

# UNIVERSITY OF NAIROBI LIBRARY SERVICES STRATEGIC PLAN 2005-2010

## I. INTRODUCTION

The Library fully identifies with the philosophy of the University of Nairobi as spelt out in its mission and vision and aims at empowering the University to perform its core functions through the provision of information resources for teaching, learning, research and consultancy.

The Library seeks to enhance its centrality in the academic programmes by being the University Information Hub to boost the Core Activities of the Institution. In the next five years, the Library will seek to empower the University to retain its leadership role as a world class African University by providing current, timely and quality information to enhance academic programmes and other core activities of the Institution. However, rapid growth of the University, both in terms of student intake and expanded academic programmes, as well as the rising cost of information resources remain major challenges to the Library.

Historical developments focused on technical services resulting in well-established procedures, processes and standards that have earned the Library a leadership role both locally and internationally. In addition, the Library's rich heritage has led to the creation of highly specialized collection such as the Africana Collection and the Archives.

Having stepped up confidently to the challenge of the electronic age, the Library needs to keep abreast of global ICT initiatives and to create e-content to meet user needs. The Library intends to expedite the acquisition of new skills by intensifying training of both staff and users. The need to address actual rather than perceived user needs has been embraced. Implementation of the strategies laid out in this plan is intended to achieve this.

### I.1. VISION

The vision of the University is to be: 'A world-class African University and a community of scholars committed to the promotion of academic achievement and excellence in research as an embodiment of the aspirations of the Kenyan people and the global community'.

In pursuit of the above, the Library's vision is: **To be a leading academic centre of excellence in the provision, dissemination and preservation of knowledge in Africa.**

## **I.2. MISSION**

The mission of the University is to be: ‘A center for learning and scholarship; preparing students for academic pursuits, professional development, enhanced personal lives, and responsible global citizenship; extending the frontiers of knowledge through research, creative works, and scholarship; fostering an intellectual culture that bridges theory with practice; contributing to social, economic, and cultural development; and, through intellectual products, enhances the quality of life of the people of Kenya and all humanity’.

In pursuit of the above, the mission of the Library is: **To provide contemporary information services that will empower the University in carrying out its core activities of teaching, learning, research, and community services/consultancy.**

## **I.3. CORE VALUES**

In order to realize the above vision and mission the library commits itself to uphold the following core values:

- Efficient and timely delivery of information
- Freedom of access to information
- Professional ethics and standards
- Intellectual Property Rights, Copyright Laws and conventions
- Preservation of knowledge

## II. STRATEGIC ANALYSIS

The need to chart out the future for the Library requires critical evaluation of key issues that will impact the department's performance. This is achieved through the process of strategic analysis, which identifies departmental strengths, internal challenges, opportunities and external threats.

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Largest, well-established, multidisciplinary academic library system in the region</li> <li>• Highly trained and experienced professional staff</li> <li>• Highly specialized and unique collection which includes, UN documents, East Africana, Archives, Kenya legal deposit, Theses and Dissertations</li> <li>• Library automation at an advanced level</li> <li>• Well-established Gifts and Exchange Programme</li> <li>• Relatively adequate physical facilities</li> <li>• Adequate opening hours</li> <li>• Established Bindery</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary policies not clear</li> <li>• No ICT budgetary line</li> <li>• Low level of ICT skills among library staff</li> <li>• Poor security measures</li> <li>• Non-expanding staff establishment</li> <li>• Lack of scheme of service for library staff</li> <li>• Low staff morale</li> <li>• Lack of staff motivation</li> <li>• Resistance to change</li> <li>• Adherence to traditional manual library practices</li> <li>• Weak communication</li> <li>• Low visibility of library services</li> <li>• Increased workload with inadequate staffing</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Strategic position of the University within the capital city</li> <li>• Acknowledgement and support from the University management</li> <li>• Being a library in a dynamic university</li> <li>• Well-established organizational structure</li> <li>• Campus network and connectivity in place</li> <li>• ICT developments and initiatives</li> <li>• University support for Income Generating Activities</li> <li>• Donor support</li> <li>• Increased demand for professional training programmes</li> <li>• Increased demand for distance learning programmes</li> <li>• Enlightened and sophisticated clientele.</li> </ul>	<ul style="list-style-type: none"> <li>• Academic Status of senior library staff not acknowledged</li> <li>• Lack of scholarships for further training</li> <li>• Lethargic attitude of University community towards the library</li> <li>• University bureaucracy</li> <li>• Increasing cost of library resources</li> <li>• Insecurity in the metropolitan setting</li> </ul>

### **III. STRATEGIC ISSUES**

Within these broad areas of concern, key issues have been identified that the library will focus on in the planned period:

- Access to information and user needs
- Electronic Library Services
- Capacity building
- Security and disaster preparedness
- Restructuring
- Finances
- Image and social responsibility
- Partnerships

### **IV. STRATEGIC OBJECTIVES**

For the plan period of 2005-2010, the Library has set out the following as its strategic objectives:

1. To provide access to information for teaching, learning, research and consultancy
2. To preserve and conserve valuable and rare information sources for posterity
3. To promote the integration of ICTs in the provision and dissemination of information
4. To realize proactive management that is visible, open, transparent and accountable
5. To provide a secure environment for library resources and users
6. To enhance information literacy for library users and promote quality education for the Library and information science profession
7. To enhance fiscal management
8. To establish national, regional and international collaboration and partnerships for information-sharing

### **V. STRATEGIES**

1. To provide access to information for teaching, learning, research and consultancy
  - Enhance collection development to support the full range of core activities of the University
  - Enhance organization of library resources to facilitate efficient access
  - To promote professional library standards for bibliographic description
  - Develop and enhance electronic library services
2. To preserve and conserve rare and valuable information sources for posterity
  - Digitize selected materials for storage, preservation, and access
  - Ensure appropriate, secure storage of valuable and rare materials
  - Ensure clean environment for rare and valuable materials
  - Enhance Bindery facilities
3. To promote the integration of ICTs in the provision and dissemination of information
  - Formulate ICT policy for the Library

- Implement Library Software (VubisSmart) to facilitate efficient library operations and access to information
- Provide ICT infrastructure to support the electronic library services
- Enhance ICT Skills in the Library
- Enhance Data Security System
- Develop mechanisms for sustainability of ICTs in the Library
- 4. To realize proactive management that is visible, open and transparent
  - Streamline, rationalize and right-size library establishment
  - Improve the Library structure and status within the University
  - Realize a management style that is responsive, innovative and businesslike
  - Enforce library policies and procedures and foster work ethics
- 5. To provide a secure environment for library resources and users
  - Improve security of library materials and equipment
  - Improve and enhance user environment for all libraries
- 6. To enhance information literacy for library users and promote quality education for the Library and Information Science profession
  - Develop and review user education programmes to meet contemporary information needs
  - Improve visibility of library services and activities
  - Develop formal library and information science education programmes at the university level
  - Promote continuing education programmes in library and information science
- 7. To enhance fiscal management
  - Ensure adequate and sustainable funding for library services
  - Review the existing library budgeting mechanism to ensure practicability and relevance and improved resource allocation
  - Safeguard assets
- 8. To establish national, regional and international collaboration and partnerships for information-sharing
  - Establish linkages with other institutions and professional bodies to exchange information and staff
  - Encourage staff to participate in national, regional and international professional activities
  - Give leadership in consortia development

## VI. PERFORMANCE PLAN

Activities	Expected Outcomes	Performance Indicators	Targets	Responsibility	Timeframe	Assumptions
<p><b>STRATEGIC OBJECTIVE-1: TO PROVIDE ACCESS TO INFORMATION FOR TEACHING, LEARNING, RESEARCH AND CONSULTANCY</b></p> <p>The UON Library system plays a fundamental role in the acquisition, organization and dissemination of relevant information materials to facilitate the core activities of the University. The Library facilitates access to all types of contemporary information resources, including electronic resources, as well as providing immediate access to information by meeting international standards of bibliographic description</p>						
<p><b>Strategy-1: Enhance collection development to support the full range of core activities of the University</b></p>						
Procure books to meet the recommended CHE standards (60 volumes per student)	600,000 volumes (Current stock 500,000 volumes)	20,000 volumes added p.a.	33% of the CHE standard (1.8million volumes)	U/L, Acquisition Librarian, College Librarians, Teaching staff	2005-2010	Availability of funds
Automate collection development activities	More efficient collection development activities	Computerized acquisitions system	Acquisition procedures 90% automated	Acquisition Librarian, Systems Librarian, (Director ICT, Vdir)	2005-2007	ICT Infrastructure in place
Review existing procurement procedures to facilitate efficient acquisition of library materials	More efficient procurement procedures	Period between ordering and receipt is reduced	Maximum of 8 weeks for overseas orders	UL, Acquisition Librarian, (Procurement Manager, Finance Officer)	2005-2008	Improvement in University procurement procedures
Establish good relationships with book suppliers	Enhanced credit facility and improved communication	More suppliers offering credit facility	3 major suppliers offering credit facility	UL, Acquisition Librarian	2005-2010	Prompt payment of invoices, Goodwill
Ensure adequate funding for acquisition of library materials	Ability to meet acquisition targets	Materials are received	80% Procurement Plan targets are met	UL, DULs, (Finance Officer)	Immediate and continuous	Availability of funds
Identify and acquire local publications for the Gifts and Exchange Programme	Enriched and increased Library stock	More exchange partners and more gifts	Add 10 partners	Acquisition Librarian, Senior Staff	2005-2010	Goodwill, active faculty publishing

**Strategy-2: Enhance organization of library resources to facilitate efficient access**

Refine the cataloguing and classification processes and procedures	More efficient cataloguing and classification processes and procedures	Improved processing time, OPAC, no backlogs	Minimum of 1,700 volumes processed per month	Cataloguing Librarian, Senior Staff	Immediate and continuous	Reliable connectivity
Clear existing cataloguing backlogs	All books acquired available to users	No cataloguing backlogs	100%	Cataloguing Librarian, College Librarians	2005- 2006	Reliable connectivity, adequate cataloguing tools

**Strategy-3: To promote professional library standards for bibliographic description**

Maintain bibliographic standards	Improved management of records	Easy access to library data	Accurate bibliographic description	Cataloguing Librarian	2005-2010	Reliable connectivity
Clean up the online catalogue	Accurate catalogue	Accurate bibliographic catalogue	100% done	Cataloguing Librarian	2005-2010	Reliable connectivity

**Strategy-4: Develop and enhance electronic library services**

Enhance access to electronic resources	Improved quality of learning, teaching and research	Increased electronic access to resources for users	Paid access to 15 databases, 90% users accessing resources	UL, Electronic resources Librarian	2005-2010	Reliable connectivity, more PCs
Make the library website more visible	Efficient access to electronic information	No. of website visitors	100,000 visitors p.a.	Electronic resources Librarian	Immediate and continuous	Reliable connectivity
Develop an institutional repository database	Access to UoN documents	An electronic database of UoN documents	100 documents p.a.	UL, Africana Librarian, University Archivist, Reference Librarian, Electronic Resources Librarian	2006-2010	ICT infrastructure

## **STRATEGIC OBJECTIVE-2: TO PRESERVE AND CONSERVE RARE AND VALUABLE INFORMATION SOURCES FOR POSTERITY**

The University Library has systematically acquired information materials in diverse formats, which include unique and rare materials that are valuable for research and learning. Among them are institutional and personal archives, sound archives, photographs and old and rare Africana books. These resources form part of the rich national heritage and must be preserved and conserved for posterity. This requires appropriate and special facilities and equipment for preparation, storage and use. During the plan period the library will undertake specific activities geared towards ensuring that the vital resources are preserved and conserved.

### **Strategy-1: Digitize selected materials for storage, preservation, and access**

Formulate a policy for the selection and digitization of materials	Clear guidelines on selection and digitization of materials	Policy document in place	Policy document in place	UL, University Archivist	2005-2006	
Acquire equipment for digitization	Capacity to digitize archival materials	Adequate equipment acquired	50 documents digitized p.a.	UL, University Archivist, Africana Librarian, Photographer, Reference Librarian, Electronic Resources Librarian	2005-2010	Availability of financial and human resources

### **Strategy-2: Ensure appropriate, secure storage of rare and valuable materials**

Acquire appropriate, secure storage facility	Adequate, secure storage facility	Sufficient, secure storage facility	Each library should have minimum, secure storage facility	DUL(T), University Archivist	2005-2010	Availability of funds
Repair and maintain microfilming equipment (in liaison with Kenya National Archives)	Capacity to microfilm documents	Working microfilm equipment	Working microfilm equipment	DUL(T), University Archivist, Photographer	2005-2006	Availability of funds

### **Strategy-3: Ensure clean environment for rare and valuable materials**

Regular cleaning, dusting and fumigation of libraries to ensure that they are free from dust, insects and rodents	Clean library environment	Clean library environment	Clean libraries, Libraries to be fumigated every two years	DUL(A), caretaker, Registrar, Estates Manager, College Librarians	2005-2010	Availability of funds
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**Strategy-4: Enhance Bindery facilities**

Provision of necessary binding materials	Enhanced capacity of bindery	Increased capacity of bindery	80% of rare and valuable books in good condition	DUL(T), Head Binder	2005-2010	Availability of funds
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**STRATEGIC OBJECTIVE-3: TO PROMOTE THE INTEGRATION OF ICTs IN THE PROVISION AND DISSEMINATION OF INFORMATION**

Global developments in information management have provided opportunities for the Library to integrate ICTs in the provision and dissemination of information to satisfy contemporary information needs for teaching, learning and research. The Library will undertake activities outlined below to enhance transition to efficient management and dissemination of information through ICTs.

**Strategy-1: Formulate ICT policy for the Library**

Formulate Library ICT Policy and Standards	Clear ICT guidelines	ICT Policy Document	ICT Policy Document in place	UL, DUL(T), Systems Librarian	2005-2006	University ICT Policy in place
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**Strategy-2: Implement Library Software (VubisSmart) to facilitate efficient library operations and access to information**

Implement and promote OPAC	Efficient access to library resources and e-resources	Improved access to library resources and e-resources	OPAC accessible in all libraries	Systems librarian, electronic Resources Librarian, Systems Administrator,	2005-2006	Reliable connectivity
Implement the Loans module of VubisSmart	Efficient control of and access to library resources,	More efficient Loans system	All books bar-coded, Loans module operational in JKML and 3 sub-libraries	UL, DUL(T), Systems Librarian, Vlir Project	2005-2007	Appropriate ICT infrastructure in place, availability of funds
Install and Implement Acquisitions Module of VubisSmart	Efficient control of procedures and processes of the acquisition system	More efficient acquisitions system	Acquisitions module functional	UL, DUL(T), Systems librarian, Acquisitions Librarian, Vlir Project	2006-2007	Appropriate ICT infrastructure in place, availability of funds
Install and Implement Periodicals Module of VubisSmart	Efficient management of periodicals	Improved record keeping for periodicals	Automated Kardex for all libraries	UL, DUL(T), Systems Librarian, Periodicals	2006-2008	Appropriate ICT infrastructure in place, availability of funds

				Librarian		funds
<b>Strategy-3: Provide ICT infrastructure to support electronic library services</b>						
Procure adequate no. of PCs for the Library	Efficient access to electronic information	Adequate computer equipment	200 PCs	UL, DUL(T), Systems Librarian	2005-2010	Availability of funds
Procure adequate no. of Printers for the Library	Efficient technical processes	Adequate Printers	60 Printers	UL, DUL(T), Systems Librarian	2005-2010	Availability of funds
Enhance Library Local Area Network	Efficient access to electronic information	Adequate and reliable connectivity	Adequate and reliability connectivity in each Library	UL, DUL(T), Systems Librarian, (Director ICT)	2005-2007	Availability of funds
Procure Computer accessories	Improved utilization of computers	Functional PCs	90% Functional PCs in all libraries	UL, Systems Administrator	Immediate and continuous	Availability of funds
<b>Strategy-4: Enhance ICT Skills among library staff and users to facilitate more effective and efficient exploitation of electronic resources</b>						
Training of staff (Formal and Informal)	Efficient management of electronic library	Qualified staff to manage electronic services	100% library staff trained	UL, DUL(T) Systems librarian, Systems Administrator	2005-2010	Availability of funds, positive Staff response
Training of users	Effective use of print and electronic library resources	Users familiar with the system	70% of users trained	Systems Librarian, Systems Administrator, electronic resources librarian	Immediate and continuous	Positive response from users
<b>Strategy-5: Enhance Data Security System</b>						
Install Power Backup systems to protect data	Secure data and reliable e-operations	Improved power backup systems	Power backup systems in place (generator, UPS, etc.)	UL, Director ICT, Systems Librarian, Vlr Project	2005-2006	Availability of funds
Install backup Server to provide backup storage	Well secured data	Improved data storage backup systems	Backup Server installed in JKML	UL, Director ICT, Systems	2005-2006	Availability of funds

				Librarian, Vlir Project		
Develop password management system	Secure data management system	Efficient Password management system	Library staff issued with passwords as appropriate	Systems Librarian, Systems Administrator	Immediate and continuous	Staff cooperation

**Strategy-6: Develop mechanisms for sustainability of ICTs in the Library**

Prepare a maintenance and sustainability budget	Improved maintenance of ICT equipment	A budget-line in the Library budget	Approved ICT maintenance budget for the Library	UL, DUL(T), Systems Librarian, Director ICT	2006-2007	
Strengthen the technical support unit in the Library system	Well maintained ICT infrastructure	Adequate technical staff to support the automated system	One System Administrator, three technical support staff, minimum of one technical support staff for each sub-library	UL, DUL(T), Systems Librarian, Director ICT Unit	2005-2010	Availability of funds, expanded Library establishment
Strengthen working relationship with the University ICT Unit	Efficient and reliable maintenance system for Library ICT infrastructure	Good working relationship with ICT department	Clear working guideline with ICT Department	UL, DUL(T), Director ICT	2005-2007	

**STRATEGIC OBJECTIVE-4: TO REALIZE PROACTIVE MANAGEMENT THAT IS VISIBLE, OPEN AND TRANSPARENT**

The role of management is instrumental in bringing about necessary change. The Library is currently riding high on the wave of automation. The Library will take full advantage of this development to map out the way forward to improve the quality of service delivery. The restructuring of the Library services should lead to streamlined managerial and organizational control and an increase in the degree of employee satisfaction.

**Strategy-1: Streamline, rationalize and right-size library establishment**

Restructure Library services	Streamlined managerial and organizational control, Improved efficiency	Library services restructured	100% Library services restructured	UL, DUL(A), DUL(T)	2005-2010	Goodwill of University Management
Fill vacant posts	Professional and technical library skills enhanced	Adequate staffing	75% of establishment filled	UL, DUL(A),	2005-2010	Goodwill of University Management

**Strategy-2: Improve the Library structure and status within the University**

Improve the status of Library staff	Recognition of professional status of Library staff	Improved terms of service	90% Proposed terms of service approved	UL, DULs, All senior staff	2005-2006	Goodwill of University Management
Improve the Library structure within the University	Improved library structure	Improved status of the Library	Status of the Library clearly defined	UL, DULs, All senior staff	2005-2006	Goodwill of University Management

**Strategy-3: Realize a management style that is responsive, innovative and businesslike**

Re-engineer the administrative and management processes	Improved Library management	Improved job descriptions, Improved communication	Clear lines of responsibility, delegation and accountability	UL, DULs, Assistant Registrar, All senior staff	2005-2006	
Automate the Library Management Information System (MIS)	Improved library management	Speedy access to management information	Staff database, Library administration files automated	DUL(A), Assistant Registrar	2005-2010	

**Strategy-4: Enforce library policies and procedures and foster work ethics**

Articulate and communicate all Library policies and procedures	Library policies and procedures followed	All policies and procedures to be formal and easily accessible	90% Procedures and policies documented, communicated and followed	DULs, Assistant Registrar, All senior staff	2005-2010	
Improve the degree of employee satisfaction	Improved Library services	Improved staff performance	90% of staff satisfied with working conditions	UL, DUL(A)	2005-2010	Goodwill of all staff and University Management
Promote zero tolerance to corruption and foster work ethics	Honest workforce	Corruption prevention procedures in place	Corruption-free environment	UL, DUL(A)	2006-2010	Goodwill of University Management, Sufficient security mechanism in place

**STRATEGIC OBJECTIVE-5: TO PROVIDE A SECURE ENVIRONMENT FOR LIBRARY RESOURCES AND USERS**

Theft of library resources is a challenge facing libraries globally. The Library intends to intensify existing measures in the plan period to ensure a secure environment for Library resources and users.

**Strategy-1: Improve security of library materials and equipment**

Install electronic Surveillance Systems or burglar proofing as appropriate	Better Secure environment for library resources	Improved security for library resources	Security systems installed in 100% of libraries	UL, DUL(T), Circulation Librarian, College Librarians	2005-2007	Availability of funds
Install electronic Book Theft Detection Systems in all libraries	Better Secure environment for library resources	Improved security for library resources	Electronic Book Theft Detection Systems in 70% of libraries	UL, DUL(T), Circulation Librarian, College Librarians	2005-2010	Availability of funds
Install Turnstiles in all libraries	Better Secure environment for library resources	Improved security for library resources	Turnstiles in 80% of libraries	UL, DUL(T), Circulation Librarian, College Librarians	2005-2010	Availability of funds
Sensitize all library materials	Enhanced security for library resources	Contain loss of Library resources	80% of books and periodicals sensitized	UL, DUL(T), Acquisition Librarian	2005-2010	Availability of funds
Sensitize all library staff on security issues	Secure environment	Honest and responsible staff	Reduced book losses, minimal disciplinary cases	UL, DUL(A)	2005-2010	Goodwill

**Strategy 2: Improve and enhance user environment for all libraries**

Ensure cleanliness of libraries	Conducive studying environment	Clean libraries	All libraries cleaned	UL, DUL(A)	2005-2006	Cleaning activities outsourced
Ensure adequate furniture	Improved utilization of library space	Increased number of library users	60% CHE standards achieved	UL, DUL(A), Assistant Registrar	2005-2010	Availability of funds
Keep library buildings well lit and ventilated	Conducive studying environment	Well lit and ventilated libraries	All libraries well lit and ventilated	DUL(A)	Immediate and continuous	Availability of funds
Maintenance of furniture and equipment	Improved library services	Efficient library services	70 % furniture and equipment in	DUL(A)	Immediate and continuous	Availability of funds

			working condition			
Provide facilities for library users with disabilities	Needs of users with disabilities met	Easy access to library resources by users' with disabilities	All libraries to have basic facilities for users with disability	UL, DUL(A), Estates Manager	2005-2010	Availability of funds
Expand Library physical facilities	Adequate space for resources and users	Improved physical facility	Completion of libraries under construction	UL, (Estates Manager)	2005-2010	Availability of funds

**STRATEGIC OBJECTIVE 6: TO ENHANCE INFORMATION LITERACY FOR LIBRARY USERS AND PROMOTE QUALITY EDUCATION FOR THE LIBRARY AND INFORMATION SCIENCE PROFESSION**

The Library's role of developing information literacy programmes to enhance skills for access to information cannot be under estimated. These programmes facilitate better exploitation of Library resources and empower the University to provide quality education.

**Strategy-1: Develop and review user education programmes to meet contemporary information needs**

Strengthen library orientation programmes	Improved utilization of library resources	Increased use of the library resources	90% of students using the library resources	UL, Circulation Librarian, College Librarians	Immediate and continuous	Cooperation from departments and student
Revise the Information Skills component of the Communication skills course to accommodate ICTs	Enhanced effectiveness of the Information Skills course	More optimal library utilization	Revised curriculum for Information Skills course	UL, DUL(A), Teaching Team	2005-2006	Availability of funds
Promote the use of Internet for information retrieval	Improved quality of learning and research	Increased access to print and electronic resources by staff and students	80% of library users accessing electronic resources	UL, Electronic resources Librarian, ICT Director	Immediate and continuous	Reliable ICT infrastructure

**Strategy-2: Improve visibility of library services and activities**

Promote the good image of the Library	Increased use of the library	Improved public image	Adequate promotional services in place	UL, DULs, College Librarians, Circulation Librarian	Immediate and continuous	Availability of funds
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**Strategy-3: Develop formal library and information science education programmes at the university level**

Develop Library and information science	Enhanced library and information	Improved professional	Masters Programme	UL, DULs, Teaching	2006-2010	Collaboration with the
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education programmes	science training	standards	established	team		relevant bodies of the University
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**Strategy-4: Promote Continuing Education (CE) programmes in library and information science**

Identify programmes for continuing education	Enhanced professional skills	Improved productivity	All staff should have attended at least one CE programme	UL, DULs, Systems Librarian, Assistant Registrar	Immediate and continuous	Availability of funds
Identify sources of funding	Increased training opportunities	Improved performance	Budget-line dedicated to CE, identify two or more sources p.a.	UL, DULs	2006-2010	Budgetary allocation

**STRATEGIC OBJECTIVE 7: TO ENHANCE FISCAL MANAGEMENT**

Adequate funding for the Library Services must be seen as a prerequisite in meeting the set targets outlined in this plan. It is necessary to ensure that funding for all library activities is included in focused financial plans and that there is efficient budgetary control and optimum utilization of assets. The Library needs to increase its income-generating capacity.

**Strategy-1: Ensure adequate and sustainable funding for library services**

Prepare a comprehensive annual budget	Focused financial plans	Better control and use of funds	Annual budget	UL, DULs, Senior staff, Accountant	2006-2010	
Professional Library staff to actively participate in the Library budgetary processes	Staff knowledgeable in financial matters	Increased awareness of financial plans	95% of professional staff participating	UL	Immediate and continuous	
Lobby for higher budgetary allocation	Increased Library funding	Higher budgetary allocation	10% of University budget	UL	2006-2010	Goodwill of University management
Enhance income generating activities of the Library	Increased income	Increased number of income generating activities	Minimum of one IGA in place	UL, DULs, All senior staff	Immediate	Availability of seed money from UNES
Source donor funding and partnerships	Increased income	Increased donor funding	One additional donor/partnership p.a.	UL, DULs	Immediate	

**Strategy-2: Review the existing library budgeting mechanism to ensure practicability and relevance and improved resource allocation**

Prepare an annual Library Procurement Plan	Improved budgetary control	Optimal use of financial resources	Annual procurement plan in place	UL, DULs, all senior staff	2005-2010	Budget in place
Increase staff awareness	Adequate	Increased	All library	DUL(A),	2005-2006	

of University of Nairobi Financial Regulations	knowledge of University financial regulations	awareness of University financial regulations	staff aware of University financial regulations	All staff, Accountant (FO)		
Streamline the Library Accounts Section	Efficient accounts procedures	Optimal use of financial resources	Clear accounts guidelines	UL, DUL(A), (FO)	Immediate	

### Strategy-3: Safeguard assets

Take inventory of Library moveable assets	Efficient control and utilization of library assets	Complete and accurate record of assets	Database of assets	DUL(A), Asst. Registrar	Immediate	
Formulate policy for disaster preparedness	Better prepared for disasters	Policy in place	Policy document in place	UL, DULs	2005-2007	
Take stock of Library materials	Efficient control and utilization of library materials	Accurate records	Stock taking done in all libraries	UL	2005-2010	Streamlined University academic year
Ensure that Library assets are insured by the University	Assets insured	Assets insured	Assets insured	DUL(A), Asst. Registrar, (Capital section)	Immediate	

## STRATEGIC OBJECTIVE 8: TO ESTABLISH NATIONAL, REGIONAL AND INTERNATIONAL COLLABORATION AND PARTNERSHIPS FOR RESOURCE SHARING

The world has witnessed exponential growth in information occasioning the phenomenal information explosion. In this age, no institution can acquire and generate all the information it requires. Every institution has a significant and often unique contribution to make towards the total societal information output and utilization. Institutions face the challenge on how best to meet their specific information needs. The Library needs to establish collaborative arrangement for information resource sharing. Collaboration and partnership also contribute to professional development required to enhance the quality of library and information services at institutional, national, regional and global levels.

### Strategy-1: Establish linkages with other institutions and professional bodies to exchange information and staff

Maintain consortia in areas of print and e-resources	Efficient information sharing	Increased library linkages	Minimum of one linkage per year established	UL, DUL(T), College Librarians	2005-2010	Goodwill
Maintain institutional membership of professional associations	To be at the cutting-edge of global professional development	Increased professional involvement	Paid up membership to professional bodies	UL, DULs, College Librarians, Senior staff	Immediate and continuous	Availability of funds

### Strategy-2: Encourage staff to participate in national, regional and international professional activities

Identify appropriate	Enhanced	Increased	10% of	UL, DULs,	Immediate	Availability
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conferences, seminars and meetings	international exposure and networking	professional involvement	professional staff to have attended at least one forum p.a.	College Librarians, Senior staff	and continuous	of funds
Source funding for attendance at professional functions	Reliable funding	Funds available	A budget for workshops, conferences, seminars	UL, DUL(A), all professional staff	Immediate and continuous	
Encourage staff to become members of professional bodies	Enhanced professional commitment	Increased professional involvement	50% staff be members of professional bodies	All professional staff	Immediate and continuous	Professionalism of staff

## VII. MONITORING AND EVALUATION

Monitoring and evaluation of the Library strategic plan is important to find out if the intended targets have been realized. The University Librarian shall ensure continuous performance assessment of all Library activities stipulated in the strategic plan.

### ▪ Setting Performance Targets

In July each year, all heads of libraries and sections will set their performance targets as part of their annual work plans as derived from the Library Strategic Plan. In setting these targets, the performance framework shown below should be used.

Table 2: Performance Framework

Expected results	Performance indicators	Sources of verification	Data collection methods	Data collection frequency	Responsibility	Assumptions

### ▪ Performance Monitoring and Evaluation

The Library will monitor the implementation of the strategic and annual work plans through regular meetings (Management Board – quarterly; SSM – twice p.a.?) and will provide quarterly progress reports to the Library and Bookshop Committee.

Any activities that require re-scheduling or targets that need revision shall be adjusted through a re-negotiation process with the Library Management.

The evaluation of annual work plans is important to find out if the intended results have been realized. Performance evaluation shall be carried out at the end of the year (June). The agreed indicators and targets will be used as bench marks for this annual evaluation. The outcome of the annual evaluation will form a good basis for the plans for the next year.

## **VIII. WAY FORWARD**

The Library Strategic Plan has been prepared within the framework of the University Strategic Plan.

The Plan sets out the direction the Library wishes to take in the management of its operations in the next five years, 2005-2010.

Global technological developments have created opportunities for the Library to provide quality information services to empower the core activities of the University. The same developments have posed great challenges to the Library in its attempts to satisfy changing information needs. The main objective of this strategic Plan is to guide the Library in facing the challenges and realizing its vision and mission. The Plan is however based on certain conditions without which the intended goals cannot be achieved. Implementation of the Plan must recognize the unseen changes in both external and internal environments. Hence, occasional revision of the Plan is envisaged to accommodate new developments and changes

The Library intends to prepare detailed Work Plans to facilitate effective and efficient implementation of each strategy. Constant evaluation and assessment of various activities will be necessary to monitor progress.