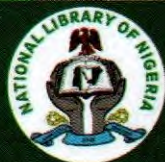


5 YEAR



**Strategic
Plan**



NATIONAL LIBRARY OF NIGERIA

KNOWLEDGE AND PROGRESS

NATIONAL LIBRARY OF NIGERIA

**5 – Year Strategic Plan
(2020 – 2024)**

**Published by
National Library of Nigeria**

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List of Acronyms

AfLIA	African Library and Information Association and Institutions
ATMP	Assets Tracking and Management Project
CALIM	Centre for Advanced Library and Information Management
CDTSD	Collection Development and Technical Services Department
F&A	Finance and Accounts Department
HR&A	Human Resource and Admin Department
ICT	Information and Communication Technology
IFLA	International Federation of Library Associations and Institutions
IGR	Internally Generated Revenue
ISBN	International Standard Book Number
ISMN	International Standard Music Number
IS&PD	International Standards and Programmes Department
ISSN	International Standard Serial Number
LDD	Legal Deposit Department
LRCN	Librarians' Registration Council of Nigeria
NASS	National Assembly
NBTE	National Board for Technical Education
NLA	Nigerian Library Association
NLN	National Library of Nigeria
NUC	National Universities Commission
PRSD	Planning Research and Statistics Department
PSD	Public Services Department
RDA	Resource Description and Access
SMART	Specific, Measurable, Achievable, Relevant and Time Bound
SWOT	Strengths, Weakness, Opportunities and

	Threats
TETFund	Tertiary Education Trust Fund
UNESCO	United Nations Educational, Scientific and Cultural Organization
VLSD	Virtual Library Services Department

FOREWORD



National libraries are specifically established, by governments of various countries, to serve as national repository of information resources generated in the country and about the country. Therefore, the National Library of Nigeria (NLN), in September 1964, was established by the National Library Act 1964, passed by the First Republic Legislature. The Act, with substantial amendments, was repealed and substituted with the National Library Decree No. 29 of 1970 which has also undergone amendments in minor areas in 1976 and 1987.

The legal deposit provision of the Decree mandates the Library to collect all publications emanating from Nigeria, about Nigeria and also to preserve the nation's cultural heritage for posterity. Notwithstanding, the remarkable progress that NLN has achieved thus far, we are not where we should be and to get there a lot remains to be done. The future of the Library in satisfying the information needs of the patrons with the best practices of the 21st century Information and Communication Technology age is uncertain without planning for the future, hence, the five-year strategic plan.

The five year-strategic plan (2020-2024) is a policy document, articulated by NLN, putting into consideration our 'Strengths, Weaknesses, Opportunities and Threats (SWOT)' and applying 'Specific, Measurable, Achievable, Relevant, and Time bound (SMART) solutions to the existing and envisioned potential contexts of the

organisation. This document gives a strategic direction and guide to NLN as it prepares to confront any challenge that may jeopardize effective services delivery. It has identified our strengths that can be leveraged upon; weaknesses which can be eliminated or reduced to a tolerable level; opportunities which can be explored to full potentials; and existing or potential threats to the organisation's continuous existence which can be waded off. It outlines new direction for the National Library of Nigeria for the next five years.

The objective of the strategic plan is based on the evolving demands and needs for the organisation to move forward, and reposition her for effective and efficient service delivery to its citizenry. The plan shall guide the functions, activities, programmes, and projects of the organisation in the next five (5) years (2020 -2024) and also serve as an instrument for monitoring and evaluation of its operations.

I profoundly appreciate the concern of the National Library Board to have this policy document in place, in view of its importance. Similarly, I also appreciate the efforts of all staff who have immensely contributed to the articulation of the plan to chart our direction for the next five (5) years.

Professor Lenrie Olatokunbo Aina
National Librarian/Chief Executive Officer
National Library of Nigeria
August 2020

INTRODUCTION

The National Library of Nigeria's Five-Year Strategic Plan(2020-2024) is a document which was developed through series of retreats by the top management of the organisation. It has received inputs from the consultant appointed to facilitate the formulation of National Library of Nigeria Strategic Plan, heads of departments, divisions, units and the unions in the organisation.

The plan is a guide for the National library of Nigeria to ensure that its products and service delivery conform to acceptable standards that meet the ever changing expectations of library patrons of the 21st century digital transformation.

In the plan, the vision and mission of the organization are modified to reflect the 21st century needs. The National Library of Nigeria's aspirations for the next five years (2020-2024) are grouped under seventeen thematic areas which serve as its strategic priorities. The action points/deliverables germane to drive the provision of the strategies are also provided. The strategies are:

- I. Review of enabling act and power of operations inherent therein;
- II. Human capital and capacity development;
- III. NLN Conditions and scheme of service;
- IV. Automation of NLN operations;
- V. Provision of virtual library services;
- VI. Build and enrich the National Library's collections;
- VII. Establishment of new state branches and completion of ongoing prototype branches;

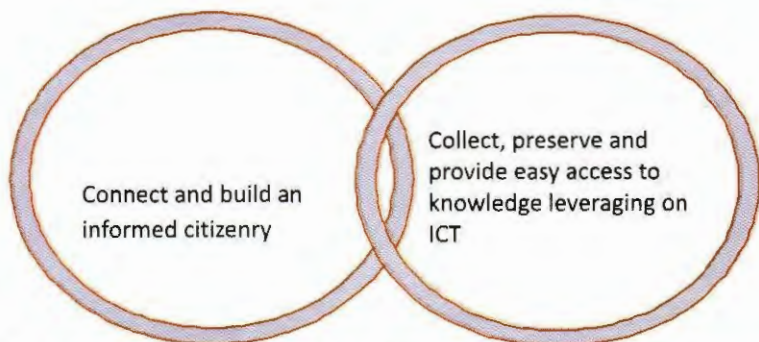
- VIII. Development of Institutional Repository for NLN;
- IX. Effective Administration of ISBN, ISSN, and ISMN;
- X. Readership promotion campaign and sensitization of publishers and other stakeholders;
- XI. Publications;
- XII. Resource Description and Access (RDA);
- XIII. Preservation and conservation;
- XIV. Archives and Museum;
- XV. Network and develop strategic partners (NLA, LRCN, IFLA, AfLIA, UNESCO, etc) for the exploitation of new prospects in the digital environment;
- XVI. Maintenance of Non - Current Assets Register and Insurance Policy;
- XVII. Identifying sources of Alternative Funding and Increase in Internally Generated Revenue (IGR).

A roadmap, which is based on annual plans with policy objectives, activities, key performance indicators, concrete deliverables, timeline and coordinating units, is also developed to facilitate the actualization of the strategic plan.

VISION AND MISSION STATEMENTS

VISION

MISSION



The National Library of Nigeria will realize its vision and mission statements through the following:

- Provide wider reach of information and bibliographic services to Nigerians through its rich collections.
- Ensure comprehensive collection of Nigeria's documentary heritage.
- Ensure unlimited access of Nigerians to information resources needed for self-actualization, national development and global competitiveness.

KEY OBJECTIVES:

Our services and resources will attain the following:

- Preserve Nigeria's cultural and literary heritage.
- Provide easy access to Nigeria's publications and global intellectual output for the present and future generations.
- Support research and educational activities.
- Promote a reading culture amongst Nigerians.

VALUE STATEMENTS

The following values have been established and are to be held as the integral roles of the National Library of Nigeria as the nation's knowledge and information databank.

- **Access for All**

There is easy access to a wide variety of technology to help bridge the digital divide which will facilitate unrestricted access to information resources in its collections.

- **User-Centered Services**

NLN will ensure that its collections (print and digital) and services reflect the evolving needs of the society.

- **Innovation and Creativity**

The organisation will ensure that its workforce and clients are confident in a technology-rich environment.

- **Staff Development and Team Work**

The organization will provide continuous training opportunities for all employees in the areas of reference, research and technology support to enable them offer effective and efficient services to patrons.

- **Effective Use of Resources**

NLN will ensure that all print and digital resources are relevant, current, diverse, responsive and effectively utilised.

- **Serene Environment**

NLN will ensure that a quiet and conducive environment for learning and research is provided

for the patrons of its facilities.

- **Partnerships and collaborations**

The NLN will seek for strategic alliances with agencies that will enhance its capability to serve patrons.

- **Monitoring and Evaluation**

The NLN will adopt accepted benchmarks, targets, performance measures that are data driven to support continuous improvements to service excellence and operational efficiency.

- **Advocacy**

NLN will consult with and solicit feedback from citizens to gain a deeper understanding of what library services they want and need, and to identify strengths and gaps in its services.

STRATEGIC GOALS

1. REVIEW OF ENABLING ACT AND POWER OF OPERATIONS INHERENT THEREIN

To sponsor a bill for an act to repeal the National Library Act, CAP N.56, laws of the Federation of Nigeria, 2004, and re-enact the National Library bill to establish and maintain the National Library of Nigeria, to strengthen its legal deposit provision for effective compliance, make provision for the administration of international publishing standards and to properly address the Chief Executive Officer of the National Library; and for other matters connected therewith.

Action Points:

- i. Identify and review new clauses that support the mandate of the organization and global best practices.
- ii. Presentation of the draft revised enabling Act 56 of 2004 for the consideration of stakeholders.
- iii. To make an executive bill through the Federal Ministry of Education to the National Assembly.
- iv. Constructive engagement with the National Assembly.

2. HUMAN CAPITAL AND CAPACITY DEVELOPMENT

To focus on series of actions directed at helping NLN employees in the development process to increase new knowledge, strengthen skills, abilities, processes and resources with a view to developing the right attitudes essential in bringing about the desired developmental change.

Action points:

- i. Identification of NLN staff training needs.
 - ii. Categorization of Staff ICT training needs according to the level of ICT literacy and job function.
 - iii. Registration of Centre for Advanced Library and Information Management (CALIM) with Corporate Affairs Commission
- Provision of adequate infrastructure to support the Centre.

- Development of curriculum for the various courses to be offered.
- Appointment of relevant personnel for the centre and establishing framework for administration and sourcing of trainers.
- Seeking the approval and recognition of regulatory and professional bodies' e.g. NBTE.

3. NLN CONDITIONS AND SCHEMES OF SERVICE

Develop a policy framework that will ensure that NLN has systems, interventions, and right conditions for attracting and retaining the best skills for purpose of discharging its mandates, driving development and offering services to citizens. Also to mainstream best practices that includes career planning; prioritizing resource allocation; and broadening training process. This will enable staff deliver efficient and effective services to the citizens of the nation and also compete at the global level.

Action points:

- i. Review of NLN staff conditions of service.
- ii. Review of NLN staff schemes of service.
- iii. Submit to the Board for approval.

4. AUTOMATION OF NLN OPERATIONS

Provide a context for deployment of new and reinvented technologies sustainable with ever increasing shift to

technology based library systems that are potentially valuable for providing excellent library and information services to patrons.

Action points:

- i. Automation of all technical processes to enhance and expand access.
- ii. Creation, continuous updating and maintenance of databases.
- iii. Acquisition, development and installation of relevant hardware and software.
- iv. Migration of services to the cloud - Webhosting - Database – Software.
- v. Development and management of NLN website.

5. PROVISION OF VIRTUAL LIBRARY SERVICES

Create a gateway that provides integrated access to all sorts of resources and library services through efficient and flexible mechanisms to locate, organize, accede to



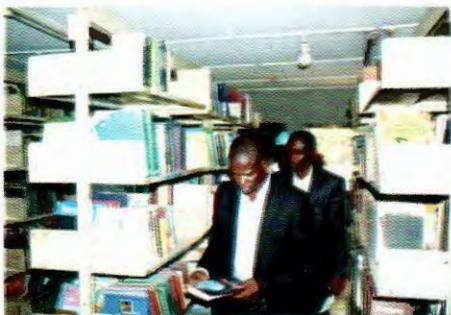
and, above all, personalize the content and services they develop.

Action points:

- i. Digitisation of all publications at NLN in order to provide national virtual library services.
- ii. Development of databases.
- iii. Subscription to online full text databases.
- iv. Reactivation of e-libraries in state branches.
- v. Reactivation of Data Center for e-resources.
- vi. Provision of Online Public Access Catalogue (OPAC).
- vii. Establishment of more e-libraries in state branches.

6. BUILDING AND ENRICHING THE NATIONAL LIBRARY'S COLLECTIONS

To provide wide range of library resources that will stimulate acquisition of factual knowledge and enhance informed decision making.



Action points:

- i. Prepare a comprehensive Collection Development Policy (CDP) that support the Library's mission and submit to the management for approval/ adoption.
- ii. Develop a rich collection of print and digital resources that enable learning, research and enlightenment of all patrons.
- iii. Purchase more titles (Foreign and Nigeriana) for the branches.

- iv. Acquire books and other library materials which record the lives and the achievements of Nigerian citizens.
- v. Strengthening Gifts & Exchanges.
- vi. Strengthening Legal Depository.
- vii. Acquire materials in all formats.
- viii. Acquire titles published by Nigerians outside Nigeria.
- ix. Reach out to friends of NLN.
- x. NLN exchanges materials with partners from within and outside the country.

7. ESTABLISHMENT OF NEW STATE BRANCHES AND COMPLETION OF ONGOING PROTOTYPE BRANCHES

Ensure the establishment of branches in all the states of the federation, Federal Capital Territory and to complete on-going state building projects.



Action points:

- i. Assessment/analysis of the viability and suitability of temporary accommodation sites in states where NLN is yet to be established.
- ii. Assessment/development of prototype building in the branches.
- iii. Mobilization and deployment of staff and materials

to the branches.

- iv. Acquisition of land for permanent structures.

8. DEVELOPMENT OF INSTITUTIONAL REPOSITORY FOR NLN

Build a community of practice in the institution around repository development to capture, preserve and communicate digital intellectual outputs that includes not only scholarly articles but also reports, statutory publications and other intellectual outputs.

Action Points:

- i. Identify, select and develop relevant content.
- ii. Select and acquire relevant Software.
- iii. Deploy on appropriate platform – NLN website.

9. EFFECTIVE ADMINISTRATION OF ISBN, ISSN AND ISMN

Develop an efficient automated system to coordinate and standardize the use of international standard numbers.

Action points:

- i. Automated assignment of ISSN, ISBN, ISMN and CIP.
- ii. Electronic verification of titles for forthcoming serials.
- iii. Automatic Conversion of 10- digit ISBN to 13 digits.
- iv. Automatic generation of Statistics.

- v. Develop a software for GSI Barcode.
- vi. Provision for international obligations.
- vii. Implementation of Digital Object Identifier (DOI).

10. READERSHIP PROMOTION CAMPAIGN AND SENSITISATION OF PUBLISHERS AND OTHER STAKEHOLDERS

Promote reading culture in Nigeria and adhere to publishing standards.



Action points:

- i. Massive advocacy and readership campaign in all states and FCT.
- ii. Promotion of school libraries, community libraries and reading clubs.
- iii. Promotion of mobile library services.
- iv. Services to the people with special needs.
- v. Stakeholders engagement through sensitisation programmes.
- vi. Using social media platform to connect with stakeholders.
- vii. Consultation with patrons, heads of libraries and community leaders.

11. PUBLICATIONS

Regular production of statutory publications and other publications in accordance with accepted international

standard and practices.

Action points:

- i. Compilation of National Bibliography of Nigeria.
- ii. Prompt Publication of National Library Statistics for effective Planning.
- iii. Updating the Directory of Libraries in Nigeria.
- iv. Compilation of Nominal list of librarians in Nigeria.
- v. Compilation of Directory of School Libraries in Nigeria.
- vi. Regular publication of Niger biblios.
- vii. Registering with African Journals online (AJOL).
- viii. Production of National Register of publishers ISBN/ISSN.
- ix. Development of Guidelines for standard book publishing.
- x. Other publications that support the mission of NLN.

12. PRESERVATION, CONSERVATION AND SECURING NLN RESOURCES

Provision of an appropriate level of security, environmental control, storage, care and handling that will protect library resources from physical damage.

Action points:

- i. Develop a Preservation and Conservation (P&C) policy.
- ii. Initiate and Institute a disaster risk reduction programme.
- iii. Acquisition of preservation tools and equipment for minor repairs.
- iv. Provision of CCTV.
- v. Provision of fire-fighting equipment.
- vi. Outsourcing of security staff, cleaners and gardeners.
- vii. Binding of materials.

viii. Provision of Personal Protective Equipment (PPE).

13. RESOURCE DESCRIPTION AND ACCESS (RDA)

Adopt a new set of descriptive cataloging rules which will facilitate resource discovery through library catalogs in a more consistent and powerful way than is currently possible with AACR2.

Action points:

- i. Engage with national and international organizations to advance common aims, and to share the library's experience as a leader in bibliographic standards
- ii. Acquire RDA Toolkit.
- iii. Open up conversations with stakeholders (NLA, Cat & Class section, IFLA Standards committee etc.).
- iv. Provide training on RDA.

14. ARCHIVES AND MUSEUM

To help preserve cultural heritage and make accessible artifacts and evidences of Nigeria's social, intellectual, artistic achievement in varying facets of cultural life.

Action points:

- i. Develop a policy framework on the establishment of archives and museums in NLN.
- ii. Visitation to libraries where archives and museums exist.
- iii. Identification of materials from various departments and branches of NLN for archives and museums.
- iv. Extend the influence of Nigeria's expertise and

heritage internationally through active participation in a network of international documentary institutions.

- v. Promote the use of Nigeria's documentary heritage.
- vi. Collect and permanently preserve, according to the highest standards Nigeria's published documentary heritage as well as all Nigeria related documents published outside Nigeria.

15. NETWORK AND DEVELOP STRATEGIC PARTNERS

To create tactical relationships through stakeholder mapping and gap analysis which will help to identify individuals, organizations, and or groups who share NLN vision and goals in enhancing our reach, resources and impact.



Action points:

- i. Set objectives for strategic partnerships.
- ii. Identify potential partners and friends of National Library of Nigeria.
- iii. Engage partnerships and collaborations with relevant agencies.
- iv. Writing of concept note and proposals to development partners to assist National Library of Nigeria in its development.
- v. Take advantage of opportunities that would be provided by strategic partners/stakeholders to improve on our service delivery.
- vi. Engage the Federal Ministry of Education on bilateral discussions to improve the Budget Ceiling

of the NLN.

- vii. Liaise with the National Assembly Committees on Education for the Completion of the NLN Headquarters Building.
- viii. Promote the development of Public Libraries in Nigeria through regular consultation with Directors of Public Libraries.
- ix. Partnerships with the Office of the Special Adviser on Sustainable Development Goals (SDGs) on enlightenment campaigns of SDGs.

16. MAINTENANCE OF NON - CURRENT ASSETS REGISTER AND INSURANCE POLICY

Keeping records of non-current assets in accordance with International Best Practices (IBP) in Accounting and safe guard all assets in line with Assets Tracking and Management Project (ATMP) of government initiative.

Action points:

- i. There should be an existing Insurance policy in place.
- ii. Non - Current Assets Register should be maintained and regularly updated in line with International Public Sector Accounting Standards.
- iii. Monitor and sustain the regularity of payments on insurance premiums.
- iv. Develop a working synergy between Finance and Accounts Department (F& AD) and other departments for periodic reconciliation and record keeping.
- v. Prompt submission of annual audited accounts before 31st May of the succeeding year.

17. IDENTIFYING SOURCES OF ALTERNATIVE FUNDING AND INCREASE IN INTERNALLY GENERATED REVENUE (IGR)

Develop sustainable sources of alternative funding through recommended and approved mechanisms.

Action points:

- i. Identify and engage Friends of NLN and solicit for support.
- ii. Identify international donors and private partners that will support the programmes of National Library of Nigeria.
- iii. Identify other sources of funding outside the budgetary provisions.
- iv. Ensure CALIM is functional as required as a source of Internally Generated Revenue (IGR).
- v. Deploy relevant officers to revenue collection Centers.
- vi. Link ISSN/ISBN centers with Remita e-collection Module with a standing uninterrupted Internet Services.
- vii. Provide an online platform for the issuance of ISBN, ISSN and ISMN.
- viii. Review fines and charges on legal deposit defaulters and Subpoena.
- ix. Enter Memorandum of Understanding (M. O. U.) with identified sources.
- x. Prepare a position paper on the NLN for reappraisal in the committee identified for aids and grants.
- xi. Engage with the Budget Office of the Federation on the way forward towards the completion of the NLN Headquarters building via special intervention funding.
- ii. Present a position paper to the National Assembly for the placement of the NLN amongst beneficiaries from TETFUND, etc.

NLN FIVE-YEAR OPERATIONAL PLAN

S/N	STRATEGY(IES)	ACTION POINT	IMPLEMENTING AGENT
1	REVIEW OF ENABLING ACT AND POWER OF OPERATIONS INHERENT THEREIN	i. Identify new clauses that support the mandate of the organization and global best practices ii. Presentation of the draft revised enabling Act 56 of 2004 for the consideration of stakeholders iii. To make an executive bill through the Federal Ministry of Education to the National Assembly iv. Constructive engagement of the National Assembly	Board, NL, All the departments of NLN
2	HUMAN CAPITAL AND CAPACITY DEVELOPMENT	i. Identification of NLN staff training needs ii. Categorization of Staff ICT training need according to the level of ICT literacy and job function iii. Registration of Centre	

TIME-FRAME	OUTPUT PERFORMANCE INDICATOR	EXPECTED OUTCOME	M&E AGENT
2020	<p>Passage of the bill by National assembly leading to amendment of the act.</p> <p>Production and circulation of the reviewed act.</p> <p>Prosecution of defaulters,</p>	<p>Improved level of compliance in Legal Deposits</p> <p>Improve the issuance of ISSN/ISBN</p> <p>Adoption of the title of the National Librarian</p>	
2020	<p>Registration of CALIM</p> <p>Commencement of the Diploma programme in CALIM</p>	<p>Increase in number of trained staff</p> <p>Improved performance</p>	

S/N	STRATEGY(IES)	ACTION POINT	IMPLEMENTING AGENT
		<p>for Advanced Library and Information Management (CALIM) with Corporate Affairs Commission</p> <ul style="list-style-type: none"> • Provision of adequate infrastructure to support the Centre. • Development of curriculum for the various courses to be offered. • Appointment of relevant personnel for the centre and establishing framework for administration and sourcing of Trainers. • Seeking the approval and recognition of regulatory and professional bodies' e.g. NBTE. 	
3	NLN CONDITIONS AND SCHEMES OF SERVICE	<ol style="list-style-type: none"> i. Review of NLN staff conditions of service ii. Review of NLN staff schemes of service iii. Submit to the Board for 	

TIME-FRAME	OUTPUT PERFORMANCE INDICATOR	EXPECTED OUTCOME	M&E AGENT
		Increased IGR	
2020	New NLN Condition Of Service New NLN Schemes Of	Regulate The Conduct & Performance Of Staff	NL, NLN Board, Mgt

S/N	STRATEGY(IES)	ACTION POINT	IMPLEMENTING AGENT
		approval.	
4	AUTOMATION OF NLN OPERATIONS	<ul style="list-style-type: none"> i. Automation of all technical processes to enhance and expand access. ii. Creation, continuous updating and maintenance of databases. iii. Acquisition, development and installation of relevant hardware and software. iv. Migration of services to the cloud - Webhosting - Database – Software. v. Development and management of NLN website. 	
5	PROVISION OF VIRTUAL	<ul style="list-style-type: none"> i. Digitisation of all publications at NLN in order to provide national 	

TIME-FRAME	OUTPUTPERFORMANCE INDICATOR	EXPECTED OUTCOME	M&E AGENT
	Service	Exposure Of Staff To career Progression, Promotion, Conversion, Career Advancement.	
2021-2023	Automated processes and services	Improved service delivery	
2020-2023	Database of National Library of Nigeria	Provision of Functional Virtual	

S/N	STRATEGY(IES)	ACTION POINT	IMPLEMENTING AGENT
	LIBRARY SERVICES	virtual library services. ii. Development of databases. iii. Subscription to online full text databases. iv. Reactivation of e-libraries in state branches. v. Reactivation of Data Center for e-resources. vi. Provision of Open Public Access Catalogue (OPAC). vii. Establishment of more e-libraries in state branches.	
6	BUILD AND ENRICH THE NATIONAL LIBRARY'S COLLECTIONS	i. Prepare a comprehensive Collection Development Policy (CDP) that support the Library's mission and submit to the management for approval/ adoption. ii. Develop a rich collection of print and digital resources that enable learning, research and enlightenment of all patrons.	NL, CDTS, LD, PSD, VLSD, PRSD

TIME-FRAME	OUTPUT PERFORMANCE INDICATOR	EXPECTED OUTCOME	M&E AGENT
	<p>resources that will be available on the NLN website</p> <p>Functional e-libraries in state branches</p>	<p>Library Services</p> <p>Functional e-libraries</p> <p>Accessible Data Centre</p> <p>e-Resources</p>	
	<p>20,000 or more titles yearly</p>	<p>Develop a rich collection.</p> <p>Improve research collections.</p> <p>Improved users' satisfaction.</p>	

S/N	STRATEGY(IES)	ACTION POINT	IMPLEMENTING AGENT
		<ul style="list-style-type: none"> iii. Purchase more titles (Foreign and Nigerian) for the branches. iv. Acquire books and other library materials which record the lives and the achievements of Nigerian citizens. v. Strengthening Gifts & Exchanges. vi. Strengthening Legal Depository. vii. Acquire materials in all formats. iii. Acquire titles published by Nigerians outside Nigeria. ix. Reach out to friends of NLN. x. NLN exchanges materials with partners from within and outside the country. 	
7	ESTABLISHMENT OF NEW STATE BRANCHES AND COMPLETION OF ONGOING PROTOTYPE	<ul style="list-style-type: none"> i. Assessment/analysis of the viability and suitability of temporary accommodation sites in states where NLN is yet to be established. 	NL, PSD

TIME-FRAME	OUTPUT PERFORMANCE INDICATOR	EXPECTED OUTCOME	M&E AGENT
2020-2022	To meet the institutions mandate of setting up state branch in each state of the federation.	Access to service delivery to all Nigerians.	

S/N	STRATEGY(IES)	ACTION POINT	IMPLEMENTING AGENT
	BRANCHES	<ul style="list-style-type: none"> ii. Assessment/development of prototype building in the branches. iii. Mobilization and deployment of staff and materials to the branches. iv. Acquisition of land for permanent structures. 	
8	DEVELOPMENT OF INSTITUTIONAL REPOSITORY FOR NLN	<ul style="list-style-type: none"> i. Identify, select and develop relevant content. ii. Select and acquire relevant Software. iii. Deploy on appropriate platform – NLN website. 	NL, PRSD, VLSD, ISPD, LDD, PSD, F&A, HR&A
9	EFFECTIVE ADMINISTRATION OF ISBN/ISSN/ ISMN	<ul style="list-style-type: none"> i. Automated assignment of ISSN, ISBN, ISMN and CIP ii. Electronic verification of titles for forth coming serials ii. Automatic Conversion of 10 digit ISBN to 13 digits iv. Automatic generation of Statistics v. Develop a software for GSI Barcode vi. Provision for international obligations 	NL, ISPD

TIME-FRAME	OUTPUT PERFORMANCE INDICATOR	EXPECTED OUTCOME	M&E AGENT
	State of the art facilities that meet world standards	Effective and efficient delivery of information services.	
2020-2023	Availability of NLN intellectual output on the website	Accessibility of resources locally and globally	
2020-2022	Increase in the number of publications assigned numbers in whatever format	<p>Expand user base</p> <p>Improve communication with publishers/producers</p> <p>Serve users based on acceptable standard</p> <p>Speed up online</p>	

S/N	STRATEGY(IES)	ACTION POINT	IMPLEMENTING AGENT
		ii. Implementation of Digital Object Identifier (DOI)	
10	READERSHIP PROMOTION CAMPAIGN AND SENSITISATION OF PUBLISHERS AND OTHER STAKEHOLDERS	<ul style="list-style-type: none"> i. Massive advocacy and readership campaign in all states and FCT. ii. Promotion of school libraries, community libraries and reading clubs iii. Promotion of mobile library services iv. Services to the people with special needs v. Stakeholders engagement through sensitisation programmes vi. Using social media platform to connect with stakeholders vii. Consultation with patrons, heads of libraries and community leaders 	NL, LDD, PSD, ISPD

TIME-FRAME	OUTPUT PERFORMANCE INDICATOR	EXPECTED OUTCOME	M&E AGENT
		services	
2020-2024	<p>Increase in Library patronage and image boosting for NLN</p> <p>Building Partnership with SDGs to achieve her 17 development goals</p> <p>Benefits of ISBN, ISSN, ISMN, CIP and Barcode Images created.</p>	<p>Improved reading culture.</p> <p>NLN's contributions to SDGs and National development</p> <p>Publishers adhere to International Standard in publishing</p> <p>Increase in identification of materials and issuance of numbers</p> <p>Correct placement</p>	

S/N	STRATEGY(IES)	ACTION POINT	IMPLEMENTING AGENT
11	PUBLICATIONS	<ul style="list-style-type: none"> i. Compilation of National Bibliography of Nigeria ii. Prompt Publication of National Library Statistics for effective Planning iii. Updating the Directory of Libraries in Nigeria iv. Compilation of Nominal list of librarians in Nigeria v. Compilation of Directory of School Libraries in Nigeria vi. Regular publication of Nigerbiblios journal vii. Registering with African Journals online (AJOL) viii. Production of National Register of publishers ISBN/ISSN ix. Development of Guidelines for standard book publishing x. Other publications that support the mission of NLN 	NL, PRSD, ISPD, PSDS, LDD, CDTS, VLSD, HR&A, F&A

TIME-FRAME	OUTPUT PERFORMANCE INDICATOR	EXPECTED OUTCOME	M&E AGENT
		of ISBN, ISSN.	
	<p>Publish both Electronic & print copies of the register</p> <p>Improve on metadata sent to the International Centre</p> <p>Complete analysis of the statistics</p>	<p>A national database for both local and International bibliographic exchange and access</p> <p>A national database of all ISSN assigned within a particular year with key titles</p> <p>Contribute to the International database</p> <p>Improvement in books layout publication in Nigeria</p> <p>Planning and Development of the</p>	

S/N	STRATEGY(IES)	ACTION POINT	IMPLEMENTATION AGENT
12	PRESERVATION/ CONSERVATION AND SECURING OF NLN RESOURCES	<ul style="list-style-type: none"> i. Develop a Preservation and Conservation (P&C) policy. ii. Initiate and Institute a disaster risk reduction programme. iii. Acquisition of preservation tools and equipment for minor repairs. iv. Provision of CCTV. v. Provision of fire-fighting equipment. vi. Outsourcing of security staff, cleaners and gardeners. vii. Binding of materials. iii. Provision of Personal Protective Equipment (PPE). 	NL/CEO CDTSD, PSD
13	RESOURCE DESCRIPTION	i. Engage with national and international	NL/CEO

TIME-FRAME	OUTPUT PERFORMANCE INDICATOR	EXPECTED OUTCOME	M&E AGENT
		NLN Give global publicity to locally published materials	
2020-2023	A manual on preservation and conservation is produced. Reduced loss of material through negligence	Disaster preparedness. Prolong the lifespan of cultural and intellectual property	
2021-2023	Participation in interactions and	Better catalogues and resource	

S/N	STRATEGY(IES)	ACTION POINT	IMPLEMENTATION AGENT
	AND ACCESS (RDA)	<p>organizations and sections to advance common aims, and to share the library's experience as a leader in bibliographic standards.</p> <p>ii. Acquire RDA Toolkit</p> <p>iii. Open up conversations with stakeholders (NLA, Cat & Class section, IFLA Standards committee etc.)</p> <p>iv. Provide training on RDA</p>	<p>CDTSD</p> <p>LDD, IS&PD</p>
14	ARCHIVES AND MUSUEMS	<p>i. Develop a policy framework on the establishment of archives and museums in NLN</p> <p>ii. Visitation to libraries where archives and museums exist</p> <p>iii. Identification of materials from various departments and branches of NLN for archives and museums</p> <p>iv. Extend the influence of Nigeria's expertise and heritage internationally through active</p>	<p>NL/CEO, PSD</p> <p>CD&TS, PRS</p>

TIME-FRAME	OUTPUT PERFORMANCE INDICATOR	EXPECTED OUTCOME	M&E AGENT
	collaborations that focus on standards and practices that make it easy for people everywhere to find, use and build on our collections	discovery system. Migration from AACR2 to RDA	
2021-2023	Establishment of archives and Museums in National Library of Nigeria Headquarters	Preservation of archival materials	

S/N	STRATEGY(IES)	ACTION POINT	IMPLEMENTATION AGENT
		<p>participation in a network of international documentary institutions</p> <p>v. Promote the use of Nigeria's documentary heritage</p> <p>vi. Collect and permanently preserve, according to the highest standards Nigeria's published documentary heritage as well as all Nigeria related documents published outside Nigeria</p>	
15	<p>NETWORK AND DEVELOP STRATEGIC PARTNERS (NLA, LRCN, IFLA, AFLIA, UNESCO ETC) FOR THE EXPLOITATION OF NEW PROSPECTS IN THE DIGITAL ENVIRONMENT</p>	<p>i. Set objectives for strategic partnerships.</p> <p>ii. Identify potential partners and friends of National Library of Nigeria.</p> <p>iii. Engage partnerships and collaborations with relevant agencies.</p> <p>iv. Writing of concept note and proposals to development partners to assist National Library of Nigeria in its</p>	<p>All the departments of NLN</p>

TIME-FRAME	OUTPUT PERFORMANCE INDICATOR	EXPECTED OUTCOME	M&E AGENT
2020-2024	Take advantage of opportunities that would be provided by strategic partners/stakeholders to improve on services	To receive assistance from the partners	NLN

S/N	STRATEGY(IES)	ACTION POINT	IMPLEMENT AGENT
		<p>development.</p> <p>v. Take advantage of opportunities that would be provided by strategic partners/stakeholders to improve on our service delivery.</p> <p>vi. Engage the Federal Ministry of Education on bilateral discussions to improve the Budget Ceiling of the NLN.</p> <p>vii. Liaise with the National Assembly Committees on Education for Completion of the NLN Headquarters Building.</p> <p>viii. Promote the development of Public Libraries in Nigeria through regular consultation with Directors of Public Libraries.</p> <p>ix. Partnerships with the Office of the Special Adviser on Sustainable Development Goals (SDGs) on</p>	

TIME-FRAME	OUTPUT PERFORMANCE INDICATOR	EXPECTED OUTCOME	M&E AGENT

S/N	STRATEGY(IES)	ACTION POINT	IMPLEMENTING AGENT
		enlightenment campaigns of SDGs.	
16	MAINTENANCE OF NON - CURRENT ASSETS REGISTER AND INSURANCE POLICY	<ul style="list-style-type: none"> <li data-bbox="419 470 801 602">i. There should be an existing Insurance policy is in place <li data-bbox="419 607 801 921">ii. Non - Current Assets Register should be maintained and regularly updated in line with International Public Sector Accounting Standards <li data-bbox="419 926 801 1058">iii. Monitor and sustain the regularity of payments on insurance premiums <li data-bbox="419 1063 801 1376">iv. Develop a working synergy between Finance and Accounts Department (F& AD) and other departments for periodic reconciliation and record keeping <li data-bbox="419 1382 801 1560">v. Prompt submission of annual audited accounts before 31st May of the succeeding year. 	NL, F&A, PSD, HR&A, VLSD, LDD, ISPD, PRSD, CDTS

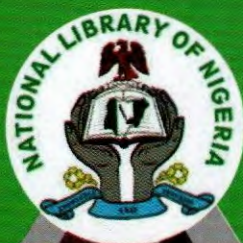
TIME-FRAME	OUTPUT PERFORMANCE INDICATOR	EXPECTED OUTCOME	M&E AGENT
2020-2024	A Fixed Assets Register is maintained and regularly updated and an Insurance Policy taken and adopted for the Staff and Assets	A secured Human and Material Assets of the NLN and a more serious Commitment to service by the Officers having assurances of Organisational commitment to their safety	

S/N	STRATEGY(IES)	ACTION POINT	IMPLEMENTING AGENT
17	IDENTIFY SOURCES OF ALTERNATIVE FUNDING AND INCREASE IN INTERNALLY GENERATED REVENUE (IGR)	<ul style="list-style-type: none"> i. Identify and engage Friends of NLN and solicit for support. ii. Identify International Donors and Private Partners that will support the programmes of National Library of Nigeria. iii. Identify other Sources of Funding outside the budgetary provisions. iv. Ensure CALIM is Functional as required as a source of Internally Generated Revenue (IGR). v. Deploy relevant officers to Revenue collection Centers. vi. Link ISSN/ISBN centers with Remita e-collection Module with a standing uninterrupted Internet Services. vii. Provide an online platform for the issuance of ISBN, ISSN and ISMN. 	NL, F&A, PRSD, VLSD, PSD, ISPD,

TIME-FRAME	OUTPUT PERFORMANCE INDICATOR	EXPECTED OUTCOME	M&E AGENT
2020-2024	Donors are identified discussed with and an M. O. U. entered into, and IGR sources are improved upon	External and Internal opportunities for funding of the Programmes and Projects of the NLN.	

S/N	STRATEGY(IES)	ACTION POINT	IMPLEMENT AGENT
		<ul style="list-style-type: none"> viii. Review Fines and Charges on Legal Deposit defaulters and Subpoena. ix. Enter Memorandum of Understanding (M. O. U.) with identified sources. x. Prepare a position paper on the NLN for reappraisal in the committee identified for Aids and Grants. xi. Engage with the Budget Office of the Federation on the way forward towards the Completion of the NLN Headquarters Building via special intervention funding. xii. Present a position paper to the NASS for the placement of the NLN amongst beneficiaries from TETFUND ETC. 	

TIME-FRAME	OUTPUT PERFORMANCE INDICATOR	EXPECTED OUTCOME	M&E AGENT



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