



ISO 9001:2008 Certified

# Kenya Medical Training College

**Established 1927**

## **Strategic Plan 2018 - 2023**



***Leadership in the training of competent health professionals for sustainable development***

**Theme:** Transformative Training and Research Towards  
Achievement of the Universal Health Coverage Goals



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**O**n behalf of the Kenya Medical Training College (KMTC) Board of Directors, I am pleased to forward the Strategic Plan for 2018-2023 to management for implementation. The Board is determined to improve access and equity of quality medical training and to ensure that the College plays its role in the realization of Sustainable Development Goals and Vision 2030. This is in line with the health service delivery and ultimately national health outcomes.

Inadequate numbers of skilled care providers have had a negative impact on efforts to expand access and improve the quality of health services in the country. This situation is compounded by continued high prevalence of communicable and non-communicable diseases in the country, necessitating expansion of training opportunities as directed by H.E President Uhuru Kenyatta on Universal Healthcare Coverage, one of the Big 4 government agenda.

In the 2013-2017 strategic period, the Board recorded a number of achievements. In the period the College was re-categorized from PC 2 to PC 4A and expanding its mandate to include research and bringing it to the same level with other training and research institutions. In the same period, the number of campuses grew from 28 campuses in 2013 to 65 campuses in 2017 located in 42 out of the 47 Counties. As a result of this expansion the student population grew from about 19,000 and currently stands at 35,565. In addition, the Board initiated review of the KMTC Act to reflect the growth of the College over the years.

It is also during the 2013-2017 period that KMTC increased collaboration with County Governments and other development partners. These increased partnerships brought the College over Kshs 7 billion in land, facilities and other assets. During the strategic period, the College also adopted the Enterprise Resource Planning (ERP) system that is meant to revolutionize operations at KMTC. This system will bring increased transparency and accountability, in addition to ensuring that day to day operations of the College are carried put in an effective and efficient manner. Other achievements include: mounting of new need based programs and branding of the College.

The KMTC Board of Directors under my leadership is determined during this plan period to lead implementation of the long-term strategies for addressing the constraints to training and

development of quality health care providers through strengthening corporate governance systems, policy reviews and direction, resource mobilization, enhancing stakeholder management, strengthening College sustainability and enhancing accountability and decision making, performance management and building strong ties with development partners. During the plan period, the Board will ensure terms and conditions of staff are improved, through implementation of the new category of College, PC 4A. The finalization of the KMTC Act, 1990 will be a key pillar in the realization of the Boards' efforts in driving the College forward and enhancing access to quality and relevant medical training.

This Strategic Plan therefore provides an analysis of the internal and external environment, and makes a strong statement on the role KMTC will play in helping the Government realize sustainable growth in the health sector and the Constitution of Kenya, 2010. It will also give guidance on the implementation procedure, monitoring and evaluation framework and a projection of resource requirements for implementation.

I therefore urge the management and staff to comply with laws and regulations, policies, procedures and process laid down by the Board of Directors for the achievement of this strategic plan.

**Prof. Philip Kaloki, MBS**  
**Chairperson**  
**Board of Directors**  
**Kenya Medical Training College**  
**(KMTC)**



On behalf of the Kenya Medical Training College (KMTC) Management, I wish to forward the Strategic Plan for 2018 - 2023 period. It gives me and staff joy and confidence that our understanding, interpretation and implementation of strategies and policies set by the Board of

Directors are yielding results. The College is on course as it continues to be a model institution in providing quality training for health professionals.

This Strategic Plan is aligned to the Constitution of Kenya 2010, Vision 2030, the KMTC Act of 1990, Public Health Act Cap 242, Food, Drug and Chemical Substance Act Cap 254, Pharmacy and Poisons Board Act Cap 244, all labour laws, the health sector goals and all other relevant enabling instruments and policies that support the health training of professionals in Kenya.

Following re-categorization to a research institution, the College mandate has been expanded to include research. With this new mandate, KMTC contribution in the achievement of the Ministry of Health goals will have a bigger impact. Realizing that health is a prerequisite in the country's efforts towards achievement of Vision 2030, this Plan has also adequately aligned KMTC strategies to respond to the demands of the Vision 2030 social pillar and set the path towards realizing the Sustainable Development Goals (SDGs).

This Plan provides a solid foundation for the training of Certificates, Diplomas and Higher Diplomas in different courses. Coinciding with the Government's new agenda of Universal Health Coverage (UHC) for all Kenyans by 2022, the Plan sets KMTC on a path to ensure contribution to better health care through

training of competent health professionals. KMTC's successful recertification and transition to ISO 2008:2015 standards from ISO 9001:2008 will also serve to assure Kenyans of KMTC's continued quality improvement.

In this Strategic Plan, the College has put in place structures to cultivate stronger relationships with existing and new partners at both local and international levels. The College will leverage on the relationship with the partners to ensure improved training of health professionals for the health sector.

Through the Enterprise Resource Planning (ERP), the Strategic Plan has provided clearly spelt out activities of ensuring the College keeps abreast with uptake of Information and Communications Technology (ICT). Through automation, virtue learning and state of the art medical equipment, we will enhance service delivery in a cost effective manner and ensure seamless operations and connectivity within all the departments and campuses.

I wish to sincerely appreciate the Board of Directors' guidance and support during the development of this Strategic Plan and look forward to further guidance and support in its implementation. I also recognize management and staff for their dedication during the Strategic Plan development period and call upon them to be committed to its implementation.

I am dedicated to the performance of the College and seeking to ensure that KMTC continues to offer quality training to serve the Kenyan people and beyond.

**Prof. Michael Kiptoo,**  
**Ag. Chief Executive Officer,**  
**Kenya Medical Training College (KMTC)**



## The KMTC Board of Directors



**Prof. Philip Kaloki**  
Chairperson  
Board of Management



**Eng. David N. Muthoga**  
Vice Chairperson  
Board of Management



**Prof. Michael Kiptoo**  
Ag. Chief Executive Officer  
KMTC



**Dr. Emily Koech - Member**  
Representing Public Interest  
Chair, Academic, Training, Standards  
and Ethics Committee



**Mrs. Ruth Okowa -Member**  
Representing Public Interest  
Chair, Audit Committee



**Mr. Mithamo Muchiri- Member**  
Representing Public Interest  
Chair, Finance Planning and  
Development Committee



**Mrs. Nancy Mucheru**  
Rep. Principal Secretary  
National Treasury



**Dr. Thomas Mutie**  
Ag. Chief Executive Officer,  
Kenyatta National Hospital



**Dr. Evans Amukoye**  
Alt Director, Kenya Medical  
Research Institute

## The KMTC Board of Directors



**Dr. Mary Ishepe Nandili**  
Ag. Director Nursing Services



**Mr. David N. Kanji**  
Rep. PS Directorate of Personnel  
Service Management



**Prof. James Machoki**  
Principal, University of Nairobi,  
College of Health Sciences



**Ms. Caren Oyugi**  
Principal, KMTC Homa Bay



**Dr. John Nyaga**  
Principal, KMTC Thika



**Dr. Miriam Muthoka**  
Corporation Secretary



## Abbreviations and Acronyms

<b>AR</b>	Academic Registrar
<b>ASAL</b>	Arid and Semi-Arid Lands
<b>BOD</b>	Board of Directors
<b>CBA</b>	Collective Bargaining Agreement
<b>CDF</b>	Constituencies Development Fund
<b>CEO</b>	Chief Executive Officer
<b>CHW</b>	Community Health Workers
<b>COE</b>	Centers Of Excellence
<b>CPD</b>	Continuous Professional Development
<b>CS</b>	Corporation Secretary
<b>DDA</b>	Deputy Director Academics
<b>DDF,P&amp;A</b>	Deputy Director Finance, Planning and Administration
<b>DHRM</b>	Deputy Human Resources Manager
<b>DLSM</b>	Deputy Legal Services Manager
<b>DDR&amp;I</b>	Deputy Director Research and Innovation
<b>DDRM&amp;C</b>	Deputy Director Research, Mobilization and Consultancy
<b>DRM</b>	Deputy Research Manager
<b>EA</b>	East Africa
<b>EAC</b>	East African Community
<b>EDB</b>	Ease of Doing Business
<b>ENT</b>	Ear, Nose and Throat
<b>ERP</b>	Enterprise Resource Planning
<b>FQE</b>	Final Qualifying Examination
<b>GDP</b>	Gross Domestic Product
<b>GoK</b>	Government of Kenya
<b>HELB</b>	Higher Education Loans Board
<b>HQ</b>	Headquarters
<b>HRM</b>	Human Resource Manager
<b>HSM</b>	Health Systems Management
<b>ICT</b>	Information and Communications Technology
<b>ICTM</b>	Information and Communications Technology Manager
<b>IG</b>	Income Generation
<b>IGA</b>	Income Generating Activities

<b>IMF</b>	International Monetary Fund
<b>ISO</b>	International Organisation for Standardization
<b>KEMRI</b>	Kenya Medical Research Institute
<b>KEMSA</b>	Kenya Medical Supplies Agency
<b>KEPH</b>	Kenya Essential Package for Health
<b>KNBS</b>	Kenya National Bureau of Statistics
<b>KIA</b>	Kenya Institute of Administration
<b>KIHSM</b>	Kenya Institute of Health Systems Management
<b>KMTC</b>	Kenya Medical Training College
<b>KNH</b>	Kenyatta National Hospital
<b>KRCHN</b>	Kenya Registered Community Health Nurse
<b>LAN</b>	Local Area Network
<b>LAPSSET</b>	Lamu Port Southern Sudan-Ethiopia Transport corridor project
<b>M&amp;E</b>	Monitoring & Evaluation
<b>MoEST</b>	Ministry of Education, Science and Technology
<b>MoH</b>	Ministry of Health
<b>MOU</b>	Memorandum of Understanding
<b>NACOSTI</b>	National Commission for Science, Technology and Innovation
<b>NGO</b>	Non-Governmental Organisation(s)
<b>PC</b>	Performance Contract
<b>PPP</b>	Public-Private Partnerships
<b>QMS</b>	Quality Management Systems
<b>SAGA</b>	Semi-Autonomous Government Agency
<b>SCAC</b>	State Corporations Advisory Committee
<b>SDGs</b>	Sustainable Development Goals
<b>SP</b>	Strategic Plan
<b>TOT</b>	Training of Trainers
<b>UHC</b>	Universal Healthcare Coverage
<b>UoN</b>	University of Nairobi
<b>USAID</b>	United States Agency for International Development
<b>WB</b>	World Bank

## Executive Summary

The Kenya Medical Training College (KMTC) is a State Corporation under the Ministry of Health entrusted with the role of training various health disciplines in the health sector to serve the East African Region and beyond. The College aligns its strategies to those of the health sector, which in turn draws its focus from Kenya's Vision 2030. The College has 65 campuses, with its headquarters in Nairobi.

The College became a State Corporation through an Act of Parliament in 1990 and the name Kenya Medical Training College was adopted. Since then, the College operates as a Semi-Autonomous Government Agency (SAGA) under a Board of Directors, headed by a Chairperson, whose role is to provide overall leadership and direction of the College as well as oversight on all management operations. The Board has appointed a Chief Executive Officer, who is charged with day to day running of the College, assisted by a Deputy Director in charge of Academics (DDA), a Deputy Director in charge of Finance, Planning and Development (DDA,P&F) and a Corporation Secretary (CS) in charge of Governance, Compliance and Board matters.

This Strategic Plan has taken into consideration the key stakeholders of the College who are; Students, the Government of Kenya, Board of Directors (BoD), Ministry of Health (MoH), Ministry of Education, Science and Technology (MoEST), Development partners, Counties, KEMRI and other Research institutions, Regulatory bodies, Staff, public and private hospitals, Professional Associations, Bodies and Organizations, Alumni, Local and International Universities, The Public and Communities, Suppliers, The Media and Staff Union. The roles and influence of these stakeholders and implications on the operations of the College have been well outlined in Section 1g

The key objectives of the Strategic Planning process for purposes of drafting the Strategic Plan for 2018 - 2023 were agreed upon as follows;

- 1) Review the strategic objectives and goals of KMTC
- 2) Undertake an environmental scan of KMTC
- 3) Undertake a situation analysis of KMTC operations to date
- 4) Through a consultative process and application of appropriate tools of analysis, identify focus areas and develop strategic objectives and key result areas for the same;
- 5) Review the institutional capacity, organizational set-up, financial & administrative systems against the KMTC identified strategic objectives, and key result areas; and make recommendations;
- 6) Propose a strategy for achieving the above objectives and key results



KMTC Board Chairman Prof. Philip Kaloki takes the President H.E. Uhuru Kenyatta through the KMTC profile during the official opening of Nyandarua Campus. Looking on are Deputy President Hon. William Ruto, Health CS Mrs. Sicily Kariuki (in glasses) and Health PS Peter Tum (right)

Having followed the process outlined above, and in view of KMTC's mandate; the opportunities in East Africa and beyond; the growing local competition and the need to innovate in delivery of medical training environment for education, KMTC has chosen the strategic focus of **Leadership in the training of competent health professionals for sustainable development** for the strategic period 2018 – 2023.

The underpinning foundation for KMTC's strategy is contributing towards the goal of Universal Healthcare Coverage (UHC), one of the Government's big four agendas for economic development.

KMTC will direct its efforts on meeting the following three objectives that will sustain its leadership position in the training of competent health professionals;

**Objective 1:** KMTC retains the quality of its training

**Objective 2:** To make KMTC the institution of choice for training of health professionals by 2023

**Objective 3:** To increase KMTC's internally generated revenue by at least 50% by 2023.

Pursuing these objectives in the next five years will enable KMTC to address the following strategic issues which have been identified as critical to the achievement of the strategic goals and objectives;

- **Strategic Issue 1:** Quality of training
- **Strategic Issue 2:** Staff development
- **Strategic Issue 3:** Research, innovation and consultancy
- **Strategic Issue 4:** Linkages, collaboration and partnerships
- **Strategic Issue 5:** Development of infrastructure and other facilities
- **Strategic Issue 6:** Information and Communications Technology (ICT)
- **Strategic Issue 7:** Income generation and resource mobilization
- **Strategic Issue 8:** Marketing, Communications & Brand recognition

## **This Strategic Plan contains the following key sections;**

**Section 1:** This section describes the historical profile of KMTC, puts emphasis on the College mandate and outlines the legal and institutional framework that governs the operations of the College. This section also describes in detail, the stakeholders of the College, the roles and influence of these stakeholders and implications on the operations of the College.

**Section 2:** This section documents a detailed analysis of the business environment in which the College is operating in as well as a detailed SWOT Analysis of the College, the challenges being faced by the College currently and the lessons learnt in the last Strategic Planning period 2013 – 2017.

**Section 3:** This section provides an analysis of the industry and market in which the College is operating in as well as a detailed analysis of the target market of the College.

**Section 4:** This section provides a summary of the strategic outlook of the College as well as the strategic objectives that it will pursue for the Plan period 2018 – 2023.

**Section 5:** This section details all the strategic issues that need to be addressed during the Plan period 2018 – 2023, including road maps on how each of these issues will be successfully addressed.

**Section 6:** This section highlights the measurable action points that shall be taken towards meeting the strategic objectives through addressing each strategic issue. These are highlights; detailed action plans shall be developed by the units responsible. The highlights guide on what action is required to meet the strategic objectives. The departments will develop their annual work plans as subsets of the five-year target. These annual plans will guide their monthly targets and day to day activities.

**Section 7:** This section is on financing the strategy and provides details on how the plan will be financed.

With the successful implementation of this Strategic Plan covering the period 2018 - 2023, KMTC will attract a student population of 50,000 and generate revenues worth Kshs. 16 Billion by the year 2023.



## Section 1: KMTC Background Information



This section describes the historical profile of the College, puts an emphasis on the College mandate and outlines the legal and institutional framework that governs the operations of the College. The College's obligations in the constitution and its role in attainment of the Sustainable Development Goals (SDGs) have also been highlighted.

The college started at the Kenya Institute of Administration (KIA), Kabete near Nairobi, then known as Jeans School for the training of all Government workers in 1927. The first trainees were known as compounders who served in the Native Civil Hospital (King George IV Hospital) then situated

along Queensway (the current University Way). This training was later moved to the King George Hospital (currently Kenyatta National Hospital) that had since moved to the current KMTC headquarters location. Later, the colonial government organized the nurses training at the King George Hospital followed by Pharmaceutical training. After independence, the Government brought all training programs under the Ministry of Health as the Medical Training College.

The College became a State Corporation through an Act of Parliament in 1990 vide Cap 261 of the laws of Kenya and the name Kenya Medical Training College (KMTC) adopted as a unifying title for the institution.



Board Vice Chairman Dr. Eng. David Muthoga (4th left) meets Rarieda Member of Parliament Hon. Otiende Amollo (4th right) on January 18th, 2018 in his office. Eng. Muthoga is accompanied by senior managers from KMTC Headquarters



# INSTITUTIONAL FRAMEWORK

## The Board of Directors

The Board of Directors consists of eighteen (18) members appointed under Section 9 (1) of the KMTC Act Chapter 261 of the Laws of Kenya, and other government laws, regulations and procedures. The College has built its operations on strong corporate governance principles based on the application of high and consistent ethical standards in its relationships with all customers, employees and other stakeholders. This is consistent with the institutions core values of effective corporate governance that has led to a strong commitment to conduct business in accordance with best business practices based on principles of transparency, accountability, responsibility, monitoring compliance with relevant laws and regulations, risk management, appropriate checks and balances and the delivery to commitments to all stakeholders. Ethical leadership and integrity, socio-environmental responsibility and determination of group strategy are the key principles that are taken into account while setting governance standards for the College.

The Board is headed by a chairperson appointed by the President of the Republic of Kenya, whose role is to provide overall leadership and direction of the College as well as oversight on all management operations. The management team is headed by a CEO who is in charge of the day to day operations of the College, assisted by a Deputy Director in charge of Academics (DDA), Deputy Director in charge of Finance, Planning and Development (DDF&A), Deputy Director in charge of Research and Innovation (DDR&I), A Deputy Director in charge of Resource Mobilization and Consultancy (DDRM&C), and a Corporation Secretary (CS) in charge of Governance, Compliance and Board matters.

The Board has constituted four committees namely, Human resource, Finance, planning and development committee, Academics, Training standards and ethics and Audit.

### The Boards role is among others:

- I. Exercising their powers for purposes which they were conferred;
- II. Exercising their role collectively and not individually.
- III. Determining the KMTC's mission, vision, purpose and core values
- IV. Setting and overseeing the overall strategy and approve significant policies of the organization.
- V. Ensuring that the strategy is aligned with the purpose of the College and the legitimate interests

and expectations of its shareholders and other stakeholders.

- VI. Ensuring that the strategy of the College is aligned to the long term goals of the organization on sustainability so as not to compromise the ability of future generations to meet their own needs.
- VII. Approving the organizational structure
- VIII. Approving the annual budget of the College
- IX. Monitoring the organization's performance and ensure sustainability.
- X. Enhancing the corporate image of the College.
- XI. Ensuring availability of adequate resources for the achievement of the organization's objectives.
- XII. Hiring CEO, on such terms and conditions of service as may be approved by the relevant government organ(s) and approve the appointment of senior management staff.
- XIII. Ensuring effective communication with stakeholders
- XIV. Protecting the assets of the College

### Roles of the Chairperson are to:

- i. Provide overall leadership to the Board.
- ii. Play a key role in setting the agenda for Board meetings.
- iii. Conduct efficient Board meetings and guide the
- iv. Board's decision-making process.
- v. Encourage Board members to participate fully in Board deliberations.
- vi. Harness the collective skills of the Board and its committees.
- vii. Lead the annual Board Evaluation Process.
- viii. Monitor the performance of the CEO and lead in the evaluation of their performance.
- ix. Maintain close, but independent working relationship with the CEO.
- x. Ensure appropriate balance of power between the CEO and the Board.
- xi. Be available for consultations with Board members and the CEO.
- xii. Ensure that there is a formal succession plan for Board members.
- xiii. Ensure new Board members are inducted in accordance with the agreed induction programme.
- xiv. Encourage Board members to develop their skills and competencies.
- xv. Promote a positive image of the organization.
- xvi. Encourage a culture of transparency and teamwork among Board members.
- xvii. Act as an informal link between the Board and shareholders.
- xviii. Provide quarterly updates on governance matters and any issues thereof to the responsible Cabinet Secretary and SCAC.

## Committees of the Board

### 1. Human Resource Committee

Terms of Reference

To receive and consider reports, make recommendations and advise the Board generally on:

1. Human Resource Strategy, Policies and Procedures;
2. Terms and conditions of employment for the college staff;
3. To discuss all personnel issues affecting College employees.
4. The College Retirement Benefits Scheme.
5. Staff recruitment, selection, deployment and career development

### 2. Academic, Training, Standards And Ethics Committee

Terms of Reference

1. To receive and consider reports from the Academic Board and make appropriate recommendations to the Board on;
2. Issues relating to students affairs.
3. Reports from regulatory bodies pertaining to KMTC's programs.
4. Establishment of new Campuses.
5. Admissions and examinations.
6. Curriculum development/ Reviews
7. Quality management systems.
8. Sports updates
9. Graduation updates
10. Student Vaccination updates
11. Research Activities

### 3. Finance, Planning And Development Committee

Terms of Reference

To receive and consider reports, make recommendations and advise the Board generally on:

1. The College planning and financial strategy
2. Annual budget and medium Term expenditure Framework;
3. Appointment of bankers, opening of accounts and signatories;
4. Resource Mobilization
5. Purchase and sale of property and disposal of idle assets.
6. The College investment and borrowings;
7. The progress of the implementation of plans and policies as outlined in the strategic plan.
8. Approval of new construction projects;
9. The progress of projects;
10. Maintenance and development of buildings and land;

11. Development, investment and enterprise.
12. Collaboration and Partnerships
13. Memorandum of Understanding
14. Disposal of idle Assets
15. College Legal and ICT Status
16. Performance Contracting

### 4. Audit Committee

To receive and consider reports, make recommendations and advise the Board generally on:

1. Internal and external audit reports
2. Internal Audit annual plan
3. Internal control
4. Risk management
5. Compliance to laws, regulations and standards.
6. Governance
7. Governance Audit Reports

KMTC Board remains collectively responsible for the decisions and actions taken by any committee. A committee only perform the tasks delegated to it by the Board and does not exceed the authority or the powers of the Board.

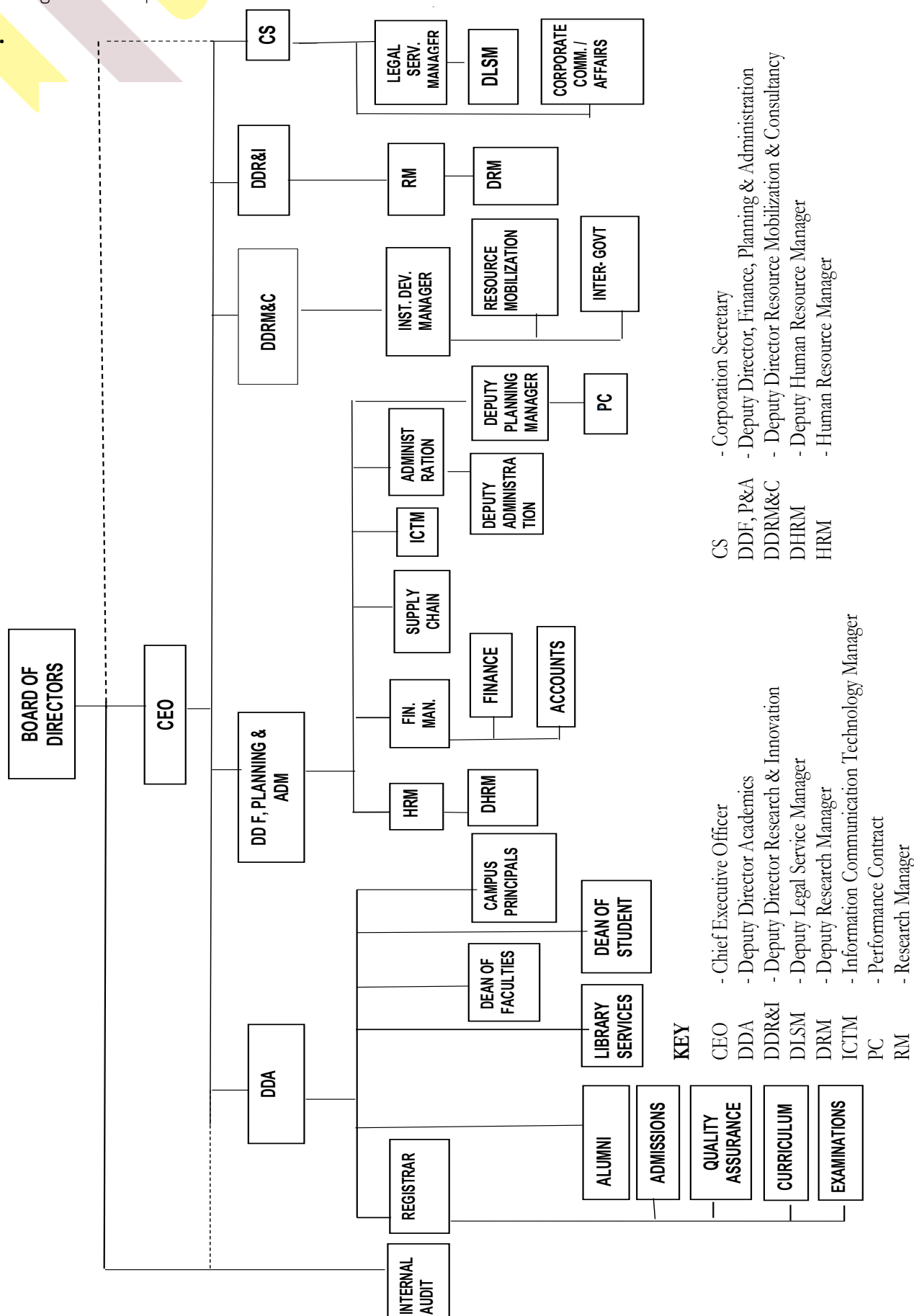
### The Roles of the CEO are to:

- i. Be responsible for the day-to-day operations of the organization.
- ii. Provide leadership to senior management and staff.
- iii. Prepare the annual budgets and establish proper internal controls.
- iv. Be responsible for the execution and communication of the Board' strategies, decisions and policies.
- v. Develop and recommend to the Board the annual business plans for the organization.
- vi. Ensure that the organization has an effective management structure including succession plans.
- vii. Ensure that all Board papers are accurately written, are relevant and are availed to the Board members in good time.
- viii. Serve as the link between the Board and the Management.
- ix. Be responsible for the achievement of the objectives of the organizations.
- x. Put in place effective administrative structures, processes and systems.
- xi. Provide regular, thorough and prompt communication to the Board on key technical, financial and administrative matters.
- xii. Be responsible for stakeholder management and the enhancement of the corporate image of the organization.

## 1.2 Organizational Structure

Following expansion of the College's mandate to include research, the Board approved a new structure. The aim was to align the College functions to the Vision, Mission and Corporate values in addition to bringing out clearly reporting relationships of staff.

Fig.



## 1.3 Kenyan Map of Established KMTc Campuses across the country

The map below reflects established KMTc campuses across Kenya.



## 1.4 The Vision, Mission and Core Values of KMTC

The vision, mission and core values of KMTC are as follows;

### 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

## 1.5 The Mandate of KMTC

The mandate of KMTC as stipulated in the Act of Parliament Cap 261 of the Laws of Kenya is:

- To provide facilities for college education for national health manpower requirements
- To play an important role in the development and expansion of opportunities for Kenyans wishing to continue with their education
- To provide consultancy services in health related areas
- To develop health trainers who can effectively teach, conduct operational research, develop relevant and usable health learning materials
- To conduct examinations for and grant diplomas, certificates, and other awards of the College
- To determine who may teach and what may be taught and how it may be taught in the College, and;
- To examine and make proposals for establishment of constituent training centers and faculties

During the life of this Strategic Plan, the KMTC Act will be reviewed to align it to the Constitution of Kenya 2010, relevant policies and other Government directives and operations of the College.

## 1.6 The Legal & Institutional Framework

The KMTC Act legally conferred self-governing status to the College, so that it can operate independent of the Ministry of Health under a Board of Directors. The Board oversees corporate governance of the College, gives advice and provides oversight on the management activities, guides the development of financial plans and corporate strategies of the College. Apart from the Acts of Parliament that govern the operations of KMTC (Annex 1), the College is governed by the Code of Governance for State Corporations (Mwongozo), the Kenya Health Policy of 2012-2030 and other policies and standards that govern its day to day operations. The College is also governed by the labour laws of Kenya.

## 1.7 The KMTC role towards achievement of the Sustainable Development Goals (SDGs)

As the College pursues its mandate in training health professionals, it contributes to the achievement of the following SDGs:

**Goal 3.** Ensure healthy lives and promote well-being for all at all ages, especially on reversing maternal and child mortality rates and enhancing universal health care access through health worker density and distribution for combating diseases such as malaria, HIV/AIDS and others.

**Goal 4.** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all especially on adult and youth education.

**Goal 9.** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation, especially in contribution to innovation, research and development.



## Section 2: Situational Analysis



### 2.1 The Environmental Scan of Kenya's economy for the next 5 years

#### The Economic Growth rate expected 2018 - 2023

According to the Kenya National Bureau of Statistics (KNBS), Kenya's economy grew by 4.9% in the year 2017 and is projected to grow at an average rate of between 5 – 7% in the years 2018 - 2023.

#### Key Drivers of Kenya's Economic Growth for the next 5 years

The drivers of economic growth for Kenya for the next 5 years (2018 – 2023) are predicted as follows; the housing & real estate sector, infrastructure development, the automobile industry, the manufacturing industry, the agricultural industry, retail trade, ICT, tourism, the Oil and Gas Sector and the hospitality industry as detailed below:

- a) Housing & real estate industry:** The country's booming property market is said to be responding to demand that has been created by the expanding middle class and the growth of urban centres.
- b) Infrastructure development:** Investments in infrastructure have increased immensely, setting the foundation for high growth rates and sustained long-term development. The seriousness with which the government is taking infrastructure development, has been lauded by the International Monetary Fund (IMF) as it will enable the country to reap from its well-educated and skilled populace. The impact of the Lamu Port Southern Sudan-Ethiopia Transport Corridor Project (LAPSSET) in the mid-term is set to ensure Kenya hits its Vision 2030 target ahead of schedule; it's a game changer that will catalyze not only Kenya's economy, but the whole East African region.
- c) Automobile industry:** East Africa's automotive industry is getting busier as new vehicle brands enter the regional market in anticipation for the economic boom resulting from economic integration. East Africa has for long been dominated by vehicle brands from Toyota (East Africa), Cooper

Motors Corporation (CMC), General Motors (GM), Simba Colt and DT Dobie. However, other vehicle brands are setting in, either establishing assembly plants or expanding their sales network across the economic community whose market is set to expand with the establishment of the East African Community.

**d) Manufacturing industry:** On a regional outlook, good news for the Kenyan economy is also good news for the region. Kenya is the largest market for regional manufacturers. This means that high demand for local manufacturing spreads to the region.

**e) Oil and Gas Sector:** Another factor that could influence economic activity in Kenya is the discovery of oil. The discovery of oil in Kenya is a game changer and is expected to contribute significantly to economic growth in the next decade.

Kenya is a regional hub for trade and business, having successfully enhanced the ease of doing business. Kenya is ranked 80 among 190 economies globally in the ease of doing business, according to the latest World Bank annual ratings. The rank of Kenya improved to 80 in 2017 from 92 in 2016. The Ease of Doing Business (EDB) in Kenya averaged 105.90 from 2008 until 2013, reaching an all-time high of 129 in 2013 and a record of 80 in 2017.<sup>1</sup> With an average annual growth of 5% projected for the next five years (2018 – 2023), the Kenyan middle class is expected to continue expanding, bringing the country closer to its grand plan of becoming a middle-income nation by 2030.

### 2.2 Overview of the Medical & Healthcare industry in Kenya

Kenya has set the stage for major improvements in its health care sector. The nation in June 2008 launched Vision 2030, a long term development plan to transform the country into a middle-income economy<sup>2</sup>. Vision 2030 has three key pillars: Economic, Social and Political pillars which focus on the following:

- 1 Ease of Doing Business (EDB) Report World Bank 2017
- 2 Kenya Vision 2030 Report June 2008

- Achieving an average economic growth of 10% per annum.
- Creating fair and equitable social development in a clean and secure environment.
- Realizing a democratic system which focuses on people issues and is accountable and result-oriented.

The vision is bolstered by the Big Four Agenda of Government, which will guide the development agenda of the country in the period 2018-2023. It focuses on key basic needs that are critical in uplifting the standard of living of Kenyans on the path to becoming a middle-income country by 2030. The prioritized areas include affordable and decent housing, affordable healthcare, food and national security and employment creation through manufacturing as rolled out in February 2018. The underpinning foundation for KMTC's strategy is contributing towards the agenda of Universal Health Coverage (UHC).

### **2.2.1 Strengthening human resource capacity in support of Universal Health Coverage in Kenya**

Kenya's health care system faces critical Human Resources for Health (HRH) challenges which are similar to the health systems in many African countries. Recognizing that human resource demands are an integral part of the challenges confronting the national health system, the Kenya HRH Strategy is one of the steps the National and County governments in collaboration with partners are taking to strengthen the HRH in order to deliver quality health services more efficiently. There are myriads of challenges facing Kenya's health sector which includes severe shortages of essential cadres, persistent inability to attract and retain health workers, poor and uneven remuneration among cadres, poor working conditions, inadequate or lack of essential tools and medical and non-medical supplies, the unequal distribution of staff, diminishing productivity among the health workforce, and poor leadership and governance etc.

The Kenya Medical Training College (KMTC), whose role is to train various health disciplines for the health sector, aligns its strategies to those of the sector, which in turn draws its focus from the National Agenda. The current

government agenda is the 'Big Four' agenda where one of the 'four' is Universal Health Coverage.

To achieve Universal Health Coverage, the Ministry of Health has defined priorities with targets to be implemented in the next four years (2018-2022). Among the priorities is ensuring that the necessary human resource for health are available for efficient service delivery.

Further, the College offers more than 70 courses, which are based on curricula which are tailor-made to ensure emerging and re-emerging diseases are targeted. In the efforts to achieve UHC, this Strategic Plan period is critical for the College since it's within the period spelt out by government for achievement of UHC.

### **The college has aligned its operations in four major areas as follows:-**

- Providing competent health workforce
- Improving the quality of training through a continuous review of training programs to align with emerging health needs in the country.
- Continual Sustenance of ISO 9001:2008 Certification to sustain quality training, and successful re-certification to ISO 9001:2015 Standard.
- Developing training programs including short courses that meet market needs in the country (emerging and re-emerging diseases).

### **In particular the college intends to start new academic programs in response to the above, They include:-**

1. Echo - Cardiography (Medical Imaging Sciences)
2. Community Health Extension Workers (Health Education and Promotion)
3. Higher Diploma in Emergency and Critical Care (Embu Campus)
4. Kenya Registered Nursing (Gatundu Campus)
5. Higher Diploma in Family Health Nursing Nairobi (Campus)
6. Higher Diploma Clinical Medicine and Surgery- Family Medicine (Nairobi Campus)

Each of the programs outcome is expected to improve health care at the family and Community level.

### 2.2.2 Growth of Kenya's health sector

Kenya's health sector is expected to grow at a faster rate than the targeted 10% annual overall growth of the economy. As at 2017, the health sector was valued at USD 2.2 billion and contributes 2% to the country's GDP. This growth is possible because:

- Life expectancy in Kenya has increased by 6% in the last 10 years according to the World Health Organisation (WHO)<sup>3</sup>. Average life expectancy is at 63.4 years with male life expectancy being at 61.1 years and female life expectancy at 65.8 years.
- The Kenyan Population is growing at an estimated rate of 2.7% per annum.
- The country's GDP grew at a rate of 4.9% in 2017 according to KNBS<sup>4</sup>.

### 2.2.3 The private sector in Kenya's health industry

Kenya's health policy is based on goals outlined in Vision 2030. There has been a lot of investment by the private sector in health, taking advantage of opportunities to expand access. Citizens visit private clinics, however, when their medical situation deteriorates, they seek help in public health institutions whom they trust have better skills, though they are not the first port of call for medical treatments.

### 2.2.4 Growth in the number of Training Institutions

The *Kenya Health Workforce Report 2015* noted the growth in the number of healthcare workers in Kenya in that period of time, mainly attributed to the increase in training institutions. For example, nursing schools increased from 77 to 102 during the period 2010 - 2015<sup>5</sup>. Despite this positive trajectory, Kenya is still far from the World Health Organisation (WHO) recommended ratio of 44.5 nurses, physicians and doctors for 10,000 people. Kenya is at a distant 13.8 per 10,000 people.<sup>6</sup>

3 WHO Website, Kenya page, who.int

4 Kenya National Bureau of Statistics Report on the Economic Growth of Kenya 2017

5 2015 Kenya Health Workforce Report: The Status of Health Care Professionals in Kenya

6 WHO Website, Kenya page, who.int

## 2.3 SWOT Analysis of KMTC

The first step of the Strategic Planning process entailed a detailed information gathering process which aimed at gaining a thorough understanding of KMTC, its past and present through the review of the following documents;

- 1) Annual Reports for 2013 - 2017
- 2) The immediate past Strategic Plan 2013 - 2017
- 3) The organization structure
- 4) The company profile – Vision, Mission and Core Values
- 5) Description of the campuses and training centers of KMTC
- 6) Employee feedback received during staff meetings
- 7) The achievements and milestones of KMTC over the period 2013 - 2017
- 8) Recent industry reports (2016) of the medical education & health industry in Kenya
- 9) The detailed analysis of the KMTC competition

In addition, a rigorous data collection exercise was conducted with various internal stakeholders at the College as follows;

- 1) In-depth interview and feedback meeting with the Chairperson of the Board of Directors
- 2) Discussions with the Board of Directors
- 3) In-depth Interview and feedback meeting with the Chief Executive Officer
- 4) In-depth interview and feedback meeting held with the Core Management team and Campus Principals
- 5) Input received from employees

The information collected was then processed and analyzed to determine the collective views, opinions, attitudes, perceptions and insights existing about the College amongst its internal stakeholders. The information gathered has been summarized in this report in the SWOT Analysis section and in other sections of this report.

# The SWOT Analysis of KMTC is as follows;

## The Strengths of KMTC

- **Strong brand:** The KMTC brand is well known and well respected in the market. The brand is unique and stands out. It's a top player in the market – the College has considerable potential to become even greater and achieve greater heights.
- **Rich heritage:** The institution has been in existence since 1927 with strong roots that have been growing for well over 90 years.
- **Regional recognition:** The College has regional recognition which will make it easy for the organisation to expand and provide its programs to a wider audience.
- **Re-categorization:** The College has been re-categorized to a higher category of State Corporations from PC2 to PC4A as a training and research institution, which has led to increased budgetary allocation.
- **Geographical spread:** The headquarters of the College is located within Nairobi City, which is the business centre of Kenya with a total of 65 campuses located across 42 of the 47 counties in Kenya.
- **Diverse and specialized programs:** A wide variety of programs and courses that are both diverse and in high demand are on offer to health professionals.
- **Government goodwill:** The College is a Semi-Autonomous Government Agency (SAGA) and attracts both the goodwill of the national government and the county governments.
- **Enabling legal environment:** There is an Act of Parliament that is operational that supports the existence and operations of KMTC. The Act is under review in order to align the operations of the College to new Government directives.
- **A large number of alumni since its inception:** Having been established in 1927, the College has a large pool of alumni resources to draw support from.
- **Quality of training:** The College offers quality training; the College has been ISO certified. It looks forward to being ISO recertified and transiting to ISO 9001:2015 in 2018.

## The Weaknesses of KMTC

- **Financial resources:** The College falls short of funding for much needed development and for operational purposes.
- **Over-dependency on regular programs for revenues:** The institution needs to come up with income generating activities that supplement its regular programs.
- **Lobbying for funding from the government:** Though great strides have been made in the lobbying of funds from the Government, there is still room for improvement.
- **Marketing strategy:** The institution needs to come up with a clear marketing strategy that will be implemented to generate more revenues from its courses and programs. In spite of the College being a Centre of Excellence in training health professionals, additional advocacy and awareness is required to support a strong brand and resource mobilization strategies.
- **Physical facilities:** With rapid expansion, the College has outgrown the physical facilities currently available in various units. Some of the physical facilities are in need of upgrading whilst some of the equipment also needs upgrading.
- **Academic staff:** Although recruitment is ongoing, there still exists shortage of academic staff to handle the academic programs.
- **Policies required to enhance governance and operations:** There is need to review some policies as well as to come up with additional policies in several areas.
- **ICT:** The College has an underdeveloped information and communication Technology Infrastructure which is being improved upon.
- **Performance measurement:** In addition to reviews based on performance contracting, the College will need to apply the Strategic Plan, annual plans and appraisals to staff reviews, by providing more objective tools for measuring performance such as the Balanced Score Card (BSC).
- **Co-curricular and services:** Presently, the facilities and management of co-curricular activities for students and staff affairs is inadequate.
- **Restructuring of the research function:** Inadequate set up of the Research office has led to research funds going to competing institutions since lack of capacity has limited the exploitation of the Research market for funding opportunities.



# The Opportunities present for KMTC

- **Implementation of the Kenya Constitution 2010 and Vision 2030:** Devolved county governments have the responsibility to deliver health care to their county citizens as health care is devolved, ensuring 'right to life' and 'right to quality healthcare'. The College therefore has ready demand as counties seek highly skilled human resource for health service delivery for the achievement of Vision 2030, which is the blueprint for national development. Vision 2030 envisages quality health care through many avenues including increased private public partnerships, which the College can utilize.
- **Provision of consultancy services:** There are increased opportunities for consultancy with the advent of devolved government and the country's commitment to contribute to the Sustainable Development Goals (SDGs) among other regional and international developments.
- **Use of Information and Communications Technology (ICT) to advance service provision:** ICT provides great opportunities to improve the quality, effectiveness and the flexibility of teaching, training, research and clinical services. There is an opportunity to increase the College's ICT activity, both online and offline such as the provision of E-learning programs and courses.
- **Growing demand for medical education:** With the growing demand for KMTC courses and programs, the College has a growing base from which to recruit students into the expanding campus footprint. The College envisions a campus in every county.
- **Private Public Partnerships (PPPs):** There is an opportunity for the College to engage in Private Public Partnerships (PPPs) on several fronts such as provision of accommodation working together with local communities, to enhance enrolment across all campuses.
- **Industry collaboration and linkages:** There is accelerated growth in technological advances which have transformed the way the health industry delivers on its mandate. Partnerships and collaborations with industry players in areas such as attachments, internships, research funding, scholarships and employment opportunities are opportunities that the College can take advantage of.
- **The international students pool:** Improved marketing strategies should be put in place to attract more international students. There is heightened interest in the programs and courses of the College by foreigners which presents an opportunity for the College to tap into the global arena to attract foreign students
- **Resource Mobilization and potential for income generation:** The College has great potential to generate income in the areas of research, provision of consultancy services and provision of health related services by establishing an enterprise unit among other income generating activities.
- **Implementation of the Government development agenda specifically, the Universal Healthcare Coverage (UHC) agenda:** The recent launch (February 2018) of the big four agenda of economic development by the Government of Kenya presents the College with the opportunity to expand its courses, expand its campus network and opportunities to mobilise more resources in order to support the Government in meeting its UHC agenda.



KMTC Board Chairman Prof. Philip Kaloki (3rd left) and CEO Prof. Michael Kiptoo (3rd right) when they led a team from KMTC to the Kajiado County Governor Hon. Joseph Ole Lenku's office (centre) for discussions on enhanced partnership between the two institutions.



## The Threats present for KMTc

- **Government funding:** Funding is largely derived from the Government and tuition fees. Through the State Corporations Advisory Committee (SCAC), the government has advised all its institutions to enhance ways of financing their initiatives.
- **Competition from other Medical Training Colleges:** With 102 medical training institutions in the country, the College has existing and emerging competition in institutions that may also offer attractive employment terms which may cause staff to leave as well as targeting the same pool of students that the College has been targeting.
- **Cost of education:** The rising cost of training in healthcare prevents potential students from joining the College. Though the fees for programs and courses are heavily subsidized by the Government, many of the students applying to join are still unable to afford the fees charged for programs and courses.
- **Student accommodation:** The College has inadequate and secure accommodation in some campuses; the threat of lower enrolment occasioned by this provides an opportunity for private partnerships in student accommodation.
- **Pressure on sharing of the practical training sites:** The legal notice establishing Kenyatta National Hospital (KNH) as a parastatal specified it as a shared teaching hospital for both KMTc and the College of Health Sciences. KMTc and KNH are situated together as is the College of Health Sciences, at the KNH designated zone. Newly established health care training institutions have also entered into MOUs to use the facilities at KNH thus creating strain on the available facilities.



## 2.4 Implementation Status of the 2013 – 2017 Strategic Plan

During the Strategic Planning period of 2013 – 2017, the College increased the numbers of students registering for courses by almost double, more than doubled its revenue, increased the number of programs and courses offered, reviewed existing policies and embarked on several infrastructural developments. The following provides details of key achievements, milestones, challenges learnt and lessons learnt by the College for the strategic period 2013 – 2017;

### a. Student registration summaries

	No. of new student admissions at KMTC			
Year	2013/2014	2014/2015	2015/2016	2016/2017
Total	7,232	7,652	8,125	12,500

### b. No. of campuses opened

The number of new campuses opened during the period 2013-2017 were 35. The total number of existing KMTC campuses country wide stands at 65.

Location of campus (County)	Number of campuses existing as at 2012	No. of KMTC campuses opened					Total number of campuses as at 2017
		2013	2014	2015	2016	2017	
1. Baringo	1						1
2. Bomet	0	1					1
3. Bungoma	2		1				3
4. Busia	0				1		1
5. Elgeyo Marakwet	0				1		1
6. Embu	1						1
7. Garissa	1						1
8. Homa Bay	1				1		2
9. Isiolo	0				1		1
10. Kajjado	1						1
11. Kakamega	1				1		2
12. Kericho	1						1
13. Kiambu	2			1			3
14. Kilifi	1						1
15. Kirinyaga	0						0
16. Kisii	1				1		2
17. Kisumu	1	1			1		3
18. Kitui	1			1			2
19. Kwale	1			1			2
20. Laikipia	0				1		1

21. Lamu	0				1		1
22. Machakos	1	1					2
23. Makueni	0		1	1			2
24. Mandera	0						0
25. Marsabit	0						0
26. Meru	1						1
27. Migori	0	1		1			2
28. Mombasa	2						2
29. Murang'a	1						1
30. Nairobi	3						3
31. Nakuru	1				1		2
32. Nandi	0			2			2
33. Narok	0						0
34. Nyamira	0	1					1
35. Nyandarua	0		1				1
36. Nyeri	1				1		2
37. Samburu	0						0
38. Siaya	2			1	1		4
39. Taita Taveta	0				1		1
40. Tana River	0				1		1
41. Tharaka-Nithi	0			1			1
42. Trans Nzoia	0		1				1
43. Turkana	1						1
44. Uasin Gishu	1						1
45. Vihiga	0	1					1
46. Wajir	0				1		1
47. West Pokot	0		1				1
<b>TOTAL</b>							<b>65</b>

### c. Revenues generated

No	Category of revenues/funds generated	Year 2012/13 KES '000'	Year 2013/14 KES '000'	Year 2014/15 KES '000'	Year 2015/16 KES '000'	Year 2016/17 KES '000'
1.	Tuition and Boarding	1,374,646	1,586,335	1,823,151	2,050,722	2,957,190
2.	Other income generating activities	72,116	50,556	51,881	75,998	58,189
<b>Total amount of funds generated</b>		<b>1,446,762</b>	<b>1,636,891</b>	<b>1,875,032</b>	<b>2,126,720</b>	<b>3,015,379</b>

#### d. New courses and programs introduced

A total number of 12 programmes were introduced within the 2013-2017 Strategic Plan period as follows:

Courses	Year Started	Qualification
1. Phlebotomy and Other Specimen Collection Skills	2013	Short course
2. Higher Diploma in (HIV/AIDS Care and Management	2014	Higher Diploma
3. Certificate in Environmental Health Sciences	2015	Certificate
4. Diploma in Health Education and Promotion	2015	Diploma
5. Higher Diploma in Medical Microbiology	2015	Higher Diploma
6. Diploma in Orthopedics and Trauma Medicine	2015	Higher Diploma
7. Diploma in Addiction Management	2016	Higher Diploma
8. Certificate in Health Education and Promotion for Deaf Persons	2017	Certificate
9. Higher Diploma in Radiography (Therapy)	2017	Higher Diploma
10. Higher Diploma in Computerized Technology	2017	Higher Diploma
11. Higher Diploma in Magnetic Imaging Resonance	2017	Higher Diploma
12. Diploma in Medical Social Work	2017	Diploma

#### e. Staff Capacity developments

The current staff establishment has been reviewed from an approved number of 3,932 in 2012 to a higher number of 5,960 in 2017. The staff population stands at 2,393 of which 1,189 are faculty and 1,204 support staff. The College has exposed its staff to relevant trainings, short courses and programs aimed at enhancing productivity in teaching, management and research. New positions have also been created to support emerging needs of service at the College. The staff population is composed of seconded staff from county government (340), Ministry of Health and part time lecturers on specialized areas contracted from time to time.

#### f. Infrastructure development: 2013 - 2017

Infrastructure development in the five-year period included construction and rehabilitation of facilities as well as purchase of software and new equipment such as;

- Extension of office block at the KMTC Headquarters
- Construction of Nutrition skills laboratory - Murang'a Campus
- Construction of laboratory and classroom - Nyeri Campus
- Construction of laboratory and classroom - Embu Campus
- Construction of classroom block - Thika Campus
- Re-roofing of female hostel block - Nairobi Campus
- Construction of classroom - Mombasa Campus
- Construction of classrooms - Mathare Campus
- Construction of office block - Garissa Campus
- Completion of laboratory - Kisumu Campus
- Rehabilitation of sewage system - Kilifi Campus
- Completion of classroom block - Port Reitz Campus
- Pavilion, ablution block, parking and ground works - Nairobi Campus

## **g. Information and Communications Technology (ICT) development**

- i. Purchase of Enterprise Resource Planning (ERP) software which has several modules to automate the operations of the college.
- ii. New equipment purchased such as skills lab materials, teaching and medical equipment in various campuses.

## **h. Policy Review and development**

Several policies were drafted and are under review such as Student Welfare, Bursaries, Information and Communications Technology (ICT), Disaster Management, Maintenance, Examinations, Library, Sports, Curriculum, Quality assurance, Expansion, Reward and Sanction among others.

## **2.5 Lessons learnt by KMTC during the strategic period 2013 - 2017**

In implementing the 2013-2017 Strategic Plan, the College faced a number of challenges but also learnt a number of lessons as described below:

- 1) The college expanded from 28 campuses to 65 campuses spread in 42 of the 47 counties of Kenya and the student population increased from 19,000 to over 35,000 students. This goes to show that, with the right support, the College has great potential to serve even more students in the future and increase its student uptake.
- 2) The college expansion on programs has led to increase on accessibility of training at the community level for example, Enrolled Community Nursing.
- 3) Collaboration with county governments was strengthened during the period.
- 4) The college revenue doubled between 2013-2017 due to the increased number of students across the campuses.
- 5) The board employed more staff (teaching and non-teaching) during the plan period.
- 6) Equity, accessibility was enhanced enabling students joining the college to pursue different programs.

In this Strategic Planning period 2018 – 2023, the College needs to focus on enhancing efforts of income generation, resource mobilization, optimizing the capacity of the College at campus levels and tightening Monitoring and evaluation across all functional areas for the achievement of the Plan goals.



Medical Laboratory Sciences lecturer Mr. Peter Kariuki takes a student through a practical lesson



## Section 3: Industry & Market Analysis



### 3.1 Education in health related professions

The types of customers seeking education in health related professions include:

- 1) Students seeking higher education upon completion of secondary school education.
- 2) Health professionals seeking to advance their expertise in the medical field.

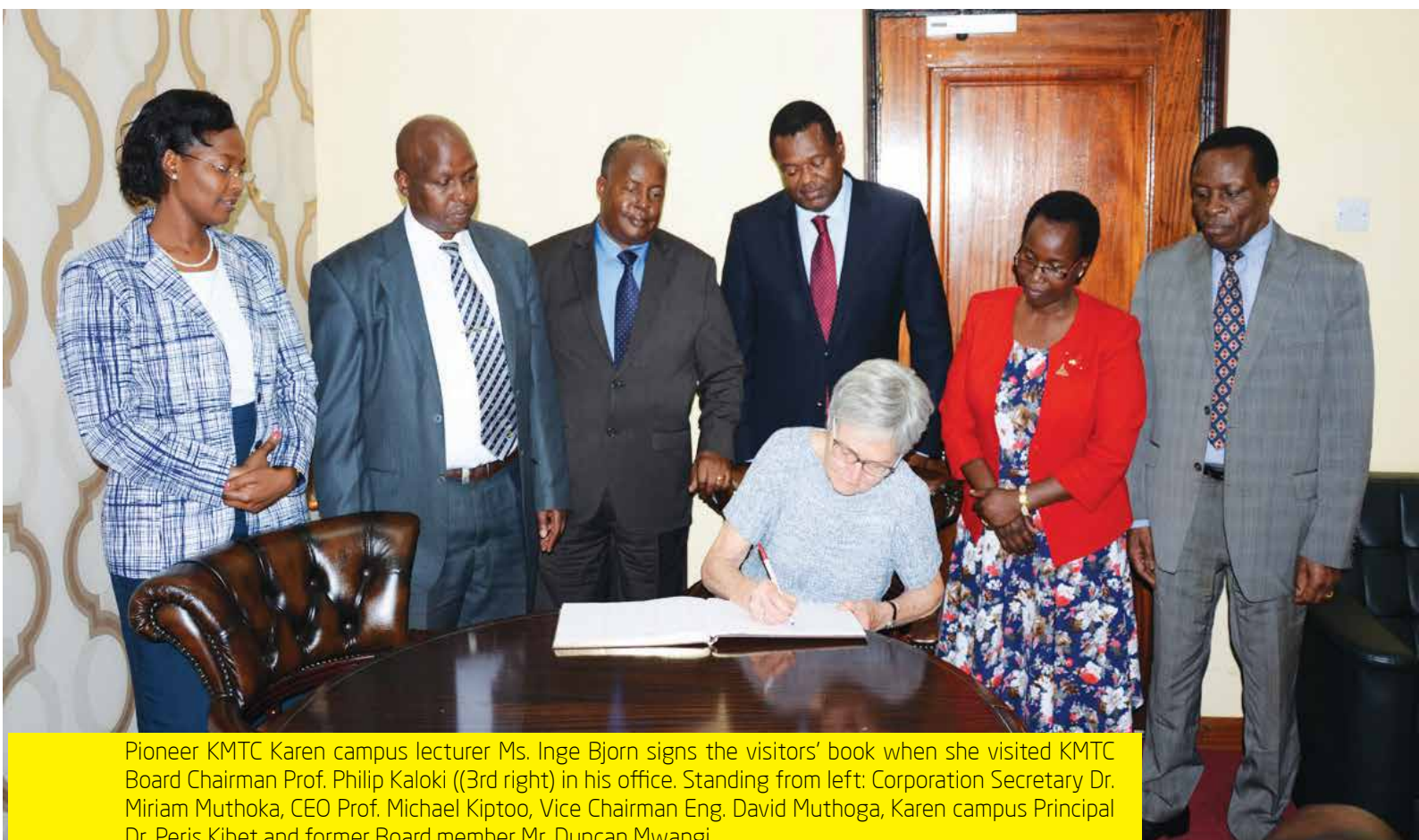
The main market is post-secondary education students seeking higher education.

**K**MTC is in the healthcare sector, providing middle level training for health professionals. It is mandated by the government to do so as the national provider of training services for health professionals. The College offers Certificates, Diplomas and Higher National Diplomas.

With the current ratio of 1.38 health professionals for every 10,000 people, there is need to, at the minimum, triple the number of skilled health professionals in Kenya to reach the desirable 4.45 skilled health professionals per 10,000 people.

**KMTC serves three market segments in the healthcare sector:**

Market Segment	Description of the market segment
Training	Middle-level training and continuing professional development in Medical training
Consultancy	Consultancy services in health service delivery and related fields as well as developing health trainers
Research	Research in medical training, medical service provision and related subjects



Pioneer KMTC Karen campus lecturer Ms. Inge Bjorn signs the visitors' book when she visited KMTC Board Chairman Prof. Philip Kaloki ((3rd right) in his office. Standing from left: Corporation Secretary Dr. Miriam Muthoka, CEO Prof. Michael Kiptoo, Vice Chairman Eng. David Muthoga, Karen campus Principal Dr. Peris Kibet and former Board member Mr. Duncan Mwangi

### 3.1.1 The Target Market of KMTc

This target market is further described below:

#### Market 1: Post-secondary education students seeking higher education

The number of students completing high school in Kenya and sitting the Kenya Certificate of Secondary Education exams average 600,000 with 522,870 and 577,253 having sat the exams in 2015 and 2016 respectively. For the year 2017, 615,284 students registered to sit for the examinations.

The College's intake for 2017 was 12,500 students while for 2016 it was 8,600. The growth of the student uptake will need to match the capacity of the facilities, against the pool of available and qualified students. The College will need to project the number of students that would be enrolled every year taking into account optimization of existing and new resources.

### Characteristics of the post-secondary school target market for KMTc

The dynamics governing this market are outlined as follows;

- 1) Affordability:** Higher education decisions are influenced by their parents considering the resources needed to support their post-secondary school education. The College will have to seek ways to support the funding of student's fees or work with partners such as Higher Education Loans Board (HELb), to support the funding of student fees.
- 2) Capacity of absorption:** The number of applications far outweigh the number of students' admissions that the College has the capacity to absorb.
- 3) Devolution:** Devolution presents a major opportunity for the College to tap into the market since majority of this market (80%) is based in the counties outside Nairobi.
- 4) Bias towards the traditional courses offered by the College:** There is a lack of awareness of the wide range of courses and programs that the College offers and as such, students looking to study at the College apply for the "traditional courses" run by the College such as Nursing and Clinical Medicine.



Some members of the KMTc senior management team who make up the graduation committee led by Deputy Director (Academics) Mrs. Nancy Michire (seated 5th right) and Deputy Director (Finance and Administration) Mr. John Anyira (seated 4th right)



## Market 2: Healthcare and other professionals advancing their careers

This includes those already in the medical field who are continuing with their education or those who want to enter a specific health profession. This is also inclusive of the alumni of the College. There are also major opportunities presented through the implementation of the Universal Healthcare Coverage (UHC), the economic development agenda of the Government of Kenya. The College has been identified by the Government to train 1,000 health workers on Family Medicine towards implementation of UHC. In addition, through World Bank funding, the College has been identified to train annually, 400 nurses from the Arid and Semi-Arid Lands (ASAL) regions of Kenya.

### Characteristics of the healthcare professions target market for KMTC

The dynamics governing this market are outlined as follows;

- 1) Affordability:** They are in employment and therefore, have incomes and more autonomy in decision making than the post-secondary school target market. As such, students pursuing these courses make purchase decisions quicker as they have more information and access to resources.
- 2) Organisation:** They are in organized groups; they can be targeted by the College through their employers or membership associations.
- 3) Access to loans:** They can afford to advance their careers through educational loans taken with their employers, banks or SACCOs. They may also save for their education and take advantage of payment plans the College may offer to match their salary cycles.
- 4) Devolution:** Devolution of health in Kenya is providing unique opportunities for those already in the field who may realize new employment opportunities in county governments and in private facilities coming up across the counties, employees may wish to further their education so as to take advantage of the opportunities being created by devolution.

## The role of the 2018 - 2023 Strategic Plan in addressing the medical training target market

The College has campuses in areas where urbanizing populations are moving into. This Strategic Plan will guide marketing activity over the next five years to take advantage of the strengths of the College and the current and emerging market opportunities available.

### The marketing plan will consider;

- 1) Identifying the unique competitive edge that would attract a post-secondary school student: e.g. practicum opportunities that could lead to employment locally and abroad, nationally recognized certificate enhancing competitiveness for jobs, quality of student life including student accommodation arrangements, courses that would set them up to start a business and other such initiatives.
- 2) Creating awareness of employment/career/business options for all programs and courses that are run by the College.
- 3) Focus marketing communications towards students on the KMTC brand; 'why KMTC', ensuring all student contact points are a one-stop point of information on the brand.
- 4) Focus marketing communications to county governments and private employers on the quality of the College trained graduates.
- 5) Partner with funders of education such as the Higher Education Loans Board (HELB), county and constituency bursary funds and various private foundations so as to increase funding of student fees.
- 6) Develop courses such as bridging programmes for those interested in strengthening their qualification for the health field.
- 7) Partner with development partners for critical projects that will build the capacity of the College to increase student uptake

These combined actions will create demand from both employers and students for programs and courses.

### 3.2 Consultancy services in health related disciplines

One of the functions of KMTC is stated in the objects and functions as;

- (a) to provide consultancy services in health related areas; ['1990 under review'] Kenya Medical Training College CAP. 261 K14 - 7 [Issue 1]
- (b) to develop health trainers who can effectively teach, conduct operational research, develop relevant and usable health learning materials and manage health training institutions;

To this end, the College was fully involved in the health advisory committees especially towards initiation and development of the Kenya Institute of Health Systems Management (KISHM) and has offered consultancy services to the Ministry of Health in training Health Managers through Health Systems Management (HSM) programs. The target market for consultancy services includes:

- Development partners, funders of health programmes, service providers in health and related sectors.
- Institutions and individuals in health professions seeking training of trainers' (TOT) courses.

In collaboration with the Ministry of Health and various county governments, the College can access data on all registered health related organizations. These can then be targeted for the provision of consultancy services since the College is well positioned to provide research, statistics and information in the medical field.

The market seeks reputable partners and depends on referrals within their trusted networks: This positions KMTC at an advantage since the College has a very reputable brand in the market.

### Characteristics of the Advisory/Consultancy Services target market for KMTC

The dynamics governing this market are outlined as follows;

- 1) Structure and policy:** Currently, there is no policy at the College that addresses this target market.
- 2) Resources:** Capacity needs to be developed at the College to effectively serve this market
- 3) Research lecturers:** There is a shortage of research lecturers at the College
- 4) Awareness creation:** The College will need to invest in marketing and awareness creation of its consultancy services

### The role of the Strategic Plan 2018 – 2023 in addressing the advisory/consultancy market

This Strategic Plan will guide KMTC's marketing activity over the next five years to take advantage of the emerging market opportunities available in this market as follows;

- 1) Develop an appropriate policy to cater for this market and enable the exploitation of the vast potential of this market.
- 2) Build the capacity of the Research, Innovation and Consultancy function
- 3) Identify potential organizations with regional or national reach that provide funding for advisory and consultancy services and position the College as a service delivery partner which has a national capacity.
- 4) Develop programmes and projects and seek collaboration with technical and funding partners to deliver the programmes directly or indirectly. Seek to design programmes in conjunction with specified funders so as to get budget allocations ab initio.
- 5) Explore the East African region and beyond to provide consulting services to governments on matters related to skilling health professionals amongst other opportunities.
- 6) Training for community trainers in partnership with privately funded/donor funded initiatives.
- 7) Develop a training calendar for training of trainers' (TOT) programmes which will be marketed widely to utilize capacity during regular semester breaks.

### 3.3 Research in health related disciplines

One of the functions of KMTCC is stated in the objects and functions as;

- (a) to undertake research in disciplines and matters approved by the Academic Board either directly or through the medium of connected universities, or other colleges, schools or institutions"

The College is therefore expected to conduct research and attract funding for the same. The College has experience conducting research across various parts of the country concerning health related issues and has also collaborated on research projects with development partners. Some institutions have spun off their research activity into a fully-fledged independent research institution that contributes funding to the parent institution, where findings are applied and guide educational activities.

Research is key for the College to maintain its leadership position in the provision of training for health professionals. As the only College in Kenya with such a large and growing campus network footprint, the College should be at the forefront in providing health related research.

Past partners in research are a key source of ongoing or further research and also provide credibility as more research grants are sought. The network available at Ministry of Health provides low hanging fruit for possible research grants that can be made available to the College. Research funding institutions are continually seeking partners globally and actively seek proposals and provide parameters for both solicited and unsolicited proposals. The potential for this market remains largely untapped by the College.

### Characteristics of the research market for KMTCC

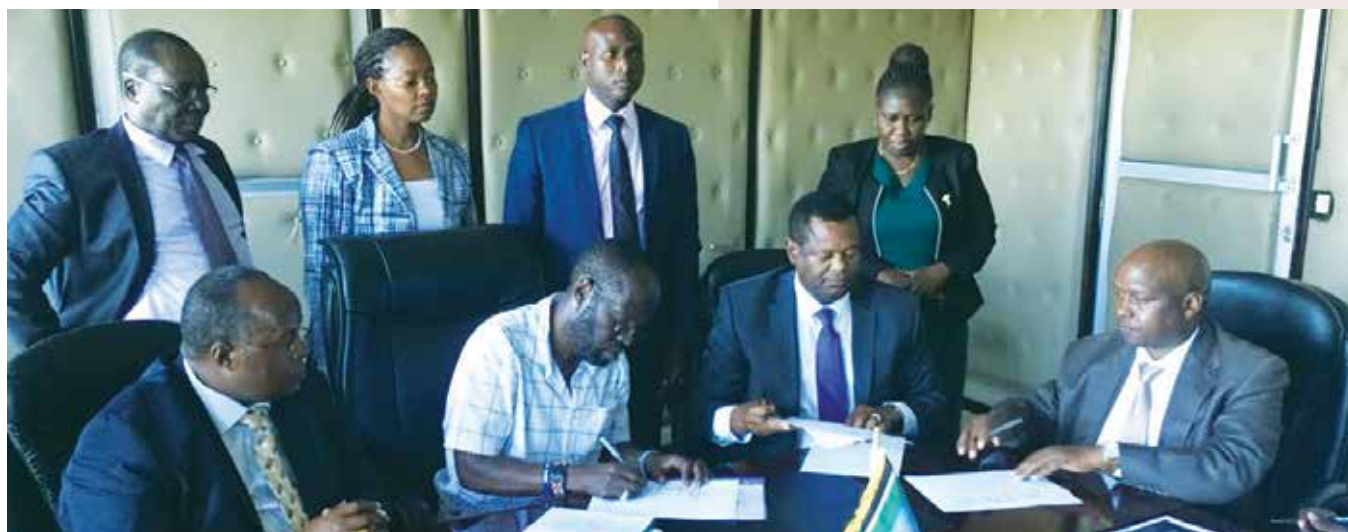
The dynamics governing this market are outlined as follows;

- 1) Re-categorisation:** The College is well supported for the exploitation of this market through the re-categorization of the College from PC2 to PC4A as a training and research institution which has led to increased budgetary allocation for the College.
- 2) Research policy:** There lacks a policy to govern the exploitation of the research market
- 3) Organisational culture:** The College needs to inculcate a culture of conducting research amongst its lecturers and staff

### The role of the 2018 - 2023 Strategic Plan in addressing the research market:

This Strategic Plan will guide KMTCC's efforts towards securing research grants;

- 1) Draft, approve and implement the research policy
- 2) Seek accreditation with organisations such as National Commission for Science, Technology and Innovation (NACOSTI) and other bodies that would enhance ability to attract funding.
- 3) Build capacity by setting up the Research, Innovation and Consultancy function which will develop the annual plans and funding targets as well as operationalizing the implementation of research grants.



KMTCC Board Chairman Prof. Philip Kaloki (seated 2nd right) and CEO Prof. Michael Kiptoo (right) sign a Memorandum of Understanding with Kisumu County Governor Hon. Anyang' Nyong'o (in checked shirt). Board Vice Chairman Eng. David Muthoga (left), Administration Manager Mr. David Ondeng, Corporation Secretary Dr. Miriam Muthoka and Kisumu campus Principal Dr. Kelly Oluoch look on.



## Section 4: The Competitive Advantage of KMTC



Having understood the environment under which the College operates KMTC's success will require leveraging on inherent strengths that provide specific competitive advantage in exploiting the stated market opportunities.

### **The following are the core competences of the College;**

- 1) Rich heritage; established 1927
- 2) Established brand with a positive image and brand legitimacy
- 3) Standardized service quality; KMTC is ISO certified
- 4) Government goodwill
- 5) Strategic positioning - Ministry of Health's partner in training health professionals
- 6) Wide Alumni pool
- 7) Wide geographical spread

The College will deliver on its competitive advantage through specific strategic initiatives and actions on key areas of focus.



## Section 5: KMTC Strategic Outlook



### 5.1 Factors influencing the Strategic Outlook of KMTC

The College operates in a dynamic environment where many changes occurred during the 2013-2017 plan period. These changes require a very adaptive response so as to enable the College maintain an edge as leader in medical education in Kenya. The changes occurred at various levels; educational, technological, political and within the socio-economic environment.

### 5.2 Political and Geo-political factors

On the political and geo-political front, Kenya's health service delivery has been devolved and is a role carried out by the county governments. Health workers therefore have varying terms of employment depending on their employer, such that even with Collective Bargaining Agreements (CBAs), there are challenges that the health sector has faced with employee compensation and benefits following devolution. Employment with the Kenyan government is not guaranteed as it was before. This would mean that, the College must find ways of making the courses attractive and a marketable option for students seeking a career in healthcare, indicating various options including entrepreneurship in health.

On East Africa's geo-politics, Kenya is still considered a leader in education and specifically in medical training, with KMTC having hosted the President of Somalia at the College Headquarters and having begun talks with the Government of Burundi, Government of South Sudan concerning the provision of medical training to nationals of the above mentioned countries. Arrangements to have students from these countries come to the campuses are at advanced stages. The Strategic Plan provides an opportunity to plan for an increasing number of foreign students to be trained at the College both as individual international students and groups, facilitated through bilateral relations between Kenya and their countries of origin.

### 5.3 Factors relating to the development of the Education Sector

On the educational front, the College will need to maintain the ISO certification quality which will ensure that it is producing competent health professionals. The teaching methods will also continue to incorporate the use of ICT and research.

E-learning is increasingly becoming a key component in the delivery of education globally. The Government of Kenya has introduced laptops into primary schools, while several secondary schools teach their students computer literacy. Students joining between 2018 - 2023 will have possibly used computers at one point during their learning experiences. The College must maintain minimum requirements and uphold the expectations of the future students and future health workers. This being very critical and having the potential to water down the KMTC brand, there may be need to review policies regarding delivery of education such as the introduction of E-learning platforms and modules.

### 5.4 Social Economic Factors

On the socioeconomic front, the national demands for medical education and better health care require more training institutions and more health workers, thus, an expanded student intake by the College. An increase in non-communicable diseases matched against the low number of specialists and facilities equipped to handle treatment of non-communicable diseases will require the College to respond with an expanded curriculum matching expanded research. The population of those seeking higher education will continue to rise as was seen during the 2013 - 2017 Strategic Plan period. The College is required to provide them the opportunity to further their education in the medical field. This will require putting up new campuses while expanding and developing existing facilities.

The strengthening of funding is critical to ensure all the activities are maintained to a global standard. Revenue generation is therefore a key driver for the role the College will continue to play in providing medical training.

## 5.5 Stakeholder Engagement

Stakeholder engagement will remain a critical component of KMTC's implementation of the 2018-2023 strategy. Satisfying all stakeholders is a pre-requisite for attracting sufficient resources to fulfill the mandate of the College. The following table represents a detailed analysis of the stakeholders of the College, their role and influence and the implications that this has on the operations of KMTC;

Stakeholder	Roles and Influence	Implication
1. Students	<ul style="list-style-type: none"> <li>The primary customers of the College</li> <li>Consumers of KMTC services (education, training and research services)</li> <li>Contribute to the increase of revenue base of the College operations</li> <li>Project the image of the KMTC brand</li> </ul>	<ul style="list-style-type: none"> <li>Are the reason for the establishment</li> <li>Contribute to health care services provision</li> <li>Improved revenue collection</li> <li>Sustain the operations of the College</li> <li>Improved corporate image</li> <li>Sustain the organizational functions</li> </ul>
2. Government of Kenya	<ul style="list-style-type: none"> <li>Provides Grants</li> <li>Layout of conducive policy and legal frameworks</li> <li>Provide resources for functioning of the College</li> <li>Monitoring and accountability</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability of the operations of the College</li> <li>Improve terms and conditions of service</li> <li>Improved quality of training</li> </ul>
3. Board of Directors	<ul style="list-style-type: none"> <li>Provision of policy and strategic direction</li> <li>Review institutional and management performance</li> <li>Resource mobilization and utilization</li> </ul>	<ul style="list-style-type: none"> <li>Sustenance of the College operations</li> <li>Improved services to the public</li> </ul>

Stakeholder	Roles and Influence	Implication
4. Ministry of Health	<ul style="list-style-type: none"> <li>National Policy formulation</li> <li>Implementation of Health Sector Reforms</li> <li>Development Agenda for instance - Kenya Vision 2030 and SDGs</li> <li>Regulation of fees payable by students</li> <li>Control of standards by relevant regulatory bodies</li> </ul>	<ul style="list-style-type: none"> <li>Influences College operations</li> <li>Approval of resources to run the college operations</li> <li>Influence the review of programmes</li> <li>Improved standards of training and practice</li> </ul>
5. Ministry of Education, Science and Technology	<ul style="list-style-type: none"> <li>Benchmarking and accreditation</li> <li>Collaboration in research activities</li> </ul>	Recognition of the College in the world agenda
6. Development partners	<ul style="list-style-type: none"> <li>Provides support for infrastructure development and improvement</li> <li>Support capacity building for staff</li> <li>Provide scholarship and bursaries</li> <li>Provide technical and financial support</li> <li>Systems strengthening</li> </ul>	<ul style="list-style-type: none"> <li>Continued resource mobilization</li> <li>Provision of infrastructure, equipment, teaching and learning materials</li> <li>Improved knowledge base and skills</li> <li>Increased accessibility to medical training</li> <li>Capacity building to fill resource gaps</li> </ul>
7. Counties	<ul style="list-style-type: none"> <li>Provide extra facilities for attachments</li> <li>Provide land for expansion</li> <li>Provides financial support for health training</li> <li>Partnering for operational research</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen partnership in training</li> <li>Increasing accessibility to medical training</li> </ul>
8. KEMRI and other Research institutions	<ul style="list-style-type: none"> <li>Facilitates training in research skills for students and academic staff</li> <li>Collaboration in organizing scientific conferences</li> <li>Provide training sites for students</li> <li>Collaborative research</li> </ul>	Improved skills to undertake research as one of the College mandates

Stakeholder	Roles and Influence	Implication
9. Regulatory bodies	<ul style="list-style-type: none"> <li>Provide accreditation and validation of training programs/curriculum</li> <li>Maintenance of ethics, standards and quality assurance</li> <li>Regulate the quality of training programmes/ curriculum</li> <li>Effective enforcement of laws affecting the occupation</li> <li>Advocacy with relevant authorities to provide conducive environment for training</li> <li>Provide legal frameworks</li> </ul>	<ul style="list-style-type: none"> <li>Increased competency in service delivery</li> <li>Continuous improvement of quality and standards of training</li> </ul>
10. Staff	<ul style="list-style-type: none"> <li>Develop, review and deliver curricula which meet community needs</li> <li>Execute college policies</li> <li>Provide guidance and required skills</li> <li>Provide support to college activities</li> </ul>	<ul style="list-style-type: none"> <li>Improved health status of the community</li> <li>Improve quality of training</li> <li>Improved systems, processes and structures</li> <li>Achieve core mandate of the college</li> <li>Sustain the organizational functions</li> </ul>
11. All public and private hospitals	<ul style="list-style-type: none"> <li>Provide training sites</li> <li>Consumers of KMTc products as employers</li> </ul>	<ul style="list-style-type: none"> <li>Improved competencies of the students</li> <li>Contribution to the social pillar of Vision 2030</li> <li>Validate KMTcs' mandate</li> </ul>
12. Professional Associations/ Bodies/ Organizations	<ul style="list-style-type: none"> <li>Control and oversight of the legitimate practice of the occupation</li> <li>Monitor professional educational programs</li> <li>Safe guard public interest</li> <li>Professional certification</li> </ul>	<ul style="list-style-type: none"> <li>Maintains professionalism</li> <li>Networking and forum for updating skills</li> </ul>



Stakeholder	Roles and Influence	Implication
13. Alumni	<ul style="list-style-type: none"> <li>▪ Resource mobilization</li> <li>▪ Bring in new ideas for improvement</li> <li>▪ Influence decision making</li> <li>▪ Carry the corporate image</li> <li>▪ Act as resource persons</li> <li>▪ Are KMTC Brand champions</li> <li>▪ Organize social events to raise funds</li> <li>▪ Provide referrals</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved corporate image</li> <li>▪ Improved networking</li> <li>▪ Improved resources to the college activities</li> </ul>
14. Local and International Universities	<ul style="list-style-type: none"> <li>▪ Provide opportunities for staff development through collaboration</li> <li>▪ Provides research opportunities</li> <li>▪ Provide mentorship</li> </ul>	Enhanced knowledge and skills
15. The Public/ Communities	<ul style="list-style-type: none"> <li>▪ Consumers of the services offered</li> <li>▪ Provide financial support to students/ payers of the service</li> </ul>	<ul style="list-style-type: none"> <li>▪ Feedback on quality products</li> <li>▪ Sustainability of operations</li> </ul>
16. Suppliers	<ul style="list-style-type: none"> <li>▪ Provide goods and services</li> <li>▪ Offer training opportunities on new technology</li> <li>▪ Motivate the College by offering goodwill messages in the media</li> <li>▪ Supply required goods and services that are value for money</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide Value for money</li> <li>▪ Improved corporate image when they give congratulatory messages</li> <li>▪ Quality products and services</li> </ul>
17. Media	<ul style="list-style-type: none"> <li>▪ Advocacy of the KMTC mandate</li> <li>▪ Positive publicity</li> <li>▪ Medium of communication to the public through advertisement of College activities</li> <li>▪ Promote greater public awareness</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enhance corporate image</li> <li>▪ Effective communication to the public</li> <li>▪ Provides avenue of communication with general public</li> </ul>
18. Staff Union	Manage labour and industrial relations	<ul style="list-style-type: none"> <li>▪ Maintenance of labour and industrial harmony</li> <li>▪ Productive satisfied workforce</li> </ul>

The College will endeavor to continue to win the commitment of all stakeholders to ensure the provision of quality services.



KMTC graduands all smiles during a past graduation ceremony

### 5.6 The Strategic Focus of KMTC for the strategic period: 2018 - 2023

In view of KMTC’s mandate, the opportunities in the East Africa region and beyond, the growing local competition and its stakeholders and the need to innovate in the delivery of medical training, KMTC has chosen the strategic focus of Leadership in the training of competent health professionals for sustainable development for the strategic period 2018 – 2023.

KMTC will focus efforts on meeting three objectives that will sustain its leadership position in the training of competent health professionals for sustainable development;

- Objective 1:** KMTC retains the quality of its training.
- Objective 2:** To make KMTC the institution of training of choice for all health professionals by 2023
- Objective 3:** To increase KMTC’s internally generated revenue by 50 percent by 2023

Pursuing these objectives in the next five years will enable the College address strategic issues affecting it and thus meet the goal of leadership in the training of competent health professionals.

GOAL:	
Leadership in the training of competent health professionals for sustainable development	
Objectives	
1	KMTC retains the quality of its training
2	To make KMTC the institution of training of choice for all health professionals by 2023.
3	To increase KMTC’s internally generated revenue by 50 percent by 2023.

## 5.7 Strategic Issues to be addressed within the strategic period 2018 - 2023

Following a comprehensive review, the following have been identified as strategic issues to which initiatives for 2018 - 2023 will be addressed.

- **Strategic Issue 1:** Quality of training
- **Strategic Issue 2:** Staff development
- **Strategic Issue 3:** Research, innovation and consultancy
- **Strategic Issue 4:** Linkages, collaboration and partnerships
- **Strategic Issue 5:** Development of infrastructure and other facilities
- **Strategic Issue 6:** Information and Communications Technology (ICT)
- **Strategic Issue 7:** Income generation and resource mobilization
- **Strategic Issue 8:** Marketing, Communications and Brand recognition

**These strategic issues are described here below:**

### 5.7.1 Strategic Issue 1: Quality of training

KMTC is an ISO certified institution. The ISO certification must be maintained especially in light of the proposed expansion of campuses into all counties in Kenya. A review of this will need to be done consistently and continually.

Medical training is the core business of the College. Maintaining excellence in this area is the lifeline of the institution, given the competitive environment. Given the positioning of the College as the foremost institution in medical training, coupled with the national campus network, the College must take the lead even at the community level in equipping students and trainees with the necessary skills in the medical field. This has to be done with a global view of the College

and its alumni's contribution to Vision 2030, the achievement of the UHC agenda of the Government of Kenya and to the achievement of the SDGs.

The College has a very diverse range of academic programmes and courses. However, awareness of the programmes and courses has not been fully created evidenced by the low uptake of some courses. Most students entering institutions of higher learning have studied using computers, making e-learning a necessity to introduce..

Partnerships that will enhance opportunities for all students to get practical experience are necessary to forge.

Over and above expanding to all counties in Kenya, the College is also well positioned to offer teaching opportunities and learning programmes in the East Africa region and beyond.

The College has campuses which are conducive to student life and this must be maintained, balancing curricular and co-curricular learning experiences. Enhancement of the co-curricular development of students as well as enforcement of rules and regulations will be necessary to manage the image of KMTC.

### Initiatives under this strategic issue will include:

- Restructuring the Quality and control assurance office
- Quality control and assurance
- Develop a quality assurance and standards policy
- Sustain and obtain accreditation
- Faculty and staff development
- Strengthen linkages, collaboration and partnerships
- Strengthen Research for Health
- Establish an e-learning division
- Aligning courses to emerging global challenges and opportunities
- Establish centers of excellence

- Infrastructure development
- Seek practicum opportunities for all students
- Standardize examinations
- Restructure student affairs and welfare offices
- Review/Redesign the National Higher Diploma Programs

The expected outcome will include a continuous increase in the quality of teaching and learning.

### 5.7.2 Strategic Issue 2: Staff Development

The current staff establishment has been reviewed from an approved number of 3,932 in 2012 to a higher number of 5,960 in 2017. The staff population stands at 2,393 of which 1,189 are faculty and 1,204 support staff. The College has exposed its staff to relevant trainings, short courses and programs aimed at enhancing productivity in teaching, management and research. New positions have also been created to support emerging needs of service at the College. The staff population is composed of seconded staff from county government (340), Ministry of Health and part time lecturers on specialized areas contracted from time to time.

Maintaining teaching excellence is key in upholding KMTc's mandate as the government's agency in educating and skilling health professionals for Kenya. Staff will need to be recruited, retained and developed to ensure they deliver on the quality promise.

#### Staff must be equipped to deliver e-learning modules.

Retaining staff in a competitive environment is also proving to be an emerging challenge. Full implementation of the collective bargaining agreement will be required to both retain and motivate staff. Staff remuneration and welfare will need to be given special attention.

### Initiatives will include:

- Review entry requirements for academic staff
- Review job specifications for all staff
- Strengthen Academic exchange programmes
- Implement the findings of the skills audit to address the skills gap
- Strengthen staff appraisal
- Institutionalize Continuous Professional Development
- Staff training
- Recruiting staff
- Implement recommendations from staff satisfaction surveys

Expected outcomes include attraction, recruitment and retention of highly qualified and motivated staff.

### 5.7.3 Strategic Issue 3: Research, Innovation and Consultancy

Research is a key component of higher education. The College, as a teaching and learning institution has the mandate to conduct research and provide solutions for delivery of healthcare.

The College has a very deep and equally wide rural network. The network provides a unique opportunity to gather health delivery and uptake insights useful for other policy makers in addition to the value these insights offer to KMTc's teaching and learning objectives.

As a leader in medical training, the College ought to not only exploit the research and innovation opportunities but impart the same skills on its students. The introduction of research as part of the higher national diploma qualification is a great step that needs to be deepened.



### Initiatives will include:

- Registration and accreditation with relevant institutions
- Review the research policy
- Restructure the Research Function
- Undertake research and consultancy as an income generating activity
- Develop a consultancy policy
- Develop the intellectual property policy
- Increase dissemination of research outputs

Expected outcomes include accreditation that will lead to an increase in grants leading to increased innovation as well as consultancy activities.

### Initiatives will include:

- Develop and implement a policy on linkages, collaborations and partnerships
- Position the College as a key player in the Universal Healthcare Coverage (UHC) agenda of the Government
- Enhance collaboration with other relevant institutions
- Establish an office for the alumni
- Exploit opportunities presented through the Ministry of Health

Expected outcomes include; a functional linkage, collaborations and partnership office that enhances the KMTC brand as a key player in the Universal Healthcare Coverage (UHC) economic development agenda of the Government.

#### 5.7.4 Strategic Issue 4: Linkages, Collaboration and partnerships

The College has an opportunity to deepen existing corporate relationships and to create new ones. The College has advantages that position the organisation as a great partner for linkages and collaborations; the brand and the wide national reach are some of these competitive advantages. Further stakeholder engagement and review will continue to yield additional areas of collaboration and partnership. Having been established in 1927, the alumni forms a key partner that the institution needs to enhance relationship with, alongside other stakeholders.

The College will need to enhance partnerships and collaborations with other teaching institutions, research institutions, public sector, private sector and development partners among others.

#### 5.7.5 Strategic Issue 5: Development of Infrastructure and other facilities

The College will need to strengthen its resource base in order to meet its strategic objectives. The resources include finances, human capital, physical assets and the support infrastructure. Physical facilities and infrastructure will require major investment for upgrading and expansion. Failure to pay adequate attention to the resource challenges will lead to sub-optimal performance.

### Initiatives will include:

- Establish Public Private Partnership (PPP) based projects
- Assess the adequacy of the facilities in each campus
- Implement recommendations of infrastructure inventory

Expected outcomes include adequate facilities for enhanced teaching and learning.



### 5.7.6 Strategic Issue 6: Information and Communications Technology (ICT)

The College initiated ICT developments that included acquisition of the Enterprise Resource Planning (ERP) software and initialization of e-learning during the 2013-2017 Strategic Plan period. Further, efforts and investments towards ICT objectives will enable ICT serve institutional development objectives.

#### Initiatives will include:

- Review the Information and Communications Technology (ICT) Policy
- Develop an e-learning policy
- Strengthen the e-learning platform
- Ensure successful implementation of the ERP
- Expand the ICT infrastructure

Expected outcomes include policies for ICT and e-learning implemented as well as the ERP software implemented across the institution through automation of functions.

### 5.7.7 Strategic Issue 7: Income Generation and Resource Mobilization

The College must identify alternatives to generate income in line with guidelines provided by the State Corporations Advisory Committee (SCAC). Depending only on the subsidized fees from students may not help the College adequately meet the projected strategic initiatives required for 2018 - 2023 to ensure organizational sustainability and growth.

#### Initiatives will include:

- Lobby various organizations that fund student education
- Provide increased training opportunities (evening programs)
- Sign MoUs with all county governments
- Increase collaboration with both the national and county governments
- Develop and implement the enterprise and resource mobilization policy
- Explore funding from development partners
- Establish a short courses management unit
- Review/redesign the parallel programs

Expected outcomes include; a functional office handling research and resource mobilization leading to increased funds for both academic and non-academic activities.

### 5.7.8 Strategic Issue 8: Marketing, Communications and Brand recognition

The College made several investments within the 2008-2012 and 2013-2017 Strategic Plan periods. All stakeholders need to be made aware of this through aggressive campaigns on the merits of the College.

#### Initiatives will include:

- Redesign certificates and transcripts to enhance security features
- Developing a mechanism for authenticating certificates and transcripts
- Review the Corporate Communications Policy
- Develop a Marketing, Communications and Brand Policy
- Restructure the Marketing and Communications Function
- Develop a CSR policy

Expected outcomes; Promoting the realization of the Universal Healthcare Coverage (UHC) agenda of economic development of the Government of Kenya by positioning the College as a key partner.

## Section 6: Implementation, Monitoring and Evaluation Framework

The section reviews the structures for implementation and funding of the Strategic Plan and the monitoring and evaluation of the implementation process.

### 6.1 Adoption of the Strategic Plan

The Board of Directors will approve the Strategic Plan and hand it over to the management of KMTC for implementation. Once approved, the CEO will lead the implementation of the Strategic Plan. Each department will develop their annual work plans out of the Strategic Plan. The Board Committees will help in monitoring the implementation through quarterly reports and semi-annual reports on the annual work plans developed. A monitoring and evaluation framework including indicators, baselines, targets, timeframe, strategies and strategic objectives will be drafted for use in monitoring the implementation of the Strategic Plan. A mid-term review will be undertaken at the end of 3 years and a summative evaluation conducted at the end of 5 years by the Board of Directors.

### 6.2 Implementation Matrix

This section highlights the measurable action points that shall be taken towards meeting the strategic objectives through addressing each of the strategic issues. The implementation matrix describes high level actions plans; detailed work plans will be developed by the units responsible. The departments will develop their detailed annual work plans as subsets of the five-year strategies for the five years. These annual plans will guide their monthly targets and day to day activities.

### 6.3 Risks in implementing the Strategic Plan

Risk factors can leverage, hinder or prevent the fulfilment of the strategic objectives. Risk management may also support the development of institutional actions so as to increase the likelihood of

reaching the expected results. Strategic risks should be monitored through key risk indicators in order to allow the identification of conditions that could lead to a risk event. The following are the risks that will affect the implementation of the Strategic Plan;

- **The Student population:** It is assumed that the demand for courses will continue to grow
- **Government funding:** The College will continue to access Government Support in terms of funding
- **Political and Economic environment:** Policies made by the Government will continue to create a conducive environment for operations
- **Competition:** The College will maintain its dominant position

### 6.4 Assumptions

Some assumptions that have been made regarding this Strategic Plan's ability to respond to strategic issues are:

- ISO certification will maintain high academic standards.
- The KMTC brand will see other organizations willing to partner with the College.
- HR of the desired quality will suffice and will be retained
- Government policies will continue to create an enabling environment for strengthening of the health sector.
- The College will maintain its goodwill with both national and county governments
- The current Constitution of Kenya will not be significantly amended to affect the achievement of the Strategic Plan

## The Implementation Matrix Table

Strategic Issue 1: Quality of training					
Activities	Outputs	Performance Indicator	Time Frame (Year 1 - 5)	Cost (Kshs)	Responsible
Restructuring the Quality and control assurance office	Quality and Control Assurance office established	Resourcing the office	Year 1	15 Million	DDA
		Regular quality reports	Year 1 - 5	70 Million	
Quality control and assurance	KPIs met continuously	Set KPIs	Continuous	1.4 Million	DDA
	ISO recertification	ISO 9001:2015 certification	Year 1	38 Million	DDA,P&F
	Maintain regular audits	QMS manuals distributed to all campuses	Year 1	141 Million	DDA
		All campuses included in KEBS surveillance			
Develop a quality assurance and standards policy	A quality assurance and standards policy	Development of a quality assurance and standards policy	Year 1	7.61 Million	CS
		M&E Framework	Year 2		
Sustain and obtain accreditation	Accreditations maintained	Accreditation certificates	Year 1-5	65 Million	AR
Faculty and staff development	Highly skilled and competent personnel	Report on market study on courses demanded	Year 1-5	45 Million	HR
		CPD	Year 1-5	100 Million	HR
Strengthening linkages, collaboration and partnerships	Enhanced networking	Galaxy of partnerships	Year 1-5	60 Million	DDA,P&F
Academic Research	Increased academic research by students and staff	Number of publications	Year 1-5	500 Million	DDA

Establish an e-learning division	E-learning policy	A policy on E-learning	Year 1-2	7 Million	CS
	E-learning curriculum	Enrolment on e-learning modules	Year 1-5	14 Million	DDA
Aligning courses to emerging global challenges and opportunities	New and revised curricula	Market demand for courses	Year 1-5	61.2 Million	DDA
		Number of curricula revised/developed	Year 1-5		
Establish centers of excellence	Highly skilled and specialized staff and health professionals	Centers of excellence on various disciplines set up	Year 1-2	151 Million	DDA
Infrastructure development	Improved facilities	Campuses established	Year 1-5	2.0 Billion	DDA,P&F
		Adequate equipment provided	Year 1-5	4.66 Billion	
Seek practicum opportunities for all students	Increased number of slots for practicum opportunities	Number of MoUs signed	Year 1-2	19.5 Million	DDA,P&F
Standardize examinations	Common examinations	Improved performance in examinations	Year 1-5	635 Million	DDA
Restructure student affairs and welfare offices	Enhanced holistic student life combining curricular and co-curricular activities	Strengthened Deputy Registrar Student affairs	Year 1-2	16.4 Million	DDA
		Improved student performance and student retention			

## Strategic Issue 2: Staff development

Activities	Outputs	Performance Indicator	Time Frame (Year 1 - 5)	Cost (Kshs.)	Responsible
Review entry requirements for academic staff	Job specification manuals	Qualified staff engaged	Year 1	2 Million	DDA,P&F
Review job specifications for all staff		A documented policy on staff requirements			
Academic exchange programmes	Skills, expertise and competences of staff enhanced through exposure	Number of exchange partnerships	Year 1-5	50 Million	DDA and DDA,P&F
		Number of exchange programmes executed			
Conduct skills audit	Skill audit report	Skills gap cure	Year 1	3 Million	DDA,P&F
Strengthen staff appraisal	Staff appraisal tool	Annual appraisal report	Year 1-5	1 Million	DDA,P&F
Institutionalize Continuous Professional Development	A CPD policy	Staff coverage	Year 1-5	1 Million	DDA,P&F
Staff training	Trained personnel	Number of trainings	Year 1-5	500 Million	DDA,P&F
		Number of man hours of training			
		Number of staff trained			
Recruiting staff	Increased staff numbers	Number of and growth in staff	Year 1-2	2 Billion	DDA,P&F
Implement recommendations from staff satisfaction surveys	Improved staff satisfaction	Improved productivity	Year 1-5	1 Billion	DDA,P&F



### Strategic Issue 3: Research, Innovation and Consultancy

Activities	Outputs	Performance Indicator	Time Frame (Year 1 - 5)	Cost (Kshs.)	Responsible
Registration and accreditation with relevant institutions	Certifications	Number of certificates awarded	Year 1-5	25 Million	DDA
Review the research policy	Revised policy	Improvement in research processes	Year 1	5.5 Million	CS
Restructuring the research function	Full time coordinator and researchers	Number of staff	Year 1	Factored under strategic issue 2 under staff recruitment	DDRM&C
Capacitate the research function	Develop research proposals that can be funded	Increased number of funded proposals	Year 1-5	14 Million	DDRM&C
		Total research funds attracted			
		Increased number of publications			
		Annual budgetary allocation			
Undertake research and consultancy as an income generating activity	Research studies conducted and consultancies undertaken for/with clients and partners	Resources realized	Year 1-5	100 Million	DDRM&C
Develop a consultancy policy	A consultancy policy	Increased non-academic funding	Year 1-5	5.5 million	DDRM&C
Develop the intellectual property policy	An IP policy	A policy document	Year 1-2	5.5 Million	CS
	IP protection	Number of inventions, innovations and IP identified and protected	Year 1-2	5 Million	DDRM&C
Increase dissemination of research outputs	Stronger KMTC brand	Abstracts presented at symposia and conferences	Year 1-5	36 Million	DDRM&C
		Publications in peer reviewed journals			
	Enhanced staff quality through exposure, leading to more responsive academic programmes and other development programmes	Number of symposia and conferences set up and organized by KMTC			
		Participation in symposia and conferences			

#### Strategic Issue 4: Linkages, Collaboration and Partnerships

Activities	Outputs	Performance Indicator	Time Frame (Year 1 - 5)	Cost (Kshs.)	Responsible
Develop a policy on linkages, collaborations and partnerships	Policy document	Stronger relationships that can be leveraged for consistent financial growth	Year 1	5.5 Million	CS
Operationalize the Linkages, Collaboration & Partnerships Office	A functional Linkages Collaboration and Partnerships office	Number of linkages, partnerships and collaborations	Year 1-5	85 Million	DDRM&C
Enhance collaboration with other relevant institutions	Increased resources				
Establish an office for the alumni	Alumni database	Number of alumni activities	1-5	50 Million	DDRM&C
Position KMTC as a key player in the Universal Healthcare Coverage (UHC) agenda	Support given towards achievement of UHC	Number of additional specialized programmes addressing the UHC need	1-5	50 Million	DDRM&C
	An increase in resources	Number of health professionals trained	1-5	30 Million	DDRM&C
		Number of agreements			

#### Strategic Issue 5: Development of Infrastructure and other facilities

Activities	Outputs	Performance Indicator	Time Frame (Year 1 - 5)	Cost (Kshs.)	Responsible
Establish Public Private Partnership based projects	Improved infrastructure	Number of PPPs	Year 1-5	27 Billion	DDRM&C
	Earnings from PPP projects at Kenya Shillings 1 Billion every year from the third year				
Assess the adequacy of the facilities in each KMTC campus	Infrastructure inventory	Number of KMTC campuses assessed	Year 1-2	13 Million	DDA,P&F
Implement recommendations of infrastructure inventory	More facilities	Project plan for infrastructure upgrade	Year 1-2	4.1 Billion	DDA,P&F

## Strategic Issue 6: Information and Communications Technology (ICT)

Activities	Outputs	Performance Indicator	Time Frame (Year 1 - 5)	Cost (Kshs)	Responsible
Review ICT Policy	ICT Policy	Policy adopted	Year 1	3.5 million	CS
Develop an e-learning policy	E-learning policy	Policy adopted	Year 1	5.5 Million	CS
Expanding ICT infrastructure	Hardware, Software,	Increase in availability of ICT resources across all campuses	Year 1-5	1.38 Billion	DDA,P&F
Strengthen e-learning platform	E-learning module	E learning module launched	Year 1-2	6.4 Million	DDA
		Classes being conducting through e learning	Year 1-2		DDA
		All KMTC campuses digitally connected	Year 3-5		DDA,P&F
		All KMTC students able to access academic journals as applicable			DDA,P&F
Ensure successful implementation of ERP	Automated operations	A module for each administrative function at KMTC	Year 1-2	262 Million	DDA,P&F

## Strategic Issue 7: Income Generation and Resource Mobilization

Activities	Outputs	Performance Indicator	Time Frame (Year 1 - 5)	Cost (Kshs)	Responsible
Lobbying various organizations that fund student education	Increased enrolment and retention	Increase in number of active partnerships	Year 1-5	5 Million	DDRM&C
	Growth in Year 1 by 100% and 50% year on year growth	Increase in funding			
Provide increased training opportunities from East Africa and beyond	Strategy for attracting foreign students	Number of active commercial relationships with Eastern Africa partners	Year 1-5	90 Million	DDRM&C
	Establish an International Students office working closely with the Foreign Affairs and grow the foreign student population	Number of foreign students			
Signing of MoUs with all county governments	47 MoUs signed	Number of MoUs signed	Year 1	135 Million	DDA,P&F
Increase collaboration with both national and county governments	An equivalent of Kenya Shillings 50 Million annually resourced to KMTC by each county government in the first year of MoU implementation	Implementation of the agreements	Year 1-5		
		Financial value of resources received			

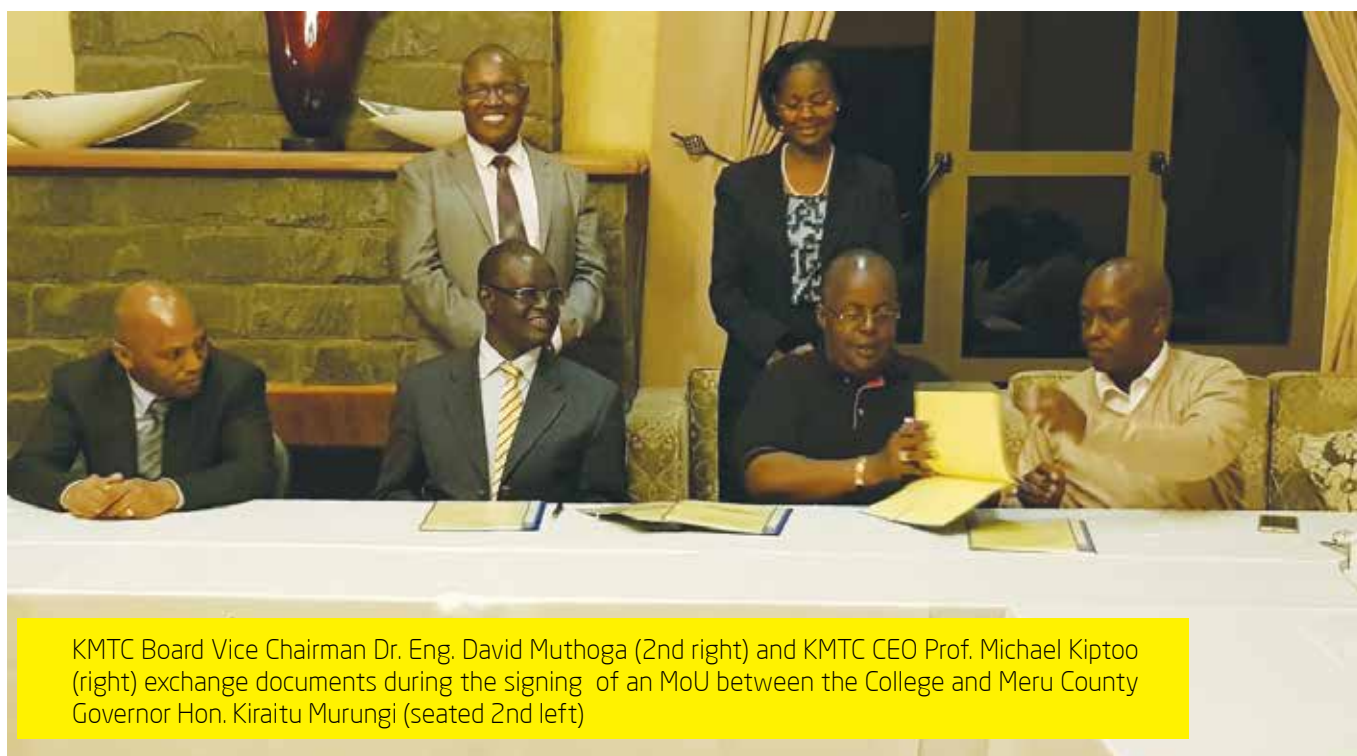
Develop enterprise and resource mobilization policy	A policy	Policy adopted and implemented	Year 1	7 Million	CS
	Enterprise unit established	Operationalized business activities	Year 1-5	103 Million	DDA,P&F
	Generate a minimum revenue of Kenya Shillings 500 Million in the first year with a 20% year on year revenue growth	Financial statements indicating revenues generated			
	Resource mobilization unit established	Donations of a minimum of Kenya Shillings 100 Million received every year	Year 1 -5	50 Million	
	Mobilize a minimum of Kenya Shillings 500 Million in the first year with a 50% year on year growth				

#### Strategic Issue 8: Marketing, Communications and Brand Recognition

Activities	Outputs	Performance Indicator	Time Frame (Year 1 - 5)	Cost (Kshs)	Responsible
Redesign KMTC certificates and transcripts to enhance security features	Redesigned certificates and transcripts	Secure certificates and transcripts	Year 1	15 Million	DDA,P&F
Developing a mechanism for authenticating KMTC certificates	Authentication mechanism	Continuous verification of KMTC certificates	Year 1	5.5 Million	DDA,P&F



Develop Marketing, Communications and Brand Policy	The Marketing Communications & Brand Recognition Policy in existence	The Policy	Year 1	7.1 Million	CS
	Implementation of policy	Increased visibility of the KMTC brand	Year 1-5	584.9 Million	DDA,P&F
Restructure Communications and Marketing office	Functional office	Number of students enrolled across all courses	Year 1-2	10 Million	DDA,P&F
Develop CSR policy	A policy	The policy in existence	Year 1	7.1 Million	CS
	Implementing the CSR policy through CSR activities	Increased visibility for KMTC and community buy-in	Year 1-5	125.6 Million	DDA,P&F
Review the Corporate Communications Policy	A policy	The policy in existence	Year 1	7.1 Million	CS
	Implementing the Corporate Communications Policy	Improved communication	Year 1-5	312.9 Million	DDA,P&F



KMTC Board Vice Chairman Dr. Eng. David Muthoga (2nd right) and KMTC CEO Prof. Michael Kiptoo (right) exchange documents during the signing of an MoU between the College and Meru County Governor Hon. Kiraitu Murungi (seated 2nd left)

## Section 7: Financing the Strategy



During the Strategic Plan period 2012 and 2017, revenue grew at the rate of 13, 15, 13 then 42 percent year on year. This gives an average year on year revenue growth rate of 20.75 percent for the period 2013 - 2017. The sources of funds that will be used to fund this Strategic Plan include tuition fees, charges on accommodation and catering income, recurrent grants and development grants.

The total budget for the five-year Strategic Planning period is KSHS. 46.8B as indicated by the table below:

STRATEGIC ISSUE	2018 - 2023 BUDGET (KSHS)
Strategic Issue 1: Enhance the quality of training	8,607.1 Billion
Strategic Issue 2: Staff development	3,557 Million
Strategic Issue 3: Research, Innovation and consultancy	195.9 Million
Strategic Issue 4: Linkages, collaboration and partnerships	220.2 Million
Strategic Issue 5: Development of infrastructure and other facilities	32,493 Billion
Strategic Issue 6: Information and Communications Technology (ICT)	277.4 Million
Strategic Issue 7: Income generation and resource mobilization	340 Million
Strategic Issue 8: Marketing, Communications & Brand recognition	1,075.2 Billion
<b>GRAND TOTAL</b>	<b>46,760.8 Billion</b>

**Resource mobilization strategies as mentioned in the strategic issues above would include:**

- Lobbying for increased Government grants.
- Partnership with development partners on specified areas of the strategy.
- A larger student body which will lead to more revenues received as student fees.
- Strengthening enrolment of self-sponsored students.
- Establishment of the KMTC enterprise unit.
- Establishment of research, mobilization and consultancy services.
- Lobbying of county governments and other bursary funds to support KMTC students.

# Annex 1: Acts governing the operations of KMTC



The following are the legislative acts relevant to the operations of the College;

- 1) The Constitution of Kenya 2010
- 2) KMTC Act Cap 261 (1990) (under review)
- 3) State Corporations Act Cap 446 (2012)
- 4) Health Act (2017)
- 5) Public Health Act Cap 242 (1986)
- 6) Environmental Management and Coordination Act Cap 387 (1999)
- 7) Pharmacy and Poisons Act Cap 244 (1989)
- 8) Food, Drugs and Chemical Substances Act Cap 254 (1992)
- 9) Health Cadres Regulatory Bodies Acts
- 10) Malaria Prevention Act Cap 246 (1983)
- 11) HIV and AIDS Prevention and Control Act (2006)
- 12) Public Finance Management Act (2012)
- 13) The Exchequer & Audit Act Cap 412
- 14) Public Procurement and Disposal Act Cap 412C, 2005 & Regulations 2006
- 15) Education Act Cap 211 (1980)
- 16) The Kenya Higher Education Act



Somalia President H.E. Muhammed Farmajo signs the visitors' book when he visited the College. KMTC Board Chairman Prof. Philip Kaloki (left) Board Vice Chairman (3rd right) and some Board members look on





KMTTC Board of Management led by Prof. Philip Kaloki (seated 6th from right) and CEO Prof. Michael Kiptoo (seated 5th right) with Senior Managers and Principals during a workshop in Mombasa in April 2018.





# STRATEGIC PLAN 2018-2023

2018

January							February							March						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
1	2	3	4	5	6		1	2	3	4	5	6	7	8	9	10	11	12	13	14
7	8	9	10	11	12	13	4	5	6	7	8	9	10	11	12	13	14	15	16	17
14	15	16	17	18	19	20	11	12	13	14	15	16	17	18	19	20	21	22	23	24
21	22	23	24	25	26	27	18	19	20	21	22	23	24	18	19	20	21	22	23	24
28	29	30	31				25	26	27	28	29	30	31	25	26	27	28	29	30	31

April							May							June						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
1	2	3	4	5	6	7	1	2	3	4	5	6	7	8	9	10	11	12	13	14
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22	23	24	25	26	27	28	20	21	22	23	24	25	26	17	18	19	20	21	22	23
29	30						27	28	29	30	31			24	25	26	27	28	29	30

July							August							September						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
1	2	3	4	5	6	7	1	2	3	4	5	6	7	8	9	10	11	12	13	14
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22	23	24	25	26	27	28	19	20	21	22	23	24	25	16	17	18	19	20	21	22
29	30	31					26	27	28	29	30	31		23	24	25	26	27	28	29

October							November							December						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
1	2	3	4	5	6	7	1	2	3	4	5	6	7	8	9	10	11	12	13	14
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28	29	30	31				25	26	27	28	29	30		23	24	25	26	27	28	29

2021

January							February							March						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
31	1	2	3	4	5	6	1	2	3	4	5	6	7	8	9	10	11	12	13	14
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24	25	26	27	28	29	30	28	29	30	31				28	29	30	31			

April							May							June						
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25	26	27	28	29	30		23	24	25	26	27	28	29	27	28	29	30			

July							August							September						
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25	26	27	28	29	30	31	29	30	31					26	27	28	29	30		

October							November							December						
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31	1	2	3	4	5	6	1	2	3	4	5	6	7	8	9	10	11	12	13	14
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24	25	26	27	28	29	30	28	29	30					26	27	28	29	30	31	

2019

January							February							March						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
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27	28	29	30	31			24	25	26	27	28	29	30	24	25	26	27	28	29	30

April							May							June						
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28	29	30					26	27	28	29	30	31		23	24	25	26	27	28	29

July							August							September						
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28	29	30	31				25	26	27	28	29	30	31	29	30					

October							November							December						
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27	28	29	30	31			24	25	26	27	28	29	30	31						







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