



UGANDA LIBRARY AND INFORMATION ASSOCIATION

STRATEGIC PLAN 2015-2019

Designed with the Assistance from



International Federation of Library Associations and Institutions

TABLE OF CONTENT

LIST OF ABBREVIATIONS.....	3
EXECUTIVE SUMMARY	4
INTRODUCTION.....	5
VISION.....	5
MISSION.....	6
CORE VALUES	6
SWOT ANALYSIS	6
STRATEGIC ISSUES (GOALS).....	7
STRATEGIC OBJECTIVES.....	7
STRATEGIES AND ACTIVITIES.....	7
PERFORMANCE/ IMPLEMENTATION PLAN	11
IMPLEMENTATION, MONITORING AND EVALUATIONS FRAMEWORK	17
Implementation arrangements	17
Monitoring and Evaluation Arrangements	17
FINANCING STRATEGY.....	17

LIST OF ABBREVIATIONS

AGM:	Annual General Meeting
BSLA:	Building Strong Library Associations
CUUL:	Consortium of Uganda University Libraries
EALA:	East African Library Association
GS:	General Secretary
ICT:	Information and Communication Technology
IFLA:	International Federation of library Associations and Institutions
INASP:	International Network for the Availability of Scientific Publications
LIS:	Library and Information Science
NITA:	National Information Technology Authority
PWDs:	People with Disabilities
SCECSAL:	Standing Conference of Eastern, Central and Southern African Library and Information Associations
UCC:	Uganda Communications Commission
ULA:	Uganda Library Association
ULIA:	Uganda Library and Information Association

EXECUTIVE SUMMARY

ULIA's main focus in the previous Strategic Plans including the 2000 and the 2005 Strategic Plans were mainly addressing the issues such as book and reading culture development; interventions into national, public and school library development; information and communication technology adoption and use by the library and information networks; LIS curriculum development issues; continuing professional and career development for LIS professionals; engagement of government, civil society organizations and the media on issues affecting the development of library and information professionals.

This strategic plan sets out the agenda of LIS professionals in the development of Uganda for the 2015- 19 period as a living document that contains reflections and aspirations of the members who believe that there is need to:

- Provide internal and external stakeholders with insights about ULIA's focus and priorities;
- Provide guidance to the Executive Committee; and
- Provide a basis for maintaining medium to long term efforts to run the operations of ULIA.

This plan takes note of the developments that ULIA has undergone through the years including the internal weaknesses resulting from the dwindling membership as a result of unattractive benefits that seem to encourage the status quo. The focus in this Plan is to create activities that members will see benefits from and therefore helping in improving the membership and subsequently incomes of the association through regular payments of membership and subscription fees to enable it stand on its own feet. It takes into account the government's national development plan agenda and the global initiatives for example by the IFLA's Lyon Declaration on Access to information and Development which ULIA duly appended its signature.

This plan therefore will make LIS take a centre stage and leading role in enabling the public rights to access and use information for national and global development.

INTRODUCTION

The Uganda Library and Information Association is a professional organization that articulates the interests of LIS professionals in Uganda. Having been initially founded as EALA in 1957, the Association was again as a result of the disintegration of the East African Community formed as ULA in 1972 and subsequently became ULIA in 2001. The LIS professionals encompass the disciplines of library science, information science, records, archives administration and other persons concerned with collection, collation and dissemination of information.

ULIA's main focus in the previous Strategic Plans including the 2000 and the 2005 Strategic Plans were mainly addressing the issues such as book and reading culture development; interventions into national, public and school library development; information and communication technology adoption and use by the library and information networks; LIS curriculum development issues; continuing professional and career development for LIS professionals; engagement of government, civil society organizations and the media on issues affecting the development of library and information professionals.

Over the last three years ULIA has implemented and accomplished the following key projects;

- ULIA Website design (www.ulia.or.ug) and hosting.
- One training workshop on empowering library association leaders for quality assurance in LIS education 16- 18 January, 2013.
- Responded to the Proposals for the institutionalization of ICTs function in Ministries, Departments, Agencies/ Local Governments giving the position of the LIS fraternity and observations and recommendations for the responsible ministries. Follow-up on the implementation is ongoing.
- ULIA Strategic Planning and Leadership Workshop, 13- 15 January, 2015.

The support for the above projects was possible with resources raised through;

- ULIA's funding
- Funding obtained from INASP and lately IFLA.

The five year strategic plan of ULIA sets out the agenda of LIS professionals in the development of Uganda. It is a living document that contains reflections and aspirations of the members. The purpose of the Strategic Plan is to:

- Provide internal and external stakeholders with insights about ULIA's focus and priorities;
- Provide guidance to the Executive Committee; and
- Provide a basis for maintaining medium to long term efforts to run the operations of ULIA.

The process of developing the Strategic Plan was spearheaded by the Executive Committee of ULIA. A proposal was developed which was financed by IFLA through the BSLA programme.

VISION

To be a leading advocate for public's rights to access and use of information for national development and global engagement.

MISSION

To provide leadership in LIS profession in advocating for information services in support of:

- National and international development;
- Collaborative initiatives to strengthen library and information science related communities;
- Public policy formulation and implementation;
- Professional growth of members; and
- Promoting information access and use.

CORE VALUES

- **Commitment;** ULIA members and leadership are dedicated to uplift the LIS profession in Uganda and to contribute to the international LIS agenda. It maintains a team spirit by harnessing respect, positive attitude and open mindedness while executing her mandate.
- **Transparency;** ULIA upholds to share information and to be accountable to members on all her operations and activities.
- **Integrity;** ULIA strives to be accountable to the highest standards of professional ethics. It fosters an environment where members treat each other with the highest degree of honor and respect.
- **Innovativeness;** ULIA is continuously scanning and monitoring the changing landscapes of LIS to proactively prepare to meet these challenges.

SWOT ANALYSIS

<ul style="list-style-type: none"> • STRENGTHS • Existence of a Constitution • Governance structure in place • Good operational track record • Executive committee in place • Diversity of expertise and experience of professionals • Potential Membership • Functional website • Mailing list • Presence in social media (twitter and Facebook) • Presence a newsletter • Registered 	<ul style="list-style-type: none"> • WEAKNESSES • Inadequate funding • No permanent home (secretariat) – administrative staff • Apathy • Poor subscription of Members • Lack of operating guidelines (code of conduct, bye laws etc.) • Weak financial system • Lack of committed members • Weak communication systems • Lack of a strategic plan • Lack of a selling product and benefits to attract membership • Low visibility/profile • Lack of accountability • Internal bickering • Lack of a patron
<ul style="list-style-type: none"> • OPPORTUNITIES • Potential membership • Potential partnerships, networks and collaborations • Existence of Technology • Legislation and policy • LIS Schools • Government support and departments 	<ul style="list-style-type: none"> • THREAT • Competition from emerging and related professions • Emerging services and products • Internal bickering and cliques • Budget cuts • Strained donor relations • Changes in regulations

<ul style="list-style-type: none"> • Government Agenda • Expansion of education sector • Emerging services and products 	<ul style="list-style-type: none"> • Inadequate political will • Technology
--	---

STRATEGIC ISSUES (GOALS)

Six strategic issues are:

1. Financial capacity;
2. Governance;
3. Capacity building;
4. Strategic partnership;
5. Research and development; and
6. Policy and legislation.

STRATEGIC OBJECTIVES

The strategic objectives of ULIA are:

1. To build a strong financial capacity;
2. To develop and maintain sustainable governance systems;
3. To develop human resource capacity;
4. To enhance the physical capacity of ULIA and its members;
5. To secure local and international strategic partnerships;
6. Engage in research and development;
7. Support LIS research and development; and
8. Position ULIA to effectively participate on national and global agenda.

STRATEGIES AND ACTIVITIES

Strategic objective 1: To build a strong financial capacity;

Strategy 1: To review and revise the financial policy

Activities:

- Carry out a survey to identify the potential membership that ULIA can tap;
- Establish different categories of membership;
- Determine mechanisms for enhancing fees structure;
- Rationalize the remuneration policy;
- Develop procurement plans; and
- Develop a plan for building a reserve fund.

Strategy 2: To develop financial sustainability framework for ULIA.

Activities:

- Identify sustainable income sources;
- Mobilize the resources; and
- Evaluate financial performance annually.

Strategy 3: Optimum utilization of the financial resources

Activities:

- Draw and implement a budget;
- Strengthen the finance and accounting system; and
- Develop procurement plans.

Strategic objective 2: Develop and maintain a sustainable governance system.

Strategy 1: Revise governance structure to facilitate effective management

Activities:

- Consult all categories of members;
- Create chapters and affiliates;
- Review and amend the constitution;
- Set up working committees; and
- Identify and appoint a Patron.

Strategy 2: Promote accountability and transparency

Activities:

- Hold annual General Meetings;
- Conduct regular executive meetings;
- Conduct timely financial audits;
- Strengthen monitoring and evaluations system; and
- Strengthen dispute resolution mechanisms.

Strategy 3: Promote professionalism among members

Activities:

- Develop and implement a code of ethics;
- Compile a professional register;
- Establish professional awards;
- Benchmark best practices from similar associations;
- Establish accreditation and certification mechanism; and
- Establish performance standards.

Strategic objective 3: To develop human resource capacity

Strategy 1: Profile knowledge and skills of members

Activities:

- Designate a task force; and
- Conduct a work force survey.

Strategy 2: Promote education and training

Activities:

- Conduct a training needs assessment;
- Implement a comprehensive training programme;
- Conduct training workshops;
- Evaluate the training programme;
- Introduce professional forums;
- Identify relevant conferences for capacity building;
- Establish and implement a peer exchange programme; and
- Identify scholarships for members.

Strategy 3: Develop and implement sustainable membership recruitment services

Activities:

- Organize recruitment drives in LIS schools and all levels; and
- Develop and implement mechanism for retention of members.

Strategy 4: Promote access to and use of information and free expression in society

Activities:

- Carry out information literacy campaign;
- Develop and promote guidelines for information literacy programmes;
- Lobby for a favourable implementation of policy and legal environment;
- Lobby for domestication of appropriate treaties for PWDs;
- Organize a national library days;
- Partner with government to promote functional adult literacy services; and
- Promote access to electronic resources with Partners such as CUUL, NITA and UCC.

Strategic objective 4: To enhance the physical capacity of ULIA and its members

Strategy 1: Enhance the administrative systems of ULIA

Activities:

- Establishing a secretariat;
- Prepare a proposal to strengthen the established secretariat;
- Identify and recruit staff;
- Procure equipment and furniture; and
- Purchase vehicles and motorcycles.

Strategy 2: Support improving physical infrastructure of libraries in Uganda

Activities:

- Conduct a needs assessment;
- Develop and promote guidelines for physical infrastructure in libraries in Uganda; and
- Collaborate with relevant government agencies to improve physical infrastructure in libraries.

Strategic objective 5: To secure local and international strategic partnerships

Strategy 1: Identify and lobby strategic partners

Activities:

- Map out possible partners;
- Rebrand and market the association;
- Rebrand the website, logo and colours; and
- Negotiate, sign and maintain agreements.

Strategic objective 6: Engage in research and development

Strategy 1: Develop and implement a research and development agenda

Activities:

- Establish a task force; and
- Consult stakeholders on research and development agenda.

Strategy 2: Influence LIS curriculum development in the country

Activities:

- Advice on curriculum reviews on LIS programmes relevant to the market.

Strategy 3: Identify and support community needs

Activities:

- Conduct a survey.
- Design and implement a community programme

Strategic objective 7: Support LIS research and development.

Activities:

- Write fundable research proposals;
- Engage possible implementing partners;
- Identify beneficiaries;
- Implement the grant; and
- Develop and implement dissemination mechanisms for research.

Strategic objective 8: Engage government and stakeholders on policies and laws that affect LIS.

Strategy 1: Review policies and laws in LIS sector

Activities:

- Conduct research and analysis;
- Consult key stakeholders; and
- Adopt policy positions.

Strategy 2: Develop and implement an advocacy plan

Activities:

- Develop and implement advocacy plan to sensitize policy makers on the role of ULIA in the development of the country;
- Identify and implement strategies that will facilitate contribution to Vision 2040; and
- Ensure participation in national agenda.

PERFORMANCE/ IMPLEMENTATION PLAN

STRATEGIC OBJECTIVE – 1: To build a strong financial capacity								
Strategy	Activities	Target/ Output	Time Frame					Responsibility
			15	16	17	18	19	
1: To review and revise the financial policy	Carry out a survey to identify the potential membership that ULIA can tap.	Survey report						Treasurer, Taskforce
	Establish different categories of membership	List of Membership Categories						Treasurer, Taskforce
	Determine mechanisms for enhancing fees structure	New Fees Structure & Fees collection Plan						Treasurer, General Secretary
	Rationalize the remuneration policy	ULIA Remuneration policy						General Secretary
	Develop procurement plans	Procurement Plans						General Secretary
	Develop and implement a plan for building a reserve fund.	<ul style="list-style-type: none"> A plan developed. 20% of membership collections reserved 						Treasurer
2: To develop financial sustainability framework for ULIA.	Identify sustainable income sources	Report						Treasurer
	Mobilize the resources	<ul style="list-style-type: none"> At least 3 Proposals funded Grow membership collection by 50% per annum 						President, GS, and Treasurer
	Evaluate financial performance annually	Performance Reports produced						President, GS, and Treasurer
3: Optimum utilization of the financial resources	Draw and implement a budget	Annual Budgets produced						GS
	Strengthen the finance and accounting	Finance & Accounting						Treasurer & President

	system	manual; Recruit Accounts assistant						
	Develop procurement plans	Procurement plans exist						GS
STRATEGIC OBJECTIVE – 2: Develop and maintain a sustainable governance system.								
1: Revise governance structure to facilitate effective management.	Consult all categories of members	Report						President/GS
	Review and amend the constitution	Constitution Amended						President/GS
	Setup chapters and affiliates	Functional chapters and affiliates setup						President/GS
	Set up working committees	Working Committees Setup						President/GS
	Identify and appoint a Patron	Patron appointed						President/GS
2: Promote accountability and transparency	Hold AGMs	AGMs held						President/GS
	Conduct regular executive meetings	Quarterly Executive meetings held						President/GS
	Conduct timely financial audits	Audit reports						President/GS/ Treasurer
	Strengthen monitoring and evaluations system	Reports						President/GS
	Strengthen dispute resolution mechanisms	Bye Laws developed						Vice President/GS
3: Promote professionalism among members	Develop and implement a code of ethics	Code of ethics developed						Vice President/GS
	Compile a professional register	Membership register						GS/Treasurer
	Establish professional awards	Awards policy developed and implemented						Vice President/Assistant GS
	Benchmark best practices from similar associations	Visits Made						President/ Publicity Secretary
	Establish accreditation and certification mechanism	Guidelines developed						President/ Taskforce
	Establish performance standards	Standards developed						President/ Taskforce
STRATEGIC OBJECTIVE – 3: To develop human resource capacity								

1: Profile knowledge and skills of members	Designate a task force	Taskforce constituted						President/GS/ Taskforce
	Conduct a work force survey	Survey Report						President/GS
2: Promote education and training	Conduct a training needs assessment	Report						President/ Taskforce
	Implement a comprehensive training programme	programme developed and implemented						President/ Taskforce
	Conduct training workshops	>1 workshop per annum per region						GS/ Taskforce
	Evaluate the training programme	Evaluation reports						GS/ Taskforce
	Introduce professional forums	>4 forums conducted per annum						President/ Taskforce
	Identify relevant conferences for capacity building	Conferences identified SCECSAL 2018						President/ Taskforce
	Establish and implement a peer exchange programme	programme established						President/ Taskforce
	Identify scholarships for members	Scholarships identified						President/ Taskforce
3: Develop and implement sustainable membership recruitment services	Organize recruitment drives in LIS schools and all levels	>6 meetings per annum						Vice President/ Treasurer/ Publicity Secretary
	Develop and implement mechanism for retention of members	Guidelines developed and implemented						Vice President/ Treasurer
4: Promote access to and use of information and free expression in society	Carry out information literacy campaign;	> 1 Campaign per region						Vice President/ GS/ Publicity Secretary
	Develop and promote guidelines for information literacy programmes;	Guidelines developed						Vice President/ GS/ Publicity Secretary
	Lobby for a favourable policy and legal environment; (freedom of access to	Report						Vice President/ GS/ Publicity Secretary

	information and the bill of rights)							
	Lobby for domestication of appropriate treaties for People with Disabilities (PWDs)	Reports and MOUs						Vice President/ GS/ Publicity Secretary
	Organize a national library day	Library Day held						Vice President/ GS/ Publicity Secretary / Treasurer
	Partner with government to promote functional adult literacy services	Reports						Vice President/ GS/ Publicity Secretary
	Promote access to electronic resources with Partners such as CUUL, NITA and UCC.	Meetings held/ Reports						Vice President/ GS/ Publicity Secretary
STRATEGIC OBJECTIVE – 4: To enhance the physical capacity of ULIA and its member								
1: Enhance the administrative systems of ULIA	Establish a secretariat	Secretariat established						President/GS
	Prepare a proposal to strengthen the established secretariat	Proposal prepared						President/GS
	Identify and recruit staff	Staff Recruited						President/GS
	Raise funds	Plot of land acquired						President/GS
	Procure equipment and furniture	equipment and furniture acquired						President/GS
2: Support improving physical infrastructure of libraries in Uganda	Conduct a needs assessment	Report						President/GS
	Develop and promote guidelines for physical infrastructure in libraries in Uganda	Guidelines developed and promoted						President/GS
	Collaborate with relevant government agencies to improve physical infrastructure in libraries	MoU signed						President/GS

STRATEGIC OBJECTIVE – 5: To secure local and international strategic partnerships							
1: Identify and lobby strategic partners	Map out possible partners	Report					GS/ Publicity Secretary
	Rebrand and market the association- the website, logo and colors	Plan developed and implemented					GS/ Publicity Secretary
	Negotiate, sign and maintain agreements	>5 partnership agreements signed					GS/ Publicity Secretary
STRATEGIC OBJECTIVE – 6: Engage in research and development							
1: Develop and implement a research and development agenda	Establish a task force	Taskforce Constituted					President/ Taskforce
	Consult stakeholders on research and development agenda	> 2 meetings per annum					President/ Taskforce
2: Influence LIS curriculum development in the country	Advice on curriculum reviews on LIS programmes relevant to the market	> 1 review per annum					President/ Taskforce
3: Identify and support community needs	Conduct a survey	Report					President/ Taskforce
	Design and implement a community programme	programme developed and implemented					President/ Taskforce
STRATEGIC OBJECTIVE – 7: Support LIS research and development							
	Write fundable research proposals	> 2 proposals					President/ Assistant GS
	Engage possible implementing partners	>5 partnership agreements signed					President/ Assistant GS
	Identify beneficiaries	Beneficiaries identified					President/ Assistant GS
	Implement the grant	Grant Implemented					President/ Assistant GS
	Develop and implement dissemination mechanisms for research	Research finding Disseminated					President/ Assistant GS
STRATEGIC OBJECTIVE – 8: Engage government and stakeholders on policies and laws that affect LIS							

1: Review policies and laws in LIS sector	Conduct research and analysis	> 1 policy per annum							President/GS
	Consult key stakeholder	> 4 meetings per annum							President/GS
	Adopt policy position	> 1 policy position per annum							President/GS
2: Develop and implement an advocacy plan	Develop and implement advocacy plan to sensitize policy makers on the role of ULIA in the development of the country;	Plan existing and implemented							President/GS
	Identify and implement strategies that will facilitate contribution to Vision 2040; and	Strategies identified and implemented							President/GS
	Ensure participation in national agenda.	Reports							President/GS

IMPLEMENTATION, MONITORING AND EVALUATIONS FRAMEWORK

Implementation arrangements

Accordingly, it is agreed that Executive, working committees and task forces shall be the focal persons to implement the Strategic Plan.

Monitoring and Evaluation Arrangements

Efforts to amend the constitution to create an independent Monitoring and Supervisory Committee shall be undertaken. Once created, this Committee shall monitor and evaluate the implementation of the activities of this Strategic Plan.

There will be continuous exchange of ideas and information between the various committees and members throughout the process of developing and implementing the annual work plans.

FINANCING STRATEGY

ULIA Executive shall develop annual Work plans and budgets from the Strategy Plan schedule of activities. These plans shall be subjected to approval during the Annual General Meetings to enhance ownership and acceptability.

The Annual budgets shall be financed using member contributions. Effort shall be made to engage partners and stakeholders to fund some of the activities of the strategic plan.

The specific responsibility for putting up the implementation plan and the budget will be vested upon the office of the General Secretary.