



KENYA FOREST SERVICE

DOCUMENT TITLE: CORPORATE PLANNING

REF NO:KFS-CSD-001

ISSUE NO: 2

REVISION NO: 1

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ISSUE HISTORY

ISSUE	DESCRIPTION OF CHANGE	PROCESS OWNER	EFFECTIVE DATE
1	None, no change has been done	Chief Corporate Planning Officer	10 th June 2010
2	Changes Done to conform to ISO 9001:2015 standard	Chief Corporate Planning Officer	31 st May 2018

REFERENCED DOCUMENTS

S/NO	REF	TITLE
1	QPM	Quality Policy Manual
2	PM	Procedure Manual
3	FCM	Forest Conservation and Management Act 2016
4		Forest Policy 2017
5		KFS Service Charter
		KFS Subject files
		KFS Strategic Plan
	AWP	Annual Work Plan Manual
		Monitoring and Evaluation Guidelines
		Monitoring and Evaluation Framework
		Monitoring and Evaluation Survey Report
		Vision 2030
	MTP	Medium Term Plan 2018-2022
	MTEF	Medium Term Expenditure Framework
		Treasury/MENR Circulars
		Printed estimates

COPY HOLDERS

1	Chief Conservator of Forests
2	SDCCF-SS
3	MCS
4	QMR
5	M F&A
6	HOD P&M

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APPROVED BY: CCF



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COPY HOLDERS

7	HOD IA
8	HOD SCM
9	HOD BD&M
10	CCPO

RECORDS/ANNEXES

REC. NO	REC. TITLE
	Annual work plan
	Minutes of annual work plan meetings/workshops
	Sector reports
	Budget records
	Planning documents
	Progress reports

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1. TERMS AND DEFINITION

TERM	DEFINITION(S)
KFS	Kenya Forest Service
KPI	Key Performance Indicator
CSF	Critical Success Factor
CCF	Chief Conservator of Forests
SDCCF	Senior Deputy Chief Conservator of Forests
MCS	Manager Corporate Services
MTP	Medium Term Plan
MTEF	Medium Term Expenditure Framework
MTER	Medium Term Expenditure Review
SWOT	Strengths, Weaknesses, Opportunities and Threats
PESTLE	Political, Economic, Social, Legal and Environmental
PPR	Policy, Planning and Research
SP	Strategic Planning
CCPO	Chief Corporate Planning Officer
CSD	Corporate Services Division
HOD	Head of Department
P&M	Planning and Monitoring
SCM	Supply Chain Management

2. SCOPE

This procedure covers from strengthening of planning economic policies, preparation of MPER and MTEF, operational planning, strategic planning collection and analysis of statistical data, monitoring, appraisal and evaluation of development programmes and projects, coordinating sectorial and development issues, preparation of service budget, coordination of performance contract programmes and progress reporting.

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3. PURPOSE

This procedure defines and documents the necessary control measures to be followed in the corporate planning and project monitoring within KFS.

4. OBJECTIVE

NB: Refer to the performance contract.

CSF	KPI	TARGET(S)	DUE

5. RESPONSIBILITY AND AUTHORITY

5.1. Chief Conservator of Forests

- 5.1.1. Approve appropriate corporate planning policies and strategies
- 5.1.2. Provide adequate resources.

5.2. Manager Corporate Services

- 5.2.1. Formulate develop and review corporate services policies and strategies in line with the changing environment.
- 5.2.2. Formulate strategies for computerization and communication systems.
- 5.2.3. Ensure implementation of strategies and policies on planning and monitoring technical services.
- 5.2.4. Steering the KFS ISO certification process and its maintenance.
- 5.2.5. Ensure KFS budget is in compliance with national plans and budgets.
- 5.2.6. Ensure compliance with corporate and statutory requirements.
- 5.2.7. Ensure implementation, monitoring and evaluation of forestry programmes.

5.3. Head – Planning and Monitoring

- 5.3.1. Coordination of all the responsibilities that relate to corporate policies, programmes, planning and monitoring.
- 5.3.2. Be a key member of all donor meetings and any other fund raising committees.

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- 5.3.3. To formulate, develop and review corporate service policies and strategies in line with the changing environment.
- 5.3.4. Ensure implementation of strategies and policies on planning.
- 5.3.5. Ensure formulation and technological innovations to enhance departmental efficiency.
- 5.3.6. Ensure implementation of corporate marketing policies and strategies.
- 5.3.7. Ensure integration of international obligations during development of the sector wide framework plan.
- 5.3.8. Ensure compliance to corporate and statutory requirements.

5.4. Chief Corporate Planning Officer

- 5.4.1. Coordination of planning for all forestry programmes.
- 5.4.2. Formulate, develop and review corporate service policies and strategies in line with the changing environment.
- 5.4.3. Review the strategic plan in light of prevailing circumstances.
- 5.4.4. Develop a sector wide planning framework.
- 5.4.5. Follow up implementation of strategies and policies on planning.
- 5.4.6. Participate in preparation and observance of the KFS Service Charter.
- 5.4.7. Formulate and implement effective risk management plans and strategies.
- 5.4.8. Formulate technological innovations to enhance departmental efficiency.
- 5.4.9. Develop rules and regulations jointly with legal section.
- 5.4.10. Formulate internal/external linkages in corporate service strategies.
- 5.4.11. Participate in establishment of forest conservancy committees.
- 5.4.12. Participate in programmes/activities addressing forest concessions.
- 5.4.13. Jointly with relevant sections prepare and participate in implementation of an investment plan for resource mobilization.
- 5.4.14. Consolidate work plans, budgets and timely reports.

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5.5. Forest Economist

- 5.5.1. Formulation and advising on development policies.
- 5.5.2. Coordination of all donor funded projects.
- 5.5.3. Preparation of MTEF and public expenditure review
- 5.5.4. Economic analysis and evaluation of policies
- 5.5.5. Preparation of abstracts, briefs, summaries and critical review of documents from relevant agencies/stake holders.
- 5.5.6. Implementation of strategic plan.
- 5.5.7. Participation in identification, selection process and their integrations with MTEF


5.6. Budget Officer

- 5.6.1. Undertake an expenditure review.
- 5.6.2. Consolidate work plans and reconcile with budgets and prepare timely reports.
- 5.6.3. Compile and consolidate conservancy and zoned budgets.
- 5.6.4. Ensure KFS budget is in compliance with national plans and budgets.
- 5.6.5. Revise the budget estimates.
- 5.6.6. Participate in the sectoral budget process
- 5.6.7. Monitor the implementation of budgetary allocation

6. RESOURCES, INPUTS AND OUTPUTS

6.1. Resources

- 6.1.1. Finances
- 6.1.2. Personnel
- 6.1.3. Infrastructure

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6.2. Inputs

- 6.2.1. Strategic Plan
- 6.2.2. Work plan and Budget
- 6.2.3. Performance contracts
- 6.2.4. National agenda initiatives.

6.3. Outputs

- 6.3.1. Monthly progress reports
- 6.3.2. Quarterly progress reports
- 6.3.3. Annual performance progress reports
- 6.3.4. Board papers
- 6.3.5. Annual Reports

7. Criteria of Measurement

NB: Refer to Performance progress reports

8. Risk and Opportunities

NB: Refer to the Service's Risk register

9. Evaluation of Process

NB: Refer to the Monitoring and Evaluation Reports


10. DETAILS OF PROCEDURE

10.1. Strengthening the Formulation and Analysis of Planning policies and Strategic plans.

- 10.1.1. Head-corporate planning & monitoring receives instructions, through the HOD P&M, Manager Corporate Service from the Chief Conservator of Forests and Management Board, Government and/ or Line Ministries on the need to draw a given policy/ strategy/ plan defining the necessary timeframe.

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10.1.2.MCS forwards copies of the instructions to the corporate planning officers to study them, in line with the defined timeframe.

10.1.3.M CS and the corporate planning officer organize for a series of consultative meetings where the DCCF's, HODs and relevant department submit their inputs.

10.1.4.Planning officers analyze all the inputs and summarize it in to a draft policy/strategy/plan and make their recommendations and justifications.

10.1.5.MCS and HOD P&M goes through the draft and gives their recommendations and justifications then forwards then forwards to the Senior deputy director for further review and subsequent submission to Director .

10.1.6.The Chief Conservator of Forests reviews the draft carefully. If found worthy, prepares a board memo/bill and forwards it to the board of management for legislation purpose.

10.2.Strategic Plan

10.2.1. Various divisions and department Service areas concerned identify the strategic issues to be addressed in conjunction with corporate planning department.

10.2.2.The issues are presented to management to determine whether they should be incorporated in the SP. If they will not be incorporated the relevant division/department area is informed.

10.2.3.Corporate planning coordinates an SP team to do literature review, SWOT and PESTLE analysis.

10.2.4. A proposal is forwarded to MCS to decide whether to engage a consultant to draft the SP. If not approved, SP team develops the SP.


10.2.5.If approved, a consultant is engaged who works with SP team to develop strategic plan.

10.2.6.Draft SP is presented to MCS/HOD for validation and approval. If not approved, the SP Team/Consultant is informed to make necessary amendments.

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10.2.7.If approved, it is taken to Senior Management team meeting for approval. If not approved, the SP Team/Consultant is informed to make necessary amendments.

10.2.8. If approved, it is forwarded to policy (Legal Office) for cross checking legal implications and recommend the necessary actions.

10.2.9.Once it is approved, the draft SP is presented to stakeholders for validation and further inputs. In case of any changes the Drafting team/Consultant is informed.

10.2.10. SP is forwarded to board of management for final approval. If not approved the Drafting team/Consultant is informed to make further changes.

10.2.11. Once approved, the SP is submitted to corporate planning to issue printing instructions to supply and chain Division.

10.2.12. Final copies issued to corporate planning for launching and distribution to relevant service areas.

Note 1: This is done every 5 years

10.3. Operational Plan

10.3.1.Chief Corporate Planning Officers collect and collate write ups from service areas each quarter.

10.3.2.The officers edit and compile the divisional/departmental draft plans into corporate plan.

10.3.3.The corporate draft plan is circulated to MCS/ HOD's for approval.


10.3.4.If draft is not approved, it is returned to corporate planning for amendment.


10.3.5.The approved operational plan is circulated to the respective heads of service areas.

10.3.6.Chief Corporate Planning officers provide technical report on preparation and monitoring of divisional Plans.

10.4.Strengthening of Planning Functions in KFS

10.4.1.CCPO, Planning Officers and the Economists raises the need for a strategic plan.

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10.4.2. CCPO initiates the development of a strategic plan for the service by sending a memo to the CCF through MCS/HODs informing them on the purpose/need to draw a strategic plan.

10.4.3. Planning officers and Economists organize for a series of consultative meetings with the HODs, chaired by the CCPO.

10.4.4. MCS/HODs submit their inputs concerning their respective divisions/ departments for inclusion in the strategic plan.

10.4.5. Planning Officer and Economists organize the inputs in to a draft strategic plan, the forwards it to the CCPO.

10.4.6. CCPO studies the draft and copies it to all DD's/HODs.

10.4.7. CCPO convenes a stakeholders meeting where their input on the draft in incorporated.

10.4.8. Planning officer and Economists then make a revised draft strategic plan and forwards it to the CCPO.

10.4.9. CCPO, planning Officers and the Economists convenes MCS/HODs meeting to discuss the revised draft.

10.4.10. Planning officer and Economists draws a final copy of the strategic plan, hands it over to the CCPO.

10.4.11. CCPO submits the final copy to the CCF for approval and printing.

Note 2: The same procedure is followed when reviewing a strategic plan.

10.5. Preparation of annual MTER and MTEF

Note 3: This is done in conjunction with the finance department.


10.5.1. MCS receives circulars from the CCF with a timetable attached.


10.5.2. MCS Corporate planning forward the circular to the CCPO who notifies all the divisions/departments of the contents of the circular immediately.

10.5.3. DCCF's/HODs submit their MTER and MTEF reports to the CCPO.

10.5.4. MCS convenes and chairs a DCCF's/HODs meeting to prepare the service MTER and MTEF reports.

10.5.5. CCPO submits the MTER and MTEF to the CCF

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10.5.6.CCPO co-ordinate with the relevant areas on sector hearing.

10.5.7. CCPO follow-up MPER and MTEF processes and report back to the CCF for the next course of action.

10.6. Collection and Analysis of Statistical Data

10.6.1.CCPO initiates the data collection exercise by writing to the CCF through the Manager Corporate Services.

10.6.2.CCF communicates back to the CCPO either authorizing or not authorizing the exercise.

10.6.3. If authorized, the CCPO instructs the Planning Officer & Economists to draw a schedule for the data collection.

10.6.4. CCPO forwards the schedule to the CCF for approval.

10.6.5.Concerned officers collect data from within or from the field.

10.6.6.Data collectors return their raw data to their respective DCCF's/HODs.

10.6.7.DCCF's/HODs submit the data to CCPO.

10.6.8.CCPO assigns duties to various officers in planning department to analyses the collected data which they later use in policy / strategy formulation.

10.7. Coordinating Sectorial and Development Issues


10.7.1.CCF receives circulars from other line ministries / organizations / stakeholders.

10.7.2.CCF forwards the circular to the corporate planning through the MCS

10.7.3.CCPO, planning officers and the economists analyse the circular and make a brief for the director.

10.7.4.CCPO organize meeting with the DCCF's/HODs to discuss the circular.

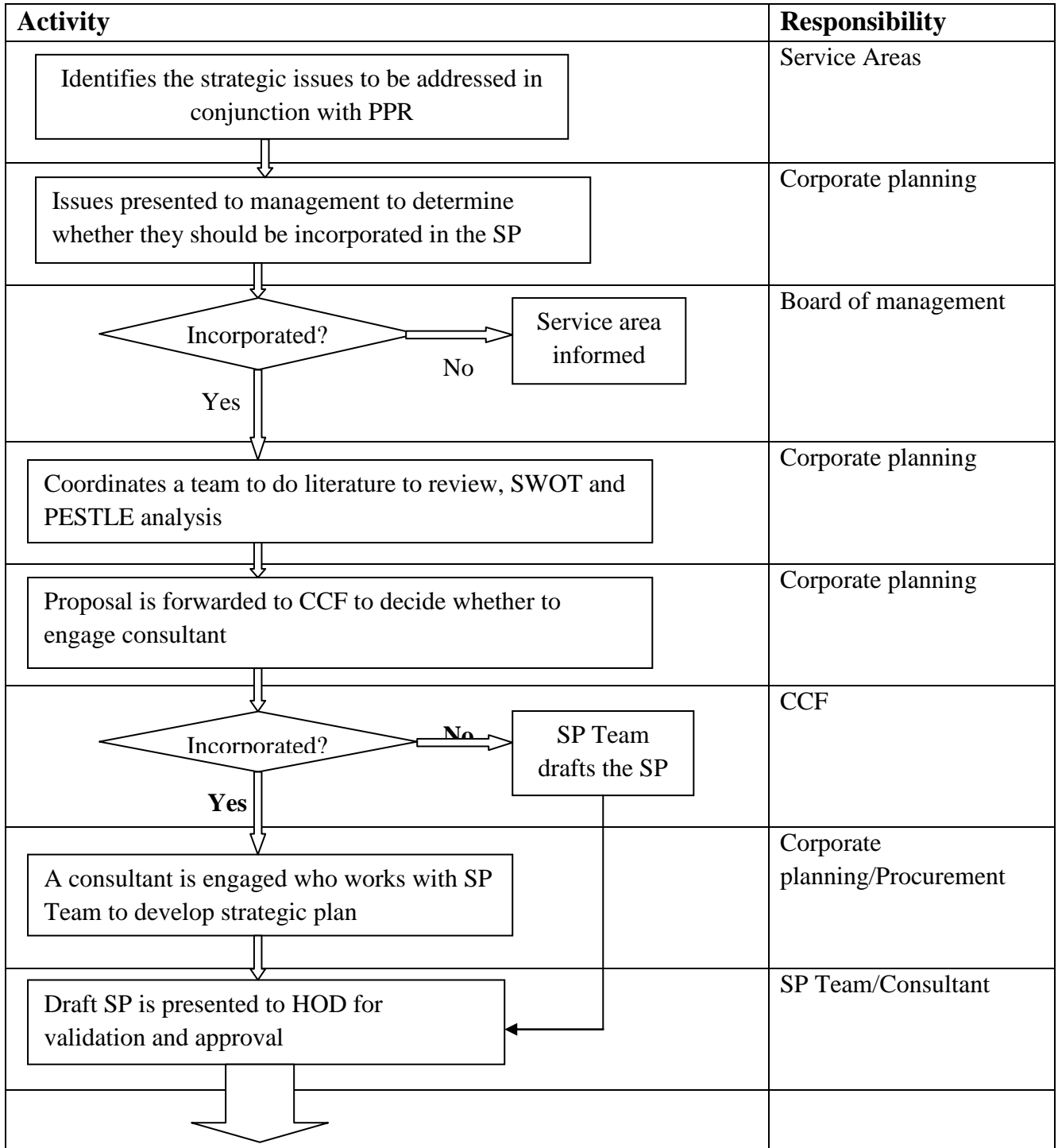
10.7.5.Planning officers & Economists prepare briefs and submit the replies to the line ministries / organizations/ stakeholders.

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11. PROCESS FLOW CHART

11.1. Strategic Plan



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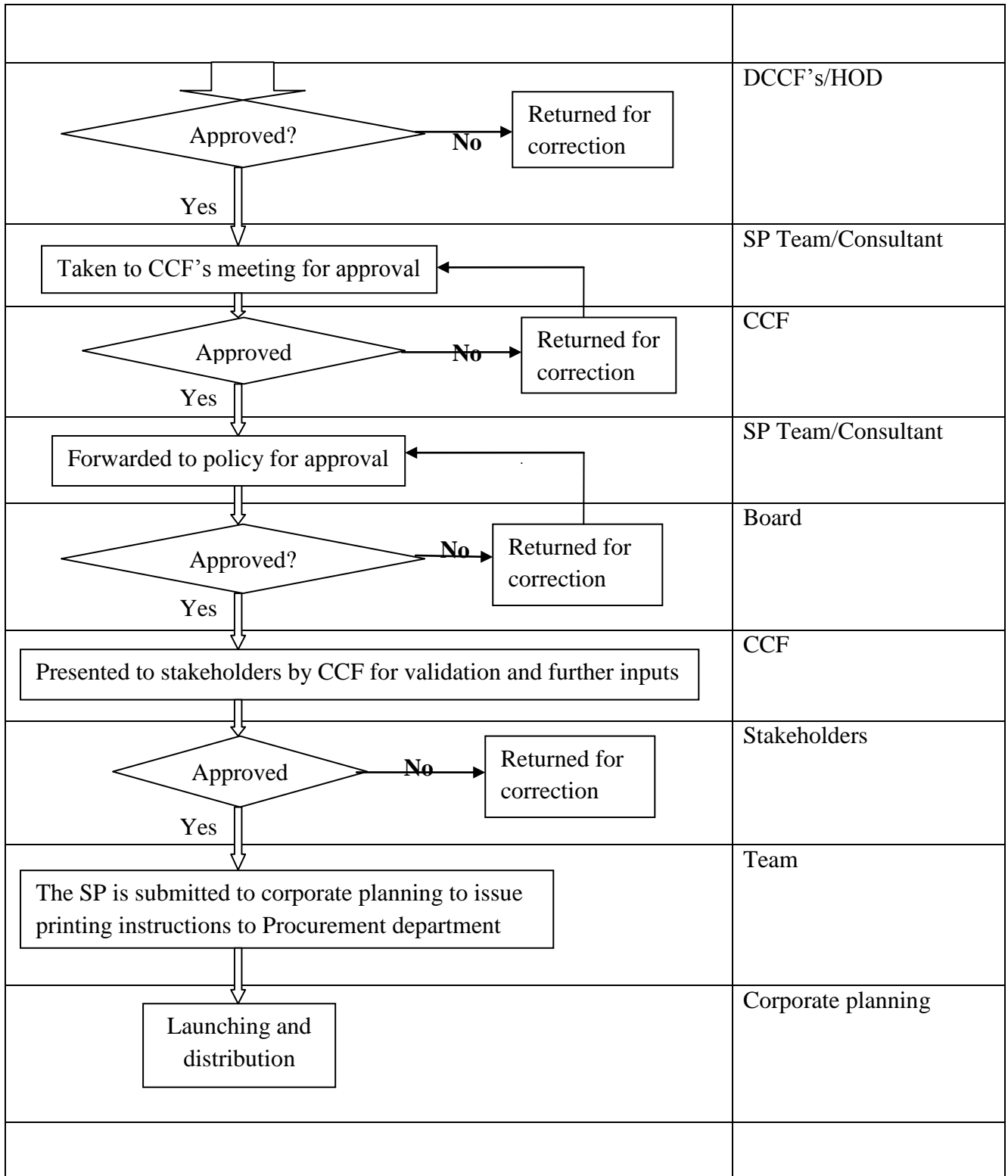
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11.2. Operational Plan

Activity	Responsibility
<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">Collects and collates write ups from service areas each quarter</div>	Corporate Planning Officers
<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">Edits and compiles the departmental draft plans into corporate plan</div>	Head of Planning and Monitoring
<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">Corporate draft plans is circulated to HOD's for approval</div>	
<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <div style="display: flex; align-items: center; justify-content: center;"> <div style="border: 1px solid black; padding: 5px; margin-right: 10px;"> <p style="text-align: center;">Approved</p> </div> <div style="margin-right: 10px;"> <p style="text-align: center;">No</p> </div> <div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;">Returned for correction</p> </div> </div> </div>	DCCF's/HOD's
<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">Operational plan is circulated to the respective heads of service areas</div>	Corporate Planning Officers
<div style="border: 1px solid black; padding: 5px;">Provide technical report on preparation and monitoring of divisional plans</div>	

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