



## THE GLA STRATEGIC PLAN

### **BACKGROUND**

The Ghana Library Association (GLA) founded in 1962 is the body representing libraries and information services in Ghana. It has had 17 Presidents since its inception. Each council has drawn plans for the realization of the objectives of the association as enshrined in its constitution. The review and adoption of the existing strategic plan is needed to facilitate the task even further. It will assist with the identification of the future needs of members, especially the plan period (2011-2012) and (b) GLA's options for satisfying those needs. (It however goes beyond what could be achieved within the two year period.)

### **VISION**

GLA will be the voice of librarians and the information profession in Ghana ensuring the maintenance of a high standard of professional practice and conduct, projecting the profession in the national domain for the benefit of members and our clientele.

### **MISSION**

The mission of GLA is to serve the professional development and educational needs of its members and to provide leadership and direction in developing and improving library and information services in the country.

### **THEMES AND GOALS**

The Objectives of the strategic plan have been grouped under 6 themes and goals. The achievement of each objective will move the organization toward realization of its vision. The goals are not in any order of priority. All of the goals will need to be accomplished, if GLA is to fully achieve its vision. The themes and goals are as follows:

**A. Membership and Services**

**Goal:** To attract and retain members, encourage their active involvement, and develop services to address their ongoing and evolving needs and concerns.

**B. Professional Development and Continuing Education**

**Goal:** Through an aggressive program of continuing education, support the professional growth and development of the library community.

**C. Public Information and Advocacy**

**Goal:** Intensify advocacy, public information and marketing as efforts to lift the image of the library profession in Ghana

**D. Partnerships**

**Goal:** Establish links with cognate local and international institutions to promote development of library professionals

**E. Professional Standards and Conduct in the Profession**

**Goal:** Support initiatives and activities that address standards and credentials of library staff.

**F. Literacy**

**Goal:** Carry out activities and services to improve literacy among members and communities.

## **SWOT ANALYSIS**

### **STRENGTHS**

1. Quality of members
2. Collaboration with related institutions locally and internationally
3. Strong leadership and direction to members.

### **WEAKNESS**

1. Inability to attract sponsorship for programmes
2. Absence of umbrella body like NLIC to supervise activities of libraries and related organizations.
3. Absence of national library.
4. Ineffective cooperation among member institutions
5. Lack of permanent secretariat.

### **OPPORTUNITIES**

1. Collaboration with industry
2. Consultancies
3. Advocacy
4. Board member representations
5. Participation in local and international conferences

### **THREATS**

1. Limited funding for the Association's activities
2. Low image and reputation
3. Unwillingness of some librarians to join the Association

## THE PLAN MATRIX

### THEME: MEMBERSHIP AND SERVICES

- A. GOAL: TO ATTRACT AND RETAIN MEMBERS, ENCOURAGE THEIR ACTIVE INVOLVEMENT, AND DEVELOP SERVICES TO ADDRESS THEIR ONGOING AND EVOLVING NEEDS AND CONCERNS.

OBJECTIVES	STRATEGIES	OUTPUT/INDICATORS	RESPONSIBILITY
<b>Objective 1:</b> To strengthen the organization by attracting and retaining members who represent all types of libraries.	Communicate benefits of individual and institutional membership.	Information is communicated in the demand notice issued annually.	Secretary.
	Emphasize the total benefits package and the value of membership in the Association.	Information is communicated at Congresses, staff meetings of local institutions and AGMs	President, Heads of libraries and Regional representatives.
	Keep dues reasonable enough to attract new members and to retain old ones.	Dues kept at the same level till 2012	Council
	Declare amnesty for prospective members two weeks prior to 2011 AGM	Membership increased by 20%.	Treasurer
	Encourage MA and undergraduates to join the Association	At least 40% of graduating students join the Association	A member of Council to liaise with DLAS, Accreditation Committee
Publish names of paid-up members	Paid-up members published by end of October, 2012	Treasurer	

<p><b>Objective 2:</b> Provide improved services to Association members.</p>	<p>Identify and provide services that meet the needs of individual members</p>	<p>1. New services identified and existing ones improved</p> <p>2. High quality conferences, workshops, seminars are organized</p> <p>3. Council supports GLA Regional activities upon submission of budget.</p> <p>4. GLA mementos branded for members.</p>	<p>Council</p>
<p><b>Objective 3:</b> Improve internal communications</p>	<p>Improve on the GLA website</p>	<p>The website is updated regularly and the number of registered users increased by 30%</p>	<p>Webmaster appointed by Council</p>
	<p>Develop and maintain an electronic listserv.</p>	<p>Every Association member is on listserv</p>	<p>Secretary.</p>
	<p>Improve on the Newsletter and Ghana Library Journal</p>	<p>Regular publications of GLJ and the newsletter</p>	<p>Editors of publications and Council</p>
	<p>Advocate for committees to meet at least bimonthly</p>	<p>Council meeting held at least bimonthly</p>	<p>President and Chairs of Committees</p>
	<p>Distribute brochures at conference on library issues</p>	<p>Brochures prepared and distributed online ahead of conferences</p>	<p>Secretary.</p>
	<p>Provide Council reports to membership</p>	<p>Council decisions are provided by the Secretary at each AGM</p>	<p>Secretary &amp; Treasurer</p>

**THEME: PROFESSIONAL DEVELOPMENT AND CONTINUING EDUCATION**

**GOAL: THROUGH AN AGGRESSIVE PROGRAM OF CONTINUING EDUCATION, SUPPORT THE PROFESSIONAL GROWTH AND DEVELOPMENT OF THE LIBRARY COMMUNITY.**

<b>OBJECTIVES</b>	<b>STRATEGIES</b>	<b>OUTPUT/INDICATORS</b>	<b>RESPONSIBILITY</b>
<b>Objective 1:</b> Provide continuing education opportunities for members.	Identify new training opportunities that will assist in the growth and development of library personnel.  Council to redesign registration form and find out which areas to focus on in the last quarter of the year.	New service areas that need training identified and workshops organized on them	Chair of Education, Training and Research Committee (ETRC) and Council
	Work closely with the ETRC of GLA and CARLIGH, Goethe, IRC of US Embassy and others to organize several workshops.	Collaboration with ETRC of GLA and CARLIGH, Goethe, IRC of US Embassy strengthened for more support and workshops.	Council and Chair of ETRC
	Emphasize the continuing education aspects of the Biennial Congress and AGM	Congress and AGM are made more educative through presentation of papers, etc.	Council
<b>Objective 2:</b> Develop a mentorship program to link experienced members with new members of the Association to provide support and information as needed.	Identify prospective mentors and their special areas	Prospective mentors identified by end of first quarter of 2012	Council
	Identify potential mentees and their needs	potential mentees and their needs identified by mid-year of 2012	Heads of libraries
	Experienced librarians must be contracted to prepare a proposal for the project	Programme launched by the end of third quarter of 2012	Council.

**THEME: PUBLIC INFORMATION AND ADVOCACY**

**GOAL: INTENSIFY ADVOCACY, POLICY INFORMATION AND MARKETING AS EFFORTS TO LIFT THE IMAGE OF THE LIBRARY PROFESSION IN GHANA.**

OBJECTIVES	STRATEGIES	OUTPUT/INDICATORS	RESPONSIBILITY
<p><b>Objective 1:</b> Provide support, advice and education to librarians in order to improve on their own public information activities.</p>	<ol style="list-style-type: none"> <li>1. Maintain media encounter connections used in the past.</li> <li>2. Establish library week</li> <li>3. Have a regular slot during GIBF.</li> <li>4. Train those who will run reading clinics and workshops.</li> </ol>	<p>GLA-media interaction fostered to promote the image of the Association and the library profession</p> <p>Library week to be established next year</p>	<p>Council</p>
	<p>Collect, disseminate, and showcase best practices and highlight successful projects.</p>	<p>The Ghana Library Journal is published regularly to provide avenue for librarians to publish information about events and projects in their libraries.</p>	<p>Council and Editor-in-Chief.</p>
	<p>Promote access to electronic resources through programs and presentations to the public, elected officials, and administrators of parent organizations.</p>	<p>The joint training with CARLIGH provides avenue for members to learn about electronic resources available to librarians and institutional members.</p>	<p>Chair of ETRC with CARLIGH &amp; CULD</p>
	<p>Teach librarians good public relations techniques and ideas through multiple and varied professional development opportunities, including but not limited to annual conferences, district meetings, and publications.</p>	<p>Fifty percent of workshops and professional development programmes executed at the local and regional levels</p>	<p>Chair of ETRC</p>

	<p>Look for more sponsors in order to run more workshops</p> <p>GLA should invest monies wisely and run on its own steam as much as possible</p>	More workshops organized	Chair of ETRC
<p><b>Objective 2:</b> Market librarianship in Ghana by providing support, education and advice to librarians to do their own marketing as well.</p>	Constantly seek to evaluate and improve GLA's marketing efforts on behalf of the libraries and librarians in Ghana.	<p>Sponsorship is sought to advertise most of GLA's national programmes</p> <p>Members encouraged to participate in public debates, workshops and consultancies.</p>	President.
	Promote writing, research, and publication on issues that impact libraries and librarians.	More workshops on <i>How to Get published /Proposal Writing</i> organized to encourage members to research and publish.	Chair of ETRC and Heads of libraries
	Encourage and support interdisciplinary publications and programs about libraries and librarianship.	Local seminars organized by various institutions at which papers are presented and other professional invited.	Heads of libraries
	Increase efforts to market library initiatives, publications and programs through presentations, exhibits, etc., to other groups and organization beyond typical library venues.	Collaboration for joint publication with professionals in other fields of knowledge.	President
	Collect quantitative and qualitative information on the value and use of libraries and professional library service and disseminate to parent organizations and the public.	Brochure included in reports submitted to parent organizations and also in presentations	Chair of ETRC.



	Offer marketing techniques, tips, and ideas to librarians for use at the local level through varied and multiple professional development opportunities including but not limited to annual conference, district meetings, and publication.	1. More local workshops organized at which resource persons outside librarianship are invited to give tips on marketing 2. Compulsory annual continuing education programmes at regional level organized	Publicity Committee Chaired by Mr. Amarteifio & Chair of ETRC
<b>Objective 3:</b> Inform librarians about local and national issues which impact libraries and library services and empower them to take meaningful actions on those issues.	Provide advocacy training to equip members with the skills to be effective advocates for libraries.	Members are encouraged and supported to be effective advocates of the library profession.	Publicity and ETRC
	Monitor and disseminate information about legislation and issues crucial to the profession so that all members will have the opportunity to understand and participate in legislative processes.	Members are kept informed about the efforts to get the Government to establish an NCLI, National Library for the country. The need to include other information sectors such as Archives and Museums for convergence is appreciated	Council, PPs and IPPs.
<b>Objective 4</b> Promote GLA	Develop a public relations plan and conduct an awareness campaign	A Public Relations plan developed and awareness campaign conducted by mid-year of 2012.	Council and Publicity Committee.
	Collect feedback from new and existing members on activities of GLA.	Feedback incorporated to improve activities of GLA	Chair of ETRC. & Council.
	Develop promotional materials about committees and sections of GLA and publish updated membership brochure	Promotional materials about committees and sections of GLA as well as membership brochure updated and published regularly.	Publicity Committee.

**THEME: PARTNERSHIPS**

**GOAL: ESTABLISH LINKS WITH COGNATE LOCAL AND INTERNATIONAL INSTITUTIONS**

<b>OBJECTIVES</b>	<b>STRATEGIES</b>	<b>OUTPUT/INDICATORS</b>	<b>RESPONSIBILITY</b>
<b>Objective 1:</b> Develop and promote opportunities for collaboration with related associations, organizations and entities.	Strengthen relationships with IFLA, WALA and other professional organizations in Ghana and abroad	Membership of IFLA renewed each year. Existing members maintained and at least two more representations sought for.	President.
	Ensure that GLA is on the committees of IFLA especially the Africa Section	Council attends WLIC and is represented on the Africa Section.	President.
	Continue to cultivate strong and positive relationships with national and related library organizations such as GhLA	Relationship with national and related library organizations such as GhLA, Ghana Book Development Council, Ghana Book Publishers Association GWA and Readwide strengthened.	President.
	Cultivate relationships with cultural organizations such as museums, archives, Institute of Adult Education, etc.	GLA enjoys improved relationship with cognate institutions	President
<b>Objective 2:</b> Provide leadership role in library cooperation and state-wide resource sharing.	Identify areas for cooperation and state-wide resource sharing programs among libraries and librarians	Areas for cooperation identified	President.
	Foster growth and funding initiatives for both prospective and existing resource sharing projects.	Additional sponsors identified. Viable investment by GLA.	President
	Develop cooperative programs and joint projects with cultural institutions and groups in the country.	Archives, Museums and Cultural Organizations invited to GLA programmes.	President and IPP.

**THEME: PROFESSIONAL STANDARDS AND CONDUCT IN THE PROFESSION**

**GOAL: SUPPORT INITIATIVES AND ACTIVITIES THAT ADDRESS STANDARDS AND CREDENTIALS OF LIBRARY STAFF.**

OBJECTIVES	STRATEGIES	OUTPUT/INDICATORS	RESPONSIBILITY
<p><b>Objective 1:</b> Promote high professional standards and conduct in the profession</p>	<p>Support efforts and offer information regarding the need for appropriate professional certification of librarians as required.</p>	<p>The Accreditation Committee of GLA ensures that only accredited librarians are employed.</p>	<p>Chair of Accreditation Committee &amp; Heads of libraries.</p>
	<p>Encourage, support and provide ethics training and awareness of the IFLA Code of Ethics.</p>	<p>GLA Code of Ethics based on the IFLA Code developed. (Provide link to source)</p> <p>Education of members on Code of Ethics</p> <p>Every GLA member has copy of Code of Ethics</p>	<p>Council</p> <p>Chair of ETRC.</p> <p>Secretary.</p>
	<p>Collect and disseminate information regarding professionalism/professional conduct to the membership.</p>	<p>More education on professional conduct embarked on.</p>	<p>Chair of ETRC.</p>
	<p>Maintain active involvement in the development of standards that affect librarians.</p>	<p>Code of Ethics that maintains professional standards regularly reviewed.</p>	<p>Council or sub-committee appointed by Council.</p>
	<p>Encourage member participation and leadership in the Ghana Library Association and other professional organizations in Ghana and abroad.</p>	<p>More members involved in leadership of GLA and other professional organizations in Ghana and abroad.</p>	<p>President.</p>

	Maintain a timely manual of policies, procedures, and practices for the Association and make this information available in both paper and electronic formats.	Manual of policies available to members by end of 2012	Secretary.
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**THEME: LITERACY**

**GOAL: CARRY OUT ACTIVITIES AND SERVICES TO IMPROVE LITERACY AMONG MEMBERS AND COMMUNITIES.**

OBJECTIVES	STRATEGIES	OUTPUT/INDICATORS	RESPONSIBILITY
Promote literacy	Partner with initiatives to create a nation of readers.	Partnership with ReadWide, Goethe Institut, GhLA, etc strengthened to promote literacy.	Council
	Partner with initiatives to promote information literacy	Partnerships with other cognate institutions on initiatives to promote information literacy.	Council.

**EXPECTED OUTCOMES**

At the end of the plan period the Association is expected to achieve the following key outputs:

1. At least 30% increase in membership
2. Attract more sponsors to support the Association’s programmes.
3. Regular continuing development programme for members
4. Written Code of Ethics in line with IFLA’s Code.
6. Regular publication *GLJ* and other publications of GLA.

2011- 2012