

PAN AFRICAN BOOKSELLERS
ASSOCIATION (PABA)

(Promoting Rights and Welfare of Booksellers)



STRATEGIC PLAN
2004-2008

Prepared by:

Pan African Booksellers Association (PABA) - JULY 2004

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FOREWARD

The performance of the booksellers through out the African Continent raises key issues of concern because of the position they occupy in the book industry. The challenges facing the book industry demand a more focused and result orientated coordinated effort with a clear vision about the continental book-trade requirements. These include the need to expand the book-chain network, the improvement of literacy levels, the strengthening of National Booksellers Associations (NBA's) through capacity building, training and research on the size of book market, market trends, book provision schemes and user needs throughout the continent. Pan- African Booksellers Association (PABA) was launched in Harare, Zimbabwe 1996 during the Zimbabwe International Book Fair (ZIBF) where booksellers from Ghana, Kenya, Nigeria, South Africa, Tanzania, Uganda, Zambia, and Zimbabwe came together in an African Booksellers convention, which saw the formation of the Association.

The increased expectations, coupled with the need for accessibility of relevant information by all customers has placed the demand on booksellers to be proactive, expand their businesses and be able to reach customers as well as have the required networking relationships with their principal partners, the publishers. The increasing marginalisation of booksellers in most countries in Africa creates increasing demand for PABA's input in initiating, expanding, strengthening and empowering the NBA's to meet the customer demands more especially from the public education textbook supply requirements. This calls for professional service that gives the bookseller visibility and ensures efficient service to customers

PABA made consultations with a sample of the stakeholders in the Bookselling sector in 2003. The stakeholders were drawn from PABA Executive, National Booksellers Association and founder members. The results thereof were presented during the strategic planning workshop held on 1st-3rd July 2004 at Hotel Triangle Annex in Jinja Uganda. The three-day strategic planning workshop involved critical stakeholders who included the PABA Executive and a Book Development expert who facilitated the workshop.

The strategic plan (2004-2008) when fully implemented will enable the Association to realize its strategic objectives and achieve its mandate. It is hoped that this plan will propel the association to become a leader in the customer driven book-chain development throughout the continent.

**Lily Nyariki, Chairperson
Pan African Booksellers Association (PABA)**

EXECUTIVE SUMMARY

The Pan African Booksellers Association (PABA) was born in 1996 in Harare, Zimbabwe during the Zimbabwe International Book Fair (ZIBF). At that time booksellers from Kenya, Nigeria, South Africa, Tanzania, Uganda, Zambia and Zimbabwe came together in an African Booksellers convention, which resulted in the formation of PABA. The association has a constitution, which came into force in 1999, and is run by an Executive Committee. PABA is formally registered in Lusaka, Zambia

PABA has overall responsibility of providing stakeholders guidance necessary for ensuring realization of booksellers' rights and welfare. Since the election of its Executive Committee members various activities have been undertaken towards this goal despite numerous operational hardships facing the Association. Notable achievements have been made since the establishment of PABA, which include: -

- Establishment of PABA Executive Committee to coordinate implementation of PABA'S activities.
- Establishment of stakeholders' annual consultative forum through African Booksellers Conventions (ABC) since 1998.
- The establishment of the joint regional strategic plans for implementation of PABA goals.
- Establishment of several National Booksellers Associations (NBA's) where they never existed.
- Enhancement of training programmes for booksellers and distributors.
- Provision of amicable solutions to long standing discount disputes between booksellers and publishers through interface forum between African Publishers Network (APNET) and PABA since its establishment and commencement of PABA activities. This is made possible through the MoU between the two continental bodies that was signed on August 7, 2001 in Harare Zimbabwe.

The Association has been operating under the private offices of its Executive Committee members, which has served as PABA's Secretariat. The extra workload on this private office has not only affected PABA's efficiency and effectiveness in

carrying out its mandate but has also constrained Executive Committee's activities. It is with this realization that PABA Executive Committee embarked on the process to develop and formalize the Five Year Strategic Plan (SP).

- The publication of a quarterly newsletter circulated electronically to members and other stakeholders

PABA now has an SP, which has benefited from the constitution and documented outcomes of various workshops and in pursuit of realization of bookseller's rights and welfare. Consultations with stakeholders have also been undertaken to validate information collected from the various recommendations. The reference documents, the stakeholders consultative meetings and the stakeholders workshops all pointed to the urgent need for PABA to immediately put its constitution together and champion effective and efficient realization of bookseller's rights and welfare in Africa. It is with this in mind that this strategic Plan has been formulated.

The plan starts off on the premise that PABA will only operate effectively in the execution of its mandate if it puts in place a fully-fledged Secretariat. The executive Committee shall employ staff who will man, develop and implement its programmes.

During the planning workshop the strategic analysis undertaken by the stakeholders of PABA identified four key strategic issues as outlined here below which PABA maintains in its strategic forces focus the Plan period 2004 to 2008: -

- Bookseller/Publisher interface
- Capacity Building
- Book Provision
- Research monitoring Evaluation

With this plan the working committees will be structured in line with the foregoing strategic issues for enhanced efficiency. Given the haphazard manner in which issues related to booksellers have been handled in the past in Africa, there exists enormous opportunities for PABA to tackle these issues regarding rights and welfare of booksellers

and also to ensure professionalism. The immediate challenge for PABA is to urgently mobilize resources to kick-start the strategic Plan.

1.0 INTRODUCTION

The Pan African Booksellers Association was started 1996 by a group of booksellers from Kenya, South Africa, Uganda, Zimbabwe, Ghana, Nigeria and Zambia who come together in an African Booksellers convention in Harare Zimbabwe, during the Zimbabwe International Bookfair. It had an initial membership of four (4) countries, but since then the executive committee has engaged in a rigorous recruitment drive and has since increased its membership to twenty (24) countries, comprising the following: -

1. Angola
2. Botswana
3. Cameroon
4. Eritrea
5. Ethiopia
6. The Gambia
7. Ghana
8. Guinea
9. Ivory coast
10. Kenya
11. Lesotho
12. Malawi
13. Mali
14. Mozambique
15. Nigeria
16. Rwanda
17. Sierra Leone
18. Senegal
19. South Africa
20. Swaziland
21. Tanzania
22. Uganda

23. Zambia

24. Zimbabwe

PABA is aggressively recruiting new members representing their NBA's throughout the continent and aims to achieve the target of 53 countries, which comprise the African continent, hopefully by the end of this strategic plan. It is good to note that African booksellers can now speak with some authority and confidence about the crucial role they play within the book chain not only with governments, but also with donors and the rest of the members of the book chain.

Time is now ripe for PABA as an umbrella body to consolidate its position and cause its presence and contributions to be felt in a much more real way, in order for its members to make contributions to the development of the continent by providing reading materials to enhance literacy and strengthen education. This directly benefits governments through creation of jobs and wealth and thus helps fight poverty.

2.0 THE VISION

PABA's vision is to enhance a reading culture in Africa through a self-sustaining bookselling trade.

3.0 THE MISSION

PABA's mission is to improve access to books in Africa by developing and organizing African Booksellers.

4.0 AIM AND OBJECTIVES

PABA's Objectives are: -

- ❖ To establish a strong self-sustaining bookselling industry in African to complement the publishing industry.
- ❖ To encourage and conduct research in regard to issues related to bookselling or book distribution in Africa.
- ❖ To establish training needs of booksellers especially emergent ones and organize relevant workshops to address identified weaknesses.

- ❖ To promote and develop international linkages with relevant organization within the industry.
- ❖ To create a data bank or information center on matters affecting distribution/bookselling to be accessible to all stakeholders in Africa.
- ❖ To encourage and promote efficient and effective book distribution/bookselling practices throughout Africa.
- ❖ To encourage booksellers to stock and provide wide range of titles.
- ❖ To make representations to relevant governments on behalf of any Booksellers Association on matters relating to book trade based on the laws of a given country.

5.0 THE FUNCTIONS OF PABA

- ❖ To support the existing National Booksellers Association.
- ❖ To initiate the formation of National Booksellers Associations in countries where they do not exist.
- ❖ To facilitate training of booksellers
- ❖ To organize the Annual African Booksellers Convention (ABC).
- ❖ To encourage and promote intra Africa book trade.
- ❖ To lobby the interests of booksellers and their National Associations.
- ❖ To convince donors that booksellers are an important link in the book chain and have an equally important role to play in the African book trade.

6.0 BENEFITS TO MEMBERS

- ❖ Recognition by respective governments and other stakeholders.
- ❖ Information on book related issues in the book trade in Africa through the newsletter.
- ❖ Participation in training and information sharing workshops, meetings, seminars, conferences etc.

7.0 ACHIEVEMENTS SO FAR

- ❖ PABA has so far provided a platform for booksellers to dialogue and share their experiences.

- ❖ PABA has facilitated the much-needed publisher/bookseller interface dialogue.
- ❖ Communication and awareness among members has improved through the issuing of a regular newsletter.
- ❖ Mounting of regular workshops and seminars to build capacity of members associations, as well as fostering understanding of the different roles of the various stakeholders in the book chain.
- ❖ PABA has maintained close contact with international book fairs.
- ❖ Participation in international book forums such the Bellagio Publishing network, ADEA meetings, as well as Book Aid International activities.
- ❖ Signing of the memorandum of Understanding (MoU) with APNET on key issues that will regulate the industry.

8.0 CHALLENGES OF PABA

PABA is operating in a rapidly growing book-industry, which has a rapidly expanding education systems and a growing population. There is a big market potential to be exploited since most governments have set up education systems, which require textbooks and teaching materials to support the formal education sector in each country.

Most African countries gained their independence within the last one or three decades and have educational policies which favour expansion of schools due to population growth. These policies are geared to improve the educational standards and which in turn has seen the expansion of the book-industry hence the rapid expansion of authors, publishers, booksellers, printers and librarians; and perhaps readers as well. Most writers have been encouraged to come up with indigenous books, which depict the challenges in each respective country hence promoting the expansion of publishing and consumer base.

Unlike book production (publishing) which has received due attention from donors and lately governments, the needs of bookselling have not been addressed, thus bookselling networks are still weak, bookshops restricted to major urban centres hence the persistence of inaccessibility/unavailability of books in most rural communities. Thankfully however, in the recent past most donor book provision schemes demand the involvement

of booksellers in the book supply chain to schools and this has seen the unprecedented expansion of the bookselling sector in the continent.

So far PABA has existed through concerted efforts by its executive committee members who have been actively involved at different times in fundraising from development partners in order to carry out its mandate. Apart from ADEA, which has consistently supported PABA, and The Prince Clause Fund for Culture that supported the 2000 PABA convention held in Harare, the association has not attracted much more funding for its activities. All of the workshops and seminars that have been carried out have been funded by ADEA to whom we attribute our great and humble gratitude.

There is need for more development partners to support PABA, so that the aims and objectives can be realized. Members will be called upon to regularly pay their membership subscriptions to sustain the operations of the Association. As part of its strategy, PABA aims to set up a secretariat, but due to the vast distances between member countries, the secretariat will have to rely on email and internet correspondences for its administrative operations.

PABA intends to strengthen each National Booksellers Association in all member countries to be able to handle the challenges posed by the demands of supply of textbooks to schools and other teaching materials as required by donors and customers and also ensure accessibility to the various market segments throughout the continent. The following activities of PABA among others have been prioritized for implementation.

1. Enhanced collaboration with publishers, this requires booksellers to operate their businesses professionally at all times.
2. Participate in book marketing and promotion.
3. Offer quality customer care.
4. Offer enhanced interpersonal relationships with all the stakeholders in the book industry.

PABA aims to strengthen NBA collaboration with National Publishers Association (NPA) so as to: -

- ❖ Mobilize resources to strengthen their management and administration capacities.
- ❖ Collaborate with NBA's to formulate and legalize codes of conduct jointly with NPA's and thus legalize the MOU jointly signed by APNET and PABA in August 2001.
- ❖ Implement a training programme specific to bookselling needs.
- ❖ Organise periodic national forums between members of NBAs and NPA's to discuss common issues.
- ❖ Co-organize book events with publishers e.g. book weeks, book days, seminars on topics of mutual interest, exhibitions, conferences etc
- ❖ Articulate PABA – APNET MOU to all interested parties.
- ❖ Carry out joint market surveys,
- ❖ Publish directories of members of the book chain in Africa and booksellers, etc.

9.0 SITUATIONAL ANALYSIS

9.1.0 STRENGTHS WEAKNESSES OPPORTUNITIES AND THREATS (SWOT) ANALYSIS

PABA will endeavor to optimally utilize its strengths for improvement of bookseller's rights and welfare. On the other hand PABA shall work tirelessly to minimize weaknesses that might retard this work. The strengths, weakness, opportunities and threats have been identified as follows: -

9.1.1 *Strengths*

- ❖ Strong membership (24 NBA's)
- ❖ Goodwill from publishers
- ❖ Goodwill from development partners like ADEA, BAI, NIBF, ZIBF etc.,
- ❖ Favourable government policies e.g. Kenya Uganda, Tanzania, Zimbabwe, Zambia etc.,
- ❖ Big potential in:
- ❖ Government investments

- ❖ Textbook supply
- ❖ Training
- ❖ Research
- ❖ Big customer base e.g. governments, education institution, libraries, NGOs individuals, projects etc
- ❖ Knowledge within booksellers
- ❖ Committed leadership at PABA

9.1.2 Weaknesses

- ❖ Lack of a Secretariat
- ❖ Structural weaknesses – Vast geographical spread and infrastructural problems
- ❖ Limited financing at – PABA level, NBA level and individual bookseller level
- ❖ Lack of legal framework to enforce codes of conduct
- ❖ Absence of internal regulatory framework
- ❖ Lack of professional training of booksellers
- ❖ Language barriers, language blocks (Anglophone and Francophone)
- ❖ Lack of exposure to trends in the book trade on the continent
- ❖ Different curriculums within the continent
- ❖ Lack of network with Arab and French speaking countries

9.1.3 Opportunities

- ❖ Big continental market
- ❖ Liberalisation of book industry
- ❖ Training opportunities for booksellers
- ❖ International linkages
- ❖ Government policies to promote education
- ❖ Enabling environment on improving reading culture through book fairs, workshops, reading tents.
- ❖ Book fairs in Africa
- ❖ The book as a product is a long enduring product
- ❖ Many donors or donor partners

9.1.4 Threats

The following were found to be threats to the bookselling trade:

- ❖ New technology posing a threat to books, e.g. e-books, cyber cafes.
- ❖ Publishers operating distribution outlets and giving huge discounts to end-users.
- ❖ Piracy. Pirated books are sold cheaply.
- ❖ Photocopying of books, which causes loss of business and infringes on copyright
- ❖ Some detrimental government policies.
- ❖ Frequent review of school curriculum.
- ❖ Censorship of publication in some countries.
- ❖ Libel suits.
- ❖ Lack of reading culture.
- ❖ Change of Government policy

NB: *It is envisaged that government policy shall continue to support the promotion of bookseller's rights and welfare without unfavourable change in government policy.*

10.0 STRATEGIC ISSUES

The overall goal of PABA is to realize the rights and welfare fulfillment of Africa booksellers through effective implementation of the provision of its objectives. The stated goal of PABA embraces strategic principles of the memorandum of understanding between APNET and PABA, which are now recognized as programming benchmarks. The following are the strategic issues that PABA will focus on during the 4 years of its strategic plan: -

10.1 Programme on Collaboration with Publishers

- ❖ All NBAs to formulate and enforce national Codes of Conduct, which shall outline eligibility criteria for NBA membership, standardized national terms of trade in bookseller/publisher agreements, and enforcement of trust and discipline among booksellers and publishers.
- ❖ NBAs to lobby governments to legalize national codes of conduct
- ❖ NBAs and NPAs to form joint national committees to oversee enforcement of national codes of conduct and to implement book

development and promotional activities such as book weeks, fairs and exhibitions, etc.

- ❖ NBAs and NPAs to exchange membership lists to ensure that trading is restricted among bona-fide members of both associations.
- ❖ PABA and APNET to develop and launch a programme on Intra African Book Trade to include research and strategies for cross border trade (e.g. booksellers to be included in continental donor funded book project such as Book Aid International's (BAI)
- ❖ PABA and APNET to establish a forum for holding periodical collaborative meetings.
- ❖ PABA to establish a secretariat.

10.2 Capacity Building Programme

- ❖ PABA to encourage establishment of NBAs in countries where they do not exist and to strengthen NBAs that are weakening.
- ❖ PABA to train NBAs on conflict resolution.
- ❖ NBAs to join National Book Development Councils in countries where they exist and initiate their establishment where they do not exist, and to lobby for formulation of national book policies.
- ❖ NBAs to actively lobby their governments for removal of all forms of taxation of books and book production materials as a measure of lowering prices and expanding book markets.
- ❖ NBA to mobilize capital resources in form of revolving fund to initiate all recommended activities such as establishment of book clubs and in particular to support expansion of individual businesses through a loan guarantee scheme.
- ❖ Create a website for PABA to facilitate information sharing and publicity of the Association and its activities.

10.3 Training and Research Programme

- ❖ Develop PABA certificate course in promotion, marketing and business management to be implemented jointly with APNET alongside the API training programme.
- ❖ Undertake research on
 - Reading habit
 - Book market (size, location and trends)
 - Market for books for special interest groups
 - Local language book markets.
 - Organize, jointly with APNET, workshops and seminars to discuss and disseminate research findings.

10.4 Strategy on Book Provision Schemes

- ❖ NBAs to establish national book policy committees to formulate a position paper for inclusion of booksellers in government book provision schemes and donor-funded projects in countries where they have been excluded.
- ❖ All National book provision policies to be based on the “Free Market” model in which schools and institutions make their own selection of books through local bookshops.
- ❖ All national book provision schemes to offer joint technical training to publishers and booksellers.
- ❖ National book provision policies to allow participation of eligible members of NBAs as stipulated in national Code of Conduct.
- ❖ Incorporate code of conduct in Governments tendering requirements for book provision schemes, and where possible, establish a tripartite agreement among booksellers, publishers and governments on participation in the schemes.
- ❖ Removal of all forms of taxes levied on books and the inputs for production and work towards each member country being a signatory of the Florence Agreement and its Nairobi protocol on free flow of information.
- ❖ Lobby postal and communication agencies for preferential postage rates for book sales to rural areas.
- ❖ Lobby the removal of any retrogressive policies against the book trade.

- ❖ Ensure harmful practices by unscrupulous individuals, particularly piracy is completely wiped out.

11.0 IMPLEMENTATION STRATEGY.

Formulating a strategic is an important aspect of strategic planning, while implementing a strategy is the critical challenge of strategic management. To achieve the outcome set out in this plan, it will be important to have an effective implementation framework. PABA recognizes the fact that effective implementation of this plan will depend on the following considerations: -

- The processes of management
- Human resource policies, and procedure adopted
- The Organizational structure of PABA and its subsequent culture.

The elements outlined above will have to be in harmony if the strategic Plan is to be successfully implemented. In implementing this strategy PABA will adopt the Organizational structure annexed to this plan.

11.1 Institutional Adjustment

Measures have been proposed that will improve relationship within the organization with specific focus on-:

- Human resources development
- Recruitment and deployment of critical staff as per management structure approved by PABA working committees.
- Team building to promote inter-relationship between the PABA members, staff and other stakeholders within the book trade.
- Streamlining the contribution of the functioned committees that have been proposed for effective implementation.
- Establishing/promoting internal and external communication and information sharing as this would enhance interpersonal and inter-organizational relationships.
- Build/renovate the physical structure.

11.2 Resource mobilization

PABA will strive to fundraise for the above programmes through the following methods:

- ❖ Levying of Annual Subscriptions from Member National Booksellers Associations
- ❖ Appeal to Development Partners to support specific activities
- ❖ Solicit for Voluntary contributions by individual booksellers or friends of the book trade

PABA understands that implementation by the Executive Committee must therefore, evolve an imaginative resource mobilization strategy that will lay emphasis on the following: -

- Diversification of the sources of financial resources from the current heavy dependence on the Donors and NBA's to self reliance.
- Absolute optimum utilization for resources provided by members and development partners.
- Exploiting the current government goodwill on book trade issues to the advantage of the booksellers and organization working in these areas.
- Develop and implement financial systems that promote transparency and accountability to all stakeholders.

11.3 Strengthening partnerships and networking

Partnership building and networking should be an important strategy for PABA as this would contribute to optimal utilization of limited resources at all levels. The strategy would also minimize on the wastage due to duplication of efforts among the institutions working on book development.

11.4 Critical Assumptions, Risks and Constraints

Implementation of the PABA SP (2004-2008) will hinge crucially on the following critical assumptions, risks and constraints:

- The current good will from the Government, development partners and other stakeholders is maintained.

- Financial support from development partners will be sustained and even enhanced to meet the challenges posed by the magnitude and diversity of Book development issues.
- The current stakeholders, governments and development partners will continue to be active and maintain interest of book issues.

12.0 Programme implementation, monitoring, review and evaluation

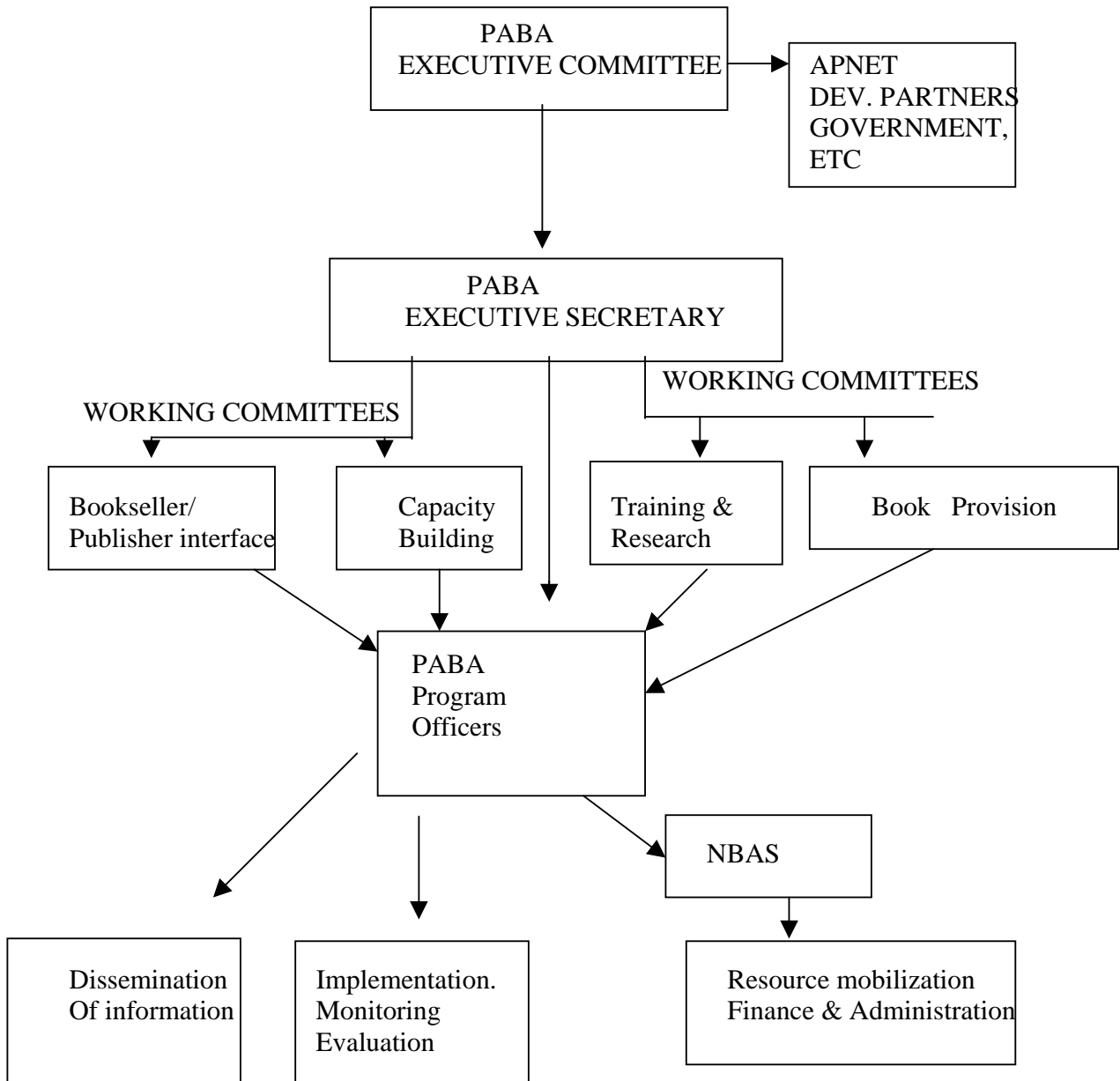
An implementation, monitoring, review and evaluation mechanism is critical for tracking progress towards the set goals and objectives. A framework for this purpose is proposed and is appended in this strategic plan.

The success of PABA in realizing its mandate is dependent on its ability to ensure accountability of all individuals and institutions with duties and obligations. This can only be achieved through continuous research monitoring and evaluation at all levels.

PABA recognizes the fact that documentation of issues, related to bookselling is at the moment collected in such manner that is not coordinated and it is not easy. To substantively know who has what information PABA's executive Committee shall therefore place at the core of its activities research monitoring and evaluation of all matters affecting the booksellers.

During the last year of the PABA programs, an evaluation will be carried out by an independent book development consultant who will assess the impact of the activities carried out from the inception of the program. He/She will write a report on the successes or failures during the period for purposes of stocktaking and providing a way forward for the next strategic plan 2008 – 2011.

PABA ORGANISATIONAL STRUCTURE



PABA REGIONAL ACTION PLAN/STRATEGY -LOG FRAME

Objective 1: PABA to develop collaboration with book Development Agencies in Africa							
Strategy	Activity/Action	Resources	Time Frame	Performance indicators	Responsibility	Cost US\$	Implementation
1. Carry out continental book development activities in collaboration with APNET, EABDA, PAWA, SCESCAL etc	a) Jointly carry out training research, marketing programmes at API	-Funds -Professionals to carry out training	2004-2006	-No. Of book development activities jointly undertaken - Reports produced	PABA/collaborating agencies		Raise funds, identify programmes, liaise with educational institutions, develop curriculums and modules
	b) Hold periodic collaborative meetings with APNET & regional book bodies	-Funds	-On going	-No. Of collaborative meetings - Reports produced	PABA/collaborating agencies		Raise funds, identify and plan for meetings
	c) Carry out intra-African book trade. E.g. booksellers to be included in continental donor funded book projects like Book Aid International book purchases.	-Continental networking for intra African book trade in member countries	Jan 2005-2008	-No. Of countries participating in intra-African Book trade. -Volume of trade - Media coverage	PABA/collaborating agencies		Raise funds, identify and plan for meetings

	d) Strengthening partnerships in the book industry through workshops	-Human Resource -Funds	Jan 2005 - 2008	-No. Of countries participating. -No. Of workshops held. -Regions covered -Language blocks covered	PABA/EABDA/AP NET		Raise funds, plan and organize workshops, formulate code of conducts
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<u>OBJECTIVE 2: PABA TO DEVELOP CAPACITY OF NBAS IN AFRICA</u>							
Strategy	Activity/Action	Resources	Time Frame	Performance indicators	Responsibility	Cost	Implementation
1. Establish of NBAs where they do not exist.	a) Identify countries that do not have NBAs	-Human resource	2004-2006	-No. Of identified countries -No. Of countries joining	PABA		Raise funds, collaborate with partners to identify booksellers in countries without NBAs, identify existing bookshops in the country
	b) Identify countries that have weak NBAs.	-Human resource	2004	-No. Of identified countries -No. Of weak NBA's strengthened	PABA		Raise funds, Organize workshops for capacity building

	c) Conduct capacity building workshops for countries without NBAs.	-Funds -Human resource	2004-2006	-No. Of NBA's launched. -No. Of workshops conducted -No of reports produced.	PABA		Raise funds, Organize workshops for capacity building
Objective 3: Develop capacity building for PABA							
Strategy	Activity/Action	Resources	Time Frame	Performance indicators	Responsibility	Cost	Implementation
1. Empower PABA to be able to execute its mandate	a) Establish a secretariat, launch a websites, Facilities	-Funds -Human resource	2004-Jan 05	-Secretariat in place/operational	PABA		Raise funds, commission website designer
	b) Develop Training modules and conduct courses.	-Funds -Professionals	2004-5	-No. of courses conducted -No. of modules finalized -No of reports produced	PABA		Raise funds, identify programmes, liaise with educational institutions, develop curriculums and modules
	c) Develop skills audit for resource persons	- Human resource	Dec 2004-5	-No. Of leading experts identified	PABA		Identify resource persons, undertake training of trainers
	d) Create a data base/bank of book trade information in Africa.	-Human resource	Jan 2004-5	-Functional data-base - No of records available	PABA		Secretariat staff f to input data and disseminate to stakeholders

2. PABA to develop training capacity for booksellers across Africa	a) Organize regional based courses on rotational basis. E.g. East, West, South & North & bearing in mind the Anglophone, Francophone & Lusophone.	-Funds -Human resource	June 2005 on wards	-No. Of courses/frequency in identified regions. - Type of courses conducted - No. Of reports produced	PABA		Mount courses and charge members to raise funds for PABA
	b) Identify countries in each regions & personnel to execute the training	-PABA committee -Human resource	2004-5	-Presence of identified centers	PABA		Identify countries in each regions & personnel to execute the training
	c) Establish a PABA training center	-Funds -Architectural design	2008 and beyond	Center in place	PABA		Establish time frame for the project, Raise funds, get a proposal in place for the project
3. Develop a research and publications programme	a) Carry out research in book trade on identified areas/publish & disseminate results.	-Funds -Human resource	2005	-No. Of research problems identified and researched on -No. Of publications/reports	PABA		Raise funds, pick research topics & commission the studies.
4. Offering award to best practicing booksellers	a) Identify best practicing booksellers each year	-Funds -Skills/bench marks	2008	-No. Of identified booksellers	PABA		Set criteria & circulate to members to nominate

	b) Offer award to the best bookseller from each region	-Funds -Criteria for selection	2008	-No. Of awards given	PABA		Raise funds, Set suitable time, plan for awards ceremony
5. Celebrate World Book Day events	a) Coordinate Celebrations in collaboration NBAs	-Funds	2004	-No. Of countries participating in celebrations - Reports produced and disseminated	PABA/NBA's		Raise funds; send reminders to NBAs, Give guidelines on participation.

Objective 4: PABA to establish linkages with international organizations within the book trade							
Strategy	Activity/Action	Resources	Time Frame	Performance indicators	Responsibility	Cost	Implementation
1. Develop working relationship with international organizations.	a) Establish contact with organizations e.g. UNESCO, World Bank, Africa Union, BAI, ZIBF, COMESA, SADDC, EAC, ADB, ECOWAS, EABDA etc.	-Human Resource	On going	-No. Of international organizations working with PABA.	PABA		PABA to write letters of introduction and make consultations,
	b) Lobby for observer status from the above organizations in (a).	-Communication -Funding	2004	-No. Of observer status accorded to PABA	PABA		Raise Funds, request for observer status & make necessary follow up.

	c) Develop MoU's and codes of conducts where necessary.	-Communication -Funding	2004	-No. Of MoU's and codes of conducts - Media coverage	PABA		Formulate MoUs & codes of conduct
	d) Strengthening partnerships among stakeholders	-Human resource -Funds	Jan 2005 - 2008	-No of countries participating -No of workshops held/regions covered/language blocks covered	PABA and collaborating agencies, NBA's and NPA's		Raise funds Organize periodical workshops for all stakeholders

PABA/NBA ACTION PLAN – LOG FRAME

Objective 1: To empower NBA's to perform							
Strategy	Activity/Action	Resources	Time Frame	Performance indicators	Responsibility	Cost	Implementation
1. Establishment of Secretariat	Rent or build office space	Funds	12 months in operation of an NBA	<ul style="list-style-type: none"> • Operational Secretariat • Membership growth • Services delivered to members & other stakeholders 	PABA/NBA's		<ul style="list-style-type: none"> -Registration fees -Membership fees/performance bond -Raise funds from devt partners -Promotional activities
2. Improving skills of members & staff through training.	- Carry out training for workers in bookshops in customer service, business mgt, law negotiation skills & marketing		Semi-annually at least twice a year	<ul style="list-style-type: none"> • No. of workers trained • Improved Service delivery 	NBA's & individual members		<ul style="list-style-type: none"> • Mount the courses • Levy fees from members for training given.
	a) Carry out research on market intelligence e.g. consumer behaviour		Once a year	<ul style="list-style-type: none"> • No. of researches & ability to complete IBF statistical data form • Collected static shared with PABA secretariat 	NBAs & PABA		PABA/NBAs to initiate skills audit, commission research

<p>3. NBA's to identify areas & programmes for collaboration with NPA's e.g. marketing programmes, training, book fairs, research & publication.</p>	<p>a) NBA's to arrange joint national meetings, with NPAs, writers and Librarians Associations</p>	<p>-Presence of NPA's & NBA's -Funds to facilitate collaboration. Communication tools</p>		<p>- No. Of joint national meetings held by NBA's & NPA's. - Increased harmony & service delivery - Satisfied customers</p>	<p>NBA's</p>		<p>Raise funds, Establish contacts with relevant stakeholder associations</p>
	<p>a) NBAs jointly with NPA's exchange membership lists enforce & legalise codes of conducts.</p>	<p>-Consensus building efforts - Presence of membership lists</p>		<p>-Periodical exchange of membership lists between NBA's/NPA's -Codes of conduct signed - MoU's signed and operational</p>	<p>NBA's</p>		<p>NBAs to draw up a membership lists, adopt codes of conducts</p>
	<p>b) NBA's jointly with NPAs carry out book development activities. E.g. book fairs, book weeks, training & marketing.</p>	<p>-Funds -Human Resource for planning & execution.</p>		<p>-No. of joint book weeks, book fairs, training workshops & marketing activities, research & publication.</p>	<p>NBA's</p>		<p>Raise funds, draw programmes of events, establish various organizing committees</p>

Objective 2: To integrate NBAs into Government Textbook Projects							
Strategy	Activity/Action	Resources	Time Frame	Performance indicators	Responsibility	Cost	Implementation
PABA to prepare guidelines for NBAs' involvement in government funded textbook projects/programmes.	<ul style="list-style-type: none"> a) Identify countries where booksellers are sidelined. b) Intervention by PABA with Governments where necessary c) Draw guidelines and circulate d) Lobby for decentralization of textbooks distribution by booksellers within each country. e) Carry out sensitization workshops among stakeholders within the textbook programmes. f) Lobby for inclusion of codes of conducts for NBAs in governments funded projects. 	<ul style="list-style-type: none"> -Human resource -Human resource -Funds -Human resource 	<ul style="list-style-type: none"> 2004 2004 2005 2004 	<ul style="list-style-type: none"> -No. of countries sidelining booksellers -No. Of countries where booksellers are given a chance to supply textbooks - No. Of booksellers participating - No. Of workshops conducted - No. Of reports produced & disseminated. -No. Of governments allowing booksellers to participate in textbook programmes - No. Of countries with functional codes of conducts. 	<ul style="list-style-type: none"> PABA NBAs/PABA BA NBAs/PABA BA PABA 		<ul style="list-style-type: none"> Compile list of countries, Contact relevant policy institution Raise funds

PABA/BOOKSELLER ACTION PLAN – LOG FRAME

Stakeholder: The Bookseller							
Strategy	Activity/Action	Resources	Time Frame	Performance indicators	Responsibility	Cost US\$	Implementation
1. Mentoring	<ul style="list-style-type: none"> a) Advice on company registration b) Guidance on registration with Government institutions c) Showroom set up d) Staff recruitment 	Secretariat/ Individual bookseller	Initial to 2 years	Opening of bookshop	PABA/NBA		Secretariat – Reciprocal visits by Bookseller and secretariat
2. Information Flow	Publication and dissemination of Newsletters, Brochures and various forms	Secretariat	Continuous	Publication of Newsletters etc	PABA/NBA		Secretariat – Regular distribution of newsletters
3. Finance	<ul style="list-style-type: none"> a) Intro to Bank b) Intro to Suppliers c) Establishment of revolving Fund d) Linking with small scale funding agencies. 	Secretariat	2 years	Ability to access or secure funding	PABA/NBAs		Secretariat – Negotiating with development agencies and financiers.

Strategy	Activity/Action	Resources	Time Frame	Performance indicators	Responsibility	Cost US\$	Implementation
4. Training	<ul style="list-style-type: none"> a) On the job training b) Seminars c) Workshops d) Imparting negotiation skills e) Professional training f) PABA diploma certification 	<ul style="list-style-type: none"> -Funds -Training pack -Human resources 	Continuous	Improved Service delivery and Professionalism	PABA/NBA		Raise funds from development partners, Conducting training
5. Business Expansion and Growth	<ul style="list-style-type: none"> a) Well stocked bookshop with variety of books b) Expansion into supermarkets and Service stations c) Export 	Secretariat / Individual bookseller		Increased volume of Sales	PABA/NBA		Play an advisory role
6. Conflict Resolution	<p>Handling possible conflicts between</p> <ul style="list-style-type: none"> a) Bookseller-Bookseller b) Bookseller-Publisher c) Bookseller-NBA d) Bookseller-Customer etc 	<ul style="list-style-type: none"> - Funds - Effective PR 	Continuous	A peaceful environment for conducting business	PABA/NBAs/ Individual bookseller		PABA/NBA to play mediator role