Kenya Library Association Strategic Plan: 2012 - 2015

Introduction

From 26th -27th July 2012 a special committee appointed by KLA met at Shepherd Inn in Nakuru to discuss a strategic plan for the organization. The purpose of this session was to discuss the overall planning process: detail the strengths, weaknesses, opportunities and threats facing the organization; to devise the focus question which becomes the central organizing theme of the strategic planning process; and to draw the organization’s strategic plan for the next three years

Kenya Library Association

Vision

To be the leading professional body for librarians, information specialists and knowledge managers in Africa

Mission

KLA sets, maintains, monitors and promotes standards of excellence in the creation, management and exploitation of information and knowledge resources through training and advocacy.

SWOT Analysis

Strengths

- Works with volunteers
- Works well with Kenya National Library Services (KNLS)
- Most of the members are qualified professionals
- Existence of registered members
- Goodwill from LIS professionals
- Registered and recognized by the government
- Historical advantage of existence (since 1973)
- Affiliation to regional and international bodies (SCECSAL, IFLA)
- Existing constitution
- Existing and active website
- Capacity to organize training and conferences
• Partnership and goodwill from other organizations (Goethe institute, JFK, Swedish Library Association, and others)
• Vision and mission
• Willingness to change

**Weaknesses**

• Lack of a running secretariat
• Indifference by potential members
• Wrangling
• Lack of adequate finances
• Lack of passion and commitment from some existing members
• Lack of a strategic plan
• Lack of a code of conduct
• Weak outreach program
• Irregular updating of the website
• Challenge of meeting diverse member needs
• Lack of a directory of libraries
• Lack of an updated list of current members
• Weak communication channels
• Transition bottlenecks

**Opportunities**

• Many qualified LIS professionals
• Affiliation to LIS associations
• Retired librarians as a base for support and as resource persons
• Membership growth
• Public/Private partnerships(JKF, Goethe-Institut, KNLS, etc)
• Ministry in charge of libraries
• Different types of libraries (e.g. special, academic, public, schools)
• Special LIS associations
• Devolved system of government
• Capacity for professional development
• Establishment of international networks (e.g. Swedish Library Association)
• Establishment of functional secretariat
• Expansion of higher education in the region
• Accreditation of LIS schools and colleges
• Harnessing and harvesting of indigenous knowledge
• Coaching and Mentorship
• Wide use of English and Kiswahili in the region
• Social media
• Readily available internal capacity
• Research and publication
• School textbook program
• Emergence of alternative information providers
• Existence of copyright law
• Opportunity for partnership with statutory bodies (KNEC, KIE, KNLS, CHE, etc)
• Technology
• Maktaba Award
• We are relevant to everyone in some way

**Threats**

• Emerging associations (government Library association, KenAHILA, etc)
• KLA distorted image/apathy
• Perception that librarians/KLA are not relevant
• Emergence of alternative information providers
• Political instability/uncertainty
• Lack of national library policy
• Copyright/censorship issues (non-compliance, ambiguity and technological challenges)
• Technology

**The focus question**

How can KLA position itself to advocate for the profession, so that libraries, librarians, information specialists and knowledge managers become indispensable in a challenging economic and political climate?
Strategic Objectives

1. Membership: To strengthen Kenya Library Association
   - Initiate and sustain recruitment drive
   - Make registration easier and more efficient by using modern technologies (online registration, M-Pesa, bank transfer, etc.)
   - Establish, reinvigorate and empower regional chapters
   - Have representation from all library types in committees established by the Association (public, academic, community, special, school, etc.)
   - Initiate fund raising activities
   - Conduct a survey on the impact of KLA activities
   - Put in place proper transition mechanisms (handing over assets and accounts within ten days of elections)

2. Career development: To enhance Capacity Building of Library Professionals
   - Organize quarterly training workshops in the regions on a rotational basis
   - Organize annual theme-based conferences of Kenyan librarians and other information managers
   - To publish annual conference proceedings

3. Community: To facilitate networking and collaboration of Kenyan libraries, librarians and other information managers
   - Establish and maintain an effective secretariat of KLA
   - Establish and strengthen partnerships with local and international organizations with shared values and goals (KNLS, NBDCK, KPA, SLA, Goethe institut, JKF, INASP, EiFL, CHE, KNEC, etc.)
   - Establish a Kenya Library Portal (online directory)
   - Establish and maintain an efficient listserv for exchange of information, ideas among members
   - Identify suitable retired LIS professionals to be engaged as resource persons (training, mentoring, etc)
   - Encourage the use of emerging technologies among librarians (social media, android apps, etc)

4. To lobby and advocate for recognition and support of libraries
   - Improve visibility of libraries and KLA (media presence)
   - Establish and maintain contact with the parliamentary library committee in order to have libraries on the national agenda
- Identify and maintain effective means of communicating with current and potential KLA members with a view to securing their support for all the activities of the Association
- Initiate CSR activities (supporting community projects)

### Implementation matrix for 2012-2013

<table>
<thead>
<tr>
<th>initiative</th>
<th>Action</th>
<th>responsibility</th>
<th>Time frame</th>
<th>indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Set up a functional secretariat for the Association</td>
<td>• Job description for CEO</td>
<td>KLA Strategic Planning Committee</td>
<td>27th July 2012</td>
<td>Job description</td>
</tr>
<tr>
<td></td>
<td>• Take stock</td>
<td>Executive Committee</td>
<td>15th August 2012</td>
<td>List of assets</td>
</tr>
<tr>
<td></td>
<td>• Advertise for position of CEO</td>
<td>Executive Committee</td>
<td>15th September 2012</td>
<td>Advert in print media and KLA website</td>
</tr>
<tr>
<td></td>
<td>• Furnish office</td>
<td>Executive Committee</td>
<td>31st October 2012</td>
<td>Functioning secretariat</td>
</tr>
<tr>
<td></td>
<td>• Office branding</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Develop contract</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Recruit CEO</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Launch the Strategic Plan officially</td>
<td>• Invite members</td>
<td>Executive Committee</td>
<td>20th September 2012</td>
<td>Launch of the strategic plan</td>
</tr>
<tr>
<td></td>
<td>• Identify and facilitate chapters/regions representative</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Invite chair – Parliamentary committee on libraries</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Invite parliamentary librarian</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Launch a membership campaign program</td>
<td>• Identify key personnel in different regions</td>
<td>CEO; Executive Committee</td>
<td>1st November 2012 (ongoing)</td>
<td>Measurable increase in registered members</td>
</tr>
<tr>
<td></td>
<td>• Brochures</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Re-launch the website of the Association</td>
<td>• Identify web designers (competitive tendering)</td>
<td>Victor &amp; Nasra; CEO</td>
<td>7th November 2012</td>
<td>website</td>
</tr>
<tr>
<td></td>
<td>• Develop content</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Streamline the membership registration</td>
<td>• Online registration</td>
<td>Victor &amp; Nasra; CEO</td>
<td>7th November 2012</td>
<td>website</td>
</tr>
<tr>
<td></td>
<td>• M-pesa payment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>process</td>
<td>action</td>
<td>completing date</td>
<td>resulting in</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>----------------------------------</td>
<td>---------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Establish KLA regional chapters where there is none</td>
<td>Launch chapters in Central, North-Eastern, Eastern and Rift Valley</td>
<td>15&lt;sup&gt;th&lt;/sup&gt; December 2012</td>
<td>Established KLA regional chapters</td>
<td></td>
</tr>
<tr>
<td>Revise the constitution of the Association</td>
<td>Revise the constitution</td>
<td>7&lt;sup&gt;th&lt;/sup&gt; November 2012</td>
<td>Draft constitution</td>
<td></td>
</tr>
<tr>
<td>Develop conference themes and program for 2012</td>
<td>Theme: Towards achieving the Kenya Vision 2030: information professionals as catalysts.</td>
<td>27&lt;sup&gt;th&lt;/sup&gt; July 2012</td>
<td>done</td>
<td></td>
</tr>
<tr>
<td>Document “4 Years of the Maktaba Award” in a special publication</td>
<td>Publish a commemorative magazine</td>
<td>August 2013</td>
<td>Publication</td>
<td></td>
</tr>
<tr>
<td>Code of ethics</td>
<td>Compare with other code of ethics</td>
<td>15&lt;sup&gt;th&lt;/sup&gt; December 2012</td>
<td>Draft code of ethics</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Translation to Kiswahili: code of ethics and strategic plan</td>
<td>Strategic plan: 20&lt;sup&gt;th&lt;/sup&gt; September 2012 Code of ethics: 1&lt;sup&gt;st&lt;/sup&gt; February 2013</td>
<td>Translated document</td>
<td></td>
</tr>
<tr>
<td>Transition mechanisms</td>
<td>Handing over of KLA assets and bank accounts</td>
<td>Starting 1&lt;sup&gt;st&lt;/sup&gt; November 2012</td>
<td>Handing over report</td>
<td></td>
</tr>
</tbody>
</table>