KENYA FORESTRY RESEARCH INSTITUTE

INTERGRATED

ISO 9001:2015 and ISO 14001:2015

MANUAL

This Integrated Management System Manual has been developed to domesticate and mainstream ISO 9001:2015 and ISO 14001:2015 Standards in KEFRI

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INTRODUCTION

Kenya Forestry Research Institute (KEFRI) was established as a state corporation in 1986 under the Science and Technology Act Chapter 250 of the Laws of Kenya. The Science, Technology, and Innovation Act No. 28 of 2013 repealed the Act. Kenya Forestry Research Institute is also mandated under the Forest Conservation and Management Act, 2016 to undertake forestry research.

Mandate

KEFRI has the mandate to;

1. Conduct research and development in forestry and allied natural resources.
2. Disseminate research findings.
3. Build the capacity of stakeholders in forestry and allied natural resources.
4. Establish partnerships and cooperate with other research organizations and institutions of higher learning in joint research and training.

Vision

A research center of excellence in forestry and allied natural resources for sustainable development.

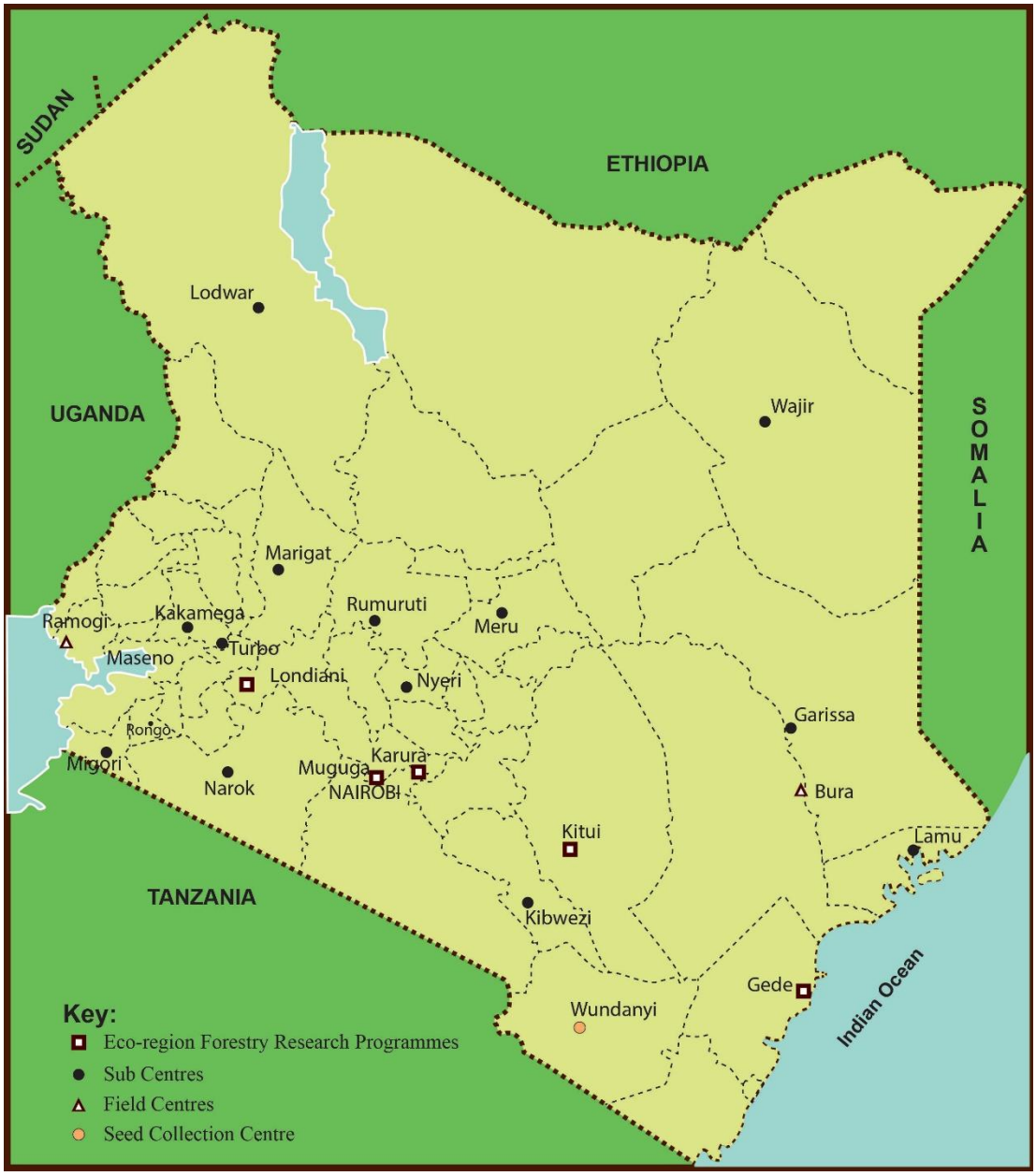
Mission

To conduct research in forestry and allied natural resources for sustainable development through innovations, capacity building, and technology transfer

Core Values

1. Excellence
2. Creativity and Innovation
3. Integrity
4. Teamwork
5. Networking
6. Customer Focus

Map showing KEFRIs' regional offices



1.0 Scope

This manual specifies the requirements for KEFRI'S Integrated Management System (IMS) to enhance environmental performance, customer satisfaction, quality, and environmental management policy and objectives. The manual also takes into account the legal requirements and other requirements to which KEFRI complies. The physical geographical locations covered by the scope of integrated ISO 9001:2015 and ISO 14001:2015 shall include KEFRI headquarters, Karura, Gede, Lamu, Taita Taveta, Kitui, Kibwezi, Garissa, Tiva, Muguga, Nyeri, Rumuruti, Meru, Londiani, Baringo, Maseno, Lodwar, Turbo, Kakamega, Migori and Ramogi.

The following processes shall be included in the scope of integrated ISO 9001:2015 and ISO 14001:2015 Research and Development, Administration, Human resources, Enterprise, Corporate Affairs and Quality Assurance, Finance, Legal Services, Forest Research Support Services, Partnership and Resource Mobilization, Bioscience and Laboratory, Supply Chain Management and Internal audit.

2.0 Normative References

For effective implementation of the IMS at KEFRI, the following normative documents are Indispensable:

1. ISO 9001:2015
2. ISO 14001:2015
3. ISO 19011:2002
4. KEFRI Strategic plan
5. KEFRI Service Delivery Charter

3.0 Terms and Definitions

The terms and definitions in ISO 9000:2015 apply to this IMS manual and any other IMS document. The following shall also constitute definitions used in this document:

1. KEFRI - Whenever the term "KEFRI" is used it shall mean Kenya Forestry Research Institute.
2. Top Management - This is the Board of Directors led by the Chairman and represented in the day-to-day operations by the Director and his/her executive committee members.
3. Interested Parties - These include but are not limited to:
    a. Customers
    b. Employees
    c. Partners
    d. Other stakeholders
4. Process - These are sets of interrelated or interacting activities of KEFRI that transform input elements (policies, resources, customer needs and expectations, etc.) into results (i.e. the products and services provided by KEFRI).
5. IMS – This term means "Integrated Management System on Quality and Environment."
6. Management Representative (MR) – An officer appointed by the Director of KEFRI to ensure that IMS requirements are established, implemented, and maintained as required by ISO 14001:2015 and ISO 9001:2015 standards.

4.0 Context of the organization

4.1 Understanding the Organization and its Context

KEFRI has identified internal and external issues affecting its ability to achieve the intended outcome of its IMS and are of concern to its interested parties identified in the Register of Internal and External Issues. Such issues shall be monitored and updated as appropriate and discussed as part of management reviews.

4.2 Understanding the Needs and Expectations of Interested Parties

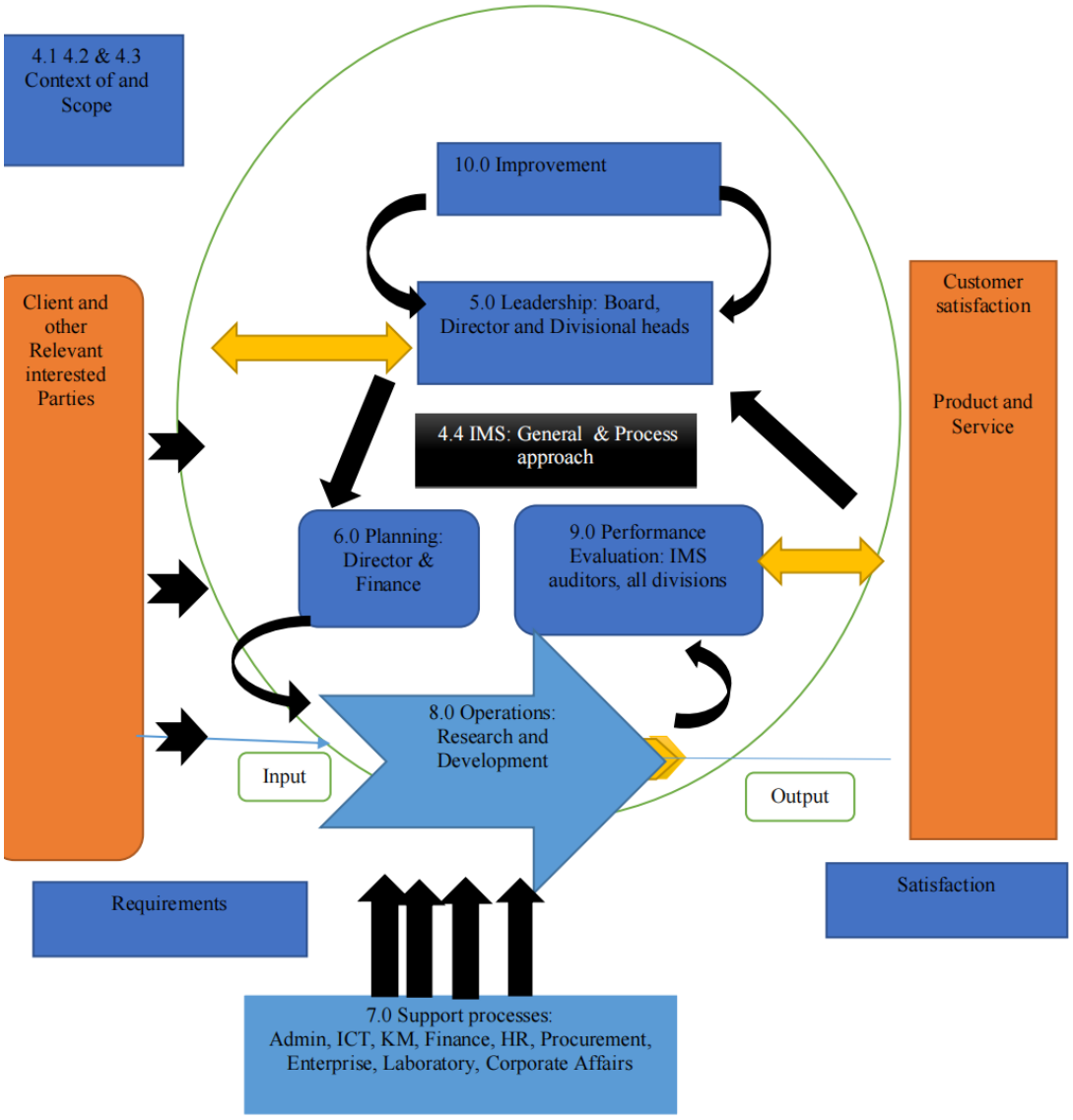
KEFRI has identified interested parties and their relevant needs and expectations which are listed in the Register of Interested Parties. The interested parties, their needs, and expectations shall be monitored and updated as appropriate and discussed as part of management reviews.

4.3 Determining the Scope of IMS

The scope of IMS shall cover the KEFRI Headquarters, Regional centers, and Sub-centre processes and activities that directly or indirectly impact KEFRIs' product and service provision; and conform to the requirements of ISO 9001:2015 and ISO 14001:2015 standards. The scope shall be as described in clause 1.0 of this manual.

4.4 IMS and its Processes

KEFRI has adopted a process approach for its integrated management system by identifying processes and managing them diligently through timely action on identified non-conformities and risks and significant aspects. Measures to enhance both quality and environmental performance, implement and maintain an IMS while upholding continual improvement have been established as in the sequence of interactions illustrated in the diagram below:


4.1 4.2 & 4.3 Context of and Scope
10.0 Improvement
Client and other Relevant interested Parties
5.0 Leadership: Board, Director and Divisional heads
Customer satisfaction
Product and Service
4.4 IMS: General & Process approach
6.0 Planning: Director & Finance
9.0 Performance Evaluation: IMS auditors, all divisions
8.0 Operations: Research and Development
Input
Output
Requirements
Satisfaction
7.0 Support processes: Admin, ICT, KM, Finance, HR, Procurement, Enterprise, Laboratory, Corporate Affairs

Each process shall have its standard operating procedure (SOP) that defines applicable inputs and outputs, process owners, applicable responsibilities and authorities, applicable risks, environmental aspects, and opportunities, critical and supporting resources, steps, and applicable records.

The following SOPs shall be used by the respective process owners for effective implementation of IMS:

1. Research and Development Procedures
2. Forest Research Supports Service Procedures
3. Bioscience & Laboratory Management procedures
4. Administration procedures
5. Human Resources procedures
6. Finance Procedures
7. Supply Chain Procedures
8. Corporate Affairs and Quality Assurance Procedures
9. ICT Procedures
10. Internal Audit Procedures
11. Partnership and Resource Mobilization Procedures
12. Enterprise Procedures
13. Legal Services Procedures

5.0 Leadership

5.1 Leadership & Commitment

KEFRI's top management demonstrates its commitment to the development and implementation of the IMS and continual improvement of its effectiveness by:

1. Ensuring that the IMS policy and objectives are established and are compatible with the strategic direction and the context of the organization
2. Ensuring the integration of the EMS requirements into the organization's business processes
3. Ensuring the resources are needed and available for IMS Implementation
4. Communicating the importance of effective IMS and conforming to the IMS requirements
5. Ensuring that the IMS achieves its intended outcomes;
6. Directing and supporting persons to contribute to the effectiveness of the IMS
7. Promoting continual improvement
8. Supporting other relevant roles to demonstrate their leadership as it applies to the areas of responsibility

5.2 Customer Focus

KEFRI's top management shall demonstrate leadership and commitment toward customer focus by ensuring that:

1. Customer and applicable legal requirements are determined, understood, and consistently met;
2. The risks and opportunities that can affect the conformity of products and services and the ability to enhance customer satisfaction are determined and addressed and;
3. The focus on enhancing customer satisfaction is maintained.

The customer expectations for each product and service have been documented in KEFRI's customer delivery service charter. The Corporate Affairs and Quality Assurance Division shall ensure that customer satisfaction surveys are conducted to capture customer satisfaction levels.

5.3 Quality and Environmental Management Policy

KEFRI's top management has established an IMS policy within the defined scope in clause 4.3 that is appropriate to;

a) The purpose of the organization
b) The context of the organization (4.1 to 4.4) and
c) The nature, scale, and environmental impacts of organizations activities, products, and service
d) Provides a framework for setting environmental objectives

The management demonstrates its commitment through the IMS policy statement below;

Kenya Forestry Research Institute is committed to conducting research in forestry and allied natural resources for sustainable development through innovations, capacity building, and technology transfer.

In accomplishing this, KEFRI shall:

- Establish, implement, and review quality and environmental objectives in its operations biennially
- Satisfy customer requirements and comply with legal and other applicable requirements
- Conduct its activities in a manner that enhances sustainable resource use, climate change mitigation, environmental protection, and pollution controls.
- Maintain, communicate, implement, and avail this policy to all relevant and interested parties

5.4 Organizational Roles, Responsibilities, and Authorities

KEFRI's top management has defined and communicated all responsibilities, authorities, functions, and relationships within its establishment to ensure the effective implementation of the IMS. The Director is responsible for ensuring KEFRI's functions are clearly defined. Additionally, KEFRI's organogram shows these relationships and authorities as indicated in the Strategic Plan.

6.0 Planning

6.1 Actions to address environmental aspects, risks, and opportunities

6.1.1 Risks and Opportunities

KEFRI identifies, assesses, evaluates, controls, and monitors risks and opportunities within its operations at all functional levels that are updated and maintained in risk registers. Risks and opportunities are assessed by the Identification and assessment of risks and environmental aspects procedure. Strategic risks have been documented in the Institutional Strategic Plan.

6.1.2 Environmental aspects

KEFRI has determined significant environmental aspects of its activities, products, and services that it can control and those that it can influence and their associated environmental impacts, considering a life cycle perspective. The environmental aspects are identified by the identification and assessment of risks and environmental aspects procedure and the aspects identified are documented in an Aspect Registers which are maintained at functional levels.

6.1.3 Compliance obligations

KEFRI has determined its compliance obligations both for EMS and QMS relevant to the IMS according to the Identification & Evaluation of Compliance to Legal Requirements procedure. The statutory and regulatory requirements are documented in the Legal Compliance Register. Evaluation of compliance with the legal requirements shall be carried out during internal audits while periodical monitoring shall be undertaken by the KEFRI legal Corporation office and advises management as the need arises.

6.2 Quality and environmental objectives and planning to achieve them

6.2.1 Quality and Environmental Objectives

KEFRI has established and documented quality and environmental objectives and maintained them at functional levels. They are monitored at the departmental level and during internal audits and reviewed periodically. The quality and environmental objectives have been developed in consideration that they:

1. Are consistent with the IMS policy;
2. Are measurable;
3. Take into account applicable requirements;
4. Enhance customer satisfaction;
5. Are monitored;
6. Are communicated; and
7. Are updated as appropriate.

KEFRI has determined what will be done, what resources will be required, who will be responsible, when it will be completed, how the results will be evaluated, and indicators for monitoring progress towards achievement of the organization's measurable environmental objectives.

6.3 Planning of changes

Changes to the IMS and its processes are carried out in a planned manner as per the control of documents procedure taking into consideration the purpose of the changes and their potential consequences, the integrity of the IMS system, the availability of resources, and the allocation of responsibilities.

7.0 Support

7.1 Resources

7.1.1 General

KEFRI determines and provides the resources needed to:

1. Implement and maintain the IMS and continually improve its effectiveness; and
2. Enhance customer satisfaction by meeting customer requirements.
3. Resources allocation is done as per the budgeting procedure.

7.1.2 People, Competence Development and Awareness

KEFRI ensures that it provides sufficient staffing for the effective operation of the IMS. This is done as per staff recruitment and selection procedure. Competence and determination of training needs are carried out as per the Human Resource Manual. Additionally, KEFRI has put up mechanisms to ensure that all staff working under its control are aware of:

1. The IMS policy
2. The significant environmental aspects and related actual and potential environmental impacts associated with their work
3. Their contributions to the effectiveness of the IMS
4. The benefits of enhanced environmental performance
5. The implications of not conforming with IMS requirements
6. The implications of not fulfilling compliance obligations that KEFRI subscribes to

7.1.3 Infrastructure

KEFRI has determined, provided, and maintains the infrastructure needed to achieve conformity to products and service requirements that include:

1. Buildings, workspace, and associated facilities;
2. Process equipment, hardware, and software;
3. Supporting services; and
4. Information and communication technology.

All equipment shall be maintained by KEFRI and repaired as per the Infrastructure Development and Facilities Maintenance procedure

7.1.4 Environment for the operation of processes

KEFRI operates within Health, Safety, and Environmental requirements which apply to all working stations. Working conditions throughout KEFRI are maintained to provide employees with acceptable working conditions as documented in the Safety and Health procedure.

7.1.5 Monitoring and Measuring Resources

7.1.5.1 General

KEFRI has determined and provided the resources needed to ensure valid and reliable results when monitoring or measuring is used to verify the conformity of products and services to requirements and has retained appropriate documented information as evidence for monitoring and measurement resources.

7.1.5.2 Measurement traceability

KEFRI's equipment only requires calibration and routine maintenance which shall be done as per Laboratory Management procedure.

7.1.6 Organizational knowledge

KEFRI determines the knowledge necessary for the operation of its processes and to achieve conformity of products and services. This may include knowledge and information obtained from:

1. Internal sources, such as lessons learned, feedback from subject matter experts, and/or intellectual property; and
2. External sources such as standards, academia, conferences, and/or information gathered from customers or suppliers. This is done as per the Knowledge Management procedure.

7.2 Competence

KEFRI ensures that it provides sufficient staffing for the effective operation of the IMS. This is done as per staff recruitment and selection and the Training and development procedures. Competence and determination of training needs are carried out as per the Human Resource Manual. Additionally, KEFRI has put up mechanisms to ensure that all staff working under its control are aware of:

1. Their contributions to the effectiveness of the IMS
2. The benefits of enhanced environmental performance
3. The implications of not conforming with IMS requirements
4. The implications of not fulfilling compliance obligations that KEFRI subscribes to
5. Need to retain documented information as evidence of competence

7.3 Awareness

KEFRI shall create awareness of the IMS requirements to all staff on:

1. The IMS policy;
2. Relevant IMS objectives;
3. The significant environmental aspects and related actual or potential environmental impacts associated with their work;
4. Their contribution to the effectiveness of the IMS, including the benefits of improved performance;
5. The implications of not conforming to the IMS requirements.

All newly recruited staff and students on attachment/internship are made aware of IMS requirements.

7.4 Communication

KEFRI has established, implemented, and maintained appropriate communication processes, including communication on the effectiveness of IMS as set out in the Communication Procedure.

7.5 Documented Information

7.5.1 General

The IMS documentation includes documented information required by ISO 9001:2015 and ISO 14001:2015 standards, IMS policy, standard operating procedures, work instructions, objectives, IMS registers, and associated records.

7.5.2 Creating and Updating

KEFRI has identified the description and format for creating and updating documented information; and a mechanism for approval before use as detailed in the documented information procedure.

7.5.3 Control of Documented Information

KEFRI ensures documents required for IMS are controlled by documented information procedure and Registry management procedure**.** The procedures define controls needed for distribution, identification, storage, retrieval, protection, retention time, and disposition of records.

8.0 Operation

8.1 Operational Planning and Control

KEFRI shall plan, implement, and control the processes needed to meet the requirements for the provision of products and services. KEFRI shall also implement the actions determined in clause 6 in this IMS manual. In addition, KEFRI shall determine, maintain, and retain documented information to the extent necessary to have confidence that the processes have been carried out as planned and to demonstrate the conformity of products and services to their requirements. KEFRI has also identified documents of external origin and has put in place mechanisms to control them

8.2 Requirements for Products and Services

8.2.1 Customer Communication

KEFRI has established operational communication channels with customers about:

1. Providing information relating to products and services;
2. Handling inquiries, contracts, or orders, including changes;
3. Obtaining customer feedback relating to products and services, including customer complaints;
4. Handling or controlling customer property;
5. Establishing specific requirements for contingency actions, when relevant.

8.2.2 Determining the requirements related to products and services

During the intake of new business, KEFRI captures:

1. Requirements specified by the customer, including the requirements for delivery and post-delivery activities;
2. Requirements not stated by the customer but necessary for specified or intended use, where known;
3. Legal requirements related to services; and
4. Any additional requirements determined by KEFRI.

8.2.3 Review of requirements related to products and services

KEFRI reviews the requirements before its commitment to the provision of products and services.
These reviews ensure that KEFRI can:

1. Meet all requirements specified by the customer, including requirements for delivery and post-delivery activities;
2. Meet any requirements not stated by the customer, but which KEFRI knows as being necessary;
3. Meet all requirements determined necessary by KEFRI itself;
4. Meet all related legal requirements; and
5. Meet any contract or order requirements differing from those previously expressed.

8.2.4 Changes to Requirements for Products and Services

KEFRI updates all relevant documents when the requirements change and ensures that all relevant persons are notified.

8.3 Design and Development of Products and Services

KEFRI undertakes design and development activities for the various products and services it provides. The design and development process are typically initiated by the thematic areas. KEFRI plans and controls as appropriate the design and/or development of its Products to determine the stages in the design and development processes, to review, verify, and validate the activities relevant to each stage, and the responsibilities and authorities for the activities. This may include the appointment of multidisciplinary committees or departmental working groups to manage the process. In addition, effective communication

and clarification of responsibilities are ensured through the management of the interfaces between the different groups involved. The outputs from design planning are presented to the management for approval and subsequently updated as required as the design or development progresses.

8.4 Control of Externally Provided Processes, Products and Services

KEFRI ensures that purchased services conform to specified purchase requirements. KEFRI evaluates and selects suppliers based on their ability to supply products and services to the organization's requirements. Criteria for selection, evaluation, and re-evaluation are established. These activities are further defined in the Procurement procedure.

8.5 Production and Service Provision

8.5.1 Control of Production and Service Provision

To control its provision of products and services KEFRI considers, as applicable, the following:

1. The availability of documents or records that define the characteristics of the Products or Services as well as the results to be achieved;
2. The implementation of monitoring and measurement activities;
3. The availability and use of suitable monitoring and measuring resources;
4. The use of suitable infrastructure and environment;
5. The appointment of competent persons, including any required qualifications;
6. The validation and revalidation of special processes if applicable (see below);
7. The implementation of actions to prevent human error;
8. The implementation of release, delivery, and post-delivery activities.

8.5.2 Identification and Traceability

KEFRI identifies its product appropriately throughout the process of product provision by means that are suitable to the Product. The status of the result of the Product expected about monitoring and measuring requirements is identified to the extent possible or where it is appropriate and documented.

8.5.3 Property Belonging to Customers or External Providers

KEFRI gives due care to customers' property which includes intellectual property and such confidential information while it is under the control of or being used by KEFRI or being incorporated into the Product inputs. Customers' property is identified, verified, protected, and/or safeguarded as appropriate.

8.5.4 Preservation

KEFRI shall at all times preserve the Products it offers to ensure and promote customer satisfaction.

8.5.5 Control of Changes

KEFRI reviews and controls both planned and unplanned changes to processes to the extent necessary to ensure continuing conformity with all requirements. This is done as per the Control of Documents procedure.

8.6 Release of Products and Services

KEFRI implements controls at appropriate stages to verify that the products and services requirements have been met before release.

8.7 Control of Non-conforming Outputs

KEFRI ensures that products and services or other process outputs that do not conform to their requirements are identified and controlled to prevent their unintended use or delivery. Additionally, KEFRI maintains the procedure for raising and reporting non-conformance

8.8 Emergency Preparedness and Response

KEFRI has established and maintained procedures to identify and respond to potential emergencies, and to prevent and mitigating against adverse environmental impacts. Actions to respond to actual emergencies as well as periodical testing of the planned response actions have been established. KEFRI shall review its emergency preparedness and response plans and procedures, in particular after the occurrence of incidents or emergencies, and provide relevant capacity building to staff working in prone areas

9.0 Performance Evaluation

9.1 Monitoring, Measurement, Analysis and Evaluation

9.1.1. General

KEFRI has determined which aspects of its IMS need to be monitored and measured within its documentation. Monitoring and measurement of the processes ensures that KEFRI evaluates the performance and effectiveness of the integrated management system in planned intervals

9.1.2 Customer Satisfaction

KEFRI monitors customer perception of the degree to which their needs and expectations have been fulfilled. The methods for obtaining and using this information include:

1. Recording customer feedback, including complaints and compliments
2. Conducting customer satisfaction surveys
3. Stakeholder meetings

This is as per the procedure for Handling Customer Complaints, Compliments, and feedback.

9.1.3 Analysis and Evaluation

KEFRI analyzes and evaluates the data and information arising from monitoring and measurement to evaluate:

1. Conformity of service;
2. The degree of customer satisfaction;
3. The performance and effectiveness of the integrated management system;
4. If planning has been implemented effectively;
5. The effectiveness of actions taken to address risks and opportunities;
6. The performance of external providers; and
7. The need for improvements to the integrated management system.

9.1.4 Evaluation of Compliance

KEFRI has established a procedure for the evaluation of compliance under the document Identification & Evaluation of Compliance to Legal and Other Requirements. Daily implementation and guidance of the same is managed by KEFRIS legal and corporation services

9.2 Internal Audit

KEFRI maintains procedures that define how it carries out planned IMS Internal audits to evaluate the effectiveness of its IMS systems. Internal audits are scheduled at least once a year. These activities are defined in the Internal Audit procedure and appropriate records such as the audit programs, reports, and correction actions maintained

9.3 Management Review

KEFRI's top management shall review its IMS at least once a year, to ensure its continuing suitability, adequacy, effectiveness, and alignment with the strategic direction. Management review input and output are defined in the Management Review procedure and the same is adhered to during the meeting

10.0 Improvement

10.1 General

KEFRI uses the IMS to improve its processes, products, and services. Such improvements aim to address the needs and expectations of customers as well as other interested parties. Improvement shall be driven by an analysis of data related to:

1. Conformity of products and services;
2. The degree of customer satisfaction;
3. The performance and effectiveness of the IMS;
4. The effectiveness of planning;
5. The effectiveness of actions taken to address risks and opportunities;
6. The performance of external providers; and
7. Other improvements to the IMS.

10.2 Nonconformity and Corrective Action

KEFRI takes corrective actions to eliminate the cause of nonconformity to prevent recurrence as per the Corrective Action procedure.

10.3 Continual Improvement

KEFRI ensures continual improvement of the suitability, adequacy, and effectiveness of the IMS through process effectiveness reviews, done as part of the Management Review output as well as the PDCA cycle.

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