NATIONAL LIBRARY

STRATEGIC PLAN 2021-2023

STEPPING INTO THE DIGITAL WORLD

Table of Contents

Foreword ii
Executive Summary iii
1. Introduction 1
1.1 Statutory Responsibilities 1
1.2 Vision (up to 2020) 2
1.3 Mission (up to 2020) 2
1.4 Project Objective/Description 2
1.5 Economic and Social Justifications 3
1.6 National Library's holdings 3
2. Strategic Planning Process 4
3. Methodology 5
3.1 The Balanced Scorecard 5
3.2 Objectives and Scope 7
4. Approach adopted at the National Library 8
4.1 SWOT analysis 8
4.1.1 Strengths 9
4.1.2 Weaknesses 10
4.1.3 Opportunities 11
4.1.4 Threats 11
4.2 Vision, Mission and Values 12
4.2.1 Mission 12
4.2.2 Values 12
4.2.3 Vision 14
5. Strategy formulation 15
5.1 The National Library Strategy Map 16
6. Strategic Objectives and Projects 17
6.1 Strategic Pillar: Customer (C) 17
6.2 Strategic Pillar: Information Communication Technology (ICT) 19
6.3 Strategic Pillar: Library Internal processes (LIP) 22
6.4 Strategic Pillar: Human Resources (HR) 26
7. Implementation of the strategic plan, monitoring and evaluation 29
7.1 Setting up of a Management System 29
7.1.1 Align the organisation 29
7.1.2 Monitor and Learn 29
8. Conclusion 31
Annexes 32
Team Members for the Strategic Plan 32
List of staff as at June 2021 33
Organisational Chart 34
Board members 35
National Library Act 1996 36

Foreword

The National Library of Mauritius was inaugurated in December 1999. It has the statutory responsibility to collect, record, preserve and promote optimal access to the national documentary heritage both nationally and internationally. It has also a critical role to play in the promotion of the development of the library and information services in Mauritius. This is my second Strategic Plan as Director of the National Library.

Many of the Library's priorities are summarised in the *Strategic Plan* 2021-2023 and a series of programmes and projects have been included to push the National Library forward into the digital world.

The Strategic Plan of the National Library has been drafted with the inputs of all the relevant stakeholders, the Board, Head of Sections, staff, who are committed to achieve the set objectives and implement policy decisions.

The management of the National Library regards the involvement of all staff in the strategic decisions and direction of the library as paramount to ensure its success. The Plan contains both the strategic operational and developmental objectives of the library.

In the coming years, we intend to further capitalise on the relationships which the National Library has been breeding with people and organisations that have an interest in the National Library's works and services. The Strategic Plan will be used to assist the library to fulfil its mandate of collecting, preserving, making available and promoting awareness of the National documentary heritage.

I wish to thank all the staff who eagerly shared their views during the brainstorming sessions and during the drafting of the Plan; the Chairman and members of the National Library Board for their valuable inputs and especially the NPCC for its marvellous collaboration all throughout during its making.

Last but not the least, encouragement of the parent Ministry was highly appreciated and we are confident that the latter will accompany us all throughout the years of the plan to achieve the National Library's objectives.

T. K. Ramnauth
Director

Executive Summary

The key to successful Strategic Planning is to build-in measures and implementation steps that allow the organisation to engage its staff and monitor the results at regular intervals.

Since its existence in December 1999, the National Library had devised six Strategic Plans, and the last one which dates back to 2016-2018 was built on 12 goals and strategic objectives namely:

a) provision of a comprehensive Mauritiana collection,
b) conservation of our collection in favourable conditions,
c) acting as a National Bibliographic Centre,
d) establishing a national system of library and information service,
e) acting as the focal point of libraries in Mauritius and a link for libraries overseas,
f) be recognized at national level and creating awareness among Mauritians about the importance of the National Library,
g) setting up of a digitization programme,
h) setting up a training unit within the library,
i) developing e-services,
j) administering a national programme for the blind and physically handicapped individuals,
k) relocating the National Library in a purpose-built building,
l) reviewing the National Library Act of 1996.

Users in Search Room consulting newspapers and books

This Strategic Plan of 2021-2023 is a much dynamic document, which has involved almost all staffs of the National Library and at every level. These staffs were self-empowered and proud to voice out their opinions and contribute to the long-term strategic planning of their organisation.

The Strategic Plan 2021-2023 is divided into eight sections:

Section 1 gives a brief description of the National Library, its statutory responsibilities and objectives and its holdings.

Section 2 deals with the strategic visioning exercise that was put in place by the National Library to devise the Strategic Plan.

Section 3 highlights the method chosen to develop the National Library Strategy Map.

Section 4 presents the approach adopted at the National Library and gives details of the situation analysis.

Section 5 deals with the strategy formulation part and shows how the Balanced Scorecard was used as a tool to develop the strategies at the National Library.

Section 6 underlines the strategic objectives that were developed and aligned to the strategy map according to their contribution to the overall strategies and projects identified.

Section 7 describes the implementation phase of the plan and shows how it will be monitored and evaluated.

Section 8 deals with the concluding part of the plan.

1. Introduction

- The idea of establishing a National Library for Mauritius was first advocated by late Dr Auguste Toussaint, the famous Mauritian archivist and historian in 1956.

- The idea for the setting up of a National Library had gone through a long spell of good intentions and fine tunings until in 1996 Government commitment was clearly spelt out in 'Les Assises des Arts et de la Culture' and shortly after in the same year, the National Library Bill was enacted in the National Assembly.

- Following the proclamation of the National Library Act in 1997, the National Library Board was constituted and Prof. G. T. Mohamedbhai, the then Vice-Chancellor of the University of Mauritius was appointed as Chairman.

- At present, Mr. Ranna Swamber is the Chairman of the National Board. He was appointed in September 2017.

- The official opening of the National Library was made on 8th December 1999.

In recognition of its crucial role in the socio-economic development of the nation, the National Library was upgraded from its 'B' status to 'A' status by the Pay Research Bureau.

1.1 Statutory Responsibilities

National Library Act 1996 (Act no.32 of 1996):

According to section 4 of the National Library Act, the key responsibilities of the NL are:

- To promote and encourage the use of library materials;
- To acquire library materials generally and in particular, a comprehensive collection of library materials relating to Mauritius;
- To collect, receive and preserve all library materials required to be deposited in the library;
- To lend library materials to the public through other libraries;
- To make library materials available to the public for reference;

- To participate in planning library services in Mauritius, promote research in library fields and provide assistance in information handling techniques;
- To act as the national bibliographic centre and maintain the national bibliography and other bibliographies;
- To act as an organising agency for national and international lending and exchange of library materials; and
- To initiate and promote cooperation between the library and other libraries, both local and overseas

1.2 Vision (up to 2020)

To develop the National Library as the nation's leading documentary resource pertaining to the Republic of Mauritius, and as the apex library serving the needs of the Mauritian people at large in research, scholarship and creativity.

1.3 Mission (up to 2020)

To support the provision of, and access to, information for the nation. We are committed to collect and preserve the collective memory of the country to best serve the nation and to provide access to the information resources of the world.

1.4 Project Objective/Description

- To be the apex institution in the field of information, functioning as a national institution for conducting, planning and development of the entire system in Mauritius;
- To democratize and empower Mauritians through the dissemination of organized information;
- To promote a literate society, which can help to sustain national development; and
- To enable Mauritians to have easy and equal access to information to create new knowledge.

1.5 Economic and Social Justifications

- Provision of information to enable Mauritius to become an Information Society making it a knowledge-education hub;
- Empowering Mauritians for employment;
- Alleviating poverty and narrowing the gap between the haves and the have nots; and
- Equal access to information entails social stability, a sine qua non condition for foreign investment.

1.6 National Library's holdings

The collection consists of books, newspapers, periodicals, annual reports, audio-visual materials, maps, photographs, thesis, manuscripts and many rare documents, etc., which are normally acquired by means of the Legal Deposit System, exchanges, donations and purchase.

Over the years, the National Library has made remarkable progress in its collection development. It has become a depository library for the United Nations, the World Bank, the Shanghai Municipal Corporation and the National Library of China. The National Library is now hosting the EU Infopoint. In practical terms, this signifies that the public at large can easily get free access to these invaluable, up-to-date and expensive documents in a spacious, air-conditioned Search Room for reference and research purposes during the opening hours.

The current total holdings of the National Library amount to 681,800

2. Strategic Planning Process

The Strategic Visioning Exercise at the National Library was conducted during two brainstorming sessions on the 15 October 2020 and on the 30 October 2020 with 14 and 16 participants respectively representing the main departments of the organization.

A follow up meeting to validate the Action Plan was organized on the 24 February 2021. Given the surge of COVID-19 in March 2021, it was difficult to hold meetings in Port Louis and the team finalised the Strategic Action Plan in June 2021.

Strategic Visioning is a process by which an organisation envisions its short term and long-term future and plans how to achieve it. Through collective dialogue and reflection of its top and middle management and staff, the organization identifies or redefines its purpose, core values and vision, which are then transformed into a manageable and feasible set of goals and an action plan. Strategic Visioning has the potential to lead the organization action by creating a 'road map' to the future.

The process of Strategic Visioning is helpful if the organization wants to be proactive in future planning or when it is moving into a new phase of its development and there might be confusion or misunderstanding about goals, strategies or issues. Strategic Visioning is also needed when past visioning statements and related action plans are outdated or simply do not meet the present needs of the organisation.

Chairman, Director and Staff of the National Library participating in the brainstorming sessions for Strategic Plan 2021 - 2023

3. Methodology

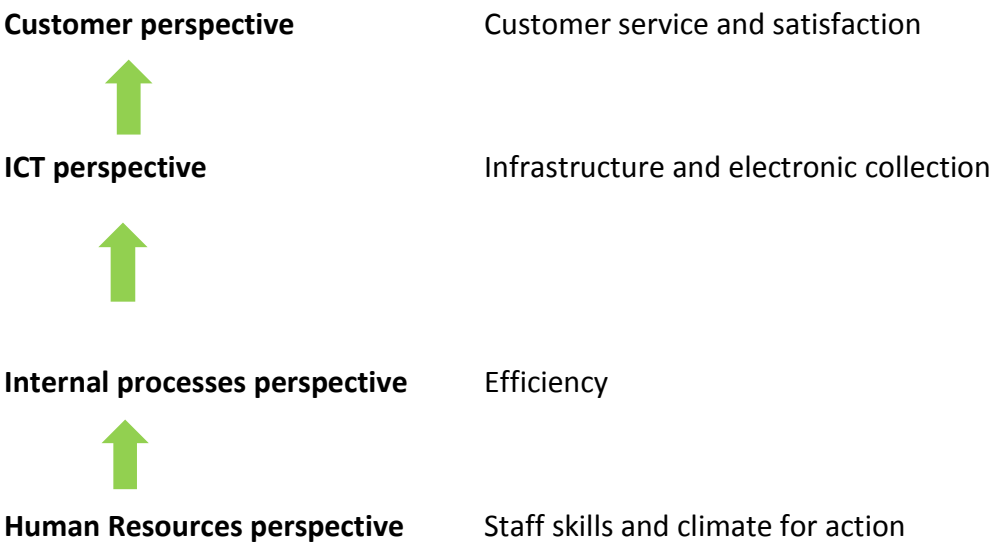
3.1 The Balanced Scorecard

The Balanced Scorecard is a management tool, developed to obtain a more comprehensive and complete view of an organisation. The Balanced Scorecard is a performance management approach that helps to connect strategies with operations in order to meet stakeholders' expectations and allows organisations to link objectives with actions.

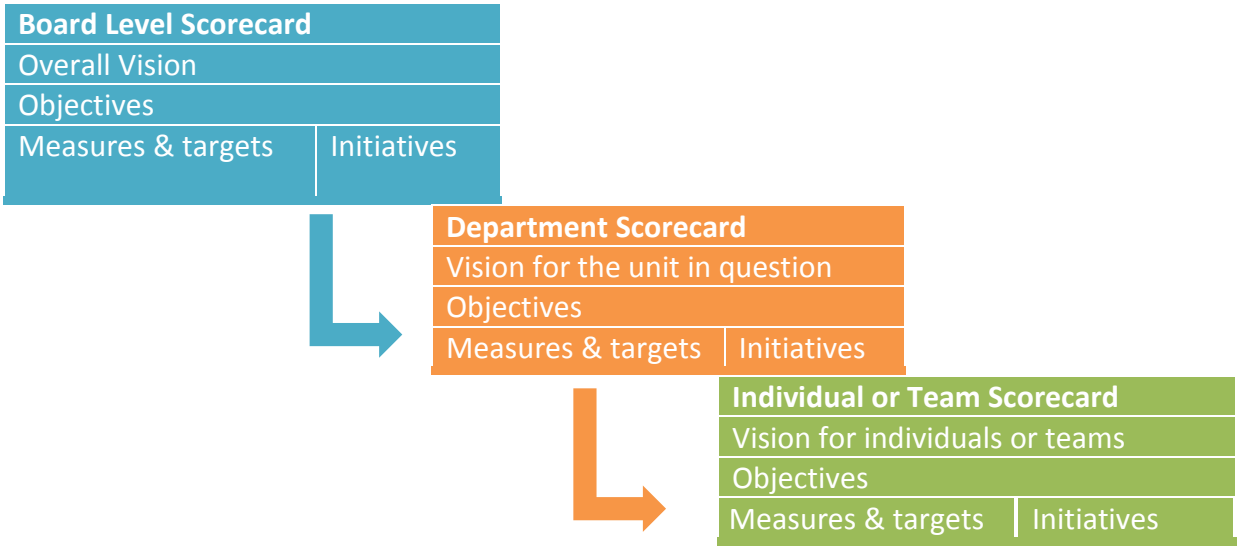
It is a strategic management tool that assists the National Library in aligning all of its activities towards meeting the needs of its customers. Its underlying philosophy is to provide a tool for clearly communicating the goals and priorities of the National Library.

The objectives and measures view the organisational performance from four perspectives: financial, customer, internal business process and learning and growth (people), which provide the framework for the Balanced Scorecard. However, given the specificities of the National Library, the following four perspectives were used to develop the Strategy Map: Customer, Information Communication Technology, Internal Processes and Human Resources.

Fig 1: The National Library Balanced Scorecard

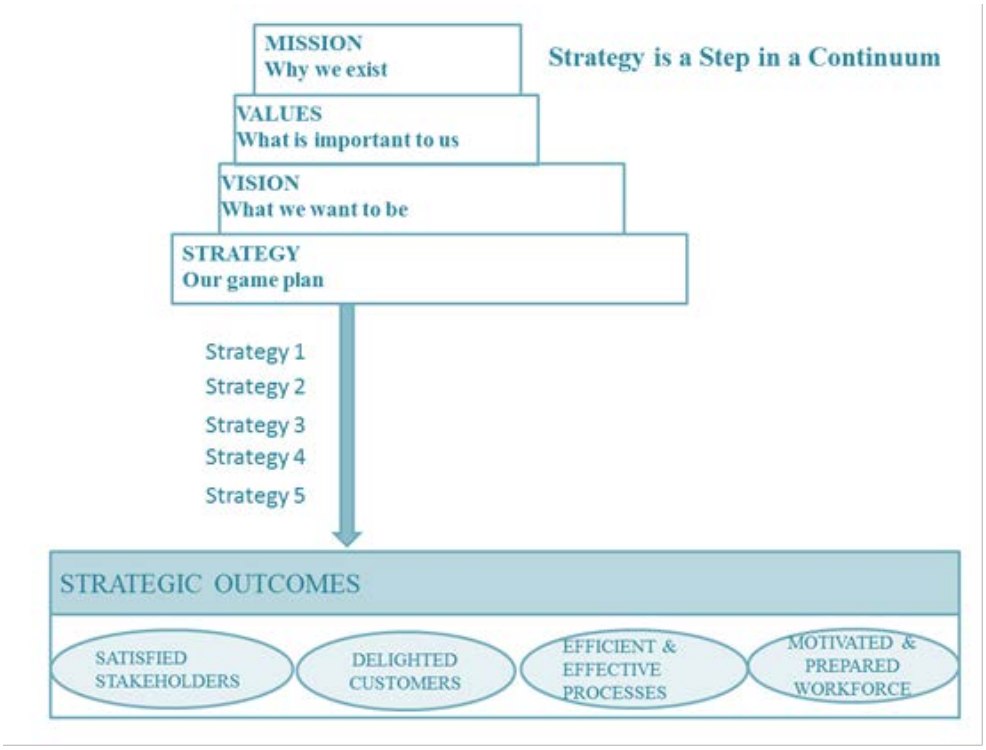


A Scorecard approach can be cascaded down through an organisation to align performance measures and support implementation through appropriate initiatives:



Once the strategic thrusts are clearly spelled out, strategic objectives and action plans are defined which result into strategic outcomes that will satisfy stakeholders, delight customers, ensure processes are efficient and effective and also get the staff motivated and prepared as shown below.

Fig 2: Vision, Mission, Values and Strategy Framework



3.2 Objectives and Scope

The Strategic visioning exercise enables the organisation define its vision, mission, values, strategy, objectives and action plan for the next three years.

The Vision Statement is what identifies where the organisation intends to be in the future or where it should be to best meet the needs of stakeholders.

The Mission Statement seeks to respond to the why of the organisation's existence, its basic reason for being. It reflects a realistic but farsighted determination of what the organisation is, who it serves, what it does and what it can accomplish.

Once the mission statement is defined, the next step is to develop specific objectives that are focused on achieving that mission. Objectives refer to specific measurable results for the initiative's broad goals. An organisation's objectives generally lay out how much of what will be accomplished by when.

Strategies explain how the initiative will reach its objectives. Strategies range from the very broad, which encompass people and resources, to the very specific, which aim at carefully defined areas.

An Action Plan describes how strategies will be implemented to accomplish the objectives. Key aspects of the intervention or changes to be sought are outlined in the action plan.

Action plan includes:

- Action step(s): what will happen
- Person(s) responsible: who will do what
- Date to be completed: timing of each action step
- Key Performance Indicators (KPIs) for monitoring of actions
- Resources required: resources and support (both what is needed and what is available)
- Collaborators: who else should know about this action

4. Approach adopted at the National Library

In preparing and developing the Strategic Plan 2021-2023 for the National Library, a participatory and collaborative approach was adopted comprising of two consultative workshops with the team. Inputs from the Board members were also considered and both the Chairman of the Board and the Director of the National Library participated in the sessions.

Staff of the National Library participating actively in the discussion of the SWOT Analysis for Strategic Plan 2021 - 2023

4.1 SWOT analysis

The Strategic Planning Process started with a SWOT analysis of the National Library undertaken with the team. The SWOT analysis headings provide a good framework for reviewing strategy, position and direction of an organization or its value proposition.

SWOT is the acronym for Strengths, Weaknesses, Opportunities and Threats.

4.1.1 Strengths

- The National Library has a national mandate- the National Library is a prestigious apex organisation
- The uniqueness of the Mauritiana collection
- Capable staff to deliver services
- A prompt service delivery
- Qualified Human Resources and dedicated staff who want to improve the services of the National Library
- Trust from Academics
- The Legal Deposit System (Print, Audio, Journal, AVM)
- It was recently equipped with a National Médiathèque (a unique depository of local folklore AVM materials)
- A Quality System- ISO 9001-2015 is in place
- It is a Regional Center for the allocation of ISSN

2nd Prize Winner awarded to the National Library for National Productivity and Quality Convention (NPQC) 2021
Project: A trigger for an urgent paradigm shift – Digital transformation, storage, management & delivery of historical information
By Mr Narain, Mrs Sahadew and Ms Sellapillay

4.1.2 Weaknesses

- Six copies of all library materials (legal deposit) have to be kept and there is a limited amount of space for display- shelving is insufficient to accommodate needs and services
- Limited space for quarantine of library materials
- Non-compliance of legal deposit
- No enforcement of existing legal actions
- National Library has low visibility and level of awareness among the general public
- The National Library resources are underutilized by the existing users
- Rodrigues antenna is inactive
- Lack of training for the staff
- Some aspects of the National Library's Act are outdated
- Conflict at management level
- Lack of engagement
- Difficulty to preserve historical documents
- Limited resources in IT (skills, hardware, software, funds etc.) which result in limited public understanding of all the services available
- Venue cannot be accessed easily because of inadequate parking facilities
- No Purpose- Built building
- Difficulty to recruit new staff
- Lack of collaboration among library institutions

Lack of space for storage of newspaper at the National Library

4.1.3 Opportunities

- Optimum use of social media with the growing dependence on the internet for information and leisure needs
- High tech era
- Demand for more sophisticated technology
- Online registration
- Dedicated stakeholders
- Support from Parent Ministry
- Technology is available for preservation
- IT tools are readily available
- 24/7 access to internet (online materials)
- IT, Eco-friendly and paperless materials
- Provision of standardized data
- Establishing and strengthening linkages with other international libraries

Launching of Document Management System for the digitization project

4.1.4 Threats

- Limited funding- economic, social context can affect the smooth running of the library
- Occupational Safety and Health issues
- No secondary storage
- Dependent on policy makers decisions

4.2 Vision, Mission and Values

4.2.1 Mission

The mission was developed using the participatory and consensus building approach. A brainstorming session was conducted whereby small teams, within the group, had to elaborate one mission statement and write it on a card. The cards were then discussed with the group to finally come up with a final version, unanimously accepted which is:

"To collect, preserve the collective memory of the country and to give access to information to the public at large"

4.2.2 Values

The Core Values of an organisation prescribe the attitude, behavior and character of the company. Official organisational values state how people will work.

The group was asked to identify the values that according to them respond to the following entities:

- Customer
- Employee
- Owner
- Stakeholders

From the list of values generated, participants were asked to vote individually for the most important values for the National Library.

Staff assisting users in their search in the Search Room

Five values were agreed upon by the participants and the behavior associated to each value defined.

Values	Behaviour
Accountability	• We are ready to assume responsibility • We are committed to deliver promptly (we design and deliver outstanding services and provide leadership and support role for the library community) • We take into account customers' feedbacks and take actions • We uphold respect
Trustworthy	• We provide exact and precise information • We are Customer-Centred (we try our best to satisfy our customers) • We work as a team
Integrity	• We act as professionals • We are honest • We assume responsibility in any circumstances • We are ethical (we follow our code of ethics)
Commitment	• We are professional and dedicated at work (The National library is a national treasure; we will work hard to grow its collections and reputation) • We give access to information promptly • We work towards meeting our vision and objectives
Innovation	• Change is inevitable and welcome. We are proactive in our work, we embrace change in practices, procedures and technology

4.2.3 Vision

The same process was applied to define the vision of the National Library. During the brainstorming session key words to be found in the vision statement were highlighted.

The Vision statement reads as follows:

"To be a World-class Information Centre using the latest technologies to best serve the Mauritian nation and people at large"

Free Internet and Wifi in the Search Room for users

5. Strategy formulation

"You can either take action or wait for a miracle to happen. Miracles are great but they are unpredictable." Peter Drucker

The Balanced Scorecard was used as a tool to develop the strategies at the National Library taking into account four perspectives, namely:

- Customer
- Information Communication Technology
- Internal Processes
- Human Resources

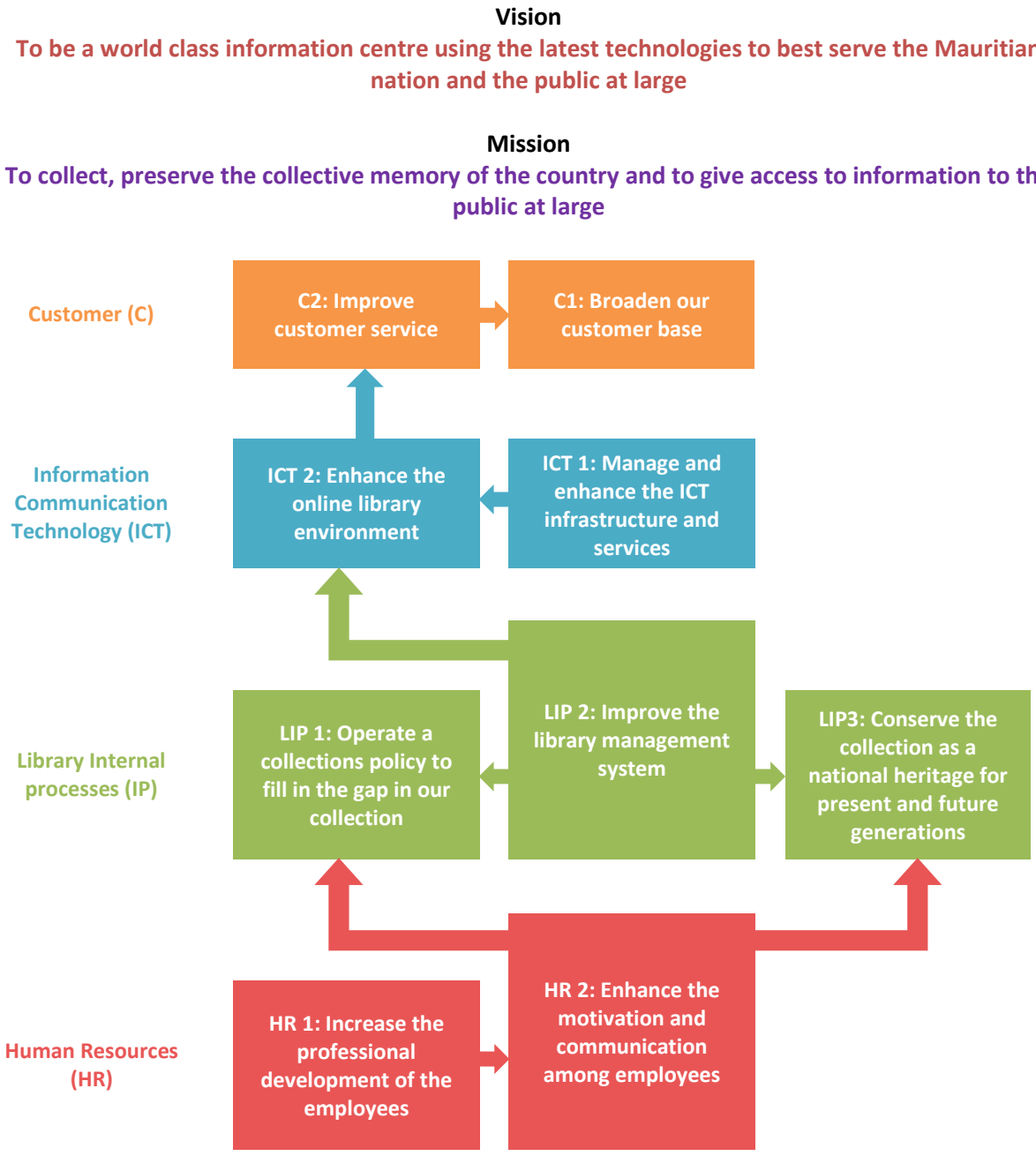
The Balanced Scorecard connects a strategy map to measures, targets and initiatives and tracks progress towards achieving and communicating the objectives.

Our customers comprising of students and researchers using in the Search Room

5.1 The National Library Strategy Map

The Strategy Map was developed for each of the above four perspectives of the Balanced Scorecard. It shows how a range of potentially disparate activities link together to enable an organisation to achieve its vision. Strategies translate what customers want into what the National Library must deliver.

Figure 3: Strategy Map of the National Library



6. Strategic Objectives and Projects

Strategic objectives were then developed and aligned to the strategy map according to their contribution to the overall strategies and projects identified.

6.1 Strategic Pillar: Customer (C)

Strategic objective C1: Improve Customer Service

Project C1.1: Create a user database

Strategic thrust	**Internal Processes**	
Project objective	• To ease the life of users • To create life membership • To provide quality service to users	
Outcome	• Save time of users • Provide an efficient service	
Indicators	No. of users	
Time-line	2021 – 2023	
Project cost (indicative)	To be defined	
Intended Outputs	**Indicative Activities**	**Inputs (2021-2023)**
• Quick access to information • Save the time of users	• To use barcode reader for issue and return of documents • Customer satisfaction survey	• Internal staff • Network of service providers • Purchase of software

Strategic Objective C2: Broaden our customer base

Project C 2.1: Set up a braille section

Strategic thrust	**Customer**	
Project objective	To facilitate access to information for members of the public who are visually impaired	
Outcome	• Easy access to information for all users	
Indicators	No. of users	
Time-line	2021	
Project cost (indicative)	Rs 1.5 million	
Intended Outputs	**Indicative Activities**	**Inputs (2021-2023)**
• Inclusion of visually impaired people in the library • Develop the braille assistance skills of staff of NL	• Build up a collection of talking books and magazines • Build up a braille collection	• Collaboration with NGOs (braille) • Acquisition of braille and talking books • Acquisition of proper equipment (e.g., screen magnifier, large printed materials, etc...)

6.2 Strategic Pillar: Information Communication Technology (ICT)

Strategic Objective ICT 1: Enhance the online library environment

Project ICT 1.1: Develop e-resources (24/7)

Strategic thrust	**Information Communication Technology**	
Project objective	To expand accessibility, remove barriers to information and attract the next generation of researchers	
Outcome	• Wider accessibility • Reach more users • Disseminate knowledge locally and internationally • Promote lifelong learning	
Indicators	No. of users	
Time-line	2021 – 2023	
Project cost (indicative)	Rs 2 million	
Intended Outputs	**Indicative Activities**	**Inputs (2021-2023)**
• Reach more users • Documents will be preserved • Less space will be needed	• Digitisation of documents	• Recruit additional staff • IT Technicians • Purchase of appropriate equipment • Training of staff

Project ICT 1.2: Digitisation

Strategic thrust	Information Resources	
Project objective	To save the collective memory of the country for future generations	
Outcome	• The nation's historical record will be available for posterity	
Indicators	No. of documents digitised	
Time-line	2021	
Project cost (indicative)	To be defined	
Intended Outputs	**Indicative Activities**	**Inputs (2021-2023)**
• A collection of e-resources • Access to information anytime and anywhere • Full -fledged digitization unit	• Scanning of documents • Digitisation of documents • To develop a web interface for controlled access to the DMS	• DMS • IT Technicians • Reprographic staff • Training of internal staff

Strategic Objective ICT 2: Manage and Enhance the ICT infrastructure and services

Project ICT 2.1: Enhance the use of the digital platform

Strategic pillar	**Information Communication Technology**	
Project objective	To upgrade and update ICT infrastructure (web platform)	
Outcome	• Easy access to information • Save time of users	
Indicators	*-No. of visitors* *-Number of online* requests	
Time-line	2021 – 2023	
Project cost (indicative)	*Rs 500, 000*	
Intended Outputs	**Indicative Activities**	**Inputs (2021-2023)**
• Attract more users • Increase the visibility of the library • Easy access to E-resources • Greater online interactions between Users and NL	• Aggressive marketing • Link our website with parent ministry and other organisations • Display new books on the web platform • Make use of pop-up alerts	• Internal staff • Dynamic contents on the website

6.3 Strategic Pillar: Library Internal processes (LIP)

Strategic objective LIP 1: Operate a collections policy to fill in the gap in our collection

Project LIP 1.1: Build up a comprehensive Mauritiana Collection

Strategic thrust	**Information Resources**	
Project objective	To build up a comprehensive Mauritiana collection to meet the demand of users	
Outcome	• To best serve the nation • To add value to the National Library's holdings	
Indicators	No. of documents acquired	
Time-line	Ongoing	
Project cost (indicative)	Rs 100 000	
Intended Outputs	**Indicative Activities**	**Inputs (2021-2023)**
• User satisfaction • Collection completeness	• Chasing of documents • Purchase of missing documents • Regular interactions with Publishers/Authors	• Internal staff

Project: LIP 2: Acquire Mauritiana collection from eminent personalities

Strategic thrust	**Information Resources**	
Project objective	To build up a comprehensive Mauritiana collection	
Outcome	• Better serve the nation • Strengthen our holdings • Users' needs will be met effectively and efficiently	
Indicators	No. of documents acquired	
Time-line	2021 – 2023	
Project cost (indicative)	To be defined	
Intended Outputs	**Indicative Activities**	**Inputs (2021-2023)**
• Better service • Maintain a network with authors and publishers	• Identify and contact eminent personalities (local and international) and other organisations to acquire missing documents and • Promote library cooperation and resource sharing	• Internal staff • Network of service providers

Strategic objective LIP 2: Improve the Library Management System

Project LIP 2.1: Acquire a new Library Management Software

Strategic thrust	**ICT**	
Project objective	**Migration of existing data to a new system**	
Outcome	• More user-friendly interface • E-catalogue services	
Indicators	No. of inputs	
Time-line	2021 – 2023	
Project cost (indicative)	Rs 3 million	
Intended Outputs	**Indicative Activities**	**Inputs (2021-2023)**
• Better service to users • Easy access to our resources	• Update workflows to new version	• Internal staff

Strategic Objective LIP 3: Conserve the collection as a national heritage for present and future generations

Project LIP 3.1: Set up a restoration section

Strategic thrust	**Preservation and Conservation**	
Project objective	To restore and conserve the collective memory of the country for future generations	
Outcome	• Accessibility to information • Preservation of documents for posterity	
Indicators	No. of documents restored	
Time-line	2021 – 2023	
Project cost (indicative)	To be defined	
Intended Outputs	**Indicative Activities**	**Inputs (2021-2023)**
• To preserve the life span of documents • To save costs and human resources	• Freezing of documents • Binding • Book repair	• Purchase of specialised equipment • Training of internal staff

6.4 Strategic Pillar: Human Resources (HR)

Strategic Objective HR 1: Increase the professional development of the employees

Project HR 1.1: Setting up of a Training Unit at the National Library

Strategic thrust	**Human Resources**	
Project objective	Increase the professional and career development of the staff in view of improving the quality services provided to the public and stakeholders	
Outcome	Productivity and efficiency promoted at all levels	
Indicators	No. of staff trained	
Time-line	2021 – 2023	
Project cost (indicative)	Rs 1.2 million (Year 1)	
Intended Outputs	**Indicative Activities**	**Inputs (2021-2023)**
• Better professional environment and quality service delivery • Provide consultancy to other institutions	• Focused training with specialised trainers • Training on Document Management System for library staff (Year1) and registry staff (Year2)	• Resource persons in library field • Private firm training on DMS • Training online courses

Strategic Objective HR 2: Enhance the motivation and communication among the employees

Project HR 2.1: Setting up of an intranet platform

Strategic thrust	**People**	
Project objective	To improve employee engagement and internal communication	
Outcome	Improved internal communication, sharing of knowledge and regular updates	
Indicators	• Number of up-to-date company documents • Number of staff accessing/using the intranet	
Time-line	2022-2023	
Project cost (indicative)	Rs 1 million	
Intended Outputs	**Indicative Activities**	**Inputs (2022-2023**
• To save costs and time • Reduce paperwork and enhance communication	• 2 focused training on ICT • Training on "MUDA"	• Acquisition of software • Update existing infrastructure • Training of new staff

Project HR 2.2: Team building capacity

Strategic thrust	People	
Project objective	Enhance the motivation among employees to further improve the delivery of services	
Outcome	Enhance the overall quality and effectiveness of customer service	
Indicators	Number of activities organised	
Time-line	2021 – 2023	
Project cost (indicative)	Rs 200,000	
Intended Outputs	**Indicative Activities**	**Inputs (2021-2023)**
• Highly motivated employees • Conducive environment • Team effectiveness	• Health and wellness activities (yoga, meditation theatre, etc…) • study tours • Team building exercises	• Resource centre staff department wise • Overall staff • Experienced trainers and coaches • Staff welfare

7. Implementation of the strategic plan, monitoring and evaluation

The overall responsibility for the implementation and execution of the Strategic Plan will rest on the National Library.

7.1 Setting up of a Management System

The intervention of the NPCC has enabled the National Library to develop its strategy (Vision, Mission, Values) as well as the strategy formulation. At this stage the strategic destination is defined, strategic objectives and linkages are built, measures and targets determined and finally, initiatives are laid down, mapped and selected based on their priority. The next steps to ensure the full implementation of the Strategic Visioning exercise are as follows:

7.1.1 Align the organisation

This is where the organisation cascades the strategy to each department. Common, shared and unique objectives are communicated across the organisation. A clear line of sight enables employees to create strategically aligned personal objectives.

7.1.2 Monitor and Learn

At this stage the organisation engages in operating and strategic reviews. While the former is usually conducted through frequent meetings (daily, twice weekly, weekly) and monitored through KPI dashboard, the latter is usually conducted on a monthly basis tackling issues such as: Why did we miss the target? What corrective actions should we consider? Are initiatives on schedule? Do we need more resources? The purpose of the meetings is to understand problems, react to them and develop solutions that can be implemented rapidly.

A Strategic Plan Committee can be set up, chaired by the Director of the National Library, to oversee the holistic execution of the projects. The Strategic Plan Committee will shoulder responsibility for overall guidance and monitoring of the execution of the programme. This Committee will meet on a regular basis (quarterly) to oversee the implementation of the strategic plan. Regular reports will be submitted to the Board which will have the overarching objective of monitoring the smooth implementation of the Strategic Plan.

The following objectives are expected to be achieved through M&E implementation:

- To increase the performance and accountability of the National Library projects
- To improve communication and participation of the National Library stakeholders
- To enhance learning and continuous improvement within the organization

M&E efforts within the National Library should, at a minimum, include the following aims:

- Assess progress made towards achieving the expected outcome.
- Highlight factors contributing to, or impeding the achievement of the outcome.
- Assess whether or not outputs are being achieved as planned and the extent to which they will contribute to the outcome.
- Analyse timeliness and efficiency in the completion of planned activities
- Highlight lessons to be drawn for knowledge creation and sharing

Meeting held for implementation of important strategies at the National Library

8. Conclusion

Before ending, I would like to thank the National Productivity and Competitiveness Council (NPCC) – Mrs. Françoise Marechal-Charlotte, who has been a great motivator and boost to my staff and her enormous contributions in mounting the Strategic Plan. I would also like to thank all the staffs who have been regularly present at meetings and debates, the Chairman of the National Library Board, Mr Ranna Swamber, for his encouragement and support to devise the Strategic Plan and members of the National Library Board who have shared their ideas and views in rendering the National Library more operational, proactive, efficient and visible to the nation.

This Strategic Plan has defined the right direction in which the National Library intends to be in the coming years.

Annexes

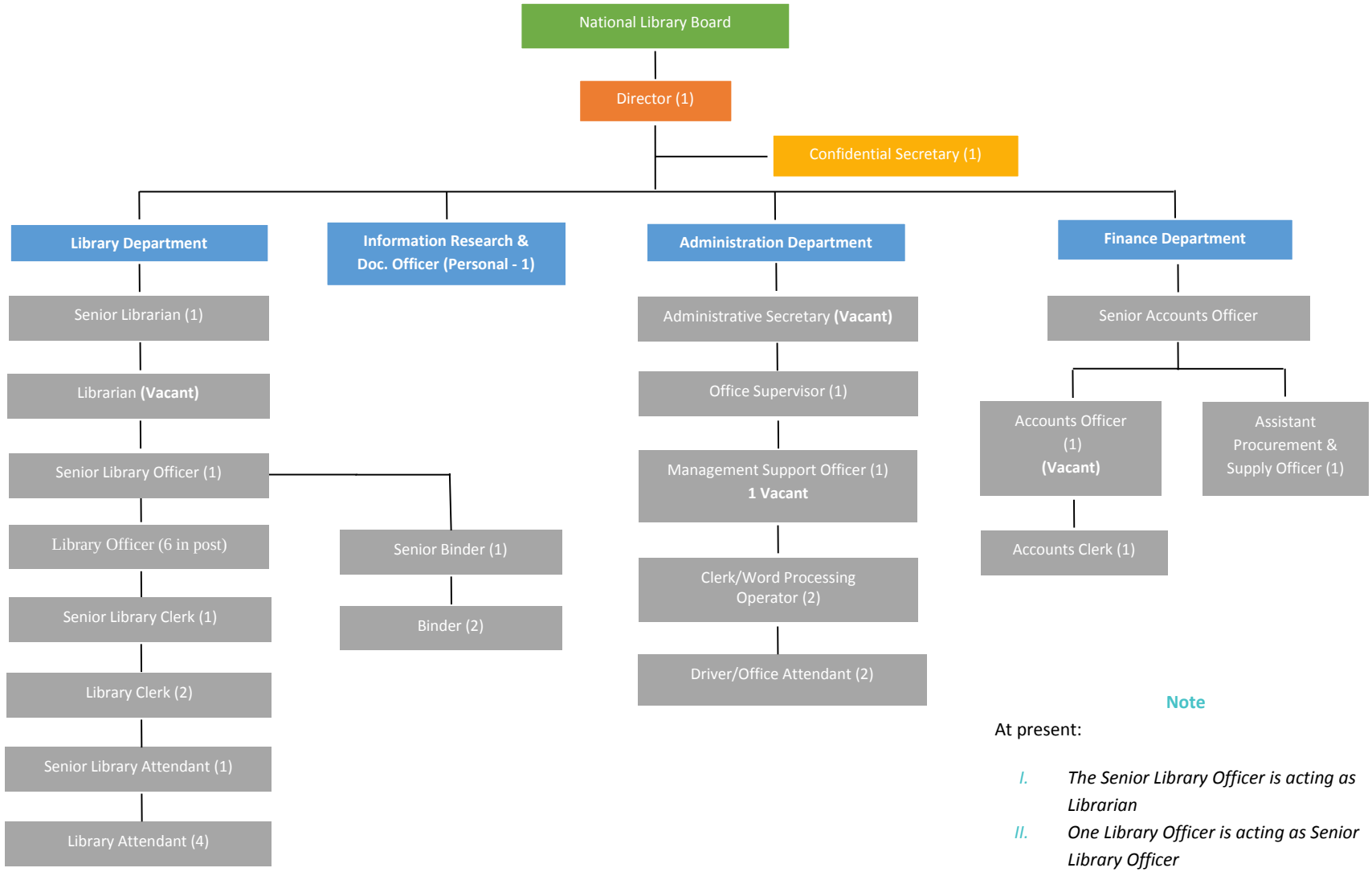
Team Members for the Strategic Plan

	Name	Post held
1	Mr. Ranna Swamber	Chairman
2	Mrs. Toolsee Kreetee Ramnauth	Director
3	Dr. (Ms) Marie-Lourdes Helena Tara Lam	Ag. Librarian
4	Mrs. Chintamani Devi Sahadew	Ag. Senior Library Officer
5	Mrs. Coumaravadee Curoopen	Library Officer
6	Mrs. Bibi Nassim Meer-Hossen	Library Officer
7	Mrs. Kheemah Ganga	Library Officer
8	Ms. Vanessa Sellapillay	Library Officer
9	Mr. Devendrekumar Jodhun	Office Supervisor
10	Ms. Yovana Calingen	Assistant Procurement and Supply Officer
11	Ms. Bhamini Mandhub	Accounts Clerk
12	Mrs. Marie Doris Chantal Henry	Management Support Officer
13	Mrs. Marie Revella Armance	Clerk/Word Processing Operator
14	Ms. Iswaree Lochun	Clerk/Word Processing Operator
15	Mr. Jeyssen Pyneandee	Library Clerk
16	Ms. Farheen Bibi Shazia Sunnooman	Library Attendant

List of staff as at June 2021

	Name	Post held
1	Mrs Toolsee Kreetee Ramnauth	Director
2	Mr Premchand Hauroo	Senior Librarian
3	Dr. (Ms) Marie-Lourdes Helena Tara Lam	Ag. Librarian
4	Mrs Chintamani Devi Sahadew	Ag. Senior Library Officer
5	Mr Mooneswarsingh Mathoorasing	Senior Accounts Officer
6	Mrs Veena Suggoona	Library Officer
7	Mrs Coumaravadee Curoopen	Library Officer
8	Mrs Bibi Nassim Meer-Hossen	Library Officer
9	Mrs Kheemah Ganga	Library Officer
10	Ms Vanessa Sellapillay	Library Officer
11	Mrs Diva Appadoo	Confidential Secretary
12	Mr Kamless Narain	Information, Research and Documentation Officer
13	Mr Devendrekumar Jodhun	Office Supervisor
14	Mrs Shanti Harree	Senior Library Clerk
15	Ms Yovana Calingen	Assistant Procurement and Supply Officer
16	Ms Bhamini Mandhub	Accounts Clerk
17	Mrs Marie Doris Chantal Henry	Management Support Officer
18	Mr Ashvin Appadoo	Senior Binder
19	Mrs Marie Revella Armance	Clerk/Word Processing Operator
20	Ms Iswaree Lochun	Clerk/Word Processing Operator
21	Mr Jeyssen Pyneandee	Library Clerk
22	Ms Luxmi Greedharry	Library Clerk
23	Mr Eddy Lindsay Latchmun	Binder
24	Mr Edwin Guito Appareil	Binder
25	Mr Poobarlen Cunniappen	Driver/Office Attendant
26	Mr Suryadutt Manick	Driver/Office Attendant
27	Mr Balkissoon Ardjoon	Senior Library Attendant
28	Mr Andrew Dean Rocves	Library Attendant
29	Mrs Parveen Bibi Korim	Library Attendant
30	Mr Ramesh Mohabeer	Library Attendant
31	Ms Farheen Bibi Shazia Sunnooman	Library Attendant

Organisational Chart



Note

At present:

I. *The Senior Library Officer is acting as Librarian*
II. *One Library Officer is acting as Senior Library Officer*

As at July 2021

Board members

	Name	Designation
1	Mr. Ranna Swamber	Chairman, National Library Board
2	Mrs. Padma Chiran	Assistant Permanent Secretary, Representative of the Ministry of Arts and Cultural Heritage
3	Mrs. Savita Bhooabul	Librarian, Representative of Academic Library
4	Mrs. Jheengum-Seebun	Senior Law Library Officer, Representative of Special Library
5	Mr. Neerunjun Beegun	Administrator, Representative of Ministry of Education and Human Resources, Tertiary Education and Scientific Research
6	Ms. Foon Siong Kiow San	Chief, Executive/District Council of Black River
7	Mrs. Vandana Poontaub	Librarian, Representative of Association of Urban Authorities
8	Mrs. Priyasy Bhantooa	Analyst, Representative of Ministry of Finance and Economic Development
9	Mrs. Vandana Hauroo	Head Library Cadre, Ministry of Education and Human Resources, Tertiary Education and Scientific Research
10	Mrs. Hemlata Devi Ramkalawan	Ag. Director National Archives Department
11	Mrs. Shafinaz Fazall	Senior Librarian, Representative of Public Library

National Library Act 1996

NATIONAL LIBRARY

Act 32 of 1996 – 23 October 1997

ARRANGEMENT OF SECTIONS

1	Short title	10	Protection from liability
2	Interpretation	11	Execution of documents
3	Establishment of National Library	12	Powers of Minister
4	Objects of Library	13	Donations
5	The Board	14	Accounts
6	Meetings of Board	15	Deposit of copies of library materials
7	Powers of Board	16	Exemption from duty
8	Director	17	Regulations
9	Appointment of staff	18-20	–

---

1. Short title

This Act may be cited as the National Library Act.

2. Interpretation

In this Act –

"Board" means the Board of the Library referred to in section 5;

"Chairperson" means the Chairperson of the Board, appointed under section 5 (1);

"Director" means the Director of the Library, appointed under section 8;

"Library" means the National Library established under section 3;

"library materials" means any form of written or graphic record, including manuscripts, type-scripts, books, newspapers, periodicals, music scores, photographs, maps, drawings and other graphic art forms, and non-print materials such as films, film-scripts, audio-visual materials, including tapes or discs and reproductions thereof.

"*Mauritiana* section" means the section consisting of library materials –

(a) relating to any subject and produced in Mauritius; or

(b) relating to Mauritius and produced overseas;

"member" means a member of the Board and includes the Chairperson;

"Minister" means the Minister to whom responsibility for the subject of arts and culture is assigned.

3. Establishment of National Library

(1) There is established for the purposes of this Act a National Library.

(2) The Library shall consist of inter alia –

(a) the *Mauritiana* section of the Mauritius Institute Library; and

(b) the *Mauritiana* section of the Archives Department.

(3) –

(4) The Library shall be a body corporate.

4. Objects of Library

The objects of the Library shall be –

a) to promote and encourage the use of library materials;

b) to acquire library materials generally, and, in particular, a comprehensive collection of library materials relating to Mauritius;

c) to collect, receive and preserve all library materials required to be deposited in the Library;

d) to lend library materials to the public;

e) to make library materials available to the public for reference;

f) to participate in planning library services in Mauritius, promote research in library fields and provide assistance in information handling techniques;

g) to act as the national bibliographic centre and maintain the national bibliography and other bibliographies;

h) to act as an organising agency for national and international lending and exchange of library materials; and

i) to initiate and promote co-operation between the Library and other libraries, both local and foreign.

5. The Board

(1) The Library shall be administered and managed by a Board, which shall consist of –

(a) a Chairperson, who shall be a person of academic distinction appointed by the Minister;

(b) a representative of the Ministry responsible for the subject of education;

(c) a representative of the Ministry responsible for the subject of arts and culture;

(d) –

(e) a representative of the Ministry responsible for the subject of finance;

(f) the Director of Archives;

(g) the Head of the Library Cadre;

(h) five librarians as follows –

(i) one from an academic library;

(ii) one from a public library;

(iii) one from a special library;

(iv) one designated by the Association of Urban Authorities; and

(v) one designated by the Association of District Councils.

(2) The Board may also co-opt such resource persons as it considers necessary to assist it in its deliberations.

(3) Every member of the Board, other than a member specified in subsection (1)(b), (c), (e), (f) and (g), shall be appointed by the Minister for a period of 3 years and shall be eligible for reappointment.

6. Meetings of Board

(1) The Board shall, at such place and time as the Chairperson may determine, meet –

(a) at least once a month; or

(b) whenever a request for a meeting is made by not less than 5 members.

(2) Nine members of the Board shall constitute a quorum.

(3) Subject to this section, the Board shall regulate its meetings and proceedings in such manner as it thinks fit.

7. Powers of Board

The Board may do all such things as appear requisite and advantageous for the purpose of furthering the objects of the Library and may, in particular –

(a) raise funds;

(b) levy fees or charges in respect of the use of library materials by the public;

(c) buy or sell property;

(d) receive grants-in-aids, gifts, donations or legacies; and

(e) appoint committees in consultation with the Minister.

8. Director

The Board shall, with the approval of the Minister, appoint on such terms and conditions as it thinks fit, a Director of the Library who shall be a qualified and experienced librarian possessing high academic status and who shall be responsible for –

(a) the execution of the policy of the Board; and

(b) the control and management of the day-to-day business of the Library, including the keeping of all books, records, deeds, documents and minutes of proceedings of the Board.

9. Appointment of staff

(1) The Board may, with the approval of the Minister, appoint on such terms and conditions as it thinks fit, such officers as may be necessary for the discharge of the functions of the Library.

(2) All officers shall be under the administrative control of the Director.

10. Protection from liability

No liability, civil or criminal, shall attach to any member or officer in respect of any act which is done or committed by him in good faith in the furtherance of the objects of the Library.

11. Execution of documents

No document shall be executed by or on behalf of the Library unless it is signed by –

(a) the Chairperson or, in his absence, a member designated by the Board; and

(b) the Director or, in his absence, an officer of the Library designated by the Board.

12. Powers of Minister

(1) The Minister may give such directions of a general character to the Board, not inconsistent with this Act, as he considers necessary in the public interest and the Board shall comply with these directions.

(2) The Board shall, at the request of the Minister, furnish to him such information and any such documents in relation to the activities of the Library as he may require.

13. Donations

Article 910 of the Code Civil Mauricien shall not apply to the Library.

14. Accounts

(1) The Board shall, on or before 31 October in every year, submit to the Minister a report together with an audited statement of accounts on the operation of the Library in respect of the 12 months ending on 30 June of the same year.

(2) The report of the Board shall be laid before the National Assembly.

15. Deposit of copies of library materials

(1) There shall be deposited, free of charge, with the Library, in such manner and subject to such conditions as may be prescribed –

(a) 6 copies of every book;

(b) 6 copies of every journal;

(c) 6 copies of every issue of every newspaper; and

(d) 6 copies of non-print materials,

produced in Mauritius.

(2) The Library materials referred to in subsection (1)(a) and (c) shall be deposited by the printer and the library materials referred to in subsection (1)(d) shall be deposited by the producer.

16. Exemption from duty

Notwithstanding any other enactment –

(a) the Library shall be exempt from payment of any duty, levy, rate, charge, fee or tax; and

(b) the Library may frank letters or postal packets, make remittances by money orders or despatch telegrams free of charge.

17. Regulations

(1) The Board may, with the approval of the Minister, make such regulations as it thinks fit for the purposes of this Act.

(2) Regulations made under subsection (1) may provide that any person who contravenes them shall commit an offence and shall, on conviction, be liable to a fine not exceeding 1,000 rupees.

18. Consequential Amendments

(1) The Statutory bodies (Accounts and Audit) Act is amended in Part II by adding in its appropriate alphabetical order, the following –

National Library

(2) Sections 8-14 of the Archives Act No. 71 of 1952 are repealed.

(3) The auditor to be appointed under section 5 (1) of the Statutory Bodies (Accounts and Audit) Act shall be the Director of Audit.

19. Transitional provisions

Notwithstanding the Statutory Bodies (Accounts and Audit) Act-

(a) the period extending from the commencement of this Act to 30 June next following shall be deemed to be the first financial year of the Library;

(b) section 7 (1) of the Statutory Bodies (Accounts and Audit) Act shall not apply in relation to the first financial year of the Library.

20. Commencement

This Act shall come into operation on a date to be fixed by Proclamation.

Passed by the National Assembly on the seventeenth day of December one thousand nine hundred and ninety six.

ANDRÉ POMPON
Clerk of the National Assembly