



ASSOCIATION OF PARLIAMENTARY LIBRARIES IN EASTERN AND SOUTHERN AFIRCA

STRATEGIC PLAN

2020 -2024

*“Providing Library services to support strengthening
Parliamentary Democracy”*

May, 2019 Version

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FOREWORD

The Association of Parliamentary Libraries of Eastern and Southern Africa (APLESA) in 2001 engaged Management Training and Advisory Centre (MTAC) in Kampala, Uganda, to conduct a Strategic Planning workshop for the Association that took place from 30th July to 3rd August 2001, at Hotel Africana, in Kampala, Uganda with financial assistance from the Parliamentary Centre of Canada.



The workshop drew attendance from 13 member Parliaments namely **Angola, Botswana, Kenya, Lesotho, Malawi, Namibia, South Africa, Swaziland, Tanzania, Uganda, Zambia, Mozambique and Zimbabwe** with the team included fourteen (14) librarians of the Parliaments of Eastern and Southern Africa. When the Association's Executive Committee members were drawing up the work plan for the period 2001/2002, they identified the need to draw up a strategic plan for the Association, to enable it achieve its purpose. The executive committee contacted the Parliamentary Centre of Canada for financial assistance for organizing a strategic planning workshop, and the Parliamentary Centre readily accepted to fund the workshop. The two parties agreed that the workshop would be conducted in Kampala, Uganda. Management Training and Advisory Centre (MTAC), a Ugandan management development institution, was then contracted to conduct the workshop, as per agreement concluded on 2nd July 2001 between the Parliamentary Centre and MTAC.

Funds used to conduct this activity were purely secured from the Parliamentary Centre of Canada and during the workshop; the Parliamentary Centre was represented by Mr. Ted Dreger, the Programme Manager for Africa who also attended the workshop.

After the expiry of the APLESA Strategic plan 2002- 2007, there had been several attempts to review and update the Strategic plan, to cater for the new developments and technological advancements in parliamentary library services, but without success. Therefore, this newly revised five year Strategic Plan for the period 2020-24 will enable us to cater for that by reviewing and revalidating the old Strategic Plan.

The approach used was to engage the services of a Consultancy Firm to conduct a strategic planning workshop during the APLESA conference 2019 in Kampala, Uganda.

The Strategic Planning Workshop was graced by the attendance of four Clerks to Parliament from Uganda, Kenya, Zambia and Zimbabwe and the Deputy Clerk from Botswana as well as Accounting Officers and Delegates to the APLESA 2019 conference. I therefore have all the confidence that the document that we have produced will be a guide for the Association to meet its objectives and surge forward in the provision of Parliamentary Library and Information services in Eastern and Southern Africa and extend to all of Africa as a bench mark for best practices and services.

Thank you.



PRESIDENT

ACKNOWLEDGEMENTS

I wish to thank, post humorously, the late Jario G, the then Parliament Librarian of Namibia who did the background works that culminated into a proposal in July 1991 that got funding from International Development Research Centre (IDRC) regional office in Nairobi to help in the feasibility study into a possibility of the establishing a network of Parliamentary librarians in the region. This study was hence carried out in March 1992 when Mr. Gurure visited the parliament of Malawi, Tanzania, and Zambia.



Our gratitude also goes to the founding fathers who happened to be members of the Steering Committee who eventually proposed the final name for the association to be APLESA. They are:

- Ralph R Mwale of Zambia- Chairman
- P.A Ntomola of Tanzania Vice Chairman
- W.H.C Gurure- of Zimbabwe Co-ordinator
- BexterBiliatiLiyawo of Malawi- Vice Co-ordinator.

We also acknowledge the contribution of the first Executive Committee that was put in place during the inaugural APLESA meeting in Harare in 1994. This inaugural APLESA Committee included the following'

- | | |
|--|-------------------|
| a) Ms Tembi Chalabase Mtine (Zambia)- | Chairperson |
| b) Mr. Ntoloma P.A (Tanzania)- | Vice Chairperson |
| c) Mr. Bexter Biliati Liyawo (Malawi)- | Secretary |
| d) Ms. Molebatsi Florence (Botswana)- | Vice Secretary |
| e) Mr. Isaac K. Songoro (Kenya)- | Committee Member |
| f) Mr. Masawi Nelson (Zimbabwe) | Committee Member. |

Finally, we appreciate the work done by the APLESA Executive committee 2000-2002 headed by Mr. Raliile Donovan T. as Chairman and Simon Engitu as Secretary who secured funding for APLESA Strategic Planning Workshop that took place from 30th July 2001 to 3rd August 2001. The workshop laid groundwork to the APLESA Strategic Plan 2002-2007 which has now been reviewed to pave way to the APLESA Strategic Plan 2020-2024.

All these efforts could bear no fruit if it wasn't for the financial support and cooperation of Member Parliaments. We thank all the Clerks to Parliament who have actively supported the efforts of APLESA by committing resources as well as availing staff to serve on the Executive and various Committees of the Association. We look forward to your continued support and cooperation as we implement this new Strategic Plan 2020 – 2024.

Y/S

SECRETARY GENERAL

STRATEGIC PLANNING TERMINOLOGIES

Vision: The vision statement is considered as the framework of the organization's strategic planning. Vision is the key strategic planning terminology used to explain which direction the company is growing to achieve its goal.

Mission: The mission statement is a written to explain the overall goals or the key purpose of an organization. A Mission Statement consists of three critical elements:

- Target Market – Who are your key clients? Which geographical location you are aiming at? Who is your target audience? Who are the stakeholders?
- Contribution – What exactly your company offers its clients?
- Distinction – How different your product / service is?

Core Values: Core values are the essential behavioural rules used by the organization to reach its mission. Organizations are best known for these values among clients and other stakeholders. Employers and employees are expected to adhere to these values.

Milestones: Milestones are the action points or events occurring in different phases in an orderly fashion with a fixed timeline. Milestones are vital to define phases or accomplishments that take the organization toward meeting work deadlines and reaching its goals.

Strategy A process or a course of action taken to achieve organizational objectives is known as strategy. It is the processes or action items leading the organization to reach its goals.

Objective The objective is what the organization is planning to achieve. The objective can either be specific to one function in the organization or broad covering the whole organization.

Goals Goals define an organization's plan to achieve the overall desired outcomes and be successful among competitions.

Outcomes Outcomes are the end results achieved after implementing processes in strategic planning.

Initiatives The power to start a plan or a first step or an introductory move. Initiatives taken by the right people at the right time help organizations to achieve its goals triumphantly.

EXECUTIVE SUMMARY

APLESA was established in October, 1994 with the aim to serve as a forum for professional networking and resource sharing amongst parliamentary libraries in Eastern and Southern Africa.

In August 2001 the first APLESA Strategic Plan covering the period 2001 – 2005 was formulated. Another Strategic Plan was developed in 2012 and it expired in 2017.

This Strategic Plan will therefore drive APLESA during the period 2020 -2024. It has been formulated in a participatory manner. Both SWOT and Stakeholder analyses were done with the involvement of members from 14 countries in the region. APLESA has been admitted to other cooperating international bodies, notably, the AfLIA, who were in attendance as Observers.

Over the years, Membership has expanded and the Association has managed to bring on board libraries of regional parliaments including the East African Legislative Assembly (EALA) and the Pan-African Parliament (PAP) as its members. There are also libraries of local governments like the County Assemblies in Kenya who have expressed interest in joining APLESA.

The strategic direction that the Association will take in this planning period is articulated in its Vision, Mission and Core Values. These are:

1. Vision

“To be an Association of excellence, advancing inter-parliamentary library co-operation within Eastern and Southern Africa”.

2. Mission

“To enable Parliaments, through networking and information resource sharing, to make informed decisions”

3. Values

The following set of core values will guide the operation of APLESA. They are benchmarks operations of APLESA and its relation with other organizations. They are:

- Integrity
- Professionalism
- Impartiality
- Trust
- Team work
- People-centred
- Dynamic /transformational
- Independent

The Association is committed to carry out continuous monitoring, annual self assessments and a mid-term and a final terminal evaluation of its performance during this planning period.

PART I: INTRODUCTION

1. BACKGROUND

APLESA was established in Zimbabwe in a meeting that took place in October, 1994 with the aim to serve as a forum for professional networking and resource sharing amongst parliamentary libraries in the sub-region.

In 2001, Management Training and Advisory Centre (MTAC) in Kampala, Uganda, a management development institution, was contracted to conduct a Strategic Planning workshop, as per agreement concluded on 2nd July 2001 between the Parliamentary Centre and MTAC which subsequently ended up in the drawing up of a strategic plan for the Association, to enable APLESA achieve its purpose. Parliamentary Centre of Canada provided financial assistance for the strategic planning workshop from 30th July to 3rd August 2001, at Hotel Africana, in Kampala, Uganda.

This workshop drew attendance from 13 countries with 14 librarians from the Parliaments of Eastern and Southern Africa. The funding agency namely the Parliamentary Centre Canada was represented by Mr. Ted Dreger, the Programme Manager for Africa who attended the workshop full time. The countries represented were; **Angola, Botswana, Kenya, Lesotho, Malawi, Namibia, South Africa, Swaziland, Tanzania, Uganda, Zambia, Mozambique and Zimbabwe**

The office of the Secretary to APLESA was key in coordinating the implementation of some of the strategic activities. The APLESA committees formed do carry out tasks on the activities under their docket

2. SITUATIONAL ANALYSIS

Over the last ten years APLESA implemented its first Strategic Plan which expired in 2017 and the Association has grown in leaps and bounds. Most of the activities identified in the Action Logframe have been accomplished although some are ongoing and other could not be implemented for reasons that will be mentioned in this new Strategic Plan.

On the 7th May 2019, APLESA members meeting in Kampala reviewed the expired Strategic Plan and adopted their Plan for the period 2020 – 2024.

In addition the APLESA Constitution was also amended to reflect the current status and provide the legal basis for running the Association.

Membership has expanded and the Association has brought in libraries of regional parliaments including the East African Legislative Assembly (EALA) and the Pan-African Parliament (PAP) as its members. There are also libraries of local governments like the County Assemblies in Kenya who have expressed interest in joining APLESA. PLESA itself has joined the Association of Parliamentary Libraries of Africa (AfLI) headquartered in Accra, Ghana and they have been part of APLESA meetings with Observer status.

3. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

APLESA carried out a fresh scan of the environment in which it is operating considering both the internal (strengths and weaknesses) and external (opportunities and threats) to enable it draw a fresh strategic road map going forward from 2020 to 2024. The result was as listed in the SWOT table that follows:

STRENGTHS	WEAKNESSES
Good leadership	Lack of policy guidelines
Expanded membership	Budgetary constraints
Committed membership	Lack of a common Library Information System
Professional members	Lack of Operational Plans (Work Schedules, Procurement and HR Plans)
Ability to attract donor funds	Lack of simultaneous interpretation and translation in languages other than English
Improved communication through social media and traditional channels	Lack of simultaneous interpretation and translation in languages other than English
Cooperation among Parliamentary Libraries	
OPPORTUNITIES	THREATS
Political Goodwill	Delayed contribution of annual subscription fees
Existence of regional parliaments and blocs	Unstable political environment in the region
Growth in ICT	Dependence on donor support
Partnership with Civil Society	Other regional bodies want APLESA dissolved and join them
Improved support from member Parliaments	

4. STAKEHOLDER EXPECTATIONS AND APLESA INTERESTS

	STAKEHOLDER	STAKEHOLDER EXPECTATION	APLESA Interest
1	Parliamentary Libraries/ Librarians	Excellent library services that enable Members of Parliament to execute their democratic mandate	Networking, intended to benchmark best practices
2	Individual national Parliaments	Benchmarking networking, improved library services through networking and feedback	Subscriptions and contributions
3	Members of Parliament	Timely accurate information, easily retrievable	Use their services, but share documents, publications, reference materials
4	Staff of Parliament	Good library services, easily retrievable reference materials	Use their services, but share documents, publications, reference materials

5	National/Regional/Local governments	Good library services, easily retrievable reference materials, assented laws, national budgets and other parliamentary documents	Dissemination of assented laws, national budgets and other parliamentary documents
6	Parliamentary Associations	Improved library services to member Parliaments	Contributions, improved networks and partnerships
7	Library Institutions	Improved networks and partnerships	Networks and partnerships
8	Civil society	Better legislations based on good accurate information	Give us materials to provide services to MPs for better laws
9	Publishers	Buy publications business clients	Reduced prices for reading and reference materials
10	Individual researchers	Reference materials that are easily retrievable	Researchers to share their research findings and other publications
11	Vendors	Business clients	Reduced prices
12	Development partners	Help parliaments do a better job in the library	Funding, filling donor gaps
13	Software developers	Use their services	Easy access to catalogued information
14	Public users	Documents, information materials on website	Business clients, customers for services
15	Media	Information to enrich their reporting	More accurate informed reporting

PART II: STRATEGIC DIRECTION OF APLESA

1. Mandate

The Association of Parliamentary Libraries of Eastern and Southern Africa (APLESA) is an organization, established by its constitution, to promote inter-parliamentary co-operation, networking and resource sharing hence creating a forum for information exchange that will support the function of parliaments in the region. This is intended to strengthen parliamentary democracy, as members in the sub-region will always have a platform for benchmarking on where they need to improve or incorporate into their programmes.

2. Vision

“To be an Association of excellence, advancing inter-parliamentary library co-operation within Eastern and Southern Africa”.

3. Mission

“to enable Parliaments, through networking and information resource sharing, to make informed decisions”

4. Values

The following set of core values will guide the operation of APLESA. They are benchmarks operations of APLESA and its relation with other organizations. They are:

- Integrity
- Professionalism
- Impartiality
- Trust
- Team work
- People-centred
- Dynamic /transformational
- Independent

5. Broad Strategic Objectives

Strategic Objective 1: Capacity to deliver efficient and timely services to members built

Strategic Objective 2: Human resource capacity developed

Strategic Objective 3: Physical capacity of APLESA enhanced

Strategic Objective 4: Local and international strategic partnerships established.

6. Specific Objectives

Strategic Objective 1: Capacity to deliver efficient and timely services to members built

Specific Objectives:

- 1.1 Adopt a common Libraries Management System for all Members
- 1.2 Introduce Simultaneous interpretation and translation for meetings as well as publications
- 1.3 Enhance use of multi-media platforms

Strategic Objective 2: Human resource capacity developed

Specific Objectives:

- 2.1 Training needs assessment conducted
- 2.2 Develop a comprehensive Human Resource development plan

2.3 Mobilize resources for capacity building

Strategic Objective 3: Physical capacity of APLESA enhanced

Specific Objectives:

- 3.1 Strengthen APLESA Secretariat
- 3.2 Enhance networking through e-library systems
- 3.3 Ensure Parliamentary website contents are managed in the Library
- 3.4 Expand membership to include libraries of regional Parliaments and local Governments

Strategic Objective 4: Local and international strategic partnerships established.

Specific Objectives:

- 1.1 APLESA joins many international Libraries bodies
- 1.2 Resource mobilization intensified
- 1.3 Civil Society engagement enhanced
- 1.4 Media relations promoted
- 1.5 Intensify marketing APLESA regionally and internationally

PART III: ASSESSMENT OF APLESA 2012-2017 STRATEGIC PLAN

Components	Key Activities	Colour	Rating (out of 10)	Comments
To promote cooperation and resource sharing among member countries (APLESA)	Develop resource sharing procedures	Red	1	First priority in the next Strategic Plan
	Develop guidelines on ICT and library automation	Red	1	First priority in the next Strategic Plan
	Strengthen communication among members	Green	8	Keep improving
	Design and develop Information sharing systems	Yellow	3	Second priority in the next Strategic Plan
	To enhance ICT infrastructure	Green	9	Keep improving
To develop and implement operational mechanisms to attain the highest level of service delivery focusing on clients	Identify areas of constitution that require refining	Green	8	Keep improving
	Benchmarking constitutions of similar associations	Green	10	Keep improving
	Consult legal services	Green	10	Keep improving
	Prepare Capacity building programmes	Yellow	6	Second priority in the next Strategic Plan
To promote communication and networking among APLESA members	Maintain & update APLESA Website	Green	10	Keep improving
	Produce APLESA Newsletter	Red	1	First priority in the next Strategic Plan
	To implement APLESA resolutions	Yellow	7	Second priority in the next Strategic Plan
	Parliamentary libraries' to manage parliament websites content	Yellow	2	Second priority in the next Strategic Plan
To manage, promote and sustain APLESA	Partnering and affiliations to relevant bodies i.e. IFLA & AfLIA	Green	7	Keep improving
	Strengthen APLESA secretariat	Green	7	Keep improving
	Marketing APLESA activities	Green	6	Keep improving
	Participation in local and international relevant events	Green	8	Keep improving

PART IV: MONITORING AND EVALUATION FRAMEWORK

It is important that the Association carries out monitoring, self-assessment and evaluation of its performance during the implementation of the Strategic Plan.

Monitoring will be done internally on a continuous basis and a **Monthly Performance Report** produced by the Secretariat. A monthly Newsletter could be a good medium for disseminating the progress reports. This is also important where development partners contribute to the budget of the Association. Such reports give confidence to the donors that their contributions are being well utilized there more resources can be mobilized.

It is now common practice that organizations carry out self-assessment exercises. This is another internal self-examination good practice that should be carried out once a year. The “traffic lights signal” approach may suffice. Planned activities are assessed one-by-one. Those completely or at least 80% and above achieved will be marked GREEN. Between 50% and 80% achieved will be marked ORANGE and those below 50% achievement rate will be marked RED. Therefore when prioritizing and allocating resources for the next Annual Work Plan activities marked RED will be given first priority followed by ORANGE then RED. The **ANNUAL REPORT** of the Association will be used to disseminate the annual performance.

After two-and-half years of implementation a **MID-TERM REVIEW** of the Strategic Plan will be done. Critical issues in the monitoring and self-assessment reports will be discussed and solutions found to challenges met. At this juncture, strategies for going forward may also be revised to reflect the political, economic, social, technological, environmental and legal (PESTEL) changes during implementation.

T the end of the Strategic planning period, a comprehensive **TERMINAL EVALUATION** will be carried out by an external evaluator. It is important that all key stakeholders identified in the strategic plan are engaged in both the mid-term review and the terminal evaluation. A Terminal evaluation report will be the main document used during the formulation of the next Strategic Plan.

PART V: ACTION LOGFRAME OF STRATEGIC PLAN 2020 -2024

COMPONENTS	KEY ACTIVITIES	TIME FRAME	KEY OUT PUTS	ANTICIPATED CONSTRAINTS
Capacity to deliver efficient and timely services to members built	<ol style="list-style-type: none"> 1. Adopt common Libraries Information Management System 2. Introduce Simultaneous interpretation and translation policy 3. Enhance use of multi-media platforms 	2020- 2021	<ol style="list-style-type: none"> 1. Common Libraries information Management system in place 2. Simultaneous interpretation and translation used in all meetings, publications, correspondence and social media. 3. Multimedia used 	<ul style="list-style-type: none"> • Lack of funds • Divergences in Technology in Member parliaments •
Human resource capacity developed	<ol style="list-style-type: none"> 1. Carry out training needs assessment 2. Develop a comprehensive HR development Plan 3. Mobilize resources for Capacity building 	2020- 2024	<ol style="list-style-type: none"> 1. Training Needs Assessment Report 2. HR Development Plan approved 3. Sufficient resources mobilized from donors 	<ul style="list-style-type: none"> • Inadequate funding •
Physical capacity of APLESA enhanced	<ol style="list-style-type: none"> 1. Strengthen APLESA Secretariat 2. Enhance networking through e-library 3. Ensure Parliamentary website contents are managed in the Library 4. Expand membership to include libraries of regional parliaments and local governments 	2020- 2022	<ol style="list-style-type: none"> 1. Secretariat fully operating 2. E-libraries and other modern systems operational 3. Contents of parliamentary websites managed by the parliamentary library 4. More members continue to join APLESA 	<ul style="list-style-type: none"> • Inadequate funding • Skills inadequacies
Local and international strategic partnerships established	<ol style="list-style-type: none"> 1. APLESA to join international libraries bodies 2. Intensify extra-budgetary resource mobilization 3. Enhance civil society engagements 4. Promote media relations 5. Intensify marketing APLESA regionally and internationally 	2020- 2024	<ol style="list-style-type: none"> 1. Membership to IFLA, APKN, SCECSAL and other relevant institutions 2. Increased resource base 3. CSOs engaged in APLESA activities 4. Media working well with APLESA 5. APLESA well marketed regionally and internationally 	<ul style="list-style-type: none"> • Skills inadequacies • Inadequate funding

PART VI: PLAN IMPLEMENTATION MANDATES AND RESPONSIBILITIES

The APLESA President will oversee the implementation of the Strategic Plan while the Secretary General will make follow-ups on behalf of the Executive Committee. APLESA has three working committees which will be carrying out and steering the implementation of the Strategic Plan. They are as follows:

Committee Name	Mandates	Members	Responsibilities
Constitution Committee	<ul style="list-style-type: none"> Refining constitution Producing policy guidelines 	Wilson Nkambule (eSwatini) – Chairperson	<ul style="list-style-type: none"> Reviews of the APLESA constitution Make amendments to the constitution Interpret the constitution
Training & Capacity Development Committee	<ul style="list-style-type: none"> Training Needs Analysis Capacity Development Organizing training workshops/ Attachments 	Dr. Munyoro Isaiah (Zimbabwe) – Chairperson	<ul style="list-style-type: none"> Writing proposals for training and attachment programmes Coordinate Capacity building activities
Marketing & Communication Committee	<ul style="list-style-type: none"> Designing and developing proposals Marketing APLESA Improving Communication/ Information Sharing Developing database/ Website 	Pearl Lowani (Botswana) – Chairperson	<ul style="list-style-type: none"> APLESA Website and Newsletter budgeting Production of APLESA Newsletter Hosting and Maintenance of APLESA Website

Other Categories Responsibilities

Category Name	Mandates	Responsibilities
APLESA Secretariat	<ul style="list-style-type: none"> Coordination of APLESA activities Coordinating with regional networks and parliaments Coordination of APLESA conferences, workshops and attachments 	<ul style="list-style-type: none"> Putting together Committee Work plans Compilation of Guidelines and other policy documents as submitted by the committees Compiling funding proposals for APLESA Supervising the activities of the Committees Drawing up Annual Work plans

The process of implementation of the strategic plan is to be carried out as a team in which there will be continuous exchanges of ideas and information between the various committees and members throughout the process of implementing this Strategic plan.