



Kenya Forest Service

QUALITY POLICY MANUAL

BASED ON

ISO 9001:2015

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QUALITY POLICY STATEMENT

Kenya Forest Service is mandated to enhance development, conservation and management of Kenya's forest resources base in all public forests, and assist County Governments to develop and manage forest resources on community and private lands for the equitable benefit of present and future generations.

In this regard we are committed to the implementation of a Quality Management System in line with ISO 9001:2015 International Standard. The aim is to provide high quality products and services that meet or exceed expectations of our customers and stakeholders within the existing statutory and regulatory requirements.

The overall goal is achieved by ensuring that:-

- Quality objectives are determined, measured, monitored, evaluated, reviewed and continually improved for sustainability.
- Resources required are provided in order to enhance product delivery.
- Staff is competent, qualified and motivated.
- Relevant training and coaching of staff is provided.
- Quality Policy and associated Quality Management System documentation are communicated and understood by all employees and stakeholders, and shall be reviewed and revised periodically.
- A Quality Management System modeled on ISO 9001:2015 International standards is maintained.

Chief Conservator of Forests

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1 GENERAL

1.1 MESSAGE FROM THE CHIEF CONSERVATOR OF FORESTS

The Kenya Forest Service (KFS) is charged with the responsibility of providing for the establishment, development and sustainable management, including conservation and rational utilisation of forest resources for the socio-economic development of the country. Of particular concern are our joint efforts, through partnership, to ensure expansion and maintenance of Kenya forests.

To ensure provision of quality services, KFS has adopted the ISO 9001 Quality Management System programme and is currently implementing the revised ISO 9001:2015 Standard. To this end, KFS has developed a Quality Policy Manual and its supporting documentations which define our Quality Standards.

The Quality Policy Manual is aimed at providing a guarantee that services and products offered by KFS are of high quality. This will be achieved through creating awareness to our stakeholders on the KFS's mandate, core functions, values and standards that we have committed ourselves to uphold.

The Quality Policy Manual will not only raise the effectiveness and efficiency of the KFS in terms of quality service delivery but also serve as a useful tool for reinforcing environmental management, integrity, professionalism, confidentiality, meritocracy and fidelity to law which are enshrined in the Constitution of our Country.

This Quality Policy Manual and the supporting documents, out of necessity, will require continual review for it to remain relevant. I would therefore, like to encourage constructive feedback on the levels of our service delivery as we go along.

Finally, it is my sincere hope that the Manual and the supporting documents will guide the duty bearers to uphold the promises we have made to our customers and to work as a team.

CHIEF CONSERVATOR OF FORETS

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1.2 ABSTRACT

This Manual contains a description of Kenya Forest Service Quality Management System (QMS) modeled according to the ISO 9001:2015 International Standard and is the property of Kenya Forest Service. It should not be duplicated.

The QMS has been established as a strategic choice to effectively control and improve the KFS's operational quality, performance, customer satisfaction, risk management and provide a sound basis for sustainable development initiatives. The primary focus of this function is to improve the customer satisfaction levels, raise the product quality, improve internal working efficiency and give KFS strong credibility both locally and internationally. The quality manual describes how KFS has established processes and controls for Quality Management System, management responsibility, resource provision, product/service realization and how these processes are monitored and measured.

This Manual is mainly intended for internal use within Kenya Forest Service, however, it may be given to any member or interested party in order to explain Kenya Forest Service's Quality Management System.

1.3 SCOPE

Management determines the boundaries and application of Quality Management System to establish its' scope by considering:

- The external and internal issues referred to in Clause 4.1 of the ISO 9001:2015 Standard;
- The requirements of relevant interested parties referred to in Clause 4.2 of the ISO 9001:2015 Standard;
- To establish consistency in the quality of the applicable products and services;
- To enhance customer satisfaction through effective application of the Quality Management System;
- All statutory, regulatory and/or legal requirements; and
- Establishment of suitable processes for improvement of the Quality Management System.

Based on an analysis of the above issues of concern, interests of stakeholders, and in consideration of its products and services, KFS has determined the scope of the Management System as follows:

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Conservation, management, development and sustainable utilisation of forests and allied resources.

All activities and processes in the Kenya Forest Service Divisions, Departments, Sections at the Headquarters, Kenya Forestry Training College and Field services namely ten (10) Conservancies and forty seven (47) Forest Ecosystems.

1.4 EXCLUSIONS

Clause 8.3 of ISO 9001:2015 on the design and development of design and development of products and services is excluded.

1.5 REFERENCES

- a) ISO 19011:2002 - Guidelines for quality and/or environmental systems auditing,
- b) ISO 9001:2015 – QMS requirements,
- c) ISO 9000:2005 – Terms & Vocabularies,
- d) Government Circulars
- e) Human Capital Policy and Manual
- f) KFS Strategic Plan (2017 - 2022)
- g) The Forest Conservation and Management Act 2016
- h) Procurement Manuals,
- i) Medium Term Plan (MTP),
- j) KFS Financial Manual,
- k) Occupational Health and Safety procedures – OSHAS- 2006 act,
- l) Performance Contracting guidelines,
- m) Public Procurement and Disposal Act (2005),
- n) Public Procurement and Disposal Regulations – 2006,
- o) Service Charter,
- p) Kenya Vision 2030,
- q) Constitution of Kenya
- r) Technical Orders

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- s) Technical Notes
- t) Environmental Management and Coordination Act 1999

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2 TERMS/DEFINITIONS

KFS	KENYA FOREST SERVICE
MD	CHIEF CONSERVATOR OF FORESTS
SDD	SENIOR DEPUTY CHIEF CONSERVATOR OF FORESTS
DD	DEPUTY CHIEF CONSERVATOR OF FORESTS
ADD	ASSISTANT CHIEF CONSERVATOR OF FORESTS
HOD	HEAD OF DEPARTMENT
ISO	INTERNATIONAL ORGANIZATION FOR STANDARDIZATION
QMR	QUALITY MANAGEMENT REPRESENTATIVE
HOC	HEAD OF CONSERVANCY
EC	ECOSYSTEM CONSERVATOR
MCS	MANUAL CONTROL STATEMENTS
QMS	QUALITY MANAGEMENT SYSTEM
COR	CODE OF REGULATIONS

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2.1 QUALITY MANUAL CONTROL STATEMENTS (MCS)

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- MCS. X** Changes to the Manual and other Quality Management System are identified on the **Amendment Sheet**.

3 VISION, MISSION AND CORE VALUES & FUNCTIONS

3.1 VISION

An internationally recognized organization of excellence in knowledge based sustainable forest resources development, conservation and management.

3.2 MISSION

Conservation, management, development and sustainable utilisation of forests and allied resources.

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3.3 CORE VALUES

Our core values form the foundation of how we carry out our duties and conduct ourselves. Core values are not work descriptions or strategies used to meet our objectives. They are the practices we use on a daily basis, in everything we do. They underpin our work, how we relate to each other and to our customers, and which strategies we employ to meet our mission. KFS will be guided by the following core values:-

- i. **Teamwork:** The Service will embrace mutual support and respect, active participation, and collective responsibility, open communication, information sharing and mentoring.
- ii. **Results Oriented.** The Service will pursue timely attainment of targeted results at all levels.
- iii. **Equity:** The Service will promote the virtues of equity and fair play for equitable and sustainable development.
- iv. **Excellence:** Challenge to the highest level of verifiable performance, to create the greatest impact.
- v. **Integrity:** The Service and staff shall ascribe to high standards of personal integrity, ethics, transparency together with individual and corporate and accountability in the conduct of business.
- vi. **Scientific principles and professionalism:** Decision making and practice will be based on current scientific knowledge and best practice.
- vii. **Creativity and Innovation:** The Service will encourage and reward creativity and innovativeness in work performance among staff.

3.4 CORE FUNCTIONS

In carrying out its mandate, the functions of KFS include among others:

- i. Conserve, protect and manage all public forests in accordance with the provisions of the Forest Conservation and Management Act no 34 of 2016 Act;
 - ii. Prepare and implement management plans for all public forests and, where requested, assist in preparation of management plans for community forests or private forests in consultation with the relevant owners;
 - iii. Receive and consider applications for licenses or permits in relation to forest resources or management of forests or any other relevant matter in accordance with this Act;
 - iv. Establish and implement benefit sharing arrangements in accordance with the provisions of the Act;
 - v. Assist county governments to build capacity in forestry and forest management in the counties;
 - vi. In consultation with relevant stakeholders, develop programmes for tourism and for recreational and ceremonial use of public forests;
 - vii. Promote forestry education and training;
 - viii. Register and maintain a register of all forest management plans prepared for public forests;
 - ix. Collaborate with relevant persons and institutions in identifying research needs and applying research findings in relation to forests and forestry;
 - x. Manage water catchment areas in relation to soil and water conservation, carbon sequestration and other environmental services in collaboration with relevant stakeholders;
- k. Prepare

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- i. A Forest Status Report for the Cabinet Secretary once in every two years; and
- ii. A Resource Assessment Report for the Cabinet Secretary once in every five years;
 - xi. Consider and recommend to the Cabinet Secretary the establishment of public forests on un-alienated public land or any other public land;
 - xii. Consider and recommend to the Cabinet Secretary the determination and alteration of boundaries of public forests;
 - xiii. Establish forest conservancy areas for purposes of conservation and management;
 - xiv. Approve the provision of credit facilities and technical training for community-based forest industries, and the provision of incentives to persons for the sustainable utilization of wood and non-wood forest products;
 - xv. Implement and enforce rules and regulations governing importation, exportation and trade in forest produce; and
 - xvi. Develop, maintain and regularly update a geographic information system database of all forests in Kenya.

Enforce the provisions of the Act and any forestry and land use rules and regulations made pursuant to any other written law.

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4 CONTEXT OF THE ORGANIZATION

4.1 Understanding the organization and its context

Kenya Forest Service has established documented, implemented and maintains the Quality Management System that continually improves its effectiveness in accordance with requirements of the ISO 9001:2015 Standard. In implementing the Quality Management System, Kenya Forest Service:

- a) Has determined the external and internal issues that are relevant to its purpose and strategic direction and that affects its ability to achieve the intended results.
- b) The organization shall monitor and review information about these external and internal issues.

4.2 Understanding the needs and expectations of interested parties

Due to their effect or potential effect on the organization ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements, the organization has determined:-

- a) The interested parties that are relevant to the quality management system
- b) The requirements of these interested parties that are relevant to the quality management system.
- c) The organization shall monitor and review information about these interest parties and their relevant requirements.

4.3 Determining the scope of the quality management system

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Kenya Forest Service has determined the boundaries and applicability of the quality management system and consequently established its scope (see section 1.3). In doing so the organization has considered the external and internal issues, the requirements of relevant interested parties and its products and services that affect or has potential to affect its ability to achieve its objectives.

4.4 Quality managements system and its processes

4.4.1 Kenya Forest Service has established documented, implemented and maintains the Quality Management System that continually improves its effectiveness in accordance with requirements of the ISO 9001:2015 Standard. In implementing the Quality Management System, Kenya Forest Service:

- a) Has determined the processes needed for the Quality Management System and their application throughout the organization.
- b) Has determined the sequence and interaction of these processes (**see diagram in Appendix 1**).
- c) Has determined criteria and methods/policies/procedures required to ensure the effective operation and control of these processes.
- d) Has ensured the availability of resources and information necessary to support the operation and monitoring of these processes.
- e) Has assigned the responsibility and authorities for these processes
- f) Has addressed the risks and opportunities arising from determining the external and internal issues that affect the quality management system as well as the needs of relevant interested parties
- g) Is monitoring, measuring and analyzing these processes, and
- h) Implementing planned actions necessary to achieve planned results and continual improvement through corrective and preventive actions (refer to section 8.5 of this manual).

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Where Kenya Forest Service outsources any process that affects product conformity, necessary controls to regulate such processes have been put in place as defined in contracts / tender documents. Type and extent of control of such outsourced processes is defined and documented in relevant departmental procedures which outsource these processes. **See Appendix 3**

4.4.2 Kenya Forest Service has:-

- a) Maintained documented information to support the operation of its processes.
- b) Retained documented information to have assurance that the processes are being carried out as planned.

5 Leadership

5.1 Leadership and commitment

5.1.1 General

Kenya Forest Service is committed to the quality management system and has in this regard:-

- a) Establish a system to take accountability for the effectiveness of the quality management system;
- b) Ensured that quality policy and quality objective are established for the quality management system and are compatible with the context and strategic direction of the organization;
- c) Ensured the integration of the quality management system requirements into the organizations business process;
- d) Promoted the use of the process approach and risk based thinking;
- e) Ensured that the resources needed for the quality management system are available;
- f) Communicated the importance of effective quality management and conforming to the quality management system requirements;
- g) Ensures that the quality management system achieves its intended results;
- h) Engaged, directed and supported persons to contribute to the effectiveness of the quality management system;

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- i) Promoted improvements;
- j) Supported other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

5.1.2 Customer focus

The Kenya Forest Service ensures that customer requirements are determined, understood and are met with the aim of enhancing customer satisfaction. In addition the risk and opportunities that can affect conformity of products and services are determined and addressed. This is being achieved by operating an effective, documented, Quality Management System which conforms to ISO9001:2015 International Standard. There is also a customer care committee and KFS has documented a service charter which is regularly revised and approved by the top management to ensure there is customer focus by Kenya Forest Service.

5.2 Policy

5.2.1 Establishing a quality policy

Top management of Kenya Forest Service has established and maintains a quality policy which is suitable to the organization, namely:-

- a) Is appropriate to the purpose, context and supports the strategic direction of Kenya Forest Service,
- b) Provides a framework for establishing and reviewing quality objectives,
- c) Is committed to satisfy applicable requirements
- d) Includes a commitment to comply with requirements and continually improve the effectiveness of the Quality Management System,

5.2.2 Communicating the quality policy

The organization has ensured that the quality policy:-

- a) Is available and maintained as a documented information;
- b) Is communicated, understood and applied within the organization;

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c) Is available to relevant interested parties, as appropriate

5.3 Organizational roles, responsibility and authorities

The organization has ensured the responsibility and authorities for relevant roles are assigned, communicated and understood within the organization in order to;-

- a) Ensure that the quality management system conforms to the requirements of this international standard;
- b) Ensure that the process are delivering their intended outputs;
- c) Reports on the performance of the quality management system and on opportunities for improvements;
- d) Ensure the promotion of customer focus throughout the organization;
- e) Ensure that the integrity of the quality management system is maintained when changes to the quality management system are planned and implemented.

6 Planning

6.1 Actions to address risks and opportunities

6.1.1 The organization has reviewed and determined the external and internal issues that are relevant to its purpose and its strategic direction and that affect its ability to achieve the intended results for its quality management system. In addition the organization has understood the needs and expectations of interested parties due to their effect or potential effect on the organization ability to consistently provide the products and services that meet customer and applicable statutory and regulatory requirements. Consequently the organization has determined the risk and opportunities that need to be addressed to:-

- a) Give assurance that the quality management system will achieve its intended results;
- b) Enhance desirable results;
- c) Prevent, or reduce, undesired effects;
- d) Achieve improvements.

6.1.2 The organization has planned:-

- a) Actions to address these risks and opportunities;
- b) How to;
 - 1) Integrate and implement the actions into quality management system processes

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2) Evaluate the effectiveness of these actions

6.2 Quality objectives and planning to meet them

6.2.1 The organization has established quality objectives at relevant functions, levels and processes needed for the quality management system. The objectives are reviewed regularly during the annual performance contracting cycle and review of the strategic plan. The quality objective:-

- a) Are consistent with the quality policy;
- b) Are measurable;
- c) Take into account applicable requirements;
- d) Are relevant to conformity of products and services and to enhancement of customer satisfaction;
- e) Are monitored;
- f) Are communicated;
- g) Are updated as appropriate.

6.2.2 During the planning process, the organization has determined:-

- a) What will be done;
- b) What resources will be required;
- c) Who will be responsible;
- d) When it will be completed;
- e) How the results will be evaluated.

6.3 Planning of changes

When the need for change in the quality management system arises the organizations will consider:-

- a) The purpose of changes and their potential consequence;
- b) The integrity of the quality management system;
- c) The availability of resources;
- d) The allocation or reallocation of responsibility and authorities.

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7 Support

7.1 Resources

7.1.1 General

The organization has determined and provided the resources needed for the establishment, implementation, maintenance and continual improvement of the quality management system. In doing so the organization has considered:-

- a) The capabilities of and constraints on existing internal resources;
- b) What needs to be obtained from the external providers.

7.1.2 People

The organization has determined and provided the persons necessary for the effective implementation of its quality management system and for the operation and control of its processes.

7.1.3 Infrastructure

The organization has determined, provided and maintained the infrastructure necessary for the operation of its processes and to achieve conformity of products and services. The infrastructure includes:

- a) Buildings and associated facilities;
- b) Equipment, including hardware and software;
- c) Transportation resources;
- d) Information and communication technology.

7.1.4 Environment for the operation of processes

The organization has determined, provided and maintained the environment necessary for the operation of its processes and to achieve conformity of products and services. The suitable environment has been determined to include a combination of human and physical factors such as:

- a) Social (non discriminatory, calm, non confrontational)
- b) Psychological (stress reducing, burnout prevention, emotionally protective)
- c) Physical (temperature, heat, humidity, light, airflow, hygiene, noise)

7.1.5 Monitoring and measuring resources

7.1.5.1 General

The organization has determined and provided the resources needed to ensure valid and reliable results when monitoring or measuring is used to verify the conformity of products and services to requirements.

The organization has ensured that the resources provided:

- a) Are suitable for specific type of monitoring and measurement activities being undertaken;
- b) Are maintained to ensure their continuing fitness for the purpose.

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The organization maintains appropriate documents information as evidence of fitness for purpose of the monitoring and measurement resources.

7.15.2 Measurement traceability

Where measurement traceability is a requirement or is considered by the organization to be an essential part of providing confidence in the validity of measurement results, the organization has ensured that the measuring equipment are:-

- a) calibrated or verified, or both, at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards; when no such standards exist, the basis used for calibration or verification shall be retained as documented information;
- b) identified in order to determine their status;
- c) Safeguarded from adjustments, damage or deterioration that would invalidate the calibration status and subsequent measurement results.

The organisation has put in place a system to determine if the validity of previous measurement results has been adversely affected when measuring equipment is found to be unfit for its intended purpose, and consequently take appropriate action as necessary.

7.1.6 Organisational Knowledge

The organisation has determined the knowledge necessary for the operation of its processes and to achieve conformity of products and services. This knowledge will be maintained and be made available to the extent necessary. When addressing changing needs and trends, the organisation will consider its current knowledge and determine how to acquire or access any necessary additional knowledge and required updates.

The Organisational knowledge will be based on:

- a) internal sources (e.g. intellectual property; knowledge gained from experience; lessons learned from failures and successful projects; capturing and sharing undocumented knowledge and experience; the results of improvements in processes, products and services);
- b) External sources (e.g. standards; academia; conferences; gathering knowledge from customers or external providers).

7.2 Competence

The organisation has:

- a) determined the necessary competence of person(s) doing work under its control that affect the performance and effectiveness of the quality management system;
- b) ensured that these persons are competent on the basis of appropriate education, training or experience;
- c) where applicable, taken actions to acquire the necessary competence, and evaluate the effectiveness of the actions taken;

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d) Retained appropriately documented information as evidence of competence.

7.3 Awareness

The organisation has ensured that persons doing work under the organisation's control are aware of:

- a) the quality policy;
- b) relevant quality objectives;
- c) their contribution to the effectiveness of the quality management system, including the benefits of improved performance;
- d) the implications of not conforming with the quality management system requirements.

7.4 Communication

The organisation has determined the internal and external communications relevant to the quality management system, including:

- a) on what it will communicate;
- b) when to communicate;
- c) with whom to communicate;
- d) how to communicate;
- e) who communicates;

7.5 Documented Information

7.5.1 General

The organisation's quality management system includes:

- a) documented information required by this International Standard;
- b) documented information determined by the organisation as being necessary for the effectiveness of the quality management system.

7.5.2 Creating and updating

When creating and updating documented information, the organisation will ensure appropriate:

- a) identification and description (e.g. a title, date, author, or reference number) is done;
- b) format (e.g. language, software version, graphics) and media (e.g. paper, electronic) is used;
- c) review and approval for suitability and adequacy is carried out.

7.5.3 Control of documented information

7.5.3.1 Documented information required by the quality management system and by this International Standard will be controlled to ensure:

- a) it is available and suitable for use, where and when it is needed
- b) it is adequately protected (e.g. from loss of confidentiality, improper use, or loss of integrity).

7.5.3.2 For the control of documented information, the organisation has addressed the following activities, as applicable:

- a) distribution, access, retrieval and use;
- b) storage and preservation, including preservation of legibility;
- c) control of changes (e.g. version control);
- d) retention and disposition.

Documented information of external origin determined by the organisation to be necessary for the planning and operation of the quality management system will be identified as appropriately, and be

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controlled. Documented information retained as evidence of conformity will be protected from unintended alterations.

8 Operation

8.1 Operational planning and control

The organisation has planned, implemented and controls the processes (see 4.4) needed to meet the requirements for the provision of products and services, and to implement the actions determined in Clause 6. In this regard the organization has:

- a) determined the requirements for the products and services;
- b) established criteria for:
 - 1) the processes;
 - 2) the acceptance of products and services;
- c) determined the resources needed to achieve conformity to the product and service requirements;
- d) implemented control of the processes in accordance with the criteria;
- e) determined, maintained and retained documented information to the extent necessary:
 - 1) to have confidence that the processes are being carried out as planned;
 - 2) to demonstrate the conformity of products and services to their requirements.

The output of this plans are suitable for the organisation's operations. The organisation has controlled planned changes and reviewed the consequences of unintended changes and taken actions to mitigate any adverse effects, as necessary. The organisation has ensured that outsourced processes are controlled (see 8.4)

8.2 Requirements for products and services

8.2.1 Customer communication

The organization has determined that communication with customers will include:

- a) providing information relating to products and services;
- b) handling enquiries, contracts or orders, including changes;
- c) obtaining customer feedback relating to products and services, including customer complaints;
- d) handling or controlling customer property;
- e) establishing specific requirements for contingency actions, when relevant.

8.2.2 Determining the requirements for products and services

When determining the requirements for the product and services to be offered to customers, the organisation ensured that:

- a) the requirements for the products and service are defined, including:

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- 1) any applicable statutory and regulatory requirements;
 - 2) those considered necessary by the organisation;
- b) the organisation will meet the claims for the products and services it offers.

8.2.3 Review of the requirements for products and services.

8.2.3.1 The organisation has ensured that it has the ability to meet the requirements for products and services to be offered to customers. The organisation will be conducting a review before committing to supply products and services to a customer, including:

- a) requirements specified by the customer, including the requirements for delivery and post delivery activities;
- b) requirements not stated by the customer, but necessary for the specified or intended use, when known;
- c) requirements specified by the organisation
- d) statutory and regulatory requirements applicable to the products and services;
- e) contract or order requirements differing from those previously expressed.

The organisation has ensured that contract or order requirement differing from those previously defined are resolved. The customer's requirements will be confirmed by the organisation before acceptance, when the customer does not provide a documented statement of their requirements.

NOTE In some situations, such as internet sales, a formal review is impractical for each order. Instead; the review can cover relevant product information, such as catalogues.

8.2.3.2 The organisation will retain documented information as applicable:

- a) on the results of the review;
- b) on any new requirements for the products and services.

8.2.4 Changes to requirements for products and services

The organisation will ensure that relevant documented information is amended, and that relevant persons are made aware of the changed requirements, when the requirements for products and services are changed.

8.3 Design and development of products and services (N/A TO KFS)

8.3.1 General

The organisation has established, implemented and maintained a design and development process that is appropriate to ensure the subsequent provision of products and services.

8.3.2 Design and development planning (N/A TO KFS)

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In determining the stages and controls for design and development, the organisation has considered:

- a) the nature, duration and complexity of the design and development activities;
- b) the required process stages, including applicable design and development reviews;
- c) the required design and development verification and validation activities;
- d) the responsibilities and authorities involved in the design and development process;
- e) the internal and external resources needs for the design and development of products and services;
- f) the need to control interfaces between persons involved in the design and development process;
- g) the need for involvement of customers and users in the design and development process;
- h) the requirements for subsequent provision of products and services;
- i) the level of control expected for the design and development process by customers and other relevant interested parties;
- j) the documented information needed to demonstrate that design and development requirements have been met.

8.3.3 Design and development inputs (N/A TO KFS)

The organisation has determined the requirements essential for the specific types of products and service to be designed and developed. The organisation has considered:

- a) functional and performance requirements;
- b) information derived from previous similar design and development activities;
- c) statutory and regulatory requirements;
- d) standards or codes of practice that the organisation has committed to implement;
- e) potential consequences of failure due to the nature of products and services.

The organization will ensure that inputs shall be adequate for design and development purposes, complete and unambiguous. Conflicting design and development inputs will be resolved. The organisation will retain documented information on design and development inputs.

8.3.4 Design and development controls (N/A TO KFS)

The organisation will apply controls to the design and development process to ensure that:

- a) the results to be achieved are defined;
- b) reviews are conducted to evaluate the ability of the results of design and development to meet the requirements;
- c) verification activities are conducted to ensure that the design and development outputs meet the input requirements;
- d) validation activities are conducted to ensure that the resulting products and services meet the requirements for the specified application or intended use;
- e) any necessary actions are taken on problems determined during the reviews, or verification and validation activities;
- f) documented information of these activities is retained.

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8.3.5 Design and development Outputs (N/A)

The organisation has ensured that the design and development outputs:

- a) meet the input requirements;
- b) are adequate for the subsequent processes for the provision of products and services;
- c) include or reference monitoring and measuring requirements, as appropriate, and acceptance criteria;
- d) specify the characteristics of the products and services that are essential for their intended purpose and their safe and proper provision.

The organisation will retain documented information on design and development outputs.

8.3.6 Design and development changes(N/A TO KFS)00I8Y7

The organisation has identified, reviewed and controlled changes made during, or subsequent to, the design and development of products and services, to the extent necessary to ensure that there is no adverse impact on conformity to requirements.

The organisation will retain documented information on:

- a) design and development changes;
- b) the results of reviews;
- c) the authorization of the changes;
- d) the actions taken to prevent adverse impacts.

8.4 Control of externally provided processes, products and services

8.4.1 General

The organisation will ensure that externally provided processes, product and services conform to requirements. In addition the organisation has determined the controls to be applied to externally provided processes, products and services when:

- a) products and services from external providers are intended for incorporation into the organisation's own products and services;
- b) products and services are provided directly to the customer(s) by external providers on behalf of the organization;
- c) a process, or part of a process, is provided by an external provider as a result of a decision by the organisation.

The organisation has determined and applied criteria for the evaluation, selection, monitoring of performance, and re-evaluation of external providers, based on their ability to provide processes or

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products and services in accordance with requirements. The organisation will retain documented information of these activities and any necessary actions arising from the evaluations.

8.4.2 Type and extent of control

The organisation has ensured that externally provided processes, products and services will not adversely affect the organisation's ability to consistently deliver conforming products and services to its customers.

The organisation will:

- a) ensure that externally provided processes remain within the control of its quality management system;
- b) define both the controls that it intends to apply an external provider and those it intends to apply to the resulting output;
- c) take into considerations:
 - 1) the potential impact of the externally provided process, products and services on the organisation's ability to consistently meet customer and applicable statutory and regulatory requirements;
 - 2) the effectiveness of the controls applied by the external provider;
- d) determine the verification, or other activities, necessary to ensure that the externally provided processes, product and services meet requirement.

8.4.3 Information for external providers

The organisation has ensured the adequacy of requirements prior to their communication to the external provider. The organisation has communicated to external providers its requirements for:

- a) the processes, products and services to be provided;
- b) the approval of :
 - 1) products and services;
 - 2) methods, processes and equipment;
 - 3) the release of products and services;
- c) competence, including any required qualification of persons;
- d) the external providers' interactions with the organisation;
- e) control and monitoring of the external providers 'performance to be applied by the organisation;
- f) verification or validation activities that the organisation, or its customer, intends to perform at the external providers, premises.

8.5 Production and service provision

8.5.1 Control of production and service provision

The organisation has implemented production and service provision under controlled conditions.

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Controlled conditions includes, as applicable:

- a) the availability of documented information that defines:
 - 1) the characteristics of the products ,the services to be provided, or the activities to be performed;
 - 2) the results to be achieved;
- b) the availability and use of monitoring and measuring resources;
- c) the implementation of monitoring and measurement activities at appropriate stages to verify that criteria for control of processes or outputs ,and acceptance criteria for products and services, have been met;
- d) the use of suitable infrastructure and environmental for the operation of processes;
- e) the appointment of competent persons, including any required qualification;
- f) the validation, and periodic revalidation, of the ability to achieve planned results of the processes for production and service provision, where the resulting output cannot be verified by subsequent monitoring or measurement;
- g) the implementation of action to prevent human error
- h) the implementation of release, delivery and post-delivery activities.

8.5.2 Identification and traceability

The organisation will use suitable means to identify outputs when it is necessary to ensure the conformity of products and services. The organisation will identify the status of outputs with respect to monitoring and measurement requirement throughout production and service provision. In addition the organization will control the unique identification of the outputs when traceability is a requirement, and will retain the documented information necessary to enhance traceability.

8.5.3 Property belonging to customers or external providers

The organisation will exercise care with property belonging to customers or external providers while it is under the organisation's control or being used by the organisation. The organisation will identify, verify, protect and safeguard customers 'or external providers' property provided for use or incorporation into the products and services. When the property of a customer or external provider is; lost, damaged or otherwise found to be unsuitable for use, the organisation shall report this to the customer or external provider and retain documented information on what has occurred.

8.5.4 Preservation

The organisation will preserve the outputs during production and service provision, to the extent necessary to ensure conformity to requirements.

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8.5.5 Post-delivery activities

The organisation will meet requirements for post-delivery activities associated with the products and services. In determining the extent of post-delivery activities that are required, the organisation will consider:

- a) statutory and regulatory requirements;
- b) the potential undesired consequences associated with its products and services;
- c) the nature, use and intended lifetime of its products and services;
- d) customer requirements;
- e) customer feedback.

8.5.6 Control of changes

The organisation will review and control changes of production or service provision, to the extent necessary to ensure continuing conformity with requirements. Further KFS will retain documented information describing the results of the review of changed, the person(s) authorising the change, and any necessary actions arising from the review.

8.6 Release of products and services

The organisation will implement planned arrangements, at appropriate stages, to verify that the product and service requirements have been met. The release of products and service to the customer will not proceed until the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority and, as applicable, by the customer. KFS will retain documented information on the release of products and services. The documented information shall include:

- a) evidence of conformity with the acceptance criteria;
- b) traceability to the person (s) authorising the release.

8.7 Control of non conforming outputs

8.7.1 KFS will ensure that outputs that do not conform to their requirements are identified and controlled to prevent their unintended use or delivery. The organisation will take appropriate action based on the nature of the nonconformity and its effect on the conformity of products and services. This will also apply to non conforming products and services detected after delivery of products, during or after the provision of services.

The organisation will deal with nonconforming outputs in one or more of the following ways:

- a) correction;
- b) segregation, containment, return or suspension of provision of products and services;
- c) informing the customer;
- d) Obtaining authorization for acceptance under concession.

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8.7.2 The organisation will retain documented information that:

- a) describes the nonconformity;
- b) describes the actions taken;
- c) describes any concessions obtained;
- d) Identifies the authority deciding the action in respect of the nonconformity.

9 Performance evaluation

9.1 Monitoring, measurement, analysis and evaluation

9.1.1 General

The organisation shall determine:

- a) what needs to be monitored and measured;
- b) the methods for monitoring ,measurement, analysis and evaluation needed to ensure valid results;
- c) when the monitoring and measuring shall be performed
- d) when the results from monitoring and measurement shall be analysed and evaluated.

The organisation shall evaluate the performance and the effectiveness of the quality management system.

The organisation shall retain appropriate documented information as evidence of the results.

9.1.2 Customer satisfaction

The organisation shall monitor customers' perceptions of the degree to which their needs and expectations have been fulfilled. The organisation shall determine the methods for obtaining, monitoring and reviewing this information.

NOTE Examples of monitoring customer perceptions can include customer surveys, customer feedback on delivered products and services, meetings with customers, market-share analysis, compliments, warranty claims and dealer reports.

9.1.3 Analysis and evaluation

The organisation shall analyse and evaluate appropriate data and information arising from monitoring and measurement.

The results of analysis shall be used to evaluate:

- a) conformity of products and services;

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- b) the degree of customer satisfaction;
- c) the performance and effectiveness of the quality management system;
- d) if planning has been implemented effectively;
- e) the effectiveness of actions taken to address risks and opportunities;
- f) the performance of external providers;
- g) the need for improvements to the quality management systems.

NOTE Methods to analyse data can include statistical techniques.

9.2 Internal audit

9.2.1 The organisation shall conduct internal audits at planned intervals to provide information on whether the quality management system:

- a) conforms to :
 - 1) the organisation's own requirements for its quality management system;
 - 2) the requirement of this International Standard;
- b) is effectively implemented and maintained.

9.2.2 The organisation shall:

- a) plan, establish, implement and maintain an audit programme(s) including the frequency, methods, responsibilities, planning and requirements and reporting, which shall take into consideration the importance of the processes concerned, changes affecting the organisation, and the results of previous audits;
- b) define the audit criteria and scope for each audit;
- c) select auditors and conduct audits to ensure objectivity and the impartiality of the audit process;
- d) ensure that the results of the audits are reports to relevant management;
- e) take appropriate correction and corrective actions without undue delay;
- f) Retain documents information as evidence of the implementation of the audit programme and the audit results.

NOTE See ISO 19011 for guidance

9.3 Management Review

9.3.1 General

Top management shall review the organisation's quality management system, at planned intervals, to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic direction of the organisation.

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9.3.2 Management review inputs

The management review shall be planned and carried out taking into considerations:

- a) the status of actions from previous management reviews;
- b) changes in external and internal issues that are relevant to the quality management system;
- c) information on the performance and effectiveness of the quality management system, including trends in:
 - 1) customer satisfaction and feedback from relevant interested parties;
 - 2) the extent to which quality objectives have been met;
 - 3) process performance and conformity of products and services;
 - 4) nonconformities and corrective actions;
 - 5) monitoring and measurement results;
 - 6) audit results;
 - 7) the performance of external providers;
- d) the adequacy of resources;
- e) the effectiveness of actions taken to address risks and opportunities (see [6.1](#))
- f) Opportunities for improvement.

9.3.3 Management review outputs

The outputs for the management review shall include decisions and actions related to:

- a) opportunities for improvement;
- b) any need for changes to the quality management system;
- c) Resource needs.

The organisation shall retain documented information as evidence of the results of management reviews.

10 Improvement

10.1 General

The organisation shall determine and select opportunities for improvement and implement any necessary actions to meet customer requirements and enhance customer satisfaction.

These shall include:

- a) improving products and services to meet requirements as well as to address future needs and expectations;
- b) correcting, preventing or reducing undesired effects;
- c) Improving the performance and effectiveness of the quality management system.

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NOTE Examples of improvement can include correction, corrective action, continual improvement, breakthrough change, innovation and re-organisation.

10.2 Non conformity and corrective action

10.2.1 When nonconformity occurs, including any arising from complaints, the organisation shall:

- a) react to the nonconformity and ,as applicable:
 - 1) take action to control and correct it
 - 2) deal with the consequence;
- b) evaluate the need for action to eliminate the cause (s) of the nonconformity, in order that it does not recur or occur elsewhere, by:
 - 1) reviewing and analysing the nonconformity;
 - 2) determining the causes of the nonconformity;
 - 3) determining if similar nonconformities exist, or could potentially occur;
- c) implement any action needed;
- d) review the effectiveness of any corrective action taken;
- e) update risks and opportunities determined during planning, if necessary;
- f) Make changes to the quality management system, if necessary.

Corrective actions shall be appropriate to the effects of the nonconformities encountered.

10.2.2 The organisation shall retain documented information as evidence of:

- a) the nature of the nonconformities and any subsequent actions taken;
- b) the results of any corrective action.

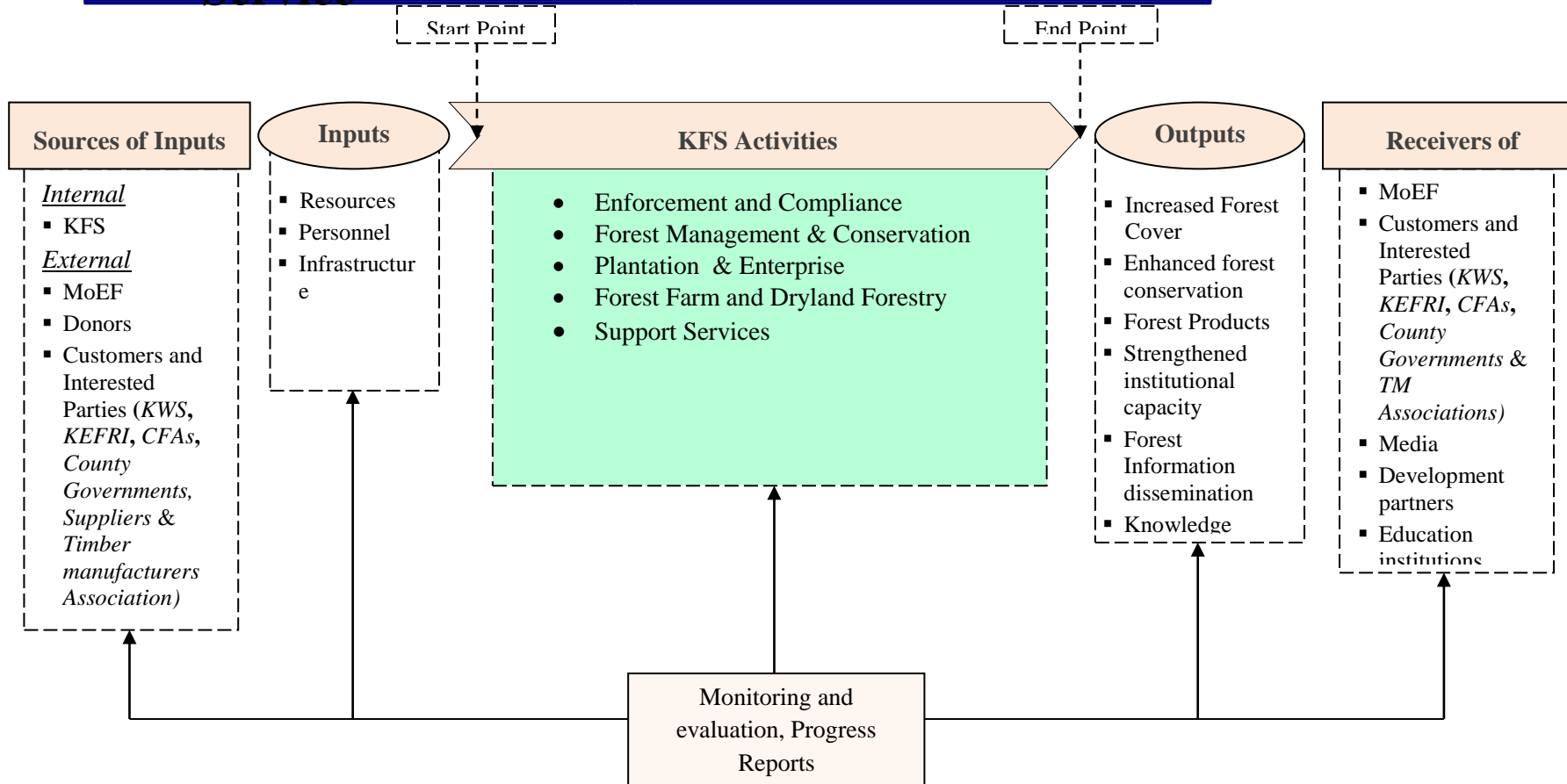
10.3 Continual Improvement

The organisation shall continually improve the sustainability, adequacy and effectiveness of the quality management system.

The organisation shall consider the results of analysis and evaluation, and the outputs from management review to determine if there are needs or opportunities that shall be addressed as part of continual improvement.

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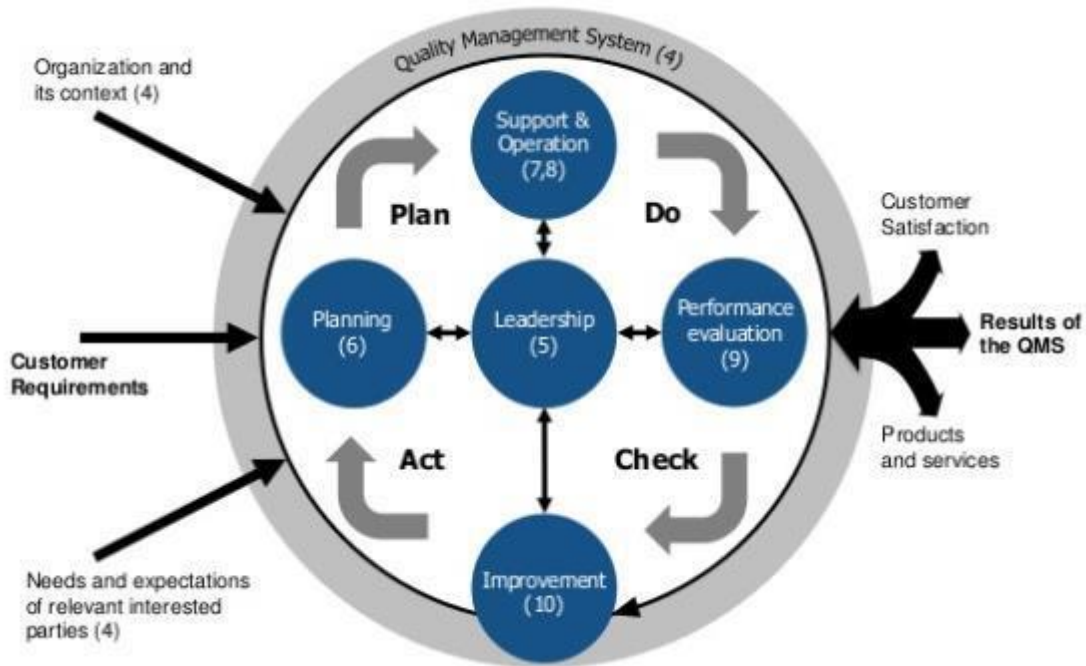
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Appendix 2: Plan-Do-Check-Act cycle



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APPENDIX 3: OUTSOURCED SERVICES

PROCESS	CONTROL PROCESS
Fueling of KFS vehicles	Fuel cards
Cleaning Service	Control sheets/Cleaning Schedule
Medical, Insurance, catering & Training services	Procurement
Internet, Entertainment,	Service agreement
Construction of roads, bridges, houses	Prequalification of constructors through bidding.
Valuation of assets	Procurement
Auctioneering	Procurement
Acquisition of seeds	Procurement



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APPENDIX 4: VALIDATED PROCESSES

PROCESS	CONTROL PROCESS
Fire arms & Ammunitions	Maintenance Schedule
Cadre uniforms	Scheduled purchase and distribution
Computers Hardware	Maintenance Schedule
Telephone/Communication Equipment	Maintenance Schedule
Recruitment	Oral Interview
Vehicle/Plants/Machinery/Boats	Maintenance schedule
Software	Pre-testing

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