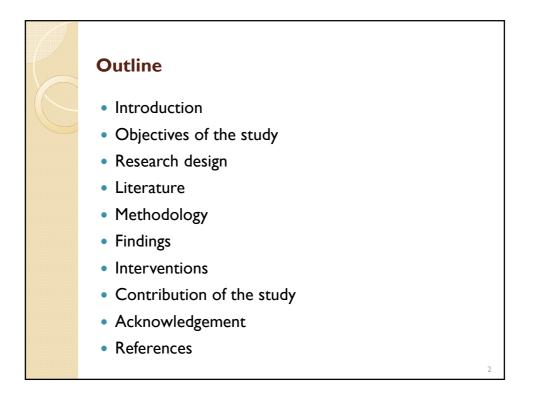
Organisational readiness to implement an integrated library system in Uganda: an assessment of Makerere University Library(MakLib)

By

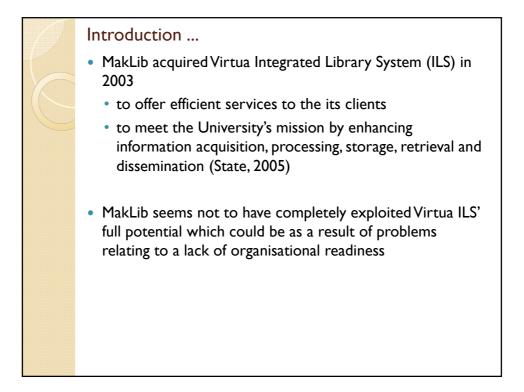
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Introduction

- Implementation of ILS gives libraries opportunities to automate their core activities for efficient service delivery
- Many libraries have succeed in their implementation of ILS; others are facing partial or complete failure especially in Sub- Saharan Africa for various reasons.
- An organisation's readiness for change is regarded as a critical antecedent to successful implementation of information systems (Lalic & Marjanovic, 2010).
- Organisations need to assess their readiness to establish their present capacity to implement an ILS.
- The state of organisational readiness is a recurring process (Razmi, Sangari, & Ghodsi, 2009:1170; Combe, 2014:23)



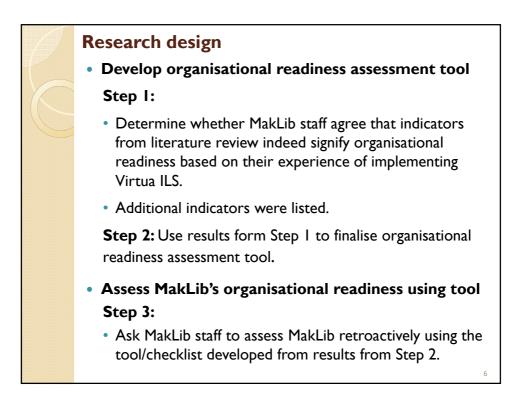
Objectives

Main

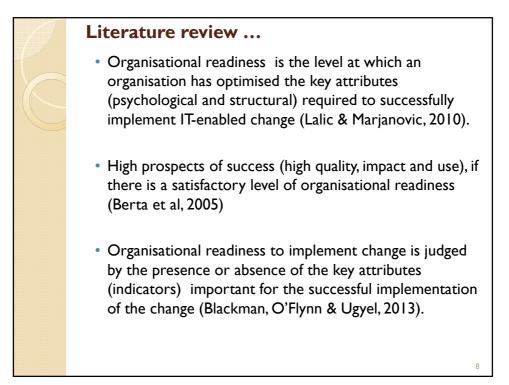
To establish whether a lack of organisational readiness contributes to an ILS being fully and successfully implemented in libraries in Uganda, using the implementation of the Virtua-ILS at MakLib as a case study.

Sub-objectives

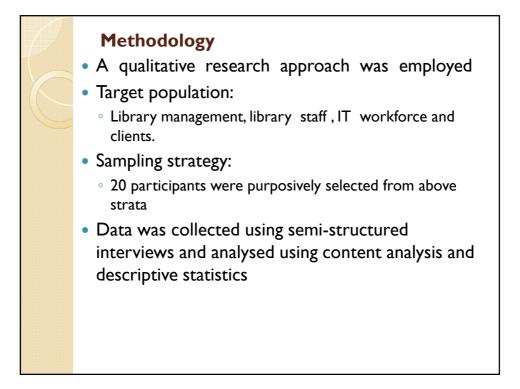
- 1. Identify indicators for organisational readiness to implement an ILS in Uganda and the importance of each indicator for use as an assessment tool.
- 2. Establish MakLib's state of readiness.
- 3. Propose interventions for the deficient areas for Maklib to attain satisfactory level of readiness to successfully implement an ILS



Literature review Readiness/preparedness can manifest at; Macro-level and Micro-level At the organisational level, readiness is viewed from; • The structural point of view that emphasises the organisation's, financial, material, human and information resources that are applicable to change as well as aligning the cultural norms with the suggested change(Combe, 2014:5). • From the psychological point of view, readiness refers to the perception and impetus to form responsive organisational context through high change efficacy (Weiner, 2009). There is higher change efficacy if members have a shared satisfactory evaluation of task demands, availability of resources and situational factors as well as if they share a confidence that collectively they can implement a complex organisational change

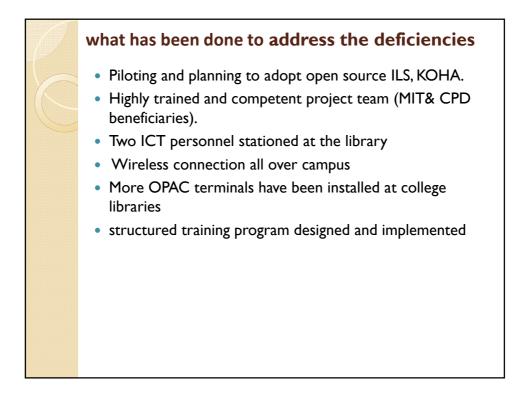


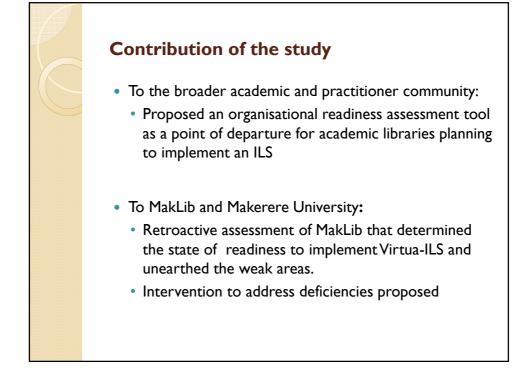
Proposed readiness indicators Organisational factors • Adequate time to implement the ILS Financial resources (budget) • Project team Vision and mission Sufficient ICT expertise Goals and objectives Project management • Strategic IT plan Formalisation · Monitoring and evaluation of performance Size of the organization IT Infrastructure Individual factors Appropriate business and IT legacy • Change agents (project champion, opinion systems Business process reengineering leaders) Shared beliefs • Data conversion Top management support Collective value/ relative advantage Organisational culture attached to the system Effective communication Organisation wide commitment Change management program In-depth needs assessment **Technical factors** Training and education for all participants System compatibility • Changeover strategy System trialabilty/testing/piloting Human resource management Telecommunication infrastructure • System ease of use/non- complexity • Reliable and sufficient power supply



Indicators	Importanc e	Rating Prior to ILS	Current	Average weighted Prior rating	Average weighte d Current rating	Weighted difference	Percentage change from weighted prior to current relative to prior rating
Organisational	3.6	3.0	2.5	2.7	2.3	-0.4	-14%
Individual	3.4	2.6	1.9	2.2	1.6	-0.6	-27%
Technical	3.5	2.6	2.5	2.3	2.2	-0.1	-4%
Average	3.5	2.7	2.3	-	-	-	-15%

\square	Findings					
C	 MakLib's level of organisational readiness to implement Virtua-ILS was inadequate with respect to; training for staff and end-users IT infrastructure, finances for continued sustainability adequate collective value of the ILS 					
	 change agents, motivation/incentive members' shared belief system ease of use 					
	 When several of the indicators are deficient, there is a greater probability for the ILS implementation project not to succeed. 					
	 Overall the findings reflect that Virtua-ILS has not been fully implemented in MakLib due to a lack of organisational readiness to implement an ILS. 					









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