Annual Report is the College's yearly publication distributed to key stakeholders, especially those at decision making positions.
- ii. The Annual Report shall be designed to provide a comprehensive summary of undertakings, achievements, future plans and challenges facing the College every year in its quest to carry out its mandate. The Annual Report shall also provide the College's financial statements for the year under review.
- iii. The CEO (with the input of the Head of Corporate Communications) shall appoint an Editorial Committee to oversee production of the newsletter.

4.8.3 Notice Boards

- i. The College shall maintain notice boards as a convenient option to communicate information to staff, students and the general public.
- ii. The notice board shall be used to display information that is of interest to all employees, students and the general public. Messages on the notice board shall be brief, concise, and expressed in a simple and clear language.
- iii. Heads of departments shall ensure that information is displayed in a timely manner and is removed when out of date.

4.8.4 Feedback Boxes

Feedback here includes suggestions, complaints and compliments.

- i. The College shall place feedback boxes at strategic locations within its premises to elicit comments, compliments and suggestions from the public and College community on any issue.
- ii. The College community is encouraged to use these boxes – anonymously, if so desired.
- iii. All suggestions will be analyzed and appropriate action taken in a timely manner by the person so appointed by the Chief Executive Officer.

4.8.5 Social Media and External Websites

- i. The College shall embrace the use of social media sites such as Myspace, Facebook, Twitter and any other websites external to The College's main sites for purposes of communication.
- ii. These sites however, are not within the preferred list of channels with which to communicate with staff.
- iii. The College has official FaceBook and Twitter pages for prospective students.

4.8.6 Exhibitions

The College shall use exhibitions such as showcases to communicate with targeted stakeholders.

5.0 COMMUNICATION PROCESS

5.1 Internal Communication

- i. The College shall at all times use efficient and effective internal communication with students, staff and faculty in order to create a conducive working and learning environment.
- ii. The Management will inform the College community first through established communication channels before information affecting the College community is made public through the media, unless situations demand otherwise.

5.1.1 General Guidelines for Internal Communication

- i. The College will encourage openness in sharing information internally with staff and students unless the information is confidential.
- ii. The College will encourage consultation with staff and students at all times so as to promote effective management.
- iii. To ensure clarity and consistency of information as well as ease of communication, simple and clear language must be used in all internal communication.
- iv. The College will seek to constantly improve customer care for students particularly in provision of information. Student needs and views shall be monitored constantly through various methods.

5.2 External Communication

- i. The College will provide factual, adequate and timely information to all stakeholders on all major events.
- ii. The College's duty to inform its customers includes the obligation to communicate effectively. Information about policies, programs, services and initiatives must be clear, relevant, objective, easy to understand and useful.
- iii. The College shall disclose necessary information that stakeholders would be interested in provided that;
 - a. Such information does not in any way interfere with the normal operations of the institution.
 - b. Such disclosure will not be in breach of KMTC Act (as amended), Statutes and other policies.
 - c. Such disclosure will not compromise the College's interests.

- d. Where the need for disclosure is not clear, advice shall be sought from the Chief Executive Officer and the Board of Directors

5.3 Information Flow

Communication will be two-way, to encourage dialogue, listening to one another and giving feedback.

6.0 RESPONSIBILITIES FOR INTERNAL COMMUNICATION

This section details the responsibilities of all staff, and of particular groups, in communicating effectively internally.

6.1 Corporate Responsibilities

- i. The Corporate Communications Office has operational responsibility for internal communications.
- ii. All relevant and current corporate information is disseminated via ICT vehicles such as Intranet, Circulars, Letters, Memos, Notice Boards etc. This information includes Policies, organizational changes, Vacancies, Articles and Financial information. The aforesaid communication media shall be the official communication channels in the College. Corporate Communications Office is responsible for developing internal communications structures that ensure that the College reaches all employees as quickly as possible via the most efficient communication channels.
- iii. The College's corporate language is English. Consequently, internal communication shall be produced in English. Kiswahili shall only be used where the situation so requires. The College shall also promote and develop the use of Kenyan sign language, Braille and other communication formats and technologies accessible to persons with disabilities, as required by the Constitution.

6.2 Top Management, Principals and other Heads of Department's Responsibilities

Principals and Heads of Departments shall:

- i. Ensure that they communicate in a professional manner.
- ii. Ensure that communication systems and practices actively support the vision and mission of the College.
- iii. Act as role models demonstrating good practice in all aspects of communication.
- iv. Ensure effective two-way communication between senior management and staff.
- v. Ensure effective, timely and appropriate feedback is provided to staff and students.
- vi. Review communication standards and practices in their respective teams and identify opportunities for improvement.
- vii. Where staff and students raise issues of poor communication, take appropriate action to ensure they are resolved amicably.
- viii. Support and promote a culture that encourages inclusion and involvement of concerned parties.
- ix. Ensure all staff members in their areas of responsibility have an understanding of the strategic direction of the institution, faculty and service department.
- x. Ensure that staff members are aware of the Communication Policy.
- xi. Ensure consistency, equity and parity in communication processes across the College.
- xii. Ensure that communication related issues that cannot be addressed at their level are

addressed to the next higher level.

- xiii. Regularly review and seek to enhance the College's approach to communication.

6.3 All Staff

All College staff have a responsibility to demonstrate the institutional standards in communication and adhere to the provisions of this policy. Specifically, all staff:

- i. Shall be aware of the Communication Policy and other related College policies such as the Code of Conduct and demonstrate the principles of good practice.
- ii. Shall ensure they are maintaining good communication practice in accordance with this Policy.
- iii. Shall be aware of various communication channels available in the College and utilize them appropriately in their work.

6.4 Committees

To ensure minutes are made available in a timely manner.

7.0 RESPONSIBILITIES FOR EXTERNAL COMMUNICATIONS

7.1 KMTC Spokesperson

- i. The KMTC Chief Executive Officer is the Official spokesperson for the College. By duty, the Corporate Communications Manager is an authorized spokesperson, nonetheless the Chief Executive Officer may authorize other College officers in writing to be spokesperson depending on the subject matter at hand.
- ii. Notwithstanding sub-clause (i) above, the Chairperson of KMTC Board of Directors shall have the authority to make statements regarding the strategic management of the Institution or any other matter in tandem with this and any other policies.
- iii. The campus Principals shall be the authorised spokespersons of their respective campuses and shall carry out such communications in line with this and other KMTC policies.
- iv. All communication content by the authorised spokesperson or any other designated officer must be approved by the Chief Executive Officer or by the Board as the case may be, before dissemination.
- v. Staff and students shall not respond to requests for information regarding the College from external sources such as the media unless where they have been authorized to do so by the Chief Executive Officer.
- vi. Authorized spokespersons shall be fully informed on all developments in the College that have potential to require external communication or response.
- vii. Heads of Department and Sections must keep the spokesperson fully informed on significant developments within the College to enable them communicate effectively.
- viii. Staff and students participating in external forums such as conferences and seminars must comply with this Policy.

7.2 The Chairperson of the Board of Directors

The Chairperson may issue statements on policy issues arising from the Board's responsibility: policies, strategies, College mandate, nominations, appointments, compensation, staff welfare, quarterly updates on governance matters, statutory reports and any other issues to the Presidency, Health Cabinet Secretary and State Corporations Advisory Committee (SCAC) and the County Governments.

Other Board Members are not permitted to make statements without prior consultation and approval from the Board Chairperson.

7.3 College Campus Principals

Campus Principals are entitled to make statements concerning general operations within their campuses.

Prior consultation with the CEO or the Chairperson to the Board of Directors, as case may be, to be made for sensitive and controversial issues such as National, County Governments and regulatory bodies relations.

In situations where the CEO or Board Chairperson is not available for consultation, campus Principals in liaison with the Corporate Communications Manager may make statements in cases of matters that need immediate or urgent attention.

7.4 Other Employees

Other KMTC employees are not permitted to make statements on behalf of the College.

8.0 COORDINATION

- i. The Corporate Communication Office shall coordinate all communication in the College.
- ii. The College shall develop mechanisms for coordination of external and internal communication.
- iii. In order for the College spokespersons to be able to act with authority as spokespersons for external and internal communications, it is essential that these individuals are kept informed about pertinent activities in all parts of the College.

9.0 CRISIS COMMUNICATION

- i. KMTC shall proactively deal with issues that have potential to damage the College's relations with its customers and employees, or its reputation, financial position or other vital interests before they degenerate into a crisis.
- ii. No staff is allowed to give information to the media without the express authority of the Chief Executive Officer.
- iii. The Corporate Communications Manager shall constantly monitor local and international news and advise the Chief Executive Officer and the Board of Directors on issues/ trends relevant to the College.

9.1 Crisis Communication Team

- i. An Adhoc Crisis Management Team shall be assembled by the Chief Executive Officer to handle crises facing the College.
- ii. The team shall constantly monitor, interpret and manage issues so that they do not escalate.
- iii. At the time of a crisis, the team will assess the severity of the crisis and determine the course of action, which must be approved by the Chief Executive Officer. The Chief Executive Officer shall then make necessary communication to relevant stakeholders

and the Board of Directors in a timely manner.

10.0 CORPORATE BRANDING

- i. The College will promote corporate brand to improve corporate image and identity.
- ii. Any means by which the general public comes into contact with the College constitutes an opportunity that can affect perceptions of the corporate image.
- iii. It is the duty of every staff and student to defend the image and brand of the College.
- iv. The College shall designate a day for staff to wear branded apparels to promote the corporate image.
- v. The College branding committee shall be responsible for promotion of the corporate brand.
- vi. The use of College identity such as logo and letterhead for personal use by staff and students is prohibited.
- vii. The College shall seek opportunities to promote its corporate brand.

11.0 CORPORATE MARKETING

- i. The College shall engage in corporate marketing to develop and maintain a good public image.
- ii. The College shall use print, electronic and other media to carry out corporate marketing.
- iii. All College marketing shall be executed by the Corporate Communications Office after approval by the Chief Executive Officer and the Board of Directors as the case may be. The office shall ensure that the advertisements conform to the College's corporate identity.
- iv. Proposed advertisements and information for media circulation must be received in the Corporate Communications Office well in advance to give the office adequate time to ensure the piece conforms to the College marketing standards.
- v. The use of College name and logo by collaborating and other institutions must be authorized by the Chief Executive Officer.
- vi. Promotional items must reflect the correct College name and logo. Where in doubt the concerned parties shall consult the Corporate Communications Office.

The following are the marketing tools that shall be used by the College in realization of the Corporate Marketing -

11.1 Events, Shows and Exhibitions

- i. The College shall participate in events, shows and exhibitions as marketing tools. During the events, shows and exhibitions, all departments that are to be involved in such shall liaise with the Head of Corporate Communications to ensure that the brochures, materials and pamphlets issued reflect the corporate branding in line with the Branding Manual of the College.
- ii. No person or employee of the College shall use the Institution's materials and colours without authorization and approval from the Head of Corporate Communications and the Chief Executive Officer.

11.2 Corporate Social Responsibility (CSR)

Under the approval and authority of the Chief Executive Officer, CSR activities shall be carried out and used as a means of corporate marketing in line with the CRS Policy of the College.

11.3 Public Appearances

- i. Any employee who is called upon to present papers on behalf of the College or members of KMTC shall ensure that their presentations are in power point and branded as per the College's standard and approved by the Head of Corporate Communications and the Chief Executive Officer.
- ii. Employees and students shall ensure that their communication to the public is in line with this Policy.

12.0 CORPORATE CULTURE

The College shall promote corporate culture characterized by open and trusting communication at all levels of the organization and between all groups of employees. This will ensure employees become more involved in and committed to the College's development. However, employees are bound by professional confidentiality with regard to all information about training.

12.1 Quarterly Reports to the Board of Directors

The Corporate Communications Manager shall provide quarterly reports to the Finance, Planning and Development Committee of the Board on the College's communications activities and implementation status of Board resolutions.

13.0 POLICY IMPLEMENTATION

13.1 Implementation Date

- i. This Policy takes effect on the date it is approved by the Board of Directors of KMTC.
- ii. The Chief Executive Officer is responsible, in consultation with the head of Corporate Communications and other members of KMTC management, for ensuring that the KMTC Communications Policy is distributed and complied with.

13.2 Monitoring and Evaluation

- i. The College shall conduct monitoring and evaluation of the effectiveness of this Policy in line with the Monitoring, Evaluation and Reporting framework. This shall be done through a Committee Chaired by the Corporation Secretary and five other members appointed by the CEO. The Corporate Communications Manager will provide secretarial duties.
- ii. The Communication Manager 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.

13.3 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 : Communication Policy

Contact : Head Corporate Communications

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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