



# KENYA FOREST SERVICE

DOCUMENT TITLE: CONTINUAL IMPROVEMENT

REF NO:KFS-MP-CI-06

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	Management Representative	10 <sup>th</sup> June 2010
2	Changes Done to conform to ISO 9001:2015 standard	Management Representative	31 <sup>st</sup> May 2018

## REFERENCED DOCUMENTS

S/NO	REF	TITLE
1	QPM	Quality Policy Manual
2	PM	Procedure Manual
3	WI	Work Instructions
4	QPM - 8	Measurement, Analysis & Improvement
5	KFS/CI/WI/01	Setting KPI's/ standards
6	KFS/CI/WI/02	Taking Measurement and analyzing data
7	KFS/CI/WI/03	Establishing departmental MBO's
8	FS/CI/WI/04	Establishing departmental MBO's

## COPY HOLDERS

1	Chief Conservator of Forests
2	QMR

## RECORDS/ANNEXES

REC. NO	REC. TITLE
	Departmental Management by Objectives
	Performance Indicators and Standards
	Performance Report
	Process Flow Chart

PREPARED BY: MANAGEMENT REPRESENTATIVE

APPROVED BY: CCF



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## 1. TERMS AND DEFINITION

TERM	DEFINITION(S)
KFS	Kenya Forest Service
KPI	Key Performance Indicator
CSF	Critical Success Factor
MBO	Management By Objectives
QMR	Quality Management Representative

## 2. SCOPE

This procedure covers from designing an annual Work Plan, monitoring performance, holding the gains to preparing performance reports

## 3. PURPOSE

The purpose is to ensure adequate control on carrying out continuous Improvement activities

## 4. OBJECTIVE

**NB: Refer to the performance contract.**

CSF	KPI	TARGET(S)	DUE

## 5. RESPONSIBILITY AND AUTHORITY

### 5.1. Chief Conservator of Forest

5.1.1. Overall responsible for continuous improvement activities in KFS

5.1.2. Approves departmental Business Plan and MBO's

### 5.2. Deputy CCF

5.2.1. Approves MBO's at divisional level

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5.2.2. Ensures divisional MBOs are achieved.

5.2.3. Revises divisional standards as necessary

**5.3. Head of department**

5.3.1. Approves MBO's at section level

5.3.2. Ensures departmental MBOs are achieved

5.3.3. Revises departmental standards as necessary

**5.4. All Staff**

5.4.1. Take measurement, analyze data and monitor performance as assigned.

5.4.2. Achieve MBOs as assigned

**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. Management review

6.2.2. Monitoring and measurement

6.2.3. Audit findings

6.2.4. Customer complaints

6.2.5. Non conformance

6.2.6. Data analysis

**6.3. Outputs**

6.3.1. Customer satisfaction

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- 6.3.2. Continual improvement
- 6.3.3. Reduction in non conforming products
- 6.3.4. Management review

## 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

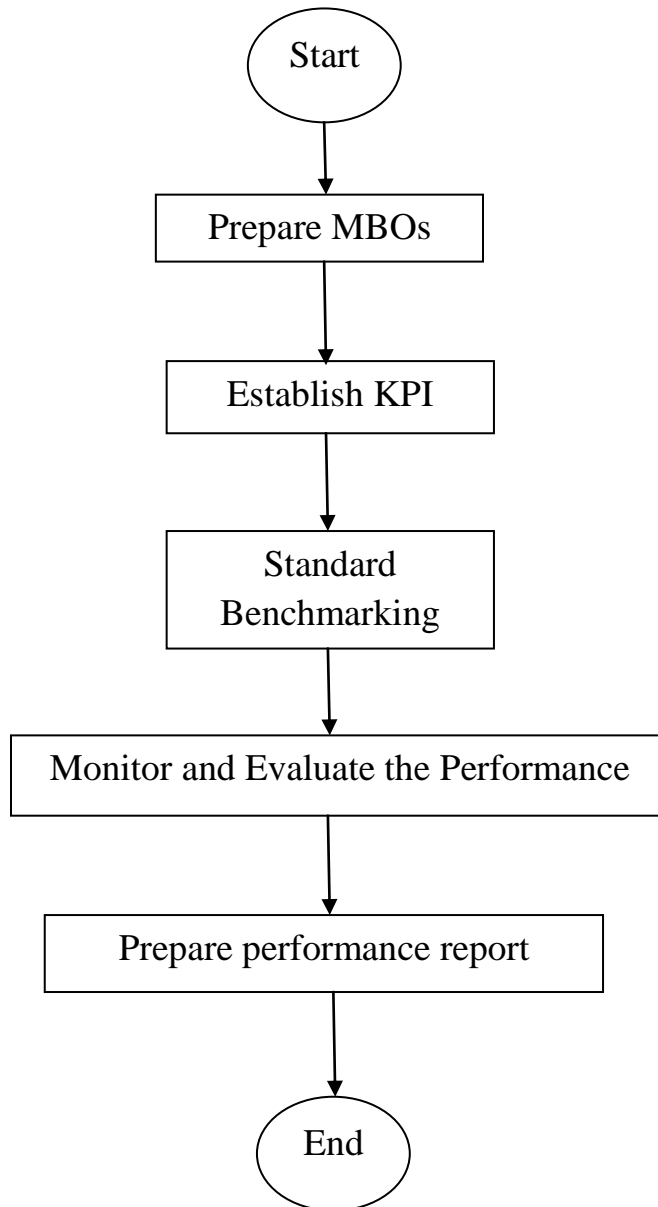
- 10.1. Prepare annual Work Plan.
- 10.2. Prepare Annual Divisional/Departmental MBO's as per work instructions.  
Establish key performance indicators and standards as per work instructions.  
Benchmark standards of performance as necessary
- 10.3. Take measurements of performance and analyze data as per work instructions.  
Monitor performance continuously.
- 10.4. Revise standard and monitor new performance as necessary.
- 10.5. Hold the gains and prepare performance report.

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**11. PROCESS FLOW CHART**



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