



KENYA FORESTRY RESEARCH INSTITUTE

QUALITY AND ENVIRONMENTAL OBJECTIVES

INTERGRATED ISO 9001:2015 and ISO 14001:2015

These quality and environmental objectives are developed to improve customer satisfaction and ensure prudent use of natural resource to minimize environmental pollution and degradation.

APPROVED BY:

DR. JANE NJUGUNA

AG. DIRECTOR – KEFRI

SIGNATURE:



DATE: 27/09/2024

Objective	Action plan	Objectively verifiable evidence	Responsible	Timeline
To contribute to sustainable forest and landscape restoration and conservation by increasing the supply of quality tree seed by 2.5% and tree seedling production by 2.5% annually	Prioritize the collection, propagation, and establishment of seed stands/orchards of priority tree species	PC, work plans, budgets, progress reports, tree seed collection and nursery reports	Research & Development	Annually
To increase the number of research publications by 2% annually	Develop manuscripts for publication at the end of each research project, incentivize research publication, capacity building to scientists on writing research publications	Peer-review journals, technical notes, policy briefs, , guidelines, research notes and book chapters	Research & Development	Annually
To establish baseline data on the number of forest products developed and ensure the uptake of 20 % of developed products by MSMEs annually	Develop an inventory of forest products; disseminate the developed products to MSMEs for uptake.	Report of forest products developed; MSMEs training reports	Research & Development	Annually
To establish baseline data on forestry technologies developed and ensure the operationalization of 30%of technologies	Develop an inventory of forestry technologies developed; Disseminate the technologies to stakeholders;	Register of forestry technologies and dissemination reports	Research & Development	Annually
Establish an external customer satisfaction index and improve the index by 3 % biennially	Carry out customer satisfaction survey every two years	Customer Survey Reports	Corporate Affairs	Annually
Obtain feedback from at least 60% of customers visiting the Institute	Issue customer feedback forms to all visitors upon arrival; analyze feedback forms	Customer feedback forms; Visitors registers; public complaints registers	Corporate Affairs; Administration	Annually
To establish baseline data on social media posts, reach and grow followers by 5% annually	Diversify social media platforms; ensure interactiveness of social media posts.	Data on social media following and post-reach	Corporate Affairs	Annually
Ensure that all IMS internal audits are closed within 30 days after the audit	Implement an internal audit schedule	Internal audit reports and closure records	Corporate Affairs	Annually

Objective	Action plan	Objectively verifiable evidence	Responsible	Timeline
To establish baseline data for non-hazardous waste generation and ensure a reduction of 5% annually	Implement 3Rs in waste management (reuse, reduce, recycle); use waste segregation bins and receptacles; print double-sided; and conduct trend analysis.	Waste trend analysis and disposal records	Administration, All departments	Annually
Establish baseline data and ensure reduction of utilities (energy, water, and gas) consumption by 5% annually	Installation of green energy (e.g. solar power), installation of water meters, water harvesting	Power and water consumption trend analysis, electricity bills	Administration, Enterprise; All departments	Annually
To phase out asbestos roofing sheets in all KEFRI premises by June 2026	Dispose of asbestos tiles as per the National Guidelines on Safe Management of Asbestos	Disposal Permit and Disposal Report	Administration	Annually
To operationalize EDMS and reduce the use of papers by 5% annually	Secure funds for the purchase of an EDMS machine by December 2025	Inward register; analysis report	Administration	Annually
To improve the institutional Webometric national ranking by 5 positions annually	Update knowledge outputs on the institutional repository and KM system; train staff and KM champions to increase their visibility & impact.	Webometrics ranking results	Forest Research Support Services	Annually
Increase the number of KEFRI stakeholders trained by 5% annually.	Conduct national and regional trainings; support stakeholders in participating in local, national, and international workshops/conferences.	List of participants; training report	Research & Development; Forest Research Support Services	Annually
Increase internally produced publications by 5% annually.	Edit and avail internally produced publications	Edited manuscripts, published materials	Forest Research Support Services	Annually
Increase biometrics and geomatics consultancies by 5% annually.	Create awareness of the consultancies offered by biometrics and geomatics; refresher training for Biometrics and geomatics staff; use of mobile data collection tools;	Consultancy logbook	Forest Research Support Services	Annually

Objective	Action plan	Objectively verifiable evidence	Responsible	Timeline
Establish library baseline user access and increase users accessing e-library services by 5% annually	Sensitize users on access to e-library services; Incorporate more digital content into E-Library platforms; Make E-Library platforms user-friendly	E-library platform users and Usage reports	Forest Research Support Services	Annually
To ensure 30% of the institutional budget is awarded to AGPO-registered firms.	Set aside and award at least 30% of the procurement budget to AGPO-registered firms.	Procurement plan; quarterly reports	Supply Chain Management	Annually
To ensure delivery of procured goods, within 30 days upon requisition	Ensure adherence to procurement plan; prompt approval of user requests; indicate expected delivery dates on LPOs	Purchase requisitions, evaluation reports, LPOs, GRNs, inspection and acceptance reports	Supply Chain Management	Annually
To improve the recruitment and selection by automating the process by 80% by June 2026	Conduct recruitment through Enterprise Resource Planning (ERP) to increase the efficiency of the process as per approval.	Recruitment minutes Appointment letters	Human Resource	Annually
To establish the baseline employee satisfaction index and increase the index by 5% biennially	Conduct an employee satisfaction survey; implement recommendations for the survey.	Employee satisfaction survey report	Human Resource	Annually
To increase the number of staff trained by 10% annually	In-house training, group training, implementation of training plan	Training reports and certificates	Human Resource	Annually
To grow revenue generation by 5% annually from all revenue units	To increase revenue generation through the sale of forest products (tree seed, seedling, wood, and non-wood products), hiring of facilities, hospitality services, and training.	Marketing work plans, revenue reports	Enterprise	Annually
To increase the internal customer satisfaction index on ICT services by 2 % annually	Monitor annual Staff satisfaction with ICT services	Survey report	ICT	Annually
Ensure uptime of 99.9% for Internet, email, ERP, and custom applications (e.g. JAZAMITI) uptime of 99.9%	Monitor SLA with Internet Service Provider (ISP); ensure the monitoring tool captures the uptime matrix; Review uptime report monthly.	Monthly uptime report	ICT	Monthly
To ensure 100% traceability of customer samples received in the laboratories.	Record samples received on the sample receipt form and allocate lab numbers	Sample receipt forms; laboratory test results	Laboratory	Annually

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To ensure safe disposal of laboratory effluent for environmental protection	Measure and record the pH of laboratory effluent monthly before discharge	Effluent measurement and monitoring form	Laboratory	Monthly
To reduce the turnaround time of laboratory analysis reports by 10%	Record the delivery time of analysis reports in the number of days	Analysis reports	Laboratory	Annually
Reduce payment processing for suppliers from 35 days to 30 days upon receipt of invoices.	Continuous in-house training of staff on the use of the ERP system	Processed payments Turnaround reports	Finance; Supply Chain Management	Annually
To ensure payment processing of internal customers within 5 working days upon receipt of supporting documents and employees' salaries by the 2 nd of every month.	Monitor payment logs regularly; approvals of Salaries vouchers at each level of approval within 12 hours	Processed payments; Turnaround time reports	Finance; Human Recourse	Monthly
To ensure submission of quarterly financial reports by the 15th day after the end of every quarter to the National Treasury and the parent Ministry	Frequent checks and balances Reconcile and compile financial records regularly; allocate adequate and competent staff in the preparation of financial report	Quarterly financial statements,	Finance	Quarterly
To attend to all audit queries within 14 days down from 20 days after receipt of queries from the external auditor.	Request for departmental responses with a clear timeline; consolidate the Institute's responses	Audit Management Letter Amended Financial Report	Finance	Annually
Improve on timely delivery of audit reports from 15 days to 12 days after receipt of management comments.	Continuously engage audit clients during audits to ensure potential audit findings are understood, and management responses address the issues. Obtain accurate, relevant, and timely audit evidence to support the report.	Audit engagement schedule; Final audit report	Internal Audit	Annually
Automate audit processes by 50% by July 2025	Budget for audit software in the Annual Budget and procurement plan for FY 2024/2025	Automated audit processes	Internal Audit; ICT	Annually

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Improve the quality of audit performance and reporting by 5% by implementing the recommendations from the internal quality assessment programs.	Undertake continuous quality assessment through client satisfaction surveys/questionnaires; Undertake annual quality assessment program.	Filled client satisfaction surveys, questionnaires and annual Quality Assessment reports.	Internal Audit	Annually
To enhance the quality and effectiveness of partnerships by ensuring that 80% of partnerships achieve predefined performance metrics	Implement regular performance reviews and feedback mechanisms with partners Provide training and capacity-building programs for staff involved in partnerships	Signed MoUs/MoAs Partnership satisfaction rating, measured through annual surveys	Resource Mobilization	Annually
To establish a baseline of resources mobilized from external sources for the past year and increase funding by 5% biennially	Train staff on effective proposal writing, grant application, and negotiation skills. Establish a donor/partner database for tracking communications and relationships	Donor project information Database Letter of agreement Financial records	Resource Mobilization	Annually

The quality and environmental objectives will be reviewed after 2 years

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