

## **Building strong partnerships in Library Community through the Jay Jordan IFLA/OCLC Early Career Fellowship Program for Continuing Professional Development**

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### **Abstract**

*Continuing Professional Development (CPD) largely refers to the process of continuing growth of a professional within the profession. In Library and Information Science fields, there are two views on CPD- the narrow and the broad views. The narrow view posts CPD as the imparting/ acquiring of specific skills and knowledge to deal with specific new developments. It trains Information Professionals (IPs) to handle new trends. The broad view considers CPD as a much extensive process, by which IPs continuously enhance their knowledge and skills to maturity as professionals, persons, development in their work, new roles and responsibilities in a given community (Padwad and Krishna, 2011). The Jay Jordan IFLA/OCLC Early Career Fellowship Program provides early career development and continuing education for library and information science professionals from countries with developing economies. Additionally, the Fellowship Program provides advanced continuing education and exposure to a broad range of issues in information technologies, library operations and global cooperative librarianship. Further, it is jointly sponsored by the IFLA and OCLC. According to OCLC and IFLA websites (2016), up to five individuals are selected every year for participation in this intensive four week Fellowship Program based at OCLC's headquarters in Dublin, Ohio, USA. With the 2016 class, the program has welcomed eighty (80) librarians and information science professionals from 38 countries (OCLC website, 2016). Although eighty librarians have so far benefited from this program, it is not yet clear how much contribution this program has made on the library community. Therefore the aim of this paper is to establish the impact of the Jay Jordan IFLA/OCLC Early Career Fellowship Program on building strong partnerships among the library and Information professionals and the Library Community. The specific objectives that guided this study were to: establish the knowledge and skills acquired from the IFLA/OCLC Program; examine the contribution of the Jay Jordan IFLA/OCLC Early Career Fellowship Program to strong library communities/partnerships; establish the challenges (if any) faced in sharing the knowledge and skills gained from the program with community where the fellows come from; and propose strategies to overcome the encountered challenges so that acquired knowledge and skills could be effectively shared to benefit the community where fellows come from.*

*Methodology applied included: an online survey to all IFLA/OCLC Fellows (beneficiaries) since inception (2001). Findings were supplemented by reviewing OCLC website where the fellows testify about the program. Qualitative research approach was applied in the study.*

*Beneficiaries include: IFLA/OCLC Fellows, IFLA and OCLC Administrators and the information fraternity at large.*

**Keywords:** IFLA, OCLC, partnership, Early Career Fellowship Program, Continuing Professional Development

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## **1. Introduction**

Continuing Professional Development (CPD) largely refers to the process of continuing growth of a professional within the profession. In Library and Information Science fields, there are two views on CPD- the narrow and the broad views. The narrow view posts CPD as the imparting/ acquiring of specific skills and knowledge to deal with specific new developments. It trains Information Professionals (IPs) to handle new trends. The broad view considers CPD as a much extensive process, by which IPs continuously enhance their knowledge and skills to maturity as professionals, persons, development in their work, new roles and responsibilities in a given community (Padwad and Krishna, 2011). The Online Computer Library Centre (OCLC) is a global library cooperative that provides shared technology services, original research and community programs for its membership and the library community at large. With thousands of library members in more than 100 countries, OCLC comes together to make information more accessible and more useful. One of the OCLC's outstanding programs is the Jay Jordan IFLA/OCLC Early Career Fellowship program. This Fellowship Program provides early career development and continuing education for library and information science professionals from countries with developing economies. Additionally, the Fellowship Program provides advanced continuing education and exposure to a broad range of issues in information technologies, library operations and global cooperative librarianship. This program is jointly sponsored by the IFLA and OCLC. According to OCLC and IFLA websites (2016), up to five individuals are selected every year for participation in four week intensive Program based at OCLC's headquarters in Dublin, Ohio, USA. With the 2016 class, the program has welcomed eighty (80) librarians and information science professionals from 38 countries (OCLC website, 2016).

## **2. Findings**

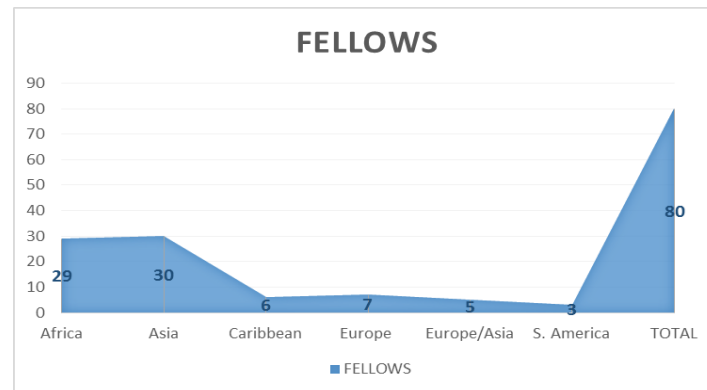
**The finding presented have been guided by the specific objectives which include to:**

- i. Establish the knowledge and skills acquired from the IFLA/OCLC Program;
- ii. Examine the contribution of the Jay Jordan IFLA/OCLC Early Career Fellowship Program to strong library communities/partnerships;
- iii. Establish the challenges faced in sharing the knowledge and skills gained from the program with your community (if any) ;
- iv. Propose strategies to overcome the encountered challenges so that acquired knowledge and skills could effectively be shared to benefit the community where fellows come from.

## 2.1 The region where the IFLA /OCLC Fellows come from

According to the study findings, the beneficiary fellows came from: Africa (29), Asia (30), Caribbean (6), Europe (7), Europe/Asia (5) and South America (3), a total of eighty since inception (2001). The above figures indicate that, most participants have come from Africa and Asia as per illustration below:

### The region where the IFLA /OCLC Fellows come from



Source: Field Data, 2016

## 2.2 The year in which the fellows were on the program

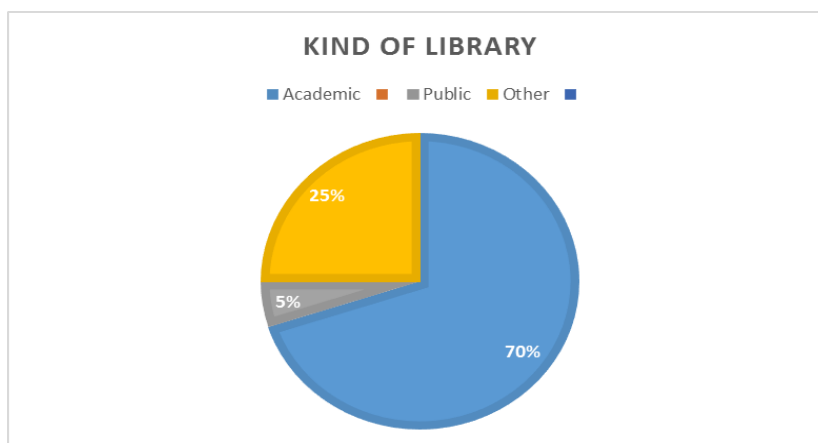
The period at during which the fellows were on the program are shown in the table below:

2001	2002	2003	2004	2005	2006	2007	2008
India	India	India	Ghana	China	Brazil	Brazil	India
Malaysia	Indonesia	Korea	Pakistan	Colombia	Indonesia	Ghana	Morocco
S. Africa	Kenya	Mauritius	Rwanda	Georgia	Kenya	Jamaica	Nepal
Turkey	Malaysia	Turkey	Sri Lanka	Jamaica	Moldova	Philippines	S. Africa
	S. Africa	Vietnam		Malawi	T & Tobago	Serbia	Uganda
2009	2010	2011	2012	2013	2014	2015	2016
Armenia	Azerbaijan	Botswana	Bangladesh	Jamaica	Bhutan	Pakistan	Bangladesh
Kenya	China	China	Ghana	Kenya	El Salvador	Philippines	Kenya
Pakistan	Egypt	Malawi	Kenya	Macedonia	Nigeria	Serbia	Nigeria
Serbia	Jamaica	Philippines	Nigeria	Nigeria	Philippines	Swaziland	Philippines
Uganda	Kenya	Serbia	Pakistan	Philippines	Sri Lanka	Zimbabwe	Serbia
Zambia	Pakistan						

Source: Field Data, 2016 from: <https://www.oclc.org/about/awards.en.html>

### 2.3 The type/kind of library where the fellows work e.g. public, academic

The study established that the majority (70%) of the fellows do not work in either Academic or public libraries but rather work in other types of library and information institutions such as special libraries such as medical libraries and non- governmental organization libraries as the pie chart below illustrates.



Source: Field Data, 2016

### 2.4 What the fellows do in the different types of libraries in which they work

The study established that the fellows are engaged in the following types of responsibilities represented by the respective job titles below:

i. Librarian for African, Global & International Studies	ii. Senior Librarian in Development and System Administration, Digitization and Cultural Activities Department
iii. Section Head Librarian of the Acquisitions Office	iv. Head Librarian
v. E-resources facilitator	vi. Research Librarian
vii. Library Director	viii. Librarian
ix. Head Librarian	x. Lecturer
xi. Reference Librarian	xii. Director of design library, lecturer of Deanship of Library Affairs and Liaison for the information literacy programs for the health and medical science colleges (females).
xiii. System Programming Librarian	xiv. Web Librarian,
xv. Pharmacy Librarian,	xvi. Acquisitions Librarian
xvii. Public Librarian	xviii. Knowledge Manager
xix. Database Administrator	xx. National Librarian
xxi. Chief Librarian	xxii. Information Officer
xxiii. Law librarian	xxiv.

Source: Field Data, 2016

## **2.5 Fellows Narration of experiences gained from the Jay Jordan IFLA/OCLC Early Career Development Fellowship Program**

The study established the fellows' experiences on the program as quoted below:

I had a great experience. I was able to learn new skills and I was exposed to a lot of new and emerging trends in the profession.

The fellowship was an eye opener to cutting edge development in the field of librarianship.

The fellowship program was amazing: it was well organized and 100% engaging which was exactly what I expected and what I still believe it should be. At that point in my career, it meant the world to me. I was always somewhere in between with my ideas and thoughts on what needed to be done in a library world in my country.

This program was an eye-opener and made me a stronger and a bolder librarian. A perfect combination of meeting the right people and learning how far the limits stretch in various fields of the profession.

I experienced an intensive program where we spent three weeks in Ohio and one week in Illinois participating in educational sessions and visiting North American libraries, cultural heritage institutions and library organizations. We were able to meet global library leaders and explore topics such as information technologies, library operations and management, and global cooperative librarianship.

It was one of the most eye opening experience for my profession and personal experience as well. I was part of the first class. It is 15 years ago. I enjoyed the full program. Besides learning from experts, it was amazing to experience the work environment at OCLC and learn about their mission and about librarianship worldwide

It was one very positive experience from which I learned a lot about the many different sides of librarianship, and I met great people and colleagues.

The program accorded me an opportunity to interact with leading librarians in Europe and USA and also appreciated use of technologies in libraries, library operations and strategic management.

2015 IFLA/OCLC Fellows describe it as: 'one of the best opportunities available for librarians'

## **2.6 Knowledge/skills acquired from the program**

The fellows revealed the knowledge and skills acquired from the program in the following ways:

Management; leadership; emerging technologies; public policy- I am pretty much management oriented and I learned a lot from the field. For example, at that time I was focused on HR so I absorbed everything there was about HR management (e.g. Columbus public library evaluation processes that I later used in my MA paper, and in the OCLC Professional Development Plan. In addition, places we visited and the best practice that we had a chance to "meet in person" so to say literally improved my decision making skills, organizational knowledge, unlocked my creativity and gave me more ideas on how to connect needs of library community to actual beneficial outcomes in a quickest and easiest way.

I have learned a lot of things and it would be too many to mention besides building a strong social connection and breaking down cultural barriers, here are some of several wonderful insights in: Involving the Alumni to give back to the university. I deeply saw the strong spirit of selflessness of the alumni to give back what is due to their community; marketing skills- F2F (face to face) interaction with a librarian is the first choice for the majority of library users seeking assistance. Therefore, we should make a step of marketing not just our libraries but ourselves as well; organization of management should focus on the customers and not the rank or hierarchy; partnering with local organizations to market and promote the library; establishment of Professional Development Plan comprising of long-term and short-term goals.

Among many other things, I learned how library cooperatives function, I got a closer look at the work of WorldCat, I gained knowledge in meta data, organization and management of big-size libraries, I got acquainted with the challenges my colleagues face in their countries, and, by the possibility to interview an OCLC's employee, I learned a lot about managing projects in libraries.

Use of technologies in libraries, library operations, need for strategic directions in libraries leadership, fundraising, resource sharing, cutting edge technologies, career development, managing libraries, professional networking etc

Leadership, Advocacy, Networking, Volunteerism.

Promote collaborative knowledge, increase and value networking, realize the importance of experience sharing, take responsibility on my continuing education. I had the chance to change the path of my career, and especially change the way of thinking the librarian profession.

I planned my professional development encouraged by continuous learning, considering more bold goals to my future. I got a wider view, without barriers, of the profession and practice forms through various cultural scenarios. I learned how to learn and to share. From colleagues of various cultures, I learned from their difficulties and limitations, but also with their success stories, perseverance and Creativity to promote a more egalitarian society through access to information.

Leadership, Information Technology, Global Library Cooperation, Presentation Skills and time management.

I also acquired the knowledge of OCLC products for libraries.

How to manage people with different ethnic backgrounds and values.

Global librarianship -- how to operate in the LIS global scene. vii. How to set professional and personal goals, and achieve them within the set time, and how to remain relevant in your local environment.

## **2.7 Use of the acquired knowledge and skills to impact the communities where fellows come from**

I was able to share my experience with my colleagues and also to my students in the LIS school.

Created the first open access journal in Rwanda using OJS, Taught library school students of the various technologies learnt, reached out to more content developers such as World Bank, UNESCO Institute of Education planning to share the use of some of the content they have in their repositories. Organized several archives and created finding aids and this was done in conjunction with other librarians and archivists.

I tried moving and shaking library community first through my presentations where I wasn't afraid to speak up anymore (it sometimes provoked angry reactions but those are the consequences of having wrong people in important positions); later I was part of a group of LIS graduates who started fighting for a place in a library world (in Serbia it is not a required degree for a library job, as a matter of fact, we are the last in the line). At this point, the movement has spread to a neighboring country with the

same problem, hopefully we'll win, it's just a matter of time. I also started first fashion line for librarians called "Bibliotanci". :) Then... my colleague from Belgrade city library and I organized a promo activity called "Catch a librarian!" for Belgrade Marathon in 2015 where we ran 5K run with branded T-shirts and collected books for libraries damaged in great floods that year.

There were lots of things I cannot perfectly recall right now, but one of the most important ones are as follows:

I learned a lot about libraries as change agents and advocacy during the Fellowship - something they don't teach us in Serbia (not in schools, not during your career). Not until some of us go through the Fellowship program, become audacious and start gathering like-minded people, taking over national library association and finally steering it in the right direction. It happened in 2016, finally! :)

I was able to provide similar report to my colleagues in the profession and our institution's administration. They became inspired. Librarians now were able to see the direct importance of 'Face to Face' interaction. There has likewise been a shift in terms of focus and priority from collection to customers and whose job would it be to do so. Everybody is pushing each other to succeed. We were able to partner with other organizations in promoting readership and sharing information to localities. And lastly, our Organization is likewise planning to establish Professional Development Plan that will help librarians to recreate themselves.

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Being a university librarian, I could transfer the knowledge and skills directly to my own staff and to the other universities through our association. In addition, I teach library and information science students the experience I gained through the programme

I am trying to push forward the Bhutan Library Consortium (a non-funded volunteered based organization) to next level with the experience and knowledge gained from the fellowship program

Embarked on Content digital management roll out

These observations helped me a lot along my path to my current leadership position as I manage a group of almost 40 people dispersed over 3 different cities.

The program gave me the confidence and expertise to start a digital repository for the library

I implemented the acquired skills and knowledge directly in my work at my library, but I also give presentations to my colleagues on my experience and they can and they do contact me to discuss these experiences and their practical implementation.

As an academician, I have shared the knowledge and skills to my students during lecturers and also through seminars, for example the use of technologies i.e RFID and strategic directions in libraries which is new in many old and upcoming librarians in Malawi. Also my Masters thesis is basically on the Open source integrated library management system after being inspired that as African we can do with little funding.

Have assisted in library resource mobilization, provided leadership in development of school and community libraries, have encouraged students and school leavers to pursue careers in information science

I work with our library association, advocate on the importance of libraries and information dissemination, continue to network with colleagues to share experiences using SWOT, work with the communities as a volunteer.

Along with my colleague from Brazil, I had presented a project to OCLC in order to improve the Information Technology skills for library staff. The objective was mainly to offer a free web-based courses from Webjunction content to other Brazilian professionals.

I shared my acquired knowledge through LIS forums, national association, LIS schools and writing. For example, still, many professionals seeks photographs of libraries building, furniture, and storage and so on from my OCLC/IFLA fellowship visits and so on.

After the programme, I submitted a report of my experience at the Fellowship Programme to my institution and made useful recommendations. I also presented the experience to my colleagues (Librarians, System Staff and Library Officers) in my University Library I also shared the experience at the National Workshop of the Information Technology Section of the Nigerian Library Association in 2014.

Cascaded the knowledge and skills at my institution, to fellow librarians in Zimbabwe through our national association, and have implemented a number of new programmes and service that best serve our clientele

- \* I shared the acquired knowledge with colleagues, and broadened their knowledge about librarianship and library technologies from global perspective

- \* I trained colleagues on how to use OCLC library tools and services which some of our libraries subscribed to, and intended to subscribe to

- \* With the knowledge acquired, I mentored younger colleagues on how they could participate in the program and other related programs

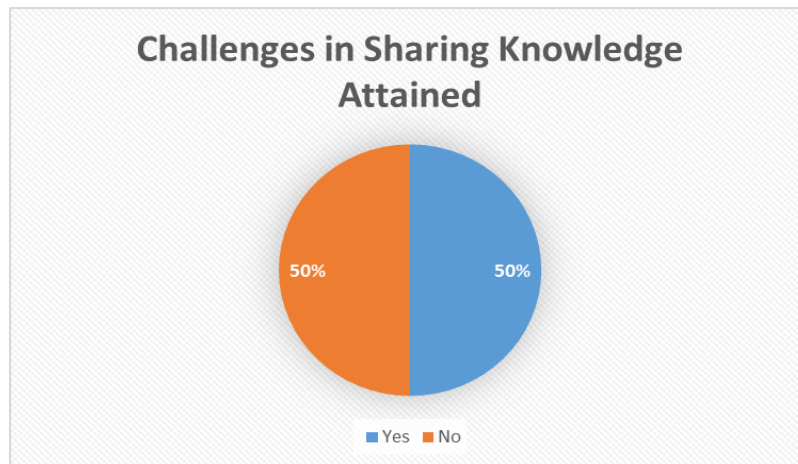
- \* My PDP helped and still helps me teach colleagues and other young professionals how to build a smart PDP

- \* Knowledge acquired has helped me shape and reshape to a great deal, library and information services rendered in my library and neighbouring libraries, as I have been consistently involved in professional training sessions in my community since I came back from the program.

## **2.8 Challenges faced in sharing the knowledge and skills gained from the program with communities where fellows come from**

On the issue of challenges faced in sharing the acquired knowledge and skills from the program with communities where the fellows come from, it was a split reaction. Fifty percent (50%) were of the view that they had no challenges in sharing the acquired knowledge from the programme with the communities they come from. On the other hand, fifty percent (50%) encountered several challenges in sharing the knowledge and skills gained from the program as illustrated below:





The challenges faced in sharing the knowledge and skills from the program appear below:

Difficulty or unavailability of a medium and avenue.

Changing from old practices to new practise was a challenge. For example, whenever I started "tickling" some of the old school management practices and trying to move them in a different direction, most library managers were not happy. But I didn't get scared, just cautious.

Selling the ideas was really hard because many called them 'white elephant' ideas many couldn't see them being workable or realised being new concepts in Malawi, many could not appreciate in the first instance.

We faced a serious obstacle, the OCLC did not own the rights to republish or translate most of the online education tools that were offered on Web Junction. These rights were owned by the original producers, such as Mind Leaders, the University of North Texas, and the OCLC regional networks. We would need to obtain these rights before we could translate the courses and then offer them in Brazil. But this would undoubtedly cost money. So huge amount that we would need approach some foundations and try the possibility of funding the project.

Inadequate financial resources to attend professional meetings regularly.

We faced a copyright issue that OCLC did not own the rights on most of the online content offered on WebJunction. It would be very expensive to obtain these copyrights and we did not have the skills to apply to funding agencies.

Although, on my return to Pakistan, I was given chances to share my newly acquired knowledge to the LIS students, LIS platforms, and professional gatherings. But the fact remains that in Pakistan, none of the library is user of any of OCLC products and very few libraries are using priced ILS. While rest now started using OSS like KOHA or DSpace. So it was quite difficult to relate the acquired knowledge with the local community. Yet, now situation is much better.

I was accepted to share the experience at the National Conference of the Nigerian Library Association in 2015 but could not due to financial constraint as my institution could not afford to sponsor me to the conference for that year and I, on my part was not financially buoyant.

Getting my University and Library Management to put in place some of my recommendations is not being easy as I presently have not attained a managerial position where I can make things happen.

## **2.9 Strategies proposed to overcome the challenges above**

Networking in the profession; Use conferences fora and social media platforms to disseminate experiences.

Mandatory requirement for the fellows to share their experiences with colleagues at home through their library associations e.g It would be great if IFLA/OCLC directly approached some of the library managers or associations managers with a kind request to organize presentations throughout a country (I travelled with my presentations but on my own terms, within a project "Sharing Experiences" with my professor who was part of Fulbright program; the project was funded by U.S. Embassy in Belgrade). So, Serbian library managers are smart enough to consider IFLA and OCLC really important organizations and I believe that they would support former fellows better and spread the word about the fellowship if approached directly by IFLA and OCLC. It is a communication that needs to be cherished, I believe between IFLA/OCLC and every country eligible for the program.

Alternative methods of disseminating information should be embraced. To a certain extent I am able share my experience through annual Bhutan Library Consortium conference, while most of the librarians from my schools were left out. We are trying to develop pamphlets and brochures about BLC and its annual conference. And also we will try to host online conference with various librarians who lack budget to participate in the conference.

### **Continuous education**

There should be continuous education to keep abreast of developments in the LIS fields

Sharing skills and experiences for development- One should always remember that they don't have all the solutions needed to run a project so they should bring other people who have the right skills on board and create a strong team

LIS curriculum review and implementation on current trends- We have included in our curriculum, use of technologies in Libraries, strategic management etc

Encourage income generating activities for better funding.

I personally made some presentations for undergrad library science students about the Jay Jordan IFLA/OCLC Early Career Development Fellowship Program, as well as in our main annual conference at national level in 2009 (CBBDD - Brazilian Congress of Librarianship , Documentation and Information Science), and became an evangelist for continuing education for library staff, especially on IT resources. I searched for free MOOCs (Massive Open Online Course) and share this opportunities in social media in library staff groups. Virtual spaces is a good source of sharing the knowledge i.e. online courses, webinars, webcasts and blogs, dedicated to the challenges faced by librarians in the Pakistani LIS setup. To identify the local challenges, existing literature or a new extensive survey is required. Local volunteer groups and LIS schools can be approached to arrange group surveys and online trainings. Sourcing for alternative means of funding where my office may not be able to afford.

## **2.10 How the Jay Jordan IFLA/OCLC Program has built strong library/community partnership**

### **Networking**

The Program opened doors of opportunities for me. It allowed me to network with fellow professionals from all over the world. The Program enabled me build a strong career base. It made me confident to initiate projects and participate in various activities of our profession.

I have been able to share and present about the program at various fora and consider myself as the program ambassador. Through my active participation, networking and interaction I have built strong partnership at a local and regional level.

#### **Multiplier effect**

Through multiplier effect, my experiences shared with others resulted into developments such as the newly established Rwanda Library Association of librarians and archivists.

#### **Rejuvenation of a strong library community and Serbia National Library Association**

It was rough at the beginning when it came to building strong library community in Serbia since the national library association was led poorly. However, after 7 years we finally have right people leading it. I am again on the Governing board which makes it easier for my voice to be heard. Especially now that I am part of IFLA International Leaders Program. I can't wait for it to start! And I must say that I am sure that I would've never gotten IN if it wasn't for the Jay Jordan IFLA/OCLC program.

#### **Looking at the world through different perspectives**

Looking at the world through different perspectives enlarged my knowledge and experience that have impacted my community- Bhutan.

The opportunity to see the world in a different light is definitely an eye opener for me. Thus given the chance to disseminate equal information have likewise given them a taste of that experience. They are as inspired and willing to explore beyond their capabilities and the hope that indeed anything they want to develop in their professional and personal zone is definitely possible.

#### **Establishment of a Bhutan Library consortium**

I was able to establish a library and information consortium through which projects have been established, implemented and reviewed for development.

#### **Recognition in by political leaders and technocrats**

Through the experience of the program, I was able to seek support from politicians in pushing forward the need of library amenities and support to build strong society.

#### **Dissemination of expertise and skills to fellow professionals and friends**

I am able to give back more, use the skills I acquired to train others who have not had the opportunity I feel like I have a family of OCLC fellows. I personally attached to OCLC and I don't see it as a commercial entity.

#### **Establishing a vibrant Government librarians association**

I belong to an association of Government librarians and due to the exposure given to me by the program I have brought in ideas to the association which has contributed to the growth, strength and voice of the association in the public sector.

#### **Global contacts**

The Fellowship has encouraged me to participate more actively in international library networks and to become a global librarian. I take part in professional networks and associations, I plan future projects with librarians within the country and abroad.

#### **Planning and implementation of library and information projects**

I am encouraging colleagues to join professional organizations and work actively in further developing librarianship in Macedonia.

### **Inspirational mission**

I have inspired many upcoming librarians who now appreciate the role of libraries in community, and additionally collaborations among others.

### **Career Development**

The program has given me knowledge, experience and dynamism in developing, planning and implementing goals and objectives for my career and for the public library that I'm working. After the Jay Jordan IFLA/OCLC Program, I started to work at a public library in my country and I'm sure that was a good opportunity to know and to share experiences from and to other colleagues. Besides my personal interest, it supported my activities as a citizen for I am sure that my professional performance plays an important role for the development of social conditions. Furthermore, this opportunity was a great stimulus for me to share experiences with other professionals by email lists, discussion groups and also by making presentations of the experiences acquired to groups of professionals and students at the University, at the library or in the virtual area. Besides that, in 2009 I and my colleague from Brazil that also attended Jay Jordan IFLA/OCLC Early Career Development Fellowship Program in 2006 presented a paper at Brazilian Congress of Librarianship, Documentation and Information Science showing the Jay Jordan IFLA / OCLC Program

### **Partnership development**

Through the program, the libraries that I have worked for and my local community got an opportunity to partner with likeminded institutions and individuals for information and learning resource sharing.

### **Career Development within the Library and Information Profession and beyond**

Through Jay Jordan IFLA/OCLC Programme, I have got to build career relationship with some fellows a few of which have resulted to my nomination for the Infoshare Award of the International Information Issues Special Interest Group (SIGIII) of the American Society for Information Science and Technology, introduction to further international Continuing Professional Development programmes, involvement in the planning and facilitation of IFLA pre-conference Workshop (2014) and opportunity to serve as a volunteer at IFLA conference.

### **Consolidation of Library and Information career**

Through coming together, libraries are much stronger in connecting people with information. Just like the Jay Jordan IFLA/OCLC Fellowship Program brings people together from underserved countries, I have influenced my library to play similar role with neighboring libraries, as we are looked upon by others as the 'big brother' library. Hence, we allow staff, especially librarians from other neighboring libraries to come to our library for understudy and training. This has built some serious bond between my library and several libraries in Edo State

## **3. Conclusion**

The Jay Jordan IFLA/OCLC Early Career Fellowship Program has contributed greatly to the development and advancement of the library and information profession in the beneficiary countries of the programme as highlighted in the above paragraphs. It has afforded wider knowledge and experience in the LIS profession by the participants, it has promoted to the growth and expansion of the LIS professions for example through consortiums, it has resulted into good public relations among the LIS professionals among other sectors of community, it has resulted into the establishment of dynamic and developmental library associations like in Bhutan, it has marketed the profession among key potential financial supporters for example, government ministries and influential politicians, it has enlarged and consolidated knowledge and expertise of the participants and has opened new frontiers of cooperation among different countries where participants came from with other countries of fellow participants.

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