

# **KENYA SOIL SURVEY MANAGEMENT WORKSHOP REPORT**

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## KENYA SOILS SURVEY MANAGEMENT WORKSHOP

### TIMETABLE

- |                         |  |
|-------------------------|--|
| Mon. & Tues. 7-8/4/97   | -Data Gathering and Interviewing of KSS Staff.   |
| Wed., Thurs., 9-10/4/97 | -Analysis and Synthesis of Twenty one Managers Interviews<br>-Preparation of SWOT from Consultants' Viewpoint  |
| Friday 11/04/97         | -Introduction<br>-KSS through SWOT Analysis by Individuals and Groups  |
| Sat. & Sun. 12-13/4/97  | -Analysis of Individual and Group SWOT Presentations   |
| Monday 14/04/97:        | -Feedback of Individual and Group SWOT Analysis<br>-KSS Problems Analysis  |
| Tuesday 15/04/97:       | -Plenary and Group Analysis of Current Management Problems and Issues  |
| Wednesday 16/04/97      | -Developing a New KSS Organisational Structure   |
| Thursday 17/04/97       | -Analysis of KSS Resources: Manpower, Equipment, Financing, Process.   |
| Friday 18/04/97         | -Summary: <ol style="list-style-type: none"> <li>1) Problem analysis</li> <li>2) Organisation chart</li> <li>3) A path to a future</li> <li>4) Role of facilitators</li> <li>5) Next Stage Assignment</li> </ol> |



## **THE WORKSHOP PROCESS AND OUTCOMES**

### **Introduction**

The Consultants were approached to run a Management Workshop for KSS with the Terms of Reference as shown in Appendix 1. The deliverables of the Workshop, as discussed with the client, when discussing the ToR, were:

1. Problem analysis
2. Identification of Management Problems and Issues
3. A New Organogram
4. A Proposal for an Year-long cycle of Training and Consultant Interventions

To achieve the deliverables, the consultants decided to use process consulting techniques so as to bring in maximum KSS management staff involvement at each stage. Twenty (20) KSS staff took part in the workshop process. The NLO liaison officer participated fully in all the workshop activities.

### **The Process Used**

The consultant, over a two-day period interviewed all the participants and the NLO to gather management data on KSS. The data was analysed by the consultant and a SWOT Analysis prepared by the consultant. This was presented to the participants after each individual and groups had presented their own.

On starting the workshop proper, the consultant divided the participants into four working groups who were maintained through the six training days. The consultant facilitated the analysis of KSS Management problems by individuals and four groups. Each individual produced his/her SWOT analysis. Individuals then worked in the four groups to produce a group SWOT. The consultant then analysed the individual and the group SWOTs. These were tabulated and fed back to the plenary which produced a Unified SWOT incorporating the consultant's. Because of this four-stage approach to the SWOT analysis, the process gave the consultant the confidence that the unified SWOT analysis represented true view of the issues and problems confronting KSS.

Out of the conclusions of the Unified SWOT, Current Management Problems were identified and a new KSS Organisational Structure created. Again the process of identifying management problems and creating a new structure was a four-stage approach with each individual working independently, in groups, the consultant working separately, and all views being synthesised in plenary.

A key conclusion of both current management analysis and the new organisation structure was that the previous structure was not functions-oriented and had many management layers. The key issue in redesigning was to align the structure on functional lines. This resulted in abolishing:

1. Deputy Head of KSS.
2. Reducing Coordinators from five to three through a regrouping of some of the functions.
3. Creating a new Administrative Services Unit.

This new structure releases some of the unnecessary pressures on the Head of KSS to whom everyone in the organisation has been reporting. The creation of the new Administrative Unit is meant to take away some of the minor administrative details from the Head KSS to leave more time for him to give professional guidance to production units of Laboratory, Natural Resources and Information. The Units were realigned functionally with commercialisation in mind.

Having worked out, agreed and committed themselves to the new structure, the KSS staff were led to analyse and allocate available resources to the new structure. This exercise was not completed but assignments for its completion were made by the consultant and participants are required to complete it before the next session in the cycle. It is planned that the output of this assignment form a major component in the coming sessions.

In the course of the Workshop, many participant expressed a deeply felt need for them to be taken through a General Mangement Workshop. Though this had not been discussed with the client previously, it is the view of the consultant that this should be done before the previously identified sessions are mounted abd it was left to the client to decide.

## KENYA SOIL SURVEY MANAGEMENT WORKSHOP

### OBJECTIVE: COMMERCIALISATION BY 2000?

Where do we stand today with respect to where we want to go:

1. What are our **Strengths**?

- What do we have that we can rely upon to help us achieve our objective

2. What are our **Weaknesses**?

- What exists within that could hinder us

3. What **Opportunities** can we appropriate?

- What opportunities exist within the KSS environment that if grabbed will speed us on our way?

4. What **Threats**?

- What is likely to bring about setbacks in our struggle to achieve our objectives?



## **GROUPS' SUBMISSIONS: SWOT ANALYSIS**

### **1. GROUP A.**

#### **Strengths:**

1. Qualified manpower
2. Equipment: lab, field, vehicles, etc
3. Infrastructure - buildings
4. Enabling environment

#### **Weaknesses:**

1. Inefficiency in delivery of results
2. Lack of team work
3. Sticking to routine

#### **Opportunities:**

- ♦ This group confused strengths with opportunities.

#### **Threats:**

1. Loss of technical personnel to better pastures
2. Getting priorities wrong
3. Competition from other organisations / institutions

### **Deviations by individuals**

#### **Strengths:**

1. Database
2. Donor availability

#### **Weaknesses:**

1. Poor communication within KSS
2. Staff turnover
3. Lack of incentives
4. Few trained staff???
5. Lack of funds
6. No incentives
7. Lack of creativity
8. Fear of the unknown
9. Lack of development of latent demand
10. KSS dilemma: Basic research, adaptive research, service provision

#### **Opportunities**

1. Solid donor willing to backstop
2. Latent demand for KSS services
3. Few competitors

#### **Treats:**

1. No autonomy
2. Unpaid for political jobs
3. Small holder inability to pay
4. GoK funding uncertain
5. Donor fatigue

## 2. GROUP B

### Strengths:

1. Adequate infrastructure
2. Well trained manpower
3. Existing databases
4. Capability of expanding existing databases
5. Support from KARI/Hq on commercialisation

### Weaknesses:

1. Lack of strong team spirit
2. Lack of skills to market KSS
3. Unwillingness to deviate original laid out standards of KSS products
4. Inability to provide KSS products on time

### Opportunities:

1. Limited competition
2. Increased demand of soil and land resources surveys
3. KSS already semi-commercial, needs only strengthening the commercialisation process
4. KARI encouraging commercialisation

### Threats:

1. Execution of non-paid for political jobs
2. No clear guidelines from KARI/Hq on commercialisation process
3. Possible withdrawal of donor support before effective commercialisation takes off.

### **Deviations by individuals**

#### Strengths:

1. High demand for KSS services

#### Weaknesses:

1. Poor communication
2. Donor dependency
3. No client orientation
4. Products not user friendly
5. No commercial orientation
6. Low GoK funding
7. Lack of incentives
8. Lack of PR

#### Opportunities:

1. Idle capacity

#### Threats:

1. Post-1999 uncertainties
2. Lack of incentives due to environment created by KARI

**\*Group would appear to have been dominated by one individual**



### 3. GROUP C

#### Strengths:

1. Qualified staff
2. Capacity to produce
3. Adequate funding
4. Existing organisation with good facilities
5. KSS important database

#### Weaknesses:

1. Inadequate marketing of KSS services
2. Lack of public relations
3. Lack of motivators/incentives from KARI
4. KSS information too technical for clients
5. Lack of discipline in some officers
6. Resistance to change by the institution
7. Inadequate flow of information
8. Inadequate planning
9. Inadequate interaction with current and potential clients
10. KSS costings are too low

#### Opportunities:

1. Possible demand by institutions within and without Kenya
2. Chances of marketing ourselves while travelling within the country (during field work)
3. Times and environment are conducive for change
4. Staff willing to change

#### Threats:

1. Acceptance of idea by KARI feeling that KSS staff will benefit too much from commercialisation
2. Political assignments from KARI will continue for free
3. Prohibitive overhead charges from NARL and KARI
4. Staff leaving for greener pastures because of pressure in a commercialised environment

#### Deviation by individuals

##### Threats:

1. Fear of loss of jobs
2. Fear of the unknown
3. Fear of failure
4. KARI hold of KSS

**\*Apparent domination by two individuals**

#### **4. Group D**

##### Strengths:

1. Trained manpower
2. Existing technology due to long term donor support
3. Multi-disciplinary set up
4. Established basic infrastructure
5. Large existing database
6. National mandate

##### Weaknesses:

1. No returns in terms of payments to officers who have produced KSS products
2. Low morale
3. Low incentive and motivation
4. Less aggressive in marketing KSS
5. Shortage of staff
6. Low teamwork
7. weak linkages with other would be collaborators
8. Weak interpersonal relationships
9. Inability to carry out laboratory analysis
10. Methodological weakness in developing client oriented approach and language
11. Some outdated working materials and equipment
12. Untimely delivery of KSS outputs to client

##### Opportunities:

1. Increased income for researchers and KSS
2. Convert large existing database into sellable products
3. To influence GoK policy so that agri. credits are obtained with soil survey as a prerequisite

##### Threats:

1. Competition from firms in same field
2. Low credibility of KSS
3. Unreliable supply of water, power etc
4. Timely acceptance by GoK and KARI on commercialisation of KSS

#### **Deviation by individuals**

Strengths: none

##### Weaknesses:

1. Not being able to exert authority to would be client??
2. Lack of organisation structure

Opportunities: none

##### Threats:

Private sector discipline

## KENYA SOIL SURVEY MANAGEMENT WORKSHOP

### OBJECTIVE: COMMERCIALISATION BY 2000?

Where do we stand today with respect to where we want to go:

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- What opportunities exist within the KSS environment that if grabbed will speed us on our way?

4. What **Threats**?

- What is likely to bring about setbacks in our struggle to achieve our objectives?

## **GROUPS' SUBMISSIONS: SWOT ANALYSIS**

### **1. GROUP A.**

#### Strengths:

1. Qualified manpower
2. Equipment: lab, field, vehicles, etc
3. Infrastructure - buildings
4. Enabling environment

#### Weaknesses:

1. Inefficiency in delivery of results
2. Lack of team work
3. Sticking to routine

#### Opportunities:

- ♦ This group confused strengths with opportunities.

#### Threats:

1. Loss of technical personnel to better pastures
2. Getting priorities wrong
3. Competition from other organisations / institutions

### **Deviations by individuals**

#### Strengths:

1. Database
2. Donor availability

#### Weaknesses:

1. Poor communication within KSS
2. Staff turnover
3. Lack of incentives
4. Few trained staff???
5. Lack of funds
6. No incentives
7. Lack of creativity
8. Fear of the unknown
9. Lack of development of latent demand
10. KSS dilemma: Basic research, adaptive research, service provision

#### Opportunities

1. Solid donor willing to backstop
2. Latent demand for KSS services
3. Few competitors

#### Treats:

1. No autonomy
2. Unpaid for political jobs
3. Small holder inability to pay
4. GoK funding uncertain
5. Donor fatigue



## 2. GROUP B

### Strengths:

1. Adequate infrastructure
2. Well trained manpower
3. Existing databases
4. Capability of expanding existing databases
5. Support from KARI/Hq on commercialisation

### Weaknesses:

1. Lack of strong team spirit
2. Lack of skills to market KSS
3. Unwillingness to deviate original laid out standards of KSS products
4. Inability to provide KSS products on time

### Opportunities:

1. Limited competition
2. Increased demand of soil and land resources surveys
3. KSS already semi-commercial, needs only strengthening the commercialisation process
4. KARI encouraging commercialisation

### Threats:

1. Execution of non-paid for political jobs
2. No clear guidelines from KARI/Hq on commercialisation process
3. Possible withdrawal of donor support before effective commercialisation takes off.

### **Deviations by individuals**

#### Strengths:

1. High demand for KSS services

#### Weaknesses:

1. Poor communication
2. Donor dependency
3. No client orientation
4. Products not user friendly
5. No commercial orientation
6. Low GoK funding
7. Lack of incentives
8. Lack of PR

#### Opportunities:

1. Idle capacity

#### Threats:

1. Post-1999 uncertainties
2. Lack of incentives due to environment created by KARI

**\*Group would appear to have been dominated by one individual**

### 3. GROUP C

#### Strengths:

1. Qualified staff
2. Capacity to produce
3. Adequate funding
4. Existing organisation with good facilities
5. KSS important database

#### Weaknesses:

1. Inadequate marketing of KSS services
2. Lack of public relations
3. Lack of motivators/incentives from KARI
4. KSS information too technical for clients
5. Lack of discipline in some officers
6. Resistance to change by the institution
7. Inadequate flow of information
8. Inadequate planning
9. Inadequate interaction with current and potential clients
10. KSS costings are too low

#### Opportunities:

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4. Staff willing to change

#### Threats:

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2. Political assignments from KARI will continue for free
3. Prohibitive overhead charges from NARL and KARI
4. Staff leaving for greener pastures because of pressure in a commercialised environment

#### Deviation by individuals

##### Threats:

1. Fear of loss of jobs
2. Fear of the unknown
3. Fear of failure
4. KARI hold of KSS

**\*Apparent domination by two individuals**

#### **4. Group D**

##### Strengths:

1. Trained manpower
2. Existing technology due to long term donor support
3. Multi-disciplinary set up
4. Established basic infrastructure
5. Large existing database
6. National mandate

##### Weaknesses:

1. No returns in terms of payments to officers who have produced KSS products
2. Low morale
3. Low incentive and motivation
4. Less aggressive in marketing KSS
5. Shortage of staff
6. Low teamwork
7. weak linkages with other would be collaborators
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9. Inability to carry out laboratory analysis
10. Methodological weakness in developing client oriented approach and language
11. Some outdated working materials and equipment
12. Untimely delivery of KSS outputs to client

##### Opportunities:

1. Increased income for researchers and KSS
2. Convert large existing database into sellable products
3. To influence GoK policy so that agri. credits are obtained with soil survey as a prerequisite

##### Threats:

1. Competition from firms in same field
2. Low credibility of KSS
3. Unreliable supply of water, power etc
4. Timely acceptance by GoK and KARI on commercialisation of KSS

#### **Deviation by individuals**

Strengths: none

##### Weaknesses:

1. Not being able to exert authority to would be client??
2. Lack of organisation structure

Opportunities: none

##### Threats:

Private sector discipline

## KENYA SOIL SURVEY MANAGEMENT WORKSHOP

### OBJECTIVE: COMMERCIALISATION BY 2000?

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- What is likely to bring about setbacks in our struggle to achieve our objectives?



## **GROUPS' SUBMISSIONS: SWOT ANALYSIS**

### **1. GROUP A.**

#### Strengths:

1. Qualified manpower
2. Equipment: lab, field, vehicles, etc
3. Infrastructure - buildings
4. Enabling environment

#### Weaknesses:

1. Inefficiency in delivery of results
2. Lack of team work
3. Sticking to routine

#### Opportunities:

- ♦ This group confused strengths with opportunities.

#### Threats:

1. Loss of technical personnel to better pastures
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### **Deviations by individuals**

#### Strengths:

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4. Few trained staff???
5. Lack of funds
6. No incentives
7. Lack of creativity
8. Fear of the unknown
9. Lack of development of latent demand
10. KSS dilemma: Basic research, adaptive research, service provision

#### Opportunities

1. Solid donor willing to backstop
2. Latent demand for KSS services
3. Few competitors

#### Treats:

1. No autonomy
2. Unpaid for political jobs
3. Small holder inability to pay
4. GoK funding uncertain
5. Donor fatigue

## 2. GROUP B

### Strengths:

1. Adequate infrastructure
2. Well trained manpower
3. Existing databases
4. Capability of expanding existing databases
5. Support from KARI/Hq on commercialisation

### Weaknesses:

1. Lack of strong team spirit
2. Lack of skills to market KSS
3. Unwillingness to deviate original laid out standards of KSS products
4. Inability to provide KSS products on time

### Opportunities:

1. Limited competition
2. Increased demand of soil and land resources surveys
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5. No commercial orientation
6. Low GoK funding
7. Lack of incentives
8. Lack of PR

#### Opportunities:

1. Idle capacity

#### Threats:

1. Post-1999 uncertainties
2. Lack of incentives due to environment created by KARI

**\*Group would appear to have been dominated by one individual**

### 3. GROUP C

#### Strengths:

1. Qualified staff
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5. Lack of discipline in some officers
6. Resistance to change by the institution
7. Inadequate flow of information
8. Inadequate planning
9. Inadequate interaction with current and potential clients
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#### Opportunities:

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#### Threats:

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2. Political assignments from KARI will continue for free
3. Prohibitive overhead charges from NARL and KARI
4. Staff leaving for greener pastures because of pressure in a commercialised environment

#### Deviation by individuals

##### Threats:

1. Fear of loss of jobs
2. Fear of the unknown
3. Fear of failure
4. KARI hold of KSS

#### \*Apparent domination by two individuals

#### **4. Group D**

##### **Strengths:**

1. Trained manpower
2. Existing technology due to long term donor support
3. Multi-disciplinary set up
4. Established basic infrastructure
5. Large existing database
6. National mandate

##### **Weaknesses:**

1. No returns in terms of payments to officers who have produced KSS products
2. Low morale
3. Low incentive and motivation
4. Less aggressive in marketing KSS
5. Shortage of staff
6. Low teamwork
7. weak linkages with other would be collaborators
8. Weak interpersonal relationships
9. Inability to carry out laboratory analysis
10. Methodological weakness in developing client oriented approach and language
11. Some outdated working materials and equipment
12. Untimely delivery of KSS outputs to client

##### **Opportunities:**

1. Increased income for researchers and KSS
2. Convert large existing database into sellable products
3. To influence GoK policy so that agri. credits are obtained with soil survey as a prerequisite

##### **Threats:**

1. Competition from firms in same field
2. Low credibility of KSS
3. Unreliable supply of water, power etc
4. Timely acceptance by GoK and KARI on commercialisation of KSS

#### **Deviation by individuals**

Strengths: none

##### **Weaknesses:**

1. Not being able to exert authority to would be client??
2. Lack of organisation structure

Opportunities: none

##### **Threats:**

Private sector discipline



## **KSS SWOT BY THE CONSULTANTS**

### **Strengths**

1. Good demand for KSS services
2. Skilled manpower
3. Experienced manpower
4. A good database
5. Idle capacity
6. Institutional infrastructure
7. Scientific reputation for soil science
8. Overheads cover
9. Operations cost cover
10. Donor support
11. KARI support
12. Research stations backup
13. Alumni network

### **Weaknesses**

1. Lack of management training and practice
2. Lack of teamwork among staff
3. No corporate vision
4. No strategic plan
5. Isolated cases of lack of professional integrity
6. Low morale
7. Low incomes
8. Lack of a scheme of service No agreed management structure
9. Lack of commercial orientation
10. Not thinking subcontracting: personnel, processes, financing, equipment

### Opportunities

1. Environment friendly to privatisation, commercialisation
2. Increasingly literate farmers
3. Growth of agribusiness (large scale farmers)
4. Small holder commercialisation
5. Export oriented agriculture
6. Donor support for micro-enterprises
7. Rural development projects (ASAL etc)
8. Consulting firms

### Threats

1. Donor fatigue
2. Defunding of KARI
3. Lack of fresh blood into KSS
4. Low capacity at technicians level
5. Beginning of 'on time' delivery orientation
6. Collapse of GoK financing

## **UNIFIED KSS SWOT**

### **Strengths**

1. Trained and experienced manpower
2. Adequate infrastructure
3. A large and solid database
4. GoK and KARI support, eg. Overhead cover (personal emoluments 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 in soil surveying
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. Low networking with clients and others

### **Others**

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

### **Opportunities**

- 1.0.0 Latent demand for KSS services:
  - 1.1.0 Growth of agribusiness
    - 1.1.1 Export oriented agriculture
    - 1.1.2. Small holder commercialisation
    - 1.1.3. Increasingly literate farmers
  - 1.2.0 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.
  - 1.3.0 Possible demand within KARI and other GoK institutions
  - 1.4.0 Consulting firms contracting KSS
  - 1.5.0 Institutions within and outside Kenya interested in KSS services and willing to pay for them
- 2.0.0 Possibility to convert large existing database into sellable products
  - 2.1.0. Utilisation of spare capacity
- 3.0.0 KARI encouraging commercialisation
  - 3.1.0. Possibility of influencing GoK policy on agricultural credit to demand soil surveys.
- 4.0.0 Times and environment are conducive for change
  - 4.1.0. Staff willing to change
- 5.0.0. Possibility of a donor willing to backstop

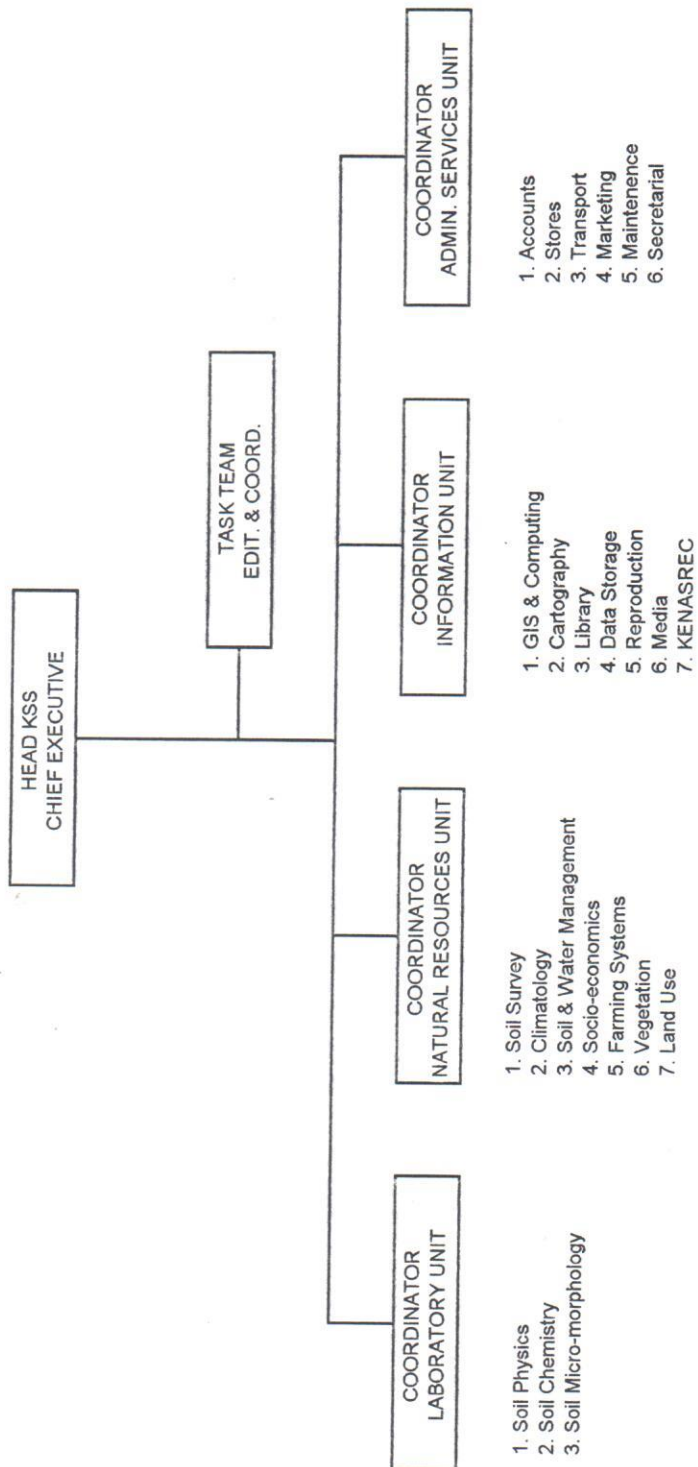
### **Threats**

- 1.0.0. Low credibility due to late delivery of KSS products
- 2.0.0. Competition from other organisations
  - 2.1.0. Loss of technical personnel to greener pastures
- 3.0.0. Defunding of KARI
  - 3.1.0. Inadequate GoK funding
  - 3.2.0. Post - 1999 uncertainties
- 4.0.0. Limited autonomy
  - 4.1.0. Institutional and management changes which might result to the disruption of KSS activities
  - 4.2.0. Prohibitive overhead charges from NARL and KARI Hq.
  - 4.3.0. Execution of non-paid political jobs



# KENYA SOIL SURVEY ORGANOGRAM

17/4/97



**ASSIGNMENT FOR NEXT TRAINING - JULY 1997**

1. Develop financial management data: Determine unit costs
2. Begin to solve key management problems
3. Work out cost of professional time using a man day
4. Develop quarterly log frames incorporating new structures and functions



Kenya Agricultural Research Institute  
National Agricultural Research Laboratories  
P.O. Box 14733, Tel: 444140-44, 444029-32, 444250-56  
Fax No: (254) - 2 - 444144  
NAIROBI.

## INTERNAL MEMO

**From:** Dr. S.M. Wokabi  
**Ref:** KSS/TRAIN/10/81  
**Date:** 10 April 1997

**To:** Prof. G.C.M. Mutiso and W.M. Njuru

**RE:** Participants of Kenya Soil Survey management training workshop

Here below is a list of officers that you interviewed between 7 and 8th April, 1997.

1. Dr. S.M. Wokabi (BSc, Dip. MSc, PhD Soil Science) Head Kenya Soil Survey
2. P.T. Gicheru (BSc, Dip, MSc Land and water management) D/Head, Kenya Soil Survey
3. N.P. Ocheing (MSc) Coordinator, Soil Chemistry and fertility unit
4. J.R. Rachilo (Dip. BSc, MSc) Coordinator, Natural Resource Surveys unit
5. P.T. Kamoni (BSc, MSc) Coordinator, Land Evaluation Unit.
6. A.E. Ekirapa (BSc, Dip. MSc Soil Phycist) Coordinator, Soil and water management unit
7. P.M. Maingi (Dip. MSc) Coordinator, Data management, GIS, Manual Cartography and Reproduction unit.
8. P.F. Okoth (BSc, Dip, MSc) Soil Surveyor - on PhD training
9. S.N. Wanjogu (BSc, Dip., MSc) Soil Surveyor
10. P.N. Macharia (BSc, Dip, MSc) Vegetation Surveyor
11. F.M. Ndaraiya (BSc, MSc) Agro-climatologist
12. B.K. Waruru (BSc, Dip. MSc) Soil Surveyor
13. S.N. Nyangesi (MSc) Agronomist
14. H.C.K. Kinyanjui (Dip. BSc) Agronomist
15. J.M. Kibe (Dip. BSc) Soil Surveyor
16. F.M. Shitakha (Dip. BSc) Soil Surveyor
17. E.M. Muya (Dip. MSc) Soil Phycist
18. G.N. Gachini (HND, MSc) Soil Chemist
19. C.R.K. Njoroge (Dip, BSc) Soil Surveyor
20. S.B. Wepukhulu (BSc Computer Science/Statistics) Database management specialist

S.M. Wokabi (Dr.)  
Head, Kenya Soil Survey

**CONSULTANT PROPOSAL OF FLOW OF KSS MANAGEMENT TRAINING**

QUARTER 1. Problem Identification

QUARTER 2. Team Building

QUARTER 3. Strategic Planning

QUARTER 4. Evaluation of complete Programme