

STRATEGIC PLAN

2023-2027





KENYA FO

 **REST SERVICE**



STRATEGIC PLAN

2023 - 2027



H. E. President Dr. William Ruto Planting a Tree at Statehouse, Nairobi

Foreword

Chairman, KFS Board of Directors

Kenya Forest Service vision is to be an internationally recognized organization of excellence in knowledge based sustainable forest resources development, conservation and management. This requires the Service to work closely with other stakeholders in order to achieve its mandate to provide for the development and sustainable management, including conservation and rational utilization of all forest resources for the socio-economic development of the country and for connected purposes.

The forestry sector globally makes significant contribution to social and economic development. The sector directly employs more than 18.12 million people and supports more than 45.15 million jobs through direct, indirect and induced impacts. It also has a direct contribution of more than USD 539 billion and a total contribution of more than USD 1,298 billion to the world GDP. In Kenya forests contribute 3.6 % to the gross domestic product (GDP).

Forests are globally recognized as a critical factor in mitigation and adaptation to climate change due to their unique capacity to act as carbon sinks and sustainably provide social, economic, environmental and cultural benefits for present and future generations. Furthermore, forests conserve soil by preventing soil erosion and, provide wood and non-wood products.

Despite their importance, forests face serious threats ranging from illegal logging, encroachment, overgrazing, forest fires, pests and diseases. These threats erode the ecological integrity of forest ecosystems and reduce their capacity to provide the environmental goods and services. Forests require continued



TITUS KIPKOECH KORIR

protection to mitigate the impacts of the threats and prevent further degradation.

The sector directly employs more than 18.12 million people and supports more than 45.15 million jobs through direct, indirect and induced impacts. It also has a direct contribution of more than USD 539 billion and a total contribution of more than USD 1,298 billion to the world GDP. In Kenya forests contribute 3.6 % to the gross domestic product (GDP).

The Kenya Constitution recognizes the need to increase the national tree cover to at least a minimum of 10% by the year 2030. The National Forest Resource Assessment conducted in the year 2021 established Kenya's national tree cover at 12.13% and the forest cover at 8.83%. This increase was culmination of a collaboration spearheaded by the Kenya Forest Service.

The Service has developed this Strategic Plan 2023 - 2027 taking advantage of the opportunities provided by the existing supportive International Agreements and Protocols, national policies, laws, and strategies. This strategic plan will steer attainment of 21.03% tree cover by the year 2027 in line with achieving 30% tree cover by the year 2032.

The plan identifies key result areas that will directly contribute to the achievement of the organization's mission and delivery of desired results. The plan will be implemented in collaboration with the county governments and other stakeholders.

The KFS Board is committed to providing overall strategy and policy guidance, mobilizing resources and, strengthening partnerships to advance forestry development.

I give my commitment as the Chair of the KFS Board to spearhead the full implementation of this Strategic Plan.

Titus Kipkoech Korir

Acknowledgement

Chief Conservator of Forests, Kenya Forest Service

This strategic plan has been prepared through a rigorous participatory process that aimed at seeking views from forestry sector stakeholders and Kenya Forest Service staff. The development process was led by a technical planning team that meticulously analysed, packaged and documented strategic actions derived from interactions with forestry sector stakeholders.

The goal of this Strategic Plan is attain sustainably manage all forests and build resilient forest ecosystems. The plan is anchored on four key result areas and shall be actualized through eleven strategic objectives.

The wide range of individuals both within and outside Kenya Forest Service who wholeheartedly gave their time and input to this important endeavour are recognized and appreciated. An assurance is given that all their views were critical in the development of this plan. The step taken by the Senior Management Team to constitute a Technical Working Group to lead the development of the document is recognized with gratitude. The Board's guidance and inputs throughout the drafting process have been of great help in shaping the strategic approaches and key result areas.

A. L. Lemarkoko EBS, "ndc" (K)



A. L. LEMARKOKO EBS, "NDC" (K)

Board of Directors



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Chairman



Alex Lemarkoko
Chief Conservator of Forests



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Table of Content

Foreword	5
Board of Directors	8
Defination of Terms	14
Acronyms and Abbreviations	17
Executive Summary	18
The 2023-2027 Strategic Plan Goal and objectives	18
Organization of the Plan	20
CHAPTER ONE: INTRODUCTION	22
1.1 Background	23
1.2 Mandate of Kenya Forest Service	23
1.3 GLOBAL, REGIONAL AND NATIONAL DEVELOPMENT ISSUES	24
CHAPTER TWO: STRATEGIC DIRECTION	28
2.1 Mandate	29
2.2 Vision Statement	29
2.3 Mission Statement	29
2.4 Strategic Goal	29
2.5 Core Values	29

2.6	Quality Policy Statement	29
------------	---------------------------------	-----------

CHAPTER THREE: CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS		30
---	--	-----------

3.1	Situation Analysis	31
------------	---------------------------	-----------

3.2	Stakeholder Analysis	40
------------	-----------------------------	-----------

CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULTS AREAS		44
--	--	-----------

4.1	Strategic Issues	45
------------	-------------------------	-----------

4.2	Strategic Goal	45
------------	-----------------------	-----------

4.3	Key Result Areas	45
------------	-------------------------	-----------

CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES		46
--	--	-----------

5.1	Strategic Objectives	47
------------	-----------------------------	-----------

5.2	Strategic Choices	48
------------	--------------------------	-----------

CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK		52
---	--	-----------

6.1	Implementation plan	54
------------	----------------------------	-----------

6.2	Coordination Framework	88
------------	-------------------------------	-----------

CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES		100
---	--	------------

7.1	Financial Requirements	101
------------	-------------------------------	------------

7.2	Resource Mobilization Strategies	101
------------	---	------------

7.3	Resource Management	103
------------	----------------------------	------------

CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK	104
--	------------

8.1	Monitoring Framework	105
------------	-----------------------------	------------

8.2	Performance Standards	105
------------	------------------------------	------------

8.3	Evaluation Framework	105
------------	-----------------------------	------------

8.4	Reporting Framework and Feedback Mechanism	108
------------	---	------------

List of Tables

Table 1: Political, Economic, Social, Technological, Environmental, Legal and Ethics (PESTELE) Analysis	30
Table 2: Summary of opportunities and Threats	32
Table 3: Analysis of KFS Strengths and Weaknesses	35
Table 4: Detailed Matrix of key achievements	36
Table 5: Stakeholder Analysis	38
Table 6: Strategic Objectives and Strategies	46
Table 7: Implementation Matrix	52
Table 8: Staff Establishment	89
Table 10: Risk Management Framework	96
Table 11: Financial Requirements for Implementing the Strategic Plan	99
Table 12: Resource Gaps	99
Table 13: Projected Sources of Funding and Targets	100
Table 14: Outcome Performance Matrix	105
Table 15: Reporting Framework and Feedback Mechanism	106
Table 8.4.1: Quarterly Progress Reporting Template	108
Table 8.4.2: Annual Progress Reporting Template	108
Table 8.4.3: Evaluation Reporting Template	109



Defination of Terms

Afforestation	Establishment of forest through planting /or deliberate seeding on land that until then, was under a different land use.
Agroforests	A large wooded area that grows around or among crops or pastureland
Agroforestry	Land-use systems or technologies where woody perennials (trees, shrubs, palms, bamboos etc.) are deliberately grown on the same land management units as agricultural crops and/or livestock, in some form of spatial arrangement or temporal sequence.
Bamboo Forest	Area with predominantly bamboo vegetation that are planted/or seeded or regenerated naturally and expected to constitute over 50% of the growing stock to maturity.
Biodiversity	The variability among living organisms from all sources including the ecological complexes of which they are part, and the diversity within and among species, and ecosystems.
Catchment Area	Land area drained by a river, stream, or fixed body of water and its tributaries having a common source of surface run-off.
Community Forest	Forest held by communities or held in trust by county governments and where forest management rights and responsibilities are transferred to local communities through long-term leases or management agreements.
Community Forest Association	A group of local persons who have registered as an association or other organization established to engage in forest management and conservation jointly with the Kenya Forest Service (KFS) in accordance with the provisions of the Forest Conservation and Management Act 2016.
Deforestation	The conversion of forested area to other land uses irrespective of whether it is human induced
Ecotourism	Environmentally responsible travel to natural areas, in order to enjoy and appreciate nature (and accompanying cultural features, both past and present) that promote conservation, have low visitor impact and provide for beneficially active socio-involvement of local peoples.
Farm Forestry	The practice of managing trees on farms whether singly, in rows, lines, boundaries, or woodlots or private forests.
Forest	Land spanning more than 0.5 hectares with trees of at least 2 metres and a minimum canopy cover of 15%, and include natural and planted plantation forests on state, community and private land
Forest Canopy Density	Proportion of an area in the field/ground that is covered by crown of trees and is expressed in % of the total area.
Forest Community	A group of persons who have a traditional association with a forest for the purposes of livelihood, culture or religion.
Forest Cover	Refers to a land area of more than 0.5ha with a canopy cover of at least 15%, a minimum tree height of 2 meters which is not primarily under agricultural or other specific non- forest land use
Forest Ecosystem	A dynamic complex of plant, animal, and microorganism communities and their non-living environment interacting as a functional unit.
Forest Industries	All businesses and organizations whose primary activities include growing, managing, processing or marketing of trees.

Forest Management Plan	A written document establishing direction and goals for the management, conservation and utilization of a specific forest land area specifying all silvicultural practices and activities necessary to accomplish the merchantable production of a forest product; and all practices that will minimize adverse environmental effects and improve livelihoods,
Forest Produce	Includes bark, animal droppings, beeswax, canes, charcoal, creepers, earth, fibre, firewood, frankincense, fruit, galls, grass, gum, honey, leaves, flowers, limestone, moss, murram, soil, myrrh, peat, plants, reeds, resin, rushes, rubber, sap, soil, seeds, spices, stones, timber, trees, water, wax, withies, and such other things as may be declared by the Cabinet Secretary to be forest produce for the purpose of the Forest Conservation and Management Act;
Indigenous Forest	means a forest which has come about by natural regeneration of trees primarily native to Kenya;
Mangroves	Forest and other wooded land with mangrove vegetation
Nature Reserve	An area of land declared to be nature reserve under section 39 of the Forest Conservation and Management Act.
Plantation Forest	A forest that has been established through afforestation or reforestation for commercial purposes.
Private Forest	Forest owned or managed privately by an individual, institution or corporate entity as freehold or leasehold.
Protected Area	A clearly defined geographical space, recognised, dedicated and managed through legal or other effective means, to achieve the long term conservation of nature with associated ecosystem services and cultural values (IUCN, 2008).
Provisional Forests	Any forest which has been declared a provisional forest by the Cabinet secretary under section 35 of the Forest Conservation and Management Act 2016.
Public Forest	A forest owned by the State or administrative units of the Public Administration, or by institutions or corporations owned by the public administration. It also refers to forests on public land under the authority of a state organ.
Reforestation	Re-establishment of forest through planting and /or deliberating seeding on land classified as forest.
Stakeholder	Individuals, groups (non-governmental organisations), agencies and the private sector who play a role or have an interest in the outcomes of a particular situation or initiative.
Sustainable Development	Development that seeks to satisfy the needs of the current generations without compromising the ability of future generations to attain their own development needs
Sustainable Use	In the context of forests, is the use of forest and any of its natural resources in a manner and to the extent that does not compromise on the capacity of the forest and its use by future generations, and does not degrade the carrying capacity of supporting ecosystems.
Tree	A woody perennial plant of at least 2m in height with one or several stems, having a definite crown.
Tree Canopy Cover	Area covered by tree patches of size less than 0.5 hectares outside recorded forest areas

Un-alienated Government Land	Land for the time being vested in the Government that is, not subject to any conveyance, lease or occupation license from the Government; has not been dedicated or set aside for use of the public; and includes out-pans and has not been declared a state forest.
Woodland	Means an open stand of trees of 10 to 30 percent of tree canopy cover and trees growing to 2m tall that has come about by natural regeneration.
Water Tower	Forested areas that form the upper catchment of rivers in Kenya.

Acronyms and Abbreviations

ASALS	Arid and Semi-Arid Lands
AUA	Africa Union Agenda 2063
BETA	Bottom-up Economic Transformation Agenda
CBD	Convention on Biological Diversity
CCF	Chief Conservator of Forests
CFC	County Forest Conservator
CoK	Constitution of Kenya
CSP	Country Strategy Paper
DCS	Directorate of Corporate Services
DFCM	Directorate of Forest Conservation and Management
DFPS	Directorate of Forest Protection and Security
DSPRM	Directorate of Strategy, Partnerships and Resource Mobilisation
FAO	Food and Agriculture Organization
FCMA	Forest Conservation and Management Act, 2016
FoLEA	Forest Law Enforcement Academy -
GDP	Gross Domestic Product
GOK	Government of Kenya
ISC	Inspectorate of State Cooperation
KFC	Kenya Forestry College
KFS	Kenya Forest Service
KWS	Kenya Wildlife Service
MDAs	Ministries, Departments, Agencies
MEAs	Multinational Environmental Agreements
MECCF	Ministry of Environment, Climate Change and Forestry
NFP	National Forest Programme
NT	National Treasury
PESTELE	Political, Economic, Social, Technological, Environmental, Legal, Ethics
PMEPMD	Planning, Monitoring & Evaluation and Performance Management Department
PPDA	Public Procurement and Asset Disposal Act
RFC	Regional Forest Conservancy
STI	Science, Technology and Innovation
SDGS	Sustainable Development Goals
SMT	Senior Management Team
SWOT	Strengths, Weaknesses, Opportunities and Threats
TWG	Technical Working Group
UNCCD	United Nation's Convention to Combat Desertification.
UNFCC	United Nations Framework Convention on Climate Change
UNFF	United Nations Forum on Forests

Executive Summary

Kenya Forest Service is a State Corporation in the Ministry of Environment, Climate Change and Forestry. The Service was created in 2007 through the Forests Act, 2005 as the successor of the Forest Department and derives her mandate from the Forest Conservation and Management Act (FCMA) 2016. The Service executes her mandate through successive five year strategic plans.

This document has been developed in line with the fifth generation by the state department of economic planning and aligned to the Fourth Medium Term Plan (2023-2027) of vision 2030 and other public priorities. The plan will guide the operations of the organization for the next five years. It builds on the review of the previous strategic plan, key achievements, challenges faced, emerging issues, lessons learnt, environmental scan and strategic priorities. The plan was developed through a consultative process involving both internal and external stakeholders. In addition, key documents were reviewed to inform development of this plan among them were; the Constitution of Kenya 2010, Vision 2030, the Fourth Medium Term Plan (MTP) (2023-2027), the Ministry of Environment, Climate Change and Forestry Strategic Plan (2023-2027), the Forest Conservation and Management Act, 2016, Bottom-up Economic Transformation Agenda (BETA), the Forest Policy Sessional Paper No.4 of 2006, the National Forest Program (NFP) (2016-2030) and the National Strategy for achieving 30% tree cover by 2032. This 4th Strategic Plan is implemented through two core functions namely; Forest conservation and Management and Forest Protection and Security. All other remaining functions are implemented through the support services programme including; development of forests and tree growing on public, community and private lands, institutional capacity and corporate governance and partnerships, collaboration and resource mobilization.

The 2023-2027 Strategic Plan Goal and objectives

The strategic goal is to sustainably manage all forests and build resilient forest ecosystems.

This will be achieved through implementation of eleven (11) strategic objectives with the following four (4) Key Result Areas:

KRA 1: Forest and tree cover expansion for climate mitigation and adaptation

1. To increase the national tree cover from 12.13% to 21.03% in the five year period towards attainment of 30% tree cover by 2032
2. To increase the national forest cover from 8.83% to 10% in the five years plan period towards attainment of the National target of 10% forest cover by 2030

KRA 2: Conservation and protection of forests for climate change resilience

3. Strengthen enforcement capacity in forest protection and secure corporate assets.
4. Improve governance for sustainable forest management
5. Strengthen climate change actions and response capacities for sustainable forest management
6. Reverse degradation of Mangrove ecosystems for enhanced mitigation against climate change.

KRA 3: Economic development and livelihood improvement

7. Strengthen nature-based enterprises for improvement of livelihoods and climate change resilience
8. Strengthen development of commercial forest plantations in public, community and private lands
9. Explore collaborative initiatives with the private sector entities and other relevant stakeholders to effectively

access climate finance and advance carbon project development

11. Strengthen partnerships and increase capacity for resource mobilization.

KRA 4: Organizational capacity building and collaboration

10. Promote institutional operational efficiency and effectiveness to deliver on mandate



Organization of the Plan



Closed canopy forest

This Plan is constitutes eight (8) chapters;

Chapter One -

Sets the context for strategic planning providing overview strategy as an imperative for organization success, context of the strategic planning, history of the organization and methodology used to develop the strategic plan.

Chapter Two -

Provides the strategic direction of the organisation giving overview of mandate, vision statement, mission statement, strategic goals, core values and Organization Quality Policy Statement.

Chapter Three-

Presents the situational and stakeholder analysis providing overview of internal and external environment and past performance.

Chapter Four-

Provides an overview of the goal, strategic issues and key result areas.

Chapter Five-

Presents an overview of strategic choices.

Chapter Six-

Provides the implementation and coordination framework presenting an overview of implementation plan involving the action plan, annual work plan and budget, performance contracting, coordination framework, institutional framework, staff establishment, skills set and competence development, leadership, systems and procedures and risk management framework.

Chapter Seven-

Presents resource requirements and mobilisation strategies giving overview of the financial requirements, resource mobilization strategies and resource management.

Chapter Eight-

Describes the monitoring, evaluation and reporting framework providing overview of monitoring framework, performance standards, evaluation framework and reporting framework and feedback mechanism.

The total estimated financial resource requirement for the plan period is Kshs. 202,381 million against an estimated allocation of Kshs. 62,780 million, hence a gap of Kshs. 139,601 million. Thus, resources required to fully implement the strategic plan operations are insufficient. In order to bridge the resources gap, the strategic plan has developed various resource mobilization strategies. Among the strategies are; lobbying the Government and National Assembly to increase funding to the Service, enhancing revenue generation from internal sources, targeted engagement with development partners and taking advantage of emerging funding opportunities.



CHAPTER ONE: _____
INTRODUCTION

OVERVIEW

The chapter gives an overview of the Kenya Forest Service, its mandate/ functions as per the Executive Order No. 1 of 2023 on the organization of the National Government. In addition, the chapter describes the Global issues that support national agenda:- United Nations 2030 Agenda for Sustainable Development, The UN Strategic Plan 2017-2030. Regional issues:- Africa Union Agenda 2063, East Africa Community Vision 2050 and National issues:- Policy and Legislative Frameworks Guiding the Service, Constitution of Kenya, Kenya Vision 2030, the Fourth Medium Term Plan (2023-2027), the Bottom-up Economic Transformation Agenda (BETA), the Forest Policy and the National Forest Program 2016-2030, the National Strategy for achieving 30% tree cover by 2032.

1.1 Background

The first legislation on forest management in Kenya was declared in 1891 to provide for the protection of mangroves in Vanga Bay, Kwale County. Prior to this, the use of forest was controlled through a system of traditional communal rules that also governed the other natural resources. The East African Forestry Regulations of 1902 established the Forest Department (FD) with the mandate to manage and protect the forests estate. Several ordinances were issued in the 1930s to gazette more forest reserves. The Forest Ordinance of 1954 was the last legislation that gazetted the protection and management of the then remaining forests blocks. It is the Forest Ordinance of 1954 that transferred the responsibility of managing and protecting forests from the Governor to a Minister. In 1957, White Paper No.85 was published as the first Forest Policy document for Kenya. The Policy objectives were forest reservation and protection, management of forest reserves on sustainable yield basis, development of the forest industry, promotion of research and training.

After independence, the Forest Ordinance of 1954, was amended and the Forest Act Chapter 385 of the laws of Kenya enacted to provide for the establishment control and regulation of central forests and forests areas

in Nairobi and on un-alienated government land.

On the policy front, the origin of a formally declared forest policy is traceable to 6th Commonwealth Forestry Congress in Ottawa in 1952 where a forest policy committee was formed. The committee recommended and published White Paper No.85 of 1957 as the Forest Policy. After independence, this paper was modified, adopted, restated and published as sessional paper No. 1 of 1968 as the revised Forest Policy. Both the Policy and the Forest Act have since been reviewed, the Forest Act 2005 enacted, and the sessional paper No.4 of the 2006 published as the Forest Policy. After the promulgation of the Constitution 2010, the Forest Act 2005, was again reviewed and enacted as Forest Conservation and Management Act 2016 to align to the new Constitution.

1.2 Mandate of Kenya Forest Service

The mandate of Kenya Forest Service is derived from the Forest Conservation and Management Act, 2016. The Act was enacted to give effect to Article 69 of the Constitution with regard to forest resources; provide for the development and sustainable management, including conservation and rational utilization of all forest resources for the socio-economic development of the country and for connected purposes. In furtherance of this object, the Act in Section 7 establishes a service to be known as Kenya Forest Service with the functions provided for in Section 8 of the Act.

1.2.1 Functions of the Service

The Functions of the Service are to: -

- i. Conserve, protect and manage all Public Forests;
- 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 the Act;

- iv. Establish and implement benefit sharing arrangements in accordance with the provision of the Act;
- v. Assist Country 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 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;
- xi. Prepare –
 - a. Forest status report for the Cabinet Secretary once in every two years; and
 - b. A resource assessment report for the Cabinet Secretary once in every five years;
- xii. Consider and recommend to the Cabinet Secretary the determination and alteration of boundaries of public forests on un-alienated public land or any other public land;
- xiii. Consider and recommend to the Cabinet Secretary the determination and alteration of boundaries of public forests;
- xiv. Establish forest conservancy areas for purposes of conservation and management;
- xv. 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;

- xvi. Implement and enforce rules and regulations governing importation, exportation and trade in forest produce; and
- xvii. Develop, maintain and regularly update a geographic information system database of all forests in Kenya

1.3 GLOBAL, REGIONAL AND NATIONAL DEVELOPMENT ISSUES

1.3.1 Global issues

Forests are among the world's most productive land-based ecosystems and are essential to life on earth. The forestry sector has direct contribution to the achievement of targets in global agendas such as the Sustainable Development Goals (SDGs), Africa Union Agenda 2063, the Paris Agreement, the United Nations Strategic Plan for Forests 2030, the Convention on Biological Diversity, the United Nations Convention to Combat Desertification, among others.

1.3.1.1 United Nations 2030 Agenda for Sustainable Development

In September 2015, 193 UN Member States gathered in New York adopted a transformative global shift:- the 2030 Agenda for Sustainable Development anchored on People, Planet, Peace, Prosperity and Partnerships. The agenda has identified 17 Sustainable Development Goals (SDG) aimed at a universal, integrated and transformative vision for a better world. The SDG No. 15 is specific to forested landscapes and aims to protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss. This goal is explicitly relevant to the mandate of Kenya Forest Service. Other SDG goals to which the Service can contribute to are SDG 14, 13, 6, 2 and 1. The development of this Strategic Plan will provide for the implementation of the relevant commitments in line with the mandate of the Service.

1.3.1.2 The UN Strategic Plan 2017-2030

The United Nations strategic plan for forests 2017-2030 provides a global framework for action at all levels to sustainably manage

all types of forests and trees outside forests, and to halt deforestation and forest degradation. The vision is “of world in which all types of forests and trees outside forests are sustainably managed, contribute to sustainable development”. The Service will accordingly align to the vision and the relevant objectives.

1.3.2 Regional Issues

1.3.2.1 Africa Union Agenda 2063

The plan is aligned to the Africa’s Agenda 2063 which is blueprint and master plan for transforming Africa into the global powerhouse by 2063. The Kenya Forest Service is committed to contribute towards the achievement of the AU Agenda 2063 which among others aspires to promote environmentally sustainable and climate resilient economies and communities. First aspiration of the AU Agenda 2063 is to have a prosperous Africa based on inclusive growth and sustainable development.

1.3.2.2 East African Community Vision 2050

The Vision 2050 pinpoints the rationale as that of proving catalyst for the region to enhance transformation for growth and development and move the community to higher income cohort and subsequently achieving an upper middle income status. One of the main goals of the vision is to realize effective and sustainable use of natural resources with enhanced value addition and management. The Vision emphasize on Sustainable Use of Natural Resources, promotion of Green Growth/Green Economy, and Climate Change adaptation and mitigation. Cognizance of the commitments, The Service will develop and strengthen governance and institutional framework the national and local level to respond to the aspirations.

1.3.3 National Issues

1.3.3.1 Policy and Legislative Frameworks Guiding the Service

1.3.3.2 Constitution of Kenya

The Constitution in Article 42 accords every person the right to a clean and healthy environment. This includes the right to have the environment protected for the benefit of present and future generations. In Article 69, the Constitution specifies the obligations

of the State with respect to development, management, conservation and utilisation of the environment and natural resources for the benefit of the people of Kenya. Further, the Constitution with regard to forestry and tree growing, bestows to the State the responsibility to work to achieve and maintain a tree cover of at least ten percent of the land area of Kenya.

1.3.3.3 Kenya Vision 2030

Kenya’s vision 2030 is a long-term development blueprint for the country that aims to transform Kenya into a newly industrializing, middle - income country providing a high quality of life to all its citizens by 2030 in a clean and secure environment.

The main goal of the vision is to transform Kenya into a middle-income country providing a high quality of life to all its citizens by 2030. The vision is anchored on three pillars; economic, social, and political, and recognizes the critical role that the environment sector plays in achieving sustainable development.

The vision for the environmental sector is “a people living in a clean, secure and sustainable environment”. This is inspired by the principle of sustainable development and by the need for equity in access to the benefits of a clean environment. The vision is implemented in successive five-year medium-term plans and currently is on the 4th Medium Plan.

To contribute to the vision for the environmental sector, the Kenya Forest Service will intensify efforts in development, conservation and sustainable management of forests and allied resources towards the attainment of the targeted 10 per cent forest cover by 2030.

1.3.3.4 The Fourth Medium Term Plan (MTP) (2023-2027)

The MTP is the government’s five-year development plan that guides the implementation of the Vision 2030. The MTP IV contains five sectors namely: Finance and Production Economy; Infrastructure; Environment and Natural Resource; Social Sector; and Governance and Public Administration. Under the Medium Term IV, the government remains committed to protect all the public forests and intensify efforts to reverse degraded landscape.

In pursuit of this goal, the Service will sustain the momentum towards rehabilitation of

all the degraded landscapes to restore the ecological integrity of forests on public lands. The plan prioritizes among other interventions, the national tree growing and restoration campaigns which aims to grow 15 billion trees to increase tree cover from 12.13 per cent towards achievement of 30 per cent by the year 2032; Agroforestry and commercial forestry with the objective of promoting tree growing mainly on private and community lands for income and livelihood improvement and; Forest protection and management with aim of enhancing development, conservation and sustainable management of forests on both public and community lands.

1.3.3.5 Bottom-up Economic Transformation Agenda

The Bottom-Up Economic Transformation Agenda (BETA) is geared towards economic turnaround and inclusive growth, the agenda aims at increasing investments in the five sectors that form the core pillars these include: Agricultural Transformation; Micro, Small and Medium Enterprise (MSME); Housing and Settlement; Healthcare; Digital Superhighway and Creative Industry. The agenda also includes the following key enablers: Infrastructure; Manufacturing; Blue Economy; the Services Economy, Environment and Climate Change; Education and Training; Women Agenda; Youth Empowerment and Development Agenda; Social Protection; Sports, Culture and Arts; and Governance.

The Kenya Forest Service will contribute to the outcomes of the BETA priority interventions areas through the enablers on environment and climate change sector. In particular, the Strategic Plan 2023-2027 is aligned to the BETA priority intervention areas for the national tree growing campaigns, promotion of Agroforestry and woodlots in drylands in order to directly contribute to the outcome of improved sustainability of forest related ecosystems.

1.3.3.6 The Forest policy

The Sessional Paper No. 4 of 2006 is the reference national forest policy which provided for the establishment of the Kenya Forest Service and guided the enactment of the Forest Act 2005. This Act was later revised to Forest Conservation and Management Act 2016 to align to Constitution, 2010. This Sessional Paper no. 4 of 2006 has undergone several revisions to address significant changes that have taken place. The latest revision is the draft of December 2020 which

reflects the most recent changes in the forest sector. This draft though not formally ratified, will continue to inform and guide many of the development in the forest sector going forward. The revised Policy seeks to safeguard the ecological integrity of forests and the livelihood security of the present and future generations, based on sustainable management of forests and the continuous flow of ecosystem services. The Strategic Plan is well guided and aligned to the priority policy concerns on forest development in the country.

1.3.3.7 The National Forest Program 2016-2030

Forest development requires a framework to coordinate its programmes. The National Forest Programme (NFP) provides the opportunity for such a framework. The NFP is designed to coordinate the sector with reference to national and international standards while adhering to the aspirations of Kenyans. The Goal of NFP is to sustainably managed forests and allied natural resources for socio-economic growth and climate resilience. This will be achieved through the following five Strategic Objectives: -

- i. Increase forest/tree cover and reverse forest degradation.
- ii. Enhance forest-based economic, social and environmental benefits.
- iii. Enhance capacity development, research and adoption of technologies.
- iv. Increase investments in forest development.
- v. Integrate national values and principles of good governance in forest development.

The Kenya Forest Service is cognizance of the National Forest Program goal, objectives and the strategies to achieve the outcomes and therefore has incorporated the priorities for appropriate action in the Strategic Plan 2023-2027.

1.3.3.8 The National Strategy for achieving 30% tree cover by 2032

The national strategy for achievement of 30% tree cover by 2032 is a special Presidential Forestry and Rangeland Restoration Programme. The programme aims to accelerate actions towards the achievement of 30% national tree cover by 2032 in

order to enhance climate resilient national economic growth and development goals. This will be conducted within the context of the Vision 2030 and contribute toward Kenya's commitments to regional and global conventions.

For the next 10 years, the programme seeks to grow 15.9 billion trees covering an estimated area of 10.6 million hectares towards the achievement of 30% tree cover by 2030. The programme is implemented by all the

MDAs in government in collaboration with stakeholders and with the coordination and stewardship of the Ministry of Environment, Climate Change and Forestry.

The Kenya Forest Service has an overall commitment in the programme to produce and grow 1.5 billion trees seedlings in five years or 3.15 billion tree seedlings in the next 10 years. The Strategic plan 2023-2027 is accordingly aligned to these projections.



Participatory forest management plan signing ceremony



CHAPTER TWO: _____
STRATEGIC DIRECTION

OVERVIEW

This chapter introduces and emphasizes on the strategic direction of the Service with focus on the Mandate, Vision statement, Mission statement, Strategic goals, Core values and Quality policy statement.

2.1 Mandate

Provide for the development and sustainable management, including conservation and rational utilization of all forest resources for the socio-economic development of the Country and for connected purposes

2.2 Vision Statement

To be an internationally recognized organization of excellence in knowledge based sustainable forest resources development, conservation and management

2.3 Mission Statement

Conservation, management, development and sustainable utilization of forests and allied resources for current and future generation

2.4 Strategic Goal

Sustainably manage all forests and build resilient forest ecosystems.

2.5 Core Values

The core values form the foundation of how the employees conduct themselves when carrying out their duties.

- 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. **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.

- iv. **Scientific principles and professionalism:** Decision making and practice will be based on current scientific knowledge and best practice.
- v. **Creativity and Innovation:** The Service will encourage and reward creativity and innovativeness in work performance among staff.

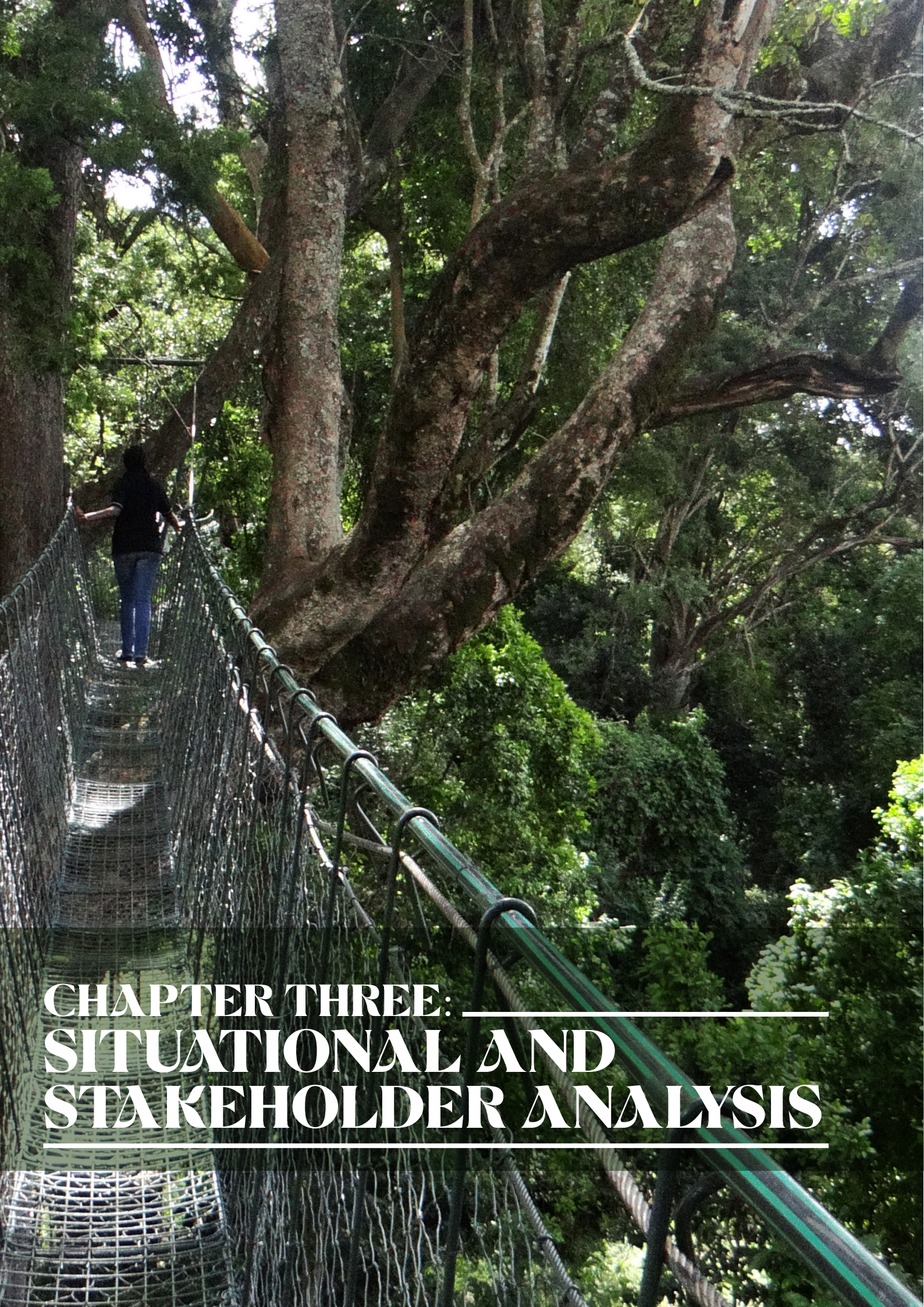
2.6 Quality Policy Statement

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 organizational goal is achieved by ensuring that: -

- i. Quality objectives are determined, measured, monitored, evaluated, reviewed and continually improved for sustainability.
- ii. Resources required are provided in order to enhance product delivery.
- iii. Staffs are competent, qualified and motivated.
- iv. Relevant training and coaching of staff are provided.
- v. Quality Policy and associated Quality Management System documentation are communicated and understood by all employees and stakeholders, and shall be reviewed and revised periodically.
- vi. A Quality Management System



CHAPTER THREE: _____
SITUATIONAL AND
STAKEHOLDER ANALYSIS

OVERVIEW

The Chapter provides a review of the previous Strategic Plan 2017-2022 and outlines the achievements, challenges, lessons learnt as well as a reflection on the opportunities and emerging issues that occurred during the implementation of the plan. In addition, both internal and external environmental scan is presented as well as an analysis of the stakeholders, their roles, responsibilities and expectations.

3.1 SITUATION ANALYSIS

3.1.1 Macro-environment

Climate Change and Global Warming:

Climate change is the significant variation of average weather conditions leading to warmer or wetter conditions experienced globally over longer decades. It is acknowledged as a global problem that poses a serious challenge to Kenya's social and economic development. In the last one decade the country has witnessed more regularly the adverse weather effects attributed to climate change that resulted to great socio-economic losses as well as impeding development efforts. In this period, the Country has experienced more frequent and intense extreme weather events which have adversely affected food production, water sources, as well as livestock production, and wildlife management. The prolonged and persistent droughts have also significantly affected the success of afforestation efforts towards attaining the dual target of 30% tree cover and 10% forest cover of the landscape that Country aims to achieve for sustainable socio-economic development.

Land Degradation: Refers to the long-term loss of ecosystem functionality and productivity majorly caused by a range of factors, including human activities, natural disasters, and in the last decade impacts of climate change. It is not only a global problem but also a major challenge in Kenya. In Kenya, land degradation is a livelihood issue that affects both rural and urban areas. According to a report by the World Bank, over 80 percent of the land in Kenya is classified as arid and

semi-arid, making this more vulnerable to agents of degradation.

In carrying it's mandate, the Kenya Forest Service should contribute to the government efforts towards achieving desired standards of sustainable land management practices, such as agroforestry, soil conservation and landscape restoration practices. These practices can help to improve soil fertility, reduce erosion, and increase the overall productivity of the land.

Deforestation: According to FAO, Deforestation is defined as "the conversion of forest to other land use independently of whether human-induced or not". Essentially, it is a change in land use and not in tree cover and significantly contributes to the Land Degradation problem. Kenya Forest Service is committed to protecting and putting a stop to the human induced activities to deforest the Country's limited forest areas and at the same time promote the development and management of new forests.

Biodiversity Loss: Forests harbour most of Earth's terrestrial biodiversity and its three components:- ecosystem, species and genetic diversity. Trees are the foundations of forest ecosystems, and also important components of woodlands and agricultural landscapes. Forests are therefore the terrestrial biological diversity 'powerhouse' providing habitats for about 80 percent of amphibian species, 75 percent of bird species and 68 percent of mammal species.

Kenya is rich in the diversity of biological resources which are manifested in its wildlife and varied ecosystems. The Country ratified the Convention on Biological Diversity (CBD) in 1994 as an affirmation to the commitment to promoting conservation of biological diversity, sustainable use of biological resources and equitable benefit sharing. This was in recognition that biological diversity in the country was declining fast in particular, the plant genetic diversity. The Kenya Forest Service is committed to significantly contribute to the restoration of the Kenya's biodiversity through sustainably forest management practices.

Table 1: Political, Economic, Social, Technological, Environmental, Legal and Ethics (PESTELE) Analysis

Category	Factors	Description
Political	<p>Government policies and regulations regarding forestry management.</p> <p>Political stability affecting long-term planning and funding for forest conservation.</p>	<p>Kenya Forest Service is required to partner with the 47 county governments for enhanced forestry development. Political goodwill is essential for the realization of the mandate and adopted strategic objectives. However, competing interests among policy makers may compromise the effective implementation of the strategic intents. Further, legislation of new laws may also affect the development and management of forests in the country. The Service should therefore endeavour to effectively participate in lobbying that will influence the manner in which forest development and management will be conducted.</p>
Economic	<p>Economic conditions affecting funding for forest conservation efforts.</p> <p>The value of forest resources in terms of timber, tourism, and ecosystem services.</p> <p>International trade agreements impacting forestry products.</p>	<p>Economic growth in construction, infrastructure development, construction of water dams and transmission mast has resulted to depletion of forests. Slow economic growth/inflation resulted to budget cuts affecting planned KFS activities. The Government engages development partners within the framework of the Country Strategy Paper (CSP). The support to the forest sector is therefore dependent upon whether forestry activities are prioritized in the CSP or not.</p>
Social	<p>Local communities' attitudes toward forests and conservation efforts.</p> <p>Socio-cultural practices affecting forest management.</p> <p>Population growth and urbanization influencing demand for forest resources.</p>	<p>Local community attitude affects the effectiveness of sustainably conservation of forest and allied resources. This will affect the implementation of the Strategic Plan by exerting pressure on forest resources leading to degradation.</p>
Technological	<p>Advancements in forest management techniques and technologies.</p> <p>Use of technology for monitoring and combating illegal logging and deforestation.</p> <p>Access to technological tools for data collection and analysis in forest management.</p>	<p>The Service has embraced use of drones, aerial firefighting, computer applications, wood processing technologies, social media for faster communication and awareness and mobile technologies for monitoring forests.</p>

Environmental	<p>Climate change impacts on forest ecosystems and biodiversity. Deforestation and degradation threats from agricultural expansion, infrastructure development, and illegal logging. Conservation efforts to preserve endangered species and habitats within forests.</p>	<p>Climate change affects restoration programmes. this increases the cost of intervention approaches.</p>
Legal	<p>Compliance with national and international environmental laws and regulations. Land tenure issues and legal frameworks for forest management. Protection of indigenous peoples' rights in forest areas.</p>	<p>Forest sector is affected by various laws and regulations. In executing its mandate, the Kenya Forest Service shall be guided by the Constitution of Kenya 2010, Forest conservation and management Act 2016, "Mwongozo" code of conduct, PFM Act 2012, PPDA 2015 (Reviewed 2022) and other legislations while delivering quality service to the Kenyan people.</p>
Ethics	<p>Moral principles affect prioritization of forest protection and conservation</p>	<p>Kenya Forest Service shall strive to adhere to high standards of ethics for individual employees and promote accountability in the conduct of business dealings. Chapter 6 of the Constitution of Kenya provides the framework for integrity, ethics in leadership, conduct and financial probity. The Service will therefore promote and embrace positive ethical behaviour in all its engagements.</p>

3.1.2 Summary of Opportunities and Threats

The table below is a summary of the opportunities and threats analysis.

Table 2: Summary of opportunities and Threats

Environmental factor	Opportunities	Threats
Political	<ul style="list-style-type: none"> Political and public good will A good number of County Governments have mainstreamed forest activities into their CIDPs (over 50%) and there is need to enhance cordial working relation between KFS and County Governments 	<ul style="list-style-type: none"> Political uncertainty Perception that national forests should be devolved Moratorium on timber harvesting Unidentified carbon markets
Economic	<ul style="list-style-type: none"> Readily available market for forest goods and services Several revenue streams that can be harnessed to generate adequate income for forest conservation and management Opportunity for expansion for tourist attraction. Commercial tree growing presents a good business sense for farmers Insatiable market demand for forest products. 	<ul style="list-style-type: none"> Low budgetary provisions/ allocations Poaching of forest products Lack of clear mechanism for cost and benefit sharing of forest resource generated
Social	<ul style="list-style-type: none"> Vast forest resources in community, private lands and arid and semi-arid lands Availability of trained workforce in the market place There is international goodwill on conservation and sustainable management. Strong partnership and support from development partners 	<ul style="list-style-type: none"> Rise in resource conflicts as a result of over dependency by the community on forest resources Reliance on donor funding for certain development activities
Technological	<ul style="list-style-type: none"> Knowledge on role of forestry in climate change both within and outside the country. 	<ul style="list-style-type: none"> Advanced technology has assisted increased knowledge at the role of forest. The advanced technology poses a threat to misinformation spying compromise surveillance tampering on forest jurisdiction area.
Legal	<ul style="list-style-type: none"> Adequate laws and policies to protects the more than 2.4 million hectares of gazetted forests 	<ul style="list-style-type: none"> Uncertain government forestry policies Significant pressure to amend laws to convert forest land to other land uses Conflicts over institutional mandate (multiple gazettelement)
Ecological	<ul style="list-style-type: none"> Potential resource generation through carbon credit 	<ul style="list-style-type: none"> Forest damage through fires, natural calamities pests, diseases and animals

3.1.3 Internal Environment

3.1.3.1 Governance and Administrative Structures

The Service has an organization structure that borrows its functionality from the Forest Conservation and Management Act, 2016 and provides for a lean span of control. The Chief Conservator of the Forests reports to the Board of Directors. To effectively carry out its functions and fulfil its strategic objectives and mandate, KFS is structured into six (6) Directorates and three (3) Departments whose heads report directly to the Chief Conservator of Forests who is also the CEO as follows;

Six (6) Directorates namely:

1. Forest Conservation and Management

2. Forest Protection and Security
3. Strategy, Partnerships & Resource Mobilization
4. Corporate Services
5. Internal Audit
6. Corporation Secretary

There are three (3) stand-alone Departments namely:

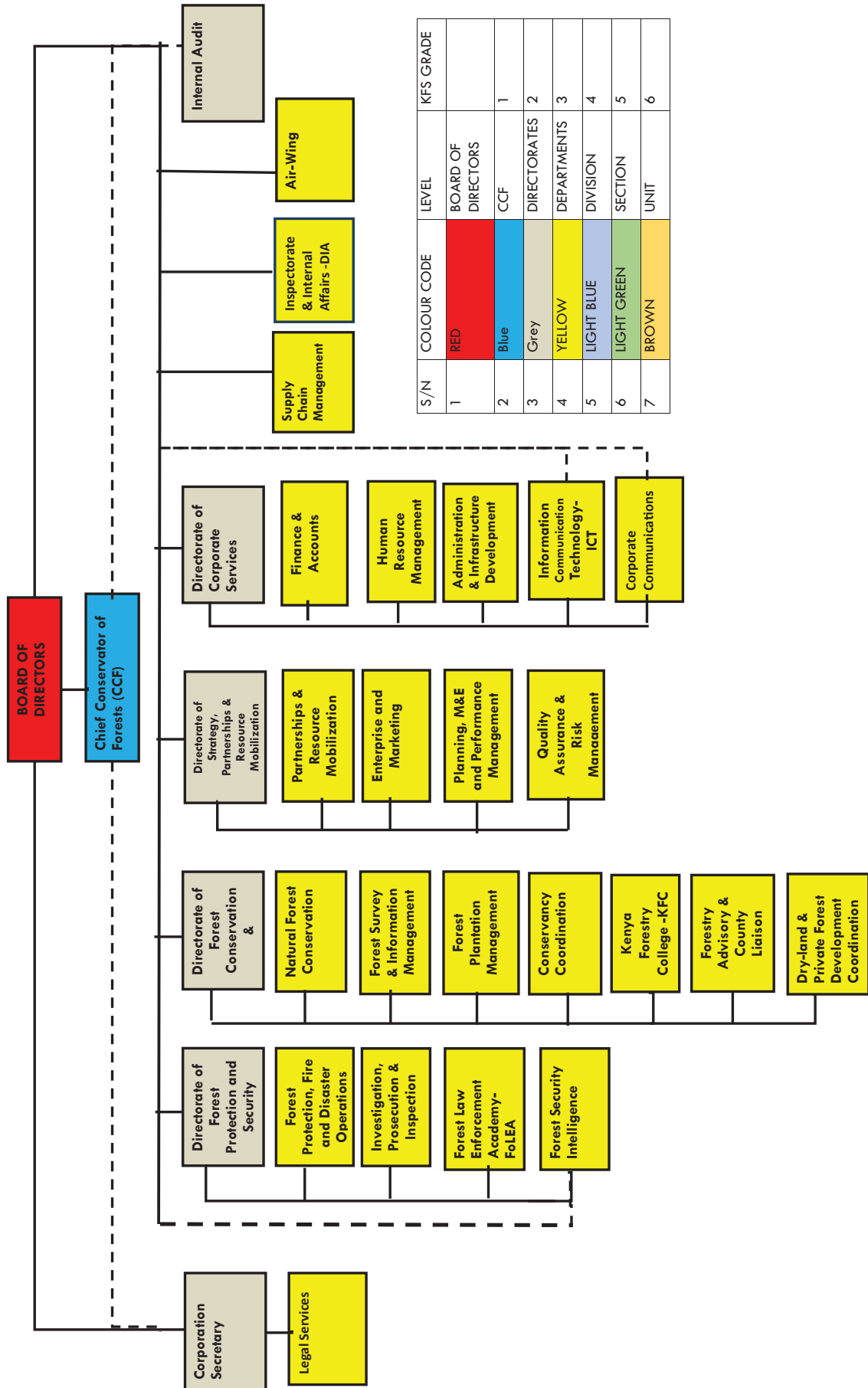
1. Supply Chain Management
2. Air-Wing
3. Inspectorate and Internal Affairs



A waterfall in Irangi Forest

KFS Organization Structure

To effectively carry out the mandate, KFS is structured as shown in the Figure below



S/N	COLOUR CODE	LEVEL	KFS GRADE
1	RED	BOARD OF DIRECTORS	
2	Blue	CCF	1
3	Grey	DIRECTORATES	2
4	YELLOW	DEPARTMENTS	3
5	LIGHT BLUE	DIVISION	4
6	LIGHT GREEN	SECTION	5
7	BROWN	UNIT	6

Figure 1: KFS Organizational Structure

3.1.3.2 Internal Business Processes

KFS will institute Process improvements such as, streamlining internal approval process, enhanced efficiency and value for money in service delivery, quality product and services optimization by reducing waste, maintaining consistency in quality of products and services, clarifying job responsibilities, providing direction for employees by setting objectives to measure goals and outcomes and capacity utilization by using technology to boost efficiency.

3.1.3.3 Resource and Capabilities

Resources are Kenya Forest Service assets, knowledge and resources. These includes forest, vehicles, air fleet, furniture and fittings. The Service has the ability to effectively make use of its resources by having introduced e registration of saw miller's e registration of nurseries and introducing business process re-engineering to improve the capabilities of the Service.

3.1.4 Summary of Strengths and Weaknesses

Table 3: Analysis of KFS Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and Administrative Structures	<ul style="list-style-type: none"> Strong working relationship between KFS, County Governments and communities Organizational structure with clear functions of each directorate 	<ul style="list-style-type: none"> Slow implementation of human resource instruments Dilapidated infrastructure
Internal Business Processes	<ul style="list-style-type: none"> Improved public image Existence of a quality management system Adaption of E-service e.g E-registration of nurseries, tree cover assessment, online job application 	<ul style="list-style-type: none"> Slow in fully embracing digitalization of government process e.g imprest application, employee appraisal, leave application
Resource and Capabilities	<ul style="list-style-type: none"> Skills and competencies among all staffing levels Fleet of vehicles, boats and air wing for protection and management. Modern technology for forest conservation and management (drones, GIS) Implementation of PFM has increased ownership of forest resources. 	<ul style="list-style-type: none"> Slow adoption of new technology Aging fleet of motor vehicle inadequate staff housing Inadequate capacity building of staff for sustained capacity in forest conservation and management Inadequate security gears

3.1.5 Analysis of Past Performance

This analysis of performance gives a review of the previous Strategic Plan of 2017-2022. It outlines the key achievements, challenges, emerging issues and lessons learnt during its implementation. The review presents environmental scan including Strengths, Weaknesses, Opportunities and Threats analysis. It also analyses the Political, Economic, Social, Technological,

Environmental, Legal and Ethics (PESTELE) aspects. In addition, it identifies stakeholders, their roles and responsibilities and finally presents strategic issues for the next 2023-2027 strategic plan. The review covers various interventions and activities implemented in accordance with this strategic plan objectives and targets.

3.1.5.1 Key Achievements

Table 4: Detailed Matrix of key achievements

Strategic Objective	Achievements
Rehabilitate 500,000ha of degraded natural forest areas, develop and conserve all public natural forests	<ul style="list-style-type: none"> • 34,359.8 Ha rehabilitated in gazetted forest areas through enrichment planting. • 686,811.91 Ha of new forests gazetted • 290 Km of fire breaks established and maintained • 1,343 nature-based enterprises promoted • 23 ecotourism sites were licensed • Harmonized framework for collecting, archiving and disseminating of information on forest and water resources established as follows: <ul style="list-style-type: none"> • 5 Sites for establishment of Automatic gauging stations identified in Mt. Kenya, Aberdare and Mau and installed. • FIS mapped sites rehabilitated.
Restocking of 30,000ha of plantation forest	<ul style="list-style-type: none"> • 26,388 ha restocked • Promote adoption of appropriate technology
Increase forest cover outside public forest areas by 380,000 ha	<ul style="list-style-type: none"> • 66,459 Ha of forests established on land outside public forests • 10 national campaigns for tree planting conducted • 7 appropriate technologies and germplasm for farm and dryland forestry sourced, packaged and disseminated • 25 Number of CIDPs mainstreamed with forestry activities • 47 County Governments and private forest owners engaged • 3,305 households benefiting from incomes from forest products and services
To protect and secure 2.4 million hectares of public forests and other corporate assets	<ul style="list-style-type: none"> • Secured 2.6 million hectares of Gazetted Public Forests • Enhanced security and safety of Personnel, equipment, installations and information. • Improved security infrastructure for better management and protection of the forests and other assets (11 Fire crew carrier (4x4); 1 Water bowser; and Rehabilitated 111 Forest Rangers housing units/ camps (63 renovations and 48 new constructions; installed CCTV at KFS HQ)
Strengthen capacity for efficient utilization of resources and effective service delivery	<ul style="list-style-type: none"> • 5 performance appraisals carried out • 50% achievement of the performance appraisal process • 2,500 staff members of the Service trained. • 50% Skills gap analysis was carried out • Development and implementation of HR policies and instruments
	<ul style="list-style-type: none"> • 1551 students trained (Long course -1,306 Short course - 245), • 30% improvement on current modern training equipment and facilities was undertaken
	<ul style="list-style-type: none"> • Development of institutional risk management policy Framework • Development of business continuity plan • Development of business continuity policy, • Enhanced operational efficiencies in all process by carrying out periodical internal & external ISO audits and implementing corrective actions where necessary

- Enhanced positive relationship with the media which has enabled positive and balanced reporting of KFS activities
- Increased stakeholder engagement through various forums including ASK shows, participation in exhibitions and other community activities
- Enhanced visibility through branding of KFS events, advertisements of KFS activities including tree planting launches and participation of KFS teams in various competitive sports
- Realization of an inter-ministerial communications committee forum that has enhanced synergy in promoting the KFS activities
- Production of various Information, Education and Communication (IEC) material that has helped educate the public on various programmes as well as enhanced the visibility and branding of the Service
- Targeted engagement with media houses in order to promote the forestry agenda in the public discourse through facilitated media tours to areas of interest
- Sustained production and circulation of the Forester Magazine which is gaining prominence as the authority in forestry management news
- Formation of the Editorial Committee to guide the production of the Forester Magazine
- Development of the KFS branding protocol
- Development of the Communication Strategy 2018-2022
- Development of the Corporate Social Responsibility Policy
- Leveraging on social media to promote the Service's activities and engage stakeholders on a day-to-day basis
- 50% increase in awareness and uptake of forest goods and services

3.1.5.2 Challenges

Despite the achievements reported above, the following are the challenges encountered during the implementation of the strategic plan that hindered the full achievement of the performance objectives:

1. **Natural calamity:** Climate change resulted to Forest fire outbreaks and flash floods that caused degradation of forests land and Livestock movement into the forest as dry season fall-back
2. **Invasive species/Parasitic plants:** Lantana camara, Cestrum aurantiacum (yellow cestrum), Solanum mauritianum, Prosopis juliflora and Psidium guajava infestation in the gazetted forest areas affected the biodiversity of other species in the natural forests.
3. **Inadequate funds:** Funding for the forest programmes was inadequate affecting forest operations, service delivery,

capacity building and infrastructure development (staff housing /office spaces/forest roads)

4. **Weak Legislative and policy Framework on sectoral laws:** Weak laws and lenient penalties on forest offences for deterrence of forest crimes. Encroachment/illegal settlement in forest areas, filed court cases which take long to conclude and court injunctions. Legislation giving Overlapping mandates with other institutions especially areas of double-gazettement. Lenient penalties for deterrence of forest offenses, benefit-sharing issues with communities and Land tenure issues.
5. **Slow uptake of devolved forestry functions by the counties:** More than 10 years since the inception of devolution, the counties are yet to fully operationalize the devolved forestry functions.

3.1.5.3 Lessons Learnt

1. Land tenure rights are key in developing processing technologies and markets for non-wood forest products and it provides sufficient economic incentives.
2. Integrated rangeland management systems combined with improved forest resource governance can mitigate climate change, reduce disaster risks, and improve adaptation.
3. A key factor of success is to link resource

management with stakeholders long-term interest in the productivity of forest landscapes.

4. Demonstration plots can also be used to showcase the impact of good management practices on tree growth
5. Needs for continuous capacity building of staff for sustained capacity in forest conservation and management

3.2 Stakeholder Analysis

Table 5: Stakeholder Analysis

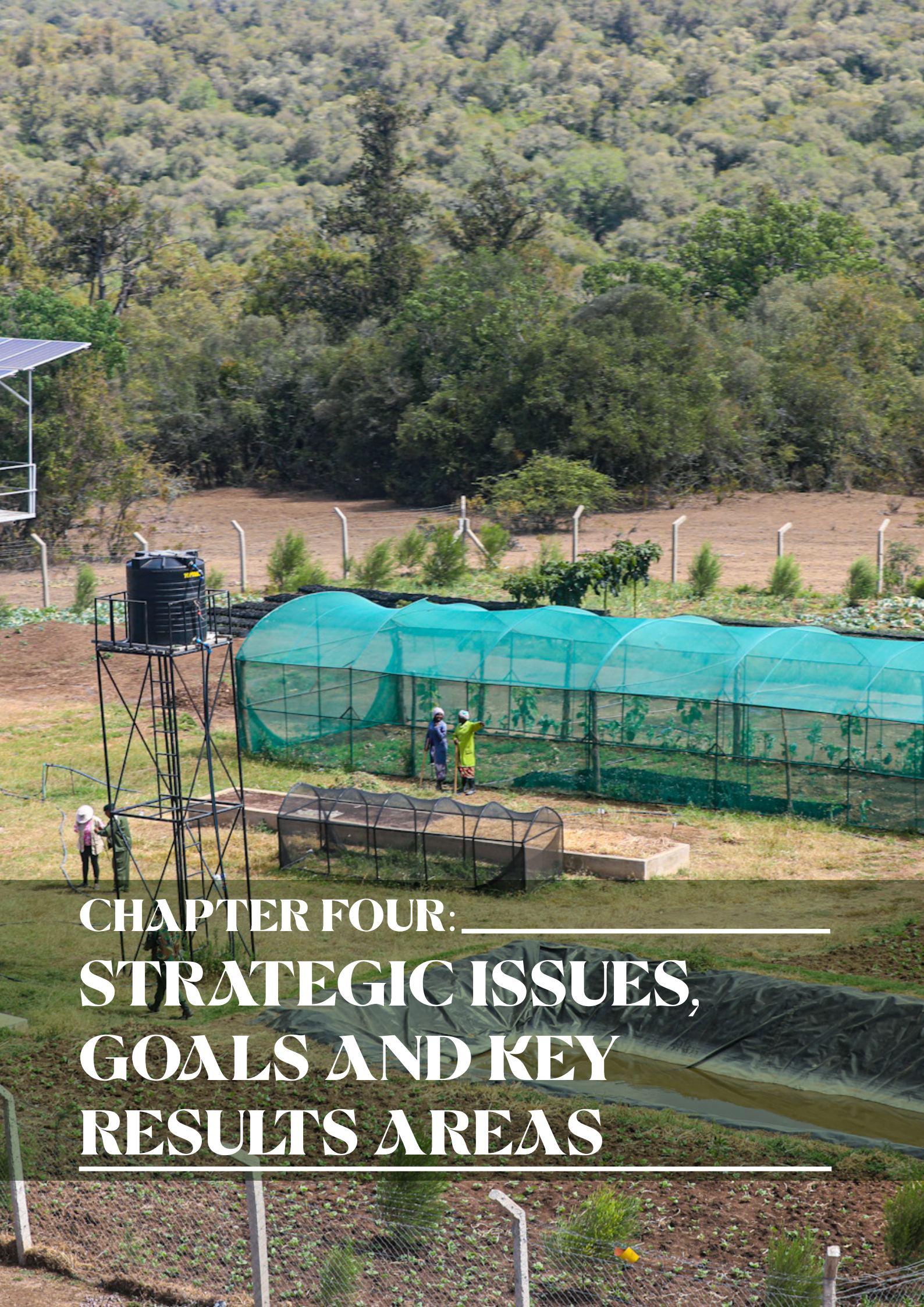
Name of the stakeholder	Role	Expectation of the Stakeholder	Expectation of Organization
1. Ministry of Environment Climate Change and Forestry	<ul style="list-style-type: none"> • Provide policy direction and resources 	<ul style="list-style-type: none"> • Effective protection, development, management and conservation of forests and allied resources. 	<ul style="list-style-type: none"> • Delivery of mandate on conservation of forest resources
2. Community Forest Associations' (CFA)	<ul style="list-style-type: none"> • Co-manage forests with Kenya Forest Service in line with FCMA, 2016. 	<ul style="list-style-type: none"> • Participate in forest protection and conservation 	<ul style="list-style-type: none"> • Forest resources benefit sharing • Creation of employment opportunities
3. Board of Directors of KFS	<ul style="list-style-type: none"> • Provide the Strategic and overall policy direction for the Kenya Forest Service 	<ul style="list-style-type: none"> • Adequate facilitation to deliver on the role assigned • Adequate compensation for the time • Timely implementation of approved strategies and policies • Prudent management of resources • Transparency and accountability in service delivery • Compliance with legal requirements • High level of professionalism and quality board reports • High employee performance and results 	<ul style="list-style-type: none"> • Uphold good corporate governance practices in line with "Mwongozo" code • Provide strategic direction and oversight the plan implementation • Resource mobilization and networking • Provide timely approval of enabling policies • Promote Ethics and integrity

Name of the stakeholder	Role	Expectation of the Stakeholder	Expectation of Organization
4. Forest Conservation Committees (FCC)	<ul style="list-style-type: none"> To identify and recommend areas to be set aside for creation of public forests 	<ul style="list-style-type: none"> Participate in forest protection and conservation 	<ul style="list-style-type: none"> Public engagement on forest conservation
5. KFS Staff	<ul style="list-style-type: none"> Implementation of the provisions of the Forest Conservation and Management Act 2016 Articulate and implement relevant forestry and related policies. Provide timely service 	<ul style="list-style-type: none"> Reward for excellent performance Favourable terms and conditions of service Good and favourable working environment Fair and equitable treatment in skills development and promotions in job responsibilities 	<ul style="list-style-type: none"> High productivity in assigned job Prudence in allocated resources utilization Efficient and effective service delivery Compliance with organizational policies rules, regulations and procedures Good working environment with favourable terms of service Promotion of a positive image of the organization
6. Forest industries (Sawmillers, Timber Manufacturers Association)	<ul style="list-style-type: none"> Supply the market with forest products and participate in conservation efforts 	<ul style="list-style-type: none"> Adoption of new technologies to enhance efficient wood processing and utilization 	<ul style="list-style-type: none"> Un-interrupted supply of raw materials for their industries
7. KEFRI	<ul style="list-style-type: none"> Carry out forest research Supply of certified seeds Provision of technical notes 	<ul style="list-style-type: none"> Access to forests Timely seed indent Protection of research plots 	<ul style="list-style-type: none"> Share research findings and new technologies Timely supply of seeds
8. County Governments	<ul style="list-style-type: none"> Should manage the devolved forestry functions 	<ul style="list-style-type: none"> Provision of resources for forest development and conservation 	<ul style="list-style-type: none"> Capacity development in forest management
9. Ministry of Interior	<ul style="list-style-type: none"> To create an enabling environment by ensuring peace and security to the people and property. They should coordinate implementation of national programme 	<ul style="list-style-type: none"> Delivery of protection and security and Community mobilization 	<ul style="list-style-type: none"> Dissemination of information on security issues

Name of the stakeholder	Role	Expectation of the Stakeholder	Expectation of Organization
10. Government agencies	<ul style="list-style-type: none"> Support restoration of degraded forest area 	<ul style="list-style-type: none"> Collaboration and support in conservation 	<ul style="list-style-type: none"> Well conserved natural forests
11. Development partners	<ul style="list-style-type: none"> Provide necessary program, financial and technical support. 	<ul style="list-style-type: none"> Resource mobilization for conservation 	<ul style="list-style-type: none"> Sustainably manage forests Prudent utilization of availed resources
12. Civil society Organization	<ul style="list-style-type: none"> Promote environmental conservation and empower communities 	<ul style="list-style-type: none"> Checks and balances, community capacity development 	<ul style="list-style-type: none"> Efficient forest resource management
13. Media	<ul style="list-style-type: none"> Provide publicity. Creation of awareness on Forest Conservation and Management. 	<ul style="list-style-type: none"> Awareness creation and information dissemination Fair and responsible coverage 	<ul style="list-style-type: none"> Collaboration on accurate forest information dissemination, professional discourse on forest issues
14. Universities	<ul style="list-style-type: none"> Enhance the Human resource development 	<ul style="list-style-type: none"> Share research findings and technologies with the service 	<ul style="list-style-type: none"> Provide industrial attachment to students
15. Private sector	<ul style="list-style-type: none"> Provide resources 	<ul style="list-style-type: none"> Well managed forests 	<ul style="list-style-type: none"> Provision of environmental friendly goods and services Well conserved and protected forest Involvement in conservation activities



Kenya Forestry College sawmill, Londiani, Kericho County



CHAPTER FOUR: _____
STRATEGIC ISSUES,
GOALS AND KEY
RESULTS AREAS

OVERVIEW

This chapter outlines the strategic issues, strategic goals as well as the key result areas, which provide the Kenya Forest Service aspirations over the medium term (2023-2027). The Plan has four Key Results Areas (KRAs) which are in line with the Vision and Mission statement of the Kenya Forest Service.

4.1 Strategic Issues

1. Forest Development, Protection and Security
2. Forestry Management and Governance
3. Climate change

4.2 Strategic Goal

Sustainably manage all forests and build resilient forest ecosystems.

4.3 Key Result Areas

The Kenya Forest Service will implement four key result areas namely;

1. Increase forest and tree cover for climate mitigation and adaptation
2. Conservation and Protection of forests for climate change resilience
3. Economic development and livelihood improvement
4. Organizational Capacity Building and Collaboration

Strategic Issues	Goal	KRAs
Forest development, Protection and Security	• Sustainably manage all forest and build resilient forest ecosystems	1. Increase forest and tree cover for climate mitigation and adaptation
Forest Management and Governance		2. Conservation and Protection of forests for climate change resilience
Climate change		3. Economic development and livelihood improvement
		4. Organizational capacity building and collaboration



Arabuko Sokoke forest, Kilifi County

A green wooden sign with white text that reads "PINUS PATULA SEEDLINGS". The sign is mounted on a green wooden post and is positioned in a nursery setting. In the background, there are numerous young pine trees in black plastic nursery bags. The foreground shows a dense layer of small, dark-colored plants, possibly ground cover or mulch.

PINUS PATULA
SEEDLINGS

CHAPTER FIVE: _____
STRATEGIC OBJECTIVES
AND STRATEGIES

OVERVIEW

This chapter outlines the strategic objectives and strategic choices, which provide the Kenya Forest Service aspirations over the medium term (2023-2027). The Plan has eleven (11) strategic objectives and 55 strategies. The strategic objectives and strategies align with the Kenya Forest Service Vision, Mission and Core Values.

5.1 Strategic Objectives

The Strategic Objectives serve as a roadmap to achieve the Kenya Forest Service's mission and vision. The Service will therefore focus on the following strategic objectives;

KRA 1: Forest and Tree Cover Expansion for climate mitigation and adaptation

1. To increase the National Tree Cover from 12.13% to 21.03% in the 5-year period towards attainment of 30% tree cover by 2032
2. To increase the National Forest Cover from 8.83% to 10% in the 5 years plan period towards attainment of the National target of 10% forest cover by 2030

KRA 2: Conservation and Protection of forests for climate change resilience

3. Strengthen enforcement capacity in forest protection and secure corporate assets.

4. Improve governance for sustainable forest management
5. Strengthen climate change actions and response capacities for sustainable forest management
6. Reverse degradation of Mangrove ecosystems for enhanced mitigation against climate change provision of goods and services

KRA 3: Economic development and livelihood improvement

7. Strengthen nature-based enterprises for improvement of livelihoods and climate change resilience
8. Strengthen development of commercial forest plantations in public, community and private lands
9. Explore collaborative initiatives with the private sector entities and other relevant stakeholders to effectively access climate finance and advance carbon project development

KRA 4: Organizational Capacity Building and Collaboration

10. Promote institutional operational efficiency and effectiveness to deliver on mandate
11. Strengthen partnerships and increase capacity for resource mobilization



KFS rangers on patrol, Mombasa County

5.2 Strategic Choices

The table below shows the choices of strategies that will be pursued by the Service to achieve strategic objectives.

Table 6: Strategic Choices

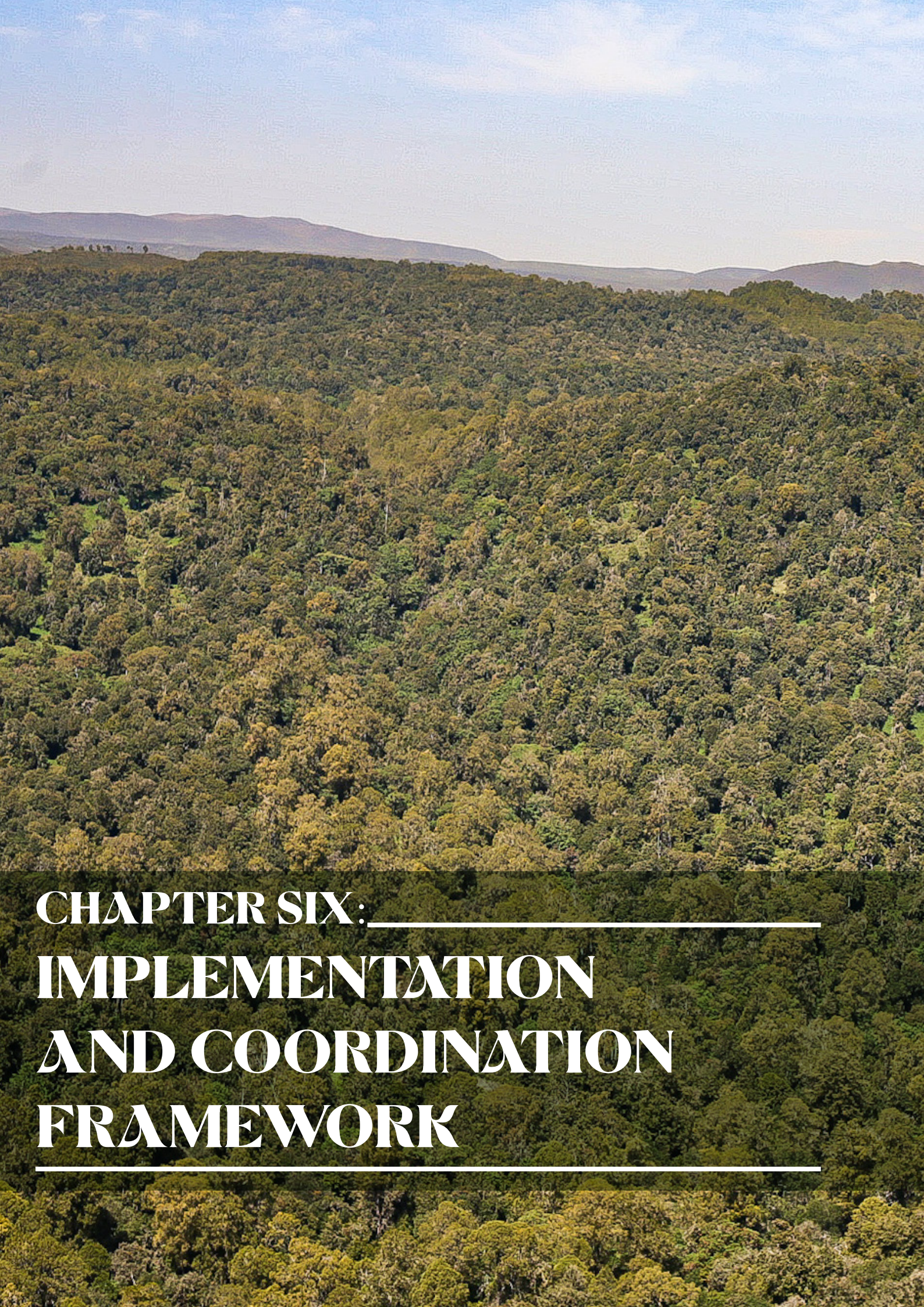
KEY RESULT AREA	STRATEGIC OBJECTIVE	STRATEGIES
1. Forest and tree cover expansion for climate mitigation and adaptation	1.1 Increase the national tree cover from 12.13% to 21.03% in the 5-year plan period towards attainment of 30% cover by 2032;	1.1.1 Enhance tree growing and restoration campaigns at national and county level
		1.1.2 Promote growing of commercial bamboo forests and woodlots on farms and in drylands
		1.1.3 Promote restoration of degraded woodland landscapes in ASALs
		1.1.4 Promote growing of agroforestry trees and fruit trees on farmlands
		1.1.5 Promote growing of woodlots and fruit trees in public Institutions
		1.1.6 Support establishment of urban forests, arboretum, green spaces and roadside planting in all wards
		1.1.7 Promote dryland forest development and sustainable woodland management
		1.1.8 Promote initiatives towards blue economy development
		1.1.9 Promote efficiency and technologies in forest product and processing value chains
		1.1.10 Promote adoption of clean energy technologies
	1.2 Increase the National Forest Cover from 8.83% to 10% in 5 years towards attainment of the National target of 10% cover by 2030	1.2.1 Promote afforestation and reforestation of degraded forest landscapes
		1.2.2 Enhance Public awareness on Tree growing Campaigns
		1.2.3 Support natural regeneration of degraded public forest sites
		1.2.4 Foster stakeholders' collaboration in forest development and management
		1.2.5 Increase supply of high quality tree seedlings
		1.2.6 Rehabilitate all degraded sites in gazetted public forests

KEY RESULT AREA	STRATEGIC OBJECTIVE	STRATEGIES
2. Conservation and Protection of forests for climate change resilience	2.1 Strengthen enforcement capacity in forest protection and secure corporate assets.	2.1.1 Promote use of modern technologies in forest surveillance and response
		2.1.2 Enhance capacity of Forest Law Enforcement Academy (FoLEA)
		2.1.3 Establish and maintain robust forest fire management systems.
	2.3 Strengthen climate change actions and response capacities for sustainable forest management	2.3.1 Mainstream climate change issues in forest conservation and management
		2.3.2 Develop and promote system to measure, track and report on emissions
		2.3.4 Integrate climate change adaptation in forest planning
		2.3.5 Promote Capacity development and knowledge management on climate change
		2.3.6 Strengthen multilateral engagements on obligations on climate change
		2.3.7 Promote climate change related information and services
	2.4 Reverse degradation of Mangrove ecosystems for enhanced mitigation against climate change	2.4.1 Rehabilitate degraded Mangrove ecosystems
		2.4.2 Promote conservation and management of mangrove ecosystem
		2.4.3 Strengthen sustainable utilization of mangrove resources for livelihood improvement
3. Economic development and livelihood improvement	3.1 Strengthen nature based enterprises for improvement of livelihoods and climate change resilience	3.1.1 Promote sustainable production, trade and utilization of charcoal
		3.1.2 Promote nature-based enterprises for enhanced conservation of natural forests and improvement of livelihoods
		3.1.3 Promote nature-based recreational activities in public spaces and protected forests
	3.2 Strengthen development of commercial forest plantations in public, community and private lands	3.2.1 Promote forest plantation establishment and management on public, community and private land
		3.2.2 Enhance sustainable management of commercial forest plantation
		3.2.3 Promote tree species diversification and productivity improvement of forest plantations

KEY RESULT AREA	STRATEGIC OBJECTIVE	STRATEGIES
		3.2.4 Promote efficient wood processing technologies and value chains
		3.2.5 Promote commercial biomass energy production
		3.2.6 Improve forest products and resource value chain development
		3.2.7 Promote national forest resources monitoring system
	3.3 Explore collaborative initiatives with the private sector entities and other relevant stakeholders to effectively access climate finance and advance carbon project development	3.3.1 Diversify forest-based financial resources through access to climate finance
	3.3.2 Develop and/or implement carbon projects	
4. Organizational Capacity Building and Collaboration	4.1 Promoting institutional operational efficiency and effectiveness to deliver on mandate	4.1.1 Strengthen Corporate governance
		4.1.2 Enhance operational efficiency of the Service
		4.1.3 Strengthen information management system and business process re-engineering for improved productivity and service delivery
		4.1.4 Strengthening financial management systems
		4.1.5 Enhance supply chain management
		4.1.6 Strengthen the capacity for corporate planning, monitoring and evaluation
		4.1.7 Strengthen revenue collection systems and procedures
		4.1.8 Strengthen Kenya Forestry College as centre of excellence in forestry education, research and extension
		4.1.9 Enhance corporate image and customer service
		4.1.10 Strengthen employee performance management
		4.1.11 Strengthen KFS infrastructural capacity for effective coordination and forest management
	4.2 Strengthen partnerships and resource mobilization	4.2.1 Review and implement stakeholders' partnerships framework
		4.2.2 Develop and update register for collaboration, partnerships and linkages
		4.2.3 Build the capacity for resource mobilization



IGA value addition, Kirisia forest



CHAPTER SIX: _____
IMPLEMENTATION
AND COORDINATION
FRAMEWORK

OVERVIEW

This Chapter highlights how the Strategic Plan will be implemented through the operationalization of the implementation plan, action plan, annual work plans, budgeting and performance contracting. It also highlights the principles of the organization structure, staff establishment, and business process re-engineering and risk analysis & mitigation measures.



6.1 Implementation plan

6.1.1 Action plan

Table 7: Implementation Matrix

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (Kshs in Million)					Responsibility (Department)
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Key Result Area 1: Forest and Tree Cover Expansion for climate mitigation and adaptation															
S1.Strategic Objective 1: Increase the National Tree Cover from 12.13% to 21.03% in the 5-year period towards attainment of 30% tree cover by 2032															
1.1.1 Enhance tree growing and restoration campaigns at National and County level	1.1.1.1 Map out suitable areas for tree growing in 47 counties.	Sites suitable for tree growing mapped	No of maps	47	9	10	10	9	9	100	100	100	100	100	DCCF (NFC)
	1.1.1.2 Conduct 485 national and county launches for long and short rainfall tree planting season campaigns	National and county launches for long and short rainfall tree planting season campaigns conducted	No. of campaigns conducted	480	96	96	96	96	96	57	57	57	57	57	DCCF (NFC)
	1.1.1.3 Conduct 5 IDF national celebrations	IDF celebrated	No. of IDF celebrated	235	47	47	47	47	47	28	28	28	28	28	DCCF PRIVATE FOREST & DRYLAND DEVELOPMENT
1.1.2 Promote growing of commercial of Bamboo forests and woodlots on farms and in drylands	1.1.2.1 Support Establishment of 50,000Ha of commercial Bamboo forests on farms	Bamboo forests established	Area of Ha. Of Bamboo established (in '000')	50	15	15	15	15	15	75	75	75	75	75	DCCF Private & Dryland Forests
	1.1.2.2 Support establishment of 30,000Ha of woodlots on farms and in drylands	Woodlots established	Area in Ha of woodlots established (in '000')	30	6	6	6	6	6	30	30	30	30	30	DCCF Private & Dryland Forests

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
1.1.3 Promote restoration of degraded woodland landscapes in ASALs	1.1.3.1. Identify and Map degraded woodlands in ASALs	Degraded woodlands in ASALs mapped	Area in Ha mapped	500		500					100					DCCF Private & Dryland Forests
	1.1.3.1. Develop Woodland management plans for restoration of 500,000 Ha of degraded landscapes in 23 ASAL counties	Woodlands Management Plans developed for the restoration of Degraded landscapes in ASALs Counties	No. of Woodlands Management Plans	23	4	4	5	5	5	40	40	50	50	50	50	
	1.1.3.1. Support establishment of 375,000Ha of commercial forest plantations on farms and in drylands	Commercial Forest plantations established	Area in Ha. of established (in '000')	375	75	75	75	75	75	115	115	115	115	115		DCCF Private & Dryland Forests
	1.1.3.1. Support establishment of 350,000Ha of Agroforests on farms	Agroforests established on farmlands	Area in Ha of Agroforests established (in '000')	350	70	70	70	70	70	150	150	150	150	150		
	1.1.3.1. Mobilize stakeholders for the rehabilitation of 43,000Ha of degraded landscapes in drylands	Degraded landscapes rehabilitated by Stakeholders	Area in Ha (in '000')	43	8	8	9	9	9	100	100	100	100	100		
	1.1.3.1. Support 1150 community groups in drylands to livelihood enterprises	community groups supported on livelihood enterprises	No. of community groups supported	1150	530	530	530	530	530	200	200	200	200	200		DCCF FAEL

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
1.1.4 Promote the growing of Agroforestry trees and fruit trees on farmlands	1.1.4.1. Promote adoption of 10 high value Agroforestry tree species	high value Agroforestry tree species promoted	No. of promotions conducted	235	47	47	47	47	47	5	5	5	5	5	DCCF FACL
	1.1.4.2. Map out 1,000,000Ha of farmlands and community land mapped for establishment of Agroforests	1,000,000 Ha of farmlands and community land mapped for establishment of agroforests	Area in Ha mapped (in '000')	1000	200	200	200	200	200	200	200	200	200	200	67
1.1.5 Promote Growing of woodlots and fruit trees in Public Institutions (learning institutions, Government, Prisons, NYS ADC, KALRO, KDF), public institutions - 35,000Ha	1.1.5.1. Support growing 35,000Ha of fruit trees and woodlots in schools, colleges, universities and other institutions	35000 Ha of fruit trees and woodlots established	No of ha of fruit trees and woodlots established (in '000')	35	7	7	7	7	7	35	35	35	35	35	DCCF FACL
	1.1.6 Support the establishment of urban forests, arboretum green spaces and roadside planting in all wards and sub counties - 25,000Ha	1.1.6.1. Collaborate with County Governments to undertake establish of 25,000Ha of green spaces, parks and arboretum	25,000Ha of green spaces, parks and arboretum established	Area in Ha established (in '000')	25	5	5	5	5	5	3	3	3	3	3
	1.1.6.2. Collaborate with County Governments to undertake tree planting 125,000 Ha along major infrastructure projects, Dams and highways in respective jurisdictions.	rehabilitated Ha along major infrastructure projects, Dams and highways.	Area in Ha of rehabilitated (in '000')	125	25	25	25	25	25	200	200	200	200	200	DCCF (DPFDC)

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
1.1.7 Promote dryland forest development and sustainable woodland management	1.1.7.1. Rehabilitation of 2,842,777 Ha degraded dryland forest landscapes through enclosures, micro catchments and grass seeding.	Degraded areas rehabilitated	Area in Ha rehabilitated (in '000')	2,842,777.00	569	569	569	569	569	2,000	2,000	2,000	2,000	2,000	DCCF (DPFDC)
	1.1.7.2. Recruit 1300 community scouts to protect community forests & woodlands.	Community scouts recruited	No of community scouts	1300	260	260	260	260	260	262	262	262	262	262	DCCF (FCM)/HR/FP&S
1.1.8 Promote initiatives towards blue economy development	1.1.7.3. Support 1150 community groups on livelihood enterprises	Supported community groups	No of community groups improved	1150	230	230	230	230	230	100	100	100	100	100	DCC-F (NFC)
	1.1.8.1. Improve 100 Mangroves community livelihood for the blue economy	mangrove livelihood communities improved	No. of community livelihood improved	100	20	20	20	20	20	40	40	40	40	40	DCCF (NFC)
1.1.9 Promote efficiency and technologies in forest product and processing value chains	1.1.9.1. Adopt 10 modern saw milling technologies	Timber recovery rates improved	No. of adopted modern technology	10 Units	2	2	2	2	2	3	3	3	3	3	DCCF PM&I
	1.1.9.2. Strengthen capacity of 10 Timber Manufacturers Association (TMA) to self-regulate	Timber Manufacturers Association (TMA) self-regulating	No. of Timber Manufacturers Association (TMA) self-regulating	10 units	2	2	2	2	2	1	1	1	1	1	DCCF PM&I

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
1.1.10 Promote adoption of clean energy technologies	1.1.10.1. Promote Adoption and use of 100 efficient wood utilization technologies and equipment by cottage industries,	efficient energy technologies promoted	No. of households and institutions promoted	100	20	20	20	20	20	4	4	4	4	4	DCCF (DPFDC)
1.1.11 Enhance Public awareness through Tree growing Campaigns	1.1.10.2. Conduct tree planting campaigns at both national and county levels of administration	Tree Planting Campaigns conducted countrywide	No of Campaigns conducted	500	100	100	100	100	100	100	100	100	100	100	DCCF: - FACL
	1.1.10.3. Develop incentives and awards schemes on tree growing	Tree growing award schemes developed	No of awards	10	2	2	2	2	2	5	5	5	5	5	DCCF: - FACL
	1.1.10.4. Promote tree growing in Schools and other learning institutions	Tree growing in Schools and learning institutions mainstreamed	Area in Ha established (in '000')	35	7	7	7	7	7	20	20	20	20	20	DCCF: - FACL
	SO, 1									3,873	3,973	3,883	3,883	3,750	

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
1.2.3. Foster stakeholders' collaboration in forest development and management	1.2.4.1. Conduct consultative meetings with Stakeholders, corporate and development partners for support in forest development and management	Stakeholders engaged in development and management of forests	No of Stakeholders engaged	100	20	20	20	20	20	20	20	20	20	20	20	DCCCF- FACL
	1.2.4.2. Engage partners and stakeholders to support seedling production	Partners and stakeholders engaged in seedlings	No of tree seedlings produced by partners and stakeholders ('Mn')	8,000	1600	1600	1600	1600	1600	20	20	20	20	20	20	DCCCF- FACL
1.2.4. Increase supply of High quality tree seedlings	1.2.5.1. Refurbish exiting 300 tree nurseries	Nurseries refurbished	No. Of Nurseries refurbished	300	150	-	-	-	-	105	105	20	20	20	20	DCCCF (NFC)
	1.2.5.2. Establish 210 additional tree nurseries	New Nurseries Established	No. Of Nurseries established	210	105	-	-	-	-	210	210	20	20	20	20	DCCCF (NFC)
	1.2.5.3. Identify, drill and equip 100 boreholes in tree nurseries	Water supply to tree nurseries improved	No. of Boreholes drilled and equipped	100	50	-	-	-	-	250	250	20	20	20	20	DCCCF (NFC)
	1.2.5.4. Produce 1.575 billion High Quality tree seedlings from KFS tree nurseries	Seedlings produced	No. of tree seedlings produced in Mn)	1,575	315	315	315	315	315	630	630	630	630	630	630	DCCCF (NFC)
	1.2.5.5. Facilitate MDAs and partners to produce 2 billion tree seedlings for planting	MDAs and Partners supported to produce tree seedlings	No. of tree seedlings produced in Mn)	2,000	400	400	400	400	400	50	50	50	50	50	50	50

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
1.2.5. Rehabilitate all degraded sites in gazetted public forests areas including the water towers - 180,000 Ha	1.2.5.6. Procure 4 billion tree seedlings from private tree nurseries	4 billion Tree Seedlings procured	No. of tree seedlings procured in (Mn)	4,000	800.00	800.00	800.00	800.00	800.00	16,000	16,000	16,000	16,000	16,000	DCCF (NFC)	
	1.2.6.1. Map degraded areas	All degraded Public Forest Areas Mapped	Area in Ha. mapped (in '000')	175.3	35.06	35.06	35.06	35.06	35.06	180	180	180	180	180	FS & IM / DCCF (FCM)	
	1.2.6.1. Map degraded areas	All degraded Public Forest Areas Mapped	Area in Ha. mapped (in '000')	175.3	35.06	35.06	35.06	35.06	35.06	180	180	180	180	180	FS & IM / DCCF (NFC)	
	1.2.6.2. Develop and maintain forest resource information management system	national forest resource information management system developed	No of developed	1	0	0	0	0	20	2	2	2	2	2	2	FS & IM
	1.2.6.3. Protect for natural regeneration 90,000 Ha degraded public forests	Degraded public forests rehabilitated	Area in Ha. of rehabilitated (in '000')	90,000	18	18	18	18	18	18	100	100	100	100	100	DCCF (NFC)
	1.2.6.4. Mobilize stakeholders to Adopt Forests for rehabilitation of 60,000Ha of degraded public forests	60,000Ha of degraded public forests adopted	Area in Ha adopted for rehabilitation	60,000	12	12	12	12	12	12	20	20	20	20	20	MANAGER-PDRM
1.2.6.5. Undertake Enrichment Planting of 30,000Ha of degraded public forests	35,000 Ha rehabilitated through enrichment planting	Area in Ha planted	35,000	7	7	7	7	7	7	300	300	300	300	300	DCCF FS	
1.2.6.6. Reclaim forest landscapes affected by invasive species	Landscapes reclaimed from invasive species	Area of Ha reclaimed	2,000							35	35	35	35	35	FS & IM / DCCF (NFC)	

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
	2.4.1.2. Secure Forest boundary	1000Km of forest boundary fenced and secured against encroachment	Distance in Km of boundary fenced	1000	200	200	200	200	200	200	300	300	300	300	300	
2.4.2. Promote use of modern technologies in forest surveillance and response	2.4.2.1. Acquire 2500 of an assortment of modern surveillance equipment for protection of forests and forest fires management.	2500 of assorted modern surveillance equipment acquired	Number of equipment purchased	2500	625	625	625	625	625	625	19	19	19	19	19	Encom
	2.4.2.2. Train 1500 foresters and forest rangers on firefighting.	1500 foresters and rangers trained	Number of foresters and rangers trained	1500	1500	3000	3000	3000	3000	3000	30	30	30	30	30	HR
	2.4.2.3. Training of 86 forest community associations on governance and fire fighting	86 community forest associations trained on governance and fire fighting	number of community forest associations trained on governance and fire fighting	86	18	18	18	18	17	17	17	17	17	17	17	Head CFA
	2.4.3.1. Construct one FOLEA campus and two satellite campuses	1500 officers' capacity build	No. of Capacity build officers	1500	300	300	300	300	300	300	200	200	200	200	200	Encom
	2.4.3.3. Establish a framework for collaboration with stakeholders on forest protection.	Stakeholders engaged in forest protection	Percent share of stakeholders engaged	100	50	60	70	90	100	100	20	20	20	20	20	Encom

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
2.4.4. Establish and maintain robust forest fire management systems.	2.4.4.1. Establish Forest Fires Prevention and Management Division	Forest Fires Prevention and Management Division established	No. of staff deployed	1	1						10	10	5	5	5	
	2.4.4.2. Undertake Capacity building in forest fire management	Forest staff trained in forest fire management	No. of Staff trained	100	20	20	20	20	20	30	30	30	30	30	30	
	2.4.4.3. Carry out maintenance of 1000km of forest fire breaks	1000km of forest fire breaks maintained	Length in Km of forest fire breaks	1000	200	200	200	200	200	100	100	100	100	100	100	
	SO_3									1,076	1,076	1,071	841	841	841	

Strategic Objective 4: Improve governance for sustainable forest management

2.5.1. Strengthen capacity for national forest resource assessment and monitoring system	2.5.1. Undertake a national forest resources assessment	one national forest resource assessment carried out	Progress report	1	-	-	-	-	-	200	175	-	-	-	-	FIS
	2.6.2. Establish a monitoring and reporting framework in 10 conservancies	10 Monitoring and reporting framework	Progress report	10 Conservancies	2	2	2	2	2	10	10	10	10	10	10	Corporate Services
	2.6.3. Develop and adopt a national forest management standard in line with the global forest certification	National Forest Management adopted	No. of certified forest blocks	367	73	74	75	74	71	146	148	150	148			

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
2.5.4. Promote governance capacity of communities on forest management	2.5.4.1. Train 86 community forest associations on governance and fire fighting	86 CFAs trained on governance and fire fighting	List of trained CFAs.	86	18	17	17	17	17	17	17	17	17	17	Encom
	2.5.4.2. Develop and facilitate Financing of 125 Community Forest Association to support nature-based enterprises under the PFMP	125 Community Forest Association supported and financed under PFMP and Management Agreements	Number of CFAs supported and financed	125	25	25	25	25	25	25	25	25	25	25	8
2.5.5. Promote system of Payment for Ecosystem Services (PES)	2.5.4.3. Promote public awareness campaigns and information exchange	publicity forums on conservation and management conducted	No. of publicity forums on conservation and management conducted	47	10	10	9	9	9	9	5	5	5	5	DCCF(NFC)
	2.5.5.1. Review policy framework to unlock forestry financing through carbon trading	Legal and policy framework reviewed	No. of public participation reports	10	2	2	2	2	2	2	6	6	6	6	DCCF(NFC)
2.5.6. Promote sustainable management of woodlands in the ASALS	2.5.5.2. Identify potential sources of PES and engage on mutually beneficial contracts (e.g., carbon credits)	PES programmes identified and mutually beneficial contracts transacted	No. of Contracts	50	10	10	10	10	10	10	20	20	20	20	
	2.5.6.1. Identify effective traditional woodlands management systems and adopt	Traditional Woodlands management Systems adopted	No of traditional management systems adopted	10	2	2	2	2	2	2	10	10	10	10	DCCF: Dryland & Private Forest

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	2.5.6.2. Strengthen traditional institutions in management of natural resources on community lands	Strengthen traditional institutions in management of natural resources on community lands	Reports	12	2	2	2	3	4	12	12	12	12	12	DCCF: Dryland & Private Forest
	2.5.6.3. Support registration of all unregistered community forests and community lands	Registered community forests and community lands	Reports	12	2	2	2	3	4	12	12	12	12	12	DCCF: Dryland & Private Forest
	2.5.6.4. Develop Woodlands Restoration Management Plans	Woodlands Restoration Management Plans developed	No. of Plans developed	150	30	30	30	30	30	180	180	180	180	180	DCCF: Dryland & Private Forest
	SO 5									789	766	631	616	443	

Objective 5: Strengthen climate actions and response capacities for sustainable forest management

6.1 Mainstream climate change issues in service operations	Establish coordination mechanisms to ensure climate change is mainstreamed across relevant departments	Climate change coordination mechanism established	Reports	5	1	1	1	1	1	0.1	0.1	0.1	0.1	0.1	SDCCF-FCM
	Review KFC curricula to include emerging issues on forestry and climate change	Reviewed KFC curricula	Reports	5	1	1	1	1	1	3	3	3	3	3	KFC Principal
	Develop a KFS operations climate change policy/strategy	Developed KFS climate change operational-ization policy/strategy	No of policy developed	1	1	-	-	-	-	10	-	-	-	-	DCCF (NFC)

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
	Implement the KFS operations climate change policy/strategy	Implemented climate change operationalization policy/strategy	Reports	1	1	1	1	1	1	1	1	1	1	1	1	DCCCF (NFC)
6.2 Develop and maintain systems to measure, track and report on emissions from the forestry sector	Develop protocols and guidelines for carbon monitoring, reporting, and verification (MRV) in forest projects	MRV protocols and guidelines developed	No. of guidelines developed	2	1	-	1	-	5	-	-	5	-	-	-	DCCCF-NFC
	Update and operationalize the National Forest Monitoring System	Updated NFMS	Reports	3	1	1	-	-	-	100	-	-	-	-	-	Manager-FSIM
	Develop a National REDD+ registry	Developed REDD+ registry	Reports	5	1	1	1	1	1	100	-	-	-	-	-	Manager-FSIM, DCCCF-NFC
	Maintain and implement systems for monitoring and reporting emissions from deforestation and forest degradation	MRV systems maintained	Reports	5	1	1	1	1	1	20	20	20	20	20	20	DCCCF-NFC, Manager-FSIM
6.3 Integrate climate change adaptation in forest planning	Conduct vulnerability assessments to identify climate risks to forest ecosystems	Conducted vulnerability assessment on climate risks to forest ecosystems	Report	1	-	-	-	-	-	-	20	-	-	-	-	DCCCF-NFC
	Develop and implement adaptation strategies/plans to enhance the resilience of forests	Adaptation plan/strategy developed	No. of plans developed	1	-	1	-	-	-	-	-	20	-	-	-	DCCCF-NFC

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
	Integrate climate resilience considerations into forest management plans and policies	Integrated climate resilience considerations	Reports	1	1	1	1	1	1	-	-	-	-	-	-	DCCCF-NFC
6.4 Promote Capacity development and knowledge management on climate change	Conduct training programs on climate change adaptation and mitigation for forest stakeholders	Climate change trainings conducted	No. of trainings done	10	2	2	2	2	2	6	6	6	6	6	6	DCCCF-NFC
	Provide training on carbon accounting methodologies and verification procedures	Conducted carbon accounting trainings for foresters	No. of trainings for foresters	5	1	1	1	1	1	2	2	2	2	2	2	DCCCF-NFC
	Establish knowledge-sharing platforms to exchange best practices and lessons learned	Knowledge sharing platforms established	No. of knowledge sharing platforms established	5	1	1	1	1	1	-	-	-	-	-	-	DCCCF-NFC
	Develop guidance documents and manuals on integrating climate change into forest management	Developed manuals on integrating climate change to forest management	No. of manuals developed	1	-	1	-	-	-	-	3	-	-	-	-	DCCCF-NFC
6.5 Strengthen multilateral engagements on obligations on climate change	Undertake capacity building and training on UNFCCC negotiations	Capacity building and training on UNFCCC processes and negotiation undertaken	No. of trainings held	2	-	1	-	-	1	-	1	-	-	1	1	DCCCF-NFC

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Participate in UNFCCC meetings and negotiations to fulfil international climate commitments	UNFCCC meetings attended	No. of UNFCCC meetings attended	10	2	2	2	2	2	8	8	8	8	8	DCCF-NFC
	Collaborate with other countries and stakeholders to advance shared climate goals and objectives	Collaborations made with other countries and stakeholders	Reports	5	1	1	1	1	1	-	-	-	-	-	DCCF-NFC
6.6 Promote forest-related climate information services	Establish systems for collecting and disseminating climate data relevant to forests	Established system for collecting and disseminating climate data	No. of systems established	1	1	-	-	-	-	2	-	-	-	-	DCCF-NFC
	Develop tools and platforms to facilitate access to forest-related climate information for stakeholders	Established tools and platforms to facilitate access to forest related climate information	No. of tools and platforms established	2	-	1	-	1	-	-	1	-	1	-	DCCF-NFC
	Provide training on the interpretation and use of climate information for forest management	Trainings provided	No. of trainings held	4	-	1	1	1	1	-	2	2	2	2	DCCF-NFC
	SO5									252.1	72.1	62.1	48.1	43.1	

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	

Objective 6.Reverse degradation of Mangrove ecosystems for enhanced mitigation against climate change provision of goods and services

2.6.1. Rehabilitate degraded Mangrove ecosystems	2.6.1.1. Map 7000Ha of degraded areas of mangrove forests	Mapped degraded Mangrove areas (in '000')	Reports	7	1.4	1.4	1.4	1.4	1.4	1.4	28	28	28	28	28	DCCF(NFC)/FS & IM
	2.6.1.2. Undertake enrichment planting on selected degraded sites	1000 Ha of degraded mangrove sites rehabilitated through enrichment planting	Area in Ha planted	1000	200	200	200	200	200	200	50	50	50	50	50	
	2.6.1.3. Protect degraded mangrove sites to facilitate natural regeneration	6000 Ha of degraded mangrove sites rehabilitated through fencing and community scouts	Area in Ha of Mangrove Forests fenced	6000	1200	1200	1200	1200	1200	1200	400	400	400	400	400	
2.6.2. Promote conservation and management of mangrove ecosystem	2.6.2.1. Develop and review 10 mangrove management plans	Review of mangrove management plans	No of Plans developed	10	2	2	2	2	2	2	4	4	4	4	4	DCCF(NFC)
	2.6.2.2. Sensitize adjacent Mangrove forests communities	Adjacent Mangrove Forest Communities sensitized	No. of sensitization Reports	10	2	2	2	2	2	2	5	5	5	5	5	DCCF(NFC)
2.6.3. Strengthen sustainable utilization of mangrove resources for livelihood improvement	2.6.3.1. Promote adoption of modern technologies in mangrove utilization	Modern technologies in Mangrove utilization adopted	Percent share of quantities of mangrove products utilized through modern technologies	70	30	40	50	60	70	70	5	5	5	5	5	DCCF(NFC)

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
	2.6.3.2. Promote livelihood improvement schemes for 1000 community members	livelihood for 1000 improved	Reports	1000	200	200	200	200	200	200	50	50	50	50	50	DCCF(NFC)
2.6.4. Rehabilitate degraded Mangrove ecosystems	2.6.1.4. Map 7000Ha of degraded areas of mangrove forests	Mapped degraded Mangrove areas (in '000')	Reports	7	1.4	1.4	1.4	1.4	1.4	28	28	28	28	28	28	DCCF(NFC)/FS & IM
	2.6.1.5. Undertake enrichment planting on selected degraded sites	1000 Ha of degraded mangrove sites rehabilitated through enrichment planting	Are in Ha planted	1000	200	200	200	200	200	200	50	50	50	50	50	
	2.6.1.6. Protect degraded mangrove sites to facilitate natural regeneration	6000 Ha of degraded mangrove sites rehabilitated through fencing and community scouts	Area in Ha of Mangrove Forests fenced	6000	1200	1200	1200	1200	1200	1200	400	400	400	400	400	
2.6.5. Promote conservation and management of mangrove ecosystem	2.6.2.3. Develop and review 10 mangrove management plans	Review of mangrove management plans	No of Plans developed	10	2	2	2	2	2	2	4	4	4	4	4	DCCF(NFC)
	2.6.2.4. Sensitize adjacent Mangrove forests communities	Adjacent Mangrove Forest Communities sensitized	No. of sensitization Reports	10	2	2	2	2	2	2	5	5	5	5	5	DCCF(NFC)

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
2.6.6. Strengthen sustainable utilization of mangrove resources for livelihood improvement	2.6.3.3. Promote adoption of modern technologies in mangrove utilization	Modern technologies in Mangrove utilization adopted	Percent share of quantities of mangrove products utilized through modern technologies	70	30	40	50	60	70	5	5	5	5	5	DCCCF(NFC)
	SO, 6									1,034	1,034	1,034	1,034	1,034	
										3,151	2,948	2,798	2,539	2,361	

Key Result Area 3: Economic development and livelihood improvement

Objective 7. Strengthen nature based enterprises for improvement of livelihoods and climate change resilience

2.7.1. Promote sustainable production, trade and utilization of charcoal	2.7.1.1. Register 145 charcoal Producer Associations	Charcoal Producers Associations registered	No of registered charcoal producers' associations	145	29	29	29	29	29	5	5	5	5	5	
	2.7.1.2. Improve governance of 145 Charcoal Producers Associations	Charcoal producers' associations governance improved	No. of Charcoal Producers Associations trained	145	29	29	29	29	29	30	30	30	30	30	DCCCF (Dry lands)
	2.7.1.3. Promote adoption of improved charcoal production technologies	Improved charcoal production technologies	Percent share of quantity of charcoal produced through improved technology	70	30	40	50	60	70	20	20	20	20	20	DCCCF (Dry land)
2.7.2. Promote nature-based enterprises for enhanced conservation of natural forests and improvement of livelihoods	2.7.2.1. Identify appropriate and develop Nature-Based Enterprises (NBEs) that will enhance community livelihoods resilience to climate change	Appropriate NBEs to enhance community resilience to climate change developed	No of NBEs developed	40	8	8	8	8	8	100	100	100	100	100	DCCCF(NFC)

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
	2.7.2.2. Engage Community Forest Associations (CFAs) to adopt suitable Nature-Based Enterprises (NBEs)	Nature-based enterprises adopted by CFAs for livelihood improvement	No of CFAs engaged in NBEs	300	60	60	60	60	60	30	30	30	30	30		
2.7.3. Promote nature-based recreational activities in public spaces and protected forests	2.7.3.1. establish and maintain arboreta, green zones	urban forests, arboretum, green spaces and road side plantings	Area in Ha of Forests planted (in '000')	25	5	5	5	5	5	8	8	8	8	8		DCCF (Dry lands)
	2.7.3.2. Carry out bio-diversity surveys and develop unique natural attraction products for enhanced recreational experience	Biodiversity surveys in natural forests undertaken	No of surveys undertaken	10	2	2	2	2	2	20	20	20	20	20		DCCF(NFC)
	SO 7									213	213	213	213	213		
Objective 8.Strengthen Development of Commercial Forest Plantations in public, community and private lands																
1.3.1 Promote forest plantation establishment and management on public, community and private land	1.3.1.1. Identify and Map out 750,000 Ha of potential areas for establishment of Commercial Forest Plantations on public and private land	Potential areas for establishment of Commercial Forest Areas mapped on public and private lands	Area in Ha of public and private land mapped	750	350	400				130	200	30	20	20		Manager: FS&JM / DCCF: FPM

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
1.3.2 Promote forest plantation establishment and management on public, community and private land	1.3.1.2. Identify and Map out 750,000 Ha of potential areas for establishment of Commercial Forest Plantations on public and private land	Potential areas for establishment of Commercial Forest Areas mapped on public and private lands	Area in Ha of public and private land mapped	750	350	400					130	200	30	20	20	Manager: FS&IM / DCCF: FPM
	1.3.1.3. Establish 27,000 Ha of Commercial Forest Plantations in the un-stocked areas on public land	Commercial Forest Plantations established on public land	Area in Ha established (in '000')	27	5.4	5.4	5.4	5.4	5.4		324	324	324	324	324	324
	1.3.1.4. Provide support for the establishment of 375,000Ha commercial forest plantations outside gazetted forest lands.	375,000 Ha of commercial Forest plantations lands established outside gazetted forest lands	Area in Ha established (in '000')	375	75	75	75	75	275	275	275	275	275	275	275	DCCF: FPM
	1.3.1.5. Facilitate the establishment of Tree Growers Associations in 47 counties	47 Tree Out growers Association established	No. established	47	4.7	4.7	4.7	4.7	4.7	15	15	15	15	15	15	DCCF - NFC
1.3.3 Enhance Sustainable Management of Commercial Forest Plantation	1.3.2.1. Develop 150 Forest Plantations Management Plans	Forest plantations Management Plans developed	No. of developed	150	30	30	30	30	30	30	30	30	30	30	30	DCCF: FPM

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
	1.3.2.2. Review Guidelines for development of Forest Plantation Management Plans	Forest plantations Management Plans reviewed	No. Status Progress Reports	1	1											DCCF: FPM
	1.3.2.3. Promote development of Forest Certification Schemes	Forest Blocks certified as sustainably managed	No of forest Blocks certified	50	10	10	10	10	10	20	20	20	20	20	20	DCCF: FPM
	1.3.2.4. Provide incentives for investments in commercial forest plantations	Incentives in investing in Commercial Forest Plantations operationalized	Number of incentives given to commercial private forest plantation	50	10	10	10	10	10	5	5	5	5	5	5	DCCF: FPM
	1.3.2.5. Upscale innovative funding for commercial forestry, farm forestry and livelihood enterprises in 47 Counties	No. of households supported in 47 counties	No. of households supported per county	47	47	47	47	47	47	30	30	30	30	30	30	DCCF Dryland
1.3.4 Promote tree species diversification and productivity improvement of forest plantations	1.3.3.1. Support establishment of 11,500Ha dryland forest plantations (gums & resins) <i>Acacia senegal</i> , <i>Acacia seyal</i> , <i>Melia volkensii</i> , <i>Osyris lanceolata</i> , <i>Acacia tortilis</i> , <i>Tamarindus indica</i> and others	11500 Ha of dryland forest plantations established	Area in Ha of dryland forest plantations established	11500	2300	2300	2300	2300	2300	115	115	115	115	115	115	DCCF Dryland

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
1.3.5 Promote efficient wood processing technologies and value chains	1.3.3.2. Support 1,150 community groups on livelihood enterprises	1,150 community groups on livelihood enterprises supported	number of community groups on livelihood enterprises supported	1150	230	230	230	230	230	115	115	115	115	115	DCCF Dryland
	1.3.4.1. Adoption of modern saw milling technologies in 10 enterprises	10 enterprises modern saw milling technologies	Percent Share of quantity of timber produced using efficient technologies (in %)	70	30	40	50	60	70	10	10	10	10	10	Head Sawmilling
1.3.6 Promote commercial biomass energy production	1.3.4.2. Strengthen capacity of Timber Manufactures Association (TMA) to self-regulate	Timber Manufactures Association (TMA) strengthened to self-regulate	Strong self-regulating timber manufacturers association	10	2	2	2	2	2	2	2	2	2	2	
	1.3.5.1. Support the development of efficient charcoal production technologies	Charcoal producers adopt efficient production technologies	Percent Share of quantity of Charcoal produced using the efficient technologies (in %)	60	30	40	50	55	60	5	5	5	5	5	
	1.3.5.2. Support capacity building of Charcoal Producers Associations (CPAs) to adopt efficient charcoal production technologies	175 CPAs adopt efficient charcoal production technologies	No. of CPAs	175	35	35	35	35	35	50	50	50	50	50	DCCF Drylands
	1.3.5.3. Develop regulations for production and marketing of charcoal	Charcoal production and marketing legalized through approved regulations	Quarterly monitoring Progress Reports on charcoal trade (in No.)	20	4	4	4	4	4	2	2	2	2	2	

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
1.3.7 Improve forest products and resource value chain development	1.3.5.4. Develop charcoal value chain and standards	Charcoal value chain and standards developed	Quarterly monitoring Progress Reports on charcoal trade (in No.)	20	4	4	4	4	4	2	2	2	2	2	Head Sawmilling
	1.3.6.1. Promote adoption and use of efficient wood utilization technologies and equipment by cottage industries,	Efficient wood utilization technologies adopted by cottage industries	Percent share of cottage industries using efficient wood utilization technologies (in %)	70	30	40	50	60	70	100	100	100	100	100	
1.3.8 Promote national forest resources monitoring system	1.3.6.2. Promote establishment of 1000 cottage industries for bamboo value chain	1000 Bamboo value chain Cottage Industries established	No of Cottage industries established	1,000	200	200	200	200	200	200	200	200	200	200	DCCF FACL
	1.3.7.1. Establish national forest assessment and monitoring system	Forest Resources Assessment and Monitoring system operationalized	No of quarterly Forest Resource Monitoring reports	20	4	4	4	4	4	200	100	20	20	20	Manager: FS&JM
	1.3.7.2. Enhance institutional capacities to effectively conduct forest resources assessments	Enhanced forest resource assessment	No. of resource assessments carried out	50	10	10	10	10	10	25	25	25	25	25	DCCF Plantations
	1.3.7.3. Undertake economic valuation of Forest Resources 10 forest ecosystems	The economic value for 10 Forest Ecosystems determined	No of Economic Resource Valuation Reports	10	2	2	2	2	2	70	70	70	70	70	FIS

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	1.3.7.4. Develop and continuously update Register of Private Commercial Forest Plantations	Register of Private Commercial Forest Plantations developed	Area in Ha of Private Commercial Forests plantations registered (in '000')	375	75	75	75	75	75	10	10	10	10	10	
	SO 8									1,865	1,905	1,495	1,465	1,465	
Objective 9. Co-operate with the private sector and other stakeholders to access climate finance and carbon project development															
7.1 Diversify forest-based financial resources through access to climate finance	Identify funding opportunities for climate-resilient forest management initiatives	Identified funding opportunities	Reports	5	1	1	1	1	1	-	-	-	-	-	DCCF-NFC
	Undertake training of 20 officers on writing bankable project proposals	Conducted trainings on writing bankable project proposals	No. of trainings undertaken	2	1	-	1	-	2	-	-	-	2	-	DCCF-NFC
	Develop project proposals and funding applications for climate finance mechanisms	Project proposals developed	No. of project proposals developed	4	-	1	1	1	1	-	1	1	1	1	DCCF-NFC
7.2 Develop and/or implement carbon projects	Identify potential partners for carbon project development	Identified partners for carbon project development	Reports	5	1	1	1	1	1						DCCF-NFC
	Enter into Agreement for carbon project development	Signed agreements	No. of agreements signed	2	1		1				2		2		DCCF-NFC
	Enhance capacity of 5 officers to develop carbon projects	Enhanced capacity to develop carbon projects	No. of officers trained	5	5				1						DCCF-NFC

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Develop joint carbon project (s)	Registered carbon project (s)	No. of registered carbon projects	2	1	1	1	1	1	5			5		DCCF-NFC
	Implement existing carbon projects	Emissions reduced and/or removed and community livelihoods improved	Reports	5	1	1	1	1	1	20	20	20	20	20	DCCF-NFC
	SO, 9									25	30	23	32	23	
	KRA 3									1,971	1,946	1,699	1,688	1,679	

Key Result Area 4: Organizational Capacity Building and Collaboration

Objective 10: Promote institutional operational efficiency and effectiveness to deliver on mandate

3.9.1. Strengthen Kenya Forestry College as centre of excellence in forestry education, research and extension	3.9.1.1. Develop a College Management and Information System.	Improved customer service delivery	Feedback received on efficiency (Reduced time and cost of service delivery)	80%	60%	65%	70%	75%	80%	9					Principal Kenya Forestry College
	3.9.1.2. Develop a five year KFC Strategic Plan	Developed Strategic plan	Report	1	1					10	2	1			Principal Kenya Forestry College
	3.9.1.3. Develop and implement a roadmap for transforming KFC into an independent and autonomous institution of Forestry Training	Statutes for forestry training developed	Report	1		1				10	15	20	20	10	Principal Kenya Forestry College
	3.9.1.4. Increase students' enrolment	Students enrolled increased five-fold	No. of students enrolled	4000	800	800	800	800	800	60	60	60	60	60	

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	3.9.1.5. Expand the infrastructural facilities to support the increased enrolment	Adequate infrastructural facilities developed	Percent increase in the number of students enrolled		25	25	20	15	15	10	10	10	10	10	
	3.9.1.6. Develop Masaita Forest Block at KFC as a premier Forest Station for Forestry education, Research and Training	Masaita Forest Block developed as Model Forest Training Centre	No. Hours of Practical lessons conducted in the Forest Block	750 Hrs	150	150	150	150	150	5	5	5	5	5	
	3.9.1.7. Promote partnerships and collaboration in Forestry education and training	Partnerships in training of Foresters developed	No. of MoUs signed	10	2	2	2	2	2	4	4	4	4	4	
	3.9.1.8. Review and Implement KFC internal quality assurance policy	Quality assurance for training programme adopted	No. of Quality Assurance audit reports	5	1	1	1	1	1	10	10	10	10	10	
	3.9.1.9. Review and implement the KFC business plan	Business Plan for the KFC developed and implemented	Percent share of outputs achieved (in %)	100	20	40	60	80	100	20	20	20	20	20	
3.9.1. Enhance corporate image and customer service	3.9.2.1. Review corporate communication Strategy	Corporate Communication Strategy reviewed	Reports	2	1		1			6					Manager Corporate Communications

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	3.9.2.2. Enhance corporate image and branding	Improved corporate branding (image, awareness and information about KFS, mandate, product and services)	Public perception rating survey report	90	60	70	75	85	90	10	15	15	20	20	Manager Corporate Communications
	3.9.2.3. Enhance customer relations and service delivery	Customer relations improved	Customer Perception rating Survey report	5	1	1	1	1	1	2	2	2	2	3	Manager Corporate Communications
	3.9.2.4. Enhance media relations	Improved Media Relations	No. of media engagements	500	100	100	100	100	100	1	1	2	2	2	Manager Corporate Communications
	3.9.2.5. Implement Corporate Social Responsibility programmes	Corporate Social Responsibility programmes conducted	No. of programmes implemented	25	5	5	5	5	5	3	4	4	5	6	Manager Corporate Communications
3.9.3. Strengthen employee performance management	3.9.3.1. Roll out online (GHRIS) performance management and UPN system to all staff	Rolled out online (GHRIS) performance management system to all staff	Number of champions trained and using the system	300	300					20	1	1	1	1	Manager: HRM
	3.9.3.2. Undertake Training Needs Assessment/ Skills Gap and Competency Plan	Training Needs Assessment/ Skills Gap and staff Competency Plan undertaken and implemented	Report on Developed Training Needs Assessment and Competency Plan	2	2					5	3				Manager: HRM
	3.9.3.3. Capacity building for staff	TNA and Competency Plan implemented	Number of staff trained and evaluated	2,000	200	400	400	500	500	20	40	40	50	60	Manager: HRM

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
	3.9.3.4. Review and implement human resource instruments [Career Guidelines, HR Policies Manual and Staff Establishment) and HR Plan	Reviewed human resource instruments and Plan	Reports	4	4						20					Manager: HRM
	3.9.3.5. Process Personnel Emoluments payment (PE) by the 20th day of the month	Timely and accurate processing of PE	No. of accurate payroll processed by 20th of every month	60 months	12	12	12	12	12	12	2	2	2	2	2	Manager HRM
	3.9.3.6. Implement Employee Assistance Programme (EAP) and Wellness Programmes	Employee Assistance Programme (EAP) and Wellness Programmes implemented	Number of staff rehabilitated	300	60	60	60	60	60	60	6	8	10	12	14	Manager: HRM
	3.9.3.7. Automate Performance Appraisals process	Performance appraisal process automated	Percent of share of employees appraised	100	50	100	100	100	100	100	5	5	1	1	1	Manager: HRM
	3.9.3.8. Implement annual performance targets for individual employees	Annual performance targets for individual employees operationalized	Per cent share of employees on performance targets	80	40	50	60	70	80	80	10	10	10	10	10	Manager: HRM
3.9.4. Strengthen KFS infrastructural capacity for effective coordination and Forest management	3.9.4.1. Construct to all weather motorable road 1000km of forest plantation access roads	1000km of forests access roads constructed to all weather motorable standard	Distance in Km of roads constructed	1000	200	200	200	200	200	200	80	80	80	80	80	

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	3.9.4.2. Rehabilitate 7,236 Km of Forests access roads	7,236 Km of Forest access roads rehabilitated	Distance in Km of roads rehabilitated	7236	1500	1500	1500	1500	1236	225	225	225	225	185	Manager: Admin/ Engineering
	3.9.4.3. Construct forest roads bridges	20 bridges constructed	No of bridges constructed	20	5	5	5	5	5	15	15	15	15	15	Manager: Admin/ Engineering
	3.9.4.4. Construct Forest Rangers Housing units and Camps	Forest Ranger Housing units Constructed	No of Housing units constructed	600	120	120	120	120	120	360	360	360	360	360	Manager: Admin/ Engineering
	3.9.4.5. Refurbish and equip 172 Forest station offices country	Forest station offices refurbished countrywide	No of Forest station offices	150	50	50	50	11	11	258	258	258	258	258	Manager: Admin/ Engineering
	3.9.4.6. Construct KFS Ultra-Modern Headquarters	Ultra-Modern KFS Headquarters Constructed	Percent completion of Construction reports	100	20	30	30	20		200	300	300	100	-	Manager: Admin/ Engineering
	3.9.4.7. Develop KFS infrastructure master plan	KFS Infrastructure Masterplan developed		1						4	4	4			Manager: Admin/ Engineering
	SO 11									1,390	1,456	1,462	1,272	1,136	

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
Objective 11. Strengthen partnerships and resource mobilization																
4.10.1. Review and implement stakeholder's Partnerships Framework	4.10.1.1. Develop stakeholder's partnership framework	Stakeholders' partnership framework developed	No	1	1						5	3	2	2	2	Manager: P&RM
	4.10.1.2. Implement Stakeholders partnership framework	stakeholder's framework implemented	%	100	60	70	80	90	100	10	10	10	10	10	10	Manager: P&RM
4.10.2. Develop and Update Register for collaboration and partnership and linkages	4.10.2.1. Develop a Register for Partnerships and linkages indicating the nature of support value in monetary terms, location and duration	Register of partnerships and linkages developed	No. of partners on the roll every quarter	200	40	40	40	40	40	5	5	5	5	5	5	
	4.10.2.2. Lobby for increased stakeholder partnerships engagements and collaboration	Stakeholder partnerships engagements and collaboration enhanced	No. of partners mapped	250	50	50	50	50	50	5	6	8	8	10	10	Manager: P&RM
	4.10.2.3. Promote partnerships and collaboration in forestry education, research, innovation, training and cross border linkages	Partnership forestry developed	No. of MOU's	20	4	4	4	4	4	5	5	5	5	5	5	Manager; P&RM/ Principal KFC

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
	4.10.2.4. Promote public-private partnership investments in forest management	Public-private partnerships in forest management promoted	No. of MOUs' and agreements developed and operationalized	200	40	40	40	40	40	5	5	5	5	5	5	Manager: P&RM
4.11.1. Build the Capacity for resource mobilization	4.11.1.1. Develop and implement a resource mobilization strategy	Resources Mobilization Strategy developed and implemented	Percent share of implementation of the Resources Mobilization Strategy	100	40	50	60	80	100	30	40	30	20	20	20	
	4.11.1.2. Engage in global carbon trading regimes.	Global Carbon trading regimes engaged	No. of MOUs signed	50	10	10	10	10	20	5	6	7	8	10	10	DCCF Natural Forest Conservation
	4.11.1.3. Establish innovative financing mechanisms in forests development	Innovative financing mechanisms established	No. of concession and green bond established	25	5	5	5	5	5	2	3	3	4	4	4	DCCF Natural Forest Conservation
	4.11.1.4. Support donor mapping and co-ordination	Donor mapping and co-ordination supported	No. of donors mapped	25	5	5	5	5	5	3	4	4	5	6	6	Manager: P&RM
	4.11.1.5. Develop Project concepts and proposals	Project concepts and proposal developed	No. of proposals designed	25	5	5	5	5	5	3	4	5	6	6	6	Manager: P&RM
	4.11.1.6. Promote engagement with development partners	Partners engaged with the Service on forest conservation projects	No of agreements	50	10	10	10	10	10	10	10	10	10	10	10	
	4.11.1.7. Lobby for increased exchequer funding allocations for development of forests	Funds allocation from exchequer increased annually by 25%	Percent share in the increase in funds allocation	100	25	25	25	25	25	10	10	10	10	10	10	

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Annual Targets					Budget (KShs in Million)					Responsibility (Department)
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	4.11.1.8. Promote public -private partnership investments in forest management	Private partnership investments in forest management increased	No. of Private-Public investments	100	20	20	20	20	20	3	3	3	3	3	
	4.11.1.9. Train staff in resource mobilizations skills	Staff trained in resource mobilization	No for Staff trained in resource mobilization	30	6	6	6	6	6	2	2	2	2	2	
	S11									103	116	110	103	108	
	KRA 4									1,493	1,572	1,572	1,375	1,244	
	G-TOTAL									31,950	31,491	30,229	29,752	29,301	



6.1.2 Annual Workplan and Budget

Kenya Forest Service will develop annual workplan for each financial year of the plan period. It will further be cascaded to departmental and individual workplans. The workplans will be costed based on corresponding activities and available budget.

6.1.3 Performance Contracting

Kenya Forest Service will develop performance contract for the Board for signing with Cabinet Secretary each financial year of the plan period as a key accountability tool to ensure efficient service delivery. This performance contract will then be cascaded to the Chief Conservator of Forests and further to Directorates, Departments and finally to the field offices.

6.2 Coordination Framework

The strategic plan will be coordinated through institutional framework, staffing levels, skills set and competence, leadership and systems and procedures.

6.2.1 Institutional Framework

The Service has an Organization Structure that borrows its functionality from the Forest Conservation and Management Act, 2016 and provides for a lean span of control. The Chief Conservator of the Forests reports to the Board of Directors. To effectively carry out its functions and fulfil its strategic objectives and mandate, KFS is structured into six (6) Directorates and three (3) Departments whose heads report directly to the Chief Conservator of Forests (CEO) as follows;

Six (6) Directorates namely:

1. Forest Conservation and Management
2. Forest Protection and Security
3. Strategy, Partnerships & Resource Mobilization
4. Corporate Services
5. Internal Audit
6. Corporation Secretary

There are three (3) stand-alone Departments namely:

1. Supply Chain Management
2. Air-Wing
3. Inspectorate and Internal Affairs

For better span of control, the approved organization structure helps the Service to implement her mandate through these functional levels as follows; through Directorate, Departments, Divisions, Sections, Units, Conservancies, Counties, Stations Following are the new directorates of the Service and the departments under them: -

KFS Functional Areas

i. Directorate of Forest Conservation and Management

The Directorate of Forest Conservation and Management (DFCM) is established pursuant to the provisions of Forest Conservation and Management Act 2016, section 8(a-o) functions of the Service. The Directorate of Forest Conservation and Management is responsible for providing advice on policy and legislation development for forest sector to management. Central to the mandate of the Directorate is the key objective of executing provisions of the legislations, technical forest management orders, regulations and circulars that pertains to sustainable forests conservation and management practices. It executes this mandate through the following Departments;

- Department of Natural Forest Conservation
- Department of Forest Survey & Information Management
- Department of Forest Plantation Management
- Department of Conservancy Coordination
- Kenya Forestry College –KFC
- Department of Forestry Advisory & County Liaison
- Department of Dryland & private Forest Development Coordination

ii. Directorate of Strategy, Partnerships and Resource Mobilization

The Directorate is responsible for guiding the organization in setting the Strategic direction to take in the execution of her mandate in order to succeed. It guides in establishing priorities and developing corporate strategies which are harmonized with the National Development plans. It ensures that the Service uses current technologies in Forest management and complies with the quality Management standards. The Directorate will also guide the Service in the implementation of quality management systems under ISO and risk-based strategies. It is further responsible for managing partnerships and mobilizing resources for the Service' core programmes operations. It executes this mandate the following Departments:

- Department of Partnerships and Resource Mobilization
- Department of Enterprise and Marketing
- Department of Planning, M&E and Performance Management
- Department of Quality Assurance and Risk Management

iii. Directorate of Forest protection and security

The Directorate of The Directorate of Forest Protection and Security is established pursuant to Section 16 of the Forest Conservation and Management Act No. 34 of 2016. The Directorate is responsible for protection of all Forests and provision of security to personnel, installations and equipment of the Service and participation in other National Security Duties. The Directorate comprises of Uniformed and Disciplined Officers. It executes this mandate through the following Departments:

- Department of forest protection and fires and disaster operations
- Department of investigation, Prosecution and Revenue Inspection

- Forest Law Enforcement Academy -FoLEA
- Department of Forest Security Intelligence

iv. Directorate of Corporate Services

Corporate Service Directorate is established to ensure prudent utilization of financial resources, aligning human resources strategy of the organization, infrastructure management, leveraging on ICT technology and enhancing the image and communication of the organization. The function is delivered through the following departments

- Department of Finance and Accounts
- Department of Human Resource Management
- Department of Administration and Infrastructure Development
- Department of Information Communication Technology
- Department of Corporate Communication

v. Directorate of Corporation Secretary

This directorate is responsible for overseeing the efficient and effective delivery of the Servicelitigation,contractingandcorporation secretarial services. It is further responsible for advising the Board and Management on legal matters, overseeing legal matters as well as implementing good corporate governance to enhance organizational credibility. The function is delivered through department of Legal Services

vi. Directorate of Internal Audit

Internal Audit is responsible for providing management and the Audit Committee of Board with reasonable assurance that the management control systems throughout the Service are adequate and operating effectively. The Directorate is responsible for overseeing the provision of an independent and objective assurance on the effectiveness of the Service' policies, procedures, internal

controls and governance processes to ensure the achievement of the Service' mandate. The function is delivered through the following sections;

- Systems Audit (Performance systems & Compliance)
- Operations & Controls

Independent Departments

a. Department of Supply Chain Management

The Department is responsible for overseeing and coordinating all assets procurement and disposal activities and ensuring compliance with statutory obligations, internal procurement policies and reporting requirements

b. Department of Inspectorate and Internal Affairs -

The purpose of the Department is to increase transparency and accountability in all spheres of the

Service and is not limited to intelligence generated from enforcement and security of forests. The Department facilitates the Service complying in its entire mandate. It reports directly to CCF to ensure that the information is unfiltered and corrective measures/ action undertaken by the CCF for the purpose of ensuring good governance.

c. Air wing Department - Supports in carrying out complex, sensitive and critical operations both at the operation level in the Service which include and not limited to security and protection of forests, fire and disaster response, medical evacuation and emergency situations, assisting in aerial surveillance especially gazetted forests.

All functions of the service are spread in the headquarter ten forest conservation areas, 47 county conservation area and on 175 forest stations

NB. There are further various Divisions, Sections and Units under the above Directorates which are provided for under the Staff Establishment Document. (Attached)

6.2.2 Staff Establishment, Skills Set and Competence Development

KFS Staff Establishment provides the optimum number of staff required at any given time for the Service to function efficiently as per the mandate and functional levels. The Staff Establishment is 8,279 at optimal level as per rationalization. The Establishment is provided for as follows; Technical/Core Services Staff is 1,422 (17.3%) Protection & Security 5,000 (60.3%) and Support Services 1,857 (22.4%). The Staff Establishment is deemed optimal as it is within the tenets of the 70:30 ratio for technical vis-a-vis administrative staff. The Staff Establishment as per Cadres in the Career Guidelines are as follows.



A section of mangrove tree nursery in Kilifi County

Table 8: Staff Establishment

Cadres	Approved Establishment (A)	In-post (C)	Variance (D=(B-C))
Conservators Cadre	1273	513	760
Wood Technologist Cadre	24	1	23
Survey & Mapping, GIS and Remote sensing/Geo-database	40	14	26
Lecturer Cadre	33	14	19
Librarians	16	1	15
Clinical/Nursing Cadre	4	2	2
Hospitality Cadre	19	3	16
Protection & Security	5000	2235	2765
Human Resource Management & Development	53	17	36
Finance & Accounts	112	83	29
ICT Officers	39	9	30
Corporate Communications & Customer Care	25	4	21
Telephone Operators	10	3	7
Administration Officers	27	3	24
Engineers	28	6	22
Office Administrators	101	38	63
Office Assistants/ Nursery/ Enumerators	278	428	-150
Artisans (Sawmill Assistants)	3	10	-7
Drivers/Plant Operators	455	95	360
Mechanics	49	0	49
Legal Services	9	3	6
Internal Audit	16	9	7
Supply Chain Management	24	18	6
Airwing	11	5	6
Records Management	581	191	390
Compliance, Risk Management & Quality Assurance	7	0	7
Planning & Monitoring Officers	10	4	6
Partnership & Resource Mobilization Officers	7	2	5
Enterprise, Marketing & Ecotourism	25	1	24
	8279	3710	4569

S/N	Cadre	Skills Set	Skills Gap	Competence Development.
1	Conservators	Bachelor degree or Master's degree Forestry, management, sustainable development, Environmental Science, Natural Resource Science/ Management,	<ul style="list-style-type: none"> • Leadership courses • Management courses • Conflict Management and Resolution courses • Policy making processes courses • Professional courses in Forestry Management • Enhance capacity in forest/trees management/green finance • Improve on influencing public policy formulation • Enhance sustainable forest management • Enhance capacity in social forestry development/ agroforestry and dry land forestry 	<ul style="list-style-type: none"> • Understanding on how to achieve a balance of public and private management of natural resources, proven ability to initiate and manage change • Experience in operating at policy and strategic levels and translating these into practical and achievable objectives responsive to customers' needs. • Enhance leadership by capacity.
2	Foresters	Diploma or Degree in Forestry	<ul style="list-style-type: none"> • Leadership courses • Management courses • Conflict Management and Resolution courses • Policy making processes courses • Professional courses in Forestry Management • Enhance capacity in forest/trees management • Improve on influencing public policy formulation • Enhance sustainable forest management • Enhance capacity in social forestry development/ agroforestry and dry land forestry • Professional courses in Forestry and climate change 	<ul style="list-style-type: none"> • Adequate knowledge in understanding forestry activities, management of forest activities, liaising with communities on forest activities change
3	Principal, lecturers and instructors	Diploma, Degree or Master's degree in Forestry, Environmental Sciences, Agro-forestry or any other related discipline from a recognized institution.	<ul style="list-style-type: none"> • Management courses • Supervisory Skills Development • Professional courses in Forestry and climate change • Curriculum development 	<ul style="list-style-type: none"> • Experiment and Research work • Better teaching methods/ scope • Experience in operating at policy and strategic levels and translating these into practical and achievable objectives responsive to customers' need

S/N	Cadre	Skills Set	Skills Gap	Competence Development.
4	Protection And Security/ Ranger Cadre	Diploma, Bachelor's degree, Master's degree, NDC in security, command courses	<ul style="list-style-type: none"> • Communication skills courses • Public Prosecution Course • Intelligence courses • Investigation courses • Promotional courses 	<ul style="list-style-type: none"> • Enhance command, control and better utilization of resources • Enhance performance of rangers • Enhance instructional and supervisory skills • Improve communication, operational and management skills • Improve skills, knowledge and attributes in strategic analysing and policy formulation at National and International levels.
5	Human Resource Officers	Diploma or Degree, Master's degree in Human Resource Management	<ul style="list-style-type: none"> • Higher Diploma in HR • CHRP Courses • Senior Leadership Development Program • Management courses • Supervisory Skills 	<ul style="list-style-type: none"> • Demonstrate high level degree level of Professional Competence and administrative capability in managing staff. • Transform attitude of organizational culture • Enhance capacity development for high performance teams.
6	Administration Officers	Bachelor's Degree in Administration, Masters in Administration	<ul style="list-style-type: none"> • Health and safety courses • Management courses • Administration courses 	<ul style="list-style-type: none"> • Demonstrate high level of Professional Competence and administrative capabilities.
7	Accountants/ Finance	Diploma or Bachelor degree, Master degree in Economics, Commerce (Accounting option), Business Administration (Finance)	<ul style="list-style-type: none"> • Senior Management courses. • Cash and treasury • Finance reporting • Best management and credit control • Financial management of donations and funds • Financial management in public sector • Green finance • CPA Chartered Certified Accountant (ACCA) • Certified Financial Planner (CFP) -Certified Management Accountant (CMA) • Certified Public Accountant (CPA) • Chartered Alternative Investment Analyst (CAIA) 	<ul style="list-style-type: none"> • Demonstrate high level of Professional Competence and capabilities. • Analytical skills • Finance skills • Competency to improve revenue collections • Improve public sector financial management. • Improve the quality of financial reporting.

S/N	Cadre	Skills Set	Skills Gap	Competence Development.
8	Supply Chain Management Officers	Diploma or Bachelor's degree, Master's degree in Supply Chain Management	<ul style="list-style-type: none"> • APICS Certified Supply Chain Professional certification (CSCP) • APICS Certified in Production and Inventory Management (CPIM) • APICS Supply Chain Operations Reference (SCOR-P) Endorsement. • ISM Certified Professional in Supply Management (CPSM) • ISM Certified Professional in Supplier Diversity (CPSD) 	<ul style="list-style-type: none"> • Administrative capability in the management of procurement services • Improve efficiency in stores administration. • Enhance efficient procurement in donor funded projects. • Enhance effective and efficient procurement and disposal.
9	Planning and Monitoring Officers	Diploma or degree, Master's Degree in Economics, or Mathematics, or Statistics	<ul style="list-style-type: none"> • Senior Management Courses • Senior Leadership Development Program • Supervisory Skills Development • Social Science Research Skills. • Data analysis skills • Communication skills • Contextual knowledge. • Data collection through technology • Response mobile • Proposal design and development • Performance Contracting at corporate level. • Monitoring and evaluation • Strategic plan 	<ul style="list-style-type: none"> • Professional competence in planning and monitoring and administrative capability in work performance and results. • Better appraisal/ evaluation methods of forest programmes • Enhance mobilization of external/internal funding • Improve quality of corporate plans
10	ICT Officers	Bachelor degree in Information Technology, Master's in Information Technology	<ul style="list-style-type: none"> • Systems Admin Collection • Full Stack Web Developer • Diploma of Information Technology Networking • Certificate IV in Web-Based Technologies • Certificate IV in Programming 	<ul style="list-style-type: none"> • Professional competence in systems analysis, design, and Programme specifications for complex programs • Competence in programming • Capacity in updating of computer networks • Enhance efficiency in modernizing and maintaining KFS website. • Improve effectiveness and repair of computer maintenance • Facilitate development and management of in-house software.

S/N	Cadre	Skills Set	Skills Gap	Competence Development.
11	Engineers	Degree in Civil, Mechanical, Structural, Electrical Engineering Be registered with a profession recognized body	<ul style="list-style-type: none"> Senior Management courses 	<ul style="list-style-type: none"> High degree of professional competence and administrative capability in managing staff.
12	Electrical And Mechanical Technicians	Higher national Diploma in Electrical/ Mechanical engineering	<ul style="list-style-type: none"> SMC Supervisory course 	<ul style="list-style-type: none"> Have shown competence and ability to design and supervise effectively projects carried out by consultants including proper financial control.
13	Artisans	Government Trade Test II Certificate	<ul style="list-style-type: none"> Advanced craft certificate Diploma in Survey SMC Supervisory Skills 	<ul style="list-style-type: none"> Show merit and ability in work performance and results. Improve/Enhance capacity in Survey/ Mapping/Remote Sensing and GIS Skills.
15	Laboratory Technicians and Laboratory Technologist	Certificate training in Laboratory Technology Diploma in Laboratory Technology	<ul style="list-style-type: none"> Medical microbiology Clinical testing procedures 	<ul style="list-style-type: none"> Show merit and ability in work performance and results.
16	Legal Personnel	Diploma in Law Bachelor's degree in Law. Advocate of High Court. Master's degree in Law.	<ul style="list-style-type: none"> SMC Prosecution courses. Professional courses in legal matters. 	<ul style="list-style-type: none"> Improved skills in Litigation. New laws familiarization. Better enhanced evidence collection and prosecution. Improved drafting of amendments to forest laws.
17	Internal Auditors	Diploma in Audit. Bachelor's degree in Public Finance, Auditing, Financial Management, Master's Degree in Public Finance, Auditing, Financial Management, -Diploma in Audit.	<ul style="list-style-type: none"> SMC Data Analysis Software-IDEA Audit Management System Value for money Audit Forestry Training for Non-Foresters Forensic and Fraud Audit 	<ul style="list-style-type: none"> Enhance capacity for detection and reduction of audit risks. Better audit procedures and interpretation of audit reports. Enhance capacity to conduct investigations to minimize fraud. Improve capacity to investigate audit crimes and give evidence.

S/N	Cadre	Skills Set	Skills Gap	Competence Development.
18	Corporate communications	Diploma in Journalism. Bachelor Degree in either Journalism, International Relations, Mass Communication, Communication Studies, Public Relation Master's Degree in Journalism, Mass Communication, Communication Studies, Public Relation	<ul style="list-style-type: none"> • Communication Skills courses • Public Speaking • Article writing skills courses • Negotiation skills • Corporate branding • Corporate image 	<ul style="list-style-type: none"> • Improve KFS Image to enable competent interaction with media and other stakeholders. • Effective customer relation skills for service delivery.
19	Marketing Personnel	Diploma in Marketing Bachelor degree in Marketing, Sales, Business Administration Master's Degree in Marketing/Sales	<ul style="list-style-type: none"> • SMC • Supervisory development skills • Marketing skills • Communication skills • Negotiation and customer care 	<ul style="list-style-type: none"> • Marketing the Service to the Public. • Effective customer relation skills for service delivery.
20	Clinical Officers	Diploma/ Bachelors in Clinical Medicine. Masters in Clinical Medicine.	<ul style="list-style-type: none"> • Supervisory development skills 	<ul style="list-style-type: none"> • Improved healthcare service.
21	Library Personnel	Diploma/ Bachelor's degree in Library Science/ Information Science. Masters Library Science/ Information Science.	<ul style="list-style-type: none"> • Supervisory development skills 	<ul style="list-style-type: none"> • Improve capacity in knowledge Management.
22	Records Management Personnel	Diploma /Degree or in Information Sciences, specializing in Archives and Records Management	<ul style="list-style-type: none"> • Record management skills • Data management • Archiving and record keeping. 	<ul style="list-style-type: none"> • Improve capacity on record keeping.

S/N	Cadre	Skills Set	Skills Gap	Competence Development.
23	Secretarial Personnel	Diploma in secretarial Management courses	<ul style="list-style-type: none"> • Secretarial Management course • Public Relation and Customer care • Supervisory development skills 	<ul style="list-style-type: none"> • Show merit and ability as reflected in work performance and results • To improve better/cordial working relations among staff members.
24	Telephone Operators	Course in Telephone Supervision	<ul style="list-style-type: none"> • Communication skills • Craft courses 	<ul style="list-style-type: none"> • Enhance/improve technical skills • To improve better telephone services.
25	Drivers	KCSE, valid driving licence with minimum of BCE	<ul style="list-style-type: none"> • First aid courses • Refreshers courses 	<ul style="list-style-type: none"> • Enhance/improve technical skills
26	Plant Operators	Certificate in plant operators' courses	<ul style="list-style-type: none"> • First aid courses • Refreshers courses • Craft courses. 	<ul style="list-style-type: none"> • Enhance/improve technical skills.
27	Support Staff Personnel	KCSE	<ul style="list-style-type: none"> • Craft courses. 	<ul style="list-style-type: none"> • Enhance/improve technical skills
28	Hospitality Cadre	KCSE Fire management First Aid Certificate in Food & Beverage/ catering Diploma in Food & Beverage/catering	<ul style="list-style-type: none"> • House Keeping courses • Food Production courses 	<ul style="list-style-type: none"> • Demonstrate outstanding performance, leadership and administrative ability in catering services, Housekeeping and Hospitality.

6.2.3 Leadership

The Chief Conservator of Forests will have responsibility and accountability in leading and coordinating the execution of strategic activities relevant to the Service.

6.2.4 Systems and Procedures

1. Plans are underway for the Government to enhance digital transformation in the country through the digitization of all Government Services. In line with the Governments digital agenda, the Service will digitize its Services (for both internal and external customers) in order to improve service delivery.
2. Introduce Online /virtual training at KFC to offer students the added convenience of a learning experience tailored to their schedule. A combination of resources will be used to deliver the training. These resources include use of E books, journals, recorded lectures, discussion forums, videos and live question and answer sessions.
3. KFC to offer tailor made courses in areas

of choice by clients. The courses will be created and adapted to the needs expressed by the clients.

4. KFC to link with other research institutions both local and international institutions in accessing their facilities for research and innovation.
5. The Service to make use of virtual meetings with field staff as this will result in less spending on travel expenses.
6. Roll out of the Oracle system to all county offices to improve efficiency and effectiveness in reporting and accountability.
7. Use of satellite imagery to monitor the health status of trees so as to take immediate action to avoid spread of diseases and pests.
8. Use drone technology for forest surveillance and monitoring.
9. Use modern technology to raise seedlings
10. Review of the PELIS guidelines to make them more effective.

6.2.5 Risk Management Framework

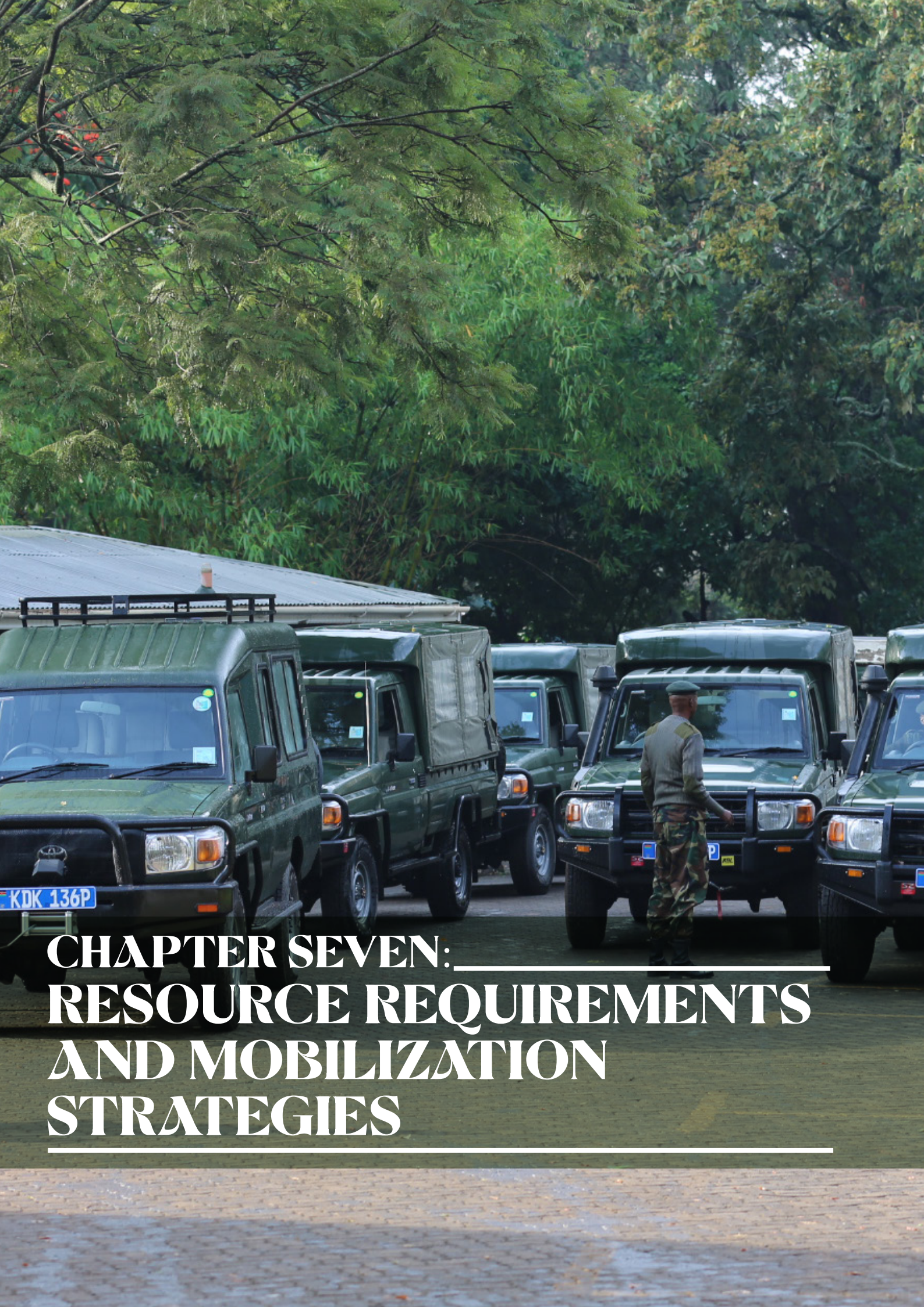
Table 10: Risk Management Framework

Risk Class/ Category	Risk and description	Likelihood (L/H/M)	Impact (L/H/M)	Overall Risk Level (L/H/M)	Mitigation Measure(s)	Risk Owner
Strategic	Climate change	H	H	H	• Adapt climate resilience strategies and technologies	DCCF-NFC
Strategic	Inadequate and low-quality germplasm	M	H	M	• Explore alternative sources of germplasm	DCCF-NFC, DCCF-Forest Plantations
Strategic	Low prioritization of tree resources and management in private and community land	M	L	L	• Intensify sensitization of communities and other stakeholders on the importance of trees and forestry	DCCF-NFC
Strategic	Political dynamics	H	H	H	• Sensitize political class on the importance of conservation and sustainable forest management • Develop partnerships with County Government sharing information with the public on forest operations	CCF
Strategic	Insecurity	H	M	M	• Work closely with other security agencies to enhance security of public forests and corporate assets	Commandant
Strategic	Overlaps in legal, policy and institutional mandates	M	L	L	• Lobby for harmonization of the relevant legal, policies and mandates	Head Legal
Operational	Forest fires	M	H	M	• Implement fire management plan	DCCF-NFC
Operational	Pest and diseases	M	H	M	• Monitor, identify and take appropriate action	DCCF-NFC, DCCF-Forest Plantations
Operational	Invasive species	M	H	M	• Monitor, identify and take appropriate action	DCCF-NFC, DCCF-Forest Plantations
Operational	Pandemics and related disasters	L	M	M	• Implement business continuity plan	Quality assurance and risk manager

Risk Class/ Category	Risk and description	Likelihood (L/H/M)	Impact (L/H/M)	Overall Risk Level (L/H/M)	Mitigation Measure(s)	Risk Owner
Operational	Corruption	L	M	M	• Implement strategies that will enhance transparency and accountability	Head Internal audit
Financial	Inadequate financial resources	H	H	H	• Lobby Government and diversify funding sources	Manager Finance & Accounts
Financial	High poverty rates	H	H	H	• Involve CFAs in forest management and initiate forest-based livelihood activities	DCCF-NFC



Successful rehabilitation of a degraded forest area, Hombe forest station



CHAPTER SEVEN: _____
RESOURCE REQUIREMENTS
AND MOBILIZATION
STRATEGIES

OVERVIEW

This chapter entails financial resource requirements, resource gaps, resource mobilization Strategies and the resource management strategies for the Strategic Plan period.

7.1 Financial Requirements

The estimated total financial resources requirement for the plan period is Kshs 202,381 million against a projected exchequer resource allocation of Kshs 62,778 million. This leaves a resource gap of Kshs 139,601 million or approximately 70% deficit.

Table 11: Financial Requirements for Implementing the Strategic Plan

Cost Area	Projected Resource Requirement (KSH. million)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
KRA1	25,203	24,823	24,128	24,128	23,995	122,277
KRA2	3,151	2,948	2,798	2,539	2,361	13,797
KRA3	2103	2148	1731	1710	1701	9,393
KRA4	1,493	1,572	1,572	1,375	1,244	7,256
Other budget items (e.g. PE, Operational Cost, etc)	8,134	8,947	9,842	10,826	11,909	49,658
TOTAL	40,084	40,438	40,071	40,578	41,210	202,381

Table 12: Resource Gaps

FY	Requirement (Kshs million)	Estimated Resource Allocations (Kshs million)	Variance (Kshs million)
Year 1	40,084	11,357	28,727
Year 2	40,438	12,353	28,085
Year 3	40,071	12,124	27,947
Year 4	40,578	13,336	27,242
Year 5	41,210	13,610	27,600
Total	202,381	62,780	139,601

7.2 Resource Mobilization Strategies

The projected resources required to fully implement the Strategic Plan are insufficient. In order to bridge the resources gap, the Service has developed various Resource mobilisation strategies. The key strategies are;

1. Lobby the Government and National Assembly for increased funding in line with the Mandate of the Service.
2. Enhance A-i-A collection from internal sources and expansion of the revenue

base,

3. Engage international and regional development partners in forests development and conservation efforts to alleviate impacts of climate change.
4. Pursue emerging funding opportunities in the global market e.g., carbon credits, green bonds,
5. Strengthen the Adopt-A-Forest Strategy and leverage on partnerships with other agencies as well as the private sector in development of forests and conservation of forests work.

Table 13: Projected Sources of Funding and Targets

SOURCE OF FUNDING	PROJECTION BY FINANCIAL YEAR							TOTAL
	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2027/2028	TOTAL	
AIA	4,967,563,679	6,600,000,000	7,300,000,000	8,000,000,000	9,500,000,000	9,500,000,000	36,367,563,679	
EXCHEQUER (GoK)	8,134,000,000	8,947,000,000	9,842,000,000	10,826,000,000	11,909,000,000	11,909,000,000	49,658,000,000	
DEVELOPMENT PARTNERS	2,500,000,000	3,000,000,000	3,300,000,000	3,400,000,000	3,500,000,000	3,500,000,000	15,700,000,000	
PRIVATE SECTOR	200,000,000	400,000,000	600,000,000	800,000,000	1,000,000,000	1,000,000,000	3,000,000,000	
ADOPT- A - FOREST Strategy	1,500,000,000	2,000,000,000	3,500,000,000	4,000,000,000	5,000,000,000	5,000,000,000	16,000,000,000	
GAP/OTHERS (Carbon Credits, CFAs, NGOs, Green Bonds, Corporates, etc.)	18,401,436,321	20,003,000,000	20,335,000,000	19,376,000,000	19,135,000,000	19,135,000,000	97,250,436,321	
TOTAL	35,703,000,000	40,950,000,000	44,877,000,000	46,402,000,000	50,044,000,000	50,044,000,000	217,976,000,000	

7.3 Resource Management

1. Introduce a fleet management system. GPS fleet tracking enables monitoring of vehicles in real time. This provides detailed insights on fuel usage, driver behaviour, and engine idling in real time. This will enable the Service to plan resources effectively and identify key money saving areas
2. Ensure adherence to approved plans and budget ensuring that expenditure is incurred on only items that are in the AWP and procurement plan.
3. Use of technology in forest surveillance and monitoring thereby reducing expenses related to fuelling of vehicles
4. Engage and partner with communities in forest management to reduce plantation establishment costs.
5. Adherence to KFS Asset management policy to minimise misuse and enhance efficient use of assets
6. Adhere to the provisions of the PPRA Act to ensure value for money in terms of quality and cost
7. Automate revenue collection system in order to reduce revenue leakages
8. Rolling out of the Financial Management System to the counties for timely and efficient reporting.
9. Strengthen internal control to ensure prudent use of resources by regular audits and monitoring and evaluation.



Kinle Resource Center



CHAPTER EIGHT:
MONITORING, EVALUATION
AND REPORTING
FRAMEWORK

OVERVIEW

This chapter presents the monitoring, evaluation, reporting and learning framework of the Strategic Plan.

The purpose of this is to guide the implementation of the Plan by tracking activities and outcomes and to enable timely intervention in case of any deviations. This will involve a systematic and continuous process of collecting and analysing information based on the indicators, targets and feedback from key stakeholders. An implementation matrix with clear outcomes, outputs, output indicators and targets for the five-year duration plan is annexed to facilitate monitoring and evaluation of the Plan. The results of M&E will be used to make corrective actions, improve implementation of activities and inform decision making.

8.1 Monitoring Framework

Monitoring is about tracking, measuring and documenting the progress of implementing planned actions against the set-out objectives for a programme or project. The Kenya Forest Service will establish robust monitoring system that will systematically track, measure, and regularly report on progress of implementation throughout the plan period. The Monitoring will be based on the 4 key result areas, strategic objectives and the expected outputs as provided in the strategic plan. The process will specifically focus on the scope, schedule, budget, and the planned deliverables in terms of the quantity as well as quality.

Each department or a delivery unit of the Service will develop a detailed annual work plan drawn from the Strategic Plan with clear performance indicators and responsibility for their achievement. Progress for each activity shall be monitored and measured against the specific inputs, targets and timeframe as provided in the Plan.

8.2 Performance Standards

The Service will deploy the following methodologies in undertaking monitoring, evaluation and learning: Quantitative and Qualitative data collection, analysis, storage and indicator development; Results Analysis

and report writing; Dissemination, Capacity Development and Policy Coordination.

The key activities under the M&E Framework will be as follows:

- i. Establish a reporting format incorporating Key Performance Indicators
- ii. Determine the reporting requirements for each of the implementing departments
- iii. Monitor progress of implementation of programmes and projects against the set strategic objectives and document best practices and lessons learnt.
- iv. Identify and initiate the appointment of M&E champions from all the departments and sections responsible for preparing and reporting of departmental status reports
- v. Conduct annual strategic plan implementation review workshops to evaluate the progress and address any bottlenecks.
- vi. Prepare and make presentation of quarterly progress reports to the Management and the Board of Directors for review and ownership of achievements.

8.3 Evaluation Framework

The evaluation process will involve a systematic and objective process of examining the relevance, effectiveness, efficiency and impact (both expected and unexpected) of the strategies. Evaluation will be done through formal surveys and assessments and will look at what will be accomplished against the set targets.

The Service will conduct annual evaluation, mid-term evaluation, end-term evaluation and when necessary, conduct an ad hoc evaluation. The aim of the evaluations will be to assess the extent to which the strategic objectives and the expected outputs have been realized. In addition, the evaluations will identify and document the key lessons learnt to inform the review process of strategies.

8.3.1 Mid-Term Evaluation

The mid-term evaluation and review will be undertaken after two and half years of implementation in 2025/2026 financial year. These evaluations will be carried out by an internal task force appointed by the Chief Conservator of Forests and spearheaded by the Planning, Monitoring and Evaluation department. To enhance objectivity in the mid-term evaluations and review, the Service will incorporate external reviewer(s) to participate or undertake task.

The evaluation shall determine:

- i. The extent to which the expected outputs have contributed to the achievement of the stated objectives;
- ii. The extent to which the planned inputs for activity implementation have been converted into outputs;
- iii. Assess the sustainability of the achievements made;
- iv. Identify challenges faced and lessons learnt; and recommend measures to overcome challenges faced.

8.3.2 End-Term Evaluation

At the end of the five year plan period, an end-term evaluation will be conducted to determine the extent to which the outputs and expected outcomes have been achieved. The end-term evaluations will be carried out by an internal task force appointed by the Chief Conservator of Forests and spearheaded by the Planning, Monitoring and Evaluation department. To enhance objectivity in the end-term evaluations and review, the Service will incorporate external reviewer(s) to participate or undertake task. The evaluation shall determine: the extent to which the expected outputs have contributed to the achievement of the stated objectives; The extent to which the planned inputs for activity implementation have been converted into outputs; Assess the sustainability of the achievements made; Identify challenges faced and lessons learnt; and Recommend measures to overcome challenges faced.

The outcome performance indicators, baselines and targets are summarized in table 8.1 below.



Melia volkensii woodlot

Table 14: Outcome Performance Matrix

Key Result Area	Outcome	STRATEGIC OBJECTIVES	Outcome Indicator	Baseline		Target	
				Value	Year	Mid-Term Period	End-Term Period
1. Development of Forests and Tree Growing on Public, Community and Private Lands	Increase forest / tree cover	1.1 To increase the National Tree Cover from 12.13% to 21.03% in the 5-year plan period towards attainment of 30% cover by 2032;	Percentage tree cover	12.13%	2022-2023	16.68%	21.03%
		1.2 Increase the National Forest Cover from 8.83% to 10% in 5 years towards attainment of the National target of 10% cover by 2030	Percentage forest cover	8.83%	2021-2022	9.32%	10%
		1.3 Strengthen Development of Commercial Forest Plantations	The area stocked in Ha	27,000 Ha	2021-2022	13,500 Ha	27,000 Ha
2. Forest Conservation and Management	Resilient forest eco-system	2.1 Strengthen enforcement capacity in forest protection and secure corporate assets.	Area of forest protected	2.6 Ha	2021-2022	2.6 Ha	2.6Ha
		2.2 Promote governance for sustainable forest management	Number of administrative and accounting centres sustainably managed	251	2021-2022	251	251
		2.3 Reduce degradation of Mangrove ecosystems	Area of degradation restored	7,000 Ha	2021-2022	3,500 Ha	7,000 Ha
		2.4 Strengthen Nature-Based initiatives for improvement of livelihoods	Promotion of Nature Based enterprises	300	2021-2022	150	300
3. Institutional Capacity and Corporate Governance	Efficient / effective service delivery	3.1 Strengthen Institutional Effectiveness to Deliver on Mandate	Number of staff strengthened	3,900	2021-2022	7,200	8,200
		3.2 Promoting institutional operational efficiency	Percentage of efficiency	TBD	2021-2022	70%	85%
4. Partnership, Collaboration and Resource Mobilization	Adequate resource	4.1 Strengthen Collaboration, Partnership, and Linkages	Number of partnership agreements	100	2021-2022	150	200
		4.2 Strengthen Resource Mobilization Capacity of the Service	Number of resource mobilization strategy developed	0	2021-2022	1	1

8.4 Reporting Framework and Feedback Mechanism

Data capture template collection tools will be developed for use in reporting progress. The data captured will be subjected to appropriate data analysis tools and reports prepared and submitted to both the Management and the Board of Directors for policy and decision making. The reporting shall be done on monthly, quarterly, half-yearly and yearly and feedback provided as shown in the table 8.2 below.

Table 15: Reporting Framework and Feedback Mechanism

Type of Report	Responsible Office	Frequency of reporting	End-User and Feedback
Monitoring and Progress Reporting			
Quarterly Funds Receipts and Expenditures Reports	FSM, CFC & RCC	Quarterly	PMEPMD, Programme Heads
Monthly Activity Progress Reports	FSM, & CFC	Monthly	RCC, Programme Heads
Quarterly Performance Indicator Progress Report	FSM, CFC, RCC, PMEPM, Programme Heads	Quarterly	SMT, Board of Directors, MECF, National Treasury, Inspectorate of State Corporations
Intermediate Results Reporting			
<ul style="list-style-type: none"> • Annual Performance indicator Progress Reports • Mid-Term Evaluation Progress Review • Ad-hoc Performance Reviews 	CFC, RCC, PMEPM, Programme Heads	Annually & Mid-term reviews, Ad-Hoc Reviews	SMT, Board of Directors MECF, NT and ISC
End-Term Performance Evaluation Review	PMEPM, SMT, Board of Directors	End- Term of the SP	ISC, Stakeholders

The Monitoring mechanisms will be institutionalized through appointment of M&E champions with representatives from all the departments and divisions who will be responsible for preparing regular departmental status progress reports. The PMEPM will coordinate and spearhead the collection and analysis of the data, prepare the corporate quarterly implementation status progress reports for presentation for the Board of Directors.

To facilitate reporting on performance, Planning, Monitoring & Evaluation and Performance Management Department (PMEPM) will develop data collection templates for use by the heads of departments and divisions. The departments

and divisions will be required to submit the respective quarterly and annual reports to the PMEPM for consolidation and preparation of corporate report. Each of the reports shall contain the following elements: Achievements against the planned targets; Performance levels against the budget; Causes of any delays in the implementation of actions under respective strategies; Actions or resources required to remedy delays stated if any; and Any proposals for revisions of the strategies.

The effective implementation of this strategic plan provides an opportunity for learning and growth in meeting the expectations of the stakeholders and fulfilment of the mandate of Kenya Forest Service. At every stage of monitoring, evaluation and reporting, the

PMEPMD will endeavour to document key challenges encountered and lessons learnt in implementing the planned activities. To enhance learning, the Service will undertake;

- i. Monthly Review Meetings at the departmental levels will be scheduled to ensure implementation is on track;
- ii. Quarterly Review Meetings at the Board and Departmental levels will be scheduled to obtain and give feedback on the pertinent performance indicators;

- iii. The overall oversight of the Strategic Plan and its implementation is a critical role of the Board of Directors. Therefore, progress reporting will be an agenda item in all quarterly meetings of the Board; and

- iv. A Strategy Review Workshop will be held annually to evaluate the impact of operational plans at both operational and strategic levels.



Gathiuru Ranger's Camp

ANNEXES: REPORTING AND MORNITORING TEMPLATES
 Table 8. 4.1: Quarterly Progress Reporting Template

KENYA FOREST SERVICE
 QUARTERLY PROGRESS REPORT

QUARTER ENDING.....

Expected output	Output indicator	Annual Target	Quarter for Year		Cumulative to Date		Remarks	Corrective Intervention
			Target(B)	Target(C)	variance (C-B)	Target (E)		

Table 8. 4.2: Annual Progress Reporting Template

KENYA FOREST SERVICE
 ANNUAL PROGRESS REPORT

YEAR ENDING.....

Expected output	Output indicator	Annual Target	Quarter for Year		Cumulative to Date		Remarks	Corrective Intervention
			Target(B)	Target(C)	variance (C-B)	Target (E)		

Table 8.4.3: Evaluation Reporting Template

Key Result Area	Outcome	Outcome Indicator	Baseline		Mid-Term Evaluation		End of plan Period Evaluation		Remarks	Corrective Intervention
			Value	Year	Target	Achievement	Target(F)	Achievement		
KRA 1										
KRA 2										
KRA 3										



Fire management equipment

The team that steered the development process of this Strategic Plan 2023-2027 was directed by Chief Conservator of Forests Mr A.L Lemarkoko EBS, "ndc" (K). It constituted Madam Charity Munyasia OGW, "ndc" (K) (Team Leader), Mrs Lucy Kiboi, Mr. M.C.O. Ogilo, Mr. Abraham Wata, Madam Nafasi Mfahaya, Mr. Anthony Tabot, Mr. Julius Ekuwam, Mr. Ambrose Gega and Meymuna Gedow. Mr. Charles Ngunjiri provided editorial and document design support



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