



KENYA FORESTRY RESEARCH INSTITUTE (KEFRI)

CORPORATE AFFAIRS AND QUALITY ASSURANCE PROCEDURES MANUAL

KEFRI/SOP/CAQA/08

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PROCEDURE 1: COMMUNICATIONS PROCEDURE

1.0 Purpose

To ensure efficient internal and external communication in KEFRI's operations

1.1 Scope

This procedure shall apply to all internal and external communications in KEFRI.

1.2 References

- a) KEFRI Strategic Plan
- b) KEFRI Communication Strategy (2015)
- c) ISO 9001:2015 Standard
- d) ISO 14001:2015 Standard
- e) KEFRI Publication Policy (2015)
- f) KEFRI Branding Policy (2016)
- g) KEFRI CSR and Investment Policy (2017)
- h) KEFRI ICT Policy (2017)
- i) KEFRI Service Delivery Charter

1.3 Terms, Definitions & Acronyms

- a) DD CA&QA - Deputy Director Corporate Affairs & Quality Assurance.
- b) Directorate – Top administrative policy making organ comprising of Director, Senior Deputy Director Research & Development and Senior Deputy Director Finance & Administration.
- c) KEFRI - Kenya Forestry Research Institute.
- d) MR – Management Representative.
- e) DD SCM- Deputy Director Supply Chain Management.
- f) CSR – Corporate Social Responsibility.
- g) ICT – Information Communication Technology.

1.4 Responsibility

- 1.4.1 DD CA&QA shall ensure that this procedure is effectively adhered to.
- 1.4.2 Regional Directors shall ensure the procedure is implemented at the respective Eco-Regions and sub-centres.
- 1.4.3 Sectional heads shall retain documented information as evidence of its correspondences as appropriate.

2.0 STEPS

2.1 General

The following channels shall constitute the official means of communication in KEFRI and shall be used as described in the following steps:

- a) Telephone
- b) E-communication – Emails, Website and Social media pages
- c) Letters and Memos
- d) Mass Media – Print, Electronic
- e) Suggestion boxes
- f) Publicity materials – Journals, Newsletters and Brochures
- g) Meetings
- h) Service Charter
- i) Open Interactive Forums

2.2 Telephone

- 2.2.1 Officers communicating to each other within KEFRI, shall use the available telephone extensions in respective offices.
- 2.2.2 All incoming telephone calls shall be received by the telephone operator at the Switchboard and then directed to the intended respondents.
- 2.2.3 All outgoing calls shall be channeled through the telephone operator at the Switchboard.
- 2.2.4 The telephone operators shall record all outgoing calls in the Call register.

2.3 E-Communication

2.3.1 Emails

- 2.3.1.1 All official email communication shall be through official email accounts i.e. officer@kefri.org.
- 2.3.1.2 Each staff, upon appointment shall be provided with official KEFRI emails on the prefix @kefri.org.
- 2.3.1.3 The format shall follow the convention first name, initial followed by last name.org.

2.3.2 Website and Social Media Pages

- 2.3.2.1 All KEFRI content including publications, advertisements and upcoming events shall be uploaded on the website.
- 2.3.2.2 All official KEFRI events/functions shall be uploaded on the website within a day of the event taking place.
- 2.3.2.3 All invalid uploads shall be brought down within one week of expiry.
- 2.3.2.4 All enquiries made via social media pages shall receive a response within a maximum of four working days.

2.3.2.5 Communication through the website shall be as per Website Management procedure (KEFRI ICT Policy 2016).

2.3.2.6 Public Relations officers shall maintain and manage KEFRI social media pages.

2.3.2.7 No departmental social media sites shall be created within KEFRI.

2.4 Letters and Memos

2.4.1 All letters shall be handled as per registry management procedure

2.4.5 All memos issued within KEFRI shall be in the prescribed standard format as guided by government protocol.

2.5 Mass Media- Print and Electronic

2.5.1 KEFRI shall communicate its functions and activities through mass media (print and electronic).

2.5.2 Director or his appointee shall approve all official information to be availed to the public through mass media (print and electronic).

2.5.3 All advertisements shall be approved by the Director KEFRI and channeled through DD CA&QA and DD SCM for placement in the appropriate media.

2.6 Suggestion Box

2.6.1 KEFRI shall place suggestion boxes at accessible points within its centres.

2.6.2 The Public Complaints and Compliments Committee shall ensure suggestion boxes are opened on a monthly basis and complaints and compliments recorded in the register.

2.6.3 Feedback from the suggestion box shall be treated as per the Public Complaints and Compliments procedure.

2.7 Publicity Materials

2.7.1 KEFRI shall disseminate/share information through publicity materials such as journals, newsletters, policy briefs, brochures, leaflets, banners, posters, concept, research and technical notes etc.

2.7.2 All publicity materials shall be developed by the respective divisions, thematic areas or sections and edited by editorial teams headed by a scientist designated at regional centres and forwarded for approval by the senior editorial team.

2.7.3 All newsletter articles and Annual reports shall be developed by the Regional centres and forwarded to DD CA&QA for review.

2.7.4 All publicity materials shall be developed as per the branding policy guidelines (KEFRI Branding Policy 2016).

2.7.5 Dispatch of publicity materials shall be done through the designated offices and appropriate records maintained

2.8 Meetings

- 2.8.1 All meetings shall have set quorum however, if quorum is not attained within 15 minutes of scheduled time, the chairman shall adjourn the meeting to a later date.
- 2.8.2 All meeting attendees shall sign the attendance register for each official meeting.
- 2.8.3 The appointed Secretary shall circulate the minutes as per the communication procedure to the members for review within 7 days.

2.9 Service Delivery Charter

- 2.9.1 The Service Delivery Charter shall include services and goods provided by KEFRI, requirements to obtain them, cost and timelines
- 2.9.2 Every division shall have their customized service charter outlining their respective quality objectives
- 2.9.3 The Charter shall be displayed prominently in the Headquarter, Eco-regions and sub-centres.
- 2.9.4 Each Regional centre, sub-centre and division shall display their customized Service Delivery Charter as per their specific products and services
- 2.9.5 Each Regional centre, sub-centre and division shall sensitize internal and external customers on the contents of the Charter.
- 2.9.6 Each Service Charter shall be monitored and reviewed as emerging issues arise from both internal and external customers.

2.10 Open Interactive Forums

- 2.10.1 CA&QA office shall plan and conduct interactive forums that include Director's tea forum, End of year party, Open days, Field days and exhibitions.
- 2.10.2 All the events shall be documented and forwarded to DD CA&QA office for reporting Purposes.

3.0 APPLICABLE RECORDS

- a) Outgoing calls register
- b) Memos
- c) Attendance register
- d) Publicity materials dispatch register
- e) Minutes of meetings
- f) Official letter head
- g) Activity report

- h) Inward register
- i) Outward register
- j) Complaints and compliments register

KEFRI/F/CAQA/03

INTERNAL MEMO



KENYA FORESTRY RESEARCH INSTITUTE

FROM: The office eg. Director's Office

TO: All staff

REF: KEFRI/.....

DATE: 13th July, 2015

SUBJECT:

SIGNATURE:

KEFRI/F/CAQA/03



**KENYA FORESTRY RESEARCH INSTITUTE
MEETING MINUTES**

TITLE/PURPOSE OF MEETING.....

DATE.....

VENUE

In Attendance

No.	Name	Designation

Absent with apologies

No.	Name

Absent without apologies

No.	Name

AGENDA

1....

2....

3....

MINUTES

MIN.1/25/08/2017

A.O.B

1..

2..

Signed for circulation

Chairman

Date

Secretary

Date

PROCEDURE 2: BRANDING

1.0 PURPOSE

To ensure uniformity and consistency in branding of all KEFRI activities, assets, products and services

1.1 SCOPE

The procedure shall cover KEFRI Headquarters, Regional centres and Sub-centres.

1.2 REFERENCE

- a) Vision 2030 Medium Term Plan III (2018-2022)
- b) KEFRI Strategic Plan
- c) Current Performance Contract Guidelines
- d) Intellectual Property Rights Policy
- e) KEFRI Branding Policy (2016)
- f) KEFRI Service Delivery Charter

1.3 TERMS, DEFINITIONS AND ACRONYMS

- a) KEFRI - Kenya Forestry Research Institute
- b) DD CA&QA - Deputy Director Corporate Affairs & Quality Assurance
- c) IPR- Intellectual Property Rights
- d) IMS – Integrated Management Systems
- e) HOD – Head of Department
- f) RD – Regional Director
- g) OIC – Officer in Charge

1.4 RESPONSIBILITY

- 1.4.1 DD CA&QA shall ensure that this procedure is effectively implemented
- 1.4.2 The respective HODs, RDs and OICs shall ensure that the procedure is incorporated in their respective internal and external processes.

2.0 STEPS

2.1 General

This procedure shall cover branding of the following KEFRI activities and assets:-

- a) Research programmes and projects

- b) Vehicles
- c) Infrastructure
- d) Reports, Publications and Publicity Materials
- e) Products

2.1.1 KEFRI corporate colors shall be as follows:-

- a) Forest green
- b) Terracotta brown
- c) White

2.1.2 KEFRI Eco-Region Research Programmes and Projects shall have prominent signage placed on the main highway leading from the nearest urban centre.

2.1.3 All projects shall have publicizing signage in KEFRI corporate colors erected at the site of implementation. The size of the signage shall be defined as per the Branding policy.

2.1.4 Where the projects are collaborative, both KEFRI and the donor(s) logo shall be incorporated in the signage

2.1.5 All official vehicles shall be branded with KEFRI logo

2.1.6 As applicable, project vehicles shall be branded with the official KEFRI logo.

2.1.7 KEFRI buildings shall be branded in the corporate colors (gate and front face)

2.1.8 Re - painting of infrastructure shall be undertaken each year or at such other times to ensure retention of corporate colours. This shall be as per repair and maintenance procedure

2.1.9 Covers of reports, publications and other publicity materials shall be in the corporate colours

2.10 The size, font and presentation on reports, publications and other publicity materials shall be in line with the Publication and Branding policies.

2.11 All KEFRI products including wood and non-wood products, corporate wear, and promotional items shall be branded as per the Branding policy where applicable.

3.0 APPLICABLE RECORDS

Branded items distribution list

PROCEDURE 3: HANDLING OF CUSTOMER COMPLAINTS, COMPLIMENTS AND FEEDBACK**1.0 PURPOSE**

The Purpose of this procedure is to ensure that all public complaints, compliments and feedback are handled effectively and efficiently.

1.1 SCOPE

This procedure shall apply to all public complaints, compliments and feedback mechanisms at KEFRI

1.3 REFERENCE

- a) ISO 9001:2015
- b) ISO 14001:2015
- c) Vision 2030 Medium Term Plan III (2018-2022)
- d) KEFRI Public Complaints Policy
- e) KEFRI Service Delivery Charter

1.4 TERMS, DEFINITIONS AND ACRONYMS

- a) KEFRI - Kenya Forestry Research Institute
- b) DD CA&QA - Deputy Director, Corporate Affairs & Quality Assurance
- c) CAJ - Commission on Administrative Justice
- d) SC &PRO-Senior Communication &Public Relations Officer

1.5 RESPONSIBILITY

DD CA&QA shall ensure that this procedure is implemented and adhered to.

2.0 STEPS

This procedure shall apply in the following areas:

- a) Internal and external customer feedback
- b) Customer care at the gate
- c) Customer care at various service points

2.1 Internal and External Customer Feedback

2.1.1 All feedback shall be channeled to the Institute as per the Communication procedure.

2.1.2 Upon receipt, complaints or compliments or any other form of feedback shall be

registered in the relevant register.

2.1.3 For feedback categorized as complaint the DD CA&QA shall ensure corrective/preventive action or resolution of the said complaint

2.1.4 The SCPRO shall analyse the root cause and associated risks and advise the management team monthly on remedial action.

2.1.5 The DD CA&QA shall ensure preparation and submission of public complaints report to CAJ using the prescribed format and associated records kept on quarterly basis.

2.1.6 The DD CA&QA shall obtain a certificate of compliance from CAJ annually

2.2 Customer care at the gate

2.2.1 The guard on duty shall record all visitors in the visitors register, issue with badges and direct them to their respective destinations.

2.2.2 Customer feedback forms shall be filled at the point of service and dropped at the main gate upon exit.

2.3 Customer care at service points

2.3.1 Officers shall serve customers as per KEFRI's customer Service Delivery Charter as customized at their respective sections

3.0 APPLICABLE RECORDS

- a) Feedback register
- b) Analysis of complaints
- c) CAJ certificate
- d) Customer feedback forms
- e) Visitors register
- f) Gift register

KEFRI/F/CA&QA/01



KENYA FORESTRY RESEARCH INSTITUTE
CUSTOMER FEEDBACK FORM

Thank you for visiting Kenya Forestry Research Institute! We value all our customers and strive to meet everyone's needs. To help us serve you better in future please fill this form and return it to the gate upon exit:

Date: _____ Service Point Visited: _____

Were you satisfied with the service provided?

Yes	No	Somewhat
-----	----	----------

Comments: _____

Did you experience any problems accessing our goods/services?

Yes	No	Somewhat
-----	----	----------

Comments: _____

How would you rate your satisfaction with the following aspects of the services you have received or accessed?

	Very satisfied	Satisfied	Unsatisfied	Very unsatisfied
Quality of services provided				
Professionalism and courtesy of staff				
Timeliness of services provided				
Your awareness of this service				

Do you have any complaints/compliments or suggestions?

Contact information: Tel: +254 724259781/2, email: director@kefri.org, website: www.kefri.org

PROCEDURE 4: CORPORATE SOCIAL RESPONSIBILITY**1.0 Purpose**

The Purpose of this procedure is to ensure that KEFRI handles corporate social Responsibility activities successfully

1.1 Scope

The procedure shall apply to all CSR activities within the Institution.

1.2 Reference

- a) KEFRI Strategic Plan
- b) KEFRI CSR and Investment Policy (2017)
- c) KEFRI Communication Strategy (2015)
- d) KEFRI Service Delivery Charter

1.3 Terms, Definitions & Acronyms

- a) KEFRI – Kenya Forestry Research Institute
- b) CSR – Corporate Social Responsibility
- c) DD CA&QA – Deputy Director Corporate Affairs and Quality Assurance
- d) DD HR - Deputy Director Human Resources
- e) RD - Regional Director
- f) HOD – Head of Division

1.4 Responsibility

1.4.1 The DD CA&QA shall ensure that this procedure is adhered to.

1.4.2 The RDs shall oversee implementation of this procedure in their respective regional programmes.

2.0 STEPS**2.1 General**

This procedure shall cover all CSR activities as undertaken by the Institute as follows:-

2.1.1 Environmental activities:-

- a) Environmental awareness and tree planting activities
- b) Provision of subsidized seeds and seedlings

- c) Waste reduction practices

2.1.2 Philanthropic activities:-

- a) Engagement in community services
- b) Participation in charity events
- c) Provision of health services to staff and their extended families
- d) Visits and donations to the less fortunate

2.1.3 Technical support services:-

- a) Provision of advisory services
- b) Training attachments for research interns, students and research associates

2.2 Handling of CSR Activities

- 2.2.1 CSR requests received at Headquarters shall be channelled through the registry, approved by the Director then marked to DD CA&QA for action.
- 2.2.2 CSR requests received at Regional centres shall be channelled through their respective registries, approved by the RD for action.
- 2.2.3 Implementation of the approved CSR activity shall be funded from the respective cost centres.
- 2.2.4 All the respective heads shall submit reports to DD CA&QA two weeks upon completion of the CSR activity. The report shall include pictorial evidence.
- 2.2.5 Disposal of hazardous materials shall be carried out as per the disposal policy
- 2.2.6 Requests for training attachments for research interns, students and research associates shall be received in writing through the Director and channelled to DDHR as per the Attachment and Internship Procedure.
- 2.2.7 All attaches shall receive an induction of KEFRI practices.

3.0 APPLICABLE RECORDS

- a) CSR Activities Register
- b) CSR Final Reports Register

PROCEDURE 5: 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:
- a) Water pollution
 - b) Air pollution and noise
 - c) Biodiversity loss
 - d) Waste management and disposal
 - e) Contamination of land,
 - f) Natural resources use and depletion
 - g) Applicable laws and regulations and
 - h) Environmental impacts.
- 2.3.4 To identify quality risks, the following factors shall be considered where relevant:
- a) Timeliness
 - b) Consistency in service delivery
 - c) Customer satisfaction
 - d) Business sustainability and continuity
 - e) Applicable product standard requirements and statutory regulations
 - f) 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:

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

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

Impact	Likelihood		
		1	2
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

PROCEDURE 6: 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 accidents 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:

Incidences/accidents	Facility affected	Severity	Response	Remarks
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 7: 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 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

KEFRI/F/ADM/16

**ACCIDENT FORM**

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

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:	
Name:	Signature:

PROCEDURE 8: 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 9: 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:
- They must be in sound condition.
 - They must be constructed of an appropriate material to prevent leakage.
 - They must be closed except when adding or emptying waste materials from the container.
 - They must be kept clean of any spilled material.
 - They are handled and stored so as not to cause rupture or leakage.
- 2.3.1 Janitors shall collect, weigh and dispose the segregated solid wastes into the respective designated waste receptacles.
- 2.3.2 The janitors shall record the waste measurements in solid waste measurement form.
- 2.3.3 Heads of Administration shall monitor the wastes levels and establish trend analysis on quarterly basis.
- 2.4 Waste management**
- 2.4.1 Ceramic waste shall be crashed and buried in designated areas.
- 2.4.2 Sanitary waste shall be disposed off through contracted service providers as per the procurement procedure.
- 2.4.3 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.
- 2.4.4 Organic waste shall be composted in a compost pit.
- 2.4.5 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.
- 2.4.6 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.

- 2.4.7 In case of oil or fuel leak or spills, emergency preparedness procedure shall apply.
- 2.4.8 Waste from the timber workshop shall be sold to interested parties as per the Enterprise procedure.
- 2.4.9 Workshop Manager in timber workshop shall minimize the wood waste generated by laminating waste timber pieces.
- 2.4.10 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



ENVIRONMENTAL ASPECTS REGISTER

Corporate Affairs & Quality Assurance

Activity	Aspects (Interaction with Environment)	Likelihood	Severity	Significance	Aspect category	Environmental Impact	Controls	
Communication	Use of communication devices	Pollution from e-waste generated from use of communication gadgets (Telephone sets, mobiles, fax machines, PBX, computers, toners)	2	2	4	Medium risk	Serious - very likely to affect the environment or quality of service	Segregation, safe storage, repairs/service and comply with disposal procedure
		Depletion of energy sources from electricity and batteries	2	2	4	Medium risk	Serious - very likely to affect the environment or quality of service	Use of energy saving devices, switching off equipment when not in use,
		Pollution from contents of used batteries and toners	1	3	3	Medium risk	Critical - can have catastrophic effect to the environment or quality of service	Only printing emails when necessary
Letters , memos, publications	Use of paper and electricity	Solid waste	2	1	2	Low risk	Minor - unlikely to affect the environment or quality of service	Switching off computers when not in use
		Depletion of wood resources	1	3	3	Medium risk	Serious - very likely to affect the environment or quality of service	Recycle, reduce by printing on both sides and print only when necessary
		Depletion of energy sources from electricity	2	2	4	Medium risk	Serious - very likely to affect the environment or quality of service	

Open interactive forums (Open days, Field days, Directors tea, staff parties and exhibitions)	Use of water, electricity, energy and paper	Depletion of energy, water and wood resources	1	2	2	Low risk	Minor - unlikely to affect the environment or quality of service	Use of energy saving devices, switching off equipment when not in use, print when necessary
Branding	Use of paper, paint, wood, metal and plastic cans, electricity	Solid waste and depletion of resources	1	1	2	Low risk	Minor - unlikely to affect the environment or quality of service	Use of energy saving devices, switching off equipment when not in use, print when necessary
CSR activities	Use of paper, computer, electricity, water	Solid waste and depletion of resources	1	2	2	Low risk	Minor - unlikely to affect the environment or quality of service	Disposing and recycling, Use of environmentally friendly materials

RISK ASSESMENT MATRIX

Impact	Likelihood			
	1	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

Risk rating (significance)**1-2 Low risk/insignificant aspect****3-5 Medium risk/significant aspect****6-9 High risk/significant aspect****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 AND OPPORTUNITIES REGISTER****Corporate Affairs & Quality assurance**

Risks	Opportunities	Likelihood	Severity	Risk rating	Risk category	Controls	Responsibility	Timeframe
Staff incompetence	Training	1	2	2	Low	Capacity Building	DD CA&QA	Annually
						Mentoring of officers		
						Duty Reassignment		
Inadequate equipment	Upgrade equipment	1	2	2	Low	Dispose and purchase modern equipment	DD SCM	Annually
Market competition	Innovation and growth	1	2	2	Low	Benchmarking and quality improvement	QA	Quarterly
Outdated technology	Networking and partnerships	1	2	2	Low	Develop, acquire and share information	H-ICT & DD CAQA	Annually
Limited access to markets	Market share	1	2	2	Low	Image profiling, advertisement and marketing promotions.IPR	DD QA&CA, GME & DD SCM	Quarterly
Price& market fluctuation	Providing and developing products and services in demand	1	2	2	Low	Market survey and price control	GME, DD SCM & DD CA&QA	Quarterly
Reduced tree cover	Tree planting and environmental awareness	1	2	2	Low	Supply of quality tree seeds and seedlings	GME, SDD R&D	Quarterly

Environmental pollution	Clean and healthy environment	1	2	2	Low	Awareness creation and compliance with EMCA 1999	DD CA&QA	Quarterly
Inadequate financial resources	Attracting additional resources through proposal development	1	2	2	Low	Diversify financial resources	SDD R&D, SDD F&A	Quarterly
Poor institutional recognition	Profiling the Institute	1	2	2	Low	Partnering with media houses, donors and stakeholders	Director, DD SCM & DD CA&QA	Quarterly
Limited land for expansion	Partnership and linkages with land owners	1	2	2	Low	Acquire, share or hire land. Maximize the available resources	SDD R&D, SDD F&A	Annually



REGISTER OF INTERESTED PARTIES

Corporate affairs and quality assurance division

Stakeholder	Stakeholder category (Internal and External)	Needs /Expectations
GOK	External	Solving forestry related issues, innovative research products
Partners, Donors and Collaborators	External	Funding research, patents and training
Professional bodies	External	Adherence to standards and ethical practices, subscription fees
Institutions of higher learning	External	Research facilities, internships, attachments and faculty
Public	External	Forestry services and solutions, access to information, employment, training and CSR
Customers	External/Internal	Products, customers and corporate image
Suppliers	External	Supplying goods and services
Employees	Internal	Fair remuneration, welfare and work environment
Farmers	External	Improvement in technologies and practices
Media	External	Current information on forestry and environment, timely response to queries



INTERNAL AND EXTERNAL ISSUES REGISTER

Corporate Affairs & Quality Assurance Section

No	Internal issues	External issues
1.	Resistance to Change	Inadequate funding
2.	Employee attitude	Donor requirements
3.	Employee awareness	Changes in legal requirements
4.	Budget Constraints	Changes in Government Policies
5.	Inadequate Staff	Changes in Technology
6.	Staff competency	Government Circulars
7.	Demoralized staff	Inadequate Funding from donors
8.	Inadequate supply of resources	Political environment
9.	Lack of mentorship	Natural Calamities eg. Flooding
10.	Lack of integrity	Change in market prices
11.	Poor work ethics	Competition