

**ASSOCIATION OF PARLIAMENTARY
LIBRARIES OF EASTERN AND
SOUTHERN AFRICA (APLESA)**

REPORT

ON

**STRATEGIC PLANNING
WORKSHOP**

(30TH JULY TO 3RD AUGUST 2001)

***Conducted by:
Management Training and Advisory Centre
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(i)

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ASSOCIATION OF PARLIAMENTARY LIBRARIES OF EASTERN AND SOUTHERN AFRICA (APLESA)

REPORT ON STRATEGIC PLANNING WORKSHOP

1.0 BACKGROUND

The Association of Parliamentary Libraries of Eastern and Southern Africa (APLESA) was established to serve as a forum for professional networking and resource sharing amongst parliamentary libraries in the sub-region. When the Association's executives were drawing up the workplan for the period 2001/2002, they identified the need to draw up a strategic plan for the Association, to enable it achieve its purpose. This activity was accordingly included in the workplan.

The executives contacted the Parliamentary Centre of Canada for financial assistance for organising a strategic planning workshop, and the Parliamentary Centre readily accepted. 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

2.0 WORKSHOP PARTICULARS

2.1 Terms of reference

MTAC's Terms of Reference for this assignment, as spelt out in the agreement, were as follows:

- ◆ Liaise with the Secretary to APLESA and the Parliamentary Centre to choose the theme and topics for the workshop.

- ◆ Commission resource persons to prepare relevant papers for the workshop
- ◆ Purchase necessary conference materials.
- ◆ Make copies and distribute papers and conference materials for the delegates.
- ◆ Prepare a workshop report and submit it to the Parliamentary Centre.
- ◆ Submit a Statement of Expenditure to the Parliamentary Centre.

2.2 Dates and venue

The workshop was conducted for five full days, from 30th July to 3rd August 2001, at Hotel Africana, in Kampala, Uganda.

2.3 Participants

The workshop was attended by 14 librarians from the Parliaments of 13 countries in Eastern and Southern Africa. The Programme Manager Africa, of the Parliamentary Centre Canada, Mr. Ted Dreger, also attended the workshop full time.

The list of participants is attached as Annexe 1.

2.4 Workshop Aims and Objectives

Overall Aim

The workshop aimed at enabling the participants to draw up realistic strategic plans for APLESA and for their respective libraries, so as to enhance the proper management and development of the Association and the libraries.

Specific Objectives

It was intended that at the end of the workshop the participants would:

- ◆ Be able to list and explain the basic steps in the strategic planning process.
- ◆ Have formulated a mission statement for APLESA.
- ◆ Have determined strategic objectives for APLESA and formulated strategies for implementing the objectives, taking into account stakeholder expectations and the situation in the external and internal environments within which they operate.
- ◆ Have drawn up an Action Plan for implementing the strategies.
- ◆ Be able to draw up strategic plans for their respective libraries.

At the beginning of the workshop, participants were also asked to indicate their expectations from the workshop. To the extent possible, these expectations were taken into consideration during the workshop. They are given in Annexe 3.

2.5 Facilitators

The workshop was facilitated by four consultants, namely:

- ◆ Aloysius O. Owor, Principal Consultant, MTAC, and Workshop Coordinator;
- ◆ Barbara W. Senkatuka, Director Management Development Division, MTAC;

- ♦ Edward B. Mulumba, Senior Consultant, MTAC; and
- ♦ J.R. Ikoja-Odongo, East African School of Library and Information Science, Makerere University, Uganda.

3.0 WORKSHOP PROCEEDINGS

3.1 Opening and Closure

The workshop was officially opened on Monday 30th July by the Under Secretary/Director Finance and Administration, Mr. Chris Kaija-Kwamy, representing the Clerk to the Parliament of Uganda. The closing ceremony was officiated by the Chairman, Uganda Library Association, Mr. Elisam Magala. He encouraged networking and information sharing, not only among parliamentary libraries, but also between parliamentary and other libraries.

3.2 Method of Work

The workshop was conducted in an interactive and practical manner. After brief presentations by facilitators on each concept and component of strategic planning, participants worked in small groups to discuss and formulate the respective components of the strategic plan for APLESA. The outputs of the group discussions were then presented at plenary sessions, and agreements reached on them.

Before deliberating on the specific components of the strategic plan, the participants were given an overview of strategic management and the strategic planning process. This was to make them understand the concepts and principles behind the various components of a strategic plan, and how they relate to and influence each other.

It was also necessary, at the beginning of the workshop to review the performance of APLESA in the recent past, to identify achievements, failures, and reasons for the achievements and failures.

One of the afternoons during the workshop was put aside for a field trip to the Source of the River Nile, since for most participants this was their first visit to Uganda.

The time-table for the Workshop is given at Annexe 2, while an evaluation of the Association's performance in the last 3 years is in Annexe 4.

3.3 Key Outputs

The workshop came up with the following outputs, which together make up the key aspects of the strategic plan for APLESA.

- ◆ APLESA stakeholders identified, together with their interests and expectations.
- ◆ A vision formulated for APLESA, looking at the next 5 years.
- ◆ The mission of APLESA over the coming 5 years stated.
- ◆ Shared values identified.
- ◆ Future Key Result Areas for APLESA identified.
- ◆ Opportunities and Threats facing APLESA identified.
- ◆ Strengths and Weaknesses within APLESA analysed.
- ◆ Strategic Objectives for APLESA over the next 5 years formulated.
- ◆ Key Success Factors and strategic issues identified for the Association.
- ◆ Strategies for attaining the strategic objectives formulated.
- ◆ A Plan for implementing the Strategies (Strategic Implementation Plan) drawn up.

Details of these outputs are presented in Section 4.

3.4 Other Issues Arising

In the course of the workshop a number of issues were identified which tend to impede the smooth running of the Association. These were as follows.

- (i) In a number of cases APLESA activities have not been adequately differentiated from the activities of the member libraries. A case in point has been donor assistance received by individual member libraries for capacity building. In some instances it has not been clear whether the assistance was obtained in the name of APLESA or for the individual libraries in their own right.
- (ii) It was observed by participants that there is inadequate sharing of responsibilities and authority among APLESA members. Decision making and the taking of responsibility tends to be centred at the top levels of APLESA management.
- (iii) The observation was made that only a few staff of the member libraries are involved in APLESA activities, and that even then there is little continuity in their involvement. For instance, a library may send one staff member to an APLESA meeting but then send someone else to a subsequent meeting – someone who has not been following the activities and developments within the Association.
- (iv) The sustainability of APLESA is still unclear. Hitherto most of the activities of the Association have been donor-funded. For how long can this continue? Can member parliaments adequately finance the Association?

4.0 KEY FEATURES OF APLESA STRATEGIC PLAN

4.1 APLESA Stakeholders

4.1.1 Who they are

- ◆ Parliamentary Librarians
- ◆ Honourable Members of Parliament (MPs)
- ◆ Individual Parliaments
- ◆ Parliamentary Staff
- ◆ National Governments
- ◆ Independent Researchers
- ◆ Library Associations
- ◆ Parliamentary Associations
- ◆ Library Institutions
- ◆ Donors/Sponsors
- ◆ Non Governmental Organisations (NGOs)
- ◆ Publishers
- ◆ Vendors (of Information).

4.1.2 Stakeholder Interests

- ◆ Funding APLESA
- ◆ Networking
- ◆ APLESA programmes
- ◆ Marketing of information sources
- ◆ Workplans for APLESA
- ◆ Benefits of APLESA to Independent Parliaments
- ◆ Individual performance
- ◆ Consolidation of Parliamentary democracy in the region
- ◆ Facilitating and empowering clients by the librarians through information delivery
- ◆ Transparency and Accountability.

4.1.3 Stakeholder Expectations

- ◆ Informed debate in the houses of Parliament
- ◆ Efficient and effective services
- ◆ Improved performance of libraries
- ◆ Accountability and transparency at all levels
- ◆ Feedback on the outputs/outcomes of activities
- ◆ Availability of high quality information sources
- ◆ Adequate and modern infrastructure
- ◆ Networking and co-ordination.

4.2 VISION, MISSION AND VALUES OF APLESA

The following were identified as the vision, mission and values to guide APLESA in its operations over the next 5 years:

4.2.1 Vision

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

4.2.2 Mission

APLESA exists to enable Parliaments, through networking and information resource sharing, to make informed decisions.

4.2.3 Values

APLESA is committed to the following values:

- Providing effective communication
- Prompt response to client's requests
- Accountability and transparency in conducting the activities of the Association.

- Innovation in service delivery
- Professionalism.

4.3 Key Result Areas

The workshop agreed on the following Key Result Areas for APLESA for the next 5 years:

- Management of the Association
- Marketing of APLESA
- Cooperation among members
- Capacity Building
- Quality of Information
- Delivery of Information Services
- Support for APLESA
- Research and Development
- Resources Management.

4.4 Opportunities And Threats

The following opportunities and threats facing APLESA from the external environment were identified, and considered in the formulation of strategies:

4.4.1 Opportunities

- Committed membership
- Goodwill (political)
- Networking
- Donor Support
- Regional Support and organisation willingness to create opportunities (advocacy and lobbying)
- Access to local and foreign expertise
- Enabling environment (Political)
- Capacity Building
- Accessibility of Civil Society
- Tripartism
- Location of Parliaments
- Availability of Stakeholders
- Growth in ICT.

4.4.2 Threats

- Inadequate support from individual parliaments
- Inadequate resources
- Inadequate ICT infrastructure
- Poor communication
- Bureaucratic inertia within the parliaments
- Lack of transparency
- Inadequate policy guidelines
- Unstable political environment in the region
- Heavy dependence on donor support
- AIDS pandemic.

4.5 Strengths And Weaknesses

The Strengths and Weaknesses within APLESA were identified as follows:

4.5.1 Strengths

- ◆ Constitution exists
- ◆ Good Leadership
- ◆ Membership Increased
- ◆ Ability to attract donors
- ◆ Reasonable ICT access
- ◆ Published APLESA website
- ◆ Recognised Association
- ◆ Conducted Conferences and Workshops
- ◆ Linkages established
- ◆ Skilled membership
- ◆ Cooperation among Libraries.

4.5.2 Weaknesses

- ◆ Lack of policy guidelines
- ◆ Budgetary constraints
- ◆ Lack of infrastructure
- ◆ APLESA constitution found wanting.

4.6 Key Success Factors And Strategic Issues

The following key success factors and strategic issues were identified and considered in formulating the strategies for APLESA.

4.6.1 Key Success Factors

- ◆ Effective Networking
- ◆ Library Cooperation
- ◆ Management of Association
- ◆ Commitment by members
- ◆ Marketing of APLESA
- ◆ Capacity Building
- ◆ Meeting regularly
- ◆ Support for APLESA from respective governments
- ◆ Constant communication among APLESA members
- ◆ Linkages with international organisations
- ◆ Research and Development.

4.6.2 Strategic Issues

- ◆ Lobbying and Advocacy
- ◆ Budgetary constraints
- ◆ Inadequate ICT infrastructure
- ◆ Refinement of APLESA policy guidelines
- ◆ Lack of Secretariat
- ◆ Gender mainstreaming.

4.7 Strategic Objectives

The agreed Strategic Objectives for APLESA for the next 5 years were as follows:

- (i) To promote cooperation and resource sharing among member countries (APLESA)

- (ii) To review the constitution, develop and implement other operational mechanisms to attain the highest level of service delivery focusing on clients.
- (iii) To promote communication and networking among APLESA members.
- (iv) To establish an effective and efficient information delivery service for APLESA stakeholders.
- (v) To obtain support for APLESA.

4.8 Strategies for Attaining Objectives

- (i) Refine the constitution and the structure of APLESA.
- (ii) Organise conferences, workshops, seminars and attachments.
- (iii) Produce policy guidelines
- (iv) Market APLESA
- (v) Design and develop proposals for strengthening APLESA
- (vi) Conduct training needs analysis
- (vii) Develop database on website
- (viii) Improve communication.

4.9 Strategic Implementation Plan

4.9.1 Activities for implementing strategies

(i) Refine constitution and structure of APLESA

- Form representative committees
- Consult legal services
- Consult other Library Associations.

(ii) Organise conferences, workshops, seminars and attachments.

- Conduct training needs assessment
- Identify training institutions
- Prioritise training needs and select subjects for workshops

(iii) Produce policy guidelines

- Form work committees to produce guidelines
- Consult similar organisations
- Draft guidelines and procedures
- Circulate and adopt guidelines and procedures.

(iv) Market APLESA

- Produce marketing materials e.g. newsletters, flyers, etc.
- Identify the relevant recipients
- Inter-link APLESA websites

(iv) Design and develop proposals for strengthening APLESA

- Select committees
- Consult

- Identify specific areas for making proposals
- Identify specific stakeholders to whom the proposals can be sold.

(v) Conduct Training Needs Analysis

- Assess the needs of APLESA
- Gather relevant information.

(vi) Develop database on websites

- Determine information to be on database.
- Create a website.

(vii) Improve communication

- Upgrade the Information Technology skills of members.
- Lobby for access to e-mail facilities by parliaments.
- Keep members informed.

4.9.2 Time-frame for plan implementation

(i)	Refinement of constitution	6 months
(ii)	Producing policy guidelines	7 months
(iii)	Conducting needs analysis	2 months
(iv)	Designing and developing proposals	6 months
(v)	Improving Communication	2 months
(vi)	Developing database on website	3 months
(vii)	Marketing APLESA	3 months
(viii)	Organising conference, workshops, seminars	6 months

4.9.3 Committees for plan implementation

The time available at the workshop was not adequate for the participants to come up with a comprehensive plan of action for the implementation of the formulated strategies and activities.

Accordingly four committees were formed to work on the finalisation of the Strategic Implementation Plan. The committees would also steer the implementation of the plan.

They are as follows:

Committees and their mandates	Members
No.1: <ul style="list-style-type: none">➤ Refining constitution➤ Producing policy guidelines	<ul style="list-style-type: none">➤ Nelson Masawi (Zimbabwe) – Chairperson➤ Renata Shilubana (South Africa)➤ Innocent Rugambwa (Uganda)
No.2: <ul style="list-style-type: none">➤ Training Needs Analysis➤ Capacity Development➤ Organising workshops/ attachments	<ul style="list-style-type: none">➤ Augustine Lubozhya (Zambia) – Chairperson➤ Grace Mwakio (Kenya)➤ Lucas Amanyisye (Tanzania)➤ Florence Butale (Botswana)
No.3: <ul style="list-style-type: none">➤ Designing and developing proposals➤ Marketing APLESA	<ul style="list-style-type: none">➤ Duncan Mboma (Malawi)- Chairperson➤ Miguel Pedro (Angola)➤ T.D. Raliile (Lesotho)
No.4: <ul style="list-style-type: none">➤ Improving Communication/ Information Sharing➤ Developing database/ Website	<ul style="list-style-type: none">➤ Gottfriedt Tsuseb (Namibia) – Chairperson➤ S.J. Engitu (Uganda)➤ Julio A.D. da Silva (Mozambique)➤ Esther Nxumalo (Swaziland)

4.9.4 Specific Responsibilities

- (i) **Putting together integrated implementation Plan and Budget:**
Esther Nxumalo, APLESA Vice Chairperson.
- (ii) **Putting together Integrated Strategic Plan:**
T.D. Raliile, APLESA Chairperson.
- (iii) **Drawing up Annual Workplan :** S.J. Engitu, APLESA Secretary.

There is to be continuous exchange of ideas and information between the various committees and members throughout the process of finalising the plans. In particular, each committee is to inform the Vice Chairperson of their time frame for the execution of their activities as soon as these are decided on. The Vice Chairperson will then immediately synchronise the work schedules for the respective committees and inform the committees accordingly.

5.0 EVALUATION OF THE WORKSHOP

The workshop was evaluated by the participants and by the facilitators. The evaluation was done on a daily basis as the workshop progressed, and also at the end.

5.1 Daily Evaluation by Participants

Participants evaluated the proceedings of each day by completing a two-page form. A specimen of the form is shown at Annexe 5a. These daily evaluations were intended to help the workshop coordinator and other facilitators to improve on the workshop as it progressed. Participants evaluated the following factors:

- The method used in conducting the sessions.
- The relevance and usefulness of the sessions.
- Adequacy of the materials covered.

- Management and administration services.
- Meals.

A summary of the participants' evaluation of these factors is as follows:

Factor	Evaluation rating
➤ Method	Rated as "Very Effective", in 96% of the cases
➤ Relevance and Usefulness	Rated as "Very relevant" and useful, in 96% of the cases
➤ Adequacy of materials	Rated as "fully adequate", in 98% of the cases
➤ Management and Administrative Services	Rated as "Fully adequate" in 96% of the cases
➤ Meals	Rated as "Very Satisfactory" in 65% of the cases, and "Just Satisfactory" in 35% of the cases.

5.2 Comments on daily evaluation

In addition to the above ratings, participants made some comments on the workshop sessions, on a daily basis. The participants were all very happy with the methodology and contents of all the workshop sessions, and with the way the workshop was managed. They wished that more time had been provided for the workshop. As for the meals, on some days some participants expressed their reservations about the variety and the quality.

Details of the participants' daily comments are given in Annexe 6.

5.3 End of Workshop Evaluation

At the end of the workshop participants made an overall evaluation using a questionnaire. A specimen of the questionnaire is at Annexe 5b. Their evaluations are summarised below:

Factor	How it was evaluated
(i) Achievement of workshop objectives	<ul style="list-style-type: none"> ◆ Fully achieved 6 out of 13 participants said so ◆ Partly achieved: 7 out of 13
(ii) Quality of results	<ul style="list-style-type: none"> ◆ Of very high quality: 7 out of 13 participants ◆ Just good 6 out of 13
(iii) Quality of handouts	<ul style="list-style-type: none"> ◆ Of very high quality. 12 out of 13 ◆ Of good quality: 1 out of 13
(iv) The facilitators	<ul style="list-style-type: none"> ◆ Very knowledgeable and effective: All participants said so
(v) The workload at the workshop	<ul style="list-style-type: none"> ◆ Excessive. 6 out of 13 participants ◆ Normal. 7 out of 13
(vi) Total time allocated	<ul style="list-style-type: none"> ◆ Too long 2 out of 12 ◆ Long enough: 6 out of 12 ◆ Too short: 7 out of 12
(vii) Management and Administrative services	<ul style="list-style-type: none"> ◆ All participants said it was fully satisfactory
(viii) Travel Arrangements	<ul style="list-style-type: none"> ◆ Fully satisfactory: 12 out of 13 ◆ A bit lacking: 1 out of 13
(ix) Financial provisions	<ul style="list-style-type: none"> ◆ Fully adequate: 11 out of 13 ◆ A bit lacking: 2 out of 13
(x) Reception on arrival in the country	<ul style="list-style-type: none"> ◆ All participants said it was very satisfactory
(xi) Workshop Room	<ul style="list-style-type: none"> ◆ Very conducive: 11 out of 13 ◆ Moderately conducive. 2 out of 13
(xii) Hotel Accommodation	<ul style="list-style-type: none"> ◆ Very satisfactory. 9 out of 13 ◆ Satisfactory to some extent. 4 out of 13
(xiii) Meals	<ul style="list-style-type: none"> ◆ Very satisfactory: 7 out of 13 ◆ Satisfactory to some extent 6 out of 13
(xiv) Leisure time social Activities	<ul style="list-style-type: none"> ◆ Very satisfactory. 3 out of 13 ◆ Satisfactory to some extent: 5 out of 13 ◆ Unsatisfactory: 5 out of 13

5.4 End-of-workshop comments and suggestions by Participants

As part of the end-of-workshop evaluation, participants made a number of general comments on the workshop. The comments were all very positive. The participants also made some suggestions for future programmes, and indicated what they intend to do as a result of the workshop. The details of the comments and suggestions are contained in Annexe 7.

5.5 Facilitators' Observations

In the assessment of the facilitators the workshop was a success. The following were some of the indicators of success:

- ◆ The daily and end-of-workshop evaluations were very positive.
- ◆ The level and quality of participation in discussions and contributing ideas was quite good.
- ◆ The outputs realised by the end of the workshop were well-conceived and realistic.
- ◆ Participants showed serious commitment to taking follow-up action after the workshop.

The facilitators, however, observed that the time provided for the workshop was too short. The duration should have been about 8 days, to allow for more exhaustive coverage of the issues.

ANNEXE 1:

LIST OF WORKSHOP PARTICIPANTS

1	Miguel Pedro	Asst Librarian (Senior)	Angolan National Assembly 1 Congresso Do MPLA Tel 244 2 390440 Fax 331118 <u>e-mail bibioteca20@hotmail.com</u>
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3.	Augustine Danwell Lubozhya	Deputy Chief Librarian	National Assembly of Zambia P O. Box 31299, Lusaka, Zambia Tel. 260-1-292425/36 Fax. 260-1-292252 <u>e-mail: nazambia@zamnet.zm (off)</u> <u>Lubozhya@yahoo.com (pers)</u>
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7	Nxumalo Esther	Parliamentary Librarian	Swaziland Government P O Box 37, Lobamba, Swaziland Tel: 00268-4161286/9 <u>e-mail: parl-library@realnet.co.sz</u>

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ANNEXE 2: WORKSHOP TIME TABLE

DAY AND TIME	TOPICS	FACILITATORS
MONDAY 30th July		
0830 – 1030	➤ Preliminaries: Registration, Introductions, Review of Workshop Objectives, Administrative Issues, Official Opening Break	A O. Owor & Kagole-Kivumbi
1100 – 1300	➤ Overview of Strategic Management and Strategic Planning Lunch	A O Owor
1400 – 1530	➤ Review of APLESA performance Break	A O Owor
1600 - 1730	➤ Analysis of the Interests and Expectations of Stakeholders	E B. Mulumba
TUEDAY 31st July		
0830 – 1030	➤ Analysis of the Interests and Expectations of Stakeholders Break	E B Mulumba
1100 – 1300	➤ Formulation of the Vision and Mission for APLESA, and identification of its values Lunch	B W Senkatuka
1400 – 1530	➤ Formulation of the Vision and Mission for APLESA, and identification of its values (cont'd.) Break	B W Senkatuka
1600 – 1730	➤ Identification of Key Result Areas	A O Owor
WEDNESDAY 1st August		
0830 – 1030	➤ Identification of Opportunities and Threats in the external environment Break	J R Ikoja-Odongo
1100 – 1300	➤ Identification of Strengths and Weaknesses within APLESA Lunch	J.R Ikoja-Odongo
Afternoon	➤ Sightseeing	S.J. Engitu

DAY AND TIME	TOPICS	FACILITATORS
THURSDAY 2nd August		
0830 – 1030	➤ Formulation of Strategic Objectives <i>Break</i>	E.B. Mulumba
1100 – 1300	➤ Identification of Key Success Factors and Strategic Issues <i>Lunch</i>	J.R. Ikoja-Odongo
1400 – 1530	➤ Formulation of Strategies for achieving the Objectives <i>Break</i>	J.R. Ikoja-Odongo
1600 - 1730	➤ Determination of Strategic Structure, Systems and Policies	A.O. Owor
FRIDAY 3rd August		
0830 – 1030	➤ Formulation of Strategic Implementation Plan <i>Break</i>	E.B. Mulumba
1100 – 1300	➤ Formulation of Strategic Implementation Plan (cont'd .) <i>Lunch</i>	E.B. Mulumba
1400 – 1530	➤ Guidelines for Plan Implementation	B.W. Senkatuka
1530 – 1730	➤ Wrap-up, Workshop Evaluation, and Closure	A.O Owor
Evening	<i>Cocktail</i>	

ANNEXE 3:

PARTICIPANTS' EXPECTATIONS FROM THE WORKSHOP

- ▶ To understand what a strategic plan is.
- ▶ To know how to develop a strategic plan in general and tailor-make it for my library at the end of the workshop.
- ▶ To gain an in-depth understanding of the activities of APLESA in relation to this strategic plan and how we are going to strengthen it as an Association.
- ▶ Know how to implement the benefits of the workshop (strategic plan) in our different working environments.
- ▶ How would strategic planning enhance the performance evaluation process
- ▶ Major links and differences between management and strategic planning
- ▶ Practical application:
 - Formulation of Strategic Objectives
 - Strategies for Achieving the objectives
 - Formulation of strategic implementation plan.
- ▶ How to better organize and manage a library and document Centre
- ▶ Ability to identify information to be served to MPs.
- ▶ Ability to set plans, and targets within given resources and other possibilities.
- ▶ Why do we need strategic planning as librarians?

- ▶ We should be able to formulate a ten-year vision of APLESA.
- ▶ We should also be able to evaluate and assess the staff performance.
- ▶ Effective planning in line with information management.
- ▶ Effective communication in regard to our clients (MPs, Cabinet, etc.)
- ▶ Personnel Management.
- ▶ Information management.
- ▶ Mobilisation and Resource sharing.

**ANNEXE 4:
EVALUATION OF APLESA PERFORMANCE IN THE
LAST 3 YEARS**

Key results which were expected over the last 3 years	APLESA'S Actual Achievements	Rating of Performance	Reasons for Inadequate performance
1 Internet connection	Some members have direct connections, some indirect	Good	N/A
2 Publication of APLESA directory	Directory has been published, but needs updating	Good	N/A
3 Attachment programmes	None at APLESA level, but individual parliaments arranged some	Poor	Not adequately followed up
4. Training workshops for APLESA, including Strategic Planning Workshop	Two have been held, one in Namibia, one in Uganda	Good	N/A
5 Legal deposit status	Some have status by legislation, others not	Good	N/A
6 APLESA membership	All countries in sub-region have indicated willingness to join; 14 are already members	Good	N/A
7 Publication of APLESA Newsletter	Not yet done, Members have been requested to contribute but they have not yet	Fair	<ul style="list-style-type: none"> Parameters Inadequately identified Lack of response by members Poor communication
8 Development of APLESA Website	Phase 1 completed	Good	N/A
9. Identification of training needs	Has been done at Institutional level, not by APLESA	Poor	<ul style="list-style-type: none"> Not well planned Responsibilities not well assigned
10 Attendance at APLESA Conference	Poor at Maseru (8 out of 12) Better in Botswana (10 out of 12)	Fair	—

ANNEXE 5a: SPECIMEN EVALUATION FORMS

APLESA STRATEGIC PLANNING WORKSHOP

Daily Evaluation Form

(Please do not write your name or sign)

Date

Please evaluate today's sessions of the workshop as indicated below: (Tick appropriate box)

1. Method (The way the sessions were conducted)

▶ Very effective ☐

▶ Moderately effective ☐

▶ Not so effective ☐

Comments:

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2. Relevance and usefulness

▶ Very relevant and useful to my work ☐

▶ Moderately relevant and useful ☐

▶ Only slightly relevant and useful ☐

Comments:

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3. Adequacy of materials covered:

- ▶ Fully adequate ☐
- ▶ A bit lacking ☐
- ▶ Inadequate ☐

Comments:

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4. Management and Administration Services

- ▶ Fully adequate ☐
- ▶ A bit lacking ☐
- ▶ Inadequate ☐

Comments:

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5. Meals

- ▶ Very satisfactory ☐
- ▶ Just satisfactory ☐
- ▶ Unsatisfactory ☐

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Annexe 5b
ASSOCIATION OF PARLIAMENTARY LIBRARIES
OF EASTERN AND SOUTHERN AFRICA (APLESA)

STRATEGIC PLANNING WORKSHOP

30TH JULY TO 3RD AUGUST 2001

CONDUCTED BY:
MANAGEMENT TRAINING AND ADVISORY CENTRE (MTAC)

END OF PROGRAMME EVALUATION FORM

INSTRUCTION

You need not put your name on this evaluation form, but please give us your honest opinion as regards the workshop and related matters so as to enable APLESA improve on future programmes.

(Tick appropriate box)

1. Achievement of Objectives:

Full achieved ☐

Partly achieved ☐

Not achieved at all ☐

2. Quality of results achieved at workshop.

E.g. The Strategies formulated, Activities identified...

Of very high quality ☐

Quality was just good ☐

Below my expectations ☐

3. Quality of handouts

Of very good quality

Good quality

Below my expectations.

4. The facilitators were:

Very knowledgeable and effective

Of average knowledge and effectiveness

Rather lacking in knowledge and effectiveness

5. The workload to which participants were subjected was:

Excessive

Normal

Light

6. The total time allocated to the workshop was:

Too long

Long enough

Too short

7. Management and Administrative Services were:

Fully satisfactory

A bit lacking

Unsatisfactory

8. Travel arrangements related to the workshop were:

Fully satisfactory

A bit lacking

Unsatisfactory

9. Financial provisions for the workshop were

Fully adequate

A bit lacking

Unsatisfactory

10. The way I was received on arrival in the country was:

Very satisfactory

Satisfactory to some extent

Unsatisfactory

11. The room in which the workshop was held was:

Very conducive

Moderately conducive

Not conducive.

12. Hotel Accommodation (Residential Facilities) was:

Very satisfactory

Satisfactory to some extent

Unsatisfactory.

13. **Meals were:**

Very satisfactory

Satisfactory to some extent

Unsatisfactory

14. **Arrangements for leisure-time/social activities were:**

Very satisfactory

Satisfactory to some extent

Unsatisfactory.

15. **Comments on any of the above issues**

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16. Suggestions for future programmes:

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17. As a result of this workshop I intend to do the following when I return to my work place:

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ANNEXE 6:

COMMENTS ACCOMPANYING DAILY EVALUATIONS

1. COMMENTS ON METHOD (THE WAY THE SESSIONS WERE CONDUCTED)

- ◆ Very interactive
- ◆ The method was very effective, because it provided an opportunity to interact, i.e. between the facilitator and the participants.
- ◆ Management principles were communicated to the participants in a very clear manner.
- ◆ Excellent
- ◆ More time is needed for these very useful sessions
- ◆ The sessions were easy to follow
- ◆ Informative and relevant
- ◆ These types of workshops should be done or conducted regularly
- ◆ The method attracted the attention of those present and enabled them to follow the explanations carefully.
- ◆ It was a wonderful time
- ◆ Participative – involvement of delegates was very important
- ◆ These sessions have been well conducted
- ◆ Quite enriching
- ◆ Involvement of all participants through group study
- ◆ The explanations were clear
- ◆ I enjoyed
- ◆ Very good presentation
- ◆ Very interesting and involved all participants
- ◆ Lively and participative
- ◆ Well presented! Presenter was well prepared
- ◆ Background/introduction well presented.
- ◆ More time should have been given to this emotional and inspirational talk (On Opportunities and Threats).

2. COMMENTS ON RELEVANCE AND USEFULNESS OF SESSIONS

- ◆ Defined our existence on APLESA.
- ◆ The sessions were very relevant and useful to my work, in that I learned many things which will enable me to improve the quality of services in my library
- ◆ Very useful and relevant to the work of APLESA and individual members of parliamentary libraries
- ◆ Excellent
- ◆ More time is needed for these useful sessions
- ◆ The workshop is relevant and provides enough understanding of performance management
- ◆ I believe that the information we are getting will help us to modify our way of planning in our parliaments as well as at the level of APLESA
- ◆ It was genuinely handy
- ◆ It was what we wanted to know
- ◆ The standard should be maintained
- ◆ More time should be allocated to this, as it is very important
- ◆ Very good presentation
- ◆ Very useful and applicable to APLESA and other environments from different countries

3. COMMENTS ON ADEQUACY OF MATERIALS COVERED

- ◆ Handouts were given
- ◆ The handouts are clear
- ◆ The standards should be maintained
- ◆ I think that they adequately covered present needs
- ◆ Due to lack of adequate time, it would be fully adequate
- ◆ I received sufficient materials that covered all times for the day
- ◆ To my knowledge and since it is my first time, it is fully adequate
- ◆ Very good
- ◆ Got all the necessary handouts
- ◆ Well covered.

4. COMMENTS ON MANAGEMENT AND ADMINISTRATION SERVICES

- ◆ Desk available and more than two facilitators around at any time
- ◆ Time management is lacking a bit (first day)
- ◆ A person should probably be at the computer full-time to assist with operation
- ◆ The management and administration is excellent.
- ◆ No problems.

5. COMMENTS ON MEALS

- ▶ Good meals
- ▶ No problem with the food
- ▶ I didn't have any complaint
- ▶ To have different kinds of food
- ▶ I am not selective
- ▶ I definitely appreciate
- ▶ Good and a bit varied
- ▶ High caloric value
- ▶ I am used to different kinds of meals, but what we have is satisfactory.

ANNEXE 7:

END-OF-WORKSHOP COMMENTS AND SUGGESTIONS BY PARTICIPANTS

1. COMMENTS

- ◆ Keep it up
- ◆ APLESA needs more workshops
- ◆ I gained more experience with this workshop
- ◆ The reasons related to some negative aspects are mostly due to lack of enough time to cover all the material prepared for this workshop
- ◆ Results would have been more positive if we had enough time to discuss materials in more details
- ◆ We have learned much which will enable us to do better in our respective libraries
- ◆ These workshops should be longer because they are very relevant
- ◆ Can still do better than this
- ◆ The time for the workshop was very short and not helpful enough as to leave somebody with time to rest and think over ideas
- ◆ The programme was fully packed, so that leisure time and after social activities were not met as required
- ◆ Some participants (2 Ugandans) were not catered for as far as per diem is concerned, given time and other resources they committed to the organisation of the workshop
- ◆ The programme was very good
- ◆ The entire training was well planned and the facilitators were well-prepared
- ◆ Please keep it up.

2. SUGGESTIONS FOR FUTURE PROGRAMMES

- ◆ Spare meaningful time for excursions
- ◆ Maybe the time allocation for the activities on Friday wasn't well anticipated. Some time should be left open to accommodate such eventualities
- ◆ To involve more participants
- ◆ They should be long enough to accommodate all issues
- ◆ It would be handy if the time aspect and leisure aspect would be put to careful consideration
- ◆ The donors might have to try to cater for organisers' resources and time in future so that they don't lose interest in such activities of organising, etc.
- ◆ The organisers may have to come earlier to enable an agreement to be made to implement their funded activity. This will make the organiser not to lose his/her resources given that the donor may not pay back.
- ◆ Consider increasing the duration of the training programme to avoid the rushing over issues.

3. AS A RESULT OF THIS WORKSHOP, I INTEND TO DO THE FOLLOWING WHEN I RETURN TO MY WORK PLACE:

- ◆ Refine APLESA constitution
- ◆ Communicate effectively with members
- ◆ Market APLESA in our parliament
- ◆ Formulate strategic plans for the library as well as my family
- ◆ Develop and improve a strategic plan
- ◆ Market APLESA
- ◆ Communicate within my parliament
- ◆ Communicate with APLESA
- ◆ Keep my eyes open for opportunities
- ◆ To inform all members of my library about the objective of APLESA, and to explain in which manner the workshop was conducted

- ◆ Play my part as one of the chairpersons of my committee
- ◆ Enhance my individual workplan for my library
- ◆ Try to use some of the points that I picked from the workshop to operate effectively and efficiently in my library department
- ◆ Share the information and implement some of the relevant aspects
- ◆ I will write a comprehensive report and submit it to my employer and distribute copies to participants. I will try to figure out areas of interest to accommodate our institutional requirement
- ◆ Come up with strategic action plan
- ◆ Come up with work plan
- ◆ Eventually make all the follow-ups to enable the meeting of APLESA objectives
- ◆ To fully participate in the working committee I have been assigned to in order to finalise the whole exercise of drawing up a strategic plan for APLESA
- ◆ I will also employ the skills that I have acquired during training to draw a strategic plan for my library and to take my colleagues back home on board.