REPUBLIC OF KENYA

Centre for Mathematics, Science and Technology Education in Africa (CEMASTEA)

**General Operating Procedures**

# PARTNERSHIPS AND LINKAGES DEPARTMENT PROCEDURE MANUAL

| | Signature | Date |
|---|---|---|
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## GENERAL

### 1.0 Purpose

The purpose of this procedure is to ensure that Centre's Partnerships and Linkages program implements work plans in a timely, effective and efficient manner. This ensures that CEMASTEA complies with the principles of ISO 21001:2018

### 2.0 Scope

This procedure is applicable to all partnerships and linkages activities of the Centre. It applies to: evaluation and selection of potential partners, establishment of partnerships and linkages, monitoring milestones of partnership agreements, customer and partner satisfaction.

### 3.0 References

1. ISO 21001:2018 Standard
2. ISO 9001:2015 Standard
3. ADEA ICQN Charter and ADEA Strategic Plan
4. Code of Conduct for Public Officers
5. Government of Kenya Circulars and Internal Circulars
6. TSC Act 2012 and Teachers Service Commission (TSC) Code of Regulations
7. Memoranda/Letters of Understanding/Agreement with Partners
8. Strengthening of Mathematics and Science Education in Africa (SMASE-Africa) Constitution and Strategic Plan
9. African Union Commission (AUC) Continental Educational Strategy for Africa (CESA, 2025-2030)
10. Partnership and Linkages Policy
11. CEMASTEA Strategic Plan
12. National STEM Education and Training Policy
13. National STEM Strategy for Secondary Education 2025-2030
14. National Education Sector Strategic Plan 2023-2027
15. Science, Technology and Innovation Strategy for Africa (STISA, 2034)

### 4.0 Definition of Terms, Abbreviations and Acronyms

In addition to the relevant common definitions of terms given in ISO 21001:2018 and 9001:2015, the following specific definitions shall apply:

| | |
|---|---|
| **ADEA-ICQN-MSE** | Association for Development of Education in Africa - Inter-Country Quality on Mathematics and Science Education |
| **ADEA-ICQN-PE** | Association for Development of Education in Africa - Inter-Country Quality on Peace Education |
| **AUC-CESA STEM** | African Union Commission, Continental Education Strategy for Africa Cluster on Science, Technology, Engineering and Mathematics |
| **CEO** | Chief Executive Officer |
| **HP&L** | Head, Partnerships and Linkages |
| **DST** | Director, STEM Training |
| **DSR&I** | Director, STEM Research & Innovation |

| | |
|---|---|
| **EOMS** | Educational Organisations Management System (21001:2018) |
| **GOP** | General Operating Procedure |
| **MR** | Management Representative |
| **PPIT** | Partnership Project Implementation Team |
| **P&L** | Partnerships and Linkages |
| **QMS** | Quality Management System (9001:2015) |
| **SCMO** | Supply Chain Management Officer |
| **SMASE Africa** | Strengthening of Mathematics, Science and Technology Education in Africa |

**General Operating Procedure** (GOP) is a written document/instruction detailing steps and activities of a process or procedure. The procedure shall be carried out without any deviation or modification to guarantee the expected outcome. They shall be the basis for the routine capacity development of the departmental staff. Procedures shall be regularly updated to ensure compliance to regulatory requirements and quality standards.

**Agreement**: any understanding or arrangement reached between two or more parties.

**Contract**: a specific type of agreement that, by its terms and elements, is legally binding and enforceable in a court of law.

**Partnership Project Implementation Team:** A team of staff assigned to undertake selection, negotiations, implementation and monitoring of a collaborative partnership project / program.

**Data capture tool:** document used to collect information of Centre's needs requiring collaborative partnerships.

**Monitoring timeline tool**: document used to monitor timelines for implementation of milestones of collaborative partnership milestone activities

**Exit survey tool**: document used to collect feedback from partners at the end of engagement

**Stakeholders:** Person/ institution/ organization with an interest in the Centre's functions and programmes.

**Learners:** Individual receiving training under CEMASTEA's mandate. In this context, learners maybe students, teachers, lecturers or tutors.

## 5.0 Principal Responsibility

The Head, Partnerships and Linkages (HP&L) department has the principal responsibility for ensuring that this procedure remains adequate for its intended purposes and continual improvement of the process as stipulated in the ISO 9001: 2015 and 21001:2018 standards.

## 6.0 Method

All P&L activities shall be conducted in a manner that supports the Centre's mission and are compliant to both the QMS and EOMS while emphasizing continuous improvement of educational services in STEM education training and research.

### 6.1 Partner Identification and Selection

6.1.1 Partners are identified either through deliberate outreach, conferences and workshops, referrals from parent ministry, requests from potential partners, or stakeholders' initiatives.

6.1.2 Upon selection of a potential partner, HP&L coordinates the appropriate engagement, which may include preliminary discussions, partner evaluation (Form Reference GOP/P&L/F1), drafting or review concept notes / proposals / draft agreements, consultation with relevant departments/programmes, or as appropriate within two (2) weeks.

6.1.3 HP&L coordinates development of concept notes, funding proposals, inception report or agreements for selected partners within two (2) weeks.

6.1.4 HP&L submits the partner's official response to the CEO's office within two (2) working days.

### 6.2 Negotiation and Engagement

6.2.1 Where applicable, HP&L jointly with the relevant or implementing department/ programme, coordinates negotiation and engagement meetings with the potential partner(s).

6.2.2 HP&L coordinates the preparation of legal documents and frameworks based on partnership agreed obligations.

6.2.3 HP&L coordinates the signing of agreements within agreed timelines.

### 6.3 Monitoring of Partnership Program Milestones

6.3.1 HP&L in collaboration with the technical department, programme or Partnership Project Implementation Team (PPIT) coordinates monitoring of partner agreed milestones and consolidation of deliverables within agreed timelines (*Form Reference GOP/P&L/F2*)

6.3.2 Where necessary, the CEO's office coordinates high-level partnership programs for reporting and accountability purposes.

6.3.3 HP&L processes partner agreed deliverables through CEO's office within agreed timelines.

### 6.4 Monitoring implementation of Partnership Assignments

6.4.1 HP&L receives copies of back to office reports from staff participation in partnership assignments.

6.4.1 HP&L maintains a record of staff participation in partnership assignments

### 6.5 Implementation of Partner Secretariat Programmes

6.5.1 HP&L maintains approved partner secretariat work plans

6.5.2 HP&L coordinates implementation of work plans within agreed timelines.

6.5.3 HP&L documents and maintains secretariat activity reports.

### 7.0 Key Performance Indicators

| Process | Key Performance indicator | Target annually | Frequency of monitoring | Responsibility |
|---|---|---|---|---|
| Partner Identification and Selection | Number of Selected partners | 2 | Quarterly | HP&L |
| Negotiation and Engagement | Number of signed agreements | 2 | Quarterly | HP&L |
| Monitoring implementation of Partnership Assignments | Based on agreed monitoring indicators | 100% | Quarterly | HP&L |
| Partner Secretariat Programmes | Based on agreed implementation indicators | 100% | Quarterly | HP&L |

### 8.0 Process Risks

The process risks are discussed and organized under each quarter. These risks are evaluated regularly to ensure they do not negatively impact the QMS or EOMS.

### 9.0 Retained Documented Records

1. Request for partnerships
2. Partnership evaluation reports
3. Copies of agreements / contracts
4. Activity reports
5. Back to office reports
6. Partnership program, implementation frameworks and work plans
7. Partner profile, charter, constitution or prospectus
8. Minutes of meetings
9. Internal memos
10. Secretariat correspondences
11. Attendance registers of internal workshops and meetings
12. Activity proposals
13. E-mail correspondences

### 10.0 Process Interaction Matrix

| Suppliers | Inputs | Activities | Outputs | Customer |
|---|---|---|---|---|
| 1.) **Identification and Selection** | | | | |
| CEO | 1. Initiate or request<br>2. Evaluation tools | 1. Evaluate partner<br>2. Share partner evaluation report | Partner evaluation report | CEO<br>Partner |
| 2.) **Negotiation and Engagement** | | | | |

| | | | | |
|---|---|---|---|---|
| CEO and Partner | Negotiation tools / documents | 1. Collaboratively with the relevant departments conduct partner meetings<br>2. Prepare relevant agreements documents. | 1.Minutes of discussion<br>2.Signed agreement | CEO Partner |
| 3.) **Monitoring of Partnership Program Milestones** | | | | |
| CEO And Partner | Signed agreement and implementation framework | Compile and process partner agreed deliverables | Deliverables | CEO Partner |
| 4.) **Monitoring Implementation of Partnership Assignments** | | | | |
| CEO | Partner assignment and staff | 1. Receive copies of back to office reports from staff<br>2. Maintain a record of staff participation | • Activity report<br>• Updated list of staff | Nominated officer |
| 5.) **Implementing Partner Secretariat Programmes** | | | | |
| CEO | Approved partner secretariat work plan, (ADEA ICQN-MSE or PE/ SMASE Africa / AUC CESA STEM cluster) | 1.Coordinate implementation of secretariat work plan<br>2.Coordinate compilation of annual reports | • Secretariat work plan<br>• Activity reports | CEO and Partner |

## Appendix: Partnerships and Linkages Process Map

### [1.] Processes 6.1 - 6.3

