

KSS STRATEGIC PLANNING WORKSHOP REPORT

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KSS STRATEGIC PLANNING WOKSHOP REPORT

Introduction

The KSS Strategic Planning Workshop started on January 26 1998 and ran for two weeks, concluding on February 6. It was the fourth in a series that saw the participants go through SWOT Analysis, Team Building, and Cost Accounting. All the sessions were run in the context of KSS planned move to commercialize its activities.

The planned output of the Strategic Planning Workshop was to come up with elements of strategic plan, to be written up after the end of the workshop. To arrive at these elements, the participants needed to go through the process of strategic planning. As with the other three workshops it process was full participative with concepts being introduced at the beginning followed by group work and plenary presentations by groups which was in turn followed by synthesis by all. Thirty participants attended the workshop.

While all the planned topics were adequately covered, it was thought unnecessary to allocate specific time slots to the various topics to allow for maximum flexibility to the process. When needed the participants were willing to put in extra time to adequately deal with a topic of interest.

Workshop Flow

There was no formal opening. The first session reviewed the program so far, focusing on the different outputs of the previous session and how they fitted into the strategic planning.

1. SWOT Analysis was an important component to strategic planning as it is necessary to know the strengths and weaknesses of KSS to enable participants understand the internal workings of their organization. It was also necessary to know the environment within which they were planning. This session provided a powerful background on which to plan.
2. Team Building provided the participants with the knowledge of how they can work together to produce higher output by making use of all group members. With each member contributing to his/her utmost, KSS would be able to plan at higher achievable levels
3. Cost Accounting enabled to participants to understand their cost and how they can reduce some of these costs to make their products more value for the users while retaining their margin of profit. The break-even analysis was particularly useful as an indicator of value gap in KSS products arising from idle capacity and inefficient practices.

This review set the stage for the following sessions to address the various issues in strategic planning. Each of the above sessions was referred to often in a fitting contest to iron out compartmentalization by the participants and fit all as part of the whole.

Drive Towards Commercialization/Privatization

With KSS planning to commercialize its activities, and given that the organization is part of the Kenyan public service, it was necessary to see how commercialization is done, the processes and implications. The need to have a clear objective and focus on the process was reinforced. Errors and inefficiencies of governments attempting to do business was discussed. The need to align products with capacity and vice versa was discussed with specific references to KSS operations. This put the KSS moves in commercialization in context

The Management Process

The management process, incorporating strategic, was built in arising from an earlier realization during the past workshops that the participants did not have a good idea of managerial functions and their behavioral implications. The subject involved discussions on the five main functions of management and their applications to KSS as it embarks on the path of commercialization. Behavioral aspects generated great interest understandably due to KSS past style of management. Participative management was stressed since KSS is made up of professionals. Style of management and leadership style were stressed as applying to a professional organization. Staff evaluation modalities and aspects were included as KSS has not had an open evaluation system. Peer assessment was suggested as fitting a professional organization.

Principles of Organizational Change

Clearly, KSS is in the process of making profound changes in its operations. This topic was chosen to help anchor this process in peoples minds and particularly to bring into sharp focus issues of organizational change. Emphasis was laid on the need of all to be part of the change so that management load in shepherding the change process is made lighter. The need to change with the market demands was stressed if the organization is to stay relevant. The challenges of change arising from uncertainties were discussed.

Developing KSS Mission Statement

KSS has not had a mission statement. Rarely does one find Government Departments that have a mission statement. It was not therefore surprising that KSS did not have one. It was therefore necessary that through a very participative process where each participant would make an input, a KSS mission should be developed. Through this process a mission statement was developed. It was stressed that a mission statement, apart from being about what the organization is about should be one that evoke passion in the hearts of the employees, one that they can easily identify with. The KSS mission is attached to this report as an appendix.

Overview of Strategic Planning

The process of strategic planning formed the core of the workshop. The mission statement, SWOT Analysis, Team Building and various other topics discussed earlier were referred to as forming an integral part of the process. It was emphasized that planning is itself a process and there is no such thing as the final plan. Assumptions and situations keep changing and therefore the need to keep revisiting the plan whenever any critical assumption or situation changes. The overall objective was revisited to form the context and indeed the reason for planning. The need to include all the organizations productive assets and identify any critical gaps was discussed. Such gaps could lead to new investment, reduction or making arrangements with other organizations in the field.

Skills Audit

It was not surprising that people had skills which others did not know about. A skills audit was therefore a necessary issue. It was a necessary precursor to discussing the products that KSS could produce, its production capacity. An interesting matrix of skills emerged.

The Strategic Triangle

Government are not good at linking their products to the consumers and rarely thinks of the consumers as customers or clients. If KSS is going to make that logical step of commercializing its services, it is important that it is able to link customer demands to the services that its products can offer. A critical look at KSS products was necessary. Some were found to have little or no demand though KSS continues to produce them routinely. Others were found to over-designed and needed reorganizing to meet affordability and relevance criteria.

This session brought this issue into sharp focus. Hitherto, KSS products have been said to be unfriendly to users, largely due to too much technical jargon in addition to being offered on an off the shelf basis instead of being designed to meet user needs. Participants discussed ways and means of making the products more user friendly, something that now has a place in the new mission statement. Competition was discussed. Beating the competition is important but ways need to be found to cooperate and collaborate with certain aspects of the competition where KSS can gain advantage by so doing.

Developing a Competitive Edge

This topic was reorganized to identifying strategic business units within KSS. The Laboratory and GIS were identified as such as in addition to servicing the other productive departments, they can also accept other jobs from outside. Both currently suffer from an inadequate capacity even under normal circumstances in terms of equipment and personnel. Modalities of expansion and/or subcontracting are to be worked out.

Allocating Resources to Strategies

Most of the time under this topic was spent in working out a revenue budget based on the sale of products identified above. Since this is dependent on allocation of available staff time to these products, a method of allocating staff time was proposed and applied. It was found that KSS has a high capacity in addressing issues of soil science that are of concern to a wide range of farmers.

The revenue budget indicated that KSS has the capacity to meet more than 65% of their operating budget from their revenues in the first year of operation on the Strategic Plan. This can increase in the years ahead with better marketing and refurbishing of the two areas of Laboratory and GIS.

A major constraint was lack of historical accounting data to enable various costs allocation to the revenues generated. This is an area of great weakness and was identified as needing urgent attention in terms of accounting skills. If the Chief Executive of KSS is going to guide the organization towards achieving the objectives of the strategic plan, he will need current information on costs and revenues for decision making. This information is currently unavailable though it is possible to find some data on some of the aspects. Data capture and organization into information for decision making is critical to effective management. Management was further advised to decide their information needs and its format.

Marketing Plan

This session focused on how to market KSS products. From the outset it was made clear that popularizing KSS products is the responsibility of all. It is too important to be left to an individual or section besides, it is the scientists who are in constant contact with the clients. This did not rule out having an individual charged with the responsibility of analyzing information obtained from the field and deciding how best to use it. Due to the segmented nature of the market, it was necessary to first relate the products to the client by category. This was to enable the participants focus on the medium best suited in communicating to such clients.

The result was a matrix of Client-Product-Medium relationship. This was further refined by finding out which medium could be used to contact more clients from the matrix. This would ultimately reduce the cost while maximizing contact.

The extent of donor needed to support KSS Strategic Plan was left until the Plan was finalized to establish any deficit and any critic areas needing such support. The extent to which KSS can privatize was similarly to await the final Strategic Plan document to see the extent to which KSS can cover its cost on a consistent basis in the years ahead. It was clear that KSS can go a long way in commercializing its services by the turn of the century.

The Workshop ended on Friday, February 6 1998. Before it ended a task force of 5 was selected to work on the final document with the help of two consultants from who formed the back-stopping mission arranged to coincide with the workshop for this reason. The task force was to prepare the final document incorporating all the issues discussed and strategies formulated including the revenue budget. The training consultants were to link with the task force once the draft is ready to help proof read for the final outcome as well as facilitate the presentation to all KSS staff.

CORPORATE RESTRUCTURING

A CHECKLIST FOR DIAGNOSTIC OVERVIEW

Performance:

- ♦ **Financial:** debt and liquidity, arrears
- ♦ **Macroeconomic impact:** production, value added exports, imports, employment, wages
- ♦ **Fiscal impact:** contribution to tax revenues, subsidies and other current transfers, equity, grants, loans and other capital transfers, dividend payments, share of public internal and external debt

Causes of poor performance:

- ♦ **Mismanagement:** lax cost controls, poor plant management, inadequate maintenance
- ♦ **Inadequate capital structure:** debt/equity ratio
- ♦ **Poor investment decisions:** over- or under sized plant, mismatched equipment, insufficient market, heavily import dependent
- ♦ **Government interference in internal operating decisions:** red tape and bureaucratic delays
- ♦ **Inappropriate hiring of managers:** frequent turnover of managers, lack of managerial incentives and accountability, insufficient compensation
- ♦ **Changes in market:** adverse trends in relative prices, exhaustion of raw materials, civil war, cut-offs in essential services (power, water, fuel, transport) or in supply of inputs

Strategic Issues of State ownership:

- ♦ **Size and role of sector:** objectives of government involvement
- ♦ **Classification of enterprise by nature:** commercial/noncommercial, monopoly/competitive, dependent/independent of treasury support
- ♦ **Principles of classification of SOEs to be closed,** commercialised, privatised
- ♦ **State protection:** removal of discrimination and barriers to competition between public and private enterprises

Macro Issues Affecting SOEs

- ♦ Pricing
- ♦ Labour
- ♦ Finance and Investment
- ♦ Trade

Institutional Framework

Current set-up of SOEs

- ♦ Main actors and responsibilities, formal and informal: role of ministers, boards, holding companies, management, parliament, etc.
- ♦ Procedure for making major decisions: pricing, investment, staff
- ♦ Reporting relationships: flow of information

Improve institutional framework through:

- ♦ Setting of clearer objectives and targets
- ♦ Better division of responsibilities and co-ordination
- ♦ Greater managerial autonomy
- ♦ Enhanced accountability

Managerial capacity:

- ♦ Selection, rotation, firing
- ♦ Compensation
- ♦ Incentives
- ♦ Training

Medium-term reform program

- ♦ Policy reform
- ♦ Institutional changes
- ♦ Divestiture
- ♦ Financial restructuring and rehabilitation
- ♦ Upgrading managerial capacity
- ♦ Internal management systems

THE RESTRUCTURING PROCESS

Definition:

Encompasses a broad range of transactions:

- ♦ **Selling or buying lines of business**
- ♦ **Changing capital structure through more debt**
- ♦ **Going private**
- ♦ **Management restructuring (internal reorganisation)**

More specifically, restructuring involves change along one or more of 3 dimensions:

- ♦ **Assets:** sale of lines of business seen as peripheral to long-term strategy or purchase of assets to change long-term strategy and performance of the firm. Implies issues of marketing and production: includes acquisitions, mergers, divestiture ('unbundling') to develop new lines of business.
- ♦ **Capital structure:** infusion of high levels of debt to increase leverage and reduce likelihood of takeover. Can be done through divestments, write-offs, & stock repurchase programs.
- ♦ **Management:** includes strategic and operational changes in redirection of product development, staff policies (composition, incentives, etc.)

NB: A thorough restructuring would have to involve all three aspects of asset, capital and management. Unfortunately much the restructuring has involved only part of the above, usually financial restructuring. Any meaningful restructuring must of necessity involve management restructuring who brought the necessity in the first place otherwise this will remain a bottleneck and most of the times work to torpedo the partial restructuring

Options For Restructuring:

Short Term

♦ Pruning and Fixing Instruments

1. **Divestments, write-offs (net divestment value must exceed units divestment value)**
2. **Pricing policies**
3. **Cost reductions**
4. **workouts**
5. **Elimination of key nonperforming personnel**
6. **Reward to corporate performers**

♦ Growth and Construction Instruments

1. **Acquisitions: potential worth must be more than cost**
2. **Focus product development priorities**
3. **Fix compensation systems**
4. **Commission strategic studies**

Long Term

♦ Pruning and Fixing Instruments

1. **Resegment customers**
2. **Value engineer products**
3. **Install benchmark programs**
4. **Focus R & D**
5. **Flatten hierarchy**
6. **Push out nonperformers**

♦ Growth and Construction Instruments

1. **Articulate corporate vision**
2. **Broaden R & D**
3. **Rebuild MIS**
4. **Refocus recruiting**
5. **Rebuild compensation system**

Public Sector Restructuring:

What has *not* worked

1. Limiting restructuring to MIS, performance evaluation, or performance contract. *Need* change in real power and financial arrangements (subsidies, credits, transfers)
2. Physical rehabilitation and financial restructuring *without* antimonopoly policies and changes in internal management

Key factors to sound restructuring programs

1. Do not view public ownership and monopoly of individual sectors as *strategic*
2. Force firms to produce high quality, competitively priced goods
3. Do not view firms as providers of employment or regional development centres or captive suppliers of downstream industries
4. Move towards reducing (eventually removing) producer or consumer subsidies; they distort resource allocation, cloud decision-making and make performance evaluation difficult
5. Force competition through foreign trade, domestic policies and foreign investment in joint ventures
6. Restructure utilities thru' changes in management operation, regulation and privatisation of some functions
7. Force government to play role of *arms-length* shareholder, allowing *holding companies* to liquidate, privatise, form joint ventures to delegate ownership, management, organisation and strategic decisions.
8. Eliminate *overemployment* and reduce wage bills thru' attractive severance payments, job retraining

The Great Debate:

Which should come first, Restructuring or Privatisation??

Privatisation and Restructuring

Which comes first?

- ♦ **If privatisation, there is possibility of undervaluation and/or hard sell; if special privileges to groups of buyers, distortions and private monopolies result**
- ♦ **If restructuring, lots of resistance, since privatisation may follow and many may lose jobs**
- ♦ **Privatisation could be through employee or management buyout, leasing of assets, direct sales of part or whole firm, unbundling of marginal activities, formation of joint ventures or foreign private partners**

Physical, Organisational, Financial Restructuring

- ♦ **Physical:**
 1. **Upgrading/replacing obsolete plant and equipment**
 2. **Plant closure or relocation (for better wages, skills, market access, infrastructure, manufacturing synergy, etc.)**
- ♦ **Organisational and managerial aspects:**
 1. **Product and market reorientation: changes in product, market or customer mix; shift from domestic market focus to export standards, sales, distribution channels**
 2. **Internal reorganisation, creation of profit centres, development of strategic business units, establishment of international marketing and sales offices, break-up parastatal monopolies**
 3. **Staff reduction and redeployment**
 4. **MIS**
 5. **Enterprise autonomy: changes in composition and powers of boards: arms-length government role**
 6. **Training for both management and workers**
 7. **Incentive compensation schemes**
 8. **Management contracts to service specific operations that lack managerial or technical skills**

♦ **Financial restructuring:**

1. **Debt restructuring to postpone or convert external debt into domestic debt (government sponsored schemes)**
2. **Given poor capital markets in developing countries: debt relief, asset sales, debt-equity swaps, joint ventures, additional financing**
3. **Eliminate subsidies and transfers**
4. **Insist on financial autonomy, including ability to borrow from commercial banks, float shares and bonds, enter in joint ventures and create a heterogeneous capital mix.**

PLANNING AND CONTROL

INTRODUCTION AND PURPOSE

The two primary functions of the managers of an entity are planning and controlling operations. In business, government, and most other group activities, a planning and control system (also called managerial budgeting) is widely used in performing managerial planning and control responsibilities. The term **comprehensive profit planning and control** is defined as a systematic and formalised approach for performing significant phases of the management planning and control functions. Specifically, it involves :

- ♦ The development and application of broad and long-range objectives for the enterprise;
- ♦ The specification of enterprise goals;
- ♦ A long-range profit plan developed in broad terms;
- ♦ A short-range profit plan detailed by assigned responsibilities (divisions, products, projects);
- ♦ A system of periodic performance reports detailed by assigned responsibilities; and
- ♦ Follow-up procedures.

THE ROLE OF MANAGEMENT

The effectiveness with which an entity is managed is usually recognised as the single most important factor in its long-term success. Success is measured in terms of accomplishment of the entity's goals. **Management** can be defined as the process of defining entity goals and implementing activities to attain those goals by efficient use of human, material, and capital resources. The **management process** is a set of interdependent activities used by the management of an organisation to perform the following functions of management: planning, staffing, leading, and controlling.

Goal Orientation

Both business and nonbusiness endeavours must have objectives and goals. In business endeavours, the primary goal orientations are:

- ♦ Return on investment and
- ♦ Contribution to the economic and social improvement of the broader environment.

Managerial Functions

1. Planning: The process of developing enterprise objectives and selecting a future course of action to accomplish them.

- Establishing enterprise objectives
- Developing premises about the environment in which they are to be accomplished
- Selecting a course of action for accomplishing the objectives
- Initiating activities necessary to translate plans into action
- Current replanning to replanning to correct current deficiencies

2. Organising: The process of relating employees to their jobs

- Dividing work among groups and individuals
- Coordinating group and individual activities
- Establishing managerial authority

3. Staffing: The process of relating skills to the set objectives

- Human resource management
- Fitting individual competences to tasks
- Establishing a climate for employees to realise their full potential

4. Leading/Directing and Influencing: The process of motivating all to willingly and harmoniously accomplish set goals

5. Controlling: The process of assuring efficient performance to attain the enterprise objectives

- Establishing goals and standards
- Comparing measured performance against the established goals and standards
- Establishing responsibility and taking corrective action at source
- Reinforcing successes and correcting shortcomings

SOME BEHAVIOURAL ASPECTS OF THE MANAGEMENT PROCESS

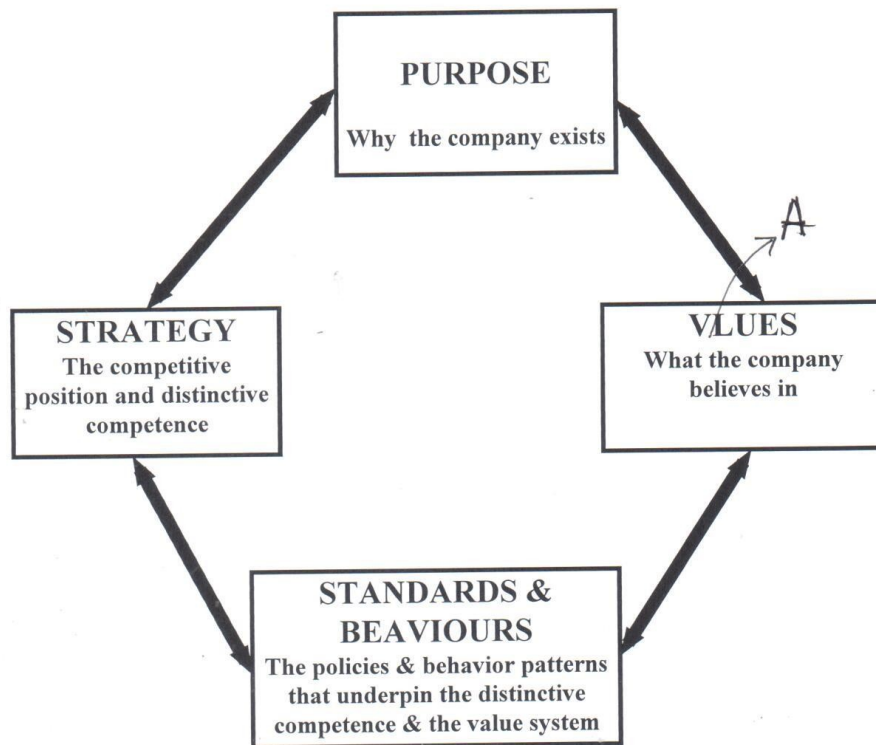
<u>Management Activity</u>	<u>Some critical Behavioural Factors</u>
1. Planning: goals, policies, standards etc.	<ul style="list-style-type: none"> • Participation versus nonparticipation • Planning process • Communication of plans • Use of plans and standards
2. Organising	<ul style="list-style-type: none"> • Organisational design • Delegation of authority and responsibility • Job specification • Line and staff conflict
3. Staffing	<ul style="list-style-type: none"> • Employment process • Pay scales, incentives • Job enrichment, career opportunities • Future expectations of employees
4. Leadership	<ul style="list-style-type: none"> • Style of leadership • Attitude towards employees • Leading from the back, front
5. Controlling: (including performance evaluation)	<ul style="list-style-type: none"> • Method of setting goals and performance standards • Meaning of goals and standards • Method of measuring performance • Method of reporting and appraising performance • Corrective action • Rewards and punishment • Follow-up activities • Risk attitude of managers • Evaluation based on controllable performance • Achieving goals congruence • Provision of incentives

Mission Statement

Vision and Mission contrasted:

"To change a direction, a leader must first have developed a mental image of a possible and desirable future state of the organization. This image, which we call a vision, may be as vague as a dream or as precise as a goal or mission statement. The critical point is that a vision articulates a view of a realistic, credible, attractive future for the organization, a condition that is better in some important ways than what now exists."¹

In times of change vision and mission are difficult to separate. A vision is more associated with a goal whereas a mission is more associated with a way of behaving. As envisioned goals are achieved, the vision changes or ceases to be a driving force, a mission however does not change. Mission is concerned with the way the organization is managed today and its purposes



¹ Leaders: The Strategies for Taking Charge by Warren Bennis & Burt Nanus

From an organizational perspective, a vision has to have five components:

1. *A sense of worthiness.* "The greatest use of life is to spend it for something that will outlast it," suggested the American psychologist and philosopher William James
2. *An ability to inspire.* "I simply dream dreams and see visions, and then I paint around those dreams and visions," said the Italian Renaissance painter Raphael
3. *An Invitation to share.* "We all need to believe in what we are doing," said Allan D. Gilmour, executive vice-president of Ford
4. *Clear and understandable detail.* "Write the vision, and make it plain upon your tables, that he may run who reads it," recommended the ancient Hebrew prophet Habakkuk.
5. *Achievability.* "I never gave an order that couldn't be obeyed," American General MacArthur answered when asked the key to his success

To develop a mission statement an organization needs to respond to the following questions

What business are we in?

Who are the *main* customers we are attempting to serve at the moment?

What are the particular needs and wants we are attempting to satisfy?

What skills and technologies are currently using to satisfy them?

What is the nature of the products or service offered to satisfy them?

STRATEGIC PLANNING

DEFINITION:

The process of determining the major objectives of an organisation, the policies and strategies that will govern the acquisition, use and disposition of resources to achieve those objectives.

In Summary:

1. Process: Because planning is a continuous, and iterative activity. Planning calls for making of assumptions about the future. Assumptions about the future could be adjusted as more information becomes available, the plan must then be adjusted to reflect these changes.
2. Major Objectives: We deal only with the main aims of the planning period to avoid being bogged down by details. This enables the planner to maintain focus on the main objectives.
3. Policies: Rules and regulations to guide and govern peoples actions need to be developed to help keep on focus the objectives of the plan. Policies help implementers and planners stay on course.
4. Strategies: These are ways and means of attaining planned objectives. They are developed by answering the question 'How?'. Regard to economy, efficiency and effectiveness must be kept in mind when choosing strategies, some will cost more and turn out less efficient and effective than the other.
5. Acquisition, use and Disposition of Resources: Each strategy chosen will cost resources. These resources must be acquired to finance the strategies and therefore the plan. This results in preparing a **budget** for the strategies. A budget is a management tool for allocating resources and for controlling their use.

STEPS TO STRATEGIC PLANNING:

1. Plan for planning.

- select a planning committee
- choose where and when to meet for planning
- develop guidelines for planning

2. Define current situation.

- Carry out organisational analysis through SWOT
- Strengths: what are your strengths
- Weaknesses: what are your weaknesses
- Opportunities: what opportunities can we take advantage of
- Threats: do we face any threats

3. Visualise the future.

- How far into the future are we planing?
- Determine how the current situation relates the future regarding your plan

4. State general mission.

- What is the general purpose of the plan

5. Uncover gaps, set goals.

- What gaps if any exist comparing resources available with the required.
- How can we overcome the gaps

6. Devise specific plans.

- Subdivide the plan into specific actionable sub-plans

7. Specify immediate action and take action.

- Specify and sequence actions
- Allocate responsibility for each action
- Set standard for measuring performance

8. Measure progress and results.

- It is necessary to apply set standard to achieved results
- Take corrective action immediately it is called for

WHAT IS STRATEGIC PLANNING?

1. Developing new skills for effectually managing tomorrow's business.
2. Allocating scarce resources in support of tomorrow's business.
3. A method of managing inevitable change.
4. A method of gaining competitive advantage and profit improvement.
5. A process for selecting optimum path from today's business to tomorrow's.
6. A method of dealing with external complexity in the company's markets.
7. A method of dealing with internal complexity (authority/power).

In summary:- **It is an approach to an orderly transition into the future.**

BASIC RULES OF STRATEGY

1. Concentrate forces

- sourced from the battlefield.
- only a concentrated use of resources will ensure a breakthrough.
- concentration of forces is important in the psychology of learning.
- people learn by trial-and-error

2. concentrate on strengths and exploit opportunities for synergy.

- SWOT analysis
- 2+2 = 5: desirable situation.
- 2+2 = 4: satisfactory situation
- 2+2 = 3: undesirable position

3. Utilise environmental and market opportunities.

- new technologies
- changing economic conditions
- social trends
- demographic developments
- political changes

4. Match aims with resources

- cost each idea and allocate sufficient resources. (the landscape of human development is replete with unfinished ideas (buildings) due to allocation of insufficient resources.
- allocation of insufficient resources could end up being more costly.
- avoid being caught up in a "catch-22" through poor resource back-up.
- carefully assess associated risks

5. Have a rallying call

- cultivate team-spirit.
- instil a sense of ownership of the strategy.
- communicate.
- involve all key personnel.
- educate on mission and any changes.
- simplify strategy to be understood by all.

WHY PLANS FAIL

Poor plans will certainly fail to achieve the intended results. Failure to pay the attention to the above steps to planning will surely lead to poor plans and therefore failure. There are times when even well formulated plans fail to achieve the required results not so much due to poor planning but because of subsequent and hitherto unknown outcomes. Some of these are exogenous factors and therefore beyond the control of the planners and implementers but others are controllable. Hereunder we discuss but a few of the many reasons that can cause plans to fail.

1. Poor planning.

- ♦ This refers to failure to take into account the various issues and steps discussed above, for example setting unattainable goals.

2. Poor implementation:

- ♦ Lack of necessary skills to carry out the various facets of the plan.
- ♦ Lack of commitment on the part of implementers and beneficiaries
- ♦ Poor leadership
- ♦ Misuse of resources through pilferage and in some cases outright theft
- ♦ Poor control measures
- ♦ Poor resources scheduling
- ♦ Allocating too few resources too late

3. Technological changes

- ♦ Plans that fail to appreciate and therefore provide for technological changes are likely to encounter problems farther down the road.

4. Forex component.

- ♦ If a plan relies too heavily on the availability of foreign exchange it is likely to experience problems once the forex is in short supply. Plans must be such that they are not too sensitive to foreign currency.

5. Change of government

- ♦ Too often a change in government means a change in emphasis in development programs. This could shelve a otherwise good plan.

6. Donor fatigue

- ♦ Many plans are donor-led with minimum involvement of the local people. Once the donor begins to tire of the involvement, the plan fails. There are many examples on this.

7. Bad weather

- ♦ Some plan's success is dependent on the occurrence of certain weather conditions. Some depend on rain and some indeed depend on extended sunny periods. The occurrence of one or the other leads to failure. Too much rain or too little rain means failure!

ELEMENTS TO GUIDE ACTION PLANS

1. Set the objective to be achieved
2. Determine steps to be taken in logical sequence
3. Determine resources/costs required and the timings for their need
4. Do a time schedule
5. Assign responsibility for each step determined in 2 above
6. Set standards for measuring progress and results

PREPARATION OF ANNUAL BUDGETS: STEPS

1. Analyse of available resources
2. Estimation of environmental impacts
3. Developments of strategies
4. Developments of specific plans
5. Corporate review and initial approval
6. Budget preparation

MANAGING THE BUDGET PROCESS

Budget: The manifestation of the quantifiable plans of action of management's strategies usually for one year.

Important considerations:

- Creation of responsibility centres.
- Maintenance of adequate up-to-date accounting system
- Specific officer responsible for the budget function
- Establishment of a budget committee
- Maintenance of an up-to-date budget manual

VALUE FOR MONEY CONCEPT

Providing value for money:-

"Striving to provide service the service by doing the best you can within the resources available in the environment within which you operate."

Consists of three elements:-

ECONOMY:

Acquiring resources of appropriate quality for the minimum cost.

EFFICIENCY:

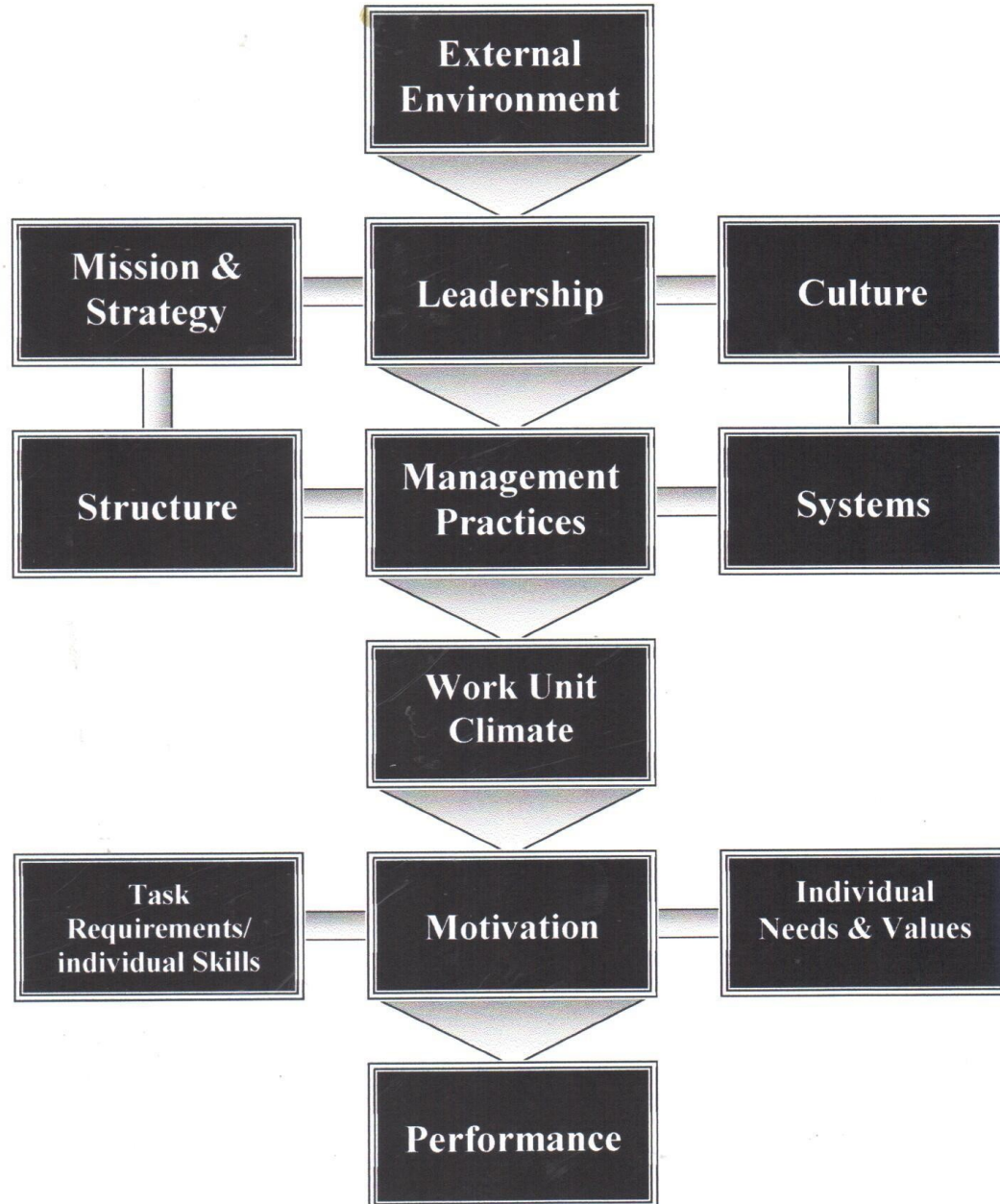
Seeking to ensure the maximum output is obtained from the resources devoted to a department or program. OR

Alternatively, ensuring minimum resources are used to a given level of output.

EFFECTIVENESS:

Ensuring that the output from any given activity is achieving desired results. OR
Achieving set goals and/or objectives.

Understanding the Dynamics of Organisation Change



Twelve Principles of Organizational Change

1. Understand the external environment in which your company operates.
 - *The boiled frog*
 - *Retain customers, build market share, outpace your competitors*
 - *Capitalize on new business opportunities*
 - *Anticipate changes in the political environment*
2. Enlist people's passion and energy to support your company's mission and strategy.
 - *If you do, people will cross rivers for you*
3. While charismatic leadership may grab the headlines, remember it is steady and consistent leadership that actually results in changes to the bottom line.
 - *'Vinyangarika'*
4. To change an organization's culture, you must first change people's behavior
 - *Change people's everyday behavior on the job*
 - *Stress new ways of working in your organization*
 - *Communicate with people frequently*
 - *Reinforce work expectations with right kind of policies and procedures*
 - *Ultimately, a new culture will emerge*
5. Let service to customers drive your company's structure
 - *Structure of an organization should be developed in response to the nature of the corporate mission and strategy.*
6. If you implement the right systems to support people in their work that will help create the 'climate of alignment' you need to success
 - *To be successful, change effort must impact on organization at all levels*
 - *Upgrade technology to enable people to do their job better*
 - *Overhaul old-style performance appraisal*

7. Managers must give employees what they need to succeed or, in some cases get out of the way

- *Change needs new management practices*
- *e.g.. Team-based or individual performance?*
- *Educate managers on best ways be team leaders of work groups*

8. Teamwork may not be part of your culture, but it's essential to your success

- *In today's workplaces, collaboration and interdependence are the values that count.*

9. A productive employee is a happy employee

- *Stress the important link between what they do and the health of the company*

10. Strive for good fit between the skills people have and the everyday jobs they do

- *Paying attention to this detail can make all the difference*

11. Remember employees are people too

- *Create a new kind of partnership with employee*
- *Career development, coaching and mentoring*

12. Beware the false indicators of success. Recognize that a broad and balanced approach is the only way.

- *'We have successfully reduced our staff by 30%'*
- *'We are letting out office space released as a result'*
- *'We are reporting a small profit as a result'*
- *'One year later 'We are unable to meet our production targets'*
- *'We should have retained so-and-so'*

What was the problem, people or systems, finance, equipment, or technology?!!

KSS SWOT BY KSS STAFF

Strengths

- 1.Trained and experienced manpower
- 2.Adequate infrastructure
- 3.A large and solid database
- 4.GoK and KARI support, eg. Overhead cover (salary by (GoK)
- 5.Donor support eg. Operation cost cover (by donor),
- 6.Demand for KSS services
- 7.Unused exploitable capacity.

Others

- 1.Multi-disciplinary set-up
- 2.Use of alumni network
- 3.Collaborative network with other research institutes
- 4.Scientific reputation soil science
- 5.Research stations backup
- 6.National mandate

Weaknesses

- 1.No corporate vision, no strategic plan, inadequate planning, donor dependency, KSS dilemma - basic research, adaptive research, service provision
- 2.Low teamwork, lack of fresh blood into KSS
- 3.Late delivery of KSS outputs to clients, inadequate lab capacity
- 4.Lack of commercial orientation, KSS has not defined client needs, inadequate marketing of KSS services, lack of effective PR, KSS costing are too low, not thinking sub-contracting
- 5.Poor communication within KSS
- 6.Lack of a scheme of service, low incentive and motivation, low morale
- 7.Lack of management training
- 8.Lack of adequate support staff(TAs, TOs, Lab Techs.)
- 9.Lack of networking

Others

- 1.Isolated cases of professional negligence
- 2.Low GoK funding
- 3.Lack of discipline in some officers, Inefficient and ineffective staff
- 4.Sticking to routine
- 5.Weak interpersonal relationships
- 6.Some out dated working materials and equipment
- 7.Resistance to change by the institution

Opportunities

1. Latent demand for KSS services:
 - 1.1 Growth of agribusiness
 - 1.1.1 Export oriented agriculture
 - 1.1.2. Small holder commercialisation
 - 1.1.3. Increasingly literate farmers
 - 1.2. Rural development projects:
 - 1.2.1 Donor support for micro-enterprises
 - 1.2.2. Package irrigation projects with KSS services: IDR NIB, LBDA KVDA TARDA etc.
 - 1.3 Possible demand within KARI
 - 1.4 Consulting firms contracting KSS
 - 1.5 Institutions within and outside Kenya interested in KSS services and willing to pay for them
2. Possibility to convert large existing database into sellable products
 - 2.1. Utilisation of spare capacity
3. KARI encouraging commercialisation
 - 3.1 Possibility to influence GoK policy so that agricultural credit with soil survey as a prerequisite
4. Times and environment are conducive for change
 - 4.1. Staff willing to change
5. Possibility of a donor willing to backstop

Threats

1. Low credibility due to late delivery of KSS products
2. Competition from other organisations
 - 2.1. Loss of technical personnel to greener pastures
3. Defunding of KARI
 - 3.1. Inadequate GoK funding
 - 3.2. Post - 1999 uncertainties
4. Limited autonomy
 - 4.1. Institutional and management changes which might result to the disruption of KSS activities
 - 4.2. Prohibitive overhead charges from NARL and KARI Hq.
 - 4.3. Execution of non-paid political jobs

THE 3 C's

Company

Qualities of an effective company

1. Vision-directed
2. Innovative
3. Flexible/Adaptive
4. Customer-driven

What are our products? What were SWOT options on products?

The Competition

Analysis of competition

1. Who are they?
2. What is their financial situation?
3. How are they organized?
4. What products/services selling?
5. At what prices?
6. Their market share?
7. What product features?
8. What benefits are they claiming?
9. What are their strengths, weaknesses?
10. What is their retaliation potential?

Economic

Social

Political

Adverse media campaign

What is our ability to respond?

Customer/Client

Segmentation criteria

1. Type of customer
2. User needs and preferences
3. How purchasing decisions are made

Market segmentation

1. Which segment should we address?
2. Do we need a different organization?
3. Are we prepared to make the investment?
4. Can different segments bear a different price?

Actions arising from market segmentation

1. Claim different benefits?
2. Advertise in different media?
3. Offer different sales support?

BUSINESS OBJECTIVES

What is the reason for being of your organization? A number of reasons for being in business can be advanced. Without attempting to be exhaustive, here are a number of reasons advanced for being in business:

1. Maximization of sales revenue:

- Fairly easy to achieve but can be costly
- Not sufficient as a stand alone reason
- Could drive a business out of operations

2. Maximization of profit

- An improvement on the first one
- Takes into account revenues and expenses
- However still too limited as a business goal

3. Maximization on capital employed

- Overcomes some of the above objections
- Takes into account level of profit and investment made to achieve it
- Still suffers from risk and short-termist weaknesses of profit maximization

4. Survival

- Businesses obviously aim to survive, businesses want to go beyond this
- In exceptional short-term circumstances

5. Long-term stability

- Some businesses seem to pursue this goal but not most of them
- Like survival it is too limited a goal

7. Growth

- Fairly close to most businesses goal
- Strikes a balance between short-term and long-term benefits
- Encompasses survival and probably long-term stability
- Not specific enough, growth of what? Profits, assets, or something else?
- What level of growth?
- Shouldn't growth be a result of other objectives?

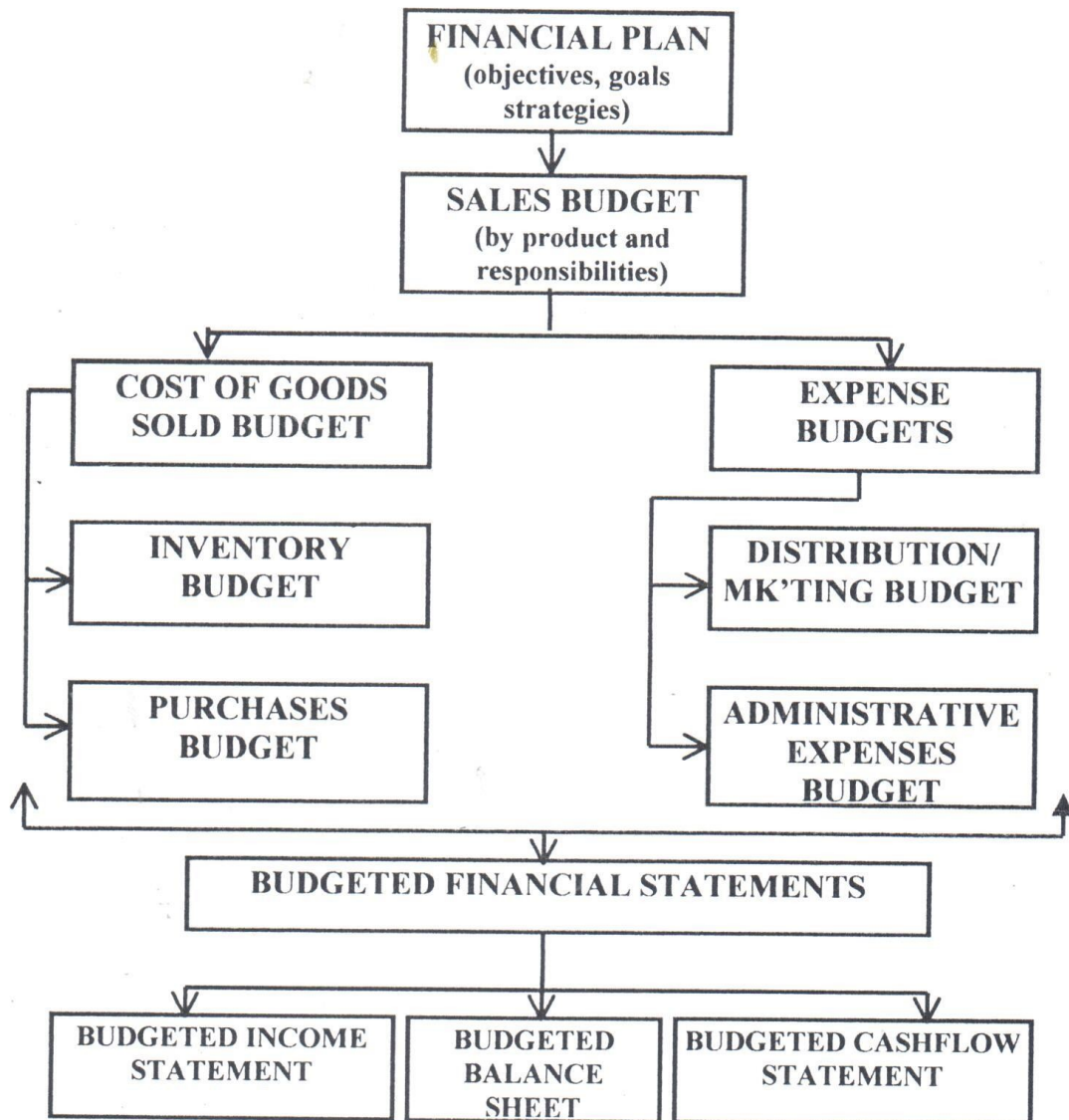
7. Satisficing

- All above concentrates on profits and welfare of business owners
- Stakeholder concept: attempting to satisfy employees customers suppliers, community etc.
- Giving all stakeholders a satisfactory return
- A useful general principle but not practical as a touchstone for making business decisions

8. Enhancement/Maximization of business wealth

- Decisions taken such that business is worth more as a result of that decision
- Future profitability, both short- and long-term and the accompanying risks are critical inputs in valuing a business
- Thus this objective incorporates most of the valuable features of suggestions made in the other objectives

**DEVELOPMENT OF A TACTICAL
NON-MANUFACTURING PROFIT PLAN**



KENYA SOIL SURVEY MISSION STATEMENT

KENYA SOIL SURVEY IS A LAND RESOURCES INSTITUTION OFFERING SERVICES ON COMMERCIAL BASIS TO GOVERNMENT OF KENYA AND THE PRIVATE SECTOR WITH THE OBJECTIVE OF ENHANCING BETTER LAND UTILIZATION.

ITS USER FRIENDLY PRODUCTS ARE DEVELOPED IN CLOSE CONSULTATION WITH CLIENTS TO ENSURE THEIR ULTIMATE SATISFACTION.

IN PURSUIT OF THIS , KENYA SOIL SURVEY UTILIZES THE BEST QUALIFIED PERSONNEL AND APPLIES THE LATEST TECHNOLOGIES.

PROFESSIONALISM, EFFICIENCY AND INTEGRITY ARE KENYA SOIL SURVEY GUIDING PRINCIPLES.

ORGANISATIONAL CHANGES

GROUP 1

MANAGEMENT PRACTICES & SYSTEMS

KSS ORGANOGRAM

NOW	FUTURE
Head KSS Task force teams Editorial Coordination	Director KSS Task force teams X X
UNITS	DEPARTMENTS
1. Laboratory Unit Soil physics } Soil chemistry } Soil micromorphology	Laboratory Dept. Dept. to consist of two sections (1) Soil physics (2) Soil chemistry Phase out Micro-morphology
2. N.R.U. - Soil survey - Climatology - Soil & water management - Social economics - Farming systems - Vegetation - Landuse	Department of Natural Resources - Soil survey section - Soil mapping - Soil + water Management - Climatology section - Farming systems, social and agro-economic section - Vegetation and landuse section.
3. I.N.U - GIS & computing - Cartography - Library	INFORMATION DEPARTMENT GIS, Cartography & Reproduction sec. KENASREC } Library } Section Data storage }
MANAGEMENT SYSTEMS	
PRESENT	FUTURE

PRESENT: <ul style="list-style-type: none"> - Capability (competitive edge) to produce better products competitors - Stable financial state - Well organised like our main competitors - Late delivery of products resulting into loss of customers to our competitors 	FUTURE: <p>Maintain and improve on</p> <p>Financing unpredictable</p> <p>Improve timely delivery of KSS products by addressing weaknesses identified in SWOT</p>
5. PRESENT	FUTURE
- Our products are not user friendly	Close consultations with clients to tailor products for their ultimate satisfaction.
- Prices of our products are relatively lower	Review our prices to 90% of our competitors
- In some areas (soil mapping KSS has higher marketing share in others/fertility appraisal competitors have higher share	Carry out marketing surveys to capture the marketing from our competitors
- Our major competitors are already commercially established (their strength) with highly motivated staff	K.S.S to venture into commercial business blast
- High costs for services rendered by competitors weakness of competitors	KSS to charge 10% less
- Retaliation from competitors (economic, social, media) is real	Be commercially and professionally competent
Politically KSS protected by KARI	
6. CUSTOMER/CLIENT	
PRESENT	FUTURE
<ul style="list-style-type: none"> - Agricultural extension workers - Community based organisations - GoK - Researchers - Private/Inter Organisations/Companies - Small scale, large scale - Planners conservators 	Same as long as they pay for services rendered

PLANNING: - Coordinators meetings (weeks) - Quarterly workplan/report (logframe) - Technical meeting - General meeting	Heads of Dept. meeting (weekly) " 2 times a year
COMMUNICATION:	
Internal memo Verval Two way - Top bottom Bottom up	To continue
Evaluation and monitoring through safari reports, technical progress reports, Annual Staff Appraisals Financing - KARI salaries NLO Operation	Create Annual Staff Appraisal
ACCOUNTING	
3. PRESENT	FUTURE
NARL Accounting System	KSS Accounting Section/Systems
DIRECTING:	
KARI - DIRECTOR NARL	
HKSS - Co-ordinator - Team Leaders (Chain of Command)	
ADDITIONS Marketing System	
K.S.S. PRODUCTS	
1. Soil maps and Reports 2. Fertility appraisal reports 3. Water quality appraisal reports 4. Geo-referenced land resources data 5. Derived thematic maps 6. Consultancy services - Training 7. Soil-water appraisal reports	
COMPETITION	

PRESENT	FUTURE
USERS: KSS carries out a general soil survey with only qualitative land assessment	Specific (tailor made) and quantitative
Additions 1. Structuring collaboration modalities with competitors	

GROUP 2
HIGHLY MOTIVATED & PERFORMING STAFF

OBJECTIVE	GOAL	POLICY & PROCEDURE
Well motivated staff	Well paid staff	<ul style="list-style-type: none"> - Relate allowances & bonus to individual output - Develop scheme of service stipulating promotion as based on merit & training. - Rec better pay package via GOK
Reliable good customers	Well trained staff	<ul style="list-style-type: none"> - Delink KSS training from KARI pool system (need identified, interest performance, merit)
	Well rewarded staff (satisfied staff)	<ul style="list-style-type: none"> - Intangible appreciation (certificate of appreciation, pat on the back)
Well performing staff	Disciplined staff	<ul style="list-style-type: none"> - Matching staff with job description - Providing conclusive environment (Provision of transport staff housing) - Punitive measures (Discipline letters) & checks & balances. (Verbal reprimand)
	Flexibility & creativity develop new products	Shift from routine to: <ul style="list-style-type: none"> - Allocate funds for R & D - Subscribe for the latest journals - Client oriented products.
	Efficient & effective net working(internal & external)	<ul style="list-style-type: none"> - Co-ordinators to effect regular meetings (e.g fortnightly) - Quarterly happy hour for staff - Increase interaction with other GOK depts & research bodies (local & international)
Well performing staff	Efficient & effective networking cont'd	<ul style="list-style-type: none"> - Jointly organized scientific conferences

	<ul style="list-style-type: none"> - Upto date & adequate working equipment. * computing * lab equipments * field equipments * cartographic equipments 	<ul style="list-style-type: none"> - Allocate funds for procurement
	<ul style="list-style-type: none"> - Effective communication 	<ul style="list-style-type: none"> - Have or horizontal communication thro' regular staff meetings
	<ul style="list-style-type: none"> - Capacity building (staff 	<ul style="list-style-type: none"> - Hire/recruit staff
	<ul style="list-style-type: none"> - Timely delivery of products 	<ul style="list-style-type: none"> - Proper & effective workplans - Adequate equipments - Bonuses/Awards.

GROUP 2

(1) RELATING MOTIVATION AND PERFORMANCE TO THE 3 C's

OBJECTIVE	GOAL	POLICY/PROCEDURE
Improved products and services	<ul style="list-style-type: none"> - Improved D.base - Develop fert. advisory services - Reports & maps to be made user friendly - Enhance GIS to link with various D.base - Enhance R & D to develop guidelines for consultancy - On time delivery of products 	<ul style="list-style-type: none"> - Develop guidelines for consultancy - Develop timely and affordable fert. advisory services.
Reliable good customers	<ul style="list-style-type: none"> - Improved relationship with customers - Acquire more customers 	<ul style="list-style-type: none"> - User friendly products, delivered on time & affordable - Develop PR mat's - Carry out market surveys (for potential customers)
		<ul style="list-style-type: none"> - Make follow-ups to customers (both existing & potential) - Advertise in different media - Develop user friendly materials for dissemination (photos, graphs etc.)
	<ul style="list-style-type: none"> - Improve KSS policy input at District/local level 	<ul style="list-style-type: none"> - Identify farmers needs - Improve services at farmers' level
	<ul style="list-style-type: none"> - Flexible pricing policy 	<ul style="list-style-type: none"> - Charging higher prices at large scale farmers and projects level to carry the small scale farmer needs
Maintain competitive edge	<ul style="list-style-type: none"> - Identification of KSS strong products, services 	<ul style="list-style-type: none"> - Update and maximize use of the present potential over our competitors
	<ul style="list-style-type: none"> - Improve products & services through integration of multidisciplinary set-up 	<ul style="list-style-type: none"> - Maximize use of multidisciplinary nature of personnel
	<ul style="list-style-type: none"> - Improve relationship with complimentary organizations & institutions 	<ul style="list-style-type: none"> - Organize joint seminars and develop joint proposals with allied institutions.

GROUP 3

ORGANISATIONAL CHANGE: WORK UNIT CLIMATE AND INDIVIDUAL NEEDS AND VALUES

OBJECTIVES/GOALS	POLICIES	PROCEDURES	ACTIVITIES
<ul style="list-style-type: none"> ■ To improve communication within KSS 	<ul style="list-style-type: none"> ■ To Shorten the management hierarchy: HKSS in direct contact with Unit-Coordination 	<ul style="list-style-type: none"> ■ Institutionalise meeting: <ul style="list-style-type: none"> • management meetings (vertical) • unit meetings (horizontal) 	<ul style="list-style-type: none"> ■ weekly management meetings ■ monthly Unit meetings (program and evaluate)
<ul style="list-style-type: none"> ■ To be committed to the work and to the organisation (KSS) (behaviour change), in order to achieve integrity 	<ul style="list-style-type: none"> ■ objective evaluation system for staff performance, based on criteria, including: <ul style="list-style-type: none"> • sanctions, dismissal • rewarding: pay for work ■ code of conduct ■ junior staff working under contract, becoming permanent when optimal performance 	<ul style="list-style-type: none"> ■ developing evaluation criteria by the KSS team ■ staff evaluation on a 2 year basis done by external team on the basis of evaluation criteria and code of conduct 	<ul style="list-style-type: none"> ■ evaluation of staff every 2 year ■ disciplinary sanctions taken by KSS management ■ rewards delivered by KSS management in financial terms or in the form of training/promotion ■ advertising job opportunities

OBJECTIVES/GOALS	POLICIES	PROCEDURES	ACTIVITIES
<ul style="list-style-type: none"> ■ To deliver products as per contract to clients 	<ul style="list-style-type: none"> ■ Setting goals in common agreement among KSS staff and clients 	<ul style="list-style-type: none"> ■ Elaborating plan of operation, in common agreement with all KSS staff involved, including intermediate products to deliver and deadlines ■ regularly reviewing progress and taking sanction where necessary 	<ul style="list-style-type: none"> ■ monthly progress review, according to plan ■ actions taken by KSS management, when deadlines cannot be achieved
<ul style="list-style-type: none"> ■ To improve job satisfaction in order to increase efficiency 	<ul style="list-style-type: none"> ■ staff career development ■ facilitation for obtaining loans ■ medical insurance 	<ul style="list-style-type: none"> ■ procedures for in-service training and training abroad ■ procedure for applying for loan (for permanent staff) ■ common KSS-insurance 	<ul style="list-style-type: none"> ■ review of training programme by KSS management ■ review of loan applications ■ insurance contract

OBJECTIVES/GOALS	POLICIES	PROCEDURES	ACTIVITIES
Have an edge over other competitors	Keep database up-date	♦ Proper data management (eg. Continuous back-ups)	<ul style="list-style-type: none"> ■ Entering new data ■ Manipulating ■ Analysis
<ul style="list-style-type: none"> ■ Giving customers targeted products and advice in a short time 	“	“	“
<ul style="list-style-type: none"> ■ To serve customers directly in a multi-disciplinary approach 	<ul style="list-style-type: none"> ■ Work in a multidisciplinary team and liaising with other collaborators 	<ul style="list-style-type: none"> ■ Memorandum of understanding with collaborators 	<ul style="list-style-type: none"> ■ Subscribing to tenders where necessary
<ul style="list-style-type: none"> ■ To maximise donor support (financial and technical for the time being) 	<ul style="list-style-type: none"> ■ Set strategies on how to improve : <ul style="list-style-type: none"> -Transport - GIS lab - Lab equipment - Computers, Softwares - Training 	<ul style="list-style-type: none"> ■ Set maintenance and acquisition guidelines ■ Set criteria for training 	Prepare strategic plan to satisfy the needs

OBJECTIVES/GOALS	POLICIES	PROCEDURES	ACTIVITIES
KSS to be able to make decisions	KSS to become Autonomous	Have legal document approved by parliament	<ul style="list-style-type: none"> ■ KSS to prepare legal document through a legal firm/Ag. Chamber ■ Present to parliament to become an act.

GROUP 4 LEADERSHIP AND CULTURE	
PRESENT	FUTURE
A. Leadership: <ul style="list-style-type: none"> - Academic and professional - Individual consultative encounters at unit level - Infrequent staff general meetings - Only a few are managers - Some decision reached are not implemented 	<ul style="list-style-type: none"> - Professional and experience with best management in the job to be executed - Frequent consultative meetings at unit level - Quarterly general staff meeting - Every staff to be responsible - Any decision reached should be implemented and supported by all KSS staff - participatory leadership, impartiality (in hiring, promotion, etc)
B. Culture <ul style="list-style-type: none"> - Delegation of authority one way top down - Lateness (Job, meetings, work etc) - Information not always sought for - Individually unrealistic planning in most cases 	<ul style="list-style-type: none"> - Delegation of authority top - bidirectional the right person - Punctuality to be encouraged (job, meeting work etc,) - Information should be sought for at individual levels and unit level - Realistic planning.
CONSUMER/CLIENT	
PRESENT	FUTURE
<ul style="list-style-type: none"> - GoK - Private sector - Learning institution - Extensionists - Farmer 	<ul style="list-style-type: none"> - Farmer - Private sectors (NGOs, companies etc)

<ul style="list-style-type: none"> - Not user friendly products - Customer come to us - Marketing not undertaken - Liaison - Policy forbids us from commercialising - Charges are uniform - Marketing done in exhibitions (shows, field days etc 	<ul style="list-style-type: none"> - Develop user friendly product delivered on time - We go to customers and customers come to us - Aggressive marketing targeted to our potential clients - Need to liaise with collaborative organisations - Policy favours commerce - Different clients can bear different prices - Advertise in exhibition, field days, electronic and print media in different languages applicable in different regions.
COMPETITORS	
PRESENT	FUTURE
<p>Single product competitors to KARI are:-</p> <ul style="list-style-type: none"> - Universities, cons. firms, delmonte, Fertilizer companies, DRSRS, MTC, Remot sensing, SOK, ILRI, CRF, Tea Research <p>KSS has depth.</p> <ul style="list-style-type: none"> - According to present policy commercialization is not in place, notwithstanding strengths and weaknesses - Not competing at the moment but we are mandated - There has been no need to exercise our strength 	<ul style="list-style-type: none"> - And others <p>We have the capacity to outmanoeuvre their business</p> <ul style="list-style-type: none"> - The competitors can retaliate both economically and socially - We have the strength and capability to respond effectively

SKILLS ANALYSIS

GROUP 1 LAB UNIT	CURRENT AND NEEDED SKILLS	
	Present skills	Potential Skills
Chemistry Lab		
2ROs Ochieng/Gachini	-Soil analysis -Fertility appraisal -Water quality appraisal	
Ekirapa	-Soil survey -Soil & Water appraisal	
Mare	Soil survey Soil water mang.	
Kareithi	-Soil Water Mangt. appraisal	

Natural Resources Unit		
Gicheru Aore Wanjogu Rachilo Kamoni	Soil survey " " " -Geo referenced land resources data -Derived Thematic maps	-Soil&Water mangt appraisal - Land evaluation
Okoth	-Soil survey -Geo Ref. land res. data	- Erosion Risks
Macharia	Veg.&land use survey	-Research on farmer linkages
Ndaraiya	Climatology	-Rain water harvesting for drought mangt
Stella	Agronomy	
Shitakha	Soil survey	-soil & water mangt appr.
Kinyanjui H.	Soil survey	Social economics
C.R.K	Soil survey	Land evaluation
J.M.Kibe	Soil survey	
Ng'ang'a	Soil & Water mangt appr.	

P.K. Kimani P. Owenga	CAN Assist In soil survey	
Wagate	Veg. & land use	
Ng'aru Gitau Gau	Can assist except in the labs	-Topo survey
E.N. Kinyanjui	Can work in the lab	
Information Unit		
Waruru	Soil survey Preparation of soil monoliths	
Maingi	Conventional cartography Geo referenced land resources data Derived thematic maps	
Buyayi	Computer advanced skills	
P. Kimotho	Soil survey Geo referenced Land resources data Derived thematic maps	
L. Mikisi	Conventional cartography Geo referenced land resources data Derived thematic maps	
Onyono	Can assist in soil survey Preparation of monolith	
Kibe P.K.	Conventional Cartography Thematic maps	
Osiemo	Conventional Cartography Lithography	
Pamela		Conventional cartography Lithography
Matolo	Conventioanl cartography	
Owiti	advanced computer skills	
Kahiga Aguno	Library services	

Administration Serv. Unit		
Onyancha	Accounting systems	
Mbuthia Mugure	Purchasing and supply	
Beatrice Emma Hilda	Shorthand typists Computer skills	
Dr. Wokabi (Chief Executive)	Institutional management	
DEFICITS OR SKILLS NEEDED 1. Skills in accounting systems 2. Skills in transports and maintenance 3. Administrator with skills in accounting and marketing 4. Skills in soils and water analysis		

4/2/98 GROUP 2

PRODUCTS/TASKS	SKILLS
Soil Maps & Reports	<ul style="list-style-type: none"> - Soil surveying - Cartography - GIS specialist - Data processing
Fertility Appraisal Reports	<ul style="list-style-type: none"> - Agronomy - Soil Chemistry - Lab technician
Water quality appraisal reports	<ul style="list-style-type: none"> - Soil chemistry - Agronomy
Geo-referenced land resources data	<ul style="list-style-type: none"> - GIS - Data base
Derived Thematic maps	<ul style="list-style-type: none"> - Cartography - GIS - Vegetation surveys - Soil & Water Management - Land use surveying - Climatology
Land suitability maps & reports	<ul style="list-style-type: none"> - Land evaluation - Soil surveying - Economic analysis - Sociology studies
Soil and Water appraisal reports	<ul style="list-style-type: none"> - Soil & Water Management - Soil Chemistry
Horticultural advisory services	<ul style="list-style-type: none"> - Horticulture - Agronomy
User friendly products	<ul style="list-style-type: none"> - Farming system expertise - Land use planning - PRA expertise
Support services	<ul style="list-style-type: none"> - Data management/storage - Librarian - Word processing - Store keeping - Accounting - Managerial skills - Human resource management

SLACK SKILLS

- Computer systems analyst
- Computer use in library
- Indexing and abstracting services (library)
- Biometrician (statistician)
- Agricultural engineering/farm structures
- Current awareness (library)
- Selective dissemination of information
- Soil micromorphology
- Auto CAD

NEEDED SKILLS

- Project management }
- Farm management }
- Marketing } As backup to products
- Public relations }
- Horticulturalist }
- Editing services (specialists)
- Land use planning
- Participatory rural appraisal (PRA)
- Farming systems analyst
- Public relations
- Lab technician

Group 3	CURRENT, NEEDED AND DEFICITS/SURPLUS SKILLS			
SECTION	CURRENT SKILLS	NEEDED SKILLS	DEFICIT	SURPLUS
G.I.S	Digitizing - 3 Editing -3 Programming - 2 Data manipulation and analysis - 2	5 5 5 5	2	
Cartography Reproduction	Map drawing - 4 Printing and binding of reports	0 1	1	4
Laboratory unit	Analysis (lab work) - 0 Data interpretation - 0 Soil chemists - 2	2 Technicians 2 Technologists 1	2 2	1
N.R.U	Soil survey - 120 Vegetation and landuse survey - 2 Soil & Water mangt - 4 Climatology - 1	9 2 4 1		3
Project proposals	Proposals writing - 0	On-job training		
Administration and support staff				
Accounts Secretary Chief Executive Stores Drivers Library Data storage Computer services	Accountant - 0 Secretarial - 4 Administration - 1 Store keeping - 2 Driving - 7 Librarian serv. -2 Keeping data - 2 computing - 2	3 2 1 2 7 1 2 2	3	2 2
N.R.U	Soil survey - 6 Socio economics - 1	1	6	

Sub staff	Support services (general duties - 10	5		5
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GROUP 4

UNIT NRU	SKILL1	SKILL2	SKILL3	PRODUCT	DEF ICIT	SURP LUS
Dr. Wokabi P. Kamoni Rachilo	Soils	L.E	G.T	Soil maps & reports		
Gicheru Wanjogu Waruru	Soils	Erosion	Monolith	Erosion, maps & reports		
Ekirapa Kibe J. M. Mare Ng'ang'a E. Kinyanjui Ngethe	Soil & Water	Soils		Water Appraisal Report		
Nyangesi	Socio Ec	Soil Agron.				
Ndaraiya	Climatology	Soil	F.Top survey		1	
Ngugi	Veg	L/U	Ref/LU Maps Reports			
0	Agr.Econ				1	
Kimani Kariuki Onyono Owenga Kimotho Gitau	Soils Soils Soils Soils Soils Soils	Monolith G.I.S F/Top Sur				

Unit2 Inform. Unit	Skill 1	Skill2	Skill3	Product	Deficit	Surplus
Osiemo Matolo Kibe Mikisi Maingi	Cart " " "	Print. Print. G.I.S	Modelling	Data bases Predic. Models Bronchures Soil monolith		
Wepukulu Owiti Hilder	Comp " "	Biomet.				
Kaiga Aguno	Librarian "					
D. Mulinge T. Odipo	D/Storage					

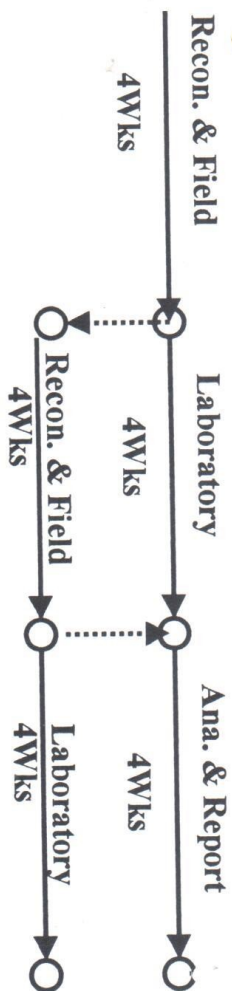
Unit Administration	Skill1	Skill2	Skill3	Product	Deficit	Surplus
Munguti M. M. Nyambura L. Okoth Njoki H. Wanjiku H. Njega Nelia J. Nyandati F. Nyambura	Artisan C/mess Cleaner " " " " "					2
B. Muteru E. Munyao Hilda Nyaga	C/Typist " " "	Comp " " "				2
Ngware Nganda Karuri Ondigo Muturi Thairu Maina	Driver " " " " " "					3
Onyancha Mbuthia Mugure	Ad. A/C clerk Cashier Supply				1 1	
Lab. Unit						
Ochieng Gachini	Chemist "	Phycisit		- + Fert., appraisal reports water quaa reports Fert. analysis reports	2ROs 2Techno 5techn	

1. Soil Maps and Reports
3. Water quality Appraisal Reports
5. Derived Thematic Maps
7. Soil-Water Appraisal Reports

KSS PRODUCTS

2. Fertility Appraisal reports
4. Geo-reference Land Resources Data
6. Consultancy Services - Training

SUGGESTED TEAM PLANNING MODEL: Kanyingi arap Kibet Farm



MARKETING STRATEGIES
6/2/98 GROUP 1

PRODUCTS	CLIENT	APPROACH
<p>Soil Reports</p> <p>NOTE: Send a brochure and updated list of publications</p>	<ol style="list-style-type: none"> 1. Agricultural large scale companies e.g. African Highland Produce Company, Tea, Coffee and Flower Companies. 2. NGO's dealing with Irrigation & Drainage Problem, Soil & Water Conservation. 3. DONOR FUNDED PROJECTS e.g. ASAL 4. Agricultural extension service 5. Regional development authorities 6. Church Organisations Catholic, C.D.K. 7. Foreign Mission & Embassies. 8. Universities and other Research Institution & Colleges 	<p>Do an inventory of the companies and introduce ourselves through mail to them as an organisation that can be of use to them.</p> <p>DAY A VISIT TO THEM</p> <p>Do the same to them & pay a visit to them with a case study of KSS work.</p> <p>Write to DAO & pay visit to PDA's and the associated DAO's</p> <p>WRITE & VISIT THEM</p>
Soil Fertility	<p>Small scale farmers</p> <p>Large scale farmers</p>	<p>Write to divisional agricultural extension officers. Write to as many as possible of them and tell them of KSS</p>
Thematic maps	<p>NGO's Universities, Research Institutes. Regional Development Authority. Research consulting firms. Individual</p>	<p>Radio & internet or print and electronic media</p>

Soil analysis	Individual farmers and Researchers. Agri-based companies e.g. oil crop development (Elianto) Kenya breweries BAT Mastermind	Participation of our staff in the Agricultural shows. Electronic media and printing media plus Internet Write to them and visit them
Soil Water Appraisal	Irrigation and Drainage based companies e.g. NIB, Researchers	Write to them Electronic and print media plus Internet write and visit them through Internet
Vegetation and landuse	Large scale ranches Land resources Consulting firms ITC East Africa Research Institution National Universities	Visit and write them
Soil Maps	Individuals Research Institutes and Regional Authority	Print and electronic media and Internet write to the
Consultancies	All the above clients	Electronic and print media

MARKETING (GROUP 2)

1. Maintain public relations
2. Product sheet with capacity statement
3. Brochure(s)
4. Media
5. Through seed and fertilizer companies (leaflet)
6. tailor made brochures
7. G.I.S tailored brochures
8. A.S.K. shows
9. Scientific conferences
10. Bill boards
11. KSS/farmer collaboration demonstration farm
12. Ploughing contest
13. Follow-up visits
14. Contact extension officers
15. Seminars via F.T.C's
16. Issuing KSS list of publications
17. Field days
18. Collaboration with financing Companies directly related to farmers

PRODUCTS	CLIENTS							Marketing Approaches
	Consulting Companies	N.L.B	P.L.U	H.C.D.A	Irrigation consulting companies and industry	K.W.S	Engineering firms	TARDA
1) Soil Reports								
a) Exploratory								1,16,4
b) Reconnaissance								16,3,13,2,4
c) Semi-detailed								16,3,13,2,4
d) Detailed								11,12,3,14,8,17,15,4
e) Site Evaluation								11,12,3,14,8,17,15,4
2) Fertility Appraisal								7,8,4,9,10,12
3) Thematic Maps								7,8,14,4
4) Soil Analysis	X							5,11,10,4
5) Soil-water Appraisal		X		X				6,4,18
6) Veg. and Landuse						X		4,3,10
7) Soil maps								7,8,4,9,10,12
8) Consultancy	X							4,1

General Marketing Actions are - Brochures, List of Publications, Media, A.S.K shows, Bill Boards

PRODUCTS		CLIENTS											Marketing Approaches
	Gok	Academic Institution/ Universities	Research Organisations FAO, ICRAF, World Bank	Finance Companies CDC, AFC	Rural Dev. Prog.	NGOs	Dev. Projects	Large Scale farmers	Irrigation Projects	Rangeland and Ranches	Small farms	Research Stations	
1) Soil Reports													
a) Exploratory	X	X	X										1,16,4
b) Reconnaissance	X				X	X							16,3,13,2,4
c) Semi-detailed							X	X	X	X			16,3,13,2,4
d) Detailed								X			X		11, 12, 3, 14, 8, 17, 15, 4
e) Site Evaluation							X	X			X		11, 12, 3, 14, 8, 17, 15, 4
2) Fertility Appraisal								X			X		7,8,4,9,10,12
3) Thematic Maps		X	X			X							7,8,12,4
4) Soil Analysis								X			X		5,11,10,4
5) Soil-water appraisal						X			X				6,4,18
6) Veg. and Landuse						X				X		X	4,3,10
7) Soil maps		X	X			X	X			X			7,8,4,9,10,12
8) Consultancy		X				X							4,1
General Marketing Actions are - Brochures, List of Publications, Media, A,S,K shows, Bill Boards													

General Marketing Actions are - Brochures, List of Publications, Media, A.S.K shows, Bill Boards

GROUP 3

METHODOLOGY

1. Identifying our client
2. Ranking - According to Requirements products
3. Who are our potential clients
4. Client approach - marketing

CLIENTS

1. Sugar Companies
2. Small and Large scale irrigation schemes
3. Regional Development authority
4. Private companies
5. Commercial Farmers
6. NGO's (Donor Funded)
7. Consultancy firms
8. International Research Institutes and Universities
9. Ranching Companies
10. Teaching institutions
11. Government Ministries
12. Small Scale Farmers
13. Community Based Development Projects
14. District Development Committees
15. Farmers Co-operative Societies

Clients	Products							
	1	2	3	4	5	6	7	8
1	1							
2	1	3			2			
3	1		2					
4	2	1	3					
5	2	1						
6	1	1	3			4	5	
7	1		1	2		3		
8	1		2					3
9		2				1		
10								1
11	1		2					3
12		1						
13	1	2						
14	1					2	3	
15		1						
	1	2	3	7	7	4	6	5

POTENTIAL CLIENTS

1. Irrigation Schemes (small and large)
 2. Private companies
 3. NGO's (Donor Funded)
 4. Consultancy Firms
 5. D.D.C
 6. Ministries
- e.t.c

MARKETING STRATEGIES

- Reclaiming Lost glory - Advertisement
 - Electronic
- Client need assessment - print media
- informal and formal meetings
- Open day meeting
- ASK (Provincial & Harambee shows)

MARKETING STRATEGY (Group 4)

PRODUCT	CLIENT	APPROACH
Soil Reports	<ul style="list-style-type: none"> - Commercial farmer - Dev. Organisation 	<ul style="list-style-type: none"> - Make brochures with Prof. assistance that are client orient - Through Open-Days - Advertise in print and electronic media E.Mail - Through farmers organisations, Direct Mail
Fertility Appraisal	<ul style="list-style-type: none"> - Commercial farmer - Subsistence farmer - D.D.C. 	<ul style="list-style-type: none"> - As above - Through D.D.C - Through A.S.K. shows - Chief's Barazas - Churches
Thematic Maps	<ul style="list-style-type: none"> - DDC and Dev. Organization - Researchers - Institutions of Higher Learning 	<ul style="list-style-type: none"> - As in 1 & 2 above - Through journals - Conferences/Workshops - Visit
Soil analysis	<ul style="list-style-type: none"> - Commercial farmer - Subsistence farmer - D.D.C - Consultants - Researchers - Environmentalists 	AS IN 1,2,3 ABOVE
Soil and Water	<ul style="list-style-type: none"> - D.D.C - Irrigation Schemes - Dev. Organisations - Commercial Aware. Farmer 	AS IN 1,2,3
Soil Maps	<ul style="list-style-type: none"> - Learning institutions - Dev. Organisation - D.D.C. - Researchers - Consultants 	AS OM 1.2.3
Consultancy	<ul style="list-style-type: none"> - Min. of Agriculture - Universities - International Inst. - Guided Tours & Lectures 	AS IN 1,2,3
Veg. & Land Use	<ul style="list-style-type: none"> - K.W.S * - Otherwise no clients 	AS IN 1,2,3

KSS STRATEGIC PLAN ISSUES

- 1. Staffing**
 - Administration
 - Marketing
 - Accounts
- 2. Staff/Jobs Realignment**
 - Staff Work Plans
- 3. Marketing**
- 4. Financial Management Information**
 - Budgeting
 - Financial Controls
 - Costing
- 5. Motivational Issues**
 - Scheme of Service
 - Medical Scheme
 - Insurance
 - Loan Scheme
 - Staff Development
- 6. Investment/Contracting**
 - GIS
 - Laboratory
 - Equipment
- 7. Revenue Sharing**
 - Internal - Staff
 - External - KARI, NAL
- 8. Office Space**
- 9. Legal Status**

KSS PLANNED REVENUE BUDGET

Format 1.

Products/Jobs	No of Jobs	@ KShs	Revenue
Soil Reports	80	200,000	16,000,000
Fertility Appraisal	100	8,000	800,000
Thematic Maps	500	4,000	2,000,000
Soil Analysis	2,000	1,400	2,800,000
Soil-Water Appraisal	7	30,000	210,000
Vegetation & Land Util.	11	3700	407,000
Soil Maps	20	4,000	80,000
Sub-Total			<u>22,297,000</u>
Margin 25%			5,574,250
Consultancy Days	54	5,000	270,000
TOTAL			<u>28,141,250</u>

Format 2.

SALES	REVENUE	
Soil Reports	20,000,000.00	
Fertility Appraisal	1,000,000.00	
Thematic Maps	2,500,000.00	
Soil Analysis	3,500,000.00	
Soil-Water Appraisal	262,500.00	
Vegetation & Land Util.	508,750.00	
Soil Maps	100,000.00	
Consultancy	270,000.00	
Sales Revenue		28,141,250.00
Cost of Sales		22,513,000.00
<i>Operating Profit</i>		<u>5,568,250.00</u>

KSS STRATEGIC PLAN OUTLINE

1. OVERALL OBJECTIVE: Commercialization of KSS Services.

2. MISSION STATEMENT: As discussed

3. CONTEXT: (How it came about)

a. Macro-economic issues:

- Retrenchment
- Privatization
- Shrinking public revenues.

b. Donor funding policy

c. Internal (KSS) realization of large capacity and low output.

d. KARI support for commercialization

3. .PRODUCTION POTENTIAL

a. Skills

b. Products

c. Organizational Structure

d. Facilities

4. KEY PLANNING AND MANAGEMENT ISSUES

a. Staff/Jobs Realignment.

- Staff Work Plans
- Administrative capacity
- Marketing
- Accounting

b. Motivational Issues

- Scheme of Service
- Medical Scheme
- Insurance
- Loan Scheme
- Staff Development and Training
- Behavioral and Quantitative Staff Evaluation

c. Revenue Sharing Modalities

- Reward for High Performance
- Sharing with KARI and NAL

d. Financial Management Information

- Budgeting Incorporating Individual Revenue Earnings
- Financial Controls
- Systematizing Costing

e. Investment and Contracting

- GIS
- Laboratory
- Equipment

f. Marketing Strategies

- Client Targeting
- Marketing Medium Analysis

KSS STAFF LIST

NAME	P/NO.	DESIGNATION	TRAINING	YEAR
S.M. WOKABI	3555	SRO		
W.W. AORE	3567	RO	PhD	1997-1999
P.F. OKOTH	3565	RO	PhD	1995-1999
S.N. WANJOGU	3562	RO		
P.T. KAMONI	3563	RO	PhD TRAINING	1997-2000
P.N. MACHARIA	3564	RO	TRAINING	1998 JULY
N.P.OCHIENG	3561	RO		
A.E. EKIRAPA	3560	RO		
P.T. GICHERU	3568	RO	PhD TRAINING	1998-2000
J.N. KARIUKI	3569	RO	INTERDICTED	
F.M. NDARAIYA	3570	RO	PhD TRAINING	1996-1999
J.R. RACHILO	3574	RO		
B.K. WARURU	3800	RO		
S.N. NYANGESI	3841	RO		
H.C.KINYANJUI	3571	RO	MSc TRAINING	1997-1999
F.M. SHITAKHA	3575	RO	MSc TRAINING	1997-1999
P.M. MAINGI	3576	RO		
E.M. MU YA	3577	RO	UNPAID LEAVE TILL APRIL 1998	
G.N. GACHINI	3578			
C.R.K.NJOROGE	3650	RO	MSc TRAINING	1997-1999
P.W.KIMOTH O	3580	TO		
H.N. ONYONO	3593	TO		
P.N.WAGATE	2139	TO		
P.K.KIMANI	3583	TO		
C.N. KARIUKI	3652	TO		
P.O. OWENGA	4240	TO		

S.B. WEPUKHULU	5158	TECHN.		
D.K.KARIITHI	3595	TECHN.	MSc.TRAINING	
E.N.KINYANJUI	3581	TA		
MICHAEL NG'ARU	3588	TA		
J.K.GITAU	2150	TA	TOPO-SURVEY TRAINING 1998	
J.OWITI	6876	TECHNICIAN		
J.OSIEMO	3582	CARTOGRAPHY		
L.H.MIKISI	3585	CARTOGRAPHY		
PAMELA OKECH	3912	CARTOGRAPHY	TRAINING	1997-98
P.K.KIMANI	6599	CARTOGRAPHY		
M. NYAMAI		CARTOGRAPHY		
M.AGUNO	3602	LIBRARIAN		
E. KAHIGA	6738	LIBRARIAN		
F.M.MWANGI	6529	S/OFFICER		
S.M.NDUNGU	3923	S/OFFICER		
B.MUTERU	3629	S/T	SECRETARIAL TRAINING	1998-99
E.MUNYAU	2435	S/T		
H.KAMAU	3608	C/T		
G.N.MAINA	3405	DRIVER		
F.K.NGWARE	3584	DRIVER		

T.A. ONDIGO	3588	DRIVER		
P.K.KARURI	3589	DRIVER		
E.K.THAIRU	3600	DRIVER		
ALBERT MUTURI	5021	DRIVER		
PIUS NGANDA	3648	DRIVER		
D.N.GATHUI	3653	P/OPERATOR		
M.MUNGUTI	3803	ARTISAN		
M.NYAMBURA	3605	AUXILLARY		
F.N.KINUTHIA	3607	AUXILLARY		
M.NYAGA	3601	TYPIST	SECRETARIAL TRAINING	1998
J.O.NYANDAT	3609	AUXILLARY		
MARIA NJENGA	3610	AUXILLARY		
LYDIAH OKOTH	3611	AUXILLARY		
H. WANJIKU	3612	AUXILLARY		
TAFFRINE ODIPO	3654	AUXILLARY		
G. GITUNGO	3603	AUXILLARY		
D.M.MULINGE	3505	AUXILLARY		
NELIA NYAMBURA	1876			

SUMMARY OF KENYA SOIL SURVEY: COSTING FOR SERVICES, EQUIPMENT AND OVERHEADS

Cost of existing data		
Elements	Cost/unit or per hour	
1 Aerial photos	500	
2 Topo-maps	300	
3 Geological maps	500	
4 Climatic information	497	
5 Landuse & Vegetation	497	
6 Soils	497	
7 Satellite imageries (per hour/personday)	497	
8 Cost of use Stereoscope per hour/personday)		
9 Cost of use of pantograph per hour/personday)		
10 Cost of photo-interpretation per hour/personday	497	
11 Cost of area computatin using plannimeter per personday		
Cost of Samples Kshs per sample		
12 Sample preparation	50	
13 Water sample	510	
14 Texture Analysis	500	
15 Sample analysis (Fertility)	398.39	
16 Sample Analysis (Survey)	709.9	
17 Sample Analysis (High pF)	250	
18 Samples Analysis (Low pF)	350	
19 Sample Analysis (Hyd./Conductivity)	100	
20 Sample Analysis (Infiltration)	100	
21 Data Analysis per hour/personday	497	
Report Writing (Kshs/hr/personday)		
22 Soils Report 4 Pages per hour/personday(s)	497	
23 Land Degradation Report - per hour/personday(s)	497	
24 Vegetation & Landuse - per hour/personday(s)	497	
25 Soil & Water management - per hour/personday(s)	497	
26 Socio-economics Studies - per hour/personday(s)	497	
27 Reports typing (computing) Ksh/hr/personday		
28 Labour (Typing) - per hour/personday(s)	2267	
29 Printing - Ksh per page (Toner + paper)	6	
Production of GIS maps		
30 Maps A4 size (per map)	3738.5	
31 Ammonia film	16.22	
32 Map preparation	497	
33 Digitizing of (Soils, Topo Infor. (12 pcs)	497	
34 Editing	497	
35 Programming for final prints (SMLS)	497	
36 Printing	18.3	
37 Plotter pens	800	
38 Printing paper	4.5	
39 Adding attributes	248	
Offset Printing of Final Reports		
	Cost/unit	
40 No. of plates (cost per plate)	260	
41 Blanket and Roller wash (in Litres)	3.5	

SUMMARY OF KENYA SOIL SURVEY: COSTING FOR SERVICES, EQUIPMENT AND OVERHEADS

42	Fountain solution	70
43	Embossed paper (A4)	3.2
44	Staples	0.25
45	Binding Tapes (per Report)	8
46	Offset printing paper (in pages)	1.15
47	Labour (in hours)	497
48	Plate Developer (in Litres)	600
49	Gumarabic (in litres)	335
50	Ortho film (sheets)	68.6
51	Offset machine (in hours)	297
52	Plate maker (1 hour)	520.8
53	Guillotine machine (in minutes)	16.6
54	Stappling machine (in minute)	0.05
55	Camera (in hours)	1.575
56	Developer (in Litres)	20
57	Fixer (in Litres)	30

SUMMARY OF KENYA SOIL SURVEY: COSTING FOR SERVICES, EQUIPMENT AND OVERHEADS

	Equipment	Quantity	Unit (hrs/day)	Depreciation/hr		
58	Auger		4	8		
59	Field bag & contents		4	23		
60	Tents		12	2		
61	Beds		12	2		
62	Mattresses		12	1		
63	Lantern and Lamps		4	0		
64	Chairs		4	3		
65	Stools		1	5		
66	Meko Gas Cooker		4	4		
67	Pressure Lamp		6	3		
68	Jembes		4	1		
69	Spade		4	1		
70	Mattock		4	0		
71	Panga		4	1		
72	Sampling tray		0.75	0		
73	Fork Jembes		4	1		
74	pH Meter		2	78		
75	EC Meter		2	78		
	Transport					
	Activity	Quantity	Unit (km/day)	Cost/km		
76	Office to Field		250	52		
77	Field Operation		160	52		
	Cost of overheads					
		Cost/month	Duration (Days)			
78	Support staff					
79	Office Rent					
80	Electricity					
81	Telephone					
82	Water					

KSS MANDATE

BACKGROUND

The start of soil survey in Kenya may be traced back to 1908 when the need for a soil survey of the settled areas of Kenya was felt. However, it was not until 1936 when the first soil map of Kenya was included in Milnes "Provisional Soil Map of East Africa" at scale 1:2,000,000. Refinement of this map led to the publication in 1959 of a 1:3,000,000 soil map of Kenya by Gethin Jones and Scott in the Kenya Atlas. In the early fifties, soil surveys started on an 'ad hoc' basis, mainly at a detailed or semi-detailed scale for areas earmarked for development. These soil surveys were carried out by the Chemistry Section of the National Agricultural Laboratories under the umbrella of the Senior Soil Chemist. In the early sixties a soil survey unit was set up as part of the Chemistry Section.

From 1972 onwards the Soil Survey Unit was considerably strengthened under a bilateral aid agreement with The Netherlands: The Kenya Soil Survey (KSS) was established "to conduct soil surveys which will produce information about the soil and land resources required for accelerated agricultural development and systematic rural land use planning". Within the context of this broad objective KSS carries out the following types of surveys:

- (a) Exploratory soil survey on scale 1:1,000,000, to show the distribution of the major soils of the whole country. This map has been compiled on the basis of all existing soil data complemented by scattered observations made during a number of exploratory field trips throughout the country. The legend of this soil map reflects the relationship landforms-geology-soils.

Accompanying this map is an agro-climatic zone map at the same scale. These maps should form a provisional basis for national and regional agricultural development planning.

- (b) Reconnaissance soil surveys: Since 1972, the KSS has embarked on systematic inventory of the soil and land resources of the country at reconnaissance level. These

surveys are carried out at scale 1:100,00 for the high rainfall (high and medium potential) parts of the country and at scale 1:250,000 for the semi-arid and arid (low potential) parts of the country. These surveys serve as the physical basis for the selection of the areas to be developed for various purposes.

For each of the reconnaissance soil survey areas field observations on vegetation, present land use, erosion, topography and soil management are made and where necessary the corresponding thematic maps are made. Land suitability maps for different land use alternatives are prepared for all areas covered by reconnaissance soil maps.

- (c) Semi-detailed soil surveys: at scales between 1:20,000 and 1:50,000 provide the physical basis for assessment of the feasibility of particular kind of development. On the basis of all the data collected during the survey an assessment is made of the land suitability for the specific purpose.
- (d) Detailed soil surveys: at scale 1:10,000 or larger are intended for farm planning or irrigation design at the project implementation stage.
- (e) Site evaluations: These are preliminary surveys for project identification. The main aim is to give the requesting agency a rapid first assessment of an area for a particular development.

In addition to soil surveys the KSS carries out vegetation, land use and socio-economic surveys to provide data required for land evaluation. Data on soil management aspects such as soil moisture storage capacities, infiltration rates etc., is also collected.

The KSS also carries out research on soil related disciplines such as pedology, land evaluation, ecology, soil physics, soil chemistry, soil micromorphology and soil fertility. The research work is

problem oriented and is aimed at enhancing a better understanding of Kenyan soils. The KSS has also a coordinating and supervisory role for all soil surveys conducted by other agencies to ensure uniformity in nomenclature and standards.

Another important task of the KSS is the systematic collection and storage of all field and laboratory data from all land resource studies carried out in the country. The goal is to establish a national data bank on soils and other related land resources for future consultation.

MANDATE

1. Area of operation: The activities of the KSS cover the whole country.
2. To carry out reconnaissance, semi-detailed, detailed and preliminary soil surveys and prepare maps and reports for multipurpose land use planning.
3. To develop and standardise procedures for collecting, analysing and interpreting data on soils, climate, land use, vegetation and other related land characteristics for agricultural purposes.
4. To carry out research on the genesis and classification of the soil types in Kenya with the aim of improving on the understanding of their capability for agriculture and other land uses.
5. Identification and characterisation of the Benchmark soils of Kenya to facilitate better understanding of their production constraints and agro-technology transfer.
6. To study soil chemistry as it relates to inherent soil fertility and soil genesis.
7. To undertake soils and agro-climatic based problem-oriented research on regional and commodity needs in collaboration with RRCS and NRCS.
8. Establishment of soil libraries, data banks and a soil reference centre.

9. Coordinates and supervise soil surveys conducted by other agencies for uniformity and nomenclature through correlation.
10. Promote the use of soil maps for land use planning by various user agencies by training extension staff, research officers etc.

2.1.2 USE OF SOIL SURVEY DATA

Soil is our most valuable and widespread natural resource. We depend on soil to sustain our agricultural, horticultural and forest industries. These vital activities have to compete with other essential land uses such as houses, roads factories etc. To ensure that we use our soil resources to the best advantage soil surveys must be executed. Soil surveys will enable us to know about the different types of soils, understand how these soils behave and know where they occur.

Soil surveys involves the recognition, location and description and interpretation of the various kinds of soils that occur within a specified area. Soils having similar properties are located and delineated on some form of a base map and defined as a unique kind of soil. The survey may include gathering of information regarding land use, management, yields, hazards of use and responses of the soil areas. The completed soil survey consists of the soil survey map, a text that describes, names and classifies the soils and discusses the many kinds of interpretations that can be made of the delineations that are shown on the map.

Soil surveys are designed to meet the need of the potential users. To the farmers, an understanding of the location and properties of different soils can help suggest ways by which farming may be made more productive, for example by modifying farm layout, by improving drainage or irrigation, by using the most effective fertilizers in the right quantities and by selecting the best crops for the available soils.

KARI CHARGES



KENYA AGRICULTURAL RESEARCH INSTITUTE
HEADQUARTERS:
P.O. BOX 57811 TEL: 444144 / 444029 /32
TELEX: 25287 KARI HQ. KE FAX: 440771
NAIROBI

When replying please quote:

Our Ref: KARI 6/011/46

Your Ref: _____

Date: 18th December 1995

The Attorney General of Kenya
P.O. Box 40112
NAIROBI

Att: Mr. G. Nikoi (SPPC)

RE: REVISION AND INTRODUCTION OF CHARGES FOR SERVICE OFFERED AT
KARI CENTRES

Due to the increasing cost of materials and operating expenses we have revised various charges offered by the Chief Grader at Mombasa and the National Agricultural Research Laboratories (NARL). We have also introduced charges for services of Irrigation and Drainage as well as Crop Protection offered at the NARL.

Enclosed please find the detailed schedules for these charges. I would be grateful if you could assist to redraft the charges in a legal format for the purpose of gazettelement in accordance with cap 250 of the law.

C. G. Ndiritu
DIRECTOR KARI

KENYA AGRICULTURAL RESEARCH INSTITUTE

REVISION AND INTRODUCTION OF CHARGES FOR SERVICES RENDERED
AT KARI CENTRES

A. REVISED SCHEDULE OF FEES FOR GRADING AND INSPECTION SERVICES BY CHIEF GRADER AND INSPECTOR - MOMBASA

1. CHARGES OF AGRICULTURAL COMMODITIES

Commodity	Revised charges (Ksh)
Maize	5.00/bag or 55.00/MT
Beans and chillies	5.00/bag or 55.00/MT
Potatoes	5.00/bag or 1,000.00 per consignment of entry whichever is higher

2. GENERAL INSPECTION

Kshs.5,000.00 per entry of produce or product inspected for overseas markets covering the following produce or products: coffee and coffee husks, tea and tea dusts (both export and import), sisal and sisal products, pyrethrum dust, sunflower, bixa, coconuts, cotton seed cake, wheat and bran, maize germ meal, cashewnuts (raw or canned), millet, simsim, groundnut, green grams, yellow grams, aloe, gum arabica, dried flowers cotton bales, etc.

3. INSPECTION CHARGES AGRICULTURAL IMPORTS

Ksh 100.00 per metric ton for the following produces or products: Maize & maize products, wheat and wheat products, rice, spices, fish meal, soya beans and soya meal or blend, sorghum, malt, jute bags or twine etc.

4. PLANT INSPECTION

New charges: Ksh 500.00 for the first ten bags and Ksh 100 for each additional bag.

5. PHYTOSANITARY CERTIFICATES

Ksh 500.00 per certificate.

6. PHYSICAL TESTS

Empty Ship Inspection or Survery:

Large vessel	5,000.00
Small vessel	2,000.00
Container inspection	500.00/container
Moisture Content determination	500.00/sample
Sampling of minor consignment for quality examination	1,000.00/consignment or lot

B: REVISED SCHEDULE OF CHARGES FOR SOIL ANALYSIS AND ADVISORY SERVICES OFFERED AT NATIONAL AGRICULTURAL RESEARCH LABORATORIES (NARL)

Ksh.

1. SOILS ANALYSIS

(a) Chemical Analyses:

(i) Fertility Evaluation-

- pH, macronutrients and carbon 350
- micronutrients (iron, zinc, copper and manganese) 150

- (ii) Detailed Soil Analysis for Soil Survey (Texture, pH by water and KCl, ECe, CEC at pH 8.2 and exchangeable cations) 600

- (iii) C.E.C. pH 7.0 300

- (iv) Soluble Cations (including EC_s) 400

- (v) Gypsum 150

- (vi) Calcium carbonate equivalent 150

- (vii) Total nitrogen 200

- (viii) Nitrate nitrogen 200

- (ix) Ammonium nitrogen 200

- (x) Sulphate-sulphur 150

- (xi) Organic carbon 200

- (xii) Phosphorus by Olsen method 150

- (xiii) Total calcium, magnesium, potassium and phosphorus 600

- (xiv) Soil pH and Ec (each) 40

(b) Physical Analyses

(i) Texture:

- Hydrometer 150
- Pipette method 250
- Natural clay 100

- (ii) Soil moisture characteristics (pF) 600

- (iii) Bulk density 200

(iv)	Particle density	300
(v)	Hydraulic conductivity	300
(vi)	Soil Consistency Limits	
	■ Liquid Limit	400
	■ Plastic Limit	400
	■ Sticky Limit	400
(viii)	Dry sieving	50
(ix)	Moisture content	50
(c)	Clay mineralogy	1000
(d)	Microbiological Analyses (Each Microbial Type Count)	
(e)	Isotope Analyses	
	soils, plant tissues, fertilizers,	500
	pesticide each sample	1000
2.	MANURES, FERTILIZERS AND AMENDMENTS	
	Each major constituent	170
	Each trace element	50
3.	FUNGICIDES (COPPER BASED)	
	Each active ingredient	200
4.	PLANT TISSUE ANALYSES	
	Nitrogen	200
	Macronutrients (Phosphorus, Potassium, Calcium, Magnesium and Sulphur)	300
	Micronutrients (copper, zinc, iron and manganese)	200
5.	WATER ANALYSIS FOR IRRIGATION PURPOSES	
	Quantitative analysis for quality	350
6.	PROXIMATE ANALYSIS FOR ANIMAL FEEDS	
	Crude protein	200
	Crude fibre	250

Crude oil	500
Vitamins (each)	600
Each major inorganic constituent (each)	170
Amino acid (each)	1000

7. FARM VISITS AND ATTACHMENTS

- (i) Farm visits:
 - Transport Provided 1000*
 - Transport Not Provided 1000* plus transport for officers
- * Subsistence Costs for Officers, is extra
- (ii) Attachment to the Laboratories
 - (a) Students
 - A period of upto 2 weeks/student 1000
 - A period of one month/student 2000
 - (b) Commercial or Industrial Firms:
 - A period of upto 2 weeks/person 2500
 - A period of 1 month/person 4000

C: NEW SCHEDULE OF CHARGES FOR IRRIGATION AND DRAINAGE SERVICES OFFERED AT NATIONAL AGRICULTURAL RESEARCH LABORATORIES.

1. IRRIGATION SURVEYS, STUDIES AND DESIGNS

- i) Detailed Topographic survey @ Ksh 5,000 per hectare plus the cost of transport and subsistence for 2 officers.
- ii) Detailed Feasibility study for irrigation @ Ksh 5,000 per hectare plus the cost of transport and subsistence for 3 officers and cost of analysis for samples collected.
- iii) Detailed Feasibility study for drainage @ Ksh 5,000 per hectare plus the cost of transport and subsistence for 3 officers and cost of analysis for samples collected.
- iv) Irrigation system design (a suitable topographic map and soils report or feasibility report presumed to be available) @ Ksh 2,000 per hectare.
- v) Drainage system design (a suitable topographic map and soils report or feasibility report presumed to be available) @ Ksh 2,000 per hectare.
- vi) Problem identification @ Sh 2,500 per day plus the cost of transport and subsistence for 2 Officers and cost of analysis for samples collected.

- vii) System re-design for the purpose of improvement (irrigation, drainage, cropping systems, etc.) @ Sh 5,000 per hectare.

2. CONSULTATION FEE

- i) At KARI office (per visit) Ksh 250
- ii) On farm per day (local) @ Ksh 1000 per day per officer plus the cost of transport and subsistence.

3. OTHER CHARGES

- i) Report re-production cost estimated @ Sh 10 per page
- ii) Map production cost @ Sh 500 per map

NOTE: Cost of transport @Ksh 20 per km
Cost of sample analysis estimated from schedule B.

D. NEW SCHEDULE OF CHARGES FOR CROP PROTECTION SERVICES OFFERED AT THE NATIONAL AGRICULTURAL RESEARCH LABORATORIES

1. PLANT PATHOLOGY LABORATORIES AND CLINIC

a) Identification Services for phytopathogenic agents

	Ksh.
i) Routine single identification and diagnosis	400
ii) Single identification and diagnosis requiring investigative work	500
iii) Soil analysis for phytopathogenic agents per sample	500
iv) Tissue analysis for phytopathogenic nematodes per sample	400
v) Consultancy and prescriptions	250

b) Agricultural related products for analysis of bacteria, fungi and nematodes

i) Bacterial counts per sample	500
ii) Fungal counts per sample	500
iii) Nematode counts per sample	500

2. ENTOMOLOGY LABORATORIES AND CLINIC

Identification/diagnostic services/prescriptions

		Ksh.
i)	Routine single identification and diagnosis	400
ii)	Detailed single identification and diagnosis requiring investigative work	500
iii)	Consultancy and prescription fees	250
iv)	Multiple pest species identification and diagnosis	600

3. WEED SCIENCE LABORATORY AND HERBARIUM

Identification/diagnostic services/prescriptions

i)	Routine single identification and diagnosis	400
ii)	Detailed single identification and diagnosis requiring investigative work	500
iii)	Consultancy and prescription fees	250

4. PHYTOSANITARY (PLANT HEALTH) INSPECTIONS

i)	Plant import permit	1 % of value of consignment or Ksh. 500 whichever is less.
ii)	Phytosanitary certificate	1 % of value of consignment or Ksh. 500 whichever is less.
iii)	Inspection at ports of entry/exit Nairobi (transport provided)	800
iv)	On-farm inspection including visits to open quarantine sites	800 + plus cost of transport and subsistence for staff
v)	Premises/Commodity Inspection routine	500 + plus cost of transport and subsistence for staff.

5. OTHER COMMON SERVICES

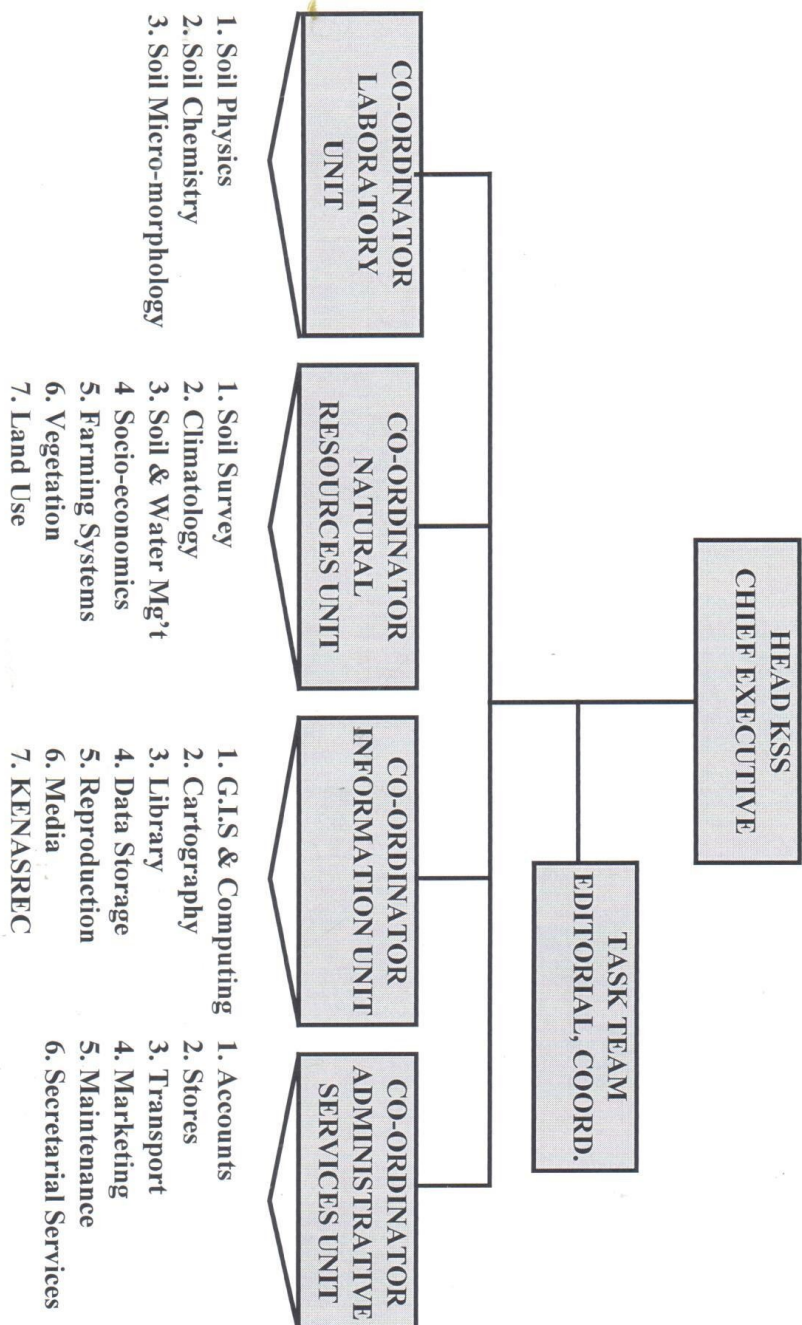
a) Farm visits

i)	Farm visits (transport provided)	1,000 per officer per day plus cost subsistence for staff
ii)	Farm visits (transport not provided)	1,000 plus cost of transport and subsistence for staff.

b)	Students attachments to the laboratories	
i)	A period of one to two weeks per student	1,000
ii)	A period of one month per student	2,000
c)	Attachments from commercial or industrial firms to the laboratories	
i)	A period of one to two weeks per person	2,500
ii)	A period of one month per person	4,000
d)	Training courses in Post harvest technology, practices and principles	
i)	A period of one week per participant	4,000
ii)	A period of more than one week but not exceeding two weeks per participant	6,000

- NOTE: 1. The schedule of fees and any part thereof is subject to revision as the need arises.
2. Once fees are paid they are not refundable.
3. Cost of transport is calculated at Ksh 20 per kilometre wherever this item appears in this schedule.

KENYA SOIL SURVEY (KSS) ORGANOGRAM



PARTICIPANTS OF THE KENYA SOIL SURVEY STRATEGIC PLANNING WORKSHOP: JANUARY 26 - FEBRUARY 6, 1998.

No.	Name	26-01-98	27-01-98	28-01-98	29-01-98	02-02-98	03-02-98	04-02-98	05-02-98	06-02-98		
1	P.T. Gicheru	X	X	X	X	X	X	X	X	X		
2	J.R. Rachilo	X	X	X	X	X	X	X	X	X		
3	F.M. Ndairaiya	X	X	X	X	X	X	X	X	X		
4	B.K. Waruru	X	X	X	X	X	X	X	X	X		
5	J.I. Osiemo	X	X	X	X	X	X	X	X	X		
6	H. Onyono	X	X	X	X	X	X	X	X	X		
7	E.N. Kinyanjui	X	X	X	X	X	X	X	X	X		
8	J.K. Ng'anga	X	X	X	X	X	X	X	X	X		
9	A.E. Ekirapa	X	X	X	X	X	X	X	X	X		
10	J.F. Onyancha	X	X	X	X	X	X	X	X	X		
11	J.M. Kibe	X	X	X	X	X	X	X	X	X		
12	Michael Ng'aru	X	X	X	X	X	X	X	X	X		
13	F. Mwangi	X	X	X	X	X	X	0	X	X		
14	P. Kibe	X	X	X	X	X	X	X	X	X		
15	P.K. Kimani	X	X	X	X	X	0	0	0	0		
16	J.A. Owiti	X	X	X	X	X	X	X	X	X		
17	S.B. Wepukhulu	X	X	X	X	X	X	X	X	X		
18	S.N. Wanjogu	X	X	X	X	X	X	X	X	X		
19	P.N. Wagata	X	X	X	X	X	X	X	X	X		
20	L.H. Mikis	X	X	X	X	X	X	X	X	X		
21	P.W. Kimotho	X	X	X	X	X	X	X	X	X		
22	S. Mbuthia	X	X	X	X	X	X	X	X	X		
23	P.M. Maingi	X	X	X	X	X	X	X	X	X		
24	Matolo Nyamai	X	X	X	X	X	X	X	X	X		
25	S.N. Nyangesi	X	X	X	X	X	X	X	X	X		
26	N.P. Ochein'g	X	X	X	X	X	X	X	X	X		
27	S.M. Wokabi (Dr.)	X	X	X	X	X	X	X	X	X		
28	Elizabeth Kahiga	X	X	X	X	X	X	X	X	X		
29	G.N. Gachini	X	X	X	X	X	X	X	X	X		
30	P.T. Kamoni	X	X	X	X	X	X	X	X	X		
31	W.W. Aore	0	0	0	0	X	X	0	X	X		
32	Toon Defoer	0	0	0	0	X	X	X	X	X		
33	Arie Van Kekem	0	0	0	0	X	X	X	X	X		
34	L. Sprey	0	0	0	0	X	X	X	X	X		

KSS STRATEGIC PLANNING WORKSHOP

The KSS Strategic Planning, as indeed all good planning, needs to be done in the context of a thorough SWOT Analysis and a Mission Statement. KSS has already done the SWOT Analysis process. We propose the following flow.

Topic 1:

Review of the program to date

Topic 2:

The drive towards Privatization/Commercialization

- Putting proposed KSS moves in context

Topic 3:

The Management Process

- Strategic Management

Topic 4:

Principles of Organizational Change

- How do you see KSS changing in the next 5 years?
- Revisit Act establishing KSS

Topic 5:

What is a Mission Statement?

- Formulating a KSS mission Statement
- Planning flows from an accepted mission
- Develop missions for strategic departments

Topic 6:

Overview of Strategic Planning

- What it is and what it is not

Topic 7:

Skills Audit

- What skills does KSS currently have (Develop a skills matrix)?
- What skills should KSS have to perform at its best?
- Staff retention

Topic 8:

Revisit KSS SWOT Analysis

- Strategic Strengths
- Critical Weaknesses
- Strategic Opportunities
- Critical Weaknesses

Topic 9:

The Strategic Triangle: Company, Customer, Competition

- KSS and its products
- Who are our customers?
- Who are our competitors?

Topic 10:

Developing a competitive edge

- Developing positions of strategic excellence
- What does it take to excel in the industry?
- What are our Strategic Business Units (SBUs)?

Topic 11:

Allocating Resources to Strategies

- Sales and Revenue Budget
- Miscellaneous (Donor Support) Receipts Budget under Existing Arrangement
- Cost Budgets:
 1. Personnel: Professionals, Support Staff
 2. Administrative Overheads
 3. Equipment: Additions Maintenance

Topic 12:

KSS Marketing Plan

Topic 13:

Additional Donor Support

Topic 14: *How much can KSS privatize by 1999?*

Expected Outcome: *Elements of KSS Strategic Plan*