



**KENYA FORESTRY RESEARCH INSTITUTE (KEFRI)**

**ENTERPRISE PROCEDURES MANUAL**

**KEFRI/SOP/ENT/12**

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## **PROCEDURE 1: ENTERPRISE MANAGEMENT PROCEDURE**

### **1.0 Purpose**

The Purpose of this procedure is to ensure that KEFRI Enterprise activities achieve revenue generation set targets.

### **1.1 Scope**

This procedure shall apply to all KEFRI enterprise facilities.

### **1.2 References**

- a) KEFRI Strategic Plan (2013-2018)
- b) ISO 9001:2015
- c) ISO 14001:2015
- d) KEFRI Branding Policy 2016
- e) KEFRI Resource Mobilization Strategy
- f) Public Health Act 2012.
- g) Public Procurement and Assets Disposal Act. 2015
- h) Service Delivery charter
- i) Marketing brochures
- j) Enterprise Price catalogues
- k) OSHA Act 2007

### **1.3 Terms, Definitions & Acronyms**

- a) KEFRI- Kenya Forestry Research Institute
- b) GME- General Manager Enterprises
- c) OSHA- Occupational Safety and Health Act 2007
- d) RD - Regional Director
- e) PPOA- Public Procurement Oversight Authority
- f) S11- Requisition form
- g) SRO- Seed Request and Purchase Order
- h) BDO - Business Development officer

### **1.4 Responsibility**

The GME shall ensure adherence to this procedure

## **2.0 STEPS**

## 2.1 General

Enterprise activities in KEFRI shall entail provision of;

- a) Accommodation and catering
- b) Wood and non wood products
- c) Seeds and seedlings
- d) Conference facilities, machinery and grounds hire
- e) Marketing and advertisement

2.1.1 Each of these Activities shall be carried out as described in the respective steps.

2.1.2 Line managers shall retain documented information as evidence of its transactions and activities as appropriate.

## 2.2 Accommodation and Catering

2.2.1 The Cateress shall ensure quality services in restaurant and guest house facilities as per the respective service charters.

2.2.2 The Cateress shall manage the accommodation and restaurant at their respective enterprise facilities.

2.2.3 The Cateress shall prepare costing of dishes and list them in a menu.

2.2.4 The Cateresses shall ensure food is provided to the clients as per their orders or requests within 10 to 20 minutes, and otherwise as provided in the displayed service charters and menu in the restaurants.

2.2.5 The cateress shall handle and dispose the used cooking oil as per the procedure on handling and disposal of non-hazardous solid waste clause 2.3.3.

2.2.6 The cateress shall ensure that funds transfer form has been duly signed by the heads of division and funds allocated before service is rendered for internal meetings and workshops.

2.2.7 Clients requesting for outside catering, shall fill facility requisition form and submit it to the GME or his/her appointee for approval.

2.2.8 The requests shall be analysed and price quotation sent to the prospective customer through a letter of commitment.

2.2.9 In case of un-satisfactory service, complaints should be raised through customer feedback form.

2.2.10 The Cateress shall record the feedback and register the complaints in a complaint register.

2.2.11 The cateress in liaison with the GME will study, discuss and rectify the complaint.

- 2.2.12 The cateress shall then provide feedback to the client as per the customer complaints and feedback procedure.
- 2.2.13 For guest houses, room attendants shall be on call at all times to attend to clients' requirements except for food which is served on order at stipulated working hours i.e. from breakfast to dinner.
- 2.2.14 Telephone numbers shall be displayed in the rooms to contact attendants in case of assistance.
- 2.2.15 All procurements, receiving and storage of perishables and non-perishable goods shall be done in accordance to the public procurement and asset disposal Act 2015 and KEFRI procurement and warehousing procedure.
- 2.2.16 All staff working in accommodation and catering services shall undergo medical checks after every six months as per the Public Health Act (2012).
- 2.2.17 The cateress shall retain the records of clause 2.2.16 for reference.
- 2.2.18 All non-hazardous sanitary waste produced shall be handled & disposed as per the procedure on handling and disposal of non-hazardous solid waste.
- 2.2.19 All line managers shall report their monthly revenues through the prescribe revenue reporting templates and submit the same to the GME by the 10<sup>th</sup> day of every preceding month.

### **2.3 Wood and Non-wood Products**

- 2.3.1 The Workshop Manager shall ensure provision of quality wood, non-wood products and seeds within the specified timelines stipulated in the respective services delivery charters and marketing brochures.
- 2.3.2 The Workshop Manager shall seek for required wood/non-wood materials needed as well as seed quantities in time from respective collection centres.
- 2.3.3 The Workshop Manager through the GME shall request for approval of purchase of trees from Director KEFRI.
- 2.3.4 For provision of seeds at the Workshop, the store clerk shall raise an S11 upon request from a client/customer.
- 2.3.5 The workshop manager or his/her appointee shall approve the raised seed S11 and submitted to the Assistant Seed Manager, Enterprise.
- 2.3.6 The seeds will be dispatched from the Seed Centre as per the production and supply of superior tree Seeds procedure.

- 2.3.7 The workshop Manager shall ensure that funds transfer form has been duly signed by the heads of division and funds allocated before service is rendered for KEFRI internal orders.
- 2.3.8 For provision of wood and non-wood products, the customers' order shall be taken and recorded in an order book by the sales clerk.
- 2.3.9 For timber products, customers' measurement requirements shall be filled in a tallying sheet and approved by the workshop supervisor or his/her appointee.
- 2.3.10 After the customer's specifications are met, an order form shall be raised and approved by the Workshop Manager for processing the order.
- 2.3.11 The customer shall then make payment for the product/service at the cash office upon which an official receipt and gate pass shall be issued.
- 2.3.12 The time frame for production and delivery of products/services may vary as stipulated in the service delivery charter.
- 2.3.13 In case of unsatisfactory service, complaints shall be raised through customer feedback forms to the Workshop Manager who shall record the same and liaise with GME for deliberation and rectify the complaint as per clause 2.2.10 and 2.2.11
- 2.3.14 The workshop Manager shall minimize the waste generated from wood/timber as per the procedure for handling and disposal of non-hazardous solid waste.
- 2.3.15 The workshop manager shall report revenues as per clause 2.2.19
- 2.3.16 The workshop manager shall adhere to the OSH Act. 2007

#### **2.4 Seed and Seedlings Acquisition**

- 2.4.1 The General Manager Enterprise in liaison with Seed Enterprise Manager shall market and distribute superior tree seeds to clients and keep associated records.
- 2.4.2 For internal distributions, S11 shall be raised and approved by the regional directors, Officers In charge or their appointee where applicable.
- 2.4.3 The approved S11 shall then be send to the Enterprise seed Manager as per the production and supply of superior tree seeds procedure.
- 2.4.4 All Regional Centres and Sub-centres shall purchase seeds from the Seed Centre for use in their respective seedlings nursery as per the production and supply of superior tree seeds procedure.
- 2.4.5 For external orders, customers shall make an enquiry upon which a seed order and requisition form shall be populated via Sage ACCPAC software, where applicable.

- 2.4.6 The customer shall make payment via Mpesa/Bankers' cheque/Bank deposits and the order send to the cashier for receipting.
- 2.4.7 For sale of seedlings, the nursery attendants shall record a customer order and forward the same to the Centre's cashier as per the Revenue Collection and Banking procedure
- 2.4.8 The stores clerk shall fill/generate seed store issue form.
- 2.4.9 A gate pass shall be generated using the payment receipt number before the customer collects the seeds or seedlings.
- 2.4.10 The seeds cold rooms shall be serviced at least once in every quarter as per the production and supply of superior tree seeds procedure.
- 2.4.11 The Enterprise Seed Manager shall ensure that all seed species are well packaged and labelled as per the Branding procedure, before sale.
- 2.4.12 The Seed Enterprise manager shall report revenues as per clause 2.2.19

## **2.5 Conference facilities, Machinery and Grounds hire**

- 2.5.1 GME shall advertise the conference facilities and services, machinery, grounds hire to customers through electronic media, print media, digital media, brochures and posters on a continuous basis as per the communication procedure.
- 2.5.2 Request for use of the facilities shall be made by filling in a requisition form and the same forwarded to the GME or his/her appointee for approval and filing Purposes.
- 2.5.3 Upon approval, the Officer In-charge shall inform the client through emails or letters of acceptance on the conditions of engagement and retain a record of the same.
- 2.5.4 In case of unsatisfactory services, complaints shall be raised through customer feedback forms and clause 2.2.10 and 2.2.11 shall apply.

## **2.6 Marketing & Advertising**

- 2.6.1 The BDO shall in liaison with the GME prepare marketing and advertising work plans and budgets at the start of each financial year.
- 2.6.2 The BDO shall liaise with all Enterprise Line Managers in developing and implementing their marketing strategies.
- 2.6.3 The BDO with approval from the GME shall develop content and design all publicity materials for all enterprise units.

The GME shall periodically monitor and assess the marketing activities been undertaken.

2.6.4 The GME shall annually assess the impact on publicity and marketing activities to the Enterprise Units.

### **3.0 APPLICABLE RECORDS**

- a) Funds Transfer form
- b) Complaints register
- c) Guest Registration form
- d) Karura workshop Tallying Sheet
- e) Customer feedback forms
- f) Enterprise facility requisition form
- g) Karura Workshop order form
- h) Seed requisition and order form
- i) Advertising Register
- j) Annual marketing and advertising work plans





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**KENYA FORESTRY RESEARCH INSTITUTE**

**FOREST PRODUCTS RESEARCH CENTRE (KARURA WORKSHOP)**

**ORDER FORM**

**Date**.....

**Tel:** .....

<b>Customer Name:</b> .....	<b>Receipt No. :</b> .....
<p><b>Product order</b></p> <p>Split timber ( )</p> <p>Off cuts ( )</p> <p>Firewood ( )</p> <p>Furniture ( )</p> <p>Tree Seed ( )</p> <p>Fancy Items ( )</p> <p>Other.....</p> <p><b>Service order</b></p> <p>Splitting ( ) Moulding ( )</p> <p>Planning ( ) Grooving ( )</p> <p>Turning ( ) Sawing ( )</p> <p>Rebating ( ) Mortising ( )</p> <p>Curving ( ) T &amp; G ( )</p> <p>Other .....</p> <p><b>Timber Type:</b> 1. Soft ( ) 2.Hard ( )</p>	<p><b>Drying/Heat Treatment order</b></p> <p><b>Kiln used: Big ( ) Small ( )</b></p> <p><b>Kiln Switch -On</b></p> <p>Date.....</p> <p>Time .....</p> <p><b>Signatures</b></p> <p>Workshop Manager .....</p> <p>Supplies Officer .....</p> <p>Sales Clerk .....</p> <p><b>Kiln Switch Off</b></p> <p>Date.....</p> <p>Time .....</p> <p><b>Total time taken :</b> .....</p> <p><b>Total cost:</b> Ksh: .....</p> <p><b>Remarks:</b></p> <p>.....</p> <p>.....</p>

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TITLE: ADMINISTRATION PROCEDURES  
MANUAL

REF: KEFRI/SOP/ADMIN/09

ISSUE DATE: 12/02/2018

	Qty	unit	Job description	@	cost (Ksh)	<b>Signatures</b> Workshop Manager ..... Supplies Officer ..... Sales Clerk .....
1						
2						
3						
4						
5						
<b>Total</b>						

Order prepared by (sales Clerk) ..... Date..... Sign.....

Received in Workshop by .....Date..... Sign.....



## KENYA FORESTRY RESEARCH INSTITUTE

**KEFRI HOUSE SERVICE ORDER FORM (MEETINGS / SEMINARS)**

Request for provision of catering services as below

Group Name : .....

Chargeable to: .....

Date of Service: ..... Time.....

NO	ITEM DESCRIPTION	NO	RATE	TOTAL
	<b>1.BREAKFAST (Tea &amp; Snacks)</b>			
	White Tea / Coffee / Milo			
	Beef sausages			
	Beef Samosas			
	Mandazi			
	Chapati			
	Boiled egg			
	<b>2.LUNCH/ DINNER</b>			
	Buffet (Inclusive of juice & fruits)			
	Plate Service			
	<b>TOTALS</b>			

**Requesting Officer**

Name: ..... Signature: ..... Date .....

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ISSUE DATE: 12/02/2018

Confirmed by: Name: ..... Signature:..... Date.....

**Guest Registration Form**

Seria No.....

**Kenya Forestry Research Institute**



**KEFRI GUEST HOUSES**

**P.O. Box 20412-00200 Nairobi. Tel: +254 718 239 064, 0202365157,+254 722 157 414,  
+254 724 259 781/2, Email: [Director@kefri.org](mailto:Director@kefri.org), [enterpriseoffice3@gmail.com](mailto:enterpriseoffice3@gmail.com),  
[enterprise@kefri.org](mailto:enterprise@kefri.org)**

The facilities are located within wide, beautifully landscaped grounds, ideal for workshops, conferences, Events (eg Weddings, Company Parties, Social Gatherings and Celebrations)

Date .....

Names: i).....ID/Passport No.....

Names: ii).....ID/Passport No.....

Company .....

Nationality.....Email.....

Post Address.....Tel. ....

Arrival Date .....Departure Date .....

Guest House .....Rm. Number .....

No. of days Booked .....

Total Amount paid. Kshs .....

Customers Signature .....

Receptionist Signature and Stamp .....

*Incase of an emergency contact.....(Optional)*





**ENTERPRISE FACILITY REQUISITION FORM**

APPLICANT NAME: ..... TEL NO:.....

ID/NO: ..... (Attach copy for external customers). Date of event .....

**Type of service/facility (Tick Appropriately)**

- |                   |                          |                     |                          |               |                          |
|-------------------|--------------------------|---------------------|--------------------------|---------------|--------------------------|
| Wedding reception | <input type="checkbox"/> | Video shoots        | <input type="checkbox"/> | Restaurant    | <input type="checkbox"/> |
| Photo Shoot       | <input type="checkbox"/> | Conference Facility | <input type="checkbox"/> | Accommodation | <input type="checkbox"/> |
| LCD Projector     | <input type="checkbox"/> | Pitch Tent          | <input type="checkbox"/> |               |                          |

**Meal Type (Tick Appropriately)**

- |        |                          |               |                          |      |                          |
|--------|--------------------------|---------------|--------------------------|------|--------------------------|
| Buffet | <input type="checkbox"/> | Plate service | <input type="checkbox"/> | Teas | <input type="checkbox"/> |
|--------|--------------------------|---------------|--------------------------|------|--------------------------|

Others (Specify): \_\_\_\_\_

Amount to pay (Ksh): \_\_\_\_\_ Receipt no.: \_\_\_\_\_

Paid by (name): \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**FOR OFFICIAL USE ONLY**

CUSTOMER REQUEST RECEIVED ON: \_\_\_\_\_ TIME: \_\_\_\_\_

FACILITY APPROVED/NOT APPROVED  YES  NO

IF NOT APPROVED, REASON(S): \_\_\_\_\_

FACILITY ALLOCATED: \_\_\_\_\_

NAME OF AUTHORISING OFFICER: \_\_\_\_\_ SIGN: \_\_\_\_\_ DATE: \_\_\_\_\_

APPROVED BY GENERAL MANAGER, ENTERPRISES \_\_\_\_\_ SIGN: \_\_\_\_\_ DATE: \_\_\_\_\_



## **PROCEDURE 2: IDENTIFICATION AND ASSESSMENT OF QUALITY RISKS AND ENVIRONMENTAL ASPECTS**

### **1.0 Purpose**

To identify quality risks and environmental aspects associated with KEFRI's operations and assessment of their significance.

### **1.1 Scope**

This procedure shall be applicable to KEFRI and to all operations covered by the Integrated Management System.

### **1.2 Reference**

- a) ISO 9001:2015 Standard
- b) ISO 14001:2015 Standard
- c) ISO 31000:2009 Standard

### **1.3 Terms, Definitions & Acronyms**

- a) IMS - Integrated Management System
- b) KEFRI - Kenya Forestry Research Institute.
- c) HODs - Head of Divisions
- d) RD - Regional Director
- e) Risk - Effect of uncertainty
- f) Aspect - Activities that interact or can interact with the environment
- g) Significant aspect - is one that has effect on the environmental
- h) Impact - Effect of an aspect to the environment
- i) Likelihood - chance of something happening
- j) MR - Management Representative

### **1.4 Responsibility**

- a) MR shall ensure that this procedure is adhered to.
- b) Divisional heads shall be responsible for identifying and assessing their respective activities and associated risks.

## **2.0 STEPS**

2.1 To conduct quality risks and environmental impacts assessment, the following steps are to be completed:

- a) Identification of operational departmental processes and activities
- b) Identify quality risks and environmental aspects associated with these activities
- c) Determine the impact, likelihood and risk rating

**2.2 Identification of departmental processes and activities**

- 2.2.1 Activities conducted at KEFRI shall be listed in order to ensure that all of them are assessed in the same manner
- 2.2.2 The activities are classified per division and maintained in a risk register

**2.3 Identify quality risks and environmental aspects**

- 2.3.1 Quality risks and environmental aspects associated with each of the activities in clause 2.2 shall be identified
- 2.3.2 Environmental aspects can be either positive or negative
- 2.3.3 To identify environmental aspects, the following factors shall be considered where relevant:
- Water pollution
  - Air pollution and noise
  - Biodiversity loss
  - Waste management and disposal
  - Contamination of land,
  - Natural resources use and depletion
  - Applicable laws and regulations and
  - Environmental impacts.
- 2.3.4 To identify quality risks, the following factors shall be considered where relevant:
- Timeliness
  - Consistency in service delivery
  - Customer satisfaction
  - Business sustainability and continuity
  - Applicable product standard requirements and statutory regulations
  - Accuracy, courtesy, completeness and accessibility in service delivery

**2.4 Identify impacts, likelihood and risk rating**

- 2.4.1 Once all quality risks and environmental aspects have been identified, the respective Heads of Divisions shall identify their impacts and likelihood of occurrence to determine risk rating (significance).
- 2.4.2 This risk assessment shall be based on:
- Impact (I)
  - Likelihood (L)
- 2.4.3 Risk rating (Significance) shall be obtained by the multiplication of Impact (I) with Likelihood (L) as shown in the equation below:

<b>RISK RATING (significance) = IMPACT x LIKELIHOOD</b>
---

- 2.4.4 Risks and aspects shall be assessed using the risk matrix below:

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Impact	Likelihood		
	1	2	3
1	1	2	3
2	2	4	6
3	3	6	9

**KEY****Likelihood**

- 1- Remote, likely to occur once in a year
- 2- Occasional, likely to occur once in a quarter
- 3- Frequent, likely to occur once in a week

**Impact**

- 1- Minor, unlikely to affect the environment or quality of service
- 2- Serious, very likely to affect the environment or quality of service
- 3- Critical, can have catastrophic effect to the environment or quality of service

**Risk rating (significance)**

1-2	Low risk
3-5	Medium risk
6-9	High risk

**2.5 Classification of risks**

- 2.5.1 When the risk rating is low, the risk shall be acceptable and tolerated. This shall be classified as insignificant environmental aspects
- 2.5.2 When the risk rating is medium further controls and monitoring shall be required as per the risk register. This shall be classified as significant environmental aspects.
- 2.5.3 When the risk is high, immediate actions and more stringent controls shall be put in place to mitigate against the impact of such risks. This shall be classified as significant environmental aspects.

**2.6 Review & control process**

The quality risks and environmental aspects shall be reviewed every three years, or whenever there have been significant changes to KEFRI activities or services

**3.0 Applicable records**

- a) Risk register

b) Aspect register

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**ASPECT REGISTER**

Process	Activity	Aspect	Likelihood	Significance	Effects	Controls

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**RISK REGISTER**

Process	Activity	Risk	Likelihood	Impact	Risk rating	Risk category	Control	Opportunity

## **PROCEDURE 3: EMERGENCY PREPAREDNESS AND RESPONSE PROCEDURE**

### **1.0 Purpose**

The Purpose of this procedure is to identify potential and actual emergency situations and accidents that can have an impact on the environment and how KEFRI will respond to them.

### **1.1 Scope**

This procedure covers actual and potential environmental emergencies and accidents emanating from KEFRI activities.

### **1.2 References**

- a) ISO 14001:2015 Environmental Management System
- b) ISO 14004:2016 Environmental Management System - General guidelines on principles system and support techniques
- c) Occupational Safety and Health Act - 2007
- d) Environmental Management and Co-ordination (Amendment) Act, 2015

### **1.3 Terms, Acronyms, and Definitions**

- a) Environmental emergency and accidents – any unexpected occurrence that could be harmful to the environment.
- b) OSHA - Occupational Safety and Health Act.
- c) EMCA – Environmental Management and Coordination Act.
- d) EOSHEPRAP – Environmental and Occupational Safety and Health Emergency Preparedness Response Action Plans.
- e) DD-HR- Deputy Director Human Resource
- f) KEFRI- Kenya Forestry Research Institute
- g) DDA – Deputy Director Administration
- h) RD – Regional Director

### **1.4 Responsibility**

The DDA/RD shall have the principal responsibility to ensure that this procedure is adhered to.

## **2.0 STEPS**

- 2.1 The Heads of administration shall update the list of foreseeable incidences and emergencies with a potential to cause negative environmental impact.
- 2.2 The section heads in consultation with Regional Directors shall assess emergency preparedness competence for persons working in areas prone to incidences and



accidence as per Training and Competence Procedure

- 2.3 The section heads will forward the environmental emergency preparedness training needs through respective Regional Directors to the DD-HR as per Training and Competence Procedure
- 2.4 The section heads shall conduct various drills to test the effectiveness of the work instructions and response plans for forest fires and chemical spills and first aid and submit report to Regional Director for necessary action(s).
- 2.5 The respective section heads shall monitor and record occurrences of environmental accidents and emergencies in various workstations, recommend corrective measures using Environmental Emergencies and Accidents Occurrences form and submit to the MR through respective Regional Directors.
- 2.6 The section heads shall maintain an inventory of available personal protective equipment and first aid kits using the respective forms and advise the Management on the same.
- 2.7 DDA/RDs shall ensure that all fire-fighting equipment are serviced as per their schedule and kept at easily accessible points.
- 2.8 DDA/RSs/section heads shall maintain a fire duty rooster during the fire season
- 2.9 KEFRI shall annually review and where necessary revise its emergency preparedness and response procedure as need arises

### 3.0 Applicable records

- a) Environmental emergencies and accidents occurrences form
- b) Inventory of available personal protective equipment and first aid kits form
- c) Maintenance schedule of fire-fighting equipment form
- d) Fire duty rooster

KEFRI/F/ADM/19



**ENVIRONMENTAL EMERGENCIES AND ACCIDENTS OCURRENCES**

Centre: .....

<b>Incidences/accidents</b>	<b>Facility affected</b>	<b>Severity</b>	<b>Response</b>	<b>Remarks</b>
Forest fire	Seed orchard	50%	Staff used fire beaters and water to control the fire	-Fire breaks should be cleaned before the fire season. -Conduct fire drills

KEFRI/F/ADM/18



**PERSONAL PROTECTIVE EQUIPMENT (PPE) INVENTORY FORM**

Centre:.....

Section: .....

Item of PPE	Type	Quantity	Stored Location
Head Protection			
Hearing Protection			
Eye Protection			
Respiratory Protective Equipment (RPE)			
Overalls			
Gloves			
Footwear			
Safety Harness			
Clothing			
Other (Specify)			



KEFRI/F/ADM/21



**CHEMICAL/OIL SPILL DRILL REPORT**

Submitted by:.....

Centre: .....

Drill conducted: ..... date::.....

1. Identify any barriers that interfere with alerting people who would be affected by the spill.
2. Describe any problems that prevent Material Safety Data Sheets (MSDS) from being used effectively.
3. Specify any difficulties in selecting and using spill control materials (absorbents, etc.)
4. Identify any problems related to emergency phone numbers, eyewash stations, emergency showers, and first-aid kits.
5. Discuss any obstacles to ventilating the area of the spill.
6. List any difficulties in selecting and using appropriate personal protective equipment.
7. Describe any problems with equipment shut-off procedures.
8. List any goals for improvement.
9. List of personnel who participated in the drill:

**Signature:** \_\_\_\_\_

KEFRI/F/ADM/22



**FIRE DRILL REPORT**

- Submitted by:.....  
Centre:.....  
Drill conducted:..... date:.....
1. Were the Security and Fire Department notified? Yes ( ) No ( )  
If no, provide detail.
  2. Was the Alarm heard in all areas? Yes ( ) No ( )  
If no, which areas did not sound?
  3. Were the announcements clear and understood? Yes ( ) No ( )  
If no, provide details.
  4. List any evacuation problems encountered.
  5. Did the alarm system reset properly after the drill? Yes ( ) No ( )  
If no, provide details
  6. Corrective Actions required
  7. Approximate evacuation time from start of fire alarm until last person exited:  
\_\_\_\_\_minutes
  8. List of personnel who participated in the drill:

**Signature:**\_\_\_\_\_

KEFRI/F/ADM/23



**FIRST AID DRILL REPORT**

Submitted by:.....

Centre: .....

Drill conducted:..... Date: .....

1. Identify any barriers that interfere with alerting people.
2. Identify any problems related to accessing and utilizing first-aid kits.
3. Discuss any obstacles to accessing the trained first aider at the Centre.
4. Approximate response time to the type of injury : \_\_\_\_\_minutes
5. List any goals for improvement.
6. List of personnel who participated in the drill:

**Signature:**\_\_\_\_\_





**PROCEDURE 3: OCCUPATIONAL HEALTH AND SAFETY PROCEDURE****1.0 Purpose**

The Purpose of this procedure is to specify KEFRI process for identifying and preventing occupational health and safety incidences in execution of its activities.

**1.1 Scope**

This procedure is applicable to KEFRI in execution of the Quality and Environmental Management System. All employees, contractors, sub-contractors and other interested parties have to adhere to these specifications.

**1.2 Reference**

- a) ISO 9001:2015 Clause 7.1.3
- b) ISO 14001:2015 Clause 8.2
- c) Occupational Health and Safety Act, 2007
- d) Employment Act, 2007
- e) Work Injury Benefits Act, 2007
- f) Other legal requirements on work place safety.

**1.3 Terms, Definitions & Acronyms**

- a) IMS – Integrated Management System
- b) KEFRI - Kenya Forestry Research Institute.
- c) DDA - Deputy Director Administration
- d) RD - Regional Director
- e) OIC - Officer In Charge
- f) Workplace - A KEFRI Premise
- g) Workroom - Workstation or Office Space
- h) OSH – Occupational Safety and Health

**1.4 Principal Responsibility**

- 1.4.1 The DDA is responsible for ensuring compliance to the OSH requirements.
- 1.4.2 The RDs and OICs are responsible for compliance to the OSH requirements in the respective regions and sub centres.

**2 STEPS**

- 2.1 Every workplace shall have effective provision for sufficient and suitable Lighting.
- 2.2 Effective means shall be provided and maintained for draining off the wet floors in all premises.
- 2.3 Effective and suitable provision shall be made for securing and maintaining adequate ventilation of all workrooms.
- 2.4 The workplace shall not be so overcrowded as to cause risk of injury to the health

- of the persons employed therein.
- 2.5 The floor of every workroom shall be cleaned at least once in every week as per the procedure on janitorial services.
  - 2.6 Accumulations of dirt and refuse shall be removed from the floors and benches of workrooms, staircases and passages.
  - 2.7 All plant, machinery and equipment whether fixed or mobile shall only be used for work which they are designed for and be operated by a competent person.
  - 2.8 All chains, ropes and lifting tackle shall be of good construction, sound material, adequate strength and free from defect.
  - 2.9 Sufficient and suitable sanitary conveniences for the persons employed in the workplace shall be provided, maintained and kept clean.
  - 2.10 Every refrigeration plant capable of being entered by an employee shall have all control valves situated outside the cold storage room and have all doors of cold storage room capable of being opened easily and quickly from the inside and outside.
  - 2.11 In all KEFRI stores and warehouse, all goods, articles and substances shall be stored or stacked in such manner as will ensure their stability and prevent any interference with the adequate distribution of light, ventilation systems, the unobstructed use of passageways and unobstructed access to other fire extinguishing equipment.
  - 2.12 Machinery, equipment, personal protective equipment, appliances and hand tools used in all workplaces shall comply with the prescribed safety and health standards and be appropriately installed, maintained and safe guarded.
  - 2.13 All openings in floors shall be securely fenced.
  - 2.14 There shall be safe means of access to every place at which any person has to work.
  - 2.15 All highly inflammable substances shall be kept either in a fire-resisting store or in a safe place outside any occupied building.
  - 2.16 Every workplace shall be provided with adequate means of escape conspicuously marked by a notice printed in **RED LETTERS**, properly maintained and kept free from obstruction.
  - 2.17 All emergency exit doors shall be constructed to open outwards and shall not be locked or fastened.
  - 2.18 Material safety data sheets shall be provided for all chemicals and other hazardous substances in use at the premises.
  - 2.19 Adequate supply of drinking water at suitable points conveniently accessible to all persons employed.
  - 2.20 Every workplace shall provide and maintain a readily accessible first-aid box.
  - 2.21 There shall be a Safety and Health Committee whose chairperson and Secretary are duly appointed by the Director.
  - 2.22 The committee shall conduct quarterly workplace inspections on health and safety requirements and also meet at least once every three months.
  - 2.23 Inspection and testing of all firefighting appliances in every work place shall be

carried out at least once every twelve months as per the emergency preparedness and response procure.

- 2.24 Every workplace shall have a fire assembly point which must be painted in green.
- 2.25 Every work place shall provide adequate and suitable facilities for washing which shall be conveniently accessible and shall be kept in a clean and

<b>Part A</b>	<b>Victims details</b>
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orderly condition.

- 2.26 Every work place shall have suitable facilities for a person employed whose work is done standing.
- 2.27 Every work place shall provide and conspicuously display means for extinguishing fire which should be free from any obstruction and readily accessible.
- 2.28 The section heads shall record incidents or accidents using incident form or accident form and forward the to the chairman of Health and Safety committee for necessary action(s).

### 3 APPLICABLE RECORDS

- 3.3.1 Health and Safety Committee Minutes
- 3.3.2 Inspection Reports
- 3.3.3 Incident form
- 3.3.4 Accident form

Name: _____		Personal number _____	
Department: : _____		Job title: _____	
Telephone number: _____		Accident Location: _____	
<b>When did the accident happen?</b>			
Date: _____		Time: _____	
<b>What happened?</b>			
<b>Description:</b>			
(Include details of any object, machine or substance involved)			
Was the accident/ work related? _____			
<b>Declaration:</b> The above report provides a true, accurate and complete account of the accident			
Name: _____		Date: _____ Sign: _____	
<b>Part B</b>		<b>First aiders' comments</b>	
What first aid was administered to the victim?			
Name: _____ Date: _____ Sign: _____			

KEFRI/F/ADM/16

**ACCIDENT FORM**

KEFRI/F/ADM/17

**INCIDENT INVESTIGATION REPORT FORM**

This form is to be filled by health and safety representatives within 12 hours of any incident.

Date of Incident:	Time of Incident :
_____	_____
Place of Incident :	
Description of Incident (What happened?):	
What injury, if any, was caused:	
What property damage, if any, was caused:	
How was the incident arrested:	
Action taken to prevent recurrence:	
<b>Name:</b>	<b>Signature:</b>

**PROCEDURE 4: COMPLIANCE TO LEGAL AND OTHER REQUIREMENTS****1.0 Purpose**

The Purpose of this procedure is to ensure proper identification and evaluation of applicable legal and others requirements relating to Integrated Management System.

**1.1. Scope**

This procedure shall be applicable to KEFRI and to all activities covered by the Integrated Management System.

**1.2 Reference**

- a) ISO 9001:2015 Standard
- b) ISO 14001:2015 Standard
- c) All legal requirements as identified in the Legal Compliance Register.

**1.3 Terms, Definitions & Acronyms**

- a) IMS – Integrated Management System
- b) KEFRI - Kenya Forestry Research Institute.
- c) MR - Management Representative
- d) RD – Regional Director

**1.4. Principal Responsibility**

- 1.4.1 The MR shall be responsible for identifying and updating of IMS legal and other requirements.
- 1.4.2 Shall ensure the identified legal and other requirements are complied with as applicable.

**STEPS****2.1 General**

The MR shall manage compliance to applicable IMS legal and other requirements as detailed below:

**2.1.1 Identification of Requirements**

- 2.1.2 KEFRI through its MR shall identify applicable IMS legal and other requirements that the Institute subscribes to.
- 2.1.3 Applicable requirements shall be listed and tracked in the Legal Compliance register,

**2.2 IMS Requirements Update**

- 2.2.1 The MR shall ensure updates of applicable existing and emerging IMS legal and other requirements.

2.2.2 The MR shall tracks these updates in the Legal Compliance register.

### **2.3 Compliance Review**

2.3.1 The MR shall be in charge of the compliance review to ensure that all KEFRI activities are undertaken in accordance to applicable IMS, legal and other requirements.

2.3.2 The review shall be done during internal audits as per the internal audit procedure.

2.3.3 The MR shall communicate as provided for in the Communications Procedure to concerned people pertinent IMS requirements based on the compliance review.

### **3 APPLICABLE RECORDS**

3.1.1 Legal Compliance Register

**PROCEDURE 5: HANDLING AND DISPOSAL OF NON-HAZARDOUS SOLID WASTE****1.0 Purpose**

To ensure that non-hazardous waste generated from KEFRIs operations is properly handled, segregated and disposed in a manner that minimizes environmental pollution.

**1.1 Scope**

This procedure will apply to all KEFRI activities, which generate non-hazardous solid waste with significant environment impact.

**1.2 References**

- a) ISO 14001: 2015 Standard
- b) ISO 9001:2015 Standard
- c) EMCA 1999: 2015 Environmental Management and Coordination Act Regulations on Solid Wastes
- d) PPAD 2015: The Public Procurement and Asset Disposal Act, 2015

**1.3 Terms, acronyms and definitions**

- a) Waste receptacle – Temporary central waste holding facility within KEFRI premises.
- b) Re-use - Waste used with or without cleaning and/or repairing.
- c) ISO - International Organization for Standardization.
- d) GR – Goods Return
- e) DDA -Deputy Director Administration
- f) RD -Regional Director
- g) OiC – Officer in Charge
- h) HOD – Head of Division

**1.4 Responsibility**

- 1.4.1 The DDA, RDs and OiCs shall have the principal responsibility of constructing receptacles and providing colour coded bins.
- 1.4.2 HODs shall ensure this procedure is adhered to in their respective sections
- 1.4.3 DDSCM shall ensure that waste is properly disposed off.

**2.0 STEPS**

- 2.1 Categories of non-hazardous solid waste generated by KEFRI include plastics from seed packaging and from tree nursery potting operations, general plastics, used paper, glass ware and metal.



## 2.2 Waste Segregation

2.2.1 All KEFRI staff shall segregate solid wastes according to colour coded waste bins as per the table below:

Category of Waste	Colour Code
Paper	Blue
Plastic	Yellow
Glass	White
Electronics (e-waste)	Black
- Computers/printers/scanners/UPS - Cartridges, tonners - Electric bulbs and tubes - Calculators	Dedicated rooms with compartments for each waste
Rubber and tyres	Dedicated room
Ceramics	Dedicated room
Organic	Green
Metal /cans	Grey
Used cooking oil	Black drums
Oil filters & oily used Spare parts	Black drums
Sanitary waste and condoms	Sanitary bins

2.2.2 All colour coded waste bins shall meet the following requirements:

- a) They must be in sound condition.
- b) They must be constructed of an appropriate material to prevent leakage.
- c) They must be closed except when adding or emptying waste materials from the container.
- d) They must be kept clean of any spilled material.
- e) They are handled and stored so as not to cause rupture or leakage.

2.2.3 Janitors shall collect, weigh and dispose the segregated solid wastes into the respective designated waste receptacles.

2.2.4 The janitors shall record the waste measurements in solid waste measurement form.

2.2.5 Heads of Administration shall monitor the wastes levels and establish trend analysis on quarterly basis.

## 2.3 Waste management

2.3.1 Ceramic waste shall be crashed and buried in designated areas.

2.3.2 Sanitary waste shall be disposed off through contracted service providers as per the procurement procedure.

2.3.3 Cooking oil produced at various catering outlets shall be decanted into securely sealed drums and collected by an approved waste contractor as per procurement procedure.

2.3.4 Organic waste shall be composted in a compost pit.

- 2.3.5 Plant materials such as non-viable seeds shall be disposed on recommendation and approval of the seed disposal committee. The disposal method shall be by composting.
- 2.3.6 The Heads of supplies shall ensure the quantities of oil, grease and fuel stored at any one time does not over expose the environment to risks (spills, fires, e.t.c) by ensuring that the stored quantities do not exceed the following amounts: Oil-20 litres, Petrol-100 litres, Diesel-180 litres, Parafin-15 litres, Grease-5 kg.
- 2.3.7 In case of oil or fuel leak or spills, emergency preparedness procedure shall apply.
- 2.3.8 Waste from the timber workshop shall be sold to interested parties as per the Enterprise procedure.
- 2.3.9 Workshop Manager in timber workshop shall minimize the wood waste generated by laminating waste timber pieces.
- 2.3.10 DDSCM shall contract waste disposal agents.

**NOTE:**

KEFRI staff shall not dispose off any waste on a public highway, street, road, and recreational area or in any public place except in designated public waste receptacles.

**3.0 Applicable records**

- a) Solid waste measurement form
- b) Non-viable seed disposal form



KEFRI/F/SM/14



**NON-VIABLE SEED DISPOSAL FORM**

**Category of seed:** ..... **Centre:** .....

Species name	Germination capacity	Quantity for disposal	Remarks

**Approved By:**

Ben E.N. Chikamai (PhD)

**Director KEFRI**

Signature 

Date: 12<sup>th</sup> February 2018





## RISKS AND OPPORTUNITIES REGISTER

### ENTERPRISE DIVISION

Activity	Risks	Opportunity	Likelihood	Severity	Risk Rating	Risk Category	Controls	Responsibility	Time Frame
Accommodation and Catering	Inability to access markets for goods and services	None	2	1	2	Low	Widen suppliers scope in accordance to Public Procurement and disposal acts.	GME	Continuous
	High prices of goods and services	None	1	2	2	Low	Conducting market surveys	GME	Annual
	Market competition	Innovation and growth	2	1	2	Low	Benchmarking and quality improvement	GME	Annual
	Inability to meet the demand for good & services	None	2	2	4	Medium	Come up with innovative measures	GME	Continuous

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	Inadequate GOK financial support	None	1	1	1	Low	alternative sources of injecting financial resources	GME	Continuous
	Low customer turnover	None	1	1	1	Low	Conduct marketing and advertising	GME	Annual
	Staff incompetence	Training	2	2	4	Medium	Capacity Building, mentoring of officers, Duty reassignment	GME	Continuous
	Food Poisoning	None	1	2	2	Low	Adherence to Public Health Act 2012, providing of quality food products	GME	Continuous
Provision of Timber	Workshop accidents	Training	1	1	1	Low	Adherence to Occupational Safety and Health Act 2007	GME	Continuous

**RISK ASSESMENT MATRIX**

<b>Impact</b>	<b>Likelihood</b>			
	<b>1</b>	<b>1</b>	<b>2</b>	<b>3</b>
	<b>1</b>	1	2	3
	<b>2</b>	2	4	6
	<b>3</b>	3	6	9

**KEY**

**Likelihood**

- 1**- Remote, likely to occur once in a year
- 2**- Occasional, likely to occur once in a quarter
- 3**- Frequent, likely to occur once in a week

**Impact**

1-Minor, unlikely to affect the environment or quality of service

2-Serious, very likely to affect the environment or quality of service

3-Critical, can have catastrophic effect to the environment or quality of service

**Risk rating (significance)**

**1-2 Low risk/insignificant aspect**

**3-5 Medium risk/significant aspect**

**6-9 High risk/significant aspect**



**ENVIRONMENTAL ASPECTS REGISTER  
ENTERPRISE DIVISION**

Process Name	Activity	Aspects	Likelihood	Severity	Significance	Aspect category	Environmental Impact	Mitigation/controls	Responsibility	Timeframe
Accommodation and catering	Ensuring quality services in restaurant and accommodation	Use of paper, computer and electricity	2	2	4	medium risk	Depletion of energy and natural resources	Print double sided, Switching off computers when not in use	GME	Continuous
	Preparation, costing and listing of dishes & menus	Use of paper, computer and electricity	2	2	4	medium risk	Depletion of energy and natural resources	Print double sided, Switching off computers when not in use	GME	Continuous
	Raising and registering of customers complaints	Use of paper, computer and electricity, complaints register	2	2	4	medium risk	Depletion of energy and natural resources	Print double sided, Switching off computers when not in use	GME	Continuous
	Sending & request for price quotations and analysis	Use of paper, computer and electricity	2	2	4	medium risk	Depletion of energy and natural resources	Print double sided, Switching off computers when not in use	GME	Continuous

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	Handling and disposal of used cooking oil from the Restaurant	Drums/plastic containers, cooking oil	2	2	4	medium risk	Depletion of energy and natural resources, air pollution	selling of used cooking oil, re use the cooking oil plastic containers	GME	Continuous
	Undertaking medical checkups for restaurant and accommodation personnel	use of papers, use of computer and electricity, test tubes	2	2	4	medium risk	Depletion of energy and natural resources	Print double sided, Switching off computers when not in use	GME	Continuous
	Handling and disposal of non-hazardous sanitary waste produced	Sanitary towels, Sanitary bins, nylon lining	2	2	4	medium risk	Depletion of natural resources		GME	Continuous
	Reporting of sales revenues	Use of paper, computer and electricity	2	2	4	medium risk	Depletion of energy and natural resources	Print double sided, Switching off computers when not in use	GME	Continuous
	Display service delivery charters and menus in the restaurant & accomodation	Use of service charter, use of electricity and paper	2	2	4	medium risk	Depletion of energy and natural resources	Print double sided, Switching off computers when not in use	GME	Continuous
Wood and non-wood products	Provision of budgetary requirements	Use of paper, computer and electricity	1	2	2	low risk	Depletion of energy and natural resources	Print double sided, Switching off computers when not in use	GME	Continuous
	Provision of quality wood and non-wood products	Use of timber, Use of gels, use of chemicals and	2	2	4	medium risk	Depletion of energy and natural resources, water pollution and air	Print double sided, Switching off computers when not in use	GME	Continuous

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	detergents						pollution			
Provision of price catalogues	Use of paper, computer and electricity	3	1	3	medium risk	Depletion of energy and natural resources	Print double sided, Switching off computers when not in use	GME	Continuous	
Dispatching of seeds	Use of carrier bags, use of paper, use of electricity	2	2	4	medium risk	Depletion of energy and natural resources	Print double sided, Switching off computers when not in use	GME	Continuous	
Requests for wood products and services	Use of paper, computer and electricity	3	1	3	medium risk	Depletion of energy and natural resources	Print double sided, Switching off computers when not in use	GME	Continuous	
Recording of customers order	Use of paper, computer and electricity, use of toner	2	2	4	medium risk	Depletion of energy and natural resources	Print double sided, Switching off computers when not in use	GME	Continuous	
Request for approval for purchase of timber/plantation	Use of paper, computer and electricity, use of toner	1	2	2	low risk	Depletion of energy and natural resources	Print double sided, Switching off computers when not in use	GME	Continuous	
Disposal of waste generated from wood/timber	use of Sawdust, use of paper, use of packaing materials, use of timber	2	2	4	medium risk	Depletion of energy and natural resources, noise pollution, air pollution	Re use of sawdust for other activities, re use of waste from timber to produce fancy items	GME	Continuous	

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	Registering and recording of customer complaint and feedback	Use of paper, computer and electricity, use of toner	2	2	4	medium risk	Depletion of energy and natural resources	Print double sided, Switching off computers when not in use	GME	Continuous
	Payment of goods and services	Use of paper, computer and electricity, use of toner,	2	2	4	medium risk	Depletion of energy and natural resources	Print double sided, Switching off computers when not in use	GME	Continuous
	Timber seasoning and drying	Use of electricity, use of timber and kiln	2	2	4	medium risk	Depletion of energy and natural resources, noise pollution	Print double sided, Switching off computers when not in use	GME	Continuous
	Tallying of customers measurement requirements	Use of paper, computer and electricity, use of toner,	2	2	4	medium risk	Depletion of energy and natural resources	Print double sided, Switching off computers when not in use	GME	Continuous
	Production, Processing and packaging of goods & services	Use of paper, computer and electricity, use of toner, use packaging materials	2	2	4	medium risk	Depletion of energy and natural resources	Print double sided, Switching off computers when not in use	GME	Continuous
Conference facilities, machinery and ground hire	Advertising of the enterprise facilities	Use of paper, computer and electricity, use of toner,	2	2	4	medium risk	Depletion of energy and natural resources	Print double sided, Switching off computers when not in use	GME	Continuous
	Responding to customer requests	Use of paper, computer and electricity, use of toner,	2	2	4	medium risk	Depletion of energy and natural resources	Print double sided, Switching off computers when not in use	GME	Continuous

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Communicate terms and conditions for engagement to clients	Use of paper, computer and electricity, use of toner,	2	2	4	medium risk	Depletion of energy and natural resources	Print double sided, Switching off computers when not in use	GME	Continuous
Undertaking commitment for payments of goods and services	Use of paper, computer and electricity, use of toner,	2	2	4	medium risk	Depletion of energy and natural resources	Print double sided, Switching off computers when not in use	GME	Continuous
Registering and recording of customer complaint and feedback	Use of paper, computer and electricity, use of toner,	2	2	4	medium risk	Depletion of energy and natural resources	Print double sided, Switching off computers when not in use	GME	Continuous
Evaluation of customer feedback through customer feedback forms	Use of paper, computer and electricity, use of toner,	2	2	4	medium risk	Depletion of energy and natural resources	Print double sided, Switching off computers when not in use	GME	Continuous



**REGISTER OF INTERESTED PARTIES  
ENTERPRISE DIVISION**

<b>S/NO</b>	<b>Interested Parties</b>	<b>Stakeholder Category</b>	<b>Needs/ Expectations</b>
1	Government of Kenya	External	Solving forestry related issues, innovative research products Compliance with Govt. circulars
2	Partners, Donors and Collaborators	Internal	Funds are utilized for intended purposes
3	Professional bodies	External	Adherence to standards and ethical practices, subscription fees
4	Institutions of higher learning	External	Research facilities, internships, attachments and faculty
5	Public	External	Forestry services and solutions, employment, training and CSR
6	Customers	External	Products, customers and corporate image
7	Suppliers	External	Supplying of goods and services
8	Employees	Internal	Fair remuneration, welfare and work environment
9	Farmers	External	Improvement in technologies and practises



**REGISTER INTERNAL AND EXTERNAL ISSUES  
ENTERPRISE DIVISION**

<b>S/NO</b>	<b>INTERNAL ISSUES</b>	<b>EXTERNAL ISSUES</b>
1	Poor work Ethics	Inadequate financial resources from exchequer
2	Poor Mentorship	Changes Statutory & legal Requirements
3	Employee attitude	Changes on Government Policies
4	Resistance to Change	Changes in Technology
5	Inadequate Infrastructure	Changes in Market prices for goods and services
6	Employee Awareness	Government Circulars
7	Lack of intergrity	Low Funding from donors
8	Budget Constraint	Natural Calamities eg. Flooding
9	Inadequate Staff	
10	Lack of competent staff	
11	Demoralized staff	
12	Inadequate Equipment eg. Computers & Printers	