

**STRATEGIC PLAN**  
**2011 - 2013**

Management board  
11th April 2011

## EXECUTIVE SUMMARY

The revitalisation of ABADCAM in the Cameroon society appears as a necessity. Through this NGO, we would like to put together all library and Information professionals in order to achieve goals as stated in the constitution viz:

1. to strive in the permanent training of his members and other professionals (archivists, librarians, museographs)
2. to make sure standards of excellence are applied in the professional practices in library science and safeguard the dignity and values of the profession
3. to contribute in the improvement and professional development of the partners
4. To favour and stimulate the creation of different categories of museums, documentation centres, libraries where ever the need be (schools, councils...)
5. to raise the public awareness by sensitisation in the role of libraries, archives, documentation centres, and museums on information domain, education, science and culture, in one word in the national development
6. To study and solve all questions of scientific, technical and administrative order concerning archives, documentation centres, museums and libraries and their staff.
7. to represent archives, documentation centres, libraries and museums towards Cameroonians and international organisations and to maintain a permanent and regular dialogue
8. to facilitate the procurement and access of different media useful to the expansion of the information, culture and education
9. to undertake any other approach and action necessary or favourable in the achievement of the objectives mentioned above
10. to realise issues, publications on professional, cultural and educative interest

**The macro environment:** Cameroon is a relatively stable country in Africa, politically, economically and socially. Traditionally dependent on commodities exports (agriculture, timber and minerals), the extractive industries have experienced a boom in recent years, whilst the discovery of new oil deposits on the Chad border promises new international investment. The heterogeneous nature of Cameroon's population of 19.4m, its geographic diversity, the geographically led language divide (80% French, 20% English) and increased international investment in Cameroon's extractive industries provide opportunities for intercultural dialogue through the delivery of library and information sciences. As elsewhere in Central Africa there's a significant market for library and information sciences.

**The Need:** From the disparity of the offer in the field of libraries, archives, documentation centres, and museums; the quality of the staff and our conversations with customers, partners and stakeholders, all show that ABADCAM can provide the greatest impact in Cameroon over the next three years through meeting the increasing demand for professional in Library and information science. We will use this association to build trust and engagement for librarian and information professional, by changing perceptions of the profession, influencing development agendas in regard to the field, building skills capacity and bringing about institutional change.

## MISSION

ABADCAM is a community of people whose mission is to develop and to be useful to its members in relation with their professional practices in the field of library and information sciences, archivist and museography; and to engage in the management of relation between the strategic partners, communities and the association.

## VISION

ABADCAM is poised to bring together all professional of library and information sciences and techniques who are determined to build strong and sustainable leading association, oriented towards a true information society, pledge to the development of Cameroon and the sub region.

## CORE VALUES

Six (06) core values will help to support the action of ABADCAM all along the way:

1. Integrity and transparency for all actions and activities with partners
2. Leadership and professionalisms in our area
3. Mutual respect between members and vis a vis our partners
4. Solidarity and team spirit
5. Equal opportunity and diversity (no exclusion due to religious beliefs and sex, race, colour, gender, philosophy, disability and appearance...)
6. Innovation

## SWOT ANALYSIS

### EXTERNAL ANALYSIS

The health of the organisation and its project will permanently be influenced by some external factors which will contribute to its development (Opportunities) or will be lagging factors (Threats).

#### Opportunities analysis

ABADCAM will lean on the following factors who will contribute to the achievement of its mission:

- Partnership some high profile institutions and other professional bodies (British Council, UNESCO, INASP, EIFL-net, CRDI...)
- Virgin Professional environment
- Lobbying opportunities with and through the trustee
- Authority support (National assembly etc.)
- good governance practices with introduction of methods like managing for results
- More universities and Training institutions
- Information and research for innovation and development

#### Threats analysis

ABADCAM will mistrust these lagging factors:

- Lack of awareness of the importance of LIS
- inversion of social values ; rush to cash
- low literacy level of populations
- poor governance
- poor perception of the profession
- Loss of professionals due to retirement and brain-drain
- shrinking economy
- Reluctance towards new ideas and innovation

#### INTERNAL ANALYSIS

ABADCAM will also be permanently influenced by some internal factors. They will contribute (strength) or prevent (Weaknesses) the association to achieve his mission.

#### Strength analysis

Theses are factors that contribute on the achievement of the missions of ABADCAM. Thus the association will count on:

- Presence of well trained professionals all over the national territory
- Trained professionals covering the national territory
- good relationship with the trustee
- Awareness of the importance of LIS
- Strong will
- BSLA Project
- Legal recognition
- Civil servant body in LIS
- Bilingualism of citizens
- strong local expertise

#### Weaknesses analysis

These are factors that will prevent the smooth achievement of association objectives:

- No head quarter yet or office for ABADCAM
- Membership demobilisation
- Lack of ownership
- weak cohesion between members
- marketing, communication
- Lack of visibility
- Lack of resources
- poor mastering of ITC
- Lack of some necessary skills (advocacy, project proposal writing, etc.)
- low incomes

## **ANALYSIS OF THE COMPETITION**

By competition we mean all actors who offer the same services or products to ABADCAM beneficiaries and partners. ABADCAM will work in partnership with all these actors in order to establish link and mutual cooperation (conventions, MoU, contracts, delegation...)

**Business Objectives:** Our business objectives for 2011-13 are: to enhance the ABADCAM's reputation as a source of LIS expertise; to strengthen our role in influencing national and provincial agendas via our work; and to secure significant growth in member numbers and in the income generated from our work. We will ensure that our work over the next three years in the area of professional of LIS is consistent with the Cameroon strategy in GESP (Growth and Employment Strategic Paper).

### **Where are we now?**

ABADCAM has a strong will and a large territory in CEMAC (francophone and lusophone languages) –We are well regarded trusted as a professional body in Cameroon and sole representative of library and information sciences professionals. We are also viewed as a high quality provider of professional in the domain. However, we are still perceived by many as a weak organisation, or as a library association; there is little understanding, amongst the vast majority of people in Cameroon. The numbers of people reached directly is relatively low and disorganised with a bad perception of governance issues. There is a huge desire on the part of local organisations to work with us; the challenge is to find ways of forming true partnerships, in which objectives, costs and resources are all shared. This fact is aggravated with the lack of permanent premises.

### **Where do we want to be?**

ABADCAM wants to be recognised as the leading authority on library and information sciences, providing high quality, innovative and value-for-money services to its members and partners as building capacity. As part of this perception, we need our target actions and audiences to see that our offer is a more than just a set of library and information sciences provider – it is a vehicle for cultural dialogue and long-term, mutually beneficial engagement between the members and all Cameroonian and other countries in the sub region, relevant across the private, government and civil society sectors. We want to increase significantly the number of people reached, whilst maintaining the quality of engagement. We want to reduce our dependence on the grant by developing as much of our offer as possible around a cost recovery model. And we want to be seen as highly professional in everything we do, both on- and (increasingly) off-site.

## **STRATEGIES**

In conclusion of the SWOT analysis and our strategic goals for these three years, the following strategic directives are defined:

### **Strategic directive N°1: Service to members in support to their professional practice**

This strategy directive aim at enhance the association internally and also beneficiaries.

A leading and sustainable association that we are hoping ABADCAM to be has to rely on members well equipped in the practice of their profession.

### **Objectives**

ABADCAM has to orientate his activities on:

- The refunding of the constitution
- The election of the board
- The consolidation and regulation of the profession
- The acquisition of a head quarter
- The training and capacity building of its members

### Framework of activities to achieve objectives

Activities	Expected results	Opportunity / Threats	Impact on ABADCAM	Period
Revising and readopting the constitution, by-laws and regulation of ABADCAM. The actual constitution has been adopted since the creation of the association need to be revised to fit with the needs and actual mission statement	Up-to-date constitution, by-laws and regulation that fit with the actual vision, mission and actual expectations.	Budget (how to fund the work of the committee) Adoption of new texts Commitment of the members of the committee	News constitution, by-laws, regulation impetus of new start up Reinforcement of trust amongst member and the board	November 2011 – January 2012
Organise the general assembly in order to adopt the constitution and election of the board	Constitution adopted New board elected	Funds Electoral crisis Commitment of members	Trust reinforcement amongst members	August 2011- December 2012
Advocacy and lobbying towards authorities in relation to the deontology of the profession	Consolidation and regulation of the profession Commitment of authorities on the question	Reluctancies of the authorities Lack of competencies in advocacy and lobbying of the members	Trust reinforcement of professionals Reinforcement of ABADCAM authority as sole representative of the profession	May – November 2011
Approach some institutions (administrations, Universities, High schools) to shelter a temporary head quarter for ABADCAM	Temporary head quarter for the association Creation of contact group (Yahoo, Face book...)	Reluctancy of partners Lack of competencies Low appropriation of ITC	Visibility of ABADCAM More commitment from the members New membership	May – November 2011

Start actions to acquire a permanent head quarter for ABADCAM	Permanent head quarter Web site	Funding of the association	Stability and visibility of the association Increasing of membership Trust reinforcement	January – December 2012
Advocacy and lobbying to institutions to be involved in the elaboration of training programmes of schools, universities and the training path in LIS.	Build capacity of new professional through high quality and standards Guide for the profession Certify training	Reluctancy of the institutions Lack of competencies in advocacy	High competent potential members for ABADCAM Reinforcement of ABADCAM authority Potential market for income	January – August 2012
Capacity building of members through seminars and workshops	List of seminars and workshops for three years after training need assesment Seminars and workshops for capacity building of members	Lack of fundings	Professional development of members Trust reinforcement Increase of membership	August 2011 (Training Calender) September – December 2013

**Strategic directive N°2: Management of the relation between ABADCAM, strategic partners and communities**

This strategic directive aim at positioning the association in the society (in the local, national and international context) and generate financial resources for its development.

The take off and smooth operation of ABADCAM will depend on the status of its relationship with other professionals, communities and partners; as well as its financial status.

**Objectives**

ABADCAM should therefore focus his activities on:

- The sensitisation of the ministry of culture on the subjects related to his domain,
- The presence in all decision sphere related to the profession,
- The sensitisation of diplomatic mission on the subjects related to his domain,
- The generation of income for the operation of the association

### Framework of activities to achieve objectives

Activities	Expected results	Opportunity / Threats	Impact on ABADCAM	Period
Develop a framework with the trustee (MINCULT) <ul style="list-style-type: none"> <li>- regular transmission of activity report</li> <li>- Invitations to attend and sponsor the events</li> </ul>	MoU with MINCULT Relationship with the trustee reinforced Effective attendances and support of the trustee	Enlisting by the authority	Effective M&E Regular activities reports	September 2011 – March 2012
Lobby to be present in all decisions and influences spheres on the profession	Recognition of the authority of ABADCAM Effective representation of the rights of professionals	Diversion against objectives Risk of syndicalism	Reinforcement of trust from professionals	December 2011 (start)
Organise sensitisation campaign towards diplomatic missions	All diplomatic missions informed	Lack of competencies in lobbying and advocacy	Visibility and Recognition of ABADCAM nationally and internally	May 2011 – December 2012
Organise media campaigns and events on the utility of the profession and professionals	Profession and professionals recognised Population informed	Relation with media houses Competency in communication and planning	Reinforcement of trust from the professionals new to ABADCAM	May 2011 – December 2013
Propose ABADCAM expertise for the projects and activities related to its domain	Generate income for the association Professionalization of the approach	Risk in the violation of social objective	Income generate to fund the operations and activities of the association	April 2011 – December 2013
Develop partnership and networking with EIFL-net, INASP and other funding bodies in their respective domain notably training and resources acquisition (documents...)	Strategic partnership developed	Competency in partnership and networking	Funding of projects and income for the association	April 2011 – December 2013

Search and answer projects proposals and fund the projects	Projects realised by ABADCAM	Competencies in projects management and fund research	Income for the association	June 2011 – December 2013
Organise fund raising	Fund for association activities	Competencies in fund raising Social objective of ABADCAM	Income generation for ABADCAM	June 2011 – December 2013