

UNIVERSITY of RWANDA

UNIVERSITY OF RWANDA LIBRARY SERVICES (URLS)

STRATEGIC PLAN 2019 –2025

Approved by the UR Board of Governors on 06th April, 2019

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UNIVERSITY OF RWANDA LIBRARY SERVICES (URLS) STRATEGIC PLAN 2019 – 2025

Executive summary

The University of Rwanda Library Service (URLS) plays pivotal in contributing to the development of an enabling research environment that is essential high quality teaching, learning and research at the University of Rwanda. Therefore it is not an over statement to say that a University without a modern library is just like a car without an engine. It is in that context that the University of Rwanda Library Services Strategic Plan 2019-2025 sets out a framework for transforming the URLS into a modern library that delivers online services in a vibrant research environment. Research support services, such as facilitating access to relevant information resources, promoting usage of e-resources and conducting information literacy training, will be developed and delivered to enable URLS to contribute to quality teaching, learning and research at the University of Rwanda (UR).

The 2019-2025 strategic plan charts out the direction of URLS for the next six years, taking into account the changing trends in the development and provision of University and/ or academic library services. The 2019-2025 Strategic plan has been developed to help URLS become a modernized and transformed library that not only meets the teaching, learning, research and community information needs of all its users but also enables the young creative Rwandans to maximize their potential. The aim in so doing is to enable UR achieve its agenda of becoming an internationally recognized University that excels in research, quality teaching and learning as well as community engagement.

This Strategic plan effectively aligns its goals, strategic priorities, actions and resources with the UR's Strategic Plan. It also outlines actions that will be undertaken to achieve them. To summarize, the URLS will focus on developing high quality collections, user-centered Library services and environments, promoting knowledge exchange and community engagement as well as establishing and sustaining avenues for financial sustainability over the period 2019-2025. The primary audience for this strategic plan is the library staff.

1.0 Background

The University of Rwanda Library Services (URLS) just like the University of Rwanda, was established in 2013 after the merger of the former seven Public Higher Learning Institutions:- the National University of Rwanda (NUR), Kigali Institute of Science and Technology (KIST), Kigali Institute of Education (KIE), Institute of Agriculture and Animal Husbandry (ISAE), Kigali Health Institute (KHI), School of Finance and Banking (SFB) and Umutara Polytechnic (UP). Thus, the URLS inherited the strengths, weaknesses, opportunities and threats that were inherent in the former institutions. The focus of 2019-2025 strategic plan is a result of an in-depth introspection of the University of Rwanda Library Services (URLS) as well as extensive scanning of the environment and the context which impacts URLS as a whole.

1.1 Statement of purpose

This strategic plan attempts to elucidate a framework that will guide the University of Rwanda Library Services (URLS) over the next six (6) years so as to transform the Library into a modern library that will enable the University of Rwanda to deliver on its mandate. It is anticipated that the strategic plan will enable URLS to contribute to the realization of UR's aspiration of becoming an internationally recognized University that excels in research and innovation, teaching and learning as well as community engagement. This Strategic Plan presents the vision and mission of URLS and gives a concise overview of the Libraries' strategic framework for action, particularly in the context of rapidly changing education and information landscapes, coupled with the economic realities of limited resources.

1.2 Strategic scope

The URLS 2019-2025 strategic plan aligns its goals, strategic priorities, actions and resources with the UR's Strategic Plan. Therefore the 2019-2025 URLS strategic plan will focus on:

i. Enriching information resources and increasing access to and use of the rich array of available information resources and library services in order to enhance teaching, learning and research;

ii. Creating technology-rich environments and spaces that facilitate interaction and collaboration for students, academic staff and researchers;

iii. Building capacity for library staff through formal and informal training. The aim in so doing is to develop a pool of well trained, motivated, knowledgeable, service-oriented and user-focused library staff with the ability to respond to modern users' research support needs;

iv. Advancing student success by delivering instruction programs aimed at increasing student engagement with the library resources in order to strengthen their capacity to effectively and appropriately utilize URLS resources for academic achievement; and

v. Widening the financial base to ensure financial sustainability for URLS.

The primary audience for this strategic plan is the library staff for whom it serves as roadmap during the six -year period.

1.3 Governance and financing

The overall administration of the Library is vested in the office of the University Librarian who reports to the Vice-Chancellor through the Deputy Vice Chancellor for Academic Affairs and Research (DVC-AAR). The University Librarian is a member of the University of Rwanda Senate. The policy making body of the University Library is the University of Rwanda Library Committee, which is a Senate Committee chaired by the DVC-AAR. It is composed of members of Senate representing the Colleges, Library, Students Guild and other stakeholders. URLS as one of the largest units in the University, comprises of 9 Campus Libraries with the Main Library located at Nyarugenge Campus. URLS is an academic unit with services and functions primarily designed to meet the study, teaching, research and community engagement needs of UR and the wider community.

The major funding of the University Library comes from the Government of Rwanda. In addition, several development partners including the UR Sweden Program and Book Aid International (UK) support the library to develop the capacity required to meet its mandate. Plans are under way to develop proposals aimed at attracting more development partners into supporting the Library transformation initiatives.

1.5 Vision

The vision of URLS is to be an academic hub of UR in advancing teaching, learning, research and innovation.

1.6 Mission

University of Rwanda Library Services facilitate the pursuit of knowledge and creativity through user-focused services and collections in an inviting, collaborative, and innovative environment.

1.7 The URLS's clientele

The URLS's clientele comprise

i. All students of the University of Rwanda
ii. All staff and honorary appointees of the University of Rwanda
iii. Alumni of the University of Rwanda
iv. Members of Board of Governors
v. Members of the public

1.8 Mandate

The University of Rwanda Library is mandated to collect, develop, manage, control and coordinate all library and information services of the University. The University of Rwanda Library Services achieves its mandate through the following:

1.8.1 Collection development

URLS selects, acquires, organizes and disseminates materials to facilitate teaching, learning and research. URLS also fosters partnerships with potential donors for purposes of collection development.

1.8.2 User education

URLS provides Information Literacy Training for students and staff.

1.8.3 Access to Information

URLS provides access to the broadest range of information resources and offers the assistance necessary to find, evaluate, and use information effectively.

1.8.4 Research environment

URLS provides appropriate facilities, equipment, resources, and assistance to meet the research needs of students and academic staff.

1.8.5 Customer care

URLS employs qualified staff who facilitate access to library collections and services and also help users to pursue and achieve immediate and lifelong learning goals. URLS aspires to serve communities beyond the University through outreach programs.

1.8.6 Staff capacity building and professionalism

URLS encourages staff to expand their professional competence and involvement in order to better support students and staff.

1.9 Strategic planning Process

The process of developing the University of Rwanda Library strategic plan and work plan was highly participatory. A two-day strategic planning retreat was held at Huye Campus on 30th November-1st December, 2017. The retreat, which conducted a comprehensive SWOT analysis of UR Library Services was attended by Heads of Campus Library Services and Librarians and moderated by the University Librarian. After the retreat the first draft of the Library strategic plan was developed and reviewed on 02-04th December, 2018 at a meeting that was coordinated by the University Librarian and the UR Director of Planning. The second draft was developed and shared with stakeholders. Based on the feedback provided by key stakeholders, the second draft was revised in a retreat that was held from 13-18 January 2019 at Musanze. The retreat was attended by: the Heads of Campus Library Service, the University Librarian and the Deputy Vice Chancellor for Academic Affairs and Research. The plan was presented to Members of Senior Management Council on 28th February, 2019, UR Library Committee on 25th March 2019 the Vice Chancellor on behalf of Senate on 27th March 2019 and the UR Board of Governors on 06th April 2019.

2.0 University of Rwanda Library Services SWOT analysis

The SWOT analysis presented in Table 1 represents an overall picture of the strengths, weaknesses, opportunities and threats of UR libraries. The SWOT analysis has informed the

design of the strategic themes, goals and objectives in the proposed strategic plan for the period 2019-2025.

Table 1: University of Rwanda Library Services SWOT analysis

Strengths	• **Weaknesses**
• Availability of print, digital and electronic collections (databases of up to date e-resources) that are easily accessible (Single search interface LibHub) and respond to users' needs. • Increasing investment in ICT resources and facilities • Committed leadership and qualified staff. • Commitment and support from Senior Management to develop, modern library services at UR and good relationship with all stakeholders. • Economies scale as a result of merged former higher leaning institutions' libraries • Approved Library staff organizational structure with its functional committees. • Approved URLS Policy • UR's commitment to formal Library staff capacity building programmes both at	• Low numbers of staff with specialized skills • Old and insufficient physical collection • Insufficient library space, such as space for Postgraduate Students and group study spaces. • Lack of an Integrated Library Management System to facilitate automation of library functions and harmonization of library services across the UR. • Inadequate computers and laptops to support learning and research • Lack of security systems at UR Campus Libraries • Information literacy not embedded in the research methods course at UR. • Low level in English for staff with French background • Lack of facilities for persons with disabilities • Lack of Library buildings that meet the required standards • Inadequate and inappropriate library furniture

Masters and PhD levels • Staff-peer support and information/skills sharing through regular dissemination seminars, on-job training • Fully functional UR Digital Repository • The Library remains a priority in the University's plans and policies • Functional UR Library Committee	• Inadequate bandwidth and irregular Internet connectivity • Inadequate Information Literacy skills among students and academic staff • Inadequate budget to finance library activities such as acquisition and maintenance of equipment, provision transport for staff who work during the evening shift, and acquisition of appropriate library furniture • Lack of internally generated income • Limited recognition and awareness of the Library operations by some members of the University community • Institutional incompetence in engagement with the procurement law
Opportunities	**Threats**
• Growing demand for library information resources and services to support UR Research initiatives and the shift towards competence –based learning • 4G wireless broadband internet, already in Rwanda, may accelerate the use of e-resources and also promote the use of mobile phone technologies for learning and research.	• Decreasing Government funding for higher Education • Bureaucratic bottlenecks, including procurement processes • Inappropriate categorization of library staff as compared to other professionals by MIFOTRA hinders staff from optimally rendering research support services to academic staff and students. • Irregular power supply

• Absence of Library and Information Science Education in Rwanda • Support from partners such as UR-Sweden Programme, and Book Aid International • Membership to Rwanda Academic and Research Libraries Consortium (RARLICO) • Rapidly Changing ICT environment • Government of Rwanda's programme to provide laptops to all students • Government of Rwanda's commitment to the development of the University of Rwanda • ICT innovations eg Google scholar, Dropbox, and open source software such as Mendeley • National and international collaboration, linkages and partnerships can be expanded • Growing demand in postgraduate segment • Growing demand for research for policy making by stakeholders (such as ;GoR) • Increase in the use of digital materials/e-resources	• Inability to cope with the rapidly changing ICT environment • The secondary school curriculum does not prepare students to use the Library for learning and research • Government Taxes on learning resources • More aggressive private universities that may attract bigger number of postgraduate students particularly master students

3.0 UR Library Services strategic goals

i. Develop high quality Library collections that meet the research and teaching needs of the university and the wider community
ii. Make the user experience fundamental to the design of all physical and ICT infrastructure as well as the delivery of all services
iii. Establish collaborations to foster knowledge exchange, community engagement, and preservation Rwandan heritage
iv. Diversify sources of funding to ensure financial sustainability.

THEME 1: COLLECTION DEVELOPMENT

The University of Rwanda Library Services will strive to build library materials that meet the information needs of the users in a timely and economical manner.

Strategic Goal 1: Develop high quality Library collections that meet the research and teaching needs of the university and the wider community

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Strategic Objective 1a: Develop high quality Library collections that are relevant to the library users' needs.

Strategies

i. Assess the adequacy of, or gaps in current library resources as far as supporting existing and new programs is concerned.
ii. Invest in the acquisition of resource materials and make them accessible in order to support new and existing programs

Measures of Success

i. The increase in the budget for resource materials
ii. Number of up-to-date resource materials acquired
iii. Number of up-to-date e-books and databases subscribed to
iv. Increase in the number of students and staff accessing resource materials.

iii. Number of up-to-date e-books and databases subscribed to

iv. Increase in the number of students and staff accessing resource materials.

Strategic Objective 1b: Establish resource-sharing partnerships in the region and beyond by 2022

Strategies

i. Create collaborative links with libraries in the country, region and beyond in order to establish avenues for resource-sharing

ii. Establish a section in the library to coordinate Inter-Library Loan and Document Delivery Services

iii. Participate in national, regional and world library associations and Consortia.

Measures of Success

i. Number of collaborations created and MoUs signed

ii. Number of resource items received through Document Delivery Service

iii. A functional Inter-Library Loan section

iv. Number of active memberships to professional associations and Consortia (such as Rwanda Academic and Research Libraries Consortium (RARLICO) and Standing Conference of Eastern, Central and Southern African Library and Information Associations (SCECSAL) African Library and Information Association and Institutions (AFLIA) and International Federation of Library Associations and Institutions (IFLA)).

THEME 2: SERVICES AND USER EXPERIENCE

The University of Rwanda Library Services sets out to enhance user satisfaction by providing services in an environment that is attractive, clean, intuitive, flexible and engaging in the period 2019-2025.

Strategic Goal 2: Make the user experience fundamental to the design of all physical and ICT infrastructure as well as the delivery of all services

Strategic Objective 2a: Develop appropriate ICT infrastructure to enhance seamless access to quality information resources and services across UR Campuses.

Strategies

i. Develop a library marketing strategy to guide the marketing of library resources and services so as to create awareness and increase use of resources and services in teaching learning and research.
ii. Acquire, install and implement an Integrated Library Management System to ensure harmonized and seamless access to resources and services across all UR campuses, including provision of 24/7 access.
iii. Acquire essential library software (e.g. LibHub and EZ-proxy) to facilitate easy retrieval of resources and remote access to library resources and services.
iv. Develop a navigable Library Website to show case library resources and services.

Measures of Success

i. Marketing strategy approved and being implemented
ii. Functional Integrated Library Management System
iii. Number of automated Library functions
iv. Number of users accessing URLS resource materials and services remotely
v. Number of hits on the website

Strategic Objective 2b: Refurbish and equip URLS buildings to create conducive environments that stimulate effective knowledge exchange.

Strategies

i. Assess the interior, technologies, furnishings, noise levels, appearance and comfort, in both public and staff areas and as well as current space use across URLS buildings.

ii. Develop a vision and plan to refurbish and equip URLS buildings based on the assessment report.
iii. Develop and equip research, study and training spaces and also provide signage that makes the libraries more navigable and collections more discoverable.
iv. Install Library security systems.
v. Establish mechanisms for regular review of the utilization of space, equipment and furnishings in all libraries and make adjustments as appropriate and feasible.

Measures of Success

i. Library physical and ICT infrastructural status report approved
ii. Refurbishment and equipment plan approved
iii. Number of Libraries refurbished and fully functional
iv. Number of Libraries equipped
v. Number of Libraries furnished
vi. Number of users accessing the UR Library services and facilities
vii. Number of Postgraduate study spaces established and equipped
viii. Number of group learning spaces established and equipped
ix. Number of quiet reading spaces established and equipped
x. Number of research Commons established and equipped
xi. Number of inclusive spaces established and equipped
xii. Number of ICT equipment acquired and installed
xiii. Number of pieces of furniture acquired and utilized
xiv. Number of training spaces established and equipped
xv. Number of users with disabilities accessing URLS
xvi. Number of signage put up at each campus
xvii. Number of staff spaces created and equipped
xviii. Number of Security systems acquired and installed

Strategic Objective 2c: Strengthen the Library users' capacity to effectively and appropriately utilize URLS resources for learning and research.

Strategies:

i. Develop an Information Literacy component as part of the research methodology module taught at undergraduate and postgraduate levels.
ii. Develop Information Literacy training manuals appropriate for face- to-face and web-based modes of delivery.
iii. Organize Information Literacy training for UR staff
iv. Establish a team of Information Literacy trainers and train them in pedagogical skills that can contribute to the delivery of the Information Literacy training component.

Measures of Success

i. An Information Literacy component approved by Senate and incorporated in the research methodology module
ii. Number of staff and students trained in Information Literacy
iii. Number of staff and students accessing and using Library information resources
iv. Number of Information Literacy manuals developed and accessible online
v. % of users accessing online training materials online
vi. Number of trainers with pedagogical skills

Strategic Objective 2d: Develop human resource capacity of library staff to enable them to respond to users' needs.

Strategies

i. Develop and implement a staff development and retention plan
ii. Nurture and empower Library staff through training to enable them to satisfy the changing needs of a diverse user population.
iii. Re-design job descriptions and assignments of library staff to reflect the emerging services of a modernized Library.
iv. Develop English proficiency for library staff.
v. Advocate for the approved library structure to be included in UR structure
vi. Advocate for review of categorization of Library staff.

Measures of Success

i. URLS staff development and retention plan approved and implemented
ii. Job descriptions updated and staff training needs established
iii. Number of staff who have participated in training
iv. Number of staff who have attained bachelor's degrees
v. Number of staff who have attained Master's degrees
vi. Number of staff who have attained PhD degrees
vii. Number of library staff who have presented papers in conferences
viii. Number of staff who have published in peer reviewed journals
ix. Number of staff who have attained English proficiency
x. Approved Library structure fully incorporated in UR structure
xi. Revised categorization of Library staff.

Strategic Objective 2e:Inculcate a culture of quality customer care

Strategies

i. Develop a charter for customer care and sensitize URLS staff and users about it.
ii. Establish a sustainable library-wide employee customer care training program
iii. Establish a framework for receiving customer feedback, including customer satisfaction studies to, understand how various user groups experience library services via investigative techniques, such as ethnographic studies, surveys, observations, focus and advisory group discussions.
iv. Develop strategies for improving library services based upon the evidence gathered

Measures of Success

i. Customer care charter approved.
ii. Number of staff trained in customer care.
iii. Number of inquiries received and responded to within 24 hours.
iv. Number of customer satisfaction studies conducted as well as reports generated and disseminated.

v. Number of adjustments that are informed by the outcomes of the customer satisfaction studies.

THEME3: KNOWLEDGE EXCHANGE AND COMMUNITY ENGAGEMENT

The University of Rwanda Library Services will engage in initiatives, including promoting community access to collections, services and special events. The aim in so doing is to enhance the library's role in promoting knowledge exchange and community well-being.

Strategic Goal 3: Establish collaborations to foster knowledge exchange, community engagement and preservation Rwandan heritage.

Strategic Objective 3a: Establish outreach services for selected high school learners and teachers to enable them to develop research skills needed for long life learning

Strategies

i. Develop a high school- outreach project proposal
ii. Create collaborative partnerships with area high schools
iii. Develop content of training materials and conduct training of trainers for library staff who are to participate in high school outreach programs
iv. Conduct workshops for area high school librarians and /or teacher librarians
v. Establish collaboration with Ministry of Culture and Sports, Ministry of Education, Rwanda Academy of Language and Culture (RALC) and the Rwanda Archive and Library Services Authority (RALSA) to facilitate high school outreach.

Measures of Success

i. Approved and implemented school- outreach project proposal.
ii. Number of formalized partnerships between the high schools and UR Library Services
iii. Training needs established
iv. Content of training materials developed and approved
v. Number of trainers trained

vi. Number of workshops conducted within high schools per Campus Library
vii. Number of high school learners trained
viii. Number of high school and/or teacher librarians trained
ix. Number of MoUs signed

Strategic Objective 3b: Digitize to increase access to UR research output Rwanda's heritage

Strategies

i. Develop a digitization policy, which defines the scope, priorities, metadata and other standards, for the digitization program.
ii. Acquire digitization equipment
iii. Collaborate with Rwanda Academy of Language and Culture (RALC) and Museums to collect, digitize and make accessible all information materials such as sound recordings of spoken Kinyarwanda, oral history, popular music that are unique to Rwanda and are of national and international research significance.
iv. Develop expertise in the creation and management of digital collections.
v. Provide a public venue for lectures, exhibits, publications, and symposia for community discussions and celebrations.

Measures of Success

i. Digitization policy approved and implemented
ii. Number of digitization equipment acquired
iii. Number of staff with expertise in digitization
iv. Number of records digitized and uploaded on the repository
v. Number of community engagement projects developed and implemented
vi. Number of public events facilitated by the Library

THEME 4: FINANCIAL SUSTAINABILITY

The University of Rwanda Library Services will ensure that there is a steady flow of funds and also generate revenue to complement income from Government of Rwanda. URLS will lobby the University of Rwanda to increase the percentage of the budget allocated to the Library-related to the fulfillment of its vision

Strategic Goal 4: Diversify sources of funding to ensure financial sustainability.

Strategic Objective 4a: To increase financial resources available to the Library.

Strategies:

i. Advocate to Senior Management Council to increase the percentage of the budget allocated to the Library from 0.3% to 7% of the institutional budget.
ii. Develop a proposal for the Library development fee and request Senior Management Council to introduce a Library development fee for new student joining the University.

Measures of Success

i. Increase in percentage of the budget allocated to the Library
ii. Library development fee approved and introduced.
iii. Funds generated from Library development fees paid by new students

Strategic Objective 4b: Strengthen the Libraries ' financial capability through internally generated income and donor funding

Strategies

i. Establish a committee for Library fund mobilization to develop a plan for generating income for the Library so as to widen the financial resource base.
ii. Develop project proposals that can be presented to targeted donors for funding
iii. Develop entrepreneurial projects, including short courses in LIS for income generation

Measures of Success

i. A functional Library resources mobilization committee
ii. An approved Library resources mobilization plan
iii. Number of new partnerships established and sustained
iv. Number of successful grant proposals
v. Number of entrepreneurial projects (income generation activities) run by the Library

4.0 Implementation plan.

A detailed implementation plan is presented in Table 2 below:

Table 2: UR LIBRARY SERVICES IMPLEMENTATION PLAN, 2019-2025

Strategic Priorities	Key Performance Indicators	Baseline (2018/2019)	Target 2019/2020 Year 1	Target 2020/21 Year 2	Target 2021/22 Year 3	Target 2022/23 Year 4	Target 2023/24 Year 5	Target 2024/25 Year 6
Strategic Goal 1: Develop high quality Library collections that meet the research and teaching needs of the university and the wider community								
Objective1a: Develop high quality library collections that are relevant to the Library users' needs.								
Assess the adequacy of, or gaps in current library resources to support existing and new programs.	Library resource materials evaluation report	0	Evaluation report	0	0	0	0	0
	Increase in the number of users accessing Library resource materials.	28208	15000	20,000	25000	29000	29000	29000

Invest in the acquisition of resource materials and make them accessible in order to support new and existing programmes	Increase in the budget for resource materials	124,000,000	245,000,000	281,750,000	324,030,000	372,610,000	428,470,000	492,730,000
	Number of up-to-date print resource materials acquired	341,494 copies of books	3,500	4,025	4,629	5,323	6,121	7,039
	Number of up-to-date e-books, e-journals subscribed to	48	52 data bases	54 data bases	56 data bases	58 data bases	60 data bases	62 data bases
Strategic *Objective 1b: Establish resource-sharing partnerships in the region and beyond by 2022*								
Create collaborative links with libraries in the country, region and beyond in order to establish avenues for	Number of active collaborations created and MoUs signed	2	2	3	4	5	5	5

resource-sharing	Number of resource items received through document delivery	0	200	250	300	350	400	450
Establish a section in the library to coordinate Inter Library Loan and Document Delivery Services	A functional Inter Library Loan section	0	Establish and staff the IL section	0	0	0	0	0
Participate in national, regional and world library associations and Consortia	Number of active memberships to professional associations and Consortia	0	4	4	4	4	4	4
Strategic Goal 2: Make the user experience fundamental to the design of all physical and ICT infrastructure as well as the delivery of all services								

Strategic Objective 2a: Develop appropriate ICT infrastructure to enhance seamless access to quality information resources and services across UR Campuses.								
Develop a library marketing strategy to guide the marketing of Library resources as services so as to create awareness and increase use of resources and services in teaching, learning and research	Marketing strategy approved and being implemented	0	A marketing strategy is produced and approved	0	0	0	0	0

implement a web-based Integrated Library Management System to ensure harmonized and seamless access to resources and services across all UR Campuses	Functional Integrated Library Management System	0	based Integrated Library management system (ILMS) is acquired installed and implemented 2. Existing records migrated 3. Staff are trained on the new system 4.Data of 60% of existing books input into the ILMS 5.Cataloguing and	the remaining 40% of existing books input into the ILMS 2. Data of all new acquired books are input into the ILMS 3. All existing records are available in the OPAC 4.Self-service	and evaluate the ILMS	and evaluate the ILMS	and evaluate the ILMS	and evaluate the ILMS

	Number of automated Library functions	0	2	3	4	4	4	4
Acquire essential library software (e.g. LibHub and EZ-proxy) to facilitate easy retrieval of resources and remote access to library resources and services	Number of users accessing URLS resource materials and services remotely	0	5000	7,000	9000	11,000	13000	15000
Develop a navigable Library Website	Number of hits on the library website	29000	15000	20,000	25000	29000	29000	29000
Strategic Objective 2b: Refurbish and equip URLS buildings to create conducive environments that stimulate effective knowledge exchange.								

Assess the interior, technologies, furnishings, noise levels, appearance and comfort, in both public and staff areas and as well as current space use across URLS buildings	Library physical and ICT infrastructural status report	0	Library physical and ICT infrastructural status report validated and approved	0	0	0	0	0
Develop a vision and plan to refurbish and equip URLS based on the assessment reports	Refurbishment and equipment plan	0	Refurbishment and equipment plan approved	0	0	0	0	0
Refurbish URLS buildings	Number of Libraries refurbished, fully functional	0	3 Campus Libraries:Huye,Rwamagana,and Busogo.	2 Campus Libraries :Gikondo, and Nyagata	2 Campus Libraries: Rukara and Remera	0	0	0

				re				
Develop and equip learning research and study spaces and also provide signage that makes the libraries more navigable and collections more discoverable	Number of Libraries equipped and furnished	5	5 Campus Libraries:Rusizi, Main Library, Huye, Busogo and Rwamagana,	2 Campus Librarie s :Gikond o, and Nyagata re	2 Campus Libraries:R ukara and Remera	0	0	0
	Number of group learning spaces established and equipped	6	12	7	5	0	0	0
	Number of Postgraduate study spaces established and equipped	0	3	3	3	0	0	0

	Number of quiet reading spaces established and equipped	9	8	2	1	o	0	0
	Number of research Commons established and equipped	2	4	3	2	0	0	0
	Number of inclusive spaces established and equipped	1	0	3	2	4	0	0

	Number of training spaces established and equipped	0	0	3	2	4	0	0
	Number of signage put up at each campus	20	90	60	40		0	0
	Number of staff spaces created and equipped	12	0	15	10	20	0	0
Install Library security systems.	Number of Security systems acquired and installed	1	4	3	2		0	0
Strategic Objective 2c: Strengthen the Library users' capacity to effectively and appropriately utilize URLS resources for learning and research.								
Develop an	An Information	Exiting	IL	IL	IL	IL	IL	IL

Information literacy component as part of the Research Methods module taught at Undergraduate and Postgraduate levels and have it approved by Senate	Literacy component approved by Senate incorporated in the Research Methods module	Information Literacy Module is to be upgraded for Senate's approval	Component approved and taught at Undergraduate and Postgraduate levels	taught at Undergraduate and Postgraduate levels	taught at Undergraduate and Postgraduate levels	taught at Undergraduate and Postgraduate levels	taught at Undergraduate and Postgraduate levels	taught at Undergraduate and Postgraduate levels
Organize events that focus on demonstrating the interdependence between competence-based learning, research, and Information Literacy	Number of events organized by the library to demonstrate the interdependence between competence-based learning, research, and Information Literacy	0	0	9 (1 per year per campus)	9 (1 per year per campus)	9 (1 per year per campus)	9 (1 per year per campus)	9 (1 per year per campus))

Develop Information Literacy training Manuals appropriate for face -to face and web-based modes of delivery	Number of Literacy training manuals accessible online	0	Literacy training manuals accessible online	Literacy training manuals accessible online	Literacy training manuals accessible online	Literacy training manuals accessible online	Literacy training manuals accessible online	Literacy training manuals accessible online
	% of users accessing online training materials online	0	10%	30%	60%	70%	80%	90%
Conduct Information Literacy trainings for students and staff	Number of staff and students trained in Information Literacy	1,827	17300	17800	18300	18800	19300	19800

Establish a team of Information Literacy trainers and train them in pedagogical skills that can contribute to the delivery of the Information Literacy training component	Number of trainers with pedagogical skills	4	18	0	0	0	0	0
Strategic Objective 2d: Develop human resource capacity of library staff to enable them to respond to users' needs								
Develop and implement a staff development and retention plan	URLS staff development and retention plan approved and implemented	0	URLS staff development and retention plan developed, validated approved and implemented	0	0	0	0	0

Nurture and empower Library staff training to enable them to satisfy the changing needs of a diverse user population.	Number of staff who have participated in training	25	20	25	30	35	40	45
	Number of staff who have attained Bachelor's degrees	17	0	2	3	3	3	2
	Number of staff who have attained Masters degrees	11	0	3	0	3	0	3
	Number of staff who have attained PhDs	2	2	0	2	0	0	0
	Number of staff who have	1	3	3	3	3	3	3

	presented papers at conferences							
	Number of staff who have published in peer reviewed journals and conferences		2	2	2	2	2	2
Develop English proficiency for library staff	Number of staff who have attained English proficiency	7	6	6	6	6	6	.0
Advocate for the approved library structure to be included in UR structure	Approved Library structure fully incorporated in UR structure	Approved Library structure	The UR HR to use approved library structure and job description	The UR HR to use approved library structure and job descriptio	The UR HR to use approved library structure and job description	The UR HR to use approved library structure and job description	The UR HR to use approved library structure and job description	The UR HR to use approved library structure and job description

			to recruit and remunerate library staff	n to recruit and remunerat e library staff	to recruit and remunerate library staff	to recruit and remunerate library staff	to recruit and remunerate library staff	to recruit and remunerate library staff
Advocate for review of categorization of Library staff	Revised categorization of Library staff	Inappropria te levels of staff compared to other professions	Library staff placed in appropriate levels that correspond to their qualificatio ns	Library staff placed in appropria te levels that correspon d to their qualificati ons	Library staff placed in appropriate levels that correspond to their qualification s	Library staff placed in appropriate levels that correspond to their qualificatio ns	Library staff placed in appropriate levels that correspond to their qualificatio ns	Library staff placed in appropriate levels that correspond to their qualificatio ns
Strategic Objective 2e: Inculcate a culture of quality customer care								
Develop a charter for customer care and sensitize URLS staff and users about it.	Customer care charter approved	0		Customer care charter, develope d,	Customer care charter implemente d	Customer care charter implemente d	Customer care charter implemente d	Customer care charter implement ed

				validated and approved				
Establish a sustainable library-wide employee customer care training program	Number of staff trained in customer care	0	0	4	4	4	4	4
Establish a framework for receiving customer feedback, including customer satisfaction studies, to understand how various user groups experience library services via investigative techniques, such as ethnographic studies, surveys, observations,	Number of inquiries received and responded to within 24 hours	0	90,000	110,000	130,000	150,000	170000	190,000
	Number of customer satisfaction studies conducted as well as reports	0	One customer satisfaction study conducted	One customer satisfaction study conducted	One customer satisfaction study conducted	One customer satisfaction study conducted	One customer satisfaction study conducted	One customer satisfaction study conducted

focus and focus group discussions	generated and disseminated							
Develop strategies for improving library services based upon the evidence gathered	Number of adjustments that are informed by the outcomes of the customer satisfaction studies.	0	0	Adjustments made	Adjustments made	Adjustments made	Adjustments made	Adjustments made
Strategic Goal 3: Establish collaborations to foster knowledge exchange, community engagement, and preservation of Rwandan heritage								
Strategic Objective 3a: Establish outreach services for selected high school learners and teachers to enable them to develop research skills needed for long life learning								

Develop a school-outreach project proposal	Approved and implemented school- outreach project proposal	0	0	0	The school-outreach project developed, approved by Senate and implemente d	0	0	0
Create collaborative partnerships with area school groups and establish their library-related training needs.	Number of formalized partnerships between the high schools and UR Library Services	0	0	0	0	2	4	4
	Training needs established		0	0	0	Schools needs study	0	0

						report		
Develop content of training materials and conduct training of trainers for library staff who are to participate in school outreach.	Content of training materials developed and approved	0	0	0	0	Develop content of training materials based on needs study report	0	0
	Number of Library staff trained	0	0	0	0	18	0	0
Conduct workshops for area high school librarians and /or teacher librarians	Number of workshops conducted within high schools per Campus Library	0	0	0	0	18	36	36
	Number of high	0	0	0	0	1,800	7200	7200

	school learners trained							
	Number of high school and/or teacher librarians trained	0	0	0	0	18	36	36
Establish collaboration with Ministry of Culture and Sports, Ministry of Education, Rwanda Academy of Language and Culture (RALC) and the Rwanda Archive and Library Services Authority (RALSA) to facilitate high school outreach.	Number of MoUs signed	0	0	0	0	1	2	3

Strategic Objective 3b: Digitize to increase access to UR research output Rwanda's heritage								
Establish a digitization policy which defines the scope, priorities, metadata and other standards, for the digitization program.	Digitization policy approved and implemented	0	Develop and implement a digitization policy	0	0	0	0	0
Acquire digitization equipment	Number of digitization equipment acquired	0	4	2	2	1	0	0
Develop expertise in the creation and management of digital collections.	Number of staff trained in creation and management of digital collections	6	18	18	18	18	18	18

Collaborate with Rwanda Academy of Language and Culture (RALC) and Museums to collect, digitize and make accessible all information materials such as sound recordings of spoken Kinyarwanda, oral history, popular music that are unique to Rwanda and are of national and international research significance	Number of records digitized and uploaded on the repository	294	1044	1794	2544	3294	4044	4794
Provide a public venue for lectures, exhibits, publications, and symposia for community discussions	Number of public events facilitated by the Library	0	0	0	1	1	1	1

and celebrations.								
Strategic Goal 4: Diversify sources of funding to ensure financial sustainability.								
Strategic Objective 4a: To increase financial resources available to the Library								
Advocate to Senior Management Council to increase the percentage of the budget allocated to the Library from 0.3% to 7% of the institutional budget	Increase in percentage of the budget allocated to the Library	265,439,179(0.3%)	2%	3%	3.50%	4%	5%	6%
Develop a proposal for the Library development fee and request Senior Management Council to introduce a Library development fee for new student joining the	Library development fee approved and introduced.	0	Library development fee approved and implemented	Library development fee implemented	Library development fee implemented	Library development fee implemented	Library development fee implemented	Library development fee implemented

University.	Funds generated from Library development fees paid by new students	0	2% of tuition fees	2% of tuition fees	2% of tuition fees	2% of tuition fees	2% of tuition fees	2% of tuition fees
Strategic Objective 4b: Increase the level of internally generated and donor funding								
Establish a committee for Library fund mobilization to develop a plan for generating income for the Library so as to widen the financial resource base.	A functional Library resources mobilization committee	0	0	Library resources mobilization committee is set up				
	An approved Library resources mobilization plan	0	0	Develop and implement resources mobilization plan	Implement the resources mobilization plan	Implement the resources mobilization plan	Implement the resources mobilization plan	Implement the resources mobilization plan

Develop entrepreneurial projects, including short courses in LIS for income generation	Number of entrepreneurial projects (income generation activities) run by the Library	0	0	1	2	2	3	3
Develop project proposals that can be presented to targeted donors for funding	Number of successful grant proposals	0	0	2	2	2	2	2
	Number of new partnerships established and sustained	0	0	2	2	2	2	2

5.0. Monitoring and Evaluation Framework

This Monitoring and Evaluation (M&E) framework is a tool that is meant to enable URLS ensure effective implementation and accountability of its 2019-2025 planned actions and measures so as to inform decision making. The M&E framework will provide the way forward to ensure that planned activities are being executed. The M&E framework will also incorporate a systematic approach to evaluation and continuous improvement, both of which will contribute to the attainment of the URLS's vision.

The M&E framework will be guided by the following key performance and accountability checks:

i. All URLS Campus Libraries will be required to prepare their respective Six-Year Strategic and Implementation plans.

ii. All Campus Libraries will work within the goals and priorities stipulated in the Library strategic plan.

iii. Annual planning and budgeting will be informed by the implementation plan.

iv. Quarterly and annual reports will be prepared to provide stakeholders with information about URLS 'activities and financial performance

v. Every after two years a comprehensive review of the strategic plan implementation will be conducted and a report will be prepared and coordinated fully through the Library Committee under the guidance of the University Librarian. The Directors of Campus Libraries and all Library staff are expected to display a strong commitment to continuous improvement of the Library Services with the Strategic Plan as a guiding document.

vi. Collaboration with all key stakeholders, including the CIO, Senior Management and the Library Committee will be key to the implementation of the URLS strategic plan.

5.1 Framework for 2019-2025 URLS Strategic Plan Coordination, Monitoring ,Evaluation and Reporting

The framework for 2019-2025 URLS Strategic Plan Coordination, Monitoring ,Evaluation and Reporting is provided in Table 2 below:

Table 2: Framework for 2019-2025 URLS Strategic Plan Coordination, Monitoring ,Evaluation and Reporting

S/N	Responsible	Strategic Oversight and Coordination	Implementation, Monitoring and Evaluation
1.	University Librarian	Provide oversight for the implementation process and endorse annual monitoring progress reports.	
2.	Library Committee/DVCAAR	Receive regular monitoring reports on implementation progress and give feedback for policy and programme adjustment. Approve annual progress reports for presentation to Senate.	
3.	Principals/DVCAAR/VC	Approve Campus Library Work plans in collaboration with the University Librarian., Staff performance contracts will be designed to show linkages to strategic priorities and goals.	
4.	Principals/DVCAAR the Office of University Librarian	Identify selected strategic priorities from the implementation plan that are to be implemented in the coming year and approve related priority actions.	

S/N	Responsible	Strategic Oversight and Coordination	Implementation, Monitoring and Evaluation
5.	Directors of Campus Libraries, the University Librarian and DVC-AAR	Ensure coordination between UR Head Office, and Campus Libraries	Monitor the implementation progress on Strategic Priorities and prepare summary reports on progress against goals and objectives for presentation to UR Senior Management and UR Board for recommendations.
6.	Office of the University Librarian	Ensure that the sum of Campus Libraries interventions meet the overall objectives in the Strategic Plan.	Provide technical advice on implementation arrangements for the Implementation Plan. Facilitate the achievement of strategic priorities and objectives, particularly through participation in monitoring activities Give feedback on the annual Progress Reports before submission to UR SMC
7.	Principals, Office of the DVC-SPA and Office of the DVC-FIN,DVCAAR and the University Librarian	Facilitate implementation and monitoring of the Strategic Plan. Ensure prepared annual action plans and budget are aligned to the Strategic Plan	Consolidate Campus Libraries reports into Annual and Semi-annual Progress Reports. Disseminate key information from monitoring reports, using all types of media, including website and social media.
8.	Principals, DVCAAR and University Librarian	Provide oversight for the preparation and quality assurance of individual staff performance contracts to ensure linkage with	Monitor and evaluate staff performance contracts at achieving strategic plan targets.

S/N	Responsible	Strategic Oversight and Coordination	Implementation, Monitoring and Evaluation
		the strategic plan and annual action plan.	

Professor Philip Cotton

Vice Chancellor, University of Rwanda