

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 }
MANGEMENT SYSTEMS	
PRESENT	FUTURE
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: - 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 professionally competent
Politically KSS protected by KARI	
6. CUSTOMER/CLIENT	
PRESENT	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 - Liaison - Policy forbids 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, DRRSRS, MTC, Remot sensing, SOK, ILRI, CRF, Tea Research KSS has depth. - 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	- 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

4/2/98 GROUP 2

PRODUCTS/TASKS	SKILLS
Soil Maps & Reports	- Soil surveying - Cartography - GIS specialist - Data processing
Fertility Appraisal Reports	- Agronomy - Soil Chemistry - Lab technician
Water quality appraisal reports	- Soil chemistry - Agronomy
Geo-referenced land resources data	- GIS - Data base
Derived Thematic maps	- Cartography - GIS - Vegetation surveys - Soil & Water Management - Land use surveying - Climatology
Land suitability maps & reports	- Land evaluation - Soil surveying - Economic analysis - Sociology studies
Soil and Water appraisal reports	- Soil & Water Management - Soil Chemistry
Horticultural advisory services	- Horticulture - Agronomy
User friendly products	- Farming system expertise - Land use planning - PRA expertise
Support services	- Data management/storage - Librarian - Word processing - Store keeping - Accounting - Managerial skills - Human resource management

GROUP 2

HIGHLY MOTIVATED & PERFORMING STAFF

OBJECTIVE	GOAL	POLICY & PROCEDURE
Well motivated staff	. Well paid staff	- 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	- Delink KSS training from 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	Shift from routine to:

	products	<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
	Effective communication	<ul style="list-style-type: none"> - Have or horizontal communication thro'regular staff meetings
	Capacity building (staff	<ul style="list-style-type: none"> - Hire/recruit staff
	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.

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