

Sri Lanka Library Association (SLLA)

Strategic Plan 2016-2022

Strategic Planning and Strategic Directions
Committee (SPSDC)

15th January 2016

Ms Shivanthie Weerasinghe,

President

Sri Lanka Library Association

OPA Centre

Colombo 7.

Dear Ms Weerasinghe,

Strategic Plan for Sri Lanka Library Association

It is with great pleasure the Strategic Planning and Strategic Directions Committee (SPSDC) of SLLA presents the Strategic Plan (2016-2022) with strategic directions for the Sri Lanka Library Association.

On behalf of the committee, I thank you and the previous President of the SLLA and the respective Councils for providing necessary assistance to carry out the functions of the committee. A considerable number of SLLA members and others assisted the committee in many ways. We thank them all.

Thanking You.

Yours faithfully

Upali Amarasiri

Convener/SPSDC

Contents

SPSDC Committee	page 05
Term of Reference for the SPSPDC	05
Executive Summary	06
Background Information	08
Vision & Mission Statements	09
Core Organizational Values	09
Key Action Areas	09
KA1 - Organizational Excellence	10
KA2 – Improve access to information and facilitate knowledge creation	12
KA 3-Well Planned Advocacy	14
KA 4 - Assist all LIS sectors (National/Provincial/Academic/School/Special/Public /Government etc) to achieve their strategic directions and overcome challenges	16
KA 5- Improve Education Programmes	18
KA 6- Membership Development	19
KA 7 - Provide opportunities for and promote career development of members, and introduce a mechanism to address members’ grievances	21
KA 8 - Strengthen the co-operation among major stakeholders	23
Action Plan and Performance Measurements	25
Organization Excellence	25
Improve access to information and facilitate knowledge creation	29
Well Planned Advocacy	38
Assist all LIS sectors to achieve their strategic directions and overcome challenges	42
Improve Education Programmes	46
Membership Development	50
Strengthen/Introduce a mechanism to assist the members’ grievances & career development	55

Strengthen the co-operation among major stakeholder	59
Implementation of the Strategic Plan	63
Committee of Monitoring and Assisting in Implementation of the Strategic Plan -(COMAISP)	63
Flexibility of implementation during the first two year period	63
Allocation of funds	64
Responsibility of implementation the Strategic Plan	65
Responsibility of the SLLA Membership	65
Responsibility of the professional groups	66
Responsibility of the special committees	66
Responsibility of the SLLA Council	67
Mechanism of implementation	68
Revision of the plan	68
Appendix 1: Strategic directions & Specific needs of major LIS Sectors in Sri Lanka	69
National Library Sector	69
Provincial Library Sector	73
Academic Library Sector	77
Special Library Sector	83
School Library Sector	86
Public Library Sector	91
Government Library Sector	94
Library Education and Training Sector	98
Appendix 2: Some best practices of major library associations around the world	104
Appendix 3: Report on SWOT Analysis	112
Appendix 4: Opinion Survey	126
List of abbreviations	134

SPSDC Committee

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Term of Reference for the SPSPDC

(Approved at the SLLA Council meeting on 13.10.2014)

1. Conduct a detailed study on the organization structure and the activities of SLLA
2. Conduct a SWOT analysis on SLLA
3. Study the guidelines, advice, directives and standards issued by IFLA for Library Associations
4. Study the best practices of the leading Library Associations
5. Study the specific needs of the LIS field in modern era, taking in to consideration the rapid advances of ICT and the specific library and information needs of Sri Lanka
6. Prepare a set of strategic directives for SLLA and Strategic Plan

Executive Summary

In formulating the very first Strategic Plan of SLLA, the SPSDC has taken the present day realities in the world at large and in the library field in Sri Lanka in to consideration. It is a fact that the rapidly changing ICTs have revolutionized every aspect of information and the information seeking behavior of the people. The library and information field in general is attempting to keep pace with the new developments by making drastic improvements in libraries, librarians and major bodies in the library field including library associations.

It is no secret that Sri Lankan libraries, librarians and the SLLA will have a lot of catching up to do in order to be on par with sister organizations worldwide. One glance into the activities of leading library associations is sufficient to realize that we are lagging behind in many fronts. Our libraries lack facilities and majority of librarians lack the necessary competencies. It is a vicious circle as authorities demand to see our contribution to the development drive in order to allocate necessary funds, while we need the funds and other facilities to showcase our contributions. The SLLA has changed a little during the past half a century and as a result it struggles to face the new demands of the profession and the society at large. It is time to have an honest and hard look at the SLLA and prepare the groundwork for necessary changes and improvements.

Through the SWOT Analysis, the Opinion Survey, IFLA guidelines and brainstorming sessions the SPSDC identified eight Key action areas to be addressed in the Strategic Plan.

- 1) Strive for Organizational Excellence
- 2) Improve access to information and facilitate knowledge creation
- 3) Organize well planned advocacy programmes
- 4) Assist LIS sectors to achieve their strategic directions and targets
- 5) Improve the CPD and other Education programmes
- 6) Expand Membership
- 7) Provide opportunities for and promote career development of members, and introduce a mechanism to address members' grievances
- 8) Forge better cooperation with other national and international stakeholders

These eight Key action areas, in the opinion of the committee are crucial to rejuvenate the SLLA and put it on par with state of the art library associations in the international arena. The relevant goals of each key action areas have been recognized and a number of strategies have been identified to achieve those goals. To each strategy a number of actions have been indicated and performance measurements have been put in place.

SPSDC recognizes that implementation of the first Strategic Plan will be a considerable challenge for the SLLA. It is no secret that over the last so many years the SLLA has been focusing on a rather narrow scope of functions. As a result, changing the mindset of the SLLA members to accept the new realities and responsibilities will not be easy. In the plan the focus of the SLLA is to broad base and cover all areas of the library and information services in the country. SLLA cannot function as a true professional forum, unless it has a wide, national focus like all other strong professional forums. We will have to decide whether to follow the traditional path and maintain a narrow-focus, weak association or change our course and become a strong, modern association with a broad focus and a lot of clout.

The other crucial aspect is the importance of active participation of the members of the SLLA in the new agenda. Members must shoulder the responsibilities and act as a strong pressure group and see that the SLLA acts as a true and strong professional forum. The plan has facilitated the members to

join the Council, work in professional groups, involve themselves in special interest groups, form trade unions etc. They are encouraged to work through online forums, social media, and e-mail groups overcoming the barriers of geographical distance, ever increasing traffic congestions, busy office and domestic responsibilities and other constraints.

SPSDC proposes two phase of implementation of the plan. It suggests that the first two year period be flexible, without the rigid structure of a standard Strategic Plan. It recognizes the practical difficulties of implementing such a broad plan by the next SLLA Council. To meet the situation, the plan provides a friendly, relaxed atmosphere during the first two years of implementation without adhering to any targets, priorities or time plan. It is entirely up to the next Council or Professional groups to select what to implement and when and how to implement. The proposed Monitoring and Implementation Committee will assist the council, groups and other forums by providing necessary technical and other assistance.

During the period the council, groups and members will have adequate time to study the plan, conduct seminars, discussions and brainstorming sessions on the plan and identify what areas of the plan they are going to implement and the areas to be improved in the plan. At the end of the two year period, the committee hopes that the SLLA officials, groups and members will have a good understanding of the Strategic Plan, through implementation and close critical scrutiny. This will facilitate the revision of the plan at the end of the first phase and develop a more scientific, smart strategic plan for the next four year period.

The next phase, presumably the 2018-2022 period will have an improved more comprehensive Strategic Plan with all necessary segments including time targets etc. By that time hopefully SLLA will be a more mature forum with better understanding of implementation of the plan, experienced key officials, groups and an enthusiastic membership which will see the implementation of the new Strategic Plan during the period and change the landscape of the library and information field in Sri Lanka.

1. Background Information

1.1 About SLLA

The SLLA was established in 1960 and celebrated its 25th anniversary in 1985 and 50th anniversary in 2010. During the last five and half decades, the SLLA has made a significant contribution to the development of Library and Information Services in Sri Lanka. The SLLA has been representing the interest of both its members as well as the interest of libraries in different sectors including National, Academic, Special, Government, Public and Schools. It received its legal status through the SLLA (Incorporation) Law No. 20 of 1974, which later was revised by the SLLA Act No. 7 of 2004.

1.2 Structure

The structure of the SLLA is based on its two categories of membership namely Corporate and Non-Corporate. The membership in terms of numbers is not satisfactory, being around only 400, when considering the widespread network of libraries and also more than half a decade long existence of the association. The Council is the highest authority which consists of the key office bearers, the representatives of professional groups and the two nominated members. Council, Exco, and Professional groups are the mainstay of the SLLA structure and the SLLA office.

1.3 Major activities

The Annual General Meeting in June and the annual conference (National Conference in Library and Information Science) are the two premier events of the SLLA. The DIPLIS (Diploma in Library and Information Science) programme which is one of the main LIS training programmes in the country, has been the flagship project of the SLLA. Conducting a range of CPD projects, engaging in advocacy work, publishing the 'Sri Lanka Library Review' (a professional journal) and the quarterly newsletter and a number of other development programmes in the field are the other projects of the SLLA.

2. Vision & Mission Statements

2.1 Vision:

To be the guiding light and the beacon of the library and information profession in Sri Lanka and promote pre-eminent, modern library and information services in all LIS sectors, covering all geographical areas and entire population providing them access to quality information resources.

2.2 Mission: To act as the pivotal professional body for library, documentation and information services in the country, by setting professional standards, fostering cooperation between all individuals and organizations interested in the welfare of libraries, providing high quality CPD programmes and other LIS education programmes, be the forum for exchange of ideas among members of the association, safeguard and promote the rights, privileges and status of librarians and information scientists and play a leadership role in chartering the course of future library needs in the country.

3. Core Organizational Values

3.1 An up to date dynamic LIS Services: Improve and modernize library and information services in Sri Lanka.

3.2 Active partnership in National Development: Provide relevant, quality information to develop human resources in the country and also for the multiple national development projects.

3.3 Advocacy: Promote Library and Information services by supporting and advocating the values, rights and privileges of libraries & LIS staff and advocating the pivotal role of information in every development programme.

3.4 Assistance to LIS Sectors and Libraries: Provide maximum assistance and support to all LIS sectors to deliver high quality, modern LIS services.

3.5 Promotion of professionalism and professional Ethics: Inculcate professionalism, ethics, social responsibility and integrity among the members of SLLA.

3.6 Support and assistance to members: Constantly engage in improving professional competencies of SLLA members and help them in professional, career development and establishment matters.

3.7 Promotion of Inclusiveness: Promote inclusiveness, cooperation and equality among all ethnic, social, religious and other diverse segments of the society.

3.8 Innovation: Be bold and innovative in facing challenges

4. Key Action Areas

4.1 Strive for Organizational Excellence

4.2 Improve Access to Information and facilitate knowledge creation

4.3 Organize well planned advocacy programmes

4.4 Assist LIS sectors to achieve their strategic directions and targets

4.5 Improve the CPD and other Education Programmes

4.6 Expand Membership

4.7 Strengthen the mechanism to address grievances of members

4.8 Forge cooperation among major national & international stakeholders

5. Key Actions (KA)

5.1 KA1 - Organizational Excellence

Critically look at the structure of the association, governance, annual plans, work flow, effectiveness of the management, interaction with members and major stakeholders, office facilities and office administration and funding and take necessary measures to rectify weaknesses and voids identified.

5.1.2 Goals

Goal 1: To improve the structure and functional effectiveness of SLLA

Goal 2: To improve office facilities while adhering to quality management practices

Goal 3: To improve the financial stability of SLLA

Goal 4: To improve communication with members and get them continuously involved

5.1.3 Strategies

- I. Review the SLLA structure & management practices and introduce improvements where necessary.
- II. Review the Committees/Groups and Regional sections and appoint Committees and groups to represent all LIS sectors, major projects and provinces as practically as possible. Having committees or groups to represent important sectors or areas is a standard mechanism of Library Associations world over in addressing the concerns of the groups/sectors.
- III. Understand the critical importance of professional groups which represent different LIS sectors as the bridge between members and SLLA and improve the composition, quality, powers and responsibilities of professional committees & groups. These committees will have a big impact on the SLLA activities, relationship with members, addressing the grievances of members and particularly in achieving targets set out by the Association.
- IV. Encourage groups to use e-mail dialogues, online forums etc. in addition to traditional meetings as much as possible. Some SLLA members who reside outside of Colombo are reluctant to accept positions or memberships of groups etc. due to transport difficulties and traffic congestion.

- V. Encourage forming or reviving existing sector associations, groups similar to ULA in all LIS sectors, which will ease the burden of SLLA and enable them to work complementary with each other.
- VI. Provide each office bearer of the SLLA Council, committees, groups with a well defined job description, Term of Reference (ToR) and list of responsibilities. This could be set out in a Manual of Responsibilities which should be distributed to all office bearers at the beginning of the academic year and also posted in the SLLA web.
- VII. Launch a programme to attract new blood to Council/Exco and encourage those members who have held office for continuously long periods to take breaks at appropriate times and join the groups as ordinary members to continue the good work.
- VIII. Organized well planned, effective leadership development programme for office bearers, preferably in two segments, main programme at the beginning of the year and second one in the midyear which should include an evaluation and assessment of the work done.
- IX. Enable the outgoing office bearers and incoming office bearers to have a dialogue at the beginning of the year. Each outgoing office bearer should prepare a report for the benefit of the newcomer and the new Council, giving details of activities of the period, successes and failures, ongoing projects, difficulties faced, other experiences etc.
- X. Provide opportunities to form special interest groups to members of SLLA to promote their professional areas of interest and contribute to the activities of the SLLA. These special interest groups will not have official status in the SLLA, but can perform a meaningful role from outside of the SLLA structure. They can cover areas like library architecture, Rare books, Palm leaf manuscripts, Social media and library services, disaster management or any other subject which will not direct overlap with SLLA professional group work. The SLLA Council should issue guidelines for special interest groups.
- XI. Continue the quality projects commenced by the previous administrations and terminate them only after careful consideration and wide consultations. If this happens, it should be duly reported in the Annual Report with justification.
- XII. Appoint a CEO cum Training Manager as a Head of the SLLA office and delegate him/her to implement, monitor and administer the SLLA programmes, in addition to running the office. The best option is to recruit a suitable person through public advertisement for a limited period (e.g. 2 years) subject to possible extensions. If this option is not practical due to financial constraints, obtaining the service of a CEO on part-time basis should be considered.
- XIII. Reorganize the SLLA office staff structure to improve quality and introduce quality office practices.
- XIV. Provide necessary training, capacity building facilities to the office staff to improve their skills and attitude to provide better services.
- XV. Get additional space for the SLLA, preferably from OPA as lack of space affects the performance of the organization. Already SLLA Library is located in the National Library, which is a temporary arrangement.

- XVI. Develop a digital archives at SLLA, digitizing all official records, conference proceedings etc. Comprehensive collection of relevant acts, regulations, ordinances, gazette notifications, circulars, standards related to all LIS sectors should be deposited in the digital archives. It also should have relevant UNESCO, IFLA, IASL publications, guidelines, standards and other related literature in digital format. Priority should be given to digitizing the materials needed for Advocacy work.
- XVII. Inculcate the importance of professionalism among members, through the Code of Professional Ethics, Professional journal, NACLIS and CPD programmes.
- XVIII. Introduce a mechanism for each professional group and major project to have a mechanism to communicate with their members regularly. E.g. e-mail group, e-newsletters etc.
- XIX. Set up an active Social Media group to use Face book, Twitter, and other social media to improve the visibility of the SLLA and strengthen communication among members and with the public.
- XX. Improve the financial stability of the SLLA through improving financial management, membership expansion, launching new revenue generation projects and fund raising projects.
- XXI. Issue regular press releases and interact with media on relevant issues in order to get the attention of the public as well as from the authorities.
- XXII. Follow IFLA guidelines and best practices of other Library Associations as appropriate to the Sri Lankan situation

5.2 KA2 – Improve access to information and facilitate knowledge creation.

Improve availability of information to all citizens in the country by providing easy access to libraries and information centres making use of the ICT infrastructure. All social groups including children, students, researchers, youths, elderly, people with different abilities should have access to quality information to facilitate knowledge creation

5.2.1 Goals

Goal 1: To understand the fast changing scenario of ICT and its impact on the information storage, information searching, information dissemination and guide the country, library authorities and librarians to meet the new situation

Goal 2: To identify and remove the barriers and obstructions for access to information

Goal 3: To promote, expand and modernize all libraries and library services

Goal 4: To empower the users through Information Literacy and digital literacy programmes

5.2.2 Strategies

- I. Launch a programme to educate library authorities (Local authorities, Education authorities, higher education authorities etc.) on the changes that have taken place in the library and information field and emphasize the importance of modernizing the library and information services accordingly.
- II. Encourage authorities to modernize the existing libraries and also build more libraries and information centres in school, public, special, academic and other sectors where necessary with special emphasis on hitherto disadvantaged areas.
- III. Assist the relevant authorities to introduce new library legislations or revise old library legislations to strengthen different LIS sectors. SLLA should take the initiative by preparing the blue prints of new or revised legislations by itself or in collaboration with the NLDSB and provide those to the authorities for necessary action.
- IV. Assist NLDSB to formulate library standards to improve the quality of libraries and formulate SLLA Library Standards where necessary.
- V. Urge authorities to provide adequate resources for libraries. With the help of the professional groups launch an advocacy programme targeting ministries, departments, institutions, and other authorities who do not provide such resources for their libraries.
- VI. Collects statistics on annual fund allocations to different library sectors/libraries and publish them regularly to show the discrepancy and get the attention of the authorities, media, pressure groups and the public.
- VII. Encourage the freedom of information in the country and join hands with other likeminded groups to agitate when the freedom of information is threatened.
- VIII. Promote and encourage research activities in the LIS field, with special emphasis on those projects which will assist to improve the quality of the existing library and information services in the country.
- IX. Promote and support the government effort in developing an island-wide fiber optic broadband telecommunication network integrating all e-applications, linking Sri Lanka to the rest of the world through undersea fiber optic cable network and satellites links which will provide the necessary backbone for the modern library and information services.
- X. Improve the professional skills and knowledge of the library community to match the fast growing ICTs to get the maximum benefit from new technologies. Encourage Library Education and Training organizations to understand the importance of ICT and other new technologies in managing and running a modern library and information services and promote regular revisions of the curricula, introduce new and appropriate courses, improve the capacities of the teaching faculty, obtain the services of ICT professionals to the teaching faculty, provide necessary ICT labs and other facilities and equip the students with these new skills.
- XI. Promote the National Digital Library and access to digital information environment

- XII. Promote social media and encourage citizen's engagement and citizen content creation
- XIII. Encourage libraries to digitize the important collections and also to acquire born digital materials for their collections, assist them in providing necessary training, standards and other facilities.
- XIV. Encourage members to have modern, high quality library and information services in their libraries to showcase the importance and value of libraries.
- XV. Promote the Open Access resources.
- XVI. Encourage library authorities and libraries to form consortia to access quality information sources, similar to the Consortium presently in operation for the university libraries and canvass the support of the government for the necessary resource allocation.
- XVII. Agitate and assist the authorities to complete the library development projects already started in the National, Provincial, School, Academic and other LIS sectors.
- XVIII. Encourage the authorities to commence new library development projects in all LIS sectors
- XIX. Implement an annual award scheme to recognize research, best practices and benchmark projects in the LIS field.

5.3 KA 3-Well Planned Advocacy

Advocacy is an act of pleading or arguing in favour of something, such as a cause, idea or policy, support it in public and agitate for it. Library associations world over spend much energy and resources over advocacy as it is crucial for success in the modern world. It is the responsibility of the SLLA in collaboration with other national agencies to speak, plead, argue on behalf of LIS. The success of the SLLA as well as LIS profession in the country largely will depend on the quality of the advocacy programme of the SLLA.

5.3.1 Goals

Goal 1: To raise the awareness of the problems, difficulties and challenges of the LIS field among legislators, officials and other influential sectors of the society

Goal 2: To identify challenges, problems and weaknesses of different LIS sectors and possible solutions for the problems

Goal 3: To develop a quality advocacy mechanism at national, provincial and LIS sector levels

Goal 4: To improve links with relevant institutes, politicians, officials and other influential sectors

5.3.2 Strategies

- I. Identify a quality team of SLLA members from each LIS sector and geographic region for advocacy work. Give special considerations to those who have undergone a special training in Advocacy in the recent past under IFLA project.

- II. Identify others who possess the enthusiasm, special talents in writing reports/correspondence etc., knowledge in the law, rules and regulations, international practices, people with higher communication and negotiating abilities etc. and include them in the team in order to strengthen it.
- III. Appoint a special professional committee or group to assist and coordinates advocacy work.
- IV. Organize training programmes on Advocacy for selected groups in all LIS sectors and consider them for periodical overseas training, conferences and tours.
- V. Review and analyse the challenges and problems of different LIS sectors indicated in the Strategic Plan (which is to be revised periodically) when preparing the advocacy Action Plan.
- VI. Establish a close rapport between all professional groups and the advocacy committee with the advocacy campaigns being carried out as a joint effort of both parties.
- VII. Be aware of government appointed commissions, committees, facts finding mission, requests for proposals on LIS or LIS related sectors and respond to them.
- VIII. Identify a core group of key personalities in each LIS sector (e.g. Academic Library sector; Minister, State Minister, Deputy Minister, Secretary, Other key officers, UGC Chair, Vice Chair, SCOLIS officials, Senior officers of UGC, Vice Chancellors, Deputy VCs,) and send them the Newsletter, e-newsletters etc. to keep them informed and also maintain regular, friendly contacts with them
- IX. Be prepared with all necessary information; circulars, reports, precedents, statistics, qualifications and their accreditations, situation in similar services, international practices etc. and develop a comprehensive data base in the proposed Digital Archive, comprising all the above and other relevant information.
- X. Develop an array of publicity literature, short films, slides and other Audio-Visual programmes to be used in the advocacy campaign.
- XI. Use the media effectively to highlight the problem/s. This is a very powerful weapon, if used properly.
- XII. Solicit the assistance of different groups, allies; e.g. NLDSB, OPA, other Professional Associations, professionals, authors. Politicians, social groups, intellectuals etc.
- XIII. Join hands with other likeminded professional associations and help each other.
- XIV. Use Facebook, Twitter, Web blog and other Social Media to build a strong support group.
- XV. Offer annual awards to writers (e.g. Best Children's Book or Best illustrator or similar) journalists (for best reporting on important LIS issue etc.), Government, semi- government and private sector officials (for a significant contribution towards the improvement of LIS), Politicians (same), media (same) in recognition of their outstanding creative work or their special contribution to the LIS field. This will help the SLLA in its advocacy work and also give it much needed clout.

XVI. Identify best practices of the Advocacy field and recognize them annually

5.4 KA 4 - Assist all LIS sectors (National/Provincial/Academic/School/Special/Public/Government etc) to achieve their strategic directions and overcome challenges

As the professional forum of the LIS field, the major responsibility of the SLLA is to assist all LIS sectors. One of the major issues highlighted by the SLLA members in the opinion survey is the SLLA's reluctance or inability to get involved in the activities of the other LIS sectors in an appropriate manner. This has drastically affected the status and the credibility of the SLLA. Under the Strategic Plan SLLA will effectively participate in the major projects of all LIS sectors. It will act as a promoter, helper, moderator and advocacy partner in assisting the different LIS sectors in achieving their strategic directions, goals and overcoming difficulties.

5.4.1. Goals

Goal 1: To identify the strategic directions of all LIS sectors in Sri Lanka

Goal 2: To assist the respective library authorities to achieve the targets

Goal 3: To improve all LIS sectors and develop strong links with all stakeholders

Goal 4: To improve the prestige, image and status of SLLA through the project

5.4.2 Strategies

- I. Identify the weak areas and challenges of all LIS sectors and categorize them according to the enormity of the challenge
- II. Develop an action plan with a timeframe in collaboration with the professional groups of the SLLA
- III. Improve professionalism and professional ethics among library staff of all LIS sectors and improve the quality of the service
- IV. Seek the assistance of other responsible authorities at national level or sector level
- V. Identify responsible library authorities and persuade them to improve and strengthen the LIS sector
- VI. Assist them by providing necessary professional inputs (draft necessary legislations, standards, provide examples for best practices, quote standards and guidelines, Show international examples etc.) and facilitate rectifying the situation.
- VII. Identify the special needs of each LIS sector, e.g. using ICT, capacity building, short term/long term plans, information literacy programmes, filling cadre positions, improving services etc. and help them to fulfill the special needs.

- VIII. Pay special attention to cover all ethnic and disadvantaged communities including disadvantages due to geographical location, economic factors, differently abled people and other similar groups
- IX. Prepare Operation Manuals for all LIS sectors
- X. Seek the assistance of IFLA, IASL, UNESCO on behalf of the LIS sector when necessary
- XI. Appoint special committees, organize seminars, brainstorming sessions etc. where expert input is needed
- XII. Use advocacy to encourage action
- XIII. Introduce a one day seminar in the middle of the academic year (in November or December) to discuss special issues in different LIS sectors. This is again one of the complaints of the membership as they do not get an adequate opportunity to air their grievances. Two or three parallel sessions should be arranged giving adequate time for every sector.

5.5 KA 5- Improve Education Programmes

DIPLIS has been the flagship project of the SLLA in the past half a century. It is the main revenue generation project and SLLA has been very successful in training a vast majority of LIS professionals and para-professionals in the country. Now with emergence of new library schools in two universities and considering the emerging international trends, it is argued that the SLLA need no longer engage in formal education programmes but act as a regulator. At the same time Library associations world over increasingly take prominent roles in regulatory work and handling CPD programmes, which are the lifeblood of successful modern library and information services.

5.5.1 Goals

Goal 1: To take an informed decision on the future of the DIPLIS programme

Goal 2: To improve the quality of DIPLIS programme if the SLLA continues the programme

Goal 3: To develop a high quality, dynamic CPD programme and assist the other LIS Education and Training organizations

Goal 4: To promote local LIS publications and launch an effective programme to translate key LIS literature into Sinhala and Tamil

5.5.2 Strategies

- I. Appoint a Committee and get its recommendation on the future of DIPLIS programme and submit it to the AGM to take a decision. However, the following factor should be borne in mind. Since DIPLIS is the breadwinner for SLLA, it is unlikely to be terminated in the near future, at least till the CPD project is well established. Therefore improve the quality of the DIPLIS.
- II. Revise and upgrade the DIPLIS syllabus regularly to keep up to date with modern trends and developments in the field.
- III. Identify teaching, learning and assessment structure of LIS courses.
- IV. Plan learning outcomes of DIPLIS courses.
- V. Have fixed scheduled for classes, examinations and introduce more professionalism into the programme.
- VI. Strengthen the conducting efficiency of the DIPLIS programme.
- VII. Improve the teaching faculty through teacher training and periodic evaluation.
- VIII. Obtain accreditation certification for the DIPLIS programme
- IX. Conduct a CPD need assessment.
- X. Develop a high quality CPD programme in consultation with each professional group.

- XI. Publish the CPD calendar in advance and conduct them in all three languages and also in provincial capitals in addition to Colombo.
- XII. Introduce online CPD programmes.
- XIII. Have continuous dialogue with NLDSB, Kelaniya LIS Department, NILIS, NSF on professional issues, and enlist their cooperation for the benefit of all parties.
- XIV. Establish market oriented LIS courses.
- XV. Link with a major IT faculty, for quality ICT training.
- XVI. Develop a database on the teaching faculty of DIPLIS programme and resource persons for the CPD programme and update it regularly.
- XVII. Explore the possibility of appointing a full time Coordinator for the DIPLIS and CPD programme
- XVIII. Establish a translation programme of English LIS professional materials to Sinhala and Tamil.
- XIX. Encourage senior professionals to produce reading material and assist them in publishing through NLDSB.
- XX. Give annual awards for the best CPD programme, LIS publication in vernacular, best translation etc.

5.6 KA 6- Membership Development

Membership is the foundation of strong associations. Though we do not have accurate statistics, it seems that less than 50% of the LIS professionals are members of the SLLA. Hence a membership drive has been a long felt need. The poor membership obviously affects the association in many negative ways. New members bring new ideas and new vigour to the association, it also bring larger income. SLLA will have enthusiastic members to take it's many projects forward and continuously improve both the association and the LIS profession.

5.6.1 Goals

Goal 1: To identify the reasons for the poor demand for membership of the Association, among those eligible and rectify the problems

Goal 2: To launch a programme to enroll at least 75% of the eligible members

Goal 3: To explore the possibility of expanding the non-corporate, Institutional and other types of memberships

Goal 4: To increase the value and attraction of SLLA Membership

5.6.2 Strategies

- I. Launch a well-planned membership drive.
- II. Appoint a Committee to study and report on expanding the non-corporate membership categories of SLLA considering IFLA guidelines, existing practices of other Library Associations in other countries and submit the proposals to the SLLA AGM for consideration and approval.
- III. Simplify the membership application and acceptance procedure.
- IV. Identify the professional Librarians/Library personal with LIS professional qualifications who are not members of the SLLA and launch a specially targeted programme to promote the membership among them with the assistance of the professional groups.
- V. Organize an annual CPD programme, targeting those non-member professionals, free of charge and use the occasion to promote the SLLA membership.
- VI. Offer incentives –e.g. Free registration for the NACLIS or for a number of CPD programmes, recognition at the AGM - to those SLLA members who bring considerable number of new members to the association.
- VII. Publish a Library Year Book giving details of Chartered Librarians/SLLA Corporate Members which will act as an incentive to the non SLLA members to join the SLLA.
- VIII. Introduce a web portal to obtain, renew membership.
- IX. Launch attractive, effective promotional drives, marketing campaign with quality publicity material.
- X. Introduce special benefit for the SLLA membership – Discount for LIS publications, discount for seminars, conferences in LIS field, Assistance to attend overseas seminars, conferences, free membership at major libraries etc.
- XI. Canvass to make the Membership and holding office of SLLA an additional qualification at the job interviews in the LIS field.
- XII. Promote through relevant channels, making it compulsory for all Sri Lankan working professional Librarians to obtain membership of SLLA.
- XIII. Improve overall performances of the SLLA and make it an attractive, quality organization.
- XIV. Facilitate higher education and postgraduate opportunities for the SLLA members.

5.7 KA 7 – Provide opportunities for and promote career development of members, and introduce a mechanism to address members’ grievances

This was the often repeated complaint in the Opinion Survey and apparently it affects the credibility of the SLLA. Thus SLLA will have to address it effectively. As most of the members are either working in remote location or alone, they do not have any forum other than SLLA and the NLDSB to seek support and assistance. Most of the major Library Associations in the world have developed special mechanism to assist members in their professional, establishment and career development needs.

5.7.1 Goals

Goal 1: To establish a special mechanism or strengthen the present Grievances Committee to deal with grievances of the members

Goal 2: To establish a special mechanism for career development of the SLLA members

Goal 3: To improve the SLLA office practices and encourage SLLA professional groups to be more sensitive towards members requests

Goal 4: To make SLLA a more member friendly organization

5.7.2 Strategies

- I. Improve the present Grievances Committee or set up a new mechanism to deal with members’ grievances more effectively.
- II. Involve respective professional group in dealing with issues related to particular LIS sector, e.g. to analyze the problem, identify solutions, respond to the member or make recommendations to the Council.
- III. Identify an advocacy team in consultation with the professional group to negotiate with respective authorities on behalf of the aggrieved member/s or library.
- IV. Develop a close rapport with LIS authorities e.g. Ministries of Public Administration, Local Government, Education and Higher Education, Vocational Training etc., UGC, NLDSB, Provincial Councils and media to appraise them of the problems faced by the LIS sector and its members.
- V. Initiate a quick response programme from the SLLA office to fulfill the needs of the members.
- VI. Give the responsibility to CEO cum Training Manager of SLLA Office to improve the efficiency and effectiveness of the SLLA office.
- VII. SLLA President should discuss the matters at the NLDSB, NILIS and Provincial Library Boards of Management meetings (If it is relevant) and seek their assistance to solve the problem.
- VIII. Take other appropriate action (Meet the Ministers, politicians, officials, OPA officials, seek legal advice etc.) to help the member/s.

- IX. Develop a database of recently qualified librarians who are seeking employment and librarians who are looking for career advancement.
- X. Develop a database on available vacancies in the LIS field in Sri Lanka and overseas (where relevant) and publish it in the webpage.
- XI. Create a database on the long term vacancies in the different LIS sectors and take necessary action to draw the attention of the authorities to rectify the situation.
- XII. Study the best practices of other professional associations in Sri Lanka and Library associations around the world relevant in responding to members' grievances and career advancement.

5.8 KA 8 - Strengthen the co-operation among major stakeholders

Unity is the strength of any forum. Despite following different agendas, all major LIS organizations must strive to have common agenda at least in certain areas where there is concord among the organizations, and assured benefit to their members. The rationale of SLLA representing at the BoM in major LIS bodies, professional committees, groups of other institutions and vice versa is to improve cooperation, common agendas and trust. SLLA as the professional forum should strive to improve the cooperation among major stakeholders of the LIS field.

5.8.1 Goals

Goal 1: To develop close rapport with all institutions, organizations of the LIS field and related disciplines

Goal 2: To strengthen links with Government Ministries, Provincial Councils and other authorities who deals with libraries and related matters

Goal 3: To assist the major LIS organizations to develop common agendas in critical areas such as digitization, library automation, Information Literacy, Human resource development, advocacy, legislation

Goal 4: To forge close links with UNESCO, IFLA, IASL, CILIP, ALA and other international and regional library and related forums

5.8.2 Strategies

- I. Develop close rapport with LIS organizations to plan out the activities to cover all areas, avoid overlapping and act complimentary to each other in using the available resources for the maximum benefit of the LIS field.
- II. Use the committee/group memberships at NLDSB, NILIS, NSF, OPA to derive benefits for the SLLA and LIS field.
- III. Strive for representation either at the BoM or Committee level of the ICTA, UGC, NSF and other relevant organizations.
- IV. Study in detail the activities, Action Plans, Strategic Plans of major LIS organizations in Sri Lanka and speak on behalf of the profession at these forums where the SLLA is represented. Appraise the SLLA Council and relevant professional groups of the major issues discussed at these forums for their information. Make it a regular agenda item of the SLLA Council meetings.
- V. SLLA/President and representatives must always attend the above mentioned BoM and Committee meetings well prepared, after receiving briefs from relevant committees and other experts.
- VI. Launch joint projects with other LIS organizations as practically as possible, which will be beneficial to participatory organizations as well as the LIS field in general.
- VII. Use the OPA forum meaningfully to improve the visibility and clout of the SLLA.
- VIII. Develop professional links with the Head and Senior members of those organization and keep them informed on the activities of the SLLA.

- IX. Be proactive and assist them through advocacy, expert service and other professional means to achieve their targets which will strengthen the bond between SLLA and those organizations.
- X. Promote SLLA members to participate in IFLA, REFSALA, UNESCO, IASL activities.
- XI. Be vigilant of the new initiatives of international forums and promote awareness and professional dialogue on them locally.
- XII. Make available of the publications of the above international forums for the SLLA members at a concessionary rate and also translate important guidelines, reports etc. to vernacular languages.
- XIII. Make an attempt to host regional meetings or special programmes of the above international forums in Sri Lanka periodically.
- XIV. Use important occasions of the local LIS organizations and the International forums to promote cooperation among major LIS organizations

6. Action Plan and Performance Measurements

6.1. Organization Excellence

Strategy Number	Strategy	Actions	Performance measurement
5.1.3.(i)	Review SLLA structure and management practices	<ul style="list-style-type: none"> • Appoint a committee and obtain recommendations • Check IFLA Guidelines and best practices of other LAs • Conduct brainstorming sessions • Discuss at the Council • Educate the membership on the proposed revisions • Submit to the AGM for approval 	Visible improvement of the SLLA structure and management practice according to the committee recommendations and IFLA guidelines
5.1.3. (ii) and (iii)	Review the committees and groups These committees will have a big impact on the SLLA activities, relationship with members, addressing the grievances of members and particularly in achieving targets set out by the Association.	<ul style="list-style-type: none"> • Appoint a committee and obtain recommendations • Discuss at the Council and obtain approval 	Compare previous committee/groups with new ones and check whether more areas are covered
5.1.3. (iv)	Encourage groups to use e-mail dialogue and on-line forum in addition to meetings	<ul style="list-style-type: none"> • Request groups to use e-mail and on-line forums • Conduct a few demonstrations 	Compare the online dialogues and formal meetings conducted by the groups
5.1.3 (v)	Form or revive sector forums in all LIS sectors similar to University Librarians' Association (ULA)	<ul style="list-style-type: none"> • Encourage the members to form or revive the forum • SLLA to extend a helping hand in the formative period 	Count the number of new sector forums formed
5.1.3 (vi)	Prepare a Manual indicating ToR of all	<ul style="list-style-type: none"> • Appoint a committee to 	Publishing a quality manual indicating ToR of all SLLA

	committees and groups and job description and responsibilities of all office bearers	<p>prepare the Manual</p> <ul style="list-style-type: none"> • Conduct Brain storming sessions • Get Council approval for the draft • Print it and also post on the web 	Committees and job description and responsibilities of all office bearers
	Attract new blood to the Council and encourage those who serve longer period to take a break at appropriate times	<ul style="list-style-type: none"> • Identify new as well as senior members who have not served in the Council/Exco or Groups • Conduct a programme to encourage them to join and give them an introduction to the responsibilities involved • Conduct a 2nd session closer to the AGM with a short listed people who are keen to serve • Encourage the long serving members to take a break 	Number of new faces in the Council and in the groups and Reduction of unbroken long service members in the Council
5.1.3 (viii)	Launch a well- planned Leadership Development programmes for the Office bearers and group members	<ul style="list-style-type: none"> • Appoint a committee to develop a quality programme • Conduct the first part of the programme at the beginning of the academic year • Conduct the second part at the middle of the year • Evaluate the progress 	<ul style="list-style-type: none"> • Visible improvement of the quality of work of office bearers and groups • Improvement of the overall performance of SLLA
5.1.3 (ix)	Enable the outgoing office bearers and incoming office bearers to have a dialogue at the beginning of the	<ul style="list-style-type: none"> • Arrange a meeting of outgoing and incoming office bearers • Outgoing Council 	<ul style="list-style-type: none"> • Successful continuation of the projects • Number of reports filed • Performance improvement of the

	academic year.	<p>members submit written reports on the performance of their work</p> <ul style="list-style-type: none"> • Discuss the experiences, progress of ongoing projects and lessons learned at this forum • Submit a report of the meeting to the Council 	groups and council
5.1.3 (x), (xi)	Provide opportunities to form special interest groups to members of SLLA to promote their professional areas of interest and contribute to the activities of the SLLA.	<ul style="list-style-type: none"> • Invite members to form special interest groups • Council issues basic guidelines 	<ul style="list-style-type: none"> • Number of special interest groups formed • Lively discussions on the areas, which did not receive much attention earlier
5.1.3 (xii)	Appoint a CEO cum Training Manager as the Head of the SLLA office and delegate him/her to implement, monitor and administer the SLLA programmes in addition to running the office.	<ul style="list-style-type: none"> • Appoint a committee to prepare the Scheme of Recruitment and job description for the CEO/TM post • Obtain the approval of the Council and advertise • Interview & recruit • Preferably FT, failing that PT • Provide initial guidance and facilities for the CEO/TM • Try to get the help from outside agency to sponsor the post for a time period initially 	<ul style="list-style-type: none"> • Recruitment of CEO/Training Manager
5.1.3 (xiii) & (xiv)	<p>Reorganize the SLLA Office staff structure and introduce quality office practices</p> <p>Provide necessary</p>	<ul style="list-style-type: none"> • Appoint a committee or Experts from the Management field and obtain recommendations • Council discusses 	<ul style="list-style-type: none"> • Vibrant and enthusiastic office • Increased quality output • Staff satisfaction

	training, capacity building facilities to the office staff to improve their skills and attitude to provide better services	<p>the recommendations and implement them</p> <ul style="list-style-type: none"> • Establish new designations • Issue job descriptions and responsibilities to all staff • Improve training opportunities 	
5.1.3 (xv)	Get additional space for the SLLA, preferably from OPA building	<ul style="list-style-type: none"> • Be cognisant of availability of office space in OPA building • Acquire it on lease or outright purchase 	<ul style="list-style-type: none"> • Procurement of additional office space
5.1.3 (xvi)	Develop a digital archives at SLLA	<ul style="list-style-type: none"> • Secure the services of an expert in the field • Purchase a Scanner & other necessary items • Train 2 members of office staff • Prepare a list of priorities • Or outsource the work to external agency 	<ul style="list-style-type: none"> • Establishment of the Digital Archives
5.1.3 (xvii)	Inculcate the importance of professionalism among members	<ul style="list-style-type: none"> • Finalize the revision of the Code of Ethics • Improve the Professional journal & NACLIS • Improve the CPD programmes 	<ul style="list-style-type: none"> • Issue of revised Code of Ethics • Increased number of citation of articles from NACLIS and SLLA Journal • Increase of papers submitted to both
5.1.3 (xviii)	In addition to the Newsletter, each group and major projects should have mechanism to communicate with their members regularly. E.g. e-mail group, e-newsletters etc.	<ul style="list-style-type: none"> • Encourage the groups and major projects to have their own e-mail group, e-newsletter etc. • Recognize best practices 	<ul style="list-style-type: none"> • Quantity and quality of online activities including e-mail groups, e-newsletters etc.

5.1.3 (xix)	Setup an active Social Media group using Face book, Twitter, and other social media	<ul style="list-style-type: none"> • Widen the usage of social media • Conduct necessary training programmes 	<ul style="list-style-type: none"> • Launch of active Social Media
5.1.3 (xx)	Improve the financial stability of the SLLA	<ul style="list-style-type: none"> • Show transparency in financial management • Expand the membership • Initiate fundraising projects • Explore other avenues to strengthen the financial base • Carry out financially sustainable operations 	<ul style="list-style-type: none"> • Count of new members • Increased number of fundraising projects • Increased income
5.1.3 (xxi)	Issue regular press releases, on relevant issues in order to get the attention of the public as well as from the authorities	<ul style="list-style-type: none"> • Be vigilant on the major issues related to the LIS profession • Identify the major projects of SLLA which deserve publicity • Issue regular press releases • Improve the relation with the media • Identify a group for the task 	<ul style="list-style-type: none"> • A number of press releases • Increased publicity on SLLA work • Increased publicity on LIS issues through SLLA
5.1.3 (xxii)	Follow IFLA guidelines and best practices of other Library Associations	<ul style="list-style-type: none"> • Be vigilant on IFLA guidelines • Study best practices of other LAs • Implement those suitable to Sri Lankan situation 	<ul style="list-style-type: none"> • The number of discussions on the new IFLA guidelines or best practices of other LAs • Quality improvement of the SLLA

6.2 Improve access to information and facilitate knowledge creation

Strategy Number	Strategy	Actions	Performance measurement
5.2.2 (i)	Launch a programme to educate library	<ul style="list-style-type: none"> • Conduct brainstorming session to plan out the 	<ul style="list-style-type: none"> • Number of brainstorming

	authorities (Local authorities, Education authorities, higher education authorities etc.) on the changes that have taken place in the library and information field	<p>programme by each professional group</p> <ul style="list-style-type: none"> • Submit the plan to the Council • Obtain assistance from the other LIS institutions • Carry out the plan 	<p>sessions among professional groups held</p> <ul style="list-style-type: none"> • The number of programmes conducted at both national as well as provincial, district, sector levels • Effectivity of the programme as assessed by participants
5.2.2 (ii)	Encourage authorities to modernize the existing libraries and also build more libraries and information centres in school, public, special, academic and other sectors where necessary with special emphasis on hitherto disadvantaged areas	<ul style="list-style-type: none"> • Collect the relevant information through the professional groups • Inform the authorities on the libraries which need improvements (buildings, furniture, equipment, usage of ICT etc.) • Help the authorities to formulate plans, project reports etc. • Educate the authorities the necessity of having libraries in disadvantaged areas and identify the areas 	<ul style="list-style-type: none"> • Number of recommendations made on improvement of libraries to authorities • Number of recommendations sent to authorities on setting up of libraries in disadvantaged areas • The number of successful projects
5.2.2 (iii)	Assist the relevant authorities to introduce new library legislations or revise old library legislations to strengthen different LIS sectors	<ul style="list-style-type: none"> • Carry out a research project to identify the needs for new library legislations and the improvement of existing library legislations in all LIS sectors with the help of SLLA professional groups • Educate the relevant authorities on the importance of introducing new library legislations or improving the present library legislations • Appoint expert committees and prepare the blueprints of the legislations and 	<ul style="list-style-type: none"> • The number of new initiatives to introduce new library legislations or revision of existing legislations • The number of blueprints prepared by the SLLA • Introduction of new library legislations • Revision of existing library legislations

		<p>submit them to the authorities for consideration</p> <ul style="list-style-type: none"> • Check the progress through the relevant professional groups 	
5.2.2. (iv)	<p>Assist NLDSB to formulate library standards to improve the quality of libraries and formulate SLLA Library Standards where necessary</p>	<ul style="list-style-type: none"> • Assist NLDSB to revise the present Library Standards and also to formulate new library standards where necessary • Encourage professional groups to formulate blueprint library standards for their respective LIS sector/s 	<ul style="list-style-type: none"> • Number of meetings/dialogues held with the NLDSB on the subject • Number of blue prints library standards prepared by SLLA groups • Number of Library standards committee meetings of the NLDSB that SLLA representatives attended • Number of revisions introduced by NLDSB for its library standards • Number of new library standards introduced by NLDSB
5.2.2 (v)	<p>Urge authorities to provide adequate resources for libraries. With the help of the professional groups launch an advocacy programme targeting Ministries, departments, institutions, and other authorities who do not provide such resources for their libraries</p>	<ul style="list-style-type: none"> • Identify the inadequate funding • Launch advocacy programmes agitating better funding for libraries 	<ul style="list-style-type: none"> • Quality and quantity of publicity and advocacy campaigns launched on the subject • Volume of correspondence with the relevant authorities • Substantial increase of library funds
5.2.2 (vi)	<p>Collects statistics on annual fund allocations to different library sectors/libraries and publish them regularly</p>	<ul style="list-style-type: none"> • Collect statistics on annual fund allocation for libraries in different library sectors • Publish the statistics • Use them for advocacy 	<ul style="list-style-type: none"> • Statistics collected • Data and statistics collected on the funding for libraries/LIS sectors • Publications of the

	to show the discrepancy and get the attention of the authorities, media, pressure groups and the public.	programme to promote more funds for libraries	statistics <ul style="list-style-type: none"> • The number of times the information is used for advocacy work
5.2.2 (vii)	Encourage the freedom of information in the country and join hand with other likeminded groups to agitate when the freedom of information is threatened	<ul style="list-style-type: none"> • Launch a research project on freedom of information with special emphasis on Sri Lankan situation • Organize series of seminars to educate the SLLA members • Study the IFLA guidelines, research on the subject • Be alert on violation of freedom of information • Join hands with other professional forums to protect the freedom of information 	<ul style="list-style-type: none"> • Launch of the research project • Number of seminars conducted to educate members • Number of papers submitted for NACLIS and journal on the subject • Professional literature on the subject • SLLA is recognized as a leading voice in safeguarding freedom of information
5.2.2 (viii)	Promote and encourage research activities in LIS field with special emphasis on those projects which will assist to improve the quality of the library and information services in the country.	<ul style="list-style-type: none"> • Conduct CPD programmes on research in the LIS field • Continue the assistance to research through NACLIS and Sri Lanka Library Review • Encourage LIS educational organizations to promote relevant and quality research among the students • Introduce more incentives similar to Vijita De Silva Research Award 	<ul style="list-style-type: none"> • Increasing of research output judged through new research projects and publications in journals and conferences • Number of publications cited in international reviews • Number of new research incentives
5.2.2 (ix)	Promote and support the government effort in developing island-wide fiber optic broadband telecommunication network integrating all e-applications, linking Sri Lanka to the rest of the world through	<ul style="list-style-type: none"> • Organize seminars, discussions on Sri Lanka linking to the world through modern communication network and its broadband network projects covering all geographical areas of the country and their impact on library 	<ul style="list-style-type: none"> • Number of seminars, discussions held on the expanding communication network • Number of brainstorming sessions conducted on how to make use of the

	undersea fiber optic cable network and satellites links which will provide the necessary backbone for the modern library and information services	<p>services</p> <ul style="list-style-type: none"> • Conduct brainstorming sessions on how to make use of the opportunities provided through the modern communication to modernize the library and information services 	opportunity and modernize the libraries and library services
5.2.2 (x)	<p>Improve the professional skills and knowledge of the library community to match the fast growing ICTs to get the maximum benefit from new technologies</p> <p>Encourage Library Education and Training organizations to understand the importance of ICT and other new technologies in managing and running a modern library and information services and promote regular revisions of the curricula, introduce new and appropriate courses, improve the capacities of the teaching faculty, obtain the services of ICT professionals to the teaching faculty, provide necessary ICT labs and other facilities and equip the students with these new skills</p>	<ul style="list-style-type: none"> • Develop a healthy dialogue with LIS Education authorities • Exchange views on the facilities, courses, curricula, teaching faculty etc. • Understand their difficulties and limitations • Launch a joint effort with the Education organization to improve the situation, where necessary • Take initiative to improve collaboration among training institutes for common benefit • Launch joint programmes in curricula revision, introducing new courses etc. • Contact the parent organization/s and agitate on behalf of them 	<ul style="list-style-type: none"> • Number of interactions SLLA had with library education organizations on the subject • Number of new courses introduced • Revisions of courses and curricula • Number of new initiatives in CPD programmes covering ICT • Visible improvement of facilities, e.g. IT labs, Wi-Fi • Improvement of the quality of LIS students passing out annually with high level of ICT competencies
5.2.2 (xi)	Promote the National Digital Library concept and access to digital information environment	<ul style="list-style-type: none"> • Encourage the National Library to take initiatives in establishing National Digital Library • Encourage and assist all libraries to collect digital materials and facilitate 	<ul style="list-style-type: none"> • Better awareness and interest on digitization among librarians and library authorities • Increase of funding obtained for

		<p>access to digital materials.</p> <ul style="list-style-type: none"> • Identify rare national collections scattered in the country and promote digitizing them on priority basis • Promote digitization assistance programmes similar to the programme conducted by NSF • Encourage and promote projects similar to the Palm Leaf Digitization project of the Faculty of Social Sciences, University of Kelaniya 	<p>digitization</p> <ul style="list-style-type: none"> • Number of rare collections identified • Number of such collections digitized • Number of new digitization facilities established in libraries
5.2.2 (xii)	Promote social media and encourage citizens engagement and citizen content creation	<ul style="list-style-type: none"> • Encourage libraries to use social media • Provide training programmes on using social media • Encourage citizen content creation 	<ul style="list-style-type: none"> • Number of training programmes on social media • Number of new initiatives in using social media in libraries • Quality of citizen/user contents
5.2.2 (xiii)	Encourage libraries to digitize the important collections and assist them in providing the training, standards and other facilities	<ul style="list-style-type: none"> • Launch a joint programme with NLDSB, NSF to provide more funds for digitization projects in libraries • Identify rare national collections scattered in the country and promote digitizing them on priority basis • Help the major libraries to establish their own digitization facilities • Encourage the present digitization programme of the NSF, Kelaniya University and promote similar projects • Conduct training programme for librarians on the subject • Launch advocacy 	<ul style="list-style-type: none"> • Better awareness and interest on digitization among librarians and library authorities • Increase of funding obtained for digitization • Number of rare collections identified • Number of such collections digitized • Number of new digitization facilities established in libraries

		<p>programme to educate and influence the authorities</p> <ul style="list-style-type: none"> Publicise and recognize best practices 	
5.2.2 (xiv)	Encourage members to have modern high quality library and information services in their libraries to showcase the importance and value of libraries	<ul style="list-style-type: none"> Conduct a survey to ascertain the quality of libraries and library services through the professional groups Direct the groups to identify the reasons for deficiencies Take appropriate measures to help the libraries and librarians to improve the situation Use advocacy to impress upon library authorities to take remedial measures Check the progress through the professional groups 	<ul style="list-style-type: none"> Number of surveys conducted on the quality of libraries and identification of deficiencies in libraries Suggestions provided to improve quality and overcome deficiencies Number of successful projects
5.2.2 (xv)	Promote Open Access resources	<ul style="list-style-type: none"> Conduct CPD programmes to improve the awareness on Open Access resources Include the subject in the LIS curricula Promote publishing literature on Open Access in Sinhala and Tamil Promote professional organizations, institutions to adopt open access related to their publications 	<ul style="list-style-type: none"> Number of CPD programmes conducted on Open Access Inclusion of the subject in LIS curricula Number of vernacular publications published by SLLA on the subject More professional organizations adopt Open Access policies in Sri Lanka Increased number of librarians having knowhow and competencies to tap the open access resources
5.2.2 (xvi)	Encourage library authorities and libraries to form consortia to access quality	<ul style="list-style-type: none"> Encourage UGC to expand the membership of the University Library Consortium Encourage special 	<ul style="list-style-type: none"> Increase in the membership of present university consortium Emergence of new

	information sources, similar to the Consortium presently in operation for the university libraries and canvass the support of the government for the necessary resource allocation.	libraries to form a consortium to serve the researchers attached to their institutions/organizations <ul style="list-style-type: none"> • Promote the concept among other library authorities • Launch an advocacy programme to impress the authorities to fund the consortia projects 	consortia in other library fields <ul style="list-style-type: none"> • Increased and continuous support given to the authorities in support of establishment of consortia
5.2.2 (xvii)	Agitate and assist the authorities to complete the library development projects already started in the National, Provincial, School, Academic and other LIS sectors	<ul style="list-style-type: none"> • Identify the incomplete or ongoing development projects of all LIS sectors • Highlight the consequences of the non-completion of the projects • Use advocacy programme to educate the authorities and complete the projects 	<ul style="list-style-type: none"> • Number of representations made to authorities of non-completed LIS projects • Completion of the library development projects commenced
5.2.2 (xviii)	Encourage the authorities to commence new library development projects in all LIS sectors	<ul style="list-style-type: none"> • Conduct a research project through professional groups of SLLA and identify new development projects of each LIS sector • Conduct discussion with relevant authorities on feasibility of the identified projects • Improve the project with the assistance of the relevant authorities and experts • Wherever possible link the new LIS projects to ongoing or forthcoming foreign assistance project/s in the sector • Launch an advocacy programme to activate the projects 	<ul style="list-style-type: none"> • Number of new library development projects identified • Number of advocacy programmes conducted to convince different authorities on the feasibility of such projects • New library development projects commenced
5.2.2 (xix)	Implement an annual award scheme to recognize research, best practices and	<ul style="list-style-type: none"> • Appoint a committee to study and make suitable recommendations on an annual award scheme • Direct the professional 	<ul style="list-style-type: none"> • Introduction of new award scheme by the SLLA for high quality LIS research, best

	benchmark projects of LIS field	<p>groups of SLLA to make their recommendations to the committee</p> <ul style="list-style-type: none"> • Find sponsors for the project • Conduct the award ceremony at the inauguration of the SLLA AGM 	practices in the LIS field and the benchmark projects in the Sri Lankan LIS field
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6.3 Well Planned Advocacy

Strategy Number	Strategy	Actions	
5.3.2 (i), (ii)	<p>Identify a quality team of SLLA members from each LIS sector, geographic region for advocacy work. Give special considerations to those who have undergone a special training in Advocacy in the recent past under IFLA project.</p> <p>Identify others who possess the enthusiasm, special talents in writing reports/correspondence etc., knowledge in the law, rules and regulations, international practices, people with higher communication and negotiating abilities etc. and include them in to the team in order to strengthen it.</p>	<ul style="list-style-type: none"> • Identify a group of members for advocacy work from those who underwent the IFLA training programme • Identify other advocacy team members considering their enthusiasm and special skills • Develop a national team, teams for different LIS sectors/groups and regions/provinces 	<ul style="list-style-type: none"> • Identification of the main advocacy team and group/sector teams
5.3.2 (iii)	Appoint a special committee or group to assist and coordinates advocacy work.	<ul style="list-style-type: none"> • Appoint a special Committee for Advocacy 	<ul style="list-style-type: none"> • Appointment of the Advocacy committee
5.3.2 (iv)	Organize training programmes on advocacy and consider the advocacy team for periodical overseas training, conferences and tours	<ul style="list-style-type: none"> • Training programmes for advocacy group/s • Facilitate them for overseas training, 	<ul style="list-style-type: none"> • Number of training programmes held • Number of overseas training

		considering the importance of responsibilities	
5.3.2 (v)	The Advocacy Committee and the Advocacy teams should consult the challenges and problems of different LIS sectors indicated in the Strategic Plan and prepare the Action Plan.	<ul style="list-style-type: none"> • Brainstorming in preparation of an Action Plan in advocacy • Study the challenges of different LIS sectors • Consult the SLLA groups • Prepare the Action Plan 	<ul style="list-style-type: none"> • Number of brainstorming sessions • An Action Plan in advocacy
5.3.2 (vi)	Establish a close between all professional groups and the advocacy committee with the advocacy campaigns being carried out as a joint effort of both parties	<ul style="list-style-type: none"> • Constant interaction with the professional groups • Launch a joint advocacy campaign 	<ul style="list-style-type: none"> • Joint advocacy campaign with the groups
5.3.2 (vii)	Be aware of government appointed commissions, committees, facts finding mission, requests for proposals on LIS or LIS related sectors and respond to them	<ul style="list-style-type: none"> • Find information on government appointed Commissions, Committees etc. related to LIS field or on fields which have Library and Information Services • Conduct a brainstorming session • Submit a written submissions and provide oral evidence if necessary 	<ul style="list-style-type: none"> • Number of responses submitted to the Commissions, Committees on matters related to the LIS field
5.3.2 (viii)	Identify a core group of key personalities in each LIS sector and keep them abreast of the SLLA activities and also maintain regular, friendly contacts with them	<ul style="list-style-type: none"> • Identify key managerial personalities of each LIS sector • Include them in to the mailing list of the SLLA • Send them the Newsletters and other regular publications 	<ul style="list-style-type: none"> • Preparation of mailing lists or databases of key managerial personalities of different LIS sectors • Number and types of mail submitted to them • Responses if any

5.3.2 (ix)	Be prepared with all necessary information; circulars, reports, precedents, statistics, qualifications and their accreditations, international practices etc. SLLA should then develop a comprehensive data base in the proposed Digital Archive, comprising all the above and other relevant information	<ul style="list-style-type: none"> • Collect all necessary legal and other documents pertaining to LIS field • Constant improvement of the collection on the supervision of professional groups and the CEO • Develop the Digital Archives 	<ul style="list-style-type: none"> • Development of a Digital Archives • Lists of relevant advocacy related materials of all LIS sectors • Availability of all the materials at the SLLA
5.3.2 (x)	Develop an array of publicity literature, slides and other Audio-Visual programmes to be used in the advocacy campaign	<ul style="list-style-type: none"> • Appoint a committee to identify the suitable publicity materials for the advocacy work • Get recommendations from groups on the subject • Study the best practices of other LAs • Submit the proposal to the Council for approval • Find sponsors if possible • Develop publicity material at the SLLA or outsource it 	<ul style="list-style-type: none"> • Reports of the committee and groups on the publicity materials required • Availability of publicity materials for Advocacy work
5.3.2 (xi)	Use the media effectively to highlight the problem/s.	<ul style="list-style-type: none"> • Develop a close rapport with the media • Advocacy Committee in consultation with professional groups prepare the media releases • Inform the President and the Council in advance and get the approval • Or Council should appoint a special committee to give 	<ul style="list-style-type: none"> • Number of press/media releases issued • Number of issues solved due to the highlighting the problem through the media

		<p>clearance to media releases</p> <ul style="list-style-type: none"> • Identify the media organization and mode of transmission • Identify the person (President/ Convenor of the Advocacy committee or some other person) to respond to the media if further details, clarifications are needed 	
5.3.2 (xii), (xiii)	Get the assistance of different groups, allies; e.g. NLDSB, OPA, other Professional Associations, professionals, authors, Politicians etc.	<ul style="list-style-type: none"> • Identify possible allies • Develop a rapport with them • Engage their assistance for advocacy work 	<ul style="list-style-type: none"> • Identification of organizations those who could support the SLLA • Number of occasions SLLA managed to solicit their assistance in advocacy work
5.3.2 (xiv)	Use of Facebook, Twitter, Web blog and other Social Media to build a strong support group	<ul style="list-style-type: none"> • Use Social Media for advocacy campaign • Identify special group from the advocacy team/s who are competent to use social media • Provide special training for the group using outside experts 	<ul style="list-style-type: none"> • Identification of special group for social media advocacy • Number of training sessions conducted for the groups • Usage of social media for the SLLA advocacy campaign
5.3.2 (xv), (xvi)	Offer annual awards to writers (e.g. Best Children's Book or Best illustrator or similar) journalists (for best reporting on important LIS issue etc.), Government, semi-government and private sector officials (for a significant contribution towards the improvement of LIS), Politicians (same), media (same) in recognition of their outstanding creative work or	<ul style="list-style-type: none"> • Develop an Award Scheme to those groups, who helps SLLA advocacy • Find sponsors for awards if possible • Annual Award ceremony 	<ul style="list-style-type: none"> • Number of annual awards on the advocacy field

	<p>their special contribution to the LIS field.</p> <p>Identify best practices and recognize them</p>		
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6.4 Assist all LIS sectors to achieve their strategic directions and overcome challenges

Strategy Number	Strategy	Actions	Performance measurement
5.4.2 (i)	Identify the weaknesses and challenges of all LIS sectors and categorize them according to the enormity of the challenge	<ul style="list-style-type: none"> Identify weakness of all LIS sectors with the help of professional groups Use the Challenges of LIS sectors indicated in the Strategic Plan as a guide Identifying priorities 	<ul style="list-style-type: none"> Lists of challenges in different LIS sectors with priority areas
5.4.2 (ii)	Develop an action plan with a timeframe in collaboration with the professional groups of the SLLA	<ul style="list-style-type: none"> Conduct research and brainstorming sessions Develop an Annual action Plan 	<ul style="list-style-type: none"> Number of brainstorming sessions Emergence of an Action Plan
5.4.2 (iii)	Improve professionalism and professional ethics among library staff of all LIS sectors and improve the quality of the service	<ul style="list-style-type: none"> Finalize the revision of Code of Ethics (CoE) (Major part of work already completed) Conduct CPD/Training programmes on professionalism and the Code of Ethics 	<ul style="list-style-type: none"> Completion of the Code of Ethics Number of CPD/Training programmes conducted on the CoE Number of times SLLA identifies instances when the CoE is violated and points it out to the miscreants.
5.4.2 (iv), (v)	<p>Seek the assistance of other responsible authorities at national level or sector level</p> <p>Identify responsible library authorities and persuade them to</p>	<ul style="list-style-type: none"> Seek the assistance of national authorities (NLDSB, NSF, Kelaniya LIS Dept., NILIS) Seek assistance from sector authorities (Provincial Councils, UGC, Ministries of 	<ul style="list-style-type: none"> Number of times joint projects were carried out for the benefit of the library services

	improve and strengthen the LIS sector	PA/LG, Ed.n etc.	
5.4.2 (vi)	Assist them by providing necessary professional inputs (draft necessary legislations, provide examples for best practices, quote standards and guidelines, Show international examples etc.) a	<ul style="list-style-type: none"> • Identify the necessary professional inputs to solve the problems • Appoint committees to prepare the professional inputs (draft legislations, standards, status, guidelines etc.) • Provide the professional inputs • Monitor the progress 	<ul style="list-style-type: none"> • Number of professional inputs provided by SLLA to other organizations • Number of times SLLA join the other organizations to agitate on behalf of them
5.4.2 (vii)	Identify the special needs of each LIS sector, e.g. using ICT, capacity building, short term/long term plans, information literacy programmes, filling cadre positions, improving services etc. and help them to fulfill the special needs.	<ul style="list-style-type: none"> • Identification of special needs of each LIS sector • Help them to fulfil the needs 	<ul style="list-style-type: none"> • List of special needs of each LIS sector • A number of projects carried out to fulfil them
5.4.2 (viii)	Pay special attention to cover all ethnic and disadvantaged communities including disadvantages due to geographical location, economic factors, differently abled people and other similar groups	<ul style="list-style-type: none"> • Identify the least developed and disadvantaged areas, communities, sectors in the country • Prepare library development plan for them with the help of other authorities 	<ul style="list-style-type: none"> • Identification of least developed, disadvantaged areas, communities in the country • Number of library development plans produced to help these sectors • Number of successful projects
5.4.2 (ix)	Prepare Operational Manuals (OMs) for all LIS sectors	<ul style="list-style-type: none"> • Conduct brainstorming sessions • Each professional group prepare an Operational Manual for the sector • Or get an expert 	<ul style="list-style-type: none"> • Availability of Oms for all LIS sectors

		<p>assistance for the project</p> <ul style="list-style-type: none"> • Submit to the Council for approval • Get the OMs printed and also post then on the web 	
5.4.2 (x)	Seek the assistance of IFLA, IASL, UNESCO and other international, regional forums on behalf of the LIS sector when necessary	<ul style="list-style-type: none"> • Identify areas, projects which need assistance from international, regional forums with the help of the professional groups • Conduct brainstorming sessions to identify priority areas • Discuss with local library authorities to assess their willingness to involvement of the project if successful • Discuss with the relevant officials of the international forum and prepare the project proposal 	<ul style="list-style-type: none"> • Number of project proposals submitted to international forums seeking assistance • Number of successful attempts
5.4.2 (xi)	Appoint special committees, organize seminars, brainstorming sessions etc. where expert input is needed	<ul style="list-style-type: none"> • Identify the areas where expert input is needed • Appoint committees, organize seminars etc. for the purpose • Provide the library authorities the expert advices 	<ul style="list-style-type: none"> • Number of occasions SLLA provide the expert assistance to different library authorities on request
5.4.2 (xii)	Use advocacy to encourage action	<ul style="list-style-type: none"> • Well planned advocacy to help different LIS sectors 	<ul style="list-style-type: none"> • Number of advocacy programmes carried out by SLLA for the purpose
5.4. (xiii)	Introduce a one day seminar in the middle of the academic year (in November or December) to discuss special issues in different LIS sectors	<ul style="list-style-type: none"> • Conduct a seminar in the middle of the academic year • Arrange a meeting in mid academic year only to discuss problems of different LIS sectors • Ask professional 	<ul style="list-style-type: none"> • Completion of the seminar • Number of issues raised by the SLLA members and the response received • Feedback from the members • Mechanism to follow

		<p>groups to identify the problems of the members as much as possible</p> <ul style="list-style-type: none"> • Arrange parallel sessions to give the maximum amount of time for each LIS sector • Invite the authorities, e.g. NLDSB, Ministries of Public Administration, Local Government, other relevant ministries and authorities for the meeting 	up the work
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6.5 Improve Education Programmes

Strategy Number	Strategy	Actions	Performance measurement
5.5.2 (i)	Review the future of the DIPLIS programme	<ul style="list-style-type: none"> • Appoint an expert committee to review the programme • Council considers the recommendations given by the committee • Submit recommendations to the SLLA AGM for approval 	<ul style="list-style-type: none"> • Expedite the recommendations to a time plan • Measure the outcome planned for each time slot
5.5.2 (ii)	Revise and upgrade the DIPLIS syllabus regularly to keep up to date with modern trends and developments in the field	<ul style="list-style-type: none"> • Revisions of the DIPLIS syllabus to accommodate 5 teaching & learning areas identified 	<ul style="list-style-type: none"> • Ensure course units, teaching faculty and practical sessions are included in the syllabus matching the % of notional hours identified
5.5.2 (iii)	Identify teaching, learning and assessment	<ul style="list-style-type: none"> • Assign total 60 credits for the DIPLIS as per Sri Lanka Qualifications Framework (SLQF) 	<ul style="list-style-type: none"> • Ensure 60 credits completed to award the Advanced Diploma in LIS – DIPLIS

	structure in LIS courses		
5.5.2 (iv)	Plan learning outcomes of DIPLIS course	Accommodate 12 categories of learning outcomes with each level and course units (Table 2.0 - SLQF levels and intended major learning outcomes in each level; Appendix 1)	<ul style="list-style-type: none"> Measure the 4 core outcome areas (SLQF) through assessments conducted at each level i.e. Assignments, Projects, examinations and practical tests
5.5.2 (v), (vi)	Strengthen the conducting efficiency of the DIPLIS programme	<ul style="list-style-type: none"> Ensure that class schedules, dates for assignment submission, dates for practical sessions and date of marks submission and release of results are calendar fixed 	<ul style="list-style-type: none"> Availability of fixed schedule of classes and exams Monitoring records of conducting of classes examinations etc. Report to the council of controlling of deadlines by both teachers and students Report the council issuance of results to the scheduled date
5.5.2 (vii)	Improve and regularize the infrastructure facilities for the course, such as a fixed venue, quality IT labs. (Strengthen the conducting efficiency of the DIPLIS programme)	<ul style="list-style-type: none"> Find a quality venue for the classes, well equipped IT labs etc. Purchase or make available, essential software and data bases etc. 	<ul style="list-style-type: none"> Reports the council about contracting/acquiring venues for classes Necessary equipment, software etc. procured ICT training facilities at quality venue provided for the DIPLIS and CPD students Evaluation reports of the students and teachers
5.5.2 (vii)	Improve the teaching faculty through teacher training and periodic evaluation	<ul style="list-style-type: none"> Getting quality teachers in to the teaching faculty Improve the quality of teaching faculty through regular teacher training Compulsory periodic evaluation of the teaching 	<ul style="list-style-type: none"> Attendance records of the teacher training programmes Certification for the teachers to conduct lectures for SLLA Feedback from students on performance of teachers
5.5.2 (viii)	Obtain accreditation certification for the DIPLIS programme	<ul style="list-style-type: none"> Consult quality control body for application for quality assessment (QA) Set up a DIPLIS monitoring mechanism 	<ul style="list-style-type: none"> Receipt of accreditation Setting up of the monitoring & quality control mechanism

		& quality control mechanism	
5.5.2 (ix)	Conduct a CPD need assessment	<ul style="list-style-type: none"> • Appoint a committee for CPD need assessment • Conduct a brainstorming sessions on 4 fold criteria submitted in Annex I • Consult the SLLA groups 	<ul style="list-style-type: none"> • Calendar of CPD programmes with 9 areas identified (Annex I)
5.5.2 (x)	Develop a high quality CPD programme in consultation with each professional group	<ul style="list-style-type: none"> • Direct professional groups to identify priority CPD programmes • Brainstorming sessions • Develop a quality CPD programme 	<ul style="list-style-type: none"> • Priority list of CPD programmes prepared by the professional groups • Number of brainstorming sessions • Evaluation reports of the CPD programmes
5.5.2 (xi)	Publish the CPD calendar in advance and conduct the CPD programmes in all three languages and in all provinces	<ul style="list-style-type: none"> • Publish the CPD Calendar in advance • Conduct CPD in all 3 languages • Decentralize the programme 	<ul style="list-style-type: none"> • Availability of CPD Calendar at the beginning of the academic year • Number of CPD programmes conducted in three languages • Number of CPD programmes conducted at provincial level
5.5.2 (xii)	Introduce online CPD programmes	<ul style="list-style-type: none"> • Appoint a committee to study the subject and submit a report with recommendations • Identify suitable online CPD programmes • Identify the course coordinators and the teaching faculty • Prepare the online teaching materials • Prepare an online CPD programme calendar • Introduce online CPD programmes 	<ul style="list-style-type: none"> • Availability of committee report • Availability of online CPD Calendar • Number of online CPD programmes • Evaluation reports of the online CPD programmes
5.5.2 (xiii)	Have continuous dialogue with NLDSB, Kelaniya LIS	<ul style="list-style-type: none"> • List out the CPD programmes conducted by NLDSB, NILIS, NSF, SLDU and Kelaniya LIS 	<ul style="list-style-type: none"> • Number of discussions conducted with other institutions in the field

	Department, NILIS, NSF on professional issues, and enlist their cooperation for the benefit of all parties	Dept. <ul style="list-style-type: none"> Initiate a professional dialogue with them on the subject Improve the cooperation among the institutions 	<ul style="list-style-type: none"> Number of joint programmes conducted
5.5.3 (xiv)	Establish market oriented LIS courses	<ul style="list-style-type: none"> Conduct research to identify market oriented LIS courses Introduce the courses to those in the LIS field 	<ul style="list-style-type: none"> Availability of the research report and findings Number of market oriented courses introduced
5.5.3 (xv)	Link with a major IT faculty, for quality ICT training	<ul style="list-style-type: none"> Identify quality IT faculties in Colombo, Kandy, Galle, Jaffna and other locations where SLLA Education programmes are conducted Secure the facilities for the SLLA students on payment to complete their ICT modules 	<ul style="list-style-type: none"> Number of ICT faculties identified List of facilities secured for SLLA students to complete the ICT modules
5.5.3 (xvi)	Develop a database on the teaching faculty of DIPLIS programme and resource persons for the CPD programme and update it regularly	<ul style="list-style-type: none"> Develop a data base of the teaching faculty 	<ul style="list-style-type: none"> Availability of data base on the teaching faculties of DIPLIS and CPD programmes Data base uploaded to the SLLA site
5.5.3 (xvii)	Explore the possibility of appointing a full time Coordinator for the DIPLIS and CPD programme	<ul style="list-style-type: none"> Appoint a CEO/Training Manager for SLLA Failing that appoint a fulltime Education Coordinator to assist the Education Officer 	<ul style="list-style-type: none"> Appointment of CEO/Training Manager Or Fulltime Education Officer recruited
5.5.3 (xviii)	Establish a translation programme of English LIS professional materials to Sinhala and Tamil	<ul style="list-style-type: none"> Appoint a committee and get a report on the subject with the recommendation of priority areas Identify professional translators Try to obtain sponsorships Have an annual target 	<ul style="list-style-type: none"> Number of Sinhala/Tamil translations published

5.5.3 (xix)	Encourage senior professionals to produce reading materials and assist them in publishing through NLDSB	<ul style="list-style-type: none"> Promote writing of LIS reading materials in the vernaculars Assist in publishing them through NLDSB Explore the possibilities of launching SLLA's own publication project 	<ul style="list-style-type: none"> Number of new LIS publications in Sinhala and Tamil
5.5.3 (xx)	Give annual awards for the best CPD programme, LIS publication in vernacular, best translation etc.	<ul style="list-style-type: none"> Launch an annual awards for the best CPD programme, best LIS Publication in vernacular and best translation Secure sponsors for the project 	<ul style="list-style-type: none"> Number of annual awards

6.6 Membership Development

Strategy Number	Strategy	Actions	Performance measurement
5.6.2 (i)	Launch a well-planned membership drive	<ul style="list-style-type: none"> Appoint a committee or taskforce to lead the membership drive Conduct a few brainstorming sessions with the help of professional groups to identify major causes for slow membership growth Prepare an action plan Launch a quality membership drive with the help of professional groups 	<ul style="list-style-type: none"> Appointment of the committee or taskforce Number of brainstorming sessions conducted Availability of the action plan Number of new members enrolled through the project
5.6.2 (ii)	Appoint a Committee to study and report on expanding the non-corporate membership categories of SLLA and submit the proposals to the SLLA AGM for consideration and approval	<ul style="list-style-type: none"> Appoint a committee to study and report on expanding non-corporate membership of SLLA Arrange a few brainstorming sessions to assist the committee 	<ul style="list-style-type: none"> Appointment of the committee Number of brainstorming sessions held Availability of the Committee report Expansion of the non-corporate membership

		<ul style="list-style-type: none"> • Get the views of the professional groups • Provide opportunities for members to voice their opinion • Study the IFLA guidelines and practices of other Library Associations • Consider the recommendations of the committee at the Council • Submit the recommendations to SLLA AGM 	categories
5.6.2 (iii)	Simplify the membership application and acceptance procedure	<ul style="list-style-type: none"> • Appoint a committee to make recommendations to improve and simplify the membership application and acceptance procedure • Study the best practices of other library associations and other professional associations • Adopt a simple, effective procedure 	<ul style="list-style-type: none"> • Appointment of the committee • Availability of the report • Adoption of new procedure for membership application, acceptance and renewal
5.6.2 (iv)	Identify the professional Librarians/Library personal with LIS professional qualifications who are not members of the SLLA and launch a specially targeted programme to promote the membership among them with the assistance of the professional groups	<ul style="list-style-type: none"> • Identify LIS professionals who are non-members of the SLLA with the help of professional groups • Develop a database • Conduct a few brainstorming sessions • Prepare an action plan • Launch a programme to promote SLLA membership among these non-SLLA 	<ul style="list-style-type: none"> • Availability of a data base comprising details of LIS professionals who are non SLLA members • Number of brainstorming sessions conducted • Availability of an action plan • Number of new members joining the SLLA from the above group

		members	
5.6.2 (v)	Organize an annual CPD programme, specially targeting those non-SLLA member professionals, free of charge and use the occasion to promote the SLLA membership	<ul style="list-style-type: none"> • Organize a one day CPD programme for the target group • Select an attractive theme and quality resource persons • Send the details of the programme and invitations to those non SLLA LIS professionals • If there is a big demand conduct two parallel sessions • Use about half an hour to educate them on the activities and role of SLLA, using an audio-visual presentation • Introduce the main office bearers of the SLLA and the Conveners of professional groups • Include an application form of the SLLA membership and brochures on SLLA in the programme file with an invitation letter to join the SLLA • Ask professional group conveners to follow up after the event 	<ul style="list-style-type: none"> • The success of the CPD programme; e.g. Number of participants from the target group, quality of the programme according to evaluation reports • Number of new members joined SLLA as a result of the programme
5.6.2 (vi)	Offer incentives –e.g. Free registration for the NACLIS or for a number of CPD programmes, recognition at the AGM - to those SLLA members who bring considerable number of new members to the association.	<ul style="list-style-type: none"> • Appoint a committee to study and make recommendations on a suitable incentive package for those members who bring new members to the SLLA • Offer an attractive 	<ul style="list-style-type: none"> • Appointment of the committee and availability of its recommendations • Number of SLLA members who join the programme to enrol new members • Number of new members enrolled

		<p>incentive package</p> <ul style="list-style-type: none"> • Give publicity through the newsletter etc. • Obtain the support of the senior members • Delegate the responsibility to professional groups, Council members • Annually recognize the quality achievements 	
5.6.2 (vii)	Publish a Library Year Book giving details of Chartered Librarians/SLLA, Corporate Members which will act as an incentive to the non SLLA members to join the SLLA	<ul style="list-style-type: none"> • Appoint a committee or taskforce for the project • Learn from the best practices of other LAs and other professional associations • Prepare an action plan with cost estimates • Conduct brainstorming session to decide on the format and other details • Prepare the draft • Publish a SLLA Year Book • Find a sponsor or sponsors for the project 	<ul style="list-style-type: none"> • Publishing of the SLLA Year Book
5.6.2 (viii)	Introduce a web portal to obtain, renew membership	<ul style="list-style-type: none"> • Request the IT Committee to draw up a plan • Study the similar web portal in other LAs or other professional forums • Create a web portal for membership work 	<ul style="list-style-type: none"> • Availability of a Web portal for membership application and renewal • Setting up of a speedy procedure for application and renewal of membership
5.6.2 (ix)	Launch an attractive, effective promotional drive, marketing	<ul style="list-style-type: none"> • Prepare an action plan • Prepare quality 	<ul style="list-style-type: none"> • Availability of an action plan • Number of publicity materials prepared

	campaign with quality publicity material	<p>publicity materials through the help of professionals or with the help of members who are competent in the task</p> <ul style="list-style-type: none"> • Try to get sponsorship for the production of publicity materials • Launch a marketing campaign 	<ul style="list-style-type: none"> • Number of discussions on TV or radio on SLLA • Number of articles on SLLA appearing in national newspapers, magazines etc. • Number of brochures, pamphlets etc. sent to selected audience • Number of times video clips/Slideshows on SLLA shown at important forums • Number of time the SLLA plays an important role on national issues, e.g. Freedom of information, Information Literacy
5.6.2 (x)	<p>Introduce special benefit for the SLLA membership – Discount for LIS publications, Discount for seminars, conferences in LIS field, Assistance to attend overseas seminars, conferences, free membership at major libraries etc.</p>	<ul style="list-style-type: none"> • Introduce special benefit scheme for SLLA membership through SLLA • Discuss with other major LIS organizations (e.g. NLDSB/National Library, NSF, NILIS, Kelaniya, major libraries, Publishers and booksellers) to get special concessions for SLLA members • Keep the SLLA members informed 	<ul style="list-style-type: none"> • Number of benefit schemes launched for the SLLA Membership
5.6.2 (xi)	<p>Canvass to make the Membership and holding offices of SLLA an additional qualification at the job interviews and other interviews in the LIS field</p>	<ul style="list-style-type: none"> • Appoint a committee to study the proposal and consult the authorities on the feasibility and modes operandi • Inform the relevant authorities 	<ul style="list-style-type: none"> • Evidence of SLLA members getting additional marks at job and other interviews

5.6.2 (xii)	Promote through the relevant channels making it compulsory for all Sri Lankan working professional Librarians to obtain membership of the SLLA	<ul style="list-style-type: none"> List out the other Library Associations and similar professional associations which follow the policy Appoint a committee to study the proposal and make recommendations 	<ul style="list-style-type: none"> Adoption of policy to make membership of SLLA compulsory for all Sri Lankan professional working librarians
5.6.2 (xiii)	Improve overall performances of the SLLA and make it an attractive, quality organization	<ul style="list-style-type: none"> Main office bearers, Council, Exco, Groups, SLLA Office, major projects raise the professional standards of their activities High quality professional publications, seminars, conferences etc. Improve the overall performance of SLLA 	<ul style="list-style-type: none"> Evidence of national and international visibility of SLLA High quality projects, publications Lesser number of complains on the functioning of the SLLA
5.6.2 (xiv)	Facilitate higher education and postgraduate facilities for SLLA members	<ul style="list-style-type: none"> Complete the present project with the OUSL and provide opportunity for SLLA members to obtain a university degree Encourage the members to use the postgraduate study facilities offered by NILIS, Uni. Of Colombo Explore and promote similar opportunities in other higher education institutions 	<ul style="list-style-type: none"> Number of SLLA Associates completing the degree programme at OUSL Number of SLLA Associates completing Postgraduate programmes at NILIS Number of new opportunities offered by other H.E. institutions for SLLA members

6.7 Strengthen/Introduce a mechanism to assist the members' grievances & career development

Strategy	Strategy	Actions	Performance measurement
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Number			
5.7.2 (i)	Improve the present Grievances Committee or set up a new mechanism to deal with members' grievances more effectively	<ul style="list-style-type: none"> • Appoint a committee to study and make recommendations on an effective mechanism to handle grievances of the members • Council consider and approve the recommendations 	<ul style="list-style-type: none"> • Availability of a quality and effective mechanism for grievances of SLLA members
5.7.2 (ii)	Involve respective professional group in dealing with issues related to particular LIS sector, e.g. to analyze the problem, identify solutions, respond to the member or make recommendations to the Council	<ul style="list-style-type: none"> • Include addressing members' grievances in the ToR of SLLA groups • Direct them to a) Analyse the problem, b) Identify solutions, c) Respond to the members direct or thro SLLA office, d) Report to the Council • Encourage groups to conduct research and brainstorming sessions 	<ul style="list-style-type: none"> • Issuing ToR to professional groups including 'dealing with members' grievances' • Number of research and brainstorming sessions carried out by professional groups on the subject • Number of grievances addressed by professional groups
5.7.2 (iii)	Identify an advocacy team to negotiate with respective authorities on behalf of the aggrieved member/s or library	<ul style="list-style-type: none"> • Contact the Advocacy Committee • Contact the relevant professional group • Identify an advocacy group to deal with the identified problem • Advocacy group meet the authority on behalf of the aggrieved party 	<ul style="list-style-type: none"> • Number of occasions the advocacy team conducted the negotiation • Number of problems solved through advocacy
5.7.2 (iv)	Develop a close rapport with LIS authorities e.g. Ministries of Public Administration, Local Government, Education and Higher Education, Vocational Training etc., UGC, NLDSB, Provincial Councils and media to appraise them of the problems faced by the LIS sector	<ul style="list-style-type: none"> • Identify the authorities who are responsible for library services at different levels • Develop close rapport with them directly or through professional groups • Develop close rapport with media • Have a constant dialogue with them 	<ul style="list-style-type: none"> • Availability of a list of authorities with the names, designations and contact details of the officials who are responsible or link to different library sectors and libraries • Number of interactions with library authorities

		on the challenges of libraries	
5.7.2 (v)	Initiate a quick response programme (QRP) from the SLLA office to fulfil the needs of the members	<ul style="list-style-type: none"> Identify the members of quick response programme President or Vice President, CEO/SLLA Office, Convener of the Advocacy committee, Convener of Grievances Committee or the new Committee replacing the Grievances committee and the convener of the relevant professional group) Conduct a brainstorming session and training programme on how to respond to same 	<ul style="list-style-type: none"> Establishment of the quick response team Number of brainstorming sessions or training programmes Number of times the QRP intervened
5.7.2 (vi)	Give the responsibility to CEO cum Training Manager of SLLA Office to improve the efficiency and effectiveness of the SLLA	<ul style="list-style-type: none"> Recruit CEO/Training Manager for SLLA Make him/her responsible for the efficiency, effectiveness of SLLA 	<ul style="list-style-type: none"> Recruitment of CEO/Training Manager Issue a job description Progress reports to the Council and progress achieved
5.7.2 (vii)	SLLA President should discuss the matters at the NLDSB, NILIS and Provincial Library Boards of Management meetings (If it is relevant) and seek their assistance to solve the problem	<ul style="list-style-type: none"> SLLA President to raise the issue/s with major LIS authorities Get their assistance to solve the problem/issue 	<ul style="list-style-type: none"> Number of occasions the SLLA President raised the issues on solving the problems faced by the SLLA members at the above forums Number of issues resolved through this
5.7.2 (viii)	Take other appropriate action (Meet the Ministers, politicians, OPA officials, seek legal advice etc.) to help the member	<ul style="list-style-type: none"> Have a brainstorming session to decide what action/s to be taken Take other appropriate action to solve the problem/s 	<ul style="list-style-type: none"> Number of occasions the SLLA meet the authorities on behalf of the members The success rate in solving the problems of the members

			through them
5.7.2 (ix)	Develop a database of recently qualified librarians who are seeking employment and librarians who are looking for career advancement	<ul style="list-style-type: none"> • Create a database of recently qualified librarians • Create a database of those librarians who are looking for career advancement • Constantly update the information in the databases 	<ul style="list-style-type: none"> • Creation of the above databases • Number of success rates in helping newly qualified librarians to find work • Success rate in helping career advancement of members • Number of visits to the databases
5.7.2 (x)	Develop a database on available vacancies in the LIS field in Sri Lanka and overseas (relevant) and publish it in the webpage	<ul style="list-style-type: none"> • Create a database on vacancies, positions in LIS field and publish it in the webpage 	<ul style="list-style-type: none"> • Number of visits to the database • Success rate
5.7.2 (xi)	Create a database on the long term vacancies in the different LIS sectors and take necessary action to draw the attention of the authorities to rectify the situation	<ul style="list-style-type: none"> • Create a database on vacancies of the LIS field which were not filled for a long period • Contact the respective authorities and pressurize them to fill the vacancies • Launch an advocacy campaign 	<ul style="list-style-type: none"> • Gradual decrease of long term vacancies in the LIS field • Number of successful negotiations with authorities in filling vacancies
5.7.2. (xii)	Study the best practices of other professional associations in Sri Lanka and Library associations around the world	<ul style="list-style-type: none"> • Study how the other leading LAs deal with members grievances and career development activities • Study how the other professional associations in Sri Lanka deal with the challenge • Follow the best practices 	<ul style="list-style-type: none"> • Number of best practices found on the subject • Number of best practices adopted

6.8 Strengthen the co-operation among major stakeholder

Strategy Number	Strategy	Actions	Performance measurement
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5.8.2 (i)	Develop close rapport with LIS organizations to plan out the activities to cover all areas, avoid overlapping and act complementary to each other in using the available resources for the maximum benefit of the LIS field	<ul style="list-style-type: none"> • Develop close rapport with the Ministries which deal with library work, NLDSB, PLSBs, NSF, NILIS, Kelaniya LIS Dept., etc. • Plan out activities in collaboration with each other • Work complementary to each other avoiding overlapping • Build relationships and develop strategic alliances 	<ul style="list-style-type: none"> • Number of collaborative or joint activities • Availability of annual action plan on such projects • Number of strategic alliances
5.8.2 (ii)	Use the committee/group memberships at NLDSB, NILIS, PLSBs, OPA to derive benefits for the SLLA and LIS field	<ul style="list-style-type: none"> • Use the committee membership in major organization to the advantage of SLLA • Conduct brainstorming sessions among professional groups on how to use these opportunities 	<ul style="list-style-type: none"> • Number of issues raised in the meetings beneficial to SLLA & LIS field • Number of new initiatives in these organizations due to the initiative of the SLLA
5.8.2 (iii)	Strive to get the representation either at the BoM or Committee level of the ICTA, UGC, NSF and other relevant organizations	<ul style="list-style-type: none"> • Conduct a brainstorming session to identify important organizations for the LIS field, without any links to the SLLA • Get the suggestions from professional groups • Launch a programme to obtain the representation at BoM or at relevant Committees of ICTA, UGC, NSF and other organizations in the category • Make representation to the organizations 	<ul style="list-style-type: none"> • List of new organizations, those have any influence on libraries that SLLA secured representation

		and the Ministry in-charge of the organization justifying the request	
5.8.2 (iv)	Study in detail the activities, Action Plans, Strategic Plans of major LIS organizations and speak on behalf of the profession at these forums. Refer the major issues being discussed at these forums to SLLA Council for its information and to the relevant professional groups. Make it a regular agenda item of the SLLA Council, group meetings	<ul style="list-style-type: none"> • Study the Action Plans & Strategic Plans of LIS Organizations SLLA has representation and help to improve them • Align those plans with major projects of the SLLA • Discuss the relevant professional issues at SLLA Council & Groups 	<ul style="list-style-type: none"> • Number Strategic/Action Plans scrutinized • Number of positive contributions made by the SLLA representative at those meetings • Number of changes made in SLLA action plan to align with the plans of the other organizations • Number of occasions these discussions are reflected in the SLLA Council/Groups meeting minutes
5.8.2 (v)	SLLA/President and representatives must always attend the above mentioned BoM and Committee meetings well prepared, after receiving briefs from relevant committees and other experts	<ul style="list-style-type: none"> • Preparation meetings, discussions, brainstorming sessions • Justify your presence by professionally involving the activities at the BoM • Voice the measured opinion of the SLLA at those meetings 	<ul style="list-style-type: none"> • Number of preparatory meetings • Number of important issues raised by the SLLA reps at these meetings
5.8.2 (vi)	Launch joint projects as practical as possible, which will be beneficial to participatory organizations as well as the LIS field in general	<ul style="list-style-type: none"> • Identify the possible joint projects with the major LIS organizations • Launch collaborative programmes 	<ul style="list-style-type: none"> • Number of collaborative programmes launched
5.8.2 (vii)	Use the OPA forum meaningfully to improve the visibility and clout of the	<ul style="list-style-type: none"> • Build a strong partnership with OPA 	<ul style="list-style-type: none"> • Number of discussions held with OPA on SLLA

	SLLA	<ul style="list-style-type: none"> • Have a few brainstorming sessions on how to use the OPA membership to the maximum benefit • Use the OPA membership to uplift the LIS profession • Join the OPA Council 	<p>issues</p> <ul style="list-style-type: none"> • Number of issues pertaining to LIS sector raised at OPA meetings • Position/s held in the OPA Council
5.8.2 (viii), (ix)	Develop professional links with the Head and Senior members of those LIS organization and keep them informed on the activities of the SLLA. Be proactive and assist them through advocacy, expert service and other professional means	<ul style="list-style-type: none"> • Improve links with the senior officers of major LIS organizations and OPA • Keep them informed on SLLA activities thro Newsletters, E-newsletters, press releases etc. • Help them to solve their problems thro Advocacy, expert assistance ect. 	<ul style="list-style-type: none"> • Number of times the SLLA information materials sent to the target group • Number of occasions the SLLA help those organizations • Number of other interactions
5.8.2 (x)	Promote SLLA members to participate in IFLA, REFSALA, UNESCO, IASL activities	<ul style="list-style-type: none"> • Build long-term partnerships with relevant international forums • Encourage SLLA members to take active role in the international and regional forums • Provide assistance to deserving members to attend the forum • Secure sponsorships 	<ul style="list-style-type: none"> • Number of SLLA members who attended functions of the international forums annually • Number of SLLA members holding offices of regional and international forums • Number of sponsorship SLLA secured to facilitate members to attend to these forums
5.8.2 (xi)	Be vigilant of the new initiatives of the international forums and promote awareness and professional dialogue on those locally	<ul style="list-style-type: none"> • Council and groups should monitor new initiatives of these forums • Organize awareness campaign for SLLA Members and other relevant parties 	<ul style="list-style-type: none"> • Number of awareness programmes conducted on new initiatives of international forums

		when new initiatives were announced by the forums	
5.8.2 (xii)	Make available of the publications of the above international forums for the SLLA members at a concessionary rate and also translate important guidelines, reports etc. to vernacular languages	<ul style="list-style-type: none"> • Appoint a committee or invite professional groups to identify important publications of UNESCO, IFLA, IASL etc. • Get the publications for sale and provide them to SLLA members at a concessionary rate • Translate and publish relevant literature in vernaculars 	<ul style="list-style-type: none"> • Availability of the publications of these organizations for SLLA members at a concessionary rate • Number of publications translated in to Sinhala and Tamil
5.8.2 (xiii), (xiv)	Make an attempt to host regional meetings or special programmes of the above international forums in Sri Lanka periodically	<ul style="list-style-type: none"> • Include hosting meetings, training programmes of these organizations in Sri Lanka in to the SLLA strategic/action plans • Host suitable events periodically • Promote other local counterpart to host similar meetings, seminars etc. 	<ul style="list-style-type: none"> • Inclusion of the item in strategic/action plans • Number of conferences, meetings, training programmes of these forums hosted by SLLA and other LIS organizations

7. Implementation of the Plan

7.1 Committee of Monitoring and Assisting in Implementation of the Strategic Plan (COMAISP)

The Committee of Monitoring and Assisting in Implementation of the Strategic Plan (COMAISP) should be established with proper Terms of Reference. Membership of the COMAISP should comprise, the President, President Elect, Immediate Past President, Vice President, the new CEO of the SLLA Office and four other members appointed by the Council. As indicated in the name the main responsibility of the COMAISP is to monitor and assist in implementation of the Strategic Plan under the supervision of the SLLA Council. To facilitate the smooth implementation of the Strategic Plan, the Council should be constantly briefed on the progress of the project and also assisted in taking the necessary steps related to the matters pertaining to the Strategic Plan the Convener of the COMAISP should be an invited member of the SLLA Council.

7.2 Flexibility in implementation during the first two year period

There will be two segments in the period of implementation of the Strategic Plan. For the first two years there will be no structured implementation plan, e.g. what to implement and who is doing what and when? The new SLLA Council of 2016-2018 will have a free hand to select what to implement from the Strategic Plan. It should act in close collaboration with the professional groups, committees, and COMAISP in selecting the projects from the plan during the initial two year period. Since the membership expects reasonable results at the end of the two year period, it is advisable to study the plan carefully, listen to the professional groups, committees, consult the senior experienced members and identify the priority projects. Part of the initial period can also be used to familiarize with the plan, strengthen the structure of SLLA where necessary, to appoint expert committees to study some major recommendations (e.g. expansion of the SLLA membership), conduct training programmes and brain storming sessions on practical aspects of implementation of the plan. On the other hand as the plan provides all important details e.g. objectives, strategies, actions required and the performance indicators, the implementation of the plan may not need much preparation other than brainstorming sessions and selection of the priorities. The other advantage is that the members have already had the opportunity to study and be familiar with the plan to certain extent as it was published on the web in early February and the Sinhala/Tamil translations of the main section were sent to the members in late March 2016.

As indicated the management will have a free hand to select what to implement from the plan and the opportunity to implement relatively easy areas of the plan, which will give them/SLLA the necessary confidence and experience to deal with more fundamental and broad recommendations of the plan subsequently. It was also agreed that following a rigid plan of action from the start may not be a success as it might create unnecessary difficulties and road blocks. This cautious approach is mainly due to the facts that this is the very first Strategic Plan of the SLLA and the officials, committees and general membership may not have complete understanding on the finer points of the Strategic Plan and also of the challenges of implementation. Accordingly the Strategic Plan will be without a rigid plan of implementation at the initial period of two years, but still it recognizes the responsibility of the Council, professional groups, committees, COMAISP and the SLLA office in implementing the selected areas of the plan and lay the foundation for the rest of the implementation period.

7.3 Allocation of Funds

It is important to allocate the necessary funds for implementation of the Strategic Plan at the outset for the speedy and smooth progress of the project. Whatever the resources spent in implementing the Strategic Plan is no doubt an investment for the future. It is for the future wellbeing of the SLLA, its membership, Library and Information profession of the country and finally wellbeing of the country itself. Therefore the necessary budgetary provisions should be allocated at the SLLA AGM for the smooth implementation of the plan. Otherwise the Strategic Planning process will remain a mere academic exercise without any benefit to the membership or to the SLLA. It is also expected that the SLLA should try to get sponsorships as much as possible in the implementation or implement some of the proposed actions as joint projects with other authorities/organizations where appropriate. This will obviously reduce the burden of the association. But there is no doubt that the SLLA will have to bear the major portion of the expenses as this is an exercise to improve the quality and the standard of the association. The possible sponsorship will hopefully come at the later part of the implementation, when the results are shown. Still there is a possibility of attracting some sponsorship even at the initial period depending on the attractiveness of the project and the capabilities of the organizing committees. The important point is the ability of the SLLA to provide adequate oxygen to the project through the provision of the required funds from the start for the project to get off the ground. If zero funds or inadequate funds are provided or if firm decisions are not taken at right time with a consequent waste of time, it will kill the enthusiasm of the leaders, groups, committees who are entrusted with the responsibility of implementation, which will no doubt drastically affect the project itself.

It is proposed to allocate Rs2 million for implementation of the SLLA Strategic Plan in the first two year period (2016/18). From this amount Rs.1.5 million should come from the available SLLA funds and the rest (Rs0.5 million) from the sponsors. In the second year, if additional funds are needed, the SLLA Council should allocate the additional funds and later report it to the AGM. This is not an exorbitant amount considering the responsibilities of implementing at least a part of the long list of actions in the 8 Key Action Areas of the plan. Though the majority of the proposed actions can be implemented without much financial burden, some key actions e.g. employing a CEO/Training Manager, digitization of SLLA documents, creating promotional literature, A/V material on SLLA, obtaining extra office space, annual awards, advocacy work, improving DIPLIS programme, translation of LIS material, commissioning to produce LIS material, organizing the mid-year seminar, attending members' grievances and a number of other proposals may cost a considerable amount of money. At the same time there is a strong possibility of increasing the income of the SLLA through some of the projects proposed in the strategic plan, e.g. membership development, improving the CPD programmes.

After studying the result of implementation of the strategic plan in the first year, SLLA AGM in 2017 should review the funding according to the prevailing situation. The dispersing of the fund should be done by the SLLA Council in accordance to the relevant administrative and financial regulations. Each project related to the Strategic Plan should have a detailed description of objectives, plan of actions, people responsible, time plan, expected outcome etc. and a detailed budget. This should be recommended by the professional groups where applicable and then scrutinized and recommended by the COMAISP. Then it should be submitted to the Council for final approval. The Council should give the greenlight to the projects with a minimum delay and if necessary having special council meetings to expedite the process. Though we expect to get about 1/3 of the required funds from outside sponsorship, it is not realistic to expect each project to have this much of sponsorship from

day one. Generally most of the sponsorships are expected in the second year when the promotional literature is available and the project is firmly established. The sponsorship too can come from many forms and methods.

7.4 Responsibility of Implementation the Strategic Plan

Responsibility of implementation of the Strategic Plan will rest on the SLLA Council, professional groups, committees, COMAISP and the Membership at large. This has to be emphasized from the beginning as there might be an unhealthy trend of some parties pointing fingers at the others in case of failures or setbacks, without fulfilling their own obligations. The implementation will be a slow, difficult process with hurdles, disappointments and failures which are part and parcel of any new venture. But the committee strongly believes that the SLLA has the capacity and endurance to achieve the target. It has a quality membership, proven leaders and a pool of talents which are the essential ingredients of successfully completing challenging tasks. Perhaps the fundamental advantage we have is the strong presence of libraries in every corner of the country, all geographical regions, embracing all social groups, all strata of the government and every sector of economy. Compare to most of the other professional groups in Sri Lanka, library and information sector commands a strong base, expanded network, familiarity and closeness to people, cultural identity and potential for improved, higher status with the present information revolution. SLLA should provide the leadership to this evolving profession and help libraries and librarians to make their presence felt in the society, economy and the country at large and in the process it too become a strong professional forum. The Strategic plan we hope provides the necessary foundation for this necessary futuristic transformation. We sincerely hope that the Council, groups, committees and the COMISP will be able to harness the talents of the members in this task and the entire membership will back this crucial project in whatever way possible.

7.4.1 Responsibility of the SLLA Members

It is the general membership who suffers most due to the weaknesses or rather limited activities of the association. It is also evident that the majority of the members are frustrated with the SLLA for not doing enough for the benefit of the members and LIS field at large. Through the Strategic Plan, SLLA is trying to make the association a more member friendly, modern, progressive and active forum. What are the responsibilities of the members of the SLLA towards successfully implementing the strategic plan?

Membership is broadly divided into different library sectors according to their expertise and place of work. Accordingly we have School, Public, Government, Education & training, Special, Academic, Provincial and National library sectors. All these library sectors are represented by professional groups and the convener of each group represents the group as well as the members of the library sector at the SLLA Council. Therefore the first responsibility of the membership is to carefully select quality, enthusiastic members in to their professional group and also identify a suitable member as the convener of the group. This is especially important in the next few years, as the professional groups have been entrusted with huge responsibilities related to the implementation of the strategic plan specially related the eight Key Action Areas of the plan. While selecting members of the group, they should consider both working and retired professionals considering their capacity for the task, availability and enthusiasm. They must also not forget that there are senior LIS professionals with wide experience who can assist other LIS sectors, irrespective of his/her own LIS background. Similarly selecting conveners, it is advisable to not to select those who are not comfortable or enthusiastic in challenging their management, status-co, pointing the deficiencies etc. which is understandable. It is important to identify smart people as conveners who can fight for your cause,

point out deficiencies of the management, while retaining their respect and understanding. Once the convener and the groups are selected the rest of the membership of the sector should continuously be on alert on the activities of the group, extend them a helping hand when necessary, make suggestions and act as a pressure group to get the best out from the convener and the group.

7.4.2 Responsibility of the Professional Groups

Professional groups represent different LIS sectors in the country at the SLLA. The primary responsibility of the groups is the wellbeing of the LIS sector they represent. SLLA is a broad organization and it is the responsibility of the each professional group to persuade and guide the SLLA to address the issues of their respective sector. The common misconception is that, it is up to the SLLA Council to initiate and act on various issues of the library field. It is true that the SLLA Council will have to take action as the supreme body of the SLLA. But it is very rarely the Council initiate actions without full briefing from a professional group or a specific committee on an issue. Professional groups are expected to maintain close links with the members of the particular LIS sector and are expected to have expert or adequate knowledge on the problems and difficulties faced by the members and the LIS sector. It is up to the group to analyse the issue, check the practices of other countries, study the guidelines issued by IFLA or other LAs, and submit a comprehensive report to the council recommending certain actions to be taken. They could also ask the Council to look into the issues which hampers the development of the library sector and assist the council in finding solutions. This is why it is very crucial to have active professional groups in SLLA for it to become a vibrant and active professional forum. Strong and vibrant professional groups make strong and vibrant professional association while weak and lethargic professional groups make weak and lethargic professional association.

In the Strategic Plan the present challenges of all LIS sectors in the country have been indicated. Though those are not comprehensive lists, they will show the major deficiencies in each LIS sector. The professional groups must try to update the list periodically and make it close to the reality and reflects the actual ground situation. In the strategic plan the strategies and actions have been identifies to solve most of these problems. The responsibility of the professional group is to draw an action plan in consultation with the other members of the LIS sector, senior professionals and the COMAISP. This action plan can be divided in to different segments and identify priorities for the first two year period. Then for implementation the professional groups can identify a couple of projects for the first year and prepare a detailed project with the necessary budgetary allocations. They should try to get part of the required funds from outside on sponsorship which can come in many forms. Then the project proposal should be submitted to the Council through COMAISP. Once approved the professional group should carry out the project with the support of the members of the LIS sector and the other experts.

7.4.3 Responsibility of special committees

IFLA Guidelines for the Organizational Structure of Associations (issued by the Management of Library Associations Section) says 'The organizational structure should support the objectives of the strategic plan. For example, if one of the objectives of the association is to increase membership, there should be within the structure a committee or other group assigned to work on this objective'. (<http://www.ifla.org/VII/s40/smla.htm>) Thus to implement some key recommendations of the strategic plan (e.g. Advocacy, Membership development, Grievances of the membership) the Council should appoint special committees. In the other areas especially those actions in the plan which

have relevance only to the specific professional group, the particular professional group can take the responsibility of implementation of the proposed actions.

The Council should draw the members for these special committees from its experienced senior members as well as enthusiastic young talents. It is crucial to select a quality convener for the success of the project. The responsibility of the committees especially set up in implementation the strategic plan is to implement the special areas identified by the SLLA Council. It should prepare an action plan with budgetary provisions and send it for approval to the Council through the COMAISP. Once it is approved the committee should fulfill the obligation by implementing the project successfully.

7.4.4 Responsibility of the SLLA Council

SLLA Council as we know is the power house of the organization. It derives its powers from the SLLA Act as well as from the general membership whom have elected the council to represent them. The President is the head of the Council and the leader of the SLLA. What we can generally see is high expectations from the membership with every new council elected and at the end of the term some sort of frustration that the expectations are not adequately met. It is also evident that almost all the administrations achieve success in carrying out limited standard functions during the year including publishing the professional journal, conducting the national conference NACLIS, publishing the SLLA Newsletter, continuing with the DIPLIS programme, conducting a couple of CPD programmes and at the end of the year AGM. In addition one can witness an occasional regional or international conference/seminar or project funded by IFLA or an international agency. All this is no doubt difficult and challenging work which need considerable planning and efforts. But as some members argue the SLLA's functions and responsibilities are much more than those standard functions. Most of these functions they argue can be successfully carried out by a well-organized SLLA office. On the other hand to be fair by the President and the Council, one must understand their limitations and constraints too. Most of the Presidents are working librarians who have heavy responsibilities of running a large library. Unlike in Europe and America they do not get special paid leave to run the professional association and will have to manage both responsibilities with difficulty. The Council usually meet every other month and it is generally 6 meetings per year. An average Council meeting last 2.5 hours totaling 15 hours per year.

If the President has formulated a well-thought out action plan during the tenure of President-elect and identified priorities and key personals to run those projects, it will help the smooth operation of the association. At the same time if the professional groups act in a professional manner as discussed earlier it is a winning combination for the SLLA. In addition to this the leadership qualities of the President and the group conveners, such as prior managerial experiences, conversance with the SLLA Act, rules and regulations, capacity of working long hours, time management, decision taking ability, ability on delegation, outgoing personality, good public relations, proficiency in writing letters and reports, general IT skills, soft skills etc. will help the association immensely. Since we are not living in a perfect, ideal world, one cannot expect all these, all the time. One advantage of working in a professional organization is the opportunity to tap the vast potential of the membership. Thus the smart managers, whether they are managing the council, groups, committees or projects could get quality people with varied expertise, delegate the work and achieve the targets.

The Council will have a huge responsibility in implementation of the strategic plan. The plus point is that the committee has suggested a phase by phase Heuristic method in implementation, which will give adequate time and space for the council. At the same time the plan has identified a number of

other parties who are going to be equally responsible in the task which will considerably reduce the pressure on the Council. The entire membership, all professional groups, the special committees will be sharing the burden and the responsibility of implementation. The other challenging, difficult aspect, the funding of the project too has been taken care up to a certain extent. If the above funding proposal of the committee is accepted at the AGM, the incoming Council will only have a relatively easier task of managing the allocated fund for the project while trying to secure some sponsorships to lessen the financial burden of the SLLA.

In this favourable atmosphere, the SLLA Council should lead the project with enthusiasm, patience and efficiency. It should be able to communicate effectively with all parties, draw the support from all or most of the members, display quality leadership all round. Though the responsibility of the implementation has been delegated to a number of parties, the Council will have to extend its supports where necessary for positive results. It should closely monitor the activities of the groups, committees and help them especially in speedily approving projects, clearing obstacles, identifying sponsors, securing experts to carry out various tasks, meeting with government officials, securing assistance from national, regional and international agencies etc. and generally creating a congenial atmosphere for the project.

7.5 Mechanism of Implementation

As discussed above, the mechanism of implementation of the SLLA Strategic Plan is as follows.

- a) **SLLA Membership:** (Acting as a pressure group persuading the professional groups and committees to take appropriate action in implementation, taking part in brainstorming sessions, help to identify priorities and assist the groups, committees in implementation of projects, monitoring the activities of the groups and committees),
- b) **Professional groups:** (Organizing brainstorming sessions, identify priorities which will have beneficial impact to the LIS sector, preparing an action plan, developing project proposals, obtaining approval, carrying out the projects, getting the assistance and cooperation from the members of the LIS sector in implementation, keep the sector members informed through social media, e-newsletter)
- c) **Special Committees:** (Organizing brainstorming sessions, preparing an action plan, identifying priorities, developing the project proposal, carrying out the project, getting the assistance and cooperation from the members in implementation, keep the members informed through social media, e-newsletter)
- d) **COMAISP:** (Evaluate the project proposals and improve them where necessary, scrutinize the budget and recommend the proposal for the approval, helping the council in evaluation and approval of the projects, trouble shooting, monitoring the implementation)
- e) **SLLA Council:** (Appoint special committees for priority projects, persuade professional groups to develop project proposals, approve the project proposals submitted by professional groups and committees, monitor implementation with the help of COMAISP, problem solving and overall responsibility of implementation)

7.6 Revision of the Plan

The Strategic Plan should be revised and improved at the end of the second year taking into consideration the experiences of the first two years. The Council should appoint a new SPSDC for the task. The revised plan for the next four years should have a time plan of implementation and the other standard features of a Strategic Plan.

Appendix 1: Strategic directions & Specific needs of major LIS Sectors in Sri Lanka

Preamble: The objective of this section is to identify the specific needs or challenges of major library sectors in Sri Lanka. One major drawback of the SLLA highlighted in the Opinion Survey is its limited scope. It is alleged that majority of the office bearers and members of the professional groups are generally unaware of the challenges and difficulties faced by each and every library sector in the country. This has seriously hampered the activities of the SLLA and it is found that the SLLA's contribution toward major LIS sectors in the country has been somewhat insignificant. Therefore SPSPDC decided to include the major deficiencies of different library sectors as an appendix to the Strategic Plan. The committee concedes that this is not a comprehensive list of problems or needs of the main library sectors. It advises the SLLA to revise this section as often as possible to reflect an accurate picture of each LIS sector. This will hopefully be a constant reminder to the SLLA Council, professional groups and other relevant authorities on their responsibilities in addressing these deficiencies.

1. National Library Sector

Preamble: National Library performs a dual role. The main responsibility of the National Library is to run a quality National Library service by performing reference, bibliographic, preservation, training, networking and other standard national library functions. It is the pre-eminent repository of Sri Lankan library materials and information sources. The other function of the National Library is, as the apex organization of the LIS field to assist other library sectors to perform their functions and activities and contribute to a healthy, modern library and information service in the country. National Library performs this functions through library legislations, standards, training, networking, collaborative activities, book development projects etc.

1.1 Legislations

- a) Revision of the NLDSB Act to empower the National Library of Sri Lanka to run quality and modern National Library services
- b) Revision of the Legal Deposit legislations. No revisions to the Legal Deposit legislation during over 100 plus years, while most of the other countries enacted new, modern LD legislations in the past few decades. This has drastically affected the collection development and publishing of the Sri Lanka National Bibliography, two major functions of the National Library
- c) Legislations to rationalize or possibly combine the scattered national library collections and NL services in Sri Lanka. Even after 25 years of the inauguration of the National Library of Sri Lanka, the major national heritage collections are not with the National Library. The authorities will have to decide on the heritage collections of Sri Lanka, which come under the Dept. of National Museums and Dept. of National Archives. If the authorities want to continue with the status quo, legislation should be brought giving certain national library responsibilities to these two departments giving them the responsibility of conservation, preservation of the collection as well as conducting quality bibliographic and reader services. Otherwise these collections should come under the wings of the National Library where they rationally belong and allow it to functions as a proper National Library.
- d) Improve the NLDSB Circulars issued on different library sectors and introduce new circulars where necessary; a) Missing books in libraries, b) Library Standards and grading, c)

Establishing Provincial Library Boards, Provincial Central Libraries, d) Setting up of Library Committees at Pradeshiya Sabha level and other similar ones,

- e) Improve the present Intellectual Property law, specially the areas related to the copyright and fair use
- f) Study the proposed Freedom of Information Act and discuss its impact on libraries and information dissemination
- g) Study the legislations in the ICT field in Sri Lanka and their impact on library and information services; e.g. Electronic Transaction Act, Computer Crimes Act, Data protection Code of Practice and discuss their impact in LIS services of the country. Also check whether additional legal protection is needed for library and information sector.
- h) Leading a professional dialogue on the need of any other legislations to strengthen the National Library sector

1.2 Standards:

- a) Find out the international National Library standards and compare them with the services of the National Library of Sri Lanka
- b) Identify the weak areas or areas which need strengthen in the National Library services and assist the National Library to improve them
- c) SLLA in collaboration with the NLDSB should develop a suitable National Library standards for Sri Lanka

1.3 Creating Digital Library Environment

- a) Online Public Access Catalogue (OPAC)
- b) High quality National Library website, Speedy Internet access
- c) Developing the National Digital Library of Sri Lanka and facilitate the round the clock access, remote access and multiple access of the national library collection.
- d) Resource development and access; E-Books, E-Journals, Bibliographic databases, Full text databases, CD-ROM databases, E-Resources and Library Consortia.
- e) Digitization; Expand the present digitization of the rare materials of the National Library and establish digitizing facilities at the National Library.
- f) E-Reference Services; SDI, Current Awareness Services, Virtual Reference Desk, Readers' Advisory Services etc.
- g) Delivering information to users' desktops, laptops, tablet or mobile phones.
- h) Using Social Media for the library work; improving public relation, dialogue with the users, publicity etc.
- i) Resource sharing – Networking, Union Catalogue, Library Cooperation, Electronic document delivery

- j) Online Information Literacy programmes and e-learning programmes
- k) Copyright and Licencing.
- l) Improve the security of the National Library using Bar code, RFID, Smart card technologies.
- m) Meet the challenges; Poor funding, Constant change of software and hardware, Insufficient bandwidth, Lack of technical knowhow, ICT knowledge by the library staff.

1.4 Library's place in organization:

- a) At present NLDSB is more visible than the National Library of Sri Lanka. The National Library should be the premier organization, while the NLDSB as the managerial body should take the back seat.
- b) This should be corrected in the next revision of the NLDSB Act.

1.5 Librarian's Place in the organization

- a) National Librarian is the Director/General of NLDSB & NLSL. He is the CEO as well.

1.6 Resource allocation and resource management:

- a) Annual resource allocation for the NLDSB and National Library should be enhanced.
- b) Since the treasury is reluctant to provide the necessary resources due to the budgetary constraints, SLLA as the professional association should lobby the government to increase the funding, through the OPA annual budget proposals, meeting with the Minister of Education or Minister of Finance and through other suitable ways.
- c) Efforts must be made to tap other avenues to get the necessary resources; e.g. foreign agencies, International forums.
- d) Resource management should be done through annual Action Plan and the Strategic Plan.
- e) The senior officers should be provided with necessary capacity building programmes to improve their skills in resource management.

1.7 Staff/Cadre

- a) Study the present scheme of recruitment of the NLDSB/NL staff, identify the weak areas if any and propose suitable remedial measures for the consideration of the NLDSB
- b) Examine the LIS cadre positions of the other stakeholders of the National Library services and make proposals to improve them

1.8 Training/Capacity building

- a) Identify the special competencies needed for national library work.
- b) National Library Committee of the SLLA to conduct annual training sessions for different categories or specialized sections of the National Library staff

- c) Assist NLDSB to find training opportunities for the NL staff

1.9 Organization and Access:

- a) Identify the organizational and Access weaknesses of the National Library collection and take necessary remedial measures to improve it.
- b) Department of National Museums (DNM) and Department of National Archives (DNA) possess the largest national collections of the country. These collections should be better organized and access to the collections to be improved.
- c) A bibliographic control project of the two heritage collections should be launched with the assistance of the LIS students and other researchers and compile bibliographies, indexes, directories etc.
- d) Assess the barriers, difficulties to access the national collection
- e) Improve the access to the National collection
- f) Commence digitization of the national collections and gradually improve the remote access to the National Collections.

1.10 Library Building/Furniture:

- a) Fulfil the additional space requirement for the National Library (e.g. adding a few more floors to the present NL building or constructing a second building etc.).
- b) Analyse the space requirements considering the new ICT developments; (Collection space, User seating space, Electronic workstations space, Multimedia workstation space, Viewing & listening rooms, Staff work space, Meeting space, Special use space, Auditorium etc.
- c) Fulfil electronic & wiring needs to support wired and wireless connections, networks, Internet, area network, Public Telephone network to access digital service providers, fiber optic capability.
- d) Develop an interior design integrating library functions, library technologies and information media.
- e) Launch a project in collaboration with the NLDSB to improve the interior design and furniture of the National Library.

1.11 Strategic Plan and Annual Action Plan

- a) Assist NLDSB to develop a quality Strategic Plan.
- b) Determine who should be involved in the process and at what stage, discuss where the organization wants to be, how will it get there?
- c) Produce a written Strategic Plan.
- d) These plans should be reviewed annually.
- e) Prepare an Annual Action Plan based on the Strategic Plan.
- f) SLLA should launch a research programme to find out the quality of the plan, identify the weaknesses and take suitable remedial measures.

1.12 Develop an Advocacy agenda

- a) NLDSB and National Library need strong advocacy programme to fulfil the responsibilities.
- b) An advocacy agenda to be prepared.
- c) Identify an Advocacy team.
- d) Solicit the assistance from other parties.
- e) Launch a strong advocacy campaign.

1.13 Following the Code of Ethics

- a) Major areas; Access to information, Responsibility towards individual & society, Privacy, secrecy and transparency, Open Access and Intellectual Property, Networking, personal integrity and professional skills, Colleagues and employer/employee relationship.
- b) Conduct awareness programme for the staff and the management of NLDSB/NLSL on the Code of Ethics.
- c) SLLA to administer the Code of Ethics in a professional manner.

1.14 Services and quality assessment:

- a) SLLA in collaboration with the NLDSB to conduct periodic quality assessment to assess the services of the National Library.
- b) Promote the National Library to conduct its own quality assessment programme at least once in 3 years.
- c) Encourage the LIS students of SLLA, Kelaniya and NILIS to conduct quality assessment projects in different services of the National Library for their project works/dissertations.
- d) SLLA to develop/identify dimensions of service quality (e.g. guidance, waiting time, quality of service, quality of information, quality of equipment, quality of the library environment, responsiveness, communication) to measure the service quality of the National Library.
- e) Conduct a training programme on quality assessments for the library staff of the NLDSB and National Library.

2 Provincial Library Sector

Preamble: Organizing the library and information services based on geographical or administrative areas is a common phenomenon. Accordingly there are regional, state, county or provincial library services in most of the other countries world over. With the decentralization of power to provinces, we have Provincial Councils as the second tier of administration. Provincial Library Services Boards (PLSB) and Provincial Central Libraries (PCL) have been introduced accordingly. While PSLBs are empowered to assist all library sectors in the province while administering the PCL, PCL acts as the Central Library of the province.

2.1 Legislations

- a) Introduce Provincial Council Library (PCL) legislations in all provinces. At present only Central, Uva, Sabaragamuwa and North-Central provinces enacted the legislation.
- b) Find out the weaknesses of the present PCL legislations and make proposals to improve them.
- c) Launch a research to find out how the PCL legislations and the institutions established under them contributed to the development of library services at Provincial level.

- d) Comparison of our PCL legislations with similar legislations of other countries.

2.2 Standards

- a) Assist NLDSB to formulate Library Standards for Provincial Central Libraries.
- b) Formulate a blue print of Provincial Central Library standards.
- c) Study the library standards for provincial/county or regional libraries of other countries.

2.3 Creating digital library environment

- a) Online Public Access Catalogue (OPAC).
- b) High quality Library website, Speedy Internet access.
- c) Developing the Provincial Digital Library and facilitate the round the clock access, remote access and multiple access of the library collection.
- d) Resource development and access; E-Books, E-Journals, Bibliographic databases, Full text databases, CD-ROM databases, E-Resources and Library Consortia.
- e) Digitization; Commence digitization of the rare materials and establish digitizing facilities at the Provincial Central Library.
- f) E-Reference Services; SDI, Current Awareness Services, Virtual Reference Desk, Readers' Advisory Services etc.
- g) Delivering information to users' desktops, laptops, tablet or mobile phones.
- h) Using Social Media for the library work; improving public relation, dialogue with the users, publicity etc.
- i) Resource sharing – Networking, Union Catalogue, Library Cooperation, Electronic document delivery
- j) Online Information Literacy programmes and e-learning programmes
- k) Copyright and Licencing.
- l) Improve the security of the Provincial Central Library using Bar code, RFID, Smart card technologies.
- m) Meet the challenges; Poor funding, Constant change of software and hardware, Insufficient bandwidth, Lack of technical knowhow, ICT knowledge by the library staff.
- n) Get free WI-FI services from the ICTA to the Provincial Central library and also to the major libraries in the province.

2.4 Library's place in the organization

- a) Provincial Library Services Boards should give high priority to establish the Provincial Central Libraries.
- b) Provincial Central Library is the main reference library in province.

2.5 Librarian's place in the organization

- a) Director/PLSB should be the Provincial Central Librarian.
- b) He/she is the CEO and the main professional officer in the organization.

2.6 Resource allocation and resource management

- a) The Provincial Council should allocate adequate resources for the PCLB and PCL
- b) It should launch a strong advocacy campaign to get the required resources from the authorities with the assistance of NLDSB, SLLA and other organizations.
- c) The officials should prepare the Strategic Plan and annual plan indicating the projects and necessary resources
- d) In addition to the local resources an attempt should be made to obtain resources from foreign agencies and foreign countries
- e) The officials should be given training on resource management.

2.7 Staff/ Cadre

- a) Launch a study on the present Cadre positions and Schemes of Recruitment of Provincial Library services Boards and Provincial Central Libraries and identify the areas which need improvements.
- b) Develop a mechanism to have quality staff at Provincial Central Libraries in difficult areas.
- c) Conduct a research on the staff requirements of the Provincial Library Boards and Provincial Central Libraries.

2.8 Training/Capacity building

- d) Assess the training requirements of PLCBs/PCLs and help them to develop a training plan.
- e) Conduct training, capacity building programmes to improve the necessary competencies of the Provincial Library Staff.
- f) Assist them to secure training opportunities both at national and international levels.

2.9 Organization and Access

- a) Improve the organization of provincial library collections.
- b) Introduce quality bibliographic control.
- c) Develop quality information services and reader services.
- d) Introduce digitization, Internet facilities and web based services.
- e) Initiate a research project to assess the services of the Provincial Libraries and how to improve them.
- f) Comparison of the services of the Provincial Libraries of Sri Lanka with similar libraries in other countries.
- g) Assist the Provincial Libraries to introduce new services and improve the existing service.

- h) Gradually improve the remote access to the Collections.

2.10 Library Building & Furniture

- a) Assess strength and weaknesses of the present Provincial Central Library Buildings.
- b) Analyse the space requirements considering the new ICT developments; (Collection space, User seating space, Electronic workstations space, Multimedia workstation space, Viewing & listening rooms, Staff work space, Meeting space, Special use space, Auditorium etc.
- c) Fulfil electronic & wiring needs to support wired and wireless connections, networks, Internet, area network, Public Telephone network to access digital service providers, fibre-optic capability.
- d) Develop an interior design integrating library functions, library technologies and information media.
- e) Develop a database on the building designs of provincial, regional or county libraries of other countries.
- f) Prepare model Central Provincial Library building designs in collaboration with NLDSB, through a national/provincial competition.
- g) Develop a database on library furniture for Provincial Central Libraries.

2.11 Strategic Plan and Annual Action Plan

- a) Provincial Central Libraries to be encouraged to prepare Strategic Plans.
- b) Determine who should be involved in the process and at what stage, Discuss where the organization wants to be, how will we get there?
- c) Produce a written Strategic Plan.
- d) These plans should be reviewed annually.
- e) SLLA should assist the librarians in formulation the plan by providing the necessary training and also publishing model plans.
- f) Prepare an Annual Action Plan based on the Strategic Plan.
- g) SLLA should launch a research programme to find out the quality of the plans, identify the weaknesses and take suitable remedial measures.

2.12 Advocacy Agenda

- a) PLSBs and PCLs need strong advocacy programme to fulfil their responsibilities.
- b) An advocacy agenda to be prepared.
- c) Launch a strong advocacy campaign with the help of all parties.

2.13 Following the Code of Ethics

- a) Major areas; Access to information, Responsibility towards individual & society, Privacy, secrecy and transparency, Open Access and Intellectual Property, Networking, personal integrity and professional skills, Colleagues and employer/employee relationship.

- b) Conduct awareness programme for the staff and the management of PLSBs and PCLs on the Code of Ethics.
- c) SLLA to administer the Code of Ethics in a professional manner.

2.14 Services and quality assessment:

- a) SLLA in collaboration with the Provincial Council, SLDU, Provincial Library Services Board, NLDSB, NILIS and Kelaniya LIS Department to conduct periodic quality assessment to assess the services of the Provincial Central Libraries.
- b) Promote all Provincial Central Libraries to conduct their own quality assessment programmes at least once in 3 years.
- c) Encourage the LIS students of SLLA, Kelaniya and NILIS to conduct quality assessment projects in Provincial Central Libraries for their project works/dissertations.
- d) SLLA to develop/identify dimensions of service quality (e.g. guidance, waiting time, quality of service, quality of information, quality of equipment, quality of the library environment, responsiveness, communication) to measure the service quality of Provincial Central libraries.
- e) Conduct a training programme on library quality assessments for the library staff of the PLSBs and PCLs.

3. Academic Library Sector

Preamble: Academic Libraries are attached to universities and other higher education institutes and serve the teachers and students in their teaching, learning and research activities. Academic Library was considered as the centre of information and knowledge of the university, prior to the Internet era. The advent of Internet and more specifically the search engines like Google, Google Scholar ended the monopoly. At present more often than not, both teaching faculty and students use the Internet as their first choice of information search. This is mainly due to the high quality of search engines as well as prevalent of Internet access, availability of smart phones, tablets, laptops and desktop devices with ever increasing digital literacy. But still academic libraries wield enough powers in HE institutes, as the centre of information. To meet the new and emerging scenario, the academic librarians in Sri Lanka too try to reinvent their role to suit the new paradigm. The ever increasing enthusiasm in Information Literacy work, websites development and operation, help both teachers and students in their research work, developing e-journal consortia, lesson planning, curriculum development and bibliographic instructions etc. are the signs of the paradigm shift in academic libraries.

3.1 Legislations:

- a) Strengthen the position of the University Librarian through introduction of an amendment to the present University Act. The proposed amendments are i) Librarian should be a member of the University Council and all Faculty Boards, ii) Other suitable measures to guarantee that the Librarian and Library staff have academic status in the university with similar benefits and rights to the teaching staff as practical as possible. All these and possible other new amendments should be discussed in detail, obtaining the expert opinions before finalizing an action plan.

3.2 Standards

- a) Find the guidelines, standards issued by IFLA on academic libraries
- b) Study the standards, guidelines and best practices of academic libraries in other countries

- c) SLLA in collaboration with SCOLIS, QAAC, ULA and NLDSB develop a set of Standards and guidelines for the Academic Libraries in Sri Lanka.

3.3 Creating digital library environment

- a) Online Public Access Catalogue (OPAC)
- b) High quality Library website, Speedy Internet access
- c) Wi-Fi facilities for the library and the entire university
- d) Developing a Digital Library and facilitate the round the clock access, remote access and multiple access of the university library collection.
- e) Directory of e-repositories of universities
- f) Resource development and access; e-Books, e-Journals, Bibliographic databases, Full text databases, CD-ROM databases, e-Resources and Library Consortia.
- g) Creating a virtual library (3D Library)
- h) Digitization of rare collections, special collections, palm leaf and other rare manuscripts etc.
- i) E-Reference Services; SDI, Current Awareness Services, Virtual Reference Desk, Readers' Advisory Services etc.
- j) Delivering information to users' desktops, laptops, tablet or mobile phones.
- k) Using Social Media for the library work; improving public relation, dialogue with the teaching faculty, students, publicity etc.
- l) Using infographic to disseminate knowledge
- m) Resource sharing – Networking, Union Catalogue, Library Cooperation, Electronic document delivery- close rapport with other university libraries, National Library and other major libraries, MOUs and liaisons
- n) High quality Information Literacy programme including online Information Literacy programmes and e-learning programmes
- o) Copyright and Licencing. Creative commons, purchasing a common license for library cooperation to exercise anti-plagiarism checks
- p) Improve the security of the Library using Bar code, electro-magnetic tapes, RFID, Smart card technologies.
- q) Meet the challenges; Poor funding, Constant change of software and hardware, Insufficient bandwidth, Lack of technical knowhow, ICT knowledge by the library staff.

3.4 Librarian's place in the organization

- a) Librarian status and her place in the University have been widely discussed at the university circles world over. During the early university days in Sri Lanka, Librarian was one of the handful of key officials of the university with the membership in the University Council, Senate, Faculty Boards and key committees. This has gradually decreased over the years though Librarian is still one of the key officers of the organization. Now Librarian do not have a place in the University Council, Faculty Boards and some of the important committees in the universities. Though the Librarian is not an ex officio member of the faculty, most faculty boards invite the librarian to attend the Faculty meetings. There are plusses and minuses in both scenarios. Some Librarians already complain that there are too many committees consuming their precious time and not very keen to get into extra ones. Some others want to be in key, strategic places to strengthen their positions in the university and part of the decision making process which is also advantageous to the library to get its funds, staff and other facilities.
- b) The other issue is though library staff comes under Academic staff category, they do not enjoy all the privileges of the teaching faculty, e.g. overseas training, sharing the research

fund, Non creation of a position similar to senior professor in library hierarchy and a few others. The ideal scenario is library staff to have full academic status with all the privileges of the teaching faculty.

- c) A major reason for the present situation is the resentment among some of the teaching faculty members for equating their status to the library staff, who do not have similar academic qualifications or teaching and research credentials. This is a common feature in most of the universities world over which should be handled diligently. The foundation of this argument is not logical to say the least. Teachers and Librarians are doing two somewhat different functions and comparing them is like comparing apples and oranges. While teachers teach and research as a part of their teaching duties, librarians are primarily service oriented are responsible for high quality modern library and information services in the university. While the teaching faculty guide the students with their wisdom and knowledge, librarians open the universe of knowledge for students/researchers. Both these functions are important in higher education field and there is no comparison. While teaching faculty needs Ph. Ds and other higher qualifications, these are useful in library field but not always essential. The quality of librarians are linked to the quality of the library and its services, not necessarily with the higher degree qualifications of individuals. Without the well organized library with access to high quality databases, superior e-journals with premier Information Literacy programmes, Bibliographic instructions, well managed modern web sites, the teaching faculty can do a little to raise the academic standards of the university.
- d) To answer the present debate on academic status in universities, a considerable number of University Library staff members have obtained Ph.D degrees recently and others, especially younger library staff either doing or planning to do the doctorate, which is a positive impact of the 'crisis'. They also engage in some teaching activities of 'Information literacy', 'Bibliographic control' etc. And engage in research activities and publishing as well. This new developments have ease the situation somewhat, but still the problem exists. Some blame the teaching faculty for using individual academic qualifications, teaching and research as universal measurements of academic status. Some others blame library staff for being unnecessarily suffering from an 'inferiority complex' in the university environment without realizing their value or doing their job properly. In addition there are some other deficiencies in some library staff, especially the lack communication skills, inadequate knowledge or command in English language, poor soft skills, dearth of smartness which are very much visible working in committees or elite groups in university environment.

3.5 Library's place in the organization

- a) Library's place in the university as the centre of information has been shattered with the arrival of the Internet. Now most of the academics and students start their search though Google or similar service providers.
- b) Academic libraries world over including in Sri Lanka identified the threat emanating from the Internet and start taking rearguard actions to face the challenge. Perhaps the biggest challenge is the poor information literacy skills of the students, mainly due to the poor School Library system in the country and exam oriented education system. As a result academic librarians will have to introduce the information searches, bibliographic tools from very beginning to most of university students.
- c) University librarians are trying to meet all these challenges but they constantly face the problems of inadequate staff, poor funding and other host of issues.
- d) Introduction of e-journals consortium for the university libraries is one of the giant steps towards building libraries to suit the 21st century demands. Some university libraries

introduced library 2.0 or Library common programmes with more liberal use of the library space and more freedom to users. There are a considerable number of high quality Information Literacy programmes in the university sector which draw praise from all quarters. All these help to improve the status of the library in the academic environment. This has to be further strengthened through working in digital platforms and adopting state-of-art practices. One can find new, heart-warming invention in information field every week. If librarians are smart enough, they can rule the academic institutes using 21st century information practices in the time to come.

3.6 Resource allocation and resource management

- a) No organization can exist without adequate resources. With persisting economic hardships world over, resource allocation for libraries is a constant problem. Too often libraries become easy targets in the exercises of cutting down costs. Faculties and institutions can generate funds through their external degree programmes, Postgraduate programmes and other courses, libraries do not have such avenues. Librarians have a challenge of convincing the management that libraries need adequate resources continuously and also find alternate avenues for additional resources.
- b) University Library should get adequate annual allocation to run a high quality LIS services. At present UGC sent the annual allocation to each University and different faculties and administration get the priority and most of the time the library does not get its fair share. This drastically affects the operation and services of the university libraries.
- c) SLLA can launch a research project to ascertain the situation in all 15 university libraries to get an accurate picture of the situation. It should also check the resource allocations to university libraries in the other parts of the world and identify best practices. To improve the present disparity of resource allocation either the Library allocation should be sent separately to the university or the university should follow a standard practice of allocating a certain percentage to the library annually, or find a more acceptable other solution.
- d) Facilities to import books under open Licence scheme should be another way of improving university libraries.

3.7 Staff/Cadre

- a) Evaluate the present recruitment policies for the professional and para-professional library staff. At the entry level no professional qualifications are required at present for both categories.
- b) This has helped the senior library staff to claim academic status in the university as their entry qualifications are similar to the entry qualifications of the teaching faculty. While the teaching staff is ready to teach the familiar subject from the moment they are recruited, the library staff is entering to a rather unknown territory of library and information field.
- c) Para-professional staff of other library fields (National, Special, Public etc.) need qualifications in Library and Information Science field. This qualifications enable them to shoulder substantial part of library work including selection, ordering, cataloguing, classification, technical services, ICT related work. The para-professional staff in universities without professional qualifications will have to be trained by the senior colleagues to obtain the required proficiency. This has affected the performances of the university libraries. Moreover the recruitment of paraprofessional staff must be based on their skills, competencies, academic/professional qualifications than recruiting them on political recommendations.

3.8 Training/Capacity building

- a) University library staff needs training and capacity building in a number of special areas including Information Literacy, Bibliographic instructions, Web site planning and maintenance, Lesson planning, Research skills among other areas
- b) With the emerging role of the academic libraries, there is a need to have new positions in the library; e.g. Subject specialists, Information Literacy specialists, ICT/Media specialists, Digital Library Manager etc.
- c) Since the university para-professional staff do not have any LIS professional qualifications, they regularly need capacity building and other LIS training programs. This ancient practice of recruiting non-qualified people to the para-professional category should be done away at the earliest. At present there are qualified people in LIS, ICT or special areas of ICT in the job market, which will be hugely beneficial to the libraries.
- d) In the academic surrounding both senior and mid-level staff need language skills, soft skills, ICT skills in addition to LIS skills
- e) University Library staff should get assistance from the HETC, NODES and other similar projects for their capacity building.
- f) SLLA should agitate that university library staff should get facilities for overseas training similar to the facilities offered for teaching staff

3.9 Organization & access

- a) Improve the organization of university library collections with more emphasis on digital collections
- b) Introduce quality bibliographic control.
- c) Develop quality information services and reader services.
- d) Introduce digitization, Internet facilities and web based services.
- e) Initiate a research project to assess the services of the university Libraries and how to improve them.
- f) Comparison of the services of the university libraries of Sri Lanka with similar libraries in other countries.
- g) Assist the University Libraries to introduce new services and improve the existing service.
- h) Gradually improve the remote access to the Collections.

3.10 Library building/Furniture

Library buildings

- a) University authorities must recognize that the University Library is the heart as well as the centre of information related activities. It is the centre of research, information dissemination and window to the wide world of information. Therefore the university library should be attractive, spacious building with all necessary facilities.
- b) Most of the university libraries have separate buildings at present which is a healthy situation compare to a decade earlier
- c) Library space/buildings of some postgraduate institutes and institutes come under UGC should be further improved
- d) New library interior designs allowing more freedom and facilities for students (Library 2.0, Library common) could be widely introduced

Library furniture

- a) All university libraries should get modern, quality, comfortable furniture for the benefit of the users as well for the image of the library and the university. Today a number of

university libraries have large buildings but majority of them do not have proper or quality furniture giving a negative effect to the whole library.

- b) The users should have comfortable facilities for long hours of study and research, while library staff too should have comfortable furniture for long hours of work. Ergonomic designs of furniture are both user friendly and attractive.
- c) SLLA should maintain a database on designs of library buildings and different types of modern library furniture.

3.11 Strategic plan & Action Plans

AS the University Library is a part of the University, the Strategic plan of the University will cover the library too. Still it is advantageous to develop library's own Strategic plan. Increasing opportunities and access to Higher Education and converting the present universities to new world class universities are the main goals of the Ministry of Higher Education. These goals should be reflected in the strategic and action plans of academic libraries.

- g) Assist Academic Libraries to develop a quality Strategic Plan.
- h) Determine who should be involved in the process and at what stage, discuss where the organization wants to be, how will it get there?
- i) Produce a written Strategic Plan.
- j) These plans should be reviewed annually.
- k) Annual Action Plan to be based on the Strategic Plan.
- l) SLLA should recognize the best practices.

3.12 Advocacy agenda

- a) University Libraries need strong advocacy programme to fulfil the responsibilities.
- b) An advocacy agenda to be prepared.
- c) Identify an Advocacy team.
- d) Solicit the assistance from other parties.
- e) Launch a strong advocacy campaign.

3.13 Follow Code of Ethics

- a) Major areas; Access to information, Responsibility towards individual & society, Privacy, secrecy and transparency, Open Access and Intellectual Property, Networking, personal integrity and professional skills/ethics, Colleagues and employer/employee relationship.
- b) Conduct awareness programme for the staff and the management on the Code of Ethics.
- c) SLLA to administer the Code of Ethics in a professional manner.

3.14 Services and quality assessment:

- f) Improve the work of Quality Assurance and Accreditation Council of the UGC in relation to the Academic Libraries
- g) SLLA in collaboration with the SCOLIS to conduct periodic quality assessment to assess the services of the University Libraries.
- h) Promote University Libraries to conduct their own quality assessment programme at least once in 3 years.
- i) Encourage the LIS students of SLLA, Kelaniya and NILIS to conduct quality assessment projects in different services or divisions of University Libraries for their project works/dissertations.

- j) SLLA to develop/identify dimensions of service quality (e.g. guidance, waiting time, quality of service, quality of information, quality of equipment, quality of the library environment, responsiveness, communication) to measure the service quality of University Libraries.
- k) Conduct a series of training programme on quality assessments for the library staff of Universities.

4. Special Library Sector

Preamble: Special libraries are in a class of their own, due to the varied nature of the organizations they belong to. The goals and objectives of the library are synonymous with those of the organization, and to that extent, autonomy is limited the internal operations of the library. Consequently, the problems and issues they face are diverse and non uniform, and solutions and recommendations cannot be given across the board. The status of the library / information centre, within the organization varies, depending on whether it is government or public, private, non-governmental, professional or any other. The standing of the library personnel in relation to other administrative, management or research colleagues within the organization varies from library to library and has a significant bearing on the functioning of the library. Attempts will thus be made to draw up the assess the needs of special libraries and assist in the drawing up the Strategic plan of the Association, bearing these limitation in mind.

4.1 Legislations

- a) Since special libraries are a unit or part of a parent organization and library is subjected to governance of each parent body's legislation whenever available.
- b) Special Library group of SLLA should launch a project to identify the needs of strengthening existing legislations of each parent organization of special libraries in order to improve the library services.
- c) After the project, SLLA to advise relevant authorities on revising the necessary legislations.

4.2 Library standards

- a) Study the IFLA guidelines on formulation of standards for Special Libraries.
- b) Study the library standards for Special Libraries in other countries.
- c) Develop library standards for two categories of Special Libraries (Small, Large) in collaboration with the NLDSB.

4.3 Creating digital library environment

- a) Online Public Access Catalogue (OPAC).
- b) High quality Library website, Speedy Internet access.
- c) Developing a Digital Library and facilitate the round the clock access, remote access and multiple access of the library collection.
- d) Resource development and access; E-Books, E-Journals, Bibliographic databases, Full text databases, CD-ROM databases, E-Resources and Library Consortia.
- e) Digitization; Commence digitization of the rare materials and special collections and establish digitizing facilities at the Library.

- f) E-Reference Services; SDI, Current Awareness Services, Virtual Reference Desk, Readers' Advisory Services etc.
- g) Delivering information to users' desktops, laptops, tablet or mobile phones.
- h) Using Social Media for the library work; improving public relation, dialogue with the users, publicity etc.
- i) Resource sharing – Networking, Union Catalogue, Library Cooperation, Electronic document delivery.
- j) Online Information Literacy programmes and e-learning programmes.
- k) Copyright and Licencing.
- l) Improve the security of the Library using Bar code, RFID, Smart card technologies.
- m) Meet the challenges; Poor funding, Constant change of software and hardware, Insufficient bandwidth, Lack of technical knowhow, ICT knowledge by the library staff.

4.4 Library's place in the organization

- a) Library should be kept in a suitable hierarchical structure of the organization with due recognition. (However, in some libraries this is different, as the library is a part of formulating HR, practices, Corporate Plan etc.,)
- b) Establishing value – In order to maintain its position as a necessary adjunct to the organization, evidence of its value and necessity for its existence should be provided to the management/sponsors.
- c) Recognition – as a key player in the organization is not always given. This should be addressed.

4.5 Librarian's place in the organization

- a) Librarian should be on par with other section heads of the organization.

4.6 Resource allocation and resource management

- a) The organization should allocate adequate resources for the Library.
- b) The Librarian should prepare the Strategic Plan and annual plan indicating the projects and necessary resources.
- c) In addition to the local resources an attempt should be made to obtain resources from foreign agencies and foreign countries.
- d) SLLA and NLDSB should intervene to get adequate resources for the library when necessary.
- e) The library staff should be given training on resource management.

4.7 Staff/ Cadre

- a) As mentioned in the preamble, the status of the librarian in each organization could differ greatly from library to library. However, in keeping with the present salaries /cadre / management commissions, representations could be made to ensure the steady career progression of library staff in the organization. In most organizations the possession of a degree is the determining factor for promotion. The LIS diploma could be given more recognition for such promotions.
- b) Wherever applicable in parallel to Recruitment guidelines of the organization library qualifications should get the due status.
- c) Launch a study on the present Cadre positions and Schemes of Recruitment of special Libraries and identify the areas which need improvements.

- d) Develop a mechanism to have quality staff at special libraries in difficult areas.

4.8 Training/Capacity building

- a) Assess the training requirements of special libraries and help them to develop a training plan.
- b) Conduct training, capacity building programmes to improve the necessary competencies of the special library Staff.
- c) Assist them to secure training opportunities both at national and international levels.

4.9 Organization and Access

- i) Character of a special library is its comprehensive up to date collection in a specified area. Since financial allocations are small in general, a satisfactory system of sharing publications electronically is important.
- j) No longer do users visit libraries for every information need but rather require such information at the desk top. The onus is on the librarian to deliver such information assiduously. The SLLA should be proactive in promoting the sharing of information across various fields.
- k) Information as a commodity – Several organizations view information as a commodity to be bartered with a resulting profit. Although this is a global trend, it goes against the principles of 'Right to Information' and sometimes against the cooperation agreements amongst libraries.
- l) Improve the organization of Special library collections.
- m) Introduce quality bibliographic control.
- n) Develop quality information services and reader services.
- o) Introduce digitization, Internet facilities and web based services.
- p) Initiate a research project to assess the services of the Special Libraries and how to improve them.
- i) Comparison of the services of the Special Libraries of Sri Lanka with similar libraries in other countries.
- j) Assist the Special Libraries to introduce new services and improve the existing service.
- k) Gradually improve the remote access to the Collections.

4.10 Library Building & Furniture

- a) It is an accepted fact that the ambience and facilities provided by a library is paramount to ensuring user satisfaction. In most libraries, not much attention is paid to this area.
- b) Assess strength and weaknesses of the present Special Library space/buildings.
- c) Analyse the space requirements considering the new ICT developments; (Collection space, User seating space, Electronic workstations space, Multimedia workstation space, Viewing & listening rooms, Staff work space, Meeting space, Special use space etc.
- d) Fulfil electronic & wiring needs to support wired and wireless connections, networks, Internet, area network, Public Telephone network to access digital service providers, fibre-optic capability.
- e) Develop two model plans for small and large special libraries for the benefit of those organization with Special Libraries.
- f) Develop an interior design integrating library functions, library technologies and information media.

- g) Develop a database on the space/building designs of Special Libraries of other countries.
- h) Develop a database on library furniture for Special Libraries.

4.11 Strategic Plan and Annual Action Plan

- a) Special Libraries to be encouraged to prepare Strategic Plans.
- b) Determine who should be involved in the process and at what stage, Discuss where the organization wants to be, How will they get there?
- c) Produce a written Strategic Plan.
- d) These plans should be reviewed annually.
- e) SLLA should assist the librarians in formulation the plan by providing the necessary training and also publishing model plans.
- f) Prepare an Annual Action Plan based on the Strategic Plan.
- g) SLLA should launch a research programme to find out the quality of the plans, identify the weaknesses and take suitable remedial measures.

4.12 Advocacy Agenda

- a) Special Libraries need (strong) advocacy programme to fulfil their responsibilities.
- b) An advocacy agenda to be prepared.
- c) Launch a strong advocacy campaign with the help of all parties.

4.13 Following the Code of Ethics

- a) Major areas; Access to information, Responsibility towards individual & society, Privacy, secrecy and transparency, Open Access and Intellectual Property, Networking, personal integrity and professional skills, Colleagues and employer/employee relationship.
- b) Conduct awareness programme for the staff and the management of NLDSB/NLSL on the Code of Ethics.
- c) SLLA to administer the Code of Ethics in a professional manner.

4.14 Services and quality assessment:

- a) SLLA in collaboration with the respective authorities, NLDSB, NILIS and Kelaniya LIS Department to conduct periodic quality assessment to assess the services of the Special Libraries.
- b) Promote all Special Libraries to conduct their own quality assessment programmes at least once in 3 years.
- c) Encourage the LIS students of SLLA, Kelaniya and NILIS to conduct quality assessment projects in Special Libraries for their project works/dissertations.
- d) SLLA to develop/identify dimensions of service quality (e.g. guidance, waiting time, quality of service, quality of information, quality of equipment, quality of the library environment, responsiveness, communication) to measure the service quality of Provincial Central libraries.
- e) Conduct a training programme on library quality assessments for the library staff of Special Libraries.

5. School Library Sector

Preamble: The objective of School Library is to assist students and teachers fulfilling their information needs. It helps to develop information literate students who are self-directed learners with the knowhow to locate relevant and reliable information. Information literate students are expected to successfully complete their studies at school level and later become responsible and model citizens of the country.

5.1 Legislations

- a) Teacher Services Minutes of the Ministry of Education should be revised to include the Teacher Librarians cadre. This is a crucial prerequisite to establish a Teacher Librarians cadre to run the School Libraries and Resource Centres (SLRCs).
- b) SLLA should clamour for legislations at both the Central Government and Provincial Councils making the establishment of School Library and Resource Centres (SLRCs) compulsory in Schools
- c) Ministry of Education and Ministry of Public Administration should introduce a ratio for Teacher Librarians and Librarians from the Government Librarians Service for the SLRCs.

5.2 Standards:

- a) Promote the present School Library Standards issued by the NLDSB, SLDU of Ministry of Education.
- b) SLLA should promote the School Library standards introduced by the International Association of School Libraries (IASL) and IFLA, in Sri Lanka.
- c) Launch a research project to identify the reasons for the inability of some School authorities to follow the present School Library Standards and inform the authorities on the findings.
- d) Improve the present School Library Standards formulated by the NLDSB and SLDU considering the new and emerging scenarios.
- e) Introduce SLLA's own School Library standards (if necessary) taking into consideration the both international and NLDSB standards.
- f) Involve the local community through Zonal education authorities, School Library Committees, Parent/Teacher Associations and Public Library Committees (where appropriate) to help as well as to supervise that the proper standards are observed in the SLRCs.
- g) Prepare guidelines for the class room libraries, book corners for the small schools as an option to the SLRCs.
- h) Carry out a research to ascertain the quality of the libraries of the International schools and other private Schools in the country.
- i) Launch an advocacy programme to improve the library facilities of the international schools and private schools.
- j) Promote library link programme to connect well developed SLRCs (both government and private sectors) with less developed SLRCs and facilitate visits, sharing experiences etc.

5.3 Create a digital library environment

- a) Improve the collaboration between School Library Resource Centres (SLRCs) and ICT labs/centres of schools
- b) Acquire the necessary hardware and software for the library operation

- c) Create web pages for the school and SLRC
- d) Initiate library automation in SLRCs
- e) Acquire digital materials for the collection
- f) Launch a digitization project of rare materials in the main SLRCs
- g) Organize capacity building programmes in ICT for the staff in SLRCs

5.4 Library's place and role in the organization: School Libraries in Sri Lanka have been struggling to have their proper place in the school education system from the beginning without much success. A large percentage of schools do not have libraries and those schools with libraries are facing difficulties such as lack of professional librarians, lack of resources etc.

- a) SLLA with the assistance of the SLDU and NLDSB to pressurize the authorities to recognize the value of the SLRCs in school education
- b) SLLA to collect and study the circulars related to School Libraries issued by the Ministry of Education and the Provincial Councils and proposed improvements time to time
- c) SLLA to launch a national campaign to promote School Libraries
- d) SLLA to conduct periodical surveys at grassroots level (Zones, Districts) to ascertain the quality of school library services and publish them

5.5 Librarian's place in the organization:

- a) SLLA to pressurize the authorities that every SLRC should have either a Teacher Librarian or School Librarian with professional qualifications and adequate supporting staff
- b) Persuade the authorities to educate the school authorities through advisory circulars to treat Teacher Librarian or School Librarian on par with the Teaching Cadre of the School.
- c) The Librarian should run a quality library and information services and assists the teachers and students in their information needs.
- d) SLLA with the help of the NLDSB and the School Library Development Unit (SLDU) of the Ministry of Education should issue necessary guidelines, circulars to educate the school authorities on the subject.
- e) SLLA to conduct surveys to ascertain the situation in district or local levels.

5.6 Resource allocation and resource management

- a) SLLA should launch advocacy programmes for better funding of School Libraries
- b) SLLA should persuade both the central government and provincial councils allocate sufficient funds for SLRCs
- c) SLLA should assist the SLRCs to seek funding from other sources as well
- d) SLLA should promote special projects for the benefit of SLRCs, e.g. School Library week
- e) SLLA should issue instructions, guidelines on resource management in SLRCs

5.7 Staff and Cadre

- a) School Library and Resource Centres (SLRCs) should be under qualified School Librarians or Teacher Librarians. They should not be run by non- professionals or minor staff.
- b) SLLA should agitate to establish the Teacher Librarians Cadre. Teacher Librarians are best equipped to run the SLRSCs while attending to occasional teaching work.
- c) All teaching cadre comes under the administration of the Teacher Services Minutes of the Ministry of Education. Therefore to establish a Teacher Librarians posts, it should be included in the Teacher Services Minutes.
- d) At present all Teachers should have a first degree from Education and later should get Diploma in Education. The NLDSB and SLLA should negotiate with the MoE for a suitable scheme of recruitment for Teacher Librarians.
- e) So far attempt made by the GEP 2 project to absorb Teacher Librarians to the Teacher Services Minutes, with a first degree from any subject and Diploma and postgraduate qualifications from the NILIS has failed.
- f) As we know this weak link virtually destroyed the World Bank assisted School Library development project of 1996-2005. To find a solution to this problem will be one of the biggest challenges of the SLLA (and the NLDSB, NILIS and MoE) in the next few years.
- g) SLLA should launch a survey to find out the details of the library staff of the International schools and Private schools and develop a database.
- h) SLLA should educate the management of the private schools on the standards of the school libraries, qualifications of the staff, training, remuneration, responsibilities etc.

5.8 Training/Capacity building

- a) Assist to upgrade and modernize the curricula of training centres to produce more competent Teacher/School Librarians
- b) Launch special capacity building programmes for working librarians to improve School Library management
- c) Help to improve the digital competencies of School/Teacher Librarians

5.9 Organization and access

- a) Improve the organization of SLRC collections
- b) Introduce basic bibliographic control
- c) Develop quality information services and reader services
- d) Introduce digitization, Internet facilities and web based services
- e) Assist the School Libraries to introduce new services and improve the existing service

5.10 School Library Building & Furniture:

- a) The model SLRCs established by the Ministry of Education at Provincial level should be improved and modernized. This model is appropriate for large schools and there should be

at least two more models for mid level and small schools. SLLA could develop the two models and send to the Ministry of Education and Provincial Councils for consideration

- b) SLLA can initiate professional dialogue on school library buildings time to time at provincial as well as at national level. To assist the authorities it can launch a national competition for School Library building & furniture designs and encourage the leading architects as well as the students of the architecture to take part. The entries can be displayed at an exhibition and best entries have to be recognized appropriately. If the SLLA can secure a sponsorship, this can be major event of the SLLA once in every few years.
- c) SLLA should develop a data base on quality school library buildings and school library furniture of other countries

5.11 Strategic Plans and Action Plans:

- a) The Teacher Librarian/School Librarian should formulate Annual Plan as well as long term Strategic Plan for the SLRCs in consultation with the School management, teachers, students and the library committee.
- b) SLLA should assist the librarians in formulation the plan by providing the necessary training and also publishing model plans.
- c) SLLA should launch a research programme to find out the quality of the plans, identify the weaknesses and take suitable remedial measures.

5.12 Advocacy Agenda:

- a) SLRCs need strong advocacy programme to fulfil their responsibilities
- b) SLLA, NLDSB, SLDU should take the leadership in the advocacy campaign

5.13 Following the Code of Ethics

- a) Major areas; Access to information, Responsibility towards individual & society, Privacy, secrecy and transparency, Open Access and Intellectual Property, Networking, personal integrity and professional skills, Colleagues and employer/employee relationship.
- b) Conduct awareness programme for the staff and the management of SLRCs on the Code of Ethics.
- c) SLLA to administer the Code of Ethics in a professional manner.

5.14 Services and quality assessment:

- a) SLLA in collaboration with the Ministry of Education, SLDU, Provincial Education authorities, NLDSB, NILIS and Kelaniya LIS Department to conduct periodic quality assessment to assess the services of the SLRCs.
- b) Promote all School Libraries to conduct their own quality assessment programmes at least once in 3 years.
- c) Encourage the LIS students of SLLA, Kelaniya and NILIS to conduct quality assessment projects in School Libraries for their project works/dissertations.

- d) SLLA to develop/identify dimensions of service quality (e.g. guidance, waiting time, quality of service, quality of information, quality of equipment, quality of the library environment, responsiveness, communication) to measure the service quality of School libraries.
- e) Conduct a training programme on library quality assessments for the library staff of the School library sector.

5. Public Library Sector

Preamble: As the local centre of information, Public Library provides a valuable services to the local community. It serves everyone irrespective of age, race, sex, religion, nationality, language or social status. Improving reading habit, helping in education, assist in developing information and digital literacy skills, providing quality information services to everyone in the community are the main objectives of a public library.

6.1 Legislations:

- a) Strengthen the present legislations of Local Government sector and make the library and information services compulsory for all local government authorities.
- b) Introduce modern Local Government Library Legislations which guarantee adequate resources, professional staff, modern library buildings and other facilities to all public libraries to provide quality library services to all communities in the country.
- c) Introduce Provincial Council library Ordinances to those PCs who do not have the ordinances and strengthen them where they have been already introduced.
- d) Improve the national level library legislations to provide more assistance to the Public Library sector.
- e) Improve the relevant NLDSB Circulars issued and introduce new circulars where necessary; a) Missing books in libraries, b) Library Standards and grading, c) Establishing Provincial Library Boards, Provincial Central Libraries, d) Setting up of Library Committees at Pradeshiya Sabha level and other similar ones.

6.2 Standards:

- Promote the present Public Library Standards issued by the NLDSB and pressurize the library authorities to follow them and improve the quality of Public Library service.
- Launch a research project to identify the reasons for the inability of some local authorities to follow the present Public Library Standards and inform the authorities on the findings
- Improve the NLDSB Public Library Standards.
- Prepare a blueprint of Public Library Standard by the SLLA.
- Translate standards, guidelines issued by UNESCO and IFLA on Public Libraries to Sinhala and Tamil
- Study the best practices of the other countries on Public Library Standards
- SLLA should promote the Public Library standards introduced by the UNESCO and IFLA, in Sri Lanka.

6.3 Create digital library environment:

- a) Initiate library automation.
- b) Acquire digital materials for the collection.
- c) Launch a digitization project of rare materials.
- d) Get free Wi-Fi services from the ICTA where possible or get the Internet connections.
- e) Acquire the necessary hardware and software for the library operation.
- f) Organize capacity building programmes in ICT for the staff in public libraries.
- g) Create web pages.
- h) Use social media tools to link with users.

6.4 Library's place and role in the organization:

- a) SLLA with the assistance of the NLDSB and PLSBs to pressurize the authorities to recognize the value of the public libraries in community development, education, economic advancement and democratic governance.
- b) SLLA to collect and study the circulars related to Public Libraries issued by the Ministry of Local Government & Provincial Councils and the Provincial Councils and proposed improvements time to time.
- c) SLLA to launch a national campaign to promote School Libraries.
- d) SLLA to conduct periodical surveys to ascertain the quality of public library services and publish them.

6.5 Librarian's place in the organization:

- a) SLLA to pressurize the authorities that every Public Library should have a professional Librarian and adequate supporting staff.
- b) Persuade the authorities to educate the local authorities through advisory circulars to treat Librarian on par with the Heads of other important sectors.
- c) The Librarian should run a quality library and information services and assists the local community in their information needs.

6.6 Resource allocation and resource management:

- a) SLLA should launch advocacy programmes for better funding of Public Libraries.
- b) SLLA should persuade both the central government and provincial councils allocate sufficient funds for Public Libraries.
- c) SLLA should assist the Public Libraries to seek funding from other sources as well.
- d) SLLA should promote special projects for the benefit of Public Libraries; e.g. Public Library Week.
- e) SLLA should issue instructions, guidelines on resource management in Public Libraries.

6.7 Staff/Cadre

- a) Improve the Service Minutes of the Public Librarians introduced by Provincial Councils.
- b) At present different Service Minutes for Public Librarians are in operation in different Provinces. It is necessary to develop a common Service Minutes for all Provinces.
- c) Pressurize the Management Services Unit of the Treasury to create library cadre according to the Public Library Standards of the NLDSB. At present a number of supra grade cadre positions and other higher positions have not been created despite the libraries have been upgraded to Supra Grade and other higher grades by the NLDSB.

- d) Create a data base on library cadre vacancies of Municipal Councils, Urban Councils and Pradeshiya Sabhas.
- e) Pressurize the authorities to fill the cadre vacancies.
- f) Agitate to remove non-professional people being in-charge of Public Libraries and stop the local authorities recruiting casual/temporary non-professional people for libraries.

6.8 Training/Capacity Building

- a) Provide capacity building CPD programmes at national and provincial/district levels.
- b) Make special arrangements for those public librarians in remote areas to complete the DIPLIS programme.
- c) Persuade those librarians who are in senior positions due to their service qualification to complete the DIPLIS programme.
- d) Develop a joint training programmes with other library authorities (NLDSB, PCLSB, PC) as practical as possible.
- e) Launch a special project with the help of NLDSB, PCLBs and Ministry of Local Government in library automation and using the ICT in Public Libraries.

6.9 Organization and Access

- a) Improve the organization of library collections.
- b) Introduce appropriate bibliographic control.
- c) Develop quality information services and reader services.
- d) Introduce digitization, Internet facilities and web based services.
- e) Assist the School Libraries to introduce new services and improve the existing service.
- f) Gradually introduce remote access in main public libraries.

6.10 Library Buildings & Furniture:

- a) Promote modern, attractive green, Public Library buildings.
- b) Analyse the space requirements considering the needs of the community and the ICT developments; Collection space, User seating space, Electronic workstations space, Multimedia workstation space, Viewing & listening rooms, Staff work space, Meeting space, Special use space, Auditorium etc.
- c) Fulfil electronic & wiring needs to support wired and wireless connections, networks, Internet, area network, Public Telephone network to access digital service providers, fibre-optic capability.
- d) Develop an interior design integrating library functions, library technologies and information media.
- e) Develop a data base on the designs and photographs of modern public library buildings.
- f) Develop a set of standards for and designs for small and medium size Public Library Buildings.
- g) Develop a database on public library furniture designs.

6.11 Strategic Plan and Action Plan

- a) Major Government Libraries to be encouraged to prepare Strategic Plans.
- b) Determine who should be involved in the process and at what stage, Discuss where the organization wants to be, how will they get there?
- c) Produce a written Strategic Plan.
- d) These plans should be reviewed annually.

- e) SLLA should assist the librarians in formulation the plan by providing the necessary training and also publishing model plans.
- f) Prepare an Annual Action Plan based on the Strategic Plan.
- g) SLLA should launch a research programme to find out the quality of the plans, identify the weaknesses and take suitable remedial measures.

6.12 Advocacy:

- a) The Public Library group of the SLLA should prepare an advocacy plan for the PL sector.
- b) Develop national level advocacy team and provincial level advocacy team.
- c) Develop a close rapport with NLDSB, PCLSBs, Ministry of Local Government and other authorities.
- d) Conduct training programmes on advocacy.

6.13 Following the Code of Ethics

- a) Major areas; Access to information, Responsibility towards individual & society, Privacy, secrecy and transparency, Open Access and Intellectual Property, Networking, personal integrity and professional skills, Colleagues and employer/employee relationship.
- b) Conduct awareness programme for the staff and the management of NLDSB/NLSL on the Code of Ethics.
- c) SLLA to administer the Code of Ethics in a professional manner.

6.14 Quality Assessment:

- a) SLLA in collaboration with the Ministry of Local Government & Provincial Councils, NLDSB, NILIS and Kelaniya LIS Department to conduct periodic quality assessment to assess the services of the Public libraries.
- b) Promote all Public Libraries to conduct their own quality assessment programmes at least once in 3 years.
- c) Encourage the LIS students of SLLA, Kelaniya and NILIS to conduct quality assessment projects in Public Libraries for their project works/dissertations.
- d) SLLA to develop/identify dimensions of service quality (e.g. guidance, waiting time, quality of service, quality of information, quality of equipment, quality of the library environment, responsiveness, communication) to measure the service quality of Public libraries.
- e) Conduct a training programme on library quality assessments for the library staff of the Public library sector.

7. Government Library Sector

Preamble: Government Libraries generally provides information to policy makers, staff and employees of the department. Government comprises of three branches, namely Legislative, Executive and Judiciary. It is the responsibility of the government libraries to provide information to all these three branches of the government and assist the smooth functioning of the government.

7.1 Legislations:

- a) Introduce new legislations to identify the role of libraries in major sectors in the government; a) Legislative, where the laws are made, b) Executive, where the laws are implemented and c) Judiciary where the laws are interpreted.
- b) Improve the present Government Librarians' Service Minutes, No. 1002/13 of 1997 and the amendment No. 22/1620 of 2009.
- c) Examine the relevant Public Administration Circulars, Salary circulars, Sessional papers, relevant clauses of the Establishment Code, Financial regulations which affects the Government Librarians and make suggestions to improve them, taking in to consideration of the wellbeing of the Government Librarians and Government Library service.
- d) Try to implement the draft Service Minutes already submitted or failing that prepare a blue print of strong Service Minute for Government Librarians and present it to the Ministry of Public Administration for implementation.
- e) Improve and the relevant NLDSB circulars issued; e.g. Missing books in libraries, Library standards and grading.
- f) Introduced new circulars to improve and streamline the government library service through NLDSB, SLLA, Ministry of Public Administration.
- g) Study the guidelines issued by IFLA on Government Libraries and best practices of other countries on Government Library sector and implement them in Sri Lanka with new legislations where necessary.

7.2 Library Standards:

- a) Pressurized the authorities to implement the Government Library standards of the NLDSB.
- b) Launch a research project to identify the reasons for the inability of some government departments to follow the present government library standards and inform the authorities on the findings.
- c) Improve and revise the NLDSB Government Library Standards taking in to consideration the shortcomings of the present standards and the new developments of both LIS and government sectors.
- d) Prepare a blue print of Government Library standards by the SLLA.
- e) Translate standards, guidelines issued by IFLA on Government Libraries in to Sinhala and Tamil.
- f) Study the best practices of other countries on Government Library standards.

7.3 Digital Library environment:

- a) Initiate library automation.
- b) Acquire digital materials for the collection.
- c) Launch a digitization project of rare materials.
- d) Get free Wi-Fi services from the ICTA where possible or get the Internet connections.
- e) Acquire the necessary hardware and software for the library operation.
- f) Organize capacity building programmes in ICT for the staff in public libraries.
- g) Create web pages.
- h) Use social media tools to link with users.

7.4 Libraries place and role in organization

- a) Stress the role of government libraries in providing information to all sectors of government.
- b) SLLA with the help of the NLDSB to launch a campaign to educate the politicians, officials the value of quality library services.
- c) SLLA to launch a national campaign to promote government libraries and the importance of their services.
- d) SLLA to conduct periodical survey to ascertain the quality of government libraries and publish them.

7.5 Librarian's Place in the organization:

- a) SLLA to pressurize the authorities that every government library have a professional librarian and adequate library staff.
- b) SLLA and NLDSB should issue circulars indicating that Librarian should be on par with other sectional Heads of the organization.
- c) The Librarian should run a quality library and information service and assist the legislature, executive and judiciary in their information needs.
- d) Librarians should understand that running a quality library services is the biggest advocacy programme one can launch to impress the management.

7.6 Resource allocation and resource management

- a) SLLA should launch advocacy programmes for better funding of Government Libraries.
- b) SLLA should persuade both the central government and respective ministries/departments to allocate sufficient funds for government libraries.
- c) SLLA should assist the government libraries to seek funding from other sources as well.
- d) SLLA should promote special projects for the benefit of government libraries; Government Library week.
- e) SLLA should issue instructions, guidelines on resource management in Government Libraries.

7.7 Library Staff/Cadre:

- a) Improve the present Service Minutes of the Government Librarians considering the wellbeing of the library staff.
- b) Pressurize the Management Services Unit of the Treasury to create library cadre according to the Library Standards issued by the NLDSB.
- c) Create a data base on library cadre vacancies in government sector.
- d) Pressurize the authorities to fill the vacancies.
- e) Agitate to remove non-professional people being in-charge of government libraries.

7.8 Training/Capacity Building:

- a) Provide capacity building CPD programmes for government sector library staff.
- b) Persuade those librarians who are in senior positions due to their service qualifications to complete the DIPLIS programme or acquire other LIS qualifications.
- c) Develop joint training programmes with NLDSB, SLIDA and other Government Library authorities.
- d) Promote overseas training facilities for government sector librarians.

7.9 Organization and Access

- a) Improve the organization of library collections.
- b) Introduce appropriate bibliographic control.
- c) Develop quality information services and reader services.
- d) Introduce digitization, Internet facilities and web based services.
- e) Assist the Government Libraries to introduce new services and improve the existing service.
- f) Gradually introduce remote access in government libraries

7.10 Library building & library furniture

- a) Launch a need analysis of the clients/users.
- b) Analyse the space requirements considering the new ICT developments; (Collection space, User seating space, Electronic workstations space, Multimedia workstation space, Staff work space, Special use space etc.
- c) Fulfil electronic & wiring needs to support wired and wireless connections, networks, Internet, area network, Public Telephone network to access digital service providers, fibre-optic capability.
- d) Develop an interior design integrating library functions, library technologies and information media.
- e) Follow quality interior design to improve the quality of the library.
- f) Promote quality library furniture.

7.11 Strategic Plan and Annual Action Plan

- a) Major Government Libraries to be encouraged to prepare Strategic Plans.
- b) Determine who should be involved in the process and at what stage, Discuss where the organization wants to be, How will we get there?
- c) Produce a written Strategic Plan
- d) These plans should be reviewed annually.
- e) SLLA should assist the librarians in formulation the plan by providing the necessary training and also publishing model plans.
- f) Prepare an Annual Action Plan based on the Strategic Plan.
- g) SLLA should launch a research programme to find out the quality of the plans, identify the weaknesses and take suitable remedial measures.

7.12 Advocacy:

- a) The Government Library group of the SLLA should prepare an advocacy plan for the government library sector.
- b) Develop an advocacy team.
- c) Develop a close rapport with NLDSB, Ministry of Public Administration and other authorities.
- d) Conduct training programmes on advocacy.

7.13 Following the Code of Ethics

- a) Major areas; Access to information, Responsibility towards individual & society, Privacy, secrecy and transparency, Open Access and Intellectual Property, Networking, personal integrity and professional skills, Colleagues and employer/employee relationship.
- b) Conduct awareness programme for the staff and the management of NLDSB/NLSL on the Code of Ethics.
- c) SLLA to administer the Code of Ethics in a professional manner.

7.14 Quality Assessment:

- a) SLLA to conduct periodic quality assessment to assess the services of the government libraries.
- b) Promote all Government Libraries to conduct their own quality assessment programmes at least once in 3 years.
- c) SLLA to develop/identify dimensions of service quality (e.g. guidance, waiting time, quality of service, quality of information, quality of equipment, quality of the library environment, responsiveness, communication) to measure the service quality of government libraries.
- d) Conduct a training programme on library quality assessments for the library staff of the government library sector.

8. Library Education and Training Sector

Preamble: Library Education and Training sector largely holds the key to the destiny of the library profession. It is the responsibility of the library education institutions to produce quality librarians with professional knowledge and capabilities required for the new world. Their products must be able to understand the complexities brought by the rapidly changing new technologies, needs and demands of the new generation of users and the new and emerging information landscape.

8.1 Objectives

Objectives of the paper are to;

- a) Identify teaching, learning and assessment structure that need to be developed in LIS courses to acquire the required level of knowledge, skills, attitudes and mind set in the profession
- b) Identify important training areas where the enhancement of competencies and skills that are necessary to suit the needs of the information society
- c) Establish a common framework for LIS education & training and competency building of librarians, para professionals and supporting staff
- d) Identify the minimum infrastructure and human resource requirements to conduct a course in face to face or distance modes.

8.2 Rationale for the proposal

- a) It was observed that a knowledge and a competency gap visibly exists within the LIS professionals in meeting the requirements of the modern reader.
- b) Expectations of present day 'library users' are dynamically different when compared with conventional user needs. It is envisioned that the libraries are to accommodate modern user behaviour in the information sphere comfortable to them.
- c) The paradigm shift that had occurred in the user behaviour is highly influenced by the Information Communication Technology.
- d) The libraries as subsystems of the society no longer act as information providers but facilitators of knowledge access.

- e) Teaching library and information science has gathered momentum from the modern developments in pedagogy. Current LIS curriculums are therefore outdated in content and in teaching, learning and assessment as well.
- f) The situation demands the librarians as practicing professionals to equip themselves with necessary knowledge, skills and competencies in accommodating present and forthcoming expectations of the users. Therefore it necessary that directions of LIS education and professional training agenda to be adjusted accordingly for the sustainability of the profession.

8.3 Proposals

Following proposals are made in line with the objectives identified in section 1.

7.3.1 Objective 1 - Identify teaching, learning and assessment structure in LIS courses:

To fulfil the objective of identifying the teaching, learning and assessment structure that need to be developed in LIS courses to provide solid knowledge in the profession, it is necessary to relate it to the Updated Sri Lanka Qualification Framework (SLQF).

Six course levels are accepted as the base for the structure indicated in section 3.1.1 Updated SLQF Framework (Sep.2015)

Table: 1.0 – Sri Lanka Qualifications Framework

SLQF Level	Qualification Awarded	Minimum Volume of Learning for the Award
12	Doctor of Philosophy / MD with Board Certification/Doctor of Letters/Doctor of Science	Minimum 3 years of fulltime or equivalent time of original research after SLQL 6 or above
11	Master of Philosophy	Minimum 2 years of fulltime or equivalent time of original research after SLQL 6 or above
10	Masters with course work and a research component	60 credits after SLQL 5 or SLQL 6 including a research component of minimum 15 credits
9	Masters by course work	30 credits after SLQL 5 or SLQL 6
8	Postgraduate Diploma	25 credits after SLQL 5 or SLQL 6
7	Postgraduate Certificate	20 credits after SLQL 5 or SLQL 6
6	Bachelors Honours	120 credits after SLQL 2 of which 90 credits after SLQL 3, of which 60 credits after SLQL 4, of which 30 credits after SLQL 5
5	Bachelors	90 credits after SLQL 2 of which 60 credits after SLQL 3, of which 30 credits after SLQL 4
4	Higher Diploma	60 credits after SLQL 2 of which 30 credits after SLQL 3
3	Diploma	30 credits after SLQL 2
2	Advanced Certificate (GCE A/L or equivalent)	
1	Certificate (GCE O/L or equivalent)	

8.3.1 (a) LIS Education Frame identified

Five sub structures are identified as compulsory to be covered in the LIS courses and percentage projected to be covered by each component is indicated.

- i) Areas directly relevant to library science (core LIS knowledge) – component covered 25%

Courses and units in the category normally ranges from theories, acquiring, processing, organizing of information resources and dissemination of information.

- ii) Areas relating information science in connection with library science - component covered 25%. Courses and units cover knowledge organization and processing through modern means and

providing access through user centric technological platforms. Eg: ICTs, library technology, mobile technology etc.

- iii) Areas outside the library science – component covered 10 %. Course units that support to learn and practice above mentioned two categories, such as ICTs, management, research skills, statistics, accounting etc.
- iv) Practical component – component covered 30%. The learners will be provided with a relating practical component that is evaluated and will be treated as supplementary, with the course units taught.
- v) Research component – component covered 10%. Research in the LIS field is an important skill to be propagated among library professionals as the success of the service depends very much on continuous research performed in the theory and practice of the profession.

However, the percentages may vary depending on the level of the course (SLQF) as per the following diagram.

Table 2.0 - SLQF levels and intended major learning outcomes in each level.

Categories of Learning Outcomes	Core Area
1. Subject / Theoretical Knowledge	Knowledge
2. Practical Knowledge and Application	
3. Communication	Skills
4. Teamwork and Leadership	
5. Creativity and Problem Solving	
6. Managerial and Entrepreneurship	
7. Information Usage and Management	
8. Networking and Social Skills	
9. Adaptability and Flexibility	Attitudes, Values, Professionalism and Vision for life
10. Attitudes, Values and Professionalism	
11. Vision for Life	
12. Updating Self / Lifelong Learning	Mind-set and Paradigm

Accordingly, Diploma and Higher Diploma programmes (Levels 3/4) may focus on skills development by increasing the practical component, while Masters programmes will focus more on developing additional skills such as management and research. In contrast, certificate programmes will increase the core theoretical components as much as possible.

In addition, LIS teachers should be trained in ‘teaching library and information science’. The curriculums should be detailed with intended learning outcomes clearly defined for each programme, module, and lesson.

Subsequently, assessment also should be aligned with the intended learning outcomes.

8.3.2 Objective 2

Identify important training areas where the enhancement of competencies and skills that are necessary to suit the needs of the information society. For the purpose following criteria is used to identify areas that need continuous training identified as Continuing Professional Development courses.

8.3.2 (a) Criteria used to identify the competency areas

Competency areas that need to be propagated among library staff are identified upon following criteria;

- i. *The areas that had not covered comprehensively in most of the taught courses (Diploma, BA in LIS, MLS etc.) in LIS.* Eg: The Managerial Skills are taught in LIS courses in management perspective with base theories. But the practical managerial and administrative aspects relating to library environment is hardly touched in so called class rooms. Accounting and financial regulations is another area that need to be learned by the librarians.
- ii. *The areas that are necessary and desirable to empower librarians and library staff to take full advantage of related technologies.* Eg: Learning and practicing Library Technology and related functions are very important for all staff categories to keep abreast with the moving technology. The fact is important in both back office and front office functions.
- iii. *Areas that are necessary to confront productively with users and stakeholders in delivering a dynamic library service.* Eg: learning Information skills, Library Service Based functions etc. prepares the workers to handle modern users and to support modern user behaviour.
- iv. *Areas where ICT and other technologies that needed to be integrated into LIS functional areas.*

Following subject areas are identified as important to be included in LIS courses;

8.3.2 (b) Areas identified for training

It was also observed that following areas are not covered or not adequately covered in formal courses.

- a) Library management skills
- b) Basic accounting skills
- c) Library material binding, preservation and conservation
- d) Counselling and mentoring skills

- e) Code of Ethics for librarians
- f) Modern Library services
- g) Personal development and attitude building
- h) Library office management
- i) Use of ICT in almost all such areas related to LIS work

8.3.2 (c) Categorization of LIS staff

It should be noted that, in planning LIS programmes positions available in libraries need to be cared for. The LIS programmes should be able to address the educational and training requirements of all staff categories. The staff categories identified in table 1.0 exists in all types of libraries in Sri Lanka. It is expected to cover all functional areas in libraries in the frame.

Table 3.0: Staff Categories

8.3.3

MAIN CATEGORY	STAFF POSITIONS
Professional	<ul style="list-style-type: none"> • Librarians • Deputy Librarians • Senior Assistant Librarians • Assistant Librarians • Network/System Managers
Administrative staff	<ul style="list-style-type: none"> • Senior Assistant Registrars/ Assistant Registrars – Library services
Technical staff	<ul style="list-style-type: none"> a) System administrators b) System analysts c) Network Managers d) Technical Officers
Para professional staff	<ul style="list-style-type: none"> • Staff Assistants • Library Assistants • Computer Application Assistants
Supporting Staff	<ul style="list-style-type: none"> • Library Attendants • Labourers • Binders

Objective 3 – Establish a common framework

Establishing a common framework for LIS education & training and competency building of librarians, para professionals and supporting staff is necessary.

The framework once accepted by the SLLA is expected to be adopted by all institutions who offer LIS courses. The framework will be accepted by the SLLA as guideline to evaluate the LIS courses and will act as a bench mark for accreditation of the same.

The SLLA will issue the applicants with an 'accreditation' to conduct courses.

The framework should enable upward mobility, while enabling transfer between institutions, and transfer of credits. The length of study should not be a limiting factor however logistics such as duration of the study, registration fees etc. may be managed according to the discretion of the institution who offer the programs.

8.3.4 Outcomes expected

- i. Establishing a LIS education Benchmark- This is a frame to be adhered by LIS course offering institutions to obtain the SLLA accreditation for a course. There is no rule or regulation imposed by the SLLA for the offering institutions to be complied with the frame however courses offered outside the frame will not be qualified to obtain SLLA accreditation certification.
- ii. The Subject Benchmark document which is available at the Quality Assurance & Accreditation Council, UGC must be edited on the strategic lines mentioned above.
- iii. Accreditation should be an ongoing process, maintaining the unbiasedness, while improving standards upon the socio-technological, environment and to suit the changing knowledge paradigms in the modern society.

Summary

The strategic paper intends to set a guideline for LIS education directions in Sri Lanka. The document provides teaching, training, learning and assessment components that need to be standardized in LIS courses in both academic and professional and relating to training structures such as continuing professional development programmes.

Appendix 2: Some Best Practice of major Library Associations around the World

American LA (ALA)

- Strong admin and management of the association
- Heavy use of ICT – www, social media, electronic discussion lists etc.
- Active chapters i.e. branches and groups, regular reporting through social media and on line
- Students chapters
- Annual ALA President's Programmes – priorities, Special projects within long term programme for the year etc.
- Special division called 'The Young Adult Library Services Association' to involve teens aged 12-18
- Launched best practices project under ACRL with the Institute of Information Literacy to identify model Information Literacy programmes and publish details
- Very active and exemplary advocacy programme
- Accreditation of LIS programmes
- Strong Awards, Grants and Scholarship Programmes
- Wide Online Learning programme

Australian Library and Information Association (ALIA)

- Dynamic use of www
- A large number of special interests groups and low cost online operation (without formal meetings)
- Special group for ALIA Retirees
- Guidelines and policies – on the web for all to access
- Clear and quality structure
- Research Development Fund (to help research and experiment new ideas)
- Strong presence in all territories and geographical regions
- Membership is open to everyone. Whether you have formal qualifications or simply an interest in the profession
- Strong career guidance programme (Guiding newly qualified to find jobs and to the others to move up in the ladder)
- Accredit LIS courses
- Issue Policies and Guidelines on Education and qualifications, Library & Information Services, Professional issues, School Libraries and Teacher Librarians, Research, Values and ethics in workplaces and update them regularly (Librarians, Libraries look forward for the ALA policies and guidelines)

Canadian LA (CLA)

- It represents Librarians and also speaks for the interests of the 21 million Canadians who are members of libraries
- Student Membership
- Special web portal (My CLA) to renew membership, buy LA products, improve collaboration
- Regular professional publications
- Quality web base job search programme for members (Career guidance)

- Diverse membership; in addition to the LIS professionals, people who sit on public library Boards, work for companies that provide good and services to libraries or students in graduate level or community college programmes are eligible for CLA membership
- Strong institutional membership, 249 institutions are members of the CLA in 2014 (This provides them wider base, strong membership, financial stability)
- Strong student chapter (very active as to be expected)
- CLA presents three annual awards; Book of the Year for Children Award, Young Adult Book Award and Howard-Gibbon Illustrators Award (this naturally get the nation's attention and a wonderful PR exercise)

Croatian LA

- Editors in Chief for different important sectors who run a quality publication programme both print and e-publications (This provides high quality publicity and ensures well informed membership)

CILIP (UK)

- Quality Advocacy programme
- Formulating well defined policies & strategies
- Regular information to members via 'Update' monthly journal
- Regions well-served by active branches
- Staffed the CILIP HQ by professionally qualified and regularly trained staff (This helps to solve a lot of issues and runs a smooth operation)
- Education devolved to educational organizations, LA's role restricted to professional supervision, accreditation
- Strong CPD programme and regular updating of qualifications

Danish LA (DLA)

- Lobbying for libraries (close rapport with politicians and government)
- Promoting ICTs
- Assisting citizenry to acquire net-search, net-use skills (Special training, hands on programmes at grass root level libraries for the public to improve ICT literacy)
- Elected 36 politicians into the LA Council via 5 regional DLA Associations which produce good results

Estonian Librarians Association (ELA)

- The mission of ELA is to help, preserve Estonian national identity through appreciation, preservation, development and acknowledgement of libraries in Estonia
- Strong working groups, promote fresh approaches
- Quality Library marketing programme
- An interesting array of annual awards, e.g. Librarian for remarkable achievements, best publication in the field of book history, book science, librarianship and bibliography, Rural Librarian of the year, Children Librarian of the year, School Librarian of the year, Research/Special/Town Libraries Deed of the year, Press Award to the journalist who draw attention to libraries and librarianship

- Annual Library Day celebrations

Finland LA (FLA)

- Trendsetter capable of reacting quickly to changes
- Developing trends demanding fresh thinking throughout the library sector
- Accepts that libraries no longer have the monopoly of access to knowledge
- New communication strategy to help library field through close cooperation among all libraries
- Using the library web pages for maximum effect through blogs etc.
- Publish a magazine Kirjastolehti specifically for the library patrons, which is another successful communication strategy

Fiji LA (FLA)

- Membership open to LIS professionals and any person or organization interested in LIS
- Attends LIANZA (New Zealand) conferences thro fellowships
- Provide IFLA publications at a discount rate to members
- Free information, advice and network through FLA ListServe
- Schools too can get an Institution Membership for a very low rate

Indian LA (ILA)

- ILA takes up with the state governments the issue of enacting library legislations to develop public libraries
- ILA has been pursuing with the govt., UGC, and other concerned bodies on matters related to better salary, grades, service condition and status of library professionals
- Fellowships, Funds and Grants for librarians
- Initiating a project on benchmarking of best practices in the country,
- Develop parameters for quality assurance in service delivery, Advocacy on Open Access
- Approach UGC, MHRD, CSIR etc. to develop a mandate for adoption of Open Access policy,
- Take an active role in developing a policy for digitization, Pooling resources to archive, preserve and disseminate indigenous, historical and cultural assets
- Developing a mechanism for controlling the unplanned proliferation of LIS schools with authorities,
- Promote Information Literacy and Lifelong Learning to be included in the core and continuing education programmes for information professionals,
- Canvas to include soft skills training in LIS curriculum to increase the employability
- Promote overhauling of LIS curriculum at all levels to include the new developments of the last decade

Indonesian LA

- Top position to Head of the National Library as an Ex. Officio
- Promote young librarians with strong commitment and high competency in decision making process of the LA
- Promote partnership with local and foreign library schools

Ireland LA (ILA)

- Accreditation of LIS qualifications through a strong committee
- Maintaining a calendar of CPD events,
- Facilitating research in CPD needs
- Personal membership categories; a) Professionals, b) Para-professionals, c) International (Persons employed or engaged in profession of librarianship outside the country), d) Student, e) Fraternal (Persons with an interest in the work, welfare and progress of libraries, but who are not employed in the field of librarianship)
- Institutional membership categories: Libraries, Library Schools, Corporate bodies, government bodies, institution or societies as the Council shall approve
- Sections and task forces
- Special group for career development
- Regular Public Statements and Press releases
- Research
- Library Week

Jamaican LA (LIAJA)

- Special program to recruit new members and get them involve
- Regional and international alliances
- Develop a strong financial base
- Membership categories a) Full membership for LIS professionals, b) Associate Membership person who are interested in librarianship but cannot hold offices of the LA, c) Student Membership, Students of accredited courses, d) Corresponding Membership open to institutions and persons resident overseas, e) Institutional Membership, Libraries and other organizations working in the LIS field, f) Sustaining Membership, conferred on an organization or individual interested in LIS services who make substantial financial contribution not less than 3 consecutive years, g) Honorary membership, for outstanding service

Japan LA (JLA)

- About 25 committees working on different areas of interest (Keep most members busy and involve and this also helps to devolve power and responsibilities of the centre, decentralized the work and responsibilities)
- Library Architecture Award for excellence of library building design and functional library services
- Publishing Library Year Book and other professional publications

Kenya LA (KLA)

- Marketing and Advocacy; Marketing campaign of the association for increasing the membership and Advocacy work
- Promotion of reading and literacy among disadvantaged urban and rural communities, along with 'Education for all', a 'Millennium development goals' and the Human Right covenant on 'access to information and education'
- Capacity development of Teacher Librarians at local/district levels

- Mentoring programme for students of the LIS training institutions in the country and encourage them to join the LA
- Kenya Librarians and Information Services Consortium (KLISC) in which the KLA plays a leading role is a major leap forward in information sharing and collective bargaining
- Strategic Plan (2012-2015) is the driving force which helped it to become a quality LA

Latvian LA (LLA)

- Participation in drafting and defending library laws
- Sections include areas such as 'Library buildings; reconstruction and construction', 'New professionals' etc.
- Active Face book
- Challenge children of the country to think differently

LINZA (New Zealand)

- Personal development courses – Career planning, Assertiveness in the work place, Self awareness, Work/life balance, retirement planning, Managing conflict, Stress management etc.
- Promote cross cultural awareness
- Online courses
- Career information service
- Active advocacy in LIS work
- Promote regional cooperation (Trans-Pacific partnership)
- Active role in Copyright, digital economy, Fair deal, etc. (They jump into anything and everything which will have an impact to library services, information)
- Quality publication programme
- Mentoring scheme
- Publishes event calendar in advance
- Active Social Media, Facebook, Twitter, web blog etc.
- Invite members to drop in for a chat and created an congenial environment with nice lobby with free coffee etc. & staff member available for a chat

Malta LA (MaLIA)

- Different categories of membership – Professional Librarians, LIS trainees, Persons working in LIS sectors, Archivists and trainee Archivists
- Maintains professional blogs related to various related areas
- Regular press releases
- Strong CPD
- Cover Archival field too

Nigerian LA (NLA)

- A number of sectional Associations (School LA, Government LA, Public LA etc.) inside the main LA
- Member of Electronic Information for Libraries (eIFL.net)

Norwegian LA (NLA)

- Individual membership category includes Politicians, Writers, and Librarians; Libraries, Municipalities and Universities as Institutional members
- Strong Advocacy programme
- Promote National Digital Library
- Assist overseas projects
- EBILDA high quality newsletter
- Initiator and collaborator of several international projects
- Annual award for the Library of the Year

Russian LA (RLA)

- Formation and implementation of Library and Information Policy
- Preparation and adoption of important professional documents/standards etc.
- Lobbying initiatives
- Widening the circle of business contacts and relationships
- Strong CPD programme

Slovenian Library Association (SLA)

- Comprised 8 regional LAs
- Among various sections, Home studies and cultural heritage section, Promotion and marketing section, LIS students section
- Special awards to recognize special achievements in education, research, LIS services, publication
- Professional journal with local as well as international Editorial Board

Spanish LA (Cobdc)

- Introduced a membership card which entitle the member for special discount from professional and personal services

Swedish LA (SLA)

- Constantly promoting libraries of the highest quality
- Promote appropriate legislations and funding
- Spreading knowledge of library operation and thro statistics, studies, reports and prizes
- Increase library related research
- Help members through travel grants, development grants, international exchange opportunities etc.
- Network of experts on different LIS sectors
- Magazine published 10 times a year
- Local network for individual members at regions
- LIS Students, half price for membership
- Strong Institutional Member group: Institutional members (e.g. the National Library) support the LA's awareness and advocacy work, provide venues and meeting on professional

development etc. The membership fee of the institutional member goes to finance the support for research and development of the LA. They receive invitations for symposiums where those researches are discussed and presented.

- As a supporter of libraries or Library Lover one can show support for libraries without being a member of the association. For the financial contribution they will get a campaign button, diploma/certificates and e-mail newsletter.
- One can apply for any type of membership by filling the membership form in the LA website

Tanzania LA (TLA)

- Broader membership categories
- Career development assistance
- Keep the members up to date through the website, mailing lists etc.

Turkish LA (TLA)

- Publish professional books, literature etc.
- Library week in March where professional issues are discussed, social activities are organized
- Strong CPD programme

Uganda LA (UgCLA)

- Programme to places foreign volunteers in libraries (new thinking)
- Libraries receive government grants through UgCLA
- Promote literacy through Community Libraries

SLLA Team who identified the best practices of Library Associations for the SPSPDC

- 1) Professor Russell Bowden
- 2) Mr K K G Wijeweera
- 3) Ms Sujeewa Ratnayake
- 4) Ms Padma Bandaranayake
- 5) Ms Dushanthi Daniel
- 6) Ms Kamala Kanthappu
- 7) Mr Tilak Ratnayaka
- 8) Ms Pushpamala Perera
- 9) Ms Amara Nanayakkara
- 10) Ms Ruwani Kodikara
- 11) Ms Kamani Perera
- 12) Mr Preethi Liyanage
- 13) Ms Geethani Attanayake
- 14) Mr Sugath Gunatilake
- 15) Mr Upali Amarasiri

Appendix 3

Report on the Session on SWOT Analysis of the SLLA conducted on 12-12-2014 at NILIS (UoC)

Reported by Lionel R. Amarakoon,

**Convener of the Sub-Committee on SWOT Analysis of the
SLLA Committee on Strategic Planning and Strategic Direction (SPSD)**

Sub - Committee Members:

Dr. (Mrs.) P. Wijetunge

Mr. P.M.B. Gallaba

Sri Lanka Library Association (SLLA), 275/75, OPA Centre Premises, Colombo 7.

December 2014

Session on SWOT Analysis of the SLLA – 12-12-2014 at NILIS (UoC)

01. Participants:

The SWOT Sub-Committee of the SLLA SPSC Committee invited 60 members of the SLLA which included past Presidents, General Secretaries, Education Officers etc and librarians representing different sectors. (Vide annex. 1 for List of Invitees).

22 librarians representing different library sectors such as University, Special, Research, Local Government and two representatives from the trade unions also participated in the sessions (vide annex. 2 for the List of Participants).

02. Welcome Remarks by Ms Shivanthi Weerasinghe, President/SLLA

While welcoming all the participants, President of the SLLA said that the SWOT Analysis sub-committee of the SPSC committee of the SLLA is organizing a series of SWOT analysis programs on the SLLA to assist the SPSC in its work in preparing a “Strategic Plan and Strategic Direction for the SLLA” for the coming decade. The purpose of the program as mentioned by her is to identify the strengths, weaknesses, opportunities and threats of the SLLA. As the first step the participants who are present today will divide into 4 groups and engaged in conducting a two hour SWOT analysis session from 10.00 a.m. to 12.00 today.

03. Address by Mr. Upali Amarasiri, Chairman of the SPSC Committee

While thanking the SLLA President and the Convener of the SWOT Sub-Committee, Mr. Amarasiri gave a back ground of the formation of the SPSC committee of the SLLA in 2013 and after having couple of meetings the committee appointed the following 3 Sub-Committees he said.

Sub Committee One: To study IFLA guidelines on Library Associations Convened by Ms. Shivanthi Weerasinghe

Sub Committee Two: To identify the lessons learnt and best practices of leading library Associations, convened by Mr. Upali Amarasiri

Sub Committee Three: To conduct series of SWOT of the SLLA (which will be the basis for formulating long term strategies and identifying strategic directions for the SLLA) convened by Lionel Amarakoon

According to Mr. Amarasiri the final document comprising the strategic plan and the strategic direction of the SLLA is expected to submit to the general membership of the SLLA at the 2016 AGM

Today’s sessions are to conduct a SWOT Analysis of the SLLA. The sub-Committee has plans of conducting further SWOT Analysis exercise to consult the wider segment of the SLLA. SPSC committee’s objective is to get ideas from larger number of members of the Association in order to strengthen findings we are going to make today.

04. Presentation on SWOT Analysis by Mr. Lionel Amarakoon, Convener of the SWOT Analysis Sub-Committee of SPSDC

Convener of the SWOT Analysis Sub-Group said that SWOT Analysis of the SLLA is an important planning tool that helps SLLA to identify, in a systematic and organized way its internal strengths and help it match those strength with the best opportunities in the environment in which SLLA works. His presentation covered the following:

- What is SWOT analysis
- Aims of the SWOT analysis
- Short Comings of SWOT analysis
- How to conduct the SWOT analysis of the SLLA

According to Mr. Amarakoon the groups need to define, discuss and records as many factors as possible under the following headings: Strengths, Weaknesses, (Internal Analysis) Opportunities and Threats (External Analysis).

He gave some examples under each heading for the benefit of group to be assigned with the following respective headings:

Strengths:

He was in the opinion that the participants need to consider those things that have worked well for SLLA. Things that one is proud to say about SLLA: Beneficial aspects of the SLLA or the capabilities of SLLA such as process capabilities, financial resources, products and services, customer goodwill and brand loyalty etc. Ex.: Abundant financial resources, well-known brand name "SLLA". SLLA is the only national level representative of all categories of libraries and librarians in Sri Lanka and its roles and functions are clearly and formally recorded in the Act of Parliament and the Rules and Regulations of the SLLA.

Weaknesses:

Those things that have not worked so well for SLLA or something SLLA lacks, does poorly, condition placing it at a disadvantage, missing capabilities in key areas, Lack of important physicals, organizational or intangible assets. : Limited Financial Resources, Limited Managerial skills, poor marketing skills, untrained employees, Non=representation of huge % of library professional as members

Opportunities:

Participants need to consider Ideas on how to overcome weaknesses and build on strengths. Ex.: Changing Customer needs, Serving additional "Customer" groups, expanding to new geographic areas, introduction of new products or services and opening to extend brand name/image of the SLLA.

Threats:

The constraints that exist which reduce the range of opportunities for change (External elements in the environment in which SLLA works that could cause trouble for SLLA). Ex: Entry of new competitors with new innovative services and products, changing customer needs, SLLA Competitors adopting new innovative strategies and emerging substitute products or services (e-learning etc.).

He further said from the analysis those issues that need to be tackled will emerge and objectives and strategies can be identified. Lionel Said that once the SWOT analysis has been completed the SPSD Committee will be able to identify “Things that must be addressed immediately”, “Things that be handled now”, “Things that should be researched further” and “Things that should be planned for future”.

Mr. Amarakoon also enumerated some tips to follow in doing the SWOT Analysis by 4 different groups to be formed.

<u>Do's:</u> Be analytical and specific Record all thoughts and ideas Be selective in the final evaluation Choose the right people for the exercise Choose a suitable SWOT leader or facilitator Think out of the box Be open to change	<u>Don'ts:</u> Try to disguise weaknesses Merely list errors and mistakes Lose sight of external influences and trends Allow the SWOT to become a blame-laying exercise Ignore the outcomes at later stages of the planning process
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Later the house was divided into the following four groups with the task of working out the analysis of the SLLA:

A. (Internal Analysis of the SLLA)
 Group One – Strengths of the SLLA
 Group Two – Weaknesses of the SLLA

B. (External Analysis of the SLLA)
 Group Three – Opportunities of the SLLA
 Group Four – Threats of the SLLA

5. SWOT Analysis

A detailed analysis on the Strengths, Weaknesses, Opportunities and Threats (SWOT) has been carried out in order to identify the internal strengths and weaknesses of SLLA and External opportunities and threats by it.

A Summary of the SWOT Analysis is given below:

5.1 Group 1- Strengths

Members of the Group:

Dr. Wathmanel Seneviratne

Mrs. Ruvani Kodikara

Mr. Jagath Arachchige

Mr. B.G.S. Kumarasinghe

Mr. Lionel Amarakoon

- Only Professional body at National Level in LIS
- SLLA is nationally and globally recognized as the national association in the field of library and information science in Sri Lanka. Hence SLLA has the historical advantage to benefit from the associated good will and privileges.
- Alliance with international and regional library related organizations such as IFLA, COMLA, REFSALA
- Committed leadership of the SLLA
- Recognized by act of Parliament of Sri Lanka
- 54 years of history
- Membership of the SLLA covers all sectors of library field
- Recognized quality education programs accepted by GOSL / Corporate Sector
- Regular publications of the SLLA - SLLR, Newsletter
- Annual National Conference/NACLIS
- Regular CPD programs
- Highly qualified experts in LIS and allied fields (such as Information Literacy, Networking, Knowledge Management, Information Technology and Information Marketing etc) among the membership of the Association, most of them have academic and professional training and experience in centers of excellence in Sri Lanka and overseas.
- Engaged in community outreach programs – Recovery of Tsunami affected libraries
- Active support from the general membership
- Sound financial position

- Location privilege – Since the SLLA is located in the heart of the city of Colombo, which is the administrative and business capital of the island, the SLLA is easily accessible to both students of librarianship and the members of the SLLA. Furthermore, SLLA owns its office space at OPA Centre premises.
- Maintains its own Website
- Offer Awards/Scholarships its membership
- Own intangible assets such “Image”

5.2 Group 2 – Weaknesses

Members of the Group:

Dr. (Mrs.) P. Wijetunge

Mr. Sugath Gunathilleke

Mrs. D. Warnasuriya

Mrs. Indrani Ponnampereuma

Mr. Jagath Weerasinghe

As against the strengths listed above, SLLA is encumbered with several weaknesses. Some of them are common to any professional body in Sri Lanka and abroad but some are particular to SLLA. The identified weaknesses are given below:

1. Education

- Lack of infrastructure
- Absence of a proper place for classes
- Lack of training of SLLA lecturers
- Curriculum not updated frequently
- Not Adequate to Tamil students
- Lack of awareness knowledge of Administrative Regulations and Financial Regulations
- Majority of students in Sinhala
- Absence of an Academic Manual
- Lack of awareness of qualifications of lecturers by the membership
- No proper mechanism for evaluation of lecturers
- Over concentration on LIS other than IT/General knowledge. IQ seminars in preparing professionals for jobs.
- Lack of Centers/Branches in the provinces

- Lack of inability to draw teachers from other disciplines due to the weak financial recommendation
- Less interaction between other professionals and library professionals
- Lack of liaisons with foreign LAs.
- Lack of publicity of the SLLA programs

2. Membership

- Lack of unity among membership
- Lack of dedication/commitment
- Lack of professionalism
- Lack of Language, IT proficiencies
 - Lack of confidence
 - Not all Librarians of Sri Lanka are members of the SLLA
 - Large number of students not completing the courses run by SLLA
 - Lack of cooperation among members and council
 - Non- cooperation among members in sharing professional knowledge
 - Lack of research knowledge

3. Administration

- Lack of admin/mgt knowledge among staff
- Lack of details in financial matters available for members
- Lack of statistics/directions relevant to profession
- Non answering grievances
 - Needs change of office holders
- Lack of financial strengths and plans for improvement
- Non availability of an Action Plan for the Council
- Lack of inputs of innovative ideas
- No officer conversant in Tamil
- Using two SLLA Logos
- Absence of a Corporate Plan

4. Society

- Lack of recognition
- Lack of recognition
- Lack of understanding of the role of Libraries and Librarians

- Weak image of the SLLA
- Lack of admin/mgt knowledge among librarians

5.3 Group 3 – Opportunities

Group Members:

Mrs. Shivanthie Weerasinghe,

Mr. Upali Amarasiri

Mr. Gunarathna Banda

Mr. W. Premadarshan

Dr. Ruwan Gamage

Mrs. Kumari Wickramasinghe

SLLA has many opportunities mainly due to its location superiority and historical advantage. Identified main opportunities are given below:

- GOSL Vision (South Asia knowledge hub) favorable for the LIS industry
- Our parental organization (IFLA) is a strong organization which SLLA can take as a role model
- There is a demand for LIS professionals from South Asia and the Middle East Regions
- Utilization of available best practices in the region and globally
- There is an immense interest in Information Literacy and Information Management in the country
- High literacy rate and gradual increase of digital literacy
- Increase of education opportunities; a (General Education) b. (Tertiary Education)
 - Increase interest of obtaining professional vocational qualifications
- End of civil war of the country and return to the peaceful environment and stability
 - Infrastructure development including transport (road and rail).
 - Telecommunication and electrification development of every part of the country
 - Government initiatives in ICT sector (ICTA, Nenasala etc)
 - Introduction of technological stream (ICT) at GCE (AL)
 - Increasing interest on Regional and Sub-Regional Cooperation (SAARC, ICOMA).
 - Close links with key LIS institutions such as NLDSB, NILIS, NSF etc)
 - Strengthening the human resources when other specialists enter the LIS profession
 - Availability of international, Regional funds from donor agencies to Sri Lanka
 - New opportunities created by ICT (E-learning etc)
 - Authority of SLLA to be an accrediting agency for LIS programmes

- GOSL initiative to create more libraries in education, higher education, local Government and other sectors.
- Increasing awareness of information and libraries among the higher authorities
- Decentralization of administration and new opportunities created through it.
- Having an opportunity to become a party in submitting National Budget Proposal
- Development of Professional Ethics

5.4 Group 4 – Threats

Group Members:

Mr. G.M.P. Gallaba

Dr (Mrs) K. Chandrasekar

Mrs Kamala Kantheppu

Mrs. Sunethra Kariyawasam

Mrs. Chamila Samarathunga

Ms. D.I.D. Andradi (Immediate Past President of the SLLA)

There are some threats which effect the future development of the SLLA. The most crucial of them are given below:

- Activities of competitors of the SLLA: (a) Services: Information Services (Nenasala, Telecom, 1919) (b) Education – Courses offered by Universities, Colleges of Education (NCE) and NIE etc
 - Professionals from other disciplines:
 - ICT professionals
 - Education (Reading materials)
- Problems associated with recognition of library professionals: SLLA Membership holders (ALS- Sri Lanka and FLA (Sri Lanka)
- Lack of Language proficiency skills among SLLA members
- Facilities (Infrastructure) in adequate Financial Allocations
- Foreign universities conducting distance courses in LIS (Kamraj University, Chennai)

6. Vote of Thanks by Lionel Amarakoon, Convener of the SWOT Analysis Sub-Committee

While thanking the President of the SLLA and the Chairperson of the SPSD Committee and participating librarians for making the SWOT Analysis a success, Mr. Amarakoon, further said that once the document of today's session is ready, from today's analysis those issues that need to be tackled will emerge and the objectives and strategies for SLLA can be identified by the SDSP Committee of the SLLA.

One of the shortcomings of today's SWOT Analysis was that some of the facts given by each heading are based on the assumptions of the participants of the session. Hence there is a need for SLLA to carry out further research in those areas for finalizing the strategies for the SLLA.

The Sub-Committee has made plans for holding similar covering membership of the SLLA in the provinces: Jaffna (Northern Province), Kandy (Central Province), Bati (Eastern Province), Galle (Southern Province) and Kurunegala (North Western Province).

Annex. 1

**LIST OF SLLA MEMBERS TO BE INVITED TO PARTICIPATE IN THE SWOT ANALYSIS ON 12TH
DECEMBER 2014 AT NILIS @10 .00 A.M. TO 12.00 noon**

<u>SECTOR: UNIVERSITY LIBRARY</u>	LIBRARY
DR. WATHMANEL SENEVIRATNE	OUSL
DR. PRADEEPA WIJETUNGE	UOP
PROF. W.A. WEERASOORIYA	UOK
MRS. RUVANI KODIKARA	UOM
MR. JAGATH GARUSINGHE	UOR
DR. RUWAN GAMAGE	NILIS
DR. CALPANA CHANDRASEKERA	UOJ
MS. T. MAHIKANTHIE	WAYAMBA UNIVERSITY
SENIOR PROFESSOR PIYADASA RANASINGHE	UOK
DR. ANUSHA WIJERATNE	OUSL
10	
<u>SECTOR: SPECIAL LIBRARIES</u>	
MRS. SHIVANTHIE WEERASINGHE	BOC
MRS. SUNETHRA PERERA	NSF
MR. K.G.G. WIJEWEERA	[FORMERLY CECB]
MR. S.U. AMARASINGHE	RRSL
MR. B.G.N. KUMARASINGHE	CECB
MRS. SUNETHRA KARIYAWASAM	NARA
MRS. INDRA COLONNE	AIR FORCE
07	
<u>SECTOR: GOVT. LIBRARIES</u>	
MRS. UREEKA MUNASINGHE	JUDGES LIBRARY
MS D.I.D. ANDRADHI	[FORMERLY JUDGES LIBRARY]
MR. SUGATH GUNATHILAKA	CENSUS AND STATISTICS

MR. C. KURUPPU	[FORMERLY SRI LANKA PARLIAMENT]
MRS. CHANDRA COLOMBAGE	AG'S DEPT
MR. W.G.L KUMARASIRI	ARI – GANNORUWA
MR. GOONARATNE BANDA	[FORMERLY NIE]
MRS. SRIYANI CALDERA	NEASL
MRS. ALUTHGE	SLRC
09	
<u>SECTOR: ACADEMIC</u>	
MRS. R.C. KUSUMANJALI	VISHAKA
MRS. PUSHPAMALA PERERA	SLIIT
MR. JAGATH WEDASINGHE	VIDYAPEETA
03	
<u>SECTOR: PUBLIC LIBRARY</u>	
MRS. VARUNI GANGABADAARACHCHI	PUBLIC LIBRARY
MS. SENANI LIYANAGE	PUBLIC LIBRARY BUTHTHALA
MRS. PADMA BANDARANAIKE	AMERICAN CENTRE
MRS. DUSHANTHIE DANIALS	AMERICAN CENTRE
04	
<u>SECTOR: NATIONAL LIBRARY</u>	
MR. W. SUNIL	NLSL
MR. WIJEYA PREMADHARSAN	NLSL
MS. K. KAMALAMBIKA	[FORMERLY NLSL]
MS JANAKEE FERNANDO	[FORMERLY NLSL]
04	
<u>SECTOR: SPSD COMMITTEE AND COUNCIL</u>	
MR. UPALI AMARASIRI	SPDC AND COUNCIL
MRS. DILMINI WARNASOORIYA	SPSD
MR LIONEL R. AMARAKOON	SPSD

MR. ANTON NALLATHAMBI	COUNCIL
PROF J. LANKAGE	SPSD
MR. J. RATNAYAKE	[FORMERLY VICE PRESIDENT]
MR. P.B. GALLABA	SPSD
MS. PURNIMA JAYASINGHE	COUNCIL
MRS. SWARNA JAYATHILAKA	VICE PRESIDENT
MR. SUNIL PREMARATNE	COUNCIL
MS. SANDYA GUNAWARDENA	COUNCIL
MS YAMUNA GEEGANAGAMAGE	COUNCIL
MR. VIDANAPATHIRANA	FORMERLY PRESIDENT
PROF. RUSSELL BOWDEN	SPSD
MRS. DAYA RATNAYAKE	FORMERLY PRESIDENT
MRS. DEEPALI THALAGALA	FORMERLY PRESIDENT
MRS. GAYATHREE AMARASEKERA	FORMERLY SECRETARY
MR. PREETHI LIYANAGE	COUNCIL
MRS. SUMANA JAYASOORIYA	FORMERLY PRESIDENT
MRS PONNAMPERUMA	FORMERLY SECRETARY
MR. HARRISON PERERA	FORMERLY PRESIDENT
DR. PREMILA GAMAGE	IPS
MS LEELAMANI AMARASEKERA	COUNCIL
23	

TOTAL 60

Annex. 2**List of Participants**

1. Ms. D.I.D. Andradi – Immediate Past President of the SLLA
2. Mrs. Ruvini Kodikara – Librarian UoM
3. Mr. Upali Amarasiri – Convener of the SPSP Committee
4. Mrs. S.C. Weerasinghe – President of the SLLA
5. Dr. (Mrs.) P. Wijetunge – President Elect of the SLLA
6. Mr. L.R. Amarakoon – Convener of the SWOT Sub-Committee
7. Mr. B.G.N. Kumarasinghe – Central Bank of Sri Lanka
8. Mrs. K. Kamala – Formerly National Library
9. Dr (Mrs.) K. Chandrasekera – University of Jaffna
10. Mrs.K.I. Ponnampuruma – Past General Secretary
11. Mrs. Dilmani Warnasuriya – Past President
12. Dr. Ruwan Gamage - NILIS
13. Mr. G.M.P. Gallaba - UoSJP
14. Mr. J.J.G. Arachchige – President, ULA
15. S.C.P. Samarathunge
16. J.C.P. Wedasinghe
17. Dr. (Mrs.) Wathmanel Seneviratne - OUSL
18. Mrs. B.G.S. Kariyawasam - NARA
19. Mr. W. Premadharshana – National Library
20. Mrs. Kumari wickramasinghe - UNIC
21. Mr. Sugath Gunathilake – Govt Librarians’ Trade Union
22. Mr. H.M. Gunaratne Banda – Past Vice President

Appendix 4

Opinion Survey conducted by SPSDC of SLLA to develop the Strategic Plan for the SLLA

Sri Lanka Library Association Opinion Survey:

Inviting ideas to develop a Strategic Plan for the SLLA

23.04.2015

Our Ref: SLLA/SP/02

Prof./Dr./Mr./Ms.

.....

.....

Dear Member,

Strategic Plan for the SLLA

As informed through the 2013/2014 SLLA Annual Report, the SLLA is contemplating the preparation of a 5 year Strategic Plan for the organization. We have no doubt that all of you are well aware of the importance of a Strategic Plan for the future growth and success of the SLLA. The Strategic Plan is a road map for the future and it will assist the SLLA to identify its responsibilities and priorities; it will involve all members, every sector and sub-sector of the LIS field. It will assist us to be a vibrant, and high quality modern organization which will enable SLLA to be on a par with the best Library Associations of the world.

After completing the Strategic Plan, every incoming President and his/her team will have the opportunity to prepare an action plan for his/her term based on the said Strategic Plan. This will ensure that every administration of the SLLA will have a deep understanding of its responsibilities, priority areas, problems and challenges it faces, short term and long term goals of the SLLA, which will enable it to act in a productive and dynamic manner. The members too can appraise and evaluate the activities of SLLA management at the end of a year or end of a two year term and ascertain whether it lived up to the expectations. The Strategic Planning and Strategic Directions Committee (SPSDC) of SLLA has been tasked with the formulation of a Strategic Plan for the SLLA. To obtain more information on the subject, we kindly request members of the SLLA to study the Strategic Plans of leading Library Associations and IFLA and also to follow the activities of the IFLA, especially the Management of Library Associations Section (MLAS) (www.ifla.org/mlas) and the Building Strong Library Associations (BSLA) (www.ifla.org/bsla) programme.

So far SPSDC has conducted a SWOT Analysis on the SLLA's operations, identified the best practices of leading LA's of the world, studied the findings, guidelines and directions of the IFLA and identified some of the possible future strategic directives and issues facing the SLLA. We have to emphasize that Strategic Plans are not inflexible, static documents but will be subjected to periodic revisions and continuous improvements. Our task at present is to prepare the first or base Strategic Plan so that it will be up to future managements of the SLLA to update and improve it periodically, in consideration of the prevailing situation.

To prepare the Strategic Plan SPSDC has decided to obtain the maximum possible participation of all the SLLA members. It is a difficult and challenging task and SPSDC is keen to solicit the support of the best minds of the profession to shoulder the responsibility. We believe that the SLLA possesses a high quality membership of which it can be proud of. SPSDC is also planning to obtain the service of a subject expert for the task.

Please find attached herewith the under-mentioned two documents.

1) Opinion Survey

2) Request for a detailed proposal on the subject (optional)

1) Opinion Survey: By completing the Opinion Survey questionnaire, you can help us in pinpointing the weaknesses of the SLLA and presenting your suggestions on how to address them. Through the last few questions we have given you an opportunity to join the team and actually take part in the exercise, if you so desire. **We urge all members to complete the Opinion Survey and return it to the SLLA Administrative Secretary on or before 20 May 2015.**

2) Request for detailed proposals for the SLLA Strategic Plan (optional): We understand that some senior professionals, professional groups, committees and other interested parties or individuals are keen to submit detailed proposals on various aspects of the SLLA Strategic Plan. This is an open invitation to all of them to air their views, opinions, proposals, etc. in writing. If necessary you can request an opportunity to meet with the SPSDC for further clarifications and we will try our utmost to accommodate your request. **Kindly send your submissions on or before 31 May 2015 to the Administrative Secretary by post or to the following e-mail addresses, sllaoffice@gmail.com or amarasiriupali22@gmail.com.**

Please note that we consider the first part as obligatory and the second part as optional. We earnestly request your participation in the exercise, fulfilling your obligations as an active SLLA member and contribute to this historic task. Please find the English translation in addition to the Sinhala/Tamil text for easy understanding of some technical terms. If you have any queries on the subject, please contact the undersigns through shivanthiweerasinghe@yahoo.com or amarasiriupali22@gmail.com

Thank you

Upali Amarasiri
Convener/SPSDC

Shivanthi Weerasinghe
President/SLLA

Encl

Sri Lanka Library Association Opinion Survey: Inviting ideas to develop a Strategic Plan for the SLLA

1. Personal details

- 1) Name: Rev/Prof/Dr/Mr/Ms
- 2) Place of work & designation:
- 3) If retired, last place of work & designation:
- 4) SLLA Membership Number:
- 5) Specific LIS sub field you are/were attached to:
Academic/Special/Public/School/National/LIS Education/Govt. Department/INGO or
NGO/Other (please specify:
- 6) Contact details: Tel./mobile/e-mail:

2. In your opinion what are the major weaknesses of the SLLA as a professional association?

- 1)
- 2)
- 3)
- 4)
- 5)
- 6)
- 7)
- 8)
- 9)
- 10)

(Please add a separate sheet and continue, if necessary. Kindly indicate the question number there)

3. In your opinion how should the above weaknesses be rectified?

- 1)
- 2)
- 3)
- 4)
- 5)
- 6)
- 7)

- 8)
- 9)
- 10)

(You may add a separate sheet if required)

4. Has the SLLA fulfilled its responsibilities related to the specific LIS sub-field you are/were attached to? If not, what specific action should SLLA have taken or should take in the future?

- 1)
- 2)
- 3)
- 4)
- 5)
- 6)
- 7)
- 8)
- 9)
- 10)

(You may add a separate sheet if required)

5. In your opinion how has the SLLA helped you to achieve your professional goals? Please indicate your satisfaction on the issue from 0 to 5. (0 lowest and 5 highest)

- 1) Providing accredited professional qualifications
.....
- 2) Providing continuing professional education/training
.....
- 3) Providing opportunities for professional dialogue/communication
.....
- 4) Representing the librarianship at professional forums
.....
- 5) Representing the librarianship in international forums
.....
- 6) Improve the status of LIS profession
.....
- 7) Safeguarding the rights of Library Profession
.....
- 8)
.....

9)

10)

(You may add a separate sheet if required)

6. In your opinion what LIS professional areas has the SLLA not given any or adequate attention to date? (E.g. information literacy, social media, bibliographic control)

1)

2)

3)

4)

5)

6)

7)

8)

9)

10)

(You may add a separate sheet if required)

7. Any other suggestions to improve professional quality, relevance to the profession, embracing new technology, equity to members and to develop both the LIS field and services to individual members of the SLLA

1)

2)

3)

4)

5)

6)

7)

8)

9)

10)

(You may add a separate sheet if required.)

8. Do you have any experience in developing a Strategic Plan? Yes/No

9. If the answer is yes, what is/are the Strategic Plan/s you have contributed to?

10. In what specific area/s do you have expertise/experience in formulating a strategic plans (please indicate by underlining):

- ✓ Developing/revising Vision/Mission statements,
- ✓ Identifying core values & guiding principles,
- ✓ Identifying goals,
- ✓ Identifying the uniqueness of SLLA, what can SLLA do better than others,
- ✓ Identifying future strategic directions, identifying key Initiatives,
- ✓ Envisioning the future of SLLA (visualizing where the SLLA should be in 5 or 10 years time), What is the future we want to create?
- ✓ Focus areas of programmes,
- ✓ Preparing strategies and operational work plans,
- ✓ Finding locally relevant, innovative solutions
- ✓ Developing partnerships, inclusiveness of all members
- ✓ Developing a new business plan for the SLLA,
- ✓ Developing a business strategy by building on strength, resolving weaknesses, exploiting opportunities and avoiding threats,
- ✓ Sharing local and international experiences
- ✓ Monitoring mechanism
- ✓ Others (please specify).

11. Would you like to take an active part in developing the SLLA Strategic Plan?

Yes/No

12. If the answer is yes, kindly let us know, what are the convenient ways you can join the exercise (please underline): By joining the sub-committees, by joining brainstorming teams, in an occasional advisory capacity, by engage in specific research, by assisting in evaluation, only via e-mail or distant mode, only in specific areas, others (please specify).

Date

Signature

(The SPSDC and SLLA Council deeply appreciate your participation in the Opinion Survey. The list of names of those who took part in different activities related to developing the SLLA Strategic Plan will be included in the Strategic Plan. Please send the completed questionnaire to the Administrative Secretary, SLLA, OPA Centre, Stanly Wijesundara Mawatha, Colombo 7, or e-mail to sllasllaoffice@gmail.com or amarasiriupali22@gmail.com on or before 20 May 2015)

(1) Members of the SLLA who responded to the Opinion Survey conducted by SPSDC in April-May 2015 as a part of the formulation of the Strategic Plan for the SLLA. (Total number 48.)

1. Amara, C.P. (Ms)
2. Amarasiri, G.D. (Mr)
3. Amarasiri, Upali (Mr)
4. Amarasekara, M.L.M. (Ms)
5. Anandatissa, R.D. (Mr)
6. Andradi, D.I.D. (Ms)
7. Anwarsadad, A.K. (Mr)
8. Balasuriya, Priyani (Ms)
9. Bowden, Russell (Prof.)
10. De Silva, G.M. (Ms)
11. De Silva, Indra Ramya (Ms)
12. De Zoysa, D.M.V.D. (Ms)
13. Gangabadaarachchi, Varuni (Ms)
14. Geeganagamage, Yamuna (Ms)
15. Gunathilake, K.G.S. (Mr)
16. Gunawardhana, Sandhya (Ms)
17. Herath, M. M. T. G. L. (MS)
18. Jayatissa, L.A. (Mr)
19. Kanthappu, Kamalambikai (Ms)
20. Kariyawasam, B.G.S. (Ms)
21. Kusuma, E.A. (Ms)
22. Kumudini, M.D.R. (Ms)
23. Liyanage, Preethi (Mr)
24. Mapapathirana, M.B.K. (Ms)
25. Meegasmulla, Sumithra (Ms)
26. Munasinghe, U.G. (Ms)
27. Nanayakkara, Amara (Ms)
28. Nanayakkara, S.S.M. (Ms)
29. Nisath, K.M. (Mr)
30. Padmasiri, G.R. (Mr)
31. Perera, Harrison (Mr)
32. Perera, Pushpamala (Ms)
33. Prabodhini, M.R. (Ms)
34. Prasadini, P.K.S. (Ms)
35. Premadharshana, W. (Mr)
36. Rathnayake, R.M.G.W.P.T.K. (Ms)
37. Rinos, Ahamad Lebbe (Mr)
38. Rumaize, M. (Mr)
39. Samathapala, Irangani (Ms)
40. Sathath, A.K. Anvar (Mr)
41. Seneviratne, Wathmanel (Dr)
42. Tennakoon, H.P.S. (Ms)
43. Wanasundara, Nanda P. (Ms)
44. Wedasinghe, Jagath (Mr)
45. Weeraratne, K.Y.P. (Ms)

- 46. Weerasinghe, Shivanthie (Ms)
 - 47. Wickramasinghe, Kumari (Ms)
 - 48. Wijeweera, K.K.G. (Mr)
-

List of Abbreviations

1. AGM – Annual General Meeting
 2. ALA – American Library Association
 3. CEO – Chief Executive Officer
 4. CILIP – Chartered Institute of Library and Information Professionals
 5. COMAISP – Committee on Monitoring and Assisting in Implementation of the Strategic Plan (SLLA)
 6. CPD – Continuous Professional Development
 7. DIPLIS – Diploma in Library and Information Science (SLLA)
 8. Exco - Executive Committee (SLLA)
 9. IASL – International Association of School Libraries
 10. ICTA – Information and Communication Technology Agency
 11. IFLA – International Federation of Library Associations and Institutions
 12. LAs – Library Associations
 13. LIS – Library and Information Science
 14. MOU – Memorandum of Understanding
 15. NACLIS – National Conference of Library and Information Science (SLLA)
 16. NILIS – National Institute of Library and Information Sciences
 17. NLDSB – National Library and Documentation Services Board
 18. NSF – National Science Foundation
 19. OPA – Organization of Professional Associations
 20. OUSL – Open University Sri Lanka
 21. QA – Quality Assurance
 22. REFSALA – Regional Federation of South Asian Library Associations
 23. SCOLIS – Standing Committee of Library and Information Science (UGC)
 24. SLLA – Sri Lanka Library Association
 25. SLLR – Sri Lanka Library Review (SLLA)
 26. SLDU – School Library Development Unit (Ministry of Education)
 27. SPSDC – Strategic Planning and Strategic Directions Committee (SLLA)
 28. SWOT Analysis – Strength, Weaknesses, Opportunities and Threat Analysis
 29. UGC – University Grants Commission
 30. ULA – University Librarians Association
-