



KENYA FOREST SERVICE

DOCUMENT TITLE:
MONITORING & EVALUATION

REF NO:KFS-CSD-003

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	CMEO	10 th June 2010
2	Changes Done to conform to ISO 9001:2015 standard	CMEO	31 st May 2018

REFERENCED DOCUMENTS

S/NO	REF	TITLE
1	QPM	Quality Policy Manual
2		Procedure Manual
3		Strategic Plan
4		Forest Conservation and Management Act
5		Performance Contract
6		M&E Manual
7		M&E Framework
8		Annual Workplans
9		Performance Contracting Guidelines
10		Ministry Performance Contract

COPY HOLDERS

1	Chief Conservator of Forests
2	SDCCF-SS
3	MCS
4	QMR
5	H: P&M
6	CMEO

RECORDS/ANNEXES

REC. NO	REC. TITLE
	M&E Reports
	Performance Contracts

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APPROVED BY: CCF



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1. TERMS AND DEFINITION

TERM	DEFINITION(S)
ARA	Annual Report Appendices
AWP	Annual Work Plan
CCF	Chief Conservator of Forests
CMEO	Chief Monitoring and Evaluation Officer
SDCCF-FO	Senior Deputy Chief Conservator of Forests - Field Operations
SDCCF-SS	Senior Deputy Chief Conservator of Forests - Support Services
CS	Cabinet Secretary In Charge of Forestry
CSF	Critical Success Factor
DCCF-FCM	Deputy Chief Conservator of Forests – Forest Conservation and Management
DCCF-FDFP	Deputy Chief Conservator of Forests – Farm and Dryland Forestry
DCCF-P&S	Deputy Chief Conservator of Forests – Protection and Security
DCCF-PED	Deputy Chief Conservator of Forests – Plantation and Development
HoCs	Head of Conservancy
HoDs	Head of Department
H:P&M	Head: Planning and Monitoring
KFS	Kenya Forest Services
KPI	Key Performance Indicator
M&E	Monitoring and Evaluation
MCS	Manager, Corporate Services
M-FA	Manager, Finance and Accounts
M-HRA,	Manager, Human Resource and Administration
P&M	Planning and Monitoring
PC	Performance Contract
PPR	Policy, Planning and Research
SM-FA	Senior Manager, Finance and Administration

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2. SCOPE

This procedure covers from preparation for M&E Plan, Preparation of PCs, monthly, quarterly and annual progress reporting to M&E activities.

3. PURPOSE

This is to ensure M&E activities are done appropriately and in a timely manner

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. Overall policy guidance and leadership
- 5.1.2. Approves M&E policies, strategies and plans.

5.2. Senior Deputy Chief Conservator of Forests


- 5.2.1. Formulate develop and review M&E 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 M&E.
- 5.2.4. Ensure formulation and implementation of effective risk management.

5.3. Managers, Corporate Services

- 5.3.1. To formulate and review policies and strategies for planning and monitoring
- 5.3.2. Business Development and Marketing
- 5.3.3. Quality Management Systems including ISO 9001: 2015
- 5.3.4. Information Communication and technology

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5.3.5. Project Development, Resource Mobilization and Research Liaison

5.4. Principal; Planning, Monitoring and Evaluation Officer


- 5.4.1. Coordination of all the responsibilities that relate M&E of programmes and project
- 5.4.2. Be a key member of all donor meetings and any other fund raising committees
- 5.4.3. Ensure implementation of strategies and policies on M&E
- 5.4.4. Ensure implementation, M&E of forestry programmes
- 5.4.5. Secretary to the Budgeting, Planning, Monitoring and Evaluation Committee

5.5. Chief Monitoring and Evaluation Officer

- 5.5.1. Coordination of field monitoring activities for all the service programs and projects
- 5.5.2. Overseeing the monitoring and evaluation of all the projects/programmes being implemented by KFS
- 5.5.3. Coordinating preparation and signing of PC at various levels.
- 5.5.4. Preparation of M&E performance contracts.
- 5.5.5. Planning and organizing field supervision missions.
- 5.5.6. Development and maintenance of M&E database.
- 5.5.7. Compilation and dissemination of various M&E reports.
- 5.5.8. Capacity building of staff on M&E related issues.
- 5.5.9. Coordinating the compilation of KFS annual reports and strategic plan implementation progress report

5.6. Senior Monitoring Officer

- 5.6.1. Coordinating the preparation and signing of PCs at various levels
- 5.6.2. Preparation and dissemination of various PCs reports
- 5.6.3. Organizing and participating in field monitoring missions

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- 5.6.4. Organizing midterm performance contracts review
- 5.6.5. Compilation of various periodic monitoring reports for programmes and projects
- 5.6.6. Participating in planning and carrying out of various surveys

6. RESOURCES, INPUTS AND OUTPUTS

6.1. Resources

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

6.2. Inputs

- 6.2.1. M&E Plan
- 6.2.2. M&E Committee
- 6.2.3. M&E Performance Contracts
- 6.2.4. Work plan and Budget
- 6.2.5. Strategic Plan

6.3. Outputs

- 6.3.1. M&E Reports
- 6.3.2. M&E Committee resolutions
- 6.3.3. Annual Performance Reports
- 6.3.4. Annual Report

7. Criteria of Measurement


NB: Refer to Performance progress reports

8. Risk and Opportunities

NB: Refer to the Service's Risk register

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9. Evaluation of Process


NB: Refer to the Monitoring and Evaluation Reports

10. DETAILS OF PROCEDURE

10.1. Preparation of Performance Contract

- 10.1.1. The P&M develops a draft Boards PC with CS in charge of Forestry in reference to the Ministry PC, AWP and Performance Contracting Guidelines.
- 10.1.2. The PC is vetted and negotiated with CS and the necessary amendments made before signing.
- 10.1.3. The P&M develops a draft CCF PC with Board in reference to the Boards PC, AWP and Performance Contracting Guidelines.
- 10.1.4. The PC is vetted and negotiated with the Board and the necessary amendments made before signing.
- 10.1.5. The P&M develops a draft SDCCF-SS, SDCCF-FO, DCCF-P&S and SM-FA PCs with CCF in reference to the CCFs PC, AWP and Performance Contracting Guidelines.
- 10.1.6. The PCs is vetted and negotiated with the CCF and the necessary amendments made before signing.
- 10.1.7. The P&M communicates the CCFs PC with the HoDs whom he signs PCs with.
- 10.1.8. The HoDs prepares their PCs drafts and shares with H:P&M for clearing to ensure clarity and standardization.
- 10.1.9. The PCs is vetted and negotiated with the CCF and the necessary amendments made before signing.
- 10.1.10. The SDCCFs and SM-FA communicates their PCs to their respective DCCF-PED, DCCF-FCM, DCCF-FDFP, MCS, M-HRA, M-FA and HoCs.
- 10.1.11. The DCCF-PED, DCCF-FCM, DCCF-FDFP, M-HRA, M-FA and HoCs prepares their PCs drafts and shares with H:P&M for clearing to ensure clarity and standardization.

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10.1.12. The PCs are then vetted and negotiated with their respective supervisors and the necessary amendments made before signing.

10.1.13. The DCCFs, Managers, HoDs and HoCs ensure that the PC is then cascaded to all staff in their respective Divisions, Departments and Conservancies.

10.2. Preparation of Monthly/Quarterly/Annual PC Progress Report

10.2.1. The ECs submit the monthly/quarterly PC reports in the prescribed format to their respective HoCs and soft copy to the CCF attention SDCCF-SS on or before 5th and 18th for the monthly/quarterly and annual reports respectively.

10.2.2. The HoCs submit their in the prescribed format after authenticating, analyzing and summarizing the ECs reports into a Conservancy Performance Report, soft copy to the CCF attention SDCCF-SS on or before 10th and 30th for the monthly/quarterly and annual reports respectively.

10.2.3. The HoCs provides the verifiable documentary evidence as proof of achievements

10.2.4. P&M convenes to validate the quarterly and Annual PC reports to consolidate the Service report and provide necessary feedbacks for improvement.


10.2.5. P&M verifies and consolidates the documentary evidence in preparation for the institutions midyear and annual performance evaluation and moderation.


10.3. Preparation of Annual Report

10.3.1. The KFS annual report structure have narrative section supported by by the duly filled KFS ARAs forms 1-7.

10.3.2. The Forest Managers at the Forest Station/Sub County level and submit to the respective EC with a copy to the respective HoC by 31st July.

10.3.3. The EC consolidates the reports from respective Forest Managers and prepare one comprehensive Annual Ecosystem Performance and submit to the HoC with a soft copy (pdf) to the CCF (attention SDCCF-SS on the email performancecontract@kenyaforests-service.org) by 18th August.

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10.3.4. The HoCs consolidates the reports from respective ECs, prepares one comprehensive Annual Ecosystem Performance and submits to the SDCCF-SS in both hard and soft copy (pdf) and a copy to the SDCCF-FO (attention Coordinator FCA and Head Forest Information Systems) by 30th September.

10.3.5.P&M prepare the Status of Forest Report for the Country by 30th November.

10.4.Preparation of M&E Field Visits

10.4.1.The P&M team conducts a need/gap analysis from the reports.

10.4.2.The team develops a proposal indicating the time frame, purpose, target group and budget.

10.4.3.Once approved, the team develops tools for data collection.

10.4.4.The target groups are informed of the visit prior to including requirements.

10.4.5.Conducts the visits, collects, collates and analyzes data generated from the site visits.

10.4.6.Compile the field exercise report to be submitted to SMT for decision making.

***NOTE 1:** Each conservancy has the basic M & E equipment which must include cameras, GPS.*

***NOTE 2:** Transport logistics are availed as necessary.*

10.5.M&E for Development Projects and Programmes


10.5.1.P&M ensures that M&E framework and a baseline survey is in place.

10.5.2.Initiates the process of M&E the projects and programmes by writing to the CCF through consultations with the SDCCF-SS, M-CS and H:M&E.

10.5.3.Authorise the M&E exercise.

10.5.4.P&M develops the ToR for the M&E activity including, the required resources to undertake the exercise and the expected results.

10.5.5.Conducts the visits, collects, collates and analyzes data generated from the site visits.

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10.5.6. Compile the field exercise report to be submitted to SMT for any necessary intervention.

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A handwritten signature in blue ink, appearing to be 'Jung'.



11. PROCESS FLOW CHART

11.1.Process Flowchart (Preparation of PC)

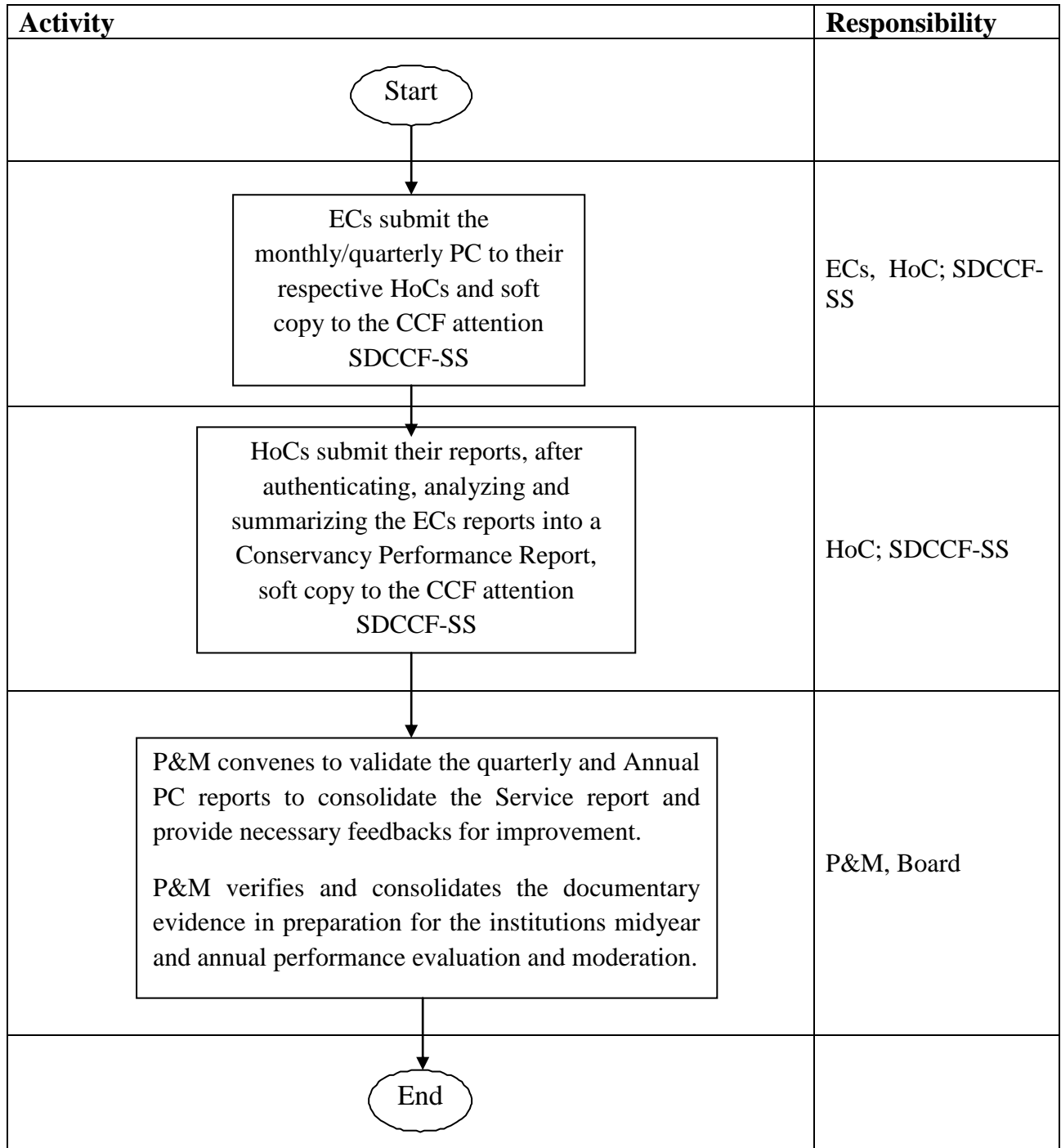
Activity	Responsibility
<p data-bbox="248 629 1091 734">The P&M develops a draft Boards PC with CS in charge of Forestry</p>	Board; SMT, P&M Unit
<p data-bbox="212 786 1099 927">Develop draft CCF PC with Board in reference to the Boards PC, AWP and Performance Contracting Guidelines Vet and negotiate with the Board, make necessary and sign.</p>	Board; CCF; P&M
<p data-bbox="212 981 1114 1122">Develop draft SDCCF-SS, SDCCF-FO, Principal, DCCF-P&S and SM-FA PCs with CCF. Vet and negotiate with the CCF, make necessary and sign.</p>	CCF; SDCCFs (SS, FO); Principal; DCCF-P&S; SM-FA; P&M
<p data-bbox="248 1176 1075 1330">Communicate the CCFs PC to the relevant HoDs. Prepare draft PCs and shares with H:P&M. Vet and negotiate with the CCF, make necessary and sign.</p>	CCF; HoDs (CC, SCM, IA & LS); P&M
<p data-bbox="212 1379 1114 1570">SDCCFs and SM-FA communicates their PCs to the DCCF-PED, DCCF-FCM, DCCF-FDFP, M-HRA, M-FA and HoCs. Vet and negotiate with their respective supervisors, make necessary amendments and sign</p>	SDCCFs (SS, FO). DCCFs (FDFP, FCM, FCM); SM-FA; M(CS, HRA, F&A)
<p data-bbox="248 1606 1075 1760">DCCFs, Managers, HoDs and HoCs ensure that the PC is then cascaded to all staff in their respective Divisions, Departments and Conservancies.</p>	DCCFs; Managers, HoDs and HoCs

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11.2. Process Flowchart (Preparation of Monthly/Quarterly/Annual PC Progress Report)


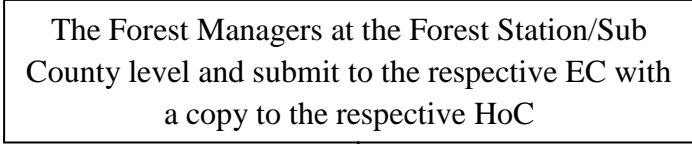
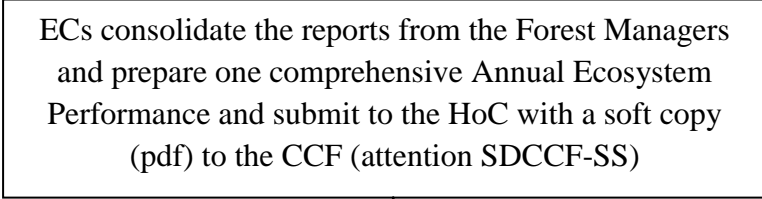
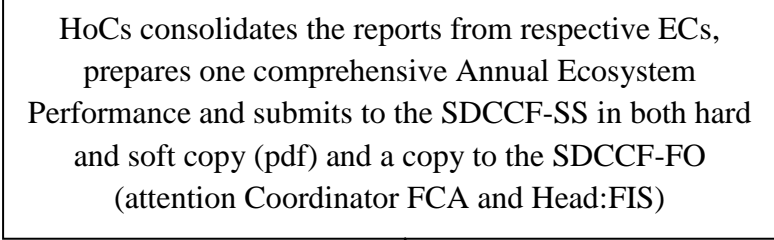
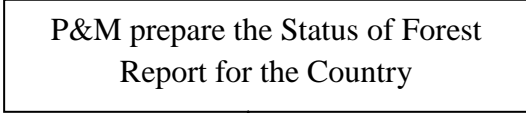
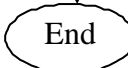


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11.3.Process Flowchart (Preparation of Annual Report)

Activity	Responsibility
	
	Station Managers, ECs, HoCs
	EC; HoC; SDCCF-SS
	HoCs; SDCCF-SS; SDCCF-FO; Coordinator FCA and Head: /FIS)
	P&M; SMT; Board
	

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