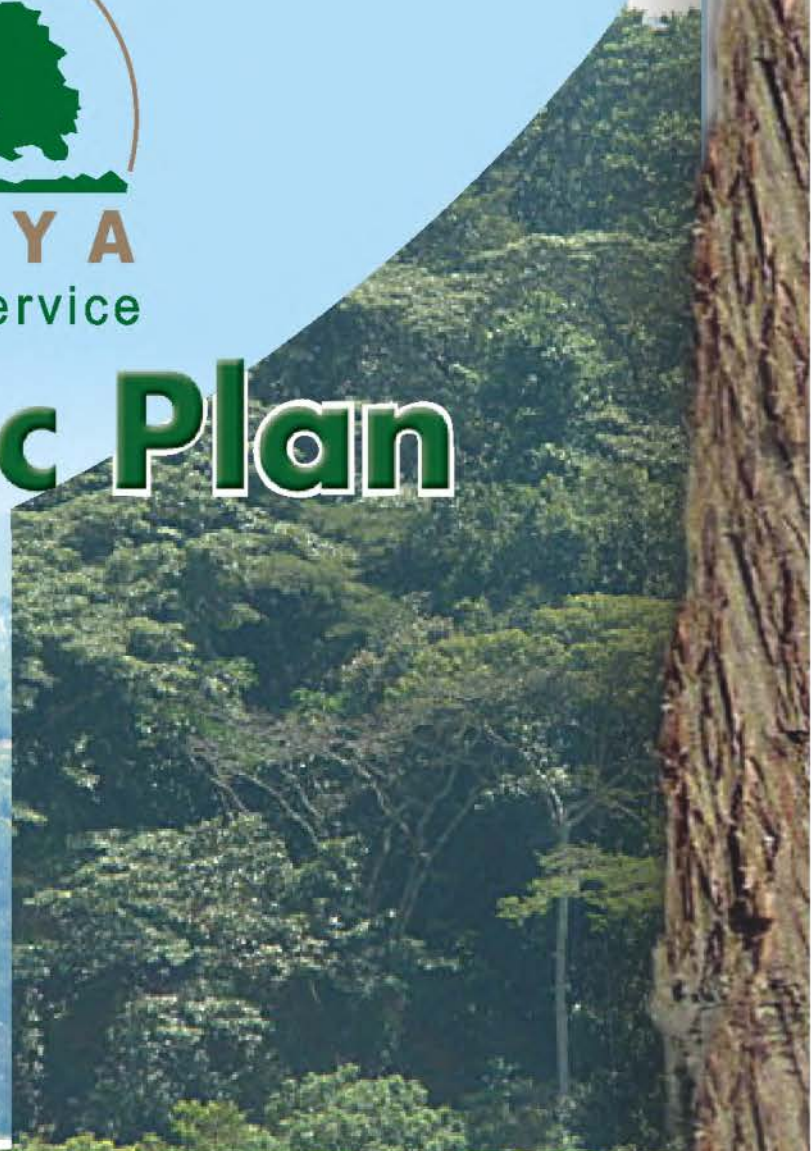




**K E N Y A**  
Forest Service

# Strategic Plan



**2009/10 - 2013/14**

**Trees for better lives**

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## List of Abbreviations & Acronyms

AG	Attorney General
ASALs	Arid and Semi Arid Lands
CAPs	Community Action Plans
CBO	Community Based Organizations
CSO	Civil Society Organizations
DTC	Departmental Technical Committee
ERS	Economic Recovery Strategy
FCC	Forest Conservancy Committee
FD	Forest Department
FG	Forest Guard
FM & C	Forest Management and Conservation
GDP	Gross Domestic Product
Ha	Hectare
HIV/AIDS	Human Immune Deficiency Syndrome.
HQ	Headquarters
ICT	Information Communication Technology
JICA	Japan International Cooperation Agency
KAFU	Kenya Association of Forest Users
KEBS	Kenya Bureau of Standards
KFC	Kenya Forestry College (Londiani)
KFS	Kenya Forest Service
KIFCON	Kenya Indigenous Forest Conservation Project
MEA	Multilateral Environmental Agreement
M&E	Monitoring and Evaluation
NGO	Non Governmental Organizations
NRM	Natural Resource Management
NWFP	Non - Wood Forest Products
OP	Office of the President
P&D	Planning and Development
SO	Strategic Objectives
SWOT	Strength, Weaknesses, Opportunities and Threats
TNA	Training Needs Assessment
WWF	World Wide Fund for Nature
YR	Year
UNFF	United Nations Forum on Forest

**Biodiversity:** Means the variability among living organisms from all sources including the ecological complexes of which they are a part and the diversity within and among species, and ecosystems.

**Indigenous Forest:** Means a forest which has come about by natural regeneration of trees primarily native, and includes mangrove and bamboo forests.

**Plantation Forest:** Means a forest that has been established through afforestation or reforestation for commercial purposes.

**Forest Produce:** Include bark, animal droppings, beeswax, canes, charcoal, creepers, earth, fibre, firewood, frankincense, fruit, galls, grass, gum, honey, leaves, flowers, limestone, moss, murrum, myrrh, peat, plants, reeds, resin, rushes, rubber, sap, seeds, spices, stones, timber, trees, water, wax, withies, and such other things as may be declared by the Minister to be forest produce for the purposes of Forests Act 2005.

**Local Authority Forests:** Any forest situated on trust land which has been set aside as a forest by a local authority pursuant to the provisions of the Trust Lands Act; any arboretum, recreational park, or mini forest created under section 30 of the Forests Act 2005; any forest established as a local authority forest in accordance with the provisions of section 24 of the Forests Act 2005.

**Farm Forestry:** Means the practice of managing trees on farms whether singly, in rows, lines, boundaries, or in woodlots or private forests.

**Forest community:** Means a group of persons who have traditional associations with a forest for purposes of livelihood, culture or religion; are registered as an association or other organisation engaged in forest conservation.

**Forest Conservancy Area:** Means an area established by the Board under section 13 of the Forests Act 2005, Kenya gazette Supplement No.88 (Acts No.7)

**Ecotourism:** IUCN-The World Conservation Union defines ecotourism as '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 a low visitor impact and provide for beneficially active socio-involvement of local peoples'.

**Forest:** Constitutes land area with trees more than 0.1 ha, crown cover of at least 30% and where trees have a height of more than 2 m.

**Stake holder:** Can be individuals, groups (local, national or international non-governmental organizations) or agencies (government line agencies, regulatory agencies,) and the private sector (business people, domestic/national, joint venture, small to large enterprises), who play a role or have an interest in the outcomes of a particular situation or initiative.

**Sustainable Development:** The concept of sustainable development has gained increasing acceptance worldwide as the framework for the definition of economic policies. As defined by Brundtland report 'sustainable development' seeks to satisfy the necessities of present generations without compromising the ability of future generations to attain their own development needs (WCED, 1987). In operational terms, sustainable development is a process of change in which the exploitation of resources, the flows of investment practices, and technological development as well as institutional change, work in harmony and improve the current potential and future potential to satisfy human needs.

**Sustainable use:** In relation to a forest, means the use of the forest and any of its natural resources in a manner and to an extent which does not compromise the capacity of the forest and its use by future generations, and does not degrade the carrying capacity of supporting ecosystems.

**Woodland:** Means an open stand of trees of 10 to 30 of tree canopy cover and trees growing to 2m tall which has come about by natural regeneration.

**Private Forest:** Refers to any forest owned privately by an individual, institution or body corporate.

**Catchments Area:** Means any land area drained by a river, stream, or fixed body of water and its tributaries having a common source of surface run-off.

**Un-Alienated Government Land:** Means land for the time being vested in the Government which: Is not the subject of any conveyance, lease or occupation license from the Government; Has not been dedicated or set aside for the use of the public, and includes out-pans and has not been declared to be a state forest.



**Prof. Eric Koech**  
Chairman, KFS Board


To achieve our vision of becoming a leading organization of excellence in sustainable forest management and conservation, we the Kenya Forest Service (KFS) community must work jointly with other stakeholders. This strategic plan will provide us with the roadmap upon which we will endeavour to provide for the establishment, development and sustainable management, including conservation and rational utilization of forest resources for the socio-economic development of the country. This Strategic Plan sets out KFS vision, mission, goals and objective for the period 2009 - 2014 to ensure achievement of the forestry sector policy objectives which are to,

- i. Contribute to poverty reduction, employment creation and improvement of livelihoods through sustainable use, conservation and management of forests and trees.
- ii. Contribute to sustainable land use through soil, water and biodiversity conservation, and tree planting through the sustainable management of forests and trees;
- iii. Promote the participation of the private sector, communities and other stakeholders in forest management to conserve water catchments areas, create employment, reduce poverty and ensure the sustainability of the forest sector;
- iv. Promote farm forestry to produce timber, fuelwood and other forest products;
- v. Promote dry land forestry to produce wood fuel and to supply wood and non-wood forest products;
- vi. Promote forest extension to enable farmers and other forest stakeholders to benefit from forest management approaches and technologies and;
- vii. Promote forest research, training and education to ensure a vibrant forest sector.

The formulation of this strategic plan is also guided by the Forests Act No. 7 of 2005, the Vision 2030, the 1<sup>st</sup> Medium Term Plan, Millennium Development Goals, Agenda 21 and Multilateral Environmental Agreements (MEAs).

The plan is the result of a participatory and consultative process of internal and external interactions. KFS will undertake necessary measures in order to effectively and efficiently deliver on its mandate while taking cognizance of the virtues of continuous consultation with all key stakeholders. This is because it is only through prudent implementation of agreed policies that the sustainable development can be realized.

I encourage all the KFS stakeholders to closely monitor the developments taking place in the forestry sector as we continue to implement the plan. With our dedicated and talented staff I am confident that KFS will distinguish itself in these challenging and exciting times. Our mission of enhancing conservation and sustainable management and utilization of forests and allied resources for environmental stability and socio-economic development is achievable. As provided for in this plan, KFS will provide services to protect, maintain and expand Kenyan forests in a way that ensures productivity, sustainability and profitability of natural resource base for the benefit of all Kenyans.



**CHAIRMAN**  
**KENYA FOREST SERVICE BOARD**



**Mr. D.K. Mbugua**  
Director, KFS

The forestry sector makes significant contribution to the country's economic as well as socio-cultural development. This contribution stems from the multiplicity of functions that forests and allied resources play in an economy. These are conservation of biological diversity, serve as critical water catchments, conserve soil and prevent soil erosion in addition to mitigating climate change and supporting major habitats for wildlife. They also provide wood as well as non-wood products to support national development.

The forest sector contributes both tangible and intangible benefits of enormous proportions to the Kenya society. While the latter have not been quantified, the sector contributes in excess of Kshs. 20 billion worth of goods to the economy annually and employs 50,000 people directly and another 300,000 indirectly. In addition, over 1 million households living within a radius of 5 Kms from the forest reserves depend on forests for a variety of products and services.

Full realization of the above benefits has been faced with a myriad of challenges. These include increasing demand for forest products and services, competition with other land uses, poor governance in natural resource management and administration and low financial resource provision. Low level of industrial investment in modern technology and under-valuation of forest resources have further impacted on the ability of the sector to substantially contribute to economic growth. During this plan period, KFS intends to institute appropriate institutional reforms and to implement core forestry programmes with the objective of enhancing the management of forest resources.

The development of this plan has been informed by the desire for the application of best practices in forest management, promotion of good governance through the articulation of policy goal and objectives, the provisions of the Forests Act 2005 and other relevant laws and policies. Implementation of this plan calls for effective coordination and active participation of stakeholders at all levels. Over the plan period, this strategic plan will inform the development of annual work plans, programme budgeting and performance contracting.

My sincere thanks goes to the KFS Board, the staff of KFS, friends of the Service and other stakeholders who have contributed to laying a good foundation for this plan. Your commitment and dedication are highly appreciated.

As we implement this plan, we certainly appreciate that the document provides us with the opportunity to promote the greater good of KFS and by extension the good of the Kenyan people as envisaged in the Kenya Vision 2030. Its successful implementation calls for extensive support at all levels of the Service. I am confident that our commitment and joint efforts to actualize the contents of this strategic plan will take us to the level we have planned for the country. I look forward to working with all of you.

A handwritten signature in black ink, appearing to read 'Mbugua', with a horizontal line underneath.

**DIRECTOR**  
**KENYA FOREST SERVICE**

K

Kenya Forest Service (KFS) has developed this strategic plan to enhance management of forest resources in the country. This plan outlines the organisation's direction and priorities, and guides the management to make decisions regarding the allocation of resources. By implementing this plan, KFS anticipates to renew its commitments to its key stakeholders so as to achieve its mandate.

The plan is organised into six chapters as follows: Chapter one provides a background with a historical narration on forestry, policy and legal environment in the sector; mandate, vision and core values. Chapter two provides the situational analysis on extent of forest areas and importance, analysis of key issues and challenges, institutional arrangements of the Service, stakeholder analysis, SWOT analysis, administration and management of KFS; Chapter three spells out the strategic objectives. Chapter four provides detailed programme outcomes, outputs and their indicators in addition to the five year activity targets. Chapter five captures resource mobilisation for the plan implementation while chapter six captures the monitoring and evaluation arrangements for the plan.

The Service, being a new organisation, has the desire to define a clear direction in terms of programme development, securing of all relevant human capital and acceleration of all reform initiatives to stabilise the sector. The strategic planning has also been informed by other factors prevailing in the forest sector. These include the desire to systematise management of forests, trees on farmlands and in the drylands in an effort to better provide the country with forestry goods and services. The plan recognises that over the last two decades, forests have been under constant threat from clearing for agricultural expansion, settlements, forest fires and unsustainable extraction of timber and other products particularly charcoal. In addition, the increasing demand for forest goods and services to match the increasing population calls for improved productivity of the forests through improved technologies and provision of alternative livelihood means among the largely rural Kenyan population. Service delivery shall be geared towards identification and promotion of viable forests based enterprises to drive forest conservation and management.

In current times, forest management must be seen through the wider prism of community and private sector participation, application of modern technology, creation of partnerships, resource mobilisation from non-traditional sources and a greater emphasis of cross sectoral coordination. For the sector to perform, adequate resources must be deliberately allocated to support programme implementation.

In current times, forest management must be seen through the wider prism of community and private sector participation, application of modern technology, creation of partnerships, resource mobilisation from non-traditional sources and a greater emphasis of cross sectoral coordination. For the sector to perform, adequate resources must be deliberately allocated to support programme implementation.

The strategic plan has been aligned to the legislative framework and policies on forestry contained in key documents and relevant legislation including, Sessional Paper No. 6 on Environment and Development (1999), the Forests Act (2005), Sessional Paper No. I of 1968 on Forest Policy, the draft forest policy (2007), the National Environmental Action Plan, NEAP-1994, The Vision 2030 and The first Medium Term Plan 2008-2012

The process of preparing this strategic plan was consultative. Stakeholders were facilitated to identify challenges inhibiting full realization of benefits from forest resources, suggest initiatives to overcome the challenges and provide indicative development investments.

### **The Plan Identifies Six Strategic Objectives including,**

1. To intensify conservation and sustainable management of strategic forest resources for environmental protection and economic growth.
2. To maintain and enhance productivity of industrial forest plantations and increase efficiency in wood utilization for wealth and employment creation.

3. To promote forest extension on farm and dry lands to increase tree cover for sustained timber, wood fuel, non-wood forest products and environmental conservation.
4. To develop and disseminate technologies in forest management, on-farm tree planting, forest utilization and forest information system.
5. To enhance revenue generation through sustainable forest based industries, ecotourism and payment for environmental services.
6. To improve institutional capacity and infrastructure through investment, collaboration, training and development.

To implement this plan, the Service will require human, financial and other resources. Financial resources will be sourced from the government, internal funds generated by the Service, external sources and resources available from the forest management and conservation fund (FMCF).

The total budget for the period 2009/10 - 2013/14 is estimated at **KSh 25.542 billion** of which **Ksh 3.059 billion** is expected to be spent in the first year 2009/10 of the plan.



### 1.1 BACKGROUND

#### 1.1.1 Historical Development of Forestry in Kenya

The first forest legislation was done in 1891 and dealt with the protection of mangrove swamps of Vanga Bay. It was later extended to protect mangroves throughout the coast in 1900. In 1897, the Ukamba Woods and Forests Regulations were published with amendments in 1900 and 1901. In July 1902, the East Africa Forestry Regulations (1902) were published as Forest Ordinance and made a provision for “demarcated forests” with the object of giving greater security to the forest estate. 1941 Forests Ordinance, a revision and expansion of the 1911 Ordinance, provided for the creation of nature reserves within forest reserves. It also provided for Forest Guards' terms of Service to be controlled by rules under the Forest Ordinance instead of by a separate legislation. 1949 and 1954 amending Ordinances made alterations to fit in with constitutional changes taking place in the Kenya Colony. For the first time responsibility for forestry was transferred from the Governor, to a member of the Legislative Council and in 1954 to a Minister.

The Forests Act Chapter 385 of 1964 amended the Forests Ordinance of 1954 and made provision for the establishment, control and regulation of central forests and forest areas in Nairobi and on un-alienated government land.

Survey work of the large forest blocks began in 1908 with 356,902 Ha formally described and reserved by the beginning of the First World War. Survey work was however interrupted by the war and work on smaller and less accessible areas was not completed until the early 1930s by which time 1,246,308 Ha had been surveyed and gazetted and a further 70,448 Ha was ready and awaiting gazettelement.

On the policy front, the origins of a formally declared forest policy is traceable to the 6<sup>th</sup> Commonwealth Forestry Congress in Ottawa in 1952 where a forest policy committee was formed and which recommended that each country formulate and implement its policy. Kenya followed this recommendation and published the White Paper No. 1 of 1957. After independence, this paper was modified and adopted, restated and published as Sessional Paper No. 1 of 1968

#### 1.1.2 Policy and Legal Environment

The Kenya Forest Service, a body corporate, was created under the Forests Act No. 7 2005. Its operations are informed by this law which commenced in February 2007, the draft Forest Policy, the Kenya Forestry Master Plan (KFMP) and the Environment Management and Co-ordination Act (1999). The Service is also bound by other statutes related to natural resource management in Kenya and international conventions to which the country is a party.

The Forests Act (2005) and the draft Forestry Policy, have their origins from the KFMP which proposed far reaching measures to support forestry development in Kenya. The Act, whose key thrust is the creation of strong forests governance institutions, also expands the mandate for forestry development to cover all forests on state, local authority and private lands, which is a major departure from the previous law which was only active on matters of state forests.

To support and guide forestry development, the forest policy sets out core programmes on natural forest conservation and management, farm forestry, dryland forestry and industrial forest plantations development. In addition the participation of key stakeholders, the private sector and communities in forest management is recognised as vital to supporting government efforts.

The provisions of the Vision 2030 and the 1<sup>st</sup> medium term plan (2008 - 2012) are explicit on matters of forestry development especially with regard to the conservation and protection of five water towers, and the supportive role of forests to the other sectors of the economy, particularly sustainable agriculture.

This strategic plan is also informed by Kenya's commitment to regional and global agreements, protocols and initiatives. Some of the relevant initiatives include the New Partnership for Africa Development (NEPAD) and the Millennium Development Goals (MDGs). This plan recognizes other international and multilateral agreements and regional initiatives.

## **1.2. MANDATE, VISION, MISSION AND CORE VALUES**

### **Mandate**

To conserve, develop and sustainably manage forestry resources.

### **Vision Statement**

To be a leading organization of excellence in sustainable forest management and conservation globally.

### **Mission Statement**

To enhance conservation through sustainable management and utilization of forest and allied resources for environmental stability and Socio economic development.

### **Value Statement**

We provide services to protect, maintain and expand Kenyan forests to ensure productivity, sustainability and profitability of natural resource base for the benefit of all Kenyans

### **Core Values and Behaviours**

Kenya Forest Service will be guided by the following values:-

#### **(a) *Scientific principles and professionalism***

These shall be upheld with strict adherence to forestry science and best management practices.

- Competence.
- Adherence to best scientific practices.
- Application of scientific findings.
- Stay current on forestry information, generate knowledge and share with others.

#### **(b) *Integrity and ethics***

This shall guide the conduct of daily business on the basis of accountability and transparency.

- Honesty and truthfulness
- Transparency
- Openness
- Accountability
- Zero tolerance to corruption
- Commitment to service delivery
- Disclosure of interest
- Efficiency and effectiveness

#### **(d) Team work**

This will be fostered to facilitate collective decision making and shared vision.

- Participation
- Exchange/information sharing
- Mutual support
- Collective responsibility
- Mentoring
- Open communication

#### **(e) Prudent management of resources**

This shall guide the management of resources with the main focus being on cost effectiveness and efficiency.

- Cutting/reducing un-necessary expenditure
- Adherence to principles of good management
- Embrace modern technology
- Embrace positive change e.g attitude, culture, open door policy and customer appreciation
- Timely provision of resources
- Adherence to resource allocations policies and procedures
- Specific, Measurable, Achievable, Realistic and time bound

#### **(f) Gender and equity**

These will be pursued through affirmative action, fairness and sensitivity to gender.

- Adherence to prevailing Employment Act, government policies and legislations
- Affirmative action
- Respect the rights of either sex
- No sexual harassment, assault, manipulative behaviour, power and coercion
- Equal opportunities
- Fairness and sensitivity to gender.

#### **(g) Pursuit of meritocracy, creativity and innovation**

This will be encouraged and rewarded for pursuit of excellence and self actualisation.

- Recognition and appreciation of exemplary performance
- Adherence to laid down provisions for employment, reward and promotion
- Promotion of innovations and creativity
- Mentoring to promote creativity



### 2.1 Extent of Forest Areas

FAO has provided parameters within which forests should be defined as follows: Tree crown cover of between 10 to 30%; tree height of 2 metres and above; land area of more than 0.1 Ha. Following these parametric limits, Kenya has defined a forest to constitute forested land area where crown cover is 30% or more, trees grow to 2 metres and above and a minimum land area of 0.1 Ha.

Kenya has 3.456 million ha of forest cover which is equivalent to 5.9% of land area. Out of this, 1.406 million ha or 2.4% of total land area comprises of indigenous closed canopy forests, mangroves and plantations in both public and private lands. Table 1 below provides the forest cover types in Kenya as reported in Forest Resource Assessment (FRA) 2010 country report.

**Table 1: Forest Cover Analysis**

Category of forest cover type	Area ('000 Ha)				Remarks
	1990	2000	2005	2008	
1. Indigenous closed canopy	1,240	1,190	1,165	1,165	Decreased forest cover (25,000 Ha) in 2005-08 period is due to forest invasions in Cherangany, Mau, Samburu
2. Mangroves	54	54	54	54	Kilifi, Malindi, Lamu coastal areas
3. Industrial plantation forests	170	134	119	107	This is in addition to 16,000 Ha of unplanted designated areas
4. Private plantation forests	68	78	83	90	Increasing trend due to accelerated commercial planting by private sector and farmers
<b>Sub-total closed canopy forests</b>	<b>1,532</b>	<b>1,456</b>	<b>1,421</b>	<b>1,406</b>	<b>2.4% of land area</b>
5. Woodlands	2,150	2,100	2,075	2,050	Spread mainly in the ASALs
<b>Sub-total of forest areas</b>	<b>3,682</b>	<b>3,556</b>	<b>3,496</b>	<b>3,456</b>	<b>5.9% of land area</b>
6. Bush-lands	24,800	24,635	24,570	24,510	In ASALs, high and medium rainfall areas
7. Grasslands	10,730	10,485	10,350	10,350	Mainly the savannah
8. Settlements	8,256	8,192	8,152	8,202	
9. Trees on farmlands	9,420	10,020	10,320	10,385	Mainly in high and medium rainfall areas
10. Inland water bodies	1,123	1,123	1,123	1,123	
<b>Total Land Area, Kenya</b>	<b>58,037</b>	<b>58,037</b>	<b>58,037</b>	<b>58,037</b>	<b>100%</b>

Table 1 also indicates that Kenya has 10.385 million ha with trees on farmlands. It is estimated that the farmlands have wood stocking of about 9.7 m<sup>3</sup>/ha. The bushlands cover 24.5 million ha and together with the woodlands are major sources of wood biomass in Kenya.

## 2.2 Importance of forests

Forests rank high as one of the most important national assets in terms of economic, environmental, social and cultural values. They conserve biological diversity, serve as critical water catchments, conserve soil and prevent soil erosion in addition to mitigating climate change and supporting major habitats for wildlife. They also provide utility products such as timber, poles, fuel, food, fodder, wood and pulp-wood. Forests provide a variety of non-wood products such as resin, honey and medicine in addition to enhancing landscape beauty.

The industrial forest component is instrumental in maximising wood production to service the growing construction and manufacturing sectors while reducing the pressure on the indigenous forests for the supply of wood. Fast growing species mainly cypresses, pines and eucalyptus, with an average growing period of 20 years are the main tree types.

## 2.3 Forests sector contribution to national economy

The Forest sector contributes both tangible and intangible benefits of enormous proportions to the Kenyan society. While the intangible benefits have not been adequately quantified, the sector contributes in excess of **KSh 20 billion** worth of goods to the economy annually and employs over **50,000 people** directly and another **300,000** indirectly. In addition, over **1 million households** living within a radius of five kilometers from the forest reserves depend on forests for cultivation, grazing, fishing, food, fuel wood, honey, herbal medicine, water and other benefits. Despite this importance, the forests are under tremendous pressure from a growing population and therefore innovative strategies are required to support their sustainable management.

## 2.4 National wood consumption

With an annual per capita wood consumption of **1 m<sup>3</sup>**, the current demand stands at **37 million m<sup>3</sup>**. However, the estimated sustainable wood supply is about **30 million m<sup>3</sup>** thus creating a deficit of **7 million m<sup>3</sup>**. Any projected increase in forest cover can only be realized after satisfying this huge internal demand.

## 2.5 Analysis of Key Issues and Challenges

The forest sector in Kenya faces multiple challenges most of which emanate from over reliance on the land and land resources for livelihoods among the largely rural Kenyan population. Some of the key challenges include,



- (i) Bridging the gap between production and consumption of forest products particularly timber. Currently, the annual sustainable yield stands at **30 million m<sup>3</sup>**. However, the demand stands at **37 million m<sup>3</sup>**. Therefore, there is a deficit of **7 million m<sup>3</sup>** which manifests in decreasing forest cover, fuel-wood shortage, reduced river flows, increased soil and water erosion, and forest and land degradation. It is important to note that over 70% of national energy demand is met by fuelwood. In the rural areas, dependence on fuelwood for cooking and lighting is almost total.
- (ii) To bridge the gap between the current production and consumption, KFS needs to develop strategies that ensure that a minimum of **100 million** seedlings are produced and planted per year.
- (iii) Pressure for conversion of forest land to other land uses; forest encroachments; charcoal production; poverty and lack of alternative livelihoods among the largely rural Kenyan population; forest fires; the long term nature of forestry investment which has tended to discourage land owners from investing in forestry; lack of recognition and appreciation at the macro level on the extent to which forestry contributes to national development through soil and water conservation, support to the industrial and energy sectors and other primary sectors; over dependence on wood-fuel to meet the national energy budget and lack of affordable alternatives.
- (iv) Inadequacies of land, forest and environment policies which have constrained sustainable management of forest resources,
- (v) Inadequate information on the status of forest resources in terms of quality, quantity and trends on growth and yield to support forest management planning.
- (vi) Inadequate financial allocation to meet The Vision 2030 targets and to support ongoing reforms including drafting of forest rules and regulations, staff recruitment and programme support ,
- (vii) Conflict of interests and priorities in the conservation and management of natural forests among the various stakeholders including: Increasing threats to habitats and species through loss; fragmentation and disturbance and management of trans-boundary natural forest resources; repossession of illegally/irregularly allocated forest lands.

## 2.6 Forestry flagships and initiatives in Vision 2030

Vision 2030 emphasizes the need to conserve strategic natural resources in a sustainable manner without compromising economic growth. The flagships for the forestry sector include,

- (i) Conservation and management of the water towers (Mt. Kenya, Aberdares, Mt. Elgon, Cherangany, Mau complex) for supply of environmental goods and services and support to other sectors of the economy particularly agriculture, water and tourism.
- (ii) Increasing forest cover to 4% by 2012 and to 10% by 2030. Tree growing and management in the farmlands and in the dryland will contribute to achievement of the targets as well as assist in controlling desertification and improvement of livelihoods.
- (iii) Bamboo development for poverty alleviation and environmental conservation, forests plantation development, commercialisation of non-wood forest products as well as management and control of the invasive *Prosopis juliflora* (mathenge) are other key undertakings assigned to the forestry sector.

These flagship programmes augment other activities spread across the other pillars of Vision 2030.

## 2.7 Strategic Approaches

To sustain management of forests, Kenya Forest Service will adopt an integrated approach namely, ecological, economical and social.

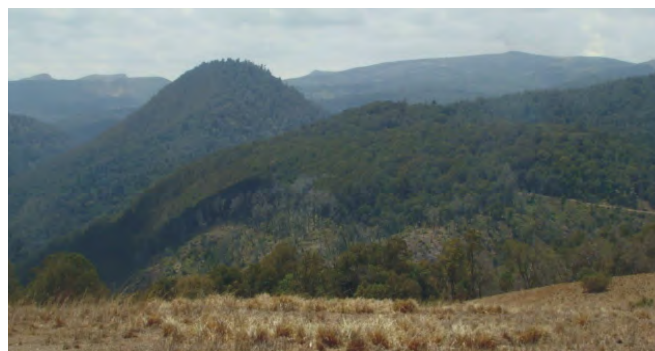
- a. **Ecological approach** - improving the conservation and management of forest resources so as to contribute to sustainable national and local development, proper use of the land and conservation of biodiversity and ecosystem services.
- b. **Economic approach** - Realizing the full potential and productivity of forestry resources and trees on farm in economic development and contribute to employment creation, income earning, and poverty reduction. Kenya Forest Service will put emphasize on the roles the community and private sector can play in managing forest resources effectively,
- c. **Social approach** - Effective sustainable management of forests can enhance alleviation of poverty and empower local communities to take more responsibility for management and sustainable use of forest resources.

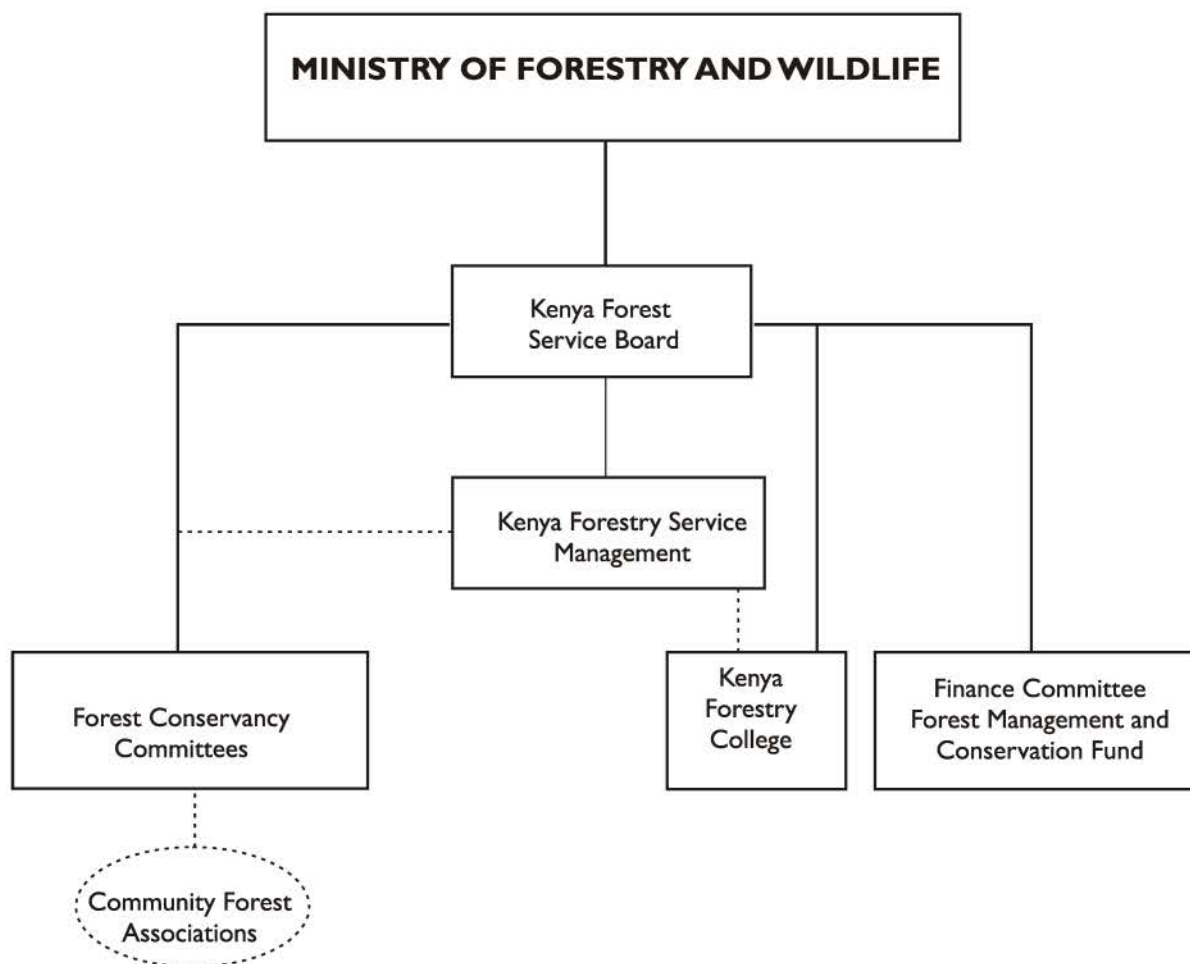
## 2.8 Institutional Arrangements

Kenya Forest Service is a semi-autonomous agency within the Ministry of Forestry and Wildlife. It is responsible for the implementation of Forest Act of 2005 which provides for the establishment, development and sustainable management, including conservation and rational utilisation of forest resources for the socio-economic development. This mandate will be executed through the following institutions:

- (i) The Board of Kenya Forest Service
- (ii) Kenya Forest Service Management
- (iii) Forest Conservancy Committees
- (iv) Finance Committee
- (v) Kenya Forestry College
- (vi) Community Forest Associations

The relationships of the above institutions are Indicated in Figure I.





**Figure 1: Institutions of KFS**

## 2.9 Stakeholder Analysis

The KFS, like its predecessor the Forest Department, will link with key stakeholders to promote forestry development. It will play a cross cutting role over several sectors of the economy. These linkages are expected to foster partnerships for the overall efficient management and administration of the forestry sector. In developing this Strategic Plan, analysis of both internal and external stakeholders was done. The analysis is presented in table 2.



**Table 2: Stakeholder Analysis**

Category	Stakeholder	Role and responsibilities
Internal stakeholders	KFS staff	<ul style="list-style-type: none"> <li>Responsible for articulation, programme planning and implementation of the Forest Act and policy</li> </ul>
	Ministry of Forestry and Wildlife	<ul style="list-style-type: none"> <li>To provide policy direction</li> <li>Facilitate smooth running of KFS</li> </ul>
	KFS Board of Management	<ul style="list-style-type: none"> <li>Provide overall direction to KFS</li> </ul>
	Forest Conservancy Committees	<ul style="list-style-type: none"> <li>Oversee proper and efficient management of Forests in their areas of jurisdiction.</li> </ul>
	Finance Committee	<ul style="list-style-type: none"> <li>Administration of the Forest Management and Conservation Fund(FMCF)</li> </ul>
	Kenya Forestry College	<ul style="list-style-type: none"> <li>Human resource development</li> </ul>
External stakeholders	Local Authorities	<ul style="list-style-type: none"> <li>Management of Local Authority Forests</li> </ul>
	Development partners	<ul style="list-style-type: none"> <li>Programme and technical support</li> </ul>
	Forest Industries	<ul style="list-style-type: none"> <li>Utilisation of forest resources</li> </ul>
	Private sector	<ul style="list-style-type: none"> <li>Resource mobilisation</li> <li>Management of private Forests</li> </ul>
	Regional Bodies	<ul style="list-style-type: none"> <li>Cross border resource management</li> <li>Policy harmonisation</li> <li>Resource mobilisation</li> </ul>
	Research/ Education institutions	<ul style="list-style-type: none"> <li>Collaboration in forest research</li> <li>Dissemination of research findings</li> <li>Human resource development</li> </ul>
	Conservation Bodies	<ul style="list-style-type: none"> <li>Resource mobilization</li> <li>Technical assistance</li> </ul>
	Relevant Government Ministries and Departments	<ul style="list-style-type: none"> <li>Collaboration in natural resource management</li> <li>Policy coordination</li> <li>Resource mobilization</li> <li>Conflict management in NRM</li> </ul>
	NGO/CSO	<ul style="list-style-type: none"> <li>Awareness creation on forest conservation</li> <li>Resource mobilization</li> <li>Capacity building</li> </ul>
	Professional Societies	<ul style="list-style-type: none"> <li>Education</li> <li>Advocacy</li> <li>Ethics</li> </ul>
	Financial Institutions	<ul style="list-style-type: none"> <li>Provide financial resources for forestry development</li> </ul>
	Farmers/pastoralists/ Communities/CBO	<ul style="list-style-type: none"> <li>Co-management of forests</li> </ul>
	Media	<ul style="list-style-type: none"> <li>Communication and publicity</li> </ul>
	Faith led institutions	<ul style="list-style-type: none"> <li>Resource mobilization</li> <li>Awareness creation</li> <li>Capacity building</li> <li>Collaboration in forest management</li> </ul>
	Opinion leaders/Politicians	<ul style="list-style-type: none"> <li>Shape public opinion</li> <li>Resource mobilisation</li> <li>Political goodwill</li> </ul>

This stakeholder analysis is at the broad institutional level and subsequently there will be need for a critical stakeholder analysis at the operational level.

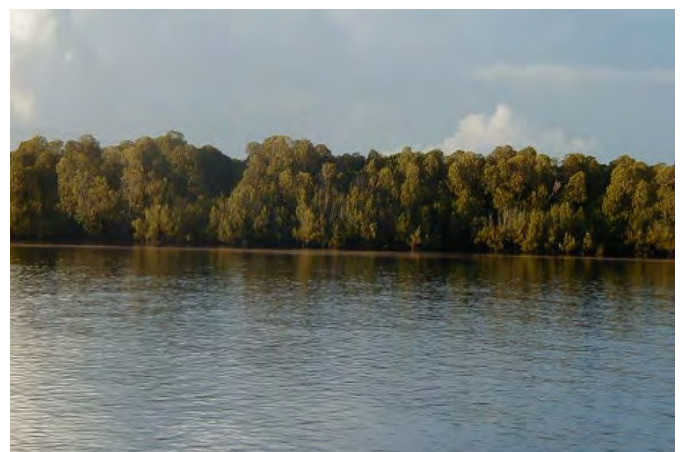
## 2.10 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Kenya Forest Service has undertaken a detailed strengths, weaknesses, opportunities and threats (SWOT) analysis of the organizational and institutional framework in the forestry sector.

The objective is to enhance understanding of issues in the internal and external environment as they affect the achievement of the overall goal. A summary of the strengths, weaknesses, opportunities and threats are as depicted in the table 3 below.

**Table 3: SWOT Analysis Matrix**

Strengths	Constraints / Weaknesses
<ul style="list-style-type: none"> <li>• Available committed, trained and experienced human resource in the field of forest conservation and management</li> <li>• Laws and regulation governing the management of forest resources have been developed</li> <li>• Semi-autonomy in decision making</li> <li>• Established KFS institutional structures</li> <li>• Capacity to generate revenue</li> <li>• Land and Forest resources rich in biodiversity</li> <li>• Strong networks and partnerships with community resource management groups and other stake holders</li> <li>• Strong foundation in participatory approaches in resource management.</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate budgetary provisions</li> <li>• Inadequate/lack of information for decision making</li> <li>• Inadequate /dilapidated infrastructure</li> <li>• Inadequate facilities and equipment</li> <li>• De-motivation of staff</li> <li>• Staff re-orientation</li> <li>• Slow pace of operationalization of the Forest Act 2005</li> <li>• Most of the foresters and forest guards have not been sensitized on the new paradigm of Participatory forest management</li> <li>• Community roles and responsibilities in forest management not clearly understood among community members</li> <li>• Inadequate production and supply of quality forest development inputs persists</li> <li>• Inadequate use of ICT in forest management</li> <li>• Under valuation of forest resources</li> <li>• Forest policy still not adopted by parliament</li> <li>• Inefficient forest industries</li> </ul>

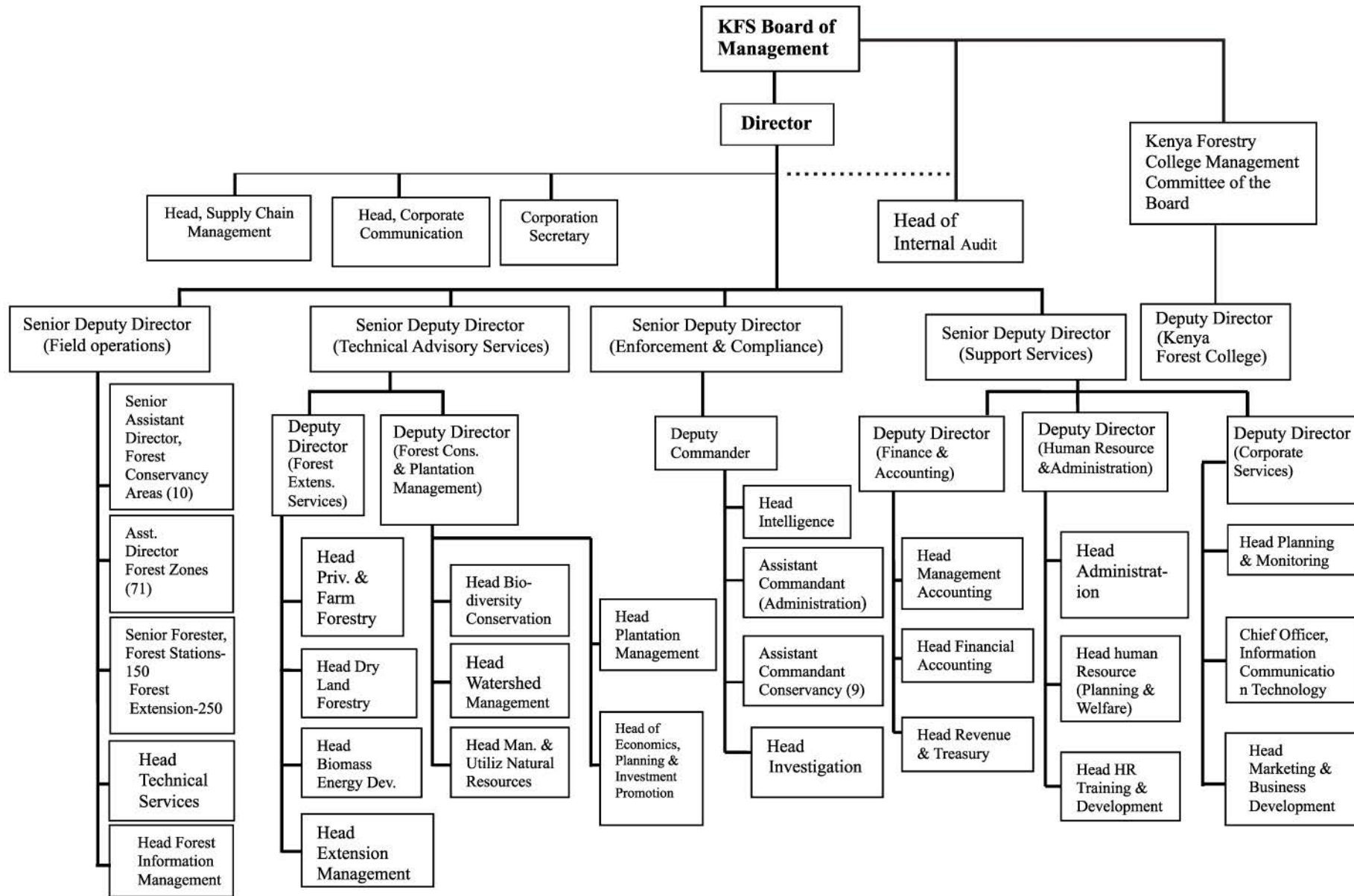


Opportunities	Threats
<ul style="list-style-type: none"> <li>• Increasing network of all partners, local grassroot NGOs and CBOs, multilateral organisations, international NGOS and the Private Sector.</li> <li>• International support to sustainable forest resource management is great through the development of strong governance systems like conventions</li> <li>• Tree planting culture. There are partners and potential roles of the communities to support forest development</li> <li>• Scope for value addition to forest products</li> <li>• Abundant labour. Forests have the capacity to absorb labour force and generate income.</li> <li>• Vast forest resources in dry lands</li> <li>• Market demand on forest products</li> <li>• Forests rich in biodiversity</li> <li>• Increasing market demand for forest products</li> <li>• Availability of appropriate technology and innovations</li> <li>• Government support</li> <li>• Potential investors in the sector</li> <li>• Availability of land for afforestation</li> <li>• Extensive network with wide range of stakeholders</li> <li>• Payment for environmental services</li> <li>• Regional/International treaties and conventions</li> <li>• Democratization and openness in the society</li> <li>• A largely aware population</li> <li>• Innovative funding mechanism (e.g REDD)</li> <li>• Renewed partner interest</li> <li>• Suitable climate for tree growing</li> </ul>	<ul style="list-style-type: none"> <li>• Conflicting Policies in Natural Resource Management</li> <li>• Forest fires, pests and diseases</li> <li>• Invasive plant species</li> <li>• Lack of land use policy</li> <li>• Political interferences</li> <li>• HIV/AIDS</li> <li>• Poverty and unemployment. People living within and around forests are poor</li> <li>• Restrictive international trading regimes.</li> <li>• Natural calamities</li> <li>• Climate change impacts</li> <li>• Competing land uses</li> <li>• Medium to long term nature of forest investments</li> <li>• Institutional conflicts and rivalry</li> <li>• Illegal extraction of forests products</li> <li>• Inefficient charcoal production</li> <li>• Selective licensing for forest operations</li> </ul>

## 2.11 Kenya Forest Service Management Structure

The Kenya Forest Service Board of Management has an oversight function over the Service. The Director, assisted by Senior Deputy Director, Deputy Directors and Senior Assistant Directors are responsible for the day to day management of the operations of the Service. The management structure is presented in figure 2, organizational structure.





**Fig 2: KFS Organisational Structure**

## 2.11 Administration and Management of KFS

The Kenya Forest Service is managed at two main levels. These are the Board and the Management with distinct functions which are provided for in the Forests Act (2005)

## 2.12 The KFS Management

The functions of KFS management as provided for in the Forests Act (2005) include among others:

- (i) Formulate for approval of the Board, policies and guidelines regarding the management, conservation and utilization of all types of forest areas in the country;
- (ii) Manage all state forests;
- (iii) Manage all provisional forests in consultation with the forest owners;
- (iv) Promote forestry education and training;
- (v) Collaborate with individuals and private and public research institutions in identifying research needs and applying research findings;
- (vi) Draw or assist in drawing up management plans for all indigenous and plantation state, local authority, provisional and private forests in collaboration with owners or lessees, as the case may be;
- (vii) Provide forest extension services by assisting forest owners, farmers and Associations in the sustainable management of forests;
- (viii) Promote the empowerment of associations and communities in the control and management of forests;
- (ix) Promote national interest in relation to international forest related conventions and principles;
- (x) Enforce the provisions of the Forests Act and any forestry or land use rules and regulations made pursuant thereto or any other written law;
- (xi) In consultation with the Attorney General, train prosecutors from among the forest officers for purposes of prosecuting court cases under the Forests Act in accordance with any other law relating to prosecution of criminal cases;

## 2.13 The KFS Board of Management

The Functions of the Board as provided for under section 6 of the Forests Act (2005) include among others to:

- (i) Ensure the efficient management of KFS;
- (ii) Consider and recommend to the Minister the establishment of state forests on un-alienated Government land and any other Government land;
- (iii) Consider and recommend to the Minister the determination and alteration of boundaries of state forests;
- (iv) Approve the policies of the Service affecting forestry practice and development;
- (v) Consider all management agreements, including the granting of management licenses for state plantation forests;

- (vi) Negotiate for financial and other incentives for the advancement of the forestry-related activities of private persons, companies, communities, non-governmental organisations and local authorities;
- (vii) Advise the Minister on all matters pertaining to the establishment, development, conservation and utilisation of forests in Kenya;

## 2.14 Divisions & Departments of the Service

KFS is organised into Divisions and Departments at the headquarters level, the Kenya Forestry College, regional ecosystem-based Conservancies and Forest Zones. The functions of Divisions and Departments are as listed below:

### a. Forest Conservation and Plantation Management Division

- (i) Implementation of collaborative forest management in the field level, support research and planning functions at Conservancy Areas, Zones and Stations,
- (ii) Rehabilitation of the degraded areas and protection of the natural resources will be the key mandate of the department,
- (iii) Provide participatory forest management services and dissemination of information to communities and other stakeholders.
- (iv) Provide technical support to all levels of the KFS operations in forest conservation and management.
- (v) Installation of plantation systems to capture restoration, replanting and other silviculture activities to enhance improvement on supply of required timber products and utilization,
- (vi) Encourage investment, commercialization, concession or privatization of forest management where deemed viable and beneficial to the KFS and the country,
- (vii) Provide participatory forest management services and dissemination of information to communities and other stakeholders.
- (viii) Provide technical support to all levels of the KFS operations in forest Plantation management.

### b. Forest Extension Services Division

- (i) Advisory services on forest management
- (ii) Promote biomass energy development and utilisation
- (iii) Forestry technology development and transfer
- (iv) Promote private and farm forestry
- (v) Promote dry land forests conservation
- (vi) Promote farmer field schools (FFS) and other participatory forest extension methodologies.

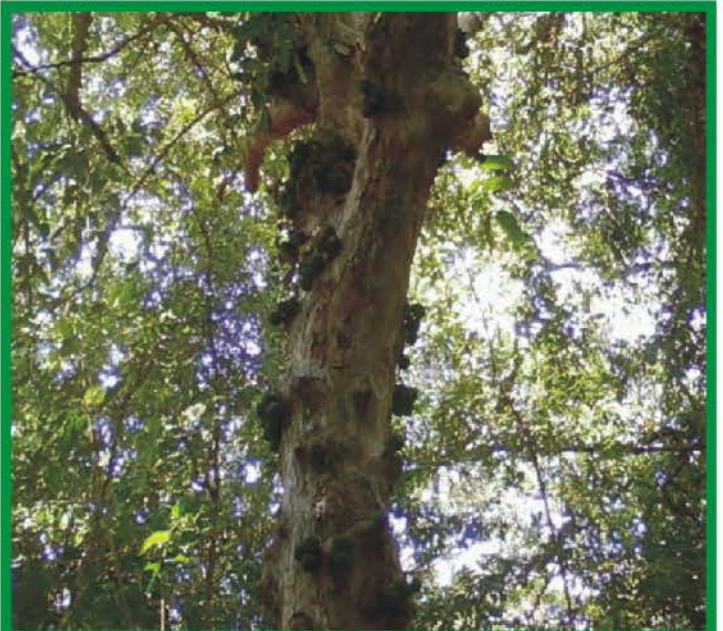
### c. Corporate Services Division

- (i) Mainstream planning, monitoring and evaluation in all forestry programmes,
- (ii) Development and implementation of business and marketing plans
- (iii) To improve productivity through research and development,
- (iv) Promote partnerships with stakeholders to create synergy and enhance resource mobilization





Red Cedar forest in Marania



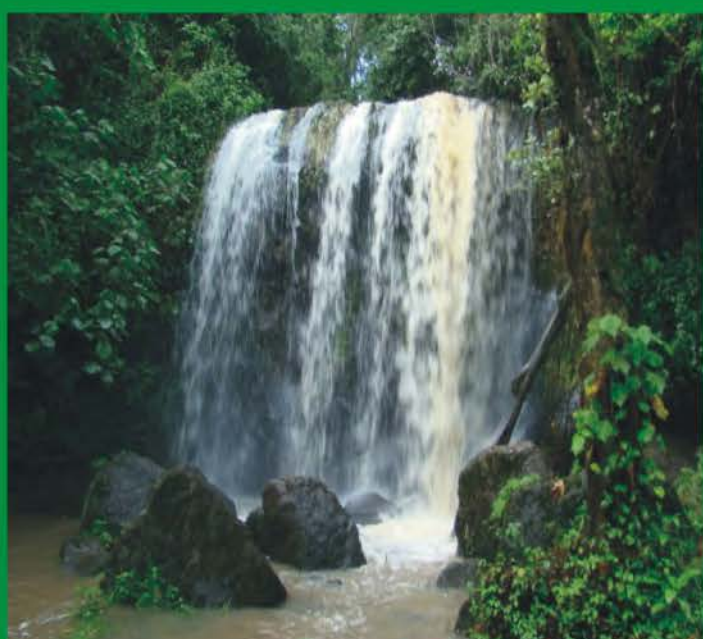
Indigenous trees of Kaya Kinondo



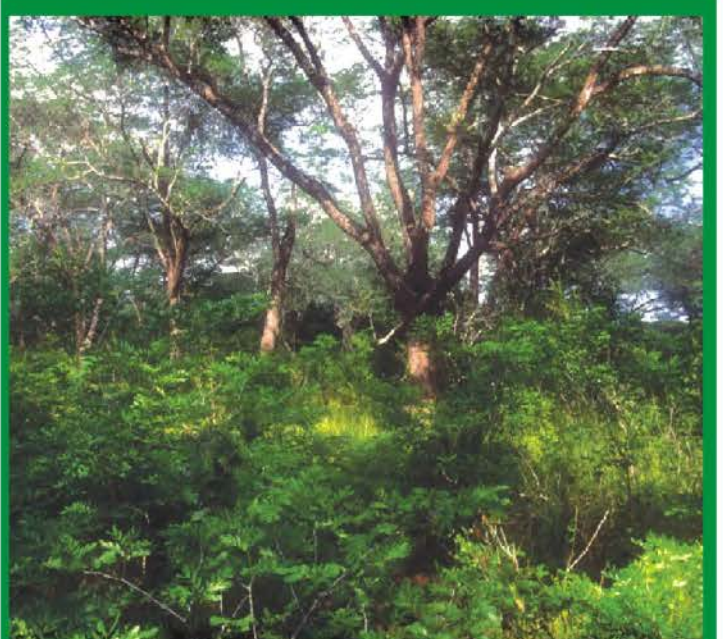
Natural Acacia woodlot



Indigenous trees of Kaya Kinondo



Gatamaiyu Falls in Kereita forest



Semi Arid Acacia woodland



Clean water from well conserved forest



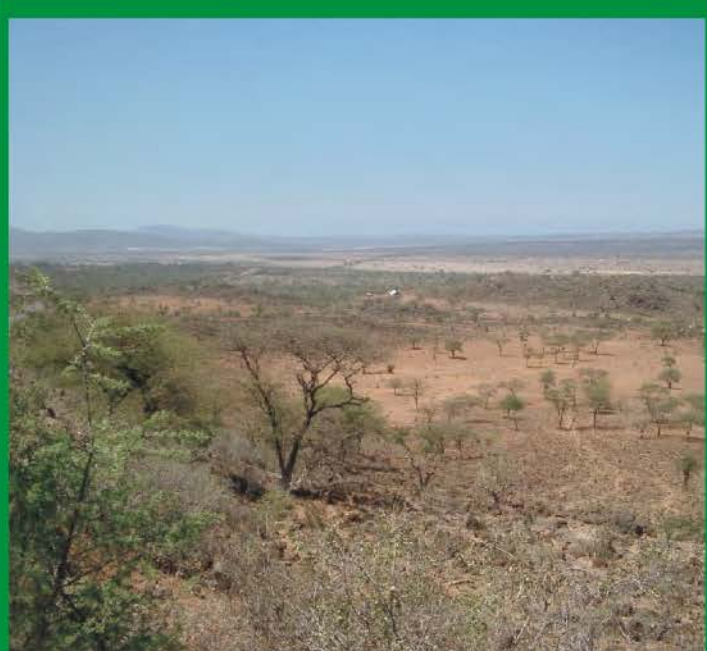
Commercial Woodlot



Cave in Karura Forest



Closed Canopy Forest



Dryland landscape



Commercial forest plantation

**d. Enforcement and Compliance Division**

- (i) Security of Forest resources (forest protection),
- (ii) Manning of beats /posts, by conducting patrols, surveillance, mounting search and roadblocks,
- (iii) Arresting and prosecuting offenders,
- (iv) Collection of intelligence,
- (v) Staff capacity development,
- (vi) Mounting national parades,
- (vii) Inspection of forest stations, plantations and natural forests,
- (viii) Support to field officers in terms of emergencies or security threats,
- (ix) Training, equipping and administration of forest guards,
- (x) Fire disaster preparedness and fire-fighting.

**e. Finance and Accounting Division**

- (i) Streamline Kenya Forest Service operations
- (ii) Automate processes
- (iii) Provide timely dispensation of information, facilitating key decision making processes
- (iv) Leverage financial and non financial processes
- (v) Enhance user productivity
- (vi) Enhance protection of KFS assets and forest resources
- (vii) Standardize key business processes across the organization
- (viii) Enhance revenue collection by minimizing leakages

**f. Human Resources and Administration Division**

- (i) Coordinate and guide staff related issues within the organization.
- (ii) Coordinate specific Human Resources planning, training and development.
- (iii) Facilitate the development and implementation competitive and sustainable reward policies and systems.
- (iv) Establish and maintain appropriate Human Resources Information System,
- (v) Advice management on industrial relations and employees grievances/disciplinary issues.
- (vi) Handle all Human Resources issues including attendance and absenteeism, leave, recruitment, pension/retirement benefits and coordinate performance management activities.
- (vii) Coordinate the engagement of seasonal/temporary employees  
Facilitate the formulation and review of all relevant Human Resource policies in line with the new labour laws and enhance good personnel management practices exemplified by teamwork, recognition.
- (viii) Oversee staff welfare matters.
- (ix) Formulate and develop appropriate Human Resource budgets and plans.
- (x) Prepare and submit periodic Human Resource reports to the management and Board of Directors on quarterly and annually or as may be required from time to time.
- (xi) Payroll management

**g. Kenya Forestry College**

- (i) Train Technical Forestry Personnel.
- (ii) Paramilitary training for Forest Rangers
- (iii) Conduct short term natural resources management training
- (iv) Conduct tailor made training as per request
- (v) Management of Masaita forest block as training facility
- (vi) Hire of training facilities

**h. Corporate Communications Department**

- (i) Awareness creation and improving knowledge among key stakeholders on the roles and mandate of the KFS in the forestry sector.
- (ii) Promotion of the culture of tree planting among the Kenyan public for environmental and commercial purposes
- (iii) Building support and partnerships among key audience segments on the KFS policies and approaches in sustainable forest management
- (iv) Increasing the proportion of community groups and key collaborators with correct knowledge and motivation to work productively with the KFS in implementing its programmes.
- (v) Leveraging KFS mandate through communication so as to harness revenue collection
- (vi) Utilizing various media to generate investor interest in forest products and services
- (vii) Generating and sustaining positive public image of the Service among the general public

**i. Internal Audit Department**

- (i) Ensure integrity of the management and control systems
- (ii) Ensures that the KFS assets and resources are safeguarded.
- (iii) Internal auditing.
- (iv) monitor control systems
- (v) Technical and Financial Audits

**j. Legal Services Department**

- (i) Advising the Board and Management on legal matters
- (ii) Management of Board affairs including facilitating Board proceedings
- (iii) Developing subsidiary legislation and guidance on their implementation
- (iv) Formulation of strategies for effective management & mitigation of legal risks
- (v) Arranging representation of KFS in court and other tribunals
- (vi) Overall guidance and advice on prosecutions of offences under the Forests Act 2005
- (vii) Vetting, preparation and management of contracts and other documents
- (viii) Sensitisation of forest officers on the Forests Act and legal matters in general
- (ix) Sensitisation of stakeholders on the Forests Act 2005 and Regulations there under
- (x) Ensuring compliance by KFS with statutory obligations and international treaties & conventions

**k. Supply Chain Management Department**

- (I) Procurement planning and implementation of the plans
- (ii) Market survey
- (iii) Supplier appraisal
- (iv) Vendor Rating
- (v) Customer Service
- (vi) Quality control/inspection
- (vii) Development of KFS procurement manual
- (viii) Economical disposal of unserviceable/obsolete and redundant stores, equipment and Machinery

### 3.1 Strategic Goal

To increase the forest and tree cover to 4% over the plan period to enhance sustainable supply of forest goods and services.

### 3.2 Strategic Objectives

This strategic plan has six strategic objectives as follows:-

1. To intensify conservation and sustainable management of strategic forest resources for environmental protection and economic growth
2. To maintain and enhance productivity of industrial forest plantations and increase efficiency in wood utilization for wealth and employment creation.
3. To promote forest extension on farm and dry lands to increase tree cover for sustained timber, wood fuel, non-wood forest products and environmental conservation.
4. To develop and disseminate technologies in forest management, on-farm tree planting, forest utilization and forest information system.
5. To enhance revenue generation through sustainable forest based industries, ecotourism and payment for environmental services.
6. To improve Institutional capacity and infrastructure through investment, collaboration, training and development



### 4.1 Natural Forest Conservation, Management and Protection programme

#### Strategic Objective I

To intensify conservation and sustainable management of strategic forest resources for environmental protection and economic growth.

**Outcome:** Increased forest cover in Kenya which is sustainably managed

**Outcome indicator:**

- Percentage change in forest cover in Kenya
- Size of new forests reserved
- Improved livelihoods of forest adjacent communities

**Output 1:** Increased forest cover

**Output indicators:**

- Number of hectares of natural forests rehabilitated through enrichment planting
- Number of hectares of natural forests rehabilitated through rehabilitation
- Percent reduction in forest destruction and encroachment

**Output 2:** Improved incomes from nature based enterprises

**Output indicators:**

- Number of licensed nature based enterprises
- Amount of income generated from nature based enterprises

Table 4 presents details of activities falling under each of the above outputs.



Geothermal well, Eburu

**Table 4: Activity Details by Output**

Activities	Units	Five year target	Means of Verification	Budget KSh (Millions)	Time Frame (Years)				
					1	2	3	4	5
<b>Output 1: Increased forest cover</b>									
1. Protection of existing closed canopy forest	Ha	1.22 million	Annual and monthly reports	1,014.00	x	x	x	x	x
2. Survey of Indigenous forests	Ha	1.0 million	Report	1,500.00		x	x	x	x
3. Rehabilitation of degraded natural forest through protection for natural regeneration	Ha	1.0 million	Annual and monthly reports	307.30	x	x	x	x	x
4. Restoration of cleared indigenous forest areas through tree planting	Ha	25,000	Annual and monthly reports	2,500.00	x	x	x	x	x
5. Valuation of forest ecosystems	No.	5	Valuation report	27.50	x	x	x	x	x
6. Secure all forest boundaries	KM	7,300	reports	95.40	x	x	x	x	x
7. Gazettement of new forest areas	Ha	50,000	Legal notice	13.67	x	x	x	x	x
8. Prepare forest management plans	No.	50	Reports	135.30	x	x	x	x	x
9. Domesticated international conventions on forestry	No.	UNFCCC, UNCCD, CBD, UNFF	Reports	5.00	x	x	x	x	x
10. Develop catchment management framework for monitoring hydrological parameters in all water towers	No.	5	Reports	8.50	x	x	x	x	x
11. Develop forest dependent biodiversity monitoring management strategy	No.	1	Report	5.3		x			
12. Develop strategy for management of invasive species	No.	1	Report	2.50		x			
<b>Output 2: Improved incomes from nature based enterprises</b>									
13. Promote nature based small and micro enterprise	No.	400	Report	13.00	x	x	x	x	x
14. Certification of forests	No.	1	Certificates	15.20	x	x	x	x	x
15. Certification of forest products	No.	4	Certificate	12.50	x	x	x	x	x



## 4.2 Industrial Forest Plantations Establishment and Management

### Strategic Objective 2:

To maintain and enhance productivity of industrial forest plantation and increase efficiency in wood utilization for wealth and employment creation.

**Outcome:** Sustainably managed industrial forest plantations for wealth creation through forest industries and value addition on forest products

### Outcome indicators:

- Percent change in industrial forest plantation hectareage
- Percent change in income generated from industrial forest plantations

**Output 1:** Increased industrial forest plantation cover

### Output Indicators

- Number of hectares of plantation forests established
- Percent change in industrial forest plantation health status

**Output 2:** Increased revenue generation from industrial forest plantations

### Output Indicators

- Amount of revenue generated from industrial forest plantations
- Improved technology in utilisation of forest wood products

Table 5 presents details of activities falling under each of the above outputs.

**Table 5: Activity Details by Output**

Activities	Unit	Five year targets	Means of verification	Budget KSh (million)	Time frame (years)				
					1	2	3	4	5
<b>Output 1: Increased industrial forest plantation cover</b>									
1. Maintenance of industrial forest plantation	Ha	125,000	Reports	362.50	x	x	x	x	x
2. Establish industrial forest plantations	Ha	30,000	Compartment registers	5,000.00	x	x	x	x	x
3. Survey and mapping of young plantations	Ha	30,000	Plantation maps	21.21	x	x	x	x	x
4. Conduct management inventory of forest plantations	Ha	125,000	Inventory reports	115.00	x	x			
5. Develop forest plantation management plans	No	150	Reports	45.00	x	x	x	x	x
<b>Output 2: Increased revenue generation from industrial forest plantations</b>									
6. Develop business plans for forest plantations	No	8	Reports	3.50		x	x		
7. Sale of forest products	Ksh	7.7 billion	Reports	12.00	x	x	x	x	x
8. Conduct a study on concessions and joint management of forest plantations	No.	1	Report	8.25		x			
9. Implement forest concessions	No.	10	Concession agreement reports	5.00	x	x	x	x	x
10. Carry out study on integrated harvesting of forest plantations	No.	1	reports	2.00	x	x	x	x	x
11. Revitalize Forest Industrial Training Centre (FITC)	Sh	250 million	report	75.00		x	x		
12. Conduct study on wood recovery and technology of sawmills	No.	1	report	2.50		x			

### 4.3 Farm and Drylands Forests Production and Management

#### Strategic Objective 3:

To promote farm forest extension on farm and dry lands to increase tree cover for sustained timber, wood fuel, non-wood forest products and environmental conservation

**Outcome:** Increased on farm and dryland tree cover

#### Outcome indicators:

- Percent increase in on farm tree cover
- Percent increase in dryland forest cover

**Output I:** Increased area of farm and dry land under tree cover

#### Output indicators:

- Number of seedlings produced
- Number of hectares in the farm land put under farm forests
- Number of farmers trained on tree growing and management
- Percent change in dryland forest cover
- Techniques and strategy for the management of alien and invasive species (*prosopis*)
- Number of districts with dry land forest management action plans

**Output 2:** Increased household income derived from sale of tree products

#### Output indicators

- Number of SMEs and microenterprises dealing with wood and related products
- Change in income from SMEs dealing with wood and related products
- Number of CDM bio-carbon projects implemented

**Output 3:** Increased use of wood energy saving devices

#### Output indicators

- Number of households reached directly with energy saving awareness messages
- Percentage increase in the number of households using wood saving devices

Table 6 presents details of activities falling under each of the above outputs.



**Table 6: Activity Details by Output**

Activities	Units	Five year target	Means of verification	Budget KSh (Millions)	Time Frame (Years)				
					1	2	3	4	5
<b>Output 1: Increased area of farm and drylands under tree cover</b>									
1. Conduct capacity building for farmers on tree growing and management	No.	200,000	Reports	347.85	x	x	x	x	x
2. Promote commercial tree growing woodlots	Ha	50,000	Reports and surveys	24.80	x	x	x	x	x
3. Produce tree seedlings	No.	500 million	Reports	2,000.00	x	x	x	x	x
4. Promote tree growing in schools	No. of seedlings	70 million	Reports	909.00	x	x	x	x	x
5. Conduct farm forestry resource assessments	No.	72 Forest Zones	Survey reports,	105.81	x	x	x	x	x
6. Promote registration of private forests	No.	500	Reports	5.50	x	x	x	x	x
7. Develop and publish extension packages	No.	20	Reports.	19.90	x	x	x	x	x
8. Awareness creation through media advertisement	No.	50	Reports	35.00	x	x	x	x	x
9. Establish parks and arboreta	No.	25	Maps, reports	100.00	x	x	x	x	x
10. Roadside tree planting	Km	1,000	Reports	25.00	x	x	x	x	x
11. Riverbank rehabilitation	Km	1,000	Maps, reports	4.00	x	x	x	x	x
12. Rehabilitation of on farm water catchments/wetlands	Ha	100,000	Reports	186.90	x	x	x	x	x
13. Establish 500 Forest Field Schools	No.	500	Reports	50.00	x	x	x	x	x
14. Support rehabilitation and protection of dryland forests	Ha	900,000	Maps, reports	900.00	x	x	x	x	x
15. Support development & implementation of forest based Community action plans (CAPs)	No.	500	Records, reports	5.00	x	x	x	x	x
16. Develop strategy for managing prosopis and other invasive species	No.	1	Reports	1.50	x				
17. Develop forestry extension strategy	No.	1	Records	1.20	x				
18. Promote agro forestry in farmlands and schools	No. of seedlings	200 million	Reports	1,600.00	x	x	x	x	x

Activities	Units	Five year target	Means of verification	Budget KSh (Millions)	Time Frame (Years)				
					1	2	3	4	5
19. Develop farm forestry enterprise catalogue	No.	3	Records	1.20	x	x	x		
20. Stakeholder forums at national, regional and community level.	No.	80	Period reports	8.00					
21. Design, production and dissemination of audience specific IEC material.	Packages	10	Media monitoring reports	.50	x	x	x	x	x
22. Prepare features on model farmers on farm and dry lands forestry activities	No.	50	Media monitoring reports	5.00					
<b>Output 2: Increased household income derived from sale of farm and dry land tree products</b>									
23. Create networks between tree growers, markets and financial institutions	No.	40	Reports,	82.05	x	x	x	x	x
24. Collect revenue from licensing of movement of forest products.	Ksh	175 million	reports,	1.25	x	x	x	x	x
25. Pilot financing of farm forestry enterprises	No.	10	Reports	29.90	x	x	x	x	x
26. Promote forest based small & micro enterprises (SME)	No.	10,000	Business plans, Licenses,	500.00	x	x	x	x	x
<b>Output 3: Increased use of wood energy saving devices</b>									
27. Promote wood energy conservation initiatives	House-holds	5,500	Reports	23.95	x	x	x	x	x

#### 4.4 Forest Resources Information and Technology Development

##### Strategic Objective 4:

To develop and disseminate technologies in forest management, on-farm tree planting, forest utilization and forest information system

##### Outcome

Real-time and up to date information for planning and management.

##### Outcome indicators

- Availability of appropriate technology in forest management
- Availability of up-to-date information on forest management

**Output 1:** Forest geographic information system

**Output indicators**

- Completed and functional forest GIS lab and remote sensing facility
- Percent of forest information georeferenced
- Forest information database established

**Output 2:** Increased awareness on forestry issues

**Output indicators**

- Number of people/ stakeholders participating in stakeholder fora
- Number of awareness fora
- A fully interactive KFS website for information exchange

**Output 3:** Forest financial management information system (FMS) operational at all organisational levels

**Output indicators**

- Number of offices linked to the FMS in the conservancies and zones
- Perceived change in financial management

Table 7 presents details of activities falling under each of the above outputs.

**Table 7: Activity Details by Output**

Activities	Units	Five year target	Means of verification	Budget KSh (Millions)	Time Frame (Years)				
					1	2	3	4	5
<b>Output 1: Forest geographic information system</b>									
1. Develop forest meta database	No.	1	Reports	5.00			x		
2. Develop forest geographic information system (FGIS)	No.	1	Reports	15.00	x	x	x	x	x
3. Establish and equip a remote sensing section to map all forest resources	No.	1	Reports	250.00	x	x	x	x	x
4. Establish photo lab	No.	1	Reports	25.00	x	x	x	x	x
5. Develop forest information system module for hardware and software management	No.	1	Reports	7.50	x	x	x	x	x
<b>Output 2: increased awareness on forestry issues</b>									
6. Develop an interactive website	No.	1	Reports	2.50	x	x	x	x	x
7. Develop forest information system library module	No.	1	Reports	1.50		x	x	x	x
8. Stakeholder forums to present new development and investment opportunities	No.	55	reports	5.50	x	x	x	x	x
9. Piggy backing on existing forums to share lessons	No.	20	Reports	1.00	x	x	x	x	x
<b>Output 3: Forest financial management information system (FMS) operational at all organisational levels</b>									
10. Roll out the financial management information system (FIS) to the conservancies and zonal offices	No.	10 conservancies and 71 zonal offices	Financial Reports	5.00	x	x	x	x	x

## 4.5 Forest Enterprises Development and Revenue Maximization

### Strategic Objective 5:

To enhance revenue generation through sustainable forest based industries, ecotourism and payment for environmental services

**Outcome:** Increased revenue generation from wood and nature based enterprises and environmental service

- Percent change in the amount of revenue generated from wood products
- Percent change in the amount of revenue generated from nature based enterprises
- Percent change in the amount of revenue generated from environmental services

**Output 1:** Increased trade in wood products

#### Indicators

- Number of saw millers and bamboo industries licensed
- Change in volume of wood products traded
- Change in revenue generated from trade in wood products

**Output 2:** Increased investment in ecotourism and nature based enterprises

#### Indicators

- Number of ecotourism sites licensed
- Number of nature based enterprises licensed
- Change in revenue generated from ecotourism and nature based enterprises

**Output 3:** Payment for environmental services schemes

#### Indicators

- Number of PES schemes started
- Amount of revenue generated from PES
- Number of carbon offsets licensed
- Amount revenue generated from trade in carbon

Table 8 presents details of activities falling under each of the above outputs.



**Table 8: Activity Details by Output**

Activities	Units	Five year Target	Verifiable indicators	Means of Verification	Budget KSh (Millions)	Time Frame (Years)				
						1	2	3	4	5
<b>Output 1: Increased trade in wood products</b>										
1. License saw milling operations	No.	250	No. of operational sawmills	Reports	12.50	x	x	x	x	x
2. Licence micro – enterprises	No.	100	No. of operational SMEs	Records	5.00	x	x	x	x	x
3. License communication facilities	No.	50	No. of masts	Records	2.50	x	x	x	x	x
4. License timber treatment plants	No.	15	No. of plants	Reports	.75	x	x	x	x	x
5. Design and produce an investment catalogue	No.	1	Catalogue in place	Document	2.50	x	x			
<b>Output 2: Increased investment in ecotourism and nature based enterprises</b>										
6. Develop an ecotourism master plan	No.	1	Master plan	Report	25.00	x	x			
7. License new eco-tourism sites	No.	75	No of sites	Contract documents	3.75	x	x	x	x	x
8. Design and produce ecotourism IEC materials	Packages	5	No. of packages	Document	.25	x	x	x	x	x
<b>Output 3: Payment for environmental services schemes</b>										
9. License carbon offsets	No.	15	No. of offsets	Contracts	.75	x	x	x	x	x
10. Collect levies from water companies (WRMA)	Ksh	100 million	Bank statements	Reports	5.00	x	x	x	x	x

## 4.6 Forest Administration and Infrastructure

### Strategic Objective 6:

To improve institutional capacity and infrastructure through collaboration, training and development

**Outcome:** Improved institutional capacity

#### Outcome Indicators

- Percent change in staff and customer satisfaction
- Level of improvement in institutional infrastructure

**Output I:** Improved work environment

#### Output Indicators

- Number of offices constructed and /or refurbished
- Number of operational staff welfare schemes

**Output 2: Improved staff capacity****Output Indicators**

- Number of staff recruited
- Number of staff undergoing further training at various levels
- Number of staff passing staff appraisal tests

**Output 3: Improved physical infrastructure****Output Indicators**

- Number of offices constructed and refurbished
- Number of equipment available
- Number of transport facilities

**Output 4: Improved operating systems****Output Indicators**

- Number of systems developed and implemented
- Percent change in performance

Table 9 presents details of activities falling under each of the above outputs.

**Table 9 Activity Details by Output**

Activity	Units	Target	Means of verification	Budget KSh (Millions)	Time Frame (Years)				
					1	2	3	4	5
<b>Output 1: Improved work environment</b>									
1. Employees/ customer satisfaction surveys	No.	3	Reports	.75	x	x	x	x	x
<b>Output 2: Improved staff capacity</b>									
2. Awareness creation on the Forests Act (2005) in the conservancies	No.	10 fora	Reports	16.90	x	x			
3. Recruit staff required to support KFS functions	No.	5,000	Appointment letters	3,200.00	x	x	x	x	
4. Review training needs assessment (TNA) for the staff	No.	1	Document	.50	x	x			
5. Implementation of training programs at KFC	No.	4	Records	182.95	x	x	x	x	x
6. Develop and implement a staff welfare scheme	No.	1	Reports	5.50	x	x	x	x	x
7. Design, produce and disseminate staff briefing kits	No.	30	reports	1.50	x	x	x	x	x
8. Team briefing sessions cascaded to the conservancies	No.	10	Reports	2.00	x	x	x	x	x
9. Conduct annual staff fora to celebrate successes, reflect on challenges and chart the future	No.	5	Records	.50	x	x	x	x	x

Activity	Units	Target	Means of verification	Budget KSh (Millions)	Time Frame (Years)				
					1	2	3	4	5
<b>Output 3: Improved physical infrastructure</b>									
10. Establish and manage forest investment centre	No.	1	Building	48.00	x	x			
11. Establish and manage forest resource centres	No.	4	Buildings	48.00	x	x	x		
12. Develop staff recreational centre	No.	1	Report	3.50	x				
13. Improve ICT facilities	Offices	All offices	Records	104.75	x	x	x	x	x
14. Improve road networks and bridges	Km	6,600	Completion certificates	198.10	x	x	x	x	x
15. Construction of conservancy headquarters	No.	10	Completion certificates	135.00	x	x	x	x	x
16. Construct KFS head quarters	No.	1	Completion certificates	200.00		x	x		
17. Rehabilitate and maintain buildings (all forest stations and Zonal headquarters)	No.		Completion certificates	400	x	x	x	x	x
18. Erect forest protection fences	Km	200	Completion certificate	128.13	x	x	x	x	x
19. Procurement of light vehicles	No.	100	Logbooks	200.00	x	x	x	x	x
20. Procure trucks	No.	20	Logbooks	100.00	x	x	x	x	x
21. Procure tractors / trailers	No.	100	Logbooks	400.00	x	x	x	x	x
22. Procure motorcycles	No.	200	Logbooks	40.00	x	x	x	x	x
23. Procure plants	No.	4	Logbooks	80.00	x	x	x	x	x
24. Procure office equipments	No.	1,000	Records	10.00	x	x	x	x	x
25. Procure helicopters	No.	1	Logbook	500.00	x	x			
26. Procure a fixed wing light air craft	No.	1	Logbook	250.00		x			
27. Procure motor boats	No.	5	Logbook	5.00		x	x		
28. Procure specialised equipment	No.	400	Records	80.00	x	x	x	x	x
<b>Output 4: Improved operating systems</b>									
29. Prepare annual work plans, Performance contracts and budgets	No.	5 AWP, 5 PC	Documents	.50	x	x	x	x	x
30. Create and operationalise forest conservancy areas	No.	10	Records	99.43	x	x	x		
31. Draft forest rules and regulations	No.	19	Gazette notice	9.40	x	x	x	x	x
32. Establish Forest conservation and management fund	No.	1	Gazette notice Bank statement	1.49	x	x			
33. Prepare Service Standing Orders (SSO)	No.	10	document	.50	x	x	x	x	x
34. Review KFS Service Charter	No.	5	Records	.50	x				
35. Preparation of simplified version of the Forests Act	No.	1	Reports	2.50	x				
36. Preparation of assets registers	No.	1	Reports	10.68	x				

**Table 9: Activity Details by Output**

Activity	Units	Target	Means of verification	Budget KSh (Millions)	Time Frame (Years)				
					1	2	3	4	5
37. Develop an integrated personnel management information system	No.	1	Payroll, reports	2.50		x			
38. Preparation of Staff profiles	No.	5,000	Database on staff profiles	.85	x	x			
39. Preparation of projects proposals and coordination	No.	10	Documents	1.00	x	x	x	x	x
40. Prepare and implement an investment plan for Resource mobilization	No.	1	document	1.50	x	x	x	x	x
41. Finalise forest policy	No.	1	Gazette notice	.80	x				
42. Review the Kenya Forestry Master Plan	No.	1	Documents, reports	39.90		x	x		
43. Review the Timber Act, Cap. 386	No.	1	Gazette notice	4.00		x	x	x	
44. Prepare and implement a training plan	No.	1	Reports	16.00	x	x	x	x	x
45. Prepare and implement staff medical scheme	No.	1	Signed contract with service providers	25.00	x	x			
46. Prepare and implement staff pension scheme	No.	1	Signed contract	35.00	x	x			
47. Develop and implement performance management (PM) tool	No.	1	Reports	1.20	x	x			
48. Develop and implement staff career progression plan	No.	1	Report	1.20	x	x			
49. Develop HR policy and procedure manual	No.	1	Document	1.50	x	x			
50. Review and implement staff transition strategy	No.	1	Staff transition reports	1.50	x	x	x		
51. Prepare a strategic plan for KFC	No.	1	Report	1.2	x				
52. Prepare and implement management plan for Masa ita training block, KFC	No.	1	Reports	12.00	x	x	x	x	x
53. Prepare and implement business plan for KFC	No.	1	Reports	2.80	x	x	x	x	x
54. Develop curricula	No.	1	Reports	.80	x	x	x	x	x
55. Review implementation of the strategic plan	No.	5	Reports	6.70			x		

### 5.1. Sources of funds for financing the plan

Kenya Forest Service is a new institution with a broad mandate for forestry sector development. The institution is therefore faced with a big challenge to accomplish the new mandate. In order to deliver the set targets, resource mobilisation will be a core activity during the plan period. To implement this strategic plan **Kshs 25.542 Billion** will be required.

The key sources of funds will be

#### (a) Government funds

- Money appropriated by government for forestry development

#### (b) KFS Internal funds

- Revenue generated from industrial forest plantation forests
- Levies and royalties imposed on services such as water catchment conservation, land leases and concessions.
- Funds generated from investments
- Appropriations in aid

#### (c) External sources

- Funds from development partners and other agencies
- Funds available at the international level for the sequestration of greenhouse gases, conservation of biological diversity, protection of water catchments, and combating desertification.

#### (d) Forest conservation and management fund

This is a fund established under Section 18 of the Forests Act 2005 and which is managed by a Finance Committee. The Fund is meant to support the following activities including: development of forests, maintenance and conservation of indigenous forest, provision of extension services, establishment of nurseries and production of seedlings; promotion of community based forest projects, facilitation of research and education activities, among others. Table 10 gives the details on the financial projections for financing the plan by source.



## CHAPTER SIX: MONITORING AND EVALUATION

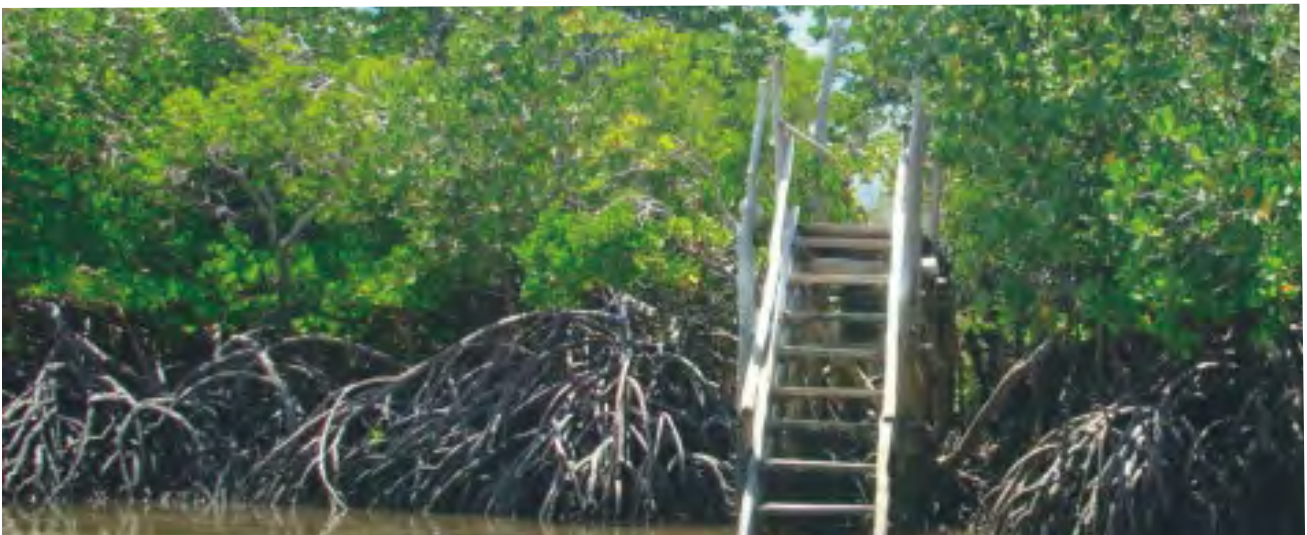
Monitoring and evaluation (M&E) are important tools for measuring accomplishments and detecting the need for adjustment in the course of implementing forestry programmes. Work plans will be developed and reviewed annually while staff performance appraisal will be carried out periodically. However, it is important to ensure that all employees understand what is expected of them and the standards. The first external evaluation of the service will be carried out at the end of the plan period. To ensure that implementation of the current strategic plan is on course and relevant to the needs of our clients, M & E will be done more systematically. This will include,

- Establishment of clear reporting schedules, channels and feedback mechanisms on an ongoing process requiring time and commitment of all,
- Candid specifications of the roles of individuals submitting or receiving reports taking into consideration internal processes for preparing progress and annual reports; and
- Clear statement and definition of actions to be taken on specified monitoring results in terms of resource adjustment, change strategy or review of programme/activity.

Continuous monitoring will be introduced at project, programme and management levels such that inputs and activities are monitored with reference to the objectives using specified indicators (See Chapter 4). KFS staff will be trained to improve their M & E skills. The following tools and procedures will be standardized and adopted for M & E:-

- (a) Use of logical framework in programmes/project planning
- (b) Annual conferences
- (c) Performance contracts
- (d) Annual staff evaluation
- (e) Annual work plans
- (f) Periodic progress reports
- (g) Mid-term internal evaluation
- (h) Annual reports
- (i) Quarterly senior management review meetings
- (j) Summative external evaluation

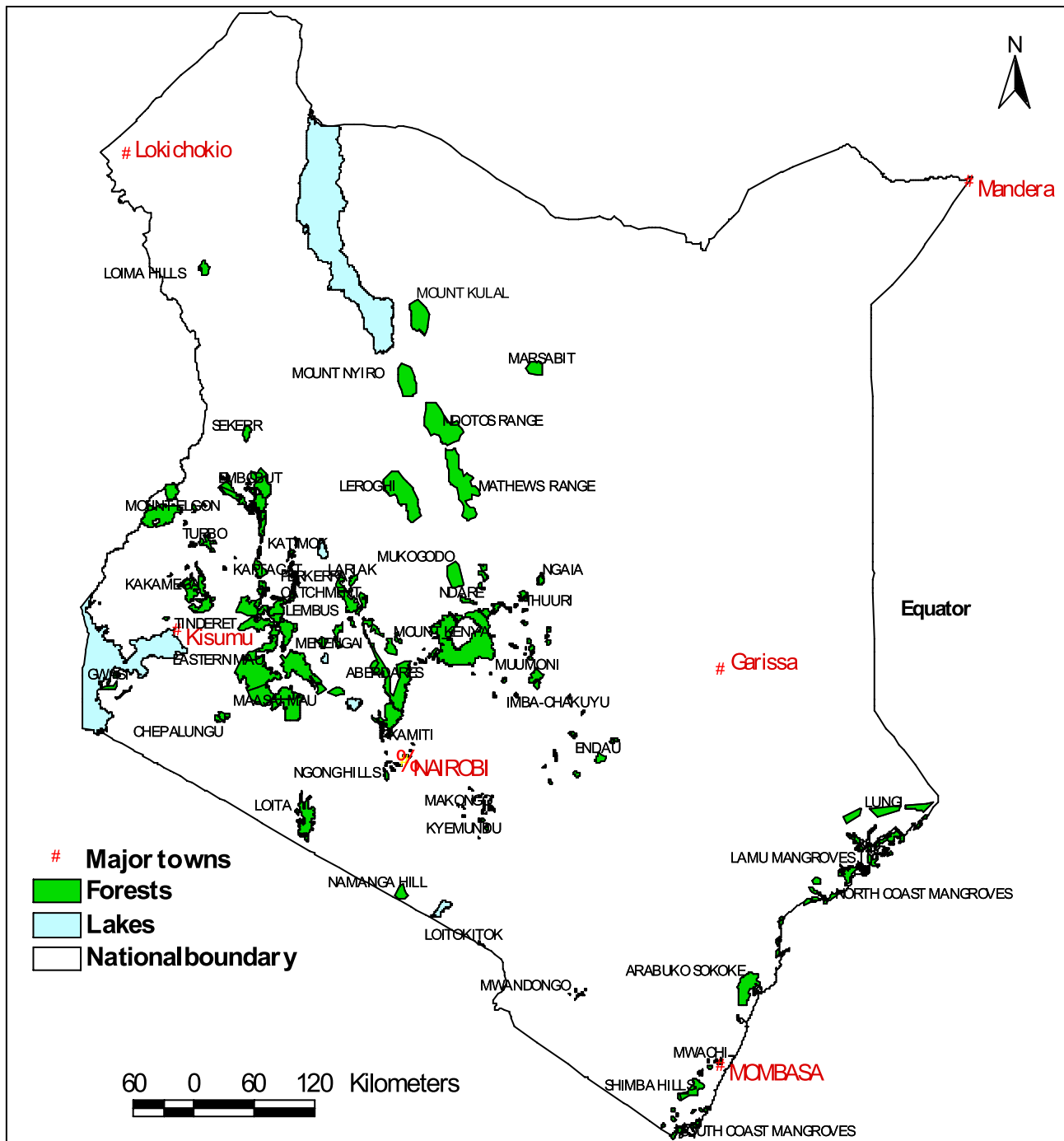
Annual work plans and Performance Contracts will form the basis of monitoring and evaluation. These will also be used for staff appraisal which will in turn be used to reward superior and sanction poor performance



**Table 10: Budgetary Requirements for the strategic plan implementation (Kshs)**

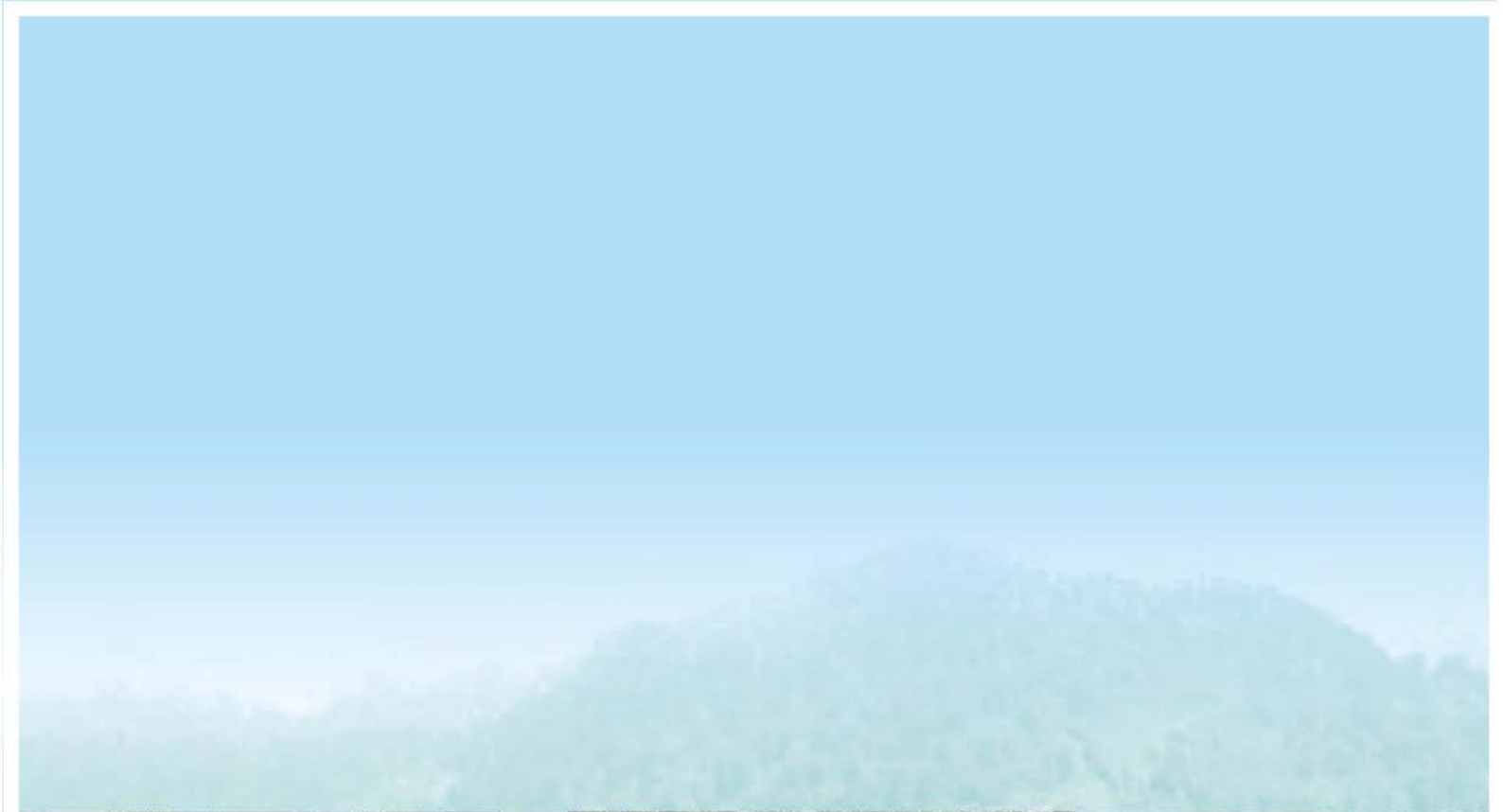
No	Source of Funds	Type of Budget	2009 - 10	2010 - 11	2011 - 12	2012 - 13	2013 - 14	Total
1	GOK	Recurrent	1,693,942,040	1,694,842,040	1,864,326,244	1,957,542,556	2,055,419,684	9,266,072,564
		Development	392,161,765	234,375,000	249,212,500	257,373,125	265,941,781	1,399,064,171
2	External	Recurrent	0	0	0	0	0	0
		Development	772,980,800	1,078,911,400	1,100,000,000	1,100,000,000	1,100,000,000	5,151,892,200
3	KFS Revenue	Recurrent	192,500,000	191,600,000	300,000,000	500,000,000	800,000,000	1,984,100,000
		Development	0	808,400,000	1,700,000,000	2,500,000,000	2,700,000,000	7,708,400,000
4	Others	Recurrent	0	0	0	0	0	0
		Development	7,550,000	6,300,000	6,300,000	6,300,000	6,300,000	32,750,000
Subtotals		Recurrent	1,886,442,040	1,886,442,040	2,164,326,244	2,457,542,556	2,855,419,684	11,250,172,564
		Development	1,172,692,565	2,127,986,400	3,055,512,500	3,863,673,125	4,072,241,781	14,292,106,371
Grand Total			3,059,134,605	4,014,428,440	5,219,838,744	6,321,215,681	6,927,661,465	25,542,278,935

# Forest Areas of Kenya









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