



KENYA MEDICAL TRAINING COLLEGE

STRATEGY FOR EXPANSION OF KMTc PHYSICAL FACILITIES

**PROPOSAL FOR FUNDING OF KMTc EXPANSION
STRATEGY FOR SUSTAINABILITY OF TRAINING OF
HEALTH WORKERS IN KENYA.**

Preface

The Kenya Medical Training College (KMTC) was established in 1927 and has grown to be the largest mid-level Medical Training College in the region. It became a Semi-Autonomous Government Agency (SAGA) under the Ministry of Medical Services through an Act of Parliament in 1990, with the core mandate to train and develop middle level health professionals. KMTC graduates constitute over 90% of health workers in Kenya and several get employment abroad particularly in the developed countries.

The demand for medical courses has been on the increase as evidenced by the high number of applicants received annually by the College. Out of 30,000 applicants only 4,000 are admitted to pursue various courses. The demand for health workers to meet the changing health needs has increased in Kenya and beyond. To address the challenge, this project proposes to increase the capacity of the College to train through expansion of the existing campuses and establishment of the new campuses. The expected outcomes of this project include:

- Health facilities are adequately staffed with qualified health workers to meet the WHO recommended standards
- The impact of migration of health workers to other countries is mitigated as the country becomes a net exporter
- The country becomes a net exporter of health manpower, which increases employment opportunities and results in wealth creation for the nation
- The financial status of the College improves thereby reducing reliance on exchequer
- New market-driven courses to address the changing health needs of the population

- The number of full fee paying students increases, therefore subsidizing the regular students
- The number of regular students from marginalized groups increases

The existing **27** campuses to be expanded are:

1. **Nairobi Province:** Nairobi, Mathare, Karen
2. **Central:** Nyeri, Murang'a, Thika
3. **Eastern:** Machakos, Embu, Meru, Eastern
4. **Western:** Kakamega, Webuye
5. **Nyanza:** Kisumu, Kisii, Homa Bay, Siaya
6. **Coast:** Mombasa, Port Reitz, Kilifi, Msambweni
7. **Rift Valley:** Nakuru, Eldoret, Kabarnet, Kapkatet, Lodwar, Loitokitok
8. **North Eastern:** Garissa

The proposed new campuses are:

1. **Nyanza:** Migori, Nyamira
2. **Rift Valley:** Narok, Eldama Ravine, Kapenguria
3. **Eastern:** Wote
4. **Coast:** Taveta
5. **Central:** Othaya, Karatina
6. **Western:** Busia

The expansion includes construction of tuition blocks, office blocks, libraries, dining hall/ kitchens and hostels at a total cost of **12.982 billion**. This will be phased out as funds become available.

Dr. Timothy King'onde
Director

9th September 2008

Executive Summary

Kenya Medical Training College (KMTC) is the oldest and largest Medical College in Kenya and the region having been in existence 1927. It is a semi-autonomous government institution under the Ministry of Medical Services. Its primary mandate is to provide facilities and train health professionals to meet the health manpower needs. Currently it has a student population of **14,114** pursuing over 50 medical courses/programs in 27 campuses distributed across all provinces of Kenya. Graduates from the College are demand in Kenya, other parts of Africa and overseas.

The demand for medical training in Kenya has been increasing at a rate unmatched by available opportunities. For instance out of the **30,000 applications** received annually in KMTC, only a maximum of 4,000 students are admitted, leaving a big unmet need. The situation may not only persist but also get worse unless physical facilities are expanded in the College. Development of facilities has taken place in the recent past due to limited resources. Whereas fees charged on regular students are highly subsidized, indications are that there is a demand by full fee paying (module II) students. The objective of this project is therefore, to develop additional training facilities in all the campuses to accommodate a cost effective minimum of 1,500 students in all campuses, 50% of whom will be module II students. The resultant increase in revenue will enable an increased number of regular students by 30% with a bias towards marginalized groups.

The expansion will involve construction of buildings and purchase of equipment. To augment fees paid by students and exchequer support, a modern conference facility will be developed at Karen campus to meet the growing demand for such a facility in the public sector. The project will be phased within 5 years, as funds become available, starting with areas that have immediate impact on revenue generation. Current College assets are valued at KES 4 billion with annual revenue of KES 1.7 Billion per year. The project will be implemented within the College structure and governed by existing public service regulations. The total budget for the project is **KES 12.982 Billion**. To ensure timeliness, effectiveness and quality in achieving project objectives a monitoring and evaluation framework will be established.

2. Background Information and Statement of the Problem

(a) Background

Kenya Medical Training College (KMTC) was established in 1927 to train health professionals. The College has grown from training four students to the present strength of over 13,000 students attending of 50 programs in 27 campuses distributed across all the regions in Kenya. The campuses are located within or adjacent to teaching government hospitals.

KMTC being the oldest and largest medical training institution in Kenya and the region produces health workers who serve not only in Kenya and Africa but also overseas in countries like USA, Britain and Australia. The College is a semi-autonomous government agency under the Ministry of Medical Services, established through an Act of Parliament in 1990 vide cap. 269 legal notice no. 14 of the laws of Kenya. It is therefore a self-governing institution operating under the direction of a Board of Management. The 27 campuses are administered from the College headquarters at Nairobi under the Director.

The mandate of the College is to:

- Provide facilities for college education for national health manpower requirements
- Play an effective role in development and expansion of opportunities for Kenyans wishing to pursue education in health
- Provide consultancy service in health and related areas
- Develop competent health trainers who can teach, conduct research, develop learning materials and manage health institutions
- Examine and propose establishment of additional constituent colleges

Courses are offered at certificate and diploma levels. Degrees are offered in collaboration with local and international universities. Short courses are offered on demand. The courses include: Clinical Medicine, Community Oral health, Dental Technology, Environmental Health Sciences, Health Records and Information, Medical Engineering, Medical Imaging Sciences, Medical Laboratory Sciences, Nursing, Nutrition, Pharmacy, Physiotherapy, Occupational Therapy and Health Promotion.

(b) Problem Statement

According to the government economic recovery strategy, health facilities are set to increase by 1.3%, hospital beds by 4.5% and health personnel by 2.6% by the year 2010. Currently in Kenya for every 100,000 people there are 14.1 doctors, 2.4 dentists, 5.1 pharmacists, 25.2 registered nurses, 83.2 enrolled nurses, 10.9 clinical officers, 2.0 public health officers, 14.9 public health technicians, 3.5 pharmacy technologists. All these fall far below the WHO recommended staffing levels, for example it recommends 200 registered nurses per 100,000 people. To meet this demand and in response to achieving the Millennium Development Goals of reversing disease trends, the health sector relies on KMTC that trains over 90% of health workers in the country to take a leadership role.

The demand for medical training has been increasing and the College is unable to meet this need due to limited facilities. For instance the College receives about 30,000 applicants annually but only manages to admit about 4,000 (13%). A SWOT analysis shows that because of its vast experience, expertise, political and public goodwill, and recognition/accreditation by regulatory bodies, the College has a near monopoly in the training of health professionals. However, it is unable to take advantage of this opportunity due to financial constraints.

Sources of funding for the College are government exchequer for personal emoluments. Fees paid by students meet operations and maintenance. This leaves no money for development purposes, specifically expansion of physical facilities and purchase of equipment. Although government grants have been diminishing relative to the growing needs of the institution, fees payable by students has remained at 25% of the unit cost of training. To try and bridge the gap, the College has introduced income-generating activities, notably, the module II group of self-sponsoring students (full fee paying) and international students, that is not subsidized by the government. Although the potential of raising funds through this program is immense, the College has not exploited the opportunity due to lack of initial capital to expand facilities.

3. Project Detail

a. Goals and Objectives

Goal 1: Develop facilities to meet the current and future health manpower requirements.

Objective 1.1 - Construct additional classrooms and lecture theatres in **27** existing and **10** new campuses

Objective 1.2 - Construct and equip libraries in existing and new campuses

Objective 1.3 - Construct an administration block with offices in existing and new campuses

Objective 1.4 - Construct and equip residential hostels for students in existing and new campuses

Objective 1.5 - Construct and equip kitchen and dining hall in existing and new campuses

Objective 1.6 - Purchase at least 2 big buses and 2 vans for existing campuses and 3 buses, 3 vans and a small car for new campuses

Goal 2: Improve revenue generation for long-term sustainability of programs

Objective 2.1 - Construct and equip a modern conference facility at Karen campus

Objective 2.2 - Introduce a module II (full fee paying) program in all campuses

Goal 3: Maintain high standards of training using modern technology

Objective 3.1 - Purchase modern teaching and learning equipment for all departments

Objective 3.2 - Acquire and install a modern ICT network in all campuses

b. Outcome/Output

- Increase the total number of students to a minimum of 1,500 in all 27 existing and new campuses while increasing the number in Nairobi campus by the same number (1,500 has been found to be the most cost effective number for sustainability).
- 50% of all the students in each campus will be full fee paying (module II) students to generate income to fill the budgetary gap

- Intake of regular students will go up by 30%; targeting students from marginalized groups such as those from arid and semi-arid areas and women
- New market oriented courses to meet emerging and re-emerging health challenges such as HIV/AIDS, TB, Malaria, mental health, child health, reproductive health will be introduced
- A 100 bed conference facility in Karen targeting government ministries and departments, an opportunity provided by a government directive that public institutions should utilize public facilities for workshops, seminars and conferences
- Financial status of the College will improve decreasing excessive reliance on the exchequer
- A critical mass of health workers to deliver quality health services and meet recommended international standards will be achieved
- The outflow of health workers to other countries will no longer pose a challenge to the health sector in Kenya

c. Methods

To achieve the goals and objectives, a specific plan of action will be drawn once funding is assured. The project will be implemented in four phases for a period of 5 years to complete, starting with construction of tuition and administrative blocks first followed by purchase of equipment. The early phases will begin with the large/provincial campuses first followed by the smaller/district campuses. Completion of tuition blocks in large campuses will facilitate admission of module II students. The financial situation of the College is expected to start improving within the first 3 years of implementation by about 25% annually as the number of full paying students increases. The exchequer grant will continue paying staff salaries and fees paid by regular students to meet operations and maintenance.

d. Project Administration

The project will be administered within the existing structures of the College and governed by existing public service rules. To ensure effectiveness and efficiency in

implementation, a project steering committee composed of members from KMTC management and the Ministries of medical services and finance will be formed. The Chief Executive/Director of the College will chair the steering committee and report progress to the Board of Management.

The procurement committee of the College guided by current public service procurement rules and regulations will procure of goods and services. This includes architectural, engineering, construction and other necessary services.

4. Available Resources

The College has 27 campuses of varying sizes ranging from 20 students in Mathare to 3,067 students in Nairobi, the total number of students being 13,714 (distribution is enumerated in the budget table below). Currently the assets (land, buildings and equipment) are valued at Ksh 4 Billion. The exchequer grant is Ksh 931 Million per year and fees collected from students amounts to Ksh 750 Million per year. This brings the annual revenue of the College to a total of Ksh 1.681 Billion per year. Existing facilities are fully utilized and may not accommodate more students. This leaves a lot of unmet demand for training, which is achievable through expansion.

5. Needed Resources/Budget

The project will be phased out from one campus to another as funds become available. Therefore, the budget is itemized and estimated per campus.

5.1 Existing Campuses

Campus/Student no.	Item (Construction and furnishing)	Estimated Cost (KES)
1. Nairobi	Tuition block	70,000,000
Current students = 3,067	Library	60,000,000
Additional = 1,500	Administration Block	20,000,000
	Hostels	95,000,000
	Kitchen & Dining	40,000,000
	Vehicles	10,000,000
	Teaching/learning Equipment	25,000,000
	ICT infrastructure	20,000,000
	Subtotal	340,000,000

2. Nakuru	Tuition block	45,000,000
Current students = 882	Library	30,000,000
Additional = 618	Administration Block	18,000,000
	Hostels	45,000,000
	Kitchen & Dining	25,000,000
	Vehicles	8,000,000
	Teaching/learning Equipment	15,000,000
	ICT infrastructure	15,000,000
	Subtotal	201,000,000
3. Mombasa	Tuition block	45,000,000
Current students = 845	Library	30,000,000
Additional = 655	Administration Block	18,000,000
	Hostels	45,000,000
	Kitchen & Dining	25,000,000
	Vehicles	8,000,000
	Teaching/learning Equipment	15,000,000
	ICT infrastructure	15,000,000
	Subtotal	201,000,000
4. Kisumu	Tuition block	45,000,000
Current students = 852	Library	30,000,000
Additional = 648	Administration Block	18,000,000
	Hostels	45,000,000
	Kitchen & Dining	25,000,000
	Vehicles	8,000,000
	Teaching/learning Equipment	15,000,000
	ICT infrastructure	15,000,000
	Subtotal	201,000,000
5. Eldoret	Tuition block	60,000,000
Current students = 431	Library	50,000,000
Additional = 1,069	Administration Block	20,000,000
	Hostels	75,000,000
	Kitchen & Dining	35,000,000
	Vehicles	8,000,000
	Teaching/learning Equipment	25,000,000
	ICT infrastructure	20,000,000
	Subtotal	293,000,000
6. Machakos	Tuition block	55,000,000
Current students = 651	Library	30,000,000
Additional = 849	Administration Block	20,000,000
	Hostels	60,000,000
	Kitchen & Dining	30,000,000
	Vehicles	8,000,000
	Teaching/learning Equipment	20,000,000
	ICT infrastructure	18,000,000
	Subtotal	241,000,000

7. Embu	Tuition block	60,000,000
Current students = 576	Library	50,000,000
Additional = 924	Administration Block	20,000,000
	Hostels	75,000,000
	Kitchen & Dining	35,000,000
	Vehicles	8,000,000
	Teaching/learning Equipment	25,000,000
	ICT infrastructure	20,000,000
	Subtotal	293,000,000
8. Kakamega	Tuition block	60,000,000
Current students = 448	Library	50,000,000
Additional = 1,052	Administration Block	20,000,000
	Hostels	75,000,000
	Kitchen & Dining	35,000,000
	Vehicles	8,000,000
	Teaching/learning Equipment	25,000,000
	ICT infrastructure	20,000,000
	Subtotal	293,000,000
9. Kisii	Tuition block	55,000,000
Current students = 643	Library	30,000,000
Additional = 857	Administration Block	20,000,000
	Hostels	60,000,000
	Kitchen & Dining	30,000,000
	Vehicles	8,000,000
	Teaching/learning Equipment	20,000,000
	ICT infrastructure	18,000,000
	Subtotal	241,000,000
10. Nyeri	Tuition block	55,000,000
Current students = 657	Library	30,000,000
Additional = 843	Administration Block	20,000,000
	Hostels	60,000,000
	Kitchen & Dining	30,000,000
	Vehicles	8,000,000
	Teaching/learning Equipment	20,000,000
	ICT infrastructure	18,000,000
	Subtotal	241,000,000
11. Port Reitz	Tuition block	60,000,000
Current students = 467	Library	50,000,000
Additional = 1,033	Administration Block	20,000,000
	Hostels	75,000,000
	Kitchen & Dining	35,000,000
	Vehicles	8,000,000
	Teaching/learning Equipment	25,000,000
	ICT infrastructure	20,000,000
	Subtotal	293,000,000

12. Meru	Tuition block	55,000,000
Current students = 702	Library	30,000,000
Additional = 798	Administration Block	20,000,000
	Hostels	60,000,000
	Kitchen & Dining	30,000,000
	Vehicles	8,000,000
	Teaching/learning Equipment	20,000,000
	ICT infrastructure	18,000,000
	Subtotal	241,000,000
13. Muranga	Tuition block	45,000,000
Current students = 752	Library	30,000,000
Additional = 748	Administration Block	18,000,000
	Hostels	45,000,000
	Kitchen & Dining	25,000,000
	Vehicles	8,000,000
	Teaching/learning Equipment	15,000,000
	ICT infrastructure	15,000,000
	Subtotal	201,000,000
14. Thika	Tuition block	60,000,000
Current students = 513	Library	50,000,000
Additional = 987	Administration Block	20,000,000
	Hostels	75,000,000
	Kitchen & Dining	35,000,000
	Vehicles	8,000,000
	Teaching/learning Equipment	25,000,000
	ICT infrastructure	20,000,000
	Subtotal	293,000,000
15. Homa Bay	Tuition block	60,000,000
Currents students = 425	Library	50,000,000
Additional = 1,075	Administration Block	20,000,000
	Hostels	75,000,000
	Kitchen & Dining	35,000,000
	Vehicles	8,000,000
	Teaching/learning Equipment	25,000,000
	ICT infrastructure	20,000,000
	Subtotal	293,000,000
16. Kitui	Tuition block	65,000,000
Current students = 297	Library	55,000,000
Additional = 1,203	Administration Block	20,000,000
	Hostels	80,000,000
	Kitchen & Dining	35,000,000
	Vehicles	8,000,000
	Teaching/learning Equipment	25,000,000
	ICT infrastructure	20,000,000
	Subtotal	308,000,000

17. Webuye	Tuition block	65,000,000
Current students = 242	Library	55,000,000
Additional = 1,258	Administration Block	20,000,000
	Hostels	80,000,000
	Kitchen & Dining	35,000,000
	Vehicles	8,000,000
	Teaching/learning Equipment	25,000,000
	ICT infrastructure	20,000,000
	Subtotal	308,000,000
18. Mathare	Tuition block	70,000,000
Current students = 20	Library	60,000,000
Additional = 1,480	Administration Block	20,000,000
	Hostels	95,000,000
	Kitchen & Dining	40,000,000
	Vehicles	10,000,000
	Teaching/learning Equipment	25,000,000
	ICT infrastructure	20,000,000
	Subtotal	340,000,000
19. Karen	Tuition block	70,000,000
Current students = 180	Library	60,000,000
Additional = 1,320	Administration Block	20,000,000
	Hostels	95,000,000
	Kitchen & Dining	40,000,000
	Vehicles	10,000,000
	Teaching/learning Equipment	25,000,000
	ICT infrastructure	20,000,000
	Subtotal	340,000,000
20. Siaya	Tuition block	70,000,000
Current students = 296	Library	60,000,000
Additional = 1,204	Administration Block	20,000,000
	Hostels	95,000,000
	Kitchen & Dining	40,000,000
	Vehicles	10,000,000
	Teaching/learning Equipment	25,000,000
	ICT infrastructure	20,000,000
	Subtotal	340,000,000
21. Kabarnet	Tuition block	70,000,000
Current students = 154	Library	60,000,000
Additional = 1,346	Administration Block	20,000,000
	Hostels	95,000,000
	Kitchen & Dining	40,000,000
	Vehicles	10,000,000
	Teaching/learning Equipment	25,000,000
	ICT infrastructure	20,000,000
	Subtotal	340,000,000

22. Kilifi	Tuition block	70,000,000
Current students = 101	Library	60,000,000
Additional = 1,399	Administration Block	20,000,000
	Hostels	95,000,000
	Kitchen & Dining	40,000,000
	Vehicles	10,000,000
	Teaching/learning Equipment	25,000,000
	ICT infrastructure	20,000,000
	Subtotal	340,000,000
23. Msambweni	Tuition block	70,000,000
Current students = 133	Library	60,000,000
Additional = 1,367	Administration Block	20,000,000
	Hostels	95,000,000
	Kitchen & Dining	40,000,000
	Vehicles	10,000,000
	Teaching/learning Equipment	25,000,000
	ICT infrastructure	20,000,000
	Subtotal	340,000,000
24. Garissa	Tuition block	70,000,000
Current students = 135	Library	60,000,000
Additional = 1,365	Administration Block	20,000,000
	Hostels	95,000,000
	Kitchen & Dining	40,000,000
	Vehicles	10,000,000
	Teaching/learning Equipment	25,000,000
	ICT infrastructure	20,000,000
	Subtotal	340,000,000
25. Kapkatet	Tuition block	70,000,000
Current students = 60	Library	60,000,000
Additional = 1,440	Administration Block	20,000,000
	Hostels	95,000,000
	Kitchen & Dining	40,000,000
	Vehicles	10,000,000
	Teaching/learning Equipment	25,000,000
	ICT infrastructure	20,000,000
	Subtotal	340,000,000
26. Lodwar	Tuition block	70,000,000
Current students = 107	Library	60,000,000
Additional = 1,393	Administration Block	20,000,000
	Hostels	95,000,000
	Kitchen & Dining	40,000,000
	Vehicles	10,000,000
	Teaching/learning Equipment	25,000,000
	ICT infrastructure	20,000,000
	Subtotal	340,000,000

27. Loitokitok	Tuition block	70,000,000
Current students = 78	Library	60,000,000
Additional = 1,422	Administration Block	20,000,000
	Hostels	95,000,000
	Kitchen & Dining	40,000,000
	Vehicles	10,000,000
	Teaching/learning Equipment	25,000,000
	ICT infrastructure	20,000,000
	Subtotal	340,000,000

Total for existing campuses	KES 7,882,000,000
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5.2: Development of New Campuses

1. Migori	Tuition block	90,000,000
New Students = 1,500	Library	80,000,000
	Administration Block	30,000,000
	Hostels	120,000,000
	Kitchen & Dining	75,000,000
	Vehicles	20,000,000
	Teaching/learning Equipment	35,000,000
	ICT infrastructure	30,000,000
	Subtotal	480,000,000
2. Nyamira	Tuition block	90,000,000
New Students = 1,500	Library	80,000,000
	Administration Block	30,000,000
	Hostels	120,000,000
	Kitchen & Dining	75,000,000
	Vehicles	20,000,000
	Teaching/learning Equipment	35,000,000
	ICT infrastructure	30,000,000
	Subtotal	480,000,000
3. Narok	Tuition block	90,000,000
New Students = 1,500	Library	80,000,000
	Administration Block	30,000,000
	Hostels	120,000,000
	Kitchen & Dining	75,000,000
	Vehicles	20,000,000
	Teaching/learning Equipment	35,000,000
	ICT infrastructure	30,000,000
	Subtotal	480,000,000
4. Wote	Tuition block	90,000,000
New Students = 1,500	Library	80,000,000
	Administration Block	30,000,000
	Hostels	120,000,000

	Kitchen & Dining	75,000,000
	Vehicles	20,000,000
	Teaching/learning Equipment	35,000,000
	ICT infrastructure	30,000,000
	Subtotal	480,000,000
5. Eldama-Ravine	Tuition block	90,000,000
New students 1,500	Library	80,000,000
	Administration Block	30,000,000
	Hostels	120,000,000
	Kitchen & Dining	75,000,000
	Vehicles	20,000,000
	Teaching/learning Equipment	35,000,000
	ICT infrastructure	30,000,000
	Subtotal	480,000,000
6. Taveta	Tuition block	90,000,000
New Students = 1,500	Library	80,000,000
	Administration Block	30,000,000
	Hostels	120,000,000
	Kitchen & Dining	75,000,000
	Vehicles	20,000,000
	Teaching/learning Equipment	35,000,000
	ICT infrastructure	30,000,000
	Subtotal	480,000,000
7. Othaya	Tuition block	90,000,000
New Students = 1,500	Library	80,000,000
	Administration Block	30,000,000
	Hostels	120,000,000
	Kitchen & Dining	75,000,000
	Vehicles	20,000,000
	Teaching/learning Equipment	35,000,000
	ICT infrastructure	30,000,000
	Subtotal	480,000,000
8. Karatina	Tuition block	90,000,000
New Students = 1,500	Library	80,000,000
	Administration Block	30,000,000
	Hostels	120,000,000
	Kitchen & Dining	75,000,000
	Vehicles	20,000,000
	Teaching/learning Equipment	35,000,000
	ICT infrastructure	30,000,000
	Subtotal	480,000,000
9. Busia	Tuition block	90,000,000
New Students = 1,500	Library	80,000,000
	Administration Block	30,000,000
	Hostels	120,000,000

	Kitchen & Dining	75,000,000
	Vehicles	20,000,000
	Teaching/learning Equipment	35,000,000
	ICT infrastructure	30,000,000
	Subtotal	480,000,000
10. Kapenguria	Tuition block	90,000,000
New Students = 1,500	Library	80,000,000
	Administration Block	30,000,000
	Hostels	120,000,000
	Kitchen & Dining	75,000,000
	Vehicles	20,000,000
	Teaching/learning Equipment	35,000,000
	ICT infrastructure	30,000,000
	Subtotal	480,000,000

Total for New Campuses	KES 4,800,000,000
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5.3 Karen Conference and Training Center

Conference center	Items (Construction & Equipment)	Cost (Ksh)
	100 self contained rooms	150,000,000
	Kitchen & Dining	50,000,000
	Meeting/seminar rooms	10,000,000
	Conference hall	75,000,000
	Swimming pool	15,000,000
	Subtotal	300,000,000

Total for Conference Center	300,000,000
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GROSS TOTAL	KES 12,982,000,000
Increase in student population	Students = 44,853

6. Evaluation

Effective implementation will be achieved with effective monitoring and evaluation, to ensure cost effectiveness, timeliness and quality in achieving project objectives. A monitoring and evaluation framework will establish the extent to which inputs, work schedules and targeted outputs are proceeding so that timely intervention measures are undertaken to correct deficiencies detected. The process involves measuring the performance of planned activities to determine relevance, efficiency and effectiveness and impact according to set targets. The Ministries of Medical Services and Finance and other identified stakeholders will be included in the project evaluation team. The College will provide quarterly reports on project progress to stakeholders.

7. Anticipated Sources of Funding

This proposal will be presented to the Ministry of Medical Services to assist the College in sourcing for funds for the project. This includes from:

- Development partners
- Government of Kenya (Treasury)
- Loan from local banks or international lenders

8. References/Appendix

The following references are available for reference to support information given:

- KMTC Strategic plan 2005 -2010
- KMTC Act of parliament
- KMTC Audited accounts
- Report on Current Status of KMTC Campuses 2006
- National Health Strategic Plan 2005 - 2010
- Joint Sector Wide Approach document 2006 –2010
- Kenya Essential Package for Health 2005
- Kenya National Health Framework 1994