



STRATEGIC PLAN - 2013-2018



The Denise C. Hogan Library in Kenya

March 2013. Nairobi – Kenya



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Manyanga House, Zimmerman Estate

P.O. Box 54625-00200, Nairobi, Kenya

Tel. 254 724 369 655

Email: dhlk2005@yahoo.com

Mobile Number: 254 722 797 394 or 254 722 468 067

Website: www.hoganlibrary.kbo.co.ke

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Executive Summary

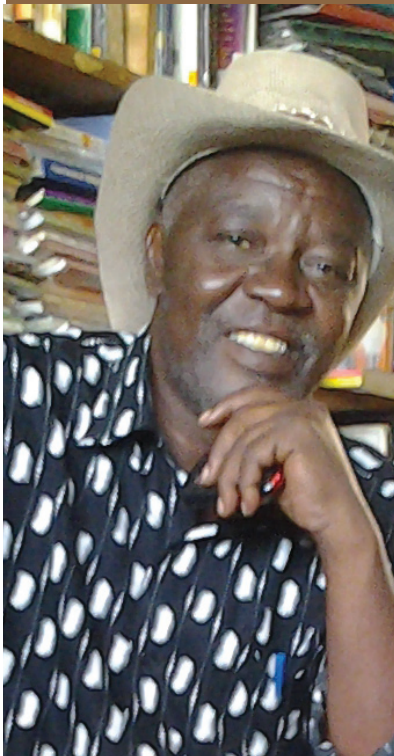
Public libraries have been described as 'instruments for the elevation of the masses of the people'; this is because libraries are seen as providing access to learning and advancement for people who would otherwise have limited opportunities for education or self-improvement. Their purpose is clearly educational, and they are open to everyone in a community who wants access to books and to learning. This indeed is the guiding motto at the Denise C. Hogan Library in Kenya, which is the only urban based community library service that seeks to support a reading culture with the hope of making Kenya a literate society through lifelong learning.

Since 1999, the founders have had a vision of providing a library service that gives the Zimmerman community pride of having their own library which they can identify with and gain the benefits of education through acquisition of knowledge and skills. In the course of time however, they realized that they needed to have a more pointed service that will open more opportunities to their library users, hence their networking with well wishers like the Safaricom Foundation who gave them a golden opportunity to participate in their World of Difference Program through which they got a chance to have Ambassadors equipped with the much needed skills and knowledge to work with them in areas of their greatest need. For this reason two ambassadors have been working with the Library managers since early January 2013, to formulate a Strategic Plan.

The Strategic Plan is geared at ensuring that the Denise C. Hogan Library in Kenya is provided with a clear 'road map' that will inform the Library's programs and progress for the next five years. This document is a result of clearly thought out Vision, Mission, Core Values, Strategic issues, Goals, Objectives and Activities complete with Action Plans and a Monitoring and evaluation matrix, that if properly implemented, it will see the library develop into a modern service delivery NGO that should provide its service all over Kenya, particularly within the framework of the devolved government.

Within the Five year period, it is hoped that the DHLK will begin to provide on-line services, make use of technology to improve the way they provide all their services, and provide information in new formats such as e-books; and with the proposed income generating initiatives it is hoped that they will support access to computers and IT, and provide training in Adult literacy for those who need it. In addition, it is hoped that they will enable their users, access more books, newspapers, magazines and reference material. If this happens, it will support people to lead independent and fulfilling lives, gain information about job opportunities, health, social benefits and training opportunities among others.

It is the hope of the two Ambassadors who worked tirelessly with the designated library team to formulate the Strategic Plan that the DHLK managers will maintain the momentum so far generated and ensure the full implementation of the Strategic Plan. If this is done the dream of creating a literate Kenya and supporting lifelong learning will be sustained over time and the vision will be achieved as time goes by.



Foreword

The Denise C. Hogan Community Library Strategic Plan was formulated by a small team of dedicated Library staff and Friends of the library. The team was led by two Ambassadors of the Safaricom Foundation World of Difference Program phase 3.

This is a forward looking development plan complete with a Vision, Mission, Core values, Strategic issues, Goals and objectives, Activities and Monitoring and Evaluation components. It is designed to change the status of the Library into a 21st Century community library which will meet the needs of all community members and set a trend for what a good community library should look like. If well implemented, the Strategic Plan will bring a paradigm shift in terms of the environment, technology use and management and organisation of the library for the benefit of the users.

I wish to take this opportunity to thank the Safaricom Foundation for partnering with us by seconding Adeline Sirengo and Lily Nyariki who have successfully worked to ensure the Strategic Plan is finalised.

Sami Gachugu Mandela
Chairman- Board of Trustees

Preface

The Denise C. Hogan Library in Kenya was established in 1999 and was then known as the Americana Library in Kenya. It was officially registered as a non-government organization (NGO) immediately after. In 2001, the Library changed its name to Zimmerman Public Library to identify with local the community, however, in 2004; the name was changed to honor the Library Patron, Dr. Denise C. Hogan to commemorate the annual shipment of books to the library.

On behalf of the Zimmerman Community and all the Library supporters, I wish to thank the Safaricom Foundation for enabling the Library's dream for a Strategic Plan (2013-18), become a reality. Through the 3rd phase of Safaricom World of Difference Program (WOD), our library was lucky to have five Ambassadors seconded and mandated to carry out different tasks for the library. In the first quarter, (January to March 2013) we were blessed to have two Ambassadors, namely Lily Nyariki and Adeline Sirengo, who set up a strong foundation for the library by developing a Five Year Strategic Plan. Three more staff will be seconded by the Safaricom Foundation for the remaining three quarters to assist in Resource Mobilization, ICT & Web Design and Marketing. We are indeed very grateful for this special assistance.

The Strategic Plan is based on expressed needs of Zimmerman community and has a Vision, Mission, Core values, Goals, Objectives and well structured activities to be carried out during the next five years. We look forward to accomplishing a lot during the next 5 years, by fulfilling the ten strategic issues which we identified namely, acquiring a new home for the head quarter library, Income generating, membership drive, collection development, marketing of the library, customer care, staff development, ICT infrastructure, special services for children and disadvantaged and advocacy/ partnership.

It is our hope that this strategic plan will go a long way to nurturing and sustaining a reading culture especially among children, as one of our key focus areas is to set up well equipped children's Libraries and Book Cubs. We envisage a literate Kenya, where when you meet a friend and finish exchanging the usual greetings, the next topic would be to inform him/her about the book you are currently reading.

As we implement the Strategic Plan we aim to operate along the ideals set by international organizations like IFLA and UNESCO who advocate for free access to information. We hope to create a user friendly environment particularly to the physically challenged and stock books in Braille to cater to the blind.

I would like to thank the six participants from the library who spent two weeks in the Strategic Planning retreat. The team was made up of Mr. Sami Mandela (Library chairman), Joyce Kang'ang'i (Board Secretary), Josiah Muchiri (Volunteer Librarian), Joshua Kakele (Friend of the Library), David Njangi (Friend of the Library), and Betty Kathure (Team Leader of Friend of the Library Music Project). We appreciate all of them for giving their time and effort.

In conclusion, we would like to once again, thank the Safaricom Foundation for supporting us to formulate the much needed Strategic Plan, by providing qualified staff and funding. May the Almighty God continue to bless the Safaricom Foundation and let it grow in strength as it continues to support different Community initiatives throughout Kenya.

Harrison Kilonzo - **Director**





Goodwill Message from the Patron

We all know that Africa is one of the world's most important developing continents. Kenya is one of Africa's most important countries. As key players in the development of the region and the world, Kenyans have set their sights on improving the physical and intellectual health, and the infrastructure of their country. A fundamental element in the intellectual and economic progress of any country is its national education system, provided by the taxes and donations of its citizens. As well, both private and corporate organizations can contribute greatly to a nation's global coming of age.

In Nairobi, The Denise C. Hogan Library, registered as a non-governmental organization in 2004, is a continually evolving and expanding contributor to the overall growth of Kenya itself. From a motley collection of donated books, sent from Western Connecticut State University in 1995, the library, under its energetic, forward looking and competent director Harrison Z. Kilonzo, has increased its holdings in a multitude of areas, including children's literature, classics, environmental and ecological issues, general reference volumes, modern literature, health care texts, and medical reference volumes, many of whose titles are still in use by the Harvard Medical School. The library was greatly blessed when Dr. Jane Goodall donated a complete collection of her works, up to their most recent date of publication. As well, the library holds an extensive collection of titles of particular interest to women. The leading theme in the growth of the library is that it be a strong force in the development of a culture of literacy.

Kenya is home to Safaricom Corporation, a leading provider of comprehensive and integrated communications, data, and mobile services. Some of its most delightful learning programs targeted to children from ages four to ten include "Tinga Tinga Tales," inspired by the traditional folktales and Tinga Tinga arts of Tanzania. These also provide great viewing for the whole family. Other program themes include, "Meet the Animals," "Medical Safari," and a wide ranging gallery of colorful visual images.

Phase Three of the Safaricom Foundation's World of Difference Programme was launched in 2010 with a view towards providing selected Safaricom volunteers a unique opportunity to share their time, technical knowledge and skills to benefit the development, growth and improvement of the library and its services. In the case of The Denise C. Hogan Library, this is accomplished by placing chosen Safaricom volunteers to partner with library staff, sharing their particular skills to the benefit of the library and its efforts. This results in enhancing both groups' knowledge of the requirements for the most efficient operation of the library, as well as its ability to attract and serve local and surrounding communities. During the coming year, in addition to the valued work of Ms. Lily Nyariki, on loan from her position as manager of the bookstore at Moi University, four Safaricom personnel have been appointed as library partners, each for a period of three months. In return for their assistance, Safaricom will reimburse all expenses related to their library service. Surely, no more valuable contribution can be given to Nairobi and to all Kenyans. It is important to stress that the library's services will extend to its branch institution in Machakos and to the northern Kenyan nomadic tribes who benefit from their participation in the Camel Library.

We salute Safaricom and its generous recognition of the dedicated efforts of The Denise C. Hogan Library. We wish the library much success in its continuing achievements!

Denise C. Hogan, Ph.D., Patron

Hanover, Massachusetts, March, 2013



Adeline Sirengo (R) and Lily Nyariki (L)

Acknowledgement

Through their hard work, support, creativity and dedication, several people shaped this plan.

We would like to acknowledge and thank all The Denise C. Hogan Library in Kenya staff and the Friends of the Library, the Chairman, Sami Mandela, the Director, and Harrison Kilonzo, who devoted their time and made invaluable contributions to help us formulate the plan.

Special thanks to Safaricom Foundation for the invaluable partnership and financial support to the Library and for seconding two, World of Difference Ambassadors to give the Library the leg-up they needed to come up with the Strategic Plan.

We thank God who gave us the knowledge, skills, wisdom and good health to be able to successfully finish our secondment at the Denise C. Hogan Library in Kenya.

Adeline Sirengo and Lily Nyariki

Safaricom Foundation – World of Difference Phase 3 Ambassadors



Participants

The team that participated in Strategic Planning during the two week period from 25th February to 1st of March 2013 at the Jacaranda Gardens included:-

1. Sami Mandela - (Chairman)
2. Harrison Kilonzo - (Director)
3. Joyce Kang'ang'i - (Board Secretary)
4. Josiah Muchiri - (Volunteer Librarian)
5. Joshua Kakelo - (Friend of the Library)
6. David Njangi - (Friend of the Library)
7. Betty Kathure - (Team Leader of Friend of the Library Music Project)
8. Adeline Sirengo - Safaricom Foundation - World of Difference Phase 3 Ambassador
9. Lily Nyariki - Safaricom Foundation - World of Difference Phase 3 Ambassador



Abbreviations

DHLK	Denise C. Hogan Library in Kenya
IFLA	International Federation of Library Associations
UNESCO	United Nations Educational, Scientific and Cultural Organisation

Strategic Plan

1. INTRODUCTION

All over the world, libraries continue to play a critical role in disseminating information and knowledge, thereby enabling the acquisition of the much needed skills and understanding of our daily endeavours that move the development wheel forward.

The Denise C. Hogan Library in Kenya has continued to fill in this need since 1999 and despite various challenges; they have given their best shot at providing a regular and dependable library service for the residents of Zimmerman in a fairly consistent manner.

One of the ways they have ensured continuity of services is by forging partnerships with like minded organisations and well wishers who have given them support over the years. One such supporter is the Safaricom Foundation which has continued to give the much needed moral and financial support and apart from donating books to the library some two years ago, they also enlisted the Denise C. Hogan Library as a partner. It is through this partnership that the library got a chance to have five Safaricom Foundation Ambassadors attached to the library to assist them move their quest for a literate Kenya ahead. This indeed is a welcome move and highly appreciated by the library community.

One area the library identified for assistance by the Safaricom Ambassadors was their need for a Strategic Plan. To use their own words... "Without a Strategic Plan... there is no arriving". Two of the Ambassadors were then detailed to work with the library managers to ensure that they work at formulating one during the first quarter of the year namely from January to March 2013.

After laying the foundation for a retreat, the two ambassadors lead the select team for two weeks in identifying the Vision, Mission, Core values, Strategic issues, goals, objectives and finally activities to move forward their library agenda.

This document is a record of the deliberations of the team and we herein present the Strategic Plan for the Denise C. Hogan Library in Kenya. It is hoped that this document will provide the much needed road map for the library managers because this is what they lacked since its inception. The existence of the document is indeed a milestone for the library and the challenge ahead is to ensure its full implementation.

2. OVERVIEW OF THE DENISE C. HOGAN LIBRARY IN KENYA

The Denise C. Hogan Library in Kenya (DHLK) is an NGO committed to supporting literacy and nurturing of a reading culture in Kenya. It does not discriminate on grounds of race, color, religious affiliation, nationality or age. Libraries have come into being out of social necessity, to provide the knowledge needed for socio economic and cultural growth. This necessity is all the greater today, in a world giving birth to new nations, amid a scientific and technical revolution.

Its major purpose is stocking reading material for children as well as adults and the reason for this is that they see it as their responsibility to educate Kenyans and assist the government in eradicating illiteracy and poverty in the country. The DHLK realized that most developed countries have community libraries in every town, in addition to public and school libraries. The same does not obtain in Kenya. This is the reason they started working at getting some of the best workable ideas to try to adapt them to our local situation for the development of Kenya.

Since 1999 they have given library services to the residents of Zimmerman in the best possible manner, however, the going has not been easy. As a team they realized that something was missing and they needed to have a Strategic Plan to move their library agenda forward in the most purposive manner. They approached the Safaricom Foundation, their long time partner for assistance, and they qualified for support. The Safaricom Foundation responded by generously sending Five Ambassadors to work with the managers in the four major areas where they lack capacity, namely, Strategic Planning, Resource mobilization, Marketing and ICT.

The document presented here is the result of a concerted effort by the Safaricom Ambassadors namely, Adeline Sirengo of Safaricom Ltd and Lily Nyariki of Moi University. The team members were, Harrison Kilonzo, Joyce Kang'angi, Josiah Muchiri, David Njagi, Betty Kathure, Sami Mandela and Joshua Kakelo

The objectives of DHLK are as follows:-

- To stimulate public interest in books and promote reading for knowledge, information and also for pleasure.
- To encourage reading in relation to people's occupations.
- To improve the English language use of Kenyan students and promote international friendship between some of the Kenyan students and some students from overseas countries through a pen-pal program.
- To provide the knowledge needed for cultural growth of the community.
- To provide library services to rural areas where school children can't afford to buy books due economic factors.
- To acquire books produced in and outside our country Kenya
- To discharge people's social and political obligations.
- To encourage and support non - formal education.
- To develop creative, spiritual and appreciation capacities to the community.

3. JUSTIFICATION FOR STRATEGIC PLANNING

The Denise C. Hogan Library in Kenya has been in existence since 1999 and during this period it has done its best to grow its services and make them more responsive to its clientele. It has made efforts to form partnerships, it has worked with the Friends of the Library and has been engaged in many initiatives through which it hoped to grow its customer base and possibly remain competitive and sustainable in its operations. However, a major reason why it has not made much progress so far is because it lacked a 'road map' through which it could assess progress and determine its growth over time.

After realizing their weakness, the Library managers, through their partnership with the Safaricom Foundation got the much needed shot in the arm through the secondment of World of Difference Ambassadors who came in to give the much needed expertise to meet expressed needs in the area of Strategic Planning among others. The Ambassadors have worked with the partner and now a draft Strategic Plan is available.

For any serious organisation, a Strategic Plan is prerequisite to provide a 'road map' through which they can steer the organisation from one level to another. In other words, it is a guide which contains a Vision, Mission, Core values, Strategic issues, Goals, Objectives, and Action plans indicating activities to be carried out regularly in order to actualise the Vision and Mission. We envisage that the Strategic Plan will do the following for the DHLK community:-

1. Give them the much needed publicity and hopefully gain support from the public and development agencies.
2. Use the document as a bargaining chip with likely supporters/funders.
3. Share their dream with like minded people.
4. Provide incentive to keep on track and look forward to remaining relevant in the tide of time.
5. Continue to move forward with the Literacy Quest for Kenyans and the world at large.

4. SITUATIONAL ANALYSIS

For the past 15 years, the DHLK has established a presence in the Zimmerman area in Nairobi and despite all odds, has steadily been providing a library service ensuring especially that the young people gain access to reading materials and have the opportunity to have space and a quiet place where they are able to revise for their various exams and read for leisure. The Library also has branch in Machakos providing similar services for a number of years now.

Currently it has a stock of 20, 0000 comprising magazines, reference books, syllabus books in English, chemistry, biology, physics, CRE, maths, geography, history, Kiswahili, literature and revision books for primary and secondary. It also has books for adults including reference, medicine, chemistry, Accounting, marketing, biology, history, novels, DVD's, CDs, games and puzzles and several general books.

The managers clearly saw an opportunity to serve Kenyans, because although the Kenya National Library Services Board is mandated by the Government to set up public libraries all over Kenya, it has yet to spread its wings to all the people who desperately need this service. Their desire is to work with like minded individuals and organisations in their quest for a literate Kenya.

Through this Strategic Plan, they wish to call upon all who believe in the power of education that is clearly achieved through books and other informational materials to collaborate with them and give Kenyans a library service close to where they live.

5. VISION, MISSION, CORE VALUES, OBJECTIVES

5.1 Our Vision

To be the best community library known for its quality collection, service for all ages, and appealing ambiance in a changing world.

5.2 Our Mission

To promote a reading culture and literacy, educate and empower users and make accessible relevant information for lifelong learning in a serene environment

5.3 Core values

- Integrity and Accountability
- Dedicated to teamwork
- Quality service
- Committed to lifelong learning
- Committed to peaceful co-existence
- Innovation in pursuit of excellence

6. SWOT ANALYSIS

6.1 STRENGTHS

- Working Partnerships
- Good volunteer base
- Dedicated Human resource
- Established Programs

- Strategic Location
- High Population
- Existing Website
- Long working hours

6.2 WEAKNESSES

- Inadequate resources (space, stock, furniture)
- Lack of permanent staff
- Insufficient finances
- Obsolete and inadequate Technology
- Inadequate Marketing
- Over reliance on donations
- Lack of services to disadvantaged

6.3 OPPORTUNITIES

- Develop Working Partnerships
- Good volunteer base
- Dedicated Human resource
- Established Programs
- Strategic Location
- High Population
- Existing Website
- Long working hours

6.4 THREATS

- Inadequate resources (space, stock, furniture)
- Lack of permanent staff
- Lack of finances
- Obsolete and inadequate Technology
- Inadequate Marketing
- Over reliance on donations
- Lack of services to disadvantaged
- Lack of attractive service to children and young adults

7. STRATEGIC ISSUES

- Establish permanent home
- Income generating
- Membership Drive
- Stock collection building
- Marketing
- Customer Care
- Staff development

- ICT infrastructure
- Special Services to children and disadvantaged
- Advocacy/Partnerships

8. GOALS & OBJECTIVES

8.1 Strategic Issue 1: Establish permanent home

Goal 1: Acquire a new home for head quarter library

Objective 1: Do a project proposal to fund the new home

- Activity 1 Identify qualified staff to do the proposal
- Activity 2 Facilitate project proposal writing
- Activity 3 Write and fine tune
- Activity 4 Send to prospective funders
- Activity 5 Identify an architect and commission a drawing

Goal 2: Expansion of services

Objective 2 Work with devolved government

- Activity 1 Write an introductory letter to all county
- Activity 2 Make telephone calls for follow up
- Activity 3 Make appointments and visit
- Activity 4 Prepare a presentation

Objective 3: Recruit a fundraising Officer/Resource mobilization

- Activity 1 Do a job description
- Activity 2 Seek approval from board of trustees
- Activity 3 Determine cost of Advert
- Activity 4 Advert in agreed media
- Activity 5 Short list and interview
- Activity 6 Do interview and appoint

Objective 4: Acquire space

- Activity 1 Source for a plot
- Activity 2 Fundraise for the plot
- Activity 3 Purchase the plot

8.2 Strategic Issue 2: Income generating

Goal: Establish a business centre for sustainability

Objectives 1: Run Adult literacy classes

- Activity 1 Identify programs for classes
- Activity 2 Prepare schemes of work

Activity 3 Advertise for the courses

Activity 4 Run courses

Objective 2: Establish a bookshop/Handcrafts shop

Activity 1 Identify required materials for sale

Activity 2 Source for the supplier

Activity 3 Order for items

Activity 4 Open the shop

Objective 3: Run Tuition classes

Activity 1 Identify programs for classes

Activity 2 Prepare schemes of work

Activity 3 Advertise for the courses

Activity 4 Run courses

Objective 4: Run Computer classes and services

Activity 1 Identify programs for classes

Activity 2 Prepare schemes of work

Activity 3 Advertise for the courses

Activity 4 Run courses

Objective 5: Run Foreign Language classes

Activity 1 Recruit trainers

Activity 2 Identify programs for classes

Activity 3 Prepare schemes of work

Activity 4 Advertise for the courses

Activity 5 Run courses

Objective 6: Do Institutional lending

Activity 1 Formulate terms and conditions of the service

Activity 2 Publicize the service

8.3 Strategic Issue 3: Membership Drive

Goal: Increase customer base

Objectives 1: Revise membership fee

Activity 1 Consult stakeholders on changes through questionnaires

Activity 2 Analyze and get feedback from questionnaire

Activity 3 Implement changes

Objective 2: Provide incentive to members e.g. giving book marks; participate in World Book Day, International literacy

Activity 1 Prepare book marks

Activity 2 Organize the world book day

Activity 3 Offer free access to newspapers

Objective 3: Publicize the Library through Friends of Library through performances in institutions

Activity 1 Acting of set book for Secondary school books

Activity 2 Sell branded materials and motivational talks

Activity 3 Prepare and give out revision kits to students

8.4 Strategic Issue 4: Collection Development

Goal: Meet Users needs

Objective 1: Stock Relevant materials at all times for all ages

Activity 1 Conduct survey on users needs and prepare stock lists

Activity 2 Identify suppliers

Activity 3 Seek approval from Board of Trustees and make orders

Activity 4 Receive and process materials

Activity 5 Display materials

Objective 2: Provide targeted services for different levels of users

Activity 1 Identify user groups

Activity 2 Attractively arrange materials for different user groups

8.5 Strategic Issue 5: Marketing of the Library

Goal: Create Awareness for the library

Objective 1: Do fliers/brochures/posters

Activity 1 Identify designer and messages

Activity 2 Seek three quotations

Activity 3 Analyze and approve the quotations

Activity 4 Make the orders

Activity 5 Receive and distribute fliers/brochures/posters

Objective 2: Mount up billboards and Banners

Activity 1 Identify location

Activity 2 Identify designers and prepare messages

Activity 3 Seek three quotations

Activity 4 Analyze and approve the quotations

Activity 5 Make orders

Activity 6 Mount Billboards and Banners

Objective 3: Use Social media (Twitter/Facebook/Blog)

Activity 1 Sign up for the identified media

Activity 2 Create a library page

Activity 3 Assign a qualified member to regularly update

Activity 4 Regularly receive feedback and act

Objective 4: Create an interactive website

- Activity 1 Refurbish the present website
- Activity 2 Assign a staff for regular updates
- Activity 3 Act on feed back

Objective 5: Produce a Quarterly Newsletter

- Activity 1 Identify editorial board
- Activity 2 Collect articles
- Activity 3 Do review and editing
- Activity 4 Approve for publishing
- Activity 5 Get quotations for publishing
- Activity 6 Commission printing
- Activity 7 Circulate to partners

Objective 6: Develop an internal questionnaire to know user needs

- Activity 1 Develop questionnaire
- Activity 2 Print and give out questionnaire
- Activity 3 Collect, analyze and give report
- Activity 4 Implement results

Objective 7: Do Branding

- Activity 1 Identify branding materials
- Activity 2 Get quotations and approve for printing
- Activity 3 Order and receive materials
- Activity 4 Monitor use

8.6 Strategic Issue 6: Customer Care

Goal: Improve customer experience

Objective 1: Get feedback through questionnaires, suggestion box, visitor's book, quarterly newsletter

- Activity 1 Prepare questionnaire and administer
- Activity 2 Place a suggestion
- Activity 3 Receive feedback and suggestions
- Activity 4 Analyze
- Activity 5 Implement suggestions

Objective 2: Provide relevant materials

- Activity 1 Evaluate user needs
- Activity 2 Regularly source materials and acquire and process them
- Activity 3 Issue as per the needs

Objective 3: Acquire comfortable furniture and fittings

Activity 1 Identify suitable furniture

Activity 2 Get quotations approve and order

Activity 3 Receive and arrange

Objective 4: Maintain cordial relations with our customers

Activity 1 Greet and welcome on arrival

Activity 2 Hold regular workshops with staff on customer relations

Activity 3 Ensure customer follows up on their requests

Activity 4 Make regular updates on library activities

Objective 5: Open the library from 7.00am to 9.00pm daily

Activity 1 Maintain consistency in operating hours

8.7 Strategic Issue 7 : Staff development

Goal: Establish a HR Department

Objective 1: Recruit more volunteers

Activity 1 Identify the area where you need a volunteer

Activity 2 Advertise the position

Activity 3 Call interview

Activity 4 Shortlist

Activity 5 Train volunteer

Objective 2: Provide clear Job descriptions

Activity 1 Outline specific duties and roles for everyone

Objective 3: Establish staff retention programs

Activity 1 Organize regular staff retreats

Activity 2 Organize in house Training and workshop

Activity 3 Issue certificates and awards

Objective 4: Staff Training & Development

Activity 1 Do a Need analysis

Activity 2 Organize training

Activity 3 Organize retreats and workshop

8.8 Strategic Issue: ICT infrastructure

Goal: Be proficient in modern technology

Objective 1: Provide Internet connectivity

Activity 1 Identify ISP and source for connectivity

Activity 2 Arrange for annual contract

Activity 3 Install the service

Objective 2: To provide a computer lab

Activity 1 Hire technician

Activity 2 Identify a skilled staff to manage the lab

Activity 3 Acquire modern ICT equipment and accessories

Activity 4 Identify supplier

Activity 5 Purchase, receive and set up

Objective 3: Acquire a Library Management Software

Activity 1 Consultation among stakeholder on best software

Activity 2 Do specification for the system

Activity 3 Send for quotations

Activity 4 Receive and analyze

Activity 5 Order and commission

Objective 4: Acquire electronic resources

Activity 1 Identify e-resources

Activity 2 Subscribe e-resources and pay

8.9 Strategic Issue Special Services to children and disadvantaged

Goal: Provide specialized services to the disadvantaged

Objective 1: Hire staff to work with the disadvantaged

Activity 1 Advertise for staff

Activity 2 Shortlist and interview

Activity 3 Offer job descriptions

Objective 2: Provide special facilities for physically challenged

Activity 1 Identify the facilities needed

Activity 2 Make quotation and approve

Activity 3 Purchase and commission

Goal: Establish children's libraries

Activity 1 Source suitable fixtures for the library

Activity 2 Source for relevant locally available reading materials

Activity 3 Organizes the library and arrange for use

8.10 Strategic Issue Advocacy/Partnerships

Goal: Establish stronger relationships with our partners

Objective1: Provide Regular Updates

Activity 1 Identify and forge relations with relevant partners

Activity 2 Prepare quarterly newsletter and circulate electronically/hardcopy

Activity 3 Assign staff to regularly update social media and website

Objective: Networking with similar institutions

Activity 1 Maintain an up - to - date register of partners

Activity 2 Send them strategic plan, newsletter and annual report

Activity 3 Arrange Memorandum of Understanding with them

Activity 4 Engage partners on a regular basis on the role of the library

Activity 5 Organize and participate in activities of mutual interest

Objective 3: Organize a Book Club

Activity 1 Advertise the idea to would be members

Activity 2 Recruit members

Activity 3 Formulate book club policy and form a management committee

Activity 4 Prepare activities

9. ACTION PLANS/LOGICAL FRAMEWORK MATRIX

Table 1

Goal/Objective/ Strategies	Activities	Expected Results	Responsibility	Time Frame					Approximate Budget
Goal 1 : Acquire a new home for head quarter library									
Objective 1: Do a project proposal to fund the new home									
Strategy: Plan and design the newly approved building to act as the Library's headquarters	<i>Activity 1</i> Identify qualified staff to do the proposal	Have a project document ready Have a building put up	Chairman Director	Yr1	Yr2	Yr3	Yr4	Yr5	Kshs 150,000/=
	<i>Activity 2</i> Facilitate project proposal writing			√					
	<i>Activity 3</i> Write and fine tune								
	<i>Activity 4:</i> Send to prospective funders								
	<i>Activity 5:</i> Identify an architect and commission a drawing								
Goal 2: Expand our of services									
Objective 1: Work with devolved government									
Strategy: Seek community partnerships and collaborative projects with the devolved government	<i>Activity 1:</i> Write an introductory letter to all county	Establish a working relationship with all willing Governors in 47 counties	Director/ Chairman/ Committee	Yr1	Yr2	Yr3	Yr4	Yr5	Kshs 20,000/=
	<i>Activity 2:</i> Make telephone calls for follow up			√					
	<i>Activity 3:</i> Make appointments and visit								
	<i>Activity 4</i> Prepare a presentation								
Objective 2: Recruit a fundraising Officer/Resource mobilization									

Goal/Objective/ Strategies	Activities	Expected Results	Responsibility	Time Frame					Approximate Budget
				Yr1	Yr2	Yr3	Yr4	Yr5	
Strategy: Recruit, train and employ permanent staff to carry out resource mobilization	<i>Activity 1</i> Do a job description <i>Activity 2</i> Seek approval from board of trustees <i>Activity 3</i> Determine cost of Advert <i>Activity 4</i> Advert in agreed media <i>Activity 5</i> Short list and interview <i>Activity 6</i> Do interview and appoint	Establish a position and have an Officer on the ground	Director/Board of Trustees	√					Nil
Objective 4: Acquire space/Buy a plot									
Strategy: Develop and enhance the library building with sufficient space, equipment, furnishings and security to enable staff to provide high quality service for all library customers in a safe and accessible facility	<i>Activity 1</i> Source for a plot <i>Activity 2</i> Fundraise for the plot <i>Activity 3</i> Purchase the plot	Have a plot identified and purchased	Director/Board of Trustees			√			Kshs 3,000,000/=
Goal 3: Establish a business centre for Income generation									
Objective: Run Adult literacy classes									
Strategy: Reinforce school and home based curriculums, while also providing instruction in subjects unable to be addressed by educational institutions.	<i>Activity 1</i> Identify programs for classes <i>Activity 2</i> Prepare schemes of work <i>Activity 3</i> Advertise for the courses <i>Activity 4</i> Run courses	Raise revenue to support service provision	Director/Friends of the Library	√	√	√	√	√	Kshs 90,000/=
Objective 2: Establish a bookshop/ Handcrafts shop									

Goal/Objective/ Strategies	Activities	Expected Results	Responsibility	Time Frame					Approximate Budget
				Yr1	Yr2	Yr3	Yr4	Yr5	
Strategy: To promote our culture through selling traditional artefacts to grow revenue base	Activity 1 Identify required materials for sale	Raise revenue to support service provision	/Friends of the Library	Yr1	Yr2	Yr3	Yr4	Yr5	Kshs 300,000/=
	Activity 2 Source for the supplier			√	√	√	√		
	Activity 3 Order for items								
	Activity 4 Open the shop								
Objective 3: Run Tuition classes									
Strategy: Working in collaboration with the local education system to establish after school tutoring assistance and classes for students of all ages	Activity 1 Identify programs for classes	Raise revenue to support service provision	Director/Friends of the Library	Yr1	Yr2	Yr3	Yr4	Yr5	Kshs 90,000/=
	Activity 2 Prepare schemes of work			√	√	√	√	√	
	Activity 3 Advertise for the courses								
	Activity 4 Run courses								
Objective 4: Run Computer classes and services									
Strategy: To increase revenue base through Providing computer training classes and services through excellent computing resources	Activity 1 Identify programs for classes	Raise revenue to support service provision	Director/Friends of the Library	Yr1	Yr2	Yr3	Yr4	Yr5	Kshs 25,000/=
	Activity 2 Prepare schemes of work				√	√	√	√	
	Activity 3 Advertise for the courses								
	Activity 4 Run courses								
Objective 5: Run Foreign Language classes									

Goal/Objective/ Strategies	Activities	Expected Results	Responsibility	Time Frame					Approximate Budget	
Strategy: Develop and promote a wide range of services to all sectors of the community including languages	<i>Activity 1</i> Recruit trainers	Raise revenue to support service provision	Director/Friends of the Library						Kshs 30,000/=	
	<i>Activity 2</i> Identify programs for classes			Yr1	Yr2	Yr3	Yr4	Yr5		
	<i>Activity 3</i> Prepare schemes of work			√	√	√	√	√		
	<i>Activity 4</i> Advertise for the courses									
	<i>Activity 5</i> Run courses									
Objective 5: Do Institutional lending										
Strategy: Increase our revenue base by forging partnerships with local institutions of learning	<i>Activity 1</i> Formulate terms and conditions of the service	Raise revenue to support service provision	Director/Friends of the Library	Yr1					Kshs 5,000/= per year	
	<i>Activity 2</i> Publicize the service			√	Yr2	Yr3	Yr4	Yr5		
Objective 6 Set up a Talent centre										
	<i>Activity 1</i> Do a needs assessment	Raise revenue to support service provision and highly skilled youth	Director/Friends of the Library						Kshs 30,000/=	
	<i>Activity 2</i> Advertise for auditions				Yr2					
	<i>Activity 3</i> Do Auditions						Yr3	Yr4		Yr5
	<i>Activity 4</i> Shortlist				Yr1					
	<i>Activity 5</i> Train					√				
	<i>Activity 6</i> Live performances									

Goal/Objective/ Strategies	Activities	Expected Results	Responsibility	Time Frame					Approximate Budget
Goal 4: Increase customer base									
Objective: Revise membership fee regularly									
Strategy: Continuously explore best possible ways to charge for our services	<i>Activity 1</i> Consult stakeholders on changes through questionnaires	Attract more customers	Director/Board of Trustees						Nil
	<i>Activity 2</i> Analyze and get feedback from questionnaire			Yr1	Yr2	Yr3	Yr4	Yr5	
	<i>Activity 3</i> Implement changes			√	√	√	√	√	
Objective: Provide incentive to Library members e.g. giving book marks, participate in World Book Day, International Literacy Day									
Strategy: To facilitate popular participation by members of the public to celebrate and promote a reading culture and literacy development	<i>Activity 1</i> Prepare book marks and other give a ways	Join the world in celebrating the value of books and information	Chairman/ Director/Friends of the Library						Kshs 10,000/=
	<i>Activity 2</i> Organize the World Book Day and World Literacy Day			Yr1	Yr2	Yr3	Yr4	Yr5	
	<i>Activity 3</i> Participate the Nairobi International Book fair			√	√	√	√	√	
	<i>Activity 4</i> Compose and Perform library theme song								
Objective: Publicize the Library through Friends of Library through performances in institutions									

Goal/Objective/Strategies	Activities	Expected Results	Responsibility	Time Frame					Approximate Budget
				Yr1	Yr2	Yr3	Yr4	Yr5	
Strategy: Increase the Library's presence at community events and other outreach locations, through the use of Friends of the Library.	<i>Activity 1</i> Acting of set books for Secondary school books <i>Activity 2</i> Sell branded materials and organize motivational talks <i>Activity 3</i> Prepare and give out revision kits to students	Join the world in celebrating the value of books and information	Chairman/ Director/Friends of the Library						Kshs 30,000/=
Goal 5: Meet Users needs									
Objective: Stock Relevant materials at all times for all ages									
Strategy: Continue to provide access and maintain resources and materials that anticipate and are responsive to the varying needs and interests of the community	<i>Activity 1</i> Conduct survey on users needs and prepare stock lists <i>Activity 2</i> Identify suppliers <i>Activity 3</i> Seek approval from Board of Trustees and make orders <i>Activity 4</i> Receive and process materials <i>Activity 5</i> Display materials	Maintain a vibrant collection that attracts all types of users	Librarian/ Director						Kshs 2,000,000/=
Objective: Provide targeted services for different levels of users									
Strategy: Develop and promote a wide range of services to all sectors of the community	<i>Activity 1</i> Identify user groups <i>Activity 2</i> Attractively arrange materials for different user groups	Maintain a vibrant collection that attracts all types of users	Librarian/ Director	Yr1 ✓	Yr2 ✓	Yr3 ✓	Yr4 ✓	Yr5 ✓	Kshs 15,000/=

Goal/Objective/ Strategies	Activities	Expected Results	Responsibility	Time Frame					Approximate Budget
Goal 6: Create Awareness for the library									
Objective:									
Do Book marks /brochures/posters									
Strategy: Raise the profile of the library and increasing public awareness of the many resources and services offered	<i>Activity 1</i> Identify designer and create messages	Gain and maintain confidence of our users	Director/Friends of the library						Kshs 50,000/=
	<i>Activity 2</i> Seek three quotations			Yr1	Yr2	Yr3	Yr4	Yr5	
	<i>Activity 3</i> Analyze and approve the quotations			√	√	√	√	√	
	<i>Activity 4</i> Make the orders								
	<i>Activity 5</i> Receive and distribute fliers/brochures/posters								
Objective:									
Mount up billboards and Banners									
Strategy: To increase the library's visibility and services it offers to the local community	<i>Activity 1</i> Identify location	Achieve regular publicity for the library	Director/Friends of the Library						Kshs 50,000/=
	<i>Activity 2</i> Identify designers and prepare messages			Yr1					
	<i>Activity 3</i> Seek three quotations			√	Yr2	Yr3	Yr4	Yr5	
	<i>Activity 4</i> Analyze and approve the quotations								
	<i>Activity 5</i> Make orders								
	<i>Activity 6</i> Mount Billboards and Banners								
Objective:									
Use Social media (Twitter/Facebook/ Blog)									

Goal/Objective/ Strategies	Activities	Expected Results	Responsibility	Time Frame					Approximate Budget
Strategy: Create social media outlets for the library to increase library's profile and promote its services to the public	<i>Activity 1</i> Sign up for the identified media	Achieve regular publicity and feedback on the library	Director/Friends of the Library/ Library ICT team	Yr1 Yr2 Yr3 Yr4 Yr5	Yr2 Yr3 Yr4 Yr5	Yr3 Yr4 Yr5	Yr4 Yr5	Nil	
	<i>Activity 2</i> Create a library accounts								
	<i>Activity 3</i> Assign a qualified member to regularly update								
	<i>Activity 4</i> Regularly discuss feedback and act								
Objective: Create an interactive website									
Strategy: Enhance the library's website, improving interactivity, ease of use and reflection of current Community interests.	<i>Activity 1</i> Refurbish the present website	Have an interactive website at all times	Director/Friends of the Library/ Library ICT team	Yr1 Yr2 Yr3 Yr4 Yr5	Yr2 Yr3 Yr4 Yr5	Yr3 Yr4 Yr5	Yr4 Yr5	Nil	
	<i>Activity 2</i> Assign a staff for regular updates								
	<i>Activity 3</i> Act on feed back								
Objective: Produce a Quarterly Newsletter									

Goal/Objective/ Strategies	Activities	Expected Results	Responsibility	Time Frame					Approximate Budget
Strategy: Communicate the Library's services, program and achievements, as well as the value of library	<i>Activity 1</i> Identify editorial board	Ensure regular updates to library users, public and partners	Director/Friends of the Library/ Library ICT team						Kshs 30,000/=
	<i>Activity 2</i> Collect articles								
	<i>Activity 3</i> Do review and editing			Yr1	Yr2	Yr3	Yr4	Yr5	
	<i>Activity 4</i> Approve for publishing								
	<i>Activity 5</i> Get quotations for publishing			√	√	√	√	√	
	<i>Activity 6</i> Commission printing								
	<i>Activity 7</i> Circulate to partners								
Objective: Develop an internal questionnaire to determine user needs									
Strategy: Develop and conduct an annual community survey of both library users and non-users to determine satisfaction with library services, and to identify Community suggestions for new developments and services.	<i>Activity 1</i> Develop questionnaire	Get continuous relevant feedback	Director/Friends of the Library/ Library ICT team						Kshs15,000/= per year
	<i>Activity 2</i> Print and give out questionnaire			Yr1	Yr2	Yr3	Yr4	Yr5	
	<i>Activity 3</i> Collect, analyze and give report			√	√	√	√	√	
	<i>Activity 4</i> Implement results								
Objective: Do Branding									

Goal/Objective/ Strategies	Activities	Expected Results	Responsibility	Time Frame					Approximate Budget
Strategy: To strengthen the library's brand through consistently developing various branding materials and use of the logo	<i>Activity 1</i> Identify branding items	Improved corporate image and identity	Director/Friends of the Library/ Volunteers	Yr1	Yr2	Yr3	Yr4	Yr5	Kshs 150,000/=
	<i>Activity 2</i> Get quotations and approve for printing								
	<i>Activity 3</i> Order and receive materials								
	<i>Activity 4</i> Monitor use								
	<i>Activity 5</i> Monitor use								
Goal 7: Create awareness for the library									
Objective: Get feedback through questionnaires, suggestion box, visitors books and quarterly newsletter									
Strategy: Establish strong customer focus to retain users	<i>Activity 1</i> Prepare questionnaire and administer	Ensure regular updates to the public, customers and partners	Director/ Friends of the Library/ ICT Team	Yr1	Yr2	Yr3	Yr4	Yr5	Kshs 10,000/=
	<i>Activity 2</i> Place a suggestion								
	<i>Activity 3</i> Receive feedback and suggestions								
	<i>Activity 4</i> Analyze								
	<i>Activity 5</i> Implement suggestions								
Objective: Provide relevant materials									
Strategy: Institutionalize needs assessment to always meet our user needs	<i>Activity 1</i> Evaluate user needs	Have satisfied customers at all times	Director/ Librarian	Yr1	Yr2	Yr3	Yr4	Yr5	Nil
	<i>Activity 2</i> Regularly source materials and acquire and process them								
	<i>Activity 3</i> Issue as per the needs								

Goal/Objective/ Strategies	Activities	Expected Results	Responsibility	Time Frame					Approximate Budget
Objective: Acquire comfortable furniture and fittings									
Strategy: Ensure comfort of all our customers	<i>Activity 1</i> Identify suitable furniture <i>Activity 2</i> Get quotations approve and order <i>Activity 3</i> Receive and arrange	Have satisfied customers in a conducive environment	Director/ Chairman	Yr1	Yr2 √	Yr3	Yr4	Yr5	Kshs 500,000
Objective: Maintain cordial relations with our customers									
Strategy: Institute a Customer Care Policy	<i>Activity 1</i> Greet and welcome on arrival <i>Activity 2</i> Hold regular workshops with staff on customer relations <i>Activity 3</i> Ensure customer follows up on their requests <i>Activity 4</i> Make regular updates on library activities	Have satisfied customers	Director/ Chairman/ Friends of the Library	Yr1 √	Yr2	Yr3	Yr4	Yr5	Nil
Objective 5: Open the library daily from 7.00am to 9.00pm									
Strategy: Project our image as being dependable	<i>Activity 1</i> Maintain consistency in operating hours	Have satisfied customers	Director/ Chairman	Yr1 √	Yr2	Yr3	Yr4	Yr5	Nil

Goal/Objective/ Strategies	Activities	Expected Results	Responsibility	Time Frame					Approximate Budget
Goal 8: Establish a HR Department									
Objective: Recruit more volunteers									
Strategy: Properly harness all staff potential	<i>Activity 1</i> Identify the area where you need a volunteer	Have well trained and professional staff	Director/ Chairman	Yr1	Yr2	Yr3	Yr4	Yr5	Kshs 100,000/=
	<i>Activity 2</i> Advertise the position								
	<i>Activity 3</i> Call interview								
	<i>Activity 4</i> Shortlist								
	<i>Activity 5</i> Train volunteer								
	<i>Activity 5</i> Train volunteer								
Objective: Provide clear Job descriptions									
Strategy: Properly harness all staff potential	<i>Activity 1</i> Outline specific duties and roles for everyone	Have well defined roles	Director/ Chairman	Yr1	Yr2	Yr3	Yr4	Yr5	Nil
Objective: Establish staff retention programs									
Strategy: Properly harness all staff potential	<i>Activity 1</i> Organize regular staff retreats	Have well motivated staff	Director/ Chairman	Yr1	Yr2	Yr3	Yr4	Yr5	
	<i>Activity 2</i> Organize in house Training and workshop								
	<i>Activity 3</i> Issue certificates and awards								
Objective 4: Staff Training & Development									

Goal/Objective/ Strategies	Activities	Expected Results	Responsibility	Time Frame					Approximate Budget
Strategy: Properly harness all staff potential	<i>Activity 1</i> Do a Need analysis	Increased job satisfaction and morale among employees	Director/ chairman	Yr1	Yr2	Yr3	Yr4	Yr5	Kshs 100,000/=
	<i>Activity 2</i> Organize training								
	<i>Activity 3</i> Organize retreats and workshop								
Goal 9: Be proficient in modern technology									
Objective: Provide Internet connectivity									
Strategy: Institutionalize ICT in all our operations	<i>Activity 1</i> Identify ISP and source for connectivity	Maintain internet connectivity at all times	Director/ ICT Team	Yr1	Yr2	Yr3	Yr4	Yr5	Kshs 50,000/=
	<i>Activity 2</i> Arrange for annual contract								
	<i>Activity 3</i> Install the service								
Objective: To provide a computer lab									
Strategy: Institutionalize ICT in all our operations	<i>Activity 1</i> Hire technician	Be ICT savvy	Director/ICT Team	Yr1	Yr2	Yr3	Yr4	Yr5	Kshs 650,000/= for 10computers and installation
	<i>Activity 2</i> Identify a skilled staff to manage the lab								
	<i>Activity 3</i> Acquire modern ICT equipment and accessories								
	<i>Activity 4</i> Identify supplier								
	<i>Activity 5</i> Purchase, receive and set up								
Objective: Acquire a Library Management Software									

Goal/Objective/ Strategies	Activities	Expected Results	Responsibility	Time Frame					Approximate Budget
Strategy: Institutionalize ICT in all our operations	<i>Activity 1</i> Consultation among stakeholder on best software	Up to date record keeping and easy access to information	Director/ ICT Team	Yr1	Yr2	Yr3	Yr4	Yr5	Kshs 95,000/=
	<i>Activity 2</i> Do specification for the system								
	<i>Activity 3</i> Send for quotations								
	<i>Activity 4</i> Receive and analyze								
	<i>Activity 5</i> Order and commission								
Objective: Acquire electronic resources									
Strategy: Institutionalize ICT in all our operations	<i>Activity 1</i> Identify e-resources	Have a well rounded collection for all types of users	Director/ Librarian	Yr1	Yr2	Yr3	Yr4	Yr5	Kshs 500,000/=
	<i>Activity 2</i> Subscribe e-resources and pay								
Goal 10: Provide specialized services to the disadvantaged									
Objective: Hire staff to work with the disadvantaged									
Strategy: Mainstream the physically challenged to ensure they are catered for in our services	<i>Activity 1</i> Advertise for staff	Have qualified staff to work with the physically challenged	Chairman/ Director	Yr1	Yr2	Yr3	Yr4	Yr5	Nil
	<i>Activity 2</i> Shortlist and interview								
	<i>Activity 3</i> Offer job descriptions								
Objective: Provide special facilities for physically challenged									

Goal/Objective/Strategies	Activities	Expected Results	Responsibility	Time Frame					Approximate Budget
Strategy: Mainstream the physically challenged to ensure they are catered for in our services	<i>Activity 1</i> Identify the facilities needed	Have a conducive environment for physically challenged	Director/Chairman	Yr1 √	Yr2	Yr3	Yr4	Yr5	Kshs 20,000 for special tables
	<i>Activity 2</i> Make quotation and approve								
	<i>Activity 4</i> Purchase and commission								
Goal 11 Establish children's libraries									
Objective: Set up a children's library									
Strategy: Ensure we catch them while young	<i>Activity 1</i> Source suitable fixtures for the library	Have patronage of children in the library	Director/Chairman/ Friends of the Library	Yr1 √	Yr2	Yr3	Yr4	Yr5	See furniture and fixtures budget
	<i>Activity 2</i> Source for relevant locally available reading materials								
	<i>Activity 3</i> Organizes the library and arrange for use								
Goal 12: Establish stronger relationships with our partners									
Objective: Provide Regular Updates									
Strategy: Establish ongoing partnerships	<i>Activity 1</i> Identify and forge relations with relevant partners	Remain closely linked to our partners	Director/ICT Team/ Friends of the Library	Yr1 √	Yr2	Yr3	Yr4	Yr5	Nil
	<i>Activity 2</i> Prepare quarterly newsletter and circulate electronically/hardcopy								
	<i>Activity 3</i> Assign staff to regularly update social media and website								
Objective: Networking with similar institutions									

Goal/Objective/ Strategies	Activities	Expected Results	Responsibility	Time Frame					Approximate Budget
Strategy : Institutionalize Advocacy	<i>Activity 1</i> Maintain an up - to - date register of partners	Remain closely linked to our partners	Director/ICT Team/ Friends of the Library	Yr1 √	Yr2	Yr3	Yr4	Yr5	Kshs 10,000/=
	<i>Activity 2</i> Send them strategic plan, newsletter and annual report								
	<i>Activity 3</i> Arrange Memorandum of Understanding with them								
	<i>Activity 4</i> Engage partners on a regular basis on the role of the library								
	<i>Activity 5</i> Organize and participate in activities of mutual interest.								
Objective: Establish a Book Club									
Strategy Nurture a reading culture	<i>Activity 1</i> Advertise the idea to would be members	To have Knowledgeable and informed citizenry	Director/Friends of the Library/ Librarian	Yr1	Yr2	Yr3	Yr4	Yr5	Kshs 50,000/= per year
	<i>Activity 2</i> Recruit members								
	<i>Activity 3</i> Formulate book club policy and form a management committee								
	<i>Activity 4</i> Prepare activities								

10. IMPLEMENTATION PLAN/ MONITORING AND EVALUATION

Monitoring and Evaluation are essential components in the planning process because they help to measure the expected progress. It is important to institute measures to continuously monitor and evaluate the plan to determine the extent to which the agreed upon targets have been achieved. For the strategic issues to be realized, it will be important to implement all the activities that have been identified. It is hoped that by the end of the five year period an evaluation will be done to determine whether any progress was achieved because, indicators will be identified for each strategic issue and will be judged against the activities carried out. The DHLK undertakes to do everything possible to ensure that this plan is fully implemented.

MONITORING AND EVALUATION PLAN

Table 2

Strategic Issues	Activities	Means of Verification	Assumptions
STRATEGIC ISSUE 1 Establish a permanent home			
Goal Acquire a new home for head quarter library			
Objective: Do a project proposal to fund the new home			
Strategy <i>Plan and design the newly approved building to act as the Library's headquarters</i>	<ul style="list-style-type: none"> Identify qualified staff to do the proposal Facilitate project proposal writing Write and fine tune Send to prospective funders Identify an architect and commission a drawing 	<ul style="list-style-type: none"> Documentation showing name of staff was identified The proposal document Correspondence with funders Project document by architect 	<ul style="list-style-type: none"> That the Library managers will be committed to this idea That funds required will be available That there is political stability
Goal Expansion of services			
Objective: Work with devolved government			
Strategy <i>Seek community partnerships and collaborative projects with the devolved government</i>	<ul style="list-style-type: none"> Write an introductory letter to all county Make telephone calls for follow up Make appointments Prepare a presentation and visit 	<ul style="list-style-type: none"> Letters written and reports of appointments Presentation document 	<ul style="list-style-type: none"> That the Library managers will be committed to this idea That funds required will be available That there is political stability
Objective Acquire space	<ul style="list-style-type: none"> Source for a plot Fundraise for the plot Purchase the plot 	<ul style="list-style-type: none"> Funds raised Actual plot 	

STRATEGIC ISSUE 2: Income generating			
Goal Establish a business centre for sustainability			
Objective Run Adult literacy classes			
Strategy <i>Recruit, train and employ permanent staff to carry out resource mobilization</i>	<ul style="list-style-type: none"> Identify programs for classes Prepare schemes of work Advertise for the courses Run courses 	<ul style="list-style-type: none"> Curriculum Adverts Syllabuses Class attendance register 	<ul style="list-style-type: none"> That there will be people wishing to enroll That teachers will be available
Objective: Establish a bookshop/ Handcrafts shop			
Strategy <i>Recruit, train and employ permanent staff to carry out resource mobilization</i>	<ul style="list-style-type: none"> Identify required materials for sale Source for the supplier Order for items Open the shop 	<ul style="list-style-type: none"> Order lists List of suppliers Actual Shop 	<ul style="list-style-type: none"> That financial resources required will be available
Objective : Run Tuition classes			
Strategy <i>Working in collaboration with the local education system to establish after school tutoring assistance and classes for students of all ages</i>	<ul style="list-style-type: none"> Identify programs for classes Prepare schemes of work Advertise for the courses Run courses 	<ul style="list-style-type: none"> Curriculum Adverts Syllabuses Class attendance register 	<ul style="list-style-type: none"> That there will be people wishing to enroll That teachers will be available
Objective Run Computer classes and services			
Strategy <i>To increase revenue base through providing computer classes and services through excellent computing resources</i>	<ul style="list-style-type: none"> Identify programs for classes Prepare schemes of work Advertise for the courses Run courses 	<ul style="list-style-type: none"> Curriculum Adverts Syllabuses Class attendance register 	<ul style="list-style-type: none"> That there will be people wishing to enroll That teachers will be available
Objective Run Foreign Language classes			
Strategy <i>Develop and promote a wide range of services to all sectors of the community including languages</i>	<ul style="list-style-type: none"> Recruit trainers Identify programs for classes Prepare schemes of work Advertise for the courses Run courses 	<ul style="list-style-type: none"> Curriculum Adverts Syllabuses Class attendance register 	<ul style="list-style-type: none"> That there will be people wishing to enroll That teachers will be available
Objective Do Institutional lending			
Strategy <i>Increase our revenue base by forging partnerships with local institutions of learning</i>	<ul style="list-style-type: none"> Formulate terms and conditions of the service Publicize the service 	<ul style="list-style-type: none"> List of collaborating institutions Record of books lent Record of revenue collected 	<ul style="list-style-type: none"> That the collection will be quality enough That schools and targeted institutions will need this service
Objective Set up a Talent Centre			

Strategy <i>Make an effort to harness Youth Talent</i>	<ul style="list-style-type: none"> • Do a needs assessment • Advertise for auditions • Do Auditions • Shortlist • Train • Live performances 	<ul style="list-style-type: none"> • Report of needs assessment • Advert • Report of Auditions • Shortlist 	<ul style="list-style-type: none"> • That the youth will come forward
STRATEGIC ISSUE 3			
Membership Drive			
Goal			
Increase customer base			
Objective: Revise membership fee			
Strategy <i>Continuously explore best possible ways to charge for our services</i>	<ul style="list-style-type: none"> • Consult stakeholders on changes through questionnaires • Analyze and get feedback from questionnaire • Implement changes 	<ul style="list-style-type: none"> • Reports of reviews • Questionnaires • Schedule of new rates 	<ul style="list-style-type: none"> • That the Board of Trustees will be committed
Objective: Provide incentive to members			
Strategy <i>To facilitate popular participation by members of the public to celebrate and promote a reading culture and literacy</i>	<ul style="list-style-type: none"> • Prepare book marks • Organize the world book day • Offer free access to newspapers 	<ul style="list-style-type: none"> • Copy of book mark • Reports of activities • Number of magazines 	<ul style="list-style-type: none"> • That there will be commitment by Library managers to celebrate books and reading • That members of the public will join
Objective Publicize the library through Friends of Library through performances in institutions			<ul style="list-style-type: none"> • ajamKjzn:Z,:lzn Lkzma
Strategy <i>Increase the Library's presence at community events and other outreach locations, through the use of Friends of the Library</i>	<ul style="list-style-type: none"> • Acting of set book for Secondary school books • Sell branded materials and motivational talks • Prepare and give out revision kits to students 	<ul style="list-style-type: none"> • Reports of activities • Sales report • Record of revenue collected • Sample revision kits 	<ul style="list-style-type: none"> • That Friends of the Library will be committed to support the library
STRATEGIC ISSUE 4:			
Collection Development			
Goal			
Meet User needs			
Objective Stock Relevant materials at all times for all ages			
Strategy <i>Continue to provide access and maintain resources and materials that anticipate and are responsive to the varying needs and interests of the community</i>	<ul style="list-style-type: none"> • Conduct survey on users needs and prepare stock lists • Identify suppliers • Seek approval from Board of Trustees and make orders • Receive and process materials • Display materials 	<ul style="list-style-type: none"> • Report of surveys • List of suppliers • Board approval reports • Record of Inventory • Actual materials 	<ul style="list-style-type: none"> • That funds will be available
Objective Provide targeted services for different levels of users			
Strategy <i>Develop and promote a wide range of services to all sectors of the community</i>	<ul style="list-style-type: none"> • Identify user groups • Attractively arrange materials for different user groups 	<ul style="list-style-type: none"> • User group record • Well arranged shelves and neat displays 	<ul style="list-style-type: none"> • Library managers will be committed

STRATEGIC ISSUE 5: Marketing Library Services			
Goal Create Awareness for the library			
Objective: Do fliers/brochures/posters			
Strategy <i>Raise the profile of the library and increase public awareness of the many resources and services offered</i>	<ul style="list-style-type: none"> Identify designer and messages Seek three quotations Analyze and approve the quotations Make the orders Receive and distribute fliers brochures and posters 	<ul style="list-style-type: none"> Actual fliers/brochures/posters File of quotations Order list Distribution record 	<ul style="list-style-type: none"> That the library managers will be committed That funds will be available
Objective Mount up billboards and Banners			
Strategy <i>To increase the library's visibility and services it offers to the local community</i>	<ul style="list-style-type: none"> Identify location Identify designers and prepare messages Seek three quotations Analyze and approve the quotation Make orders Mount Billboards and Banners 	<ul style="list-style-type: none"> Actual fliers/brochures/posters File of quotations Order list Distribution record 	<ul style="list-style-type: none"> That the library managers will be committed Funds will be available
Objective Use Social Media (Twitter/ Facebook/Blog)			
Strategy <i>Create social media outlets for the library to increase library's profile and promote its services to the public</i>	<ul style="list-style-type: none"> Sign up for the identified media Create a library page Assign a qualified member to regularly update Regularly receive feedback and act 	<ul style="list-style-type: none"> Existence of pages in the various social media accounts Letter of appointment Record of feedback and action taken 	<ul style="list-style-type: none"> That the library managers will be committed
Objective Create an interactive website			
Strategy <i>Enhance the library's website, improving interactivity, ease of use and reflection of current Community interests.</i>	<ul style="list-style-type: none"> Refurbish the present website Assign a staff for regular updates Act on feed back 	<ul style="list-style-type: none"> Fully refurbished website Letter of appointment Record on feedback and action taken 	<ul style="list-style-type: none"> That the library managers will be committed
Objective Produce a Quarterly Newsletter			
Strategy <i>Communicate the Library's services, program and achievements, as well as the value of library</i>	<ul style="list-style-type: none"> Identify editorial board Collect articles Do review and editing Approve for publishing Get quotations for publishing Commission printing Circulate to partners 	<ul style="list-style-type: none"> List of Editorial team Record of articles received Approval letter Record of quotations Letter of commissioning Distribution record 	<ul style="list-style-type: none"> That the library managers will be committed Funds will be available
Objective Develop an internal questionnaire to know user needs			
Strategy <i>Develop and conduct an annual community survey of both library users and non-users to determine satisfaction with library services, and to identify members suggestions for new developments and services</i>	<ul style="list-style-type: none"> Develop questionnaire Print and give out questionnaire Collect, analyze and give report Implement results 	<ul style="list-style-type: none"> Actual questionnaire Report of analysis List of recommendations Implementation schedule 	<ul style="list-style-type: none"> That the library managers will be committed

Objective Do Branding			
Strategy <i>To strengthen the library's brand through consistently developing various branded materials and use of the logo</i>	<ul style="list-style-type: none"> Identify branding materials Get quotations and approve for printing Order and receive materials Monitor use 	<ul style="list-style-type: none"> List of branded materials agreed upon Quotations file Order lists/LPO's Inventory list 	<ul style="list-style-type: none"> That the library managers will be committed That funds will be available
STRATEGIC ISSUE 6			
Customer Care			
Goal Improve customer experience			
Objective: Get feedback through questionnaires, suggestion box, Visitor's books quarterly newsletter			
Strategy <i>Establish strong customer focus to attract and retain users</i>	<ul style="list-style-type: none"> Prepare questionnaire and administer Place a suggestion box Get feedback and suggestions Analyze Implement suggestions 	<ul style="list-style-type: none"> Actual questionnaire Suggestion box fixed Report file on suggestions Implementation schedule 	<ul style="list-style-type: none"> That the library managers will be committed
Objective Provide relevant materials			
Strategy <i>Institutionalize needs assessment to always meet our user needs</i>	<ul style="list-style-type: none"> Evaluate user needs Regularly source materials and acquire and process them Issue as per the needs 	<ul style="list-style-type: none"> Record of user needs Order lists Inventory record Record of issues 	<ul style="list-style-type: none"> That the library managers will be committed That funds will be available
Objective Acquire comfortable furniture and fittings			
Strategy <i>Ensure comfort of all our customers</i>	<ul style="list-style-type: none"> Identify suitable furniture Get quotations approve and order Receive and arrange 	<ul style="list-style-type: none"> Actual furniture Order lists/LPO's Actual furniture 	<ul style="list-style-type: none"> That library managers will be committed That funds will be available
Objective Maintain cordial relations with our customers			
Strategy <i>Institute a Customer Care Policy</i>	<ul style="list-style-type: none"> Greet and welcome customers on arrival Hold regular workshops with staff on customer relations Ensure customer follow up on their requests Make regular updates on library activities 	<ul style="list-style-type: none"> Customer care policy Record of training workshops Record of customer requests Current awareness notice board 	<ul style="list-style-type: none"> That the library managers will be committed There is funds
Objective Open the library from 7.00am to 9.00pm daily			
Strategy <i>Project our image as being dependable</i>	<ul style="list-style-type: none"> Maintain consistency in operating hours 	<ul style="list-style-type: none"> Notice displayed on opening and closing times 	<ul style="list-style-type: none"> That the library managers will be committed

STRATEGIC ISSUE 7: Staff development			
Goal Establish a HR Department			
Objective Recruit more volunteers			
Strategy: <i>Properly harness all staff potential</i>	<input type="checkbox"/> Identify the need for a volunteer <input type="checkbox"/> Advertise the position <input type="checkbox"/> Call interview <input type="checkbox"/> Shortlist <input type="checkbox"/> Train volunteer	<ul style="list-style-type: none"> Record of meetings Adverts Minutes of interviews List of successful candidates Report on training done 	<ul style="list-style-type: none"> That the library managers will be committed
Objective Provide clear Job descriptions			
Strategy <i>Properly harness all staff potential</i>	<input type="checkbox"/> Outline specific duties and roles for each staff	<ul style="list-style-type: none"> A file on job descriptions 	<ul style="list-style-type: none"> That the library managers will be committed
Objective Establish staff retention programs			
Strategy <i>Properly harness all staff potential</i>	<input type="checkbox"/> Organize regular staff retreats <input type="checkbox"/> Organize in house Training and workshop <input type="checkbox"/> Issue certificates and awards	<ul style="list-style-type: none"> Reports on training activities Copies of certificates 	<ul style="list-style-type: none"> That the library managers will be committed
Objective Organize staff training through workshops and seminars			<ul style="list-style-type: none"> That the library managers will be committed That funds will be available
Strategy <i>Properly harness all staff potential</i>	<input type="checkbox"/> Do a Need analysis <input type="checkbox"/> Organize training <input type="checkbox"/> Organize retreats and workshop	<ul style="list-style-type: none"> Report of the needs analysis Report on training activities 	
STRATEGIC ISSUE 8: ICT infrastructure			
Goal Be proficient in modern technology			
Objective: Provide Internet connectivity			
Strategy <i>Institutionalize ICT in all our operations</i>	<ul style="list-style-type: none"> Identify ISP and source for connectivity Arrange for annual contract Install the service 	<ul style="list-style-type: none"> Minutes and records of meetings Annual contract Working service 	<ul style="list-style-type: none"> That the library managers will be committed That funds will be available
Objective Provide a computer lab			
Strategy <i>Institutionalize ICT in all our operations</i>	<ul style="list-style-type: none"> Hire technician Identify a skilled staff to manage the lab Acquire modern ICT equipment and accessories Identify supplier Purchase, receive and set up 	<ul style="list-style-type: none"> Technician on site Actual lab with all equipment Record of correspondence LPO's Inventory list 	<ul style="list-style-type: none"> That the library managers will be committed That funds will be available
Objective Acquire a Library Management Software			

Strategy <i>Institutionalize ICT in all our operations</i>	<ul style="list-style-type: none"> • Consultation among stakeholder on best software • Do specification for the system • Send for quotations • Receive and analyze • Order and commission 	<ul style="list-style-type: none"> • Record of minutes of meetings held • Record of specifications • Quotations file • LPO's • Inventory list 	<ul style="list-style-type: none"> • That the library managers will be committed • That funds will be available
Objective Acquire electronic resources			
Strategy <i>Institutionalize ICT in all our operations</i>	<ul style="list-style-type: none"> • Identify e-resources • Subscribe e-resources and pay 	<ul style="list-style-type: none"> • Order lists • Record of subscriptions 	
STRATEGIC ISSUE 9: Special Services to children and the physically challenged			
Goal Provide specialized services to the disadvantaged			
Objective Hire staff to work with the disadvantaged			
Strategy <i>Mainstream the physically challenged to ensure they are catered for in our services</i>	<ul style="list-style-type: none"> • Advertise for staff • Shortlist and interview • Offer job descriptions 	<ul style="list-style-type: none"> • Actual advert • Minutes of meetings held • Letter of appointment 	<ul style="list-style-type: none"> • That the library managers will be committed • That funds will be available
Objective Provide special facilities for physically challenged			
Strategy <i>Mainstream the physically challenged to ensure they are catered for in our services</i>	<ul style="list-style-type: none"> • Identify the facilities needed • Make quotation and approve • Purchase and commission 	<ul style="list-style-type: none"> • List of items identified • Quotations file • LPO's • Actual furniture • Inventory list 	<ul style="list-style-type: none"> • That the library managers will be committed • That funds will be available
Objective Establish children's libraries			
Strategy <i>Ensure we catch them while young</i>	<ul style="list-style-type: none"> • Source suitable fixtures for the library • Source for relevant locally available reading materials • Organizes the library and arrange for use 	<ul style="list-style-type: none"> • List of items identified • Quotations file • LPO's • Actual furniture • Inventory list 	<ul style="list-style-type: none"> • That the library managers will be committed • That funds will be available
STRATEGIC ISSUE 10: Advocacy/Partnerships Goal Establish stronger relationships with our partners			
Objective Provide Regular Updates			
Strategy <i>Establish ongoing partnerships</i>	<ul style="list-style-type: none"> • Identify and forge relations with relevant partners • Prepare quarterly newsletter and circulate electronically and hardcopy • Assign staff to regularly update social media and website 	<ul style="list-style-type: none"> • List of partners • Copies of newsletter • Distribution record • Letter of appointment 	<ul style="list-style-type: none"> • That the library managers will be committed • That funds will be available
Objective Networking with similar institutions			

<p>Strategy <i>Establish ongoing partnerships</i></p>	<ul style="list-style-type: none"> • Maintain an up-to-date register of partners • Send them strategic plan, newsletter and annual report • Arrange Memorandum of Understanding with them • Engage partners on a regular basis on the role of the library • Organize and participate in activities of mutual interest 	<ul style="list-style-type: none"> • List of partners • Copies of newsletter • Distribution record • Letter of appointment • Copies of MoU's • Correspondence file • Reports of activities attended 	<ul style="list-style-type: none"> • That the library managers will be committed • That funds will be available
<p>Objective Organize a Book Club</p>			
<p>Strategy <i>Develop and nurture a reading habit</i></p>	<ul style="list-style-type: none"> • Advertise the idea to would be members • Recruit members • Formulate book club policy and form a management committee • Prepare activities 	<ul style="list-style-type: none"> • Copy of advert • List of members • Policy document • Schedule of activities • Record of activities organized 	<ul style="list-style-type: none"> • That the library managers will be committed • That funds will be available



The Denise C. Hogan Library in Kenya

STRATEGIC PLAN - 2013-2018

Manyanga House, Zimmerman Estate

P.O. Box 54625-00200, Nairobi, Kenya

Tel. 254 724 369 655

Email: dhlk2005@yahoo.com

Mobile Number: 254 722 797 394 or 254 722 468 067

www.hoganlibrary.kbo.co.ke