

RESOURCE MOBILIZATION IN PUBLIC UNIVERSITY LIBRARIES IN TANZANIA

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Abstract

This paper examines the role of resource mobilization in improving library services in Public University Libraries. Some of the challenges facing these libraries are limited funds and other library resources. Public University libraries manage, collect and provide access to an ever-growing arsenal of information for an increasing number of users in an environment of growing financial constraints. The paper argues that libraries employ highly trained and educated staff, need to strengthen existing collections, complex facilities and sophisticated electronic technologies in order to operate successfully and efficiently. The paper discusses various approaches that are needed to address financial dilemmas of the Public University library through resource mobilization. Different ways of resource mobilization for Public University libraries are examined. These include library endowment and cultivating donors, resource sharing, cyber gifts, fee-based services, fund raising, local support, friends of the library and professional public relations programs all of which are part of an entrepreneurial approach to library management.

Introduction

Public university libraries experience economic recessions and reduction in library resources due to the limited amount of funds allocated by their parent institutions. These resources include human, equipment, information materials and funds. The situation has been more severe in the 1990's, the period that was characterized by rapid development in Information and Communication Technologies that has affected every sector in the society including libraries.

Public University libraries in Tanzania manage, collect and provide access to an ever-growing arsenal of information for an increasing number of users in an environment of growing financial constraints. They employ highly trained and educated staff; need to strengthen existing collections, complex facilities and sophisticated electronic technologies in order to provide good services to its users.

Thus, new approaches are needed to address financial dilemmas of the Public University libraries through resource mobilization in order to increase the availability of library resources in order to improve library services. Resources can be mobilized depending on what opportunities are available; there are numerous opportunities that libraries can use to mobilize resources.

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The technological advancement brings about a strong drive for librarians to deliver both print and electronic resources, which bring about new challenges in searching for appropriate service model that can deliver these services. Therefore the economic constraints within libraries need to be balanced against all these new expectations of online delivery by using effective resource mobilization strategies.

Effective resource mobilization has been pointed out to be an important aspect in the growth and development of libraries and information centers (Kiondo, 2002, Mugasha, 2001, Tanui, 2001 Utah, 2001).

Jilovsky, (2001) also says that resource mobilization is one of the important activities that will enable libraries to effectively utilize the available resources for efficient provision of library and information service.

In this paper different ways of resource mobilization for Public University libraries are examined and creative methods are detailed. These ways are as follows; library endowment and cultivating donors, resource sharing, cyber gifts, fee-based services, fund raising, local support, friends, groups and professional public relations programs. The use of a diverse strategy for mobilizing resource is very advantageous because it will enable libraries to have a diversified resource base which can help prevent problems caused by the loss of any single source (Scott, 2001).

1. Resource mobilization through resource sharing

Libraries can mobilize scarce resources and make them available by accessing and utilizing resources that they don't have from other libraries in remote sites. As a result scholarly materials, bibliographic databases, cataloging information, CD-ROM databases and expertise can be shared, through services such as interlibrary loans and the use of library consortium. Libraries can obtain services from somewhere else and still budget them as theirs in order to save costs, share expertise and enable library staff to concentrate on providing services to their users. Interest in resource sharing is known to have existed ever since the existence of libraries in their present form but resource sharing has been much evidenced in 1970's following increasing financial problem in libraries (Ladizesky, 1991).

The use of new solutions in the area of resource sharing, with the Information and Communication Technologies (ICTs) has made resource sharing possible. For instance networking is an effective way of sharing resources among a group of libraries or information centers. Networking facilities have totally revolutionized the methodology of resource sharing and the impact is now being greatly felt (Lang, 1997; Choudhury and Sinha, 1998). Through networking libraries can form library consortia that will enable them share the following:

- Cataloguing information for union catalogues which will assist users to conveniently locate materials they need in any of the partner libraries. Sharing of cataloguing information will help the librarian to ease their workload and avoid wastage of time by repeating work that has already been done by a colleague at another location.
- Access to electronic databases both online and on CD-ROMS.
- Collaboration and coordination in software acquisition and the automation process. This will harmonize the whole process of resource sharing using ICTs, rather than when automation is done in isolation.
- Exchange of links or address of mutual interest identified website.
- Joint bargaining power for the software and hardware prices especially when the same facilities are being used among a group of libraries.

All this will help to reduce costs that a single library will incur if they have to do everything on their own and will also improve the quality of services that these libraries offer.

One of the good examples of resource sharing in Tanzania is the Consortium of Tanzania University Libraries (COTUL) that is in the final stages of its formation. The consortium which will be the first of its kind in Tanzania will involve all libraries in public universities, university colleges and registered private universities in Tanzania (Lwehabula, 2003).

Other active and useful resource sharing initiative in Tanzania includes:

- Tanzania Literature Service (TALIS) which was a joint venture between the Government of Ireland and Tanzania and was coordinated by the library of the then Faculty of Agriculture Forestry and Veterinary Science of the University of Dar es Salaam-the present Sokoine University of Agriculture (SUA) (Mbwana and Gessesse, 1988; Cooney et al, 1988)
- The Tanzania Research Information Service (TANRIS)
- The National Documentation Center (TANDOC)
- Database on African Thesis and Dissertation (DATAD) which is coordinated by the project under the Association of African Universities (AAU) (Katundu, 2000)

Other examples include:

- The question and answer Service (QAS)
This is the project that deals with the agricultural information system and is coordinated by Technical Center of Agriculture and Rural Cooperation (CTA). The project operates at Ethiopia, Kenya, Tanzania and Uganda. At Sokoine National Agricultural Library (SNAL) this project started in 2001 where a total of 110 articles were ordered and out of those 73 articles were received between July 2001 and July 2002. The project is

aimed at providing access to information for Agriculture and Rural development in East Africa, and capacity building of designated regional information centers.

- The International Network for Availability of Scientific Publications (INASP).

INASP through the Programme for the Enhancement of Research Information (PERI)

provides access to a number of electronic resources and electronic journals for free to developing countries. The programme also supports capacity building in the research sector in developing and transitional countries by strengthening the production, access and dissemination of information and knowledge.

So libraries are argued to take advantage of free services available on the web as a way of mobilizing resources. This will improve library services at a reduced cost. Many challenges are facing librarians today in responding to the continuing change in the library environment. It is therefore essential for libraries to develop system and service models which support these changes and which meet client expectations of accessing information wherever and whenever it can be found. Developing and using formal and informal partnership and incorporating resource sharing strategy will help libraries to move forward and to deliver the widest range of service especially now when many libraries have been affected by the economic crisis.(Jilovsky, 2001)

2. Professional public relations programs

Smykla, (1999) defines public relations as any organized effort or activity created or performed primarily to enhance prestige or good will for an individual or organization. Individuals involved in public relations are typically responsible or may be responsible for publicity (media of all types), fund raising, government lobbying, public awareness and education. Public relations include ongoing activities to ensure that the company has a strong public image and it helps the public to understand the company and its products. Often public relations are conducted through the media using newspapers, television, magazines etc. Today, when libraries are expected to do even more with less marketing and public relations play an increasing important role in research and academic libraries' funds strategy (Smykla, 1999). Via newsletter, flayers, newspaper advertisement, television commercials and web pages the library is heightening awareness of its services and the funding necessary to keep those services current and available. Other activities such as book exhibition can also be used to promote the image of the library and therefore attracting potential donors.

This approach is more common in USA where a study conducted by Vikki Ford in 1985 discovered that majority of academic libraries conducted some form of public relations and that interest in public relations programs among the academic libraries was high. The study also pointed out that with more and stronger, well-organized public relations programs, academic libraries could resolve some of the financial problems facing them.

Libraries are argued to use public relations strategy as a way of creating public awareness not only to potential users but also to many different targets internationally, nationally, regionally and even in sections with related activities such as central government, the civil service, local government, the book trade etc. This strategy will help to attract potential donors enable the libraries to raise contributions even locally from individuals, organizations and the government. The strategy will also help to involve people in developing the library.

- **Mobilizing local support**

The current trend is to mobilize support from local private, public and non-governmental organizations. Therefore, the private, public and the civil society should work together to steer development through partnership. For instance the University of Dar es Salaam library has been able to receive support for equipment from the Tanzania breweries through this strategy (Kiondo, 2002).

- **Mobilizing contributions from individuals, friends and groups**

Individual contributions can go beyond money and include time, ideas, labor and political action. In reaching out individuals nothing is as powerful as direct contact with a committed board member, volunteers, alumni or other friends or groups, both local and abroad. As Martin (1998) states that the library can attract "friends," or people who have no link with the university other than being a member of a group such as the Friends of the Library, donating books to the library, or purchasing borrowing privileges. Other groups to whom the library can and should address its needs are: parents of students and alumni; faculty; and staff members. Depending upon the institution, parents can be very generous donors, and sometimes continue their support long after the child graduates from the university.

In addition, Martin (1998) suggests that the library should provide some benefits to the friends of the library in return for their support. These may include providing a newsletter, invitations to special events, borrowing privileges, special publications and a discount on university press publications among others.

Therefore, the library director needs to maintain contact with individual members of the friends of the library. These contacts should be facilitated by backing the members with concrete programs, timely communication and information about the foundation's values, strategies and programs. Follow up reports, thank you letters, publicity and events encourage people to keep giving and stay connected.

3. Fund raising

Fund raising can also be used to mobilize resources for library services development, Kiondo (2002) points out that fund raising is a popular way of mobilizing funds in America and Europe, but in most African countries it is an area that people have tended to shy away from. In survey of income generation experiences of eight African University libraries, it was found that only Makerere University indicated fund raising as one of its strategies used for resource mobilization for library development (Rosenberg, 2001) quoted by (Kiondo, 2002).

Fund raising in libraries requires proper research and planning. Before launching a fund raising campaign it is important to consider the library's public image and plans for development and whether it has the necessary staff time and money to support a fund raising campaign. Research into prospective donors must be carried out. A case statement, describing the library's needs, objectives, resources, institutional plans and so forth should be prepared. It is essential to thank donors often. So, public university libraries in Africa are advised to consider this method of resource mobilization in order to enable them to secure funds for the improvement of library services.

Moreover, Martin (1998) points out that the library directors have to become heavily involved in fund raising, or development. As the role of the director changes, he/she will need to acquire nontraditional knowledge and skills, and must simultaneously ensure that the library is operating smoothly. Therefore, the library director must take a lead with the support of other library staff, and have fund raising knowledge to enable him/her to take the advantage of this strategy.

As Martin (1998) states that Library directors have always needed to generate support for the library on campus, with faculty and administrators, but with the advent of major development programs, they now need to persuade the campus community of the legitimacy of the library's participation in fund-raising.

4. Donor funding

This is an important area that requires close attention by the information professionals in Africa. Funds from donors can be acquired through writing project proposals. The information professionals should learn and acquire

skills in project write-ups so as to take advantage of this strategy. The proposal should have a detailed project description, including the qualification of the organization requesting funds, a timeline budget and information on staffing and project evaluation. The proposal should also conform to the interest of donors at that particular time. Through this strategy it is also possible to acquire funds for staff training. For example, SNAL has been able to secure funds from NORAD and VRIL through this strategy.

5. Fee-based services

One of the central professional ethical concerns of academic librarians is for freedom of information, which is at the core of their function in the academic enterprise. The academic librarian must be able to provide access to information, which is appropriate to scholarly needs, at whatever level the study is being pursued.

However, there is a growing concern among academic librarians today that these values are being ignored in a proliferation of fees charged for services by libraries so as to mobilize their resources. In principle, the problem with user fees is that they deter or prevent access for some users to the information they require in their search for knowledge.

As the UNESCO Public Library Manifesto states: "The public library shall in principle be free of charge. The public library is the responsibility of local and national authorities. It must be supported by specific legislation and financed by national and local governments. It has to be an essential component of any long-term strategy for culture, information provision, literacy and education." However this principle is being challenged by the financial constraints that libraries face, demand for the timely and cost effective information services, rapid development of information and communication technology and its application in the library and information services.

Types of fee-based services

Public University Libraries can charge fees to users for a wide variety of services, for example, the widely accepted standard fees that are levied by most institutions, where there is a consensus on what is appropriate. The second group of services is marked by a diversity of responses: in these areas it seemed that a majority of libraries saw a problem in maintaining freedom of information while keeping up with costs, but came up with different ways of dealing with the difficulty. The third group might be termed "value-added" services, which might generate income for the library.

- **Standard service fees**

In the category of standard fees, the public university library can charge for the photocopying services, or prints from microforms, fines for overdue

books, lost or damaged books, postage and printing from library computer terminals. For example, the Sokoine National Agricultural Library (SNAL) charges 30.00 Tshs per page for the photocopying services, 100.00 Tshs for the overdue books per night and 50.00 Tshs per page for the printing services from TEEAL database. Most libraries, on the other hand, do not charge for allowing users for downloading information onto diskettes. Another practice that seems to be normal is charging for mediated online searches of the major commercial databases, based usually on connect time. CD-ROM and publicly available online databases seem to have undercut the demand for this service.

Moreover, the public university library can also charge a fee for external borrowers' privileges which include the alumni and non-members of the University. SNAL is planning to improve this fee in future. Libraries can also charge for seminars, workshop and meeting room used during the regular hours and after working hours. They charge for the study carrel, replacements of library cards and reservation of library materials. In places where there are "value-added" services, additional fees can be charged to external users who have purchased the services.

- **Problematic services fees**

According to the Information Paper on User Fees (2000), the second category, of problematic services, are typified by interlibrary loans and in-depth reference services on a contractual basis where they can be charged for in a variety of ways. The library can levy a flat fee or charge an exact on cost recovery basis. Although some libraries have exemptions of various kinds in interlibrary loan service for faculties, who get theirs free; otherwise requests for articles from journal titles that have been cancelled are free.

- **Value-added services fees**

In the final category of "value-added" services, libraries can go beyond the charging of fees for services that are basic or customary, where they can introduce and charge for new services at a higher level, with a corresponding new fee structure. Traditional fees functioned to serve one of several kinds of necessity: to satisfy license requirements, to reduce the cost burden, or to constitute a deterrent to excessive use of certain facilities. However, these new fees can only be seen as being directly aimed at mobilizing the resources.

Selective Dissemination of Information (SDI) service can also be charged to external users in the library. The outside users may register their educational profile or their topic of interest to the library, which in return will be used as a basis to notify them when the information material of their interest is acquired in the library.

Other areas where fees can be charged

- **Internet and email services**

Internet and email services can also be used as a source to generate funds in the library. Where, the library can use it as a cost-recovery fee in order to sustain the services, because these services are very expensive to maintain. They require costs for the maintenance of facilities and payments for the Internet connection charges. For example, the university of Dar es salaam Library is charging for the use of email and Internet services on cost-recovery basis. The library has been able to mobilize the equivalent of US \$ 2,034 over a three-year period (Nawe and Kiondo, 2001). This money was used to sustain services by paying for maintenance costs and Internet connection charges.

- **ICT training**

ICT training units' short courses can also be used to generate funds for the library. Where, both library staff and users are trained in how to use the computer, database management, how to conduct information searches on CD-ROM, Internet and online databases and other IT applications. For example, the University of Dar es Salaam Library has established an ICT training unit. The training unit serves a double purpose: it reduces training costs on the part of the library to train its staff outside the library, and it also generates income by conducting training (Kiondo, 2002)

8. Resource mobilization on the web

The Public university libraries can also mobilize resources on the web. This is possible with the development of information technology since the last part of twentieth century. The library can mobilize resources on the cyberspace by ensuring that they have a strong public image in order to raise their profile and visibility. This will make people know the importance of the library to them, which will in turn motivate them to support the library by seeking resources from new funding sources. This includes community redevelopment, block grants, family reservation funds, and individuals. This can be done by putting the library announcements and advertisements on the web; by encouraging and motivating the existing donors and descendants of past donors to keep on supporting the library by recognizing them on the web; by seeking the advertisements and affiliates who can advertise on the library web page.

According to Corson-Finnerty (1998), library resources can be mobilized on the web by mounting web homepage as its main "gateway" to electronic services, which will be storefront locations on the information superhighway. Therefore, the resources can be mobilized on the library

website by creating a homepage which links to the library website where various items can be added onto it in order to mobilize resources.

- **The education about library goals and achievements**

Library goals and achievements can also be put on the library website by a picture of the library, newsletter, year plan, policies, services and activities. It should be like a huge advertisement for the library to attract donors. This will motivate people who visit the library web page to donate to the library after knowing what's going on in the library, its problems and importance of the library to community at large.

- **Daily news/book reviews**

The library can also add daily news on this web page and goods for fundraising. The library can also add news headlines such as publishing news or latest book reviews.

- **Advertisements and announcements**

The library should also find advertisers and affiliates who can advertise on the library web pages that in return the library will be getting funds out of that. Moreover, the library should also use the web to inform library users about what is going on in the library, things like fund raising statements, book exhibition and the like.

Conclusion

Finally, the relationship of society as a whole to freedom of information cannot be overlooked. The simple fact of the progressive economic deprivation of academic libraries in universities and colleges has created the increasing pressure for freedom of information to be reduced in the name of fee-based services. If democracy is to be preserved in a society, that is, moving towards an ever-increasing inequality, there must be a commitment, in terms of resources, to both high-level liberal education and independent scholarship by the public institutions of government that carry elected responsibility. For the preservation of these fundamental values, there is no substitute for public support of independent institutions of learning, and the principle of general freedom of information. Librarians, and especially academic librarians, are by profession the guardians of that principle, and must play their part in the public life of the society to safeguard it.

Therefore, resource mobilization in Public University Library is important in order to ensure efficient and effective provision of information to mobilize funds, human resources, information materials and facilities. Also it enables the library to strengthen existing collection, recruit highly trained staff and sophisticated electronic technologies in order to operate efficiently. Therefore, this calls for effective use of resource mobilization. As

Kiondo (2002) notes the issue at stake should not only be resource mobilization but also effective use of mobilized resources. In this case, librarians need to use different ways of resource mobilization so that they can improve their services. These include library endowment and cultivating donors, resource sharing, fee-based services, fund raising, local support, friends of the library and through professional public relations programs.

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