Contents

Welcome to the fourth edition of our bi-annual Newsletter. In this edition, you will read about the various activities that KNLS has undertaken for the past few months. These include the implementation of Financial and Library softwares and the benefits expected from their usage.

Other key activities that have been embarked on are the development of library user manual and revision of collection development policy. This has been done in response to some of the concerns raised in our baseline customer satisfaction survey report of 2007. The policy documents have already been adopted by the Board for implementation.

Read also about how our Eldoret Library responded to the plight of the Internally Displaced Persons (IDPs) at the Eldoret show ground by organizing Children's reading tent. This was in recognition of the fact that a child's healthy development depends not only on food and shelter but also on books and stories that nourish the soul. Stories help develop children's creativity, reinforce values and attitude of cooperation and impart the power to heal their psychological wounds.

The philanthropic gesture of Mary Patch Turnbull family can not be underestimated. Moved by the need for library services for the Werugha community in Wundanyi, the family constructed and furnished a library in memory of their late mother, Mrs. Mary Patch. The family handed over the project to the KNLS Board and requested that it be named The Mary Patch Turnbull Library. You will also spot a list of some of our partners who have supported us in one or many ways. Read on for more inspiring information!

This space would have been under utilized if I didnot acknowledge with all sincerity the significant contribution by all the staff who have participated in writing articles for this issue. Without your support, this newsletter would never have been published. Keep up the pace!

- Nancy

> "There's a close linkage between knowledge and right thinking;"

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TO ALL OUR READERS

Please feel free to give your comments on how we could improve on this publication. Send your articles to knls@nbnet.co.ke (Attention: PRO) or use any other convenient means. Articles for the next issue should be sent by 15th October 2008.

Performance contracts make staff more productive

Once again, as we come to the close of the financial year, we are required to set performance targets for the next financial year 2008/2009.

I would like to encourage all staff to append serious commitment in setting of the coming financial year's performance contract targets. We all must be able to clearly point out where our input is required in our department/branch performance targets, which are basically the prescribed channels of achieving the overall Board's targets.

This implies that each one of us must set their own individual targets based on the comprehensive departmental or branch targets. These individual targets will also form the basis for individual performance appraisal.

Performance targets help you as a person to monitor and assess how you are performing. You should therefore ensure that you set quantifiable performance targets so that you and any other interested party would be

Mrs I. M. Kibandi
Director, KNLS

> Performance targets help you as a person monitor and assess how you are performing. You should therefore ensure that you set quantifiable performance targets so that you and any other interested party would be able to clearly understand what is expected of you.

able to clearly understand what is expected of you. Consequently, as we enter into the third year of performance contracting since it was introduced by the government, every staff should by now be conversant and well versed with this concept to be able to efficiently articulate the government's willpower to ensure that taxpayers' monies are used to provide quality service to the citizens.

I take this opportunity on behalf of the Board and management to thank all staff for the effort you have put in this year ending June 2008, in ensuring that we remain focused on our organizational goals and objectives.

This has been despite the fact that we were dealing with an extremely tight budget after the serious budget reduction that we experienced at the beginning of the financial year. We thank God for taking us this far and hope for better things in the coming year. GOD BLESS YOU!

Board's visit to branch libraries

The KNLS Board embarked on a familiarization tour of libraries and projects in order to keep abreast with what was happening at the grass root. Such familiarity would no doubt enhance decision making at Board level. So far two trips have been made with the first one targeting libraries in Central and part of Eastern Provinces in November 2007. These included: Thika, Karatina, Chinga, Nyeri, Munyu, Laikipia, Meru, Mikumbune and Embu. Projects: Murang'a, Isiolo and Buru Buru. In their tour, the Board noted that:

- Where renovations had been completed like in Embu and Thika, the level of readership had grown tremendously.
- The high standards of cleanliness maintained by Mikumbune library both inside and around the compound, should be emulated by other libraries.

Librarians were challenged to:

- Gather information about their respective regions and store it in the libraries for use by the public.
- Do a needs assessment on the local communities in order to provide relevant information.
- Embrace a positive attitude in customer service.
- Approach Local Authorities Transfer Fund (LATF) and Community Development Fund (CDF) committees as well as local corporate organizations to assist in addressing various problems in the library.
- Establish linkages with local Arid & Semi-Arid Lands (ASAL) and submit proposals to the project's steering committees for specific library programmes.
- Plant trees along the bare and windy library compounds.
- Develop creative marketing strategies to ensure maximum library usage.

The second trip covered libraries in Coast and part of Eastern. These included: Kinyambu, Kithasyu, Wundanyi, official opening of The Mary Patch Turnbull Library in Werugha, Mombasa, Kwale, Dzitsoni, Kilifi and Malindi.

Aggrekko donates computers for cyber café
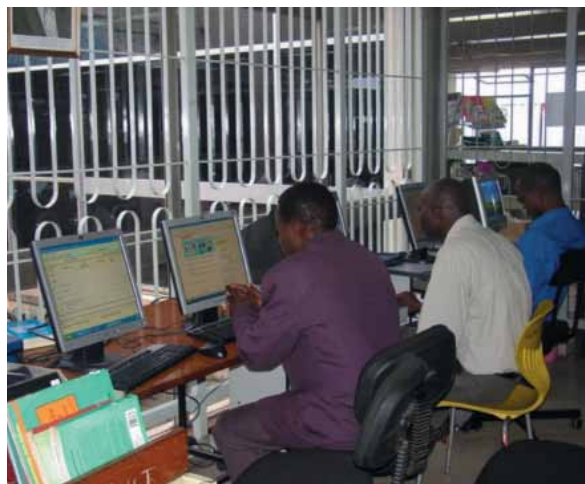
Mr. Robin James, Director of Aggrekko International with KNLS Director, Mrs Irene Kibandi donated four computers for the Nairobi Area cyber café in February 2008 (left). He expressed that his gesture was purely a response to a need he had identified during a previous visit to KNLS when he came to hand over some books Aggrekko had donated to some needy schools in October 2007. The computers are now being used at the Nairobi library cyber café (right). We hope that our promising relationship with Aggrekko will flourish to attain many more profitable ventures. Our financial limitation has taught us to appreciate every support geared towards enhancing our information and library service provision. Thank you Aggrekko!

Safaricom and KCB's response to our limited library space challenge

Safaricom has donated branded reading tents to Rumuruti and Laikipia libraries. This was done after the respective librarians made their requests to Safaricom. Safaricom, whose customers definitely comprise the library users, is well known for its participation in responding to the plight of the needy communities. Rumuruti received a tent while Laikipia would receive a tent, chairs and tables.

Similarly, Moyale library has received Ksh. 500,000 from Kenya Commercial Bank (KCB) to purchase a motorbike for outreach book box services, a reading tent and chairs. With its presence in practically every part of this country, KCB's commitment to social responsibility programmes cannot be overemphasized. Supporting the reading promotion activities should no doubt be on the top of KCB's priority list. Clearly, the bank is among the key beneficiaries of a reading and therefore knowledgeable society.

We are grateful for every effort by our partners geared towards empowering communities by ensuring that relevant and timely information is accessible to them. Our sincere appreciation goes out to Safaricom and KCB for your kid gesture. We hope our relationship will be strengthened by the urge for all of us to realize sustained reading and information seeking habits among Kenyans.

> Every citizen has the right of free access to community-owned resources.

User manual and collection development policy

During the 2007 customer satisfaction survey, our level of customer satisfaction was rate at 62.9%, which was slightly below the internationally recommended 80%. To address some of the concerns that were raised by our customers, a user manual has been developed to ensure that our library clients optimally and responsibly use the available resources. The draft manual was developed by a group of librarians from Nairobi. The team also revised the collection development policy and the two documents were critiqued during the senior staff workshop and amended appropriately. The drafts will be tabled before the Board for discussion and subsequent approval. The collection development policy will guide in the acquisition of library materials and facilities with a view to satisfy customer expectations.

KNLS finance software finalised

The ongoing implementation of the finance software is expected to be fully operational by July 2008. What this means is that most of accounting documents will be generated from the system and the budget will be controlled on branch and departmental basis for all expenditure items. The main objective is to automate accounting and procurement processes in KNLS. The automation will cover financial processing operations centralized at the headquarters and will allow for online posting of branch level data for aggregate consolidation of records. Departments that are included in this automation exercise are: Finance, Internal Audit, Procurement, Director's & Deputy Directors' offices, Human Resource, IT and Planning. Complete implementation of the finance software is expected to achieve the following benefits:

- Increased work productivity.
- Accurate and timely business information for appropriate decision making.
- Efficient and effective utilization of human resource.
- Reduced paper work and improved service delivery.
- Improved security and stability.
- Effective data Management.
- Online budgetary control

By Ruth Jemo

KNLS responds to the plight of internally displaced persons

Internally Displaced Persons (IDPs) are people forced to flee their homes but who unlike refugees, remain within their country's borders. UN report in offering guiding principles on internal displacement refers to IDPs persons or groups of persons who have been forced or obliged to flee or leave their homes or places of habitual residence in particular as a result of or in order to avoid conflict, situations of generalized violence, violation of human rights or natural or human made disasters and who have not crossed internationally recognized state borders. The IDPs are forced to adjust to life under new and harsh conditions. Usually it is upon the government to provide assistance supplemented by voluntary international organizations like UNHCR. The continent of Africa is rated as the region with the largest IDP population.

The elections results in Kenya led to conflict that resulted to having people internally

to restore and nurture IDPs and that is why both elementary and secondary schools exist in camps. This scenario demands that books to support the curriculum and story books to enlighten the mind, be made available. The elderly too need books that apart from meeting their emotional needs; help them make the right decisions in life. Lack of cultural and leisure opportunities, access to books, play grounds and areas set aside for children to play safely is a hindrance to social and hence economic development. Libraries have a role to play in initiating projects that will make available these opportunities and make these camps "home away from home." One such example is Myanmar Refugee Aid Library project in Thai-Myanmar border, which operated Library activities in the refugee camps in the 90s running through the new millennium. These services were able to change the refugee's lifestyle.

A child's healthy development depends not

> **A child's healthy development depends not only on food and shelter but also on books and stories that nourish the soul. Stories help develop children's creativity, reinforce values and attitude of cooperation and impart the power to heal their psychological wounds.**

displaced who simply no longer have homes and independent lives of their own but live in camps facilitated by UNHCR and Red Cross. Many have lost close family members through diseases, immigration and violent attacks, while others have managed to keep their families together. This has led to enormous social, economic and political pressure in the country. The people in these camps now depend on aid for their livelihood since they lost everything except for their culture. People usually associate aid with provision of food, water, health care, sanitation and shelter, they hardly think of culture. Libraries are social institutions; a source of culture to the people embedded in sources of knowledge and information which can play a very important role in the lives of IDPs.

There is need for educational activities

only on food and shelter but also on books and stories that nourish the soul. Stories help develop children's creativity, reinforce values and attitude of cooperation and impart the power to heal their psychological wounds. This also goes for the adult whose exposure to books enlightens them on how to cope with challenges in life. Availability of books means establishing some regular library service to ensure fair distribution of available information and coordinate other activities that go together with books such as storytelling, songs, games, dance art and craft.

Libraries therefore form part of the aid organizations that make positive change in the IDPs' life style. The services are free for all regardless of race, tribe, religion, physical condition and or political affiliation. One late Mr. Arima Jitsi-
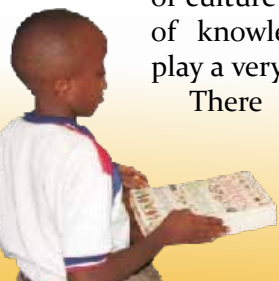
KNLS responds to IDPs

Libraries can be forums for the displaced to relate their experiences, which can be a healing process.

yo, founder and executive Director of Shanti Volunteer Association (SVA) in Cambodia reminded SVA staff that aid organizations were catalysts, where by in chemical reaction; catalysts do not change but they can activate and accelerate change in others. Libraries as aid organizations have a role to play in changing the lifestyle of IDPs regardless of where the camps are situated. In the United States of America during the natural disasters, displaced people usually turn to Libraries for information since they trust the library staff more when looking for tax information, and other immigration details.

Libraries can also be forums for discussion by providing a conducive environment for the displaced to talk about their experiences which can be a healing process to the displaced. In Kenya after the 2007 elections, violence that followed resulted to the destruction of the peace and tranquility the country once knew. Many were left homeless and took shelter in camps. The most hit region was the Rift Valley especially the North Rift with Eldoret camp being the largest, hosting about twenty thousand adults excluding children. The camp is situated at the ASK show grounds. The camp has a running school at both elementary and secondary level.

Kenya National Library services played a role of an aid organization when we donated books and periodicals to cater for adults and children at the camp. These books were to support the curriculum and also to be read for pleasure and spiritual motivation. The Library staff gave education on importance of libraries and encouraged children to come and make use of the library resources and services provided at the Eldoret branch library.

There are plans to have regular extension services upon availability of funds. This is because serving the disadvantaged is part of our work. Services like video shows to both children and adult, debate clubs for school going children, art and craft, painting, reading, book clubs for upper classes, games like volley ball, netball, chess and other indoor games are some of the activities we plan to have to go hand in hand with books.

There is need to establish a library/resource centre at the grounds to make available a resource which can be utilized by the displaced persons during their free time. The book of Proverbs in the bible condemns idleness since it can lead to poverty, bondage, and ruin. There is even a saying that "an idle mind is a devils workshop". People can avoid evil by spending their time in reading. People in these camps need information; from reading the local and international news to even watching on video and Tele-

vision what goes on in other countries. A video or talk show of displaced persons recounting their ordeal would console them that they are not alone and that there is "light at the end of the tunnel" despite their current situation.

The library has indeed a big role to play in IDPs camps. Displaced people are not powerless or wretched objects of pity. They are people with capacity to live in difficult conditions, people who have pride in themselves and their normal lifestyle just changed by politics, ethnic, historical injustices and imbalances.

They should be given the opportunity to go on with life as solutions continue to be sought. Such would include providing them with information to enable them navigate in their day to day life. We know that ignorance is a disease that can ruin an individuals well being. We also know that the medicine to heal this disease is knowledge which is found in books and other medium of information.

Leaving these fellow Kenyans without information is doing injustice to mankind. It will amount to destroying them, as the book of Hosea 4:6 clearly says "that my people are destroyed due to lack of Knowledge." Libraries are a source of knowledge and hence library services will influence the lives of displaced persons positively.

By Nancy Ngugi

From the Taita Hills, information comes!

Up on the Taita hills of Werugha in Wundanyi District stands a magnificent community based library, The Mary Patch Turnbull. As you climb up towards Wundanyi town, you enjoy the beautiful hilly sceneries of Taita. But as the journey progresses, you start to notice how steep the route is to the top. But the stretch from Wundanyi library which is considered to be in Town is more challenging and any visitor must have a powerful vehicle or enough energy to climb up to where Mary Turnbull library stands. As you arrive there however, you are greeted by a well thought out library facility which stands out in the area. This, together with the cool atmosphere and the available resources in the library is what gives you morale to climb on - either up or down depending on which side of the library you are coming from.

The library which is about 10 kilometres away from Wundanyi library was constructed and furnished through the generous contribution of Turnbull family in memory of their late mother, Mrs. Mary Patch. The involvement of this American family was fronted by a link person, one of Mrs. Turnbull's daughters, Mrs. Conny Nyatta who is married in the area. Mrs. Nyatta says that their mother who died in 2002 was an avid reader. It costed the family a total of Ksh. 4.5 million to have their dream for the community come true.

In addition the family has also donated books to the library. The Werugha community will forever make reference to this family for their kind gesture and their thirst to see the Werugha community empowered through access to relevant and available information. The library was officially opened on 1st April 2008 by the KNLS Board Chairman Mr. Kenneth P. Pakia. In his remarks, the Chairman thanked the Nyatta family for their commendable effort to build a library for the Werugha community.

The Mary Patch Turnbull library becomes the 46th library on the KNLS network countrywide and 7th in Coast Province. Out of the 46 libraries, 31 have been established through Community Library Development (CLD) Policy. The goal of CLD initiative is to establish sustainable and viable community library

Conie and her husband Nyatta with other family members pose for a photo during the official opening of Mary Patch Turnbull Library.

services. However, the development pattern of community libraries in the past has been characterized by regional disparities mostly brought about by apathy and the low regard with which the library is held. This pattern has also been dictated by diverse capabilities and economic levels of different communities.

Community libraries and information centres have made a meaningful impact on the rural people as they are developed through community participation and not based on an outsider's opinion. These information centres have enhanced communities' accessibility to information and reading materials. This, we believe, is a step towards realizing a positive reading culture in this country.

It is expected that proper utilization of The Mary Patch Turnbull library facility would among other things: contribute to better education standards; ensure a wide knowledge base on diverse national and international issues; improve profitable utilization of leisure time; enhance social cohesion as it provides a forum for meeting especially for the youth and children; enhance the love of reading due to availability of reading materials, etc.

The KNLS Board, Management and staff sincerely express their heartfelt gratitude to the Turnbull family. You have inclined a mark on the map of the public libraries in Kenya that will remain conspicuously noticeable for generations to come. We salute you and petition the almighty God to remember you at all times.

By Caroline Kayoro

Library automation progress in KNLS

Miriam from US Embassy Nairobi and Emily, Librarian from US learn about the KNLS library automation at the issue desk. With them are Mrs. Ngovi, Mr. Muswii and Mr. Sennet.

The field of information is growing tremendously making it almost mandatory for library operations to be automated. Customers also require information speedily at the shortest time possible and in current formats. Automation of library services will improve service delivery through greater efficiency which will in turn increase the level of customer satisfaction. The customer satisfaction survey held in June 2007 recommended that KNLS should introduce and/or enhance its information communication technology (ICT) related services in order to serve the younger generation more effectively.

Amlib library management system has been acquired and installed at the headquarters and is currently being used in Nairobi Provincial Library, National Library Division (NLD) and Collection Development and Book Distribution Division (CDBD). Implementation of the automation process is still in the initial stages but has picked up well and we believe that we will be fully automated at the Headquarters soon. Amlib is an integrated library software with a variety of functions. It is very user friendly and can be customized to serve the needs of KNLS. It provides the following functions:

1. Finance and Orders Module: The Financial Application is concerned with the maintenance of financial records within the system including:

(a) Budget and committed values for financial transactions.

(b) The maintenance of circulation transactions i.e. lost book charges, fines.

- The Finance module is also used with the Orders and Periodicals modules and Circulation Finance (covered in Circulation module).
- The Orders module can be used without the Finance module.

Aspects of this module will therefore be used in CDBD, NLD and Nairobi Provincial Library.

2. Selections Facility: This facility enables use of Excel spreadsheets to create pre-cat records in Amlib that can be used for ordering. Their matching full catalogue records later overwrite the pre-cat records. KNLS branch-

Library automation in progress in KNLS

es will therefore be required to forward their selection book lists in a prescribed format on Excel spreadsheets that can be used by Amlib to create orders. The process involves several steps of exporting and importing and includes the creation of a new Amlib database called Selections, which stores and processes the data from the imported spreadsheets.

The Selections database:
- Automatically tallies up the branch order requests for checking against their budgets.
- Provides an allocation report listing the order details for each branch, which can then be used both for ordering and for allocating copies when the orders are received.

CDBD is preparing to start using this module in the next financial year to order information materials and create pre cat records. Presently all information materials are bar coded in the department. A bar code is a unique identification running number which will later replace accession numbers. A bar code number and an accession number serve the same purpose.

> ## Automation of library services will improve service delivery through greater efficiency which will in turn increase the level of customer satisfaction.

3. Cataloguing Module: Amlib uses an international cataloguing format called MARC21, which is 99% the same as USMARC. MARC uses tag numbers instead of field names, e.g. tag 100 instead of Personal Author field, and the punctuation remains nearly the same as in card cataloguing. The following options are provided for in Amlib:

- Original cataloguing: The cataloguer enters the data manually.
- Import using ZClient: Cataloguers can copy-catalogue online from other libraries that follow the Z39.50 standard.
- Import a file from a cataloguing service: Copy-cataloguing - If cataloguers use a cataloguing service they can download records to a file and import the file in a batch.
- Import a file from a library service: Copy cataloguing - Another library does the cataloguing and exports a file of catalogue records. Cataloguers can import the file to KNLS system in a batch.

Cataloguers in CDBD are currently using this module to key in the information materials. Every cataloguer is expected to catalogue, classify, and assign subject headings and key in the data into Amlib. Nairobi Provincial library and National Library Division are also using the module for cataloguing purposes.

4. KNLS Dispatch Procedures through Amlib: Amlib tracks items that are issued from the sending section and returned at the receiving section. This works only where the sending and receiving sections are on the same system and the big advantage of this method is that it is clearly shown online if an item is not received. It is also easy to produce the dispatch list. Dispatching items to branches at the Dispatch section will now be faster since the books will be scanned into Amlib and dispatch lists produced automatically.

5. Reporting: Producing Reports in Amlib: Reporting refers to both notices that go out to borrowers or suppliers as well as things like lists of items or statistical reports. Depending on the report type, reports can be generated in hardcopy, softcopy or email. SMS is also an option for circulation notices. Currently CDBD is producing card catalogues using the Amlib report facility. Amlib will enable us to produce a variety of reports. Stock tacking will also be faster because the books will be scanned and relevant reports produced automatically.
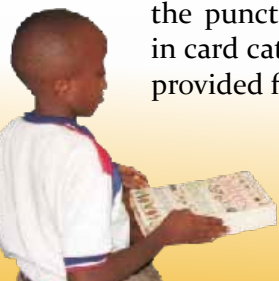
Automation in progress at KNLS

6. Periodicals Module: Periodicals are items that are received on a periodic basis. This could be regular e.g. quarterly or monthly, but it may also be irregular, e.g. monthly 10 times a year except November and December. Some periodicals appear totally irregularly or are not subscribed to by anyone at the site. Amlib has the ability to set up subscriptions on a variety of frequencies and also enables a site to receive unexpected periodicals. It predicts which issues are due to arrive within a subscription period, and when they can be expected. As well as having a catalogue record to describe the periodical, individual issues can be given their own catalogue records. If issues are to be loaned out, Amlib will create stock item records for them. The level of this data entry depends very much on the periodical itself. One may decide not to create a catalogue entry and just circulate the item with the barcode or item number given at the time of receiving the publication. This module will be used in National Library Division and Nairobi Area Library.

7. Borrowers Module: The main borrower module functions include loading, editing and searching borrower records. It is concerned with all aspects involved in the creation, maintenance, deletion and enquiry of borrower and/or borrower activity. The required borrower details include: Name, picture, e-mail address, mobile telephone number, location of borrower among other details. In addition Amlib will facilitate Selection Dissemination of Information (SDI). It will be possible to link authority headings to a borrower record so that when headings are used in cataloguing new titles, the borrower is alerted by email or printed letter. Nairobi provincial Library is currently loading her borrowers' details into Amlib.

8. Circulation Module: Circulation parameters are set to reflect the KNLS circulation policies. The parameters include issues, returns, lending options, reservations, fines and other borrower financials. Nairobi Provincial Library is already using this module to issue out information materials on short loan.

9. Databases: Currently there are 2 different databases:

a) Live database: The KNLS day-to-day database. This database contains records converted from Kenlis. CDBD has been using Kenlis (an in-house software) for the last three years. All information materials that have been processed in CDBD for the last three years are in the database. Eventually all KNLS stock will be included in Amlib. This will be a challenging task but possible if well planned.

b) Natlib database: The National Library live database. The National Library Division has been using the WINISIS software since the year 2000. Most of the data in WINISIS has been converted to Amlib. The above databases are available in the OPAC (Online Public Access Catalogue) and will soon be available in the Internet.

In summary, the software will help improve the image of KNLS greatly. We will be able to serve our customers more efficiently and effectively. It will facilitate faster processing and dispatching of information materials to the KNLS network. Automation usually comes with its own challenges. We are currently experiencing some teething problems related to changing from manual to automated system e.g. understanding the software, speed of keying in data, number of computers against staff, network problems, power failures, etc. However, we will overcome most if not all of these problems.

> We will be able to serve our customers more efficiently and effectively. It will facilitate faster processing and dispatching of information materials to the KNLS network.

By Nancy Ngugi

ISO 9001 certification: A daring move!

The mention of ISO certification suddenly sends our faculties of thought to the big prestigious, profit making and internationally recognized companies and institutions. However, with the introduction of ISO 9001 certification as a key target in the public service performance contract,

Kenyans are becoming more familiar with the terminology as it becomes a household name in the public service circles. Many Kenyans can confess that before the introduction aof this subject in the public service, they only used to read some headlines in the dailies about companies that were celebrating their ISO 9001 certification.

Thanks to the introduction of the performance contract by the government. This has challenged ministries, government departments and parastatals to engage on the roadmap to ISO 9001certification. Like most of them, KNLS has already embarked on this exercise. This started by training of a team of 21 KNLS senior staff, who are expected to roll out the training programme to all staff of KNLS through out the KNLS branches. The HODs and all the branch librarians were also given a half-day sensitization awareness training during the senior staff meeting held in April 2008. The training was carried

Senior staff in a training session

out by Frasmo Consultants.

The 21 member team has also documented the processes, procedures and work instructions. The quality manual is being developed to facilitate a comprehensive sensitization and awareness training for all KNLS staff. Unlike the earlier mentality that ISO certification is only for the prestigious and profit-making companies, this can apply to all organizations and institutions. In fact, this can apply to small institutions such as family.

The whole exercise is all about voluntarily setting and documenting the standards that will achieve quality products and services that consistently satisfy your customer's expectations/requirements. To achieve this, people at all

levels of the organization must be fully involved. One of the quality management principles "Involvement of People" emphasizes that people's full involvement enables their abilities to be used for the organization's maximum benefits. This also encourages people to effectively solve their own problems at "their level."

As we embark on this exercise, one thing is sure: that the journey is tough and will require undivided commitment and impartial involvement of all staff. In other words, everybody has to find a place in this exercise and there are no choices. The only consolation is that "we are not re-inventing any wheel." If others have done it, then we will also!"

By Nancy Ngugi

KNLS Strategic Plan 2008-2011

The KNLS senior staff undertook a two-day strategic planning workshop in April 2008. The workshop's aim was to collate information that would be put into the 2008/2009 – 2010/2011 KNLS Strategic Plan.

The current one is expiring in June this year. As you all may recall, in 2001 we developed a ten-year strategic plan (2001-2010) with the help of Carnegie Corporation of New York. However in 2006 the government introduced a requirement that all government ministries, departments and parastatals should develop a three-year strategic plan. The ten-year strategic plan was therefore scaled down to three year and it expires at the end of June 2008. After the two-day workshop, the consultants were given the necessary information to enable them prepare a draft strategic plan for submission to KNLS Management and Board.

But just what is strategic planning? Experts posit that: strategic planning determines where an organization is going over the next year or more, how it's going to get there and how it'll know if it got there or not. The focus of a strategic plan is usually on the entire organization, unlike a business plan which usually on a particular product, service or program.

Quite often, an organization's strategic planners already know much of what will go into a strategic plan. However, development of the strategic plan greatly helps to clarify the organization's plans and ensure that key leaders are all "on the same script". Far more important than the strategic plan document, is the strategic planning process itself.

There are a variety of perspectives, models and approaches used in strategic planning. The way that a strategic plan is developed depends on the nature of the organization's leadership, culture of the organization, complexity of the organization's environment, size of the organization, expertise of planners, etc. For example, there are a variety of strategic planning models, including goals-based and issues-based. Goals-based planning is probably the most common and starts with focus on the organization's mission (and vision and/or values), goals to work toward the mission, strategies to achieve the goals, and action planning (who will do what and by when). Issues-based strategic planning often starts by examining issues facing the organization, strategies to address those issues, and action plans. Some plans are scoped to one year, many to three years, and some to five to ten years into the future.

Purpose of Strategic Planning:

As illustrated by various management experts, strategic planning serves a variety of purposes in an organization, which include:

- To clearly define the purpose of the organization and to establish realistic goals and objectives consistent with the organization's mission. This
- To communicate those goals and objectives to the organization's publics.

Senior KNLS staff outside the upcoming Buru Buru Library

The KNLS Strategic Plan

- To ensure maximum effective use of the organization's resources by focusing the resources on the key priorities.
- To provide a benchmark measuring progress and establish a mechanism for informed change when needed.
- To bring together everyone's best and most reasoned efforts in building a consensus about where the organization is going.

Why Strategic Planning?

Many managers spend most of their time "fighting fires" in the workplace. Their time is spent realizing and reacting to problems. For these managers -- and probably for many of us -- it can be very difficult to stand back and take a hard look at what we want to accomplish and how we want to accomplish it. We're too busy doing what we think is making progress. However, one of the major differences between new and experienced managers is the skill to see the broad perspective, to take the long view on what we want to do and how we're going to do it. One of the best ways to develop this skill is through ongoing experience in strategic planning.

Often, the scheduling for the strategic planning process depends on the nature and needs of the organization and its immediate external environment. For example, planning should be carried out frequently in an organization whose products and services are in an industry that is changing rapidly. In this situation, planning might be carried out once or even twice a year and done in a very comprehensive and detailed fashion (that is, with attention to mission, vision, values, environmental scan, issues, goals, strategies, objectives, responsibilities, time lines, budgets, etc). On the other hand, if the organization has been around for many years and is in a fairly stable marketplace, then planning might be carried out once a year and only certain parts of the planning process, for example, action planning (objectives, responsibilities, time lines, budgets, etc) are updated each year. In strategic planning, the following guidelines could be considered:

1. Strategic planning should be done when an organization is just getting started.
2. Strategic planning should also be done in preparation for a new major venture, for example, developing a new department/division or major new product/service, etc.
3. Strategic planning should also be conducted at least once a year in order to be ready for the coming economic year. However, not all phases of strategic planning need be fully completed each year. The full strategic planning process should be conducted at least once every three years.
4. Each year, action plans should be updated.
5. It should be noted that, during implementation of the plan, the progress of the implementation should be reviewed at least on a quarterly basis by the board. Again, the frequency of review depends on the extent of the rate of change in and around the organization.

Monitoring, Evaluating and Deviating from the Plan

As noted several times, too many strategic plans end up collecting dust on a shelf. Monitoring and evaluating the planning activities and status of implementation of the plan should therefore be as important as identifying strategic issues and goals. One advantage of monitoring and evaluation is to ensure that the organization is following the direction established during strategic planning.

Another major advantage is that the management can learn a great deal about the organization and how to manage it by continuing to monitor and evaluate the planning activities and the status of the implementation of the plan. It's important to note that plans are guidelines and not rules. It's therefore acceptable to deviate from a plan so long as the planners should understand the reason for the deviations and update the plan to reflect the new direction.

By Patrick M. Mutta

Crime and security in libraries

What is crime? "Crime is an intentional act or omission in violation of criminal law committed without defence or justification and sanctioned by the state as a felony or misconduct Tappan, Paul (1960).

The public image of the library is generally that of a quiet, comfortable and inviting place. Apart from being where people study and read, it needs to be secure both to people and their belonging. General trends observed world over suggest that this may not always be true. Recently there has been an infiltration of a relatively high and persistent crime rate. Many factors that contribute to crime are beyond the control of most library systems. However, some of the conditions can be managed by the library staff, if proper systems are established. Not all libraries can afford sophisticated systems hence the need for low-cost crime prevention programmes. Librarians then have an uphill task of:

• Recognizing the increasing problems brought on by crime and disruption both inside and outside the facility.
• Restoring libraries into what they were intended to be both to the people who run them and to the patrons they serve.

 *Increased cost of crime, inconvenience to staff both professionally and personally, changed perceptions about

Children in a KNLS library

the library as a haven by patrons which affect their behaviour with regard to library use, are all detrimental to the health of libraries.

One of the problems faced by libraries through crime is mutilation

This is generally termed as "library book abuse", and closely related to defacing. Mutilation is one of the most widespread and costly problems faced by many libraries. It is the cutting of sections or ripping off parts or pages of a book, sometimes libraries eventually loose the whole document through this habit. There are three important issues related to this problem:

• Characteristics of the offender.
• Situational factors conducive to this action.
• Preferred target.

There are psychological or sociological factors that influence the choice to steal

or mutilate books and periodicals. Some offenders act from irrational attitudes like selfishness, anti-social streak that is hostile and destructive, aggressive motivation to avenge or even egocentric personalities. Situational factors too play an important role in influencing the choice to mutilate. Acts of destruction occur just before the library closes and most culprits prefer to operate after office hours when the staff are fewer. Damage is done habitually in the study carrels, secluded places and stacks that are not well monitored. Target materials vary but all physical form of materials are vulnerable. The choice is dependent on individual's taste. The most affected are periodicals, reference materials, pictorial items such as sports and portraits of famous personalities. Some very important topics espe-

By Nancy Ngugi

HIV and AIDS workplace policy

A team of ten KNLS staff drawn from headquarters and other branches went on a three-day retreat to finalize the development of the KNLS HIV and AIDS Policy at the workplace. This was a follow-up of the Embu workshop that was co-sponsored by Plan International and ActionAid Kenya in April 2007.

The team also developed a questionnaire to enable KNLS to carry out a baseline survey on issues relating to HIV and AIDS among the KNLS staff. This would enable the Board to come up with informed strategies on how to address the situation. It is a proven fact that everyone is either affected or infected.

This means that the issue of HIV and AIDS is a priority for every organization. In recognition of the effects of the pandemic to all aspects of the economy, the government expects every organization to institute clear strategies of how this misfortune is being handled at the work place.

During the retreat, there was also a suggestion to rename our "HIV & AIDS Corners" to "HIV & AIDS Control Unit (ACU)." The questionnaires have already been distributed to branches to enable KNLS staff provide appropriate information on the status of HIV and AIDS related issues at the Work place. It is imperative that all staff comprehensively give honest information to enable the Board make informed decisions for the benefit of its workforce. Kenyans have now realized that the pandemic, which is a social concern, affects everyone in the society. It would therefore require that concerted efforts by all are put in place to address it.

Days when the pandemic was considered as a social stigma are long gone. It has been proved that with proper management of the pandemic, those that are infected could continue being actively involved in both individual and national development. Furthermore, we can no longer afford to ignore the fact that we are all affected.

Reports indicate that at the age of 15, teenagers in Kenya are already sexually active, thus putting them at risk of contracting the HIV and AIDS. In addition, there are quite

cially in encyclopedia are not spared. Main reasons for mutilation include:
- The desire to deny others access to vital information.
- Pressure for better performance could be a motive for mutilation.
- Lack of photocopying services in the library
- "Modeling effect"- witnessing the crime or evidence of the crime may induce others to commit the same or similar crime. (Presence of unrepaired or mutilated materials on shelves).
- Library related factors including:
- Poor security
- Simple and lenient sanctions imposed to deal with the culprits
- Quality of copy
- Lack of money to spend on making copies of the needed material.

All these reasons coupled with psychological, sociological, situational and availability of the materials enhance mutilation. The following are some of the measures that could be put in place to curb mutilation:

1. Have an intensive and consistent user education program especially on the care of library materials.
2. Do not expose already mutilated materials.
3. Have a floor plan that is repulsive to mutilation practice. (e.g. If every staff at the Library is seated and observes vigilance, mutilators will not get an opportunity).
4. Inform users the difficulty of replacing damaged materials.
5. Increase surveillance and visibility.
6. Repair materials promptly.
7. Have adequate circulation policies.
8. Convert materials to microfilms and microforms.
9. Rules should be clear regarding mutilation and consistently apply penalties.
10. Assess common target areas for: Tighter control, additional surveillance and placing of more copies in reserve.
11. Keep an eye and conduct periodic patrols within the library.
12. Publicize the apprehension of mutilators - this will deter offenders and also encourage reporting.

Take good care of our books, be friendly and vigilant!

The KNLS Director, Mrs Irene Kibandi receives computers and DVDs from Ms Gladys Muhunyo of Computer Aid. Looking on are Mr R. Atuti and Mrs W. Ngovi.

By Nancy Ngugi

Computer Aid International: Aiding KNLS through the ICT walk!

As the name suggests, Computer Aid International (CIA) has embarked on a fundraising mission abroad to aid KNLS to remain relevant in the vast changing information industry.

CIA's aim is to bridge the digital divide between rich and poor countries by providing quality refurbished computers. CIA also works with Computer for Schools Kenya (CFSK) to provide training and technical support to beneficiaries.

From a recent fundraising exercise, CIA managed to secure two hundred refurbished PCs (expected to arrive in Kenya soon) and twenty five flat screen TVs and DVDs. The TVs and DVDs will mainly benefit the KNLS community libraries, some of which are in remote areas.

This achievement was as a result of a series of meetings held between the KNLS Director and CIA's Africa Programme Manager on the need to fast-truck the integration of ICTs in KNLS' service delivery and operations. The TVs and DVDs will facilitate the establishment of Audio Visual units in the benefiting libraries while the PCs will assist in the setting up cyber cafes. For effective utilization of the PCs, CIA has made arrangements with CFSK for at least two KNLS staff from every benefiting branch to be trained by CFSK. According to the agreement, CIA has also undertaken to provide free maintenance of the PCs for three years.

The minimum number of computers for every benefiting library has been set as ten so as to make remarkable impact. The relationship between CIA and KNLS is no doubt an asset to KNLS especially this time when information has become synonymous with ICTs.

There can be no better way to partner with an information service organization than helping to ensure that the most needed article of trade for development (i.e. information) is not only available but also timely and accessible to the public.

It is important to note that this is not the first time KNLS is dealing with CIA and CFSK. Our Naivasha library cyber café comprising of 20 PCs, was established through the efforts of CIA.

This has notably improved the accessibility of online information to Naivasha community. Email and typing services are also provided and children are allowed to play computer games at a minimal fee.

In addition, the twenty computers in Munyu library were also donated by CIA through ActionAid Kenya. This was done before the takeover of Munyu library by KNLS.

Unfortunately, there has not been internet connection in Munyu as the library is in the interior rural. It is our hope that this joint venture with CIA and CFSK will continue to grow to bear more fruits.

By Omar Abdi

Information for development

Information is one of the most valuable and sought after commodity in today's global economy.

The need for fast, relevant and up-to-date information services has increasingly put pressure on libraries, archives, cybercafés, and other information centres. Many individuals and organizations spend a lot of time looking for the right information.

In order to satisfy the varying needs of the user community, there should be basic information infrastructure necessary to support library and information services.

The required information needs for general development are educational, business, health, agriculture, environmental, cultural, political and social dynamics of the global society. The basic information infrastructures such as physical, material, human and financial resources are also pre-requisite for the development of information services.

Knowledge and information managers have a moral obligation to provide and promote free access to information, up on which development is highly dependent. Provision of sufficient, accessible and relevant information should therefore form part of the benchmark for development plans. Our rich and diverse resources need to be marketed beyond our borders. This is only possible when the society itself knows what it has and who needs it. There is hardly condensed available information on our vast resources and cultural heritage. Books and documentaries about our wild life and heritage sites are scarce and generally scattered. This means that even the few documentaries and books written about Kenya's national heritage are not easily available to our public. There is knowledge gap between our current generation and our great grandparents. Kenyans did not appreciate the need to conserve the once most cherished verbal communication that is dying slowly and nobody is taking care of. The communities could benefit if comprehensive data was to be collected and the information appropriately disseminated. Collecting such information would enrich our cultural and environmental resources, and also promote our tourism industry.

Similarly, it is generally believed that Kenyans are enterprising and economically active. However, illiteracy and lack of timely and relevant information hampers the pursuit of development. It is no doubt that the social and economic dynamics of our society is largely dependent on the available relevant and accessible information, ranging from the price of a commodity to the location of certain product markets. Information will also enable the business communities and would be entrepreneurs to gain relevant knowledge on the future trends of the global market, technological sources, financial

HIV and AIDS workplace policy

a number of children and youth who are already infected, and many more children have been orphaned as a result of HIV and AIDS.

This means that even at the work place we can not afford to ignore it. Hence, we not only have to talk about it but we must be seen to be doing something towards fighting the scourge on the one hand and promoting positive behavioral change on the other. All these efforts will make sense for us particularly at KNLS if we all knew our status. So the first step could possibly be to make a deliberate voluntary effort to go for testing i.e. for those that do not know their status as yet.

I have heard a number of consultants on issues of HIV and AIDS say that "you should consider yourself infected until you are proved otherwise through professional testing." This is important information about yourself that you seriously need to have.

By Nancy Ngugi

Keeping the mind alert at 67 years!

Mzee Francis Wanjii at Karatina Library

"A man's brain starts to deteriorate after one hundred and twenty years" according to doctors' argument. This is an assertion that mzee Francis Wanjii holds very close to his heart.

At 67 years of age, mzee Wanjii who is now practicing farming knows that for him to keep abreast with the current affairs and what is generally happening in the world, he has to read. I caught up with him during a visit to Karatina library and held a brief chat with him as he was leaving the library premises. I noticed that although his physical outlook showed that he was past the age of retirement, his face was noticeably bright with no trace of stress.

As I looked closer, I realized that together with other books he had borrowed from the library, he was also carrying a KASNEB newsline. On enquiry he told me he likes to read the newsline and other information materials on accounting, in order to update himself with the happenings in the accounting field. He was however quick to say that he is not and accountant by profession.

But, during his working years, he was a manager in three companies where he

Information for development

and banking institutions, labour and manpower development and most of all training opportunities available to the communities.

Educational development is another sector that is almost synonymous with information development. The acquisition of new knowledge and skills needs appropriate information infrastructure. This means that learning and academic pursuit can only take place when there is wide range of learning resources. Knowledge and vast experience gained over the years will be well utilized, if relevant literature is written about everything we know in life. Library and information services providers are the custodian of knowledge. It is therefore imperative that educational and learning materials be widely disseminated to improve research and promote professionalism.

The ICT too is obviously a catalyst of national development as it accelerates the speed of information dissemination. Our libraries and information service providers therefore need to integrate ICT component into their operations in order to improve the quality of service provision. However, considering the cost involved in procuring computer hardware and software, it is not easy for public libraries in Kenya to embark on automation at once. However, it will be necessary to jump start the ICT integration program across the entire KNLS network. There is need to liaise with donors, friends of the libraries and government departments to fast track the automation program. This will definitely improve the information seeking behaviour of our population and inter cultural dialogue will greatly improve. Further, communities' social co-existence will be enhanced and the general information infrastructure will also improve, thus paving way for development.

In conclusion, libraries and information centers should be dynamic, multi-cultural, multi-dimensional, technology based and value laden. It is through provision of information that research and extension services are done appropriately. Conservation and preservation of knowledge as well as continuing education too need the support of broad base information infrastructure. After all, the ultimate goal of libraries and information centres is to develop the information infrastructure and provide public access to those who seek knowledge.

By Nancy Ngugi

Karatina library to get a facelift

When the KNLS Board adopted the community library initiative in 1990, Karatina library was the first pilot project. The local community responded to the Board's call of community involvement by donating an old building which was formerly used as a maternity ward.

The building was later renovated through funds collected from a fundraising exercise where KNLS Board was represented. Eighteen years down the line, space has become a challenge and as a result, readers use a small reading tent that is pitched outside the library and two makuti sheds. The small tent was donated by the Mathira CDF committee.

To address the issue of space, the KNLS Board embarked on construction of an ambitious purposely built library building on the spacious plot where the current library stands.

After the laying of the foundation however, the plan was reviewed due to financial constraints and efforts were concentrated on raising only part of the projected building. This was further complicated by failure of the contractor to complete the works as agreed, result-ing to the stalling of the project in July 2006.

Worse still, the construction works done were substandard and not up to specifications. It was not until the KNLS Board toured the library in November 2007 that the members resolved to revive the construction works of the stalled project.

The Board was touched by the plight of the library users at Karatina, when they found them parked in the small library as others squeezed themselves in the small tent and makuti sheds outside the library.

The new building is expected to be complete in October 2008. Ironically, the library seems like it is already small even before it is complete, considering the number of users desiring to use the Karatina library but limited by lack of space.

We appeal to Mathira leaders, business community, CDF Committee and LATF administrators to consider funding the construction of the other section that was cut out of the original project. When you provide accessible and timely information to a community, you empower them for today and for the future.

> The Board was touched by the plight of the library users at Karatina, when they found them parked in the small library as others squeezed themselves in the small tent and makuti sheds outside the library.

Keeping the mind alert at 67

worked. At the time, he attended courses on financial management for non-finance managers. This made him appreciate the need to be able to do "your" own book keeping, prepare and interpret balance sheet. Mzee Wanjii also likes reading materials on farming and business administration and management. He says that he started working before independence and in fact, be-tween 1961 to 1962 in one of the companies he worked for, he was a manager in charge of the then Tanganyika (present Tanzania) and Zanzibar.

During his working years, he traveled to all countries in Eastern and Central Africa regions. For mzee Wanjii, reading is part of his programme and he will continue until he is one hundred and twenty years, at which age he believes that it is when his brain will begin to deteriorate.

If all Kenyans could embrace mzee Wanjii's attitude, Kenya would secure a strategic place on the world map as having a positive and sustained reading culture. Keep your brain alert by reading, otherwise you will send it to early retirement and hence deterioration before you are 120 years, i.e. if mzee Wanjii's theory is anything to go by!

KNLS staff in a fire fighting exercise

By Virginia Kariuki

Competitive advantage through service hustle

Success in service hustle is all about going beyond the standard and the ordinary or the routine, beyond the basic research or the basic service. In today's competitive environment it's not just enough to provide a service, to answer the phone, to send the goods on time or be open from 8 am to 6 pm. Service hustle involves:

• Establishing a relationship with customer that hustles to do every little thing that can enhance and make pleasurable the experience of dealing with each other.

• Creating a culture and an understanding and a desire among employees to go above and beyond the call of duty, to do things that the customer might not even dare ask

for and to deliver it with enthusiasm and commitment.

Service hustle recognizes that customer care is vital for the survival and success of a company. However, many organizations are not doing it well. The American Customer Satisfaction Index 2000 published by the University of Michigan reported that 27% of customers were not satisfied with product or service they received. Service hustle companies seek to answer the following questions;

• How can we do better?

• How can we make the difference?

• What things can we do today that will make dealing with our company more pleasurable and ful-

filling for our customer than dealing with a rival?

Service delivery occupies a central place in the achievement of goals and objectives in any organization. It is what determines the level of customer satisfaction to a great extent and hence retention of customers. A research done on service organization shows that 70% of the reasons why customers switch their business away from a supplier have nothing to do with the product itself. 15% claim they switch because of price, another 15% switch because of poor product performance but the 70% majority switch specifically because of poor service. In this increas-

Competitive advantage through service

ingly competitive world it's not enough to think about customers in the context of a one-off transaction, a business cannot afford to lose customers at all, nor can it just serve them once and care less whether they come back or not. Service hustles are thinking about a relationship, a connection that can last a lifetime. The art of keeping customers is akin to a marriage, the cost of losing them now is the equivalent of a divorce.

As competition increases it's too easy for customers to switch away. Customers find it easy to be "promiscuous." Research has shown that most companies will suffer defection rates as customers try out alternative of between 10 to 30% per year. The question to ask therefore is:

Can companies develop a lasting and truly satisfying customer relationship that defies the forces to promiscuity?

Companies need to develop a better understanding about loyalty. About how to retain customers to keep them completely satisfied not once but on every occasion that they might require the product or service on offer. Reichheld and Sasser in their analysis found that, typically a 5% increase in loyalty could lead to a 25% plus increase profitability. A similar study by price warehouse suggested that as little as 2% increase in customer retention can have the same profit impact as 10% reduction in overheads. The profit benefits from keeping customers can come in a

number of ways "acquisition cost" for new customers are reduced as there can be less need for new customer selling effort and advertising.

Organizations should however focus on getting the right customers. It should also be appreciated that a company cannot satisfy everyone. It can't necessarily meet every customer's needs. Its customers may vary significantly and there may be a group for example who would never stay loyal, who are always impulse or difficult if not impossible

> **In this increasingly competitive world it's not enough to think about customers in the context of a one-off transaction, a business cannot afford to lose customers at all, nor can it just serve them once and care less whether they come back or not.**

to please. There are other customers where the cost of serving them satisfactorily might outweigh any profit of value the company can drive.

Service more than any other form of competitive advantage depends on large number of often relatively junior employees. Even with the best training, sometimes

these people can be hard to motivate, difficult to get excited about lifetime customer relationship as when their own horizons and ambitions may be more limited or when their education or environment handicaps them. Yet it can be done. Management experts argue that the quality of service given to customers largely depends on quality of work performed by the employees of an organization. This also illustrates that:

The quality of your work is a measure of the quality of yourself

We all derive pride and self-esteem from accomplishing tasks in an excellent fashion. Successful completion of a worthy task means that it was not only attempted, but it was completed to certain standards of performance or better. High levels of remuneration and job security are dependent upon three keys; what you do, how well you do it and how difficult it is to replace you. Your goal at work should therefore be to get good, get better and to be the best possible, to such a point where you seemingly become indispensable to the organisation.

Concepts to help improve on levels of quality and excellence at work:

Experts in quality management emphasize that the following concepts could be considered in improving quality and excellence in output:

a) Good enough seldom is: Organisations that are continually productive and profitable incessantly strive

Competitive advantage through service

for quality and excellence. How do your own personal levels of excellence and quality rate against your current and potential competitors in the employment market? If you don't know the answer/s to these questions, then resolve to find them out immediately. The longer you delay, the larger the gap may be growing between you and your competition!

b) Quality is not just product related: Quality is not just the product; it's a combination of the product and "add-ons," i.e. packaging, availability, convenience of use and value adding customer service, etc. The same applies to you in the employment market. Possessing a tertiary qualification may only get you 50% of the way towards being internally promoted or externally employed. The other 50% will depend upon what your acquired "add-ons" are, i.e. what makes you more valuable than your competitor in the mind of potential employers/customers. Ask yourself "what value adding skills have I acquired and applied to my work within the past 2 years that demonstrate skill flexibility, continuing career development and quality as an employee?"

c) Quality and excellence are not what you say they are; customers of your products and services also define quality. Organisations and individuals that want to get ahead and succeed (your competitors), are prepared to meet regularly with customers and appraise performance levels, continuously seeking improvement. The same applies in the employment market. Employers determine excellence and quality. Smart people in charge of their careers recognise this fact and are therefore continuously researching for needs, trends and opportunities within their existing employment environment and in future areas of the employment market they are attracted to. Thus they can then acquire new skills to meet changing employment needs, to stay one step ahead of the competition.

d) Exceed expectations; Go the extra mile, do things faster, do things with greater sincere friendliness, for your customers, employer, family and for yourself!

e) Continuous creativity; every member of an organisation can be creative. The key towards discovering and maximising your creativity is to be a member of an organisation that offers a work environment that encourages individual and team creativity. These organisations understand that innovation and creativity are the very source of excellence and quality when applied to customer service, delivery, distribution, sales and marketing and employee productivity, etc.

f) Be a team player; The most valuable single factor that contributes towards high levels of excellence and quality in a team, stem from an individual team member's ability to work with others, i.e. his or her levels of cooperation and communication. These "social intelligence" skills include the ability to persuade, negotiate, compromise and make others feel important.

g) Know who you are; Being inwardly happy (knowing you are competent and capable) automatically improves levels of quality and excellence in your work. Understand that inner happiness only comes about via Self Esteem + Self Respect + Personal Pride. Get these ingredients right and with careful written planning the rest will simply fall into place.

h) Concentrate and focus; You cannot concentrate and focus on tasks unless you first know exactly what is expected of you and how relevant tasks are to be measures. Clarity of main tasks and responsibilities is paramount if you are to achieve excellent results. You must know why you are on the payroll. Only then can you focus on achieving optimum levels of performance.

i) Know key result areas (KRAs); Job responsibilities and corresponding KRAs can rapidly change over time. It's therefore important to know exactly what are the current KRA's upon which others will judge your levels of quality and excellence. Do the KRAs of your current work match the original job description or has something changed? What are your standards of performance, your highest value tasks that enable you to make an optimum contribution? Remember the 80/20 rule: 20% of what you do accounts for 80% of the results you achieve.

j) Be a "Go –giver" in customer service; It's no secret that every organisation of value in today's world economy is focused on customer service. The future belongs to those individuals and businesses that service their customers in a superior fashion. To get ahead, organisations must know who their customers are and what they expect. They must deliver more. The same applies to you as a member of the organisation. To get ahead in your current and future employment, you must first know who your customers are (e.g. your team leader) and what they expect from you. You must then deliver beyond those expectations.

By Nancy Ngugi

Murang'a District Library becomes a reality after nine years of struggle

During the years of uncertainty, the Municipal Council of Murang'a and Kiharu CDF committee kept the hope to have a library in Murang'a alive through their contribution towards the development of the library.

In the year 2000, the KNLS Board spearheaded a fundraising to construct the Murang'a District library. The fundraiser realized a total of Ksh. 1.3 million. It was a real struggle to get the Murang'a community participate in the establishment of the library, even though there was no public library in the entire district.

After nine years since the first step was made, the Murang'a community can now smile as the government has finally come to their rescue, and facilitated the completion of the two-storey building.

During the years of uncertainty, the Municipal Council of Murang'a and Kiharu CDF committee kept the hope to have a library in Murang'a alive through their contribution towards the development of the library. It has been a sad truth to imagine that in the whole of Murang'a District, there has not been a public library all these years.

This combined with the poor examination results witnessed over the years, one would have expected the library project to earn undivided support from the leaders and the many prominent business class from Murang'a. But this was not the case.

The uphill task for KNLS Board now is to furnish and stock the library. This task could nevertheless be lessened if companies in Murnag'a, business people, leaders and wellwishers could adopt the book-a-shelf initiative.

This means that one could buy a bookshelf plus books under the guidance of KNLS librarians. Such a shelf would therefore be partly branded with corporate messages

Murang'a District Library

and colors of the donating company as a form of recognition and publicity. Donations could also be in form of computers, library chairs and tables or just book shelves.

The library, which has a sitting capacity of about 1,000, comprises of junior readers section, adult readers section, computer lab/cyber café and conference hall that could be hired for income generation.

To all the wellwishers, let's join hands in this worthy cause of empowering the community through provision of relevant and accessible information!

By Nancy Ngugi

Public libraries important to society

As described by Wikipedia (online interactive encyclopedia), a public library is a library which is accessible by the public and is generally funded from public sources such as tax monies. Public libraries did not just emerge. There is undoubtedly a substantial history behind it that has been articulated by various scholars.

Originally, there were three types of libraries (social, circulating, and school) which all contributed to the evolution of public libraries. The first library to combine those three principles was the town library of Peterborough, New Hampshire, founded in 1833. However, the Boston Public Library opened in 1854, and is usually considered the "real" first public library--that is, intentionally founded, not a happy accident. Its statement of purpose basically says:

- There's a close linkage between knowledge and right thinking;
- The future of democracy is contingent on an educated citizenry;
- There's a strong correlation between the public library movement and public education; and
- Every citizen has the right of free access to community-owned resources.

One of the prime movers behind the expansion of public libraries was the Scottish-born industrialist Andrew Carnegie (1835-1911), one of the famous "robber barons" of the last decades of the 1800s. Early libraries had catered chiefly for scholars and the upper classes. They were only open during the day, when the working classes were working, and many imposed age restrictions on use. This was meant to ensure that users did not: mistreat the books, destroy the collections, and cause chaos! Andrew Carnegie, a renowned philanthropist, however, thought libraries and books should be available to everyone. By 1920, the Carnegie estate had donated $50 million to erect 2,500 library buildings, including 1,700 in the U.S.

Public libraries exist in most nations of the world and are often considered an essential part of having an educated and literate population. They are distinct from research libraries, school libraries, or other special libraries in that their mandate is to serve the public's information needs generally (rather than serve a specific cluster of people).

Fundamentally, modern public libraries all over the world are now increasingly being redefined as places to get unrestricted access to information in many formats and from many sources. Libraries are understood as extending beyond the physical walls of a building, by including material accessible by electronic means. With the collection of media other than books for storing information, many libraries are now also repositories and access points for maps, prints, or other documents and artworks on various storage media such as microform (microfilm/microfiche), audio tapes, cassettes, videotapes, and DVDs. Libraries may also provide public facilities to access CD-ROMs, subscription databases, and the Internet. In addition to providing information materials, they also provide the services of specialists librarians, who are experts at searching for and organizing information and at interpreting information needs.

Today, the modern library in the computer age is in a state of massive change. Acquisition costs are skyrocketing, with computer equipment taking up an increasing percentage of budgets, as do services for people with special-needs.

Such is the challenge that KNLS is grappling with. However, despite the limited budgetary allocation, the Board has managed to purchase the financial soft ware and the library soft ware. When fully implemented, the installation of these soft wares would translate to automation of library services and operations. If I were to speak on my own behave and on behave of the library users, I would

Public libraries are important to society

say that "we needed this as soon as yesterday."

Library use

Library users may not always know how to use a library effectively. This can be due to lack of early exposure, shyness, or anxiety and fear of displaying ignorance. Hence, librarians should see it as a priority to take time to inform their users of what materials are available in their collections and how to access that information. This means that for librarians to remain relevant in the information field, it is paramount that they keep ablest with the rapid development of ICTs. This is definitely not a question of "if–or", it is a mandatory choice that one has to make. Mandatory because, most of the library users are up to date with the technology and they would like to be served in the library at the same or better level than they already are. On the other hand, the users who are left behind technology-wise would want to look up to the librarians or information providers for update.

In keeping with the rapid technologi-cal changes, the role of the card catalog — a cabinet containing many drawers filled with index cards that identified books and other materials; is urgently being replaced by the adoption of electronic catalog databases (often referred to as "webcats" or as OPACs, for "online public access catalog"), which allow users to search the library's holdings from any location through Internet access.

In response to user needs coupled with rapid user-friendly technology, it should be appreciated that KNLS has embarked on automation of its services and operations. This is a very huge exercise that calls for undivided commitment. To all those that are directly involved we say "Bravo!! And keep it up!

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The new Nakuru Library Building under construction

By C. Ndogo

Uniformity in report presentation

An organization, which has a clear mission and vision needs to have a standard method of reports presentation. Reports are generated to enable the top brass of an organization to make informed and improved future decisions. Usually, reports are like post mortem; meaning that they give an analysis of a past-defined period of time on how an organization has been performing. This period can be weekly, monthly, quarterly, bi-annual and even on an annual basis.

Reports are always in arrears. This means that they discuss what has happened in the past and they pin point the area both positive or negative which requires the attentions of the office bearer number one also known as character number one in the set up. This then whittles down to the lowest unit of the organization. A good report gives a direction to be followed and also enables the management to plan and make effective utilization of the resources.

At KNLS, reports are presented in a standardized format. This has helped the management to get rid of unnecessary time wastage e.g. when in need of any urgent data or statistics. It has become very easy to retrieve any information within a brink of an eye. Branch managers have been enlightened on the needs of having a uniform way of presenting their reports. This has improved efficiency in the service delivery. Annual stock take exercise is a very grueling and a key event in our financial year and unless there is a standardized method of reporting the statistics, chances are that the final figures will not reflect the true situations as it should hence uniformity in presentation.

Reports, which are not easily understandable, can be misleading and therefore lead to wrong decisions. A good reporting system helps the management to know the following;

(i) The type of staff who follow the work procedures and those who do not.

(ii) The weak areas, which require some immediate attentions.

(iii) The movement of the resources from the central position downward to branches.

(iv) The strength of each branch etc.

All the above indicators from a report well presented help the organization in its integration process. An organized report is back -ups to organization activities. Let us all embrace uniformity in report presentation and enjoy the many benefits that come with it. Alas!! Get organized, lead and let others follow.

By David M. Muswii

Use of web information in libraries

Successful libraries must make strategic use of information at their disposal to market their services in order to remain competitive in a world gone crazy with information explosion.

The Internet is slowly becoming the preferred medium for buying, selling, communicating and research. This scenario has forced many organizations to commit substantial funds into website development. No wonder, the winning organizations in last year's Nairobi International Trade Fair had elaborate websites.

Experts advise that in designing a website for an organization the first step would be to answer basic questions as to what the web site aims to accomplish. These may include:

• Creating and promoting awareness about an organization's resources, facilities and services

• Attracting a client base

• Marketing and supporting its products and services

• Enhancing its brand image

• Extending special support and services

• Finding external client base

• Making stakeholders feel confident that you are doing a good job

The next step would be to identify the tar-

By R. K. Rono

Creativity in the library

Every organization must have some creativity to avoid becoming static and less responsive with time. Most libraries appear to be administered by managers who use a great deal of the formalistic managerial style and bits and pieces of various social systems approaches. But how does a manager go about getting new imaginative ideas for a library? One of the best ways is to allow people to exercise their creative abilities. Some of the truths that go along with creativity include:

a) "An original is hard to find but easy to recognize"

b) "Lack of imagination keeps a person from his potential. Thinking new ideas is like shaving".

The literature on the process of creative thinking provides four basic types. Keep in mind the definition of creative; original patterns formed and expressed. All four types can apply to a library setting,

if the manager/administrators are willing to accept the creative process as an integral element in the organization.

1. Logical, pragmatic approach: The first type of creative thinking involves a logical, pragmatic approach. The problem is viewed as a situation in which there is some imbalance. A hypothesis is formulated and then tested through a series of carefully planned experiments. The individuals involved in the process link dissimilar concepts together and formulate a hypothesis regarding the nature of the relationship. The emphasis throughout this is on a planned, logical approach: A=X, B=X, A=B. This approach may in many ways be considered the least creative, especially by those who view creativity only from an artistic point of view. Never the less, new concepts, new approaches, or new patterns may be developed as a result of this approach. It

is said that: "If you limit action in life to things that nobody could possibly find fault with you will not do much".

2. Problem solving: This category of creative thinking is closely related to the logical approach and is labeled problem solving. The difference between problem solving and the logical approach is the emphasis problem solving places on careful definition of the problem .When a problem is defined with sufficient clarity, the solution becomes apparent. The two types of creative thinking are tied together. In fact all types of Creative thinking are tied together; to say that one is used to the exclusion of another simply is not valid.

3. Idea linking: A wide variety of ideas, experiences, observed situations, and the outcomes of this situation are gathered, and then linked together in various ways. One

Use of web information in libraries

get audience and keep that audience vividly in mind as one proceeds with the planning for web page designing. The reader on the web is different from the person who reads printed resources. Reading online is not pleasure, online readers come to the web only to find out something new and would like to move quickly through the text, looking for salient features.

The best websites are said to be those that deliver new information quickly. The

worst websites are those that frustrate the readers by not having the information they need or present information that is out of date. In an information-driven economy, it is equally important to market the information rather than just produce it. Of importance is that the look and feel of your site should correspond with the design of your organization's logo, printed brochures, letterheads, visiting cards, etc. Recognizing your image is what is imperative.

Libraries are straining to

invest heavily in developing their resources, facilities and services, but on the other hand they may not be seen to be optimally utilizing the same. Problems get compounded when the use of their rich information resources remain confined (and that too not to its optimal level) to their internal clientele only. On account of these key factors coupled with increase in the complexity of the client demands, going to the web, seems to be a timely alternative to bridge the gap to a great extent.

By W. Juma

The new face of auditing

For along time auditing has been misunderstood by many people at all levels in all organizations including the home. For example people at home will tend to describe you as overbearing and a dictator when you question why certain things are not done in the manner that they ought to be done. In actual fact you are simply questioning why the well laid down procedure of doing things, whether expressly or implied is not being followed or not functioning. To me the major reason why the family unit is collapsing at a very fast rate is because of the break down of systems and controls, where everybody wants to do what they want with total disregard to institutions like that of the husband or the father who is Biblically endorsed as the head of the family.

At your very personal level, if or when you realize that things are not happening in your life, you ask why? And you must get answers. Well, the truth of the matter is that the best answers can only come from you! Surprisingly, over 99.9999% of all the reasons why you fail or perform dismally are about your ATTITUDE. To me, this is all about auditing, both internal and external. Internal because you are taking a closer look at all the factors that are contributing to the failure of the internal systems by your self and external because you are allocating another party the responsibility of assessing you and give his/her opinion of what he/she thinks about you. But in actual fact, the best opinion about yourself can only be spelt out by yourself, this is so because YOU ARE WHAT YOU THIK

YOU ARE and the Bible clearly puts it that " …as a man thinketh so he is…" Luke 6:45.

Therefore, as a matter of principal, we need to first examine (audit) ourselves regarding our belief system. For example if you believe in hard work then you will not enjoy eating what does not belong to you or is derived from illegal means. So that we put everything in us in order before we ask others to do it for us or on our behalf. We cannot therefore overemphasize the fact that if all of us were to scrutinize ourselves, the total sum of all our scrutiny would be mind boggling, because it would make the world of which we are custodians, entrusted to us by the ALMIGHTY GOD, to make it a better place to live in. The net effect would be that KNLS

Creativity in the library

takes dissimilar concepts, products, and ideas, and places them next to one another, then one attempts to answer the questions, what if? What would happen? What are the relationships? Could this be used? What would happen when they are combined? Through this technique, one comes up with new concepts.

4. Free Association: This has been one of the most popular concepts of creativity in the last few years. The techniques developed to increase free association have helped popularize the method. It attempts to bring to the conscious level a great many more ideas than are normally at this level. An image frequently used to illustrate this concept is the mind divided into two levels, the conscious and the unconscious. Between the levels is a barrier with a small gate that is guarded very carefully. Only selected ideas are allowed to rise to the conscious level, although there may be many other ideas at the subconscious level being suppressed for various reasons.

Most people are rather compartmentalized in their thinking processes, some are more so than others. Because there is this tendency to think in tightly structured patterns, the relevance, purpose, or relationship between many ideas sometimes the total picture is hard to see. What free association does is shake the ideas in various compartments and mix them together to display new patterns. It also allows some subconscious ideas to intermingle with the conscious ideas. The result of free association is often extremely original; sometimes to the point that no one can understand what is meant. "When people are free to do as they please they usually imitate one another"

Donations

The following organizations have extended their help to KNLS in the last few months:

Donor	Item Donated	Cost in Kshs	Target Branch
ExPat Foundation	25 TVs & Dvds		25 Branches
ExPat Foundation	200 Pentium		
	IV Computers *		Several Branches
US Embassy	Cash	674,504	Kisumu Prov. Lib
Aggrekko	Four Computers		Nairobi Area Lib.
Local Authority Development Fund	Cash	600,000	Nanyuki
Constituency Development Fund	Cash	200,000	Silibwet
Constituency Development Fund	Cash	200,000	Kithasyu
Constituency Development Fund	Cash	300,000	Mikumbune
Kenya Commercial Bank	Cash	500,000	Moyale
Safaricom	Tent	250,000	Rumuruti
Safaricom	Tent, chairs & tables	Laikipia	
Ms. Josephine Halliday of England	£75**		

* On transit
** £25 for children books & £50 for a party for school girls from a poor background Nairobi Area Lib.

Please note that we are not able to record or quantify all the support that we received from our well wishers. However, to all those who empathized with us in any way, please accept our sincere gratitude.

Children from Halliday Primary School in a writing competition at KNLS Library (left) and (right) holding the presents they received, outside the KNLS Library.

The new face of auditing

From Page 29

becomes a little "heaven" here on earth and we would all leave it a better place than we found it. My honest desire is that when my time comes, I will leave KNLS a better place than I found it, and my prayer that we all share in this noble desire. Let's all be true to the old saying or rule in auditing that "an auditor is a watch dog and not a blood hound" and that you are best suited to watch over yourself by re-evaluating yourself and taking the necessary corrective actions, where need be.

Therefore as I join you in KNLS I hope that we shall work together as partners in appreciation that none of us can make it on their own, for we are all parts of one body called KNLS!! Thank you very much for your warm welcome and May the Almighty God richly bless all of you.
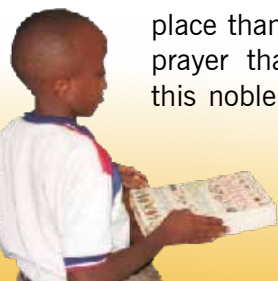
Appointments

Mr. Mwatata Juma (pictured) has been appointed to the position of Principal Internal Auditor. Until his appointment in April 2008, Juma was working for Mediscope Scientific Co. Ltd. as an Internal Audit Manager. Previously he worked for Okwara and Associates as Audit Senior Supervisor. Juma has CPA(K) and CPS Part II. He holds a Bachelor of Business Administration (Accounting & Finance) and a Diploma in Co-operative Management. He is currently pursuing a Master of Business Administration at the University of Nairobi. Juma is a member of the Institute of Internal Auditors (AII) and has over seven years work experience in Auditing. Lets all give Mr. Juma the necessary support to enable him carry out his duties

Resignations

The following staff have resigned from Board's service between December 2007 and May 2008.

- Mr. Jamleck Ngugi - former Nyeri Provincial Librarian
- Mr. Reuben Alusiola - former head of Planning department
- Ms. Beatrice Ayoti - Internal Audit department
- Ms. Catherine M'tai - Nairobi Area Library
- Mr. Francis Macharia - Thika Library

We thank them for their dedication and hard work during their tenure as KNLS Board's employees and wish them the best of God's blessings as they serve the nation in other sectors.

Retirees

The following people have retired from Board's service since December 2007.

- Mr. F. G. Muchomba - former Chief Human Resource Officer
- Mrs. Rachel Kirumba - formerly in National Library Division
- Ms. Phyllis Gathaiya - "
- Ms. Margaret Mbui - "

We thank God for the strength that He has given them up to their retirement age and pray that God will open new doors of blessings for them, so that they can continue to use the long earned expertise and experiences as they engage in new dimensions of life.

Obituaries

On a sad note we wish to acknowledge God's choice of promotion to glory of the following staff since December 2007:

- Ms. Sophia Githinji - Mikumbune (9th April 08)
- Ms. Josephine Muraya - Rumuruti (9th April 08)
- Mr. Austin Wambura - Nakuru (1st May 08)

We pray that God will reveal Himself to the bereaved families that they may know Him as their provider, deliverer, peace, victory, refuge and strength. May God rest the departed souls in eternal peace.

> *There's a strong correlation between the public library movement and public education.*

> *The future of democracy is contingent on an educated citizenry;*

Rainbows

By David Muswii

Stopping rain gloomy
God created a rainbow
To make men merry

The rainbow's flowers
Are competing to blossom
In gorgeous caolours

Look at the rainbow
Many colours of men's hearts
From joy to sorrow!

I dreamt dreams happy
On waking, the morn rainbow
Has immense beauty

Deeply loveable?
I yearn after rainbow
Inaccessible

Through the rainbow bridge
To the earth descends an angel
With supreme knowledge

Life transitory
Have I, a rainbow, so I
Shine wholeheartedly

A rainbow's hanging
Leaving magnificent dreams
It'll be vanishing!

Jokes spice our lives and here is one for you!
By W. Juma

A joke is shared about one man who worked so hard and earned himself a fortune worth talking about. One day when he was about to die he told his wife to ensure that she puts all his wealth in a box that would accompany his coffin to the grave. In short he wanted to go with his money to the grave. What a wise man many would say! Indeed shortly there after he died, and the wife did exactly what he had instructed her to do. BUT just as the casket was about to be lowered down, and the body taken to its final resting place, a friend to the wife/widow asked about the box next to the coffin, and was told what it was. Her good friend advised her not to overburden the husband with many boxes and yet he had a long journey to go (i.e. with the coffin and the cash box), while she could write one cheque of the money and properties that he had and put it in his pocket. So that he would cash it once he reached wherever he was going. The wife gladly took up the advice and wrote the cheque, and off the man went. What do you think happened? Your guess is as good as mine.

Moral of the joke:

There are many things we can learn from it, some include:

1. If you think you are clever, watch out you might be the only fool around
2. Be contented with what you have here on earth so that you may have life abundantly
3. Enjoy while you can
4. Don't be selfish, think about others. "He who takes care of the poor never lacks."
5. you can never have enough

What is killing you?

In parting, please think through the following simple arithmetic.

Assuming that letter A-Z are represented by numbers 1-26, then try the percentage of the following words and see which one gives you 100%, you will be amazed that its only the word ATTITUDE that will give you 100%.

WORD	%	
LOVE		
MOTIVATION		
MONEY		
ATTITUDE	100	
SEX		

Now I guess you have   discovered what is killing you!!!!!!!!!!!!!!!!!