

GROUP 2

HIGHLY MOTIVATED & PERFORMING STAFF

OBJECTIVE GOAL POLICY & PROCEDURE Well motivated staff.
Well paid staff-allowances & bonus

Relate

to

individual output

Develop

- scheme of service

stipulating promotion as

based on

merit & training.

Rec

- better pay package via

GOK

Reliable good customers.
training from

Well trained staff-

De-link KSS

KARI pool

system (need

identified, interest

performance, merit). Well rewarded staff (satisfied staff) -

Intangible

appreciation

(certificate of appreciation,

pat on

the back) Well performing

staff. Disciplined staff-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:

Allocate

- funds for R & D

Subscribe

- for the latest

journals

- oriented products.

Client

.Efficient & effective net working(internal & external)
- 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 Jointly organized scientific
conferences
-Upto date & adequate working equipment.
* computing
* lab equipments
* field equipments
* cartographic equipments
- Allocate funds for
procurement Effective communication-Have or horizontal
communication
thro'regular staff meetings-Capacity building (staff-Hire/recruit staff-Timely
delivery of products-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

- 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	
-	Develop guidelines for consultancy	
-	timely and	Develop
	affordable fert. advisory	
	Reliable good	services.
	-Improved relationship with customers	customers
-	Acquire more customers	
-	User friendly products,	delivered
	on time &	
	affordable	
-	PR mat's	Develop
-	market surveys	Carry out
	potential customers)	(for
	-Make follow-ups to (both existing & potential)	customers
-	in different	Advertise
-	user friendly	media
	for dissemination	Develop
	graphs etc.)	materials
		(photos,
-	Improve KSS policy input at District/local level	
-	Identify farmers needs	
-	services at	Improve
	level	farmers'
-	Flexible pricing policy	
-	Charging higher prices at	large

scale farmers and
level to carry the
scale farmer needs
Maintain

projects
small

competitive edge
-Identification of KSS strong
- Update and maximize use of products, services

of the
over our

present potential
competitors

-Improve products & services
- Maximize use of through integration of multidisciplinary set-up

multidisciplinary natura of

personnel

-Improve relationship with
complimentary organizations & institutions

- Organize joint seminars

and
proposals

develop joint
with allied
institutions.

GROUP 1

MANEGEMENT PRCATICES & SYSTEMS

KSS ORGANOGRAM

NOW
FUTURE
Head KSS
Task froce 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
-
-
social and agro-

Climatology section
Farming systems,

-
section.
3.I.N.U

economic section
Vegetation and landuse

- GIS & computing
 - Cartography
 - Library
- INFORMATION DEPARTMENT
GIS, Cartography & Reproduction sec.

KENASREC
Library
Data storage
MANGEMENT SYSTEMS
PRESENT
FUTURE
PLANNING:

}
}
} Section

- 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:

- 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:

Maintain and improve on

Financing unpredictable

Improve timely delivery of KSS products by addressing weaknesses identified in SWOT

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 those 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 full blast
- High costs for services rendered by competitors weakness of jcompetitors
- KSS to charge 10% less
- Retaliation from competitors (economic, social, media) is real
- Be commercially and proffessionally competent
- Politically KSS protected by KARI

6. PRESENT CUSTOMER/CLIENT

FUTURE

- 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

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 4 LEADERSHIP AND CULTURE

PRESENT

FUTURE

A. Leadership:

- Academic and professional
- Individual consultative encounters at unit level
- Infrequent staff general meetings
- Only a few are managers
- Some decision reached are not implemented
- 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

- Delegation of authority one way top down
- Lateness (Job, meetings, work etc)
- Information not always sought for
- Individually unrealistic planning in most cases
- Delegation of authority top - bidirectional to the right person
- Punctuality to be encouraged (job, meetings, work etc,)
- Information should be sought for at individual levels and unit level
- Realistic planning.

CONSUMER/CLIENT

PRESENT

FUTURE

- GoK
- Private sector
- Learning institution
- Extensionists
- Farmer
- Farmer
- Private sectors (NGOs, companies etc)
- Not user friendly products
- Customer come to us
- Marketing not undertaken
- Liaision
- Policy frobids us from commercialising
- Charges are uniform
- Marketing done in exhibitions (shows, field days etc
- 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 commer----
- 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

Single product competitors to KARI are:-

- Universities, cons. firms, delmonte, Fertilizer companies, DRSRS, MTC, Remot sensing, SOK, ILRI, CRF, Tea Research
- KSS has depth.

- According to present policy commercialization is not in place, not withstanding strengths and weaknesses

- Not competing at the moment but we are mandated

- There has been no need to exercise our strength

- And others

We have the capacity to outmanouver them in business

- The competitors can retaliate both economically and socially
- We have the strength and capability to respond effectively

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