



KMTTC is ISO 9001:2015 Certified

# Kenya Medical Training College



COLLABORATION 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 policy and the government agenda on the “Big Four”. The Board continues to play its role in realizing the set milestones which contributes 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 killer 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 equality in medical training.
- iii. Superiority in resource and infrastructure management.
- iv. Increased visibility of Kenya Medical Training College nationally and internationally as a premier medical training 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

The Kenya Medical Training College (KMTC) recognizes the significance of collaborating with other institutions in achieving its mandate. KMTC will therefore undertake collaboration, which is congruent with its mission and compatible with its particular strengths in teaching and research to the benefit of its students, itself and its partners. Proposals for collaborative arrangements will normally include a statement of the rationale for engagement.

It is therefore expected that the College will only consider developing collaborative arrangements with educational institutions and organizations of good reputation and standing. Any collaboration arrangement between KMTC and other institutions is acceptable subject to familiarization on set goals and purpose.

This Collaboration Policy will serve as guide for KMTC engagement and implementation of new agreement. It is envisaged that KMTC as a training institution may wish to share educational or development costs through collaborating with like-minded institutions. The concept of this Policy is based on the premise that inter-institutional collaboration often means working with people that have a different culture, value system or religion. Institutions benefit intellectually from an infusion of global culture, instead of relying solely on a campus-based culture where the “local” viewpoint predominates.

Institutions in a collaboration benefit from sharing “quality-building” processes and techniques, such as admissions, course design and learner support. The concept of this Policy emphasizes sharing best practices, lessons learnt and educational activities, with the goal of achieving a higher quality of health education worldwide. Collaborating locally, nationally or regionally on an institutional level achieves higher results. Collaboration also helps institutions make “education for all”, a primary objective. Through collaboration, quality expertise and resources can be developed or shared at relatively low cost and effort, making it possible for financially disadvantaged institutions to focus on providing quality services.

Institutions can develop and offer a wide range of quality human, academic or technology resources through collaboration for a relatively low cost. For example, many institutions cannot afford to offer a programme or course if its enrolment numbers are low. However, a low-enrolment programme may still be made available to students through an arrangement with another institution at which the programme is in high demand.

Collaborative arrangements will be monitored and reviewed periodically. KMTC will seek to identify and promote best practices in collaborative activities and will aim to comply with the KMTC Act and other Statutes.



**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>KMTC</b>	Kenya Medical Training College
<b>M &amp; E</b>	Monitoring and Evaluation
<b>MoU</b>	Memorandum of Understanding

## DEFINITION OF TERMS

Collaboration:	An active working partnership supported by an institutional commitment based on formal agreement between two or more organizations/institutions.
Monitoring:	Monitoring in this context means a process of following the progress of the implementation of planned activities and their outputs (using process/output indicators) against expected outcomes in relation to collaboration arrangement. This will be on-going and shall be carried out periodically.
Evaluation:	Evaluation in this context means a process of measuring outcomes and impact of Collaboration arrangement. The impact and outcome targets shall be set to guide parties under collaboration based on this Policy.



## 1.0 INTRODUCTION

Kenya Medical Training College (KMTc) is a State Corporation established through an Act of Parliament in 1990. The College is mandated to provide training opportunities in various disciplines within the health care delivery system. The Institution plays a pivotal role in the production of quality health care professionals who make up more than 85% of the country's health care providers. Additionally, the College designs community-oriented programmes that respond to community health needs in the country as envisaged in Kenya Vision 2030 and Millennium Development Goals 2015.

### 1.1 Policy Goal

This Policy seeks to enhance collaboration in support of quality training for health care providers; the Policy will therefore serve as a guide for decision-making on the collaboration and will seek to address such issues as partnership in training, sharing best practices and lessons learnt in the implementation of training programmes.

### 1.2 Policy Objectives

- i. Promote linkages with other institutions through partnerships for quality training.
- ii. Enhance closer co-operation between producers and consumers of our graduates.
- iii. To participate in research undertaking and provide opportunities for the College and the collaborating institution(s) to interact.
- iv. To realize the College potential for performance improvement through partnering with other institution(s).
- v. To diversify the Colleges' training approaches.
- vi. To strengthen coordination of training activities with other stakeholders.
- vii. To mobilize resources for health training initiative.
- viii. To strengthen enforcement of legal framework, focus on training health professionals.
- ix. To promote mechanisms for sustainability of training programmes.
- x. To develop and adopt innovative technologies.
- xi. To facilitate effective monitoring and evaluation of training initiatives.

### 1.3 Core Functions

- a) Facilitation of training and development of competent health care professionals and involvement in research (research services).
- b) Provision of facilities for college education for national health manpower requirement.
- c) Participation in health planning and policy and development in collaboration with other stakeholders.

## 2.0 CONCEPTUAL FRAMEWORK (KMTC INSTITUTIONAL COLLABORATION)

Collaboration between KMTC and other institutions characterise sharing resources of any type in an environment of a win-win situation i.e. “equal status for all.”

In KMTC it is envisioned that collaboration shall be between institutions in the same neighbourhood, within Kenya or region, and anywhere in the world.

These institutions do need to have similar interests to collaborate and have resources that other institutions would like to share. In these collaboration initiatives with other institutions KMTC shall share:

- i. Knowledge and expertise, for example joint research projects, designing and delivering curriculum and course material.
- ii. Infrastructure, for example Information and Communications Technology (ICT) facilities such as video, audio conferencing equipment and computer rooms.
- iii. Human resources, for example formal arrangements for external examination or peer review.
- iv. Services, such as libraries, bookstores, student counselling.
- v. Costs of starting or maintaining educational programmes.
- vi. Institutional culture and perspective, for example through student or faculty exchange programmes among others.

## 3.0 KMTC COLLABORATION POLICY STATEMENT

This Collaboration Policy is a means to an end, not an end in itself and, as such, it is a strategy the purpose of which shall be designed and evaluated in terms of the KMTC Strategic Plan, specifically, its primary goals and objectives. Unless a collaborative agreement is focused on the achievements of one or more of the KMTC goals and objectives, and there are identifiable benefits in terms of those goals and objectives, it should not be entered into.

This Policy deals with collaborative arrangements between KMTC and other institutions and organisations (referred to as “collaborating organisations”). It involves the provision of programmes of study (both taught and research) and granting qualifications or academic credit awards.

## 4.0 THE POLICY ENVIRONMENT (SITUATIONAL ANALYSIS)

KMTC continues to play its important role in strengthening health service delivery through training and development of qualified health care providers to achieve Kenya’s health sector policy objectives.

The overall goals for health sector by 2030 are to reduce health inequalities and reverse the downward trend in the health-related impact and outcome indicators.

Some of the health sector plans for the achievement of Kenya health Vision 2030 include strengthening health service delivery through flagship projects. For instance; developing a human resource strategy will balance the supply and demand for human resources in the entire public health sector.

The Policy focus and strategies involve increasing health personnel and re-orienting them towards provision of preventive health care as envisaged in the sector operation plans; Kenya Essential Package for Health (KEPH) and Community health strategy.

According to the plans, the competency of service providers will be addressed through a series of training and performance management initiatives. This will include among others, reviewing and improving basic and in-service training of health professionals. The Ministry of Health has pledged to involve KMTC in the design of these training programmes.

The current plans of the College are to maximise the use of existing infrastructure and human resource for all our educational programmes while training health professionals who meet market demands. It is envisaged that the College will consolidate its activities as it effectively deliver quality training.

The College is constrained in this strategy based on the current economic and political environment and upsurge of demographic changes, which requires us to increase training opportunities through development of market driven courses.

The existing resource requirement and physical infrastructure have remained the same limiting the utilization of services due to increased numbers of students.

KMTC recognises that health and development require long-term strategies and there is need to collaborate and network with other training institutions, government, non-state actors (NGOs, civil society, private sector, faith based organisations and organised community groups), development partners and national and international universities. KMTC will proactively establish strategic partnerships with parties that are committed to improving the quality training health of professionals for health care delivery in Kenya and that share our vision and aim to maximise synergy and complementarities.

## 4.1 Rationale for the Collaboration Policy

Various stakeholders have implemented health training programmes in collaboration with Kenya Medical Training College in the past. Implementation of these initiatives needs proper coordination to achieve effective and efficient delivery of contents in terms of knowledge and skills necessary for a competent health professional. This Policy will harmonize and strengthen the existing and future training Programmes.

This Policy will therefore provide a framework for bidding collaboration arrangement between KMTC and other institutions. It will provide leadership roles for ownership and sustainability of training programme implementation under collaboration.

Collaboration is an active working partnership supported by an institutional commitment “based on formal agreement between two or more organizations/institutions”. It is a realization of stakeholder empowerment for a common goal, a strategy that provides break from traditional way of doing things, it is different approach. It involves direct stake or responsibility to manage resources.

Therefore, clear-cut policy guidelines are necessary to promote partnership, cooperation, collaboration and commitment of KMTC and stakeholders to create value for health.

## 4.2 Guiding Principles

- i. KMTC shall undertake collaboration, which is in line with its mission and compatible with its particular strengths in teaching and research to the benefit of its students, itself and its partners. Proposals for collaborative arrangements will normally include a statement of the rationale for engagement.
- ii. KMTC shall only consider developing collaborative arrangements with recognised institutions.
- iii. KMTC shall, before establishing any collaborative arrangement, where necessary, familiarise itself, through appropriate investigations, with the proposed collaborating organisation and the background to the proposed collaborative activities. Appropriate records of such investigations will be maintained for reference and audit purposes.
- iv. Proposals for collaborative arrangements shall be endorsed by the relevant Principals or Head of Department prior to scrutiny and approval by the Academic Board which will eventually make a recommendation to the Board of Directors.

- v. Collaborative arrangements shall be defined in formal, written agreements which will conform to specific criteria Memorandum of Understanding as defined by the College.
- vi. The CEO, the Chairperson of the Board of Directors or both may sign agreements on behalf of the College as the case may be.
- vii. The Office of the Legal Service Manager will maintain a register of all collaborative agreements on behalf of the College.
- viii. Any financial arrangements associated with proposed collaborative activities shall be clearly defined, subjected to financial regulation of the College and must be approved by the Board of Directors. The collaborative agreements that may not have financial implications may be approved by the CEO and ratified by the Board of Directors. Any subsequent financial transactions associated with collaborative activities will be accurately recorded to satisfy internal and external audit requirements.
- ix. A co-ordinator shall be designated by the CEO for each collaborative agreement. This person will be the primary contact for communication and management of the collaborative activities.
- x. Collaborative arrangements shall be monitored and formally reviewed periodically as per monitoring and evaluation criteria.
- xi. The College will seek to identify and promote best practice in collaborative activities and will aim to comply with the KMTC Act, and other relevant College rules, regulations and policies.

## 5.0 COLLABORATION POLICY FRAMEWORK

### 5.1 Scope

This collaboration shall focus on training and related activities as the starting point and foundation of education initiative. As long-term initiative, there will be a comprehensive approach to education that, involves research, application, and dissemination, in addition to training. It is expected that this broad scope will be envisioned by collaborators as a long-term aim.

The College envisions that at least one of the collaborating institutions in a proposed initiative is a university or institution with an education mandate and the capacity to grant degrees, academic credit or similar certification for the training programs.

### 5.2 Strategies for Collaboration

- i. Justify the need for collaboration for example having a concrete reason for sharing resources.
- ii. Identify and approach other institutions that may make suitable partners, for example those in the region with similar needs to yours, or those in other regions or country with the expertise, infrastructure or knowledge desired.
- iii. Create a co-ordination committee involving all stakeholders that will be in charge of negotiating and managing the collaboration
- iv. Set obtainable objectives and areas for collaboration, for example set a trial period for limited delivery of joint library services before attempting to offer a full suite of services.

- v. Decide personnel needed to manage the collaboration, if any additional personnel are needed, and what kind of training they should have.
- vi. Identify and provide for one-time and ongoing expenditures, such as a one-time infrastructure upgrade or ongoing hiring and training of new staff.
- vii. Identify potential funding sources for additional expenses, such as government grants or through implementing student and faculty user fees.
- viii. Conduct joint marketing strategies since the purpose of inter-institutional collaboration is to give all stakeholders mutual benefits, including the area of marketing and advertising of programmes and services.
- ix. Ensure programme content is current since course content and delivery methods need to be revised and updated periodically, to keep up with changes in the course subject field
- x. Create a quality control agency to ensure suitability for the target learner group, that courses offered collaboratively are relevant to the learner or to the country's needs.
- xi. Draft a Memorandum of Understanding (MoU) with input from all partner institutions, including a mission statement that clearly outlines the area(s) for collaboration, the role and jurisdiction of each partner, and the collaboration's objectives.
- xii. Provide mechanisms of monitoring and evaluation i.e. include provision for periodic review and updating of the collaboration's policies and responsibilities, to reflect changed circumstances - for example, if training programme at one of the collaborating institutions is expanded to include more or different courses. This may mean that the services shared by that institution need revision or upgrading.

### **5.3 Guidelines and legal framework**

The Collaboration Policy will be implemented within the KMTTC Act Cap 261 and other relevant laws, rules, policies, regulation and guideline.

## 6.0 IMPLEMENTATION FRAMEWORK

### 6.1 Terms of Collaboration

Collaboration shall take the form of:

- i. Identification and assessment of training needs.
- ii. Planning and development of curricula.
- iii. Development of materials and methods.
- iv. Faculty exchanges and training.
- v. Evaluation and monitoring of educational activities.
- vi. Facilitation of cooperation and information sharing amongst institutions.
- vii. Promotion for sustainability of training and related activities.

### 6.2 KMTC Collaboration Coordinating Committee

The CEO shall appoint from faculty/staff a collaboration committee whose membership shall not exceed 10 senior members of staff.

The committee shall address requests for collaboration, concept papers detailing the objectives of collaborations, develop a MoU and make recommendations. The recommendations will be considered by the Executive Management thereafter presented to the Finance, Planning and Development Committee for onward forwarding to the Board of Directors.

Consultations with the Attorney General shall be sought after the Boards approval on cases that may require compliance with circulars issued from time to time.

### 6.3 Operationalization of the Policy

The implementation of this Policy shall be supported through a long term strategic plan complemented by annual action plans developed to guide implementation of this Policy

- i). When other institutions seek to collaborate:
  - a) A formal written request shall be given to the CEO seeking permission to establish a collaboration /partnership.
  - b) The request shall be presented to the relevant office concerned with the nature of collaboration to be discussed by Collaboration Coordinating Committee.
  - c) After the Collaboration Coordinating committee and stakeholders have discussed the request, it shall be presented to the Executive Management committee to be forwarded to the Finance, Planning and Development Board committee, as the case may be.
  - d) The Board of Directors will approve the collaboration and issue a Board resolution

- e) The CEO and collaborating party shall sign the Memorandum of Understanding (MoU).
- f) The relevant department shall implement, monitor and evaluate the collaboration.
- g) The Legal Manager shall ensure that the program is working within the legal framework of the MoU.
- h) No external collaboration shall be mounted in the College without following the laid down procedures
- ii) When KMTC seeks to collaborate with other institutions
  - a) A formal written request shall be given to the CEO seeking permission to establish a collaboration /partnership.
  - b) The subsequent steps in the collaboration procedure are as appears in the above

## **6.4 Reports to the Board of Directors**

Quarterly reports shall be provided to the Finance, Planning and Development committee of the Board on MoU's the College has entered into and implementation status of Board resolutions.

# **7.0 POLICY IMPLEMENTATION**

## **7.1 Implementation Date**

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

## **7.2 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.
- 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.

## **7.3 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.

## **APPENDIX I: TEMPLATE MoU**

### **MEMORANDUM OF UNDERSTANDING**

#### **BETWEEN**

**KENYA MEDICAL TRAINING COLLEGE (KMTC)**

#### **AND**

..... **(Partner)**.....

This MEMORANDUM OF UNDERSTANDING is hereby made and entered into by and between Kenya Medical Training College of Post Office Box 30195 – 00100 Nairobi within the Republic of Kenya (hereinafter referred to as KMTC) and .....(Partner)..... of P.O. Box ..... hereinafter referred to as.....

#### **1.0 DESCRIPTION OF PARTIES AND BACKGROUND**

- 1) KMTC is a body corporate established under the Kenya Medical Training Act of 1990.
- 2) The core function of KMTC is to train and develop competent health professionals.
- 3) The Partner is .....
- 4) Both institutions in execution of their respective mandate are desirous of partnering to .....  
.....

#### **2.0 PURPOSE & OBJECTIVES:**

- 1) Statement of the purpose for collaboration
- 2) Broad objectives
- 3) Specific objectives

#### **3.0 INTERESTS AND BENEFITS:**

- 1) Interests and Benefits to KMTC
- 2) Partner's interests and benefits
- 3) Mutual interests and benefits

#### **4.0 ROLE OF THE PARTIES:**

- 1) Full description of KMTC roles/tasks
- 2) Full description of the partner's role/tasks
- 3) Roles or tasks to be performed jointly by the parties



## **5.0 MUTUALLY UNDERSTOOD AND AGREED ISSUES**

### **5.1 SCOPE OF THE MoU**

This MoU governs .....

### **5.2 STAFF**

Through this collaboration, the parties may share personnel as and when required and, on such terms, as shall be mutually agreed in writing for purposes of teaching, programme development, consultancy or any other activity related to the purpose herein contained.

### **5.3 SHARING OF FACILITIES, EQUIPMENT AND INFORMATION**

Parties may share facilities subject to mutually agreed conditions.

### **5.4 AMENDMENTS**

Any amendment to this MoU shall be made by mutual consent of the parties; by the issuance of a written amendment signed and dated by all parties, prior to any changes being affected.

### **5.5 COMMENCEMENT DATE & DURATION OF MOU**

This MoU is executed as of the date of last signature and is effective through ..... at which time it will lapse unless extended. It may be extended upon written request by either party and subsequent concurrence in writing by the other party.

### **5.6 TERMINATION**

Any of the parties, in writing, may terminate the instrument in whole, or in part, at any time before the date of expiration. Specific conditions for example, notice to be agreed before execution.

### **5.7 AUTHORIZED REPRESENTATIVES**

Any action required or permitted to be taken and any document required or permitted to be executed under this MoU may be taken or executed: -

- i. On behalf of Partner, by ..... or any other person appointed in writing
- ii. On behalf of KMTC by the CEO or any other person appointed in writing

## 5.8 PRINCIPAL CONTACTS

The principal contacts for this instrument are:

KMTC

The CEO

P.O. Box 30195-00100

NAIROBI

KENYA

Phone: +254-020-2725711/4

Fax: .....

E-Mail:

Partner

P.O Box....

Phone:

Fax:

E-Mail:

## 5.9 FINANCE

This MoU is neither a fiscal nor a funds obligation document. Any endeavor or transfer of anything of value involving reimbursement or contribution of funds will be handled in accordance with each party's applicable laws, regulations, and procedures. Such endeavors will be outlined in separate agreements that shall be made in writing by representatives of the parties and shall be independently authorized by appropriate authority.

## 5.10 INTELLECTUAL PROPERTY RIGHTS

- 1) Prior to any disclosure of proprietary information by one party to the other concerning specific aspect of this collaboration, the one party may require the other to execute a confidentiality agreement in respect of the information.
- 2) The parties shall periodically review the results of joint projects to determine if any research findings, including processes and methods, constitute protectable intellectual property.
- 3) Once the parties are satisfied that a given discovery or innovation arising from a joint project is worth protecting by patent or other legal means, the two institutions will be required to sign a legal document declaring joint ownership of the property rights and file a joint patent in countries to be determined by the two parties.

- 4) The parties will assume shared responsibilities relating to filing, administration, and further development and exploitation of any joint invention.
- 5) Any decision relating to the commercial exploitation or to the manner of disposal of the intellectual property shall be made jointly taking into consideration the patent regulations of each institution, and in particular the role of the inventor.

### 5.11 INTERPRETATION

- 1) This MoU or any part thereof shall be read, interpreted and construed in accordance with the Laws of Kenya and in a manner that gives effect to the parties' intentions as stipulated or implied by the provisions herein.
- 2) Every clause shall be construed in the context of the entire MoU.
- 3) The unenforceability or invalidity of any clause herein shall not render the remaining provisions of this MoU invalid/unenforceable.

### 5.12 DISPUTE RESOLUTION

Any dispute arising out of this MoU which cannot be amicably settled by the parties shall be determined by arbitrator(s) appointed mutually by the parties. Failing agreement on appointment of the arbitrator(s), the arbitrator(s) shall be appointed by the chairman of the Chartered Institute of Arbitration - Kenyan Chapter. The cost of the arbitration process will be shared between the parties.

IN WITNESS WHEREOF the parties hereto have executed this agreement as of the last written date below.

CEO KMTC

Partner's Authorized Representative

Name.....

Name.....

Sign .....

Sign .....

Date.....

Date.....

## APPENDIX II MONITORING AND EVALUATION CRITERIA FOR COLLABORATION

### Purpose

The main purpose of monitoring and evaluation in this collaboration arrangement is to provide a clear and coherent framework for the implementation of agreed activities through MoU. It sets the framework for tracking the collaboration's implementation and measuring achievements including inputs, outputs and outcomes as well as impact.

### Rationale of M&E Collaboration Policy

M&E plays an important role in the management of collaboration arrangement. It provides assurance that the resources going into collaboration are being utilized, services are being accessed, activities are occurring in a timely manner, and the expected results are being achieved.

This management function facilitates the most effective and efficient use of human and financial resources for the achievement of maximum collaboration benefit for both parties, especially relevant in areas where resources are limited.

### M&E responsibilities

The overall responsibility for the monitoring and evaluation shall rest with the coordinator for respective collaboration arrangement. She/he shall be responsible for planning, facilitating and coordinating the M&E activities and ensure timely preparation and sharing of relevant M&E reports. The coordinator will be supported by the Principal/HoD while overall technical responsibility will be with the CEO.

KMTC and collaborating partners shall jointly provide technical input and support in the implementation of M&E activities.

### Processes for M & E

#### i) Monitoring

The coordinator will be responsible for conducting continuous monitoring of output indicators. Monitoring will be conducted using participatory methods including joint field visits, stakeholder on site meetings. Quarterly meetings will review collaboration progress/implementation and appropriateness of activities based on the implementation plan.

Annual review meetings will bring together all stakeholder representatives to review the collaboration's overall implementation and achievements as well plan for the subsequent periods.

Quarterly and annual progress reports both financial and technical will be compiled by the coordinator and shared with stakeholders.

#### ii) Evaluation

The coordinator will schedule periodic assessment of the relevance, performance, efficiency, effectiveness and impact of the collaboration arrangement. The relevance will respond to what extent are the operations responding to the needs and priorities of the collaborating parties. Efficiency shall focus on whether available resources (financial and non-financial) have been optimally used while "effectiveness" responds to the question as to what extent the parties are benefiting from the collaboration arrangement. The purpose of evaluation will therefore be to improve planning and management; to

strengthen organization; promote institutional learning and to inform Policy.

In conclusion, the monitoring and evaluation framework will seek to establish the extent to which inputs, work schedules and targeted outputs are proceeding so that timely intervention measures are undertaken to correct deficiencies detected during the implementation of collaboration initiatives.

## APPROVAL

**Title** : Collaboration Policy

**Contact** : Corporation Secretary

**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**


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